



Best and Final Offer (BAFO)

**Consultant Services for the
Development of the Gulf Consortium's State Expenditure Plan
Required by the RESTORE Act, ITN Number BC-06-17-14-33**

October 2014

PROPOSAL



Imagine the result

66027876.0001

RBAFO RESPONSE COVER SHEET

This page is to be completed and included as the cover sheet for the Firm's response to the Invitation to Negotiate. Failure to submit this form may result in the response being determined non-responsive.

The Gulf Consortium, reserves the right to accept or reject any or all bids in the best interest of the Consortium.

Shelly W. Kelley, Leon County Purchasing Director

Christopher L. Holley, Interim Manager
Gulf Consortium

This solicitation response is submitted by the below named firm/individual by the undersigned authorized representative.

ARCADIS U.S., Inc.

(Firm Name)

BY

(Authorized Representative)

Peter W. McMaster, PE

(Printed or Typed Name)

ADDRESS 3522 Thomasville Road, Ste. 200

CITY, STATE, ZIP Tallahassee, FL 32309

E-MAIL ADDRESS Peter.McMaster@arcadis-us.com

TELEPHONE 850.422.2555

FAX 850.422.2624

ADDENDA ACKNOWLEDGMENTS: (IF APPLICABLE)

Addendum #1 dated _____ Initials _____

Addendum #2 dated _____ Initials _____

Addendum #3 dated _____ Initials _____



Shelly Kelly
Leon Consortium Purchasing Division
1800-3 N. Blair Stone Road
Tallahassee, FL 32308

Subject:

Consultant Services for the Development of the Gulf Consortium's State Expenditure Plan required by the RESTORE Act (ITN BC-06-17-14-33)

Dear Ms. Kelley:

Please find enclosed the ARCADIS team's response to the REQUEST FOR BEST AND FINAL OFFER (RBAFO) for Consultant Services for the Development of the Gulf Consortium's State Expenditure Plan required by the RESTORE Act (ITN BC-06-17-14-33).

This proposal has been developed in accordance with the RBAFO and includes the updated sections requested, as well as more detail on our methods and strategies. It specifically addresses the requirement to prepare and submit a grant application within 90 days of contract execution. Realizing that the Consortium does not have significant funding until this grant is funded, we are willing to wait on payment until grant funds are available.

The ARCADIS team understands that the State Expenditure Plan (SEP) must be prepared in a transparent manner and be responsive to the Consortium, the public, and comply with all applicable legislation and rules. It must include a fair and systematic methodology to evaluate and rank nominated projects that will be accepted by stakeholders from both the economic development and environmental restoration perspectives. It also must ensure any nominated project is feasible from engineering, economic, and environmental standpoints; this is crucial to a successful SEP. We are proposing that the Consortium establish an advisory committee to provide the Consortium with independent advice during SEP development. Our proven project management system, ORION, is able to track and update project data and provides the Consortium with the benefit of not having to develop a new database system, as well as a system that can be used during implementation. At the completion of the project, we will provide the Consortium with the database and all of the data used to develop the SEP, as well as continued access to ORION hosted on an ARCADIS server, in perpetuity. We are highly proficient in analysis of economic development, environmental restoration, long-range planning, public and agency outreach, engineering, infrastructure, and process and planning as related to the RESTORE Act.

We are pleased to provide this proposal for consultant services to develop the Florida State Expenditure Plan required by the RESTORE Act. In response to your RBAFO, we will continue with our original team with the addition of Stephen Hogge as Intergovernmental Liaison, as well as other additional staff as noted in our proposal. He will augment this team of experts with unparalleled planning and facilitation expertise, including Volkert, Inc., Salter>Mitchell, Fishkind & Associates, and Erin L. Deady, P.A. All parties have extensive experience and are highly proficient in economic development planning, engineering, environmental compliance, public engagement and grant management.

3522 Thomasville Road
2nd Floor
Tallahassee
Florida 32309
Tel 850 422 2555
Fax 850 422 2624
www.arcadis-us.com

WATER DIVISION

Date:
October 21, 2014

Contact:
Peter W. McMaster, PE

Phone:
251.545.9954

Email:
Peter.McMaster@arcadis-us.com

Our ref:
66027876.0001

Copies:
1 original, 5 copies

Imagine the result

The ARCADIS Team believes the Consortium's SEP continues to require a systematic approach that is based on our four key principles:

Commitment – The ARCADIS team has attended all the Consortium meetings and reviewed all pertinent documentation, followed the evolution of the entire RESTORE Act process, and met with key decision makers and staff to understand the breadth, implications, and complexities of the funds distribution and planning / project implementation process. When we are selected, we will be totally committed to the Consortium.

Collaboration – The RESTORE Act is a unique opportunity and this process is new to everyone involved. Everyone is continually learning and working to make the best decisions on the limited information that exists, while relying on similar past experience to help guide the process. Our team has the experience and expertise to foster trust and facilitate collaboration, as well as the open exchange of information between the various stakeholders. We have expertise in consensus-based processes. We have assisted hundreds of Federal, State, and local governments, as well as private and civic interests to collaborate on public issues.

Coordination – The RESTORE Act created the Gulf Coast Ecosystem Restoration Council to develop a science-based Comprehensive Plan and to fund projects yet to be identified. The ARCADIS team has extensive contacts with the Federal and State agencies involved in developing the Comprehensive Plan and met with team members during its development.

Communication – For a successful multi-year program, a communication plan needs to be developed that is open and effective. This plan needs to address all of the aspects of the program from the initial notification process through project nomination and evaluation, SEP development, and on to implementation. Our team has the demonstrated ability to effectively conduct this program; we have done this for many multi-million dollar programs and have recognized experts in this field. We also have extensive experience in public participation. Through coordination with the Consortium we will be able to generate public interest and elicit constructive participation from stakeholders.

We acknowledge acceptance of the minimum specifications and our intent to comply with all terms and conditions indicated in the ITN, our Initial Response, the Request for Best and Final Offer, and this Best and Final Offer.


We are ready to serve the Consortium on this very important project. The ARCADIS Team has extensive experience in program and program management as well as contract management and financial compliance. If requested, we are ready to provide the Consortium with these services during the implementation phase. ARCADIS is prepared to enter into a Master Services Agreement with the Consortium, allowing flexibility to issue work to us either on lump sum or time and materials manner, whichever is the most appropriate based on the complexity and development of the scope of services to be delivered for any particular aspect of the project. We appreciate your consideration and look forward to the opportunity to help the Consortium achieve your goals. If you require additional information, please do not hesitate to contact us.

Sincerely,

ARCADIS U.S., Inc.



Peter W. McMaster, PE
Principal-In-Charge



Stuart J. Appelbaum
Program Director

This proposal and its contents shall not be duplicated, used, or disclosed—in whole or in part—for any purpose other than to evaluate the proposal. This proposal is not intended to be binding or form the terms of a contract. The scope and price of this proposal will be superseded by the contract. If this proposal is accepted and a contract is awarded to ARCADIS as a result of—or in connection with—the submission of this proposal, ARCADIS and/or the client shall have the right to make appropriate revisions of its terms, including scope and price, for purposes of the contract. Further, client shall have the right to duplicate, use, or disclose the data contained in this proposal only to the extent provided in the resulting contract.



Table of Contents

Tab A. Executive Summary

Tab B. Strategy for Plan Development

Tab C. Project Nomination Process

Tab D. Project Evaluation Process

Tab E. Public Involvement Plan

Tab F. Qualifications, Experience and References of Proposer and Team

Tab G. Cost Proposal

Tab H. Leveraging Resources

Tab I. Implementation and Management

Tab J. Value Added Services

Required Forms

Appendix A - Resumes

This page was left intentionally blank

Florida's State Expenditure Plan Roadmap

To assist you further in evaluating our proposal, the following is an outline showing where to find our responses, addressing our qualifications in response to each scope of work item:

A. Application for a Planning Grant

The Consultant will develop an Application for a Planning Grant that meets the requirements of the RESTORE Act, the U.S. Department of Treasury's Interim Final Rule Regarding Regulations for the Gulf Coast Restoration Trust Fund (31 CFR part 34) and the Gulf Coast Ecosystem Restoration Council's Rule Regarding the RESTORE Act Spill Impact Component Planning Allocation, which the Consortium can submit to the Council for the purpose of securing federal funds from the RESTORE Act Trust Fund for the development of a State Expenditure Plan.

Where to Find Our Response:

See Tab B, Task 1B.



B. Draft State Expenditure Plan

After the Application for a Planning Grant is submitted to the Council and approved by the Council, the Consultant shall develop a Draft State Expenditure Plan that meets the applicable requirements of the RESTORE Act, the U.S. Treasury Interim Final Rule, the Council Initial Comprehensive Plan, the Council Interim Final Rule and other federal and state law.

Where to Find Our Response:

See Tab B, Tasks 2-5.



1. Existing Plans: An inventory, compilation, and summary of Florida's Gulf Coast existing community, stakeholder and government plans and programs addressing projects eligible for RESTORE Act funds, including but not limited to the plans being developed by the Nature Conservancy, the existing National Estuary Plans, and the following agency plans: Florida Department of Environmental Protection (FDEP), Florida Fish & Wildlife Conservation Commission (FFWCC), Florida Department of Agriculture & Consumer Services (FDACS), Florida Department of Economic Opportunity (FDEO), Florida Water Management Districts (Northwest Florida, Suwannee River, Southwest Florida, South Florida), and Florida Regional Planning Councils (Northwest, Apalachee, North Central, Tampa Bay, Southwest Florida, South Florida).

See Tab B, Task 2A.

2. Law. A list and compilation of federal and state law or guidance regarding planning and project implementation requirements and a strategy for compliance.

See Tab B, Task 2B.

B. Draft State Expenditure Plan

Where to Find Our Response:

3. Project Management Process. The design and creation of a project solicitation and management process and database, including the development of on-line forms and systems for project application, review, public comment and tracking that can be updated to be consistent with funding decisions by any funding source. The Consultant will develop the project format in consultation with the Florida Department of Environmental Protection (FDEP). While the on-line form should include data fields similar to those FDEP's on-line form, it may contain additional fields as needed to solicit project information necessary for development of the SEP. The format must include precise Geographic Information System (GIS) location information for mapping purposes and provide an ability to evaluate the submittals with various GIS applications. This task requires the creation of a database of all projects, programs and activities in Florida contemplated or undertaken with any RESTORE Act funds. Upon request, termination or completion of project, all data must be provided in a format acceptable to the Consortium. **The database and data shall be the property of the Consortium.**

See Tab B, Task 2C.

4. Strategy. A strategy for grouping projects, programs, and activities that can guide SEP development consistent with the goals and objectives of the Council's initial Comprehensive Plan and other requirements of law. These categories of grouping may include, but are not limited to, economic corridors and watershed planning.

See Tab B, Grouping of Projects, Programs, and Activities.

5. Feasibility. An analysis of the feasibility of nominated projects and their projected benefits, including an analysis of the projects' return on investment of RESTORE Act funds.

See Tab B, Task 4 and Tab D.

6. Cost. The amount of funding for each project, program and activity.

See Tab B, Task 4 and Tab D.

7. Timeframe. The proposed start and completion date for each project, program and activity including any necessary phasing, sequencing or relationships between projects.

See Tab C, Step 2.

8. Science. A method to determine how best available science was used for each natural resource or restoration project, program and activity.

See Tab D, Step 3.



B. Draft State Expenditure Plan

Where to Find Our Response:

9. Eligibility. A method to confirm that each project, program and activity is an eligible activity under the RESTORE Act.

See Tab B, Task 4A and Tab D, Step 1.

a. A method to confirm that each project, program and activity does not exceed the 25 percent (25%) limit for infrastructure OR a method to document an exception as allowed by the RESTORE Act.

b. A method to determine that the project, program or activity falls within the geographic scope of the RESTORE Act and Rule and Regulation.

10. Consistency. A spreadsheet matrix, or other appropriate tool, for demonstrating projects, programs and activities are consistent with the Goals and Objectives of the Gulf Coast Ecosystem Restoration Council's Comprehensive Plan.

See Tab B, Task 4A and Tab D, Step 1.

11. Evaluation Criteria. Development of metrics and evaluation criteria that will be used in individual project, program and activity evaluation and ranking.

See Tab B, Task 3A and Tab C, Step 1.

12. Return on Investment. A method to estimate and the performance of a calculation to determine the amount that each project, program and activity contributes to the overall economic or ecosystem recovery of the Gulf Coast.

See Tab B, Task 4C and Tab D, Step 3.

13. Collaborative Funding. A description of funding and leveraging collaboration, partnering or other matching funds from NRDA, NFWF, and other RESTORE Act funds that may greatly enhance a particular project, program or activity.

See Tab H.

14. Public Engagement. A public involvement plan that includes:

See Tab E.

a. A strategy for robust public engagement that ensures the public's right to know and public participation in the nomination and selection process for projects, activities and programs included in the State Expenditure Plan.

b. A strategy and system that keeps local, state, and federal governments involved and informed throughout the decision making, project selection and plan development process.

B. Draft State Expenditure Plan

Where to Find Our Response:

15. Memorandum of Understanding. A strategy for a Consortium project selection process that includes Florida Department of Environmental Protection Coordinated Review and compliance with the Memorandum of Understanding (MOU) between Florida's Governor and the Gulf Consortium.

See Tab B, Tasks 4-6 and Tab D.

C. Draft State Expenditure Plan, Revision, Approval and Submission

Where to Find Our Response:

- a. The Consultant will participate in the formal, public process of approval of the State Expenditure Plan (SEP) by the Consortium and the Governor of Florida. The Consultant will incorporate revisions to the Draft SEP as directed by Gulf Consortium, the FDEP Coordinated Review process and the Governor to finalize the SEP Plan to be submitted to the Council for consideration.
- b. The Consultant shall remain available to provide services to amend the SEP as circumstances and funding require in accordance with the Consortium's direction for re-submission to the Governor and ultimately to the Council.

See Tab B, Task 6.



Tab A

Executive Summary



A. Executive Summary

Our team will design and implement a high quality consensus-building approach to achieve collaborative solutions. Selecting our team offers you the following:

- **Your interests are our interests**
- **The Consortium is front and center**
- **An approach that's flexible and adaptable**
- **Outreach that meets audiences where they are**
- **ORION – a proven program management tool**
- **A Florida team that understands Florida**

✓ **Your interests are our interests**

ARCADIS is not currently working for any other county or entity associated with RESTORE in the state and will devote our efforts solely to the Consortium. We will maintain transparency working under the direction of the Consortium and utilize significant public and agency involvement and the best available science, engineering, and management practices in the development of the SEP, including project selection criteria.

✓ **The Consortium is front and center**

We believe that the Consortium must be engaged throughout the process to develop the SEP and that the public must see the Consortium as the primary agent delivering good to this public. Our team will completely support the Consortium's forward motion on this project.

✓ **An approach that's flexible and adaptable**

Our team understands that flexibility and adaptability will be needed while developing the SEP due to emerging conditions and uncertainties including changes in the Treasury's Interim Final Rule and promulgation of the Council's regulations.

✓ **Outreach that meets audiences where they are**

We will develop an inclusive, broad-based strategy for public engagement, where communications will reach stakeholders where they already are. Florida's 23 Gulf Coast counties differ in their economic, environmental, demographic and geographic makeup. Due to this vast diversity, we are taking a regional approach to outreach in which counties will be clustered by similarity and anchor cities will be designated, per region, to hold public meetings.

✓ **ORION - a proven program management tool**

ARCADIS has developed a database and project management system called ORION that we will use on this project. All data and the ORION system will be provided to the Consortium at the completion of the project. ORION has successfully been used to manage large scale programs in the past, and can be used to manage all project nominations, applications, as well as the entire life cycle of a particular project.



✓ **A Florida team that understands Florida**

Our Team and our individual members are well experienced throughout the State and in the most heavily affected counties along the Gulf Region from Mobile Bay to the Florida Keys. The team has extensive knowledge of local environmental and economic factors which impact Consortium counties as well as vast work experience throughout Florida. Our work has included post-event recovery projects of the nature applicable to the needs of the Consortium counties including assessment, planning, prioritization, design and funding.

Our Management Team

We have assembled a team of experts with unparalleled planning and facilitation expertise, including Volkert, Inc., Salter>Mitchell, Fishkind & Associates, and Erin L. Deady, PA all with extensive experience and highly proficient in analysis for economic development planning, engineering, environmental compliance, public engagement, and grant management to assist the Gulf Consortium in developing the SEP.

An organizational chart of our Team's management structure is provided in **Figure A-1**. A full organizational chart for the entire team is included in Tab F with their individual resumes.

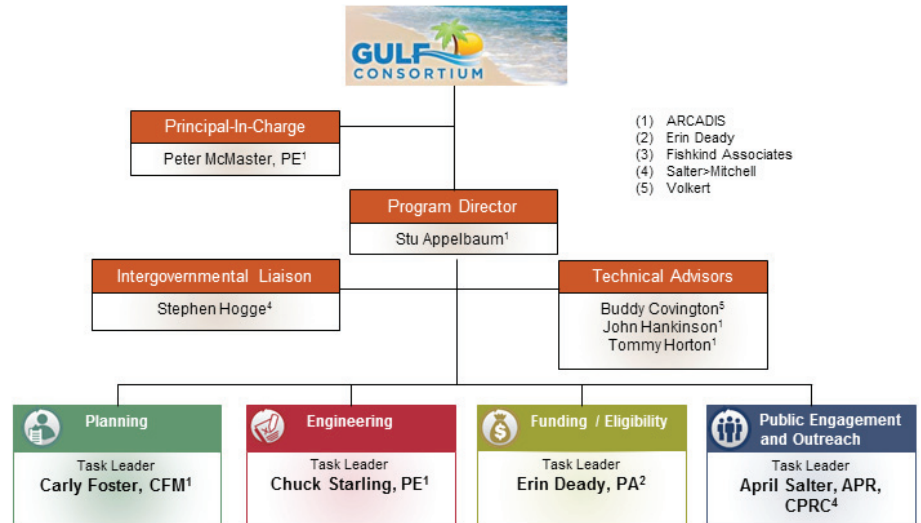


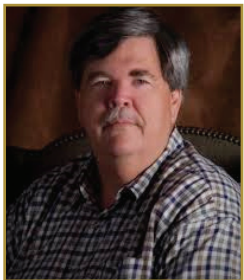
Figure A-1. Team's Management Structure

Our Staff understand the RESTORE Act...



Mr. Stu Appelbaum will serve as our Program Director. He is the leader of the Integrated Planning Group for ARCADIS, and joined ARCADIS after a distinguished 35-year career with the U.S. Army Corps of Engineers (USACE) in water resources planning and policy, ecosystem restoration,

adaptive management, and program management. He is a recognized expert in the planning and implementation of large-scale ecosystem restoration programs and projects, and has provided assistance on other large-scale ecosystem restoration efforts.



Mr. John H. Hankinson, Jr. will serve as our Technical Advisor. Mr. Hankinson brings more than 30 years of government service in environmental policy and regulation. He recently served as an environment and conservation lands consultant, advising on land conservation, strategic

land use decision-making and constructive environmental management / policy projects across the Southeastern United States.

Program Director Highlights

- 35-year career with the U.S. Army Corps of Engineers (USACE).
- Served as the Chief of the Jacksonville District's Planning and Policy Division.
- Led an interagency, interdisciplinary team in developing the comprehensive plan to restore the Everglades.
- Served as the Program Manager for the Everglades Restoration Program, the largest ecosystem restoration program in the Corps of Engineers.
- Has expertise in interagency and interdisciplinary collaboration, partnering, consensus building, public involvement and outreach, and policy development.
- Currently involved in Louisiana coastal restoration and Post Sandy flood protection in New York.

In 2010, Mr. Hankinson was named as Executive Director of the newly established Gulf Coast Ecosystem Restoration Task Force. The Florida native has brought together industry, government and stakeholder groups to form partnerships to restore ecosystems across the southeast.





Ms. Erin Deady is our Funding / Eligibility Task Leader.

She is a licensed attorney in Florida, a certified land planner by the American Institute of Certified Planners ("AICP") and a LEED AP. Ms. Deady works with clients on all aspects of the RESTORE Act, U.S.

Treasury Regulations and audit regulations as well as new procedures and rules to be developed by the Gulf Ecosystem Restoration Council including National Environmental Policy Act compliance, numerous aspects of Federal Grant compliance including 2 C.F.R. 200, new Federal Uniform Grant Guidelines promulgated by the Office of Management and Budget.

Ms. Deady has secured and / or administered \$6 million in various grants for local governments; and provided necessary grant compliance, monitoring and leveraging experience.



Ms. Deady brings significant experience in Federal-State Restoration initiatives and the layered applicability of Federal and State environmental regulatory procedures such as CWA, NEPA and State of Florida Environmental Resource Permitting. Ms. Deady assists clients in helping shape the Gulf Restoration process. Ms. Deady has good relationships with several of the agencies influencing the Gulf Restoration process including the Departments of Interior and Commerce and the U.S. Army Corps of Engineers.



Ms. Carly Foster is our Planning Task Leader.

She is a specialist in organizational management and planning, with particular interest in the social mechanisms involved. Her education and experience have led to a well-rounded perspective enhanced by strong motivation and qualities of energy, creativity and versatility. She

is skilled in solving and defusing complex problems in high-tension environments, with special skill at building effective, sustainable teams with clients and the public and possesses excellent management, negotiation and public relations skills. Ms. Foster has found ways to apply these skills in a variety of fields, including environmental program development; disaster relief operations; marketing strategies in different fields; community, industry, and legislative liaison; and training.



Mr. Stephen Hogge is our Intergovernmental Liaison.

He is an attorney and member of the Florida Bar with over 20 years combined experience functioning as a public affairs and government relations professional for major state associations and private organizations, senior public

policy director for the Florida Legislature, and policy advisor and project manager for the Florida Insurance Commissioner. In these roles, Mr. Hogge has worked with state and local governments to resolve many of the most vexing and politically complicated public policy challenges facing Florida.



Ms. April Salter, our Public Engagement and Outreach Task Leader,

is a communications professional with extensive national and statewide experience developing creative, cutting-edge approaches to communications and marketing challenges. Known as a top crisis-communications and cause-related

marketing expert, Ms. Salter is called on to consult on a

variety of high profile issues and causes. Her experience developing community engagement strategies spans more than 20 years and includes diverse initiatives across virtually every county in Florida. Ms. Salter develops overall campaign strategies and initiatives on major projects.



Understanding of the Scope of Services

The Deepwater Horizon oil rig explosion on April 20, 2010 and the subsequent spilling of more than four million barrels of oil from the Macondo Well into the Gulf of Mexico over 87 days resulted in one of the worst environmental disasters in U.S. history. Florida was one of five states affected by the oil spill. The RESTORE Act (Public Law 112-141, Subtitle F) is an unprecedented opportunity to implement projects and eligible activities that will improve the ecosystem and economy of Florida using the funds that will be made available from the Gulf Coast Restoration Trust Fund.

The ARCADIS Team (Team) clearly understands the RESTORE Act, project development, planning and the management consulting services necessary to assist the Gulf Consortium in preparing the State Expenditure Plan (SEP) required by the RESTORE Act. The RESTORE program overall is similar in scope and complexity to the large scale restoration initiatives led by our Program Director, Stu Appelbaum, who for 20 years managed the Everglades Restoration program for the Army Corps of Engineers. This unique experience will allow the Team to streamline the process for developing the SEP and avoid the pitfalls that usually plague a new effort like this that involves multiple levels of government and numerous agencies. We also understand that the SEP can't be developed in isolation from other RESTORE Act plans being developed such as: the Multi-Year Implementation Plans (MYIPs) being developed by 23 Florida counties, the plans being developed by other Gulf Coast states, and the distribution of funds through other processes such as: the Natural Resources Damage Assessment (NRDA) and the National Fish and Wildlife Foundation (NFWF).

Key Principles in Preparing the Consortium's Plan

Based on our understanding of the RESTORE Act requirements and our extensive planning and program management experience, the Team believes that successful development of the SEP requires a systematic approach that is based on four key principles:

Commitment – Any team that is considering pursuit of this opportunity will need to be committed to the Consortium and the process, not only going forward, but understanding what has transpired to date. The Team has demonstrated commitment to date by attending all the Consortium meetings and reviewing all the pertinent documentation. We have also followed the evolution of the entire RESTORE Act process and have met with decision makers and agency staff to understand the breadth, implications and complexities of the funds distribution and planning / project implementation process. As with any client relationship, when we are selected we will be totally committed to the Consortium as evidenced by our existing client relationships.

Collaboration – We understand that the RESTORE Act is a unique opportunity and this process is new to everyone involved. Anyone associated with RESTORE is continually learning and trying to make the best decisions on the limited knowledge that exists while relying on similar past experience to help guide the process. As recipients select business partners to help them through this process, success will be determined by how well associated parties can effectively work as a team and are willing to collaborate and share ideas and experiences that

Key Principles in Preparing the SEP Plan



Commitment. The Consortium's interests are our interests.



Collaboration. Experts in consensus-based processes.



Coordination. Strong relationships with key players.



Communication. Maximize support for the SEP and minimize opposition to it.

can lead to mutual benefit. This collaboration goes beyond the Consortium-consultant relationship but into the inter-workings of the Consortium members and extends out to the public. Our team has the experience and expertise to create the necessary environment to foster trust and to facilitate the open exchange of information and collaboration between all the various stakeholders. We have expertise in consensus-based processes. Our team has assisted hundreds of federal, state, and local governments as well as private and civic interests with engaging in collaboration on public issues. We bring to all our projects a first-hand in-depth understanding of the organizational, intergovernmental and agency relationships in Florida on a wide range of public issues. Our team works with public sponsors, clients, and interested stakeholders to develop, design, and implement high quality consensus-building projects that are aimed at achieving collaborative solutions to complex public issues.

Coordination – The RESTORE Act created the Gulf Coast Ecosystem Restoration Council that is required to develop a science-based Comprehensive Plan to restore and protect natural resources. The Comprehensive Plan Component of the RESTORE Act will fund projects that are yet to be identified. The Council approved the Initial Comprehensive Plan and Programmatic Environmental Assessment in August 2013. The team has extensive contacts with the Federal and State agencies involved in developing the Comprehensive Plan and we met with team members during the development of the Initial Comprehensive Plan. The Council will use the goals, objectives, and evaluation criteria to guide its ecosystem funding decisions. The Council will periodically request

proposals from its 11 State and Federal members. The team has been in regular contact with the Council and Department of Commerce-led team that developed the Initial Comprehensive Plan. Subsequent versions of the Comprehensive Plan are expected to include a prioritized list of specific projects to be funded, including the RESTORE Act-required, first 3-year prioritized project list.

Communication – For this multi-year program to be successful a communication plan will need to be developed that will be open and effective. With the large number of stakeholders, concerned parties, and the general public, transparency will be absolutely critical. This plan will need to address all of the aspects of the program from the initial notification process through project nomination and evaluation, SEP development, and on to implementation. At a minimum, it will need to include a web-based interface system, facilitation of both internal and public meetings and the ability to deliver the right messaging at the right time. This team has the demonstrated ability to effectively conduct this program. Not only have ARCADIS and Volkert done this for many multi-million dollar programs but we have Salter>Mitchell who are recognized experts in this field and have implemented these kinds of programs across the southeast U.S. Our Team has extensive experience in public participation. Through coordination with the Consortium we will be able to generate public interest and elicit constructive participation from the stakeholders. In particular Erin Deady has extensive experience with the RESTORE process working with Florida counties including Escambia, Monroe, and Bay.

Our Strategy and Approach for Preparing the SEP

Our strategy for developing the Consortium's plan is based on our Team's extensive experience in preparing large-scale consensus-based plan and our extensive experience with federal grant programs. Our approach is based on these key strategies for developing the SEP:

- **Active Consortium Role.** The Consortium needs to take an active role in developing the plan. We believe that the Consortium must be engaged throughout the process to develop the SEP. We have proven experience engaging key stakeholders and building consensus towards impactful decisions. For

example, members of the team proposed for this project facilitated the State Hazard Mitigation Plan Advisory Team for the State of Florida for the State Hazard Mitigation Planning initiative from the end of 2009 through 2012. During our tenure, engagement and participation was tracked and near tripled. Our approach includes several workshops that will be held with the Consortium at key points in the development of the SEP. We will primarily work with the Executive Committee and the Consortium's Interim Manager in planning for these workshops with the full Consortium.

- **Flexibility and Adaptability.** Although some guidance and requirements for the program have been issued by the Treasury Department and the Council, not all of the guidance has been issued or finalized. We understand the need to remain flexible while certain key issues are in flux such as: NEPA compliance requirements for SEP development as well as project or activity implementation and any additional regulations, rules, or procedures developed by the Council or Treasury that may impact the timing or approach to creating the Consortium's SEP. Our Team has relationships with officials involved in the development of RESTORE program guidance. Those relationships will be invaluable for helping to shape the guidance before it is finalized.
- **Public Engagement.** The engagement of stakeholders and the public throughout the process to develop the SEP is crucial for the plan to be successful. Our approach is designed to inform and involve the public and stakeholders in the process through a variety of activities. Our goal is to generate broad support for the projects, programs, and activities that ultimately are included in the SEP and to minimize opposition to the plan.
- **Advisory Committee.** To be successful, the plan that is approved by the Consortium must not only enjoy wide support by the Consortium members, but needs to also enjoy widespread support with stakeholders and the public. We propose that the Consortium establish a Consortium Advisory Committee (CAC) to provide the Consortium with independent advice during SEP development. We intend to utilize the CAC to provide feedback to the Team and the Consortium at specific times during the development of the SEP.

- **Phasing of State Expenditure Plan.** The total amount of funding available to Florida under the Spill Impact Component may not be known for a long time. Fortunately, the recently issued Treasury Regulations allow for the SEP to be developed incrementally or in phases. Our approach is based on incremental or phased development so the SEP can be revised or updated as additional funds become available.
- **Assessing Project Feasibility.** We believe that properly assessing project feasibility based on legal compliance, technical, and environmental criteria is critical to developing a plan that not only can be approved, but that the projects can be implemented. Our approach provides for a rigorous evaluation of projects so that only projects that are feasible are included in the SEP. This will also prevent problems with project implementation such as legal issues, environmental compliance issues, or cost overruns and help ensure positive outcomes for the projects, programs, and activities in the SEP.
- **Assisting Projects That Do Not Make Final SEP.** Our evaluation process uses a "two strike" rule before being ruled out from further evaluation. For those projects that

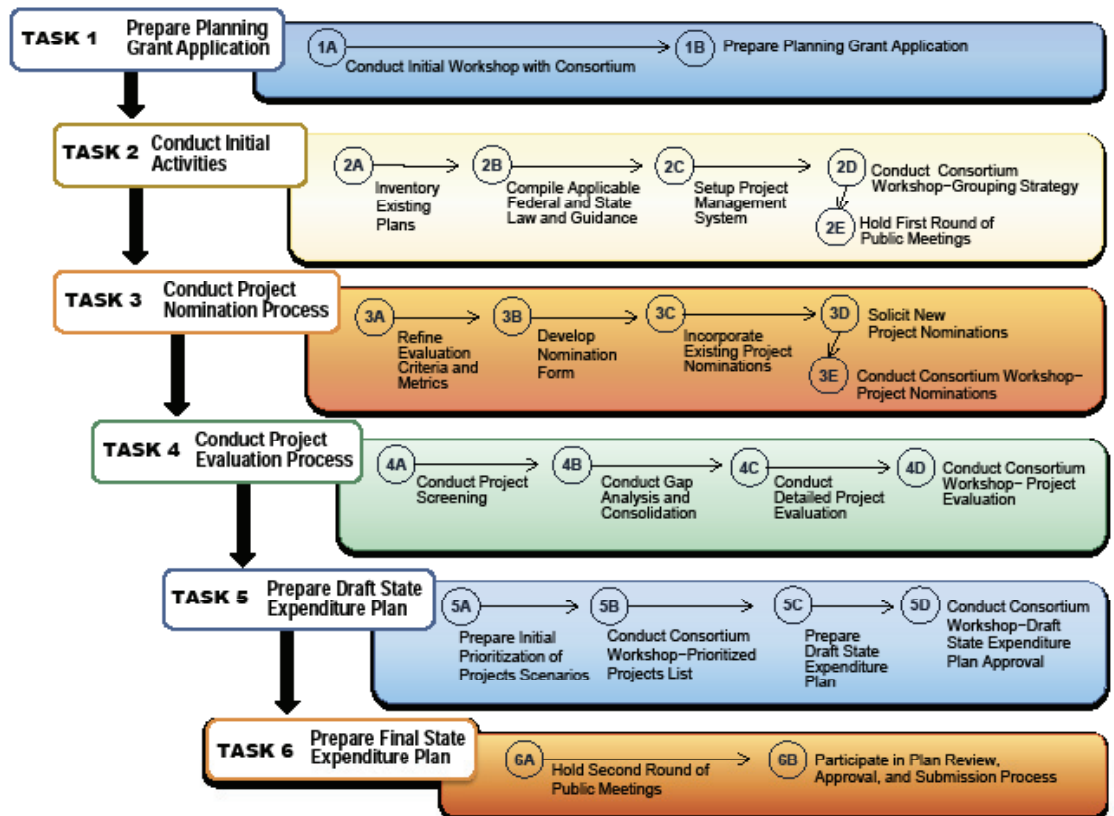


Figure A-2. SEP Development Process

do not make it into the final SEP, we will work with the project sponsor to improve project feasibility or to find other potential funding sources (e.g. other RESTORE funding “pots”).

Our approach for developing the State Expenditure Plan for the Consortium involves six major tasks and subtasks as shown in **Figure A-2**.

- **Task 1: Prepare Planning Grant Application.** Within 90 days, prepare the planning grant application for the Consortium to receive funds for preparation of the SEP.
- **Task 2: Conduct Initial Activities.** Prepare an inventory, compilation, and summary of Florida's Gulf Coast existing community, stakeholder and government plans and programs. Develop a list and compilation of federal and state law or guidance regarding planning and project implementation requirements and a strategy for compliance. Setup the project management and database system and develop an on-line web portal through which project data can be entered and project management activities completed. Hold the first round of public meetings.
- **Task 3: Conduct Project Nomination Process.** Refine the evaluation criteria and metrics to evaluate projects. Develop the information required for each project and develop the nomination form. Incorporate existing nominations (currently almost 1,400) as appropriate and map information from previously submitted applications to the fields in the new project information forms and transferred over (**Figure A-3**). Solicit new project nominations utilizing several methods of public outreach to ensure that a variety of prospective applicants are reached.
- **Task 4: Conduct Project Evaluation Process.** Screen nominated projects for program eligibility, confirm appropriate project type, confirm consistency with consortium goals objectives, confirm applications are appropriately complete, and identify the level and type of further review required for a project. Evaluate and score project proposals against regional project preferences as preliminarily developed through the plan inventory and confirmed by the Consortium, as well as confirm metrics entered by the project applicant. Conduct a detailed evaluation of nominated projects using legal compliance, technical, and environmental criteria.

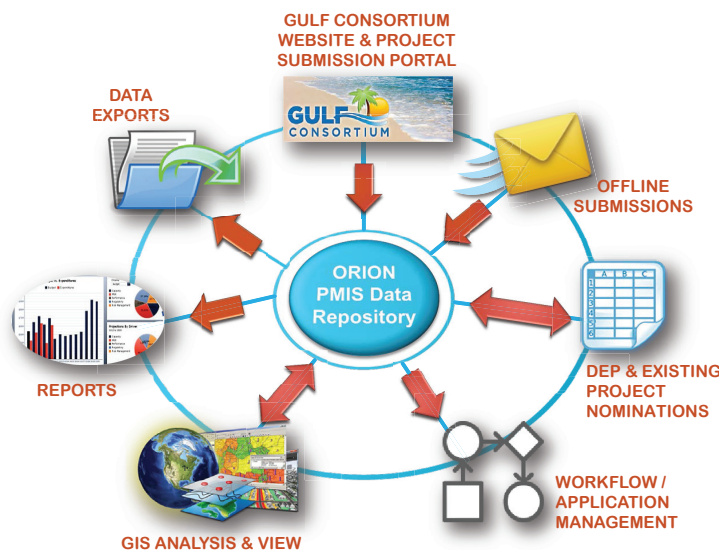


Figure A-3. ORION Project Management System

- **Task 5: Develop Draft State Expenditure Plan.** Develop several different initial ranking and prioritization scenarios. These scenarios could include groupings by region; by project type; or by watershed. Within groups, projects would be prioritized by how well they performed relative to the evaluation criteria and metrics. Prepare the draft SEP that meets the requirements of the RESTORE Act and the Treasury Regulations.
- **Task 6: Prepare Final State Expenditure Plan.** Hold the second round of public meetings on the draft plan and prepare the final SEP. Participate in the review, approval, and submission process for SEP by the Consortium, FDEP, Governor and Council.

Public Involvement Plan

Funding flowing into Florida as part of the RESTORE Act presents an unprecedented opportunity for the various states' gulf coast communities to make significant progress on critical issues affecting their local economies and natural environments. To realize such potential, input and participation from all stakeholders is needed. As part of the Team, communications professionals from Salter>Mitchell will lead and manage the process for ensuring robust public engagement throughout SEP development. Our approach to public outreach begins with research. Indeed, our proposal kicks off with research methods that will inform the public

engagement components of the SEP development process. That said, our experience with similar public involvement campaigns allows for a vision for what such a plan may look like.

A comprehensive, inclusive public engagement process (**Figure A-4**) should target a wide variety of audiences, including: Gulf Consortium Directors, alternates, and staff; followed by local businesses, government agencies, nonprofit organizations, news media and topical influencers; with impacted residents emanating from there.

To achieve our main objective of increasing awareness of and encouraging participation in the process and thereby garnering support, lessening confusion and preventing potential criticism, we will invite and inform stakeholders — facilitating and promoting engagement from the beginning of the process to the end by providing various opportunities for information gathering and feedback. In this way, we will meet additional objectives of helping reach consensus on project evaluation criteria; driving the solicitation of project nominations and collection of proposals; and stimulating public feedback on proposals during the project evaluation phase.

We will maintain open lines of communication with all stakeholder groups through complementary outreach efforts and supporting materials that will inform the public while simultaneously seeking their feedback and continued engagement. Research will guide the design and development of these strategies and tactics, including a Rapid Research Review of the current landscape for public involvement processes similar to this one; surveys and interviews with Consortium members to determine their expectations for public involvement; and public online surveys and phone banks to determine the same among impacted residents.

Communications must reach stakeholders where they already are. We advise a comprehensive approach to communications

tactics so that target audiences are receiving information in virtual “surround sound” from all gatekeepers. In general, specific communications vehicles should include: social and digital media, public relations, and paid advertising.

Public meetings and events will likely be an important, if not expected, component. We propose a series of public events as a way to speak directly to stakeholders, informing them of progress and requesting their participation. Town hall meetings and County Commission outreach efforts touching all 23 counties will be scheduled at key checkpoints during the plan development process.

To drive further participation, calls for public feedback may be distributed through paid, owned and earned media. The anchor for all communications, a clean and simple web portal will house all public information and provide an interactive forum for the receipt of project nominations and public comment. Social media will permit laser-focused outreach to key demographic groups, driving them to the website and recruiting them as active participants in the process by offering media-rich and engaging content. Sharable videos and email updates will supplement these owned media. Using traditional methods, we will design and implement a targeted paid media campaign to encourage participation and provide status updates, including a fully integrated mix of print, radio, TV, outdoor and direct mail. Collateral materials, such as informational brochures and newsletters, and search engine marketing and digital advertising will ensure an equitable outreach process for those with and without Internet access. Through coalition building and media relations, earned media will allow us to leverage partner communications and ensure more people amplify our messages. To reach disadvantaged, disenfranchised, and underserved communities, it will be important to reach those groups and individuals that hold respect in those communities. In these areas, word of mouth is imperative, especially for touching those people without access to the aforementioned media or information sources.



Our Team is located in Florida...

Responsible Office:
ARCADIS U.S., Inc.
3522 Thomasville Road, 2nd Floor
Tallahassee, FL 32309
Tel: 850.422.2555
www.arcadis-us.com

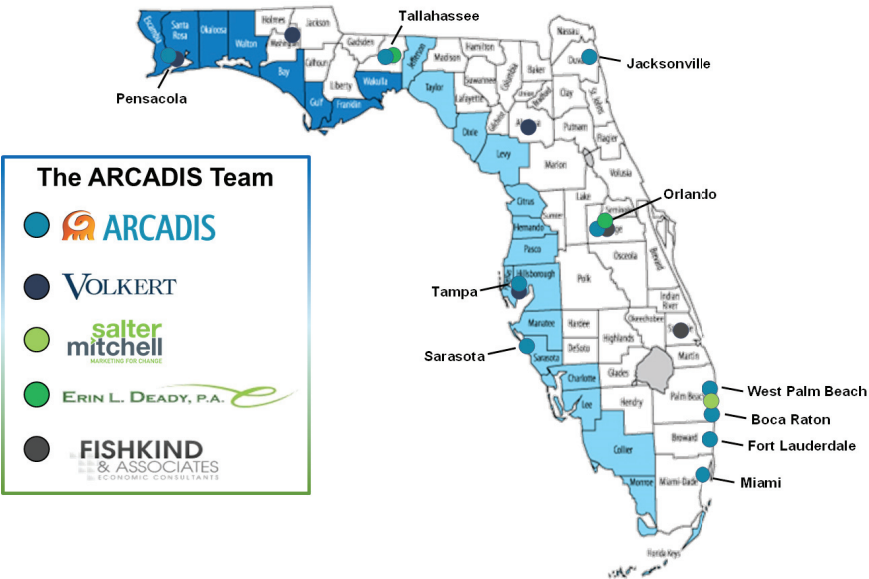
Our team is located across the State.

ARCADIS has offices located in Tallahassee, less than half an hour from the Consortium's primary staff contacts, and ten other offices throughout the State supported by 325 professionals across the state. In addition to ARCADIS, our other team members, Volkert, Salter>Mitchell, Fishkind & Associates and Erin L. Deady, PA, have offices in Florida with numerous employees living and working in the

ARCADIS U.S., Inc. is an international consulting firm with 10 offices throughout Florida that has performed numerous successful projects throughout the State and the U.S. We work for and consult with State and Federal governments and their agencies at all levels and are intimately familiar with their constraints and procedures.

Volkert & Associates is a gulf-based multi-disciplinary, full-service engineering and environmental firm that provides services to state departments of transportation, federal agencies, local and municipal governments. They are rated as one of the top engineering, planning, and environmental consulting firms in the United States.

Erin L Deady, PA brings a unique understanding of the legalities surrounding the RESTORE Act implementation and its associated proposed implementation including such issues as National Environmental Policy Act compliance and streamlining Federal and State regulatory requirements. She has worked for a number of the Consortium counties and understands how to effectively navigate the constraints implementing large scale Federal restoration initiatives.



Name of Subconsultant / Role	
Volkert	
Role: Engineering / Planning	
Erin L. Deady, PA	
Role: Funding / Eligibility	
Salter>Mitchell	
Role: Public Engagement / Outreach	
Fishkind & Associates	
Role: Economics	

Salter>Mitchell serves as an independent public resource firm for facilitating consensus solutions and supporting collaborative action. Based in Tallahassee, they provide collaboration and consultation services, education, training and research building solutions to public challenges and supporting collaborative action to implement solutions.

Fishkind & Associates provides high level economic analysis that will be invaluable in demonstrating the value of the SEP program, projects and documenting ROI to the Consortium.

Our Team's Large-Scale Restoration Experience...

Our team also has a breadth of experience in large-scale ecological restoration projects (see Fig. A-5) throughout Florida and the United States, providing us the collective professional wisdom to evaluate, plan, implement and adapt engineering solutions that meet impact minimization and/or restoration goals. The Team includes nationally-recognized experts with broad-based experience in all aspects of restoration work in various ecological settings, such as upland transition areas; wetlands; streams, ponds, and lakes; rivers; and estuarine/ coastal systems as well as economic development analysis. We offer our clients practical and economical solutions to their restoration needs.



Keys to Success

- » Our ability to be flexible and adaptable in a dynamic environment
- » Our understanding that the Consortium needs to take an active role in preparing the plan

Figure A-5. Restoration Experience





Tab B

Strategy for Plan Development

This page was left intentionally blank

Tab B. Strategy for Plan Development

Understanding of the Project and Consortium Needs

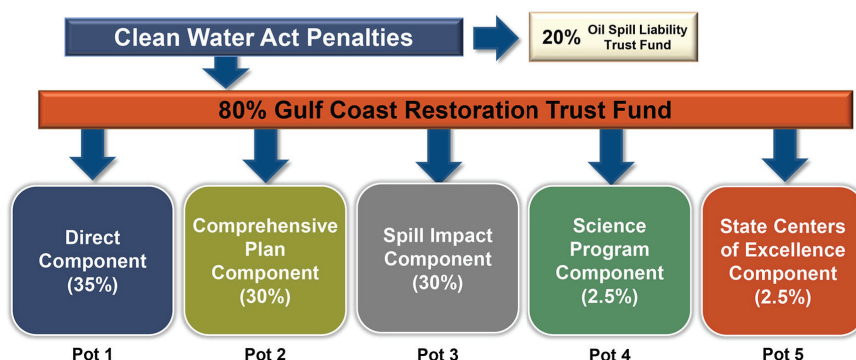
The Deepwater Horizon oil rig explosion on April 20, 2010 and the subsequent spilling of over four million barrels of oil from the Macondo Well into the Gulf of Mexico over 87 days resulted in one of the worst environmental disasters in U.S. history. Florida was one of five states affected by the oil spill. The RESTORE Act (Public Law 112-141, Subtitle F) is a unique opportunity which will allow Florida to implement projects and eligible activities that will improve the ecosystem and economy of Florida using the funds that will be made available from the Trust Fund.

The Team clearly understands the RESTORE Act, project development, planning and management consulting services necessary to assist the Gulf Consortium in preparing the State Expenditure Plan (SEP) required by the RESTORE Act. The Gulf Consortium is required by the RESTORE Act to develop the SEP for Florida. This SEP must be approved by the Gulf Coast Ecosystem Restoration Council (Council) before any funds can be provided. The SEP must take into account the Council's Initial Comprehensive Plan adopted in August 2013 and must be consistent with its goals and objectives.

We also understand that Florida's SEP can't be developed in isolation from: the Multi-Year Implementation Plans (MYIPs) being developed by 23 Florida counties and the MYIPs and SEPs being developed by the other Gulf Coast states, and the distribution of funds through other processes such as: the Natural Resources Damage Assessment (NRDA) and the National Fish and Wildlife Foundation (NFWF).

The Council will review and approve each SEP so that it is consistent with goals and objectives of the Initial Comprehensive Plan adopted by the Council in August 2013 (as opposed to merely submitted, which is the requirement under the Direct Component). Once the Council approves an SEP, grants will be awarded by the Council in accordance with

RESTORE Act Funding Allocations



a formula to be developed by the Council for specific projects, programs, and activities identified in the SEP. We understand the importance of tracking and coordinating the activities and projects planned by the Council and the Gulf Consortium so that the SEP optimizes and leverages available funding to maximize the number of projects that can be implemented with Florida's Spill Impact Component funding.

The Team understands the uncertainties associated with the RESTORE Act, the Treasury Regulations, the Council Regulations and additional undefined forthcoming guidance. Since the total amount of fines that the responsible parties will be required to pay under the Clean Water Act (CWA) has not been determined, and Phase III of the trial has been delayed until January 2015, the final amount and timing of funds available to the Consortium may not be known for some time. However, we do know that under the initial distributions of the Transocean settlement, up to \$9.4 million is available to the Consortium for developing the SEP. Additionally, it has not been determined what environmental documents may be needed for the SEP to comply with the National Environmental Policy Act (NEPA) and other State and Federal laws.

Our Team understands that flexibility and adaptability will be needed while developing the SEP due to changing conditions and uncertainties including changes in Treasury's Interim Final Rule (IFR) and promulgation of the Council's Regulations.

Treasury and Council Regulations

On August 15, 2014 Treasury published an IFR which became effective on October 14. This IFR governs all of the activities under the RESTORE Act. The importance of these Treasury Regulations and future Council Regulations cannot be overstated, because these regulations will have a significant impact on the development and submittal of the SEPs to the Council. The Consortium advocated numerous key provisions in its comments to Treasury on the Draft Regulations in November 2013, and the IFR incorporated many of the Consortium's suggestions. On August 22, 2014 the Council published an IFR that authorizes the Consortium to apply for grants to fund the preparation of the SEP. The Council's Rule is a major development, as it allows for the Consortium to now receive up to its minimum allotment under the Spill Impact Component (currently about \$9.4 million) now to prepare the SEP, but the further detail on the actual application process is forthcoming at an unknown date.

Under the Council's August 22, 2014 IFR, the Consortium can now receive a grant to fund preparation of the SEP.

The Treasury Regulations allow for the development of SEPs in phases or iterations. Consequently, the planning process needs to evolve beyond a "one plan, one timeline" approach. For instance, without knowing the final amount of funds to be received by the Consortium, a multi-phase approach would be beneficial for the SEP in order to move forward with RESTORE Act funds that are available from the Transocean settlement. The Treasury Regulations also provide a broad definition of planning assistance to include one-time preparations to establish systems and processes needed to review grant applications, award grants, monitor grants after award, and audit compliance, but planning assistance as it related to the Consortium, Council and SEP is still not settled yet. Early indications are that the planning assistance as related to the SEP may even be more limited than planning assistance as applied to the Direct Component. This means that these start-

The following are eligible activities under the RESTORE Act:

- Restoration and protection of the natural resources, ecosystems, fisheries, marine and wildlife habitats, beaches, and coastal wetlands of the Gulf Coast region
- Mitigation of damage to fish, wildlife, and natural resources
- Implementation of a federally-approved marine, coastal, or comprehensive conservation management plan, including fisheries monitoring
- Workforce development and job creation
- Improvement to or on state parks located in coastal areas affected by the spill
- Infrastructure projects benefiting the economy or ecological resources, including port infrastructure
- Coastal flood protection and related infrastructure
- Planning assistance
- Administrative costs (3% maximum)
- Promotion of tourism in the Gulf Coast region, including recreational fishing
- Promotion of the consumption of seafood harvested from the Gulf Coast region

up costs may not be considered administrative costs subject to the 3 percent statutory limitation in the RESTORE Act.

The SEP should include provisions for start-up costs for establishing program and grant management systems needed for implementation of Florida's SEP if permitted by Rule.

In developing Consortium's SEP, we understand the requirements of the RESTORE Act and the Treasury Regulations, as well as the ultimate Council Regulations, that must be complied with in order for the Council to release Spill Impact Component funds. These requirements include:

- Consistency with the goals and objectives of the Comprehensive Plan (see **Figure B-1**).
- A description of the processes used to evaluate and select activities included in the SEP; to assess the

capability of third party entities that will implement activities in the SEP; to prevent conflicts of interest in the development and implementation of and the SEP; to obtain public review and comment.

- Activity eligibility for funding, including location, budget, milestones, projected completion dates, and criteria to evaluate the success of each activity in helping to restore and protect the Gulf Coast Region.
- Demonstrating how the activities in the SEP will contribute to the overall economic and ecological recovery of the Gulf Coast.
- How each activity that would restore and protect natural resources, ecosystems, fisheries, marine and wildlife habitats, beaches, coastal wetlands or the economy of the Gulf Coast is based on the best available science.
- Demonstrating that the activities described in the SEP will be carried out in the Gulf Coast Region.
- A limitation of 25 percent on infrastructure projects, unless the Governor certifies that the ecosystem restoration needs in the state will be addressed by the activities in the proposed SEP and additional investment in infrastructure is required to mitigate the impacts of the Deepwater Horizon Oil Spill to the ecosystem or economy.

- The SEP made available for public review and comment for a minimum of 45 days, in a manner calculated to obtain broad-based participation from individuals, businesses, Indian tribes, and non-profit organizations.

The Council has issued initial regulations concerning the allocation of funds for the Spill Impact Component and the requirements for Council approval of SEPs are forthcoming in more detail. However, in August 2014, Treasury issued guidance on how the Direct Component will operate and how to apply for grants administered by Treasury for Direct Component activities. Additionally, the Council has issued guidelines for the submission and evaluation of projects for the Comprehensive Plan component. While this guidance does not directly apply to the Spill Impact Allocation or the preparation of the SEP, we believe that the Council further detailed guidance will be similar to this other guidance. Consequently, we have shaped our approach to be consistent with this forthcoming guidance for these other components. We will continue to monitor all of these developments and can adapt to them to assure the Consortium develops and submits a SEP that will meet all federal and state requirements related to the RESTORE Act, Treasury Regulations and any required regulatory requirements.



Figure B-1. Goals and Objectives of the Comprehensive Plan

Memorandum of Understanding with the Governor

The Consortium and the Governor have entered into a Memorandum of Understanding that governs the preparation of the SEP. There are provisions relating to the project submittal and consideration process to be followed by the Consortium and provisions relating to the review process to be followed by the Consortium, state agencies, and the Governor. Specifically, the Consortium must develop a standardized format for submittal of projects, activities and program in a SEP and must be consistent with FDEP's Florida Gulf of Mexico Project Submittal form. Additionally, the Consortium's process for selecting projects, activities, and programs for inclusion in the SEP must include: a review for consistency with applicable laws and regulations; prioritization based on criteria established by the Consortium; and approval of at least of majority of the directors at a duly noticed meeting. The Memorandum of Understanding also includes specific processes for coordinated state agency review of the SEP by FDEP and review by the Governor, and revisions and adoption of the SEP by the Consortium. **Our approach recognizes these requirements and incorporates activities and processes that comply with the provisions of the Memorandum of Understanding.**

Strategy for Preparing the SEP

Our strategy for developing the Consortium's SEP is based on our Team's extensive experience in preparing large-scale consensus-based SEP and our extensive experience with federal grant programs. Our approach is based on these key strategies for developing the SEP.

