

**GULF CONSORTIUM AND ENVIRONMENTAL SCIENCE ASSOCIATES
AGREEMENT FOR CONSULTANT SERVICES
FOR STATE EXPENDITURE PLAN**

THIS AGREEMENT is by and between the Gulf Consortium, which is a special district established pursuant to an interlocal agreement among the 23 county governments along Florida's Gulf Coast (the "Consortium"), and Environmental Science Associates, a California corporation (the "Consultant"), collectively referred to as the "Parties."

WHEREAS, the Consortium is required to develop a State Expenditure Plan in accordance with the requirements of the Resources and Ecosystems Sustainability, Tourist Opportunities, and Revived Economies of the Gulf Coast States Act of 2012, Public Law 112-141 (the "RESTORE Act"), and rules and regulations promulgated by the United States Department of the Treasury and the Gulf Coast Ecosystem Restoration Council;

WHEREAS, the Consortium anticipates that the costs for the development of the State Expenditure Plan will be funded by federal grant funds from the Gulf Coast Ecosystem Restoration Council to the Consortium;

WHEREAS, the Consortium has determined that it would be better to contract for consultant services for the development of the State Expenditure Plan than to hire the necessary personnel to satisfy the needs of the Consortium: and

WHEREAS, in order to secure the best value for these services, the Consortium sought and received competitive bids from qualified consulting firms the Consultant for such services through a two-phased procurement process established by the Consortium in Resolution 2014-01. The first phase consisted of an Invitation to Negotiate for 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 (ITN) issued by Leon County on behalf of the Consortium. Six firms responded to the ITN and the Evaluation Team considered the responses and recommended that four of the six firms met the requirements. The Consortium accepted the Evaluation Team's recommendation and issued a Request for Best and Final Offer (RBAFO), which included a revised scope of services recommended by the Evaluation Team after interviews with each of the four qualified firms. The Evaluation Team reviewed and ranked the RBAFO responses of the four firms and recommended the Consortium enter into contract negotiations with the Consultant. The Board of Directors of the Consortium adopted the recommendation of the Evaluation Team at its meeting on November 19, 2014.

NOW, THEREFORE, the Parties hereto agree as follows:

1. SERVICES TO BE PROVIDED

The Consultant hereby agrees to provide to the Consortium services related to the development of a State Expenditure Plan for the Consortium in accordance with:

- A. The Invitation to Negotiate and the Request for Best and Final Offer for the development of a State Expenditure Plan for implementation of the oil spill impact

funding program of the 2012 RESTORE Act for the Gulf Consortium, Bid# BC-06-17-14-33 which are attached hereto and incorporated herein as Exhibit A and Exhibit B respectively, to the extent that the Invitation to Negotiate and the Request for Best and Final Offer are not inconsistent with this Agreement; and

- B. The Consultant's submissions to the Invitation to Negotiate and the Request for Best and Final Offer, which are attached hereto and incorporated herein as Exhibit C and Exhibit D respectively, to the extent that the proposal submissions are not inconsistent with this Agreement or with Exhibits A and B. Where inconsistent, the terms of the Agreement will prevail.

2. TASK ORDERS

Any work to be performed under this Agreement shall be upon the written request of the Consortium, which request shall be set forth in a Task Order that includes a description of the work to be performed, the commencement date of such work, the time within which such work shall be completed, and the method and schedule of payments to the Consultant.

3. FUND AVAILABILITY

The performance of the Consortium of any of its obligations under this Agreement shall be subject to and contingent upon the availability of funds lawfully expendable for the purposes of this Agreement for the current and any future periods provided for within this Agreement.

The following statement is included in this Agreement in accordance with section 218.77, Florida Statutes, regarding requirements for disclosure of contingencies associated with federal requirements: The payment of costs to the Consultant for the development of the State Expenditure Plan is contingent upon the receipt of federal funds and federal approval.

4. TERM OF AGREEMENT

The Agreement shall be for a period of two years, commencing on February 1, 2015, and shall continue until January 31, 2017. After the initial two year period, at the sole option of the Consortium, this Agreement may be extended for no more than two additional one year periods. Such one year extensions will be automatic unless the Consortium provides written notice of non-renewal to the Consultant no less than 30 days prior to the expiration date of the then-current term.

5. CONTRACT SUM

The Consultant agrees that for the performance of the Services as outlined in Section 1 above, it shall be compensated by the Gulf Consortium in a manner that maximizes the use of federal funds to pay for such services, and in no event shall the compensation exceed the amounts offered by the Consultant in its Request for Best and Final Offer

proposal which is attached in Exhibit D unless the compensation amount is expressly modified in writing by the Parties.

6. PAYMENTS

In accordance with part VII of Chapter 218, Florida Statutes, the Consortium shall make such payments within forty-five (45) days of submission and approval of invoice for services.

7. CONFLICT OF INTEREST

The Consultant agrees to recuse itself from all participation in any projects, programs, and activities ultimately included in the State Expenditure Plan. Attached as composite Exhibit E is a copy of each of the Consultant's agreements with its named team partner firms and individuals regarding such firms recusal from all participation in any projects, programs, and activities ultimately included in the State Expenditure Plan.

8. STATUTORY PROMPT PAYMENT INFORMATION REQUIREMENTS

A. The Consortium Project Manager is:

Name: Christopher L. Holley
Street Address: 100 So. Monroe Street
City, State, Zip Code: Tallahassee, FL 32301
Telephone: (850) 922-4300
E-mail: cholley@fl-counties.com

B. The Consultant's Project Manager is:

Name: Doug Robison, PWS
Street Address: 4350 West Cypress Street, Suite 950
City, State, Zip Code: Tampa, FL 33607
Telephone: (813) 207-7200
E-mail: drobison@esassoc.com

C. Notices to the Consultant are to be submitted to:

Name: Doug Robison, PWS
Street Address: 4350 West Cypress Street, Suite 950
City, State, Zip Code: Tampa, FL 33607
Telephone: (813) 207-7200
E-mail: drobison@esassoc.com

D. Invoice: The Consultant shall submit requests for payment to the Consortium Project Manager in the following form:

A numbered invoice document with date of invoice; reference of the Consortium contract number; itemized listing of all goods and services being billed with unit

prices and extended pricing, including timesheets or labor summaries and expense receipts and other necessary substantiation of the request for payment; Consultant's name, address, billing contact person information, and Federal tax identification number. The invoice must be properly addressed to the contact identified above.

- E. Payment Dispute Resolution: Resolution 2014-01 of the Consortium establishes the Gulf Consortium Purchasing Policy for State Expenditure Plan Consultant. A copy of the resolution is attached as Exhibit F. Section 15 of the Resolution and part VII of chapter 218, Florida Statutes, establish the policy and procedures for payment disputes that apply to this Agreement.

9. STATUS

The Consultant at all times relevant to this Agreement shall be an independent Consultant and in no event shall the Consultant nor any employees or sub-Consultants under it be considered to be employees of the Gulf Consortium.

10. INSURANCE

Consultant shall procure and maintain for the duration of this Agreement insurance against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work hereunder by the Consultant, his agents, representatives, employees or subConsultants. The cost of such insurance shall be included in the Consultant's proposal.

A. Minimum Limits of Insurance. Consultant shall maintain limits no less than:

1. General Liability: \$1,000,000 combined single limit per occurrence for bodily injury, personal injury and property damage. If Commercial General Liability Insurance or other form with a general aggregate limit is used, either the general aggregate limit shall apply separately to this project/location or the general aggregate limit shall be twice the required occurrence limit.
2. Automobile Liability: \$1,000,000 combined single limit per accident for bodily injury and property damage. (Non-owned, Hired Car).
3. Workers' Compensation and Employers Liability: Insurance covering all employees meeting Statutory Limits in compliance with the applicable state and federal laws and Employer's Liability with a limit of \$500,000 per accident, \$500,000 disease policy limit, \$500,000 disease each employee. Waiver of Subrogation in lieu of Additional Insured is required.

B. Deductibles and Self-Insured Retentions

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

guaranteeing payment of losses and related investigations, claim administration and defense expenses.

C. Other Insurance Provisions

The policies are to contain, or be endorsed to contain, the following provisions:

1. General Liability and Automobile Liability Coverages (the Consortium is to be named as Additional Insured).
 - a. The Consortium, its officers, officials, employees and volunteers are to be covered as insureds as respects; liability arising out of activities performed by or on behalf of the Consultant, including the insured's general supervision of the Consultant; products and completed operations of the Consultant; premises owned, occupied or used by the Consultant; or automobiles owned, leased, hired or borrowed by the Consultant. The coverage shall contain no special limitations on the scope of protections afforded the Consortium, its officers, officials, employees or volunteers.
 - b. The Consultant's insurance coverage shall be primary insurance as respects the Consortium, its officers, officials, employees and volunteers. Any insurance of self-insurance maintained by the Consortium, its officers, officials, employees or volunteers shall be excess of the Consultant's insurance and shall not contribute with it.
 - c. Any failure to comply with reporting provisions of the policies shall not affect coverage provided to the Consortium, its officers, officials, employees or volunteers.
 - d. The Consultant's insurance shall apply separately to each insured against whom claims are made or suit is brought, except with respect to the limits of the insurer's liability.

2. All Coverages

Each insurance policy required by this clause shall be endorsed to state that coverage shall not be suspended, voided, canceled by either party, reduced in coverage or in limits except after thirty (30) days' prior written notice by certified mail, return receipt requested, has been given to the Consortium.

- D. Acceptability of Insurers. Insurance is to be placed with insurers with a Best's rating of no less than A:VII.
- E. Verification of Coverage. Consultant shall furnish the Consortium with certificates of insurance and with original endorsements effecting coverage required by this clause. The certificates and endorsements for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf. All certificates and endorsements are to be received and approved by the Consortium before work

commences. The Consortium reserves the right to require complete, certified copies of all required insurance policies at any time.

- F. SubConsultants. Consultant shall include all subConsultants as insureds under its policies or shall furnish separate certificates and endorsements for each subConsultant. All coverages for subConsultants shall be subject to all of the requirements stated herein.

11. LICENSES

The Consultant shall be responsible for obtaining and maintaining its city or county occupational license and any licenses required pursuant to the laws of the State of Florida. Should the Consultant, by reason of revocation, failure to renew, or any other reason, fail to maintain his license to operate, the Consultant shall be in default as of the date such license is lost.

12. ASSIGNMENTS

- A. In providing services under this Agreement, the Consultant agrees to utilize the services of the team of subConsultants designated in its proposals as described in Exhibits C and D. If the Consultant desires to utilize the services of subConsultants that were not part of the Consultant's proposal submission team, it can do so only with the written approval of the Consortium.
- B. This Agreement shall not be assigned or sublet as a whole or in part without the written consent of the Consortium. The Consultant shall not assign any monies due or to become due to it hereunder without the previous written consent of the Consortium.

13. INDEMNIFICATION

The Consultant agrees to indemnify, defend and hold harmless the Consortium and Leon County, their officials, officers, representatives, employees and agents, from and against any and all claims, damages, liabilities, losses, costs, or suits of any nature whatsoever arising out of, because of, or due to any acts or omissions of the Consultant, its delegates, employees and agents, arising out of or under this Agreement, including reasonable attorney's fees. The Consortium may, at its sole option, defend itself or require the Consultant to provide the defense.

14. AUDITS, RECORDS, AND RECORDS RETENTION

The Consultant agrees:

- a. To establish and maintain books, records, and documents (including electronic storage media) in accordance with generally accepted accounting procedures and practices, which sufficiently and properly reflect all revenues and expenditures of funds provided by the Consortium under this Agreement.

- b. To the extent the Consultant is performing services on behalf of the Consortium, the Consultant must:
 - (i) Keep and maintain public records that ordinarily and necessarily would be required by the Consortium in order to perform the service;
 - (ii) Provide the public with access to public records on the same terms and conditions that the Consortium would provide the records and at a cost that not exceed the cost provided in Chapter 119, Florida Statutes, or as otherwise provided by law;
 - (iii) Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law;
 - (iv) Meet all requirements for retaining public records and transfer, at no cost, to the Consortium all public records in possession of the Consultant upon termination of this Agreement and destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. All records stored electronically must be provided to the Consortium in a format that is compatible with the Consortium's information technology systems.
- c. To retain all client records, financial records, supporting documents, statistical records, and any other documents (including electronic storage media) pertinent to this Agreement for a period of five (5) years after termination of the Agreement, or if an audit has been initiated and audit findings have not been resolved at the end of five (5) years, the records shall be retained until resolution of the audit findings or any litigation which may be based on the terms of this Agreement.
- d. Upon completion or termination of the Agreement and at the request of the Consortium, the Consultant will cooperate with the Consortium to facilitate the duplication and transfer of any said records or documents during the required retention period as specified in this Section.
- e. To assure that these records shall be subject at all reasonable times to inspection, review, or audit by Federal, state, or other personnel duly authorized by the Consortium.
- f. Persons duly authorized by the Consortium and Federal auditors, pursuant to 45 CFR, Part 92.36(l)(10), shall have full access to and the right to examine any of the Consultant's Agreement and related records and documents, regardless of the form in which kept, at all reasonable times for as long as records are retained.
- g. To include these aforementioned audit and record keeping requirements in all approved subcontracts and assignments.

15. MONITORING

The Consultant shall permit persons duly authorized by the Consortium to inspect any records, papers, documents, facilities, goods, and services of the Consultant which are

relevant to this Agreement, and interview any clients and employees of the Consultant to assure the Consortium of satisfactory performance of the terms and conditions of this Agreement.

Following such evaluation, the Consortium will deliver to the Consultant a written report of its findings and will include written recommendations with regard to the Consultant's performance of the terms and conditions of this Agreement. The Consultant will correct all noted deficiencies identified by the Consortium within the specified period of time set forth in the recommendations. The Consultant's failure to correct noted deficiencies may, at the sole and exclusive discretion of the Consortium, result in any one or any combination of the following: (1) the Consultant being deemed in breach or default of this Agreement; (2) the withholding of payments to the Consultant by the Consortium; and (3) the termination of this Agreement for cause.

16. TERMINATION

The Gulf Consortium may terminate this Agreement without cause, by giving the Consultant 30 days written notice of termination. Either party may terminate this Agreement for cause by giving the other party hereto 30 days written notice of termination. The Consortium shall not be required to give Consultant such 30 day written notice if, in the opinion of the Consortium, the Consultant is unable to perform its obligations hereunder, or if in the Consortium's opinion, the services being provided are not satisfactory. In such case, the Consortium may immediately terminate the Agreement by mailing a notice of termination to the Consultant. Provided however, the Parties may agree in writing to utilize the contract claim dispute process established in section 5.04 of the Consortium's Resolution 2014-10, which is included in Exhibit F.

17. PUBLIC ENTITY CRIMES STATEMENT

In accordance with Section 287.133, Florida Statutes, Consultant hereby certifies that to the best of his knowledge and belief neither Consultant nor his affiliates has been convicted of a public entity crime. Consultant and his affiliates shall provide the Consortium with a completed public entity crime statement form no later than February 15 of each year this Agreement is in effect. Violation of this section by the Consultant shall be grounds for cancellation of this Agreement by the Gulf Consortium.

18. UNAUTHORIZED ALIENS

The Consultant agrees that unauthorized aliens shall not be employed nor utilized in the performance of the requirements of this solicitation. The Consortium shall consider the employment or utilization of unauthorized aliens a violation of Section 274A(e) of the Immigration and Naturalization Act (8 U.S.C. 1324a). Such violation shall be cause for unilateral termination of this Agreement by the Consortium.

19. EMPLOYMENT ELIGIBILITY VERIFICATION

- a. Consultant agrees that it will enroll and participate in the federal E-Verify Program for Employment Verification under the terms provided in the "Memorandum of

Understanding" governing the program. A copy of the Memorandum of Understanding is attached as Exhibit G. Consultant further agrees to provide to the Consortium, within thirty days of the effective date of this contract/amendment/extension, documentation of such enrollment in the form of a copy of the E-Verify "Edit Company Profile" screen", which contains proof of enrollment in the E-Verify Program (this page can be accessed from the "Edit Company Profile" link on the left navigation menu of the E-Verify employer's homepage).

- b. Consultant further agrees that it will require each subConsultant that performs work under this contract to enroll and participate in the E-Verify Program within sixty days of the effective date of this contract/amendment/extension or within sixty days of the effective date of the contract between the Consultant and the subConsultant, whichever is later. The Consultant shall obtain from the subConsultant(s) a copy of the "Edit Company Profile" screen indicating enrollment in the E-Verify Program and make such record(s) available to the Agency upon request.
- c. Consultant will utilize the U.S. Department of Homeland Security's E-Verify system to verify the employment eligibility of: (a) all persons employed during the term of the Agreement by Consultant to perform employment duties within Florida; and (b) all persons (including subConsultants) assigned by Consultant to perform work pursuant to the Agreement.
 - 1) Consultant must use E-Verify to initiate verification of employment eligibility for all persons employed during the term of the Agreement by Consultant to perform employment duties within Florida within 3 business days after the date of hire.
 - 2) Consultant must initiate verification of each person (including subConsultants) assigned by Consultant to perform work pursuant to the Agreement within 60 calendar days after the date of execution of this contract or within 30 days after assignment to perform work pursuant to the Agreement, whichever is later.
- d. Consultant further agrees to maintain records of its participation and compliance with the provisions of the E-Verify program, including participation by its subConsultants as provided above, and to make such records available to the Consortium or other authorized state entity consistent with the terms of the Memorandum of Understanding.
- e. Compliance with the terms of this Employment Eligibility Verification provision is made an express condition of this contract and the Consortium may treat a failure to comply as a material breach of the contract.

20. NON-WAIVER

Failure by the Consortium to enforce or insist upon compliance with any of the terms or conditions of this Agreement or failure to give notice or declare this Agreement terminated

shall not constitute a general waiver or relinquishment of the same, or of any other terms, conditions or acts; but the same shall be and remain at all times in full force and effect.

21. DELAY

No claim for damages or any claim other than for an extension of time shall be made or asserted against the Consortium by reason of any delays. The Consultant shall not be entitled to an increase in the contract sum or payment or compensation of any kind from the Consortium for direct, indirect, consequential, impact or other costs, expenses or damages, including but limited to costs of acceleration or inefficiency, arising because of delay, disruption, interference or hindrance from any cause whatsoever, whether such delay, disruption, interference or hindrance be reasonable or unreasonable, foreseeable or unforeseeable, or avoidable or unavoidable; provided, however, that this provision shall not preclude recovery of damages by the Consultant for hindrances or delays due solely to fraud, bad faith, or active interference on the part of the Consortium or its agents. Otherwise, the Consultant shall be entitled only to extensions of the contract time as the sole and exclusive remedy for such resulting delay, in accordance with and to the extent specifically provided above.

22. REVISIONS

In any case where, in fulfilling the requirements of this Agreement or of any guarantee, embraced in or required thereby it is necessary for the Consultant to deviate from the requirements of the Agreement, the Consultant shall obtain the prior written consent of the Consortium.

23. VENUE

Venue for all actions arising under this Agreement shall lie in Leon County, Florida.

24. CONSTRUCTION

The validity, construction, and effect of this Agreement shall be governed by the laws of the State of Florida.

25. CONFLICTING TERMS AND CONDITIONS

In the instance that any other agreement exists concerning the matters herein, then the terms and conditions in this Agreement shall prevail over all other terms and conditions.

ATTACHMENTS

Exhibit A Invitation to Negotiate for 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

Exhibit B Request for Best and Final Offer for 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

Exhibit C Environmental Science Associates Proposal in Response to Invitation to Negotiate for 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

Exhibit D Environmental Science Associates Proposal in Response to Request for Best and Final Offer for 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

Exhibit E Composite of Consultant's agreements with each of its named team partner firms and individuals regarding recusal from SEP pursuits

Exhibit F Consortium Purchasing Policy for State Expenditure Plan Consultant: Resolution 2014-01

Exhibit G THE E-VERIFY MEMORANDUM OF UNDERSTANDING FOR EMPLOYERS

WHERETO, the Parties have set their hands and seals effective the date whereon the last party executes this Agreement.

GULF CONSORTIUM

By: 

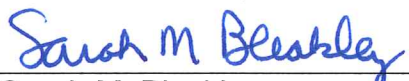
Date: January 21, 2015

SECRETARY/TREASURER:

By: 

Date: January 21, 2015

Approved as to Form:
Gulf Consortium Attorney

BY: 
Sarah M. Bleakley
Nabors, Giblin & Nickerson, P.A.
Interim General Counsel to
the Gulf Consortium

ENVIRONMENTAL SCIENCE ASSOCIATES

By: 
President or designee

Title: Douglas E. Robison
Principal Associate/PM

Date: 3/13/15



INVITATION TO NEGOTIATE

FOR

**CONSULTANT SERVICES FOR THE DEVELOPMENT OF
THE GULF CONSORTIUM'S STATE EXPENDITURE PLAN
REQUIRED BY THE RESTORE ACT**

ITN NUMBER GC-06-17-14-33

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FORMS

- ITN Response Cover Sheet
- Equal Opportunity/Affirmative Action Statement
- Insurance Certification Form
- Certification Regarding Debarment, Suspension, and Other Responsibility Matters Primary Covered Transactions
- Affidavit Certification Immigration Laws
- Non-Collusion Affidavit
- Drug-Free Workplace Form

ATTACHMENTS

- Attachment A Draft Agreement

I. INTRODUCTION

Leon County is issuing this Invitation to Negotiate (ITN) as part of the procurement services it is providing to the Gulf Consortium (Consortium) pursuant to an interlocal agreement between them. The Consortium serves as the ultimate decision making body in the selection process for this ITN.

A. BACKGROUND.

In response to the explosion of and the resulting oil spill from the Deepwater Horizon offshore drilling rig in the Gulf of Mexico on April 20, 2010 (Deepwater Horizon Oil Spill), the United States Congress enacted the Resources and Ecosystems Sustainability, Tourist Opportunities, and Revived Economies of the Gulf Coast States Act of 2012 (RESTORE Act) (title 1, subtitle F of Public Law 112-141) as part of the Moving Ahead for Progress in the 21st Century Act. The RESTORE Act was passed by Congress on June 29, 2012 and signed into law on July 6, 2012 by the President.

The RESTORE Act establishes funding from a portion of the administrative and civil penalties under the Federal Water Pollution Control Act from the Deepwater Horizon Oil Spill for the ecological and economic restoration of the Gulf Coast region. The RESTORE Act directs funding for the development and implementation of the State Expenditure Plan in each of the five Gulf Coast States.

The Gulf Consortium is a public entity created in October 2012 by Interlocal Agreement among Florida's 23 Gulf Coast counties, from Escambia County in the western panhandle of Florida to Monroe County on the southern tip of Florida and the United States.

Florida's 23 Gulf Coast Counties formed the Consortium to meet requirements of the RESTORE Act for Florida to develop a State Expenditure Plan. The Consortium Board of Directors consists of one representative from each county government and six members appointed by the Governor. As a public entity, the Consortium must meet all government transparency requirements in Florida, including open public records and meetings, ethics and state auditing obligations.

The Gulf Consortium is working with Florida's Governor, state agencies and other restoration partners to advance common goals, reduce duplication, and maximize benefits to the Gulf Coast region. To this end, the Governor and the Consortium entered into a Memorandum of Understanding (MOU) on June 12, 2013 to further the collective objectives of maximizing efficiencies and revenue opportunities under the RESTORE Act. The Governor's appointees represent diverse interests to provide input and guidance to the Consortium on policies and criteria used to select projects, activities and programs for inclusion in the State Expenditure Plan.

The MOU provides for a coordinated review and input by the Florida Department of Environmental Protection (FDEP) and other state agencies during the development of the State Expenditure Plan (SEP). The MOU requires the Consortium to meet the following requirements at a minimum for the selection of projects, activities and programs for inclusion in the SEP:

- Consistency with the applicable laws and rules;
- Prioritization based on criteria established by the Consortium;
- Consideration of public comments;
- Approval by an affirmative vote of at least a majority of the Consortium Directors present at a duly noticed public meeting of the Consortium; and

- State agency involvement, input and review in the development the State Expenditure Plan, pursuant to the MOU.

After development of the SEP by the Consortium, the Governor is responsible for submitting it to the Gulf Coast Ecosystem Restoration Council (Council) for approval.

The RESTORE Act provides criteria for the State Expenditure Plans. Included among those criteria are requirements that the SEP take into consideration the Council's Comprehensive Plan and that the SEP be consistent with the goals and objectives of the Council's Comprehensive Plan.

B. FUNDING CONSTRAINTS.

The Consortium is a newly created governmental entity. At this point, the Consortium functions with modest resources provided directly by its 23 member counties. The current resources are not sufficient to fund the Scope of Services sought by this ITN. The Consortium anticipates that it will receive RESTORE Act funding for developing the State Expenditure Plan from the Gulf Coast Ecosystem Restoration Trust Fund (Trust Fund). Due to uncertainty associated with ongoing litigation, the ultimate amount of administrative and civil penalties that may be deposited into the Trust Fund, as well as the timing of their availability, are unknown. There are two other factors affecting the amount and availability of Trust Funds to the Consortium. The timing is dependent upon the finalization of the RESTORE Act Rule by the United States Department of the Treasury. The timing and amount may also be dependent upon the promulgation and finalization of the Council Regulation.

C. PROJECT OVERVIEW.

The Consortium has no employees but instead contracts for governmental managerial services with the Florida Association of Counties, Inc. and for general counsel services with Nabors, Giblin & Nickerson, P.A.

The Consortium wishes to hire a consultant to provide assistance for the development of the State Expenditure Plan for submission and approval to the Governor of Florida and, in turn, to the Council. This Invitation to Negotiate and the subsequent Request for Best and Final Offer is designed to solicit proposals from qualified firms for the Consortium to procure the necessary assistance for the development of the SEP.

D. TERM OF CONTRACT.

It is anticipated that the initial term of the agreement will be for two years from the date of contract execution with up to two optional one year renewal periods.

E. ITN PROCESS RESERVATIONS.

The Consortium reserves the right to negotiate concurrently or separately with competing firms, in accordance with the process set forth in Section III., below. By submitting a response to this ITN, firms acknowledge and accept that the Consortium reserves the right to finalize the negotiation process at any time in the proposed process that the Consortium determines such selection would be in the best interest of the Consortium.

By submitting a response to this ITN, the Firm acknowledges and accepts that the Consortium reserves the right to terminate the selection process or decide not to hire any firm for any reason, including, but not limited to, the unavailability of adequate funds, or the finalization of a Rule by the U. S. Department of the Treasury or Regulation by the Council that conditions funding on a competitive procurement process for the selection of consultants which is different from the ITN process used here.

F. EXHIBITS AND RESOURCES.

The following resources are listed below for informational purposes to assist firms in preparing responses. To download copies of the following resources, follow the link provided or go to the Leon County website at <http://cms.leoncountyfl.gov/SolicitationsOnline>.

1. RESTORE ACT
2. Interlocal Agreement Establishing the Gulf Consortium
3. Memorandum of Understanding between the Gulf Consortium and Florida Governor Rick Scott
4. Proposed U.S. Treasury Rule
5. The Consortium's Purchasing Policy for State Expenditure Plan Consultant
6. Initial Comprehensive Plan: Restoring the Gulf Coast's Ecosystem and Economy by the Gulf Coast Ecosystem Restoration Council (August 2013)

II. **DEFINITIONS.**

- A. "Addendum" is a written document used to expand or more fully explain the terms of a bid instrument including an Invitation to Negotiate. An addendum is not a contract "Amendment."
- B. "Board" means the Board of Directors of the Consortium.
- C. "Consortium" means the Gulf Consortium created by the Interlocal Agreement.
- D. "Contractor" means any person having a contract with the Consortium.
- E. "Designee" means a duly authorized representative of a person holding a superior position. In the case of the Manager, the term "Designee" includes, but is not limited to, the Purchasing Director of Leon County.
- F. "Firm" means any corporation, partnership, limited liability company, individual, sole proprietorship, joint stock company, joint venture, business or any other private legal entity.
- G. "Intended Decision" means a written notice that states the Firm to whom the Consortium intends to award a contract resulting from a solicitation and which establishes the period in which a notice of intent to protest may be timely filed. The Intended Decision is posted on the Leon County website and on the Public Notice board in the Leon County Purchasing Division.
- H. "Invitation to Negotiate" means a written solicitation that calls for responses to select one or more businesses with which to commence negotiations for the procurement of contractual services.
- I. "Manager" and "Consortium Manager" mean the Manager or Interim Manager of the Consortium, or his designee.

- J. "Plan Holder" or "Registered Plan Holder" means a firm, business, or individual who has either downloaded or requested a copy of the solicitation document from the Purchasing Director or the Leon County purchasing website.
- K. "Purchasing Director" means the Leon County employee duly authorized to enter into and administer contracts and make written determinations with respect thereto under the terms of the purchasing policies of the Board of County Commissioners of Leon County.
- L. "RESTORE Act" means the Resources and Ecosystems Sustainability, Tourist Opportunities and Revived Economies of the Gulf Coast States Act of 2012 adopted by the United States Congress in Public Law 112-141 and signed by the President.
- M. "State Expenditure Plan" means the Florida Plan required by the RESTORE Act to be developed by the Gulf Consortium and submitted for approval to the Gulf Coast Ecosystem Restoration Council for funding projects, programs and activities that will improve the ecosystems or economy of the Gulf Coast Region.

III. PROCUREMENT INSTRUCTIONS.

- A. RESPONSE SUBMITTAL, FORMAT AND DEADLINE. Firms should prepare replies to provide a straightforward, concise description of the firm's ability to meet the ITN's requirements and to allow the Consortium to properly evaluate the firm's response Each response shall be prepared simply and economically, providing a straightforward, concise delineation of the Respondent's capabilities to satisfy the requirements of this ITN. **Responses are to be submitted bound by binder clips only.** No manner of plastic, comb or wire bindings, three ring binders, or staples are acceptable. All copies of proposals are to be printed double-sided, on paper with no less than 30% post-consumer recycled content. In order to expedite the evaluation of responses, it is essential that Respondent follow the format and instructions contained in the Response Submission Requirements (Section IV).

- 1. Responses must be received by the date, time, and location specified in the Schedule of Events to be considered.
- 2. The response to the ITN should be submitted in a sealed envelope/package addressed in the following manner:

ITN Number
Leon County Purchasing Division
1800-3 N. Blair Stone Road
Tallahassee, FL 32308

- B. SCHEDULE OF EVENTS. Below in Table 1 is the current schedule of the events that will take place as part of this solicitation. Leon County, on behalf of the Consortium, reserves the right to make changes or alterations to the schedule as the Leon County determines is in the best interest of the public. If any changes to the Schedule of Events are made, Leon County will post the changes on the Leon County website either as a public meeting notice, or as an addendum, as applicable. **It is the responsibility of Registered Plan Holders and other interested persons and parties to review the Leon County Purchasing Division's website to stay informed of the Schedule of Events, addenda to the ITN, and public meetings.** The website addresses follow:

Addenda: <http://cms.leoncountyfl.gov/SolicitationsOnline>

Public Meetings: <http://www.leoncountyfl.gov/Purchasing/PublicMeetingNotices>

Table 1 - Schedule of Events	
Date and Time (all eastern time)	Event
April 18, 2014	Release of the ITN
Not later than: May, 2, 2014 at 5:00 p.m.	DEADLINE FOR PRE-PROPOSAL MEETING QUESTIONS: Date and time by which Pre-Proposal Meeting questions must be received by Leon County
May 8, 2014 at 10:00 a.m.	PRE-PROPOSAL MEETING: Date and time the MANDATORY Pre-Proposal Meeting will be held in the Leon County Board of County Commission Chambers, located on the 5 th floor of the Leon County Courthouse at 301 S. Monroe Street, Tallahassee, Florida 32301. This will be a public meeting that the public is invited to attend.
Not later than: May, 14, 2014 at 5:00 p.m.	QUESTIONS/INQUIRIES DEADLINE: Date and time by which written questions and inquiries regarding the ITN must be received by the Leon County Purchasing Division via e-mail submittal to Shelly Kelley at kelleys@leoncountyfl.gov and Don Tobin at tobind@leoncountyfl.gov Firms are requested to send the e-mail to both representatives.
Not later than: June 17, 2014 at 2:00 p.m.	OPENING DATE: Date and time by which Responses must be received by the Leon County Purchasing Division, located at 1800-3 North Blair Stone Road, Tallahassee, FL 32308.
December 2014	Anticipated Date of Consortium Board of Directors consideration of Evaluation Team recommendation

- C. **PRE-PROPOSAL MEETING.** A Pre-Proposal Meeting will be held at the date, time and location identified in the Schedule of Events. Respondent's attendance at the Pre-Proposal Meeting is **MANDATORY**. The Pre-Proposal Meeting will be a public meeting that the public is invited to attend either physically in person, or by dialing into an audio conference, at their option. Instructions for conferencing in will be provided as part of the public meeting notice, which will be posted on the website listed above for public meetings no less than 72 hours in advance of the Pre-Proposal Meeting. **All questions of Firms to be discussed at the Pre-Proposal meeting must be submitted in writing by the deadline identified in the Schedule of Events as the Deadline for Pre-Proposal Meeting Questions. Such questions shall be e-mailed to:** Shelly Kelley at kelleys@leoncountyfl.gov and Don Tobin at tobind@leoncountyfl.gov.

The purpose of the Pre-Proposal Meeting is to provide a forum to answer questions concerning the ITN, instructions for submitting Responses, and other relevant issues. To the extent that any discussions or questions at the Pre-Proposal Meeting require, in Leon County's opinion, official additions, deletions, or clarifications of the ITN, Leon County will issue a written summary of questions and answers or an addendum to this ITN as the Leon County determines is appropriate. No oral representations or discussions, which take place at the Pre-Proposal Meeting, will be binding on Leon County or the Consortium. The Firms will be instructed to direct all questions after the meeting to Leon County Purchasing Division.

During and after the Pre-Proposal Meeting, it is the responsibility of the Purchasing Division to ensure that Registered Plan Holders develop their Response with the same information. If a Registered Plan Holder receives information from Leon County relating to the ITN prior to the

information cutoff date, Leon County will ensure that all Registered Plan Holders receive the same information in a timely fashion.

- D. SPECIAL ACCOMMODATION. Any person requiring a special accommodation at a Pre-Proposal Conference or ITN opening because of a disability should call the Division of Purchasing at (850) 606-1600 at least five (5) workdays prior to the Pre-Proposal Conference or ITN opening. If you are hearing or speech impaired, please contact the Purchasing Division by calling the County Administrator's Office using the Florida Relay Service which can be reached at 1(800) 955-8771 (TDD).
- E. INFORMATION, COMMUNICATION, AND ADDENDA. Any questions concerning the ITN process, required submittals, evaluation criteria, proposal schedule, and selection process should be directed to Shelly W. Kelley and Don Tobin at (850) 606-1600; FAX (850) 606-1601; or e-mail at kelleys@leoncountyfl.gov and tobind@leoncountyfl.gov. **Firms are requested to send such requests to both representatives of the Purchasing Division.** Email inquiries are preferred.

Each Firm shall examine the ITN documents carefully. No later than thirty days prior to the date for receipt of proposals, the Firm shall make a written request to the Purchasing Director for interpretations or corrections of any ambiguity, inconsistency or error which he may discover. All interpretations or corrections will be issued as addenda. The Consortium will not be responsible for oral clarifications. No negotiations, decisions or actions shall be initiated or executed by the proposer as a result of any discussions with any County employee or Consortium representative prior to the opening of proposals. Only those communications which are in writing from the Purchasing Director may be considered as a duly authorized expression on the behalf of the County and Consortium. Also, only communications from a Firm which are in writing and signed will be recognized by the County and Consortium as duly authorized expressions on behalf of a Firm.

- F. PROHIBITED COMMUNICATIONS. All forms of communication, except for written communication with the Purchasing Division requesting clarifications or questions, shall be prohibited regarding this ITN between:
1. Any person or person's representative seeking an award from such competitive solicitation; and
 2. A County Commissioner or Commissioner's staff, or a county employee authorized to act on behalf of the Commission; a Director, Alternate, or Ex-official Member of the Gulf Consortium Board of Directors, the Consortium Manager or General Counsel or any employee of the Manager or General Counsel; or a member of the Evaluation Team or Negotiation Team.

For the purpose of this section, a person's representative shall include, but not be limited to, the person's employee, partner, officer, director, consultant, lobbyist, or any actual or potential subcontractor or consultant of the person.

The prohibited communication restriction shall be in effect commencing as of the release of the ITN and terminate at the time the Consortium awards or approves a contract, rejects all bids or responses, or otherwise takes action which ends the solicitation process.

The provisions of this section shall not apply to oral communications at any public proceeding, including pre-bid conferences, oral presentations before the Evaluation Teams, contract negotiations during any public meetings, presentations made to the Consortium, and protest hearings. Further,

the provisions of this section shall not apply to contract negotiations between the Consortium Manager and the intended awardee, any dispute resolution process following the filing of a protest between the person filing the protest and the Consortium Manager.

The penalties for an intentional violation of this article shall be those specified in §125.69(1), Florida Statutes, as amended, and shall be deemed supplemental to the penalties set forth in Section 1-9 of the Code of Laws, Leon County, Florida.

- G. FIRM/VENDOR REGISTRATION. Firms who obtain solicitation documents from sources other than the Leon County Purchasing Division or DemandStar.com MUST officially register with the County Purchasing Division in order to be placed on the Registered Plan Holders list for the solicitation. This list is used for communications from the County to prospective Firms. Also, Firms should be aware that solicitation documents obtained from sources other than those listed above may be drafts, incomplete, or in some other fashion different from the official solicitation document. Failure to register as a prospective Firm through the Purchasing Division or online through DemandStar.com may cause a firm's submittal to be rejected as non-responsive.

As a convenience to firms, Leon County has made available via the internet lists of all Registered Plan Holders for each invitation to bid, invitation to negotiate, or request for proposals. The information is available on-line at <http://cms.leoncountyfl.gov/SolicitationsOnline> by simply clicking the plan holder link at the bottom of the respective solicitation page. A listing of the registered firms with their telephone and fax numbers is designed to assist Firms in preparation of their responses.

- H. RECEIPT AND OPENING OF FIRM/VENDOR RESPONSES. Firm responses will be opened publicly at the date and time identified in the Schedule of Events as the Opening Date. A tabulation sheet of timely received Responses will be made public and will be posted on the Purchasing Division website at: <http://cms.leoncountyfl.gov/SolicitationsOnline>. A firm may request, in their submittal, a copy of the tabulation sheet to be mailed in a firm provided, stamped self-addressed envelope for their record.

Responses to the ITN received prior to the time of opening will be secured unopened. The Leon County Purchasing Agent, whose duty it is to open the responses, will decide when the specified time has arrived and no responses received thereafter will be considered. The Purchasing Agent will not be responsible for the premature opening of a response not properly addressed and identified by Response number on the outside of the envelope/package.

- I. PUBLIC RECORDS. Sealed bids, proposals, responses, replies and Invitations to Negotiate received by the County pursuant to a competitive solicitation are exempt from public records disclosure until such time as the County posts an intended decision or until 30 days after opening of the documents, whichever is earlier.
- J. TIMELY DELIVERY. It is the Firm's responsibility to assure that the response is delivered at the proper time and location. Responses received after the scheduled receipt time will be marked "TOO LATE." Late responses may be returned unopened to the firm.
- K. PREPARATION COSTS. The County is not liable for any costs incurred by Respondents prior to the issuance of an executed contract.
- L. INTERVIEWS. Firms responding to this ITN must be available for interviews by the Evaluation Team.

- M. PREPARATION AND CHANGES. Response must be typed or printed in ink. All corrections made by the Firm prior to the opening must be initialed and dated by the Firm. No changes or corrections will be allowed after responses are opened.

- N. RESERVATION OF RIGHTS. The County and the Consortium reserves the right to reject any and all responses, in whole or in part, when such rejection is in the best interest of the County. Further, the County and the Consortium reserves the right to withdraw this solicitation at any time prior to final award of contract.

- O. PUBLIC ENTITY CRIMES STATEMENT. A person or affiliate who has been placed on the convicted vendor list following a conviction for a public entity crime may not submit a bid on a contract to provide any goods or services to a public entity, may not submit a bid on a contract with a public entity for the construction or repair of a public building or public work, may not submit bids on leases of real property to a public entity, may not be awarded or perform work as a contractor, subcontractor, or consultant under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in Section 287.017, for CATEGORY TWO for a period of 36 months from the date of being placed on the convicted vendor list. By submission of a response to this solicitation, the proposer certifies compliance with the above requirements as stated in Section 287.133, Florida Statutes.

- P. CERTIFICATION REGARDING DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS. The prospective primary participant must certify to the best of its knowledge and belief, that it and its principals are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency and meet all other such responsibility matters as contained on the attached certification form.

- Q. LICENSES AND REGISTRATIONS. The contractor shall be responsible for obtaining and maintaining throughout the contract period his or her city occupational license and any licenses required pursuant to the laws of Leon County, the City of Tallahassee, or the State of Florida.

If the contractor is operating under a fictitious name as defined in Section 865.09, Florida Statutes, proof of current registration with the Florida Secretary of State **shall be submitted** with the bid. A business formed by an attorney actively licensed to practice law in this state, by a person actively licensed by the Department of Business and Professional Regulation or the Department of Health for the purpose of practicing his or her licensed profession, or by any corporation, partnership, or other commercial entity that is actively organized or registered with the Department of State **shall submit** a copy of the current licensing from the appropriate agency and/or proof of current active status with the Division of Corporations of the State of Florida or such other state as applicable.

Failure to provide the above required documentation may result in the response being determined as non-responsive.