- **Active Consortium Role.** The Consortium needs to take an active role in developing the SEP. We believe that the Consortium must be engaged throughout the process to develop the SEP. We have proven experience engaging key stakeholders and building consensus towards impactful decisions. For example, members of the Team proposed for this project facilitated the State Hazard Mitigation Plan Advisory Team for the State of Florida for the State Hazard Mitigation Planning initiative from the end of 2009 through 2012. During our tenure, engagement and

- participation was tracked and nearly tripled. Our approach includes several workshops that will be held with the Consortium at key points in the development of the SEP. We will primarily work with the Executive Committee and the Interim Consortium Director in planning for these workshops with the full Consortium
- **Flexibility and Adaptability.** Although some guidance and requirements for the program have been issued by the Treasury Department and the Council, not all of the guidance has been issued or finalized. We understand the need to remain flexible while certain key issues are in flux such as: NEPA compliance requirements for SEP development as well as project or activity implementation and any additional regulations, rules, or procedures developed by the Council or Treasury that may impact the timing or approach to creating the Consortium's SEP. Our Team has relationships with officials involved in the development of RESTORE program guidance. Those relationships will be invaluable for helping to shape the guidance before it is finalized.
- **Public Engagement.** The engagement of stakeholders and the public throughout the process to develop the SEP is crucial for the plan to be successful. Our approach (described more fully in Tab E) is designed to inform and involve the public and stakeholders in the process through a variety of activities. Our goal is to generate broad support for the projects, programs, and activities that ultimately are included in the SEP and to minimize opposition to the plan.
- **Advisory Committee.** To be successful, the SEP that is approved by the Consortium must not only enjoy wide support by the Consortium members, but needs to also enjoy widespread support with stakeholders and the public. We propose that the Consortium establish a Consortium Advisory Committee (CAC) to provide the Consortium with independent advice during SEP development. We intend to utilize the CAC to provide feedback to the Team and the Consortium at specific times during the development of the SEP on numerous issues.
- **Phasing of SEP.** Although the initial amount of funding available for preparation of the SEP is known (about \$9.4 million), the ultimate amount of funding available to Florida under the Spill impact component may not be known for a long time. Fortunately, the recently issued Treasury Regulations allow for the SEP to be developed incrementally or in phases. Our approach is based on

incremental or phased development so the SEP can be revised or updated as additional funds become available.

- **Assessing Project Feasibility.** We believe that properly assessing project feasibility based on legal compliance, technical, and environmental criteria is critical to developing an SEP that not only can be approved, but that the projects can be implemented. Our approach provides for a rigorous evaluation of projects so that only projects that are feasible are included in the SEP. This will also prevent problems with project implementation such as legal issues, environmental compliance issues, or cost overruns and help ensure positive outcomes for the projects, programs, and activities in the SEP.
- **Assisting Projects That Do Not Make Final SEP.** Our evaluation process uses a “two strike” rule before being ruled out from further evaluation. For those projects that do not make it into the final SEP, we will work with the project sponsor to improve project feasibility or to find other potential funding sources (e.g. other RESTORE funding “pots”).

Grouping of Projects, Programs, and Activities

There are a number of ways to group **projects, programs, and activities (Figure B-2)**. Projects could be grouped:

- **Project Type:** according to their primary project type using the eleven eligible categories for Spill Impact Component funds stated in the RESTORE Act.
- **Regional Watershed:** by watershed using standard watershed delineations such as the USGS watershed classification system (i.e. Hydrologic Unit Codes or HUCs).
- **County Boundaries:** by the county that the project is primarily located in.
- **Other Regional Approach:** by regions that correspond with the nine regions for public involvement (see Tab E Public Involvement Plan) that we have proposed.

Since location and project data for all projects will be loaded into the GIS system, projects can be grouped and displayed using any of these methods. All of these approaches are viable and provide important information; however, we believe that grouping by region should be the starting point for SEP development. This is important to show the geographic distribution of all proposed projects –restoration projects as well as economic development projects. This grouping will also align with the regional approach to the public involvement activities. We would anticipate that the different regions may have different concerns and priorities for the development of the SEP and different concerns. We can discuss project impacts from the perspective of the different groupings – we identify the economic corridors and the impacts that the projects are likely to have. The SEP should describe how each of the goals is met and how the projects will impact the various regions. We propose to conduct a workshop with the Consortium to finalize the grouping strategy. For this workshop we can display the different grouping strategies and obtain concurrence with the recommended method.

Grant Management and Grant-Making Processes

Our Team member, Erin L. Deady PA, will lead the Team in developing various grant strategies for use of RESTORE and non-RESTORE Act funds to optimize leveraging of funding sources. She has a strong background in funding strategy

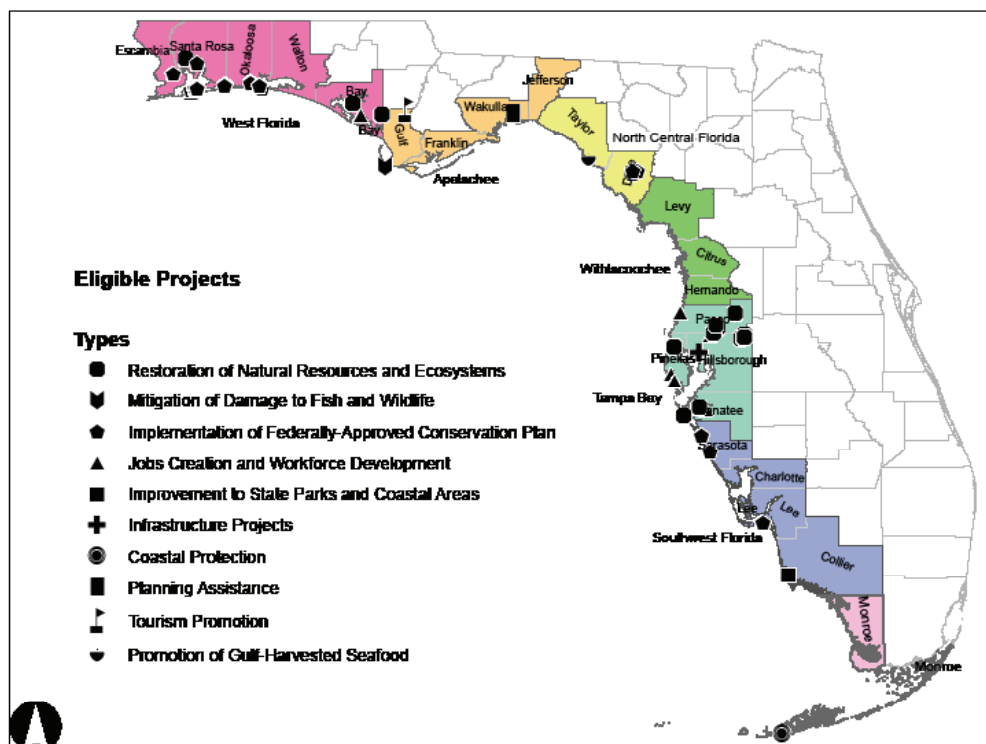


Figure B-2. Project Grouping Strategy

development, currently managing federal grants for clients, for project implementation, particularly that of grant strategy, administration of grants, and the monitoring and tracking of numerous funding opportunities. She has worked with key local, state and federal agencies, association and legislative entities including relevant elected decision-makers, staff, committees, appointed officials, stakeholder groups and industry associations on grant implementation strategies.

All penalties awarded and disbursed to the local governments will occur in the form of Federal grants overseen by the U.S. Department of the Treasury and the Council. Through the Team's current work on the Deepwater Horizon spill, we are very familiar with RESTORE and other sources of funds that can be leveraged with penalty damages received, or used as grant sources for the SEP's implementation, including National Oceanic and Atmospheric Administration funds, and NFWF funds, among others.

Also of importance, new Federal rules (Code of Federal Regulations) have been adopted that create "uniform" Federal grant guidelines. In December 2013, the U.S. Office of Management and Budget (OMB) adopted streamlined regulations regarding the Federal government's guidance on "Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards" (Title 2 of the Code of Federal Regulations). These modifications were a key component of a larger federal effort to more effectively focus resources on improving performance and outcomes while ensuring financial integrity with non-Federal stakeholders for Federal grants. This guidance provides a Federal government-wide framework for grants management which will be complemented by additional efforts to strengthen program outcomes through performance metrics and evaluation. This final guidance supersedes and streamlines requirements from OMB Circulars A-21, A-87, A-110, and A-122 (which have been placed in the OMB guidance); Circulars A-89, A-102, and A-133; and the guidance in Circular A-50 on Single Audit Act follow-up.

The final OMB guidance consolidates the policies previously contained in the aforementioned citations into a streamlined format that aims to improve both the clarity and accessibility. These types of requirements should be evaluated early after the kick-off with the Consortium for this scope of services so that project selection accounts for the level of work necessary to use and report on RESTORE Act funds. This evaluation must also include any additional state procedures (such as

recent auditing rules that have been revised) to assure project administration and implementation requirements can be met by any contractors securing sub-grants.

The Team has previously won successful procurements to develop grant strategies, manage complex grants with numerous partners, contractors and projects and received favorable auditing results upon grant closeout. Our extensive project experience on Federal and State funded projects require us to be knowledgeable and comply with all applicable regulations, so we build these principles into all of our project management efforts for grants. Our individual Team personnel have extensive experience with such Federal and state requirements. Our grants staff have helped manage and implement close to a billion dollars in federal grants and projects all along the East Coast. In fact, our Team has helped manage federal grants for the state of Florida and its counties since 2007.

Methodology For Preparing the Consortium's SEP

Our methodology for developing the SEP for the Consortium involves six major tasks. Within each major task are a number of subtasks. The major tasks and subtasks of our methodology to prepare the SEP are shown in **Figure B-3** and are described below.

Task 1: Prepare Planning Grant Application

Task 1A: Conduct Initial Workshop with Consortium. The Team will conduct an initial workshop with the Consortium to present and discuss the process for developing the SEP and the schedule for developing the plan. We will also develop the Consortium's goals for the SEP and finalize the public involvement plan. Following the workshop, we will then refine the strategies, processes, and timelines as necessary based on the Consortium's direction.

Task 1B: Prepare Planning Grant Application. The IFR issued by Treasury on Aug 15, 2014 establishes the procedures for the RESTORE program and requires compliance with applicable federal laws and policies for grants. OMB issued final guidance on December 26, 2013, regarding Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards (2 CFR Part 200), which contains specific guidance on several aspects of Federal

grant programs that could be helpful in crafting an Initial Grant Application for the Consortium such as:

- Identifying “Advance Payments” so that funds are not strictly a reimbursement
- Defining “Reimbursable Costs” such as pre-award and administrative
- Including costs related to “Environmental Review and Assessment”

Treasury’s IFR allows for SEPs to be phased or incremental and may be modified with the Council’s approval. What this means is that the Consortium may choose to develop a Phase I of the SEP that is based upon initial funds available with early Transocean Settlement funds. The Gulf Coast Ecosystem Restoration Council’s IFR issued on August 22, 2014 provides the opportunity for the Consortium to apply to the Council for a grant up to the amount of Florida’s

minimum spill allocation (currently about \$9.4 million) for the preparation of the SEP. Although the Council has not issued their requirements for the Spill Impact Component, our best information about these forthcoming requirements indicates that the initial planning grant application may need to include “a plan to prepare a plan” in order to meet the legal requirements of the RESTORE Act. If so, we will use the information from this proposal to meet that requirement. Additionally, there are indications that “planning activities” could include public outreach tasks. Finally, there is the potential that “pre-award” costs may be reimbursable consistent with other Federal grant principles. In furtherance of these principles, the Team will develop the application for a planning grant which the Consortium can submit to the Council that could be comprised of the following elements, if allowable

1. Reimbursable pre-award costs incurred to date.

The reimbursement of these costs, if allowable, will be subject to further Treasury and Council guidance, but

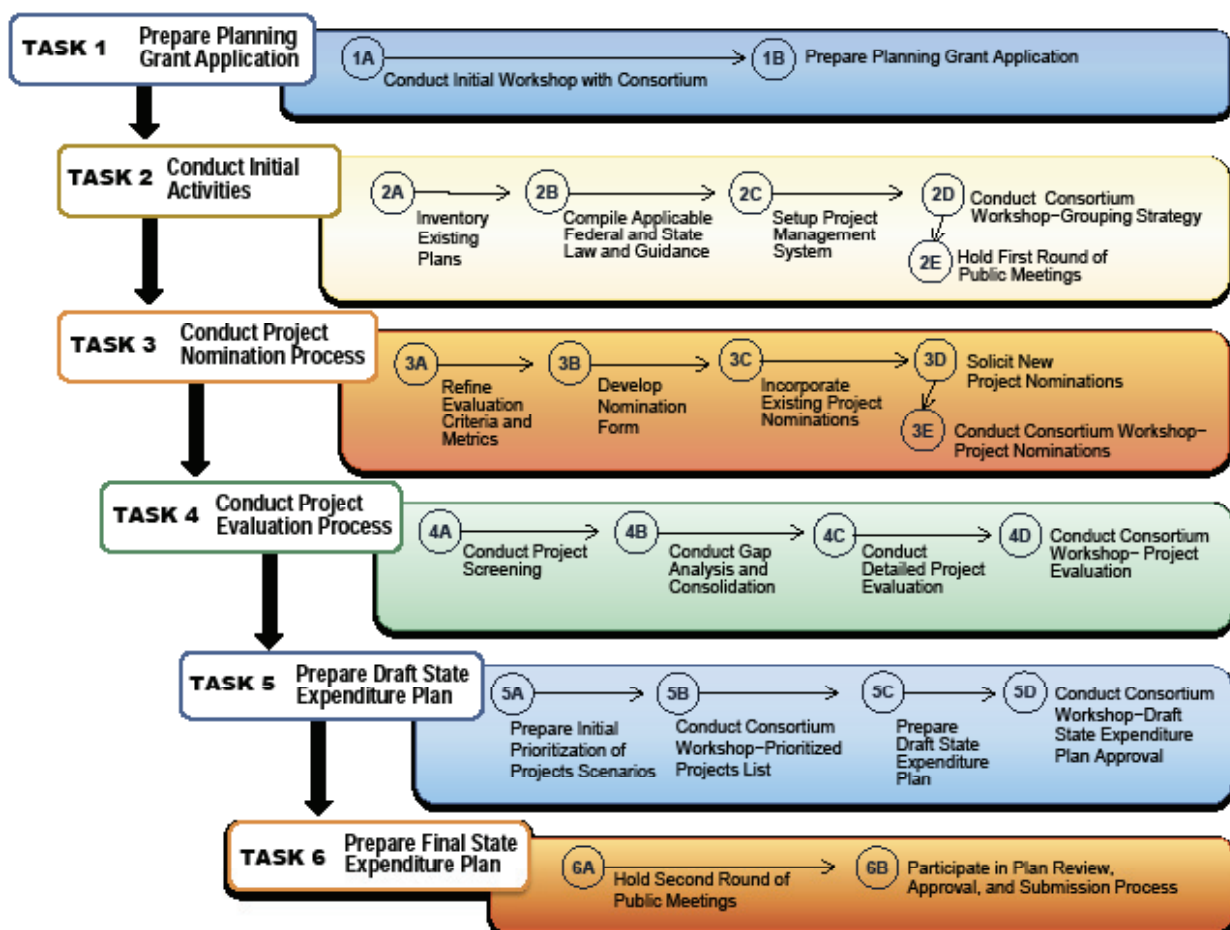


Figure B-3. SEP Development Process

these costs could include expenses incurred to date for the formation and operation of the Consortium, public involvement and activities undertaken to launch the planning process.

2. **Administrative costs.** The reimbursement or advance distribution of administrative costs to support SEP development should also be requested in an Initial Grant Application. These funds could support management, administration and auditing of the program to develop the SEP.
3. **Public engagement.** This would include any public engagement activities necessary during the planning process for data gathering, studies, review, comment or analyses for preparing the SEP.
4. **Plan development.** This request would include funds required to develop the Consortium SEP which could include multiple phases.
5. **Initial Suite of Projects.** Given that the full amount of funds to be distributed under the Spill Impact Component is unknown, an Initial Grant Application could focus on funds for an initial suite of projects made available as part of the Transocean Settlement. Future Grant Applications could then include projects prioritized and phased through the Final SEP.
6. **Environmental Review.** This request would include any allowable costs related to technical or environmental review for projects.
7. **Any other allowable costs.** Based on the final Treasury Regulations, consistency with 2 CFR Part 200, Council Regulations or guidelines and any other applicable law, an initial Grant Application to the Council should capture any and all funds that can be secured for the Consortium planning process to be successful.

Task 1 Deliverables: Written meeting summary of the Consortium Initial Workshop; completed grant application for submission to the Council.

Task 2: Conduct Initial Activities

Task 2A: Inventory Existing Plans. The Team will prepare an inventory, compilation, and summary of Florida's Gulf Coast existing community, stakeholder and government plans and programs addressing projects eligible for RESTORE Act funds, including but not limited to, the plans being developed by the National Fish and Wildlife Foundation (NFWF), The Nature Conservancy, the existing National Estuary Plans, and the following agency plans (**See Table B-1**):

Planners will analyze applicable community, government, and stakeholder plans and programs for priorities, goals, and potential projects. This list of potential plans and programs for review will be solidified with key stakeholders, but examples are as follows:

- **Local Mitigation Strategies (LMS), also known as Multi-hazard Mitigation Plans.** Analysis will be performed on all LMS plans to identify any goals and objectives that may coincide with the RESTORE Act and the projects nominated.
- **National Environmental Policy Act (NEPA).** The environmental values laid forth in these policy can provide value to developing a complete understanding of the decision making process and the environmental impacts that evolve from these processes.
- **National Estuary Plan (NEP).** In order to build upon the work already completed in the identified NEPs, we will review those relevant documents to determine where efficiency already resides. The overall purpose of this is to not only expedite those projects included in the NEP that align with the RESTORE Act intentions but also to gain a better understanding of how future project nominations can align with the NEP goals.
- **Nature Conservancy Plans.** The Nature Conservancy is continuing to develop and refine plans that coincide with the RESTORE Act objectives and will provide a valuable foundation for regional understanding surrounding the impacted counties.
- **National Fish and Wildlife Foundation (NFWF) Programs.** Because NFWF will be collaborating with the Florida Fish and Wildlife Conservation Commission and the FDEP, the plans and processes developed by each of their organizations will require complete understanding in order to develop appropriate regional goals.

- **National Resource Damage Assessment (NRDA) Program.**

An understanding of the NRDA process and goals is imperative to ensuring a full comprehension of the regional context in which the RESTORE Act will be operating so that project synergies and cumulative benefits are accounted for in the planning process.

- **Comprehensive Plans.**

The goals and objectives established within the Council's Comprehensive Plan will allow for building a stronger foundation in determining the most appropriate regional projects to be applied. In addition, county Comprehensive Plans may identify goals, objectives, and projects that coincide with the purpose of the RESTORE Act.

- **Capital Improvements Plans.**

These plans can contribute eligible projects that are important to the community, but have not yet been allocated funding.

- **Post-Disaster Redevelopment Plans.**

These plans communicate a larger vision for the future of the community and this information should be catalogued for the SEP.

As these plans and programs are being analyzed, projects will be identified and a catalogue of priorities, visions, missions, goals and objectives will be developed to help inform the appropriateness and applicability of each SEP project, as well as support the gap analysis described in Tab D. Findings from this activity will be consolidated into a summary for Consortium review and comment that can begin to provide a framework for the vision of appropriate projects within geographical areas. Information gathered into this effort will be organized into proposed metrics for project review. In

Table B-1. Agency Plans

Agency	Existing Plans
Gulf Coast Ecosystem Restoration Council	<ul style="list-style-type: none"> • Funded Priorities List
Florida Department of Environmental Protection	<ul style="list-style-type: none"> • Aquatic Preserves Management Plans (20) • National Estuarine Research Reserves Management Plans (2) • Florida Keys and Tortugas National Marine Sanctuary Plans (2) • Coastal Management Program Reports (as relevant) • Outer Continental Shelf Program Reports (as relevant) • State Parks, Preserves & Trail Management Plans • State Outdoor Recreation Plan • State Land Management & Acquisition Plans • Basin Action Management Plans (watershed specific)
Florida Fish and Wildlife Conservation Commission	<ul style="list-style-type: none"> • State Artificial Reef Management Plans • State Wildlife Management Area Plans • Protected Species and Habitat Management Plans • NFWF Project plans • Invasive Species Management Plans • Red Tide and other Harmful Aquatic Algal Bloom Management Plans • Florida Fishery Independent Monitoring Management Plans • Florida Marine Fishery Regulations & Management Plans • Florida FWRI Research Plan
Florida Department of Agriculture & Consumer Services	<ul style="list-style-type: none"> • State Sea Food Marketing Plan • State Aquaculture Plan • State Plans for Best Agricultural Practices • State Water Policy Plan (In progress)
Florida Department of Economic Opportunity	<ul style="list-style-type: none"> • Developments of Regional Impact • Areas of Critical State Concern • Post-disaster Redevelopment • Hazard mitigation planning • Waterfronts Florida Program • Coastal High Hazard Area • Adaptation Planning • Florida Job Creation Plan • Florida Five Year Strategic Plan
Florida Water Management Districts (Northwest Florida, Suwannee River, Southwest Florida, South Florida)	<ul style="list-style-type: none"> • Strategic Water Management Plan Annual Work Plan Report; • Minimum Flows and Levels Annual Priority List; • Annual Five-Year Capital Improvement Plan; • Five-Year Water Resource Development Work Program; • Alternative Water Supplies Annual Report; • Florida Forever Five-Year Work Plan Annual Report; • Mitigation Donation Annual Report; and • SWIM Program Summary Report
Florida Regional Planning Councils (West, Apalachee, North Central, Withlacoochee, Tampa Bay, Southwest Florida, South Florida)	<ul style="list-style-type: none"> • Comprehensive Regional Policy Plan • Regional Economic Development Plans • Regional Transportation Plans

conjunction with Consortium members, these proposed metrics will be evaluated, refined, and weighted. The results will be integrated into a new project nomination form.

Task 2B: Compile Applicable Federal and State Law and Guidance. The Team will develop a list and compilation of federal and state law or guidance regarding planning and project implementation requirements and a strategy for compliance, including, but not limited to:

- a. Florida's Public Records and Open Meetings Laws
- b. Chapter 373, Florida Statutes
- c. National Environmental Policy Act
- d. Clean Water Act
- e. Council Initial Comprehensive Plan
- f. The Gulf Coast Ecosystem Restoration Council IFR regarding the RESTORE Act Spill Impact Component Planning Allocation
- g. Guidance documents developed by the Council concerning the SEP or Spill Impact Component
- h. United States Department of Treasury IFR – Regulations for the Gulf Coast Restoration Trust Fund
- i. Council IFR – RESTORE Act Spill Impact Component Planning Allocation
- j. Office of Management and Budget – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards

Task 2C: Setup Project Management System. ARCADIS has developed a database and project management system called ORION that has been used to successfully manage large-scale programs in the past (**see list of clients using ORION on Table B-2**). For this project, ORION can be used to manage all project nominations and applications, as well as the entire life cycle of a particular project, as necessary. Because ORION is an existing database and project management system, we can more quickly have an operational system for the Consortium, thus saving time and money. Although ORION is a recommended tool for use with this project, ARCADIS recognizes and is familiar with many other tools that are available. We will work with the Consortium to identify the best database and project management solution for this project, whether the Consortium ultimately selects ORION or a different approach.

For this project, we propose developing an on-line web portal through which project data can be entered and project management activities completed and ORION serves as the platform for that. The Team as well as users designated by the Consortium will be able to geo-locate information within a user-friendly and multi-functional database. The level of detail offered within ORION allows ARCADIS to provide major enhancements to the requirements in this scope for locating and identifying projects Nominated projects for SEP

funding can be easily and quickly evaluated immediately upon entry into the system. The ORION system has a workflow management system built in and nominations / applications can be directly routed to project staff planners and reviewers, who can then ask for additional information from applicants directly within the system if needed. ORION can be used to sort and rank projects based on completion of information, as well as specific scoring criteria designed to the exact specifications of the Gulf Consortium. Additionally, the system can manage and track all elements of a project through implementation and post-project completion to ensure that 100% of the projects nominated have delivered to their full potential. This

Table B-2. ORION Client List

Clients Using ORION

- Puerto Rico Aqueduct and Sewer Authority \$5 Billion (Program Management)
- USEPA New Jersey Superfund \$1Billion (Data Management)
- City of Columbus, OH – Program Management \$650 Million
- NYCDEP Newtown Creek Wastewater Upgrade (Construction Management)
- NYCDEP Croton Water Filtration Plant (Construction Management)
- NYCDEP Cat Del UV Disinfection Facility (largest in the world) (Construction Management)
- City of Fort Wayne, IN \$300 Million (Program Management)
- City of Williamsport, PA \$100 Million (Program Management)
- Metro Houston Rail – Transportation (Program Management)
- Brandywine 300 Properties (Real estate Management)
- Birmingham, AL (Construction and Program Management)
- City of Phoenix UP05, Union Hills Facilities (Construction Management)
- Sultanate of Oman PAEW (Program Management)
- Merck (Program Management)
- Ft. Detrick (Data Management)
- Ft. Meade (Data Management)
- CDA (Catskill Delaware Aqueduct) (Program Management)
- NYCDEP Del-159, Del-283 (Construction Management)
- City of Phoenix North Transit Facility (Construction Management)
- COVINA Irrigating Company (Construction Management)
- Lafarge North America (Construction Management)
- NYSERDA (Program Management)
- NYC Bureau of Water Treatment (Construction Management)
- Irvine Ranch Water District, CA Michelson WTP, Baker WTP, Bio-Solids Facility (Construction Management)
- Brick Township, NJ (Data Management)
- National Water Company, Saudi Arabia (Asset Management)
- Town of Gilbert, AZ (Construction Management)
- Gila River Indian Community (Construction Management)
- New York State Office of Parks (Construction Management)

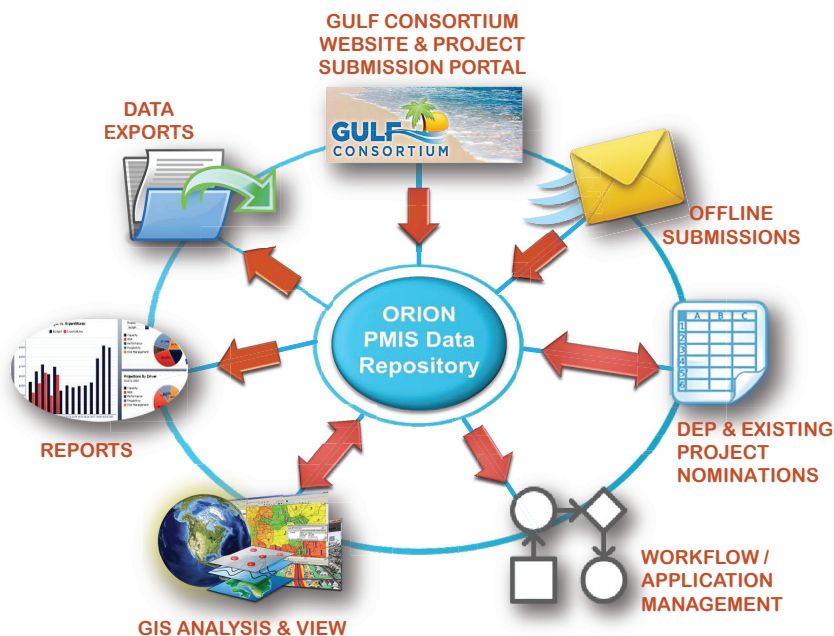


Figure B-4. ORION Project Management System

approach will greatly facilitate review and processing of project nominations.

All projects submitted in this process can also be sorted, searched, viewed, ranked, and commented on by the public. All comments and ranking from the public will be recorded within ORION and reviewed by the Team thus creating a record from public feedback. Public support may be a criterion that can be partially captured in this manner.

Applicable RESTORE Act, Gulf and other funding sources can be potentially assigned by reviewer to provide a leveraging analysis. All project information can be instantly imported into the Geographic Information Systems (GIS) database for locational evaluation.

Nominated projects can be sorted within the ORION system using a number of indicators. For example, projects can be grouped based on geographical location, project type, and overall project solution. ORION can map the projects into a GIS interface in order to perform gap analyses and identify opportunities for project consolidation and collaboration.

Once the preliminary project assessment has been completed and public comment has been taken for the SEP, projects will be ranked in the ORION system based on weighted performance criteria established in conjunction with the Consortium. This ranking system will help to provide the

ORION Project Management System

- **Gulf Consortium Website and Submission Portal:** Seamless integration of the database with the Gulf Consortium Website for ease of project entry and view.
- **Offline Submissions:** Paper applications will be scanned and data fields manually entered into the database for equitable review.
- **DEP and Existing Project Nominations will be integrated into the ORION system and merged with all other project nominations.** Previous nominees will be contacted and asked whether they would like to update / remove their projects.
- **Workflow / Application Management:** The ORION system will ensure efficient management and review of project nominations by automatically routing applications to qualified and appropriate reviewers, simultaneously, as appropriate.
- **GIS Analysis and View:** ORION's GIS interface will allow quick and easy visual representation of project distribution.
- **Reports can be exported for CAC and Consortium review.** For example, projects slated for denial, or projects of a particular type in a particular region may be exported and reviewed at any point in time.
- **Data Exports:** Data can be exported and transferred in a variety of formats.

Consortium and public a streamlined methodology to indicate projects that not only provide the greatest benefit to the regional community but also use the most effective technologies, offer the greatest number of benefits, and have the highest probability of successful implementation and effectiveness. The Team will also base the weighting of projects on certain eligibility criteria including technical, environmental, economic, and legal feasibility discussed in **Tab D – Project Evaluation Process**.

The ORION workflow management system will facilitate progression of all SEP project applications through nomination to funding. Projects can progress to the application phase by fulfilling the objectives of the program and meeting preliminary performance and eligibility criteria. As project reviewers complete their tasks, applicants will receive notification through the ORION system and will provide necessary information to the reviewer within a specified period of time. All workflow will be managed through the system. The exact workflow will be designed during the development of the SEP.

As a proven project management system, ORION provides the benefit of not having to develop a new system and can also be used during implementation, providing for seamless integration of plan development and plan implementation.

Task 2D: Conduct Consortium Workshop – Grouping Strategy. The Team will conduct a workshop with the Consortium, including public input and involvement to discuss, revise, and finalize the project grouping strategy.

Task 2E: Hold First Round of Public Meetings. A first round of public meetings will be held in each of the anchor cities to provide the public with information on the RESTORE Act and the process for developing the SEP. We will also explain the forthcoming process for soliciting and receiving project nominations.

Task 2 Deliverables: Inventory, compilation and summary of existing plans; List and compilation of applicable Federal and State law and guidance; Online web portal; Project management system; Written meeting summary of the Consortium Plan Development Framework Workshop; Written summary of the first round of public meetings.

Task 3: Conduct Project Nomination Process

Task 3A: Refine Evaluation Criteria and Metrics. Metrics for evaluating proposed projects will be refined. We will develop a potential battery of metrics based on analysis applicable community, government, and stakeholder plans and programs along with RESTORE Act requirements and stakeholder feedback, evaluate and select metrics.

Task 3B: Develop Nomination Form. Once the evaluation criteria have been finalized, the Team will incorporate the metrics into a new nomination form to reflect program guidelines and requirements set forth. The new nomination form will also include guidance materials and instructions to assist stakeholders in completing the form.

Task 3C: Incorporate Existing Project Nominations.

Currently, there are almost 1,400 projects that have been submitted through the FDEP web portal for RESTORE Act funding. Using the ORION system, existing information from the FDEP web portal can be mapped and imported. Information from previously submitted applications will be mapped to the fields in the new project information forms and transferred over.

Task 3D: Solicit New Project Nominations. The Team will solicit new project nominations utilizing several methods of public outreach to ensure that a variety of prospective applicants are reached. Social media, press releases, email, kiosks at Consortium meetings, and other means to disseminate information and invite project nominations will be utilized. Outreach for new project submissions will occur through the date of the solicitation announcement through the submission deadline.

Task 3E: Conduct Consortium Workshop – Project Nominations. The Team will conduct a workshop with the Consortium to discuss the results of the project nomination process. A spreadsheet, similar to the one DEP uses to track nominated projects will be prepared to provide the Consortium with a list of projects that have been nominated. The workshop will also provide the public with the opportunity to provide feedback on the nomination process.

Task 3 Deliverables: Nominated Projects List; Meeting summary of Consortium Nominated Projects Workshop.

Task 4: Conduct Project Evaluation Process

Task 4A: Conduct Project Screening. The Team will screen projects for program eligibility, confirm appropriate project type, confirm consistency with consortium goals objectives, confirm applications are appropriately complete, and identify the level and type of further review required for a project. If information is missing or incomplete, project applicants will be asked to provide additional information.

Task 4B: Conduct Gap Analysis and Consolidation. The Team will evaluate and score project proposals against regional project preferences as preliminarily developed through the plan inventory and confirmed by the Consortium, as well

as confirm metrics entered by the project applicant. ArcGIS spatial analysis will facilitate this review by helping planners to evaluate the mix of projects proposed within each of the seven Consortium regions. The gap analysis will additionally allow planners to identify opportunities for consolidation and collaboration of project scopes.

Task 4C: Conduct Detailed Project Evaluation. Detailed project evaluation will be conducted on after completion of the project screening and gap analysis and consolidation steps. The evaluation process will encompass legal compliance, technical, and environmental criteria.

Task 4D: Conduct Consortium Workshop – Project Evaluations and Rankings. The Team will conduct a workshop with the Consortium to discuss the results of the project evaluation process. The Team will prepare a summary of the results of the evaluations. The workshop will also provide the public with the opportunity to provide feedback on the evaluation process.

Task 4 Deliverables: List of eligible projects; Summary matrix of evaluated projects; Meeting summary of Consortium Project Evaluation Workshop.

Task 5: Prepare Draft SEP

Task 5A: Prepare Initial Prioritization of Projects Scenarios. Based on the results of the evaluation process conducted in task 4, several different initial ranking and prioritization scenarios will be developed. These scenarios could include groupings by region; by project type; or by watershed. Within groups, projects would be prioritized by how well they performed relative to the evaluation criteria and metrics.

Task 5B: Conduct Consortium Workshop – Prioritized Projects List. The Team will conduct a workshop with the Consortium to present and discuss the initial prioritization of projects scenarios developed by the Team. As a result of this workshop, the Team will develop the final prioritized list of projects.

Task 5C: Prepare Draft SEP. The Team will prepare the draft SEP based on the prioritized projects list in accordance with the requirements of the RESTORE Act, the Treasury

Regulations, and regulations and guidance issued by the Council.

Task 5D: Conduct Consortium Workshop – Draft SEP Approval. The Team will conduct a workshop with the Consortium to discuss the draft SEP and to obtain approval of the draft SEP by the Consortium.

Task 5 Deliverables: Draft State Expenditure Plan; Meeting summary of Consortium Draft State Expenditure Plan Approval.

Task 6: Prepare Final SEP

Task 6A: Hold Second Round of Public Meetings. As part of the formal 45 day public comment period required by the Treasury Regulations a second round of public meetings will be held in each of the anchor cities to present the draft SEP and to obtain public comment on the draft SEP.

Task 6B: Participate in Plan Review, Approval, and Submission Process. The Team will revise the draft report in response to comments received from FDEP as a result of the consolidated state agency review as well as comments received during the formal public review. The Team will participate in and support the Consortium for review, revision, approval, and submission of the SEP by the Consortium and the Governor to the Council. The overall process, as described in the Memorandum of Understanding between the State of Florida and the Consortium is displayed in **Figure B-5**. We will incorporate revisions to the SEP as directed by the Consortium, Florida FDEP, and the Governor to finalize the SEP that will be submitted to the Council. The Team will remain available and provide services as required by the Consortium to amend or revise the SEP. We will use our contacts and experience in Federal processes to actively support and monitor the Council approval process. As requested, we will attend meetings, make presentations, respond to information requests, and respond to Council comments on the SEP.

Task 6 Deliverables: Written summary of second round of public meetings; Final State Expenditure Plan for submittal to the Council.

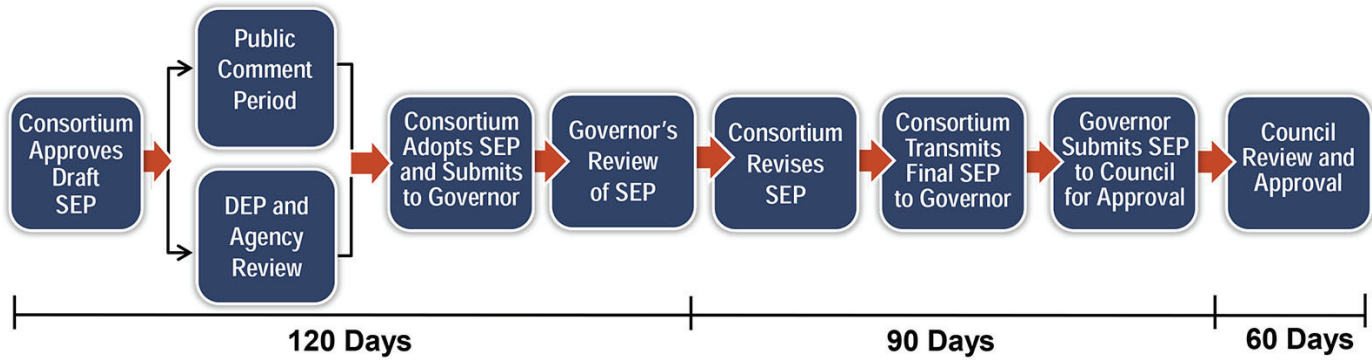


Figure B-5. Council Approval Process

Schedule

Although a detailed timeline for the development of the SEP will be developed as part of Task 1, we have developed a rough timeline for the overall process. The RBAFO requires that the Application for a Planning Grant be completed within 90 days (3 months). We estimate that the development of the Draft SEP will take approximately 14 months to complete, and the Draft SEP, Revision, Approval, and Submission process will probably take 7 months to compete based on the Memorandum of Understanding between the Consortium and the Governor. We have laid out timelines for the entire SEP development process as shown in **Figure B-6**. We believe that the greatest schedule risk is the challenge of the Consortium reaching agreement on the SEP. Consequently, our approach

includes workshops with the Consortium throughout the plan development process in order to involve the Consortium in the development of the SEP and thereby reducing this schedule risk.

Project Management Process

Project Management Philosophy

ARCADIS will use a set of proven project management practices that will be tailored to meet the Consortium's specific needs. These practices will follow Project Management Institute (PMI) standards, including the Project Management Body of Knowledge. The use of PMI's globally-accepted standards makes certain that the Consortium's plans and projects will be

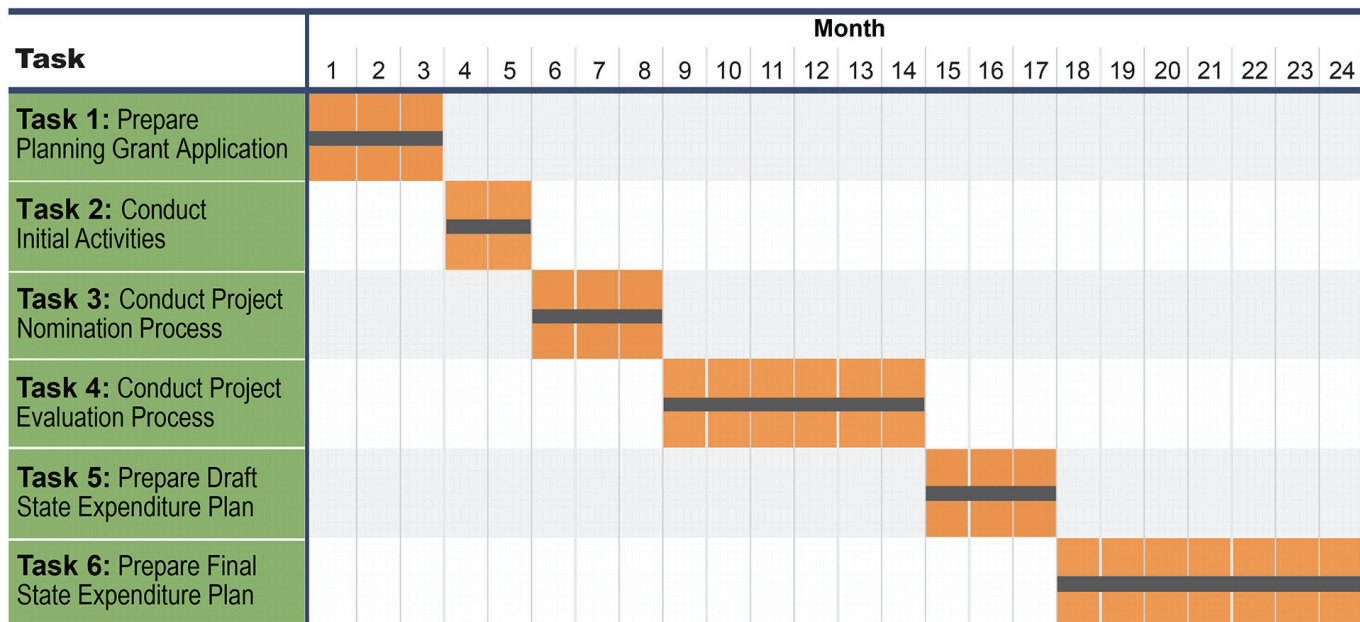


Figure B-6. Schedule

initiated, planned, executed, monitored, controlled and closed in accordance with world-class principles and procedures. The most direct benefit of the combination of ARCADIS' widely recognized technical excellence and client-focused project management leadership is high satisfaction for the Consortium, as we consistently deliver projects that meet our clients' needs on-schedule and within-budget and we will bring that project management experience to this planning process.

ARCADIS uses a customized project management system that provides for consistency in methodology across all ARCADIS divisions and locations worldwide. The system combines industry standard and internal quality best practices to facilitate the delivery of superior consulting services and work products to our clients, regardless of work type or project location which we will be utilizing for this project to promote efficiency.

The key criterion to excel in project management is to develop a work plan that is organized and simplistic, includes a straightforward commitment, has consistency among all participants, and will be used by all Team members. Our work plan will:

- Outline the goals/deliverables of the project (assist with developing selection criteria and assist with project selection and ranking)
- Outline the strategies and process to achieve the goals
- Develop the project schedule and budget
- Develop the project schedule and budget
- Develop the quality control plan
- Establish the communication lines
- List resources

Strategies and Process to Achieve Goals

The Team's most important initial role is to understand the scope of work, and how to implement the process while keeping focus on the goals of developing the SEP. This will be achieved by breaking down the scope into assignments for each individual's expertise on the Team, close communications with the Consortium Manager and the Consortium, and full coverage of input from the public. Each team member will understand the scope and objectives of the program and work with the team to respond to their detailed component of the scope. Each team member will keep an open dialogue with the other team members and staff to achieve continuous input into the project through our customized project management system. The Program Director will keep the communications

organized and will disseminate information to the other team members.

Spending the necessary time up front to fully gather data, receive input from the Consortium Manager and the Consortium, and understanding the realistic potential projects will help keep the project on schedule, within budget, and will minimize delays in the process. In order to maintain control on the vast amount of data received for projects, Stu Appelbaum will conduct a weekly team meeting for an update by each team member assigned a task. Each team member will be held accountable for his assignment. We will also conduct monthly meetings with the Consortium Manager for updates, input and scheduling assignments. We also expect to communicate with the Consortium Manager regularly during the week. We will work closely with the Consortium throughout the plan development process. All meetings will be documented with minutes and distributed to the team members and meeting attendees. Our belief is that our Team is an employee of the Consortium. We become an extension of the Consortium staff in providing these unique services and encourage open transparent communication.

Kick-Off Meeting

Upon receiving notice to proceed we will conduct a kick-off meeting with Consortium staff, and all team members. This meeting will be used to review the management plan. It will cover all aspects of this project, from introductions of team members and their roles, to the type projects that will meet the goals and objectives of the Consortium, the Council's requirements and the RESTORE Act. The focus of the meeting will be to establish the initial ideas towards the project goal of developing an SEP required under the RESTORE Act. We will discuss the rules of the RESTORE Act as they relate to identifying projects eligible for inclusion in the SEP. The preliminary project schedule, outlining the steps in the plan development process, will be reviewed and finalized after input from the group. Development of the initial project selection criteria will be discussed. We will discuss the coordination aspects of the project. Other items for the agenda will be project communications, related projects by others, and establishing the stakeholder list. A clear understanding of expectations for the project and an open dialogue during the kick-off meeting will develop a solid foundation for properly managing quality, schedule and budget.

Commitment to Project Schedule and Budget

After the kick-off meeting, the project schedule will be finalized to include all comments from the meeting and distributed to the participants. This schedule will be used at all future subsequent team meetings. Weekly meetings will be used to discuss issues and work items with each team member. Team meetings with the Consortium Manager will be included on the project schedule and are recommended to be held at least monthly perhaps bi-weekly. The project schedule will be used to supplement the agenda and will be the guide to completing the project in an orderly manner on time and within budget. Team meetings will review the previous month's work; discuss the next month's work all while keeping the goal of developing the SEP in focus. All team members will be expected to fulfill their unique obligations to the schedule and report on any issues related to their individual assignment.

Quality Assurance/Quality Control

At ARCADIS quality assurance/quality control (QA/QC) is a people-based program that will bring the Consortium great benefit through this project. We start with assigning the right people at project inception; hence the diversity of our Team provides them with the right processes and tools to aid in their management of the project and follow on with quality reviews throughout the entire project cycle to support the delivery team.

We define quality as understanding, planning for and meeting clients' needs and expectations, while consistently conforming to the applicable standards of professional practice. Our quality management program defines the steps we take as a firm so that we:

- **Do the right job** by asking the right questions and providing the right solution
- **Have the right team** on the project
- **Do the job right** by correctly using the appropriate techniques to resolve the problem

ARCADIS QA/QC Practices

For us, quality is an inherent, distinguishing attribute of our work products. To accomplish quality, we understand, plan for and meet your needs and expectations while consistently conforming to the applicable standards of professional practice. Quality in all our efforts is achieved through QA and QC.

ARCADIS' Quality Assurance Project Plan (QAPP) is a part of our overall project Work Plan. The QAPP for this program will be a set of specific procedures and activities to assure delivery of products that meet the Consortium's expectations, acceptable scientific and engineering standards and ARCADIS' project quality objectives. The Team is responsible for establishing the plan, assigning responsibilities, budgets, schedules, methods of accountability and documentation before work begins. The QAPP includes the following phases of participation:

- Ongoing QC by the Team: program director, work order managers and assigned project team (engineers/ designers/CAD technicians/ scientists/ field personnel)
- Periodic peer reviews by the both ARCADIS' internal quality control team or other technical specialists not involved with the project, as well as by the Consortium
- Confirmation by the program director that the project conforms to the QAPP
- Final confirmation by the QA/QC team that deliverables meet the requirements of the Consortium
- Signature of the Quality Certificate of Compliance (QCC)

The QAPP for the Consortium will be project-specific and generally include the following:

- A clear definition of project goals and objectives
- An organization chart identifying the quality management team by name and their responsibilities for QC, peer reviews and QA
- QC task packages from the work plan
- Project quality control requirements including lists of applicable standards, criteria and other project-specific guidelines
- Project deliverables showing person responsible and estimated date of completion
- Schedule of QA/QC activities
- Checklists applicable to the project including inter-disciplinary conflicts analyses
- Guidelines for checking and filing contract documents (plans, calculations, specifications, estimates, reports, etc.)

The QAPP will describe the QA and QC steps the Team agrees to implement through all of the project phases. Adherence to the QAPP is critical and confirmed through tracking of signed QA/QC Acknowledgement forms.

ARCADIS' Quality Management System (QMS) is designed to support the entire project life cycle. It is comprised of several elements that include the preparation of the QAPP; milestone reviews documented through QA/QC Acknowledgement forms reviewed with the appropriate QA/QC technical leaders, as well as documentation of quality issues through monthly project compliance reviews. Our QMS is designed with the following objectives:

- Provide a documented quality process
- Align project scope with your program, budget and schedule
- Provide reasonably clear and complete deliverables consistent with professional standards
- Optimize project deliverables for economic and sustainability perspectives

Our QA/QC activities confirm that deliverables meet your specified quality standards and requirements as well as applicable industry standards. Our QA/QC activities are integrated into the phases of the project life cycle.

Quality Program Accountability. As part of our QMS, various levels of accountability are required:

- QA/QC leaders track active projects through our customized project review dashboard
- During monthly project compliance reviews, program directors must have the QAPP and QA/QC Acknowledgement forms available for inspection by the QA/QC team
- QA/QC Acknowledgement forms are incorporated into the project records
- Additional QA/QC audits are conducted whenever a project uses new technology, has a high risk profile, changes project staff or where budget and schedule concerns are identified during routine reviews

- ARCADIS – Tallahassee, Pensacola, Jacksonville, Orlando (Maitland), Tampa, Sarasota, West Palm Beach, Boca Raton, Ft. Lauderdale (Plantation) and Miami
- Volkert – Chipley, Gainesville, Pensacola, Tampa
- Erin L Deady, P.A. – Lantana
- Salter>Mitchell – Tallahassee, Orlando
- Fishkind – Port St. Lucie, Orlando

Team Office Locations

ARCADIS has a strong presence throughout Florida and currently maintains 10 offices in the state, employing more than 300 professional engineers, scientists and consultants.

Office locations for the Team firms are listed below and depicted on the Florida Gulf Consortium map in **Tab A**.

This page was left intentionally blank



Tab C

Project Nomination Process

This page was left intentionally blank

Tab C. Project Nomination Process

Overview of The Project Nomination Process

RESTORE project nominations for the SEP are expected to come from several locations: members of the public, agencies and organizations, Consortium members and county stakeholders, the inventory of existing plans, studies and initiatives, and updating of existing nominations (almost 1,400 nominations are already posted to the FDEP website). In order to ensure the project nomination phase is an inclusive process, methods for project selection will include reviews of existing plans, studies and initiatives, and documents (as described in Tab B), interviews with key stakeholders and public engagement. Our proposed project nomination process is shown in **Figure C-1** and described in the following sections.

Step 1: Refine Evaluation Criteria and Metrics

The first step in developing an effective project nomination process is to develop and refine metrics for use in evaluating proposed projects. In order to do this, it is important to establish a thorough understanding of the goals and objectives of the Consortium as a whole and applicable jurisdictions, develop a potential battery of metrics based on this information along with RESTORE Act requirements and stakeholder feedback, evaluate and select metrics along with key stakeholders, and develop a new application form for use in the project nomination portal (**see Step 2**). Such an approach will help to integrate established community visions with the RESTORE Act program.

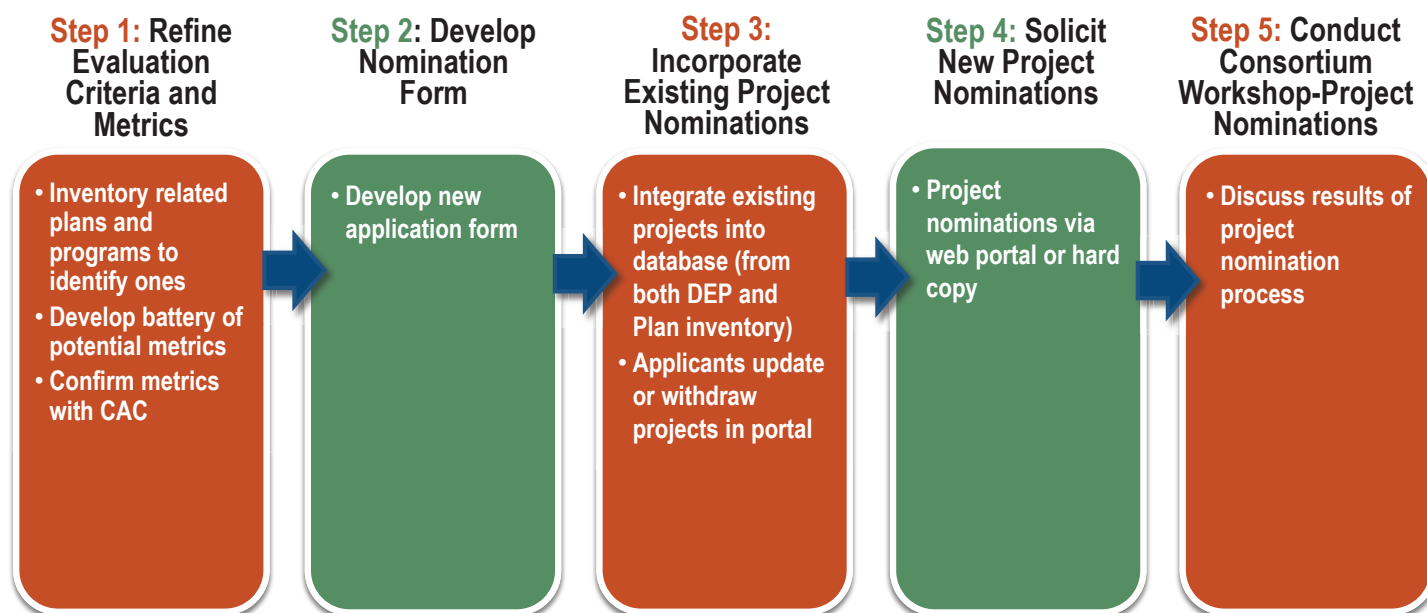


Figure C-1. Project Nomination Process

As discussed in Tab B, planners will first analyze applicable Consortium, community, government, and stakeholder plans and programs for priorities, goals, and potential projects. The Team will use this knowledge, as well as our knowledge about RESTORE Act goals and objectives, to develop a battery of measurable metrics for stakeholder review and approval. Such metrics may include the number of acres of benefit for a project, the project timeline, the number of endangered or threatened species intended to benefit, jobs created, tax base increased, and so on. The Consortium Advisory Committee (CAC) will review potential metrics and propose additional metrics, as needed. Metric selection will take place during a single meeting and can be accomplished using consensus building techniques.

Step 2: Develop New Nomination Form

Once the evaluation criteria has been finalized, the Team will incorporate the metrics into a new nomination form to reflect program guidelines and requirements set forth. The new nomination form will also include guidance materials and instructions to assist stakeholders in completing the form. The guidance will include:

- **Funding Opportunity Description:** A narrative that describes the authorization of the RESTORE Act and the role of the Consortium. Consortium objectives, and partnerships with other state, federal, and local programs built upon those objectives will also be detailed in this section.
- **Eligibility Requirements:** Eligibility requirements will be explained as they pertain to applicants and project types, also laying out the restrictions associated with each.
- **Application and Submission Information:** This portion of the Guidance will describe the logistics of the Consortium review process such as deadlines, evaluation criteria, metrics, and where to find more information.

Most of the fields in the current DEP nomination form will be carried forward, with more specific information being requested, as well as new information about the projects since previous submittal. The new forms will capture additional information to assist the evaluation process as well as

information necessary to ensure that proposed projects are in compliance with the Treasury Regulations. Critical information to be collected on these project information sheets includes, but is not limited to:

1. **Applicant and Contact Information.** Applicant and contact information for the project sponsor or nominating organization.
2. **Primary Type of Activity.** The primary type of activity must fit one of the RESTORE Act Spill Impact Component eligible categories.
3. **Objectives of the Project.** The form will include a drop down (electronic) or selection box (hard copy) for applicants to indicate the primary Comprehensive Plan goals (5 to choose from) and objectives (7 in total) with which the project is consistent and enter additional objectives. Applicants will need to describe how the project meets the selected goals and objectives. Within this section, the applicant should also indicate how the project will contribute to the overall economic and ecological recovery of the Gulf Coast, to include potential job creation.
4. **Metrics.** Metrics will differ based on project type. Respondents will be asked to respond to metrics questions that will be used to both evaluate the project and measure project success in a quantifiable fashion.
5. **Project Scope.** A scope and description of the overall project will be required for each application to ensure both the feasibility and technical aptitude needed to complete the proposed SEP.
 - a. **Problem Statement.** Description of the problem or risk the project is expected to alleviate.
 - c. **Project Location and Area of Impact.** The location of the project is imperative to ensuring that the project directly affects portions of the coast impacted by the Deepwater Horizon. Any real estate requirements will be included in this section.
 - d. **Budget Information.** The line items in the current DEP form should suffice.
 - e. **Stage of Project Development.** A determination of where the project is in terms of overall design,

implementation, feasibility and resources gathered will be needed for each application.

- f. **Milestones and Timeframe for Completion.** Major milestones for project progress should be identified, along with timeframes in days or months from project initiation.
 - g. **Best Available Science.** The applicant should provide an explanation and backup documentation regarding how the project scope is based on the best available science. The applicant should cite peer-reviewed, objective, methodologically sound literature sources that support the best available science conclusion.
 - h. **Environmental Compliance.** The applicant should demonstrate knowledge of applicable environmental regulations to the proposed project and describe how the project is within compliance.
6. **Funding sources.** This section will mirror the DEP nomination form to identify potential leveraging opportunities.
 7. **Letters of endorsement.** Letters of endorsement will indicate the willingness and desire for the project to be completed, as well as show interest and understanding of the project.
 8. **Associated back up documentation.** Any additional documentation the applicant believes will assist in the project submittal can be included. Suggestions may be topography maps, project designations, any permits already secured, equipment requirement estimates, etc.

Step 3: Incorporate Existing Project Nominations

Currently, there are almost 1400 projects that have been submitted through the FDEP web portal for RESTORE Act funding. Fortunately, the database platform ORION system is extremely flexible and customizable, and does not require developing a new integrated system from scratch. Project information can be mapped and imported from a variety of formats, including those used by the FDEP. Information from previously submitted applications will be mapped to the fields in the new project information forms and transferred over saving

much time in the project evaluation process for the Consortium. The ORION workflow management system will directly contact all entities that have submitted projects to FDEP to encourage applicants to update their projects to meet the new, more detailed criteria, or remove their project nominations, as they feel appropriate. In addition, appropriate public outreach methods utilized to solicit new project nominations, such as public workshops and social media campaigns, will include notifications that existing nominations may need to be revised to ensure that it meets all new evaluation criteria.

The ORION system for project nomination can integrate, seamlessly for the user, into the Consortium website. The system will send previous applicants a user name and password with which users will be able to log-in and directly update their applications.

Step 4: Solicit New Project Nominations

It is critical that the public be engaged in the project nomination process in an inclusive way. The Team will use public engagement activities as summarized below to incite interest in the program and solicit new nominations or revise previous ones (also elaborated in Tab E). We will work with the Consortium to determine preferred methods. Additionally, a number of these methods will be used to engage with the Consortium and Consortium Stakeholders.

When nominations are ready to be solicited, the Team will utilize several methods of public outreach to ensure that a variety of prospective applicants are reached. The nomination form will be available on-line as well as through hard copy and applicants will be able to submit nominations either way. We will utilize social media, press releases, email, kiosks, and other means to disseminate information and invite project nominations. Continued outreach for new and updated project submissions will occur through the date of the solicitation announcement through the submission deadline.

Projects that contribute to economic development are eligible under the Spill Impact Component. As part of our outreach efforts for new and updated project solicitations, we will reach out to the Florida Department of Economic Opportunity (DEO). One of DEO's many roles is to partner with jurisdictions to promote economic prosperity at the local level, and therefore has a substantial stakeholder network and access to information about projects that will encourage job growth.

Step 5: Conduct Consortium Workshop - Project Nominations

A workshop will be held with the Consortium to discuss the results of the project nomination process. A spreadsheet, similar to the one DEP uses to track nominated projects will be prepared to provide the Consortium with a list of projects that have been nominated. The workshop will also provide the public with the opportunity to provide feedback on the nomination process.

Management of Project Nominations

The ORION workflow management system will facilitate progression of all applications through nomination to funding. Projects can progress to the application phase by fulfilling the objectives of the program and meeting preliminary performance and eligibility criteria. As project reviewers complete their tasks, applicants will receive notification through the ORION system and will provide necessary information to the reviewer within a specified period of time. This system also allows for the updating of the information in an efficient way that will save time and funds for the Consortium.

Tab D

Project Evaluation Process



This page was left intentionally blank

Tab D. Project Evaluation Process

Overview of the Project Evaluation Process

Evaluating nominated projects to determine if they are feasible is a critical step in the development of the SEP. Nominated projects need to be evaluated thoroughly in order to avoid “surprises” in the implementation phase – cost overruns, underachievement of projected benefits, or environmental compliance and legal issues. In addition, the project evaluation process ensures that projects are ranked using consistent metrics and criteria. Of all the activities that will be conducted to develop the SEP, the evaluation process is an activity most likely to be controversial. Consequently, we have included a Consortium Advisory Committee in the project evaluation process. Our project evaluation process is shown in **Figure D-1** and is described in the following sections.

System Workflow Management Efficiencies and Assurance of Equity

Several controls will be put in place to ensure efficient, effective, and fair review. Auto-screening will take place to ensure that:

- Only complete project applications progress to submission and project evaluation
- Potential duplicate projects can be identified
- Projects are sorted by type and geography

All projects will be subject to a two strike rule, explained below, to ensure that no eligible projects are unduly eliminated from consideration. In addition, the workflow management system will allow for concurrent project review to ensure evaluation is efficient.

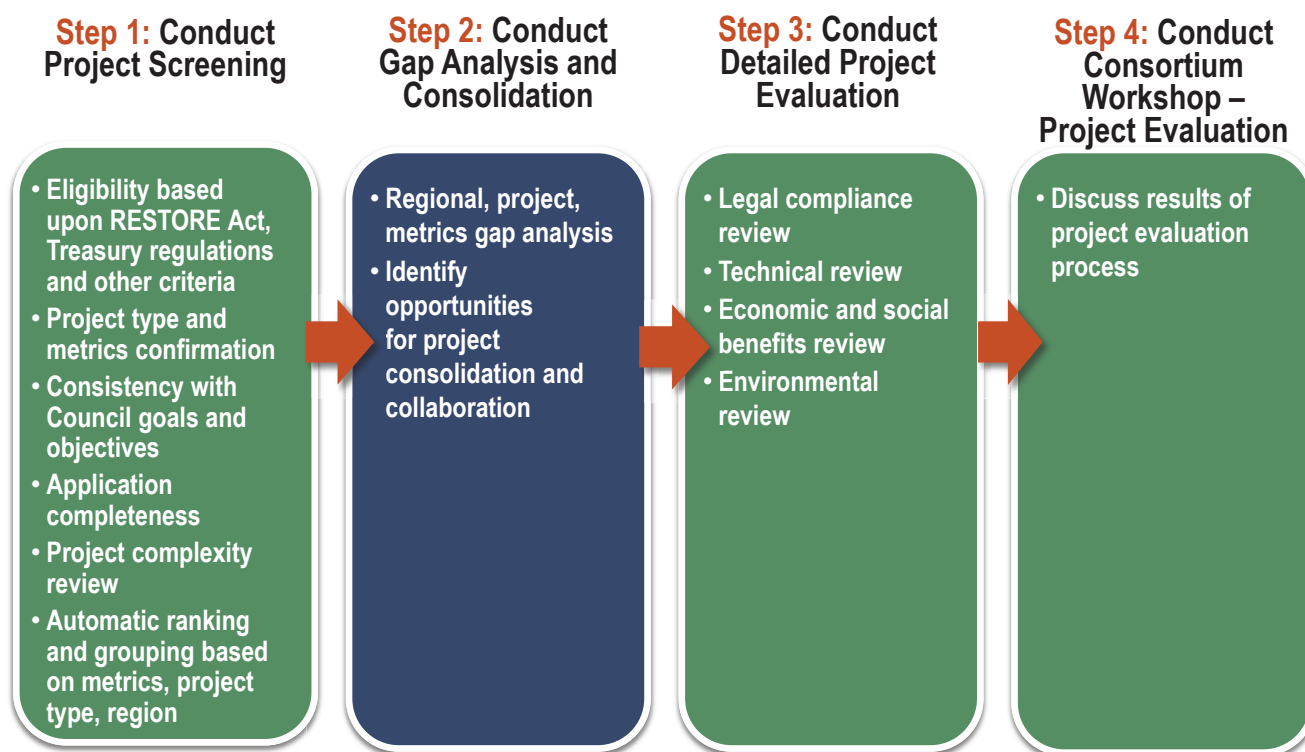


Figure D-1. Project Evaluation Process

System Auto-Screening

The database system will allow a project to be saved, but not submitted until all required fields of the project application have been addressed. If an application has been saved, but not submitted by the project nomination deadline, the applicant will be promptly notified so that the application can be updated or revised. The applicant will be provided notifications with time to review, specified in coordination with the Consortium (e.g., 10 business days). No project will be evaluated until it is complete in the system.

The system will automatically flag applications that appear to be duplicative.

Projects will be automatically sorted according to project type and geography.

Workflow Management

With so many projects to be evaluated, it is imperative that project reviews take place efficiently, with appropriate expertise based on project complexity. As such, the database will include a system of workflow management to ensure that appropriate staff reviews appropriate projects at the appropriate time. As projects progress through the evaluation process, they will be continuously sorted and sent to specific personnel for review, with all records of prior review being kept. This will also allow for concurrent review, as appropriate. This method is described in greater detail within each step below.

Requests for Information

During each stage of review, the project evaluation team will identify where additional information may be needed in order to complete project evaluation. The system is able to automatically send Requests for Information (RFIs) to project applicants, with appropriate deadlines and reminders.

Three-Strike Rule

Throughout the project evaluation process, to maximize project review equity, all projects will be subject to a three-strike rule before being ruled out from further evaluation and archival. No project will be deleted. Projects may be denied due to regulatory ineligibility, inconsistency with goals and objectives, duplication, consolidation, or lack of feasibility / practicability (determined during detailed evaluation). Low ranking projects will not be denied, but will be flagged as unlikely to be pursued. At any stage of review, if the reviewer identifies that the project should be denied, the reviewer will submit an RFI for any information that the applicant could submit that might reverse

the flagging. Any project flagged for denial will be automatically sent to a second tier reviewer identified due to their expertise in the category of denial. All twice flagged projects will be collected and submitted to the Consortium Advisory Committee in a report for their review. The report will be generated by the system and will categorize projects based on the basis for denial and include reviewer comments.

Consortium Advisory Committee

To be successful, the plan that is approved by the Consortium must not only enjoy wide support by the Consortium members, but needs to also by stakeholders and the public. We propose that the Consortium establish a Consortium Advisory Committee (CAC) to provide the Consortium with independent advice during SEP development. The CAC would consist of members drawn from all 23 counties and appointed by the Consortium from all segments of the Gulf community including business and industry, federal and state agencies, non-governmental organizations, and academic institutions. The Consortium would determine the composition of the CAC how its members would be selected (e.g., appointment). The CAC would be similar to the local RESTORE Councils that have already been established by many of the Consortium counties and would be similar to the State Hazard Mitigation Plan Advisory Team, established by the State of Florida to complete the State Hazard Mitigation Plan. We anticipate that the CAC would consist of approximately 40-50 members. The role of the CAC would be to provide independent review during the SEP development process and to provide advice to the Consortium as part of the process. The CAC would report on their activities and recommendations during Consortium meetings.

It is anticipated that the CAC would meet regularly during the planning process. Our Team would work closely with the CAC during this process. CAC meetings would primarily be held in-person and be facilitated to maximize efficiency and effectiveness; however, teleconferencing or webinars could also be utilized if there are travel or time constraints for CAC members. These could include, for example, sub-committees for science, economic development, and infrastructure. We anticipate that the CAC would provide feedback to the Team and the Consortium on the project grouping strategy; the project evaluation criteria and metrics; the nominated project evaluations; the initial prioritization of projects; and the preliminary draft SEP.

We believe that establishing one advisory committee, the CAC, would be better than creating multiple advisory committees such as regional committees or focus area (e.g. science) for a number of reasons. First, multiple committees would create difficulties in organizing, facilitating, and supporting multiple groups. This would also greatly increase costs to the Consortium. More importantly, it would fragment stakeholders, foster single interests, and complicate efforts to achieve consensus on the final content of the SEP. Our Team has extensive experience in working with and supporting broad-based groups such as the Governor's Commission for a Sustainable South Florida, the SFWMD Water Resources Advisory Committee, the State Hazard Mitigation Plan Advisory Team, and the Envision Alachua community planning process.

Step 1: Project Screening

During Step 1, analysts will screen projects for program eligibility, confirm appropriate project type, confirm that the project will be carried out in the Gulf region, confirm consistency with consortium goals objectives, confirm applications are appropriately complete, and identify the level and type of further review required for a project. All projects must satisfy Step 1 before progressing to Step 2. Any questions raised through the review of Step 1 will be submitted to project applicants in the form of RFIs directly through the system. Applicants will be provided a certain number of business days after the project submittal deadline to respond to the RFI in full.

Eligibility

Nominated projects will be screened to ensure eligibility with the RESTORE Act. For the Spill Impact Component, funds may only be used for the following types of ecological and economic restoration activities specifically listed in the RESTORE Act:

- Restoration and protection of the natural resources, ecosystems, fisheries, marine and wildlife habitats, beaches, and coastal wetlands of the Gulf Coast region
- Mitigation of damage to fish, wildlife, and natural resources
- Implementation of a federally-approved marine, coastal, or comprehensive conservation management plan, including fisheries monitoring
- Workforce development and job creation
- Improvement to or on state parks located in coastal areas affected by the spill

- Infrastructure projects benefiting the economy or ecological resources, including port infrastructure
- Coastal flood protection and related infrastructure
- Planning assistance
- Administrative costs (3% maximum)
- Promotion of tourism in the Gulf Coast region, including recreational fishing
- Promotion of the consumption of seafood harvested from the Gulf Coast region

In addition to these specified activities, the RESTORE Act requires that these activities be carried out in the Gulf Coast region to be eligible for funding. The Treasury Regulations deem an activity eligible if the activity benefits the Gulf coast region, notwithstanding whether the activity is physically located within the Gulf Coast region. As part of our screening, the Team will first use location data and GIS to determine whether the project is physically located within the Gulf Coast region. If it is not, then the project will be further screened to determine if the project is primarily designed to restore or protect that area.

The RESTORE Act prohibits more than 25% of the funding available under the Spill Impact Component from being used for paying for infrastructure projects unless the Governor certifies that the ecosystem needs in the state will be addressed by the activities in the proposed plan and additional investment in infrastructure is required to mitigate the impacts of the Deepwater Horizon Spill to the ecosystem or economy. The Team will develop criteria to ensure that the provided 25% cap is not exceeded on infrastructure funding projects consistent with the RESTORE Act and the Treasury Regulations. This will be done by analyzing the identified project costs provided by the project applicant and determining the appropriate value that could be supplied to the contract. In developing the SEP, the Team will then determine if the 25% limit has been reached. If the limit has been reached, then the Team will analyze the benefits of the projects proposed for the SEP to determine if collectively they address the ecosystem needs of the state and if an exception as provided in the RESTORE Act is justified.

Project Type and Metrics Confirmation

Planners will review the project application to ensure that the project type has been appropriately selected, as well as that the appropriate metrics have been identified and completed. This is an important step because it will identify the appropriate

parties in the workflow system to further review the project and preliminarily ranks the priority of projects for detailed review.

Consistency with Council Goals and Objectives

The project applications require that applicants indicate how proposed projects are consistent with which goals and objectives of the Comprehensive Plan developed by the Council. Projects will be screened by reviewers to confirm consistency. There are five goals and seven objectives in the Comprehensive Plan:

- **Goals:**

- **Restore and Conserve Habitat.** Restore and conserve the health, diversity, and resilience of key coastal, estuarine, and marine habitats.
- **Restore Water Quality.** Restore and protect water quality of the Gulf Coast region's fresh, estuarine, and marine waters.
- **Replenish and Protect Living Coastal and Marine Resources.** Restore and protect healthy, diverse, and sustainable living coastal and marine resources.
- **Enhance Community Resilience.** Build upon and sustain communities with capacity to adapt to short- and long-term changes.
- **Restore and Revitalize the Gulf Economy.** Enhance the sustainability and resiliency of the Gulf economy.

- **Objectives:**

- **Restore, Enhance, and Protect Habitats.** Restore, enhance and protect the extent, functionality, resiliency, and sustainability of coastal, freshwater, estuarine, wildlife, and marine habitats. These include barrier islands, beaches, dunes, coastal wetlands, coastal forests, pine savannahs, coastal prairies, submerged aquatic vegetation, oyster reefs, and shallow and deepwater corals.
- **Restore, Improve, and Protect Water Resources.** Restore, improve, and protect the Gulf Coast region's fresh, estuarine, and marine water resources by reducing or treating nutrient and pollutant loading; and improving the management of freshwater flows, discharges to and withdrawals from critical systems.

- **Protect and Restore Living Coastal and Marine Resources.** Restore and protect healthy, diverse, and sustainable living coastal and marine resources including finfish, shellfish, birds, mammals, reptiles, coral, and deep benthic communities.
- **Restore and Enhance Natural Processes and Shorelines.** Restore and enhance ecosystem resilience, sustainability, and natural defenses through the restoration of natural coastal, estuarine, and riverine processes, and/or the restoration of natural shorelines.
- **Promote Community Resilience.** Build and sustain Gulf Coast communities' capacity to adapt to short- and long-term natural and man-made hazards, particularly increased flood risks associated with sea-level rise and environmental stressors. Promote ecosystem restoration that enhances community resilience through the re-establishment of non-structural, natural buffers against storms and flooding.
- **Promote Natural Resource Stewardship and Environmental Education.** Promote and enhance natural resource stewardship through environmental education efforts that include formal and informal educational opportunities, professional development and training, communication, and actions for all ages.
- **Improve Science-Based Decision-Making Processes.** Improve science-based decision-making processes used by the Council.

Application Completeness

While all required project application fields must be complete for an application to automatically progress to Step 1, additional information may be necessary for the application to be considered truly complete. Information may be inadequate or entered incorrectly, for example. As such, reviewers will confirm application completeness before advancing any projects to Step 2. All incomplete projects will be sent back to an applicant with an RFI.

Project Complexity Review

When applications are deemed to be complete and accurate, planners will review them for complexity and appropriate level of secondary review. This will include a preliminary evaluation of social, technical, administrative, political, legal, economic, and environmental concerns on the project that will involve

a flag for any concerns with notes. Due to the variety of project types and the varying complexity of expected project applications, it is important to manage workflow and assign reviewers that are most appropriate to the task. As such, the final review in Step 2 will result in a project review queue for appropriate project evaluators based on further categorization and a high level review of complexity of the project.

Our Funding Team tracks funding sources and can provide applicants with high level information about other potential funding resources they might pursue in the case that a project is deemed ineligible for this program.

Project proposals that meet the requirements of Step 1 will proceed to Step 2, for a gap analysis. For those projects found to be incomplete or ineligible, the sponsor or applicant will be notified early through RFIs and provided with the opportunity to revise the application or provided guidance on alternative funding sources. After the screening process is complete, we will prepare a list of eligible projects.

Step 2: Gap Analysis and Consolidation

Tab B (Task 2A) describes the process through which analysts will inventory and review existing plans and develop a document and list of projects that summarizes the finding of that review. This review essentially informs the development of metrics identified in Tab C, and informs the sorts of projects and strategies identified as necessary in each region. It is critical to understand and leverage the work that has been done and information gathered prior to the development of the SEP. This information, along with Council Goals and Objectives, informs Step 2 of project review, by providing the basis for a gap analysis.

The Team will evaluate and score project proposals against regional project preferences as preliminarily developed through the plan inventory and confirmed by the Consortium, as well as confirm metrics entered by the project applicant. ArcGIS spatial analysis will facilitate this review by helping planners to evaluate the mix of projects proposed within each of the seven Consortium regions. The gap analysis will additionally allow planners to identify opportunities for consolidation and collaboration of project scopes.

It is important that this step be completed prior to detailed project evaluation because it allows time for specific stakeholder outreach for project modification, consolidation, or to leverage opportunities. Any projects flagged as a result of Step 2 will be discussed during a meeting with the CAC.

Step 3: Detailed Project Evaluation

Detailed project evaluation will take place following Step 2. In order to ensure efficiency in review, the project evaluation process will model the State of Florida's hazard mitigation application review process by ensuring that reviews take place concurrently for each project. Reviews are categorized as Legal Compliance Review, Technical Review, and Environmental Review. Essentially, no reviewer must wait for any other reviewer to complete evaluation before reviewing the project. This can be managed through the workflow management system. Evaluations will be based on the criteria listed below, in addition to the metrics captured. We will engage the CAC during this step to review the results of the evaluations.

Legal Compliance Review

An understanding and compilation of federal and state law regarding planning and project implementation requirements and a strategy for compliance must be considered including, but not limited to:

- 1. Florida's Public Records and Open Meetings Laws.** The State of Florida mandates a basic right of the public's access to meetings of boards, commissions, and other governing bodies of state and local governmental agencies or authorities pursuant to Chapter 119, F.S. Project development and implementation must take place in compliance with Florida's government in the sunshine requirements.
- 2. Council Regulations.** Project teams must assure projects are consistent with regulations promulgated by the Council.
- 3. Treasury Regulations.** As required by the RESTORE Act, projects must be in compliance with the regulations promulgated by the Department of the Treasury. Treasury's Interim Final Rule became effective on October 14, 2014.

4. Chapter 373 and Chapter 403 of the Florida Statutes.

As all federal laws and rules must be complied with for each project, so too must all state environmental regulations for permitting, water resource protection and water quality as codified inclusive of, but not limited to, Chapters 373 and 403, F.S.

Technical Review

Projects will be sent to the technical review team for review of scope, schedule, and budget. Best available science is an important element of this review.

The technical review team will review the project for technical feasibility, as well as concordance with relevant state, city, or international engineering codes and standards, as appropriate. This will include a review of the selected scope of work. The project will be reviewed for constructability and potential project constraints. Qualified staff will review the completeness and eligibility of all elements of the application as submitted by the applicant and coordinate RFIs as appropriate and related to the technical merits of the proposed activity. The Team will make a final determination on the technical feasibility of the proposed mitigation project to ensure programmatic compliance.

The Team will evaluate each project based on the timeline within which it was identified for completion. A timeline is important to ensure that the project can be completed by a specified date and to allow for multiple projects to occur simultaneously. Additionally, this will permit the Team to organize SEP projects in a manner that will ensure all resources are being used to the full capacity, provide opportunity for multiple projects to occur simultaneously through project phasing, and allow new projects to begin as soon as old ones are completed. An accurate timeline will also be used as an accountability function for project applicants in the sense that the applicant will be required to submit routinely scheduled reports indicating progress of the projects, successes of the project, and challenges that have been met along the way.

The technical review team evaluates budget information and the schedule to ensure reasonableness, necessity, and allowability of costs (cost analysis). Engineering staff also compile information for appropriate economic review and benefit-cost analysis. Following the complete review of scope, schedule and budget, the assigned engineer completes a final recommendation for the project application and scores the application for technical review.

Best Available Science

The RESTORE Act and the Treasury Regulations require that activities that would restore and protect natural resources, ecosystems, fisheries, marine and wildlife habitats, beaches, coastal wetlands or the economy of the Gulf is based on the best available science. Best available science is defined as “science that maximizes the quality, objectivity, and integrity of information, including statistical information; uses peer-reviewed and publicly available data; and clearly communicates risks and uncertainties in the scientific basis for such projects.”

While the Council has not issued specific guidelines for determining that the best available science has been used in preparing the SEP, the Council's August 2014 “*Proposal Submission and Evaluation Process Details*” paper concerning the Comprehensive Plan Component provides a good understanding of the way the Council will likely want best available science to be determined. The Council procedure requires that three questions be answered:

- (a) Has the applicant made a reasonable determination that the proposal is based on science that uses peer-reviewed and publicly available data?
- (b) Has the applicant made a reasonable determination that the proposal is based on science that maximizes the quality, objectivity, and integrity of information (including, as applicable, statistical information)?
- (c) Has the applicant made a reasonable determination that the proposal is based on science that clearly documents and communicates risks and uncertainties in the scientific basis for such projects?

As part of our evaluation process, the Team's science resources will review nominated restoration projects to determine if these three questions have been sufficiently answered. Our evaluation will be guided by the ten questions (see **Figure D-2**) developed by the Council in considering whether the best available science test has been met. As necessary, we will engage the CAC (or a science sub-group if the CAC has one) to assist in this determination.

Evaluation of Economic Development Projects

For projects that are primarily economic development, the evaluation process is as follows:

a) **Initial market summary and evaluation of the project.**

This results in a pass/fail grade for each project based on the economic justification and return on investment included in the initial project application.

b) **Project Evaluation Criteria.** Projects will be evaluated based on calculation of Return on Investment (ROI). For our purposes ROI in this instance is defined as (Economic impact plus Net Fiscal Impact) divided by Project Cost. Economic impact is measured by the project revenue generation, to which the economic multiplier effect, as calculated by the IMPLAN impact methodology, is added. Next, the Net Fiscal Impact is added to the Economic impacts. Net Fiscal Impact is determined through the calculation of expected tax revenues less the cost of providing government services. This Fiscal Impact approach uses the average cost method of tax and revenue calculations as outlined in "The New Practitioners Handbook Guide to Fiscal Impact Analysis" by Burchell and Listokin, Rutgers University 1985. The sum of Economic and Net Fiscal Impacts are then divided by the Project Cost to determine Return on Investment.

c) **Project Weighting Criteria.** The ROI shall be weighted according to specified weighting criteria. The weighting criteria will consider and reflect certain conditions as may be specified by the Consortium as important to the selection process which will assist in ranking Consortium projects based on the overall purpose and intent of the RESTORE Act. The Team will provide a menu of weighting criteria for consideration and will develop additional criteria as directed by the Consortium for the purposes of developing the final weighting criteria. The menu of weighting criteria may include measures which reflect social justice and economic justice concerns, locational or geographic concerns, or other considerations as directed by the Consortium. Examples of weighting criteria which may be considered include:

- 1) Average of local area unemployment rate over past 5 years
- 2) project economic impact as a share of countywide Gross Regional Product or economic impact per capita within 5 or 10 mile radius or within county
- 3) urban vs rural qualifier
- 4) location qualifier

5) per capita income of county or

6) share of per capita economic impact divided by per capita income either for countywide area or specific market area

These weighting criteria examples introduce measures which help reflect the relative economic importance of a proposed project within the local community, by location and quality of the existing local area economy.

Project weighting means the criteria selected by the Consortium are to be indexed from -1 to +1 and added. The resulting weights are added and the cumulative index weight is then applied to the project ROI resulting in a weighted project ROI value. The weighted ROI helps inform the degree to which Restore Act awards may improve the economic quality of life of affected residents.

d) **Integration with ORION** – how to index/rank these projects to develop a comparable weighting system allowing restoration projects to be evaluated alongside economic development projects whether infrastructure and facilities based (non-market goods but also non-environmental) or private facilities/revenue based.

Gulf Coast Ecosystem Restoration Council Science Context Questions

- A. Have other methods been discussed and reasons provided as to why the method is being selected (e.g., scientifically sound; cost-effectiveness)?
- B. Has your agency/vendor/project manager conducted a project/program like the one proposed?
- C. Is there a risk mitigation plan in place for project objectives? *(captures risk measures as defined under best available science by Act)*
- D. Does the project/program consider consequences of implementation? *(captures risk measures as defined under best available science by Act)*
- E. Does the project/program have clearly defined goals?
- F. Does the project/program have clearly defined objectives?
- G. Does the project/program have measures of success? *(captures statistical information requirement as defined by Act)*
- H. Is a monitoring program in place to determine project goals, success and enable adaptive management (if applicable)? *(captures statistical information requirement as defined by Act)*
- I. Does the project/program consider recent and/or relevant information? *(captures statistical information requirement as defined by Act)*
- J. Has the project/program evaluated past successes and failures of similar efforts? *(captures the communication of risks and uncertainties in the scientific basis for such projects as defined by the Act)*

Figure D-2. Council Questions

Project Financial Feasibility (Internal Return on Investment)

Once a project is evaluated and weighted, those highest ranked projects will be further evaluated for financial feasibility. Financial feasibility requires a pro forma cash flow analysis comparing total cost information with revenue or cash flow results. Calculation of net profit divided by total assets (investment) results in the Return on Investment internal to the project. This is a complex calculation. Pro forma and ROI for internal project analysis should be conducted at the very final stage of project selection for non-environmental projects. Pro forma analysis will be calculated as part of a market feasibility analysis to determine the financial viability and probability of success of a project based on market conditions of supply and demand, which determines the “need” for the project.

Economic Contribution

Economic contribution is determined through an economic impact analysis using the IMPLAN model. Economic impact analysis among non-environmental projects is conducted as a screening criteria for these projects. Evaluation criteria based on economic considerations may look at both the dollar value of the total economic impact as well as the share of that impact value compared with the value of the countywide economy as is expected to be calculated in the Project Weighting analysis. In this instance, revised economic impacts will be calculated based on the more detailed results of the project feasibility.

Social Equity

Projects benefiting the health, wellbeing, and economic prosperity of the disadvantaged, disenfranchised, and underserved communities will be considered throughout the project evaluation process. The Team will determine higher densities of low income areas near the Gulf Coast and develop weighted criteria for this eligibility factor to be analyzed. This will be accomplished by utilizing the Team's mapping and economic expertise, program availability, and available information to create a database that reflects this information accurately and effectively. As indicated, these measures will be available for inclusion at the Consortium's direction, as project weighting measures. In this way all considered projects may be evaluated according to these fairness and justice measures as part of the overall evaluation process.

These projects can play an important role in developing social capital, maintaining and enhancing quality of life, and protecting vulnerable populations from future incidents and disasters. Furthermore, these projects can provide potential economic outcomes such as job development and community revitalization.

Environmental Review

The Environmental review team will consist of qualified personnel who will confirm and identify project metrics, as well as qualitative environmental benefits and potential environmental compliance concerns.

Environmental Benefits

Encouraging projects that both protect and preserve the environment is the primary foundation of the RESTORE Act. As project submittals continue to grow, it is important to provide a criterion that identifies projects serving the environment not only at the local community level but also at the more broad regional and state level. Additionally, it is of great importance that projects be analyzed on the overall benefit they will be providing to the environment (e.g., will endangered species benefit from the project, will the project encourage species return and/or species growth, will the project replenish existing resources, etc.).

The Team has developed multiple environmental analyses in the past and comprehends the methodologies and information required to create these determinations. Multiple criteria that can be incorporated into the ORION management system indicating the level of environmental benefit will ensure that projects selected achieve the Consortium's maximum outcome.

Environmental Compliance

All relevant state and federal environmental laws, including regulatory requirements must be met throughout project development and implementation. This means all typical projects will have to be compared to relevant permitting, regulatory, and review thresholds such as alternative analyses for major federal actions consistent with NEPA. A checklist of regulations that projects must be in compliance with is shown in **Table D-1**.

Step 4: Conduct Consortium Workshop – Project Evaluation

A workshop will be held with the Consortium to discuss the results of the project evaluation process. The team will prepare a summary of the results of the evaluations. The workshop will also provide the public with the opportunity to provide feedback on the evaluation process..



Table D-1. Environmental Checklist

Federal Laws

- » Archaeological Resources Protection Act (ARPA)
- » Bald and Golden Eagle Protection Act
- » Clean Air Act (CAA)
- » Clean Water Act (CWA)
- » Coastal Barrier Resource Act (CBRA)
- » Coastal Zone Management Act (CZMA)
- » Comprehensive Environmental Response, Compensation, and Liability Act (CERLA)
- » Endangered Species Act (ESA)
- » Farmland Protection Policy Act (FPPA)
- » Fish and Wildlife Coordination Act (FWCA)
- » Marine Mammal Protection Act (MMPA)
- » Marine Protection, Research and Sanctuaries Act
- » Migratory Bird Treaty Act
- » Magnuson-Stevens Fishery Conservation and Management Act (FCMA)
- » National Environmental Policy Act (NEPA)
- » National Historic Preservation Act (NHRA)
- » National Marine Sanctuaries Act (NMSA)
- » Native American Graves Protection and Repatriation Act
- » Resource Conservation and recovery Act (RCRA)
- » Rivers and Harbors Act (USACE Section 10)
- » Safe Drinking Water Act
- » Wild and Scenic Rivers Act

Executive Orders

- » E.O. 11988 – Floodplain Management
- » E.O. 11911 - Preservation of Endangered Species
- » E.O. 11990 – Wetland Protection
- » E.O. 12898 – Environmental Justice
- » E.O. 13089 – Coral Reef Protection
- » E.O. 13112 – Invasive Species
- » E.O. 13175 – Consultation and Coordination with Indian Tribal Governments
- » E.O. 13186 – Responsibilities of Federal Agencies to Protect Migratory Birds
- » E.O. 13653 – Preparing the United States for the Impacts of Climate Change

State Laws

- » Chapter 119, F.S. – Public Records and Public Access
- » Chapter 163, Part II, F.S. – Local Government Comprehensive Planning and Land Development Regulation Act
- » Chapter 259, F.S. – The Land Conservation Act of 1972
- » Chapter 286.011, F.S. – Florida's Public Records and Open Meetings Laws)
- » Chapter 373, F.S. – Water Resources

* not an exhaustive list of all applicable laws

This page was left intentionally blank

Tab E

Public Involvement Plan



This page was left intentionally blank

Tab E. Public Involvement Plan

Public Involvement Goals

For the Consortium, the voice of the public has been integral from the beginning of this process and will continue to play a significant role in shaping project evaluation criteria and recommending projects for funding. As the SEP development process officially begins, we will assure that communications efforts focus on collaboration so that stakeholders see themselves as active participants rather than passive recipients of change.

The goal of public involvement is to maximize support and minimize opposition. To meet such a goal, our public involvement plan incorporates the objectives and corresponding strategies shown in **Figure E-1**.

Through a phased approach, public engagement will align with progress through the individual tasks part of the

SEP development process at key checkpoints: **INVITE + RESEARCH, ENGAGE, FEEDBACK and REPORT.**

As part of the Team, communications professionals from Salter>Mitchell will lead and manage the process for ensuring robust public engagement throughout SEP development. Having extensive experience with public engagement in various types of planning processes across Florida — as well as a proven track record of generating widespread support for and minimizing opposition to final plans — we are acutely aware of the need for public involvement and participation if the final SEP is to meet its goals during and after implementation.

Salter>Mitchell has a diverse and large support staff to meet the Consortium's needs. Salter>Mitchell is a full-service, integrated marketing and communications agency headquartered in Tallahassee with offices in metro

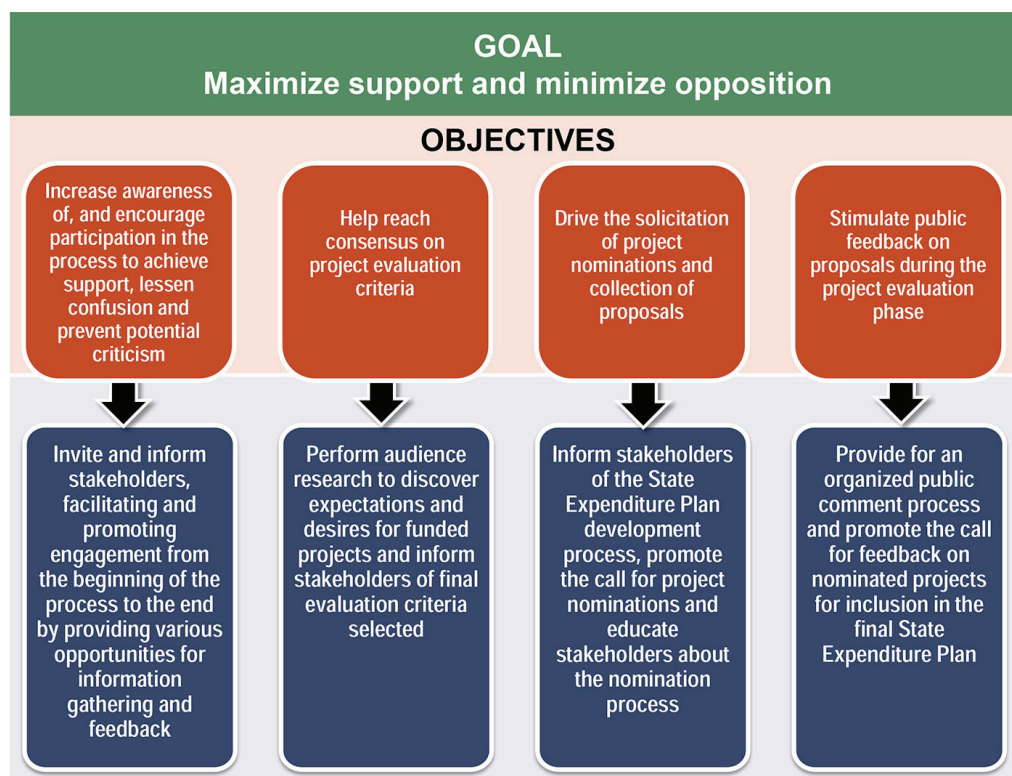


Figure E-1. Public Involvement Objectives and Strategies

Washington, D.C. and Orlando. Salter>Mitchell's senior level staff draws from more than 100 years of combined media and public relations experience and is supported by a staff of 30 professionals with the breadth and depth of qualifications to develop and execute fully integrated, multi-media communications campaigns.

Salter>Mitchel Professional Staff by Specialty

Public Relations / Public Affairs	Social Marketing	Research	Digital	Creative
» VP / Director of Public Relations	» VP / Director of Social Marketing	» Research Director	» Senior Web Architect	» Creative Director
» Public Affairs Consultant	» Director / SM Senior Strategist	» Senior Researcher	» Web Developer	» Art Director
» PR Manager	» SM Planner	» Research Manager	» Web Assistant	» Senior Graphic Designer
» PR Coordinator	» SM Manager			» Graphic Designer
» PR Assistant	» SM Coordinator			» Video Producer
	» SM Assistant			» Creative Assistant

Salter>Mitchell's network of contacts in Florida has been built over decades of experience: We take great pride in our ability to connect our clients with leaders and decision makers in key organizations and our ability to leverage our strong relationships with reporters, producers and news managers in every major media market in Florida. Salter>Mitchell is led by the former communications director for Gov. Lawton Chiles — and includes former reporters, news directors and executive producers.

Requirements

Distribution of RESTORE Act funds into Florida presents an unprecedented opportunity for the 23 impacted counties to make significant progress on critical issues affecting their local economies and natural environments. To realize such potential, input and participation from all stakeholders is needed.

The Treasury Department's Interim Final Rule requires that the draft State Expenditure Plan be available for public review and comment for a minimum of 45 days before submittal to the Gulf Coast Ecosystem Restoration Council for approval. The public comment process should guide the selection of projects and strategic planning to use RESTORE Act funds. More generally, the RESTORE Act necessitates that funded projects be selected based on "meaningful" and "broad-based" public input, including from individuals, businesses and nongovernmental organizations, through "appropriate" methods, such as

accessible public meetings, presentations in languages other than English, and information sharing via the Internet.

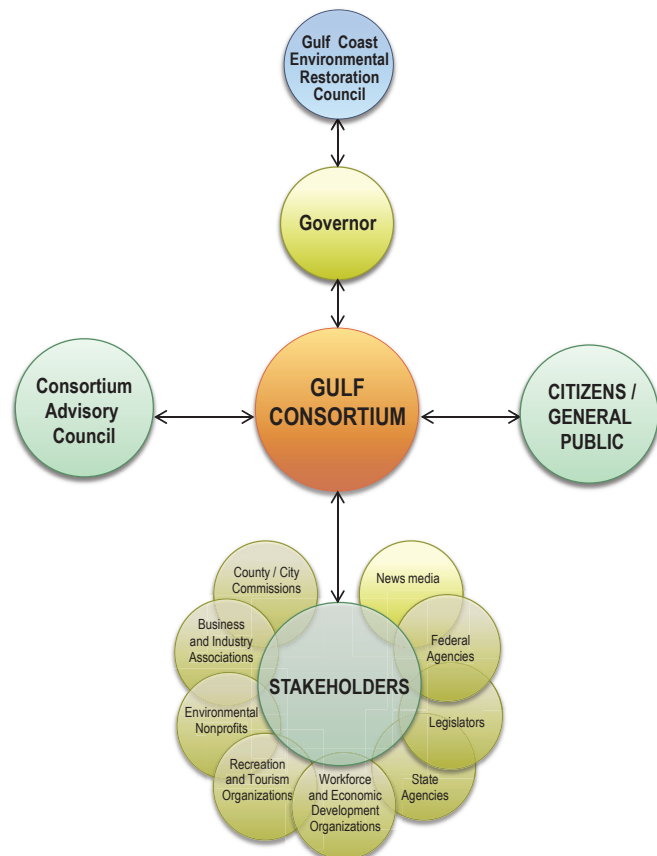
Our public involvement plan will garner the level of public input that meets the requirements of the RESTORE Act and Treasury Department's Interim Final Rule to build support for the SEP's adoption by the Consortium.

Target Audiences

Whether they know it or not, the Deepwater Horizon spill affected all people living in, doing business in or visiting Florida's Gulf Coast counties. As such, a comprehensive, inclusive public engagement process should target a wide variety of audiences.

At the same time, key groups who stand to benefit from environmental and economic restoration funds — and their representatives — will likely have the most interest in the process and should be targeted according to their specific stake in the SEP. These key audience subgroups are derived from the types of projects eligible for funding as defined by the Treasury Department Interim Final Rule and the entities following the process in an advisory or leadership role.

We categorize key audiences according to three public spheres (Figure E-2) with specific stakeholder subgroups within:



In addition to distinctions of interest, Florida's 23 Gulf Coast counties differ in their governmental, economic, environmental, demographic and geographic makeup. Due to this vast diversity, we've devised an outreach approach in which counties are clustered into regions and cities in each region are identified as anchors for outreach.

Our regional structure is based on the organization of Florida's Regional Planning Councils along the Gulf Coast. These counties are accustomed to working together on economic development and environmental planning, as well as on other projects that impact their mutual resources, characteristics and issues. The RPCs develop regional strategies and partnerships to strengthen economic and environmental welfare, recognizing the importance of encouraging citizens to become involved in the planning process. Like the oil spill, RPCs tackle problems that transcend political boundaries, so they're adept at finding intergovernmental solutions and bridging any gaps among different government entities. The Team intends to follow this model.

The selected regions and anchor cities (**Figure E-3**) also reflect established media markets, from which stakeholders will likely receive and seek out information about the SEP development process. At the same time, media markets reflect areas of mutual interest, where economic and environmental concerns will be shared. These geographic regions allow us to target public outreach efforts with regard to key tactics, including public meetings and media relations. Research can guide how stakeholders in each of these media markets prefer and expect to engage in the process.

STRATEGIES AND METHODS

Research

Research will ultimately guide the design of the public involvement plan, including the selection of communications

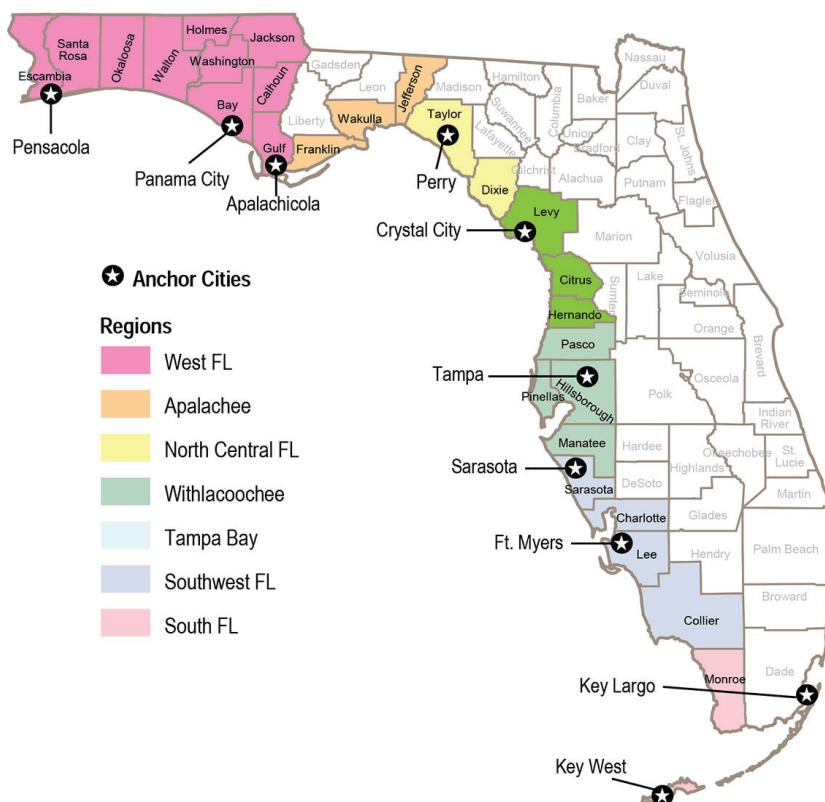


Figure E-3. Public Involvement Regions and Anchor Cities

tactics and outreach materials, based on our key audience subgroups and regions.

- **Rapid Research Review.** During Task 1, we will use past public commentary and responses from other similar planning efforts such as those being undertaken by counties to develop their MYIPs and other state efforts, which can inform strategy for deeper research into target audiences.
- **Consortium Surveys/Interviews.** We will gather research data via interview in the first 30 days by either emailing questionnaires, placing phone calls or attending the Initial Consortium Workshop. We will collect data from Consortium members and stakeholders to determine their desires and expectations for public involvement during draft final SEP development.
- **Public Online Surveys/Phone Banks.** We will survey either online or by phone stakeholder groups to determine their preferred level of engagement and public expectations of involvement during the process. A comprehensive report on all findings from the research will inform the strategy and implementation for public involvement moving forward.

Strategies

In an inclusive, broad-based strategy for public engagement, communications must reach stakeholders where they already are. A comprehensive approach to communications strategies guarantees that target audiences are receiving information in virtual “surround sound” from the Consortium and other governmental bodies, from the media, from stakeholder peers, and from other relevant organizations and experts.

In general, specific communications vehicles should include social, digital, public relations and paid advertising outlets, as shown in **Figure E-4**.

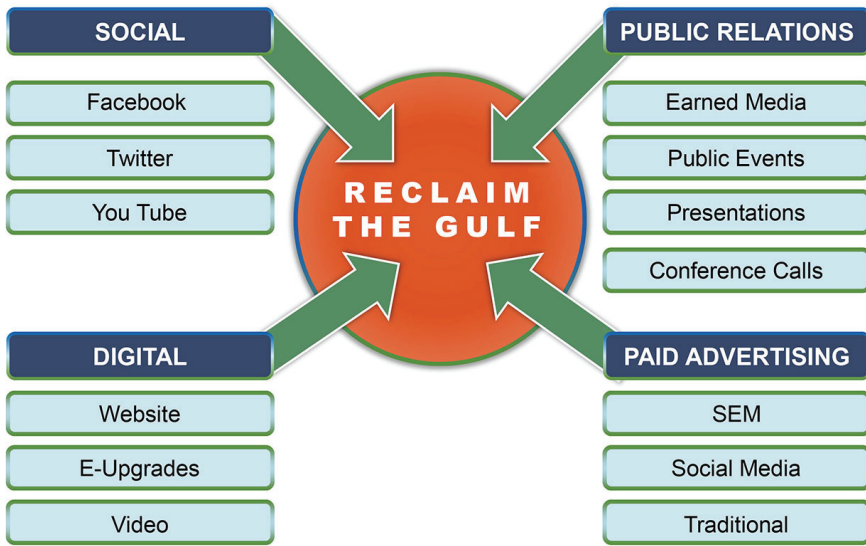


Figure E-4. Communication Vehicles

Throughout the development of the draft final SEP, communications strategies and outreach materials will work to provide information to stakeholders regarding the process design and status and will provide a platform for requesting and considering public comment.

Public Involvement Plan

Throughout SEP development, we will maintain open lines of communication with all stakeholder groups through complementary outreach efforts and supporting materials that will inform stakeholders while simultaneously seeking their feedback and continued engagement. **Figure E-5** provides an overview of our public involvement plan.

Through a phased approach, the public involvement plan will align with progress through the tasks in the SEP development process at key checkpoints: **INVITE + RESEARCH, ENGAGE, and FEEDBACK + REPORT**. These checkpoints correspond to the objectives and strategies of the public involvement plan:

- First we will **INVITE** stakeholders and **RESEARCH** our key audiences' expectations and desires.
- Then we'll **ENGAGE** our publics to reach consensus on project evaluation criteria and call for project nominations.
- Next we'll stimulate public **FEEDBACK** on proposals and allow for the required 45-day comment period once the draft plan is approved by the Consortium.
- And finally we'll wrap up the process and **REPORT** out results in order to assure confidence in the future of the plan's implementation.

At the same time, public involvement activities are selected and designed to meet audiences where they are — fulfilling their expectations for how involved they desire to be — and accounting for a range of involvement levels. Our public involvement plan is based on three tiers of involvement: PUBLIC INFORMATION, PUBLIC ENGAGEMENT and STAKEHOLDER ENGAGEMENT as shown in Figure E-6.

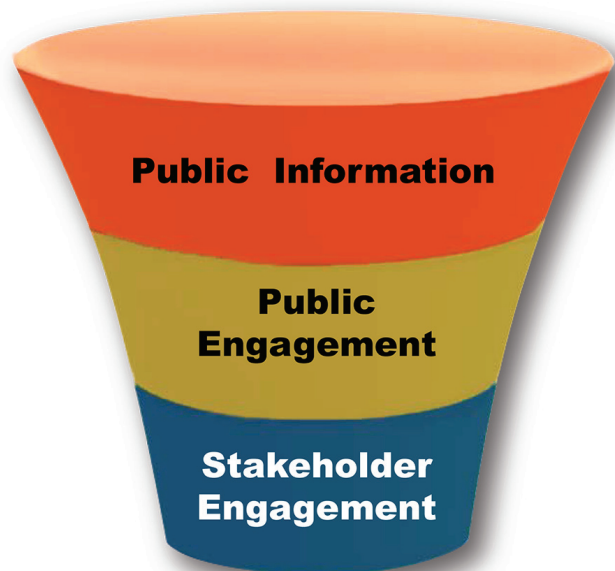


Figure E-6. Tiers of Public Engagement

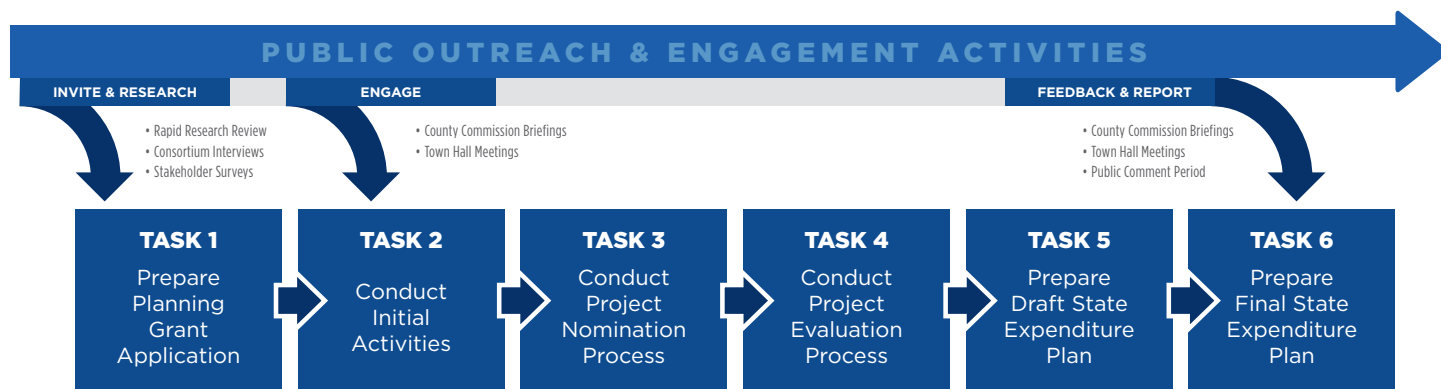


Figure E-5. Public Involvement Plan



Tier 1 – Public Information

To ensure transparency, we will be responsible for disseminating information about the SEP development process and providing status updates to all audiences throughout the entire project. This is a continuous process. Throughout SEP development, **public information sharing can be viewed as a continuum where opportunities for increased engagement are inserted at key checkpoints.** The following vehicles will allow for information sharing throughout the process and provide platforms for inviting increased engagement at our **INVITE + RESEARCH, ENGAGE, and FEEDBACK + REPORT** phases.