- R. ADDENDA TO SPECIFICATIONS. If any addenda are issued after the initial ITN is released, the County will post the addenda on the Leon County website at <http://cms.leoncountyfl.gov/SolicitationsOnline>. It is the responsibility of the Firm prior to submission of any response to check the above website or contact the Leon County Purchasing Division at (850) 606-1600 to verify any addenda issued. The receipt of all addenda must be acknowledged on the response sheet.

- S. UNAUTHORIZED ALIENS. The Contractor must agree that an unauthorized alien shall not be employed nor utilized in the performance of the requirements of this solicitation or any work authorized thereunder. The Consortium shall consider the employment or utilization of unauthorized aliens a violation of Section 274A(e) of the Immigration and Naturalization Act (8 U.S.C. 1324a). Such violation shall be cause for unilateral termination of this Agreement by the Consortium. As part of the response to this solicitation, please complete and submit the attached form "AFFIDAVIT CERTIFICATION IMMIGRATION LAWS."
- T. AGREEMENT. After the solicitation award, the Consortium will, at its option, prepare a purchase order or an agreement specifying the terms and conditions resulting from the award of this solicitation. Every procurement of contractual services shall be evidenced by a written agreement. The respondent will have five calendar days after receipt to acknowledge the purchase order or execute the agreement.

The performance of the Consortium of any of its obligations under the purchase order or agreement shall be subject to and contingent upon the availability of funds lawfully expendable for the purposes of the purchase order or agreement for the current and any future periods provided for within the solicitation specifications.

- U. AWARD OF ITN AND PROTEST. The response will be awarded as soon as possible to the responsive, responsible respondent who rank highest in the evaluation process, unless otherwise stated elsewhere. The Consortium reserves the right to waive any informality in responses and to award a proposal in whole or in part when either or both conditions are in the best interest of the Gulf Consortium.
1. Notice of the Intended Decision will be posted on the Leon County website at: <http://cms.leoncountyfl.gov/SolicitationsOnline> for a period of seventy-two (72) consecutive hours, which does not include weekends or County observed holidays. Any Bidder/Respondent who desires to protest the Intended Decision must file a notice of intent to protest in writing within seventy-two (72) hours after the posting of the Notice of Intended Decision. Any bid award recommendation may be protested on the grounds of irregularities in the specifications, solicitation procedure, or the evaluation of the solicitation. Such notice of intent of solicitation protest shall be made in writing to the Purchasing Director, 1800-3 Blair Stone Road, Tallahassee, Florida 32308.
 2. A Protestor shall file a formal written bid protest within 10 days after the date in which the notice of intent of bid protest has been submitted. Failure to file a notice of intent of bid protest or failure to file a formal written bid protest shall constitute a waiver of all rights granted under this section. The Firm shall be responsible for inquiring as to any and all award recommendation and postings.
 3. Should concerns or discrepancies arise during the solicitation process, Firms are encouraged to contact the Purchasing Division prior to the scheduled solicitation opening. Such matters will addressed and remedied if necessary prior to a solicitation opening or award whenever practically possible. Firms are not to contact departments or divisions regarding the Firm's complaint.

V. MINORITY/WOMEN BUSINESS ENTERPRISE AND EQUAL OPPORTUNITY POLICIES.

1. Minority Business Enterprise (MBE) and Women (WBE) Business Enterprise.

Each Respondent is strongly encouraged to secure MBE and WBE participation through the purchase of those goods or services when opportunities are available.

2. Equal Opportunity/Affirmative Action Requirements.

The contractors and all subcontractors shall 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.

For federally funded projects, in addition to the above, the contractor shall agree to comply with Executive Order 11246, as amended, and to comply with specific affirmative action obligations contained therein.

In addition to completing the Equal Opportunity Statement, the Respondent shall include a copy of any affirmative action or equal opportunity policies of the Firm in effect at the time of submission.

W. INSURANCE.

Respondent's attention is directed to the insurance requirements below. Respondents should confer with their respective insurance carriers or brokers to determine in advance of bid submission the availability of insurance certificates and endorsements as prescribed and provided herein. If an apparent bidder fails to strictly comply with the insurance requirements, that bidder may be disqualified from award of the contract, or otherwise found non-responsive.

Respondent shall procure and maintain for the duration of the contract, insurance against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work hereunder by the Respondent, his agents, representatives, employees, or subcontractors. The cost of such insurance shall be included in the Respondent's pricing.

1. Minimum Limits of Insurance.

Contractor shall maintain limits no less than:

- a. General Liability: \$1,000,000 combined single limit per occurrence for bodily injury, personal injury and property damage. If Commercial General Liability Insurance or other form with a general aggregate limit is used, either the general aggregate limit shall apply separately to this project/location or the general aggregate limit shall be twice the required occurrence limit.
- b. Automobile Liability: One Million and 00/100 (\$1,000,000.00) Dollars combined single limit per accident for bodily injury and property damage. **(Non-owned, Hired Car).**
- c. Workers' Compensation Employers Liability: Insurance covering all employees

meeting Statutory Requirements in compliance with the applicable state and federal laws and Employer's Liability with a limit of \$500,000 per accident, \$500,000 disease policy limit, \$500,000 disease each employee. ***Waiver of Subrogation in lieu of Additional Insured is required.***

- d. Professional Liability Insurance, including errors and omissions: for all services provided under the terms of this agreement with minimum limits of One Million and 00/100 (\$1,000,000.00) Dollars per occurrence; or claims made form with "tail coverage" extending three (3) years beyond the term of the agreement. Proof of "tail coverage" must be submitted with the invoice for final payment. In lieu of "tail coverage", Contractor may submit annually to the Consortium a current Certificate of Insurance proving claims made insurance remains in force throughout the same three (3)-year period.

2. Deductibles and Self-Insured Retentions.

Any deductibles or self-insured retentions must be declared to and approved by the Consortium. At the option of the Consortium, either: the insurer shall reduce or eliminate such deductibles or self-insured retentions as respects the Consortium, its officers, officials, employees and volunteers; or the Contractor shall procure a bond guaranteeing payment of losses and related investigations, claim administration, and defense expenses.

3. Other Insurance Provisions.

The policies are to contain, or be endorsed to contain, the following provisions:

- a. General Liability and Automobile Liability Coverages. The Consortium is to be named as Additional Insured.
 1. The Consortium, its officers, officials, employees and volunteers are to be covered as additional insureds as respects; liability arising out of activities performed by or on behalf of the Contractor, including the insured's general supervision of the Contractor; products and completed operations of the Contractor; premises owned, occupied or used by the Contractor; or automobiles owned, leased, hired or borrowed by the Contractor. The coverage shall contain no special limitations on the scope of protections afforded the Consortium, its officers, officials, employees or volunteers.
 2. The Contractor's insurance coverage shall be primary insurance as respects the Consortium, it officers, officials, employees and volunteers. Any insurance of self-insurance maintained by the Consortium, its officers, officials, employees or volunteers shall be excess of the Contractor's insurance and shall not contribute with it. Contractor hereby waives subrogation rights for loss or damage against the Consortium.
 3. Any failure to comply with reporting provisions of the policies shall not affect coverage provided to the Consortium, its officers, officials, employees or volunteers.

4. The Contractor's insurance shall apply separately to each insured against whom claims is made or suit is brought, except with respect to the limits of the insurer's liability.
5. Companies issuing the insurance policy, or policies, shall have no recourse against the Consortium for payment of premiums or assessments for any deductibles with are all at the sole responsibility and risk of Contractor.

b. All Coverages.

Each insurance policy required by this clause shall be endorsed to state that coverage shall not be suspended, voided, canceled by either party, reduced in coverage or in limits except after thirty (30) days prior written notice by certified mail, return receipt requested, has been given to the Consortium.

4. Acceptability of Insurers.

Insurance is to be placed with insurers with a Best's rating of no less than A:VII.

5. Verification of Coverage.

Contractor shall furnish the Consortium with certificates of insurance and with original endorsements effecting coverage required by this clause. The certificates and endorsements for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf. All certificates and endorsements are to be received and approved by the County before work commences. The Consortium reserves the right to require complete, certified copies of all required insurance policies at any time.

6. Subcontractors

Contractors shall include all subcontractors as insureds under its policies or shall furnish separate certificates and endorsements for each subcontractor. All coverages for subcontractors shall be subject to all of the requirements stated herein.

X. TRAVEL EXPENSES.

Consultant travel which is not covered within the scope of the consultant's contract and which is billed separately to the Consortium on a cost reimbursement basis must receive prior approval from the Consortium Manager. If approved, travel expenses will be reimbursed in accordance with the Consortium Travel Policy pursuant to Section 112.061, Florida Statutes.

Y. ETHICAL BUSINESS PRACTICES.

1. Gratuities. It shall be unethical for any person to offer, give, or agree to give any County employee, or for any County employee to solicit, demand, accept, or agree to accept from another person, a gratuity or an offer of employment in connection with any decision, approval, disapproval, recommendation, or preparation of any part of a program requirement or a purchase request, influencing the content of any specification or procurement standard, rendering of advice, investigation, auditing, or performing in any other advisory capacity in any proceeding or application, request for ruling, determination,

claim or controversy, or other particular matter, subcontract, or to any solicitation or proposal therefore.

2. Gratuities. It shall be unethical for any person to offer, give, or agree to give any Consortium representative, or for any Consortium representative to solicit, demand, accept, or agree to accept from another person, a gratuity or an offer of employment in connection with any decision, approval, disapproval, recommendation, or preparation of any part of a program requirement or a purchase request, influencing the content of any specification or procurement standard, rendering of advice, investigation, auditing, or performing in any other advisory capacity in any proceeding or application, request for ruling, determination, claim or controversy, or other particular matter, subcontract, or to any solicitation or proposal therefor.
 3. Kickbacks. It shall be unethical for any payment, gratuity, or offer of employment to be made by or on behalf of a subcontractor under a contract to the prime contractor or higher tier subcontractor or any person associated therewith, as an inducement for the award of a subcontract or order.
 4. The Consortium reserves the right to deny award or immediately suspend any contract resulting from this proposal pending final determination of charges of unethical business practices. At its sole discretion, the Consortium may deny award or cancel the contract if it determines that unethical business practices were involved.
- Z. PURCHASES BY OTHER PUBLIC AGENCIES. With the consent and agreement of the successful Firm(s), purchases may be made under this solicitation by other governmental agencies or political subdivisions within the State of Florida. Such purchases shall be governed by the same pricing, terms and conditions stated herein with no deviations allowed. This agreement in no way restricts or interferes with the right of any public agency or political subdivision to solicit any or all of the items or services independently.
- AA. ERRORS AND OMISSIONS. Neither the County and its representatives nor the Consortium and its representatives shall be responsible for any errors or omission in the ITN. Due care and diligence has been exercised in the preparation of this ITN, and all information contained herein is believed to be substantially correct.

IV. SCOPE OF SERVICES

The Gulf Consortium seeks to hire a consultant to provide assistance in the preparation of Florida's State Expenditure Plan required by the RESTORE Act. The scope of services encompasses the broad range of activities outlined below.

A. DRAFT INITIAL STATE EXPENDITURE PLAN.

The Consultant will develop a Draft Initial State Expenditure Plan (SEP) that meets the requirements of the RESTORE Act, the U.S. Department of Treasury's Rule concerning the investment and use of amounts deposited in the Gulf Coast Restoration Trust Fund (31 CFR Part 34) and the Gulf Coast Ecosystem Restoration Council's Regulation, which the Consortium can submit to the Governor and, in turn, to the Council for the purpose of securing federal funds from the RESTORE Act Trust Fund for the further development and implementation of a Draft Final State

Expenditure Plan. The Draft Initial SEP will not be focused on specific projects, programs and activities. It will include the following components, at a minimum:

1. A strategy for developing, refining and articulating the goals and objectives of the SEP, including both short and long-term outcomes.
2. A strategy for the logical and appropriate grouping of projects, programs and activities for the Consortium's consideration for inclusion in the Draft Final SEP.
3. A process for the development of evaluation criteria by which submitted projects, programs and activities will be evaluated and ranked.
4. A detailed timeline for the activities required for the development of the Draft Final State Expenditure Plan.
5. An estimate of all resources necessary for the development of the Draft Final SEP including, but not limited to:
 - a. All costs to the Consortium
 - b. Amount and type of staffing to be provided by the Firm

Deliverable. The Consultant shall deliver a Draft Initial State Expenditure Plan to the Consortium within 90 days after the execution of an agreement for services with the Consortium.

B. DRAFT FINAL STATE EXPENDITURE PLAN.

After the Draft Initial State Expenditure Plan has been submitted to the Governor and, in turn, to the Council and approved by the Council, the Consultant shall develop a Draft Final State Expenditure Plan that considers and includes at a minimum:

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 the plans being developed by The Nature Conservancy and the existing National Estuary Plans.
2. **Information Gaps.** The identification and list of any data gaps and issues requiring additional technical analysis including timeframes to complete that analysis.
3. **Law.** A list and compilation of federal and state law 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. National Environmental Policy Act
 - c. Clean Water Act
 - d. Council Comprehensive Plan and Regulation
 - e. United States Department of Treasury Rule regarding the RESTORE Act
 - f. Chapter 373, Florida Statutes
4. **Project Management Process.** The design and creation of a project solicitation and management process and data base, 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). 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.

5. **Strategy.** A strategy for a regional watershed planning or other appropriate method 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.
6. **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.
7. **Cost.** The amount of funding for each project, program and activity.
8. **Timeframe.** The proposed start and completion date for each project, program and activity including any necessary phasing, sequencing or relationships between projects.
9. **Science.** A method to determine how best available science was used for each natural resource or restoration project, program and activity.
10. **Eligibility** A method to confirm that each project, program and activity is an eligible activity under the RESTORE Act.
 - a. A method to confirm that each project, program and activity does not exceed the 25 percent 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.
11. **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.
12. **Evaluation Criteria.** Development of metrics and evaluation criteria that will be used in individual project, program and activity evaluation and ranking.
13. **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.
14. **Collaborative Funding.** A description of funding and leveraging collaborations, partnering or other matching funds from NRDA, NFWF, and other RESTORE Act funds that may greatly enhance a particular project, program or activity.
15. **Public Engagement.** A public involvement plan that includes:
 - 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.

16. 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.

Deliverable: The Consultant shall deliver a Draft Final State Expenditure Plan to the Consortium with recommendations.

C. DRAFT FINAL STATE EXPENDITURE PLAN, REVISION, APPROVAL AND SUBMISSION.

- a. The Consultant will participate in the formal, public process of approval of the State Expenditure Plan by the Gulf Consortium and the Governor of Florida. The Consultant will incorporate revisions to the Draft Final State Expenditure Plan 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.

Deliverables: Final State Expenditure Plan submitted to the Council and any revisions thereto.

V. **REQUIRED SUBMITTALS**

One ORIGINAL, five (5) copies and one electronic copy of the Response must be furnished on or before the deadline. Responses will be retained as property of the County. **The ORIGINAL of the reply must be clearly marked "Original" on its face and must contain an original, non-electronic signature of an authorized representative of the responding vendor (firm or individual)**, all other copies may be photocopies and should be printed double-sided. The contents of the response of the successful Firm will become part of the contractual obligations.

Each Applicant shall provide the following information using the same numbering/lettering scheme as the format below. The overall page limitation is 100 pages. The Executive Summary requirements in Subsection V(A) shall not exceed 10 pages. The remainder of the submittals required in Section V, Subsections (B) through (G), shall not exceed 90 pages.

A. TAB A - EXECUTIVE SUMMARY: NO MORE THAN 10 PAGES.

The Executive Summary shall consist of a narrative synopsis of the firm's method of delivering the required services in compliance with the requirements and scope of services outlined in this ITN. The synopsis shall contain sufficient detail addressing all elements of the required service delivery and shall be prepared in such a manner that will clearly indicate the Firm's understanding of the Scope of Services, and intent to comply with, the requirements set forth in this ITN. It is contemplated that the Executive Summary will be provided to the Consortium Directors, Alternates and Ex-officio Members at the conclusion of the initial ITN in conjunction with the list and ranking of responsive firms. Tab A shall also contain the following information:

1. Firm name or Joint Venture, business address and office location, telephone number and website address.
2. If a joint venture, list participating firms and outline specific areas of responsibility (including, for example, administrative, technical, and financial) of each firm.
3. Address of the office that is to perform the work.
4. Federal Identification Tax Number or Social Security Number.

B. TAB B - STRATEGY/STRATEGIES FOR PLAN DEVELOPMENT.

Tab B must describe a method for developing a State Expenditure Plan using the requirements of the Gulf Coast Ecosystem Restoration Council and the RESTORE Act. Included in this part should be a description of the components of an initial grant request to the Gulf Coast Ecosystem Restoration Council for SEP Development.

C. TAB C - PROJECT NOMINATION PROCESS.

Tab C should describe how the Firm proposes to address the project nomination process, including systems for project applications, review, and tracking that can be updated with current funding decisions by any funding source.

D. TAB D - PROJECT EVALUATION PROCESS.

Tab D should describe how the Firm proposes to address the project evaluation process, including metrics and evaluation criteria it proposes to be used in evaluation and ranking.

E. TAB E - PUBLIC INVOLVEMENT PLAN.

Tab E should describe the Firm's proposed plan and methods for enhancing public involvement.

F. TAB F – QUALIFICATIONS, EXPERIENCE AND REFERENCES OF PROPOSER AND TEAM.

Tab F should include a description of the Firm's qualifications and experience in developing complex, long-range plans like the State Expenditure Plan.

1. List the projects which are similar in nature to the services described in the Scope of Services that best illustrate the experience of the firm and current staff to be assigned to this project. List no more than 10 projects and do not include projects that were completed more than ten years ago.
 - a. Name, location, and brief description of the project
 - b. The nature of the firm's responsibility on this project
 - c. Project user agency's representative name, address, phone number and/or email
 - d. Date project was completed or is anticipated to be completed
 - e. Fee received by the Firm for this project
 - f. Provide a web link to one or more examples of plans completed under these projects.

2. Give brief resume/synopsis of the key persons to be assigned to the project including but, not limited to:
 - a. Name & title
 - b. How many years with this firm and with other firms
 - c. Experience
 - 1) Types of projects
 - 2) Size of projects (dollar value and scope of project)
 - 3) What was the specific project involvement?
 - d. Education
 - e. Other experience and qualifications that are relevant to this project
3. List subcontractors/team members anticipated to be used on this project. When listing subcontractors/team members, give the respective specialty of the firm.
4. List three references for the firm using the specified form. Include a contact name, title, physical address, web site, and phone number for each reference.

G. TAB G - COST PROPOSAL.

Describe the anticipated cost to the Consortium for performing the Scope of Services, including the individual cost components and pricing methodology.

- H. REQUIRED FORMS. Complete and submit the following included forms: Proposal Response Cover Sheet; Insurance Certification Form; Equal Opportunity/Affirmative Action Statement; Certification Regarding Debarment, Suspension, and Other Responsibility Matters, Primary Covered Transactions; Affidavit Certification Immigration Laws.

VI. SELECTION PROCESS

- A. EVALUATION TEAM MEETINGS. The Consortium Manager shall appoint an Evaluation Team who will review and evaluate all responses received on time.

Meetings of Evaluation Team subsequent to the opening of the solicitation shall be subject to state law regarding public meeting requirements, including, but not limited to, those regarding a meeting at which a negotiation with a firm is conducted pursuant to a competitive solicitation, at which a firm makes an oral presentation as a part of the competitive solicitation, or at which a firm answers questions as a part of a competitive solicitation.

Notice of all meetings shall be posted on the Leon County Purchasing Division website at: www.leoncountyfl.gov/Purchasing/notices/index.asp and in the Leon County Purchasing Division Offices no less than 72 hours (excluding weekends and holidays).

- B. STEPS IN THE EVALUATION PROCESS. The Evaluation Team will proceed with its selection process as follows:

The Consortium reserves the right to negotiate concurrently or separately with competing firms, as set out below. The participating firms should be cognizant of the fact that the Consortium reserves the right to finalize the negotiation process at any time in the proposed process that the Consortium determines such selection would be in the best interest of the Consortium.

- Step 1 Interested firms must submit their response to this solicitation to Leon County Purchasing Division, located at 1800-3 North Blair Stone Road, Tallahassee, FL 32308 at the time and date specified in the Calendar of Events.
- Step 2 The Evaluation Team will evaluate the replies received timely with the intention of selecting the best-qualified firms to proceed to Step 3 and participate in the Competitive Negotiations. The "short-list" selection will be posted as stated herein.
- Step 3 Each short listed Firm will each be asked to provide an oral presentation of the Firm's capabilities and participate in a question/answer session on the requested services. The meeting will be used to share information, exchange innovative ideas, clarify concepts, and improve understanding about the Consortium's needs, expectations, and the capabilities of the Firm. The Evaluation Team will participate in each presentation.
- Step 4 Following the presentations by all the short listed Firms, the Evaluation Team will revise the Scope of Services, as necessary, to eliminate unnecessary requirements and incorporate innovative ideas and approaches that the Evaluation Team believes would benefit the Consortium.
- Step 5 The Consortium Board of Directors shall consider a revised Scope of Services to be included in a Request for Best and Final Offer (RBAFO).
- Step 6 All participating short listed firms will be sent the RBAFO which includes, at a minimum, a revised Scope of Services and Pricing Options. The firm's Best and Final Offer (BAFO) shall contain the best pricing option the Firm is prepared to offer; however, after submission of Best and Final Offers, the Consortium reserves the right to clarify any element of required service delivery or further negotiate pricing with a single or all qualified Firms prior to final award.
- Step 7 The Evaluation Team will complete a written summary evaluation of each Firm's approach, capabilities, and price proposal.
- Step 8 The Evaluation Team will review the summary evaluations and rank the firms, in order of preference, based upon their approach and capabilities may repeat steps 3 through 6 as necessary.
- Step 9 The Consortium Board of Directors shall consider the highest firms on the ranked list.
- Step 10 The ranking will be posed as stated herein, stating the Consortium's intent to negotiate and award a contract to the first-ranked firm until an acceptable contract price is established or it is determined an acceptable agreement cannot be achieved with such firm.

If the Manager is unable to negotiate a satisfactory contract with the first-ranked firm considered to be fair, competitive and reasonable, negotiations with that firm shall be formally terminated. The Manager shall then undertake negotiations with the second most qualified firm. Failing accord with the second most qualified firm the Manager shall terminate negotiations. The Manager shall then undertake negotiations with the third most qualified firm. Should the Consortium be unable to negotiate a satisfactory contract with any of the selected firms, the Manager or Consortium Board of Directors may select additional firms to continue negotiations.

The Manager's recommendation of an acceptable negotiated contract will be presented to the Gulf Consortium for approval and execution.

- C. EVALUATION CRITERIA. Initial Proposals will be evaluated and ranked on the basis of the following considerations:

Evaluation Criteria	Maximum Points*
a. Strategy for Plan Development	30
b. Project Nomination Process	20
c. Project Evaluation Process	10
d. Public Involvement Plan	10
e. Qualifications, Experience and References of Firm	25
f. Cost Proposal	5
g. Maximum Points Allowed	100
*Actual rating for each criteria may range from zero (lowest rating) to the maximum rating points for that criteria	

- D. ORDINAL SCORING.

Each response will be reviewed by the Evaluation Team. Each of the evaluators will work independently using the evaluation criteria above. Each Team member will use the total point scores to rank the responses (i.e. highest point total = 1, 2nd highest = 2). The Purchasing Director will calculate an average rank for each response, combining all rankings of the reviewers, and present them to the Evaluation Team, without accompanying respondent names, who will then determine the recommended short list of firms to participate in oral discussions for the BAFO.

For example:

<u>Firm</u>	<u>Raw Points Received</u>	<u>Rank</u>
Company A	200	2
Company B	210	1
Company C	180	3.5*
Company D	175	5
Company E	180	3.5*

*In the event that multiple firms have the same raw point score point, the rank positions needed to cover those firms are averaged and each firm receives that rank. In this case the third and fourth ranks are tied at 180 raw points, so $3 + 4 = 7$; 7 divided by $2 = 3.5$. Each of the tied firms receives a rank of 3.5.

VII. CONTRACT PROVISIONS

Attachment A provides a Draft Agreement in which definitions, Contractor responsibilities, payment terms, and other terms and conditions are more fully detailed. Proposers are responsible for using due diligence to become fully acquainted with the requirements of the Draft Agreement.

NOTE: Prior to contract execution, the successful Contractor shall provide:

- A. EMPLOYMENT ELIGIBILITY VERIFICATION USING THE FEDERAL E-VERIFY PROGRAM
- B. PERFORMANCE BOND
- C. PROOF OF INSURANCE

ITN 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.

(Firm Name)

BY _____
(Authorized Representative)

(Printed or Typed Name)

ADDRESS _____

CITY, STATE, ZIP _____

E-MAIL ADDRESS _____

TELEPHONE _____

FAX _____

ADDENDA ACKNOWLEDGMENTS: (IF APPLICABLE)

Addendum #1 dated _____ Initials _____

Addendum #2 dated _____ Initials _____

Addendum #3 dated _____ Initials _____

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: _____

Title: _____

Firm: _____

Address: _____

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:
 Indicate Best Financial Classification:

Business Auto: Indicate Best Rating:
 Indicate Best Financial Classification:

Professional Liability: Indicate Best Rating:
 Indicate Best Financial Classification:

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 Florida admitted insurers 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 deductibles or self-insured retentions as respects the Gulf Consortium, its officers, officials, contractors, employees and volunteers; or the Contractor shall procure a bond guaranteeing payment of losses and related investigations, claim administration and defense expenses.

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 _____ Signature _____
Typred or Printed

Date _____ Title _____
(Company Risk Manager or Manager with Risk Authority)

**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

Title

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: _____

Signature: _____ Title: _____

STATE OF _____
COUNTY OF _____

Sworn to and subscribed before me this ____ day of _____, 20__.

Personally known _____
NOTARY PUBLIC

OR Produced identification _____
Notary Public - State of _____

(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, _____ of the city of _____ according to law on my oath, and under penalty of perjury, depose and say that:

1. I am _____
of the firm of _____

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)

(Date)

STATE OF FLORIDA
COUNTY OF _____

PERSONALLY APPEARED BEFORE ME, the undersigned authority, _____ who, after first being sworn by me, (name of individual signing) affixed his/her signature in the space provided above on this ____ day of _____ 20____.

NOTARY PUBLIC

My Commission Expires: _____

DRUG-FREE WORKPLACE FORM

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

(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

Date

**ATTACHMENT A
DRAFT AGREEMENT**

THIS AGREEMENT, by and between THE GULF CONSORTIUM, which is established pursuant to the Interlocal Agreement Relating to Establishment of the Gulf Consortium, hereinafter referred to as the "Consortium" and XXXXXXXXXX, hereinafter referred to as the "Contractor."

WHEREAS, the Consortium has determined that it would be in the best interest of the citizens of Florida, that the Consortium be able to utilize the services of private persons when such services cannot be reasonably provided by the Consortium; and

WHEREAS, the Consortium has determined that it would be better to contract for these services than to hire the necessary personnel to satisfy the needs of the Consortium: and

WHEREAS, in order to secure the lowest cost and the highest quality for these services, the Consortium has sought and received competitive bids from contractor for such services.

NOW, THEREFORE, the parties hereto agree as follows:

1. SERVICES TO BE PROVIDED

The Contractor hereby agrees to provide to the Consortium the following services related to the development of a state expenditure plan for the Consortium in accordance with: 1) Invitation to Negotiate for the development of a state expenditure plan for implementation of the oil spill impact funding program of the 2012 RESTORE Act for the Gulf Consortium, Bid# BC-00-00-14-00 which is attached hereto and incorporated herein as Exhibit A, to the extent that it is not inconsistent with this Agreement; and 2) the Contractor's bid submission, which is attached hereto and incorporated herein as Exhibit B, to the extent that it is not inconsistent with this Agreement or with Exhibit A.

2. WORK

Any work to be performed shall be upon the written request of the Consortium Manager or his representative, which request shall set forth the commencing date of such work and the time within which such work shall be completed.

The performance of the Gulf Consortium of any of its obligations under this Agreement shall be subject to and contingent upon the availability of funds lawfully expendable for the purposes of this Agreement for the current and any future periods provided for within the bid specifications.

3. TIME:

The Agreement shall be for a period of two years, commencing on _____, 20__ , and shall continue until _____, 20__ . After the initial two year period, at the sole option of the Consortium, this Agreement may be extended for no more than two additional one year periods. Such one year extensions will be automatic unless the Consortium provides written notice of non-renewal to the Contractor no less than thirty (30) days prior to the expiration date of the then current term.

4. CONTRACT SUM

The Contractor agrees that for the performance of the Services as outlined in Section 1 above, it shall be remunerated by the Consortium according to the unit prices contained in the Contractor's bid proposal, Exhibit B, which is attached hereto.

OR

for a total sum of \$_____ on completion of the work and acceptance as satisfactory.

5. PAYMENTS

The Consortium shall make such payments within forty-five (45) days of submission and approval of invoice for services.

6. PROMPT PAYMENT INFORMATION REQUIREMENTS

A. The Consortium Project Manager is:

Name:
Street Address:
City, State, Zip Code:
Telephone:
E-mail:

B. The Contractor's Project Manager is:

Name:
Street Address:
City, State, Zip Code:
Telephone:
E-mail:

C. Notices to the Contractor are to be submitted to:

Name:
Street Address:
City, State, Zip Code:
Telephone:
E-mail:

D. Invoices are to be submitted to:

Name:
Street Address:
City, State, Zip Code:
Telephone:
E-mail:

E. Proper form for an invoice is a numbered invoice document with date of invoice; reference of the Consortium contract number; itemized listing of all goods and services being billed with unit prices and extended pricing; firm's name, address, billing contact person information, and Federal tax identification number. The invoice must be properly addressed to the contact identified above and delivered to that address.

F. Payment Dispute Resolution: Section 15 of the Gulf Consortium Purchasing Policy for State Expenditure Plan Consultant details the policy and procedures for payment disputes under the contract.

7. STATUS

The contractor at all times relevant to this Agreement shall be an independent contractor and in no event shall the Contractor nor any employees or sub-contractors under it be considered to be employees of the Gulf Consortium.

8. INSURANCE

Contractor shall procure and maintain for the duration of the contract insurance against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work hereunder by the Contractor, his agents, representatives, employees or subcontractors. The cost of such insurance shall be included in the Contractor's bid.

A. Minimum Limits of Insurance. Contractor shall maintain limits no less than:

1. General Liability: \$1,000,000 combined single limit per occurrence for bodily injury, personal injury and property damage. If Commercial General Liability Insurance or other form with a general aggregate limit is used, either the general aggregate limit shall apply separately to this project/location or the general aggregate limit shall be twice the required occurrence limit.
2. Automobile Liability: \$1,000,000 combined single limit per accident for bodily injury and property damage. (Non-owned, Hired Car).
3. Workers' Compensation and Employers Liability: Insurance covering all employees meeting Statutory Limits in compliance with the applicable state and federal laws and Employer's Liability with a limit of \$500,000 per accident, \$500,000 disease policy limit, \$500,000 disease each employee. Waiver of Subrogation in lieu of Additional Insured is required.

B. Deductibles and Self-Insured Retentions

Any deductibles or self-insured retentions must be declared to and approved by the Consortium. At the option of the Consortium, either: the insurer shall reduce or eliminate such deductibles or self-insured retentions as respects the Consortium, its officers, officials, employees and volunteers; or the Consortium shall procure a bond guaranteeing payment of losses and related investigations, claim administration and defense expenses.

C. Other Insurance Provisions

The policies are to contain, or be endorsed to contain, the following provisions:

1. General Liability and Automobile Liability Coverages (the Consortium is to be named as Additional Insured).
 - a. The Consortium, its officers, officials, employees and volunteers are to be covered as insureds as respects; liability arising out of activities performed by or on behalf of the Contractor, including the insured's general supervision of the Contractor; products and completed operations of the Contractor; premises owned, occupied or used by the Contractor; or automobiles owned, leased, hired or borrowed by the Contractor. The coverage shall contain no special limitations on the scope of protections afforded the Consortium, its officers, officials, employees or volunteers.
 - b. The Contractor's insurance coverage shall be primary insurance as respects the Consortium, its officers, officials, employees and volunteers. Any insurance of self-insurance maintained by the Consortium, its officers, officials, employees or volunteers shall be excess of the Contractor's insurance and shall not contribute with it.
 - c. Any failure to comply with reporting provisions of the policies shall not affect coverage provided to the Consortium, its officers, officials, employees or volunteers.
 - d. The Contractor's insurance shall apply separately to each insured against whom claims is made or suit is brought, except with respect to the limits of the insurer's liability.
2. All Coverages
Each insurance policy required by this clause shall be endorsed to state that coverage shall not be

suspended, voided, canceled by either party, reduced in coverage or in limits except after thirty (30) days' prior written notice by certified mail, return receipt requested, has been given to the Consortium.

- D. Acceptability of Insurers. Insurance is to be placed with insurers with a Best's rating of no less than A:VII.
- E. Verification of Coverage. Contractor shall furnish the Consortium with certificates of insurance and with original endorsements effecting coverage required by this clause. The certificates and endorsements for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf. All certificates and endorsements are to be received and approved by the Consortium before work commences. The Consortium reserves the right to require complete, certified copies of all required insurance policies at any time.
- F. Subcontractors. Contractors shall include all subcontractors as insureds under its policies or shall furnish separate certificates and endorsements for each subcontractor. All coverages for subcontractors shall be subject to all of the requirements stated herein.

9. PERMITS

The Contractor shall pay for all necessary permits as required by law.

10. LICENSES

The Contractor shall be responsible for obtaining and maintaining his city or county occupational license and any licenses required pursuant to the laws of Leon County, the City of Tallahassee, or the State of Florida. Should the Contractor, by reason of revocation, failure to renew, or any other reason, fail to maintain his license to operate, the contractor shall be in default as of the date such license is lost.

11. ASSIGNMENTS

This Agreement shall not be assigned or sublet as a whole or in part without the written consent of the Consortium nor shall the contractor assign any monies due or to become due to him hereunder without the previous written consent of the Consortium.

12. PERFORMANCE BOND

A Performance Bond in the amount of 100% of the estimated project cost shall be supplied by the successful Contractor prior to contract execution.

The Performance Bond shall provide that, in the event of non-performance on the part of the Contractor, the bond can be presented for honor and acceptance at an authorized representative or institution located in Tallahassee, Florida. The performance bond must contain a clause stating the following:

"In the event of non-performance on the part of the Contractor, this performance bond can be presented for honor and acceptance at _____ (address) _____, which is located in Tallahassee, Florida."

13. INDEMNIFICATION

The Contractor agrees to indemnify, defend and hold harmless the Consortium and Leon County, their officials, officers, representatives, employees and agents, from and against any and all claims, damages, liabilities, losses, costs, or suits of any nature whatsoever arising out of, because of, or due to any acts or omissions of the Contractor, its delegates, employees and agents, arising out of or under this Agreement, including reasonable attorney's fees. The Consortium may, at its sole option, defend itself or require the Contractor to provide the defense. The Contractor acknowledges that ten dollars (\$10.00) of the amount paid to the Contractor is sufficient consideration for the Contractor's indemnification of the County and the Consortium.

14. AUDITS, RECORDS, AND RECORDS RETENTION

The Contractor agrees:

- a. To establish and maintain books, records, and documents (including electronic storage media) in accordance with generally accepted accounting procedures and practices, which sufficiently and properly reflect all revenues and expenditures of funds provided by the Consortium under this Agreement.
- b. To the extent the Contractor is performing services on behalf of the Consortium, the Contractor must:
 - (i) Keep and maintain public records that ordinarily and necessarily would be required by the Consortium in order to perform the service;
 - (ii) Provide the public with access to public records on the same terms and conditions that the Consortium would provide the records and at a cost that not exceed the cost provided in Chapter 119, Florida Statutes, or as otherwise provided by law;
 - (iii) Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law;
 - (iv) Meet all requirements for retaining public records and transfer, at no cost, to the Consortium all public records in possession of the Contractor upon termination of this Agreement and destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. All records stored electronically must be provided to the Consortium in a format that is compatible with the Consortium's information technology systems.
- c. To retain all client records, financial records, supporting documents, statistical records, and any other documents (including electronic storage media) pertinent to this Agreement for a period of five (5) years after termination of the Agreement, or if an audit has been initiated and audit findings have not been resolved at the end of five (5) years, the records shall be retained until resolution of the audit findings or any litigation which may be based on the terms of this Agreement.
- d. Upon completion or termination of the Agreement and at the request of the Consortium, the Contractor will cooperate with the Consortium to facilitate the duplication and transfer of any said records or documents during the required retention period as specified in this Section.
- e. To assure that these records shall be subject at all reasonable times to inspection, review, or audit by Federal, state, or other personnel duly authorized by the Consortium.
- f. Persons duly authorized by the Consortium and Federal auditors, pursuant to 45 CFR, Part 92.36(l)(10), shall have full access to and the right to examine any of provider's Agreement and related records and documents, regardless of the form in which kept, at all reasonable times for as long as records are retained.
- g. To include these aforementioned audit and record keeping requirements in all approved subcontracts and assignments.

15. MONITORING

To permit persons duly authorized by the Consortium to inspect any records, papers, documents, facilities, goods, and services of the provider which are relevant to this Agreement, and interview any clients and employees of the provider to assure the Consortium of satisfactory performance of the terms and conditions of this Agreement.

Following such evaluation, the Consortium will deliver to the provider a written report of its findings and will include written recommendations with regard to the provider's performance of the terms and conditions of this Agreement. The provider will correct all noted deficiencies identified by the Consortium within the specified period of time set

forth in the recommendations. The provider's failure to correct noted deficiencies may, at the sole and exclusive discretion of the Consortium, result in any one or any combination of the following: (1) the provider being deemed in breach or default of this Agreement; (2) the withholding of payments to the provider by the Consortium; and (3) the termination of this Agreement for cause.

16. TERMINATION

The Gulf Consortium may terminate this Agreement without cause, by giving the Contractor thirty (30) days written notice of termination. Either party may terminate this Agreement for cause by giving the other party hereto thirty (30) days written notice of termination. The Consortium shall not be required to give Contractor such thirty (30) day written notice if, in the opinion of the Consortium, the Contractor is unable to perform its obligations hereunder, or if in the Consortium's opinion, the services being provided are not satisfactory. In such case, the Consortium may immediately terminate the Agreement by mailing a notice of termination to the Contractor.

17. PUBLIC ENTITY CRIMES STATEMENT

In accordance with Section 287.133, Florida Statutes, Contractor hereby certifies that to the best of his knowledge and belief neither Contractor nor his affiliates has been convicted of a public entity crime. Contractor and his affiliates shall provide the Consortium with a completed public entity crime statement form no later than January 15 of each year this Agreement is in effect. Violation of this section by the Contractor shall be grounds for cancellation of this Agreement by the Gulf Consortium.

18. UNAUTHORIZED ALIEN(S)

The Contractor agrees that unauthorized aliens shall not be employed nor utilized in the performance of the requirements of this solicitation. The Consortium shall consider the employment or utilization of unauthorized aliens a violation of Section 274A(e) of the Immigration and Naturalization Act (8 U.S.C. 1324a). Such violation shall be cause for unilateral termination of this Agreement by the Consortium.

19. EMPLOYMENT ELIGIBILITY VERIFICATION

- a. Contractor agrees that it will enroll and participate in the federal E-Verify Program for Employment Verification under the terms provided in the "Memorandum of Understanding" governing the program. Contractor further agrees to provide to the Consortium, within thirty days of the effective date of this contract/amendment/extension, documentation of such enrollment in the form of a copy of the E-Verify "Edit Company Profile" screen", which contains proof of enrollment in the E-Verify Program (this page can be accessed from the "Edit Company Profile" link on the left navigation menu of the E-Verify employer's homepage).
- b. Contractor further agrees that it will require each subcontractor that performs work under this contract to enroll and participate in the E-Verify Program within sixty days of the effective date of this contract/amendment/extension or within sixty days of the effective date of the contract between the Contractor and the subcontractor, whichever is later. The Contractor shall obtain from the subcontractor(s) a copy of the "Edit Company Profile" screen indicating enrollment in the E-Verify Program and make such record(s) available to the Agency upon request.
- c. Contractor will utilize the U.S. Department of Homeland Security's E-Verify system to verify the employment eligibility of: (a) all persons employed during the term of the Agreement by Contractor to perform employment duties within Florida; and (b) all persons (including subcontractors) assigned by Contractor to perform work pursuant to the Agreement.
 - 1) Contractor must use E-Verify to initiate verification of employment eligibility for all persons employed during the term of the Agreement by Contractor to perform employment duties within Florida within 3 business days after the date of hire.

- 2) Contractor must initiate verification of each person (including subcontractors) assigned by Contractor to perform work pursuant to the Agreement within 60 calendar days after the date of execution of this contract or within 30 days after assignment to perform work pursuant to the Agreement, whichever is later.
- d. Contractor further agrees to maintain records of its participation and compliance with the provisions of the E-Verify program, including participation by its subcontractors as provided above, and to make such records available to the Consortium or other authorized state entity consistent with the terms of the Memorandum of Understanding.
- e. Compliance with the terms of this Employment Eligibility Verification provision is made an express condition of this contract and the Consortium may treat a failure to comply as a material breach of the contract.

20. NON-WAIVER

Failure by the Consortium to enforce or insist upon compliance with any of the terms or conditions of this Agreement or failure to give notice or declare this Agreement terminated shall not constitute a general waiver or relinquishment of the same, or of any other terms, conditions or acts; but the same shall be and remain at all times in full force and effect.