Interactive, Mobile-Enabled Web Portal

The anchor for all communications will be a clean and simple web portal that houses all public information and provides an interactive forum for the receipt of project nominations and public comment during evaluation. The Florida Association of Counties hosts a subpage on its website that already offers similar resources, but we propose the development of a more public-facing, interactive website that inspires engagement from stakeholders beyond the Consortium members through fun and easy design and functionality.



To maximize accessibility, the portal will be developed according to mobile-first responsive web design, meaning smartphone users can quickly and easily engage in the process regardless of at-home

or workplace computer and Internet access. By integrating the ORION system and any other collaborative platforms, the site will allow users to nominate, sort, search, view, rank and comment on projects.

We have experience developing, hosting and maintaining similar web portals that work as forums for crowd-sourcing and reviewing information. What follows is a conceptual idea of what tools we might use in this approach. This is just the beginning to build upon in a collaborative process.

Social Media

Highly targeted and cost-effective, social media will permit laser-focused outreach to key demographic groups, driving them to the website and recruiting them as active participants in the process by offering media-rich and engaging content. We will create and manage proprietary accounts on Facebook and Twitter — the most popular and relevant social media networks in this market and among stakeholders — and provide:

- Editorial calendar
- Custom content and graphics
- Content posting and fan engagement
- Social media advertising

Social media advertising can target people by where they live and work (such as key industries in the disproportionately affected counties), as well as lifestyle (such as going to the beach). Using the county cluster approach in our social media advertising, we'll be able to account for information sharing and activity promotion with regard to each region.

E-mail Updates

To reach key audiences with regular, consistent information, such as the Consortium and representatives from key stakeholder groups, we will create and distribute e-mail updates to provide brief status updates in addition to the monthly written progress reports outlined in Tab B. In addition, the web portal may offer an e-newsletter signup for citizens to add themselves to the distribution database. Depending on the results of audience research, email updates can be distributed according to a schedule. As the process progresses, distribution may be customized to provide updates as events take place.

Traditional Advertising

To account for the diversity of the Gulf Coast communities, our regional county grouping approach will allow for targeting

key outlets by media market to share updates and promote activities in that particular region through advertising.

To reach stakeholders via more traditional methods, we will design and implement a targeted paid media campaign to encourage participation and provide status updates. Depending on the results of audience research, a strategic mix of print, radio, TV and outdoor selected according to the media landscape in each county cluster will most efficiently reach target audiences. Ads will run in local newspapers, on news websites and potentially on local news stations encouraging engagement and feedback from the public.

Collateral Materials

Printed materials, such as informational brochures and newsletters, can inform and educate the public on the different phases of the process and ways to get involved. Such materials can provide upcoming dates of meetings, calls for project nominations, requests for public feedback and comment, and access to additional resources. These types of materials can be distributed at public meetings, in governmental and public buildings, and by stakeholders groups to their members.

Search Engine Marketing

Search engine marketing can hone in on key search terms, such as "BP oil spill restoration" or "BP settlement claims" so that users who are already searching for information on Deepwater Horizon restoration projects in Florida will be directed to our process and our online resources. Meanwhile, we can target by most demographics to ensure we're reaching our key audiences who are, in turn, seeking us out. Similar to social media, the customization of audiences and content in search engine marketing makes it extremely cost-efficient.

Tier 2 – Public Engagement

In addition to receiving information as a continuum via our integrated communications channels, community members in the 23 Gulf counties must have opportunities to engage in the process more deeply and have an active role in the development of the SEP. Indeed, many will expect it, which research will reveal in detail. The following activities provide platforms for inviting and hosting increased engagement at our **INVITE + RESEARCH, ENGAGE, and FEEDBACK + REPORT** phases.

Public Meetings

For residents of the Gulf Coast communities, ways to actively

engage in the development of the SEP will be imperative in meeting our goals of maximizing support while minimizing opposition. Citizens and interested parties — even if they may not stand to directly benefit from project funding — must feel their voices are heard and they have ample opportunity to participate in the process.

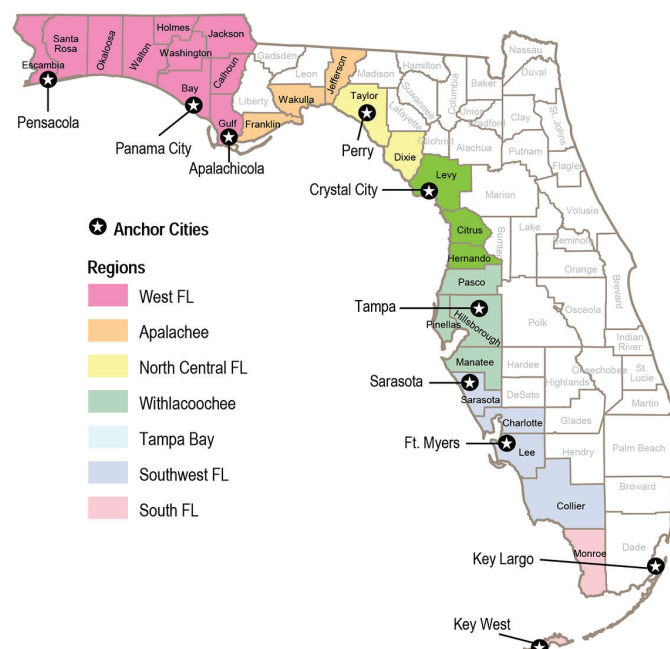
Public meetings will be an important, if not expected, component. A series of public meetings provides a way to speak directly to stakeholders, informing them of progress and achieving their participation at key checkpoints in the SEP development process. We propose holding two rounds of public meetings — an initial round early in the plan development process and a second round during the formal public comment period for the draft SEP.

At the **ENGAGE** phase as evaluation criteria are developed, public meetings will inform the general public of the process and criteria; answer questions and seek understanding for the process design and project criteria; announce the solicitation of project nominations and explain the process; and solicit and secure public comment.

At the **FEEDBACK + REPORT** phase once the draft final SEP is developed, another round of town hall meetings will allow a report-out of the results of the process and the contents of the draft final SEP while seeking additional public comment during the required 45-day period before submittal to the Gulf Coast Ecosystem Restoration Council for approval.

The anchor cities provide the locations of the meetings, which were selected with deference to population centers, communities of interest and reasonable drive times of around an hour on average.

The first round of meetings would be held during Task 2 to provide information to the public on the overall process and to provide the public with an opportunity to provide feedback on the overall process, the grouping strategy, the evaluation criteria and metrics, and the project nomination process. The second round of meetings would take place during Task 6 and would provide the public with the opportunity to be briefed on the draft SEP and to provide comment on the plan. This round of meetings would be a part of the formal public comment period required by the Treasury Regulations. Accounting for two meetings at each location — as well as four extra meetings serving as a contingency in case certain counties or audiences want additional meetings — a total of 24 public meetings would serve to actively engage the public in the process.



Kiosks can be used at various community events where attendees can visit the web portal and submit nominations. For members of the public without the resources or access to submit online nominations, these opportunities will be imperative, so paper forms and a facilitated process for submission will be in place.

The planning, scheduling and staffing of as many events in a short span of time between each step will be managed by a team of public outreach professionals from Salter>Mitchell who can simultaneously attend events around the state and facilitate the relevant representatives from the Consortium to provide updates and offer engaging programs.

Public Comment at Consortium Meetings

Our approach to developing the SEP includes workshops with the Consortium. The workshops will be designed to include public comment periods at appropriate times before, during, or after the workshop. These public comment periods will provide another means for the public to engage in the process. These comment opportunities will also serve to provide Consortium members with direct feedback from the public on the plan development process.

Tier 3 – Stakeholder Engagement

For those with a particular interest in the SEP, we must provide means for them to delve further into the funnel of engagement in the process. For this tier of involvement, activities are selected and designed to serve audiences' particular stake in the process and speak to them in their language and on their level at our **INVITE + RESEARCH, ENGAGE, and FEEDBACK + REPORT** phases.

Governmental Relations

Governmental relations is about building strong relationships founded on mutual respect, accessibility, transparent two-way communication and active engagement. It is an ongoing occurrence. These values not only shape our public involvement plan, but also drive our actions and ultimately will lead to broad support for the projects, programs and activities in the SEP, including among governmental entities.

An Intergovernmental Liaison on our Team will be responsible for managing the communications needs for all interested governmental entities, including the Florida Legislature, state agencies, the Governor's office, federal agencies, cities and municipalities, and especially the 23 County governments. A 20-year public affairs and government relations professional formerly with the Florida Association of Counties, the Florida League of Cities and the Florida Legislature will serve as Liaison on our Team, providing the following:

- **Accessible Point of Contact.** The Liaison will serve as the point of contact between government officials and the Consortium for various purposes, including sharing perspectives, requesting information, coordinating activities and making connections. This role will assist government officials in navigating the complex landscape of SEP development and help to point them in the right direction when seeking specific information or support. The Liaison will engage with government officials to help facilitate mutual understanding, manage complexity and build consensus among competing interests relative to the SEP so that communities can achieve their goals. We recognize that the SEP should not be created in isolation but through the collaboration and active engagement of our governmental stakeholders.
- **Forums/Briefings with Consortium and County Commissions.** The Liaison will host periodic regional forums on the SEP for elected boards tailored to the unique role played by elected officials and government

staff. Aligning with the timeline for Town Hall Meetings, these rounds of regional forums with government officials will occur at key milestones in the SEP development process. As such, one meeting in each region will take place at the **ENGAGE** phase just before the Town Hall Meetings so that government officials are briefed in advance. A second round of regional forums will occur at the **FEEDBACK + REPORT** phase.

These regional forums will be an opportunity to exchange information, share project updates and receive comments, with the initial round also geared towards introductions and confidence-building discussions. In between these scheduled briefings, statewide conference calls with County Commissions in the 23 counties will offer updates during the other tasks of the SEP development process. Depending on the circumstances, briefings will include both in-person and conference call options, with the Liaison preparing and disseminating agendas and summaries for the benefit of all Consortium counties.

Additionally, the Liaison is available, at the request of the County Commissioner serving on the Consortium in each county, for personal briefings by phone for status updates and to receive any information or requests from the county for the Team relative to the SEP. At the Consortium Workshops, the Liaison will be able to provide information and status updates for Consortium members to report back to their boards at all phases of the process.

The Liaison is also available, at the request of the County Commissioner serving on the Consortium in each county, for a special briefing of their board either in person or by phone focused on stakeholder-specific interests and communities. We recognize that briefings are an important opportunity for the Consortium to hear from stakeholders as the SEP is being developed and revised.

- **Information Management.** As state and community decision-makers, elected officials must have access to information that is current, accurate and unbiased. That can be hard to come by with competing constituencies vying for their support — each with their own perspective. When it comes to the development of the SEP, we also do not want government officials to be surprised by a lack of information. The Liaison will keep government officials in the loop and up to date. The Liaison will successfully manage information targeted to their specific interests using an innovative journalistic

format and translate complicated information into easily understood points. When it comes to the SEP, government officials will have the information they need to be responsive to their communities and constituents.

The Liaison role is as much about listening as it is about any of these specific set of services. We also want this to be a plan that works for elected officials and will remain adaptable and flexible in our approach throughout this process.

Earned Media

Coalition Building

Public outreach through partner building represents the wisest investment. Developing a strong coalition means more people “own” the message and amplify its impact. Outreach to community groups can allow for the leveraging of partners’ communications.

The Salter>Mitchell team will use our longstanding relationships with environmental and business groups throughout the state. Much of our work requires us to develop alliances and campaigns that provide win-win solutions for both the economy and the environment. Among the groups that we have worked with as clients and/or partners relevant to this project are Audubon of Florida, 1000 Friends of Florida, The Nature Conservancy, The Sierra Club, the Florida Chamber of Commerce, the Florida Retail Federation, the Florida Restaurant and Lodging Association, the National Federation of Small Business, and Associated Industries of Florida.

To reach disadvantaged, disenfranchised, and underserved communities, which generally would receive favorably weighted consideration for project selection, it will be important to reach those groups and individuals that hold sway here. In these areas, word of mouth is imperative, especially for touching those people without access to the aforementioned media or information sources.

Media Relations

Media relations can result in precious print space and airtime for less cost than paid media. Our existing relationships with news outlets and their reporters throughout Florida can be leveraged to ensure all progress and events surrounding SEP development receive positive coverage that encourages public participation. A news media tour in target markets with stops at the most influential outlets will guarantee media are aware

of the process and prepared to stay engaged throughout with thorough coverage of important issues. The media relations strategy can be supported with regular touch points with media, including print press releases, audio news releases, op-eds and letters to the editor, and multimedia media kits.

Consortium Advisory Committee (CAC)

As described in Tab D, we propose the establishment of a CAC that would meet periodically. We anticipate that the CAC would provide feedback to the Team and the Consortium on the project grouping strategy; the project evaluation criteria and metrics; the evaluation of nominated projects; the initial prioritization of projects; and the preliminary draft SEP.

Communications Around Large or High-Risk Projects

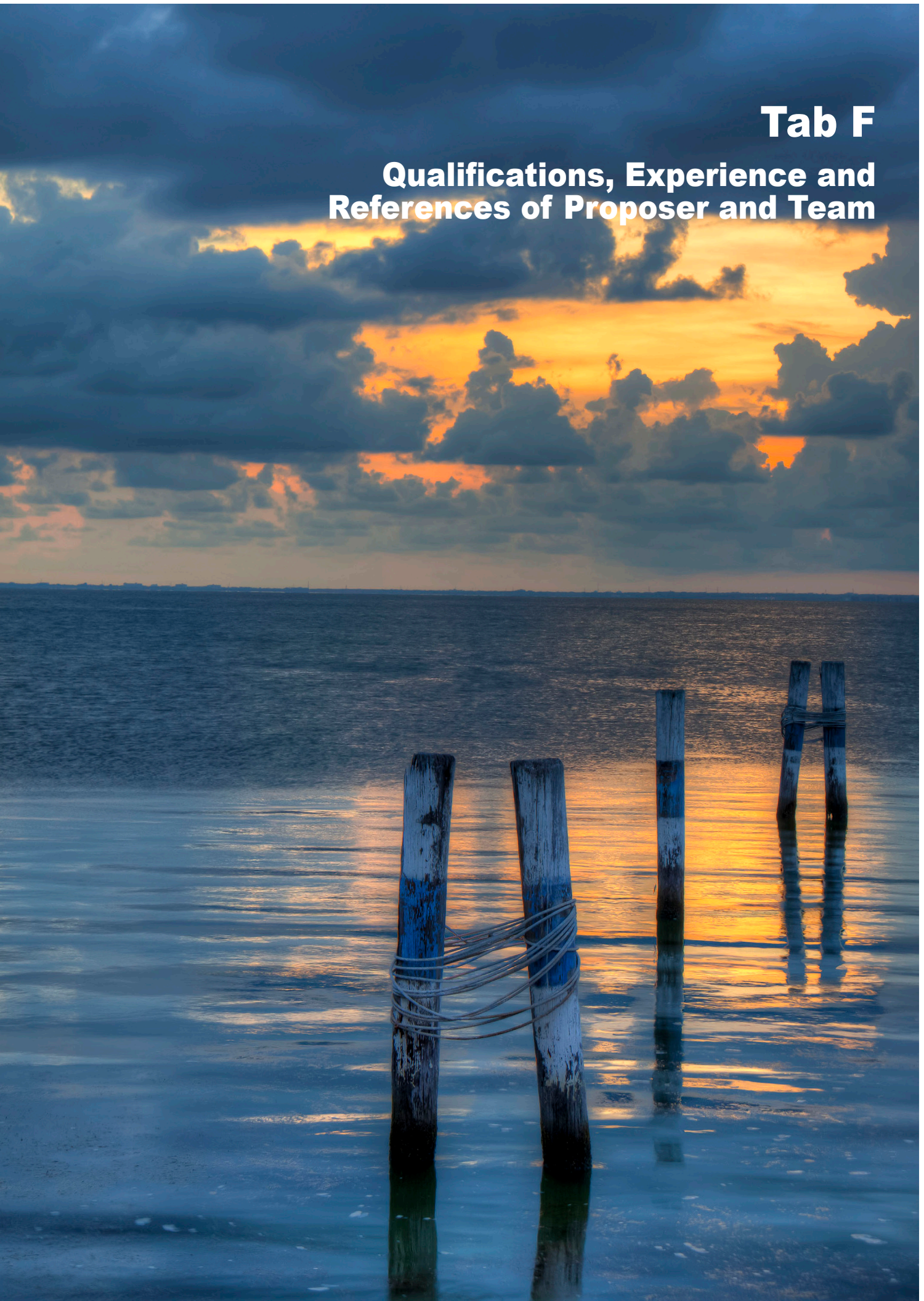
Certain projects that are nominated for funding or are ultimately included in the SEP may garner an inordinate amount of attention due to their size, risk level, cost or controversy. These types of projects may require special attention from the Team in terms of communicating their background and potential benefits and risks to interested parties. The Team can develop separate communications plans for particularly sensitive projects that describe a process for counties or grantees to follow as they implement the project. To assess whether project-specific communications plans are needed, the project nomination process can include questions regarding size, risk and cost, and the evaluation process can incorporate criteria around risk analysis and communications.

With extensive experience in crisis communications, Salter>Mitchell is prepared to plan for communicating around particularly expensive, risky or attention-grabbing projects that may be funded by the SEP. Salter>Mitchell has a proven track record of restoring reputations during environmental, political, legal, human resources and public health crises. With senior-level crisis counselors, news media experts and digital media pros on staff, we can provide management counsel and messaging to ensure that grantees are ready to answer tough questions about their potentially controversial — but important — project so that it may be realized to the benefit of our Gulf Coast communities. Salter>Mitchell can suggest the following services in a communications plan should the need arise: threat assessment, scenario planning, management consulting, media training, crisis management and reputation management.

This page was left intentionally blank

Tab F

Qualifications, Experience and References of Proposer and Team



This page was left intentionally blank

Tab F. Qualifications, Experience & References

Our Team is highly proficient in analysis of economic development, environmental restoration, long-range planning, public and agency outreach, engineering, infrastructure, and process planning as related to the RESTORE Act.

We have assembled a team of experts with unparalleled planning and facilitation expertise, including Volkert, Inc., Salter>Mitchell, Fishkind & Associates and Erin L. Deady, PA, all with extensive experience and highly proficient in analysis of economic development planning, engineering, environmental compliance, public engagement and grant management to assist the Gulf Consortium in developing the SEP. The location of our team members' offices throughout Florida are summarized in **Figure F-1**.

Our Team Members



Recognized by the Engineering News-Record (ENR) as the nation's eighth largest water engineering

firm, ARCADIS is one of the largest consulting firms in the United States focused on water and environmental issues. ARCADIS has more than 6,200 personnel located in the United States across 160 offices. We have more than 325 professionals in 9 Florida offices. We have provided environmental engineering and consulting services to thousands of public and private sector clients and their communities for more than 125 years.

ARCADIS NV, our parent company, is headquartered in the Netherlands and was the top-ranked international water design firm by ENR in 2013. With 22,000 employees and more than \$3.3 billion in revenues, the company has an extensive international network supported by strong local market positions. This enables ARCADIS to offer a global perspective combined with local knowledge.



66027876.0001 / TAM

The ARCADIS team was formed to include experts in engineering, environmental compliance, grant management, financial compliance, program management, contract management, grouped in the following four disciplines, which are instrumental in the success of our program:



Planning

Our Planning and Advisory group has over 180 professionals organized into major service areas, including security assessments, mitigation and procedure development, emergency management, training and plan development, process automation (SCADA and telemetry), management and operations, finance, asset management, outsourcing and information technologies.



Engineering

ARCADIS ranks among the top 10 management engineering consultancies in the world in the fields of infrastructure, water, environment and buildings. ARCADIS has worked with communities to provide general engineering services such as specific projects, surveying, reviews, drafting or any other services requested by the community.



Funding / Eligibility

ARCADIS has taken a proactive role in assisting our clients in obtaining project funding. Our success has been facilitated through partnering agreements between neighborhood organizations, regulators and investors.



Public Engagement and Outreach

Our team has decades of experience in consensus building and community engagement strategies aimed at developing win-win solutions. Our team provides marketing research, campaign design, public relations, strategic council and creative services for numerous national and statewide efforts.

VOLKERT Volkert & Associates is a gulf-based multi disciplinary, full-service engineering and environmental firm that provides services to state departments of transportation, federal agencies, local and municipal governments. Through its accomplished history, Volkert has earned over 60 major engineering awards as well as several inductions into the Engineering Hall of Fame. Volkert is now the largest Alabama-based engineering company and is ranked in the top quartile of the nation's Top 500 Design Firms. Today, Volkert is listed among the top 1% of engineering companies in the United States.

ERIN L. DEADY, P.A. Erin L. Deady, PA, is a full service legal and consulting firm. Ms.

Deady's practice includes environmental restoration initiatives, water, energy, climate, local government, administrative law and land use issues.

Erin L Deady, PA brings a unique understanding of the legalities surrounding the RESTORE Act implementation and its associated proposed implementation including such issues as National Environmental Policy Act compliance and streamlining Federal and State regulatory requirements. She has worked for a number of the Consortium counties and understands how to effectively navigate the constraints implementing large scale Federal restoration initiatives.

salter mitchell Salter>Mitchell is a full-service, integrated public relations, advertising and social marketing firm with offices in Tallahassee and Orlando, Florida. The firm is led by April Salter and Peter Mitchell, two well-known and respected communications experts with national and international credentials.

Working with its digital media, creative design and research teams, Salter>Mitchell has provided marketing research, campaign design, public relations, strategic counsel and creative services for numerous national and statewide efforts.

FISHKIND & ASSOCIATES Fishkind & Associates, Inc. is an economic and financial consulting firm with offices in Orlando and Port St. Lucie, Florida. The firm specializes in real estate analysis and development,

VOLKERT

ERIN L. DEADY, P.A.

salter mitchell
COMMUNICATION + BEHAVIOR CHANGE

FISHKIND & ASSOCIATES
ECONOMIC CONSULTANTS

Name of Subconsultant / Role

Volkert

Role: Engineering / Planning

Erin L. Deady, PA

Role: Funding / Eligibility

Salter>Mitchell

Role: Public Engagement / Outreach

Fishkind & Associates

Role: Economics

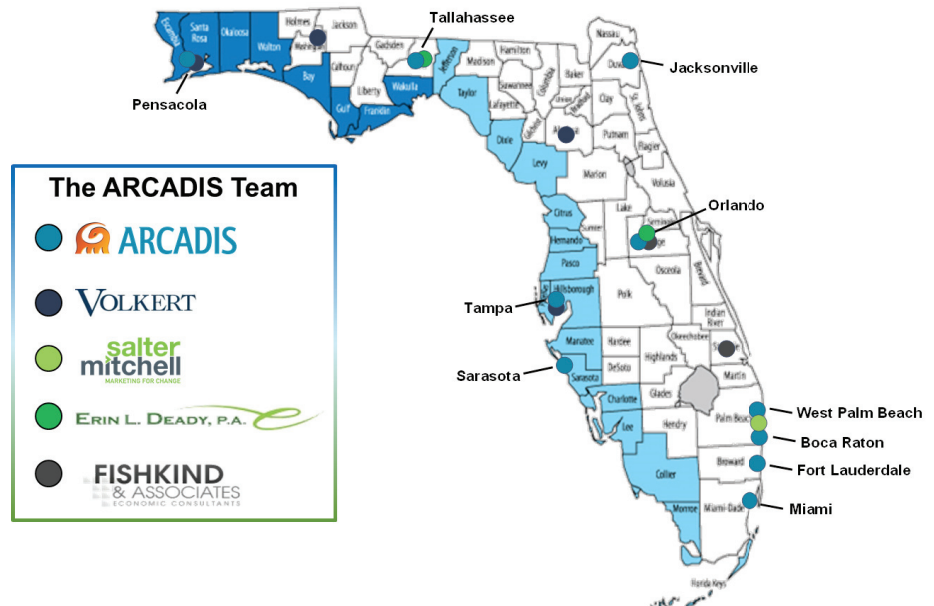
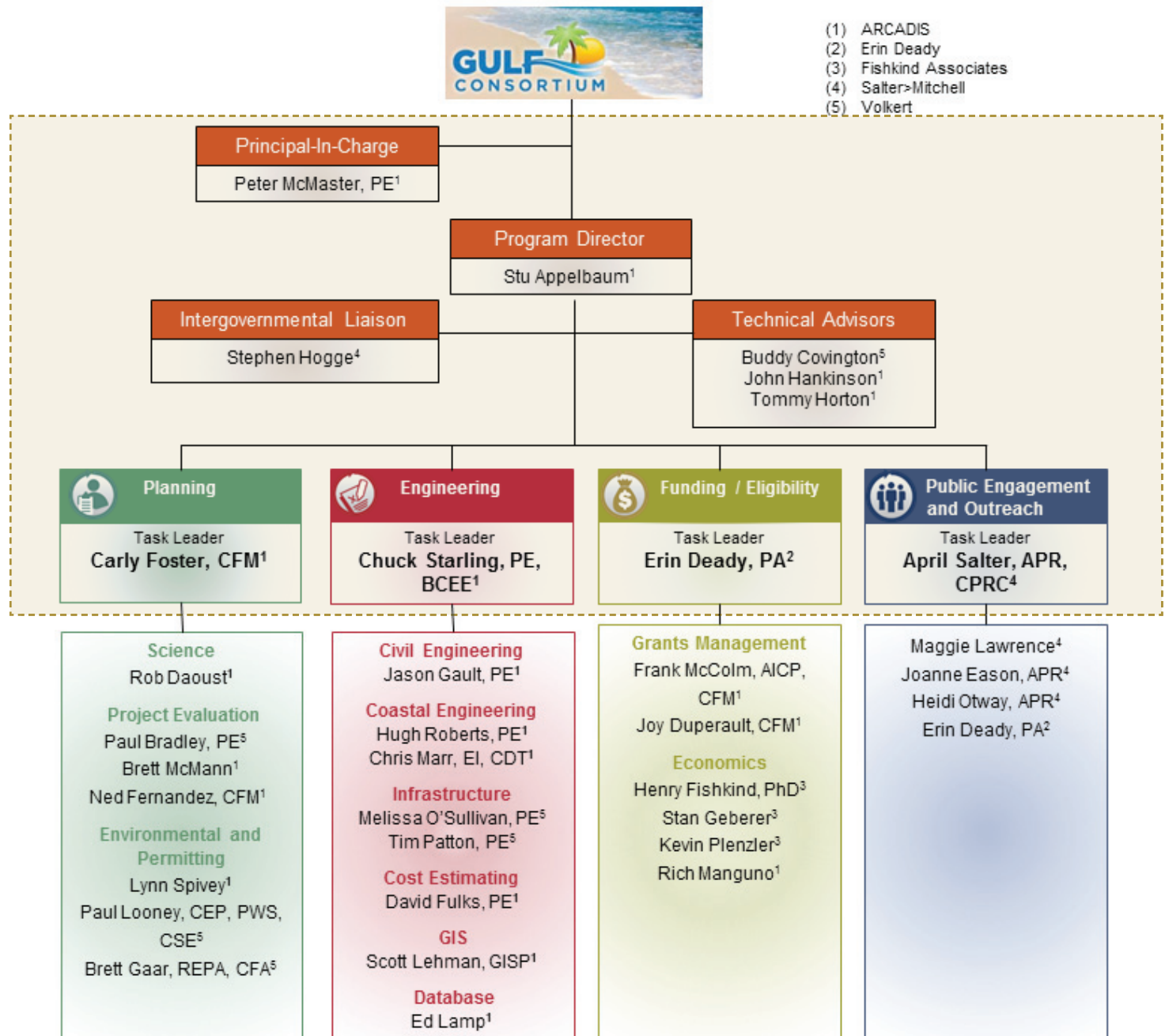


Figure F-1. Florida Gulf Consortium Counties and ARCADIS Team Offices.

management services, market research, feasibility studies, fiscal impact assessments, project financing, and litigation support including business valuation and expert witness testimony. In this capacity, the firm formulates innovative financing plans, provides economic advice and direction, and evaluates financing alternatives. The firm has participated in structuring over \$3 billion in infrastructure & municipal financings.

Our organizational chart for development of the SEP is shown in **Figure F-2**.

Figure F-2. Organizational Chart



Erin Deady, PA

Funding / Eligibility



Stu Appelbaum

Program Director



John Hankinson

Technical Advisor



RESTORE Act Experts

- » Extensive expertise on all aspects of the RESTORE Act, U.S. Treasury Regulations and Audit Regulations
- » Strong background in funding strategy development
- » Relationships with agencies influencing the restoration process

- » Successful 35-year career in water resources planning; Planning chief for USACE Jacksonville
- » Currently involved in Louisiana coastal restoration and post Sandy flood protection in New York
- » Principal author of Everglades restoration plan and Everglades program manager
- » Extensive experience in consensus-based planning

- » More than 30 years of government service in environmental policy and regulation
- » In 2010, he was named as Executive Director of the newly established Gulf Coast Ecosystem Restoration Task Force

A Team that Can Deliver

With a number of employees living and working in the most affected counties, as well as their vast work experience throughout Florida, our Team has extensive knowledge of local environmental and economic factors which impact Consortium counties. Our team is lead by key personnel with considerable relevant experience, in each of the components that are necessary to compile the SEP.



Buddy Covington | Technical Advisor

Mr. Covington has nearly 20 years of experience as an environmental specialist and has provided related services for numerous projects in the Florida Panhandle. He coordinates and prepares environmental

documents for federal, state, municipal, and private sector projects. His experience includes environmental documentation for large-scale transportation projects conforming to the National Environmental Policy (NEPA) Act.

In these varying positions, he has been responsible for major planning, restructuring, consolidation and acquisitions for major programs such as this. He also has extensive experience in consulting, engineering and construction services, and has served as Project Manager for various multi-million dollar water projects.



Tommy Horton | Technical Advisor

Mr. Horton specializes in emergency management and homeland security. As an executive consultant, he works with critical infrastructure, state agencies, local communities and industry. He provides

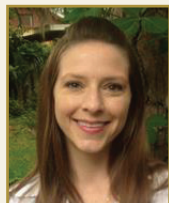
business transformation solutions to identify all-hazards vulnerabilities, risks, consequences, and capacity to respond to and recover from natural and man-made incidents. He is an expert in FEMA and DHS Program Management, planning, training, exercise and funding administration.



Pete McMaster, PE | Principal-in-Charge

Mr. McMaster has a broad set of management capabilities, having served in positions such as Senior Vice President, President, CEO and Chairman of the Board.

Discipline Leaders



Carly Foster, CFM | Planning Task Leader

Ms. Foster is a specialist in organizational management and planning, with particular interest in the social



mechanisms involved. Her education and experience have led to a well-rounded perspective enhanced by strong motivation and qualities of energy, creativity and versatility. She is skilled in solving and defusing complex problems in high-tension environments, with special skill at building effective, sustainable teams with clients and the public and possesses excellent management, negotiation and public relations skills. Ms. Foster has found ways to apply these skills in a variety of fields, including environmental program development; disaster relief operations; marketing strategies in different fields; community, industry and legislative liaison; and training.



Chuck Starling, PE | Engineering Task Leader

Mr. Starling is a veteran project manager skilled in planning, conceptualizing, designing, and implementing engineering projects.



He routinely performs these services for a wide variety of clients and diverse projects throughout the south east. His creativity and engineering expertise continually add value to, and optimize numerous programs and systems managed under his direction.



April Salter, APR, CPRC | Public Engagement and Outreach Task Leader

Ms. Salter is a communications professional with extensive national and statewide experience developing creative,



cutting-edge approaches to communications and marketing challenges. Known as a top crisis-communications and cause-related marketing expert, Ms. Salter is called on to consult on a variety of high profile issues and causes. Her experience developing community engagement strategies spans more than 20 years and includes diverse initiatives across virtually every county in Florida. Ms. Salter develops overall campaign strategies and initiatives on major projects.



Stan Geberer | Economics Task Leader

Mr. Geberer possesses expert understanding of market conditions, demographic trends, and



commercial and residential real-estate development across local Florida markets. As Senior Associate with Fishkind & Associates, Inc., he has helped develop innovative and successful financing approaches for Florida CDDs. Mr. Geberer works extensively with public and private interests in local communities on special projects such as comprehensive land use plan analysis, demographic and economic data support for highway and transit development, community redevelopment, defense contracting for base facilities analysis, and strategic planning for businesses and economic development agencies. He is a featured speaker at Urban Land Institute professional development seminars, the International Council of Shopping Center Developers, the Florida Retail Federation, and the Association for University Business and Economic Research.



Stephen Hogge | Intergovernmental Liaison

Mr. Stephen Hogge is an attorney and member of the Florida Bar with over 20 years combined experience functioning as a public affairs and government relations professional for major state associations and private organizations, senior public policy director for the Florida Legislature, and policy advisor and project manager for the Florida Insurance Commissioner. In these roles, Mr. Hogge has worked with state and local governments to resolve many of the most vexing and politically complicated public policy challenges facing Florida.

Resume Summary List

Team Member Firm	Role	Office Location	Resume Appendix Page
--------------------	------	-----------------	----------------------

MANAGEMENT

Stu Appelbaum ARCADIS	Program Director	Jacksonville, FL	116
Peter McMaster ARCADIS	Principal-in-Charge	Mobile, AL	118
Buddy Covington Volkert	Technical Advisor	Mobile, AL	122
John Hankinson ARCADIS	Technical Advisor	St. Augustine, FL	120
Tommy Horton* ARCADIS	Technical Advisor	Tallahassee, FL	124
Stephen Hogge* Salter>Mitchell	Intergovernmental Liaison	Tallahassee, FL	126

Team Member Firm	Role	Office Location	Resume Appendix Page
--------------------	------	-----------------	----------------------

PLANNING

Carly Foster ARCADIS	Planning Task Leader	Jacksonville, FL	128
Rob Daoust ARCADIS	Science	Plantation, FL	136
Paul Bradley Volkert	Project Evaluation	Mobile, AL	138
Brett McMann* ARCADIS	Project Evaluation	Baton Rouge, LA	140
Ned Fernandez* ARCADIS	Project Evaluation	Tallahassee, FL	142
Lynn Spivey ARCADIS	Environmental and Permitting	Tampa, FL	144
Paul Looney Volkert	Environmental and Permitting	Mobile, AL	146
Brett Gaar Volkert	Environmental and Permitting	Mobile, AL	148


Team Member Firm	Role	Office Location	Resume Appendix Page
--------------------	------	-----------------	----------------------

ENGINEERING

Chuck Starling ARCADIS	Engineering Task Leader	Mobile, AL	130
Jason Gault ARCADIS	Civil Engineering	Plantation, FL	150
Hugh Roberts ARCADIS	Coastal Engineering	Boulder, CO	152
Chris Marr ARCADIS	Coastal Engineering	Mobile, AL	154
Melissa O'Sullivan Volkert	Infrastructure	Mobile, AL	156
Tim Patton Volkert	Infrastructure	Mobile, AL	158
David Fulks ARCADIS	Cost Estimating	Metairie, LA	160
Scott Lehman ARCADIS	GIS	Tampa, FL	162
Ed Lamp* ARCADIS	Database	Tampa, FL	164

Resume Summary List

Team Member Firm	Role	Office Location	Resume Appendix Page
FUNDING / ELIGIBILITY 			
Erin Deady Erin L. Deady, PA	Funding / Eligibility Task Leader	Tallahassee, FL	132
Frank McColm ARCADIS	Grants Management	Tallahassee, FL	166
Joy Duperault* ARCADIS	Grants Management	Tallahassee, FL	168
Henry Fishkind Fishkind	Economics Task Leader	Orlando, FL	170
Stan Geberer Fishkind	Economics	Orlando, FL	172
Kevin Plenzler Fishkind	Economics	Orlando, FL	174
Rich Manguno ARCADIS	Economics	Metairie, LA	176

Team Member Firm	Role	Office Location	Resume Appendix Page
PUBLIC ENGAGEMENT / PUBLIC OUTREACH 			
April Salter Salter>Mitchell	Public Engagement / Outreach Task Leader	Tallahassee, FL	134
Maggie Lawrence Salter>Mitchell	Public Engagement / Outreach	Tallahassee, FL	178
Joanne Eason Salter>Mitchell	Public Engagement / Outreach	Tallahassee, FL	180
Heidi Otway, APR Salter>Mitchell	Public Engagement / Outreach	Tallahassee, FL	182

* New members of the Team

Demonstrated Experience

ARCADIS has extensive experience and resources to provide comprehensive services for the development of the Gulf Consortium's SEP. We understand the complexities facing the Consortium to maintain compliance with the RESTORE Act because of our long history in managing large-scale planning, environmental, economic development and engineering projects for federal, state and local governments. We have planned, designed and managed similar stormwater and coastal projects in New York, Sacramento, Louisiana and Florida. We have also created an ADCIRC storm surge model covering the gulf coast shoreline of the State of Alabama and The Florida counties of Escambia, Santa Rosa, Okaloosa, Walton, Bay and Gulf Counties, and portions of Franklin County.

Our Team and our individual members are well experienced throughout the State of Florida and in the most heavily affected counties along the Gulf Region from Mobile Bay to the Keys. The team has extensive knowledge of local environmental and economic factors which impact Consortium counties as well as vast work experience throughout Florida. Our work has included post-event recovery projects of the nature applicable to the needs of the Consortium counties including assessment, planning, prioritization, design and funding.

On the following pages we have highlighted relevant projects demonstrating ARCADIS' and our subconsultant team members' experience in the following areas:



Planning



Engineering



Funding / Eligibility



Public Engagement and Outreach



Florida Division of Emergency Management, Bureau of Mitigation

Florida Mitigation Support

ARCADIS is providing ongoing expertise to the Florida Division of Emergency Management (FDEM) to help the Mitigation Bureau supplement, jumpstart, and improve statewide programs including the Hazard Mitigation Grant Program (HMGP), National Flood Insurance Program (NFIP), Repetitive Flood Claims (RFC), Flood Mitigation Assistance (FMA), and Pre-Disaster Mitigation (PDM).

Coastal Protection and Restoration Authority

2012 Louisiana Coastal Master Plan

An important component of the State of Louisiana's Master Plan is prioritizing construction of restoration and protection projects based on potential benefits of each project. ARCADIS is leading the CPRA effort to analyze the storm surge and wave reduction potential of all the proposed restoration and protection projects in coastal Louisiana.





Bay County, Monroe County & Escambia County

Gulf Restoration Implementation

Erin Deady has prepared comments on documents such as the Treasury Regulations, NRDA Environmental Impact Statements and Environmental Assessments, the Gulf Coast Ecosystem Restoration Council Draft Comprehensive Plan, State Auditing Rules and other documents, policies and legal matters.

Alachua County, FL

Envision Alachua Community Engagement

Salter>Mitchell has hosted more than 35 formal community discussions with citizens, community leaders and hundreds of smaller meetings representing economic development, business, local government, education, environmental and conservation.

What is Envision Alachua?

Envision Alachua is a community planning process to discuss future economic, environmental and community opportunities in Alachua County on lands owned by Plum Creek.

VISION, Goals and Planning Principles

Vision Statement

Plum Creek lands in Alachua County will:

- **Economy**—Create economic development opportunities that support and enhance the innovation economy, provide job opportunities and services at all economic levels, and ensure a robust and sustainable economy.
- **Environment**—Support the development of communities that have a balanced mix of land uses and environmentally development practices while conserving its natural resources, wildlife and historic resources.



Delta Stewardship Council

Review of the Bay-Delta Conservation Plan

ARCADIS is the Independent Consultant to the Delta Stewardship Council for review of the Bay-Delta Conservation Plan (BDGP), which includes compliance with the State Fish and Wildlife Code for a Natural Communities Conservation Plan (NCCP) and the Federal Habitat Conservation Plan (HCP) and compliance with CEQA.

University of Central Florida

ADCIRC Mesh Development, Tidal, Nearshore, Wave and Storm Surge Modeling in Support of FEMA

ARCADIS has completed extensive modeling of the hydrodynamics and wave climate of the Northern Gulf of Mexico.



Program & Project Management

ARCADIS has executed large environmental programs throughout its 100-year corporate history. Our clients engage our proven program management services to complete large projects or groups of projects efficiently and cost-effectively.

Our program managers help clients to plan and implement programs that best fit their business goals, achieve regulatory compliance, gain public acceptance, meet schedules, and deliver the highest-quality capital projects for the money spent. We work with clients to prioritize projects, make informed business decisions, navigate critical points in projects or capital improvement programs, and do more with less. Program management also can involve supplementing a client's own forces during periods of high labor needs, providing specialized expertise for one-time projects, and analyzing and sharing risk on high-profile projects.

ARCADIS is experienced in providing program management for large-scale projects to help clients gain numerous advantages:

- Single source of responsibility (schedule, design, construction, safety, costs)
- Quick mobilization of work forces

- Deployment of both local and national resources
- Wide range of experience at similar facilities
- Delivery of large quantities of work on schedule
- Assistance with responsibilities (purchasing, procurement, agency approval)
- Minimal impact on client staffing levels
- Minimal contribution to the base workload of client staff

ARCADIS' approach is to customize our program management services to each client's specific needs. Our services are scalable, flexible, menu-driven, tool-supported, staff-supplemented, and environmentally focused. We plan the details of each program with the client and make necessary modifications as the program moves forward in order to maintain schedules, control costs, and deliver projects of the highest quality.



Planning

Emergency Management & Hazard Mitigation Planning

Our strength comes from a team of industry professionals with many years of management experience, experts in the field of security assessment and enhancements, certified trainers and emergency response personnel, and specialists in the management of sensitive information.



We bring a wealth of expertise and a distinctive programmatic perspective to plan and implement effective assessments, develop risk mitigation measures, and implement security enhancements.

When the inevitable emergency does occur, we provide organizational tools that can rapidly respond and recover from unexpected events.

Our Planning and Business Advisory group has over 180 professionals organized into major service areas, including Security Assessments, Mitigation and Procedure Development, Emergency Management, Training and Plan Development, Process Automation (SCADA and telemetry), Management and Operations, Finance, Asset Management, Outsourcing, and Information Technologies.

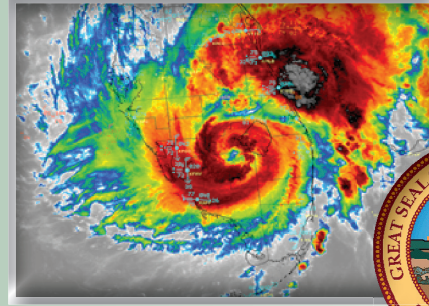
Our Planning and Business Advisory Group has also assisted utilities, governments (municipal, county and state) and private industry in their business continuity planning to document strategies for the recovery of their organization's full range of business processes from incidents such as local events, building fires, regional incidents like hurricanes or earthquakes, or national incidents such as the events of 9/11. These strategies include IT systems, communications, business information, production, customer service levels and public relations.

Environmental & Permitting

With our extensive range of services in the environmental area, ARCADIS offers support to global and local clients: from expansions and maintenance to environmental issues such as the remediation of legacy sites, the prevention of future emissions or regulatory compliance issues.

Environmental Planning and Permitting

Our comprehensive planning and permitting services enable



Florida Division of Emergency Management, Bureau of Mitigation: Florida Mitigation Support, Florida

The State of Florida administers a number of Federal and State Hazard Mitigation Assistance programs through the Florida Division of Emergency Management (FDEM). These programs help the State to recover from disasters and decrease vulnerabilities to hazards in infrastructure, as well as increase community awareness. Since 2004, FDEM has administered over \$800 million in grant funding to Florida's local jurisdictions in order to strengthen and protect buildings and infrastructure. In 2008, the State of Florida achieved FEMA enhanced status, a qualification that enables the state to obtain an additional 5% in Hazard Mitigation Grant Program funding post-disaster. **The ARCADIS team has been a vital player in the business transformation process that has helped the state achieve and maintain this status, as well as raise the bar in many other respects, to include outreach and interagency coordination.**

ARCADIS is providing ongoing expertise to the Florida Division of Emergency Management (FDEM) to help the Mitigation Bureau supplement, jumpstart, and improve statewide programs including the Hazard Mitigation Grant Program (HMGP), National Flood Insurance Program (NFIP), Repetitive Flood Claims (RFC), Flood Mitigation Assistance (FMA), Pre-Disaster Mitigation (PDM), and more. We also act as surge capacity to ensure continuity and improvement of mitigation related activities and planning processes even in the face of disasters.

Our team provides additional Hazard Mitigation Assistance (HMA) programmatic and technical support in the form of operations review and SOP development, performance measurement framework development, monitoring plan development, loss-avoidance reporting, economic impact analysis, project and program evaluation, financial reconciliation, project tracking, audit assistance, and management cost reconciliation. We have developed cost avoidance calculators for FDEM which helped to justify mitigation efforts as well as contribute to the FEMA Benefit Cost Analysis (BCA) process in determining effective mitigation projects for FEMA funding.

For the past 5 years, ARCADIS has been Florida's partner in leading the Country in developing long term strategies for Mitigation in communities and infrastructure. The initiatives developed in Florida are being adopted by FEMA and modified into national programs.

**Contact: Miles Anderson, State Hazard Mitigation Officer
Florida Division of Emergency Management
850.413.9816**

Strategy Implementation Tracking and Evaluation (SITE) is a six component monitoring system designed by ARCADIS staff to track and evaluate implementation of the Florida Enhanced Hazard Mitigation Plan, its initiatives, and intergovernmental coordination. Using this system, ARCADIS is able to assist FDEM staff to monitor and evaluate goals and objectives achievement, projects and initiatives, agency and program capabilities, hazards, funding, and intergovernmental coordination.

clients to strategically incorporate environmental considerations at the front-end development phase of their project, resulting in streamlined approvals and long-term sustainability.

Ecosystems Science and Restoration

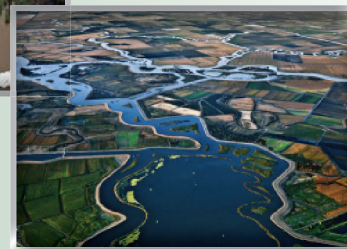
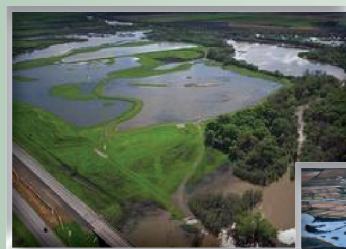
ARCADIS' integrated, interdisciplinary approach to ecological enhancement and restoration services combines ecological and engineering expertise. Our team is experienced in all aspects of restoration work in various ecological settings including upland transition areas, wetlands, streams, ponds, and lakes; rivers; and estuarine/coastal systems.

ARCADIS also provides "front-end" ecological evaluation services such as permitting and assessment services.

- Habitat characterization
- Wildlife and vegetation surveys
- Threatened and endangered species evaluations
- Environmental impact assessments
- Ecological risk assessments
- Natural resource damage assessments
- Wetland permitting, restoration and mitigation design/construction
- Constructed treatment wetlands
- Stream restoration design and construction
- Multi-habitat design and construction
- Site suitability analyses
- Vegetation planting planning and implementation
- Post-restoration monitoring
- Phytoremediation

Quantitative Decision Analysis

The decisions facing today's environmental managers are more complex than ever before. When dealing with complex sites involving multiple stakeholders, a number of factors such



Delta Stewardship Council: Review of the Bay-Delta Conservation Plan, Sacramento, CA

ARCADIS is the Independent Consultant to the Delta Stewardship Council for review of the Bay-Delta Conservation Plan (BDCP).

In 2009, the California Legislature created the Delta Stewardship Council and charged it with preparing and implementing a comprehensive plan for California's Delta – the Delta Plan. A key element of the Plan is the achievement of the co-equal goals mandated by the legislature: ensuring a reliable water supply from the Delta, and restoring the ecology of the Delta.

The Bay Delta Conservation Plan is a habitat conservation plan and a natural community conservation plan to provide a comprehensive conservation strategy to restore and protect ecosystem health, water supply, and water quality. The geographic scope of the BDCP includes the Sacramento-San Joaquin Delta, an area of 1,300 square miles, and encompasses the 45,000 square mile Delta watershed. **The BDCP is aimed at developing alternative conveyance facility through or around the Delta and ecosystem restoration measures to protect and enhance Delta habitat with a total estimated cost of over \$24 Billion.** The new facility will take water directly from the Sacramento River and deliver it to the pumps south of the Delta of the State Water Project and the Central Valley Project. In addition the plan involves large scale wetland and other restoration activities. As the Council's Independent Consultant, ARCADIS is charged with reviewing BDCP and advising the Council as to whether BDCP meets the requirements of the legislation for inclusion into the Delta Plan.

For ARCADIS, the review focuses on: compliance with the State Fish and Wildlife Code for a Natural Communities Conservation Plan (NCCP) and the Federal Habitat Conservation Plan (HCP), compliance with CEQA, and specific criteria related to: **reasonable flow criteria, reasonable conveyance alternatives, potential effects of climate change (including sea level rise), potential effects on fish and aquatic resources, potential effects on flood management, resilience and recovery (after a catastrophic event) and potential effects on water quality. Furthermore the independent review also focuses on: governance, implementation, schedule, and adaptive management.**

**Contact: Kevan Samsam, Senior Engineer
Delta Stewardship Council
916. 445.5011**

as: internal and external stakeholder objectives, potential future risks, alternative redevelopment scenarios, and costs, must be carefully considered before a final decision can be made.

Energy, Climate Change and Sustainability Services

ARCADIS offers a complete portfolio of energy-related services to assess your specific situation and develop opportunities for improvement. We can help you reduce your energy costs, secure your energy supply and create a sustainable energy program. We have provided energy services and advice to our clients for over a decade and our multidisciplinary teams can support you with our proven experience in energy assessments, asset management of energy infrastructure as well as the development of renewable energy solutions.

Coastal Management

ARCADIS has performed numerous projects involving facility development and design, navigation impact and control, environmental permitting, and stormwater control — all focused on protecting the coastal environment.

We take a proactive approach to coastal management that allows a facility or organization to analyze, control, and improve the environmental consequences of its activities. This capability can provide benefits such as improved overall environmental performance (including areas not currently regulated), expanded pollution prevention opportunities, improved compliance, and enhanced operational control and efficiency.

Our team of environmental scientists, hydrologists, and design engineers provides a comprehensive range of services to facilitate development within the coastal zone. These services include field assessments and studies, permitting, modeling, and design to provide for the protection, conservation, rehabilitation, and management of the coastal environment. Our staff has extensive experience in the use of hydrodynamic and water quality modeling and has used a variety of computer models in port and transportation planning; channel, harbor, and port layout and design; and commodity and passenger forecasting.

We emphasize responsiveness to the needs of all stakeholders and frequent communication with clients in order to pass along our efficiencies in the form of shorter project delivery schedules

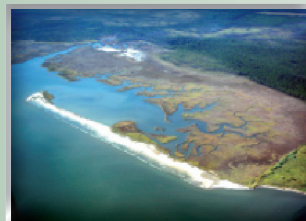


Louisiana Coastal Protection and Restoration Authority: Exploring the Reorganization of Levee Districts, Louisiana

There are more than 250 governmental entities with legal authority over surface water in Louisiana, including 26 levee districts. Some entities are within one area of a parish, some align with parish boundaries, and others cross a number of parishes. These disparate and uncoordinated entities present potential challenges for the state as it works judiciously to manage and regulate the state's water resources and protect communities from hurricanes and floods. In May 2013, the Louisiana Legislature directed the Coastal Protection and Restoration Authority (CPRA) and the Louisiana Department of Transportation and Development (LADOTD) to conduct a statewide study of the current alignment of these entities to improve the efficiency and effectiveness of water management and become more rooted in the scientific parameters of whole hydrologic basins.

The ARCADIS team was charged with conducting Phase I of the study which involved examining the current alignments of state law created flood protection entities from a scientific basis and determining whether alternative alignments are viable and should be considered in a second phase study.

**Contact: Mandy Green, Coastal Resources Science Manager
Louisiana Coastal Protection and Restoration Authority
225.342.1357**



Alabama Department of Conservation and Natural Resources (ADCNR): Post Katrina Finfish and Shellfish Recovery, Little Bay Peninsula, Bayou La Batre, Alabama

In 2005, Hurricane Katrina devastated the coastal areas of Louisiana, Mississippi, and Alabama. Dauphin Island, the coastal barrier island offshore of the western Alabama Gulf coast, was breached. Wave action and storm surge extended as far into the Mississippi Sound as the Bayou La Batre area. At Little Bay, just west of the Bayou La Batre channel entrance, the increased surge helped to further erode a small peninsula that protected shellfish habitat and extensive salt marsh habitat.

Volkert performed complete land and bathymetric surveys in the project area to provide the coastal engineers with an accurate depiction of the site.