21. DELAY

No claim for damages or any claim other than for an extension of time shall be made or asserted against the Consortium by reason of any delays. The Contractor shall not be entitled to an increase in the contract sum or payment or compensation of any kind from the Consortium for direct, indirect, consequential, impact or other costs, expenses or damages, including but limited to costs of acceleration or inefficiency, arising because of delay, disruption, interference or hindrance from any cause whatsoever, whether such delay, disruption, interference or hindrance be reasonable or unreasonable, foreseeable or unforeseeable, or avoidable or unavoidable; provided, however, that this provision shall not preclude recovery of damages by the Contractor for hindrances or delays due solely to fraud, bad faith, or active interference on the part of the Consortium or its agents. Otherwise, the Contractor shall be entitled only to extensions of the contract time as the sole and exclusive remedy for such resulting delay, in accordance with and to the extent specifically provided above.

22. REVISIONS

In any case where, in fulfilling the requirements of this Agreement or of any guarantee, embraced in or required thereby it is necessary for the Contractor to deviate from the requirements of the bid, Contractor shall obtain the prior written consent of the Consortium.

23. VENUE

Venue for all actions arising under this Agreement shall lie in Leon County, Florida.

24. CONSTRUCTION

The validity, construction, and effect of this Agreement shall be governed by the laws of the State of Florida.

25. CONFLICTING TERMS AND CONDITIONS

In the instance that any other agreement exists concerning the matters herein, then the terms and conditions in this Agreement shall prevail over all other terms and conditions.

ATTACHMENTS

Exhibit A – Invitation to Negotiate # GC-06-17-14-33

Exhibit B –

WHERETO, the parties have set their hands and seals effective the date whereon the last party executes this Agreement.

GULF CONSORTIUM

By: _____

Date: _____

SECRETARY/TREASURER:

By: _____

Date: _____

Approved as to Form:
Gulf Consortium Attorney

BY: _____
Sarah M. Bleakley

<Insert Firm Name>

By: _____
President or designee

Title: _____

Date: _____



**REQUEST FOR BEST AND FINAL OFFER
FOR**

**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

I. INTRODUCTION

Leon County is issuing this Request for Best and Final Offer (RBAFO) as part of Invitation to Negotiate (ITN) BC-06-17-14-33. The RBAFO means this written request calling for responses from the four firms short-listed in the Invitation to Negotiate ("ITN") phase of the Consortium's process to procure a State Expenditure Plan ("SEP") Consultant. All requirements of the original ITN document remain in full force and effect, unless revised in this document.

Leon County is issuing this ITN and RBAFO as part of the procurement services it is providing to the Gulf Consortium (Consortium) pursuant to an Interlocal agreement between its 23 member counties. The Consortium serves as the ultimate decision making body in the selection process for this ITN.

A. FUNDING CONSTRAINTS.

The Consortium is a newly created governmental entity. At this point, the Consortium functions with modest resources provided directly by its 23 member counties. The current resources are not sufficient to fund the Scope of Services sought by this ITN. The Consortium anticipates receiving RESTORE Act funding for developing the State Expenditure Plan from the Gulf Coast Ecosystem Restoration Trust Fund (Trust Fund). Due to uncertainty associated with ongoing litigation, the ultimate amount of administrative and civil penalties that may be deposited into the Trust Fund, as well as the timing of the availability of the funds are unknown.

Subsequent to the issuance of the Consortium's ITN the United States Treasury published its Interim Final Rule (Treasury Rule) providing for the Regulation of the Gulf Coast Restoration Trust Fund. Regarding the Consortium and the SEP, the Treasury Rule provides definitions of planning assistance and imposes additional requirements regarding the SEP. The Treasury Rule clearly establishes that the mechanism through which the Consortium can receive funding for preparation of the SEP is a federal grant subject to Council Rule and OMB Uniform Guidance regarding federal grants. The Treasury Rule takes effect on October 14, 2014.

Shortly after the Treasury Rule was published, the Council promulgated an Interim Final Rule (Council Rule) regarding the Spill Impact Component Planning Allocation. The Council Rule provides that the Consortium may apply to the Council for a grant for the purposes of funding the planning and preparation of the SEP. However, it is the understanding of the Consortium that the Council intends to issue additional administrative requirements and establish a process for the planning grants. This may affect the timing of the grant process and, accordingly, the availability of funds to the Consortium to fund the development of the SEP. The Council Rule took effect on August 22, 2014.

Important Note about Conflict of Interest. The newly released Treasury Rule requires the SEP to describe the processes used to prevent conflicts of interest in the development and implementation of the SEP. See Rule section 34.503(b)(3). Accordingly, the Consortium has determined to add a provision to the contract for the SEP Consultant that prohibits the Firm it hires to develop the SEP from participating in the implementation of a project, program or activity funded in part or whole by the SEP.

B. EXHIBITS AND RESOURCES.

The following resources are listed below for informational purposes to assist firms in preparing responses and are available on the Leon County website at www.leoncountyfl.gov/purchasing/plans&specs.

1. RESTORE ACT
2. Interlocal Agreement Establishing the Gulf Consortium

3. Memorandum of Understanding between the Gulf Consortium and Florida Governor Rick Scott
4. U.S. Treasury Interim Final Rule Regarding Regulations for the Gulf Coast Restoration Trust Fund
5. The Consortium's Purchasing Policy for State Expenditure Plan Consultant
6. Initial Comprehensive Plan: Restoring the Gulf Coast's Ecosystem and Economy by the Gulf Coast Ecosystem Restoration Council (August 2013)
7. Gulf Coast Ecosystem Restoration Council Interim Final Rule Regarding RESTORE Act Spill Impact Component Allocation

II. PROCUREMENT INSTRUCTIONS.

A. RESPONSE SUBMITTAL, FORMAT AND DEADLINE. Firms should prepare responses to provide a straight-forward, concise description of its ability to meet the requirements below and to allow the Consortium to properly evaluate the response. Each response shall be prepared simply and economically, providing a straightforward, concise delineation of the Respondent's capabilities to satisfy the requirements of this RBAFO.

Responses are to be submitted bound by binder clips only. No manner of plastic, comb or wire bindings, three ring binders, or staples are acceptable. All copies of proposals are to be printed double-sided, on paper with no less than 30% post-consumer recycled content. In order to expedite the evaluation of responses, it is essential that Respondents follow the format and instructions contained in the Required Submittals (Section IV).

1. Responses must be received by the date, time, and location specified in the Schedule of Events to be considered.
2. The response to the RBAFO should be submitted in a sealed envelope/package addressed in the following manner:

BC-06-17-14-33
Leon County Purchasing Division
1800-3 N. Blair Stone Road
Tallahassee, FL 32308

B. SCHEDULE OF EVENTS.

Table 1 - Schedule of Events	
Date and Time (all eastern time)	Event
Week of September 22, 2014	Release of the RBAFO
October 21, 2014 at 2:00 p.m Eastern time	OPENING DATE: Date and time by which Responses must be received by the Leon County Purchasing Division, located at 1800-3 N. Blair Stone Road, Tallahassee, FL 32308.
October 30, 2014 at 10:00 a.m.	Date of Evaluation Team Meeting to Consider and Rank Responses
November 19, 2014	Anticipated Date of Consortium Board of Directors consideration of Evaluation Team recommendation
TBD	Anticipated Date of Consortium Decision
TBD	Anticipated Contract Start Date

- C. SPECIAL ACCOMMODATION. Any person requiring a special accommodation at the RBAFO opening because of a disability should call the Division of Purchasing at (850) 606-1600 at least five (5) workdays prior to the RBAFO opening. If you are hearing or speech impaired, please contact the Purchasing Division by calling the County Administrator's Office using the Florida Relay Service which can be reached at 1(800) 955-8771 (TDD).
- D. INFORMATION, COMMUNICATION, AND ADDENDA. Any questions concerning the RBAFO process, required submittals, evaluation criteria, proposal schedule, and selection process should be directed to Shelly W. Kelley and Don Tobin at (850) 606-1600; FAX (850) 606-1601; or e-mail at kelleys@leoncountyfl.gov and tobind@leoncountyfl.gov. **Firms are requested to send such requests to both representatives of the Purchasing Division.** Email inquiries are preferred.
- E. PROHIBITED COMMUNICATIONS. All forms of communication, except for written communication with the Purchasing Division requesting clarifications or questions, shall be prohibited regarding this ITN between:
1. Any person or person's representative seeking an award from such competitive solicitation.
 2. (a) A County Commissioner or Commissioner's staff, or a county employee authorized to act on behalf of the Commission, (b) a Director, Alternate, or Ex-officio Member of the Gulf Consortium Board of Directors, the Consortium Manager or General Counsel or any employee of the Manager or General Counsel, or (c) a member of the Evaluation Team or Negotiation Team.
 - (b) For the purpose of this section, a person's representative shall include, but not be limited to, the person's employee, partner, officer, director, consultant, lobbyist, or any actual or potential subcontractor or consultant of the person.
 - (c) The prohibited communication restriction shall be in effect commencing as of the release of the ITN and terminate at the time the Consortium awards or approves a contract, rejects all bids or responses, or otherwise takes action which ends the solicitation process.
 - (d) The provisions of this section shall not apply to oral communications at any public proceeding, including pre-bid conferences, oral presentations before the Evaluation Teams, contract negotiations during any public meetings, presentations made to the Consortium, and protest hearings. Further, the provisions of this section shall not apply to contract negotiations between the Consortium Manager and the intended awardee, any dispute resolution process following the filing of a protest between the person filing the protest and the Consortium Manager.
 - (e) The penalties for an intentional violation of this article shall be those specified in §125.69(1), Florida Statutes, as amended, and shall be deemed supplemental to the penalties set forth in Section 1-9 of the Code of Laws, Leon County, Florida.
- F. RECEIPT AND OPENING OF FIRM/VENDOR RESPONSES. Firm responses will be opened publicly at the date and time identified in the Schedule of Events as the Opening Date. A tabulation sheet of timely received Responses will be made public and will be posted on the Purchasing Division website at: <http://www.leoncountyfl.gov/Purchasing/TabulationSheets>.

Responses to the **RBAFO** received prior to the time of opening will be secured unopened. The Leon County Purchasing Agent, whose duty it is to open the responses, will decide when the specified time has arrived and no responses received thereafter will be considered. The Purchasing Agent will

not be responsible for the premature opening of a response not properly addressed and identified by Response number on the outside of the envelope/package.

- G. PUBLIC RECORDS. Sealed bids, proposals, responses, replies and Best and Final Offers received by the County pursuant to a competitive solicitation are exempt from public records disclosure until such time as the County posts an intended decision or until 30 days after opening of the documents, whichever is earlier.
- H. TIMELY DELIVERY. It is the Firm's responsibility to assure that the response is delivered at the proper time and location. Responses received after the scheduled receipt time will be marked "TOO LATE." Late responses may be returned unopened to the firm.
- I. INTERVIEWS. Firms responding to this RBAFO must be available for interviews by the Evaluation Team or the Consortium, if interviews are necessary.
- J. PREPARATION AND CHANGES. Response must be typed or printed in ink. All corrections made by the Firm prior to the opening must be initialed and dated by the Firm. No changes or corrections will be allowed after responses are opened.
- K. RESERVATION OF RIGHTS. The County and the Consortium reserves the right to reject any and all responses, in whole or in part, when such rejection is in the best interest of the County. Further, the County and the Consortium reserves the right to withdraw this solicitation at any time prior to final award of contract.
- L. REQUIRED FORMS. In the submittal of the RBAFO, a Respondent is not required to re-submit the required forms submitted with the firm's initial ITN response unless a Respondent's circumstances have changed causing the forms to be incorrect or in the event that a Respondent adds a new member to its Team, then it must resubmit all of the forms. Detailed descriptions of the forms are available in the original ITN document.

Failure to provide the above required documentation may result in the response being determined as non-responsive.

- M. CONTRACTING WITH SMALL MINORITY BUSINESSES, WOMEN'S BUSINESS ENTERPRISES, AND LABOR SURPLUS AREA FIRMS. Through the purchase of those goods or services when opportunities are available each Respondent is encouraged to secure participation by contracting with small and minority businesses, women's business enterprises and labor surplus area firms in accordance with OMB Uniform Guidance §200.321 and other applicable provisions of law.

Equal Opportunity/Affirmative Action Requirements. The contractors and all subcontractors shall 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.

For federally funded projects, in addition to the above, the contractor shall agree to comply with Executive Order 11246, as amended, and to comply with specific affirmative action obligations contained therein.

The Respondent shall include a copy of any affirmative action or equal opportunity policies of the Firm in effect at the time of submission.

- N. ERRORS AND OMISSIONS. Neither the County and its representatives nor the Consortium and its representatives shall be responsible for any errors or omission in the RBAFO. Due care and diligence has been exercised in the preparation of this RBAFO, and all information contained herein is believed to be substantially correct.

III. REVISED SCOPE OF SERVICES

The Gulf Consortium seeks to hire a consultant to provide assistance in the preparation of Florida’s State Expenditure Plan required by the RESTORE Act. The scope of services encompasses the broad range of activities outlined below.

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.

Deliverable. The Consultant shall deliver an Application for a Planning Grant to the Consortium within 90 days after the execution of an agreement for services with the Consortium.

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. The Draft SEP shall consider and include at a minimum:

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:

Agency	Existing Plans
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)

Agency	Existing Plans
Florida Fish & 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, Suwanee 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 (Northwest, Apalachee, North Central, Tampa Bay, Southwest Florida, South Florida)	<ul style="list-style-type: none"> ▪ Comprehensive Regional Policy Plan ▪ Regional Economic Development Plans ▪ Regional Transportation Plans

- 2. Law.** 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 Interim Final Rule regarding the RESTORE Act Spill Impact Component Planning Allocation.
 - g. Guidance documents developed by the Gulf Coast Ecosystem Restoration Council concerning the State Expenditure Plan or Spill Impact Component.
 - h. United States Department of Treasury Interim Final Rule regarding the Regulation for the Gulf Coast Restoration Trust Fund

3. **Project Management Process.** The design and creation of a project solicitation and management process and data base, 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.
4. **Strategy.** A strategy for a 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.
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.
6. **Cost.** The amount of funding for each project, program and activity.
7. **Timeframe.** The proposed start and completion date for each project, program and activity including any necessary phasing, sequencing or relationships between projects.
8. **Science.** A method to determine how best available science was used for each natural resource or restoration project, program and activity.
9. **Eligibility** A method to confirm that each project, program and activity is an eligible activity under the RESTORE Act.
 - 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.
11. **Evaluation Criteria.** Development of metrics and evaluation criteria that will be used in individual project, program and activity evaluation and ranking.
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.

13. **Collaborative Funding.** A description of funding and leveraging collaborations, partnering or other matching funds from NRDA, NFWF, and other RESTORE Act funds that may greatly enhance a particular project, program or activity.
14. **Public Engagement.** A public involvement plan that includes:
 - 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.
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.

Deliverable: The Consultant shall deliver a Draft Final State Expenditure Plan to the Consortium with recommendations.

C. DRAFT STATE EXPENDITURE PLAN, REVISION, APPROVAL AND SUBMISSION.

- 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.

Deliverable: State Expenditure Plan submitted to the Council and any revisions thereto.

IV. **REQUIRED SUBMITTALS**

One ORIGINAL, five (5) copies and one electronic copy of the BAFO Response must be furnished on or before the deadline. Responses will be retained as property of the County/Gulf Consortium. **The ORIGINAL of the reply must be clearly marked “Original” on its face and must contain an original, non-electronic signature of an authorized representative of the responding vendor (firm or individual),** all other copies may be photocopies and should be printed double-sided. The contents of the response of the successful Firm will become part of the contractual obligations.

Each Applicant shall provide the following information using the same numbering/lettering scheme as the format below.

A. TAB A - EXECUTIVE SUMMARY

The Executive Summary shall consist of a narrative synopsis of the firm’s method of delivering the required services in compliance with the requirements and scope of services outlined in this RBAFO.

The synopsis shall contain sufficient detail addressing all elements of the required service delivery and shall be prepared in such a manner that will clearly indicate the Firm's understanding of the Scope of Services, and intent to comply with, the requirements set forth in this RBAFO. It is contemplated that the Executive Summary will be provided to the Consortium Directors, Alternates and Ex-officio Members at the conclusion of the initial RBAFO in conjunction with the list and ranking of responsive firms. **The Executive Summary provided in the initial ITN response may either be resubmitted in its original form or revised as appropriate for the BAFO response.**

Tab A shall also contain the following information:

1. Request for Best and Final Offer (RBAFO) Coversheet.
2. Firm name or Joint Venture, business address and office location, telephone number and website address.
3. A listing of the prime contractor and all subcontractors/team members. Please include the specific areas of responsibility of each firm.
4. If a change has been made to the team subsequent to the firm's response to the ITN, indicate that and provide the names of the additional and/or deleted firm or personnel. For firms not included in the original ITN response, please include a brief description of the firm's qualifications and experience as more fully requested in TAB F of the original ITN regarding the development of complex, long-range plans like the State Expenditure Plan.
5. Address of the office that is to perform the work.
6. Respondent shall include a signed statement acknowledging acceptance of the minimum specifications and its intent to comply with all terms and conditions indicated in the ITN, Respondent's Initial Response, the Request for Best and Final Offer and Respondent's Best and Final Offer.

When a contract is established between the Consortium and the successful Respondent, all of the above-mentioned documents shall be incorporated and thereby become a part of the resulting contract. If there is a conflict in language, the Consortium's contract will govern.

B. TAB B - STRATEGY/STRATEGIES FOR PLAN DEVELOPMENT.

Tab B must describe a method for developing a State Expenditure Plan using the requirements of the Gulf Coast Ecosystem Restoration Council, the RESTORE Act, and the Rules promulgated by U.S. Treasury. Included in this part should be a description of and rationale for the method of grouping projects, programs, and activities to guide SEP development. Provide a visual display of the Firm's recommended grouping. The display may include a map of Florida delineating the geographical regions, and showing the location of hypothetical list of projects by categories. Firms may revise or expand upon its ITN response in this Tab. Additionally, specify how the Firm would address these elements:

1. Coordination of the planning efforts with the funds available;
2. Navigation of the changing regulatory environment;
3. Generation of broad support for the projects, programs and activities in the SEP;
4. Fostering the positive economic outcomes of the projects, programs, and activities in the SEP;
5. Assisting projects, programs, and activities that are submitted for consideration but do not make it into the Final SEP to be competitive for other funding sources; and
6. Establishing systems for management and tracking to assure compliance of legal requirements and maximization of available funds.

C. TAB C - PROJECT NOMINATION PROCESS.

Tab C should describe how the Firm proposes to address the project nomination process, including systems for project applications, review, and tracking that can be updated with current funding decisions by any funding source. Specifically, Tab C should include descriptions of the processes for solicitation and nomination of a new project and an allowance for refreshing or updating an existing project. Include a description of the methods for soliciting projects in each of the categories of eligible projects. Be sure to describe solicitation for job creation projects and workforce development projects. Describe the critical information to be included on the electronic and alternative hard copy nomination form.

D. TAB D - PROJECT EVALUATION PROCESS.

Tab D should describe how the Firm proposes to address the project evaluation process. Specifically, provide a detailed description of each of the steps in the evaluation process. Discuss the merits and advisability of using different technical advisory groups for different types of projects or geographic locations or other recommended approaches. Describe the makeup of these advisory groups and how they will be utilized to provide both policy and technical inputs for each of the categories of eligible projects. Describe the methods to be utilized to make the process transparent and understandable to the public and stakeholders. Discuss the evaluation processes for all types of eligible activities in the RESTORE Act, being sure to discuss job creation projects and workforce development projects.

E. TAB E - PUBLIC INVOLVEMENT PLAN.

Tab E should describe the Firm's proposed plan and methods for enhancing public involvement.

1. Provide detailed plans and methods for enhancing public involvement through the following:
 - Social media
 - Community meetings
 - Community leaders
 - Citizens
 - Advertising
 - Media plan
 - Website
 - Governmental entities (communication & interaction between legislature, state, cities, counties, municipalities, etc.)
 - Communication plan for specific large or high-risk projects
2. Describe how these plans consider and address the diversity of the 23 Gulf Coast counties. Specify how the information gathered from these diverse groups will be utilized or incorporated into the evaluation process. Address different types of communications and how they will be customized for interaction with various demographics. Describe how the public engagement and outreach processes will comply with the RESTORE Act and Treasury Rule. Specify how the public involvement plan provides transparency and solicits comments and feedback from the public.

F. TAB F – QUALIFICATIONS, EXPERIENCE AND REFERENCES OF PROPOSER AND TEAM.

Tab F should include a description of the qualifications and experience in developing complex, long-range plans like the SEP only for the new members of the Respondent's team, if any have been added

subsequent to the Firm's ITN response. For new team members, please provide the detailed information described in Tab F of the original ITN document.

G. TAB G - COST PROPOSAL

Describe the anticipated cost to the Consortium for performing the Scope of Services, including the individual cost components and pricing methodology. The Consortium may enter into a Master Services Contract with task order assignments that may be negotiated as lump sum-fixed price or a time and materials contract, or a combination of both. Provide a rate sheet listing hourly rates for each staff member to be assigned to this project on behalf of the Joint Venture. Also, provide pricing for a Master Services arrangement with a lump sum for task orders, as the Firm would recommend to the Consortium.

H. TAB H – LEVERAGING RESOURCES.

Describe methods to be utilized to leverage the resources for this project to receive the overall best value from the multiple funding sources that may be available.

I. TAB I – IMPLEMENTATION AND MANAGEMENT.

In the event that the Consortium is the implementing entity for the SEP, which of the following services would the Firm be qualified and willing to provide:

1. Project Management
2. Contract Management
3. Grant Management and Financial Compliance and
4. Other services deemed necessary for implementation.

Describe the Firm's approach in assisting the Consortium in implementing the SEP, and the Firm's qualification and experience in similar large scale projects. Provide a cost estimate for these services separate from the pricing of the SEP development costs. Discuss how the Consortium's use of the Firm in implementing the SEP would comply with the Treasury Interim Final Rule section 34.503(b)(3) to "prevent conflicts of interest in the development and implementation of the . . . [SEP].

J. TAB J – VALUE ADDED SERVICES.

Provide a list and description of value added services necessary or convenient to the Consortium in the development of the SEP that the Firm would suggest and provide.

K. REQUIRED FORMS.

In response to the ITN, each Firm completed and submitted the following forms: Proposal Response Cover Sheet; Insurance Certification Form; Equal Opportunity/Affirmative Action Statement; Certification Regarding Debarment, Suspension, and Other Responsibility Matters, Primary Covered Transactions; Affidavit Certification Immigration Laws. If any information on those forms has changed since the submission of the initial response, , complete and re-submit the forms as required in the original ITN.

V. SELECTION PROCESS

- A. EVALUATION TEAM MEETINGS. The Consortium Manager shall appoint an Evaluation Team who will review and evaluate all responses received on time.

Meetings of Evaluation Team subsequent to the opening of the solicitation shall be subject to state law regarding public meeting requirements, including, but not limited to, those regarding a meeting at which a negotiation with a firm is conducted pursuant to a competitive solicitation, at which a firm makes an oral presentation as a part of the competitive solicitation, or at which a firm answers questions as a part of a competitive solicitation.

Notice of all meetings shall be posted on the Leon County Purchasing Division website at: www.leoncountyfl.gov/Purchasing/notices/index.asp and in the Leon County Purchasing Division Offices no less than 72 hours (excluding weekends and holidays).

- B. STEPS IN THE EVALUATION PROCESS. The Evaluation Team will continue with its selection process as follows:

The Consortium reserves the right to negotiate concurrently or separately with competing firms, as set out below. The participating firms should be cognizant of the fact that the Consortium reserves the right to finalize the negotiation process at any time in the proposed process that the Consortium determines such selection would be in the best interest of the Consortium.

- Steps 1 – 4 Completed prior to the release of the RBAFO document.
- Step 5 The Consortium Board of Directors shall consider a revised Scope of Services to be included in a Request for Best and Final Offer (RBAFO).
- Step 6 All participating short listed firms will be sent the RBAFO which includes, at a minimum, a revised Scope of Services and Pricing Options. The firm’s Best and Final Offer (BAFO) shall contain the best pricing option the Firm is prepared to offer; however, after submission of Best and Final Offers, the Consortium reserves the right to clarify any element of required service delivery or further negotiate pricing with a single or all qualified Firms prior to final award.
- Step 7 The Evaluation Team will complete a written summary evaluation of each Firm’s approach, capabilities, and price proposal.
- Step 8 The Evaluation Team will review the summary evaluations and rank the firms, in order of preference, based upon their approach and capabilities. The Evaluation Team may require oral presentation and may suggest further revisions to the scope or other aspects of the RBAFO to the Consortium Board of Directors as necessary.
- Step 9 The Consortium Board of Directors shall consider the highest firms on the ranked list.
- Step 10 The ranking will be posed as stated herein, stating the Consortium’s intent to negotiate and award a contract to the first-ranked firm until an acceptable contract price is established or it is determined an acceptable agreement cannot be achieved with such firm.

If the Manager is unable to negotiate a satisfactory contract with the first-ranked firm considered to be fair, competitive and reasonable, negotiations with that firm shall be formally terminated. The Manager shall then undertake negotiations with the second most qualified firm. Failing accord with the second most qualified firm the Manager shall terminate negotiations. The Manager shall then undertake negotiations with the third most qualified firm. Should the Consortium be unable to negotiate a satisfactory contract with any of the selected firms, the Manager or Consortium Board of Directors may select additional firms to continue negotiations.

The Manager's recommendation of an acceptable negotiated contract will be presented to the Gulf Consortium for approval and execution.

- C. EVALUATION CRITERIA. Initial Proposals will be evaluated and ranked on the basis of the following considerations:

Evaluation Criteria	Maximum Points*
a. Strategy for Plan Development	15
b. Project Nomination Process	15
c. Project Evaluation Process	25
d. Public Involvement Plan	25
e. Cost Proposal	5
f. Implementation/Management	5
g. Leveraging Resources	5
h. Value Added Services	5
i. Maximum Points Allowed	100
*Actual rating for each criteria may range from zero (lowest rating) to the maximum rating points for that criteria	

- D. ORDINAL SCORING.

Each response will be reviewed by the Evaluation Team. Each of the evaluators will work using the evaluation criteria above. Each Team member will use the total point scores to rank the responses (i.e. highest point total = 1, 2nd highest = 2). The Purchasing Director will calculate an average rank for each response, combining all rankings of the reviewers, and present them to the Evaluation Team, who will then determine the recommended award.

For example:

<u>Firm</u>	<u>Raw Points Received</u>	<u>Rank</u>
Company A	200	2
Company B	210	1
Company C	180	3.5*
Company D	180	3.5*

*In the event that multiple firms have the same raw point score point, the rank positions needed to cover those firms are averaged and each firm receives that rank. In this case the third and fourth ranks are tied at 180 raw points, so $3 + 4 = 7$; 7 divided by $2 = 3.5$. Each of the tied firms receives a rank of 3.5.

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.

(Firm Name)

BY _____
(Authorized Representative)

(Printed or Typed Name)

ADDRESS _____

CITY, STATE, ZIP _____

E-MAIL ADDRESS _____

TELEPHONE _____

FAX _____

ADDENDA ACKNOWLEDGMENTS: (IF APPLICABLE)

Addendum #1 dated _____ Initials _____

Addendum #2 dated _____ Initials _____

Addendum #3 dated _____ Initials _____

Consultant Services for the

Development of the Gulf Consortium's State Expenditure Plan required by the

RESTORE act



ITN Number GC-06-17-14-33

06.17.14 | [environmental science associates](http://environmental.science.associates)

Consultant Services for the

Development of the Gulf Consortium's State Expenditure Plan required by the



ITN Number GC-06-17-14-33

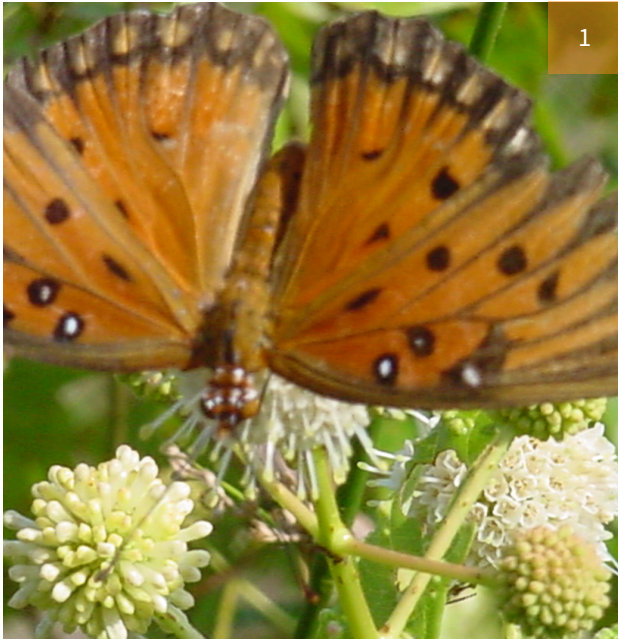
June 17, 2014

Prepared for:
Leon County's Purchasing Department
1800-3 N. Blair Stone Road
Tallahassee, FL 32308

ESA
4350 Cypress Street
Suite 950
Tampa, FL 33607
813.207.7200
www.esassoc.com

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June 17, 2014

Shelly W. Kelley, PMP
Leon County Purchasing Director
1800-3 Blairstone Road
Tallahassee, FL 32308

RE: ITN Number GC-06-17-14-33 – Consultant Services for the Development of the Gulf Consortium’s State Expenditure Plan (SEP) required by the RESTORE Act

Dear Ms. Kelley:

The clear challenge to all entities involved in the implementation of the RESTORE Act is to maximize the potential of this generational opportunity to make sustainable improvements to our Gulf ecosystems and economies. Meeting this challenge will require sound planning that is based on the best available science, reasonably equitable in the distribution of benefits, and transparent to the stakeholders. In meeting this responsibility, the Gulf Consortium (Consortium) faces several challenges including limited dedicated staff and funding; disparate resources, expectations and priorities among the 23 Gulf Coast counties; and uncertain legal authority with regard to SEP implementation. For these reasons, the selected planning consultant will be expected to provide a broad and comprehensive level of support, while also optimizing the use of available funds, to deliver a Final SEP that will earn the support of all stakeholders.

To be successful in this mission, the planning consultant must have a deep understanding of the ecological, economic, political and cultural diversity of the Florida Gulf Coast and the 23 member counties of the Consortium. This understanding will be critical to evaluating the relative efficacy of the wide range of projects, programs, and activities that may be included in the SEP. In addition, this understanding will be essential for building a consensus of support for the SEP among the numerous and diverse stakeholders. The planning consultant must also have hands-on experience in directing and coordinating a coastal master planning effort of this scale and complexity. We have assembled a team of diverse professionals that possesses all of these attributes.

Environmental Science Associates (ESA) will serve as the prime consultant, to be assisted by:

- Brown and Caldwell (BC) – Technical/Planning Support
- Wildwood Consulting – Public Engagement
- Royal Engineers & Consultants – Technical/Planning Support
- Stratus Consulting – Economic Analysis
- Lewis, Longman and Walker, P.A. – Legal Analysis
- Resource Planning, Inc. – Technical Support/Coordination

Our proposed project manager, Doug Robison (ESA), and deputy project manager, Ann Redmond (BC), have over 65 years of combined experience as environmental consultants to government and private industry in Florida. Both have extensive and diverse project experience working with numerous Florida Gulf Coast counties as well as environmental and water resource agencies across the State. Doug is a coastal scientist who has led numerous complex, consensus-based environmental planning and permitting efforts - most recently serving as the project manager for the development of the *Tampa Bay Habitat Master Plan* for the Tampa Bay Estuary Program. Ann is an environmental scientist and previous regulator with the Florida Department of Environmental Protection (FDEP). She has managed numerous watershed-based and watershed-scale planning and regulatory initiatives, such as the West Bay to East Walton Regional General Permit/Ecosystem Management Agreement, as well as having extensive involvement in the development and implementation of Florida’s wetland regulations. These two possess unmatched scientific understanding of Florida’s coastal ecosystems, and the technical expertise required to plan implementable projects for their successful restoration.



We believe that public involvement and effective stakeholder coordination will be paramount to the success of this project. For this reason we have exclusively secured Tiffany L. Busby of Wildwood Consulting to lead our public involvement program. Tiffany has successfully led effective strategic planning, process facilitation, conflict resolution and consensus building efforts on numerous watershed management plans and ecosystem restoration programs. Her clients include the Florida Department of Environmental Protection, Florida Water Management Districts and National Estuary Programs, and numerous local governments throughout the State.

Also exclusive to our team is Kirk Rhinehart from Royal Engineers & Consultants. Kirk previously served as project director for the development of Louisiana's 2012 Comprehensive Master Plan while employed by the Louisiana Coastal Protection and Restoration Authority (CPRA). This document stands alone as the quintessential template for other states to follow in developing their State Expenditure Plans. Kirk also participated in the development of the Gulf Coast Ecosystem Restoration Task Force's *Ecosystem Restoration Strategy* report which is the basis for RESTORE Act/Gulf Council planning. It should be noted that Brown and Caldwell served as the prime planning consultant to CPRA on the Comprehensive Master Plan project, and we have retained the BC project manager for that effort, Joanne Chamberlain, to also serve exclusively on our team as a strategic advisor. Ann Redmond also supported Joanne as a lead scientist on the *Comprehensive Master Plan* project. Therefore, our project team includes the key staff from the only team that has developed a RESTORE Act compliant plan of this scale and complexity to date.

Our project team's unique experience will be extremely valuable to the Consortium in preparing the Florida SEP. We know what worked and what didn't work in the Louisiana coastal master planning effort, and we know where available funds should be applied to yield the best products with the greatest level of stakeholder support. We also know that there are no "one size fits all" solutions to a coastal master planning effort of this scale and complexity, and caution against the promotion of proprietary "black-box" planning tools and costly modeling efforts. To complete the development of a scientifically-based and publicly-informed Florida SEP, the planning consultant will need to stay focused on the end points, and our proposed project team has the knowledge and most relevant experience to do just that.

Finally, as the prime consultant ESA brings over 40 years of relevant experience, and 350 scientists, engineers, planners dedicated to fostering enduring partnerships with our clients and to raising industry standards. In particular, ESA is nationally recognized for its expertise in ecosystem restoration planning, design and implementation. We have directed coastal master planning and restoration projects from as far north as Alaska and south to the Mexican border on the Pacific coast; and along the Gulf coast east to Florida. We are excited to bring this depth of national experience to the unique challenges facing the Consortium and its stakeholders. Furthermore, as a smaller firm, we can be more focused, and more nimble in responding to the changing demands of the project. Should we be selected, you have our commitment that this project will be our highest priority.

In summary, our team has a tremendous appreciation for the challenges that this planning effort entail, and we bring an unrivaled capacity to address those challenges and deliver a superlative plan. We very much desire to be the Consortium's consultant of choice on this most important project. Our Project Manager, Doug Robison may be reached at 813.207.7206 and drobison@esassoc.com.

Sincerely,

A handwritten signature in dark ink, appearing to read "Gary Oates". The signature is written in a cursive, flowing style.

Gary Oates
President

A

STATE OF FLORIDA



1,350 miles

Florida has the longest coastline in the contiguous United States. (Wikipedia)



19.5 million

People call Florida home. (United States Census Bureau)



87.3 million

Visitors traveled to Florida in 2012. (Visit Florida)



\$104 billion

Economic contribution of Florida's agriculture industry. (Fresh from Florida)



7.6 million

Wildlife tourists visit Florida annually. (Operation 111)



3 thousand

Different types of wildflowers in Florida. (Wikipedia)

Executive Summary

“Here are no lofty peaks seeking the sky, no mighty glaciers or rushing streams wearing away the uplifted land. Here is land, tranquil in its quiet beauty, serving not as the source of water, but as the last receiver of it. To its natural abundance we owe the spectacular plant and animal life that distinguishes this place from all others in our country.”

President Harry S. Truman,
Address at the Dedication of Everglades National Park, December 6, 1947



Tab A

Executive Summary

Project Understanding and Overview

The 2010 Deepwater Horizon oil spill is the latest catastrophe to strike the Gulf of Mexico ecosystem, which has endured decades of degradation from both human impacts and natural disasters. In 2011, Congress passed the Resources and Ecosystems Sustainability, Tourist Opportunities, and Revived Economy of the Gulf Coast Act of 2011 (RESTORE Act) to ensure the financial civil and criminal penalties of the accountable parties are used to restore the ecosystems and economies of the Gulf. Signed into law in 2012, this action will provide for unprecedented funding for Gulf-wide restoration. Anticipated funds will allow Gulf stakeholders to plan, design, and construct coastal restoration and related economic development projects on an ecosystem-wide scale. The challenge to all entities involved in the implementation of the RESTORE Act is to maximize the potential of this generational opportunity to make sustainable improvements to our Gulf ecosystems and economies.

The Spill Impact Component of the RESTORE Act accounts for 30 percent of monies to be distributed from the Gulf Coast Restoration Trust Fund. These

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Project Manager
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drobison@esassoc.com

monies are to be divided among the five Gulf Coast states - pursuant to a formula defined in the Act - to implement the respective State Expenditure Plans prepared by each state. The Gulf Consortium (Consortium) is a public entity created in October 2012 through an inter-local agreement between Florida's 23 Gulf Coast counties to meet the requirements of the RESTORE Act. To formalize this role, the Governor and the Consortium entered into a Memorandum of Understanding (MOU) on June 12, 2013 to further the collective objectives of maximizing efficiencies and revenue opportunities under the RESTORE Act. In particular, the MOU delegates the responsibility of developing the Florida State Expenditure Plan (SEP) to the Consortium.

The MOU provides for a coordinated review and input by the Florida Department of Environmental Protection (FDEP) and other state agencies during the development of the SEP. Furthermore, the MOU requires the Consortium to meet the following minimum requirements in selecting and prioritizing projects, programs and other activities for inclusion in the SEP:

- Consistency with the applicable laws and rules;
- Prioritization based on criteria established by the Consortium;
- Consideration of public comments; and
- Approval by an affirmative vote of at least a majority of the Consortium Directors present at a duly noticed public meeting of the Consortium.

In addition to the above minimum requirements, the RESTORE Act specifies that the SEP must be consistent with the goals and objectives defined by the Gulf Coast Ecosystem Restoration Council (Council). In their Initial Comprehensive Plan the Council adopted five overarching goals to provide the framework for an integrated and coordinated approach for region-wide Gulf Coast restoration,

and to help guide the collective actions at the local, state, tribal and federal levels. These goals include:

RESTORE ACT GOALS



Restore and Conserve Habitat



Restore Water Quality



Replenish and Protect Living Coastal and Marine Resources



Enhance Community Resilience



Restore and Revitalize the Gulf Economy

Beyond the five overarching goals, the Council has also defined five guiding principles to direct the development of projects, programs and other activities under its purview, including both the Council's Final Comprehensive Plan as well as the State Expenditure Plans:

1. Commitment to science-based decision making;
2. Commitment to a regional ecosystem-based approach to restoration;
3. Commitment to engagement, inclusion, and transparency;
4. Commitment to leveraging resources and partnerships; and
5. Commitment to delivering results and measuring impacts.

Pursuant to the RESTORE Act and the MOU, the SEP must be formally approved by both the Governor and the Council before the State of Florida can receive Spill Impact Component funding. In order to receive such approval the SEP must be meet or exceed the minimum requirements set forth in the MOU, and must be consistent with the goals and guiding principles established by the Council.

Through this ITN, the Consortium is seeking the services of a qualified and experienced planning consultant team with the requisite diverse skill set

necessary to cost-effectively prepare and obtain approval of the Florida SEP. Clearly, the selected planning consultant will need to be disciplined in management and optimization of funds available for the planning effort. In this proposal demonstrate that our proposed project team has the best blend of resources and experience to meet the needs of the Consortium.

Project Challenges and Opportunities

The role of the Consortium in preparing the Florida SEP is unique among the Gulf States. In Alabama, Mississippi, Louisiana and Texas, responsibility for preparing their respective SEP's has been assigned to a particular State agency with natural resource planning, management, and/or regulatory authority and corresponding budgets. However, as noted above, the Consortium is a federation of the 23 Florida Gulf Coast counties which have united through an inter-local agreement for the purposes of executing certain state functions specified in the RESTORE Act.

Challenges of the Gulf Consortium to complete the SEP:

- Limited dedicated staff;
 - Limited dedicated funding;
 - Disparate resources and diverse interests among the 23 Gulf Coast counties; and
 - Uncertain legal authority with regard to SEP implementation.
-

To fulfill their mission, the Consortium has relied on contributions of limited funding and available staff resources from each of the respective counties. AS a result, the Consortium has been able to hire minimal contract, administrative and legal support staff. **Our team is able to fill this gap by providing a broad and comprehensive level of support to the Consortium in meeting their primary goal of preparing, and obtaining Council approval, of the Florida SEP.**

Perhaps the most significant challenge facing the Consortium is the disparate resources and diverse interests among the 23 Gulf Coast counties. These counties span a large geographic area from north to south and east to west, and contain a wide range of coastal habitats as well as water and biological resources. Furthermore, there is a wide range of economic development and cultural diversity among the various counties. As a consequence,

each of the 23 member counties will likely have different needs, priorities, and expectations with regard to the SEP and the potential benefits of the RESTORE Act in general. Integrating this diversity into the SEP while also meeting the established overarching goals and guiding principles is a significant challenge our team is able to meet.

It should also be recognized that by virtue of the MOU, the Consortium has the opportunity to ensure that the SEP accommodates the diverse character, interests and priorities of each of the member counties. Compared to State-directed planning processes being implemented in the other Gulf Coast states, the Consortium has the unique opportunity – and the ability - to direct the development of a Florida SEP that fully reflects the diverse range of resources and interests among the 23 member counties rather than a top down vision.

Finally, it is not clear at this time what governmental entity will be responsible for the ultimate implementation of the Florida SEP. This is a challenge in that the SEP will need to be prepared in a manner that anticipates the implementing entity and the corresponding legal authorities and resources of that entity. Recent guidance from the Consortium has confirmed that the Council will not have the resources, nor legal authority, to assume responsibility for implementation of the Florida SEP. Therefore, the remaining two options are the State of Florida – likely the Florida Department of Environmental Protection (DEP) – or the Consortium.

Our Proposed Project Team

Our team has a deep understanding of the ecological, economic, political and cultural diversity of the Florida Gulf Coast and the 23 member counties of the Consortium – a critical factor for the ultimate success of this project. This understanding is critical to evaluating the relative efficacy of the wide range of projects, programs, and activities that may be included in the SEP. In addition, this understanding will be essential for building a consensus of support for the SEP among the numerous and diverse stakeholders. We also have the hands-on experience needed in directing and coordinating a coastal master planning effort of this scale and complexity. As described in Tab F, we have assembled a team of diverse professionals that possesses all of these attributes.

We have a tremendous appreciation for the challenges that this planning effort entails, and we

bring an unrivaled capacity to address those challenges and deliver a superlative plan.

Our proposed project manager, Doug Robison (ESA), and deputy project manager, Ann Redmond (B&C), have over 65 years of combined experience as environmental consultants to government and

The ESA Team

 **Environmental Science Associates (ESA)**
Prime Consultant

 **Brown and Caldwell (BC)**
Technical and Planning Support

 **Wildwood Consulting, Inc.**
Public Engagement

 **Royal Engineers & Consultants (Royal)**
Technical and Planning Support

 **Stratus Consulting, Inc.**
Economic Analysis

 **Lewis Longman and Walker, P.A. (LLW)**
Legal Analysis

 **Resource Planning, Inc., (RPI)**
Technical Support and Coordination

private industry in Florida. Both have extensive and diverse project experience working with numerous Florida Gulf Coast counties as well as environmental and water resource agencies across the State.

Doug Robison is a coastal scientist who has led numerous complex, consensus-based environmental planning and permitting efforts - most recently serving as the project manager for the development of the **Tampa Bay Habitat Master Plan** for the Tampa Bay Estuary Program. In addition, he contributed significantly to the

ESA TEAM BENEFITS

Key core staff who have successfully developed a RESTORE Act compliant plan of this scale and complexity

We bring a deep understanding of the ecological, economic, political and cultural diversity of the Florida Gulf Coast and the 2 member counties of the Consortium

Our public engagement consultant Wildwood Consulting has proven outreach success in Florida during watershed management and ecosystem restoration plans and programs

ESA is a firm focused on client service and if selected for this project, our entire team will prioritize this work to deliver scientific excellence and superior client service

TAB A. EXECUTIVE SUMMARY

development of the Tampa Bay Comprehensive Conservation Management Plan, and has served as project director/manager for numerous watershed management, cumulative impact and ecosystem restoration projects including **Lake Tarpon, Peace River**, and the **Ocklawaha River**.

Ann Redmond, a Managing Scientist with Brown and Caldwell and our team's Deputy Project Manager, is an environmental scientist and previous regulator with the Florida Department of Environmental Protection. She has managed numerous watershed-based and watershed-scale planning and regulatory initiatives, such as the **West Bay to East Walton Regional General Permit/Ecosystem Management Agreement**, as well as having extensive involvement in the development and implementation of Florida's wetland regulations. Together, Doug and Ann possess unmatched scientific understanding of Florida's coastal ecosystems, and the technical expertise required to plan implementable projects for their successful restoration.

We believe that public involvement and effective stakeholder coordination will be paramount to the success of this project. For this reason we have exclusively secured Tiffany L. Busby of Wildwood Consulting to lead our public involvement program. Tiffany has successfully led effective strategic planning, process facilitation, conflict resolution and consensus building efforts on numerous watershed management plans and ecosystem restoration programs. Her clients include the Florida DEP, Florida Water Management Districts and National Estuary Programs, and numerous local governments throughout the State.

CHALLENGE

Disparate resources and diverse interests among the 23 Gulf Counties

OPPORTUNITY

Public involvement and effective stakeholder coordination

ESA TEAM BENEFIT

Tiffany Busby of Wildwood Consulting has proven success leading effective strategic planning, process facilitation, conflict resolution, and consensus building on numerous Florida watershed plans and ecosystem restoration programs.

Also exclusive to our team is Kirk Rhinehart from Royal Engineers & Consultants. Kirk previously

served as project director for the development of **Louisiana's 2012 Comprehensive Master Plan** while employed by the Louisiana Coastal Protection and Restoration Authority (CPRA). This document stands alone as the quintessential template for other states to follow in developing their State Expenditure Plans. Kirk also participated in the development of the **Gulf Coast Ecosystem Restoration Task Force's Ecosystem Restoration Strategy** report which is the basis for RESTORE Act/Gulf Council planning.

Brown and Caldwell served as the prime planning consultant to CPRA on the Comprehensive Master Plan project, and we have retained the BC project manager for that effort, Joanne Chamberlain, to also serve exclusively on our team as a strategic advisor. Ann Redmond supported Joanne as a lead scientist on the Comprehensive Master Plan project. Therefore, our project team includes the key core staff from the only team that has developed a RESTORE Act compliant plan of this scale and complexity to date.

Our project team's unique experience will be extremely valuable to the Consortium in preparing the Florida SEP. We know what worked and what didn't work in the Louisiana coastal master planning effort, and we know where available funds should be applied to yield the best products with the greatest level of stakeholder support. We also know that there are no "one size fits all" solutions to a coastal master planning effort of this scale and complexity, and caution against the promotion of proprietary "black-box" planning tools and costly modeling efforts. To complete the development of a scientifically-based and publicly-informed Florida SEP, the planning consultant will need to stay focused on the end points, and our proposed project team has the knowledge and most relevant experience to do just that.

As the prime consultant, ESA brings over 45 years of relevant experience, and 350 scientists, engineers, planners dedicated to fostering enduring partnerships with our clients and to raising industry standards. In particular, ESA is nationally recognized for its expertise in ecosystem restoration planning, design and implementation. We have directed coastal master planning and restoration projects from as far north as Alaska and south to the Mexican border on the Pacific coast; and along the Gulf coast east to Florida. We are excited to bring this depth of national experience to

the unique challenges facing the Consortium and its stakeholders.

Finally, as a smaller firm, we can be more focused on client service, and more nimble in responding to the changing demands of a complex project such as this. Should we be selected for this project, it would clearly be our highest priority.

Assumptions

For the purposes of preparing this proposal, we have had to make certain assumptions related to funding and legal authority for plan implementation.

First with regard to funding, we are assuming that at the point of contract execution with the selected consultant that adequate funding will be available to prepare the Draft Initial SEP, and to conduct the tasks included in the project nomination phase, as described in our overall plan development strategy below. Furthermore, we assume that the Draft Initial SEP will be prepared in a manner that it can be used as a grant application to solicit additional funding support from the Council, the National Fish & Wildlife Foundation (NFWF), and/or other potential granting entities (e.g., NOAA). The level of funding ultimately obtained, and the desires of the Consortium and other stakeholders, could dictate a more or less rigorous planning effort – particularly with regard to the project evaluation and ranking phase - than what we propose herein. Therefore, we anticipate a potential “recalibration” of our proposed planning effort based on the level of funding that may be derived from the grant applications.

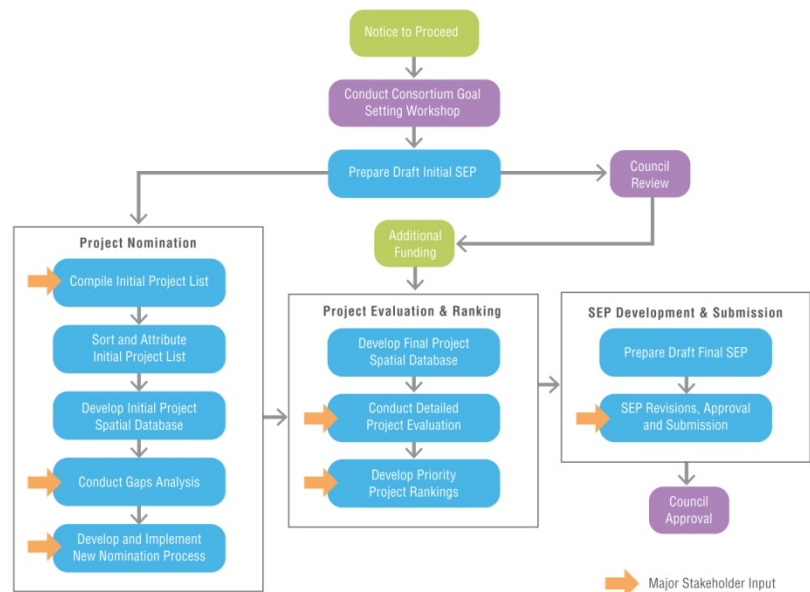
Second, with regard to legal authority, there are many factors involved in determining the entity ultimately responsible for SEP implementation. Depending on the implementing entity, the emphasis and priorities set forth in the SEP could be very different. For the purposes of this proposal we have assumed that this matter will be resolved early in the planning process, prior to initiation of the project evaluation and ranking phase. Accordingly, we have not addressed any potential program management functions that may be requested should the Consortium become the designated implementing entity.

Strategy for Plan Development

We anticipate that this project will require an iterative process that integrates both technical analysis and production performed by the planning consultant team, as well as intensive stakeholder coordination and public engagement directed by the consultant team. Our overall strategy and approach for developing the Florida SEP is schematically depicted in the project flow diagram below. This flow diagram shows both the sequence of these efforts and the interrelationships between them.

Our overall strategy for SEP development consists of the following project phases, with corresponding tasks shown in parentheses:

- **Goal Setting** – In this phase we will work with the Consortium, stakeholders, and the public to define goals, objectives, and guiding principles for the SEP that reflect Florida-specific priorities and are consistent with the Council’s Initial Comprehensive Plan. (Task 1)
- **Preparing the Draft Initial SEP** - The Draft Initial SEP will articulate the overall strategy, timeline, and estimated necessary resources/budget for plan development, and will be prepared in the form of a grant application to solicit funding support. (Task 2)
- **Project Nomination** – In this phase we will refine and map projects contained in the existing DEP project database, conduct a gaps analysis, and develop an improved process for soliciting and refining new project submittals. (Tasks 3-7)



TAB A. EXECUTIVE SUMMARY

- **Project Evaluation and Ranking** – In this phase we will complete a comprehensive spatial database of screened projects; develop appropriate project evaluation criteria based on stakeholder and public input; conduct detailed project evaluation and economic analysis; and prepare project rankings for consideration by the Consortium, stakeholders, and the public. (Task 8-10)
- **Draft/Final SEP Development and Submission** – In this phase we will prepare the Draft SEP, coordinate reviews by the Consortium, stakeholders, and the public; and prepare the Final SEP and coordinate the submittal of the document to the Council. (Tasks 11-12)
- **Public engagement and stakeholder coordination** – This phase of the project will be conducted throughout the project and integrated into the other phases. (Task 13)

For budgeting and scheduling purposes, we have identified 13 distinct tasks that will be conducted in sequence to complete the scope of work outlined in the ITN:

1. Conduct Consortium Goal Setting Workshop
2. Prepare Draft Initial SEP
3. Compile Initial Project List
4. Sort and Attribute Initial Project List
5. Develop Initial Project Spatial Database
6. Conduct Gaps Analysis
7. Develop/Implement New Project

Nomination Process

8. Develop Final Project Spatial Database
9. Conduct Detailed Project Evaluation
10. Develop Priority Project Rankings
11. Prepare Draft Final SEP
12. SEP Revision, Approval and Submission
13. Public Involvement and Stakeholder Coordination.

Each of these tasks are summarized in Tab B, while Tabs C, D, and E provide more detail with regard to our proposed approaches to the project nomination, project evaluation & ranking, and public involvement phases, respectively.

Project Nomination

We view the project nomination process to broadly include all steps necessary to develop a complete

and accurate database of the universe of potential projects, programs and activities to be considered for inclusion in the SEP. This database must be developed at a level of consistency and accuracy to support objective and defensible project evaluation and ranking processes. Furthermore, the database must be accessible and open to new ideas, concepts, projects, etc. throughout the planning horizon. The basic steps involved in the project nomination process include the following:

- Compile existing project lists into a single initial project list;
- Screen, sort and attribute the initial project list;
- Convert the initial project list into a spatial database and map the projects;
- Conduct a gaps analysis;
- Revise the project classification and attribution scheme; and
- Develop improved online portal for new project submission.

Much work has already been done in Florida to solicit projects for evaluation and ranking, and potential inclusion in the SEP. The three Gulf Coast National Estuary Programs (NEPs) in Florida – Tampa Bay, Sarasota Bay, and Charlotte Harbor – previously collaborated in 2013 to develop a coordinated approach to soliciting conceptual projects from their member governments and stakeholders. Building on that effort, and to provide an opportunity for the public to suggest potential projects for the State to consider, the DEP has created an online project submittal form which is also accessible from their website.

Various stakeholders have submitted projects for consideration through the NEP process, the DEP online portal, and other vehicles, and the spreadsheet database now includes 1,021 projects. These stakeholders include state agencies, local governments, non-governmental organizations (NGOs), and private entities. Our starting point for the project nomination phase of the project will begin with the DEP database. This database will be screened, refined and converted to a relational spatial database for mapping and further analysis.

We will also develop a project-specific website and an improved web-based portal that incorporates an improved quantitative classification and attribution system. This will allow new project information to be submitted in a format that is consistent and convertible to the spatial project database. The project-specific website will also provide public education regarding the RESTORE

Act and related activities, and guidance with respect to submitting project concepts for consideration.

Finally, through our public engagement program we will reach out to a wider range of stakeholders to ensure that all viewpoints and concerns with regard to the type, geographic distribution, and balance of projects are heard and considered. From this outreach we hope to generate new concepts and ideas about projects and activities that could be included in the SEP.

Project Evaluation & Ranking

We view the project evaluation process to broadly include the steps necessary to: develop criteria to evaluate projects; conduct both screening level and detailed project evaluation; and then develop priority rankings of projects, programs and activities for inclusion in the SEP. We also consider the project evaluation phase to be the most rigorous and most critical work effort in the development of the SEP.

The Spill Impact Component of RESTORE Act allows for the funding of a wide range of projects, programs and activities. In order to meaningfully prioritize these various actions it will be necessary to reduce them to some form of a common currency for relative comparison and ranking. Our approach to project evaluation and ranking is designed to provide a clear, logical, and transparent process that yields results that are supported by a consensus of the stakeholders. This process builds on our team's extensive experience with the evaluation of restoration-related projects for State, Federal and Tribal natural resource agencies, and includes the following steps:

- Final project spatial database development;
- Criteria development;
- Project evaluation;
- Benefit/Cost and Return-on-Investment analysis; and
- Project ranking.

We will evaluate benefits/costs (B/C) and calculate expected return-on-investment (ROI) to inform the final project ranking and selection. Because of the necessary time and resources to undertake the B/C and ROI analysis, we propose to undertake this step only for those projects that are likely to be selected. B/C analysis strives to compare project benefits against cost to inform the evaluation process and ensure that selected projects provide good value

for money. A limitation of B/C analysis is that it is often difficult to include important benefits, such as ecosystem services, and social benefits in a monetary framework to balance against costs. We propose to implement a methodology called Triple Bottom Line (TBL) that explicitly identifies environmental and social costs and benefits in addition to financial ones.

Project rankings must reflect the priorities and values of stakeholders and the public. To the extent that different stakeholders and members of the public have different priorities and values, multiple rankings will be conducted to address various scenarios of interest. Alternative ranking scenarios could be developed to allow multiple perspectives to be considered. For example, ranking scenarios may emphasize different values – return-on-investment, acres of ecosystem conservation and restoration, water quality improvement, flood protection, tourism, etc. – or a combination of these values. Scenarios may also emphasize different time frames (near-term or long-term). We will work with the Consortium and the stakeholders to develop a manageable set of scenarios for assessment. Each scenario will optimize project selection within the expected total SEP budget constraints.

We consider the project evaluation and ranking phase of the project to be the most complex, and potentially the most controversial. Furthermore, the level of work conducted in this phase could vary substantially depending on funding availability and the desires of the Consortium and other stakeholders. For example, in the development of the **Louisiana 2012 Comprehensive Master Plan**, a high percentage of the available great of the funding was allocated to the hydrologic and ecological modeling of various projects and scenarios, as well as the development of a complex planning tool. However, as described in our “lessons learned” call out box in Tab F, these efforts did not lead to significant improvements to the decision-making process. Therefore, our proposed scope of work assumes limited modeling and emphasizes the use of best professional judgment and consensus building to objectively evaluating and ranking priority projects.

Public Involvement and Stakeholder Coordination

Public involvement and stakeholder coordination are critical to the success of this project, and we

TAB A. EXECUTIVE SUMMARY

will dedicate the appropriate resources and attention to these activities. As discussed above, public engagement and stakeholder coordination will be an ongoing project activity integrated into the various tasks. Our project flow diagram also indicates key points in the process where stakeholder coordination, input and approval will be needed. Our public involvement and stakeholder coordination program is conceptually represented in the figure below.

Our program will begin with the designation of an Outreach and Engagement Team who will staff, facilitate, and support the public engagement and stakeholder coordination efforts. These efforts will be broken down into three phases:

- Phase 1: Information Exchange with the Public and Key Stakeholder
- Phase 2: Active Community Involvement
- Phase 3: Strategic Engagement and Public Comment.

To support the program we propose the creation of two sub-groups: the Technical Advisory Committee (TAC); and the Framework Development Team (FDT). The TAC will be composed of science and engineering experts from government, academia, and the private sector. The role of the TAC will be to assist the consultant team in solving technical issues and providing guidance on project evaluation approaches. The FDT will be composed of a cross section of stakeholders and their role will be to review and provide input on the efficacy and objectivity of the SEP planning process.

Cost and Schedule

Tab G provides a detailed breakdown of our cost estimate. Our total cost estimate to complete the scope of work is \$997,500. This total includes \$973,000 in labor costs, based on 5,776 total labor hours, plus \$24,500 in reimbursable expenses. To develop cost estimates for each of the 13 tasks described in our scope of work, we multiplied the estimated labor hours for each of the staff identified on our project team organization chart working on that task by their respective loaded hourly labor rates. Therefore, our cost proposal includes all direct and indirect costs, overhead, and profit.

It should be noted that there are many uncertainties involved in the execution of this project, most notably the availability of adequate funding to complete the scope of work. In addition,

master planning projects of this magnitude and complexity rarely track exactly as scoped, and both the Consortium and the selected planning consultant should expect to make course corrections and other adaptations throughout the execution of the project. For this reason, we recommend that the Consortium consider entering into a master agreement with the selected consultant, and then issuing short-term task orders under the master agreement as funding becomes available. Accordingly, we have developed our scope of work so that the total work effort could be executed incrementally over time pursuant to a series of task orders.

We estimate being able to complete our proposed scope of work within two years from the notice to proceed. We believe this schedule builds in adequate time for the Consortium and other stakeholders to review interim work products, and for proper public meeting notification. This schedule does not accommodate any additional program management responsibilities should the Consortium become the designated implementing entity for the SEP.

Summary

We have a tremendous appreciation for the challenges facing the Consortium in the development of the Florida State Expenditure Plan. We are also confident that our proposed approach will deliver to the Consortium a superlative scientifically-based and publicly-informed Florida SEP in the most cost-effective manner possible. This is because our approach is based on the extensive and unique cumulative experience of project team which combines:

- A deep understanding of the ecological, economic, political and cultural diversity of the Florida Gulf Coast and the 23 member counties of the Consortium;
- Hands-on experience in directing and coordinating the only RESTORE Act compliant plan of this scale and complexity completed to date - the Louisiana 2012 Comprehensive Master Plan for a Sustainable Coast; and a coastal master planning effort of this scale and complexity; and
- Nationally recognized expertise in coastal ecosystem restoration planning, design and implementation.

We look forward to opportunity to serve the Consortium on this most challenging project.

B

FLORIDA'S GULF COAST REGION



\$9 billion
In tourism and recreation
wages annually



8 percent
Regional employment is in tourism
and recreation



1,500
Species or varieties of fish, plants, mollusks, crustaceans,
and reptiles grown in Florida's aquaculture. (Fresh from Florida)

Strategy/Strategies for Plan Development

“The Gulf region spans a vast distance. Yet a key lesson from disasters such as Hurricane Katrina and the Deepwater Horizon oil spill is that the Gulf of Mexico is one large, interrelated network of natural resources. Long-term recovery requires an integrated, holistic understanding of the Gulf of Mexico ecosystem.”

National Oceanic and Atmospheric Administration,
Administrator of the RESTORE Act Science Program



Tab B

Strategy / Strategies for Plan Development

Overall Strategy

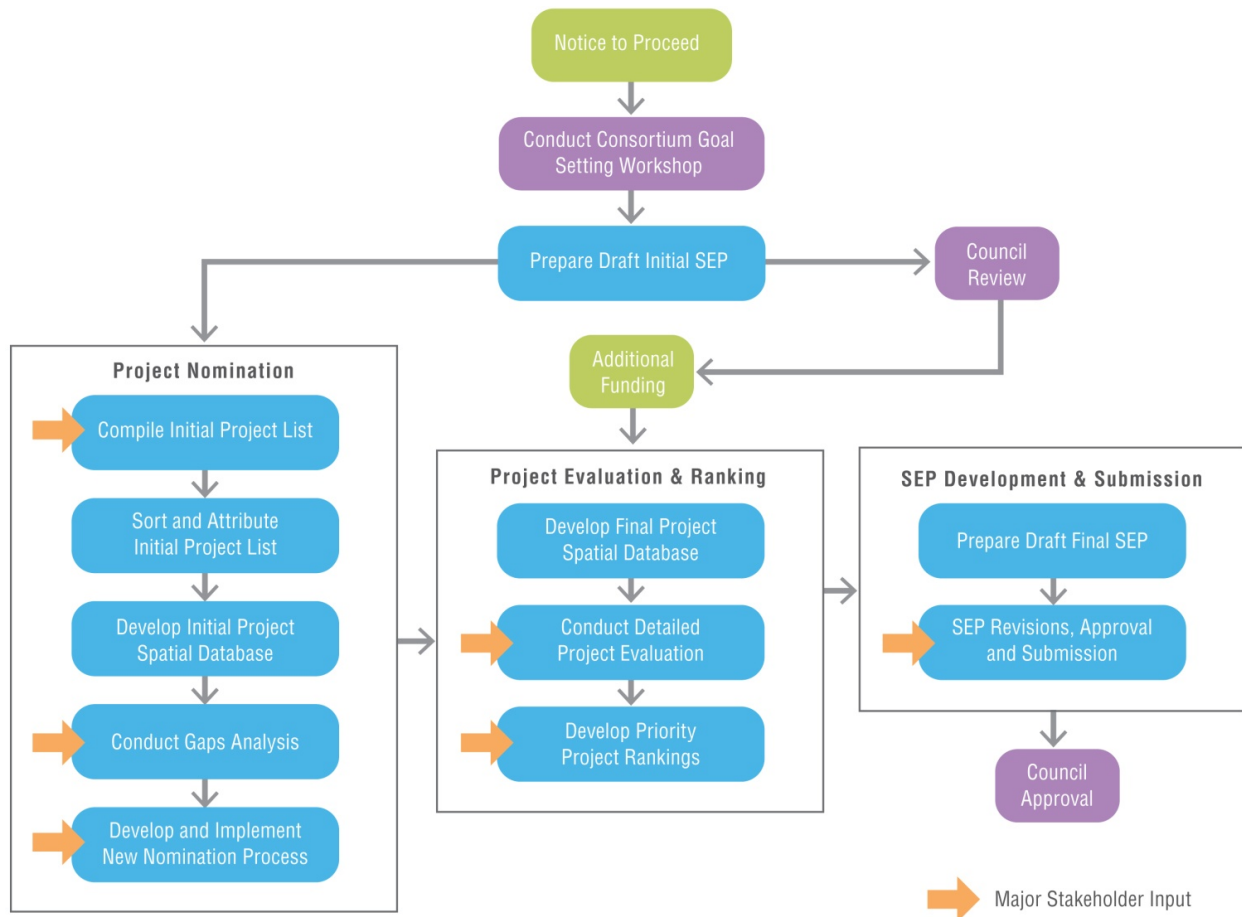
We anticipate that this project will require an iterative process that integrates both technical analysis and production performed by the planning consultant team, as well as intensive stakeholder coordination and public engagement directed by the consultant team. Our overall strategy and approach for developing the Florida SEP is schematically depicted in Figure B-1 below. This flow diagram shows both the sequence of these

efforts and the interrelationships between them.

Our overall strategy for SEP development consists of the following project phases, with corresponding tasks shown in parentheses:

- **Goal Setting** – In this phase we will work with the Consortium, stakeholders, and the public to define goals, objectives, and guiding principles for the SEP that reflect Florida-specific priorities and are consistent with the Council’s Initial Comprehensive Plan. (Task 1)

Figure B-1 – Project Process and Flow Diagram



- **Preparing the Draft Initial SEP** - The Draft Initial SEP will articulate the overall strategy, timeline, and estimated necessary resources/budget for plan development, and will be prepared in the form of a grant application to solicit funding support. (Task 2)
- **Project Nomination** – We will refine and map projects contained in the existing DEP project database, conduct a gaps analysis, and develop an improved process for soliciting and refining new project submittals. (Tasks 3-7)
- **Project Evaluation and Ranking** – We will complete a comprehensive spatial database of screened projects; develop appropriate project evaluation criteria based on stakeholder and public input; conduct detailed project evaluation and economic analysis; and prepare project rankings for consideration by the Consortium, stakeholders, and the public. (Task 8-10)
- **Draft/Final SEP Development and Submission** – We will prepare the Draft SEP, coordinate reviews by the Consortium, stakeholders, and the public; and prepare the Final SEP and coordinate the submittal of the document to the Council. (Tasks 11-12)
- **Public engagement and stakeholder coordination** – This phase of the project will be conducted throughout the project and integrated into the other phases. (Task 13)

As discussed later in this proposal, we consider the project evaluation and ranking phase of the project to be the most complex, and potentially controversial. Furthermore, the level of work conducted in this phase could vary substantially depending on funding availability and the desires of the Consortium and other stakeholders. For example, in the development of the *Louisiana 2012 Coastal Master Plan*, a great deal of the funding was allocated to the modeling of various projects and scenarios, as well as the development of a complex planning tool. As described in our “lessons learned” (see Tab F: Qualifications) these efforts did not lead to significant improvements to the decision-making process. Therefore, our proposed scope of work assumes limited modeling.

Scope of Work

For budgeting and scheduling purposes, we have identified thirteen (13) discrete tasks that will be conducted in sequence to complete the scope of work outlined in the ITN:

1. Conduct Consortium Goal Setting Workshop
2. Prepare Draft Initial SEP
3. Compile Initial Project List
4. Sort and Attribute Initial Project List
5. Develop Initial Project Spatial Database
6. Conduct Gaps Analysis
7. Develop/Implement New Project

Nomination Process

8. Develop Final Project Spatial Database
9. Conduct Detailed Project Evaluation
10. Develop Priority Project Rankings
11. Prepare Draft Final SEP
12. SEP Revision, Approval and Submission
13. Public Involvement and Stakeholder Coordination.

Each of these tasks are summarized below, while Tabs C, D, and E provide more detail with regard to our proposed approaches to the project nomination, project evaluation and ranking, and public involvement phases, respectively.

Task 1 – Conduct Consortium Goal Setting Workshop

In this task we will conduct a 2-day workshop with the full Consortium to present our overall approach to developing the SEP, and to gain feedback and acceptance of our approach from the Consortium members. In addition, we will facilitate a visioning and goal setting workshop with the Consortium to define their goals, objectives, and visions for SEP success. In January 2014, the Consortium held an initial visioning session to begin discussing their goals and objectives. The workshop to be conducted in this task will build on progress made by the Consortium in this initial session. The outcome of this workshop will be a list of goals, objectives, guiding principles, and measures of success for the SEP that reflect Florida-specific priorities of the Consortium while also being consistent with the Council’s Initial Comprehensive Plan.

Task 1 Deliverables:

Written meeting summary of the Consortium goal setting workshop.our program

Task 2 - Prepare Draft Initial SEP Document

As specified in the scope of work, we will prepare the Draft Initial SEP within 90-days of the Notice to Proceed. This document is essentially the “Plan to Plan” which outlines and describes the planning processes and corresponding levels of effort involved in the development of the Final SEP. The Draft Initial SEP will not be focused on specific projects, programs and activities. Rather, it will include the following components, at a minimum:

- A definition of the goals, objectives, guiding principles, and success measures for the SEP that reflect Florida-specific priorities and are consistent with the Council’s Initial Comprehensive Plan.
- A strategy for developing, refining and articulating the goals and objectives of the SEP, including both short and long-term outcomes.
- A strategy for the logical and appropriate grouping of projects, programs and activities for the Consortium's consideration for inclusion in the Draft Final SEP.
- A process for the development of evaluation criteria by which submitted projects, programs and activities will be evaluated and ranked.
- A detailed timeline for the activities required for the development of the Draft Final State Expenditure Plan.
- An estimate of all resources necessary for the development of the Draft Final SEP including, but not limited to all costs to the Consortium, and the amount and type of staffing to be provided by the planning consultant team.

We anticipate that our “Plan to Plan” will embody the elements of our project approach as presented in this proposal. However, we are open to modifying our approach to better accommodate the goals, objectives of the Consortium.

RESTORE ACT GOALS



Restore and Conserve Habitat



Restore Water Quality



Replenish and Protect Living Coastal and Marine Resources



Enhance Community Resilience



Restore and Revitalize the Gulf Economy

The Draft Initial SEP will be prepared in the form of a grant application to be submitted to the Council for the purpose of securing federal funds from the RESTORE Act Trust Fund for further development and implementation of a Draft Final SEP. Therefore, the Draft Initial SEP will clearly specify a planning approach that meets the requirements of the RESTORE Act, and the U.S. Department of Treasury's Rule (31 CFR Part 34). In addition, other funding sources for SEP development will be sought at this time, including but not limited to the National Fish & Wildlife Foundation (NFWF).

Task 2 Deliverables:

Draft Initial SEP prepared in the form of a grant application for review and funding consideration by the Council, NFWF and other potential granting agencies.

Task 3 - Compile Initial Project List

We view the project nomination phase of the project to broadly include all steps necessary to develop a complete and accurate database of the universe of potential projects programs and activities to be considered for inclusion in the SEP. Tasks 3-7 as described below constitute the sequence of steps involved in the overall project nomination process. These tasks are expanded upon in Tab C of this proposal.

Much work has already been done in Florida to solicit projects for evaluation and ranking, and

potential inclusion in the SEP. The three Gulf Coast National Estuary Programs in Florida – Tampa Bay, Sarasota Bay, and Charlotte Harbor – previously collaborated in 2013 to develop a coordinated approach to soliciting conceptual projects from their member governments and stakeholders. They developed a two-page form that was used by interested parties to summarize conceptual projects and submit them for subsequent evaluation and ranking. The project descriptions were subsequently submitted to the DEP for inclusion on their Deepwater Horizon Projects website. This website includes a link to a spreadsheet database of projects that have been submitted to date.

Building on that effort, and to provide an opportunity for the public to suggest potential projects for the State to consider, the DEP has created an online project submittal form which is also accessible from their website. It is stated on the DEP website that project submittals are open to anyone. Various stakeholders have submitted projects for consideration through the DEP online portal and other vehicles, and the spreadsheet database now includes 1,021 projects. These stakeholders include state agencies, local governments, non-governmental organizations (NGOs), and private entities.

Under this task, we will review the existing project list contained in the DEP spreadsheet database and contact each of the submitting entities to determine if the project information contained in the database is still accurate, and whether there are any revisions or updates that they wish to make. Then, an updated project list, herein referred to as the initial project list, will be developed.

Task 3 Deliverables:

Revised and updated initial project list in the form of an Excel spreadsheet.

Task 4 - Sort and Attribute Initial Project List

Building on Task 3, we will conduct a screening level of analysis of the initial project list to sort and attribute projects pursuant to the following criteria:

- Project type;

- Major watershed; and
- County jurisdiction(s).

There is a wide range of project types contained in the DEP spreadsheet database including such disparate activities as restoration of degraded tidal wetlands, land acquisition, creation of living shorelines, construction of reclaimed water infrastructure, fisheries monitoring, and environmental education programs. We will work with the project stakeholders and engage our Technical Advisory Committee (see Tab E) to develop a project-type classification system that accommodates the wide range of proposed projects. A starting point for this classification system is the list of eligible activities contained in the RESTORE Act for the Spill Impact Component. A more logical and detailed classification of project types is provided in the Council's Initial Comprehensive Plan which defines project types pursuant to their seven adopted objectives (see Tab C for more detail).

The Council, in their Initial Comprehensive Plan, stresses the importance of utilizing a regional ecosystem-based approach in



developing and prioritizing projects. Furthermore, The Nature Conservancy (TNC) has been working closely with Florida local governments to educate them on the “Watershed Approach” to coastal master planning. The watershed approach recognizes that much of the ecological degradation observed in the coastal zone can be traced back to perturbations and activities in the upstream watershed. For example, the loss of seagrasses and oyster bars in a coastal estuary may be due to the delivery of too much nutrient load or too little freshwater delivered from the upstream watershed rather than adjacent urban development in the coastal zone. The watershed approach engages stakeholders to view coastal ecosystems holistically, and to determine the root causes of observed problems more comprehensively.

Our team supports the watershed approach to coastal master planning, and we propose to apply this approach in the development of the SEP. Accordingly, we propose to sort the initial project list into the respective watersheds where they

would be implemented. There are several different watershed classification systems, and we propose to use the most appropriate watershed classification system as recommended by the Technical Advisory Committee and other stakeholders.

In addition to sorting projects by project type and geographic location by watershed, political jurisdictions will also clearly be important with respect to allocating projects and funding among the 23 Gulf Coast counties in a reasonably equitable manner. Therefore, we propose to also sort the initial project list by County(s) within which the projects would occur or overlap.

In addition to sorting and attributing the initial project list pursuant to project type, major watershed(s), and county(s), we will also conduct a preliminary screening analysis of the initial project list. The preliminary screening will eliminate projects that:

- Are clearly duplicative;
- Are clearly inconsistent with the list of eligible activities contained in the RESTORE Act for the Spill Impact Component; and
- Do not have a clear nexus to the goals and objectives set forth in the Council's Initial Comprehensive Plan.

The proposed process to sort, attribute, and preliminarily screen projects will be discussed and vetted with both the Technical Advisory Committee and the Framework Development Team (see Tab E).

Task 4 Deliverables:

Screened initial project list as a spreadsheet database; written meeting summaries of completed consultations with the Technical Advisory Committee and Framework Development Team.

Task 5 - Develop Initial Project Spatial Database

In this task we will convert the screened initial project list into a spatial database using appropriate GIS and relational database tools. The purpose of this task is to convert the largely narrative information contained in the initial project list into spatial information so that the

stakeholders and the public can actually see the location and geographic extent of each project on a map(s). In addition, converting the refined initial project list into a more robust database structure will allow for more complex attributing for purposes of supporting detailed project evaluation.

Given the wide range of projects contained in the initial project list, it will be a challenge to accurately portray each type of project spatially. For example, the construction of a half-mile living shoreline project in Pensacola Bay can easily be depicted on a map; however, it is more difficult to show the geographic extent of an environmental education program. Nonetheless, we will develop an initial project spatial database that meets the needs of the stakeholders and public, as well as the project team involved in detailed project evaluation.

Task 5 Deliverables:

Draft project spatial database and corresponding metadata in a robust relational database format; GIS map series showing geographic distribution and other attribution of projects contained in the screened initial project database.

Task 6 - Conduct Gaps Analysis

In this task we will evaluate the geographic and jurisdictional coverage of the various project types contained in the initial project spatial database. The goals of the gaps analysis will be to determine if the information in the initial project spatial database:

- Accurately and appropriately depicts the geographic limits of each project;
- Has an appropriate balance of project types;
- Has an appropriate geographic distribution of the various project types among the Gulf Coast watersheds and counties; and
- Allows for aggregating or disaggregating projects to better optimize resources and jurisdictional coordination.

The gaps analysis will be a process driven largely by stakeholder input and public engagement derived from a series of regional meetings in a subset of the 23 Gulf Coast counties. Furthermore, we will

engage our Technical Advisory Committee to assist in the technical aspects of the gaps analysis.

Since the DEP project database was compiled, a number of agencies and NGOs have developed new conceptual project designs and other programs and activities that should be considered for evaluation, but for various reasons have not been included in the DEP database. In this task we will reach out to a wider range of stakeholders to determine if their projects are included and accurately defined in the initial project spatial database.

Task 6 Deliverables:

A technical memorandum summarizing stakeholder and public input regarding: 1) the adequacy and proper balance of project types and geographic coverage; 2) list of additional projects solicited and directed to the nomination process; and 3) suggestions on improvements to the nomination process documented.

Task 7 – Develop/Implement New Project Nomination Process

This task will involve two separate sub-tasks: 1) development of an improved classification system for categorizing and attributing projects in the initial spatial database; and, 2) development of an improved web-based portal through which stakeholders may submit new projects, programs and activities for inclusion in the database and/or revise those already in the database.

As mentioned above, there have been two open project nomination processes conducted to date, one by the Florida Gulf Coast National Estuary Programs, and the other by the DEP. These processes were relatively simplistic, using largely narrative information provided on a two-page form. The first step in this task is to develop a more comprehensive and quantitative classification system for defining the attributes of proposed projects, programs and activities. This step will be driven largely by stakeholder input and the engagement of our Technical Advisory Committee to assist in the refinement of the project classification and attribution system.

The second step in this task involves the development of a project-specific website and an improved web-based portal that incorporates the quantitative classification and attribution system. This will allow new project information to be submitted in a format that is consistent and convertible to the spatial project database. The project-specific website will also provide public education regarding the RESTORE Act and related activities, and guidance with respect to submitting project concepts for consideration. It is anticipated that the time window for new project nominations will need to be limited to allow for the development of the final project spatial database for detailed project evaluation. However, it will also be important to not completely close the process so that there is always an open conduit for new project ideas and input that could be incorporated at a later time, or in future SEP updates.

Task 7 Deliverables:

A technical memorandum summarizing the revised comprehensive and quantitative system for defining the attributes of proposed projects, programs and activities; and a project-specific website and web-based portal for receiving new projects from stakeholders and the public.

Task 8 - Develop Final Project Spatial Database

We view the project evaluation phase of the project to broadly include all the steps necessary to: finalize the project spatial database; develop criteria to evaluate projects; conduct both screening level and detailed project evaluation; and develop priority rankings of projects, programs and activities for inclusion in the SEP. Tasks 8-10, as described below, constitute the sequence of steps involved in the overall project nomination process. These tasks are expanded upon in Tab D of this proposal.

This task will involve updating the initial project spatial database to include new project submittals received through the new project nomination process, as well as modifications to previously submitted projects in the initial project spatial database. It should be noted that the projects, programs and activities included in the final project

spatial database at the completion of this task will constitute the universe of projects considered for detailed project evaluation and ranking in Tasks 9 and 10, respectively.

Task 8 Deliverables:

A final project spatial database and corresponding metadata in a robust relational database format; and a final GIS map series showing geographic distribution and other attribution of projects contained in the final project spatial database.

Task 9 – Conduct Detailed Project Evaluation

We consider the project evaluation phase of this project to be perhaps the most critical work effort in the development of the SEP. As discussed above, the Spill Impact Component of RESTORE Act allows for the funding of a wide range of projects, programs and activities. In order to meaningfully prioritize these various actions, it will be necessary to reduce them to some form of a common currency for relative comparison and ranking.

Our approach to project evaluation is designed to provide a clear, logical, and transparent process that yields results that are supported by a consensus of the stakeholders. This process builds on our team’s extensive experience with the evaluation of restoration-related projects for State, Federal and Tribal natural resource agencies, and includes the following steps performed in this sequence:

- Criteria development;
- Project evaluation; and
- Benefit/Cost and Return-on-Investment analysis.

Criteria Development

Criteria will be developed to compare, rank, and prioritize the various nominated projects, programs and activities. These criteria will ensure compliance with the RESTORE Act, Treasury rules, and Council goals, objectives and commitments. In addition, restoration evaluation criteria have also been developed under the Deepwater Horizon early restoration framework and in the NOAA regulations implementing the Oil Pollution Act. In general

these criteria can be organized into three categories:

- Screening criteria;
- Evaluation criteria; and
- Special issue criteria.

Screening criteria are typically pass/fail criteria that all projects must pass for further evaluation such as eligibility and compliance with applicable laws and regulations. Evaluation criteria are those that can be numerically (e.g., 1-10) or categorically (e.g., low, medium, high) applied to the proposed projects. Typically, categorical criteria are translated to numerical scores during the ranking process. Special criteria pertain to specific constraints for evaluation such as funding allocation across counties, geographic representation, restoration category representation, and limits on infrastructure spending.

The most obvious screening criterion for this work is whether the nominated project, program or activity is eligible, and evaluating the eligibility of proposed actions should be fairly straightforward. Projects that are clearly inconsistent with the list of eligible activities contained in the RESTORE Act for the Spill Impact Component, and/or do not have a clear nexus to the goals and objectives set forth in the Council’s Initial Comprehensive Plan, will be eliminated.