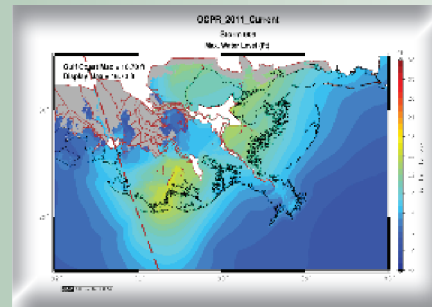
**Contact: Terry Boyd, PE, PLS, Chief Engineer
ADCNR
334.242.3476**

and cost savings. The result is a project that promotes economic growth while protecting the coastal environment, completed on time and on budget.

Some of the services we provide include:

- Interior and coastal flood control analysis
- Interior and coastal drainage analysis and environmental impacts
- Social and institutional analysis
- Benefit cost analysis
- Beach erosion control and storm damage protection studies
- Flood damage benefit analysis and financing plan
- Storm damage protection studies
- Section 205 flood damage reduction studies
- Flood warning and emergency evacuation

Ravaged by two Category 5 storms a month apart, over 50 levees and flood walls failed in the New Orleans area, flooding the city. In its aftermath, the U.S. Army Corps of Engineers (USACE) implemented a storm surge risk reduction strategy to raise the hurricane protection level of the city to an average of 1 in 100 years. Under the largest civil works architect-engineer contracts ever awarded by USACE, ARCADIS and its teaming partners performed planning, design and construction management for over 150 tasks, including four of the system's largest projects. ARCADIS is also focused on the sustainable protection of the Gulf Coast and Mississippi Delta.



Coastal Protection and Restoration Authority: 2012 Louisiana Coastal Master Plan Louisiana

An important component of the State of Louisiana's Master Plan is prioritizing construction of restoration and protection projects based on potential benefits of each project. One of the critical benefits analyzed is the level of coastal protection afforded by individual projects and systems of projects. ARCADIS is leading the CPRA effort to analyze the storm surge and wave reduction potential of all the proposed restoration and protection projects in coastal Louisiana. The nature of the proposed projects is diverse; they include levee alignments, barrier island restorations, ridge restorations, fresh-water diversions and various types of marsh restoration efforts. This comprehensive analysis required developing numerical storm surge and wave models for hundreds of individual projects, including many in the SLFPA-E jurisdiction such as the Lake Pontchartrain surge barrier and upgrades to existing levees and floodwalls in the jurisdiction of East Jefferson, Orleans and Lake Borgne Basin Levee Districts. ARCADIS applied statewide topographic, bathymetric and land use/land class (LULC) data to develop representative future scenarios in the tightly coupled ADvanced CIRCulation (ADCIRC) and unstructured Simulating WAVes Nearshore (SWAN) hydrodynamic and wave models.

A highly accurate and computationally efficient ADCIRC model was developed specifically for application during the Master Plan study. The CPRA model was derived from the state-of-the-art SL18 ADCIRC model by careful modification and selective de-refinement. The resulting 2012 CPRA models are thus descendants of an extensively validated and peer-reviewed SL18 modeling framework. The Master Plan model was further validated using Hurricane Ike and Hurricane Gustav data.

The project included consideration of multiple potential future scenarios, such as sea level rise, subsidence, land building and marsh degradation. Complex project and future scenario analyses required extensive knowledge of the dynamic interaction of storm surge, waves and the Louisiana coastal landscape. The project was performed in coordination with multiple work groups to define and exchange statewide data to define and analyze these scenarios.

**Contact: Mandy Green, Coastal Resources Science Manager
Louisiana Coastal Protection and Restoration Authority
225.342.1357**

Engineering

Engineering Services

ARCADIS ranks among the top 10 management and engineering consultancies in the world in the fields of Infrastructure, Water, Environment, and Buildings. Over the years, we have worked diligently to retain our core values, and we've made it our priority to ask ourselves the tougher questions about who we want to be—as a trusted consultant, as an employer, and as a corporate citizen.

Lives depend on reliable access to energy, water, communication, and transportation. Public and private clients around the world trust ARCADIS to create and sustain this vital infrastructure.

ARCADIS has worked with communities to provide general engineering services such as specific projects, surveying, reviews, drafting or any other services requested by the community. Through these services we serve as an extension of the community's staff.

Civil Engineering

ARCADIS aims to be a global leader in water services for private and public sector clients. Pioneers in cutting edge technology, we lead the way in applying innovative approaches to your projects. Our in-depth technical and regulatory expertise enables us to help you identify and evaluate all competing options, and implement workable, cost-effective solutions for both water and wastewater projects that meet the needs of the client while balancing the competing interests of internal and external stakeholders. We work closely with our clients and with regulators to develop sustainable solutions for all types of water resource management issues. Through this collaborative approach we solve complex problems and create enduring solutions.

- Water policy & regulatory support
- Water supply agreements & negotiations
- Water treatment and conservation
- Source development
- Facility evaluations & design
- Transmission & storage facilities
- Groundwater services & well field protection
- Dam & reservoir engineering
- Wastewater management strategies
- Waste stream characterization



USACE New Orleans District: General Design Support, Multi-Disciplinary and Construction Management Services, New Orleans, LA

During the last 6 years, ARCADIS has provided the New Orleans District with hurricane recovery and risk-reduction services under the largest civil works contract ever awarded by the USACE. Our tasks have included safety inspection of existing levees; floodwalls; pump stations; and other flood management structures; planning; design and construction -phase projects; and other related water resources projects. Through our contracts with the District, we have performed over 100 task orders to date, including the following:

IHNC, GIWW and MRGO system: Assist with identification of flood surge protection solutions, providing concept-level planning and design for two storm surge barrier gates, and investigating alternative solutions. Conducted stakeholder partnering sessions and brainstorming sessions with technical experts to produce innovative flood-control solutions. Combined value: \$900,000.

ADCIRC modeling: Built and tested grids, validated the models, and prepared reports for ADCIRC modeling for the Gulf of Mexico, including the Louisiana and Texas coasts. Utilizing the ADCIRC hydrodynamic model and STWAVE model, investigated the effects of storm surge and nearshore waves on the Louisiana, Mississippi, and Texas coasts caused by the proposed flood control structures from various design-build firms. Value: \$4 million.

IHNC-Lake Borgne Barrier: This navigable storm surge barrier was let as USACE's first large civil works design-build project. As such, ARCADIS assisted the New Orleans District in developing the design-build request for proposals, provided experts and facilities to assist in selecting the contractor, and supported partnering and design-build contract development. We produced a design and construction management plan outlining the project schedule, roles, and responsibilities. Established facilities use and startup team. The final design currently being implemented was based upon our conceptual design. We are currently providing contract, design, and construction management support to the USACE's IHNC project delivery team, from notice to proceed through completion.

Seabrook Sector Gate Complex: ARCADIS has led this effort from start to finish. The project provides hurricane flood-risk reduction at the intersection of the Inner Harbor Navigation Canal (IHNC) and Lake Pontchartrain. We began by conducting a concept study and alternatives study to assist USACE in selecting an exact project location and configuration. Hydraulics studies conducted by our team and by USACE's Engineering Research and Development Center (ERDC) indicated that multiple barrier openings would be required to achieve optimal flow velocities.

Contact: Richmond Kendrick
USACE New Orleans District
504.862.4401

- Process design & treatability testing
- Sludge processing & disposal
- Effluent reuse/recycle
- Storm water management

Water and Wastewater Engineering

ARCADIS provides water and wastewater specialty services encompassing the entire water cycle:

- Water supply and water quality master planning
- Water resources and watershed management
- Water supply development
- Dam engineering
- Transmission and distribution pipeline evaluation and engineering
- Intake, pumping, and storage facilities
- Computer modeling of water and wastewater systems
- Water quality and treatment process evaluation
- Bench, pilot, and full-scale treatability studies
- Water and wastewater treatment process design
- Regulatory compliance and permitting assistance
- Applied technology research
- Water conservation, including water loss control and drought management
- Management and reuse of water and wastewater treatment solid waste
- Wastewater facilities master planning
- Collection system evaluation
- Sewer design and pipe rehabilitation, repair, and replacement
- Wet weather planning and excess flow management
- Odor control for collection systems and treatment facilities
- Industrial wastewater management and pretreatment
- Water reuse

Our water and wastewater design and construction projects are supported by in-house experts in all aspects of facilities engineering, including:

- Operations and maintenance
- Energy management
- Electrical engineering
- Instrumentation and control
- Mechanical systems
 - Heating / ventilation / air conditioning
 - Pumping and piping



SFWMD O&M Program Management Services, Various Locations, Florida

South Florida Water Management District (SFWMD) is responsible for water supply and quality, flood control, and natural resource protections throughout an area of nearly 18,000 square miles in the central and southern portions of the state of Florida, from Orlando to the Florida Keys. The SFWMD system includes 500 water control structures, almost 2,000 miles of canals and levees, and 50 pump stations. The overall program goals of the SFWMD are "to minimize damage from flooding, provide adequate regional water supply, and protect and restore the environment by optimally operating and maintaining the primary flood control and water supply system."

Significant programs include the Central and Southern Florida (C&SF) Flood Control Project, the Kissimmee River Restoration, Lake Okeechobee, the District Everglades and the Comprehensive Everglades Restoration Project (CERP). The operation and maintenance (O&M) program is responsible for effective and efficient management of the District's structures and canals. The key strategic priority for the O&M capital improvement program is the maintenance and refurbishment of the District's regional flood control system. The goal for the ARCADIS Team on this project was to provide a mechanism to assist District staff in the execution and implementation of various renewal and replacement projects derived from the O&M program resource area.

Under a five-year contract for general engineering services, ARCADIS is currently providing program management services in support of the District's operations and maintenance capital improvements program. The O&M program has been charged with accelerating the execution and implementation of various high priority renewal and replacement projects. Program management services required for the delivery of these projects include project recognition, verification and validation, oversight, scheduling, planning, preliminary engineering, detailed and final design, procurement, construction administration and project closeout. ARCADIS has senior level engineering, construction management and project control staff working on-site at the District's West Palm Beach headquarters and reporting directly to District staff.

Contact: Mike Hiscock, PE
South Florida Water Management District
561.682.6184

- Plumbing
- Chemical storage and feed
- Thermal and combustion systems
- Conveyors and materials transport
- Large equipment procurement and installation
- Demolition

- Structural engineering
- Civil engineering
- Geotechnical engineering
- Architecture, including green building design
- Construction administration
- Resident engineering

Infrastructure Engineering

Infrastructure provides the foundation for communities and commerce and creates healthy places to live and work. By delivering high-quality railways, road networks and waterways and maintaining the flow of energy, water and communication, the ARCADIS infrastructure group brings communities stability, mobility, and better quality of life.



ARCADIS also understands that infrastructure can be a strategic asset for future growth and economic development. ARCADIS consulting teams work closely with local governments and private organizations to define policy and assess the economic viability and sustainability of all types of infrastructure projects. Our infrastructure specialty services include:

- Master planning, program management and contract management
- Mass transit, road network and rail network design
- Bridge, tunnel and station design
- Resource, land and site development services
- Nautical studies, ports and coastal engineering
- IT, communication and power system design
- GIS mapping, modeling and data services



Engineering Oversight Pensacola, FL

ARCADIS is performing a comprehensive review of the Emerald Coast Utilities Authority (ECUA) wastewater program for Escambia County, using the following measures:

Development of an Interactive Web Site. One of the most valuable tools for a project of this complexity is a customized interactive project web site. ARCADIS developed the web site for the Emerald Coast Utilities Authority's Board and staff and, with the concurrence of the Board, for all other members of the project team, to make continual interaction by the team members possible.

Grant Management. ARCADIS staff members experienced in grant administration worked with the authority's Board and subconsultants to define project milestones that fit the overall project timeframe. This information will be available on the interactive web site. It will include issues such as meeting grant and funding constraints and permit requirements. On the basis of this record we will prepare a comprehensive schedule for the entire program, taking into consideration all aspects of each project component and all the precursors and necessary lead activities to complete the project. The schedule will be created with the use of a scheduling software program that will include a cash flow component tied to the individual project tasks. The program will provide updated schedule and cash flow information for all approved viewers. ARCADIS will assure that all of the provisions of each grant and loan are well documented regarding schedules, reports, submittals, and backup.

Management of Revenue Requirements. ARCADIS will be responsible for the management and oversight of the entire group of revenue requirements for the program including the State Revolving Fund (SRF) loans, state and tribal assistance grants (STAG), grants awarded by the Florida Department of Environmental Protection (FDEP), and the Federal Emergency Management Agency (FEMA) mitigation grant. We will administer these grants and provide the due diligence for all expenditures and reimbursement requests.

Value Engineering. Throughout the design process, ARCADIS will provide value engineering and constructability reviews to facilitate efficient designs that will not be overly complex. This approach will provide for reasonable construction costs and facilitate meeting a tight schedule.

Contact: Stephen Sorell
Emerald Coast Utilities Authority
850.969.3300

Funding & Eligibility

Grants Management

ARCADIS understands Program Management through our extensive experience providing this service to our clients that include a cross-section of corporate, federal, state, and municipalities both in the United States and abroad. As Program Manager, we provide hands-on technical, operational and financial management of contracts. We routinely schedule quality review meetings and provide day-to-day supervision of expenditures and budget forecasts. Our grant managers are responsible for selection of the best-qualified staff to conduct the project, project execution by project team and assuring that basic quality assurance/quality control procedures are implemented. Our grant managers act as a clearinghouse for assuring successful project planning, implementation and compliance with the projects goals and objectives.

ARCADIS has taken a proactive role in assisting our clients in obtaining project funding. Our success has been facilitated through partnering agreements between neighborhood organizations, regulators and investors. We have professional grant writers on staff whose responsibility is to maintain current knowledge of the variety of available funding opportunities as well as the criteria that must be met to win grant funding for particular types of projects.

ARCADIS is providing ongoing expertise to the Florida Division of Emergency Management to help the Mitigation Bureau supplement, initiate and improve statewide programs including the Hazard Mitigation Grant Program (HMGP), National Flood Insurance Program (NFIP), Flood Mitigation Assistance (FMA), and Pre- Disaster Mitigation (PDM), among others. Our team provides additional Hazard Mitigation Assistance (HMA) programmatic and technical support in the form of operations review and SOP development, performance measurement framework development, monitoring plan development and implementation, loss-avoidance reporting, economic impact analysis, project and program evaluation, financial reconciliation, project tracking, and audit assistance.

Economics

As one of Florida's premier economic consultants, our subconsultant Fishkind & Associates (Fishkind) has extensive experience in economic and fiscal impact analysis, policy studies, forecasting, and finance throughout Florida and the United States.



Calhoun County: Hazard Mitigation Planning & FEMA Programs Support, Calhoun County, FL

ARCADIS has assisted since 2004 Calhoun County in post incident FEMA related activities during presidentially declared disasters since 2004. These events resulted in massive flooding across the region and impacts to both public facilities and infrastructure, as well as privately owned residential and commercial structures. Two major rivers run from North to South in this area and much of the jurisdictions are in Special Flood Hazard Areas.

ARCADIS provided engineers and field technicians to conduct damage assessments, develop scopes of work to repair and mitigate damaged facilities, and assess repetitive loss and residential / commercial structures that are eligible for buy-outs and retrofits. Assessments of damaged local residential and commercial structures were conducted using the FEMA Substantially Damaged Estimator tools.

Our engineers have also assisted in the development of infrastructure mitigation projects and determining Benefit Cost Analysis (BCA) as prescribed by the FEMA Mitigation Programs. **Since 2004, Calhoun County has completed more than \$20 million in construction and retrofitting activities from the FEMA Public Assistance and Hazard Mitigation Programs. ARCADIS assists this client in leveraging multiple funding sources and programs and has done so using the guidance and tools provided by FEMA.**

These projects were developed in accordance with the FEMA Hazard Mitigation Assistance Guidance for 2011.

In mid-2011, the ARCADIS team updated the local mitigation strategy with enhanced risk assessments, refined project scopes, and companion land use development recommendations as outlined in 44 C.F.R. §201.6(c)(2)(ii)(A), (B) and (C) in order to strengthen hazard mitigation activities in the county. Selected deliverables included: 1) A ranked inventory of current and future structures, landmarks, infrastructure, and critical infrastructure located in hazardous areas and structurally vulnerable to wind-related hazards. The team determined future vulnerabilities through build-out analysis of the future land use map, as well as safe-growth analysis. 2) Calculations of potential dollars lost in current and future development scenarios to hurricane, earthquake, flood, wildfire, tornado, thunderstorm, erosion, sinkhole, HAZMAT, and other hazards. 3) A land use map which is expected to minimize these damages and recommendations for changes to the Comprehensive Plan and future land use map. 4) Preliminary Project Scopes that resulted from the identification of vulnerabilities and strategies to address them, as well as fund source identification

Contact: Angie Smith
Calhoun County
850.674.8075

In addition to their forecast work, Fishkind is involved in key financial advisory roles to Florida Community Development Districts, local governments, redevelopment agencies, and real estate developers. In this capacity, the firm formulates innovative financing plans, assessment methodologies, provides economic advice and direction, and evaluates financing alternatives. The firm has participated in structuring over \$4 billion in infrastructure & municipal financings.

Fishkind has worked extensively in large and complex economic cost benefit analyses. These include the 1991, 1993, and 1996 Military Base Closure process in the United States, the Cross Florida Barge Canal, and currently the Florida Everglades Environmental Restoration Project.

The firm has extensive expertise in:

- Beach Renourishment
- Natural Resource Economics
- Tourism Industry Analysis
- Land Use Economics
- Special District Finance

Natural Resources Economics

Fishkind has significant experience in natural resource, beach renourishment and coastal mitigation economics. Fishkind has developed the special assessment finance methodologies for perpetual beach renourishment projects in Amelia Island, Florida and DeBordieu, South Carolina. The assessment methodology has been successfully employed on an ongoing basis to finance and fund three consecutive capital renourishment projects.

Tourism

Fishkind has also conducted numerous fiscal and economic impact analyses of the Tourism Industry. Tourism, Convention and Recreation impact analyses have included The Orlando Orange County Convention Center, The Tourism Industry in Grand Traverse Michigan, Broadway in Chicago, and Benderson International Rowing Facility, Florida Panthers NHL Hockey Team Impacts, among others.

Land Use Economics

Fishkind has helped prepare economic development elements, employment opportunity analysis and fiscal impact analysis in support of local government Comprehensive Plan analysis and updates. This work has occurred on behalf of local governments in Sarasota County, Lee County, Monroe County, Alachua County and many others.



Bay County, Monroe County & Escambia County: Gulf Restoration Implementation

Ms. Deady has been retained by Bay, Monroe and Gulf Counties to provide support for Gulf Restoration. The scope of services for all three counties has been to help County policy and legal staffs prepare comments on documents such as the Treasury Regulations, NRDA Environmental Impact Statements and Environmental Assessments, the Gulf Coast Ecosystem Restoration Council Draft Comprehensive Plan, State Auditing Rules and other documents, policies and legal matters. Ms. Deady has provided these services for all three (3) counties for over a year. In this scope of services, Ms. Deady has also provided support services for these local governments to provide feedback and comments on Consortium work products as well.

Ms. Deady has also provided support for the local citizen's RESTORE Committees by assisting with the development of materials and making presentations regarding updates on certain key milestones on the Gulf Restoration process.

Finally, Ms. Deady has worked with all three (3) counties on Federal strategy regarding Gulf Restoration implementation as has provided briefing materials, assistance with setting meetings with key agency staff and the overall approach to gain support for local governments positions on Gulf Restoration.

Contact: Terrell Arline, Bay County Administrator; Keith Wilkins, Escambia County; Lisa Tennyson, Monroe County
850.248.8175 / 850.595.4988 / 305.292.4444



City of Daytona Beach / South Amelia Island Shore Stabilization District (SAISSD): Artificial Reef Impact Analysis and Beach Renourishment Financing

City of Daytona Beach: The City of Daytona Beach considered the construction of an artificial surfing reef on a section of its beach. The intention of this project is to generate additional beach and water sport visitors and stabilize beach erosion. Fishkind & Associates was contracted to make a preliminary evaluation of the fiscal and economic feasibility of the project.

SAISSD: Fishkind & Associates developed the District's special assessment methodology that allocates the capital and operating costs of proposed beach renourishment projects. Fishkind prepares the yearly tax roll for submittal to the Nassau County Tax Collector in accordance with the methodology. Multiple renourishment projects have been financed and repaid since the District formation in 1995.

Contact: Mr. James C. Maniak, Finance Director, City of Daytona Beach; William Moore, Director of Planning & Development, SAISSD
904.258.3123 / 904.277.5103

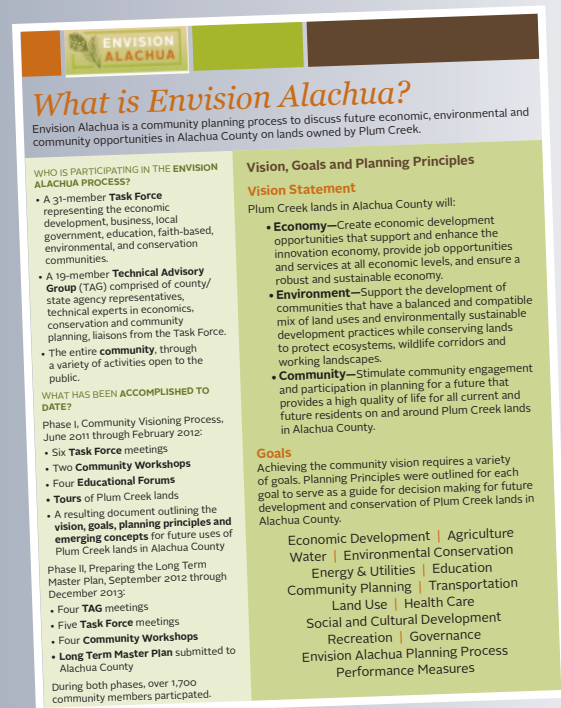
Public Engagement & Outreach

Our subconsultant Salter>Mitchell's network of contacts has been built over decades of experience, and the firm is skilled at community consensus building. Importantly, Salter>Mitchell knows Florida and its communities. Salter>Mitchell takes great pride in its ability to connect clients with leaders and decision makers in key organizations that are critical to achieving their goals. The firm's environmental credentials and community engagement strategies are aimed at developing "win-win" solutions — not beating people over the head with a single, pre-determined outcome.

Known for passion, strategic thinking and connections, Salter>Mitchell's team delivers results for governmental, corporate and nonprofit clients year after year. The firm's senior level staff draws from more than 100 years of combined media and communications experience to create effective, memorable campaigns that influence outcomes. Salter>Mitchell has provided marketing research, campaign design, public relations, strategic counsel and creative services for numerous national and statewide efforts. The firm's unique methodology, now field-tested and refined, discovers people's real (sometimes hidden) behavioral determinants, then targets those factors to build an offer that sells itself — that is, an appeal rooted not simply in education and logic, but in the reality of what moves people.

Informed by research first, Salter>Mitchell learns what communities need and want and how they prefer to engage. The agency approaches initiatives with the end in mind — understanding first what success looks like, what behaviors are targeted for change among key audiences, and what motivates those audiences to engage. For some projects, this means reframing key messages; for others, it means redesigning the offering itself.

Salter>Mitchell uses technology to build engagement and consensus, offering citizens the opportunity to weigh in on decisions without making a major investment in time or resources.



Alachua County: Envision Alachua Community Engagement, Alachua County, Florida

Envision Alachua is a community planning process that began in 2011 to discuss future economic, environmental and community opportunities in Alachua County on the 65,000 acres of land owned by Plum Creek, one of the largest landowners in the nation. Salter>Mitchell is responsible for developing and implementing strategic communications with various stakeholders in Alachua County to help generate widespread support and minimize opposition as Plum Creek seeks approval for entitlements on its land holdings in Alachua County through the sector plan process.

To achieve this, Salter>Mitchell's efforts have directly supported the community engagement process in which Plum Creek has hosted more than 35 formal community discussions with citizens and community leaders and literally hundreds of smaller meetings, representing economic development, business, local government, education, environmental and conservation in Alachua County. In Phase I, community preferences were developed in a community visioning process that resulted in the creation of a Vision Document that describes primary focus areas as Economy, for job creation; Environment, for conservation for natural resource protection; and Community, for planning a quality of life. In Phase II, additional community input turned the vision into a long-term master plan, which was submitted in December 2013 for approval by the County.

Contact: Kathy Budinick
Plum Creek
888.467.3751

This page was left intentionally blank

Tab G

Cost Proposal



This page was left intentionally blank



Tab G. Cost Proposal

Based on the ARCADIS Team's assessment of the scope to prepare the SEP, we developed the following breakdown defining the individual cost components. Since the preliminary planning and scoping with the Consortium will not occur until a contract is awarded we cannot precisely price the plan development at this time.

As requested, presented below we have identified the individual cost components and provide estimated costs based on our current understanding and assumptions. Our pricing methodology for the proposal is based on the hourly rates stated below and hours estimated by category for each task. As stated in our interview, we are open to any contracting vehicle that the Consortium wishes to employ; however due to the initial uncertainty, execution of a master services agreement and task orders for each scope item would seem to be the best approach for both parties. Individual task orders could be priced on a lump sum basis where the scope is well defined, and on a time and materials basis where the scope cannot be precisely defined such as public meetings and media outreach where the level of stakeholder involvement is unknown and needs to be agreed to.

The costs associated with the individual tasks will be based on standard blended billing rates for our team. These rates include: direct and indirect costs, payroll, supplies, overhead and profit. They do not include direct costs for travel that will be billed at cost. We have also included a rate table for each category of staff that is expected to be employed on the project. Individual rates and hours can be provided on request.

It should be noted that all these costs are preliminary and all aspects of the cost are subject to discussion and negotiation with the Consortium.

Our pricing strategy is to minimize upfront expenditures by the Consortium until such time as a grant has been approved and funded to save the Consortium upfront out-of-pocket costs.

The total estimated project cost is **\$1,779,000**, with the following sections describing the breakdown of costs by task.

Application for a Planning Grant

The RBAFO requires that the consultant develop an Application for a planning grant that meets the requirements of the RESTORE Act, the U.S. Treasury's IFR Regarding Regulations for the Gulf Coast Restoration Trust Fund (31CFR Part 34) and the Council's IFR regarding the RESTORE Act Spill Impact Component Planning Allocation which the Consortium can submit to the Council for the purpose of securing federal funds from the RESTORE Act Trust Fund for the development of a SEP.

We envision the following tasks be undertaken to prepare the application for a planning grant for the consortium within 90 days after execution of an agreement with the Consortium.

Task 1: Prepare Planning Grant Application

Task 1A: Conduct Initial Workshop with Consortium

- Conduct an initial workshop with the Consortium to present and discuss the application development process and schedule. We will then refine the process as necessary based on the Consortium's direction. The refined process will guide the Team and the Consortium in the development of the application.

Task 1B: Prepare Planning Grant Application

- Prepare the planning Grant Application as required in the regulations and with the Consortium's input. Review the draft plan with the Consortium and submit the final Application.

It is estimated that Task 1 will cost **\$65,000**.

Draft State Expenditure Plan

The RBAFO requires that after the Application for a Planning Grant is submitted to the Council and approved by the Council, the consultant will develop a Draft SEP that meets the applicable requirements of the RESTORE Act, the U. S. Treasury IFR, the Council Initial Comprehensive Plan, the Council IFR and other federal and state law.

We envision the following tasks be undertaken to prepare the draft SEP.

Task 2: Conduct Initial Activities

Task 2A: Inventory Existing Plans

Task 2B: Compile Applicable Federal and State Law and Guidance

Task 2C: Setup Project Management System

Task 2D: Conduct Consortium Workshop - Grouping Strategy

Task 2E: Hold First Round of Public Meetings

Task 2 Subtotal: \$378,000

Task 3: Conduct Project Nomination Process

Task 3A: Refine Evaluation Criteria and Metrics

Task 3B: Develop Nomination Form

Task 3C: Incorporate Existing Project Nominations

Task 3D: Solicit New Project Nominations

Task 3E: Conduct Consortium Workshop - Project Nominations

Task 3 Subtotal: \$403,000

Task 4: Conduct Project Evaluation Process

Task 4A: Conduct Project Screening

Task 4B: Conduct Gap Analysis and Consolidation

Task 4C: Conduct Detailed Project Evaluation

Task 4D: Conduct Consortium Workshop - Project Evaluations

Task 4 Subtotal: \$395,000

Task 5: Prepare Draft SEP

Task 5A: Prepare Initial Prioritization of Projects Scenarios

Task 5B: Conduct Consortium Workshop - Prioritized Projects List

Task 5C: Prepare Draft SEP

Task 5D: Conduct Consortium Workshop - Draft SEP Approval

Task 5 Subtotal: \$338,000

It is estimated that tasks 2 through 5, the development of the Draft SEP will cost **\$1,514,000**.

Draft State Expenditure Plan, Revision, Approval, and Submission

The RBAFO requires that the consultant participate in the formal, public process of approval of the SEP by the Consortium and the Governor of Florida. The consultant will incorporate revisions to the Draft SEP as directed by Gulf Consortium, the FDEP Coordinated Review process and the Governor to finalize the SEP Plan to be submitted to the Council for consideration. The RBAFO also requires that the consultant remain available to provide services to amend the SEP as circumstances and funding require in accordance with the Consortium's direction for re-submission to the Governor and ultimately to the Council.

We envision the following tasks be undertaken to prepare the final SEP.

Task 6: Prepare Final State Expenditure Plan

Task 6A: Hold Second Round of Public Meetings

Task 6B: Participate in Plan Review, Approval, and Submission Process.

It is estimated that Task 6 will cost **\$200,000**.

Rate Table

Below we have also included a rate table for each category of staff that is expected to be employed on the project.

Rate Categories

Category	Rate
Principal	\$255.00
Sr. Project Manager	\$240.00
Sr. Consultant / Manager	\$220.00
Consultant / Manager	\$200.00
Sr. Engineer / Scientist / Economist	\$185.00
Sr. Planner / Outreach Manager / Grants Manager	\$180.00
Project Engineer / Scientist/ Planner	155.00
Staff Engineer / Scientist / Planner	\$145.00
Engineer / Scientist / Economist	\$120.00
Outreach Specialist	\$120.00
Grants Specialist	\$120.00
GIS Analyst	\$125.00
Administrative/Clerical	\$70.00

Tab H

Leveraging Resources



This page was left intentionally blank



Tab H. Leveraging Resources

Leveraging Opportunities

Often, more than one fund source is required to fully fund a project. The RESTORE Act allows for the use of Spill Impact Component funds to meet non-federal match requirements for other federal programs. This is a large opportunity to leverage other funding sources with Spill Impact Component funds to fund projects. The April 2014 publication by the Environmental Law Institute (ELI) entitled “Building Bridges – Connecting the Overlapping Goals, Resources, and Institutions of Gulf of Mexico Restoration and Conservation outlines 42 different federal programs that provide funding for environmental restoration projects. ELI categorizes the programs as: Wetlands and Estuaries; Harvested Species Habitat; Coral Reefs; Beaches and Dunes; Protected Species and Protected Places; Coastal Management; and Water Quality and Water Quantity. Most of these programs require a matching fund requirement of 25% to 50%. The ELI report provides good guidance on leveraging RESTORE Act funds with these various federal programs. Our inventory of existing plans activity (Task 2A) and our gap analysis and consolidation activity (Task 4B), coupled with information about funding sources on the project nomination form will help us identify projects where funds can potentially be leveraged. To take advantage of these opportunities, our Team will utilize our existing extensive relationships with federal and state officials to meet and discuss potential leveraging opportunities.

There are numerous other sources of funds evolving related to disaster management and mitigation, pre-disaster planning, and infrastructure projects that may also be helpful in terms of leveraging sources. As indicated in other tabs, our Team has unique and long-held experience in the State’s implementation of FEMA’s Hazard Mitigation Assistance Programs. Team members have also pursued and administered Community Development Block Grant funds (including CDBG-DR), major Transportation Grants, Economic Development Administration Grants and numerous other examples of structuring projects to be implemented through multiple funding sources. One such opportunity includes the HUD \$1 Billion National Disaster

Resilience Competition where funding is available through CDBG grants for disaster recovery (CDBG-DR). To be eligible, states have to have disaster declarations during 2011-13; Florida had 3 affecting 45 counties. Florida is currently collecting unmet need information to help eligible parties begin the application process.

ARCADIS has a dedicated funding team to support our clients in obtaining and leveraging funds to implement their projects. In fact, we have helped our clients obtain over \$1 billion in obligations of grants or no / low interest loans in 2014, alone. Our funding team tracks funding sources and policy, and will work to identify stakeholders and gatekeepers that can help leverage fund sources with one another toward a common goal. Some of our strategies include breaking projects into smaller sub-projects that can be funded independently through a variety of sources, as well as developing funding application “backbones” that can form the foundation for any number of funding applications. We then submit to a variety of sources, based on probability of success and experience with those sources, until we find success, ensuring transparency along the way. In this way, we make efficient use of resources and ensure maximum return on investment. We also work with funding gatekeepers to ensure that all appropriate parties understand the need and importance in funding a particular project.

Other Innovative Approaches

Our Team also understands that there may be innovative approaches to leverage funds through the use of the various taxing and assessment districts in Florida. One such example may be a community that wants to complete a beach renourishment project through use of a special assessment. Another such example may include a partnered program to implement stormwater, water quality, utility or canal restoration project through a similar special assessment or municipal service benefit unite.

Another such example may be a partnered project with a Community Development District (CDD) authorized under Florida Statutes Chapter 190. Fishkind & Associates, the economist on our team, regularly acts as CDD Manager and Financial Advisor. As such, our team creates special district finance plans which regularly work in public private partnership ventures for the provision of public facilities such as schools, recreation areas, utilities and other public infrastructure such as roads and bridges.

Using CDDs to leverage Consortium project funding is an opportunity to secure additional revenue sources for project finance and leveraging of resources. In addition, through CDDs, selected projects where the opportunity exists may be expanded, completed ahead of schedule or enhanced.

.

Tab I

Implementation and Management



This page was left intentionally blank



Tab I. Implementation and Management

Should the Consortium become the implementing entity for the SEP, ARCADIS has extraordinary capabilities to provide all of the requested services. These include the services listed in the RBAFO and flexibility and expertise to provide the full suite of services offered by a general consulting engineer ranging from design through construction and provision of services or construction through any delivery vehicle. An additional benefit the Consortium would receive is the ORION system that will allow work to flow from the plan development process into implementation.

Program / Project / Contract Management Capabilities

ARCADIS brings significant program management experience managing major public works programs, providing these services for over 30 years throughout the U.S. on a combined total of more than 120 capital improvement programs worth in excess of \$38 billion in construction value. Because the SEP is a visionary effort that includes so many projects with various construction-timing issues, phasing and expenditure requirements, our vast experience in this regard will provide the Consortium with a turn-key team that can manage the workload. ARCADIS leads and assists in defining, planning, integrating, implementing and controlling multiple projects linked together by a single, comprehensive business model or public mandate to responsibly improve the built environment and communities in which we live. From the early planning stages of a client's capital construction program to the completion of the final project, ARCADIS' program managers provide the professionalism and guidance required to achieve a successful outcome including several examples below:

- In the aftermath of Hurricane Katrina, the U.S. Army Corps of Engineers (USACE) created the **Hurricane Storm Damage Risk Reduction System (HSDRRS)**, a \$10 billion program designed to improve the New Orleans' defenses against the effects of another major storm. ARCADIS was retained to provide engineering expertise by preparing alternatives analysis, design-build expertise by preparing RFQ and RFP documents and selecting contractor teams, and provide program and construction management by preparing project management plans. Numerous projects make up the program, and all work together as part of an overall, integrated system, including the \$1.3 billion Inner Harbor Navigation Canal Surge Barrier which has three navigable gates; the \$1.2 billion West Closure complex that features a pump station, navigable gate, floodwall, levee complex; and the \$1.2 billion Seabrook Gate Complex featuring the largest pump station of its type in the world capable of pumping 20,000 cubic feet of water per second.
- The **Chicago Public Buildings Commission** is an ongoing municipal capital construction program management project with a value of \$2.4 billion, includes the planning and implementing of all capital projects for schools, libraries, firehouses, police stations, field houses, senior centers, and other public buildings with over 140 projects to date. ARCADIS is providing program management and program controls to the **Chicago Housing Authority (CHA)** for its \$1.6 billion Plan for Transformation, a comprehensive blueprint for the renewal of Chicago public housing. Under the Plan, the CHA is redeveloping or rehabilitating more than 25,000 units of housing into quality homes for low-income families. ARCADIS provides program controls and management for the coordination and implementation of all aspects of the design and construction process, including design review, schedule and budget/cost control, strategic planning, contract administration, QA/QC, change order and claims management, and pre-construction and close-out services.
- The **City of Los Angeles, Proposition 0 Program** is a \$500 million program includes 33 projects, from design to post construction, to remove trash, bacteria

and storm-water pollution from the City's rivers, lakes, beaches and ocean; to reduce flooding and increase water conservation; and to generally make the water in the City of Los Angeles cleaner and safer.

- In Florida for the **Emerald Coast Utilities Authority** management of their consent order driven SSO elimination and I & I program that is estimated to be in excess of \$300 million over 15 years. The program is similar to the RESTORE program in that there are multiple agencies and stakeholders involved and as work progresses the public has to be involved.

Our program managers help clients to plan and implement programs that best fit their project and planning goals, achieve regulatory compliance, gain public acceptance, meet schedules, and deliver the highest-quality capital projects for the money spent. We will work with the Consortium to prioritize projects, make informed business decisions, navigate critical points in projects or capital improvement programs, and do more with less. Program management also can involve supplementing a client's own forces during periods of high labor needs, providing specialized expertise for one-time projects, and analyzing and sharing risk on high-profile projects.

ARCADIS is experienced in providing program management for large-scale projects to help clients gain numerous advantages:

- Single source of responsibility (schedule, design, construction, safety, costs)
- Quick mobilization of vast work forces
- Deployment of both local and national resources
- Wide range of experience at similar facilities
- Delivery of large quantities of work on schedule
- Shifting of risk to others
- Assistance with responsibilities (purchasing, procurement, agency approval)
- Minimal impact on client staffing levels
- Minimal contribution to the base workload of client staff

Our services are scalable, flexible, menu-driven, tool-supported, staff-supplemented, and environmentally focused. We plan the details of each program with the client and make necessary modifications as the program

moves forward in order to maintain schedules, control costs, and deliver projects of the highest quality. Because the SEP will be such a fluid process due to changing procedures and factors outside the Consortium's control, at least initially, our customized approach will be tailored to the Consortium's specific needs for implementing the SEP.

Financial Services – Grant Management And Financial Compliance

ARCADIS has a business unit (Planning and Business Advisory Services) that is dedicated to providing the full range of services needed by public agencies to manage and improve their financial position in the current economic times. Enhancing existing sources of funding, identifying new sources, and creating cost-effective budgets and capital plans, while meeting taxpayer and stakeholder demands are foremost on the minds of most public administrators is critical for this program. This will help the Consortium be accountable, transparent and efficient in finalizing and getting support for its SEP deliverables.



Funding Team Strategy



Fund Source and Policy Tracking – We make sure you know what money is available.



Funding Pursuits – We make sure you get the money.



Leveraging Multiple Funding Sources – We make sure you maximize your funding opportunities.



Funds Management – We make sure that the money is properly managed.



Closeout and Audit Support – We make sure you keep the money.

Our Planning and Business Advisory Services staff includes financial consultants located nationwide. These experts work with municipalities and utilities around the nation to address challenging financial management, planning, and utility pricing issues which will be beneficial to the Consortium. ARCADIS combines environmental expertise and hands-on engineering and operational experience with cutting-edge financial management expertise to identify and manage issues affecting a client's long-term financial health. We also draw on in-house expertise in key supporting areas such as capital planning, operations, information technology, and organizational structure to deliver informed analyses and realistic, feasible financial solutions. We will work closely with the Consortium to translate data into a viable financial component of the SEP that can be implemented both operationally and administratively and is defensible technically and politically. This will be very important to the Consortium as federal grant programs have strict requirements about financial controls, reporting, and audits.

ARCADIS is providing ongoing expertise to the Florida Division of Emergency Management to help the Mitigation Bureau supplement, initiate and improve statewide programs including the Hazard Mitigation Grant Program (HMGP), National Flood Insurance Program (NFIP), Flood Mitigation Assistance (FMA), and Pre-Disaster Mitigation (PDM), among others. Our Team provides additional Hazard Mitigation Assistance (HMA) programmatic and technical support in the form of operations review and SOP development, performance measurement framework development, monitoring plan development and implementation, loss-avoidance reporting, economic impact analysis, project and program evaluation, financial reconciliation, project tracking, and audit assistance.

ARCADIS also has a Grants Services Team that continually monitors and tracks grants for our clients. We evaluate, prepare, submit on behalf of clients grants from a vast number of programs and agencies including FEMA, CDBG, FDEM, EPA, USACE, HUD, FTA and USDA.

Representative grants we have secured for various clients in the last several years are listed below:

Client	Funding Source	Year	Amount Awarded
Nassau County, NY	FEMA Public Assistance and 406 Mitigation / CDBG	2014	\$830,000,000.00
City of Toledo, OH	Ohio EPA - SRF (WPCLF)	2014	\$77,000,000.00
Hernando County	SRF	2014	\$50,000,000.00
City of Tavares, FL	USDA	2009-2011	\$16,100,000.00
City of Toledo, OH	Ohio EPA - SRF (WPCLF)	2014	\$16,000,000.00
Virginia Port Authority	US Department of Transportation	2014	\$15,000,000.00
Brick Township, NJ	FEMA PA and 406 Mitigation	2012-2013	\$13,000,000.00
City of Toledo, OH	Ohio EPA (WSRLA HAB)	2014	\$12,500,000.00
City of Toledo, OH	Ohio EPA - SRF (WPCLF)	2014	\$12,500,000.00
Richmond University Medical Center	FEMA HMGP	2014	\$12,000,000.00
City of Tavares, FL	SRF (Originally funded under USDA-RD)	2013	\$10,000,000.00
City of Tavares, FL	USDA	2010-2011	\$10,000,000.00

Other Services Deemed Necessary for SEP Development and Implementation

Environmental Engineering and Consultancy

With our extensive range of services in the environmental area, ARCADIS offers to the Consortium the widest range of environmental issues such as the remediation of legacy sites, the prevention of future emissions or regulatory compliance issues. Some of the more pertinent services are listed below.

Environmental Planning and Permitting

Our comprehensive planning and permitting services will enable the Consortium to strategically incorporate environmental considerations at the front-end development

phase of the SEP, resulting in streamlined approvals and long-term sustainability.

Ecosystems Science and Restoration

ARCADIS' integrated, interdisciplinary approach to ecological enhancement and restoration services combines ecosystem science and engineering expertise. Our team is experienced in all aspects of restoration work in various ecological settings including upland transition areas, wetlands, streams, ponds, and lakes; rivers; and estuarine/coastal systems.

ARCADIS also provides "front-end" ecological evaluation services such as permitting and assessment services.

- Habitat characterization
- Wildlife and vegetation survey
- Threatened and endangered species evaluations
- Environmental impact assessments
- Ecological risk assessments
- Natural resource damage assessments
- Wetland permitting, restoration and mitigation design/construction
- Constructed treatment wetlands
- Stream restoration design and construction
- Multi-habitat design and construction
- Site suitability analyses
- Vegetation planting planning and implementation
- Post-restoration monitoring
- Phytoremediation

Climate Change And Sustainability Services

Municipalities are experiencing increasing pressure to provide drinking water and wastewater services in sustainable ways.

Municipal utilities also must address climate change issues, aging infrastructure, regulatory and technological advances, energy and material costs, and workforce changes.

ARCADIS has an extensive water resource sustainability practice ranging from advising water utilities on their capital programs to designing innovative desalination projects. The firm increasingly is being asked to evaluate likely impacts of climate change and advise utilities on strategies to build adaptation into their planning. We are studying and implementing sustainable water strategies including climate mitigation and adaptation planning, desalination, green infrastructure development, and asset management. We help clients identify and implement new approaches for water systems that reduce water consumption, disrupt fewer ecosystems, and conserve energy in conveying water and

wastewater. We support clients in "sustainable thinking" for water resource development and management decisions, resulting in greater community acceptance of projects and enhanced responsiveness to change.

Additionally, Erin L. Deady, P.A. has currently drafted numerous sustainability, energy and climate-related plans and is the lead firm drafting the GreenKeys! Plan in Monroe County that combines elements of sustainability and sea level rise planning. The project is first of its kind in the State of Florida combining a technical modeling approach to address both habitat and infrastructure impacts for future flood scenarios.

Our combined Team simply has unparalleled experience in Florida regarding disaster mitigation, climate change, hazard mitigation and overall community resiliency planning and securing funds for these initiatives.

Coastal Management

ARCADIS has performed numerous projects involving facility development and design, navigation impact and control, environmental permitting, and stormwater control — all focused on protecting the coastal environment.

We take a proactive approach to coastal management that allows a facility or organization to analyze, control, and improve the environmental consequences of its activities. This capability can provide benefits such as improved overall environmental performance (including areas not currently regulated), expanded pollution prevention opportunities, improved compliance, and enhanced operational control and efficiency.

Our team of environmental scientists, hydrologists, and design engineers provides a comprehensive range of services to facilitate development within the coastal zone. These services include field assessments and studies, permitting, modeling, and design to provide for the protection, conservation, rehabilitation, and management of the coastal environment. Our staff has extensive experience in the use of hydrodynamic and water quality modeling and has used a variety of computer models in port and transportation planning; channel, harbor, and port layout and design; and commodity and passenger forecasting.

We emphasize responsiveness to the needs of all stakeholders and frequent communication with clients in order to pass along our efficiencies in the form of shorter project delivery schedules and cost savings. The result is a project that promotes

economic growth while protecting the coastal environment, completed on time and on budget.

Some of the services we provide include:

- Interior flood control analysis
- Modeling
- Interior drainage analysis and environmental impacts
- Social and institutional analysis
- Benefit cost analysis
- Beach erosion control and storm damage protection studies
- Flood damage benefit analysis and financing plan
- Storm damage protection studies
- Section 205 flood damage reduction studies
- Flood warning and emergency evacuation

Given that we expect many of the SEP projects to touch upon this field of expertise, we will be able to provide technical assistance and advice to the Consortium during the implementation of coastal projects.

Issues Related To Conflict of Interest

In accordance with the Treasury IFR §34.503(b)(3), the SEP must describe how it takes into consideration the Comprehensive Plan and is consistent with the goals and objectives of the Comprehensive Plan. In addition, the SEP must describe the process used to prevent conflicts of interest in the development and implementation of the SEP.

The Team is keenly aware of the requirements related to Federal grants generally regarding conflicts of interest, but our process incorporates numerous features to assure there are checks and balances to avoid conflicts of interest. ARCADIS has strict internal controls and policies to avoid conflicts of interest, including implementing an “ethical wall” that (1) restricts ARCADIS’ involvement in certain client-sensitive

aspects or activities of projects; (2) documents the control procedures to isolate project documents from those of other projects and clients; and/or (3) defines procedures to control and limit work interaction of employees and/or project staff from those working on other projects.

The following chart demonstrates these measures and provides cross-reference to other Tabs of this RBAFO for more

Measure to Avoid Conflict	Tab Cross-Reference for Additional Detail
Establishment of a multi-stakeholder CAC to provide unbiased oversight and input on key issues such as project selection criteria and project ranking procedures.	Tab D
An open and transparent process for project submission utilizing the inventory of existing projects submitted thus far as well as updates/reviews and new project submissions.	Tab C
Development of objective project ranking criteria and evaluation and screening metrics so as to compare project benefits similarly.	Tab C
A process of requests for information to rectify project application deficiencies.	Tab C
A transparent process and reporting on “flagged” projects for consistency with overall programs requirements, the Comprehensive Plan and project evaluation. This includes regular public reporting to the CAC and Consortium.	Tab D
Phasing of SEP development, project management and project implementation to assure numerous checks, balances, stakeholder input and public scrutiny (minimum of 24 public meetings proposed) of criteria, ranking and evaluation of projects and ultimate presentation to the Consortium for inclusion in the SEP.	Tab B
Bifurcation of responsibilities between SEP development, program management and project implementation to create an “ethical wall”.	Tab I

This page was left intentionally blank

Tab J

Value Added Services



This page was left intentionally blank



Tab J. Value Added Services

The Team has followed the evolution of the entire RESTORE Act process and have met with decision makers and agency staff in Washington D.C. and Tallahassee to understand the breadth, implications and complexities of the funds distribution and planning / project implementation process. Our engagement in the RESTORE Act process, our relationships with key personnel, and our expertise in securing and administering grants, enables the Team to bring outstanding value added services to the Consortium.

Policy Engagement

The policies and regulations for the RESTORE program are continuing to evolve. While the Treasury Department has issued its Interim Final Rule, additional Treasury and Council rules and guidance will likely be issued over time. The Council has not yet issued the procedures for development of the SEP, although we would expect those procedures to be similar to those that the Council is using for the Comprehensive Plan Component.

We believe that the Consortium's engagement in the rulemaking and policy-making processes is important and to date that has yielded tangible benefits. The team would provide a significant value for the Consortium through our experience, our contacts, and our ongoing engagement in these processes. Our team member, Erin Deady, has been engaged in analyzing the draft Treasury and Council Regulations, discussing concerns with federal agency staff, and providing comments on the draft regulations on behalf of some of the Consortium's counties as well as input on behalf of counties into the work products of the Consortium. Treasury's Interim Final Rule is a significant improvement over the original Draft Rule issued by Treasury. In particular, the Interim Final Rule recognizes the role of the Consortium and the unique circumstances for preparing Florida's SEP. In rulemaking and policy-making, it is important for stakeholders to be engaged with the rulemakers so that concerns are clearly articulated and successfully addressed. Our Program Director, Stu Appelbaum, led the rulemaking process for the Everglades program that resulted in the successful promulgation of the

Programmatic Regulations by the Secretary of the Army, with the concurrence of the Secretary of the Interior and the Governor of Florida (33 CFR Part 385). He has extensive experience in policy development. Our technical advisor, John Hankinson, most recently served as Executive Director of the Gulf Coast Ecosystem Restoration Task Force, the predecessor organization to the Council, has unparalleled experience and contacts with the primary Federal agencies important to this process. In his role as Executive Director, Mr. Hankinson was actively engaged in the development of the RESTORE Act and has a demonstrated track record in consensus building exhibited by the Gulf of Mexico Regional Ecosystem Restoration Strategy (December 2011) developed under his leadership. Together, we bring extensive experience in policy development and rulemaking processes and our engagement in these forums can provide a significant benefit to the Consortium.

Relationships

Our experience with policy engagement on these types of environmental restoration initiatives also involves having extensive relationships with key officials at many federal agencies. Both Mr. Appelbaum and Mr. Hankinson have extensive federal experience and have worked closely with senior officials. Ms. Deady has strong relationships with several federal agencies influencing the Gulf restoration process, including the Departments of Interior and Commerce. We know who to call and more importantly, they answer our calls. In addition to those relationships at the federal level, our public engagement and outreach leader, April Salter, has extensive relationships in Tallahassee with state agencies, having previously served key state agencies such as FDEP, the former Florida Department of Commerce, and the Governor. Our intergovernmental liaison, Stephen Hogge, has extensive experience in government relations and has relationships with the Florida Legislature, the Florida Association of Counties, and the Florida League of Cities.

Grant Administration

The RESTORE Act program has been set-up as a federal grant program. Our Team member, Erin Deady, will lead the Team in developing various grant strategies for use of RESTORE and non-RESTORE Act funds to optimize leveraging of funding sources. She has a strong background in funding strategy development, currently managing federal grants for clients, for project implementation, particularly that of grant strategy, administration of grants, and the monitoring and tracking of numerous funding opportunities. She has worked with key local, state and federal agencies, association and legislative entities including relevant elected decision-makers, staff, committees, appointed officials, stakeholder groups and industry associations on grant implementation strategies. Her expertise in securing, strategizing, managing, and administering grants is a value added service to the Consortium.

The team has previously won successful procurements to develop grant strategies, manage complex grants with numerous partners, contractors and projects and received favorable auditing results upon grant closeout. Our extensive project experience on Federal and State funded projects require us to be knowledgeable and comply with all applicable regulations, so we build these principles into all of our project management efforts for grants. Individual Team members have extensive experience with such Federal and state requirements. Our grants staff have helped manage and implement close to a billion dollars in federal grants and projects all along the East Coast. In fact, our Team has helped manage federal grants for the state of Florida and its counties since 2007.

Required Forms



This page was left intentionally blank



Required Forms

- Proposal Response Cover Sheet (included at the beginning of proposal)
- Insurance Certificate Form
- Equal Opportunity / Affirmative Action Statement
- Certification Regarding Debarment, Suspension, and Other Responsibility Matters, Primary Covered Transactions
- Affidavit Certification Immigration Laws
- Non-Collusion Affidavit
- Drug-Free Workplace Form

This page was left intentionally blank

INSURANCE CERTIFICATION FORM

To indicate that Bidder/Respondent understands and is able to comply with the required insurance, as stated in the bid/RFP document, Bidder/Respondent shall submit this insurance sign-off form, signed by the company Risk Manager or authorized manager with risk authority.

- A. Is the insurer to be used for all required insurance (except Workers' Compensation) listed by Best with a rating of no less than A:VII?

☒ YES ☐ NO

Commercial General
Liability:

Indicate Best Rating: A
Indicate Best Financial Classification: XV

Business Auto:

Indicate Best Rating: A
Indicate Best Financial Classification: XV

Professional Liability:

Indicate Best Rating: A
Indicate Best Financial Classification: XV

1. Is the insurer to be used for Workers' Compensation insurance listed by Best with a rating of no less than A:VII?

☒ YES ☐ NO

Indicate Best Rating:

Indicate Best Financial Classification:

If answer is NO, provide name and address of insurer:

2. Is the Respondent able to obtain insurance in the following limits (next page) as required for the services agreement?