The development of evaluation criteria will be more challenging. We propose to develop evaluation criteria that support the assessment of two key project attributes: feasibility; and technical basis. Evaluating the feasibility of proposed actions will essentially constitute a “reality check” for projects, and will be based largely on best professional judgment. The feasibility attribute will be assessed in terms of numerous factors including but not limited to: technical efficacy (e.g., both science and engineering) and workability, permitability, cost-effectiveness, and public acceptance. Evaluating the technical basis of proposed actions will also be based on best professional judgment. This attribute will be assessed in terms of whether or not proposed projects are based on the best available science and/or engineering, as required by the Council, and whether they have a clearly defined technical rationale and justification. In addition,

this attribute addresses the relative benefits and risks associated with proposed actions.

Special issue criteria are used to account for specific requirements or goals of the overall restoration planning process. For example, the Treasury regulations limit the amount of Spill Impact Component funding that can be put toward infrastructure under certain conditions, and required adherence to Treasury allocation methodology among disproportionately and non-disproportionately affected counties. Therefore, ensuring a properly balanced geographic distribution of projects will be important, and there may interest in providing for a balance of the various types of projects allowed under the Spill Impact Component of the RESTORE Act. Usually, numeric values are not applied to special issue criteria, but rather they are used to subjectively balance the overall suite of projects, programs and activities.

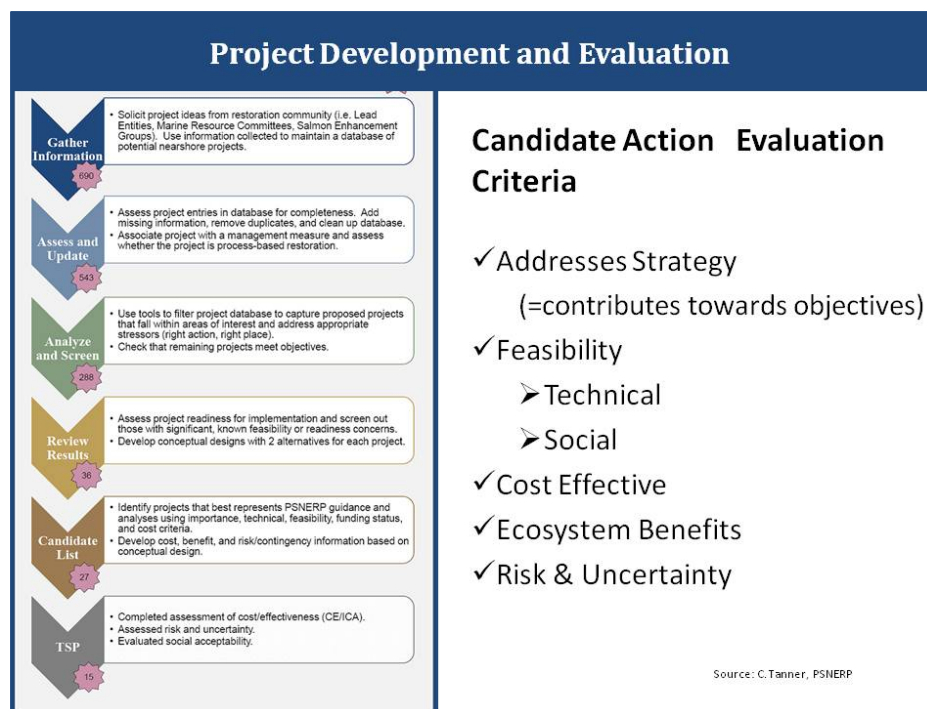
We propose to develop the evaluation criteria in two steps. First, our internal project evaluation team - composed of engineering, science and regulatory experts - will develop a draft set of criteria based on their best professional judgment and in consideration project evaluation schemes

developed by others. Our team’s experience in the development of the **Louisiana 2012 Coastal Master Plan** will be a major advantage in this effort. In addition, we will review project evaluation criteria and ranking schemes developed by Florida counties to address local project prioritization under the Direct Component of the RESTORE Act. For example, Pinellas County has adopted a tiered project evaluation and ranking scheme that incorporates both the Council’s goals and objectives as well as local priorities. Second, following the development of our draft evaluation criteria our project evaluation team will meet with the Technical Advisory Committee (TAC – see Tab E) and other stakeholders to present and receive feedback on the draft criteria. Revisions to our draft criteria will be made, as appropriate, based on feedback from the TAC and other stakeholders. In addition, we will conduct a briefing meeting with the full Consortium at this time to present and receive feedback on the draft evaluation criteria.

Project Evaluation

We will apply the approved evaluation criteria to the universe of nominated projects, programs and activities in two steps. First, each member of our internal project evaluation team will independently

Figure B-2 – Puget Sound Nearshore Ecosystem Restoration Project (PSNERP) Project Development and Evaluation



score each project. Then, they will convene to discuss the range of scores

applied to each project to determine if the scoring methodology is producing consistent and relatively objective results. Independent scores for each project will be averaged and then ordinated to produce a first “cut” of the highest ranked projects. The “cut line” will be determined by the estimated funding available for SEP implementation. The top ranked projects of which the cumulative cost is less than the cut line will be identified for further analysis. Second, following the development of this “above the cut” project

list, our project evaluation team will again meet with the TAC and other stakeholders to present and receive feedback on preliminary project evaluation results.

Implicit in the development and application of evaluation criteria is a weighting scheme across criteria categories and individual evaluation criteria. Without explicit weights, each criterion is assumed to be equal. We will work with the TAC and other stakeholders to identify those specific criteria that may need to be “up weighted” to account for the extra emphasis that they may want to place on them.

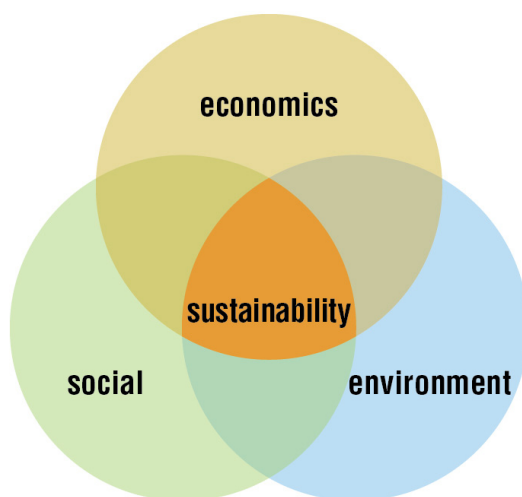
It is anticipated that modifications to the evaluation criteria and the weighting scheme will be suggested by the TAC and other stakeholders. If so, our internal project evaluation team will re-score the projects pursuant to the revised criteria to develop a final “above the cut” list of projects. These projects will then undergo a more detailed benefit/cost and return-on-investment analysis as described below.

Benefit/Cost and Return-on-Investment Analysis

For each of the “above the cut” projects we will evaluate benefits/costs (B/C) and calculate expected return-on-investment (ROI) to inform the final project ranking and selection. Because of the necessary time and resources to undertake the B/C and ROI analysis, we propose to undertake this step for those projects most likely to be selected. B/C analysis strives to compare project benefits against cost to inform the evaluation process and ensure that selected projects provide good value for money. A limitation of B/C analysis is that it is often difficult to include important benefits, such as ecosystem services, and social benefits in a monetary framework to balance against costs. We propose to implement a methodology called Triple Bottom Line (TBL) that explicitly identifies

environmental and social costs and benefits in addition to financial ones.

As the name implies, TBL explicitly tracks three important bottom lines for decision-making: financial, environmental, and social. In a TBL analysis environmental factors (e.g., benefits of ecosystem services provided by the project) and social factors (e.g., community well-being or resilience) are explicitly included in the B/C categories along with financial factors (e.g., jobs, expenditures, economic impacts, tax revenue). Where possible, these environmental and social benefits are monetized using economic valuation tools such as non-market valuation of ecosystem services. Those factors that are not possible to effectively monetize are kept their natural units (e.g., number of jobs, improved water clarity, reduction in social inequality).



A comprehensive and exhaustive application of TBL to each of the “above the cut” projects is not anticipated. However, a number of key measures or metrics are expected to be analyzed in each of the three categories (financial, environmental, and social). For some of the financial

metrics, we anticipate using regional economic impact analysis tools such as IMPLAN to evaluate common benefits such as the potential jobs created, increased expenditures, and induced spending. For the environmental factors, we anticipate that the specific measures are likely to vary across the different types of projects that may qualify for one or more of the eleven Spill Impact Component eligible activities.

In some cases, we anticipate the ability to monetize environmental benefits using non-market economic valuation tools. Non-market valuation is a branch of environmental economics that estimates values for natural resources and environmental goods and services that are not sold in standard markets. We would utilize the existing significant literature in this field to place monetary values on the benefits provided by these projects. We propose to incorporate estimates of non-market values for the resources and activities where they are available into the TBL cost benefit

evaluation and in estimates of the return on investment for the ‘above the cut’ projects.

Task 9 Deliverables:

A technical memorandum summarizing: 1) the project evaluation criteria and how they were developed; the benefit/cost and return-on-investment methodology; the results of the project evaluation and economic analyses; and meeting summaries of completed consultations with the Science Advisory Committee and other stakeholders.

Task 10 – Develop Draft Priority Project Rankings

In this task, we will develop priority project rankings using the results of the project evaluation and economic analyses described above, as well as other input received from the stakeholders. The priority project rankings will constitute the framework of the Draft Final SEP.

The project evaluation and ranking processes are perhaps the most potentially controversial aspect of the project. It is critical that the stakeholders believe those processes to be objective and fair. We recognize that there may be concerns about the outcome of the draft priority project rankings and therefore recommend that another full day workshop with the full Consortium be convened at this juncture to present the findings of the draft priority project ranking. At this workshop modifications to the project evaluation and ranking procedures may be requested by Consortium representatives to address their concerns. And it may be necessary to conduct additional project evaluation and ranking procedures to obtain approval of the final mix and geographic distribution of the various project types, programs and activities. Therefore, we view this task as iterative, working with the stakeholders to fine tune the final rankings to gain full support prior to the development of the Draft Final SEP.

Project rankings must also reflect the priorities and values of stakeholders and the public. To the extent that different stakeholders and members of the public have different priorities and values, multiple rankings could be conducted to address various scenarios of interest. Alternative ranking scenarios could be developed to allow multiple perspectives

to be considered. For example, ranking scenarios may emphasize different values – return-on-investment, acres of ecosystem conservation and restoration, water quality improvement, flood protection, tourism, etc. – or a combination of these values. Scenarios may also emphasize different time frames (near-term or long-term). We will work with the Consortium and the stakeholders to develop a manageable set of scenarios for assessment. Each scenario will optimize project selection within the expected total SEP budget constraints.

If directed, we will conduct alternative project rankings using the scenarios of interest identified by the Consortium and its stakeholders. We will present the results of the ranking scenarios in a transparent process to aid in decision making. Results of the scenario rankings will be compared to identify common projects that rank highly across multiple scenarios, and to identify projects that are unique to specific scenarios. Where consideration of multiple scenarios does not significantly affect the ranking results, scenarios may be consolidated. Any critical thresholds will be considered in scenario evaluation.

Task 10 Deliverables:

A technical memorandum summarizing the findings of the draft priority project rankings including various ranking scenarios; written meeting summaries of completed consultations with the Consortium and other stakeholders.

Task 11 – Prepare Draft Final SEP

Upon approval of the final priority project rankings by the Consortium, we will prepare the Draft Final SEP document, using the project rankings as the framework. The Draft Final SEP will meet or exceed the minimal content requirements set forth in the ITN. The Draft Final SEP will be prepared in a style that is easily readable and understandable by elected officials and the lay public, with numerous graphics. Supporting technical materials will be included as a series of appendices.

Task 11 Deliverables:

Draft Final State Expenditure Plan document with recommended priority projects, programs, and activities; and associated appendices and supporting information.

Task 12 – Final SEP Revisions, Approval and Submission

Our project team will participate in the formal public process of review, comment, and approval of the Draft Final SEP by the Consortium and the Governor. We will incorporate revisions to the Draft Final SEP as directed by the Consortium, the DEP Coordinated Review process, and the Governor. The revised Final SEP will be submitted to the Council for consideration and approval. We will also remain available to provide services to amend the Final SEP as circumstances and funding requires, in accordance with the Consortium’s direction for re-submission to the Governor and ultimately to the Council.

Task 12 Deliverables:

Final State Expenditure Plan document submitted to the Council, and any revisions thereto, including corrections and input from the Consortium and the stakeholders.

Task 13 – Public Involvement and Stakeholder Coordination

Our approach to this aspect of the project is discussed in greater detail in Tab E of this proposal.

Public involvement and stakeholder coordination are critical to the success of this project, and we will dedicate the appropriate resources and attention to these activities. As discussed above, public engagement and stakeholder coordination will be an ongoing project activity integrated into the various tasks. The project flow diagram shown above indicates key points in the process where stakeholder coordination, input and approval will be needed.

Our public involvement and stakeholder coordination program begins with the designation of an Outreach and Engagement Team who will staff, facilitate, and support the public engagement

and stakeholder coordination efforts. These efforts will be broken down into three phases:

Phase 1: Information Exchange with the Public and Key Stakeholders:

- Project website creation, including information on the planning schedule, meetings, and background information on the watershed planning process.
- Public survey tools to gather input from those that visit the site on importance of the Gulf Coast and the projects.
- Proactive outreach and engagement including providing information and presentations to local elected officials, community groups, businesses, the three NEPs, and key NGOs (e.g., TNC).

Phase 2: Active Community Involvement:

- Regional meetings will be held along the Gulf Coast to present background information on the watershed approach; to present the GIS map series for input on the geographic distribution of projects; to solicit suggestions for additional projects or modifications to the current projects; to review the current project nomination process; and to collect input on beneficial changes to the nomination process.
- Proactive outreach and engagement including providing information and presentations to local elected officials, community groups, businesses, and the three NEPs.

Phase 3: Strategic Engagement and Public Comment:

- Discuss and improve project evaluation methods through the project website, through consultations with the Science Advisory Committee and the Framework Development Team, media notices, and targeted outreach to key stakeholder groups. Additionally, a facilitated workshop with the Consortium will be conducted to review the methods and to summarize the public input received.
- Discuss and improve the project rankings through the project website, media notices and

requests for feedback from the public, and consultations with the Technical Advisory Committee and the Framework Development Team. Additionally, a facilitated workshop with the Consortium will be conducted to review the project rankings, to discuss any possible errors, and to summarize the public input received.

- Public comments on the Draft Final SEP through the project website, media notices and requests for feedback from the public, public meetings, and consultations with the Technical Advisory Committee and the Framework Development Team. This stage will also include facilitated discussions with the Consortium and gathering their feedback and approval on the plan.

Government involvement is also a key component of stakeholder coordination. In addition to the public engagement efforts described above, there will also be specific efforts to engage the government agencies, so that they are aware of the project status and have ample opportunities to provide input and their expertise. Government agencies will be involved throughout the process through two primary mechanisms:

1. Technical Advisory Committee participation either as members or topic experts and advisors. Agencies will be encouraged to participate in the SAC meetings so that the discussions will have the benefit of direct agency input. Key agencies will also be invited to participate with the Framework Development Team. The agencies can also be helpful in providing input to addressing public comments and concerns that are received through the website, regional workshops and through direct communications.
2. Monthly teleconferences specifically held for agency coordination and updates. These discussions will be facilitated and the questions and concerns can be directed to the appropriate venue including the Science Advisory Committee, the Framework Development team and/or the Consortium.

The goal of active and continuous agency involvement is a plan that has wide public acceptance, as well as one that the Governor and the Gulf Coast Restoration Council can endorse.

Task 13 Deliverables:

Staff support for the Outreach and Engagement Team; project website with materials to educate and engage the public and well as links to agency sites; simple summary materials of the planning process; presentations outlining the planning process, schedule, and opportunities to provide public input; speaker coordination and presentations to local groups and pertinent organizations; summaries of the feedback received from the public via the website and during presentations; regional meetings to discuss the watershed approach, gaps analysis, suggestions for new projects or project modifications, and feedback on the project nomination process; updated simple summaries and presentations and website; active outreach to the media, key stakeholder groups such as the Florida Association of Counties and the Florida League of Cities, business groups, community groups, and the NEPs; facilitated discussions with the Gulf Consortium, the Technical Advisory Committee and the Framework Development Team on the project evaluation process, the project rankings and the draft Final State Expenditure Plan; support for public meetings on the draft Final State Expenditure Plan and the formal approval process; and summaries of public comments received.

C



Project Nomination Process

"Restoring the Gulf of Mexico is not just a Gulf challenge. It is a challenge for our nation, and the U.S. Fish and Wildlife Service envisions a national solution."

Dan Ashe, Director,
U.S. Fish and Wildlife Service



Tab C

Project Nomination Process

Overview of Project Nomination Process

We view the project nomination process to broadly include all steps necessary to develop a complete and accurate database of the universe of potential projects, programs and activities to be considered for inclusion in the SEP. This database must be developed at a level of consistency and accuracy to support objective and defensible project evaluation and ranking processes. Furthermore, the database must be accessible and open to new ideas, concepts, projects, etc. throughout the planning horizon. The basic steps involved in the project nomination process include the following:

- Compile existing project lists into a single initial project list;
- Screen, sort and attribute the initial project list;
- Convert the initial project list into a spatial database and map the projects;
- Conduct a gaps analysis;
- Revise the project classification and attribution scheme; and
- Develop improved online portal for new project submission.

Tasks 3-7 as described in overall Strategy for Plan Development (Tab B) address the sequence of steps involved in the overall project nomination process. These tasks are described expanded upon here in Tab C to address the entire scope of the project nomination process.

Compile Initial Project List

Much work has already been done in Florida to solicit projects for evaluation and ranking, and potential inclusion in the SEP. The three Gulf Coast

National Estuary Programs in Florida – Tampa Bay, Sarasota Bay, and Charlotte Harbor – previously collaborated in 2013 to develop a coordinated approach to soliciting conceptual projects from their member governments and stakeholders. They developed a two-page form that was used by interested parties to summarize conceptual projects and submit them for subsequent evaluation and ranking. The project descriptions were subsequently submitted to the DEP for inclusion on their Deepwater Horizon Projects website. This website includes a link to a spreadsheet database of projects that have been submitted to date.

Building on that effort, and to provide an opportunity for the public to suggest potential projects for the State to consider, the DEP has created an online project submittal form which is also accessible from their website. It is stated on the DEP website that project submittals are open to anyone, and that priority will be given to projects that address one or more of the following areas:

- Stormwater/wastewater infrastructure projects;
- Community resilience/living shorelines;
- Water quality projects including those which achieve water quality benefits provided by the preservation of buffer lands around military bases;
- Implementation of agriculture best management practices; and
- Fish and wildlife habitat and management.

Various stakeholders have submitted projects for consideration through the DEP online portal and other vehicles, and the spreadsheet database now includes 1,021 projects. These stakeholders include

TAB C. PROJECT NOMINATION PROCESS

state agencies, local governments, non-governmental organizations (NGOs), and private entities.

Under this task, we will review the existing project list contained in the DEP spreadsheet database and contact each of the submitting entities to determine if the project information contained in the database is still accurate, and whether there are any revisions or updates that they wish to make. Then, an updated project list, herein referred to as the initial project list, will be developed. During this task, the Science Advisory Committee and Framework Development Team (see Tab E) will be apprised of the status and schedule for this effort as well as the start of their input to the sorting and attribute process.

Sort and Attribute Initial Project List

Building on Task 3, we will conduct a screening level of analysis of the initial project list to sort and attribute projects pursuant to the following criteria:

- Project type;
- Major watershed; and
- County jurisdiction(s).

There is a wide range of project types contained in the DEP spreadsheet database including such disparate activities as land acquisition, restoration of degraded salt marsh, creation of living shorelines, construction of reclaimed water infrastructure, fisheries monitoring, and environmental education programs.

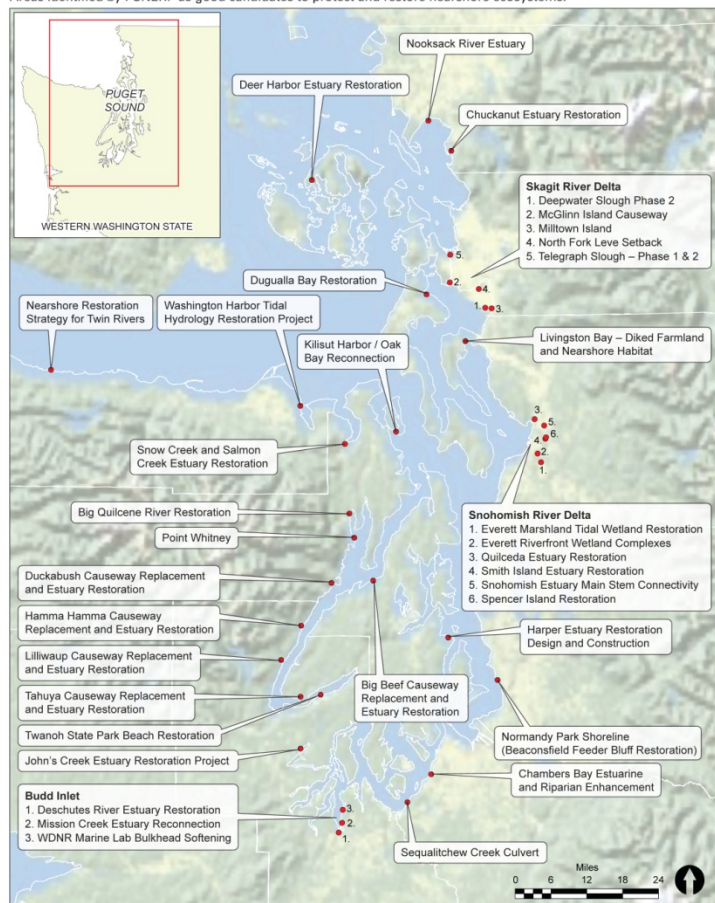
We will work with the project stakeholders to develop a project-type classification system that accommodates the wide range of proposed projects. A starting point for this classification system is the list of eligible activities contained in the RESTORE Act for the Spill Impact Component. A more logical and detailed classification of project types is provided in the Council's Initial Comprehensive Plan which defines project types pursuant to their seven adopted objectives, as captured below.

1. **Restore, Enhance, and Protect Habitats** – The types of projects and programs that could be implemented under this Objective include the restoration, enhancement, creation, and protection of important coastal, freshwater, estuarine, and marine habitats, and removal of invasive species. Protection and conservation projects may be implemented through active management, acquisition, voluntary management agreements, protected area management, perpetual management, conservation easements, and other conservation activities.
2. **Restore, Improve, and Protect Water Resources** – The types of water resource management projects and programs that could be implemented include implementation of watershed best management practices; improved agricultural and silvicultural management practices; enhanced stormwater and/or wastewater management; improved

Puget Sound Nearshore Ecosystem Restoration Project (PSNERP)

Potential Restoration Actions

Areas identified by PSNERP as good candidates to protect and restore nearshore ecosystems.



www.pugetsoundnearshore.org

quality and quantity of freshwater flows, discharges, and withdrawals; sediment runoff management; and other foundational water quality concerns.

3. **Protect and Restore Living Coastal and Marine Resources** – The types of projects and programs that could be implemented under this Objective may address recovery of threatened and endangered species, overfishing and bycatch, improved fisheries assessments, sustainable resource management of commercially and recreationally important activities (such as fishing, hunting, and wildlife watching), increased resource stocks, invasive and nuisance species management and removal, enforcement, and other protective measures.
4. **Restore and Enhance Natural Processes and Shorelines** – The types of projects and programs that could be implemented under this Objective may include: removal of barriers to improve freshwater inflow and fish passage; improved sediment management (e.g., through increased beneficial use, dedicated dredging, and sediment capture structures); restoration of coastal wetlands, restoration of eroded shorelines; river diversions (also known as river re-introduction projects) and other types of hydrologic restoration; natural ridge restoration; implementation of living shoreline techniques; and other restoration techniques that address natural processes and shorelines.
5. **Promote Community Resilience** – The types of projects and programs that could be implemented under this Objective may address: capacity for local governments, businesses, and community-based organizations to adapt; risk assessments; natural resource planning and natural resource recovery planning with locally-driven solutions; long-term land use planning as it relates to the management and sustainability of coastal resources; acquisition and/or preservation of undeveloped lands in coastal high-hazard areas (e.g., as buffers against storm surge and sea level rise); non-structural storm and surge protection; design of incentive-based mitigation programs; engagement with and

among local communities; and other measures that build community resiliency through ecosystem restoration. Projects and programs that promote community resilience should be tied to ecosystem restoration or protection.

6. **Promote Natural Resource Stewardship and Environmental Education** – The types of projects and programs that could be implemented under this Objective may include: environmental stewardship and education programs tied to Gulf Coast resources that encourage and coordinate the use of existing environmental education and outreach networks and institutions; establish a more effective relationship between research and education communities; and provide meaningful hands-on ecosystem education that includes local, cultural, environmental and economic values with the belief that education will encourage action toward a healthier Gulf Coast. Projects and programs which promote natural resource stewardship and environmental education should be tied to ecosystem restoration or protection.
7. **Improve Science-Based Decision-Making Processes** – The types of projects and programs that could be implemented under this Objective may implement or improve: science-based adaptive management and project-level and regional ecosystem monitoring, including the coordination and interoperability of ecosystem monitoring programs; regional database and expert systems used to warehouse ecosystem data; improved ecosystem restoration outcome and impact measurement and reporting; and development of local and regional ecosystem models to apply the monitoring information gained and address the critical uncertainties related to restoration to adaptively manage and inform Council decision-making processes related to ecosystem investments.



The Council also stresses the importance utilizing science-based decision making, and a regional ecosystem-based approach in developing and prioritizing projects. Furthermore, The Nature Conservancy (TNC) has been working closely with Florida local governments to educate them on the “Watershed Approach” to coastal master planning. The watershed approach recognizes that much of the ecological degradation observed in the coastal zone can be traced back to perturbations and activities in the upstream watershed. For example, the loss of seagrasses and oyster bars in a coastal estuary may be due to the delivery of too much nutrient load or too little freshwater delivered from the upstream watershed rather than adjacent urban development in the coastal zone. The watershed approach engages stakeholders to view coastal ecosystems holistically, and to determine the root causes of observed problems more comprehensively.

Our team supports the watershed approach to coastal master planning, and we propose to apply this approach in the development of the SEP. Accordingly, we propose to sort the initial project list into the respective watersheds where they would be implemented. There are several different watershed classification systems. The system that the TNC has been using for the Gulf Coast of Florida is shown in Figure C-1 below. We propose to use the most appropriate watershed classification system as recommended by the Science Advisory Committee and the Framework Development Team.

In addition to sorting projects by project type and geographic location by watershed, political

jurisdictions will also clearly be important with respect to allocating projects and funding among the 23 Gulf Coast counties in a reasonably equitable manner. Therefore, we propose to also sort the initial project list by County(s) within which the projects would occur.

In addition to sorting and attributing the initial project list pursuant to project type, major watershed(s), and county(s), we will also conduct a preliminary screening analysis of the initial project list. The preliminary screening will eliminate projects that:

- Are clearly duplicative;
- Are clearly inconsistent with the list of eligible activities contained in the RESTORE Act for the Spill Impact Component; and
- Do not have a clear nexus to the goals and objectives set forth in the Council’s Initial Comprehensive Plan.

The proposed process to sort, attribute, and eliminate projects will be discussed and vetted with the Science Advisory Team and the Framework Development Team. From this effort, we will produce a screened initial project list which will be subjected to review and comment by the stakeholders.

Develop Initial Project Spatial Database

In this task we will convert the screened initial project list into a spatial database using appropriate GIS and relational database tools. The purpose of this task is to convert the largely narrative information contained in the initial project list into spatial information so that the stakeholders and the public can actually see the location and geographic extent of each project on a map(s). In addition, converting the refined initial project list into a more robust database structure will allow for more complex attributing for purposes of project detailed project evaluation.

Given the wide range of projects contained in the initial project list, one of the initial challenges will be determining how best to accurately portray each type of project spatially. The construction of a half mile living shoreline project in Pensacola Bay

can easily be depicted on a map; however, it may be more difficult to show the geographic extent of an environmental education program or to show the extent of a project that fits multiple categories or operates at multiple scales. We will work with the Consortium and key stakeholders to develop a mapping schema for spatial representation that reflects project’s overall focus. Our goal will be to select spatial units associated with each project type that provide stakeholders and the public with a common conceptual framework to assess and compare proposed projects, both visually and quantitatively. Below are examples of the types of spatial metrics we could use to display different types of projects:

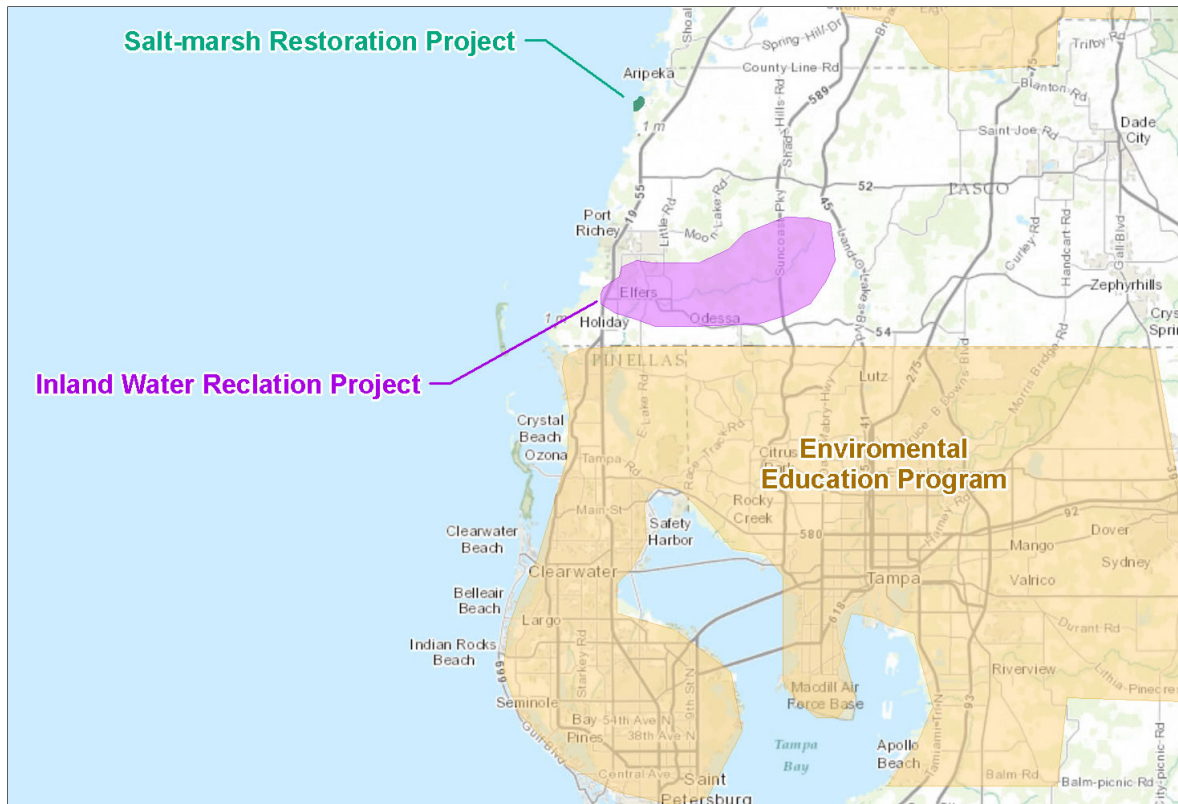
- Stormwater/wastewater infrastructure. Kilometers of stream per square kilometer of drainage basin area benefited and/or restored
- Community resilience/living shorelines. Kilometers of shoreline improved/restored by project.
- Water quality projects. Percent of watershed drainage area improved by project.
- Implementation of agricultural best management practices. Percent of watershed

- drainage area improved by project.
- Fish and wildlife habitat and management. Area of habitat affected by activity.
- Education/work force training. Areas representing the location of the targeted population, represented by an appropriate census or administrative boundary, i.e. municipalities, counties, census tracts, etc.

An example map product for this effort is shown in Figure C-2 below.

Once the geographic representation of each proposed project has been ascertained and mapped, the proposed projects can be visually displayed on hard copy, digital, and web-based maps. Proposed projects can then also be differentiated and compared based on quantities associated with each project—which may be especially helpful for projects that have multiple objectives or fit more than one project category (e.g., a water quality project that has fish and wildlife benefits). As an example, coastal habitat restoration projects of relatively comparable size and geographic extent could be further differentiated based on how many RESTORE Act

Figure C-1 – Spatial Database Example Map



TAB C. PROJECT NOMINATION PROCESS

goals will be met by each project. The project spatial features could then be symbolized using a color gradient, with projects meeting a higher number of goals displayed with a darker color, for example. Project costs, goals met, and other metrics could be normalized by spatial metrics, i.e. budgeted cost per square kilometer of habitat restored.

We will develop the spatial database using state of the art open source relational database management system (RDBMS) technology. One system that may fit the SEP project is PostgreSQL, which is the most feature-complete open source RDBMS available on the market today. PostgreSQL, and its spatial extension – PostGIS – are low-cost options that avoid current and future licensing issues, and facilitate the possible future deployment of SEP project information on the Web. Regardless of the choice of software, we would ensure that project data can be stored in a tabular format, and associated project boundaries can be stored as separate point, line, or polygon feature types. The spatial features will be related to the project information table using primary and foreign keys, in a many-to-many relationship. Stakeholders and contractors will be able to query and edit project attribute data using tools such as Microsoft Access (a commonly available desktop database software product), which will connect to a remote, hosted database.

Conduct Gaps Analysis

In this task we will evaluate the geographic and jurisdictional coverage of the various project types contained in the initial project spatial database. This will be a process driven largely by stakeholder input and public engagement derived from a series of regional meetings in a subset of the 23 Gulf Coast counties. The goals of the gaps analysis will be to determine if the initial project spatial database:

- Accurately and appropriately depicts the geographic limits of each project;
- Has an appropriate balance of project types; and
- Has an appropriate geographic distribution of the various project types among the Gulf Coast watersheds and counties.

At the regional stakeholder meetings, the following topics will be covered:

- The holistic watershed approach will be described and the benefits of projects that address root causes;
- A GIS map series will be displayed and we will seek input with regard to the proper balance and geographic distribution of the various project types;
- Suggestions for lumping and splitting projects geographically to better optimize resources and improve the potential benefits and efficacy of the projects involved.
- Suggestions and ideas for new projects, or modifications to existing projects already included in the spatial database will be solicited; and
- Input with regard to the development of an improved project nomination process that will allow additional project concepts to be submitted during the development of the SEP.

Since the DEP project database was compiled a number of agencies and NGOs have developed conceptual project designs and other programs and activities that could be considered for inclusion in the SEP. In this task we will reach out to a wider range of stakeholders to determine if their projects are included and accurately defined in the initial project spatial database. These entities include, but are not limited to:

- Florida Department of Environmental Protection;
- Northwest Florida Water Management District;
- Suwannee River Water Management District;
- Southwest Florida Water Management District;
- South Florida Water Management District;
- County environmental and public works departments;
- The Nature Conservancy;
- Other NGOs as recommended;
- Public –private partnerships; and
- Private entities.

In this task, we will contact these and other entities to ensure that applicable projects, programs and activities that they wish to be considered are included in the initial project spatial database.

Develop/Implement New Project Nomination Process

This task will involve two separate sub-tasks: 1) development of an improved classification system for categorizing and attributing projects in the initial spatial database; and, 2) development of an improved web-based portal through which stakeholders may submit new projects, programs and activities for inclusion in the database.

As mentioned above, there have been two open project nomination processes conducted to date by: the Florida Gulf Coast National Estuary Programs; and DEP. These processes were relatively simplistic, using largely narrative information provided on a two-page form. The first step in this task is to develop a more comprehensive and quantitative system for attributing the various projects, programs and activities. We propose to develop a quantitative project attribution system that is closely linked to the Council's seven objectives listed above. Using this approach we will develop quantitative metrics that correspond with each objective. Example metrics for each of the seven Council objectives are listed below:

- Restore, Enhance, and Protect Habitats
 - o Acres of salt marsh created or restored
- Restore, Improve, and Protect Water Resources
 - o Pounds of nitrogen removed from surface waters
- Protect and Restore Living Coastal and Marine Resources
 - o Percent increase in redfish stocks
- Restore and Enhance Natural Processes and Shorelines
 - o Miles of living shoreline created or restored
- Promote Community Resilience
 - o Miles of shoreline protected
- Promote Natural Resource Stewardship and Environmental Education
 - o Number of public education events
- Improve Science-Based Decision-Making Processes
 - o Percent increase in predictability of ecosystem responses

Pursuant to the RESTORE Act other types of economic development activities not addressed by

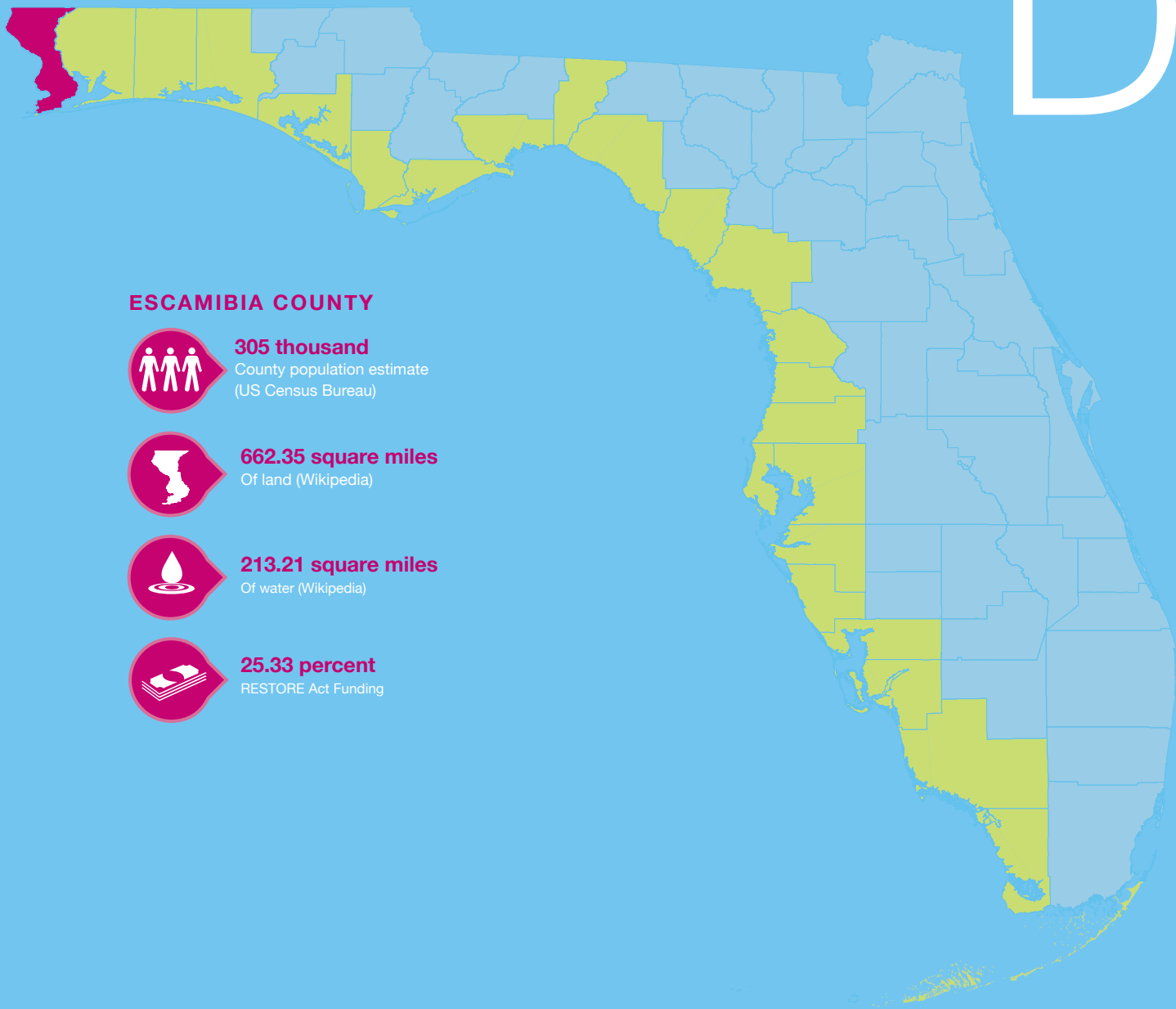
the Council's objectives are eligible for funding under the Spill Impact component. These include infrastructure improvements such as port development and expansion. Therefore, the project classification system will need to include basic economic metrics such as local jobs created, dollars spent in the local community, etc. that appropriately categorize and attribute these types of projects.

The second step in this task involves the development of a project-specific website and an improved web-based portal that incorporates the quantitative classification and attribution system. This will allow new project information to be submitted in a format that is consistent and convertible to the spatial project database. The project-specific website will also provide public education regarding the RESTORE Act and related activities, and guidance with respect to submitting project concepts for consideration.

Through our public engagement program we will reach out to a wider range of stakeholders to ensure that all viewpoints and concerns with regard to the type, geographic distribution, and balance of projects are heard and considered. From this outreach we hope to generate new concepts and ideas about projects and activities that could be included in the SEP.

It is anticipated that the time window for new project nominations will need to be limited to allow for the development of a final project spatial database for detailed project evaluation. However, it will also be important to not completely close the process so that there is always an open conduit for new project ideas and input.

D



Project Evaluation Process

“As one of the hardest hit counties in Florida, Escambia experienced a substantial depression in their tourism and food industry, due to negative concerns about the seafood and beaches, said Escambia County Board of Commissioners Chairman Wilson Robertson. He told CL that the county will focus on environmental and infrastructure restoration, as well as economic development.”

http://cltampa.com/dailyloaf/archives/2012/07/05/restore-act-will-send-millions-towards-gulf-coast-restoration#.U5YWs_IdVyw



Tab D

Project Evaluation Process

Overview of Project Evaluation Process

The Spill Impact Component of RESTORE Act allows for the funding of a wide range of projects, programs and activities. In order to meaningfully prioritize these various actions it will be necessary to reduce them to some form of a common currency for relative comparison and ranking. We view the project evaluation process to broadly include the steps necessary to: develop criteria to evaluate projects; conduct both screening level and detailed project evaluation; and then develop priority rankings of projects, programs and activities for inclusion in the SEP. We also consider the project evaluation phase to be the most rigorous and most critical work effort in the development of the SEP.

Our approach to project evaluation and ranking is designed to provide a clear, logical, and transparent process that yields results that are supported by a consensus of the stakeholders. This process builds on our team’s extensive experience with the evaluation of restoration-related projects for State, Federal and Tribal natural resource agencies, and includes the following steps:

- Final project spatial database development;
- Criteria development;
- Project evaluation;
- Benefit/Cost and Return-on-Investment analysis; and
- Project ranking.

Tasks 8-10 as described in overall Strategy for Plan Development (Tab B) address the sequence of steps involved in the overall project evaluation process. These tasks are described expanded upon here in

Tab D to address the entire scope of the project evaluation process.

Final Project Spatial Database Development

This task will involve updating the draft final project spatial database to include new project submittals received through the improved project nomination process, as well as modifications to previously submitted projects in the initial project spatial database. It should be noted that the projects, programs and activities included in the final project spatial database at the completion of this task will be the universe projects considered for detailed project evaluation and inclusion in the SEP.

It should also be noted that the project spatial database, although final for SEP development, will be a living document that will be continuously updated and improved. It is likely that the SEP will need to be revised periodically, perhaps in five year cycles, and the project spatial database will need to accommodate changes in the implementation of the RESTORE Act as well as new project concepts and ideas.

Criteria Development

Criteria will be developed to compare, rank, and prioritize the various nominated projects, programs and activities. These criteria will ensure compliance with the RESTORE Act, Treasury rules, and Council goals, objectives and commitments. In addition, restoration evaluation criteria have also been developed under the Deepwater Horizon early restoration framework and in the NOAA regulations implementing the Oil Pollution Act. In general these criteria can be organized into three categories:

- Screening criteria;
- Evaluation criteria; and
- Special issue criteria.

Screening criteria are typically pass/fail criteria that all projects must pass for further evaluation such as eligibility and compliance with applicable laws and regulations. Evaluation criteria are those that can be numerically (e.g., 1-10) or categorically (e.g., low, medium, high) applied to the proposed projects. Typically, categorical criteria are translated to numerical scores during the ranking process. Special criteria pertain to specific constraints for evaluation such as funding allocation across counties, geographic representation, restoration category representation, and limits on infrastructure spending.

The most obvious screening criterion for this work is whether the nominated project, program or activity is eligible. Evaluating the eligibility of proposed actions should be fairly straightforward. Under Task 3 we will have already undertaken a preliminary screening analysis to eliminate projects that are clearly inconsistent with the list of eligible activities contained in the RESTORE Act for the Spill Impact Component, and/or do not have a clear nexus to the goals and objectives set forth in the Council's Initial Comprehensive Plan. Under this task, we will conduct a more detailed evaluation of eligibility, looking at additional legal requirements set forth in the final U.S. Department of Treasury's Rule concerning the use of amounts deposited in the Gulf Coast Restoration Trust Fund (31 CFR Part 34), as well as other policy and legal guidance contained in the Council's Final Comprehensive Plan.

The development of evaluation criteria will be more challenging. We propose to develop evaluation criteria that support the assessment of two key project attributes:

- Feasibility; and
- Technical basis.

Evaluating the feasibility of proposed actions will essentially constitute a "reality check" for projects, and will be based largely on best professional judgment. The feasibility attribute will be assessed in terms of numerous factors including but not

limited to: technical efficacy (e.g., both science and engineering) and workability, permitability, cost-effectiveness, and public acceptance. For example, a project may be proposed that involves the creation of a new barrier island to provide shoreline protection and recreational amenities. While such a project might be technically feasible, and popular with the public, the water quality and biological impacts associated with the dredging and filling of the necessary sand would likely make the project prohibitive with respect to regulatory permitting.

Possible examples of feasibility criteria include:

- Is the project engineering/construction method tested and well-proven?
- Is the project cost estimate reasonable under current economic conditions?
- Is the project cost-effective compared to other projects that provide similar benefits?
- Is the project permittable under current regulations?
- Is the project consistent with other applicable regional, Federal and State planning/policies?; and
- Is the project acceptable to the affected public?

Evaluating the technical basis of proposed actions will also be based on best professional judgment. This attribute will be assessed in terms of whether or not proposed projects are based on the best available science and/or engineering, as required by the Council, and whether they have a clearly defined technical rationale and justification. In addition, this attribute addresses the relative benefits and risks associated with proposed actions. For example, a proposed project may call for the construction of a central sewer system within a large portion of a watershed to replace septic tanks, with the expected benefit being reduced nutrient loadings and improved water quality. However, if there is no available information that documents that the existing septic tanks are causing water quality problems, then it may be difficult to support such a project over other more directly beneficial actions. Possible examples of technical basis criteria include:

- Does the project address a documented need/problem?
- Does the project support multiple Council goals and objectives?

TAB D. PROJECT EVALUATION PROCESS

- Does the project provide immediate benefits?
- Does the project have a high potential for long-term success?
- Does the project benefit multiple natural resources and/or services? and
- Does the project enhance climate change mitigation or adaptation?

Special issue criteria are used to account for specific requirements or goals of the overall restoration planning process. For example, the Treasury regulations limit the amount of Spill Impact Component funding that can be put toward infrastructure under certain conditions, and required adherence to Treasury allocation methodology among disproportionately and non-disproportionately affected counties. Therefore, ensuring a properly balanced geographic distribution of projects will be important, and there may interest in providing for a balance of the various types of projects allowed under the Spill Impact Component of the RESTORE Act. Usually, numeric values are not applied to special issue criteria, but rather they are used to subjectively balance the overall suite of projects, programs and activities.

There is obviously a wide range of criteria that could be developed to evaluate the universe of nominated projects, programs, and activities. We propose to develop the evaluation criteria in two steps. First, our internal project evaluation team - composed of engineering, science and regulatory experts - will develop a draft set of criteria based on their best professional judgment and in consideration project evaluation schemes developed by others. Our team's experience in the development of the Louisiana 2012 Coastal Master Plan will be a major advantage in this effort.

In addition, we will review project evaluation criteria and ranking schemes developed by Florida counties to address local project prioritization under the Direct Component of the RESTORE Act. For example, Pinellas County has adopted a tiered project evaluation and ranking scheme that incorporates both the Council's goals and objectives as well as local priorities (see Attachment D-1). Second, following the development of our draft evaluation criteria our project evaluation team will meet with the Technical Advisory Committee (TAC - see Tab E) and other stakeholders to present and receive

feedback on the draft evaluation criteria. Revisions to our draft evaluation criteria will be made, as appropriate, based on feedback from the TAC and other stakeholders.

It is critically important that the project evaluation and ranking procedures be transparent to the stakeholders and the public. The stakeholders must clearly understand and support the project evaluation methodology - and believe it to be reasonably objective - so that there is no suspicion of behind the scenes bias in how projects are ultimately ranked. Therefore, we propose to post our draft project evaluation criteria on the project-specific website to solicit stakeholder and public review and comments. In addition, we propose to conduct a workshop with the full Consortium to present our methodology and obtain their approval prior to conducting the project evaluation process.

Project Evaluation

We will apply the approved evaluation criteria to the universe of nominated projects, programs and activities in two steps. First, each member of our internal project evaluation team will independently score each project. Then, they will convene to discuss the range of scores applied to each project to determine if the scoring methodology is producing consistent and relatively objective results. Independent scores for each project will be averaged and then ordinated to produce a first "cut" of the highest ranked projects. The "cut line" will be determined by the estimated funding available for SEP implementation. The top ranked projects of which the cumulative cost is less than the cut line will be identified for further analysis. Second, following the development of this "above the cut" project list, our project evaluation team will again meet with the TAC and other stakeholders to present and receive feedback on preliminary project evaluation results.

Implicit in the development and application of evaluation criteria is a weighting scheme across criteria categories and individual evaluation criteria. Without explicit weights, each criterion is assumed to be equal. We will work with the TAC and other stakeholders to identify those specific criteria that may need to be "up weighted" to account for the extra emphasis that they may want to place on them. Additionally, weighting specific criteria may change over time. As described in the

Initial Comprehensive Plan, priority may be given in the initial three years to ecosystem projects and programs that meet one or more of the defined Council goals and objectives. Extra weight may be applied to criteria that place emphasis on these types of projects for the initial 3 years, but then are relaxed in future years.

It is anticipated that modifications to the evaluation criteria will be suggested by the TAC and other stakeholders. If so, our internal project evaluation team will re-score the projects pursuant to the revised criteria to develop a final “above the cut” list of projects. These projects will then undergo a more detailed benefit/cost and return-on-investment analysis as described below.

Benefit/Cost and Return-on-Investment Analysis

For each of the “above the cut” projects we will evaluate benefits/costs (B/C) and calculate expected return-on-investment (ROI) to inform the final project ranking and selection. Because of the necessary time and resources to undertake the B/C and ROI analysis, we propose to undertake this step for those projects most likely to be selected. B/C analysis strives to compare project benefits against cost to inform the evaluation process and ensure that selected projects provide good value for money. A limitation of B/C analysis is that it is often difficult to include important benefits, such as ecosystem services, and social benefits in a monetary framework to balance against costs. We propose to implement a methodology called Triple Bottom Line (TBL) that explicitly identifies environmental and social costs and benefits in addition to financial ones.

As the name implies, TBL explicitly tracks three important bottom lines for decision-making: financial, environmental, and social. In a TBL analysis environmental factors (e.g., benefits of ecosystem services provided by the project) and social factors (e.g., community well-being or resilience) are explicitly included in the B/C categories along with financial factors (e.g., jobs, expenditures, economic impacts, tax revenue). Where possible, these environmental and social benefits are monetized using economic valuation tools such as non-market valuation of ecosystem services. Those factors that are not possible to

effectively monetize are kept their natural units (e.g., number of jobs, improved water clarity, reduction in social inequality).

A comprehensive and exhaustive application of TBL to each of the “above the cut” projects is not anticipated. However, a number of key measures or metrics are expected to be analyzed in each of the three categories (financial, environmental, and social). For some of the financial metrics, we anticipate using regional economic impact analysis tools such as IMPLAN to evaluate common benefits such as the potential jobs created, increased expenditures, and induced spending. For the environmental factors, we anticipate that the specific measures are likely to vary across the different types of projects that may qualify for one or more of the 11 Spill Impact Component eligible activities. For example, the environmental metrics that would be evaluated in a project in the “Mitigation of damage to fish, wildlife and natural resources” category may include reduction in fish kills, reduction in wetland acres lost, or reduction in bird nesting habitat, while a project in the “Promotion of tourism in the Gulf Coast region, including recreation fishing” may be increase in the number of eco-tourism visits, or increase in scuba or snorkeling trips. Therefore, selection of specific metrics will depend in part on the projects that rank highly and specific project categories.

In some cases, we anticipate the ability monetize environmental benefits using non-market economic valuation tools. Non-market valuation is a branch of environmental economics that estimates values for natural resources and environmental goods and services that are not sold in standard markets. We would utilize the existing significant literature in this field to place monetary values on the benefits provided by these projects. For example, Farber (2006) estimated the value of ecosystem services provided by one-acre of Gulf wetlands at between \$14,000 and \$24,000 (\$2010). Johns et al. (2001) estimate the value of a scuba diving day to the diver at approximately \$14 per day above and beyond the cost they have to pay.

We propose to incorporate estimates of non-market values for the resources and activities where they are available into the TBL cost benefit evaluation and in estimates of the return on investment for the ‘above the cut’ projects. Non-

TAB D. PROJECT EVALUATION PROCESS

monetized benefits and costs will be discussed so that an evaluation of the B/C criteria will benefit from a more comprehensive discussion of the financial, environmental and social benefits provided by each project.

Project Ranking

The final step in the evaluation process involves the ranking of the “above the cut” projects. Once we have developed B/C and ROI metrics, our internal project evaluation team will evaluate the final cost criteria that utilize this information and develop a draft priority project ranking.

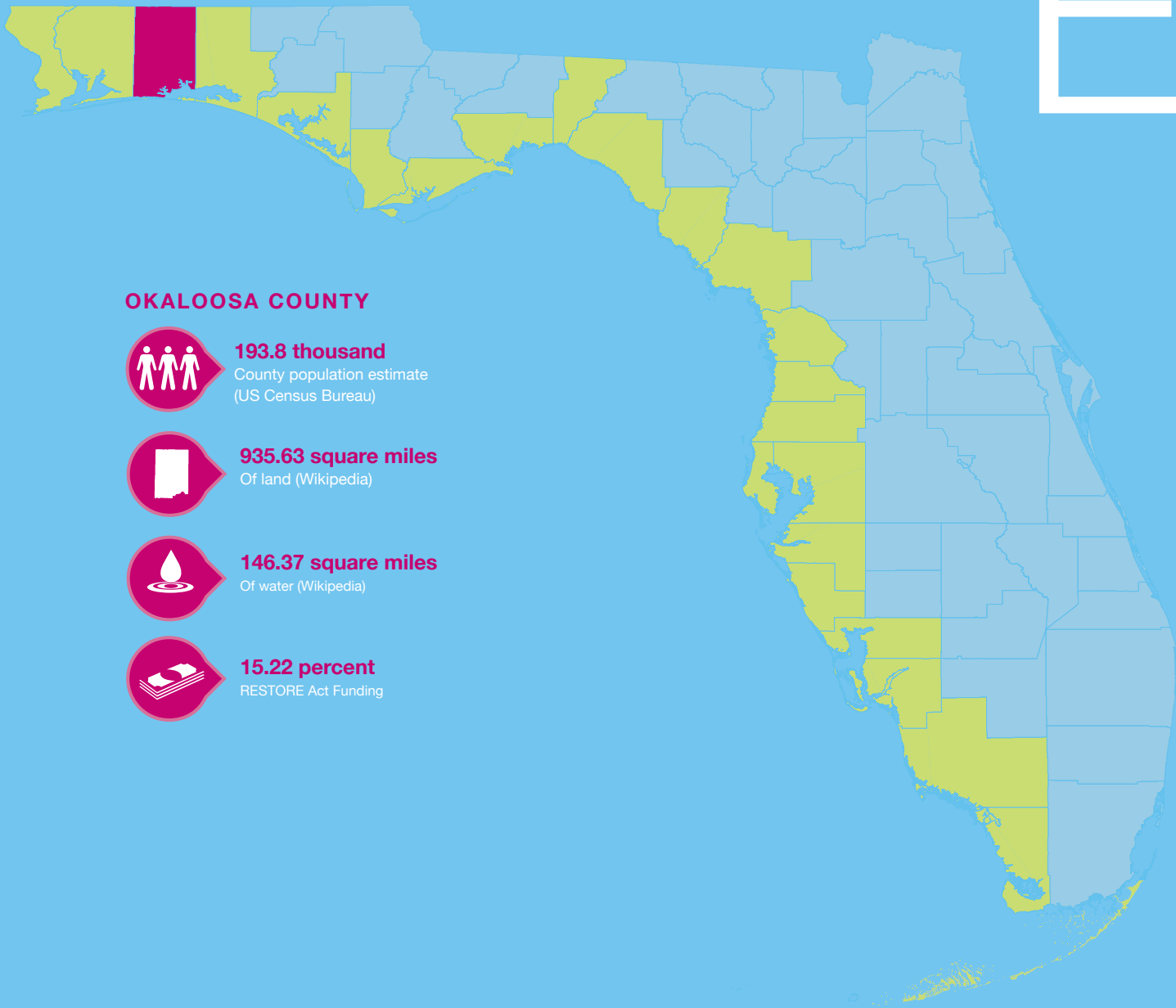
The project evaluation and ranking processes are perhaps the most potentially controversial aspect of the project. It is critical that the stakeholders believe those processes to be objective and fair. We recognize that there may be concerns about the outcome of the draft priority project rankings and therefore recommend that another full day workshop with the full Consortium be convened at this juncture to present the findings of the draft priority project ranking. At this workshop modifications to the project evaluation and ranking procedures may be requested by Consortium representatives to address their concerns. And it may be necessary to conduct additional project evaluation and ranking procedures to obtain approval of the final mix and geographic distribution of the various project types, programs and activities. Therefore, we view this task as iterative, working with the stakeholders to fine tune the final rankings to gain full support prior to the development of the Draft Final SEP.

Project rankings must also reflect the priorities and values of stakeholders and the public. To the extent that different stakeholders and members of the public have different priorities and values, multiple rankings could be conducted to address various scenarios of interest. Alternative ranking scenarios could be developed to allow multiple perspectives to be considered. For example, ranking scenarios may emphasize different values – return-on-investment, acres of ecosystem conservation and restoration, water quality improvement, flood protection, tourism, etc. – or a combination of these values. Scenarios may also emphasize different time frames (near-term or long-term). We will work with the Consortium and the stakeholders to develop a manageable set of scenarios for

assessment. Each scenario will optimize project selection within the expected total SEP budget constraints.

If directed, we will conduct alternative project rankings using the scenarios of interest identified by the Consortium and its stakeholders. We will present the results of the ranking scenarios in a transparent process to aid in decision making. Results of the scenario rankings will be compared to identify common projects that rank highly across multiple scenarios, and to identify projects that are unique to specific scenarios. Where consideration of multiple scenarios does not significantly affect the ranking results, scenarios may be consolidated. Any critical thresholds will be considered in scenario evaluation. In our **South Bay Salt Pond Restoration Project**, for example, the minimum extent of tidal marsh restoration required for recovery of federally-listed species was identified in the evaluation and this extent was included in all project scenarios.

Scenarios could also be evaluated for incremental ROI to aid in identifying desirable trade-offs between project types. For project types that stakeholders agree lend themselves to an economic valuation of benefits, ROI will be used for project rankings. For projects whose benefits are with less readily-quantified in economic terms, incremental ROI may take the form of acres of habitat per additional dollar spent, for example. To the extent that ROI for different types of projects are not directly comparable, we will work with stakeholders and the public to identify desired weightings between project types. We will use visualization tools to assist in supporting consideration of trade-offs, such as those used in the 2012 LCMP and shown in Figure D-1 below. Scenario assessment is a learning process. It is through the process of considering multiple scenarios that the most fundamental values of the stakeholders and the public – the real decision drivers and trade-offs – become apparent. Our role as the planning consultant will be to consider a range of scenarios broad enough to earn the support of the stakeholders and public, while identifying opportunities to focus decision-making, as appropriate, to make efficient use of resources and streamline decision-making.



OKALOOSA COUNTY



193.8 thousand
County population estimate
(US Census Bureau)



935.63 square miles
Of land (Wikipedia)



146.37 square miles
Of water (Wikipedia)



15.22 percent
RESTORE Act Funding

Public Involvement Plan

“Looking ahead at projects she would like to see during the vetting process, [Mayor Sam] Seevers [Okaloosa County RESTORE Council Member] said diversifying the economy, making major infrastructure improvements and environmental projects would be very important.”

<http://www.thedestinlog.com/news/stand-united-destin-mayor-may-join-council-to-distribute-restore-act-funds-updated-1.98589?page=1>



Tab E

Project Involvement Plan

Overview of Public Engagement Process

While the state and its federal partners must show leadership in defining the path forward, achieving a sustainable coast is a collective endeavor. Strong flows of information among agencies and the public are essential to continued progress. Our approach to public engagement is based on the conviction that the projects and implementation will benefit from the ideas of citizens and local leaders; the most successful plan will include on-going input from Florida citizens along the Gulf Coast. The Florida State Expenditure Plan (SEP) will be developed with the participation of many diverse interests that live, work, and recreate in Florida.

The approach will engage the public from a number of key groups including citizens, community groups, National Estuary Programs, local elected officials and legislators. To achieve this engagement, the process will include a number of key elements including a project-specific website and online survey tools, regional public forums, media outreach and special outreach to elected officials.

The groups and stakeholders involved in the process are outlined in Figure E-1. The information and feedback generated by the groups and individuals flow back to the Gulf Consortium and to the SEP itself. Our public engagement process is designed to engage and solicit feedback from the stakeholders that will be most affected by the SEP and have ideas that can improve both the SEP and, ultimately, project implementation.

Figure E-1 - Structure of Proposed Public Engagement Process



In addition to the obvious stakeholders, we are proposing that two additional groups be formed to support the master planning process: a Scientific Advisory Group; and a Framework Development Team. The position in our proposed public engagement process is shown in Figure X.

Science Advisory Committee

One of the objectives of the Council’s is to improve the science-based decision process. Furthermore, a critical project evaluation criteria defined in the Initial Comprehensive Plan is whether or not a project is based on the “best available science.” Based on our experience with the National Estuary Programs, the Louisiana coastal planning process, and other large planning efforts, we are proposing the creation of a Technical Advisory Committee (TAC) to serve as an independent forum to engage and solicit input from specialized science and engineering experts in academia and the private sector, to work through technical questions, and to coordinate technical input from the appropriate agencies.

It is anticipated that the TAC will meet periodically during the planning process, as directed by the project management team, to address particular technical issues. The TAC will also provide technical review and input during the gaps analysis, as well as project evaluation and ranking. The TAC meetings may be held in-person or via teleconference or webinar, depending on the group’s preferences and travel constraints. The TAC meetings will be facilitated in order to maximize the use of the participants’ time and to focus the discussion on feedback into the process and work products. When appropriate, the SAC will

provide reports on their activities to the Gulf Consortium and to the Framework Development Team, so those discussions can benefit from their recommendations and expertise.

Framework Development Team

The Framework Development Team (FDT) will consist of representatives from business and industry, federal and state agencies, local governments, non-governmental organizations, and coastal institutions. The composition of the FDT will be approved by the Consortium. The purpose and role of the FDT will be to provide independent review of, and guidance on, the SEP planning process. Furthermore, the FDT will function as a bridge between public and technical input received from the public engagement process, and the Consortium. Accordingly, the FDT will ensure that the planning process is transparent, that public input received is appropriate integrated, and that the process is effectively progressing.

It is anticipated that the FDT will meet regularly during the planning process to integrate the feedback during the various project tasks. The FDT meetings will mainly be held in-person but also may be conducted via teleconference or webinar, depending on the group’s preferences and travel constraints. Similar to the Science Advisory Committee, the Framework Development Team meetings will be facilitated in order to maximize the use of the participants’ time and to focus the discussion on feedback into the process and work products. The reports and recommendations from the FDT will be a standing agenda item for the Gulf Consortium meetings.

Table E-1 - Outreach and Engagement Team Members

Team Member	Key Roles
Tiffany Busby	Stakeholder coordination, meeting facilitation
Marcy Policastro	Stakeholder coordination, meeting facilitation
Shelly Sparks	Meeting facilitation support and documentation
Rachael Mitchell	Meeting facilitation support and documentation
Jesse Langdon	Project website development and maintenance

Outreach and Engagement Team

Our outreach and engagement team will be assigned to facilitate active public engagement during the development of the Florida SEP. It will be the responsibility of the outreach and engagement team to provide the information the public needs to make informed decisions, and incorporate their feedback into the process. This team will be guided by four key principles:

1. **Transparency** - Citizens will be given the opportunity to learn about and comment on the tolls and processes that create the plan and not just the final product.
2. **Timing** - Citizens' comments and ideas will be reviewed and incorporated while the plan is being developed, not after it is complete.
3. **Fair Hearing** - Not every citizen idea or preference will be included in the plan. However, the process will provide an opportunity that each idea will receive a fair hearing and that questions will be answered promptly and honestly.
4. **Access** - The process will provide a variety of methods for citizens to learn about and participate in the process, including

workshops, web-based information, direct communication, and public meetings.

Throughout the process, the outreach and engagement team members will receive input and advice from the Gulf Consortium, key agencies, the Science Advisory Committee, and the ESA project team. The team members and their roles are outlined in Table E-1.

The outreach and engagement team will develop a strategy that focuses activities into three phases: 1) information exchange; 2) active community engagement; and 3) strategic engagement and public comment (see Table E-2). Each of these phases will provide specific inputs into the SEP development process.

As the project progresses, the strategic engagement and public comment phase will be ongoing and can be focused on educating the public about the SEP and its implementation. The phases of the program are described below.

Phase 1: Information Exchange

Project Website

The first key component to providing and receiving information with the public will be to create the project website so that there is a venue to provide further information and to solicit comments and to

Figure E-2 - Phases of the Public Outreach and Engagement Process

Phase 1-Information Exchange	Phase 2-Active Community Involvement	Phase 3-Strategic Engagement & Public Comment
Establish project website:	Regional meetings	Discuss and improve evaluation methods
Share the process and schedule	Public input on project gaps	Share ranking methods
Supply the initial project lists	Solicit new project ideas	Workshop with the full Gulf Consortium
Deliver background on the watershed approach/root causes	Input on improvements to nomination process	Solicit comments on draft plan and incorporate changes
Proactive citizen & public outreach	Proactive citizen & public outreach	Public comments on final plan
Specific outreach to local elected officials		
Specific outreach to businesses		
Specific outreach to the three Gulf National Estuary Programs and NGOs		

TAB E. PUBLIC INVOLVEMENT PLAN

provide links to related agency websites. The project website will provide information for the public on the meeting schedule, status of the SEP and other current information. Also on the website will be simple explanations of technical matters such as the watershed approach and why addressing the root causes of problems is an effective approach. The site can also provide references for more detailed information and explanations for those who want to learn more. The website will also provide easy access to the initial project lists and the maps developed during the gaps analysis.

Also included on the website will be several public survey tools to provide an opportunity for anyone to provide feedback and their opinions on the most important efforts that should be undertaken for Florida's Gulf Coast. For example, the survey can ask if citizens believe that the coast is important, what aspects of the coast make it important, and what kinds of projects would have the most value. The responses will provide the process with an understanding of the concerns and priorities of the people that are following the process and most concerned about the outcomes. The website will provide an excellent opportunity for citizens who do not have the time to attend meetings but want more information and to provide their own thoughts and input. Schools can also use this site to promote student education on the types of restoration efforts that the plan is undertaking. The results of the responses will be summarized and presented at quarterly intervals.

The deliverables for these efforts include the creation of the project website and appropriate links to other organizations such as the key agencies and local government sites, as well as the survey tools and quarterly summaries of their results.

Proactive Outreach and Engagement

Proactive outreach will be conducted to the public and community groups, to local elected officials, to businesses, to the three Gulf Coast National Estuary Programs (NEPs) and to key NGOs such as The Nature Conservancy. Working with the members of the Consortium and the NEPs, specific groups will be identified for targeted outreach. Summary materials and presentations will be developed to describe the process and to keep these groups updated. The information will be delivered through

several mechanisms: presentations and information delivered by the Consortium members or their staff and presentations and information delivered by the planning consultant team. The Consortium will be consulted about the best forums for reaching out to local elected officials, such as regular meetings of the Florida Association of Counties and the Florida League of Cities. A similar process will be used for business outreach, such as Chamber of Commerce meetings or other appropriate venues. The three NEPs can be easily reached by contacting their respective directors and communications staff and information can be provided to them and presentations scheduled at appropriate milestones in the process.

The deliverables for this task includes simple, summary materials of the process and its status and the presentations that are geared towards lay audiences. Other deliverables include coordination with the appropriate Consortium members and the stakeholder organization contacts as well as speaker scheduling, travel, speech-making and summaries of the feedback and questions received.

Phase 2: Active Community Involvement

Regional Meetings

As part of the Active Community Involvement process, a series of regional meetings will be held in a subset of the 23 Gulf Coast counties. The meeting locations will be selected to minimize the travel distance for the public while providing some sub-regional interaction and cost efficiencies. The meetings will be facilitated and will be structured to present and solicit feedback on several key items that include the following:

- Presentation of important background information such as the holistic watershed approach and why it is critical to understand and address the root causes of ecological problems;
- Display of a GIS map series to solicit input on the proper balance of project types and the geographic distribution of the projects;
- Requests for suggestions and ideas for new projects or modifications to the initial projects already included in the database; and

- Feedback on the project nomination process and receiving suggestions on improvements to the process.

These regional meetings will be an important part of actively engaging the local communities and providing forums for discussion in their region. The results of these meetings will include several key deliverables including the completion of the meetings themselves, as well as a memorandum summarizing the public input received on the balance of project types and locations, suggestions for new projects submitted, and the feedback on potential improvements to the project nomination process.

Proactive Outreach

In the second phase of the process, proactive outreach will continue to key stakeholders including community groups, businesses, local elected officials, and the NEPs. Regular updates on the process will continue to be provided to these groups so they can keep their memberships updated through their regular communication devices such as newsletters and email updates. The straightforward information materials and presentations will be updated on a monthly basis and maintained so that current information can be provided at the appropriate times and forums.

The deliverables for this task includes updates to the summary materials of the process and its status, and PowerPoint presentations that are geared towards lay audiences. Other deliverables include continued coordination with appropriate Consortium members and the stakeholder organization contacts, as well as speaker scheduling, and summaries of the feedback and questions received.

Phase 3: Strategic Engagement and Public Comment

Stakeholder Review of Project Evaluation and Methods

Emphasis in this stage of the process will be placed on transparency and fairness to the public and key stakeholders. The goal is that the stakeholders clearly understand and support the project evaluation methodology and believe it to be reasonably objective, so there is no underlying suspicion of the objectivity of the evaluation process. While the project team will be dedicated

to fairness and objectivity, it is critically important that the process is clearly communicated so that the evaluation methods are clearly understood and there is confidence in the process.

When the proposed project evaluation methodology is completed, the ranking procedures and will be posted on the project website for stakeholder review and feedback before any discussions with the Consortium. There also will be a specific web-based tool where feedback can be submitted and concerns outlined.

“Wildwood facilitated a very successful technical forum for the National Estuary Program investigating the human and environmental impacts of bio-toxic algae in the Indian River Lagoon that has led to increased monitoring and assessment of this important issue within the estuary. They are also leading the coordination of Total Maximum Daily Load allocations for our estuary of national significance, and their work will be central in creating effective Basin Management Area Plans to implement the TMDLs throughout the communities in our watershed. The Wildwood team’s years of experience and extensive knowledge in coastal management and estuarine science make them highly qualified for this unique work. Wildwood Consulting is very responsive to our needs and I am certain will continue to provide quality facilitation services and superior coordination for Indian River Lagoon issues for our program“

- **Troy Rice, Director**
Indian River Lagoon National Estuary Program, Palm Bay, Florida

Along with the posting, notification on the availability of the information will be related to those that attended the regional workshops, key stakeholder groups, the media, the NEPs and key NGOs. The media will also be notified and encouraged to direct the public to the project website for review and comments. The informational materials on the project will be updated to provide information on the project evaluation methods, and the on-going outreach to key groups will continue.

TAB E. PUBLIC INVOLVEMENT PLAN

After the public has seen the proposed evaluation methods, a facilitated workshop will be conducted with the Consortium to present the methodology and to receive approval before the project evaluations are conducted. The project evaluation process will not proceed until the evaluation approach is approved and the discussed will be structured to encourage constructive feedback from all members. Concerns and questions received via the website and direct communications with key stakeholders will be summarized and reported during the Consortium workshop, so that the members benefit from the public input received.

The deliverables for this step include the updated web site, media releases and summaries of comments received. Also an important deliverable is the facilitated workshop with the Consortium, with emphasis placed on constructive criticism of the results and identification of any errors, so that the project rankings can proceed.

Stakeholder Review of Project Rankings

Based on the approved project evaluation process, the projects themselves will be scored and ranked. Objectivity, transparency and fairness will again be emphasized. Once complete, the project rankings will also be shared via the project website and the availability of the information will be widely announced. There will be a specific web-based tool where feedback can be submitted and concerns outlined. Again, the concerns and questions received via the website and direct communications with key stakeholders will be summarized and reported during the Consortium workshop, so that the members benefit from the public input received. The media will also be notified and encouraged to direct the public to the website for review and comments. The informational materials on the project will be updated at this stage to provide information on the project rankings, and the on-going outreach to key groups will continue.

As these results are critical to the development of the Draft Final SEP, a second workshop will be conducted with the Consortium to present the project rankings and explain the results. Any evaluation errors will be corrected, but in the interest of fairness, the evaluation criteria will not be amended. When the project rankings are

approved, the results will be incorporated in to the Draft Final SEP.

The deliverables for this step include the updated web site, media releases and summaries of comments received. Also, a deliverable is a facilitated workshop with the Consortium, with emphasis placed on constructive criticism of the results and identification of any errors so that the plan can be completed.

Public Comments on the Draft Final SEP

When the Draft Final SEP is completed, the team will support public review and solicit comments on the plan before it is subject to the formal approval process. A comment deadline will be clearly identified with ample time for comment so that there is a timeline that will accommodate public comments and an end time to keep the process moving. Again, the project website will be used for ease of access to the plan by the public and for ease in submitting comments. The media outlets will be notified on the plan's availability and the process for submitting comments.

The key stakeholders will also be contacted and asked to provide comments prior to the final approval step. The comments received will be collected via the website and other electronic means and logged. Substantive comments and corrections will be addressed and adjustments to the plan identified prior to the formal approval process.

The project team will also support the formal public approval process by the Consortium and the Governor, including making revisions to the plan and providing summaries of the comments received and feedback useful for the implementation process.

Government Involvement

The involvement of government agencies is important to both the successful development and implementation of the SEP. Government agencies bring a wealth of knowledge and understanding of the problems that need to be addressed and the kinds of projects that can address those issues. Agencies often bring a regional, state or national perspective to the process that may differ from local residents and officials. The government involvement process will be set up to inform and

involve the agencies and their expertise to benefit the plan and its priorities.

First, representative experts from the key agencies will be invited to participate with the Science Advisory Committee and the Framework Development Team, either as topic experts or as information sources and advisors to these committees. As topic areas are identified for TAC or FDT members, the agencies will be contacted to designate their experts for participation. Expert staff from the agencies will be encouraged to participate in the TAC and FDT discussions, to review information submitted to the Consortium, and to help address comments and concerns identified during public engagement. These discussions will be facilitated and designed to review information and to reach conclusions or to recommend specific feedback to the process or to the Consortium.

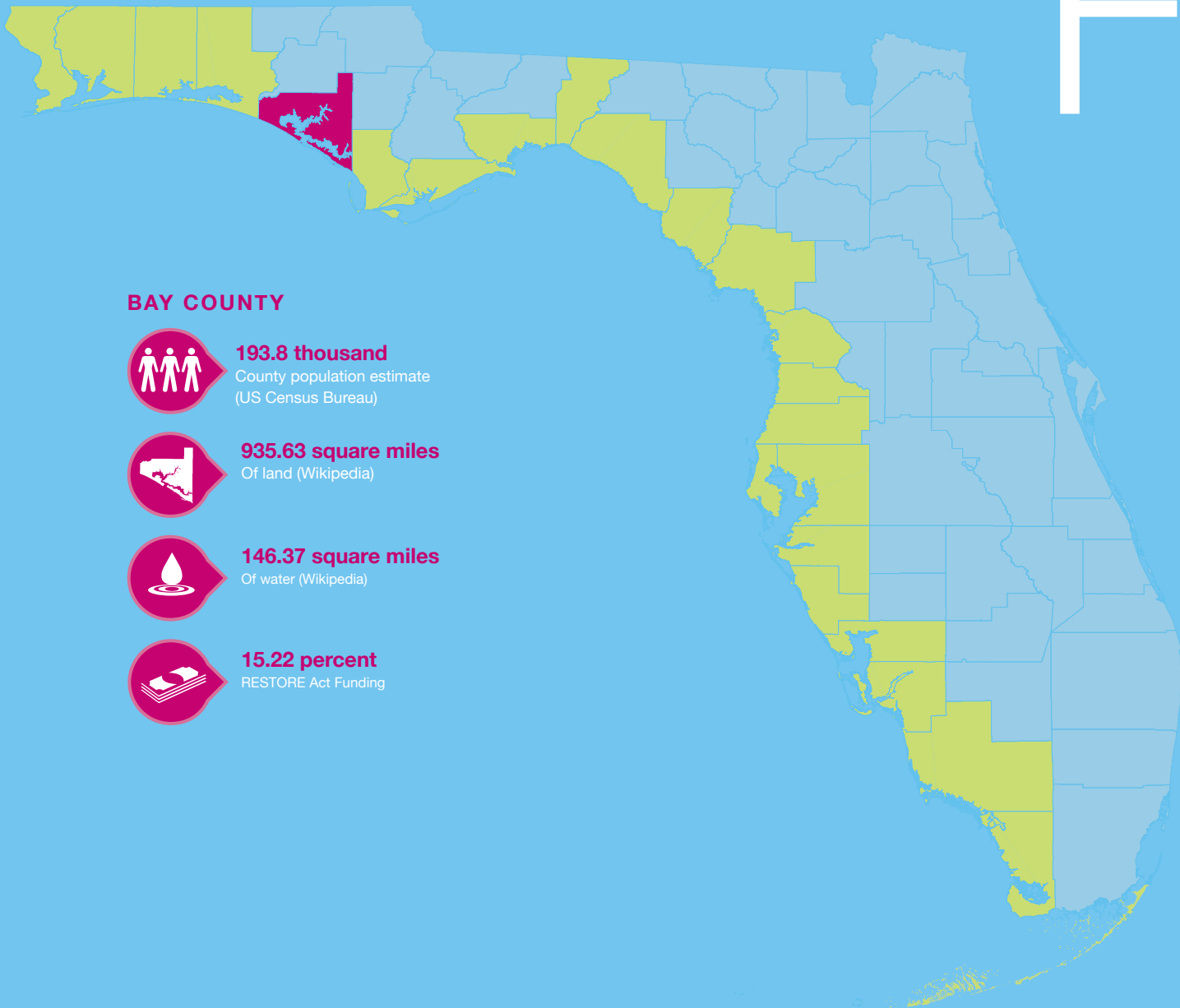


Second, to ensure that the agencies are continually involved and informed about the process and its progress, monthly teleconferences or webinars will be scheduled to provide status reports and to provide a forum for the agencies to ask questions and receive feedback. Using an electronic format by either phone or computer will save travel costs and allow agency staff from many locations to participate regularly. Periodic briefings for leadership within the agencies will also be scheduled, to ensure that policy information as well as technical information is communicated regularly and there are opportunities to discuss problems or concerns. We recommend that the agencies submit a summary report to the Consortium at their meetings to provide agency perspectives directly to the Consortium, and to document questions or concerns. The overall goal

of government agency involvement is to produce a SEP that the Governor and his appointees can endorse as well as one that the Gulf Coast Restoration Council will approve.

The deliverables from these activities include identification of TAC members who have expertise in the kinds of restoration projects being considered who can serve as advisors and provide expertise to the process; regular, facilitated discussions of the TAC and summaries of their findings and recommendations; monthly teleconferences with key agency representatives with updated information and time to discuss concerns; and periodic briefings of agency leaders, particularly when key milestones for the report are reached.

F



BAY COUNTY



193.8 thousand
County population estimate
(US Census Bureau)



935.63 square miles
Of land (Wikipedia)



146.37 square miles
Of water (Wikipedia)



15.22 percent
RESTORE Act Funding

Qualifications, Experience and References

“He [Tourist Development Council Director Dan Rowe in a presentation to the Bay County’s RESTORE Act Advisory Committee] believes artificial reefs would benefit both commercial and recreational fishers in attracting more diversity of fish in the water. He also discussed enhancing the water quality of St. Andrew Bay, although he did not offer a specific suggestion to accomplish that aim.”

<http://www.newsherald.com/news/government/committee-hears-suggestions-for-restore-funds-1.319001?page=0>



Tab F

Qualifications, Experience and References

Introduction to ESA

Environmental Science Associates (ESA) proposes to serve as the prime consultant to the Gulf Consortium for the development of the Florida State Expenditure Plan.

ESA is a nationally-recognized environmental planning firm with 45 years of experience, provides innovative approaches to complex water resources problems for clients throughout the Western and Southeast U.S, and abroad. ESA’s work integrates rigorous science with practical engineering solutions to address a range of problems affecting environments from the headwaters to the coast. ESA specializes in the planning and design of multi-objective projects that combine ecologic, economic, flood protection, recreational, and other social benefits. To do this, we provide professional consulting services in planning, biology, hydrology, hydraulic engineering, permitting, environmental compliance, fisheries, cultural resources, geomorphology, hydrography and water resource management.

In the Southeast, ESA provides a wide range of environmental planning and consulting services including NEPA documentation, wetland services and mitigation banking, habitat and ecosystem restoration, water quality assessments and watershed management planning, listed species surveys and consultation, and transportation environmental services. With a staff of 350, we have fourteen offices nationwide, including offices in Tampa and Orlando, as well as ten offices in California, and one each in Oregon and Washington.

Subconsultant Partners

Our proposed project team includes the following subconsultant partners:

- Brown and Caldwell (BC) – Technical/Planning Support
- Wildwood Consulting – Public Engagement
- Royal Engineers & Consultants – Technical/Planning Support
- Stratus Consulting – Economic Analysis
- Lewis, Longman and Walker, P.A. – Legal Analysis and Review
- Resource Planning, Inc. – Technical Support/Coordination

Brown and Caldwell

Brown and Caldwell (BC) is a full-service environmental engineering consulting firm providing: water resources, ecosystem restoration, watershed and stormwater management, water supply, distribution and treatment, wastewater collection and treatment, infrastructure, information technologies, asset management, business process improvements, compliance management, site assessment and remediation, and litigation support to local, state and federal governments, universities, and private sector clients, including many Fortune 100 companies. BC has been designing and implementing customized solutions to complex environmental problems for over 66 years with over 50 offices and over 1,500 employees nationwide.