☒ YES ☐ NO

Insurance will be placed with insurers authorized to do business in the State of Florida unless otherwise accepted by Leon County. Insurers will have A.M. Best ratings of no less than A:VII unless otherwise accepted by Leon County.

Required Coverage and Limits

The required types and limits of coverage for this bid/request for proposals are contained within the solicitation package. Be sure to carefully review and ascertain that bidder/proposer either has coverage or will place coverage at these or higher levels.

Required Policy Endorsements and Documentation

Certificate of Insurance will be provided evidencing placement of each insurance policy responding to requirements of the contract.

Deductibles and Self-Insured Retentions

Any deductibles or self-insured retentions must be declared to and approved by the Gulf Consortium. At the option of the Gulf Consortium, either: the insurer shall reduce or eliminate such self-insured retentions as respects the Gulf Consortium, its officers, officials, contractors, employees and volunteers.;

Endorsements to insurance policies will be provided as follows:

Additional insured (Gulf Consortium, its Officers, employees and volunteers) -
General Liability & Automobile Liability

Primary and not contributing coverage-
General Liability & Automobile Liability

Waiver of Subrogation (Gulf Consortium, its officers, representatives, employees and volunteers) - General Liability, Automobile Liability, Workers' Compensation and Employer's Liability

Thirty days advance written notice of cancellation to the Gulf Consortium - General Liability, Automobile Liability, Worker's Compensation & Employer's Liability.

Professional Liability Policy Declaration sheet as well as claims procedures for each applicable policy to be provided

Please mark the appropriate box:

Coverage is in place ☒ Coverage will be placed, without exception ☐

The undersigned declares under penalty of perjury that all of the above insurer information is true and correct.

Name <u>Susan Berndt</u>	Signature <u>SBerndt</u>
Typed or Printed	
Date <u>6/9/2014</u>	Title <u>Insurance Manager</u>
	(Company Risk Manager or Manager with Risk Authority)



CERTIFICATE OF LIABILITY INSURANCE

DATE(MM/DD/YYYY)
01/06/2014

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Aon Risk Services South, Inc. Franklin TN Office 501 Corporate Centre Drive Suite 300 Franklin TN 37067 USA	CONTACT NAME:	
	PHONE (A/C. No. Ext): (866) 283-7122	FAX (A/C. No.): 800-363-0105
INSURED Arcadis U.S., Inc. 630 Plaza Drive Suite 200 Highlands Ranch CO 80129 USA	E-MAIL ADDRESS:	
	INSURER(S) AFFORDING COVERAGE	
	NAIC #	
	INSURER A: Greenwich Insurance Company	
	INSURER B: XL Specialty Insurance Co	
	INSURER C:	
	INSURER D:	
INSURER E:		
INSURER F:		

Holder Identifier :

COVERAGES**CERTIFICATE NUMBER:** 570052569039**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

Limits shown are as requested

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY			GEC001076112	01/01/2014	01/01/2015	EACH OCCURRENCE \$1,000,000
	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY						DAMAGE TO RENTED PREMISES (Ea occurrence) \$1,000,000
	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR						MED EXP (Any one person) \$10,000
	<input checked="" type="checkbox"/> Contractual Liability						PERSONAL & ADV INJURY \$1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE \$2,000,000
	<input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input checked="" type="checkbox"/> LOC						PRODUCTS - COMP/OP AGG \$2,000,000
B	AUTOMOBILE LIABILITY			AEC001075812	01/01/2014	01/01/2015	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000
	<input checked="" type="checkbox"/> ANY AUTO			AOS			BODILY INJURY (Per person)
	<input type="checkbox"/> ALL OWNED AUTOS			AEC001719510	01/01/2014	01/01/2015	BODILY INJURY (Per accident)
	<input checked="" type="checkbox"/> HIRED AUTOS			MA			PROPERTY DAMAGE (Per accident)
	<input checked="" type="checkbox"/> Property Damage to						
	<input type="checkbox"/> SCHEDULED AUTOS						
	<input checked="" type="checkbox"/> NON-OWNED AUTOS						
	<input type="checkbox"/> UMBRELLA LIAB						EACH OCCURRENCE
	<input type="checkbox"/> EXCESS LIAB						AGGREGATE
	<input type="checkbox"/> DED <input type="checkbox"/> RETENTION						
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY			RWD943516308	01/01/2014	01/01/2015	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER
	ANY PROPRIETOR / PARTNER / EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)			All other States			E.L. EACH ACCIDENT \$1,000,000
	If yes, describe under DESCRIPTION OF OPERATIONS below			RWR943516708	01/01/2014	01/01/2015	E.L. DISEASE-EA EMPLOYEE \$1,000,000
				WI			E.L. DISEASE-POLICY LIMIT \$1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)
Evidence of Insurance.

CERTIFICATE HOLDER**CANCELLATION**

ARCADIS U.S., Inc. 630 Plaza Drive, Suite 100 Highlands Ranch CO 80129 USA	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE <i>Aon Risk Services South, Inc.</i>

Certificate No : 570052569039



CERTIFICATE OF LIABILITY INSURANCE

DATE(MM/DD/YYYY)
06/09/2014

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Aon Risk Services South, Inc. Franklin TN Office 501 Corporate Centre Drive Suite 300 Franklin TN 37067 USA	CONTACT NAME:	
	PHONE (A/C. No. Ext): (866) 283-7122	FAX (A/C. No.): 800-363-0105
INSURED Arcadis U.S. Inc. 630 Plaza Drive Suite 200 Highlands Ranch CO 80129 USA	E-MAIL ADDRESS:	
	INSURER(S) AFFORDING COVERAGE	
	NAIC #	
	INSURER A: Steadfast Insurance Company	
	INSURER B: Lexington Insurance Company	
	INSURER C:	
	INSURER D:	
INSURER E:		
INSURER F:		

Holder Identifier :

COVERAGES**CERTIFICATE NUMBER:** 570054046155**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

Limits shown are as requested

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	COMMERCIAL GENERAL LIABILITY						EACH OCCURRENCE	
	<input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	
							MED EXP (Any one person)	
							PERSONAL & ADV INJURY	
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	
	<input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC						PRODUCTS - COMP/OP AGG	
	OTHER:							
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	
	<input type="checkbox"/> ANY AUTO						BODILY INJURY (Per person)	
	<input type="checkbox"/> ALL OWNED AUTOS	<input type="checkbox"/> SCHEDULED AUTOS					BODILY INJURY (Per accident)	
	<input type="checkbox"/> HIRED AUTOS	<input type="checkbox"/> NON-OWNED AUTOS					PROPERTY DAMAGE (Per accident)	
	UMBRELLA LIAB	<input type="checkbox"/> OCCUR					EACH OCCURRENCE	
	EXCESS LIAB	<input type="checkbox"/> CLAIMS-MADE					AGGREGATE	
	<input type="checkbox"/> DED <input type="checkbox"/> RETENTION							
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY						<input type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER	
	ANY PROPRIETOR / PARTNER / EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	<input type="checkbox"/> Y <input type="checkbox"/> N	N/A				E.L. EACH ACCIDENT	
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE-EA EMPLOYEE	
							E.L. DISEASE-POLICY LIMIT	
A	Contractor Poll			IPR929693800 Prof. & Poll. Liability SIR applies per policy terms & conditions	06/01/2014	06/01/2015	Each Claim Annual Aggregate	\$1,000,000 \$1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Re: Evidence of Insurance.

For Professional Liability coverage, the Aggregate Limit is the total insurance available for claims presented within the policy period for all operations of the insured. The Limit will be reduced by payments of indemnity and expense.

CERTIFICATE HOLDER**CANCELLATION**

Arcadis U.S. Inc. 630 Plaza Drive, Suite 200 Highlands Ranch, CO 80129 USA	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE <i>Aon Risk Services South Inc.</i>

Certificate No : 570054046155



ADDITIONAL REMARKS SCHEDULE

Page _ of _

AGENCY Aon Risk Services South, Inc.		NAMED INSURED Arcadis U.S., Inc.	
POLICY NUMBER See Certificate Number: 570054046155			
CARRIER See Certificate Number: 570054046155	NAIC CODE	EFFECTIVE DATE:	

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,
FORM NUMBER: ACORD 25 **FORM TITLE:** Certificate of Liability Insurance

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER	
INSURER	
INSURER	
INSURER	

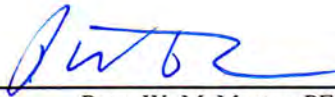
ADDITIONAL POLICIES If a policy below does not include limit information, refer to the corresponding policy on the ACORD certificate form for policy limits.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YYYY)	POLICY EXPIRATION DATE (MM/DD/YYYY)	LIMITS	
	OTHER							
	<input checked="" type="checkbox"/> Claims-Made							
	<input checked="" type="checkbox"/> Professional Liabil							
	<input checked="" type="checkbox"/> and Contractors							
	<input checked="" type="checkbox"/> Pollution Liability							

EQUAL OPPORTUNITY/AFFIRMATIVE ACTION STATEMENT

1. The contractors and all subcontractors hereby agree to a commitment to the principles and practices of equal opportunity in employment and to comply with the letter and spirit of federal, state, and local laws and regulations prohibiting discrimination based on race, color, religion, national region, sex, age, handicap, marital status, and political affiliation or belief.
2. The contractor agrees to comply with Executive Order 11246, as amended, and to comply with specific affirmative action obligations contained therein.

Signed: _____



Peter W. McMaster, PE

Title: _____

Associate Vice President

Firm: _____

ARCADIS U.S., Inc.

Address: _____

3522 Thomasville Road, Ste 200, Tallahassee, FL 32309

**CERTIFICATION REGARDING DEBARMENT, SUSPENSION,
AND OTHER RESPONSIBILITY MATTERS
PRIMARY COVERED TRANSACTIONS**

1. The prospective primary participant certifies to the best of its knowledge and belief, that it and its principals:
 - a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;
 - b) Have not within a three-year period preceding this been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
 - c) Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of these offenses enumerated in paragraph (1)(b) of this certification; and
 - d) Have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State or local) terminated for cause or default.
2. Where the prospective primary participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.
3. No subcontract will be issued for this project to any party which is debarred or suspended from eligibility to receive federally funded contracts.



Signature Peter W. McMaster, PE

Associate Vice President
Title

ARCADIS U.S., Inc.
Contractor/Firm

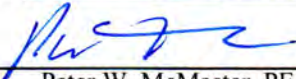
AFFIDAVIT CERTIFICATION
IMMIGRATION LAWS

The Gulf Consortium will not intentionally award Gulf Consortium contracts to any contractor who knowingly employs unauthorized alien workers, constituting a violation of the employment provisions contained in 8 U.S.C. Section 1324 A(e) {Section 274a(e) of the Immigration and Nationality Act ("INA").

The Gulf Consortium may consider the employment by any Contractor of Unauthorized Aliens a violation of Section 274A(e) of the INA. **Such violation by the Recipient of the employment provision contained in Section 274A(e) of the INA shall be ground for unilateral cancellation of the contract by the Gulf Consortium.**

BIDDER ATTESTS THAT THEY ARE FULLY COMPLIANT WITH ALL APPLICABLE IMMIGRATION LAWS (SPECIFICALLY TO THE 1986 IMMIGRATION ACT AND SUBSEQUENT AMENDMENTS).


Company Name: ARCADIS U.S., Inc.

Signature:  Title: Associate Vice President
Peter W. McMaster, PE

STATE OF Alabama
COUNTY OF Mobile

Sworn to and subscribed before me this 11 day of June, 2014.

Personally known 


NOTARY PUBLIC

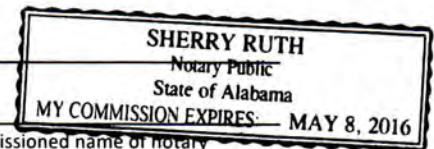
OR Produced identification _____

Notary Public - State of Alabama

(Type of identification)

My commission expires: _____

Printed, typed, or stamped commissioned name of notary



The signee of this Affidavit guarantees, as evidenced by the sworn affidavit required herein, the truth and accuracy of this affidavit to interrogatories hereinafter made.

**THE GULF CONSORTIUM RESERVES THE RIGHT TO REQUEST SUPPORTING DOCUMENTATION,
AS EVIDENCE OF SERVICES PROVIDED, AT ANY TIME.**

NON-COLLUSION AFFIDAVIT

I, Peter W. McMaster of the city of Spanish Fort, AL according to law on my oath, and under penalty of perjury, depose and say that:

1. I am Peter W. McMaster
of the firm of ARCADIS U.S., Inc.

in response to the Request for Proposals for:

The Development of a State Expenditure Plan for the Spill Impact Component of the RESTORE Act, and that I executed the said proposal with full authority to do so.

2. This response has been arrived at independently without collusion, consultation, communication or agreement for the purpose of restricting competition, as to any matter relating to qualifications or responses of any other responder or with any competitor; and, no attempt has been made nor will be made by the responder to induce any other person for Firm to submit, or not to submit, a response for the purpose of restricting competition;

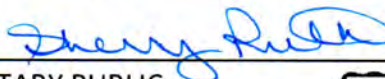
3. The statements contained in this affidavit are true and correct, and made with full knowledge that the Gulf Consortium relies upon the truth of the statements contained in this affidavit in awarding contracts for said project.


(Signature of Responder) Peter W. McMaster, PE

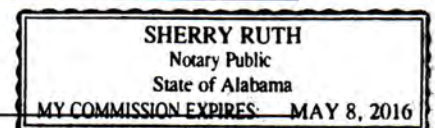
6/11/14
(Date)

STATE OF Alabama
COUNTY OF Mobile

PERSONALLY APPEARED BEFORE ME, the undersigned authority, Peter W. McMaster who, after first being sworn by me, (name of individual signing) affixed his/her signature in the space provided above on this 11 day of June 2014.


NOTARY PUBLIC

My Commission Expires: _____



DRUG-FREE WORKPLACE FORM


The undersigned firm/vendor in accordance with Florida Statute 287.087 hereby certifies that:

ARCADIS U.S., Inc.

(Name of Business)

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under response/bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under response/bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 (Florida Statutes) or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, or any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

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



Responder's Signature Peter W. McMaster, PE



Date

Appendix – Resumes



» Appendix - Resumes



Stuart Appelbaum | Program Manager

Mr. Appelbaum leads the Integrated Planning Group for ARCADIS' national water management practice. Mr. Appelbaum came to ARCADIS after a distinguished 35-year career with the U.S. Army Corps of Engineers (USACE) in water resources planning and policy, ecosystem restoration, adaptive management, and program management. In his last position with the USACE, he served as the Chief of the Jacksonville District's Planning and Policy Division, providing executive leadership and strategic direction for the District's water resources planning program in the state of Florida, Puerto Rico, and the U.S. Virgin Islands. Mr. Appelbaum also led an interagency, interdisciplinary team in developing the comprehensive plan to restore the Everglades that was authorized by Congress. He later served as the program manager for the Everglades restoration program, the largest ecosystem restoration program in the Corps of Engineers. He is a recognized expert in the planning and implementation of large-scale ecosystem restoration programs and projects, and has provided assistance on other large-scale ecosystem restoration efforts including Louisiana Coastal Areas, Puget Sound and the Missouri River. Mr. Appelbaum provides technical knowledge and experience in a variety of functional elements including planning, plan formulation, report preparation, economics, environmental, ecosystem restoration, and adaptive management. He has detailed knowledge of USACE and other federal agency policies, processes and procedures. He has expertise in interagency and interdisciplinary collaboration, partnering, consensus building, public involvement and outreach, and policy development. He is also a skilled communicator with national and local media, and government officials at all levels.



Education

BS, Civil Engineering, Polytechnic Institute of New York, 1975

MS, Water Resources Engineering, George Washington University, 1982

Years of Experience

Total – 37

Professional Affiliations

American Society of Civil Engineers

American Water Resources Association

Army Engineer Association

Society of American Military Engineers

Board of Directors, Florida Earth Foundation

Training

Conflict Management and Dispute Resolution

Organizational Leadership for Executives

Personnel Management for Executives

Project Experience

Rockaway Inlet to East Rockaway Inlet Reformulation Study: Jamaica Bay Analysis / U.S. Army Corps of Engineers, New York, NY. Senior formulation expert for the Jamaica Bay analysis of the Rockaway Inlet to East Rockaway Inlet Reformulation Study. The goal of the Reformulation Study is to reduce the vulnerability to major storms over time, in a way that is sustainable over the long-term, both for the natural coastal ecosystem and for communities in the Jamaica Bay region. The ARCADIS team considered a broad range of measures, including structural measures (e.g. gates, floodwalls, and levees), nonstructural measures (e.g. floodproofing, acquisition, and policy changes), natural and nature based features (e.g. wetlands, living shorelines, reefs and coastal and maritime forests), storm water improvements, wastewater treatment upgrades to improve water quality, community and parks (national and city) access, and evacuation routing. ARCADIS is evaluating alternatives from an engineering, economic, and ecological standpoint, including structural feasibility, geotechnical feasibility, cost, and ecological benefits or consequences.

Review of the Bay-Delta Conservation Plan / Delta Stewardship Council, Sacramento, CA. Senior analyst for governance, implementation, schedule, and adaptive management reviews. ARCADIS is the Independent Consultant to the Delta Stewardship Council for review of the Bay-Delta Conservation Plan (BDCP). The Bay Delta Conservation Plan is a habitat conservation plan and a natural community conservation plan to provide a comprehensive conservation strategy to restore and protect ecosystem health, water supply, and water quality. The geographic scope of the BDCP includes the Sacramento-San Joaquin Delta, an area of 1,300 square miles, and encompasses the 45,000 square mile Delta watershed. The BDCP is aimed at developing alternative conveyance facility through or around the Delta and ecosystem restoration measures to protect and enhance Delta habitat at an estimated cost of over \$24 Billion. As the Council's Independent Consultant, ARCADIS is charged with reviewing the BDCP and advising the Council



as to whether BDCP meets the requirements of the legislation for inclusion into the Council's Delta Plan.

Exploring the Reorganization of Levee Districts / Coastal Protection and Restoration Authority (CPRA), Baton Rouge, LA. Project manager for a study of levee districts and other water management entities conducted for the Coastal Protection and Restoration Authority and the Louisiana Department of Transportation and Development. The ARCADIS team was tasked with reviewing the existing state law created entities with responsibility for flood protection, determining whether their current alignments posed challenges to effective and efficient flood control in the state, considering alternative alignments, and recommending next steps. The Phase I report was required to be completed in time for the 2014 legislative session. In order to receive input and guidance from the relevant state agencies during the course of this project, CPRA established a Steering Committee that met with the ARCADIS team throughout the course of the study.

Inland Waterways Master Plan / Ministry of Transport, Brazil Advisor responsible for conducting a benchmarking study of the inland waterways system of the United States that supported development of a strategic plan for inland waterways transport in Brazil. The benchmarking study included research and analysis of the history of the inland waterways system and existing inland waterways infrastructure including locks, dams, and navigation channels for all major river basins; analysis of commodity shipments; and analysis of financing and governance of the inland waterways system in the United States.

USACE Jacksonville District: Chief, Everglades Division / South Florida. Program manager for the Everglades ecosystem restoration program, the largest ecosystem restoration program in the history of the Corps of Engineers, with an annual budget of over \$200 million and a total implementation cost of over \$13 billion. Also directed implementation of the \$2 billion program to rehabilitate the Herbert Hoover Dike around Lake Okeechobee. Served as primary spokesman for the Corps of Engineers on Everglades restoration. Routinely briefed members of Congress, Senior Administration Officials, and other elected officials on the status of program implementation and on key issues. Led numerous meetings and workshops with stakeholders and the public. Developed policy guidance and procedures for Everglades program implementation. Provided assistance to other large-scale ecosystem restoration projects in the U.S. including Louisiana Coastal Areas, Puget Sound and the Missouri River.

USACE Jacksonville District: District Planning Program / Jacksonville, FL. Developed and administered the Jacksonville District's water resources planning program in the areas of flood control, floodplain management, deep draft navigation, coastal protection, environmental studies, special studies, social and economic analyses and recreation development. Planned, directed and coordinated the activities of almost 100 engineers, biologists, economists, architects, planners and scientists. Led meetings and workshops with stakeholders and the public. Routinely briefed senior Administration officials, members of Congress, other elected officials and the public. Collaborated with Corps higher authority and non-federal sponsors to frame and resolve policy issues that affected execution of the Jacksonville District's program. Prepared draft legislation for studies and projects. Developed, reviewed, and negotiated numerous agreements between the Corps and non-federal sponsors.

USACE Jacksonville District: Chief, Ecosystem Restoration Branch / South Florida. Led a 150-member interagency, interdisciplinary team from over 30 Federal, State, tribal, and local agencies in developing the comprehensive plan to restore the Everglades that was authorized by Congress in the Water Resources Development Act of 2000. Coordinated the activities of interdisciplinary teams to formulate and develop alternative plans, conduct technical and NEPA analyses, and develop implementation strategies. Briefed senior Administration officials, members of Congress, the Governor and Cabinet of Florida, and other elected officials. Worked closely with stakeholders and other interests to resolve issues and concerns and to develop consensus on the restoration plan. Developed draft legislation to authorize and implement the restoration plan. Led the development and federal rule-making process for the programmatic regulations required by the Water Resources Development Act of that guides implementation of the Everglades restoration program.

USACE Jacksonville District: Kissimmee River Restoration Project / South Florida. Led an interdisciplinary, interagency team in the completion of the Kissimmee River Restoration feasibility study, the first ecosystem restoration project undertaken by the Corps of Engineers, which was authorized by Congress in the Water Resources Development Act of 1992. Responsible for study management, plan formulation, public involvement, development of policy, and report preparation.



Education

BSME, Mechanical Engineering,
Clarkson University, 1971

Years of Experience

Total – 43

Professional Registrations

Professional Engineer –
FL, LA, MS, NY, TN

Training

Construction Claims, Wilson
Management

Cost Estimating, Richardson
Construction

Peter W. McMaster, PE | Principal-in-Charge

Mr. McMaster has a broad set of management capabilities from his experience with other corporate entities prior to joining ARCADIS. These include positions from Senior Vice President through President, CEO and Chairman of the Board. In these varying positions he has been responsible for major restructuring, consolidation and acquisition all of which demanded the skill sets and knowledge required for management audits as most of these ventures required that step as preliminary assessment. Some of the major efforts include: established Decon and Recovery Services of Oak Ridge, LLC (DRS) to perform D&D of nuclear sites; established and managed Ingenieria y Asistencia de Mexico S.A. de C.V. to support other corporate companies in Mexico; and led the integration of four diverse companies as Chairman and President of the new consolidated company with international subsidiaries into one cohesive company. This required the evaluation of each and assessing and implementing the best management practices, HR functions, business practices, QA/QC and staff to successfully integrate the organization.

Mr. McMaster also has extensive experience in all aspects of the engineering and construction business from his tenure as President of a multifaceted organization that performed engineering, construction and contract operations. His experience includes not only the engineering side of the business in which he performed as Program Manager for large multidisciplinary programs but also the business side where he had complete responsibility for all corporate functions including finance HR and safety. The programs managed were for clients in both the municipal and industrial sector focused primarily on facilities associated with water and wastewater infrastructure. He is also experienced in facility operations including plant startup and troubleshooting, from his hands on experience with the facility operations company.

Project Experience

Emerald Coast Utilities Authority: Program Manager for Various Projects / Pensacola, FL.

Mr. McMaster has extensive experience with ECUA as he has served as our Program Manager for the projects since the firm started working with ECUA. He was responsible for the Program Oversight of ECUA's \$300 MM Central Water Relocation Facility plant relocation program and their Inflow/Infiltration (I/I) removal program. Additionally he has managed several management improvement projects including the recent Rate Study, Management Audit and Bond Report. He has very successfully managed the completed Design/Build project for the ECUA/Naval Air Station (NAS) force main and pump station project, which was a great success for all parties.

Alabama Gulf Coast Regional Sewer Supply District: Regional Wastewater Study, Conceptual Design and District Formation/ Mobile, AL.

Program manager for the development of a regional wastewater system that includes MAWSS, four local communities and Mobile County. A Regional Wastewater Study lead to the development of a Facility Plan for a new wastewater district to serve the citizens of Mobile County. The objectives were to develop a plan for providing reliable, cost-effective collection of treated wastewater from existing utilities and a central discharge that complies with stringent water quality limits, provides wastewater treatment to support the long-term needs of this area and protects the environment. Program entailed evaluation of existing local systems for ability to comply with new regulations, evaluation and assessment for alternate sites for a new regional wastewater treatment plant, route analysis for the necessary transmission systems, and the community outreach to ensure consensus for the project. A 150-MGD treatment plant, pump stations from 10 MGD to 80 MGD, force mains up to 54 inches in diameter, two river crossings and a new 150-MGD outfall were conceptually designed and valued at \$585 million.



Evaluation of alternatives based on environmental, engineering and economic criteria was performed to determine the best solution for centralized treatment and supporting conveyance infrastructure.

Jackson County Board of Supervisors: Industrial Water Project / Jackson County, MS. Program Manager responsible for all aspects of a \$40+ million water system that includes 86,000 feet of various sizes of water transmission main from 12- to 30-inch, several 20-, 24-, and 36-inch HDPE complex directional drills under the Pascagoula and Escatawpa Rivers of 24" HDPE piping on a 12" restrained ductile iron piping system on elevated pipe bridge crossing in a concrete utility chase, a 5-mgd water treatment plant with associated high service pumping, and a .75-mgd elevated water storage tank, Responsibilities include developing contracting strategy utilizing six contracts, schedule and cost control for all contracts, design oversight and constructibility reviews prior to bidding and construction management, and field engineering services for the implementation of all the contracts. Financial aspects include value engineering to maintain program budgets and managing the revenue streams from US EPA, Mississippi Department of Economic Development, the USACOE, Coastal Impact Assistance Program (CIAP), and local funds to complete the required funding requirements.

Monroe County Water Authority: East Side Water Supply Project / Rochester, NY. Project Officer responsible for program management of a new \$150M water system. Program consists of an 8-foot-diameter, 6000-lf tunnel into Lake Ontario with two lake taps, a riser well with screens, lake water pumping station, 16,000 lf of 54- to 60-inch raw water transmission piping, a new water treatment plant with high-service pumping, and associated distribution system improvements primarily consisting of 54- to 60-inch transmission piping to connect critical system components. The treatment plant and pump stations have infrastructure for expansion to 150 mgd but were initially designed and constructed at a system capacity of 50 mgd. Responsibility included scheduling, design, coordination of subconsultants and interfacing with the Authority Board.

New Orleans District, USACE: Hurricane Protection from Segnette Pump Station to Westwego Pump Station No. 2 / New Orleans, LA. Project includes the design of replacements for hurricane protection structures from the Segnette Pump Station to New Westwego Pump Station No. 2 in Jefferson Parish. The fast-track project is one of the high-profile, aggressive-schedule projects required to be completed by 2011. The work includes design and preparation of a design documentation report (DDR); plans, specifications, MII cost estimates, DrChecks, and construction schedules; engineering and design support during advertisement;

assistance to the government and the West Jefferson Levee District at public meetings; and coordination with all local, state, and federal authorities for the hurricane protection project. The design incorporates the latest Hurricane and Storm Damage Risk Reduction System Design Guideline.



John H. Hankinson, Jr. | Technical Advisor

Mr. Hankinson brings more than 30 years of government service in environmental policy and regulation. He recently served as an environment and conservation lands consultant, advising on land conservation, strategic land use decision-making, and constructive environmental management and policy projects across the Southeastern United States. In 2010, he was named to be the executive director of the newly established Gulf Coast Ecosystem Restoration Task Force. The Florida native has brought together industry, government and stakeholder groups to form partnerships to restore ecosystems across the southeast. He has worked on the National Estuary Program in the Gulf of Mexico and directed the development and implementation of a water quality protection plan for the Florida Keys National Marine Sanctuary. He also has more than 10 years of experience overseeing the restoration and protection of the St. Johns River system in Florida.

Education

Juris Doctor, University of Florida, 1979

BA, Florida Presbyterian College (now Eckerd College), St. Petersburg, Florida, 1970

Years of Experience

Total – 35

Awards and Appointments

Gulf Guardian Award, 2012

Gulf of Mexico University Research Collaborative Appreciation Award, 2012

Chair, Florida Audubon Society, 2007-2010

Environmental Law Section, Florida Bar, William E. Sadowski Memorial Public Service Award, 1997

Florida Audubon Society President's Award, 1995

1990 Public Interest Committee, Environmental Law Section, Florida Bar, Public Service Award, 1994

The Nature Conservancy Conservation Colleague Award, 1992

National Wildlife Federation, Florida Wildlife Federation, Land Conservationist of the Year, 1992

Southeastern Natural Resource Leaders Group, 1995 - 2001

Florida Keys National Marine Sanctuary Water Quality Steering, Co-Chair, 1994 - 2001

Project Experience

Executive Director, Gulf Coast Ecosystem Restoration Task Force: 10/2010 to 1/2013. In 2010 John was appointed by President Obama to oversee the work of the Gulf Coast Ecosystem Restoration Task Force comprised of the leaders of 11 federal agencies and the 5 Gulf States. John recruited, organized and led a large interagency and scientific staff in developing the "Gulf of Mexico Regional Ecosystem Restoration Strategy" as called for by Executive Order 13554. This effort involved extensive public outreach efforts in all five states, and the development of in depth scientific supporting documents. The Task Force achieved consensus on the Strategy after meeting in all five states and reviewing several draft proposals. The Strategy was finally released in Houston Texas on December 5, 2011. The Task Force continued to work on restoration implementation components such as streamlining permitting for restoration projects, development of a Gulf wide conservation strategy, and completion of scientific source documents. With the passage of the RESTORE Act, Congress directed that the Task Force support the work of the RESTORE Council in conducting its planning effort and incorporating the Task Force Strategy into RESTORE criteria. The Task Force completed its work on January 1, 2013.

Environment and Conservation Lands Consultant: 2/2001 to 10/2010. Sole practitioner providing consultant services to a diverse group of clients on land conservation, strategic land use decision-making, and constructive environmental management and policy projects. Projects include:

- Providing policy guidance and inter-governmental facilitation to Florida local governments on TMDL (Clean Water Act) implementation.
- Successfully managing the sale of environmentally sensitive lands in the Estero Bay Aquatic Preserve to Lee County, Florida.
- Working with clients to identify and evaluate brown fields' redevelopment and conservation real estate opportunities.
- Assisting in the commercialization of renewable energy technologies in Florida.
- Providing strategic advice to large landowners with regard to sustainable development, conservation land sales, and water resource projects.
- Assisting The Nature Conservancy in promoting good water policy development and implementation in the state of Georgia.



Regional Administrator, Region 4, US Environmental Protection Agency, Atlanta, GA: 1/1994 to 1/2001. John received a Presidential appointment as Regional Administrator for Region 4, USEPA, comprised of eight southeastern states. In this role he directed a staff of 1200 in administering EPA's programs for protection of health and the environment in the southeast. Major responsibilities included managing over \$500 million in grants annually for air, water, waste, and enforcement work, overseeing state implementation of federally delegated programs, and enforcing federal environmental statutes.

Accomplishments

- Everglades restoration, specifically establishing numeric water quality standards to protect Lake Okeechobee and the Glades, negotiating the multi-party Talisman (54,000 acres) acquisition, and providing leadership on water quality and wetlands protection in the development of the Comprehensive Everglades Restoration Plan
- Protection of water quality in rivers and streams through major enforcement actions against sanitary sewer violations in cities including Atlanta, Georgia, and Birmingham, Alabama.
- Provided leadership for major ecosystem initiatives such as the Gulf of Mexico Program, the Florida Keys Marine Sanctuary Water Quality Commission, and the Southeastern Natural Resource Leaders Group.
- Enforcing the conformity provisions of the Clean Air Act to move the Atlanta area towards compliance with the Act, and to insist that coal plants in the region met the requirements of the New Source Review provisions of the CAA.
- Refocusing the priorities of the Region to address disadvantaged communities through community superfund efforts, brownfields clean-up, and community revitalization in places like Charleston, SC, Louisville, KY, and Atlanta, GA.

Director of Coastal Programs, Legal Environmental Assistance Foundation, Tallahassee, FL: 1984 - 1985.

Attorney, Governor Bob Graham's Office of Planning and Budgeting, Tallahassee, FL: 1983 - 1984.

Director, Environmental Service Center, Florida Defenders of the Environment, Tallahassee, FL: 1981 – 1983.

Staff Counsel and Director, Florida House Committee on Regulatory Reform: 1979 – 1981.

Director of Planning and Acquisition, St. Johns River Water Management District, Palatka, FL: 1985 – 1994. In this position John directed the acquisition of 200,000 acres of environmentally sensitive lands through the Save Our Rivers and Preservation 2000 program. He was responsible for water resource planning work with local governments, working with the Florida Legislature in addressing District issues, and overseeing the management of the District's water resource lands. He also worked with Congress and the Corps of Engineers in funding and acquiring interests in land necessary for the Upper St. Johns River Basin Project.



VOLKERT

Education

BS, Marine Science, 1993

BS, Geology, 1993

Years of Experience

Total – 19

Training

Section 106 Essentials, Advisory Council on Historic Preservation

FDOT - Efficient Transportation Decision-Making (ETDM); Course BT-19-0045 (8 hr.)

FDOT, Dist. Three - Design Conference

FHWA-NH I- NEPA and Transportation Decision Making Course # 142005

FHWA-NHI Documenting NEPA and Transportation Decision Making Course #14205

FHWA - Southern Resource Center Course, CAL3QHC

FHWA - Environmental Workshop, Transportation Decision Making Through Environmental Leadership, Southern Resource Center

ADEM - Non-point Source Pollution Training Program

ADEM - Wellhead Protection/ Surface Water Symposium

MDOT - Project Development Manual Training

GDOT - Plan Development Process Training

Highway Traffic Noise Analysis TNM/Stamina (40 hr.), Univ. of Louisville, Dept. of Civil & Environ. Engineering

H. Buddy Covington | Technical Advisor

Mr. Hankinson brings more than 30 years of government service in environmental policy and regulation. He recently served as an environment and conservation lands consultant, advising on land conservation, strategic land use decision-making, and constructive environmental management and policy projects across the Southeastern United States. In 2010, he was named to be the executive director of the newly established Gulf Coast Ecosystem Restoration Task Force. The Florida native has brought together industry, government and stakeholder groups to form partnerships to restore ecosystems across the southeast. He has worked on the National Estuary Program in the Gulf of Mexico and directed the development and implementation of a water quality protection plan for the Florida Keys National Marine Sanctuary. He also has more than 10 years of experience overseeing the restoration and protection of the St. Johns River system in Florida.

Project Experience

Environmental Principal-in-Charge for Project Development and Environment (PD&E) Study for SR 87 from the North End of the Clear Creek Bridge to the Alabama State Line for FDOT.

State Road 87, a minor rural arterial, runs 21.1 miles from north of the Clear Creek Bridge to the Alabama state line. Environmental services involved analyzing existing conditions, determining impacts, coordinating with environmental agencies, and preparing environmental documentation to receive FHWA location design approval. A number of environmental reports were prepared including the contamination screening report, air screening report, wildlife and habitat report, noise study report, wetlands evaluation report, and the environmental assessment (EA Eighty-seven federally and state listed threatened and endangered species were provided to FDOT, through ETDM, by the U.S. Fish and Wildlife Service (USFWS) as potentially occurring along the corridor. Volkert Ecologists were able to reduce the list to 50 based on knowledge of required habitat and corridor land use analysis. The project site was investigated for potential contamination due to gas stations and farming by researching existing databases and conducting site reviews. The social impacts included relocation and impacts to residences and businesses in the project area. Volkert also developed cost estimates using the FDOT's Long Range Estimating (LRE) software; developed right-of-way estimates for each alternative; conducted a value engineering study; conducted public meetings/hearings to obtain input from stakeholders and to gain support and determine the preferred alignment.

Environmental Principal-in-Charge for the Post Katrina Finfish and Shellfish Recovery, Little Bay Peninsula, Bayou La Batre, Alabama for the Alabama Department of Conservation and Natural Resources (DCNR).

In 2005, Hurricane Katrina devastated coastal areas of Louisiana, Mississippi, and Alabama. At Little Bay, just west of the Bayou La Batre channel entrance, the increased surge helped to further erode a small peninsula that protected shellfish habitat and extensive salt marsh habitat. Volkert was selected to complete a full environmental and coastal engineering analysis of the project site as part of an ambitious project aimed at restoring the peninsula, providing new habitat for shellfish and finfish and the beneficial use of dredge materials in the creation of new salt marsh habitat. Volkert provided DCNR a turnkey project that included planning, environmental studies, permitting, surveying, coastal engineering, design, ecosystem evaluations, plans and specifications, administering the bid/contract process, CEI and project close out services.

Environmental Principal-in-Charge of Permitting and Environmental Documentation for Canal Restoration on Dauphin Island for Spectrum Associates.

Dauphin Island is a 15-mile long barrier island in south Mobile County, Alabama. The island in the project area is very low and subject to over-wash from the gulf during tropical storms and hurricanes. In 2005, Hurricane Katrina severely eroded



the shoreline washing over 100,000 CY of sand into residential canals located along the north shore. Volkert provided engineering and construction management services required to complete the canal restoration project. Volkert also provided permitting and other environmental services including preparation of an Environmental Assessment (EA), Section 404(b)(1) evaluation, permit application, provided agency/interagency coordination, and responded to comments on the public notice as part of an individual permit.



Education

Business Administration, Florida State University, 1993

Years of Experience

Total – 23

Training

FEMA Emergency Management Institute Advanced Professional Series

Tommy B. Horton | Technical Advisor

Tommy B. Horton specializes in emergency management and homeland security. As an executive consultant, he works with critical infrastructure, state agencies, local communities and industry. He provides business transformation solutions to identify all-hazards vulnerabilities, risks, consequences, and capacity to respond to and recover from natural and man-made incidents. He supports clients in ensuring efficient use of resources, incident management, operational resiliency and business /operational continuity. He is an expert in FEMA and DHS Program Management, planning, training, exercise and funding administration. Mr. Horton served on active duty and deployed to Iraq as a member of the Florida Army National Guard; Served 12 years as Infantry Communications Non-Commissioned Officer (NCO). As a Communications NCO in the 3rd Battalion, 124th Infantry Regiment, he was been responsible for coordinating secure communications for company and battalion level operations..

Project Experience

Florida Division of Emergency Management – Mitigation Programs / Florida. Project manager for support services to the Florida Mitigation Programs. Services included business transformation, technical field inspections, mitigation and long-term recovery planning, FEMA grants administration, disaster grants finance, post-disaster coordination, post-disaster loss avoidance and assessments. Aided the State of Florida in obtaining the FEMA “Enhanced Mitigation” status in 2008 and renewal in 2010.

Various Infrastructure Clients: Hurricane Sandy Technical Assistance / New York and New Jersey. Providing technical assistance to infrastructure clients in New York in New Jersey during the Hurricane Sandy recovery and mitigation process. Services include post-incident damage assessments, long-term recovery and mitigation strategy planning, business transformation solutions, FEMA funding assistance and executive consultation for community recovery. Clients include: NYCHHC; Bergen County Utility Authority; Westchester County; Brick, NJ; NYCDEP; USACE; Nassau County, NY; Highlands, NJ.

City of Birmingham: Debris Management Operations / Birmingham, AL. Debris management operations for post-incident, FEMA-funded debris removal from impacts of the April 2011 tornadoes.

Metro Water Services: Water Treatment Facility Mitigation / Nashville, TN. Project manager, developed FEMA funded post-disaster mitigation projects for water treatment facilities after a devastating 2010 flood event.

Northern Virginia Community College: Emergency Response Plans. Project manager for development of organization-wide as well as six campus emergency response plans. Conducted HSEEP table-top exercises for the newly developed plans.

Liberty, Calhoun and Columbia Counties: Post-Impact Support Services / Florida. Project manager, provided support services for post-impact activities during four presidentially-declared incidents. Also provided local Department of Homeland Security (DHS) program management support, as well as support for the DHS State Homeland Security Grant Program, planning, training and exercises.

Ingenuity, LLC: Principal / Florida. Led company in providing consultation to state and local governments in the areas of FEMA Programs, emergency management, information management, and technological security; Continuity of business/operations plans, disaster plans, and mitigation plans; Training, technical assistance, and implementation of consequence management plans; Post-disaster grant management and project management; Hazards and vulnerability assessments.

Florida Division of Emergency Management / Tallahassee, FL. Member of Director’s staff.



This page was left intentionally blank



Stephen Hogge | Intergovernmental Liaison

Stephen Hogge is an attorney and member of the Florida Bar with over 20 years combined experience as a public affairs and government relations professional for major state associations and private organizations, senior public policy director for the Florida Legislature, and senior policy consultant and project manager for the Florida Insurance Commissioner.

Project Experience

Consultant, Florida Office of Insurance Regulation (2013-Present). Provides senior level policy, project management, regulatory, communications and intergovernmental relations services to the Florida Insurance Commissioner and the Florida Office of Insurance Regulation on insurance topics ranging from federal health care reform, flood insurance, workers' compensation, and property insurance.

Owner, Stephen Hogge Consulting (2010-Present). Serves a variety of clients in a public affairs capacity. Clients include the Florida League of Cities and Florida Justice Reform Institute. Provided legislative training program for the Florida Association of Professional Lobbyists. Firm specializes in government relations, policy research and public affairs, public engagement, and communications. Services include professional advocacy at the state and local levels; public policy research, analysis and development; management of commissions/task forces; technical support and bill drafting; preparation of white papers and policy briefs; strategic planning and communications; project management, issue messaging, and legislative lobbying training seminars. Subject matter expertise includes: energy/utilities, government procurement, insurance (all lines from health to property/casualty), environment, financial services, health care, state court system, local government, workplace safety, taxation and budgets, transportation, criminal justice, tort reform, economic development, labor, judiciary and workers' compensation. Firm web site at www.StephenHogge.net.

Manager, Stephen Hogge, Esq., L.L.C. (2011-Present). Attorney providing legal services, including research, drafting, and representation. Firm available to provide representation in the areas of growth management, land use, zoning, annexation, contracts, insurance, legislation, and local government. Recently completed service as a member of the legal team defending the Florida Legislature's 2012 congressional redistricting plan.

Florida House of Representatives (1986-89; 1994-2010). Nonpartisan senior-level executive manager, policy director and attorney in a fast-paced, multi-directional environment for the following House Councils and Committees:

- Council Director, Policy Council (2008-10)(top policy body in Florida House and last stop before bills went to House floor; all areas including environmental policy, oil drilling, health care and insurance legislation)
- Policy Advisor to the Speaker of the House (2002-04) (areas of responsibility included local government, state procurement, affordable housing and the court system; handled press inquiries in area of responsibility)
- Senior Staff Director for the following committees: Juvenile Justice (2006-08); Judiciary (2004-06); Insurance (1998-02); Financial Services (including Insurance) (1996-98); Commerce (including Insurance) (1994-96); Tourism & Economic Development (1994); Policy Committee (2002-04) (composed of Speaker and all House chairs)
- Policy Chief, Safety & Security Council (2006-08)(criminal justice, court system, prisons, juvenile justice)
- Attorney for the following committees: Transportation (1986); Education (1986-89)

saltermitchell
COMMUNICATION + BEHAVIOR CHANGE

Education

J.D., Southern Methodist University School of Law (Dallas, TX) (self-funded)

B.A., International Studies, with honors, University of South Florida (Tampa, FL) (self-funded)

George Washington University (Washington, D.C.) (self-funded)

Other: Intern, UN, New York, NY & Scholarship to study Mandarin Chinese in Taiwan; Biology major for adult coursework at Florida State University.

Years of Experience

Total – 20

Selected Leadership Awards / Recognition

Political Endorsement, Tallahassee Democrat (local newspaper), Endorsed by editorial board for the Tallahassee City Commission, Seat 3, Primary and General Election.

Finalist, Leader of the Year, Leadership Tallahassee (Tallahassee Chamber of Commerce)

Winner (accepted on behalf of CONA), Sustainable Florida Best Practice Award (for Tallahassee Neighborhood Energy Challenge which I created and led), Non Profit Category (Founder/Chair of Energy Challenge)

Winner and Finalist, Tallahassee Democrat, Volunteer of the Year for Civic Services



This page was left intentionally blank



Carly Foster, CFM | Planning Task Leader

Ms. Foster is a specialist in organizational management and planning, with particular interest in the social mechanisms involved. Her education and experience have led to a well-rounded perspective and flexible work habits, enhanced by strong motivation and qualities of energy, creativity, and versatility. Ms. Foster has solid experience in property acquisition and development, negotiation, marketing, and design. She has considerable work experience with company operations, project management, and business plan development in both the public and private sector. She is skilled in solving and defusing complex problems in high-tension environments, with special skill at building effective, sustainable working relationships with clients and staff, and excellent management, negotiation, and public relations skills. Ms. Foster has found ways to apply these skills in a variety of fields, including environmental program development; disaster relief operations; marketing strategies in different fields; community, industry, and legislative liaison; and training.



Education

MS, Urban & Regional Planning,
Florida State University, 2010

BS, Political Science, Florida State
University, 2005

Years of Experience

Total – 10

Professional Registrations

Certified Floodplain Manager –
Florida

FEMA Certified Hazus Practitioner

FEMA Certified Hazus Trained
Professional

FEMA IS100 Incident Command
System

FEMA IS120 Community Disaster
Exercises

FEMA IS200 ICS for Single
Resources and Initial Action
Incidents

HAZUS-MH E313 Multi-Hazards

HAZUS-MH E317 Comprehensive
Data Management for HAZUS-MH

Professional Associations

American Water Works Association

Association State Floodplain
Managers

American Planning Association

Natural Hazards Mitigation
Association

Project Experience

Metro Water Services: Flood Mitigation Measures Phase I / Nashville, TN. As lead planner and technical lead, provided framework and strategic guidance to identify and implement 406 mitigation measures for water and wastewater treatment facilities following a 2010 catastrophic flood event. Metro Water Services serves a population of 600,000 in the Nashville area. Guided hazard mitigation proposal development and conducted benefit-cost analyses for two water treatment facilities. Provided framework and approach for the wastewater treatment facility team. Participated in extensive briefing workshops and collaboration with diverse stakeholders such as operators and engineers. Provided inter-governmental coordination and representation on behalf of the client to FEMA Region IV.

Florida Division of Emergency Management: State of Florida Enhanced Hazard Mitigation Plan / Tallahassee, FL. Integral author in the development of the 2010 update of the State of Florida Enhanced Hazard Mitigation Plan (SHMP).

Calhoun County: Calhoun RCMP Vulnerability Assessment / Blountstown, FL. Lead planner to execute enhanced risk assessments as outlined in 44 C.F.R. §201.6c2iiA, B and C for multiple Florida Counties. Deliverables include: Current Stock Inventory, Future Stock Inventory, Vulnerability Assessment, Land Use Maps and Preliminary Project Scopes that will result from the identification of vulnerabilities and strategies to address them.

Township of Brick: Hurricane Sandy Recovery and Mitigation / Brick Township, NJ. As lead planner, facilitating development of long-term recovery and mitigation plans and funding applications for residential and public housing and infrastructure following Superstorm Sandy. Performing multiple alternatives evaluation, measure prioritization, public outreach strategy, and website and database content management development. Approximately 10,000 structures in the floodplain need to be mitigated over the course of several years. Vast transportation and critical infrastructure recovery and mitigation are necessary. Working with the client to develop an integrated funding strategy that leverages resources and partnerships from a variety of sources including federal, state, private, and non-profit so that all funding gaps are identified and strategically filled, available funds are expended efficiently, and both urgent and long-term needs are met.

Liberty County: Local Mitigation Strategy Plan / Bristol, FL. Lead Planner in the development of the 2011 update of the Liberty County Local Mitigation Plan. Updated in accordance with the requirements of the Disaster Mitigation Act of 2000 and its implementing regulations: 44 CFR Part 201, in particular, 201.6. Capability Assessment and Affordable Housing and Planning Integration discussion sections added to enhance strategy development.



Nassau County Dept. of Public Works: Wastewater Program Management Services for Hurricane Sandy Recovery / East Rockaway, NY. Provided framework and strategic guidance to identify and fund 406 mitigation measures for a wastewater treatment facility inundated by Superstorm Sandy. Guided hazard mitigation proposal development and currently training engineers to complete benefit-cost analyses. Prepared briefings and policy guidance for diverse stakeholders.

FEMA Mitigation Grant Application Development: Working with multiple municipal and county-level clients in New York, Alabama, Florida and New Jersey, provides framework for damage assessment and documentation to maximize client reimbursement. Lead planner and analyst that develops benefit-cost analyses, coordinates with key stakeholders as well as state and federal reviewers, and submits applications for federal and state grants for multiple clients. Additional duties include grant management and project management as needed. Works with client and internal team members so that all documentation is audit-sound. Participates in extensive briefing workshops and collaboration with diverse stakeholders such as operators and engineers. Provides inter-governmental coordination and representation on behalf of clients to federal and state agencies.

Long-term Mitigation Program Support: Provides directional support for mitigation program development, implementation, tracking, and evaluation for Columbia County, Florida; Calhoun County, Florida; Township of Brick, New Jersey; and the State of Florida Division of Emergency Management Mitigation Bureau. Responsibilities include goal setting, community outreach, strategic partnerships, leveraging of funding sources, and project identification and implementation.

Loss Avoidance Assessment Methodology: Developed Florida's system and strategy for loss avoidance assessment for flood and wind mitigation projects. System and strategy is part of the requirement for a state to earn additional five-percent Hazard Mitigation Grant Program funding as a FEMA designated Enhanced State. This system and strategy has been integrated into an easy-to-understand electronic format that has been made publically available for use with all wind and flood mitigation projects. This product has been presented in several conferences and has helped position the State of Florida at the leading edge of mitigation in the country.

Public Assistance Reimbursement, 406 Mitigation, 404 Mitigation and FEMA Funding Guidance: Providing services related to public assistance reimbursement, 406 mitigation, 404 mitigation, FEMA funding guidance, and representation to FEMA. Team member providing support and guidance in city-wide project worksheet completion for emergency work and permanent restoration and

mitigation of the Township. Providing high-level strategic guidance for administrators and the office of the mayor as well as representation on behalf of the City to the state and FEMA.

Environmental Principal-in-Charge of Permitting and Environmental Documentation for Canal Restoration on Dauphin Island for Spectrum Associates. Dauphin Island is a 15-mile long barrier island in south Mobile County, Alabama. The island in the project area is very low and subject to over-wash from the gulf during tropical storms and hurricanes. In 2005, Hurricane Katrina severely eroded



Education

BS, Civil Engineering, University of South Alabama, 1998

BS, Microbiologist, Auburn University Main Campus, 1993

Years of Experience

Total – 17

Professional Registrations

Professional Engineer – AL, MS, LA, TN

Board-Certified Environmental Engineer

Professional Associations

Water Environment Federation

Chuck Starling, PE, BCEE | Engineering Task Leader

Mr. Starling is responsible for project management, planning, design, and preparation of plans and specifications for various water and wastewater projects. He is experienced in pump station design, force station design, gravity sewer design rehabilitation of gravity sewers, construction administration, and design and construction of water and wastewater treatment systems.

Project Experience

Emerald Coast Utilities Authority: ECUA I&I Program DTS Design / Pensacola, FL. Project manager for the design of approximately 150,000 linear feet of sewer rehabilitation via CIPP liners located in Downtown Pensacola, FL. This project is one of a number of projects that make up the ECUA Sewer Rehabilitation Program.

Emerald Coast Utilities Authority: Long-term Year 4 / Pensacola, FL. Project manager of the long-term flow monitoring project that consist of 12 long-term flow monitors and 4 rain gauges. This project is part of the ECUA Sewer Rehabilitation project and will be used to help calibrate a sanitary sewer system model.

Okaloosa County Commission: Soil Borings / Ft. Walton Beach, FL. Project engineer responsible for the oversight of two soil borings, development of field notes and setting of two piezometers. The purpose of the project was to evaluate the soil surface conditions to determine the feasibility of constructing a dam for water supply.

Okaloosa County Commission: Investigation of Burst Pipe / Okaloosa, FL. Project manager for a study of an existing 14-inch PVC wastewater force main that experience numerous fatigue failures. Responsibilities included coordinating field investigations and data collection, recommendation development and recommendation implementation. Recommendations resulted in a properly operating system.

Okaloosa County Commission: Convention Center Waterline Relocation / Ft. Walton Beach, FL. Deputy Project manager for the replacement and relocation of 2,600 linear feet of an 8-inch transite water main. Approximately 1,000 linear feet of the water main maintained the existing alignment and was replaced via pipe bursting. Responsibilities included; design, specification development, cost estimating, and project coordination.

Mobile Area Water & Sewer System: Big Creek Embankment Modification / Mobile, AL. Served as the construction administrator for the implementation of the Embankment Stabilization Project. The project primarily consisted of the installation of a toe drain, toe berm and several finger drains.

Mobile Area Water & Sewer System: Expansion and Upgrading of Virginia Street Pump Station / Mobile, AL. Project engineer responsible for design assistance, specification development and project management assistance for improvements to a quadruplex pump station with a peak flow of 27 mgd.

Mobile Area Water & Sewer System: Virginia Street Force Main Design / Mobile, AL. Project manager for the design of 4,000 linear feet of 36-inch diameter force main. Approximately 600 linear feet consisted of an aerial crossing of a contaminated superfund site. The project was designed to be constructed in two phases to allow for operation of the existing force main with sequential transfer of flows to the newly construct force main.

City of Mobile: McNally Park Nature Access Enhancement / Mobile, AL. Project manager for the development of an enhancement plan to the existing McNally Park. Responsibilities included project



coordination, conceptual design, cost estimating, and report development.

Utilities Board of Chickasaw: General Services / Chickasaw, AL.

Project manager responsible for assisting the City of Chickasaw in the development of FEMA worksheets and design documents for the repair of the aerators all of which is related to the damage caused by the complete submergence of the wastewater lagoon system by the Hurricane Katrina storm surge. In addition, assistance was provided on an emergency basis immediately following the hurricane to coordinate temporary means for operating the board's pump stations until the restoration of power.

Utilities Board of the City of Chickasaw Hurricane Ivan Response and Assistance / Chickasaw, AL. Project manager responsible for assisting the City of Chickasaw in the development of FEMA worksheets and design documents for the replacement of baffle curtains that were damaged during Hurricane Ivan.

City of Pascagoula: Pascagoula cMOM Task 2 / Pascagoula, MS.

Deputy project manager responsible for the preparation of program plans for various cMOM related items that include, engineering programs, SSO reporting, contingency plan for sewer systems, pump station operations, grease control program, pump station preventative maintenance program, etc.

City of Meridian: Bonita Dam #1 Remedial Repairs / Meridian, MS. Assisted in the oversight of multiple soil borings for the purpose of subsurface soil data collection and the installation of piezometers on the Bonita Lake Dam. Responsibilities included; data collection, installation direction assistance and installation record development.

City of Meridian: Meridian Bonita Lake Dam Phase 2 / Meridian, MS. Project manager for the Phase II rehabilitation of Bonita Lake Dam. The project consists of the design of a new embankment toe filter for control of the natural seepage.

City of Baton Rouge: Pump Station Rehabilitations / Baton Rouge, LA. Project manager responsible for the quality assurance and quality control reviews of five pump station rehabilitation designs in Baton Rouge.

Jackson County Utility Authority: Hurricane Response Services / Pascagoula, MS. Project engineer responsible for assistance in damage assessment of approximately 18 pump stations and 3 wastewater treatment plants, development of inspection reports to assist in creation of FEMA worksheets, cost estimating, assistance in development of multiple contractor work orders for work required to repair damage to the pump stations and treatment plants.

Jackson County Board of Supervisors: Final Design Segments 2A & 3A / Pascagoula, MS. Project engineer responsible for the design and technical specification development for 96,000 linear feet of water main ranging from 12- to 30-inches.



ERIN L. DEADY, P.A.

Education

Juris Doctorate: Nova Southeastern University, Shepard Broad Law Center, 2000

Master of Public Administration, Environmental Growth Management Fellow, Florida Atlantic University, 1996

Coursework: Master of Public Administration Program, University of the Virgin Islands, attended 1995

BA, Marine Science Affairs, University of Miami, 1993

Years of Experience

Total – 30

Professional Affiliations

Admitted to Florida Bar (2000), member of Executive Council for the Environmental and Land Use Law Section, 2002-Present.

Chair 2012-Present

Member of the American Institute of Certified Planners & the Florida Chapter of the American Planning Association.

Leadership in Energy and Environmental Design (LEED AP®), U.S. Green Building Council.

Gale Academy Board of the Friends of the Environmental Academy, Forest Hill High School, 2008-2010.

Participated in Southern Most AIDS Ride, Miami to Key West, to raise funds for AIDS/HIV Charities, 2004, 2008 & 2012.

Member, Alternative Water Supply Grant Selection Committee, SFWMD, May-June, 2003.

Erin L. Deady, PA | Funding and Eligibility Task Leader

Erin L. Deady, P.A., is a full service legal and consulting firm. The Firm is Small Business Administration federally-certified as a Woman-Owned firm. Firm President, Erin Deady, is a licensed attorney in Florida, a certified land planner by the American Institute of Certified Planners ("AICP") and a LEED AP. Ms. Deady's practice is primarily focused on public sector government representation but also includes numerous private sector and agricultural clients for environmental restoration initiatives, water, energy, climate, local government, administrative law and land use issues. Her experience includes litigation, public finance, special purpose governmental representation and creation and land use planning. Erin is a frequent lecturer and author on climate change, energy, environmental restoration and public finance issues.

Erin L. Deady, P.A. works with clients on all aspects of the RESTORE Act, U.S. Treasury Regulations and audit regulations as well as new procedures and rules to be developed by the Gulf Ecosystem Restoration Council including National Environmental Policy Act compliance, numerous aspects of Federal Grant compliance including 2 C.F.R. 200, new Federal Uniform Grant Guidelines promulgated by the Office of Management and Budget. Bringing significant experience in Federal-State Restoration initiatives and the layered applicability of Federal and State environmental regulatory procedures such as CWA, NEPA and State of Florida Environmental Resource Permitting, Ms. Deady assists clients in helping shape the Gulf Restoration process. Ms. Deady has good relationships with several of the agencies influencing the Gulf Restoration process including the Departments of Interior and Commerce and the U.S. Army Corps of Engineers. Finally, having secured and / or administered over \$6 Million in various grants for local governments, Ms. Deady and the Firm provide necessary grant compliance, monitoring and leveraging experience.

Ms. Deady is currently representing three (3) Florida Counties regarding RESTORE Act issues, advising them on the rulemaking process for the Treasury Regulations and providing extensive comments on the Draft Treasury Regulations. She has drafted numerous comment documents on the various phases of the Natural Resource Damage Assessment process and the Gulf Coast Ecosystem Restoration Council's Draft Initial Comprehensive Plan: Restoring the Gulf Coast's Ecosystem and Economy and accompanying Draft Programmatic Environmental Assessment. Ms. Deady has provided comments on behalf of these Counties on the final work products and comment letters for the 23 County Gulf Consortium. Representation has also included providing comments to the State of Florida on their evolving audit procedures and accompanying County Commissioners and staff to meetings in Washington D.C. to meet with agencies and the Florida delegation on various RESTORE-related issues and preparing materials for those visits. Finally, Ms. Deady has made numerous presentations to various RESTORE Committees established by local governments including Lee County and Escambia County.

Project Experience

Environmental. Clients have included local governments, Special Districts, private sector companies, agricultural and Tribal entities involving environmental restoration, development and regulatory issues such as jurisdictional wetlands, endangered species, and water resources management and planning.

Energy. Work has included projects public and private sector clients on the development of energy financing programs and incentives for project development related to energy efficiency, energy financing, energy conservation planning and project management, green building, federal and state legislative issues and renewable energy.



Land Use. Projects have included work with multiple consulting teams as both Project Manager and Sub-contractor on projects related to comprehensive planning, code development and project approval.

Water Use and Planning. Represented clients before local, state and federal agencies, on wetland and water resources permitting, federal and state rulemaking and legislative issues.

Sustainability and Climate Change. Projects have included securing funding for and development of numerous sustainability and climate change plans and integration of these issues into the local government planning process.



April Salter, APR, CPRC | Public Engagement and Outreach Task Leader

April Salter is a communications veteran with extensive national and statewide experience developing creative, cutting-edge approaches to communications and marketing challenges. Known as a top crisis-communications and cause-related marketing expert, Ms. Salter is called on to consult on a variety of high profile issues and causes. Her experience developing community engagement strategies spans more than 20 years and includes diverse initiatives across virtually every county in Florida. Ms. Salter develops overall campaign strategies and initiatives on major projects. Current clients include Plum Creek, Bank of America, the Florida Outdoor Advertising Association and others.

saltermitchell
COMMUNICATION + BEHAVIOR CHANGE

Education

BA, English Literature, 1996, Florida State University

Years of Experience

Total – 30

Professional Certifications

Certificate of Accreditation in Public Relations from the Universal Accreditation Board of the Public Relations Society of America
Certified Public Relations Counselor

Professional Affiliations

International Rhino Foundation, Board of Directors
Florida House, Florida's Embassy in Washington DC, Board of Trustees
Florida TaxWatch, Board of Trustees
Florida Public Relations Association, member (previously served as VP, Accreditation; VP Golden Image; President, Capital Chapter)
Leon County Schools Foundation, Board of Directors

Her career has included senior management positions in education; economic and tourism development; health care and social services; environmental and growth management agencies, and as a top executive advisor. She was appointed by President Clinton to serve on the White House Conference on Tourism and Travel leadership team to develop environmentally friendly tourism strategies for the nation's hospitality industry. Prior to starting her agency, she worked for eight years in key state agencies such as the Department of Environmental Protection, the former Florida Department of Commerce, and as communications director to Governor Lawton Chiles.

Project Experience

President and Chief Operating Officer for Salter>Mitchell from 1999-Present. Develops effective campaigns that get measurable results as partner in an integrated marketing and communications company with a unique emphasis in behavior change. Leads a team of senior-level Florida media and public relations pros along with some of the nation's top behavior-change communications experts. Has extensive statewide and national experience in developing creative, cutting edge approaches to communications and marketing challenges. Provides strategic direction, campaign oversight, campaign planning and quality control. Worked with Florida business, healthcare, international trade, tourism and environmental reporters and the Capital Press Corps for more than 20 years and has counseled governor, state agency heads, non-profits and business leaders on important areas of state policy. Has worked on more than 50 state and national research projects, and supervised numerous telephone, mail, and executive interviews and focus groups. Experienced at conducting and analyzing qualitative and quantitative research.

In 2014, the Commonwealth Institute honored Salter>Mitchell as one of the Top 100 Women Led Businesses in Florida (#26). In 2012, she received the state's highest public relations honor – the John W. Dillon Award for professional service to the public relations profession. Ms. Salter has directed award-winning campaigns for clients such as: the International Rhino Foundation, Executive Office of the Governor, Florida Department of Health, The Florida Council of 100, State Farm, Humana, Florida TaxWatch, American Heart Association, American Cancer Society, American Lung Association, Florida Retail Federation, Coalition to Prevent Underage Drinking, and many more. She has been awarded an Emmy, a Silver Anvil and twice won the Dick Pope All Florida Golden Image Award for developing the best public relations campaign in Florida.

Communications Director for the Office of the Governor in Florida under Lawton Chiles from 1996-1999. Responsible for directing, supervising and coordinating public information activities in all executive agencies of state government.



Communications Director, Florida Department of Environmental Protection from 1994-1996. Assisted the Department through the merger of two agencies (former Department of Natural Resources and Department of Environmental Regulation), developed communications strategies for complex environmental issues, including Everglades restoration, water quality and quantity issues and environmental permitting, etc.

Public Information Director for Florida Department of Health and Rehabilitative Services in 1994. Brought in as part of small inter-agency crisis management team to stabilize and ultimately dismantle what was then the largest state agency in America.

Communications Director for Florida Department of Commerce from 1991-1994. Directed communications efforts for promotion of Florida's tourism, international trade and economic development initiatives.



Rob Daoust | Planning - Science

Mr. Daoust has substantial project and program management experience and has overseen over \$2.0 million worth of coastal protection, ecological science and restoration-based projects for a variety of municipal and state agencies across Florida, Georgia, and Louisiana. His recent work has focused on flood risk reduction associated with planning for extreme storm events and sea level rise. Mr. Daoust manages ARCADIS' Ecosystem Restoration and Coastal Protection practice, a national team with staff in California, Florida, Louisiana, and New York. Mr. Daoust's team includes experts in climate change / flood risk reduction studies; working most recently in New York City and south Florida on climate change adaptation to mitigate future flood risks associated with extreme storm events and sea level rise.



Education

Studying towards PhD Biological Sciences, University of South Carolina

MS, Biological Sciences, Florida International University, 1998

BS, Geography, McGill University, 1993

Years of Experience

Total – 19

Professional Recognition

US-Japan Long-Term Ecological Research Exchange Program, 2001

Wade T. Batson Fellowship in Biology, University of South Carolina, 2001

Royal Canadian Geographic Society Undergraduate Research Fellowship, 1992

Professional Affiliations

American Society of Limnology and Oceanography

Ecological Society of America

Estuarine Research Federation

South Florida Association of Environmental Professionals

National Association of Environmental Professionals

Society of Wetland Scientists

Project Experience

Port Authority of New York and New Jersey: Southwest Brooklyn Waterfront Study / New York, NY.

Managed a project analyzing innovative applications of dredge material to construct green infrastructure that will enhance the resiliency of southwest Brooklyn against scenarios of projected sea level rise. The study investigated off-shore, near-shore, and on-shore applications for dredge material. The off-shore application will utilize modified stainless steel gabion baskets containing geotextile bags filled with dredge material to construct breakwater features at the 10-foot bathymetric contour line. An intertidal wetland constructed with a geotextile bag foot and free placement of dredge material will be placed to provide additional resiliency in the near-shore environment. A multipurpose berm/levee constructed using a geotextile tube inner core will provide on-shore protection. The final recommendations selected application methods based on economic viability, construction methods, regulatory framework, and commercial availability.

Confidential Client: Post-Sandy Flood Exterior Flood Barrier Conceptual Design and Planning / New York, NY.

Managed a project to identify and design flood protection solutions for two large commercial properties in adjacent to the Hudson River in lower Manhattan and Jersey City. The Scope of Work includes evaluation and review of local building codes and regulations in New York and New Jersey that have been, or will be, modified as a result of Hurricane Sandy; determination of required flood protection design height elevations to protect against 1 in 100 and 1 in 500 year storm events as well as accounting for sea level rise projections over the 25 years; storm surge, wave, and 3-D computation fluid dynamics modeling to assess flood risks and identify highly vulnerable areas; development of conceptual design for flood protection systems; preparation of a Basis of Design Report and preliminary plans and specifications for flood protection systems; cost estimation of proposed flood protection solutions; and calculations of installation times and storage requirements.

Confidential Client: Post-Sandy Flood Risk Reduction & Mitigation Study / New York, NY.

Project manager for a project to develop a conceptual flood risk reduction plan for five major buildings in lower Manhattan that were substantially impacted by flooding during Hurricane Sandy. The project included a baseline assessment of flood damage; storm surge, wave, and flood modeling to identify high risk features on each property; development of preliminary conceptual plans and renderings for flood risk reduction solutions that mitigate risk on each property; and preparation of cost estimates and schedules for design and implementation of proposed flood risk reduction strategies.

South Florida Water Management District: Submerged Aquatic Vegetation (SAV) Monitoring in the Southern Indian River Lagoon, St. Lucie Estuary, and Lake Worth Lagoon / West Palm Beach, FL.

Project manager and principal Investigator on a project that included bi-monthly monitoring of abundance, composition, and distribution of submerged aquatic vegetation (SAV) at 15 locations in



3 coastal systems along the east coast of Florida as part of the Restoration, Coordination, and Verification (RECOVER) program of the Comprehensive Everglades Restoration Plan (CERP). As Principal Investigator, Mr. Daoust utilized advanced statistical analysis to evaluate changes in SAV community structure through the project period. This included participation on the joint SFWMD-U.S. Army Corps of Engineers Jacksonville District's Monitoring & Assessment Program's Northern Estuaries Module Team and SAV Assessment Subteam. The data collected through this study were used by the RECOVER team to establish baseline conditions in SAV community structure before implementation of CERP projects, all of which are aimed at improving water quality conditions in these three systems.

Plaquemines Parish Government: Cat Island East and Cat Island West Restoration Projects, Phase I / Belle Chasse, LA.

Project manager for a project to develop conceptual designs and prepare all supporting documentation, including a bird surveys and comprehensive wind-wave analyses, for the installation of an artificial oyster reef and use of dredged materials to restore Cat Island West and Cat Island East. These two small islands provide critical habitat for the Louisiana-listed endangered Brown Pelican and suffered significant land loss since the 1980s, with both island shrinking in size from approximately 40 acres to just over 1 acre. The conceptual

designs include placement of artificial oyster reefs to serve as wave break and use of dredged materials from a nearby burrow site to restore the two islands with a exposed land mass of 10 acres. The first phase of the project included preparation of all permit application materials and successful acquisition of required permits from state and federal regulatory agencies for restoration of both islands.

Plaquemines Parish Government: Buras Living Shoreline Protection Project / Belle Chasse, LA.

Project manager for a project to develop conceptual designs and prepare all supporting documentation for the conceptual design and permitting of living shorelines to enhance coastal resiliency in an area experiencing severe erosion and marsh degradation adjacent to a popular recreational marina. The project was divided into three phases with the first utilizing Deltalok® vegetative bags to strengthen the shoreline immediately to the north of the marina. The second phase includes a hybrid mixed-use living-shoreline / break water with fringing marshes surrounding a levee core topped with a recreational pathway to access fishing platforms and for bird viewing. The third phase included placement of Hesco® baskets as offshore breakwaters with the submerged portion filled with oyster shells to provide new oyster habitat and the tidal portion planted with *Spartina alterniflora* (Smooth Cordgrass).



VOLKERT

Education

BS, Civil Engineering, 1974
U.S. Army Corps of Engineers
Planning Associates Program, 1983

Years of Experience

Total – 39

Training

US-Japan Long-Term Ecological
Research Exchange Program, 2001
Wade T. Batson Fellowship in
Biology, University of South
Carolina, 2001
Royal Canadian Geographic
Society Undergraduate Research
Fellowship, 1992

Professional Affiliations

Society of American Military
Engineers, Member

Paul Bradley, PE | Planning - Project Evaluation

Mr. Bradley joined Volkert after a distinguished 37-year career with the U.S. Army Corps of Engineers (USACE). Mr. Bradley currently serves as a project manager for environmental permitting and supporting studies and documentation for the approximately \$5M restoration program for the Port of Gulfport Mississippi and the project manager for environmental permitting in support of the Alabama State Port Authority's navigation facilities maintenance, and their intermodal container transfer facilities in Mobile Alabama. This work includes extensive permitting activities with the USACE, endangered species coordination for sea turtles and Gulf sturgeon with the National Marine Fisheries Service, coordination with the U.S. Fish and Wildlife Service, Water Quality Certification and Coastal Zone Consistency, and coordination with other federal and state agencies.

Project Experience

His last role with the USACE was Chief of the Mobile District's Environmental Branch and Assistant Chief of the Planning and Environmental Division. Mr. Bradley was responsible for overseeing and conducting planning and environmental evaluations for complex water resources projects in the Mobile District including the Northwest Florida area and adjacent Alabama projects.

He has extensive experience in leading interdisciplinary teams in the development of economically and environmentally sound projects. Mr. Bradley was responsible for the Mobile District Civil Works Environmental Program, including adhering to annual operating budgets and schedules, water quality and coastal zone consistency certification/permits, ecosystem restoration, beneficial uses of dredged material, mitigation, monitoring/ adaptive management, environmental impact analyses, public outreach, threatened and endangered species, and contracting.

Mr. Bradley was the principal author of numerous Environmental Impact Statements, and he was the environmental project manager responsible for planning and implementation of water resources projects in Mobile District including Coastal Alabama and Northwest Florida. Among these were Mobile Bay Watershed, Mobile Harbor, Pensacola Harbor, Deadman's Island Pensacola Bay (Grant), Escambia River/Macky's Island restoration, and environmental analysis for dredging Bayou Chico.

When the Deep Water Horizon oil spill occurred, Mr. Bradley served in the Incident Command Center as the District Liaison working with the U.S. Coast Guard and a Federal and State multi-agency task force to identify critical Coastal resources and measures of protection from the oil spill. In post spill efforts, Mr. Bradley led a District wide assessment of sediments to determine the impacts of the spill on Federal navigation projects.

Mr. Bradley served as the District Liaison in the Florida Emergency Command Center, Tallahassee, Florida in response to Hurricane Opal.

Mr. Bradley's experience also includes involvement in development and implementation of the Mobile District's long-term management strategies for federal navigation channels including those in Alabama and Northwest Florida. His area of responsibility included 2,008 miles of navigation channels and seven deep draft, 24 shallow draft, five inland waterways, and 22 locks and dams. Work in this capacity involved the nation's second largest dredging program. He worked on a routine and frequent basis with the District's major waterway users, waterway user associations, local sponsors, port authorities, and the U. S. Coast Guard.

Mr. Bradley also led the team for Escambia River and construction of the dredged material beneficial use area at Macky Island.



This page was left intentionally blank



Brett McMann | Planning - Project Evaluation

Brett McMann has experience in the planning and design of water resources, flood protection, and ecosystem restoration projects in Southeast Louisiana. Mr. McMann was part of an ecosystem restoration planning team as part of Louisiana's 2012 Coastal Master Plan. Additionally, he has experience in the planning and design of levees, pump stations, coastal ecosystem restoration, wetlands value assessments, borrow source identification, engineering feasibility and cost benefit analysis, municipal utility replacement, and field condition assessments of federal installation utilities.

Project Experience

Louisiana Coastal Protection and Restoration Authority (CPRA): South Central Coastal Planning Study / Iberia and Saint Mary Parishes, LA. Project Engineer for the planning level design and cost estimates for a new flood protection system across St. Mary and Iberia Parishes. The planning level preliminary design consisted of sizing features based on the hydrodynamic modeling for the design storm event. Features included various gate structures, levee systems, highway crossings, and railroad crossings. Cost estimates were developed by comparing recently bid items of similar size and type and making adjustments based on scale and project conditions. For the levee sections, construction layout had to be developed and construction methods had to be predicted in order to determine fill cost. During the study, alignments were modified and refined to maximize cost benefit ratios.

Louisiana Coastal Protection and Restoration Authority (CPRA): 2012 Master Plan for a Sustainable Coast / Louisiana-statewide. Project Engineer: Organized effort to develop attributes for approximately 400 restoration and hurricane protection project to enable numeric modeling of potential future large civil engineering projects. Completed GIS analysis of data to assist in creating individual project attributes. Completed numeric analyses of regional sediment borrow areas to provide project planning tool with available sediment constraint data. Completed decision criteria analysis and decision rules to assess future effects on federal navigation channels in study area based on eco-hydrology and morphology model outputs. Assisted in post-processing model output data for handoff to other analytical software. Participated in numerous public outreach engagements such as local and regional public meetings and engagement with key focus groups. Co-developed Excel tools to facilitate production of approximately 400 project fact sheets containing key project attributes and model outcomes. Produced GIS maps and fact sheets in support of the Master Plan document and presentations.

Louisiana Coastal Protection and Restoration Authority (CPRA): Southwest Coastal Louisiana Feasibility Study/ Calcasieu, Cameron, and Vermilion Parishes, LA. Project Engineer: Assisted in the feasibility-level cost development QA/QC effort lead by CPRA and the US Army Corps of Engineers. Duties included analysis of all line-item cost values calculated by the US Army Corps of Engineers related to fill material, pipeline relocations, real estate values, flood gate construction, pump station construction, and environmental mitigation. Assisted CPRA in identification of cost-saving measures which could be implemented to improve overall cost/benefit ratios calculated in the feasibility analysis.

Louisiana Coastal Protection and Restoration Authority (CPRA): Upper Barataria Basin Risk Reduction / Lafourche, St Charles, St James, St John the Baptist and Assumption Parishes. Project Engineer: Organized QA/QC effort to assess proposed project costs and features of other consultant teams. Organized effort to compare various cost calculation methodologies for CPRA to enable fair assessment of the various proposed alignments. Assisted in the hydrologic analysis of storm surge data to determine flooding potential and structural protection requirements.



Education

BC Civil Engineering, Louisiana State University

Years of Experience

Total – 4

Professional Registrations

2010: EIT, Civil Engineering Reg. No. 29909 in LA

Professional Affiliations

ASCE Baton Rouge Branch

ASCE COPRI LA Branch

Louisiana Engineering Society

Plaquemines Parish Government: Restoration Program Management / Plaquemines Parish, LA. Project Engineer for the conceptual design management and programmatic permitting of the Plaquemines Parish Vegetative Ecosystem Restoration Program. During the conceptual design and layout, ARCADIS worked with the design engineers determining least impacts, cost effective alignments considering constructability, mitigation, and synergy with other projects. ARCADIS was also responsible for all of the hydrodynamic modeling and data collection for all ridges. Part of the data collection included identifying still water elevations and design wave heights for different storm frequencies to compare to the future constructed levee reach heights. With the design still water elevations and wave heights, ARCADIS performed the wave attenuation modeling (WHAFIS) for all of the conceptual reach layouts to determine the effect of the ridge at dissipating the energy and decreasing the significant wave heights. ARCADIS was also responsible for identifying potential borrow areas in the river, as well as the project side of the ridge system, requiring close coordination with the state on project planning efforts. This was done to optimize ridge heights and ridge widths based on different alignments. The programmatic permitting involved developing the programmatic permitting approach and plane, as well as assisting the design engineers with the least environmental impacting design and layout.

Plaquemines Parish Government: Cat Island Restoration / Plaquemines Parish, LA. Project Engineer: Assisted in identification and preliminary design of dredge containment options, including earthen, geotube, and living options, for non-conventional, deep, open water containment. The study also involved the assessment of fill options and identification of borrow sources, fill volumes and dredging cost, as well as bank stabilization options, which included stone, shell, and living shoreline options (filled gabion and oyster breaks), as well as an island surface that was conducive to the habitat of the target species. These islands serve as critical nesting habitat for coastal shorebirds, including Brown Pelicans, Roseate Spoonbills, Ibis, turns and others. The islands have been rapidly eroding and have lost over 90% of their landmass in the last 15 years, losing this critical habitat for nesting birds. From the study, cost effective and sustainable alternatives were developed and a template was created for the restoration of small, back barrier bird nesting islands in the Barataria Basin.

Plaquemines Parish Government: Beneficial Use of Dredged Material (BUDMAT) / Plaquemines Parish, LA. Project Engineer: Assisting in developing projects, developing the Project Management Plans (PMP), and negotiating the work split between the parish and USACE for "in kind" services with the USACE. Reviewed draft (PMPs) provided by the Corps and made recommendations on how

to reduce cost. ARCADIS is performing Project Management, Plan Formulation, Engineering Design, Real Estate, Adaptive Management and Monitoring, and Team Coordination. Provided technical support and guidance in identifying potential projects, developing quantities, and project prioritization.

Ecosystem Investment Partners: Restoration Feasibility Study and Wetlands Value Assessment / Orleans Parish, LA. Project Engineer: Project included evaluation of the feasibility restoring approximately 17,000 acres of brackish marsh in Southeastern Louisiana as compensatory mitigation for unavoidable impacts to waters of the United States, including wetlands, resulting from activities authorized under Section 404 of the Clean Water Act (Section 404) and Section 10 of the Rivers and Harbors Act of 1899 (Section 10) and/or LA. R.S. 49:214.21-214.41. Tasks included preparing a Wetlands Value Assessment based on the Coastal Wetlands Planning, Protection, and Restoration Act Wetlands Value Assessment Methodology using Coastal marsh Community Models.

Louisiana Coastal Protection and Restoration Authority (CPRA): Exploring the Reorganization of Levee Districts-Senate Concurrent Resolution 39 / Louisiana-statewide. Project Engineer: There are more than 250 governmental entities with legal authority over surface water in Louisiana. Of these, roughly 75 are created in state law, including the state's 26 levee districts. Initial information on the 26 levee districts has been developed as part of the previously completed preparatory work. The Phase 1 study gathered baseline information on the roughly 50 other state law created entities, as well as additional information needed on the 26 levee districts analyzed as part of the preparatory work. Using a scientific rationale, the current alignments of the flood control entities were analyzed to determine if they are adequately aligned. Although excluded from the study, information from SLFPA-East and SLFPA-West Bank was developed to support the analysis. The levee districts and state water district were consulted with during the study.

Parish of East Baton Rouge Dept. of Public Works: Sanitary Sewer Overflow Program / Baton Rouge, LA. Project Engineer: Project included upgrades to eight existing pump stations and construction of a new pump station with Peak Future Wet Weather Flows ranging from 763 gpm to 21,236 gpm. Duties include calculations for pump sizing and selection, as well as wet well design and general civil layout for duplex and triplex variable speed pumping stations.



Ned Fernandez, CFM | Planning - Project Evaluation

Education

MSP, Urban and Regional Planning, Florida State University, 2011

BS, Interdisciplinary Social Sciences, Florida State University, 2007

BS, Political Science, Florida State University, 2007

Years of Experience

Total – 5.7

Professional Registrations

ASFPM Certified Floodplain Manager (CFM)

Certificate in Urban Design, Florida State University

Specialization in Environmental Planning and Natural Resource Management, Florida State University

Professional Affiliations

American Planning Association

Natural Hazards Mitigation Association

Association of State Floodplain Managers

Florida State Hazard Mitigation Planning Advisory Team (SHMPAT)

Edward J. Fernandez specializes in disaster planning, risk and vulnerability analysis, and grants management. Mr. Fernandez provides ongoing support to the Florida Division of Emergency Management with project and grants management. He has worked on a variety of planning projects and has assisted in the development of several hazard mitigation plans, primarily conducting the risk and vulnerability portions of each plan. Mr. Fernandez has extensive experience developing Hazard Mitigation Grant Program Applications and 406 Hazard Mitigation Proposals, with a specialization in project cost-effectiveness. He has also developed methods for post-disaster loss avoidance assessment, in order to analyze return on investment for flood and wind hazard mitigation projects.

Project Experience

Post-Hurricane Sandy Critical Facility Hazard Mitigation Measures, New York. Provided support in the development of Hazard Mitigation Grant Program (404) Applications and/or Public Assistance (406) Mitigation Proposals, for multiple clients impacted by Hurricane Sandy in the Northeast United States. Highly involved in the development all required elements for each 404 application and 406 proposal, including the scope of work, budget, and schedule. Worked with each project team to ensure each mitigation activity is eligible, technically feasible, cost-effective, and in compliance with all EHP requirements.

Post-Hurricane Sandy Reconstruction: Minimum Design Level of Protection. U.S. Power Generating Company: Gowanus South Pier Project, New York City, New York. Provided a determination on the minimum flood design level of protection for US Power Generating Company's impacted facilities following Hurricane Sandy. Conducted a review and provided a recommendation on newly enacted policy relating to the City of New York's Building Code standards, as well as recent flood map changes which guided design and reconstruction efforts.

Post-Nashville Floods Critical Facility Hazard Mitigation Measures. Metropolitan Water Services, City of Nashville / Davidson County, Tennessee. Provided support in the development of Public Assistance (406) Mitigation Proposals, for two water treatment facilities damaged by the Nashville Floods in May 2010. Primarily involved in determining project cost-effectiveness, employing the FEMA Benefit Cost Analysis Toolkit.

FEMA Hazard Mitigation Assistance Grant Application Development. Flood Drainage Mitigation Measures - City of Birmingham, Alabama. Provided support with the development of Hazard Mitigation Grant Program (404) applications for several minor flood control projects throughout the City of Birmingham. Primarily assisted with each mitigation project's determination of cost-effectiveness. Worked with the team to submit complete and competitive grant applications to the Alabama Emergency Management Agency.

Local Hazard Mitigation Plan Updates. Calhoun, Columbia, and Liberty Counties, Florida. Assisted in the development of the 2010 updates of the Calhoun County, Columbia County, and Liberty County Local Hazard Mitigation Plans. Developed and implemented a methodology for a buildout analysis in order to anticipate the impacts of hazards and future development in each county. Provided each client with a companion report outlining safe growth and future land use recommendations to reduce hazard vulnerability. Each mitigation plan was approved by the Florida and FEMA swiftly after completion.

Hazard Mitigation and Management Consulting Services. 1) Florida Division of Emergency Management: Bureau of Mitigation, Tallahassee, Florida. Provides ongoing planning services to the Florida Division of Emergency Management: Bureau of Mitigation in order to promote continuity



and improvement of mitigation related activities and planning processes. Assists in operations review and SOP development to improve efficiency and effectiveness. Developed loss avoidance assessment methods to analyze post-disaster mitigation project cost-effectiveness for flood and wind hazards. Provides ongoing hazard mitigation planning and management consulting services as directed by the client. **2) Calhoun County, Florida.** Provides ongoing hazard mitigation planning, exercise and training, and management consulting services to the Calhoun County Department of Emergency Management. Assists the Director with development and project management for the county's various hazard mitigation grant projects, and conducts DHS HSEEP exercises and trainings. Maintains and updates the Calhoun County Comprehensive Emergency Management Plan (CEMP), Logistics Plan, Continuity of Operations Plan (COOP), and Local Hazard Mitigation Plan as required by state and federal regulations.



Education

BS, Chemical Engineer, University of South Florida, 1994

Years of Experience

Total – 11

Professional Registrations

Fundamentals of Engineering - Florida

Lynn Spivey | Planning - Environmental & Permitting

Ms. Spivey has extensive design experience related to the design and permitting of water and wastewater treatment systems and plant startup. She has served as a design lead and project manager for various projects with mechanical design experience ranging from treatment facility modifications to pipelines. Ms. Spivey understands intricate design details of mechanical systems and brings knowledge of successful installations throughout her years of experience. She is an excellent communicator with demonstrated success in building productive business relationships including those at Florida Department of Environmental Protection (FDEP), Southwest Florida Water Management District (SWFWMD), Florida Fish and Wildlife Conservation Commission (FFWCC) and Pinellas County Business and Development Review. Ms. Spivey also has a wide range of experience in capital improvement funding; she has built an excellent rapport with funding agency representatives, community personnel, community leaders and consulting engineers.

Project Experience

Hernando County, Phase I& II WW Funding / Brooksville, FL. Project manager for the funding of phase I&II of the County's regional wastewater plan. Oversaw the submittal of the Florida Department of Environmental Protection State Revolving Fund program requirements, including a Facility Plan and Capital Finance Plan. Successfully obtained funding for pre-construction and construction phases for the expansion of the County's Glen, Airport, and Ridge Manor WRF and related infrastructure projects.

Hernando County: Seville Water Treatment Plant Modifications / Brooksville, FL. Project manager for the design modifications to the Seville WTP. Responsible for the design oversight of the addition of a new high service packaged pump station, a new 2.0-MG GST, bulk sodium hypochlorite chemical system, new emergency generator and modifications to the existing WTP plant for connection to the new plant.

Columbia County, October Rd Water Main Extension / Ellisville, FL. Project manager for the Florida Department of Environmental Protection grant funding for the extension of the Ellisville water main extension to October Rd. Project work includes submittal of a Request for Inclusion to FDEP, development of a Facilities Plan and Business Plan.

Temple Terrace Regional Reclaimed Water Master Plan Cooperative Funding Initiative / Temple Terrace, FL. Project manager for the submittal of a Cooperative Funding Initiative (CFI) request through SWFWMD to obtain funds for a reclaimed water master plan. The CFI was successfully granted in April 2012. The master plan includes coordination with multiple municipal and private partners to create a regional reclaimed network.

Dale Mabry AWWTP Headworks Replacement Project / Tampa, FL. Permitting oversight for the design and construction services for the new headworks structure at the Dale Mabry AWWTP. Work included the oversight of permitting requirements for FDEP, SWFWMD, and Hillsborough County Planning and Growth Management including application preparation and submittal and coordination and correspondence with the County and permitting agencies through the permitting process.

Tampa Bay Water: Lithia Hydrogen Sulfide Removal Facility / Tampa, FL. Lead permitting oversight for the design and construction services of the Lithia HSRF. Responsible for the permitting of the HSRF ozone treatment plant that will be constructed to replace the existing cascade aerators at the Lithia WTP for hydrogen sulfide (H₂S) removal. The HSRF will receive water from the Tampa Bay Water South Central Hillsborough Regional Wellfield, remove the H₂S and supply the ozonated water to the Lithia WTP and/



or to the Tampa Bay Water Regional Line. Tasks for this project include design, permitting, and construction documents for raw water piping, onsite ozone generation, liquid oxygen (LOX) storage, oxygen vaporization, side stream injection, high service pump station, chemical storage and injection, and electrical generators. Permitting responsibilities included oversight for the Environmental Resource Permit and the LOX storage (feed system and vaporization), and the Hillsborough County Site Development Permitting.

Tampa Bay Water: Study of Water Delivery Options / Tampa, FL. Deputy project manager for the evaluation of alternatives to increase flow and pressure from Tampa Bay Water's Lake Bridge Water Treatment Facility to Pasco County distribution system, including upgrading the facility or installing a new connection to the regional system. Project also included the design and installation of an interim improvement to ensure adequate supply for Spring 2005 and provisions for future booster pumps. Project tasks also included assistance in development of a Memo of Understanding, which Tampa Bay Water entered into with Pasco County, which outlined action items required to modify three existing Points of Connection POC within the Pasco distribution system. Currently working on the design for interim improvements at the Odessa Booster Pumping facility, which includes the installation of an additional booster pump for increased capacity from the pump station.

Polk County: Northeast Regional Wastewater Treatment Facility / Bartow, FL. Deputy Project Manager for the interim treatment modifications and the design of the full plant expansion from 3.0 to 12.0 mgd. Project design included modification of the oxidation ditch technology to a BNR system, expansion of the secondary clarifiers, cloth media filtration, and high level chlorine disinfection. Submittals included a preliminary design report, fast track interim modifications, wetlands study for permitting for surface water discharge and 30%-Final design submittals.

Pinellas County South Cross Bayou Water Reclamation Facility UV System / Palm Harbor, FL. Permitting Manager for the UV System design and installation for tertiary treatment of the South Cross Bayou effluent to Surface Water Discharge. Project scope included development of the Operational Protocol Manual, and protocol for the 21 day permitting compliance testing through start-up of the 10-mgd UV system.

Peoples Energy Resources Corporation: Due Diligence Assistance / Orlando, FL. Project engineer responsible for due diligence services including: on site facility and associated property inspection; Phase I & II Environmental Site Assessment review;

review of existing permits; compliance review; analysis of pending environmental regulations and cost implications.

Due Diligence Assistance: Project engineer responsible for due diligence services including: on site facility and associated property inspection; Phase I & II Environmental Site Assessment review; review of existing permits; compliance review; analysis of pending environmental regulations and cost implications



VOLKERT

Education

MS, Biology (Coastal Zone Studies), 1992

BS, Biology, 1980

Years of Experience

Total – 34

Professional Registrations

Florida Statewide Wetlands Delineation Cert. #62-340 FAC

Certified Environmental Professional #05040349

Professional Wetland Scientist #1206

Certified Senior Ecologist

USFWS Native Threatened Species Recovery Permittee – Gopher Tortoises - MS, LA, AL #TE25343A-0

Paul Looney, CEP, PWS, CSE | Planning - Environmental & Permitting

Mr. Looney has spent his entire 25-year professional career as an ecologist working in the Panhandle of Florida working in wetlands and watersheds from Mobile Bay to Apalachicola Bay. He has experienced the Northwest Florida natural environment as a regulator and as a consultant. He has completed specific analyses of the Escambia/Pensacola Bay system and the Santa Rosa Sound in association with the development of Water Quality Based Effluent Limitation (WQBEL) Studies for wastewater facilities discharging into the system. With the Florida Department of Environmental Protection (FDEP) deadhead logging program, he was responsible for the ecological analysis of the Perdido, Escambia, Yellow, Shoal, Choctawhatchee, Chipola, Apalachicola, Econfinia, and Ochlocknee river systems from the Florida state line to the coastal estuaries for each river. These ecological assessments required natural resource understanding and a Rosgen Classification for each of the evaluated river segments. The permitting also required close coordination with the USFWS, USACE, and NMFS. He has completed formal wetland jurisdictional determinations with the FDEP and the USACE; ecological evaluations of wetlands using the Uniform Mitigation Assessment Method (UMAM) as well as the Wetland Rapid Assessment Procedure (WRAP) and developed an adaptation of Hydrogeomorphic (HGM) wetland evaluation specific to coastal fringing wetland types in the Mobile Delta that was accepted by federal and state regulatory agencies (USACE, USFWS, NMFS, USEPA, ADEM).

Project Experience

Ecologist for ADCNR Environmental Services for the Gulf State Park Infrastructure Improvements and Restoration. Mr. Looney's responsibilities included review and revision of the three existing versions of the HCP for GSP and to revise and update the DMP for current conditions and permit conditions. He participated in the PEIS writing and research team and was part of the multiagency coordination needed to complete the project. He developed up-to-date GIS based mapping for the ADCNR and USFWS to document all past changes and the current status of dune restoration at GSP. Mr. Looney participated in multi-agency field reviews, briefings, and strategy sessions. He also participated in the twice weekly ADCNR coordination meetings for the completion of the proposed infrastructure improvements.

Project Manager for Water Quality Based Effluent Limitations Studies, Pensacola Bay System. As part of the permit renewal process for wastewater treatment facilities (WWTF) the Emerald Coast Utilities Authority contracted with Volkert to complete two separate WQBEL studies for their Pensacola Beach and the Main Street facilities. The projects required extensive knowledge of water quality and wastewater treatment in Santa Rosa Sound and the Pensacola/Escambia Bay systems. All reports required knowledge of the surface water bodies as well as all point and non-point source discharges to Santa Rosa Sound and Escambia/Pensacola Bay. Water quality modeling depicted the larger estuarine systems, concentrating on the potential for impacting adjacent conditionally approved shellfishing waters. The final reports were used by FDEP as guidance for future WQBELs in the state. The Main Street WQBEL was selected for presentation at the 2006 NAEP national conference.

Environmental Program Manager for PD&E Study for SR 30E Cape San Blas from North of Test Site D3A Entrance to Coastline Drive known as Stump Hole.

Environmental Program Manager for Project Development and Environment (PD&E) Study for SR 87 from the north end of the Clear Creek Bridge to the Alabama State Line.

Environmental Project Manager for Environmental and Design Services for Reconstruction of SR 281 (Avalon Boulevard) from SR 8 (I-10) to SR 10 (US Highway 90) and SR 90 from SR 281 to SR 89 in Santa Rosa County.



This page was left intentionally blank



VOLKERT

Education

BA, Geography (Environmental Planning Emphasis), 1991

Minor, Biology

Graduate Course Work, Biological Science

Years of Experience

Total – 21

Professional Registrations

Registered Environmental Property Assessor #2891

Alabama Cert. Environmental Auditor (CEA) #2261

Florida Water Quality Analysis Certification #89

FDEP Stormwater Management Inspector #28596

Florida Fish and Wildlife Conservation Authorized Gopher Tortoise Agent Permit # GTA-12-00044

USFWS Native Threatened Species Recovery Permittee – Gopher Tortoises – AL, MS, LA, #TE25343A-0

Brett Gaar, REPA, CEA | Planning - Environmental & Permitting

Mr. Gaar joined Volkert in 1992 and has 21 years of environmental project experience. He is responsible for all aspects of project development and environment studies (PD&E) and corridor studies, and has conducted over 300 Phase I Environmental Site Assessments (ESA). Essential functions include delineating wetland areas and wetland/upland vegetation; surveying endangered species; water sampling; hazardous waste research and reports; and securing permits. Mr. Gaar has performed several hundred jurisdictional wetland determinations and submerged aquatic vegetation (SAV) surveys for clients in Florida and Alabama. He has secured numerous National Pollutant Discharge Elimination System (NPDES) permits, Section 404 and Section 10 permits from the USACE, and coastal permits from various state Departments of Environmental Protection.

Project Experience

Program Manager of Environmental Services for the Gulf State Park Infrastructure Improvements and Restoration for ADCNR. Mr. Gaar's responsibilities included coordination with survey teams for wetland delineations, cultural resource evaluation, and land survey for all trail enhancements being proposed. He directed development of the EINHS, HCP and DMP for Gulf State Park to update all documents to current plans and concerns. Mr. Gaar was part of the PEIS writing and research team and participated in twice weekly coordination calls between ADCNR and all consulting companies working on the NRDA PEIS and the GSP infrastructure improvements. He coordinated and conducted several agency site reviews to provide USFWS, DOI, and NMFS personnel with an understanding of the history, progress, and planned future improvements to the GSP planned as part of the Round 2 NRDA project. Mr. Gaar also worked with DOI, ADCNR, and USFWS to expedite a quick review and concurrence from USFWS for the overall Section 7 consultation and Biological Opinion. This allowed ADCNR to quickly prepare for the implementation of the final infrastructure improvements.

Environmental Permitting for the Post Katrina Finfish and Shellfish Recovery, Little Bay Peninsula, Bayou La Batre, Alabama for the Alabama Department of Conservation and Natural Resources (DCNR). In 2005, Hurricane Katrina devastated coastal areas of Louisiana, Mississippi, and Alabama. At Little Bay, just west of the Bayou La Batre channel entrance, the increased surge helped to further erode a small peninsula that protected shellfish habitat and extensive salt marsh habitat. Volkert was selected to complete a full environmental and coastal engineering analysis of the project site as part of an ambitious project aimed at restoring the peninsula, providing new habitat for shellfish and finfish and the beneficial use of dredge materials in the creation of new salt marsh habitat. Volkert provided DCNR a turnkey project that included planning, environmental studies, permitting, surveying, coastal engineering, design, ecosystem evaluations, plans and specifications, administering the bid/contract process, CEI and project close out services.

Environmental Permitting and Environmental Documentation for Canal Restoration on Dauphin Island for Spectrum Associates. Volkert provided engineering and construction management services to restore the canal, provided permitting and other environmental services including preparation of an Environmental Assessment Section 404(b)(1) evaluation, permit application, provided agency/interagency coordination, and responded to comments on the public notice as part of an individual permit.

Agency Coordination for Hurricane Ivan Debris Recovery in Coastal Alabama for the Alabama Department of Conservation and Natural Resources. Volkert worked with the ADCNR to coordinate all debris removal with other interested agencies and municipalities.



This page was left intentionally blank



Jason Gault, PE | Engineering - Civil Engineering

Education

BS, Civil Engineering, Mississippi State University, 1999

AA, Engineering, Meridian Community College, 1996

Graduate Studies – MSCE Civil Engineering Mississippi State University Ongoing

Years of Experience

Total –12

Professional Registrations

Professional Engineer – AL, MS

Mr. Gault is experienced in designing a wide range of civil engineering projects. He has extensive knowledge of watershed modeling and design of storm drainage structures, as well as an in-depth knowledge of GIS development and use of data for planning and presentation purposes. Mr. Gault has been involved in the design of numerous sanitary sewer and stormwater pump station, force main, and gravity main projects. His years of experience as City Engineer of the City of Meridian, Mississippi have enabled him to develop excellent project management skills. He has managed a diverse range of projects concurrently and has a well-developed ability to interact with elected officials, contractors, developers, and the general public.

Project Experience

Emerald Coast Utilities Authority: NASP Lift Stations and Force Main / Pensacola, FL. Prepared plan and profile drawings, lift station site and grading plans, reviewed plan drawings, coordinated with existing utilities, and provided permitting assistance for construction of 13.5 miles of sanitary sewer force main and three lift stations.

USACE - New Orleans District: WBV-74 and WBV-09b Sector Gate / New Orleans, LA. Design of 70-cfs pumps station, consists of two electric submersible axial flow pumps, as part of the USACE New Orleans Hurricane Protection Program. Contributed to initial layout of the pump station site plan. Generated the pump system curves, utilized Hydraulic Institute and USACE Standards to design the intake channels and discharge piping.

Westchester County: Crane Road Bridge Environmental Documentation / Scarsdale, NY. Utilized existing GIS and floodplain data to analyze the effects of various bridge replacement and/or repair alternatives to the 100-year floodplain elevation.

USACE - New Orleans District: Western Tie-in Levee Align 3 / New Orleans, LA. Generated pump station hydraulic calculations and aided in report preparation of an Alternatives Analysis Report for a 145-cfs pump station for the USACE.

USACE - New Orleans District: Hurricane Protection from Segnette Pump Station to Westwego Pump Station No. 2 / New Orleans, LA. Design of 400-cfs pump station as part of the USACE New Orleans Hurricane Protection Program. Generated the pump system curves, utilized Hydraulic Institute and USACE Standards to design the intake channels, formed suction intakes, and discharge piping. Station includes 3 diesel driven vertical turbine pumps with formed suction intakes.

USACE - New Orleans District: Wbv-09b EDC and Wick Drain / New Orleans, LA. Reviewed and responded to submittals and requests for information for 70-cfs electric submersible mixed flow pumps, discharge piping, trash rack and automated screen cleaner, and other pump station equipment.

USACE - New Orleans District: Oakville Levee Inspection / New Orleans, LA. Provided analysis and inspection of the Ellerslie and Gordy Pump Stations as part of the USACE's Flood Damage Reduction Program. This included review of existing pump station documentation, preparation of the pump station portion of the pre-inspection report, visual inspection of the pump stations and preparation of the pump station portion of the final inspection report.



USACE - New Orleans District: Highway 90 Pumping Station / New Orleans, LA. Provided design services for the WBV-76 Highway 90 Pump Station. This stormwater pump station has a design capacity of 145 cfs and is part of the U.S. Army Corps of Engineers' New Orleans Hurricane Protection Project. The services provided include hydraulic head calculations, pump intake design, discharge pipe and energy dissipation basin design, civil site layout, and coordination with other design disciplines.

USACE - New Orleans District: WBV 16.2 EDC - Bayou Segnette / New Orleans, LA. Reviewed and responded to submittals and requests for information for 133-cfs vertical turbine pumps, 415-hp diesel engine pump drives, right angle gears, trash rack and climber screen cleaner, and other pump station equipment.

Alabama Department of Transportation: Kilby Natural Channel and Wetland Design / Montgomery, AL. Utilized ArcGIS and GIS data to create surface model, delineated drainage basins, and generated composite curve numbers NRCS Curve Number Method for the Kilby Ditch Watershed Model.

Okaloosa County Commission: OCWS - Fairchild Road Lift Station / Okaloosa, FL. Prepared sanitary sewer force main plan and profile drawings, lift station site plan design and layout, and FDEP Transmission Main Permit. Project consisted of one lift station and approximately 6,600 linear feet of 10" force main.

Alabama Gulf Coast Regional Sewer Supply District: Design Services / Mobile, AL. Provided design assistance for sanitary sewer force main crossing the Mobile River, valve station, and diffuser outfall.

City of Meridian: Meridian Bonita Lake Dam Phase 2 / Meridian, MS. Project Manager for construction of approximately 1,900 linear feet of filter drain on the downstream side of Bonita Lake No. 1 Dam, construction of 375 linear feet of 10x8 concrete box culvert in a channel that parallels the dam, and construction of a gabion structure for energy dissipation downstream of the new box culvert. Project utilized Community Development Block Grant funding. Designed additional ditch rehabilitation that includes construction of gabions along approximately 650 feet of an existing ditch. The project also included installation of two raw waterline ditch crossings, 1,200 linear feet of concrete sidewalk, and asphalt parking lot expansion.

Emerald Coast Utilities Authority: Naval Air Station Design of Pump Stations and Force Mains / Pensacola, FL. Prepared preliminary plan and profile drawings, lift station site and grading plans, review of plan drawings, and provided permitting assistance.

City of Chickasaw: Renovation & Dredging / Chickasaw, AL. Design of 200 linear feet of 24-inch sanitary sewer gravity main to permanently bypass a failed section of sewer line.

Jackson County Board of Supervisors: Hurricane Recovery Services / Pascagoula, MS. Provided construction observation services, reviewed all requests for information and pay requests, prepared change orders, and presented change orders to the Board of Supervisors.



Education

MSCE Computational Hydrodynamics, University of Notre Dame 2005

BSCE Structural Engineering, University of Notre Dame 2002

Years of Experience

Total –9

Professional Registrations

Professional Engineer – CO

Hugh Roberts, PE | Engineering - Coastal Engineering

Mr. Roberts is a water resources engineer and project manager specializing in numerical modeling applications for coastal, riverine and hydrologic applications. He has supervised, managed, analyzed and designed projects ranging from storm surge protection systems, sea level rise vulnerability assessments, environmental impact studies, coastal restoration analyses, and design and optimization of hydraulic controls. Mr. Robert's core technical experience includes hydrodynamic, nearshore wave, hydrologic, water quality, morphological and transport numerical modeling. He has gained extensive knowledge of the Gulf Coast, particularly Louisiana, Texas and Florida, as part of the hydrodynamic and wave model team providing support to the U.S. Army Corps of Engineers (USACE), Federal Emergency Management Agency (FEMA) and the State of Louisiana Office of Coastal Protection and Restoration (OCPR). Mr. Roberts' has also managed ARCADIS' role in five FEMA DFIRM projects along the Gulf of Mexico and Atlantic coasts, including managing an interdisciplinary team of over sixty engineers and scientists from the USACE, academia, and other consultancies for the coastal DFIRM study in Texas.

Project Experience

University of Central Florida (UCF): Florida Panhandle and Northwest Florida FEMA Flood Maps Development / Orlando, FL. Assisted with the FEMA map modernization program for the Northwest Florida Water Management District, as a subcontractor of UCF. This work centered on the creation of an ADvanced CIRCulation (ADCIRC) storm surge model covering the gulf coast shoreline of Franklin, Jefferson, Wakulla, Escambia, Santa Rosa, Okaloosa, Walton, Bay and Gulf Counties and portions of the state of Alabama. Responsibilities included support and expert peer review in the construction of the ADCIRC finite element meshes, derivation of variance surface characteristics, including the manning-n bottom friction parameter, the anisotropic wind reduction length scales, and the vegetative canopy parameter and model validation with four historical hurricanes that made landfall in or near the Florida Panhandle. Production simulations of hundreds of synthetic hurricanes and tropical storms were completed, followed by statistical analysis of surge and wave return periods to define FEMA coastal flood mapping values in the region.

New York City Economic Development Commission: NYC Storm Surge and Wave Study / New York, NY. Project manager and technical lead for storm surge and wave model simulations to evaluate proposed regional and local coastal flood protection measures. Risk levels were determined considering Superstorm Sandy and multiple theoretical hurricanes developed as part of the FEMA DFIRM analysis for the region. Proposed flood protection measures were optimized in both the alignment and design elevation in order to reduce the risk of flooding from storm events, wave attack and sea level rise.

CPRA: State Louisiana 2012 Master Plan- Storm Surge and Wave Analysis / Baton Rouge, LA.

Work group leader for the storm surge and wave analysis team for the 2012 OCPR State of Louisiana Master Plan. As a senior engineer and project manager, lead the effort to analyze the protection potential of hundreds of proposed coastal restoration and protection projects in coastal Louisiana, including levee alignments, barrier island restorations, ridge restorations, and various types of marsh restoration efforts. This required applying statewide topographic, bathymetric and land use/land class (LULC) data to include in the ADCIRC and Simulating WAVes Nearshore (SWAN) hydrodynamic and wave models. The project also included analysis of potential future scenarios, such as sea level rise, subsidence and marsh degradation. Coordinated with multiple work groups to define and exchange statewide data files to define and analyze these scenarios.