BC has performed similar restoration work for the South Florida Water Management District in the Everglades since 2006 and created similar master plans for the City of West Palm Beach and the City of Boynton Beach.

BC’s role on the team will be to provide support in all aspects of the project, but will be focused primarily on the strategy for plan development, the project nomination and evaluation processes, and plan preparation.

TAB F. QUALIFICATIONS, EXPERIENCE AND REFERENCES

Royal Engineers & Consultants, LLC

With locations throughout the Gulf Region, Royal Engineers & Consultants, LLC is a minority and veteran owned consulting firm specializing in delivering coastal planning and engineering services. Their experienced staff provides environmental science services that include planning, monitoring, and managing coastal protection and restoration projects. Royal also provides design engineering, management and consulting services on capital programs and projects for a variety of governmental and private clients. They have served as program and project manager for a number of municipal clients, many of whom have become repeat clients, and they have managed and delivered projects for the U.S. Army Corps of Engineers, Department of Veterans Affairs, and Naval Facilities Command. They are accustomed to delivering multiple tasks concurrently and have organized their operations specifically to accommodate this requirement. Royal's coastal and environmental operations are based out of Lafayette, LA, while their corporate headquarters are located in the Greater New Orleans area.

"I wanted to express my pleasure in working with Royal Engineers & Consultants, LLC. Your company's employees have acted professionally when representing our interest at environmental and regulatory meetings. Royal staffed the projects with a Project Engineer and Environmental Specialist that were highly qualified and experienced....Your staff has complimented ours in providing invaluable service to some of our longest-standing private clients."

—**Craig Cormier, Senior Environmental Scientist, Hydro-Environmental Technology, Inc.**

Royal's role on the team will be to serve as a strategic advisor for the development and execution of the planning process, and to provide additional support in plan preparation.

Wildwood Consulting

A State-certified Woman-Owned Business Enterprise and Small Business Enterprise, Wildwood Consulting was founded in 2000 and is based in St. Augustine, Florida. Wildwood Consulting is a small business that has extensive experience working with technical experts, policy makers, and stakeholders in planning, consensus

building and decision making associated with complex environmental projects.

Wildwood Consulting has worked on conflict resolution, facilitation, and planning documents for numerous areas in Florida including the Wakulla River and Springs, Lake Tohopekaliga, St. Johns River, Indian River Lagoon, Everglades, St. Lucie River and Estuary, Caloosahatchee River, and Lake Okeechobee. Implementation support is underway for the Bayou Chico plan in Escambia County. In addition, Wildwood staff has extensive expertise in the development of management plans, particularly those involving the use and protection of natural resources.

Wildwood's role on the team will be to lead our public involvement and stakeholder coordination efforts.

Stratus Consulting

For more than 20 years, Stratus Consulting's economists and scientists have been at the forefront of developing and applying environmental valuation methods that characterize changes in the environment and estimate the value of these changes to the public. With regard to the current ITN from the Gulf Consortium, their staff have been at the forefront of applying economic analysis and valuation methods along with scientific reviews to help natural resource trustees develop and implement project criteria that have then been used to categorize, evaluate, select, and ultimately implement a range of restoration projects that compensate for injuries to natural resources. Stratus staff who will lead the firm's participation on the ESA team have more than 25 years of relevant and experience in these areas including work on such notable efforts as the Exxon Valdez spill, and the Restoration and Compensation Determination Plan for the Lower Fox River/Green Bay Natural Resource Damage Assessment. One of Stratus Consulting's core strengths is their ability to seamlessly provide clients with access and insight from an interdisciplinary team consisting of natural resource and physical scientists, natural resource economists, and restoration ecologists, geographic information system specialists and others.

Stratus' role on the team will be to lead our economic analysis and valuation of projects considered for inclusion in the SEP.

Lewis, Longman & Walker

Lewis, Longman & Walker, P.A. (LLW) is a 34-attorney statewide law firm with four offices in Florida, located in Bradenton, Jacksonville, Tallahassee, and West Palm Beach. The attorneys at LLW provide counsel to local governments, special districts, and authorities throughout the state of Florida, and focus on the specific, technical and seemingly ever-changing areas of law that directly affect local governments. For more than 20 years, they have helped the individuals, businesses and governments that have shaped Florida's future.

LLW will serve as project counsel to the ESA team, providing legal expertise and review with regard to compliance with public records law and the applicable state and federal laws, rules and agreements listed in the ITN.

Research Planning, Inc.

Founded in 1977, Research Planning, Inc. (RPI) is a small, woman-owned firm that specializes in coastal resources science, management, mapping, and restoration. RPI is a leader in the field of assessment of impacts to coastal and marine resources, from oil and hazardous materials incidents, physical groundings, and coastal development projects. RPI has been under contract to the NOAA Office of Response and Restoration to provide geospatial services since 1989, including production of Environmental Sensitivity Index (ESI) databases and maps for all coastal states. The ESI process identifies environmentally sensitive areas to support environmental planning and management applications including impact assessments. RPI has extensive experience with the datasets that are available for coastal resources in Florida, and have generated ESI data for the following areas (they have mapped the coastal resources of the entire Florida coast at least twice since 1980): Apalachicola River System; Florida Panhandle; East Florida; West Peninsular Florida; South Florida; and the St. John's River.

As part of the ESA team Dr. Scott Zengel of RPI will serve as Coordinator for the Technical Advisory Committee (TAC). RPI will also provide additional as-needed technical support.

Project Team Organization

Our proposed project team includes a highly experienced, creative and integrated team of planners, engineers, scientists, economists, public involvement and legal experts from both ESA and our subconsultant partners. The three key attributes of our project team are:

- We have a deep working knowledge of the ecological, economic, political and cultural diversity of the Florida Gulf Coast and the 23 member counties of the Consortium;
- Our team has hands-on experience in directing and coordinating the only RESTORE Act compliant plan of this scale and complexity completed to date - the Louisiana **2012 Comprehensive Master Plan for a Sustainable Coast**; and
- We bring nationally recognized expertise in coastal master planning, and restoration design and implementation.

Our team is dedicated to producing a superlative Florida State Expenditure Plan that is both scientifically-based and publicly informed. Figure F-1 below shows our proposed project team organization.

Doug Robison, PWS, will serve as our Project Manager. In this role, Doug will be the primary point of contact with the Consortium, and will direct and oversee all aspects of the project. He will also be intimately involved in defining the vision, goals and objectives of the Florida State Expenditure Plan (SEP), as well as the development and technical production of the SEP. Doug will be assisted by **Ann Redmond of Brown and Caldwell**, serving as Deputy Project Manager. In this role Ann will provide supporting direction of all aspects of the project, as well as technical analysis and SEP development.

Julie Sullivan will serve as ESA's Project Director and will support Doug by ensuring that all necessary corporate resources are properly dedicated throughout the execution of the project. Julie will also support the Quality Assurance and Quality Control (QA/QC) and work with Doug to ensure that all deliverables meet ESA's stringent QA/QC procedures and corporate requirements.

Our project management team will be assisted by **Kirk Rhinehart of Royal Engineers & Consultants** and **Joanne Chamberlain, P.E.** (private)

TAB F. QUALIFICATIONS, EXPERIENCE AND REFERENCES

consultant), serving as strategic advisors. Kirk and Joanne previously served key roles in the development of the *Louisiana 2012 Coastal Master Plan* and have unique insight and experience with the development of a coastal master plan of this scale and complexity. Joanne has worked for many years in Florida and is well qualified to adapt the Louisiana planning process to the Florida ecological and cultural landscape.

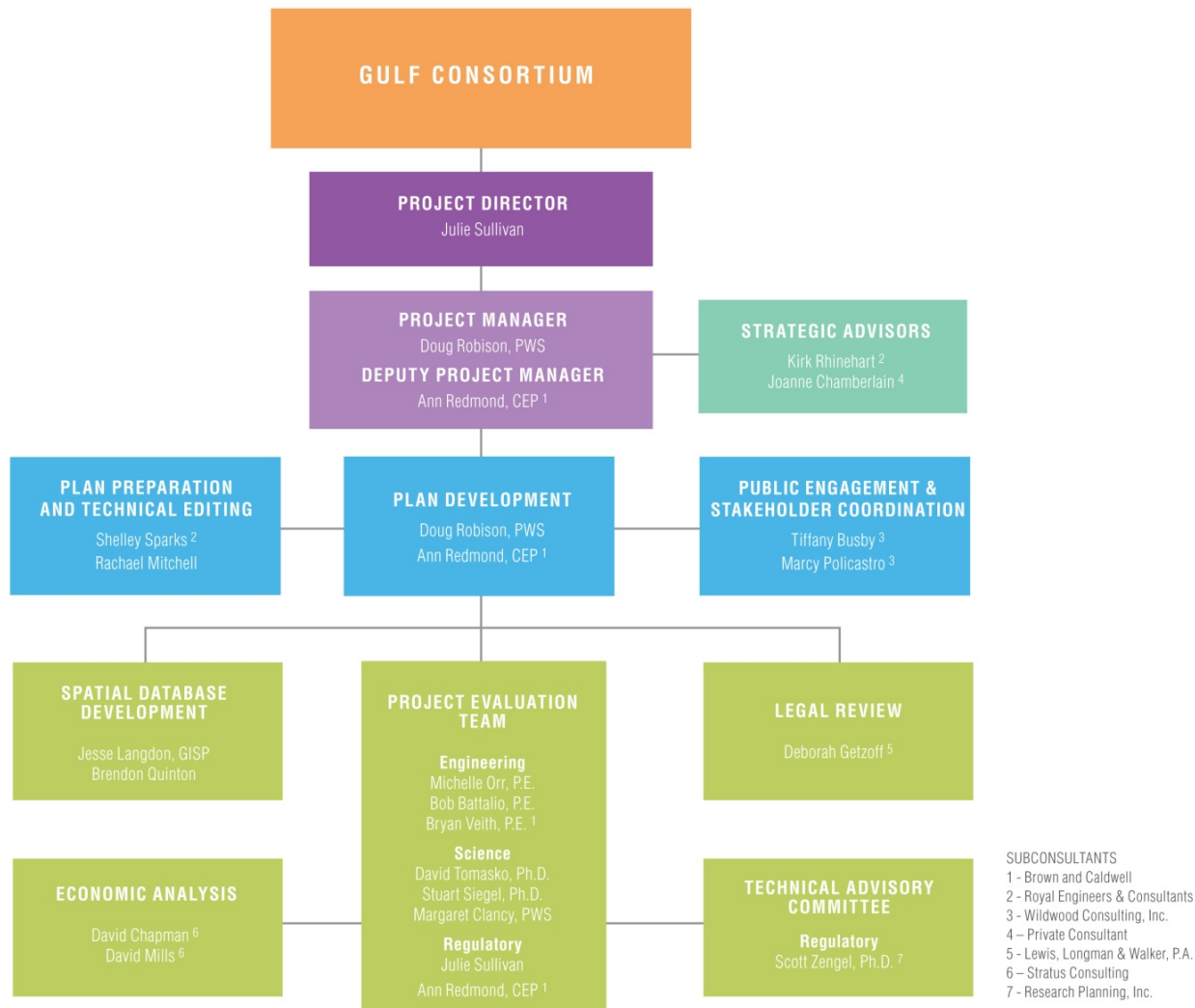
Our public engagement and stakeholder coordination efforts will be led by **Tiffany Lutterman Busby and Marcy Policastro of Wildwood Consulting**. Both have extensive experience with stakeholder coordination, public engagement, meeting facilitation, and consensus building associated with complex Florida environmental projects.

Our proposed internal project evaluation team is composed of key technical professionals with recognized expertise in applicable areas of

engineering, science and environmental regulation. The project evaluation team will be responsible for the development of appropriate evaluation criteria and the application of those criteria across a wide range of projects, programs and activities nominated for inclusion in the SEP. **ESA staff, Michelle Orr shall serve as our Task Lead for Engineering, David Tomasko for Science, and Julie Sullivan for Regulatory.**

For economic analysis and project evaluation, our project evaluation team will be assisted by **David Chapman and David Mills of Stratus Consulting**. They provide wide ranging experience in development and application of environmental valuation methods that characterize changes in the environment and estimate the value of these changes to the public. Our project evaluation team will be supplemented by an independent Technical Advisory Committee (TAC), with **Scott Zengel, Ph.D. of Research Planning, Inc.** serving as our Technical Advisory Committee coordinator. His

Figure F-1: Project Team Organization Chart



role as our TAC leader will be to identify and engage technical experts in various engineering and science fields to provide independent peer review of work products generated during the SEP development.

Legal consistency review and analysis of interim work products, as well as the Draft and Final SEP documents, will be provided by **Deborah Getzoff, J.D., of the law firm of Lewis, Longman, & Walker, P.A.** Deborah previously served as the Southwest District Manager for the Florida Department of Environmental Regulation and has vast experience in environmental law and regulations. The development and management of our project spatial database will be led by **Jesse Langdon, GISP, and Brendon Quinton**, while the preparation of public presentations, documents, and SEP technical editing services will be provided by **Rachael Mitchell**, and **Shelley Sparks of Royal Engineers & Consultants**.

Key Staff Biographies



Julie Sullivan Project Director

Julie has over 15 years of experience managing large, complex, multi-faceted environmental projects with a wide variety of technical requirements, budgets and schedules. A

former regulator with the Florida Department of Environmental Protection Julie is well established as an expert in wetland assessments, development of wetland restoration and enhancement plans, and state and federal wetlands permitting. Julie is actively engaged in the evolving regulatory climate and is heavily involved in ongoing policy updates, agency actions, and rulemaking.



Doug Robison, PWS Project Manager

Doug Robison, PWS, is a Senior Scientist and Principal Associate with ESA in Tampa. Doug has 33 years of professional experience in environmental science

and planning, including 31 years as a consultant to government and private industry. His areas of expertise include marine and freshwater ecology; coastal habitat assessment and restoration;

"Julie and the staff at ESA are professional, experienced and conduct themselves with the highest degree of integrity. ESA's ability to design successful restoration plans that also fit within a regulatory framework is exceptional. I look forward to working with ESA on future restoration projects!"

--Jennifer Thomson, Supervisor – Natural Resource Management, South Florida Water Management District, Orlando Service Center

watershed management planning; hydrologic and biological monitoring; environmental regulatory analysis and permitting; and National Environmental Policy Act (NEPA) and related environmental planning studies.

Doug has served as the project director, project manager and/or lead technical professional on numerous complex environmental planning and ecosystem restoration projects involving large teams of diverse environmental professionals and public stakeholders. He was the project manager and primary author of the **Tampa Habitat Master Plan Update** completed for the Tampa Bay Estuary Program in 2010, and was a lead technical professional in the development of **Comprehensive Conservation and Management Plans (CCMPs) for Tampa Bay, Charlotte Harbor, and St. Joseph Sound/Clearwater Harbor**. He has also served as project manager for the development of several large-scale watershed management plans, including **Lake Tarpon** and **Lake Seminole**, and the **Peace River Cumulative Impact Study**. Finally, he has served as project manager and/or lead technical professional on numerous coastal habitat and river restoration design projects including **Mobbly Bayou** and the **Ocklawaha River**, respectively. Doug received his B.S. degree in Environmental Science and Natural Resource Management from the University of Maryland, and his M.S. degree in Marine Science/Biological Oceanography from the University of South Florida, College of Marine Science. He is also a certified Professional Wetland Scientist (No. 001013), one of the first registered in Florida. Doug has attended the Gulf Consortium public meetings since the outset and understands the unique issues, concerns and challenges facing the Consortium.

"I would like to take this opportunity to express my sincere appreciation for the outstanding work you and your team performed in completing the Peace River Cumulative Impact Study for the Department. Seldom, in my experience, has a contractor worked so well with a client to create such an enlightening and useful document."

**--Richard W. Cantrell, Deputy Director
Florida Department of Environmental Protection
Division of Water Resource Management**

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**Ann Redmond,
Deputy Project
Manager & Regulatory
Support**

Ann Redmond is an environmental professional in natural resource consulting and regulation who specializes in managing complex projects relying on consensus-building approaches to maximize the end results. She is an authority on environmental regulation spanning the areas of watershed-scale regulatory and planning solutions, all aspects of wetland mitigation, Rural Lands Stewardship Programs, watershed-level cumulative impacts and habitat assessment, ecosystem services assessment, and frameworks for restoration planning.

[Brown and Caldwell are the] best consultants I have worked with!

--**Dave Urban, Director of Operations,
Ecosystem Investment Partners, Southwest
Florida Water Management District**

Ann has enjoyed a long career spanning over 35 years as a watershed management district biologist, FDEP regulator, wetland mitigation banker, and environmental consultant. As such, she has sat on all sides of the project and negotiation table. Her career has provided her the many opportunities to affect the big picture, from the 1991 "Report on the Effectiveness of Permitted Mitigation" to the Florida Legislature and Governor which began a change in the way wetland mitigation was practiced in Florida, to her role as the private sector representative on the National Research Council's Committee on Mitigating Wetland Losses upon which the 2008 federal mitigation rules are based, to leading the development of the West Bay to East Walton General Permit/Ecosystem Management Agreement in Bay and Walton Counties which developed a streamlined approach to watershed-scale permitting, to her work on the Louisiana 2012 Coastal Master Plan.



**Kirk Rhinehart
Strategic Advisor**

Kirk Rhinehart is a coastal scientist who has spent his entire 24-year career focused on the restoration and protection of Louisiana's coast. Much of his work has directly influenced the coastal projects and programs that are in place today. His education includes a B.S. in Biology, an M.S. in Oceanography and Coastal Sciences, he has publications in peer-reviewed journals, is a recognized leader in incorporating science into the decision making process, and has extensive experience in planning, project and program management. Kirk has also won numerous awards and honors, including the 2006 Louisiana Professional Conservationist of the Year by the National Wildlife Federation. His commitment to the coast took him from a journeyman level staff scientist for the Louisiana Department of Natural Resources (LDNR) to the highest classified level coastal position as Chief of the Planning and Research Division for the State's Coastal Protection and Restoration Authority. Kirk now serves as a Senior Vice President for Royal Engineers & Consultants.

"Royal has been instrumental in coordination with state and federal officials in these multi-million dollar programs...Royal has done an excellent job in the overall program management for this Disaster Recovery within our Parish...Your company has played a vital part in performing management services..."

--**Earnestine Horn, Parish Administrator,
Cameron Parish, LA**

With a nineteen-year tenure with the State of Louisiana, Kirk was exposed to, and gained experience with, virtually every facet of the coastal protection and restoration program. This includes positions with and/or supervision of program elements including ecological monitoring, database, analysis, land rights, planning, research, policy, and administration. This experience culminated in his leadership of the 2012 Coastal Master Plan, which is the first science-based integrated protection and restoration plan that defines a suite of projects necessary to achieve a sustainable coastal system.

Kirk directed the development of **Louisiana's 2012 Comprehensive Master Plan for a Sustainable Coast** which was unanimously adopted by the

Louisiana Legislature in May of 2012. The Master Plan represents the first scientifically based plan to identify the specific projects necessary to reverse Louisiana’s coastal catastrophe. The Master Plan was developed by a core team of 49 multidisciplinary professionals, further involved over 75 independent scientists and engineers, served to engage thousands of stakeholders through public meetings and presentations, and was delivered on time and within budget (~\$12M). Kirk also served as the state of Louisiana’s representative to the Gulf Ecosystem Restoration Task Force Plan Development Team.



**Joanne Chamberlain,
Strategic Advisor**

Joanne Chamberlain is an environmental engineer who has managed large programs and projects across a range of water resource topics for more than 20 years. These include ecosystem restoration, watershed planning and management, water supply planning, and stakeholder consensus building. She has worked closely with several State agencies to effectively develop and implement large, complex environmental and water resource projects dealing with ecosystem restoration, water supply and flood protection. Key project experience includes **Louisiana’s 2012 Comprehensive Coastal Master Plan** - accomplished within an aggressive and legally mandated schedule; **Comprehensive Everglades Restoration** - extensive interaction with diverse stakeholders including state and federal agencies, local government, agricultural and recreational groups, and residents. **Kissimmee River Restoration** - implemented engineering flood mitigation alternatives in lieu of acquisition of three residential communities.



**Tiffany Busby
Stakeholder Outreach**

Tiffany Busby has more than 20 years experience facilitating a variety of citizen, technical, and policy committees on a wide range of natural resource related issues. She has provided facilitation services for many groups, including the Lower **St. Johns River TMDL Executive Committee and Stakeholders Group**, **Lower St. Johns River Tributary Basin Management Action Plan (BMAP) Working Groups**, **Lake Jesup-Crane Strand-Long**

Branch BMAP Working Group, Indian River Lagoon Estuary Program technical and policy briefing meetings, **Indian River Lagoon** biotoxin and aquatic animal health workshop, Indian River Lagoon BMAP technical meetings, and the **St. Johns River Alliance Board of Directors**, committees involved with Florida Everglades (RECOVER) restoration efforts. Tiffany previously served as the Executive Director of the Charlotte Harbor National Estuary Program.



**Michelle Orr, PE
Engineering Task Leader**

Michelle Orr is a water resources engineer with 20 years experience in wetland restoration planning and design, water quality, and flood management. Michelle works on projects along the Pacific and Gulf coasts of the US. For a decade, she led the environmental and engineering services for the **South Bay Salt Pond Restoration Project** in San Francisco Bay, the largest wetland restoration on the West Coast. The project restores and enhances wetlands while improving public access and reducing flood risk along 20 miles of shoreline. Michelle led a team responsible for restoration planning, NEPA/CEQA compliance, and environmental permitting at the program-level (15,100 acres) and design drawings/plans for Phase 1 (2,500 acres). She worked closely with an 8-member management team comprised of staff from Federal, State and local agencies; a National Science Panel and local Science Team; and a 30-member stakeholder group. The key planning

“The St. Johns River Water Management District has retained the services of Wildwood Consulting to organize, facilitate, and administer quarterly meetings of the LSJR Technical Advisory Committee, collect information on proposed projects from LSJR stakeholders, and maintain its LSJR TAC website with a calendar of events, and postings of interest to the LSJR TAC. In this role Wildwood has provided excellent service, and has on several occasions represented the collective interests of member agencies at State and Federal hearings and meetings. Their expertise in coordination and facilitation is greatly strengthened by the work done outside of the TAC related to TMDL BMAP development, county and municipal planning, and stormwater pollution issues. These contacts have been invaluable in assisting the TAC in identifying prospective pollution control projects for funding.”

-- **John Hendrickson, Environmental Scientist, St. Johns River Water Management District, Palatka, Florida**

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issues were (1) identifying a beneficial balance of restored habitat types, (2) identifying an appropriate balance between wildlife and public access, and (3) managing scientific uncertainty associated with project benefits and potential impacts. The final plan received strong stakeholder and public support. Michelle serves on the **Louisiana Water Resources Council**, created by Congress to provide technical review for USACE projects in coastal Louisiana. Michelle has provided independent peer review for multiple Gulf projects – including the **Mississippi River Gulf Outlet Restoration**, proposed major Mississippi River diversions, and large hurricane flood protection projects – and for parts of the **Comprehensive Everglades Restoration Plan**.

"Michelle is fully apprised of the issues and has developed good relationships with all of the players. She is never flustered by magnitude, scale or complexity... Michelle is always open minded in these circumstances with the client's process, rather than forcing her opinions or views."

--Denise Reed, Lead Scientist for South Bay Salt Ponds Restoration Project (SBSRP) National Science Review Panel



David Tomasko, PhD Science Task Leader

David Tomasko, Ph.D. has 29 years of professional experience in environmental science and planning. Prior to his current employment as an environmental

consultant, Dr. Tomasko was the Manager of the Environmental Section of the Southwest Florida Water Management District. While in that position, David managed staff that developed management plans for the restoration of natural resources as diverse as spring-fed rivers, lakes, freshwater wetlands, and estuaries. David's areas of expertise include development of water quality targets and pollution reduction strategies for ecosystem restoration, watershed management planning, the design and implementation of ecosystem

"Dave has done outstanding work analyzing and assessing the FDEP TMDL for Lake Monroe... His detailed analysis will be very useful as the Basin Management Action Plan (BMAP) group starts to meet in the near future and will provide the information and analysis that will potentially save the County and other affected stakeholders a significant amount of money."

-- Kim Ormberg, Manager of Water Management Division for Seminole County

monitoring projects, and related environmental planning studies.

David has served as the task or project manager for numerous complex environmental planning and ecosystem restoration projects, including the **Pollutant Load Reduction Goals (PLRGs) for both Sarasota Bay and Charlotte Harbor**, the **Surface Water Improvement and Management Plans for both Sarasota Bay and Charlotte Harbor**, **Numeric Nutrient Concentration Criteria (NNC) for the Clam Bay estuary system in Naples**, as well as the nearby **Cocohatchee River and Wiggins Pass Estuary**.



David Chapman Benefits/Cost Analysis

David Chapman has over 25 years of experience in natural resource valuation and policy analysis, specializing in behavioral and welfare effects of

environmental and natural resource impacts and federal and state environmental policies. He is experienced in the technical development and implementation of non-market valuation studies to measure the welfare effects of environmental contamination. In addition, David has coordinated the development and evaluation of federal and state environmental policies and assisted in the development of federal regulations. He has over 10 years of experience working in the federal government conducting NRDA's, policy evaluations, and regulation development. At Stratus Consulting, David leads NRDA projects for state, federal, and tribal clients; is leading projects on non-market valuation studies including the valuation of groundwater, freshwater river systems, coral reefs, right whales, tribal resources, and improved weather information; and has worked on the conceptual and empirical estimates of the value of water for the American Water Works Research Foundation.

As Pacific branch chief for NOAA's Damage Assessment Center, David's responsibilities covered the region from Alaska to California, and the Pacific Islands. He was responsible for the overall management of all scientific and economic studies conducted in support of multiple NRDA's for oil spills and toxic waste sites. Activities included spill response coordination, case strategy, technical assessment guidance, quality assurance, and management of eight technical and administrative staff. Activities also included the role of senior

economist on NOAA research projects. David served as the lead NOAA economist on over 20 NRDA's, as well as methods development and training of in-house and state and federal agency personnel on economic methods.



Jesse Langdon
Spatial Database Development & GIS
 Jesse has 14 years of experience deploying geospatial and database solutions for natural resources planning

projects. He has worked on a wide range of projects, including regional and site-level conservation planning, climate change research, habitat modeling, land cover classification, and database development. He is an expert in the use of GIS software, spatial modeling, remote sensing, and related mapping tools. Jesse has worked closely with agencies, local jurisdictions, and non-profits in Oregon and Washington providing GIS and technical services support to help solve complex environmental problems. He has a background in conservation planning, ecology, geography, and natural resource management.



Deborah Getzoff
Legal Analysis/Review
 Deborah Getzoff has over thirty years of experience as an environmental lawyer in Florida. Prior to joining LLW, she served for ten years as the Florida

Department of Environmental Protection Southwest District Director. During her tenure as Director, she regularly coordinated with top management at the Department regarding policy, management, rulemaking and program interpretation for all FDEP regulatory programs. The position also required coordination with other state and regional agencies, local governments, and federal environmental agencies and personnel. She was responsible for regulatory project review for water quality, wetland, ecosystem and mitigation projects within the district from 1999 until 2011, and was instrumental in the permitting of a Gulf of Mexico interstate pipeline project and innovative water supply projects. She managed a permanent staff of 170 employees and was responsible for district compliance with the Public Records laws of Chapter 119, Florida Statutes.

Significantly, as District Director, she served as the Chairperson for the Tampa Bay and Sarasota Bay Estuary Programs, working with scientists, federal agency staffs, and local elected officials to implement water quality and seagrass improvement projects throughout the region.



Dr. Scott Zengel, PWS
Technical Advisory Committee Coordinator
 Dr. Scott Zengel is the Director of Environmental Sciences with RPI, based in Tallahassee, Florida. With over 20 years experience as

a wetland scientist, his career has been focused on coastal ecosystems, including watershed-based restoration planning, design, permitting, construction, monitoring, functional assessment, adaptive management, review, and research. He has served as the project manager, lead scientist, or qualified supervisor for restoration projects in Florida and across the Gulf of Mexico and Southeastern U.S.

Scott's most recent experience includes serving as: a public agency lead in the **Deepwater Horizon oil spill (DWH) shoreline assessment program** under the emergency response; and as a principal investigator for **Natural Resource Damage Assessment (NRDA) studies examining DWH oil spill impacts and restoration as part of the Trustee-led Shoreline and Nearshore Technical Working Group**. He is also leading on-going research on coastal remediation and restoration following the oil spill. He has coordinated closely with many resource experts and scientific researchers across multiple government agencies, major universities, and non-profit organizations regarding oil spill impacts, remediation, and restoration. Scott has also assisted county governments in Florida during both the initial DWH emergency response and the continuing process of restoration planning.

With multiple offices nationwide and diverse technical specialties, ESA is large enough to deliver the full range of services needed, yet small enough to value and prioritize a meaningful partnership with the Gulf Consortium.

Resumes for key staff and support staff are included in Appendix A.

Relevant Qualifications

As described above, ESA has assembled a highly experienced team to assist the Gulf Consortium in developing and delivering the highest caliber State Expenditure Plan. The following sections summarize some of our team's relevant experience in key areas applicable to the development of the Florida SEP.

The ESA team brings a deep understanding of the diversity of ecosystems, cultures and economies of the Florida Gulf Coast, combined with hands-on experience in developing the only RESTORE Act compliant plan prepared to date – the Louisiana Comprehensive Master Plan.

Coastal Master Planning

Central to the ability of the ESA team to produce a scientifically-based and publicly-informed Florida SEP, is our extensive coastal master planning experience – including work conducted in the important estuarine and coastal ecosystems of Tampa Bay, the Louisiana Coast, San Francisco Bay, and Puget Sound. Having worked in numerous geographies and ecosystems around the country, our team brings to the Consortium new ideas and approaches, and lessons learned, from this national experience.

Tampa Bay

Our Project Manager, Doug Robison, is a coastal scientist who has over 31 years of professional consulting experience in Florida. Doug has made valuable contributions to the success of the Tampa Bay Estuary Program (TBEP) since the program's inception. He contributed significantly to several of early characterization and diagnostic feasibility studies, and participated in the development of various Actions Plans which became the framework of the adopted **Comprehensive Conservation & Management Plan (CCMP)**. He was instrumental in the development of the quantitative paradigm for setting habitat restoration and protection targets in Tampa Bay, referred to as the "Restoring the Balance" approach which became the original habitat master plan for Tampa Bay. Finally, he served as the project manager and lead scientist for development of the **2010 Tampa Bay Habitat Master Plan Update** which has been widely regarded by the TBEP stakeholders as an important and insightful roadmap to protecting and restoring our bay habitats. This document included:

inventory of critical Tampa Bay habitats; an assessment of habitat threats, and current status and evaluation of various habitat restoration paradigms; the development of quantitative habitat restoration and protection targets; mapping of priority acquisition and restoration sites; development of mitigation criteria for Tampa Bay; and the design of a habitat monitoring and assessment plan.

Currently Doug is serving as the Principal Investigator for the **Critical Coastal Habitat Assessment (CCHA)** project being conducted for TBEP. The objective of the CCHA project is to develop and implement a comprehensive habitat monitoring program with multiple scales of inference. The outcome of this work will allow resource managers to assess the status, trends, and ecological function of the mosaic of critical coastal habitats in the Tampa Bay watershed to detect changes caused by natural and anthropogenic perturbations, especially global sea-level rise and climate change. It is anticipated that this pilot program will be adopted by other Gulf States to both establish a baseline and quantify habitat changes over time. This program will be essential in the successful monitoring of projects conducted under the RESTORE Act. Doug's long resume in the restoration of the Tampa Bay estuary is directly relevant to the development of the Florida SEP.



Louisiana Coastal Master Planning

Central to our ability to produce a Florida SEP that will garner consensus within the Consortium and coastal communities, and, ultimately, be approved by the Restoration Council, is our team's lessons learned during the development of the **Louisiana 2012 Comprehensive Master Plan for a Sustainable Coast** document. This was an unprecedented coastal planning effort that was unanimously approved by a wide range of stakeholders. Lessons learned on this effort will help and inform our process as we engage with the Consortium (see pages 51-52).



Louisiana's 2012 Coastal Master Plan

Lessons Learned

The 2012 Coastal Master Plan involved the development of a new, science- and engineering-based approach to coastal planning for which no prior guidance (or “blueprint”) existed. Consequently, the approach was by necessity a dynamic process that required real-time adaptation in response to changes throughout the planning effort. As such, the lessons learned presented herein should serve to streamlining future planning efforts.

Project Definition

The 2012 Coastal Master Plan involved the development of project attributes for over 1,500 candidate protection and restoration projects. Development of project attributes was a somewhat organic process that evolved in response to changing project evaluation needs and time constraints. The following are lessons learned and recommendations for project definition.

- Establish protocols for consistently reporting project attributes across project types, including details such as the number of significant figures to use in project costs and dimensions.
- Clearly define the conceptual approach to development of all project types prior to the initiation of any attribute development activities.
- Define and report all assumptions utilized when developing attributes such as volumes, costs, and area of benefit.



Planning Objective

The planning team initially developed a complex set of ecosystem service metrics along with corresponding targets to facilitate a comparative analysis of project effects. This approach was ultimately replaced with a simpler planning objective of maximizing land building (common currency concept) in the near and long term while still examining and weighting the ecosystem services for those projects that showed great ability to serve the major objective.

- Utilize a simpler, more top-down planning approach in future planning efforts based on nested analyses that incrementally add nuance and complexity: E.g., drill down to watershed level and begin to systematically look at the effects of the initial high performing projects on additional ecosystem services outcomes to both maximize synergies and mitigate significant negative impacts.



Design of Scenarios for Environmental Uncertainties

The initial planning framework used a complex quantitative scenario framework to address environmental uncertainty (e.g., sea level rise, storm frequency, precipitation) in the predictions of restoration projects effects.

- The original intent to use multiple (>10) uncertainty scenarios would have been difficult to communicate to the public in a concise and clear manner. Two scenarios, Moderate and Less Optimistic, was a manageable number for the communication team.
- An appropriate scenario design should be based both on the needs of the decision analysis and the specifications of the data used to evaluate the scenarios
- A small scenario design should vary only a small number of uncertain factors.



Outreach & Engagement

The O&E effort was not fully established until many months after the 2012 Coastal Master Plan was initiated. This late start required an intensive catch-up effort that in part served to isolate the O&E team from the broader MPDT in some respects (particularly the various technical teams). Outreach also consisted of a series of community meetings, presentations to stakeholder groups, and parish official briefings. All requests for additional meetings or presentations during this O&E effort were granted. The master plan was often challenging to present to stakeholders that were not fully versed in coastal issues or planning efforts..



- A transparent, honest approach to communications fostered tremendous goodwill among stakeholders.
- Include social media experts on O&E teams in future efforts.
- Develop external advocates/champions earlier in the planning process.
- Advance engagement of political figures was greatly beneficial to the master plan effort.
- Focus future Phase II Outreach efforts more on listening to stakeholders and less on presentation.
- Ensure that future efforts are more strategic and proactive in reaching out to certain user groups.

Incorporating Leadership and Stakeholder Preferences

The Louisiana Master Plan team initially set out to develop a planning tool which used a multi-criteria decision analysis (MCDA) objective function that included weights to combine effects of projects on each of the ecosystem services and decision criteria. This approach was replaced with one that included a much simpler objective function with weights for near term and long term land building only. Constraints were added that restricted scores for the different decision criteria, per CPRA and stakeholder preferences.



- A detailed MCDA approach is not feasible for a public and complex decision making process such as the Florida SEP.
- A simpler objective function with a small number of weights is more appropriate and proved to be effective in considering near term versus long term benefits.
- A simple objective function with a small number of weights increases the interpretability of the results presented to interested parties.

Master Plan Document Production

Production of the 2012 Coastal Master Plan document was a complex effort with a severely constrained schedule, and challenges ranged from crafting its broad thematic messages to the details of print production.



- Assembling a team of people with skills in technical analysis, public communication, and visual design was helpful in crafting a complex body of work which was both accessible to the public and scientifically accurate.
- Enabling the O&E team to guide the structure of the document by first shaping its broad messaging strategy and then adding greater detail and technical complexity helped to successfully communicate the decision framework and project analysis without getting “bogged down in the weeds.”
- Incorporating a wide range of well-designed visual elements (e.g., maps, diagrams, and photos) was equally as important to the success of the document as the textual elements.
- Creating a hierarchy of information (i.e., very general brochure, main document, and technical appendices) was also a helpful way to reach multiple audience needs.

San Francisco

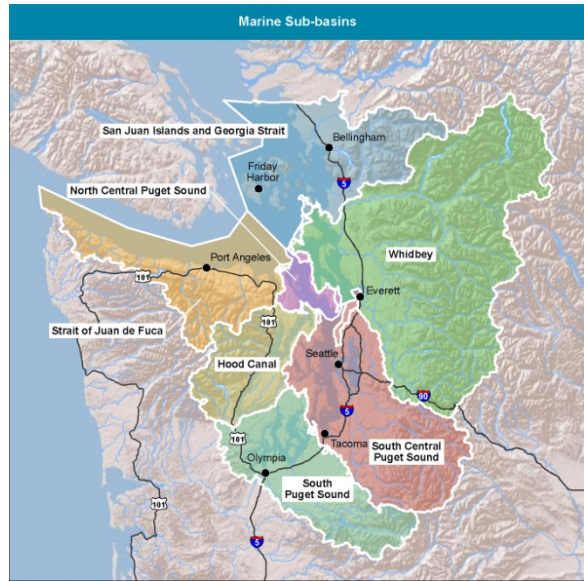
ESA pioneered many of the earliest wetland restoration projects in San Francisco Bay in the 1970s. Since then, we have expanded the restoration field to successfully implement numerous complex, large-scale tidal marsh restorations throughout the west coast. One such example of large scale planning is the **South Bay Salt Pond Restoration Project (SBSP)**, the largest wetland restoration project to date in the western United States. ESA led the Engineering and Environmental Consulting Services for Phase I of the project, with Brown and Caldwell providing input on water quality and construction cost estimating. Michelle Orr, identified as the Task Lead for Engineering for the Florida SEP, managed the project which included planning for over 15,000 acres of restoration, as well as an EIS/EIR for the long-term plan at a program level and for Phase 1 at a project-specific level of analysis.

Our work on SBSP project, which spanned 10 years, is directly relevant to the development of the Florida SEP in many ways. First, the project involved a broad public involvement and stakeholder coordination effort to develop consensus on how and where restoration should be accomplished, and how ecosystem, flood protection, and recreation benefits should be balanced. Secondly, the project involved the development of a project prioritization process, and multi-level evaluation of various project alternatives. Finally, the project involved detailed scientific and engineering analysis to implement the selected projects.

Puget Sound

In the Pacific Northwest, ESA has been the prime consultant working on the **Puget Sound Nearshore Ecosystem Restoration Project (PSNERP)**. The PSNERP project is on the scale of restoration efforts in the Everglades and Chesapeake Bay. ESA has worked closely with Washington Department of Fish and Wildlife, Puget Sound Partnership, and others to identify habitat restoration projects that are high priority to the overall recovery of Puget Sound. In 2010, ESA authored the *Strategic Restoration Conceptual Engineering Final Design Report*, providing conceptual designs for 36 high priority restoration projects. The conceptual designs are being used to advance nearshore restoration projects and allow the USACE to identify sites which best fit the requirements of the federal restoration programs. The benefits of the

multiple-scale restoration will be calculated in terms of change in ecosystem outputs and services.



In addition to coastal master planning experience, our project team has extensive experience with, and a deep understanding of, the types of projects that will be considered for inclusion in the SEP. This experience includes: restoration science and engineering; coastal resilience and sustainability; green infrastructure; and water quality improvement.

Restoration Science and Engineering

ESA’s approach to restoration science and engineering blends practical, in-the-ground experience with rigorous scientific understanding, built upon more than four decades of implementation and management experience. Our engineers, ecologists, hydrologists, biologists, geomorphologists, and other experts collaborate to create practical, ecosystem-based designs. We are known for being wise advisors, providing technical excellence, environmental integrity, and



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pragmatism and helping our clients build community support.

As proof of our expertise in restoration science and engineering, ESA has published several sets of tidal wetland restoration design guidelines, widely used by restoration practitioners throughout the U.S.:

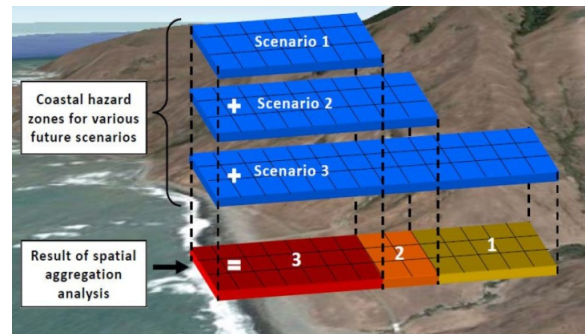
Design Manual for Channels in Tidal Wetlands, for USACE Engineer Research and Development Center (Waterways Experiment Station). ESA worked with academic partners to develop design guidelines and criteria for the design of tidal slough channels based on an extensive data base of channel characteristics surveyed at natural marshes.

Design Guidelines for Tidal Wetland Restoration in San Francisco Bay. ESA evaluated and documented 30 years of monitoring of natural and restored marshes to develop a report targeted at individuals who have responsibility for decisions made on tidal wetland restoration design, including regulatory agency staff, land managers, resource managers and restoration practitioners.