The Nature Conservancy: Sea Level Rise Impact Analysis / Corpus Christi, TX. To better understand the consequences of sea level rise on the natural environment and the resulting increased risk of coastal communities, examined variance in response of storm surge and nearshore waves for hurricane events in four locations along the Gulf of Mexico coast. Using hydrodynamic and nearshore wave numerical models, the analysis incorporated three scenarios of sea level rise, subsidence and land loss via marsh degradation. The nonlinear spatial impacts on storm surge and waves, due to sea level rise and extreme events, were analyzed. Results were compared to critical locations, such as population centers and threatened ecosystems. Sensitivity analyses were completed to inspect the impact of marshes on attenuation of storm surge and waves.

Bay Park Sewage Treatment Plant: Extreme Weather Vulnerability Assessment / Nassau County, NY. Reviewed climate change publications for Nassau County in New York. Provide a coastal flooding and extreme weather risk assessment for the Bay Park area. Determine the flood proof structure design criteria for the waste water treatment plant after Superstorm Sandy. Incorporate projected sea level rise into the design.

USACE-New Orleans District: Louisiana Coastal Protection and Restoration Project / New Orleans, LA. A member of the design team that utilized cutting-edge storm surge and wave modeling methodology to investigate flood control alternatives in southern Louisiana. Sensitivity studies were completed on storm surge and wave characteristics for a wide range of coastal restoration and hurricane protection concepts, such as the effects of barrier islands, marshland, waterway conveyance, sea level rise, and strategically positioned manmade levees. Responsibilities included the use of ADCIRC and STeady State spectral WAVE (STWAVE) models, application of the Joint Probability Method-Optimal Sampling (JPM-OS) methodology, quality control of results, regression analysis for study comparisons, processing and archiving tens of terabytes of information and technical report writing for the U.S. Congress.

USACE-New Orleans District : Atchafalaya River Flow Stage Curve and Stage Level Return Period Analysis / New Orleans, LA. Managed the construction, testing and validation of version SL17 of the Southern Louisiana ADCIRC model. This model development was motivated by a need to improve the ability of the Southern Louisiana model compute higher flow rates in the Atchafalaya River while simultaneously maintain accurate representation of tides, wind waves and hurricane storm surge under high riverine stage conditions. This is due to the possibility of high stages coinciding with a hurricane and therefore a detailed evaluation of the hydrodynamics

and associated probabilities of this event were necessary. The result of this study is a high resolution ADCIRC model of the Atchafalaya Basin that incorporates the most up-to-date elevation and LULC data available. The model was validated and performs well under tidal and surge conditions, as well as various flow rates ranging from 70,000 to 500,000 cfs.



Chris Marr, EI, CDT | Engineering - Coastal Engineering

Mr. Marr has served as engineering technician for sewer rehabilitation projects by providing design drawing assistance and specification development, and is currently providing construction oversight services on an advanced surface water treatment facility.

Project Experience

Emerald Coast Utilities Authority / Florida Division of Emergency Management / Pensacola, FL. Field representative responsible for collecting high water mark data and providing client with lift station damage assessment throughout the system, as well as deliverable preparation.

Jackson County Board of Supervisors: Jackson County Water Supply Project / Jackson County, MS. Field representative responsible for the construction oversight of an advanced water treatment facility. Currently activities include, shop drawing and submittal review, oversight of the construction of a sedimentation structure, an operations and membrane building, and an effluent pump station.

Emerald Coast Utilities Authority / DTS A5-B2 Sewer Rehabilitation Project / Pensacola, FL. Engineering technician responsible for the assisting the design team with preparation of contract drawings and specifications for the rehabilitation of gravity sewers via open-cut replacement.

Emerald Coast Utilities Authority / DTS A4-A4A Sewer Rehabilitation Project / Pensacola, FL. Engineering technician responsible for the assisting the design team with preparation of contract drawings and specifications for the rehabilitation of gravity sewers via open-cut replacement.

Jackson County Utility Authority: Water Quality Project / Jackson County, MS. Field representative responsible the coordination of water quality samples, compilation of water quality data, coordination of data analysis and report development.

South Coast Engineers, LLC, Fairhope, AL. Engineering Intern (September 2012-July 2013). Engineering technician responsible for coastal shoreline monitoring and survey work, as well as report preparation.

University of South Alabama, College of Engineering, Mobile, AL. Research Assistant/Teaching Assistant. Applied coastal engineering techniques to discrete projects including coastal and estuarine circulation, spatial variability of residence time, tidal exchange between an estuary and the Gulf of Mexico. Assisted with teaching laboratory classes. Collected and analyzed data offshore on research vessel. Developed and fabricated GPS-enabled drifters. Collaborated discrete research for a common objective as part of a research team.



Education

BS, Civil Engineering, University of South Alabama, 2010

MS, Civil Engineering, University of South Alabama, 2013

Years of Experience

Total -3

Professional Registrations

Fundamentals of Engineering Certified (2010)

Certified Construction Documents Technologist (CDT)



This page was left intentionally blank



VOLKERT

Education

BS, Civil Engineering, 1995

Years of Experience

Total –19

Professional Registrations

Professional Engineer - FL, AL

Professional Associations

American Society of Civil Engineers

Water Environment Federation

Melissa O'Sullivan, PE | Engineering - Infrastructure

Ms. O'Sullivan has worked with the Emerald Coast Utility Authority (ECUA) since 2001. As Volkert's project manager to ECUA, Ms. O'Sullivan is responsible for providing a project budget, scope, and schedule for each contract. She attends conferences; conducts design review meetings; and preparing project plans and specifications for construction. In the pre-qualification phase, she reviews pre-qualification submittals from each bidder; verifies references and project history; and reviews proposed products for approved equals. In the bidding phase of this project, Ms. O'Sullivan assists ECUA in advertising to obtain bids; holds pre-bid conferences; issues plans and specifications to bidders; attends bid openings; prepares bid tabulation sheets; and assists ECUA in evaluating bids. During the Construction Administration phase, Ms. O'Sullivan attends the pre-construction meetings; reviews material submittals; issues work order listings; evaluates submittals; and reviews and recommends contractor payments during the construction period. Ms. O'Sullivan has worked with ECUA on numerous projects over the last decade and has developed a successful professional relationship with the Authority. She is familiar with local infrastructure, system capacities, and regulations.

Project Experience

Project Manager for the Siguenza Cove Sewer Expansion, Pensacola, Florida for the Emerald Coast Utility Authority (ECUA). The scope of services for the project includes extending sanitary sewer service to the Siguenza Cove Subdivision. Volkert will provide the design for approximately 4,800 linear feet of 8-inch PVC sanitary sewer gravity pipe, 600 linear feet of 4-inch PVC sanitary sewer force main pipe, and one pump station. The sanitary sewer will be located on the roadway and will require full overlay of the bituminous surface. The project also included renewing approximately 46 existing water services, relocating existing water meters, installation of pipe appurtenances, asphalt roadway cutting and patching, asphalt roadway full-width overlay, concrete driveway cutting and patching, gravel driveway removal and replacement, and site replacement. Ms. O'Sullivan assisted the Construction Project Manager during the construction phase of the project.

Project Manager of Manhole Rehabilitation for Projects in Pensacola, Florida for the Emerald Coast Utility Authority (ECUA). ECUA wished to develop two separate specifications and contract documents for an annual cementitious and epoxy/urethane manhole rehabilitation project, and a PermaForm structural repair manhole rehabilitation project to be used on an "as needed" basis. ECUA retained Volkert to provide design, pre-qualification, and construction administrative services for the preparation of two annual manhole rehabilitation contracts. Volkert participated in the design, pre-qualification, and bidding phases associated with these projects.

Project Manager for CIPP sanitary sewer rehabilitation for projects in Pensacola, Florida for the Emerald Coast Utility Authority (ECUA). Volkert provided design, pre-qualification, and construction administrative services for the preparation of the annual CIPP rehabilitation contract.

Project Manager for Bayou Marcus WRF Aeration System Upgrades in Pensacola, Florida for ECUA. The objective of this \$1.2 million project was to upgrade aeration capacity from 600 HP to 800 HP at 2 oxidation ditches in a 4-stage Carrousel® advanced wastewater treatment system in Pensacola, Florida by replacing four 150-HP aerators with four 200-HP aerators. Volkert performed design and prepared the technical specification for procurement of equipment by ECUA, bidding, and construction phase services.



**Utility Project Manager for Cantonment Trunk Force Main
Upgrade on State Road 297A in Pensacola, Florida for ECUA.**

This project included replacement of the existing 8-inch PVC sanitary sewer force main with approximately 9,500 LF of 12-inch PVC sanitary sewer force main. Volkert provided the preliminary design to upgrade the sanitary sewer trunk force main with 12-inch PVC, and evaluated the potential force main routes and a hydraulic analysis of the proposed force main and corresponding lift stations. Additional services included assisting with the bidding process and providing construction observation services



Tim Patton, PE | Engineering - Infrastructure

Mr. Patton has 32 years of comprehensive experience as a civil engineer and project manager. He has worked on hundreds of design projects for municipalities, cities, counties and states. His water and wastewater experience includes: system evaluations; master plans; system design for the production, treatment and distribution of potable water; collection, treatment and disposal of wastewater; rehabilitation of water and sewer lines; and upgrades of existing systems.

Project Experience

Principal-in-Charge for Annual Capacity Assurance Program for MAWSS from 2003-2010. Volkert administered the annual contract for maintaining the wastewater capacity tracking database. Volkert evaluates capacity of existing wastewater collection and transmission systems to predict future wastewater flows. We collect data from flow meters; process requests for new sewer service connections; maintain a tracking system to track demands of new sanitary sewer service connections, reductions in flows, and utilized wastewater capacity; develop and analyze the existing wastewater system via a computer hydraulic model; monitor and eliminate illegal discharges; and reduce legal stormwater discharges into the wastewater system.

Principal-in-Charge for the Ten-Year Capital Improvement/Growth Plan for the City of Saraland, Alabama Water & Sewer System. Volkert evaluated the infrastructure including the collection system sewer mains, lifts stations, and the wastewater treatment facility; reviewed current staffing, existing service area, and anticipated future growth. A progressive maintenance and upgrade plan was considered to facilitate sound operation, minimize potential for service interruptions, provide a positive impact on the environment, and provide for growth in the community. Three primary procedures included the industrial pre-treatment program, standard specifications, and development plan reviews. Capacity and user fees were evaluated.

Principal-in-Charge for Engineer's Reports for the Daphne Utilities Board (DUB). Volkert has performed numerous engineer reports that assist the DUB and staff with evaluating their current system and planning for future needs and improvements. Volkert worked with DU staff to identify and prioritize capital improvement projects and operational and maintenance needs. Volkert created a 15 year Capital Improvement Plan (CIP) for DU use. The CIP is reviewed annually by Volkert and updated with staff during DU budgeting process. Volkert is involved during the budget process and meets with Board members and management staff to review the CIP and discuss budgetary and rate concerns for the utility. Volkert has also assisted with previous rate studies performed by Daphne Utilities including evaluating their system needs, providing engineering estimates, and an evaluation of rate structures.

Principal-in-Charge for Development of a Hydraulic Model for the Water Distribution System in Daphne, Alabama, for the Utilities Board of the City of Daphne. The 3-phased project allowed for the evaluation of the water distribution system and provide Daphne Utilities with a valuable tool for addressing current concerns with water storage and pressures and to allow for future development in the City of Daphne and surrounding areas. The model provided the Daphne Utilities staff with the ability to review the impact that current growth areas and potential developments have on the water distribution system in the planning jurisdiction of the City of Daphne. A hydraulic model of the water distribution; using of the hydraulic model to evaluate different scenarios and alternatives to alleviate any areas of concern; and development of a report of all scenarios analyzed and improvement recommendations.

VOLKERT

Education

BS, Civil Engineering, 1981

Years of Experience

Total -32

Professional Registrations

Professional Engineer - FL, AL

Professional Associations

American Water Works Association

Alabama's Water Environment Association

American Society of Civil Engineers

Water Environment Federation

Alabama Water Pollution Control Association

American Public Works Association

Capstone Engineering Society



Principal-in-Charge for Headworks Renovations at Daphne

Water Reclamation Facility. This two-year effort to restore capacity, reduce operating costs, improve efficiencies, decrease noise and odor levels at Daphne Utilities' water reclamation facility included an in-depth review of the treatment processes and identified various improvements to maintain permit compliance, address increases in loading concentrations and hydraulic capacity, plan for pending EPA regulations, and continue to produce a consistent Class A biosolids. Volkert completed extensive process evaluations of various treatment options; provided final design; prepared construction plans and specifications for bidding; conducted constructability reviews during the design process and provided construction engineering services including managing multiple contracts and monitoring upgrades and start-up during the construction period. The total cost of the project was estimated at \$8.8M, however, by using new technology Volkert was successful in obtaining \$2.25M of green funds through various grant programs. He managed the successful completion of the headworks renovation project.



David L. Fulks, III, PE | Engineering - Cost Estimating

Education

BS, Civil Engineering, Portland State University, 1997

Years of Experience

Total –19

Professional Registrations

Professional Engineer - AR, LA, MS, TX

Certified Construction Contract Admin.- LA

Construction Documents Technologist - LA

Professional Associations

American Society of Civil Engineers (ASCE)

Louisiana Engineering Society (LES)

National Society of Professional Engineers (NSPE)

Mr. Fulks has more than 19 years of experience in the design of roadways, land developments, and airports. His experience encompasses analysis and design of site hydrology and hydraulics; geometric and pavement design of highways, streets, parking lots, runways, taxiways, and aprons; traffic impact analysis; and geotechnical and structural design and analysis of foundations and structures for electrical substations. His responsibilities have included preparing engineering designs, reports, plans and specifications; preparing and managing project schedules and cost estimates; preparing grant applications; and providing construction administration.

Project Experience

USACE - New Orleans District: Concrete Levee & Floodgate / New Orleans, LA. Project civil engineer providing conceptual design of precast concrete navigation floodgate and modular levee sections, as well as construction durations and cost estimates. This phase of the work was to produce a conceptual design report for several height, draft and beam configurations. The estimated construction costs ranged from \$50-\$300 million.

USACE - New Orleans District: Periodic Inspection of Bayou Lock, Bayou Sorrel Lock & Schooner Bayou Lock / New Orleans, LA. Civil engineer and team leader conducting periodic inspection of Schooner Bayou Control Structure, Bayou Boeuf Lock, and Bayou Sorrel Lock. Schooner Bayou consists of two 75-foot gatebays with sector gates, earthen dikes, and closure dam. Bayou Boeuf Lock consist of two concrete sector gate structures connected by 600 feet of earth chamber and timber guidewalls. Bayou Sorrel Lock consist of two concrete sector gate structures separated by 1,117 feet of earth chamber and timber guidewalls. Prioritized recommendations and assigned an estimated cost. Coordinated report production and client communication.

USACE: Cross Bayou Access Road and Bridge / St. Charles Parish, LA. Preparation of Plans and Specifications for new access road and bridge in St. Charles Parish. Design of two-lane bridge and road to provide access to the Cross Bayou Drainage Structure project. Improvement layout, quantity calculations in support of cost estimates and determination of real estate needs. Also provided engineering support during construction including site visit and engineering observation reports.

Louisiana Department of Transportation & Development: Phase III Garrett Rd Connector Design / Monroe, LA. Roadway and bridge design lead for EA to provide a new location connector between Kansas Lane and Garrett Road, a major access point to Pecanland Mall. Improvements are also necessary to the I-20/Garrett Road interchange to address congestion. Four additional concepts were developed and refined with two others during the project's first 3 months. Key issues include commercial access, local travel patterns, and induced land development. While the FONSI schedule is 12 months, completion of IMR coordination is scheduled for 18 months.

USACE - New Orleans District: Levee Section Design and Cost Estimating / New Orleans, LA. Project civil engineer providing design support to the USACE, New Orleans District Levee Section. Assignment involves working as contract personnel within the Levee Section providing civil engineering design support. Also providing support to the Cost Engineering Section.



USACE - New Orleans District: St. Bernard's Parish LPV 144-149 Bayou Dupre Floodgate / New Orleans, LA. Senior civil engineer overseeing the design of pile supported concrete floodwalls, and a concrete girder span bridge and associated approaches. This phase of the work was to produce an engineering alternative report presenting the engineering design, calculations, construction schedules and cost estimates for several alternatives. The estimated construction costs for these portions of the work ranged from \$100 to \$175 million.

USACE - New Orleans District: WBV-73 Western Tie-in Hwy Crossing EDC / New Orleans, LA. Roadway engineer for the development of final design P&S for a PPC girder bridge spanning a pile supported T-wall reach providing 100-year protection in New Orleans, LA. The bridge is comprised of cast-in-place slab spans coupled with concrete curtain walls at the approaches supported by PPC pile bents and Type 3 AASHTO PPC girders for the main spans. The main superstructure is supported by reinforced concrete multi-column bents with 16-inch-square PPC pile foundations. The bridge structure was designed using LRFD specifications as well as designed to withstand coastal loading conditions due to storm surge.

USACE - New Orleans District: W Roosevelt Sewer Force Main EDC / Baton Rouge, LA. Served as a project engineer for bid document preparation for the relocation of a 36-inch-diameter ductile iron sewer force main. Close coordination was required with City-

Parish Department of Public Works (DPW) and CN Railroad because the project was located directly adjacent to railroad right-of-way. The relocation involved designing a permanent bypass offset horizontally and vertically to avoid conflict with a proposed box culvert being constructed by DPW. Minimal down time during construction was a major consideration in the design of the proposed relocation.

LA DOTD: Kansas Lane – Garrett Road Connector and I-20 Interchange EA/IMR / Monroe, LA. Lead civil engineer responsible for preparing the proposed geometric reconfigurations of urban and rural arterials and an interstate interchange, including investigating both an underpass and overpass of an existing railroad. Safety improvements were made to the existing railroad crossing to deal with the increased risks to the traveling public resulting from both the existing demand as well as the project future increase in demand. Improvements to the pedestrian and bicycle facilities were included to present a fully-integrated transportation system that safely accommodates pedestrians, bicyclists and transit users in accordance with the LA DOTD Complete Streets policy enacted in July 2010. Improvements to the I-20/Garrett Road interchange were also necessary including adding an additional overpass adjacent to the existing two lane overpass, reconfiguring the south abutments with mechanically stabilized earth retaining walls to make space available for a loop entrance ramp and upgrading existing ramps to increase capacity. The compactness of the project area required an especially detailed layout to confirm feasibility.



Scott Lehman, GISP | Engineering - GIS

Mr. Lehman is a Geographic Information Systems (GIS) specialist with a strong background in theory and design. He has developed and managed GIS for federal, industrial and municipal clients. These projects include remediation of industrial sites, data and map integration for municipalities, GPS survey and assessment, Unexploded Ordinance site investigation, 3-D geologic modeling, and ground water modeling support. Mr. Lehman has experience using Arc/GIS, Arc/INFO, Spatial Analyst, 3-D Analyst, AutoCAD, Access Databases; and has a working knowledge of SQL, Oracle and Mapguide software.

Project Experience

Toho Water Authority: Asset Management Implementation / Kissimmee, FL. Mr. Lehman provided project GIS support for ongoing asset management work for Toho Water Authorities overall asset management program including DataStream 7i software with and ESRI GIS interface. Tasks have included establishing performance measures, performing inventory & condition assessments of wastewater assets, creating procedures for prioritizing capital projects, creating procedures for analyzing asset criticality and consequence of failure, and specific modifications to DataStream 7i to store asset management attributes and produce management reports.

Florida Governmental Utility Authority (FGUA): Lehigh Water and Wastewater Mapping / Lehigh, FL. Mr. Lehman led the design build of the Lehigh Acres Water and Wastewater utility GIS databases. Water and wastewater databases were designed to incorporate utility information giving FGUA a standardized easily accessible GIS system. ESRI GIS products and CAD software were used in this large-scale implementation.

Coquina Coast Desalination Committee: Coquina Coast Seawater Desalination Project / Palm Coast, FL. Developed the approach used to site potential locations for a new water desalination plant and connection piping. Presented GIS information and received community buy-in on the approach. Performed GIS analysis, using multiple data sets and ESRI GIS interface. Presented results in GIS and report form that were approved by the stakeholders.

Air Force Center for Engineering (AFCEE): Enhanced Use Leasing Support Tyndall / Panama City, FL. Project GIS specialist responsible for the preparation GIS based maps for Environmental Baseline Survey (EBS) and Environmental Assessment (EA) in support of a MILCON Exchange project for Tyndall AFB in Florida. The project involves various components to support transfer of a former fuel depot that had been utilized by the DoD since the 1940s as a fuel supply point in north Florida. Historical contamination, primarily involving POLs, has been addressed over the last 10 years using several remediation methods. The EBS is being developed to evaluate the areas where contamination has been address and where environmental impacts may still be present. The EA is addressing wetland, threatened and endangered species, and other potential environmental aspects associated with the site.

Tulare County: Visalia Landfill Groundwater / Visalia, CA. Developed an automated mapping system that integrated analytical data into a spatial context. Maintained and updated mapping/database system as needed. Produced figures for reports to be submitted to the local water quality board.

Lee County: Asset Management Plan / Fort Myers, FL. Provided project GIS and asset data collection support for the implementation of a comprehensive asset management program for the County consisting of an organizational assessment; computerized maintenance management system (CMMS) software



Education

BS, Anthropology/Archaeology,
University of California-Santa
Barbara, 1999

BS, Geography, University of
California-Santa Barbara, 1999

Years of Experience

Total –15

Professional Registrations

Certified GIS Professional

evaluation; establishment of asset hierarchy, inventory, condition, criticality, and risk methodologies; a pilot inventory & condition assessment program for four treatment facilities and 60 lift stations; and formulation of an overall asset management plan and phased implementation strategy.

The Metropolitan District: Asset Management Program / Hartford, CT. The focus of the Water Distribution System Asset Management Project is to provide a comprehensive program that utilizes predictive asset modeling software to develop a 45-year CIP plan to optimize replacement and/or rehabilitation of water distribution system assets. He build custom GIS tools in an ESRI ArcGIS software environment for the purposes of gathering and performing spatial queries, in order to develop a single CIP personal geodatabase that can be used as input into the IDSS asset model.

San Francisco, CA: Gatebook GIS Project / San Francisco, CA. Served as deputy project manager responsible for tracking budget and time to completion. Used ArcView to build utility maps showing water and wastewater infrastructure for the City of San Francisco's water distribution system.

Collier County: GIS Integration / Naples, FL. GIS Coordinator for the Solid Waste Management Department of Collier County Florida works with several private firms that collect customer address information. ARCADIS was tasked with developing a system that consolidates these data into a comprehensive system and presents

the data in a GIS format. Developed a set of databases that accurately depict the data sets in a functional cohesive GIS system.

City of St. Petersburg: Regulatory Reporting Automation / St. Petersburg, FL. The City of Saint Petersburg produces reports for the DEP on a regular basis. Creating these reports is a labor intensive process that requires many labor hours. Interviewed staff involved in the report creation process and helped develop a streamlined approach to reporting. A new SCADA hardware and software environment was devised and automated reports were recommended. The outcome is a streamlined approach to reporting.

Columbia County: Hazard Mitigation Plan / Columbia County, FL. Conducted and participated in workshops with County officials to identify hazards that may affect the County. Built on the existing Hazard Mitigation Plan, updated the list of hazards and the calculated the potential risk of specific hazards. Software used for the project includes: ArcGIS and HAZUS-MH.

U.S. Department of Justice: Litigation Support. Database/GIS Technician, critiqued and gathered information from an Access database provided by client. Integrated database information with GIS software and presented groundwater analytical information in figures. The project resulted in the creation of an expert report that ultimately served as the basis for quantifying in financial terms the amount of natural resources damaged at the site.



Education

BA, Economics, Lehigh University,
2002

Years of Experience

12

Ed Lamp | Engineering - Database

Mr. Lamp is a technical lead for the Client Facing IT Services group. He is also the product lead for the ORION platform. He has experience performing customer needs analysis and leading custom development projects. Mr. Lamp has extensive experience in designing and maintaining databases and three tier web applications. His experience includes database architecture, application architecture and optimization.

Project Experience

New York City DEP Construction: Newtown Creek On-Call IT Support / Brooklyn, NY. Provided on-call IT support for network and server issues. Provided equipment recommendations and implementation for backup, firewall and content filtering solutions. Provided Microsoft Exchange, network, and vpn support and troubleshooting.

Red Oak: Development / QA Server Environment / White Plains, NY. Designed and maintained VMWare based development and QA environments to support Red Oak development activities. Utilized Microsoft 2003/2008 servers and multiple application servers and technologies including: .Net, Java, Ruby, Coldfusion, SQL Server 2008/2008, MapGuide, ESRI and Apache SOLR.

Red Oak: ORION Production Hosting. Designed and maintained a server cluster to host ORION PMIS Saas solution at an external provider. Solution includes load balanced web servers and a fail over capability to another geographic region.

City of Fort Wayne: City – Wide PMIS. Designed and led development of a city-wide project management system. Integrated financial data from current Munis system and legacy data. Performed data quality analysis and custom reporting

City of Columbus: Columbus PPM – City-Wide PMIS / Columbus, OH. Designed and led development of a city-wide project management system. Key features include integration with three existing city systems (legislation, financial and pm) via custom created web services. The PMIS provides tracking for schedules, budgets, status reports and tasks.

City of Columbus: Columbus PPM - CMIS / Columbus, OH. Led the development of a web based construction management system to manage all aspects of the project including RFIs, Submittals, document management and invoice tracking.

AIG Environmental: AIG UST Litigation S / New York, NY. Designed and programmed a document assessment tool used by the legal team. Documents were uploaded to the site, tagged by lproperty and assessed by project staff. The tool provided a multi-step survey designed to capture an assessment score and all information needed to support ongoing litigation

Metropolitan Transit Authority of Harris County: METRO Environmental Data Management System / Houston, TX. Designed and led the development of an environmental data management system to support the construction of a light rail system across 5 separate corridors and 700 properties. The data management system utilized Red Oak's ORION system (Coldfusion, SQL Server). to track all environmental data. The system featured a GIS interface, workflows, data entry and notifications.

New York City DEP Construction: Croton HO / New York, NY. Configured a full featured construction management system that provided the ability to have a completely paperless office. The CMIS provided

support for RFIs, RFCs, correspondence, document management and data entry. Provided onsite user training and ongoing support

New York City DEP Construction: DEL-159CM / Carmel, NY.

Maintained and enhanced a construction management project website that provided document management, electronic RFIs and correspondence. Provided ongoing user support.

New York City DEP Construction: NEWTOWN CREEK CM-1-C / Brooklyn, NY. Assisted in programming a workflow module that was the basis for a flexible rfi rfc and correpsndence modules. Imported 5+ years of data from a previous legacy system. Provided onsite training and on-going support.

New York City DEP Construction: North River 33 CM / New York, NY. Maintained and enhanced a construction management project website that provided document management, electronic RFIs and correspondence

New York City DEP Construction: North River 35CM / New York, NY. Configured a full featured construction management system that provided the ability to have a completely paperless office. The CMIS provided support for RFIs, RFCs, correspondence, document management and data entry. Provided ongoing user support

New York City Department of Environmental Protection:

Multimedia Information Access System at the Coney Island Water Pollution Control Plant / Brooklyn, NY. Assisted in programming an Information Access System designed to provide plant staff with on-line access to plant operations and management information. Helped with the integration of a document management system with the IAS which provides a central repository for all plant documents and correspondence

Puerto Rico Aqueduct and Sewer Authority: PRASA PMIS PHASE II / San Juan,PR. Design and programed a program management system to track several hundred projects across the island of Puerto Rico. The system included budgeting, progress tracking, document management and reporting

Public Website Design / White Plains, NY. Participated in the design, layout, programming, and completion of several public websites. Worked on several different types of sites, including public outreach and a public survey.



Frank McColm, AICP, CFM | Funding / Eligibility - Grants Management

Mr. McColm's area of expertise is grant administration and implementation. He is a hazard mitigation programs expert, specializing in grant management and has extensive experience in regulatory compliance related to grant-funded projects. Mr. McColm's management of past projects has resulted in successful program and project planning, execution and closeout.

Project Experience

Florida Division of Emergency Management Hazard Mitigation Grant Program Administration / Tallahassee, FL. Provided consultation for Hazard Mitigation Grant Program administration from allocation of funding through closeout of grants and subgrants. Mr. McColm also developed and managed resource allocation plans to achieve program administration objectives. He has demonstrated experience in all areas of the grant life-cycle.

Florida Division of Emergency Management Project Management / Tallahassee, FL. Served as project manager responsible for more than \$110 million in hazard mitigation grant projects. Responsibilities included contract management, payment processing, project monitoring, project close-out, coordination of audit activities, as well as programmatic and financial compliance with state and Federal regulations. Mr. McColm regularly worked with federal, state, and local officials to resolve complex issues.

Special Application Reviewer for Confidential Clients / Northeastern, United States. Following the impacts of Superstorm Sandy, served in a quality assurance reviewer role for large grant-funded project applications prior to submittal to state and federal funding authorities. These reviews were completed for regulatory and programmatic compliance as well as to incorporate best management practices.

Sandy Recovery Improvement Act (SRIA): Programs Administered by the States (PAS) and Advance Assistance Implementation. Facilitated the implementation of the programs administered by states and advanced assistance opportunities made available through SRIA. As a result, the client was the first grantee in the nation to receive approval to conduct these activities through the federal funding authority. His contributions included drafting the initial application and all follow-up correspondence, creating scopes of work, research, analysis. Led negotiations with the funding authority for operating agreement execution. In addition, he authored briefing documents which were presented at the National Emergency Management Association's annual meeting explaining the PAS application and approval process. The PAS and Advance Assistance have increased program implementation efficiency for the client.

Policy Analysis: Various Cases / Nationwide. Completed multiple policy analyses relating grant-funded project planning, implementation, and issue resolution. He has successfully provided consultation to resolve challenging funding source and program management issues. Drafted and submitted appeals for projects of all sizes as well as served as lead staff in resolving audits findings, some of which exceeded \$1M in findings impact.

Florida Division of Emergency Management's Bureau of Mitigation Economic Impact Analysis / Tallahassee, FL. Collected and analyzed data on mitigation projects funded between 2004 and 2011 and assessed their impact on Florida's economy in terms of employment. This deliverable was presented to senior state officials. Further, this deliverable provided the client with a method to communicate their contributions to Florida's economy to senior management.



Education

BS, Interdisciplinary Social Science,
Florida State University

MS, Urban and Regional Planning
and Development, Florida State
University

Years of Experience

8

Professional Certifications

American Institute of Certified
Planners

Graduate Certificate in Real
Estate Development, Florida State
University

Certified Floodplain Manager

Certified Project Manager

Professional Training

National Incident Management
System (NIMS): 700(a), 800(b)

Incident Command System (ICS):
IS-100, IS-200, G-300, G-400

Unified Hazard Mitigation
Assistance (HMA): L212, L213,
L214

Six-Sigma

Florida Division of Emergency
Management, Management
Academy



Florida Division of Emergency Management's Bureau of Mitigation Business Plan Development / Tallahassee, FL. Lead for updating the Bureau of Mitigation's business plan. He coordinated management staff throughout the Bureau to assess and close existing goals. Performance metrics and intended outcomes were developed to achieve statewide hazard mitigation program goals. The finalized business plan and Bureau performance was subsequently presented to executive leadership within the agency.

Florida Division of Emergency Management Disaster Declaration Outreach Material Development / Tallahassee, FL. Supported statewide Hazard Mitigation Grant Program delivery through overhauling an application desk reference for Tropical Storm Debby. This desk reference provided guidance and information to applicants on statewide policies and procedures as well as information relating to federal regulation compliance. Planned and supported outreach activities for jurisdictions throughout the state and provided consultation on program and project management strategies and systems. According to the client, Tropical Storm Debby declaration experienced some of the fastest project approvals of any recent declaration.

Residential Wind Retrofit Program Consultation: Provided expert grant management advice to a southeastern state during their development of a grant-funded coastal residential wind retrofit program. In addition, he has also provided consultation to nationally recognized not-for-profit organizations on residential wind retrofit program development and accountability.

Florida Department of Environmental Protection, Management Review and Auditing / Tallahassee, FL. Mr. McColm conducted internal management reviews and process audits to identify areas for operational efficiency and developed implementation plans. Further, he performed financial and compliance audits of contracts to ensure appropriate and adequate administration. Duties also included research of various compliance topics, application of findings to specific circumstances and development of audit reports.

Florida Governor's Office of Policy and Budget Legislative Tracking and Analysis / Tallahassee, FL. During his time working with the Florida Executive Office of the Governor, Mr. McColm was responsible for tracking, researching, and analyzing bills during legislative session. He performed regular briefings to management on policy issues and the progress of legislation throughout the legislative process.



Education

Bachelor of Fine Arts, School of the Art Institute, Chicago, IL 1977

Years of Experience

28

Professional Certifications

Certified Floodplain Manager

Association of State Floodplain Managers

Joy Duperault, CFM | Funding / Eligibility - Grants Management

As a staff planner with ARCADIS, Joy assists states and local governments with grants management. Joy supervised the State of Florida's non-disaster grant programs for 5 years, including both state and federal grant programs, overseeing outreach to local communities, application development, project implementation and grant management practices, as well as state and federal grants reporting processes. As Florida was the first state to enter into the Sandy Recovery Improvement Act "Programs Administered by States" (PAS) agreements-- the 21st century version of a "Managing State" higher performance level for federal mitigation grant program operations—Joy was able to participate in the development of the PAS agreements and operations standards for Florida.

During her recent tenure as State NFIP Coordinator at the State of Florida Division of Emergency Management, Joy re-established the state's floodplain management office; led the work of incorporating International Code Council flood-resistant standards for construction into the Florida Building Code; spearheaded the development of a federally-approved, code-coordinated state model flood damage prevention ordinance for local governments; re-established Florida's "enhanced" status mitigation plan; and led the state mitigation planning unit in numerous innovative risk assessment projects.

Joy specializes in floodplain management planning and resiliency practices as well as mitigation and recovery planning. She has excellent experience in program development such as the establishment of a state National Flood Insurance Program (NFIP) office and long-term strategies, post-disaster redevelopment coordination, watershed-wide environmental education programs and community outreach and education. Joy has worked in a wide range of venues including state and federal disaster programs, local government services, statewide non-profit disaster activities coordination and non-profit environmental education and conservation. Her greatest joy is bringing together adverse stakeholders to develop common goals and objectives for productive partnerships.

Project Experience

- State & FEMA non-disaster (FMA, PDM) & HMGP grants applications, management and program implementation
- National Flood Insurance Program, state and local implementation
- State & local mitigation planning development and review
- Floodplain management planning development and review
- NFIP Community Rating System program application and implementation
- Post-disaster redevelopment planning services
- Certified Floodplain Manager training and mentoring services
- THIRA integration with natural hazard planning services
- FEMA-State Joint Field Office flood fight coordination
- Floodplain management training & course development
- Strategic planning, Logic-Model Performance Outcome management



This page was left intentionally blank



Education

Indiana University, Doctor of
Philosophy, Economics, 1975

Syracuse University, BA,
Economics, 1971

Years of Experience

30+

Henry Fishkind, PhD | Funding / Eligibility - Economics

With over 30 years of experience in economic analysis and forecasting, Dr. Henry Fishkind is widely regarded as one of Florida's premier economists and financial advisors. Dr. Fishkind's career began in the public sector where he worked as an economist and associate professor at the University of Florida. In 1980 Dr. Fishkind became the associate director for programs at the University of Florida's Bureau of Economic and Business Research. During his tenure at the university, Dr. Fishkind served from 1979-1981 on the governor's economic advisory board. He began his career as a private sector consultant when he became president of M.G. Lewis Econometrics in Winter Park, Florida. In 1988 Dr. Fishkind formed Fishkind & Associates, Inc. as a full service economic and financial consulting firm.

From 2001-2003 Dr. Fishkind was a member of Governor Bush's Council of Economic Advisors, and also served on the board of directors of Engle Homes and Summit Properties until the companies were sold.

Areas of Expertise

- Economic Analysis
- Econometric Modeling
- Project Finance & Feasibility
- Financial Analysis & Advisory
- Fiscal Analysis
- Intellectual Property and Fiscal Impact Analysis
- Real Estate Economics

Select Client List

- AEGON
- Baron Collier
- BP
- Cemex/XSR Rinker Materials
- Centex
- Colonial Properties Trust
- Collier Enterprises
- Fannie Mae
- Florida Power Corporation
- Forrest City Enterprises
- FPL
- King Ranch
- Lennar
- Major Central FL Attraction co.
- Mosaic
- Newland Communities
- Perry Capital
- State of Florida
- State of Pennsylvania
- St. Joe
- U.S. Department of Justice
- The Villages
- Waste Management, Inc.



This page was left intentionally blank



Education

Union College, Bachelor of Arts,
Economics/Sociology, 1980

Years of Experience

30+

Stan Geberer | Funding / Eligibility - Economics

Mr. Geberer possesses expert understanding of market conditions, demographic trends, and commercial and residential real-estate development across local Florida markets. As Senior Associate with Fishkind & Associates, Inc., he has helped develop innovative and successful financing approaches for Florida CDDs. Mr. Geberer works extensively with public and private interests in local communities on special projects such as comprehensive land use plan analysis, demographic and economic data support for highway and transit development, community redevelopment, defense contracting for base facilities analysis, and strategic planning for businesses and economic development agencies. He is a featured speaker at Urban Land Institute professional development seminars, the International Council of Shopping Center Developers, the Florida Retail Federation, and the Association for University Business and Economic Research.

Areas of Expertise

- Residential/Commercial Real Estate
- Public Policy and Finance
- Market Demand Analysis
- Strategic Planning
- Defense Base Closure Analysis
- Forecast Modeling

Select Client List

- Alachua County Growth Mgmt Dept.
- Alico, Inc.
- Arvida Corporation
- Beacon Design International, Inc.
- Bonita Bay Group
- Broadway in Chicago
- Business Dev. Corp. of SW Florida
- CDM-Smith, Inc.
- Central Florida Community College
- Charter Schools USA
- City of Orlando
- City of Port St. Lucie
- Florida Department of Transportation
- Florida Retail Federation
- Florida's Turnpike Enterprise
- Grand Traverse Convention & Visitors Bureau
- Greater Orlando Aviation Authority
- Gulfstream Gas Pipeline
- Joint Base Pearl Harbor, Honolulu, HI
- Landstone Communities
- Lend Lease Communities, LLC
- Monroe County Office of Planning
- Naval Station Annapolis, Maryland
- Orlando-Orange County Expressway Authority
- Pulte Homes
- Reedy Creek Improvement District
- Schroeder Manatee Ranch
- South Amelia Island Shore Stabilization
- St. Lucie County School Board
- US Naval Air Station-Jacksonville, FL



This page was left intentionally blank



FISHKIND
& ASSOCIATES
ECONOMIC CONSULTANTS

Education

University of Florida, MBA, 2004

University of Dayton, Bachelor
of Science, Environmental
Engineering Technology, 1997

Years of Experience

16

Kevin Plenzler | Funding / Eligibility - Economics

With a Bachelor of Science in Environmental Engineering Technology and a Masters in Business Administration, Mr. Plenzler has extensive experience in environmental investigation and environmental due diligence associated with real estate transactions. Mr. Plenzler's Masters in Business Administration involved a concentration in real estate. Mr. Plenzler is currently a member of the Real Estate Market group of Fishkind and Associates, Inc., which has allowed him to focus on market analysis work ranging from highest and best use analysis, to detailed pro forma analysis associated with projects coming to market and existing real estate facilities. Mr. Plenzler's experience in Florida markets has been leveraged into assisting clients in obtaining land use entitlements throughout Florida; and in development of socioeconomic analysis associated with two multi-billion dollar roadway facilities in Florida. In addition to his market analysis expertise, Mr. Plenzler has been integral in the development of financial damages models as part of the legal/expert witness component of Fishkind and Associates, Inc. Mr. Plenzler's engineering and real estate experience facilitates a solid combination of project management and real estate analysis acumen.

Areas of Expertise

- Residential/Commercial Real Estate
- Market Demand Analysis
- Forecast & Economic Impact Modeling
- Strategic Planning
- Central Florida Growth Patterns

Select Client List

- AVATAR Homes
- American Realty Mgmt. Company
- Bundschu-Kraft
- Centex
- Engle Homes
- Jacksonville Port Authority
- JP Morgan
- Goldman Sachs
- HNTB Corporation
- KRG Capital Partners, LLC
- LandMar
- Lennar
- Morrison Homes
- Peoples First Bank
- RS&H
- VSM Advertising
- Wilbur Smith Associates



This page was left intentionally blank



Education

MS, Business Administration,
University of New Orleans

Years of Experience

36

Rich Manguno | Funding / Eligibility - Economics

Mr. Manguno has 36 years of experience in the field of economic analysis in the context of decision-making for civil works investments. His areas of special emphasis include inland navigation analysis, study team management, risk analysis, water resources planning, and flood risk management analysis.

Project Experience

CPRA: Southwest Coastal Louisiana Feasibility Study / Baton Rouge, LA. A member of the Louisiana Coastal Protection and Restoration design team that utilized cutting-edge storm surge and wave modeling methodology to investigate flood control alternatives in southern Louisiana. Sensitivity studies were completed on storm surge and wave characteristics for a wide range of coastal restoration and hurricane protection concepts, such as the effects of barrier islands, marshland, waterway conveyance, sea level rise and strategically positioned manmade levees.

Chief, Economic and Social Analysis Branch: As Chief of the Economic and Social Analysis Branch of the USACE New Orleans District, responsibilities included:

- Regional programmatic execution of all economics-related requirements originating from the programs in the Memphis, Vicksburg and New Orleans Districts.
- Establishment of internal policies, technical procedures and priorities to achieve overall regional consistency and efficiency.
- Technical and policy expertise to the New Orleans District on economic matters.
- Chief, Economics Branch: As Chief of the Economics Branch of the USACE New Orleans District, responsibilities included:
- Regional responsibility for the programmatic execution of all economics-related requirements originating from the programs in the Memphis, Vicksburg and New Orleans Districts.
- Establishment of internal policies, technical procedures and priorities to achieve overall regional consistency and efficiency.
- Providing technical and policy expertise to the three Districts on matters pertaining to economics.

Chief, Navigation Support Center: Supervised a staff of economists performing economic analysis of proposed inland and deep draft navigation projects. Responsible for the technical quality of all the section's products. Managed the section's program including schedules and budgets.

Staff Economist: Served as an economist conducting feasibility study benefit-cost analysis for numerous large-scale water resources planning projects with specific emphasis on inland navigation and flood risk management. Performed financial analysis of non-federal sponsor's financial capability.



This page was left intentionally blank



Maggie Lawrence | Public Engagement and Outreach

Maggie Lawrence plays an active role in Florida government as a public affairs coordinator with Salter>Mitchell. In her capacity with the public relations and public affairs departments, Maggie provides support to the team by researching client issues, writing press releases and other editorial deliverables, pitching news stories and monitoring media placements for clients such as The Able Trust, the MacArthur Foundation, the Independent Benefits Council, Democracy at Stake/Defend Justice from Politics, the Portable Fuel Container Manufacturers Association, Plum Creek Timber Company, and others.

Project Experience

Public Affairs Coordinator for Salter>Mitchell from 2012-Present. Duties center on working with project teams to accomplish public relations goals for high-profile governmental, nonprofit and corporate clients, including communications strategizing, developing messaging, writing press releases and op-eds, copywriting for websites and marketing materials, conducting interviews, engaging media and placing news stories, tracking media coverage, producing reports, assisting with audience and market research, and organizing press conferences and other events.

Office Manager for League of Women Voters of Florida 2010-2012. Duties entailed oversight of state office operations for the Florida chapter of two political nonprofit organizations (LWVF and LWVF Education Fund), including voter service and education; issue advocacy; public and media relations; internal and external communications and marketing; project management; fundraising and support building; event planning for statewide meetings, galas and conferences; weekly financial accounting and bookkeeping; management of statewide membership; member leadership and project training; intern supervision; and administrative support.

Accomplishment highlights included publication and distribution of printed statewide voter guide during 2010 election season to more than 640,000 Florida voters, as well as online version; successful campaign passage and implementation of Florida constitutional amendments 5 and 6 during 2010 election for redistricting standards as part of the FairDistricts coalition; LWVF fundraising increase of 39% from FY2009-10 to FY2010-11 and LWVF Education Fund fundraising increase of 79% from FY2009-10 to FY 2010-11; and launch and management of new voter service smartphone app and website and association website.

Responsible for production and publication of biannual newsletter, The Florida Voter, Annual Report, The Special Edition Voter and Voter Service Report during election years, quarterly fundraising appeals, regular email updates and action alerts, and website updates all distributed to statewide membership and supporter network, as well as general public.

Editorial & Production Intern for University Press of Florida in 2009. Duties included copyediting and proofreading digital manuscripts, indexes, page proofs, and book jackets using "track changes"; digital macro cleanup of manuscripts; preparing rough masters of page proofs and reviewing author corrections; coding digital manuscripts; and collaborating with acquisitions and design and production departments.

Research Assistant for The ASTA Group in 2009. Duties included evaluating and formatting art for publication and assisting production manager with preparing page files for printer. Required understanding of Adobe Creative Suite.

Copy Editor/Staff Reporter for Independent Florida Alligator in 2008. Duties included copyediting articles, flat reading, and reporting and writing newspaper stories.

saltermitchell
COMMUNICATION + BEHAVIOR CHANGE

Education

BA, English, 2010, University of Florida

BS, Journalism, 2010, University of Florida

MA, Integrated Marketing Communication, 2013, Florida State University

Years of Experience

4



This page was left intentionally blank



Joanne Eason, APR | Public Engagement and Outreach

Joanne E. Eason is a detail-oriented executive with more than 25 years of business experience providing communications, strategies and programs for organizations in corporate and non-profit arenas. As an independent and focused professional who excels at media relations, strategic planning, budgeting and presentation development, Joanne is able to organize, prioritize and complete multiple projects on time and on budget.

Project Experience

Public Relations and Marketing Consultant for Select Group of Michigan and Nationally Acclaimed Organizations and Individuals from 2006-2013.

Principal consultant for major restructure of parish closings for the Catholic Diocese of Lansing. Provided communication and crisis plans, a series of several articles, flyers, graphics and news releases. In the end, the vast majority of the 75,000 parishioners embraced the consolidations. Other dioceses have since used this model. Directed media and public relations with a local PR agency on a long-term assignment including state and national media for an auto and diesel institute grand opening; crisis communication regarding the fungal meningitis outbreak; ongoing, proactive media relations strategies for a local hospital that resulted in increased visibility throughout the community. Workplace etiquette columnist for nationally syndicated magazine, FAITH, reaching more than 1 million households annually.

Director of Marketing Services for FAITH Catholic from 2008-2010. Developed and implemented the marketing portion of the corporate strategic plan that doubled the organization's publication reach from 481,000 to 1,040,000 Catholic households annually. Additionally, FAITH Catholic increased the sale of products by 42 percent and its market reach by 30 percent. Grew a direct mail program targeted to gatekeepers from a haphazard process to a systematic method including list development, timetables and mailings. Results included development of a quarterly magazine, thematic postcards, individual letters, follow-up phone calls and increased visibility at tradeshow. Planned the 10th anniversary celebration that increased organizational goodwill within and outside the diocese. The attention helped position FAITH Catholic to receive a coveted regional business award.

Partner/Vice President for Stony Point Communications, Inc. from 1997-2006. Led the media relations and crisis communication effort for Weyco, Inc. during its 2005 tobacco-free policy issue. Coordinated more than 400 interview requests from media outlets and business leaders, including 20/20's John Stossel, 60 Minutes' Morley Safer, and Comedy Central's Samantha Bee. Managed the Michigan Association of Secondary School Principals public affairs program that restructured Michigan's 30-year standardized high-school exam for the nationally accepted ACT exam. The 2004 public relations campaign overcame insurmountable odds with most major daily newspapers, the Department of Education and the Governors office in opposition to the change. With a small, yet effective, budget, including research, strong grassroots outreach, advocacy, media relations and communications tactics, the ACT was signed into law in January 2005 and became the high school achievement test in 2007. Assisted in maintaining the reputation and contributions of the Capital Area United Way during the country's largest United Way embezzlement. The candid strategy included tactics and key messages to maintain organizational reputation and community goodwill to minimize loss of donations.

saltermitchell
COMMUNICATION + BEHAVIOR CHANGE

Education

MA, Public Relations, 1991,
Michigan State University

BS, Business (Public Relations/
Advertising), 1989, Ferris State
University

Years of Experience

23



Communications Coordinator for Blue Care Network—Health Central in Lansing, MI. Developed new, proactive media relations activities that showcased BCN-HC as a preventive provider of health-care services. Redesigned, wrote, edited and coordinated three publications for various publics within the BCN-HC family of patients, employees, and physicians. Evaluations showed marked increase in readership. Consultant for executives and other departments on communication, media, presentation, and strategic marketing efforts.

Communications Coordinator for Citizens Insurance Company of America in Howell, MI. Managed all public relations efforts on behalf of the company, internal departments, and affiliates. Media contact and spokesperson for statewide community relations and other company-related events. Presentation/speechwriter/media consultant for president and executive staff. Managed several strategic planning initiatives including communication audit and program evaluations. Editor of quarterly agent magazine; principal writer for company brochures, factsheets, news releases, and marketing research reports.

Account Executive/Research Director for Rossman Martin & Association in Lansing, MI. Principal writer, media contact and administrator for several accounts, including trade and professional associations, financial, issue and cause, health-care and nonprofit. Planned and coordinated special events including groundbreakings, interviews, and talk show bookings. Developed, analyzed, coordinated, and wrote all quantitative and qualitative research projects.



saltermitchell
COMMUNICATION + BEHAVIOR CHANGE

Education

BS, Broadcast Journalism, 1992,
Florida A&M University

Years of Experience

21

Heidi Otway, APR | Public Engagement and Outreach

Heidi Otway is experienced in all aspects of media strategy, planning and social media. As Director of Public Relations & Social Media for Salter>Mitchell her responsibilities include strategy formation on client accounts, new media and community relations. Heidi's experience includes research, strategy and implementation of statewide media and public relations campaigns using a full range of tactics, including paid media, earned media, social/digital media and grassroots mobilization.

Heidi has developed statewide and regional communications campaigns for Florida Healthy Kids, Plum Creek Timber Company, The Able Trust, the Office of the Governor, NeighborWorks® America, the Florida Department of Education and First Commerce Credit Union. She has designed strategic social media engagement plans for many of her clients, including Plum Creek, the Department of Health and Florida Impact.

Project Experience

Senior Vice President and Director of Public Relations and Social Media for Salter>Mitchell from 2006-Present. Experienced in all aspects of media strategy, planning and social marketing. Responsibilities include strategy formation on client accounts, providing advice and counsel to senior management, community relations, management of communications personnel and tactics, project budgeting, and management of vendors and consultants. Has developed and implemented strategic public relations and public affairs campaigns for a number of statewide organizations including: The Able Trust to boost employment opportunities for Floridians with disabilities; the Florida Association of Rehabilitation Facilities (ARF) to stop funding cuts to critical and vital services for people with developmental disabilities, and the Florida KidCare Outreach campaign to increase the number of children enrolling in the state and federally-subsidized health insurance program. Launched a nationally recognized campaign for Florida College Goal Sunday, held annually to give more minorities and low-income students access to college financial aid. Uses invaluable contacts from years in newsrooms and relationships with reporters throughout the southeast to secure media placements in newspapers, magazines, television, and radio outlets throughout Florida, Georgia and Alabama.

Senior Account Manager for Herrle Communications Group from 2003-2006. Developed and implemented strategic communications campaigns to achieve client objectives, including a public information campaign that helped raise awareness of the state's high unemployment rate for people with disabilities capable of entering the workforce.

Assignment Manager for Capital News Service from 2002-2003. Produced daily satellite news feed featuring stories from Florida's Capital; conducted on-camera interviews with state and elected officials; coordinated event coverage for eight television stations and national news networks; field produced live interviews and coverage of major breaking news events in the Florida for local, regional and network television news stations.

Regional Producer for Conus Communications from 2001-2002. Produced two daily satellite news feeds featuring news coverage from ten client stations in Florida; worked with news managers to coordinate event coverage and fulfill station needs; field produced live coverage of major breaking news events in the Southeastern United States for all Conus member stations.



Executive Producer for WTSP-TV St. Petersburg from 2000-2001. Formatted and implemented expanded morning news show; produced daily morning newscasts, wrote scripts, coordinated live shots, scheduled on-camera and satellite interviews; responded to breaking news; created show segments; managed morning news and production staff; participated in new staff hiring decisions.

Assistant News Director/Managing Editor for WTWC-TV Tallahassee from 1997-2000. Responsible for identifying and coordinating coverage of local events, activities and breaking news for daily news shows; managed news teams and staff assignments; produced newscasts, wrote news scripts, coordinated live shots, scheduled on-camera and satellite interviews; responded to breaking news; created show segments; monitored national news wire; maintained upcoming event files including news releases and media advisories.

Regional Producer for Conus Communications from 1996-1997.

Writer/Editor for Florida Supreme Court's Full Court Press in 1996.

Production Assistant/Producer for WCTV-TV Tallahassee from 1995-1996.

Night Assignment Editor for KJHR-TV Tulsa from 1994-1995.

Weekend Assignment Editor for WSVN-TV Miami from 1993-1994.

Production Assistant for Conus Communications Group in 1993.

3522 Thomasville Road, Suite 200
Tallahassee, FL 32309
T 850.422.2555
F 850.422.2624

www.arcadis-us.com