Lower Columbia River Shallow Water Habitat Design Guidelines. This study for the USACE Portland District developed planning and engineering design criteria for dredged material placement sites in the Lower Columbia River to improve rearing habitat for salmonids and create river floodplain and tidal wetland habitat. These criteria – developed using field data, historic geomorphic analysis and existing information – are being used for restoration prioritization and site selection; designing habitat restoration and creation projects; and informing adaptive management for continued design refinement.

Coastal Resilience and Sustainability

Risk and resiliency are key issues to address in infrastructure and transportation planning projects, wetland restoration, shoreline protection and public access, particularly with anticipated climate change and sea level rise. ESA provides vulnerability assessments, flood management studies, shoreline erosion assessment, coastal hazard mapping, sea level rise assessment, and habitat sustainability planning. An important part of our work is to provide technical assistance to local, regional, and state agencies to assess the possible impacts, mitigations, and adaptation strategies to manage the affects of sea level rise on both natural and developed resources.



We are working with The Nature Conservancy, as part of their **Coastal Resilience Program**, to characterize climate change impacts to coastal hazards of flooding and erosion from sea level rise and increased storminess in Ventura County, CA. We used wave modeling to estimate the extent of coastal flooding caused by large wave events, which are similar to methods used by FEMA to develop coastal flood maps, but also incorporate the potential effects of future sea level rise. In addition to coastal flooding, we modeled changes to fluvial flooding by examining changes to precipitation as projected by downscaled Global Circulation Models (GCMs). The coastal and fluvial changes are being used as inputs to drive an ecological vulnerability assessment, which simulates wetland conversions during long-term sea level rise.

One of the primary goals of the RESTORE Act is to promote coastal resilience and sustainability, and our experience in these areas will be valuable is the nomination and evaluation of projects that address this goal.

ESA was recently selected by The Nature Conservancy to partner with them on their **Collaborative Restoration Projects and Conservation Strategies across the Gulf of Mexico**. Through this partnership, designed to share resources, expand expertise, and pursue mutual objectives and strategies, ESA will help TNC better develop nature-based solutions that reduce long-term risk, direct policy, and improve coastal resiliency for the benefit of the public and the Gulf coast environment.

Green Infrastructure

It is anticipated that green infrastructure projects will be a major component of the Florida SEP.

Our natural/green infrastructure experience includes storm water management using low impact development approaches, but also includes integrating natural shore forms into coastal risk management, designing river flood protection projects with ecologically-valuable channels and floodplains, and enhancing degraded wetlands while providing for storm water detention and treatment. Along the coast, ESA has long recognized the benefits of mudflats, oyster reefs, tidal marshes and gently-sloped marsh-upland transitions in lowering coastal flood risk.

Living Shorelines. Living Shorelines projects use habitat restoration techniques to enhance natural habitat for fish, aquatic plants and wildlife while providing some amount of shoreline protection. The **San Francisco Bay Living Shorelines** project, a pilot project constructed with the California State Coastal Conservancy in the summer of 2012, created experimental plots of several oyster reef structures and eelgrass beds. ESA examined wave transmission through reef structures, scour potential, sedimentation rates, and impacts to water quality. More than two million native oysters have settled at the site, along with juvenile Dungeness crabs, bay shrimp, white sturgeon, and a wide diversity of other fish, birds, and wildlife



Habitat-Friendly “Horizontal” Levees. ESA restoration projects frequently incorporate habitat-friendly flood protection levees, where levee armoring is minimized by use of restored outboard marsh, vegetated benches and islands that reduce wave climate, mitigate erosion, and provide habitat. ESA recently collaborated with The Bay Institute to further develop this concept, with the approach being dubbed the “Horizontal Levee” and

receiving positive media attention. The “Horizontal Levee” provides lower and less expensive setback levees, flood protection, and a natural wetland-upland habitat transition.

Water Quality Improvement

Water quality and nutrient levels are critical factors affecting the health of Florida’s Gulf coastal wetlands and natural resources. Florida contains internationally-recognized success stories, in terms of ecosystem restoration, with many examples of estuaries and coastal waters that are healthier now than in recent decades. Clearwater Harbor and Tampa Bay have reduced pollutant loads such that they now have more seagrass meadows than in the 1980s. Sarasota Bay now has more seagrass than in the 1950s. As seagrass meadows are an important nursery habitat for more than 70 percent of Florida’s recreationally and commercially important species of finfish and shellfish, quite a few proposed restoration projects focus on improving ecosystem health by acting on pollutant loads. ESA and our teaming partner, Brown and Caldwell, bring decades of experience addressing water quality, TMDL, stormwater and nutrient issues in Florida. We recognize this issue to be particularly important in the degraded estuaries of the western Panhandle (i.e., Pensacola Bay and Perdido Bay), as those coastal waters have lost perhaps 95 percent of their historic seagrass coverage.

Dr. David Tomasko, a Principal Scientist at ESA, led multi-year and multi-million dollar efforts to develop **Pollutant Load Reduction Goals (PLRGs)** for both **Sarasota Bay and Charlotte Harbor**, and was the principal author of Surface Water Improvement and Management (SWIM) Plans for both Sarasota Bay and Charlotte Harbor. The implementation of the **PLRG for Sarasota Bay** has resulted in substantial improvements in water quality, which has allowed seagrass meadows to expand by approximately 4,000 acres; Sarasota Bay now appears to be cleaner than it was in the 1950s. His experience in marine resource monitoring includes a prior role as the project manager for seagrass mapping efforts for **St. Joseph Sound, Tampa Bay, Sarasota Bay, Lemon Bay and Charlotte Harbor**. David oversaw the documentation of ecosystem responses to the removal of a 100 year old causeway in the Florida Keys, which resulted in improvements in water quality over an area in excess of 300 acres. Other efforts include developing the management plan that resulted in the restoration of 700 acres of salt

TAB F. QUALIFICATIONS, EXPERIENCE AND REFERENCES

marsh habitat in Charlotte Harbor, and overseeing projects to restore tidal connections to isolated mangrove habitats in an urban setting in Southwest Florida.

Related to the setting of water quality targets for resource management actions, David led the effort to develop water quality standards for **Numeric Nutrient Concentration (NNC)** criteria that were reviewed and approved by both the Florida Department of Environmental Protection (FDEP) and the US Environmental Protection Agency (EPA); those criteria are now incorporated into **FDEP's Surface Water Quality Standards (Chapter 62-302.532)**. Based on prior experience, David was nominated by FDEP to serve on that agency's Technical Advisory Committee for the development of NNC criteria for marine waters. In that capacity, Dr. Tomasko represented FDEP at a US EPA workshop on NNC development, held in Washington, D.C.

In addition to ESA's experience, Brown and Caldwell has successfully helped many clients implement green practices, including LID stormwater retrofits and local LID based stormwater management regulatory programs. **BC staff has designed approximately 90% (35) of all of the stormwater chemical treatment systems in Florida.** BC tailors optimum stormwater management strategies for each client's unique needs and utilizes a holistic approach that integrates conveyance, flood protection of natural and developed areas, and public access and recreation. In addition to working with clients to set priorities, evaluate alternatives, and determine financial parameters, BC can help create funding mechanisms, assist with community outreach programs, and develop data management systems to track implementation. As an example, for the **Chesapeake Bay and James River Nutrient TMDL Planning and Regulatory Compliance** project, BC provided oversight on all major technical development on Chesapeake Bay Program science and modeling for the Virginia Association of Municipal Wastewater Agencies (VAMWA). The focus of this work was to ensure sound science and the proper application of scientific and modeling results to environmental regulations and policy. BC continues to participate in USEPA-Chesapeake Bay Program work groups, reviews technical materials, and conducts independent data analysis and modeling to support positions, as needed. VAMWA's efforts have resulted in major favorable modifications to the Chesapeake Bay water quality standards, watershed modeling, and TMDL

allocations. **The VAMWA relies on BC for comprehensive technical assistance on Bay TMDL and nutrient regulatory issues.**

Specific Project Experience

In the following section, we have highlighted ten key projects representative of our team's ability to successfully complete projects similar to the scope of work anticipated as part of the Florida State Expenditure Plan. Our Project Experience Matrix, Table X, summarizes relevant ESA firm and subconsultant projects that highlight our depth of experience with master planning and prioritization, coastal engineering and restoration planning, design and implementation, as well as how each project relates to specific elements in the Florida SEP.



Relevant Project Experience

The following projects were selected to show the breadth and depth of experience the ESA project team brings providing large-scale program-level planning. The following icons are used to illustrate project experience that aligns with RESTORE Act goals. The table below introduces our experience at a glance.



Restore and Conservation Habitat



Restore Water Quality



Replenish and Protect Living Coastal and Marine Resources



Enhance Community Resilience



Restore and Revitalize the Gulf Economy

Project Title, Client, Location	Firm and Key Staff	Coastal Master Planning	Ecosystem Restoration	Mitigation	Implementation	Infrastructure Projects	Coastal Flood Protection	Coastal Resilience & Sustainability	Project Evaluation & Prioritization	Feasibility/Constructability/Permitability	Benefit / Cost Analysis	Public Outreach	Program Management
Tampa Bay Critical Coastal Habitat Assessment , Tampa Bay Estuary Program Tampa, FL	Doug Robison, PWS*	•	•	•				•	•	•		•	
Comprehensive Master Plan for a Sustainable Coast , State of Louisiana Louisiana	Kirk Rhinehart* Brown and Caldwell Ann Redmond Joanne Chamberlain, PE*	•	•	•	•	•	•	•	•	•	•	•	•
Basin Management Action Plan (BMAP) Strategic Planning and Facilitation Support , Florida Department of Environmental Protection (FDEP) Tallahassee, FL	Wildwood Consulting Tiffany Busby Marcy Policastro		•		•	•			•			•	•
Natural Resource Damage Assessment Support , Florida Department of Environmental Protection (FDEP) Florida Gulf Coast	Stratus Consulting David Chapman David Mills		•		•				•	•			
Lafourche BP Oil Spill Funding Support , Lafourche Parish Government Parish, LA	Royal Engineers & Consultants Shelley Sparks	•	•		•		•	•	•	•	•	•	•
USACE Independent External Peer Reviews (IEPR) , U.S. Army Corps of Engineers and Battelle Memorial Institute Louisiana Gulf Coast	ESA Michelle Orr, PE Bob Battalio, PE		•	•			•	•		•			
Puget Sound Nearshore Estuary Project (PSNERP) , Washington Department of Fish and Wildlife Puget Sound, WA	ESA Margaret Clancy, PWS Bob Battalio, PE	•	•				•	•	•	•	•	•	•
South Bay Salt Ponds Restoration Project , California State Coastal Conservancy South San Francisco Bay, CA	ESA Michelle Orr, PE Bob Battalio, PE	•	•		•		•	•	•	•	•	•	•
Delta Vision Strategic Plan Delta Vision Blue Ribbon Task Force Sacramento-San Joaquin Delta, CA	ESA Stuart Siegel, PhD.	•	•					•	•	•			

*while with a prior company

Tampa Bay Critical Coastal Habitat Assessment

Firm:

Doug Robison while at a previous firm, and ESA

Project

Location:

Tampa, Florida

Client Reference:

Holly Greening
Executive Director
Tampa Bay Estuary Program
263 13th Ave South
St. Petersburg, FL 33701
hgreening@tbep.org
p: 727-893-2765
cell: 727-709-2722

Project Dates:

2013-2014

Project Value:

\$90,000

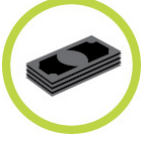
ESA is currently conducting the Critical Coastal Habitat Assessment (CCHA) project for the Tampa Bay Estuary Program, with Doug Robison serving as the Principal Investigator. The objective of the CCHA is to assess the status, trends, and ecological function of the mosaic of critical coastal habitats in the Tampa Bay watershed to detect changes due to natural and indirect anthropogenic perturbations, including global sea-level rise and climate change, leading to improved future management of these habitats. The CCHA aims to augment established efforts to track coastal habitat change over time (e.g., Water Management District land use mapping) by developing and implementing a comprehensive monitoring program with multiple scales of inference. This project is the first step in the development of such a program, with a specific focus on the design and early implementation of an “on-the-ground” monitoring program. The specific objectives of this project are to:

- Develop a draft CCHA ecotone-scale monitoring program design;
- Test the design through a pilot study; and
- Develop a final program design and conduct a baseline assessment against which future changes in plant community metrics and other associated ecological indicators can be measured.

It is anticipated that the CCHA program will serve as a template to be replicated by the other Gulf of Mexico National Estuary Programs, and other natural resource management agencies involved in Gulf Restoration activities.

The project builds on recommendations developed in 2010 Tampa Bay Habitat Master Plan Update for which Doug served as the project manager and lead scientist.

The project involved a description of Tampa Bay habitats, assessment of habitat threats, status and trends analysis of critical habitats, evaluation of various habitat restoration paradigms, development of quantitative habitat restoration and protection targets, delineation of priority acquisition and restoration sites, development of mitigation criteria for Tampa Bay, and design of a habitat monitoring and assessment plan. Technical analyses included the performance of a tidal wetland change analysis for the periods 1950, 1990, 1995, 1999, 2004, and 2007 using photo-interpretation and GIS tools. Critical tidal wetlands addressed in this analysis included mangrove forests, salt marshes, salt barrens, and oligohaline habitats. In addition, trend analyses were conducted for coastal uplands and flatwoods marshes. Another major deliverable included the development of a comprehensive GIS database of all publicly funded habitat restoration projects in the Tampa Bay watershed. The project also involved an extensive analysis of wetland regulations and mitigation policies, and the development of recommendations for future land acquisition and a watershed based strategy to integrate regulatory mitigation with publicly funded habitat restoration activities.





Comprehensive Master Plan for a Sustainable Louisiana Coast

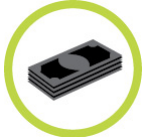
Firm:
Brown and Caldwell

Project Location:
Louisiana

Client Reference:
Karim Belhadjali,
Deputy Chief-
Strategic Planning
Section
Coastal Protection
and Restoration
Authority, 450 Laurel
St., Ste. 1210, Baton
Rouge, LA 70801
P | 225.342.4123
karim.belhadjali@
la.gov

Project Dates:
2010-2013

Project Value:
\$10,000,000



Louisiana’s crisis requires action now, so we assembled a highly skilled team to develop a rigorous and forward thinking plan. The primary data gathering and decision making was done by those who know the coast firsthand – a team of more than 80 planners, coastal scientists, engineers, and modelers, including leading experts in these fields made up the planning team that helped the state develop the master plan. In addition, the Framework Development Team and Focus Groups were also made up of south Louisiana citizens; people whose jobs focus on sustaining our working coast. When we set out to develop the master plan, we used an “all hands on deck” approach. If an idea that had been tried elsewhere in the country or the world could help us here, we wanted to know about it. We tasked some of the best scientists in the world to provide this kind of information to us through the ten-member Science and Engineering Board.

Brown and Caldwell (BC) staff served a critical role in the development of the master plan, providing overall program management as well as task leadership on important components of the master plan such as nonstructural project development, model output post-processing, environmental compliance, and funding scenario analysis. BC staff played critical roles in coordinating many of the keystone elements of the master plan process, including project definition, predictive models, decision framework development, and review boards. Finally, BC staff provided critical support roles in GIS analysis, data management, and decision criteria analysis.

Of course, there is another source of expertise that has been essential to our work: the thousands of south Louisiana citizens who know the coast from the inside out. We have been actively drawing upon this valuable resource; over the course of a year, we held ten community meetings and three public hearings attended by 1,350 people, and delivered an additional 116 presentations to community, civic, non-profit, and professional groups. We know that there is no substitute for local knowledge about how the coast works and learning about citizens’ ideas and concerns was a crucial part of the plan’s development.

The Coastal Protection and Restoration Authority (CPRA) developed the 2012 Louisiana Coastal Master Plan, the legislatively required five year update to the first coastal master plan published in 2007. The Master Plan presents a list of projects that we believe represents our best investments for the coast. As a part of this effort, we assembled a Science and Engineering Board (SEB) to provide independent review of plan elements and recommend ways that we can improve our work. Our Science and Engineering Board is made up of experts with national and international experience in the technical disciplines found in the plan

The master plan presents a coast wide array of protection and restoration projects that were selected through a quantitative, systems-based analysis with additional refinement from public and stakeholder input. These projects, which will be implemented over a 50-year period, have been determined to provide the optimum

benefits to coastal Louisiana within the identified financial and natural resource constraints.

The master plan used a novel systems-based approach for plan development. Approximately 400 coastal protection and restoration projects were evaluated using a suite of predictive models that estimate the effects of these projects and how far they go toward achieving the plan's objectives. The model results were then evaluated by a planning tool that quantitatively assessed the comparative effects of coastal projects and incorporated a broad range of decision criteria, constraints, and uncertainties. The master plan is the first planning effort that is fiscally constrained by a realistic funding forecast. Preliminary analysis indicates that the plan, if implemented, would result in an \$18 billion decrease in annual damages from storm surge and result in an annual net land gain for the first time since the 1930s.

We received over 2,000 comments on the DRAFT 2012 Coastal Master Plan. The plan was released to the public for review on January 12, 2012 and public meetings were held in late January. Individuals were able to provide public comments by speaking at one of the public meetings or submitting via the website, e-mail, or mail. The official public comment period ended February 25, 2012. Hearing citizens' ideas is a crucial part of the plan's development, and we sincerely appreciate the time that so many people gave to the process.

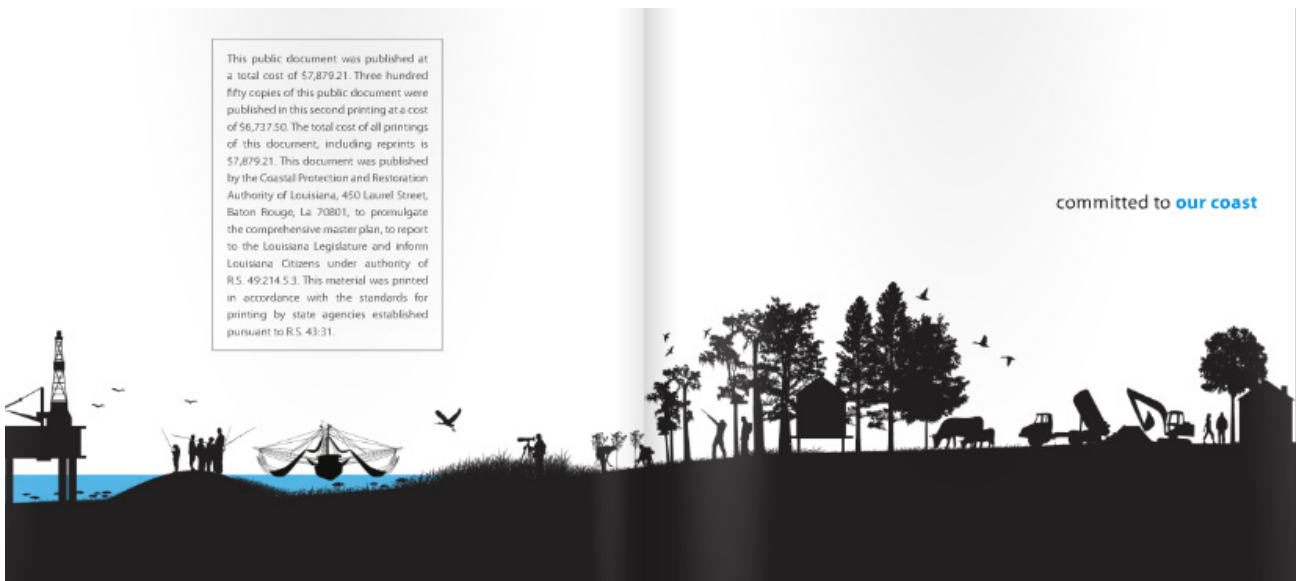
On May 22, 2012, the Louisiana Legislature unanimously approved the 2012 Coastal Master Plan. As the final plan worked its way through committee hearings and both the State Senate and House of Representatives, the Master Plan received unanimous approval from the Senate Natural Resources Committee, the Senate Transportation, Highways & Public Works Committee, the Louisiana State Senate (34-0), the House Natural Resources and Environment Committee, the House Transportation, Highways, & Public Works Committee, and the Louisiana House of Representatives (94-0). As such, the State of Louisiana has formally adopted the Master Plan to serve as the blueprint for all future coastal protection and restoration efforts in Louisiana.

The CPRA's 2012 Coastal Master Plan is based on a two year analysis involving some of the state's best scientists as well as national and international specialists. The state used this analysis to select 109 high performing projects that could deliver measurable benefits to our communities and coastal ecosystem over the coming decades. The plan shows that if these projects were fully funded, at a price tag of \$50 billion, we could substantially increase flood protection for communities and create a sustainable coast.

The master plan is available online at <http://www.coastalmasterplan.louisiana.gov/2012-master-plan/overview/>

This public document was published at a total cost of \$7,879.21. Three hundred fifty copies of this public document were published in this second printing at a cost of \$6,737.50. The total cost of all printings of this document, including reprints is \$7,879.21. This document was published by the Coastal Protection and Restoration Authority of Louisiana, 450 Laurel Street, Baton Rouge, La. 70801, to promulgate the comprehensive master plan, to report to the Louisiana Legislature and inform Louisiana Citizens under authority of R.S. 49:214.5.3. This material was printed in accordance with the standards for printing by state agencies established pursuant to R.S. 43:31.

committed to **our coast**



Basin Management Action Plan (BMAP) Strategic Planning and Facilitation Support

Firm:
Wildwood Consulting

Project Location:
Tallahassee, Florida

Client Reference:
Tom Frick,
Director, Division
of Environmental
Assessment and
Restoration, FDEP
2600 Blair Stone Rd,
Tallahassee, FL 32399
P. 850-245-7518,
Thomas.Frick@dep.
state.fl.us

Project Dates:
2006 - Present

Project Value:
\$3,144,434

Wildwood Consulting has unparalleled experience with natural resources-related facilitation and water quality improvement plans in the State of Florida. Professionals Tiffany Busby and Marcy Policastro have extensive experience with facilitation, interagency coordination, Florida Sunshine Laws and presenting complex issues to non-technical audiences. These efforts often include engaging water and wastewater utilities, local governments, military installations, agriculture, and local environmental groups. Overall, Wildwood Consulting has supported 17 BMAPs (either adopted or underway) and two (2) category 4e Pollutant Reduction Plans (Lake Tohopekaliga and Central Drainage Ditch/City of Tallahassee). The Wildwood staff have developed the Basin Coordinator's Handbook and the Implementation Guidance for the Fecal Coliform Total Maximum Daily Loads Adopted by the Florida Department of Environmental Protection, as well as assisted in the development of the Best Management Practice (BMP) Calculation Spreadsheet on behalf of FDEP.

BMAP development for which Wildwood Consulting has supported the Department includes the following:

- Lower St. Johns River Main Stem BMAP
- Lower St. Johns River Tributaries I BMAP
- Lower St. Johns River Tributaries II BMAP
- Lake Jesup BMAP
- Long Branch BMAP
- St. Lucie River and Estuary BMAP
- Lake Harney, Lake Monroe, Middle St.

- Johns River and Smith Canal BMAP
- Central Indian River Lagoon BMAP
- North Indian River Lagoon BMAP
- Banana River Lagoon BMAP

These legally-adopted plans are available at <http://www.dep.state.fl.us/water/watersheds/bmap.htm>.

Wildwood Consulting is supporting the Department with several BMAPs currently underway including:

- Upper Wakulla River and Springs BMAP
- Weeki Wachee Springs and River BMAP
- Jackson Blue Springs BMAP
- Lake Okeechobee BMAP
- Kings Bay/Crystal River BMAP
- Orange Creek BMAP (second iteration)
- Upper Ocklawaha BMAP (second iteration)

Wildwood Consulting supported the Department's development of the state's pollutant trading program, with the pilot area in the LSJR Basin. Wildwood Consulting supported the Lower St. Johns River (LSJR) Main Stem BMAP process that involved FDEP's development of a site specific alternative criterion (SSAC) for dissolved oxygen, which resulted in a rule change related to water quality standards as well as the adoption of a revised TMDL for total nitrogen. This rule change resulted in specific changes to the water quality standards that had important ramifications for the TMDL and the BMAP allocations.



Each BMAP is unique, as it is based on an adopted TMDL and water quality model. The types of models vary as well as the sources of data and the age of the information used. The projects listed in the BMAPs are collected from the local stakeholders and many details are documented to calculate the reduction credit associated with them. Wildwood Consulting often uses GIS information provided by local stakeholders as well as spreadsheets and formulas to calculate initial loads, treatment efficiencies, and reduction amounts. Many of the BMAPs have agricultural land uses and the BMAPs document how best management practices (BMPs) will be implemented and estimate the

load reductions expected from BMP implementation. Wildwood works with the Florida Department of Agriculture and Consumer Affairs (FDACS) on these estimates as well as with the water control districts, if they are located within the watershed.

Overall, Wildwood Consulting successfully supported both discussion and compilation of technical information among the agencies and the local entities that are regulated by the resulting provisions. Wildwood has also supported the long-term implementation of these provisions and working through compliance issues.

Natural Resource Damage Assessment Support



Firm: Stratus Consulting

Project

Location: Florida Gulf Coast

Client

Reference:
Larry Morgan,
Position/agency:
Senior Deputy
General Counsel
Florida DEP
tel: 850-245-2246
email: Larry.
Morgan@dep.
state.fl.us

Project Dates:
2011-Present

Project Value:
\$480,000

Led by Chapman and Mills, the Stratus Consulting team has decades of cumulative experience developing and implementing project frameworks to select options for implementation from a range of alternatives. For example, Mills (project manager) and Chapman (project officer) supported Florida's Department of Environmental Protection (DEP) and Fish and Wildlife Conservation Commission in efforts to secure funding from British Petroleum (BP) through its Early Restoration fund to implement a series of ecologically-oriented projects including the restoration of sea grass beds, oyster reefs, and dune habitats. In this work, Mills managed efforts to use recognized frameworks such as Habitat Equivalency Analysis (HEA) and Resource Equivalency Analysis (REA) to estimate potential ecological benefits of projects in order to support Florida's discussion of the projects with other state and federal Trustees and in negotiations over the projects with BP. More generally, Natural Resource Damage Assessment (NRDA) projects seek to compensate the public for adverse impacts

(i.e., injuries) to natural resources and the services they provide as a result of contaminant releases. Given this focus, Stratus Consulting, through its NRDA practice, has extensive experience helping resource trustees evaluate potential compensatory project options identified by the Trustees, responsible parties, and the public. As described elsewhere in greater detail (see the Tab D description), Stratus Consulting, supports NRDA trustees in this effort by developing screening and evaluation criteria that can be applied both to summary categories of projects and to specific project proposals. While governing federal and state statutes provide some guidance for these criteria their development and application also requires identifying and addressing the distinct, and potentially contradictory objectives, that different partners in the project may have (e.g., land preservation compared to increased public access for recreation). A notable example of such an effort includes the support Stratus Consulting provided to U.S. Fish and Wildlife Service for the Lower

Green Bay**Contact:**

Betsy Galbraith
 Agency: U.S.
 Fish and Wildlife
 Service
 Tel: 920 866 1753
 Email: Betsy_Galbraith@fws.gov
 Cumulative funded value of approximately \$1.4 million for a period of performance from roughly 1995-2013

Fox River/Green Bay NRDA in Wisconsin. As the prime contractor for USFWS, Stratus led strategic planning and overall management of the NRDA and executed critical tasks including: conducting detailed pathway, injury, economic damages, and restoration planning assessments for the USFWS and other trustees over multiple years. This work also notably included Stratus' production of a complete Restoration and Compensation Determination Plan (RCDP) that synthesized the trustees' compensation claims based on the pathway, injury, and damage determinations. For the plan, Stratus also developed and applied screening and

evaluation criteria that were applied to summary project categories and hundreds of project submissions (see Stratus Consulting, 2000) in an effort managed by Mills. While still relatively unique in terms of its scope and public release, the work in the RCDP and subsequently supporting Florida's Deepwater-Early Restoration projects reflects the experience Mills and Chapman bring to this effort from their approximately 15 and 25 years of relevant experience in similar projects with Stratus Consulting and, for Chapman, NOAA and others

Lafourche BP Oil Spill Funding Support


Firm:

Royal Engineers & Consultants

Project**Location:**

Lafourche Parish, Louisiana

Client**Reference:**

Lafourche Parish Government
 Archie Chaisson
 P. 985.446.8427
 chaissonap@lafourchegov.org

Project Dates:

Completion
 November 2014

Project Value:

\$96,000

The Deepwater Horizon Event-BP Oil Spill had severe environmental, cultural, and economic impacts on south Louisiana and particularly the citizens of Lafourche Parish. A complex suite of programs and funding streams are now in place to offset these impacts including NRDA program (\$10B), RESTORE Act (\$18B), and NFWF (>\$2B). Royal has been engaged to help maximize the benefits received and funding opportunities available to Lafourche Parish.

Royal is implementing Phase 1 of a three-phased approach to advocate for, strategize, capture, expedite, and manage the Parish's BP Oil Spill funding. Phase 1 includes advocating for funding opportunities, Phase 2 is project development and Phase 3 provides program and project management. Phases of support are fully described below.

Phase 1: Advocacy, Representation, and Strategy Development

- Engage decision makers (State, Federal, Non-Profit) in an advocacy role for the

Parish.

- Coordinate closely with CPRA to align projects with state priorities.
- Represent the Parish at all relevant meetings held in LA, at important Regional Gulf Coast meetings, and at strategic meetings held in Washington D.C.
- Communicate with other parishes and regional stakeholders to identify opportunities and roadblocks.
- Regularly communicate to Lafourche Parish Representatives the amount, timing, and requirements associated with the various oil spill funding programs.
- Identify and pursue opportunities to leverage other funds that could improve oil spill funding opportunities.
- Work closely with the Parish to identify potential projects for funding.
- Recommend strategies to Parish representatives for the capture of available funding.

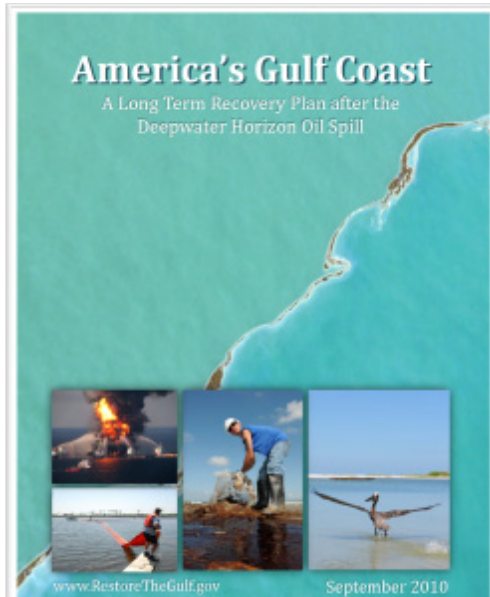
Phase 2: Strategy Implementation, Project Development, and Advocacy

- Develop necessary documents in support of the funding acquisition strategies.
- Develop projects; including features, design, benefits, synergies with programs, and cost estimates.
- Develop all necessary materials, reports, and presentations to advance projects for funding.
- Advocate for specific projects to relevant Parish, State, and Federal programs.
- Identify roadblocks to project funding and work with Parish, State, and Federal representatives to resolve.

Phase 3: Program and Project Management

- Manage receipt of funds to ensure implementation of projects is expedited.
- Coordinate with contractors to ensure projects are completed timely and within budget.
- Ensure all program requirements are being met so that Lafourche Parish can receive funding and/or reimbursement for the maximum amount in the shortest time possible.

- Coordinate project implementation with other Parish, State, and Federal efforts to ensure maximum efficiency, benefit, and cost savings.
- Report on status and progress of program to Parish Representatives and communicate (verbal and written) program benefits and progress to all stakeholders as directed.



USACE Independent External Peer Reviews (IEPR)

Firm:
ESA

ESA senior staff, Bob Battalio, PE, a Principal Coastal Engineer and Michelle Orr, Principal Wetland Planning expert, have performed multiple Independent External Peer Reviews (IEPRs) under subcontract to Battelle for various U.S. Army Corps of Engineers (USACE) technical studies in Louisiana and the Gulf Coast.

- Terrebonne Islands Restoration for the Ecosystem Restoration Planning Center of Expertise (Mississippi Valley Division)
- HSDRRS Levee Armoring Manual for the Coastal Storm Damage Reduction Planning Center of Expertise (Baltimore District).

Location:
Louisiana and Gulf Coast

Client

Reference:
Battelle Memorial Institute
Reference
Corey Wisneski
Tel. 781.952.5296

Bob participated in three such IEPR projects while under contract to Battelle, including:

- Calcasieu Dredge Beneficial Reuse project review for the USACE Deep Draft Navigation Planning Center of Expertise (Mobile District)

For the Terrebonne Basin Barrier Shoreline Restoration, Terrebonne Parish, Louisiana Integrated Feasibility and EIS, Bob provided IEPR services related to hydrology and for studies prepared by the USACE (including Appendices A-L). Bob provided review and written comments of Appendix L:

Project Dates:
2010 - 2012

Project Value:

\$110,000

**Project
Relevance**

- Environmental Studies and Reports
- Water Resources Planning, Project, and Program Management
- Data Analysis and Management
- Meetings/ Reporting Requirements

Engineering, which describes the existing conditions of the barrier, as well as recommended restoration options and alternatives.

Bob also reviewed the Hurricane And Storm Damage Risk Reduction System (HSDRRS) Armoring Research Summary & Armoring Guidance Manual. The U.S. Army Corps of Engineers (USACE) is currently designing and constructing the Greater New Orleans Hurricane and Storm Damage Risk Reduction System (HSDRRS). One of the vital components of the HSDRRS is the Armoring Research Summary and Armoring Guidance Manual (ARSAGM). It is a compilation and explanation of armoring R&D performed for this program and is intended to provide guidance to armoring designers such that an economical, yet flexible, solution to provide protected side wave overtopping erosion can be implemented for greater than the 100-yr and up to the 500-yr storm surge.

In 2012, Michelle Orr, under contract to Battelle, provided (IEPR) for the Donaldson-to-the-Gulf Study -- Donaldsonville, Louisiana to the Gulf of Mexico, Flood

Control—Mississippi River and Tributaries Project Feasibility Scoping Report and Supporting Documentation. Previously, in 2011, she also provided IEPR services for the Integrated Feasibility Study and Supplemental Environmental Impact Statement for the Medium Diversion at White Ditch Plaquemines Parish, Louisiana. The White Ditch study area has been significantly impacted by recent tropical storms and hurricanes and is currently isolated from the effects of the Caernarvon freshwater diversion, located at the northern end of the Breton Sound basin.

Lastly, under contract to Battelle, Michelle Orr is also serving on the newly- created Louisiana Water Resources Council. The council provided IEPR for all USACE ecosystem restoration, flood risk management and navigation projects in the disaster areas of South Louisiana. Michelle is one of the five on the standing panel selected from academia and consulting, and provides expertise in hydrology and hydraulics. The council was authorized by Congress and established by the Assistant secretary of the Army for Civil Works.



Puget Sound Nearshore Estuary Project (PSNERP)

Firm:
ESA

Project Location:
Puget Sound, WA

Client Reference:
Curtis Tanner,
Washington
Department of
Fish and Wildlife
600 Capitol Way
N Olympia, WA
98501-1091
Tel: (360) 902-2815
Curtis.Tanner@
dfw.wa.gov

Project Dates:
2006-2012

Project Value:
\$331,373



Puget Sound Watershed Characterization:

ESA has worked with the Washington Department of Ecology, Puget Sound Partnership, and Ecology's Watershed Technical Assistance Team on several phases of the Puget Sound Watershed Characterization Project (PSWC). The PSWC is a regional-scale tool that highlights the most important areas to protect and restore, and those most suitable for development. The Characterization includes assessments and modeling of water flow processes, water quality, and fish and wildlife habitats and prioritizes watersheds relative to one another for their protection and restoration value. ESA has supported the development and implementation of the PSWC in several ways: we provided technical input on the

development of the models; we convened and engaged a user's group to test and inform model refinements; we worked with several local jurisdictions to apply the results to make on-the-ground decisions about restoration planning and land use; we created an interactive website to provide resources and decision support tools for planners, scientists and the public; and we developed a series of GIS story maps illustrating specific characterization case studies (<https://fortress.wa.gov/ecy/coastalatl/wc/landingpage.html>).

Puget Sound Nearshore Ecosystem Restoration Project (PSNERP):
ESA served as lead contractor responsible for developing conceptual restoration designs for nearshore sites throughout Puget



Sound for PSNERP, a joint entity composed of the U.S. Army Corps of Engineers (USACE) and Washington Department of Fish and Wildlife (WDFW). The work involved assessing and characterizing restoration opportunities and constraints on 44 sites representing a wide range of geomorphic systems (http://www.pugetsoundnearshore.org/concept_designs.html). ESA developed ecological screening criteria to ensure that the restoration opportunities were consistent with the process-based restoration principles developed by the PSNERP Nearshore Science Team. For each site that met the screening criteria, the ESA team developed two restoration design alternatives: a full restoration option that fully removes ecosystem stressors and a partial restoration option that recognizes site constraints such as property ownership. The conceptual design report described the historic and current conditions at each site, the design objectives, the ecological and social constraints to restoration, the uncertainties and risks (including climate change risks) and the expected evolution of the sites over time. ESA also led the development of the Engineering Appendix to the Corps' Feasibility Study, provided cost estimates for each design alternative, created a geodatabase to track and analyze geospatial information, and prepared a public outreach plan and materials to support WDFW's work with stakeholders, funders, and the general public. The conceptual design project built upon previous work for PSNERP that ESA led which involved preparing a technical manual that describes 21 nearshore management measures in relation to their potential effect on physical nearshore processes. (http://www.pugetsoundnearshore.org/management_measures.html).

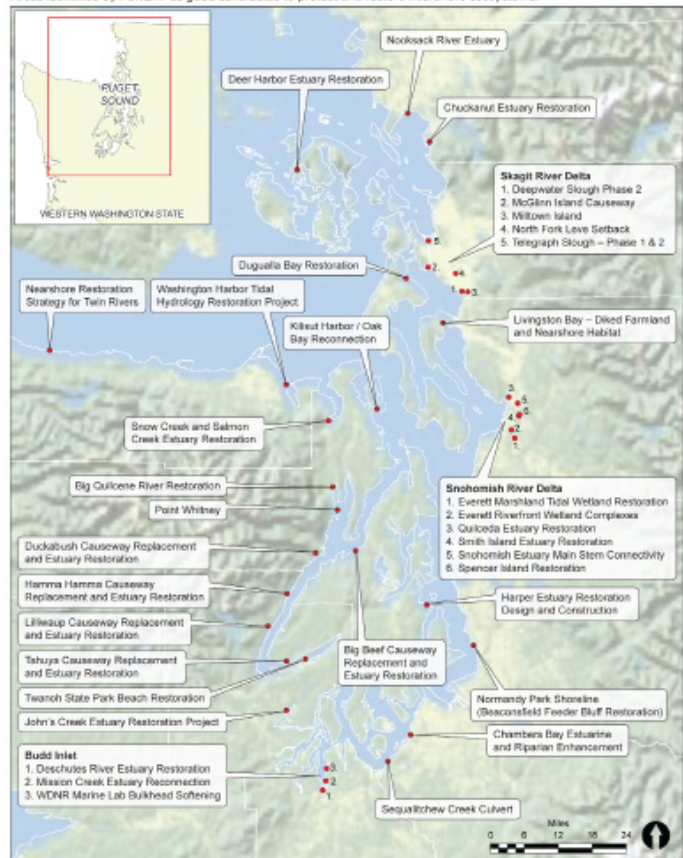
Puget Sound Pressure Assessment: ESA is part of the contractor team working with the Puget Sound Partnership on the Puget Sound Pressures Assessment (PSPA). The PSPA is a systematic, expert-based evaluation of the potential impact of stressors on ecosystem endpoints within the Puget Sound Basin. The assessment is intended to inform and guide science and management priorities with an updated and prioritized list of pressures on the Puget Sound ecosystem. The PSPA uses an expert elicitation

process to systematically collect scientific judgment about the vulnerability of specific endpoints (such as Chinook salmon, forage fish, depressional wetlands, etc) to stressors (such as land cover alterations, non-point source pollution, animal harvest, etc) across the terrestrial, freshwater, and marine- nearshore domains. The PSPA examines the distribution and frequency of stressors and endpoints within watersheds and marine basins through targeted GIS analysis at a scale that is relevant for ecosystem management. ESA's role is to help identify and define the lists of stressors and endpoints, refine the evaluation model; engage experts from academia, resource agencies, and tribes; interpret results; and provide geospatial (GIS) analysis and mapping for stressors and endpoints. The Pressure Assessment builds on the "vulnerability of marine ecosystems" approach developed by Halpern et al. (2007), and similar work by HELCOM (Baltic Marine Environment Protection Commission - Helsinki Commission, ongoing).

Puget Sound Nearshore Ecosystem Restoration Project (PSNERP)

Potential Restoration Actions

Areas identified by PSNERP as good candidates to protect and restore nearshore ecosystems.



South Bay Salt Ponds Restoration Project

Firm:
ESA

Project

Location:
San Francisco Bay,
California

Client

Reference:
John Bourgeois
California
State Coastal
Conservancy
1330 Broadway,
11th Floor
Oakland, CA
94612-2530
Tel: 510. 286.0933

Project Dates:
2003 – 2012

Project Value:
\$12,100,000

The South Bay Salt Pond Restoration Project is the largest tidal wetland restoration project on the West Coast. When complete, the project will restore 15,100 acres of industrial salt ponds to a mosaic of tidal wetlands and other habitats, while improving public access and reducing flood risk along 20 miles of Bay shoreline. Prior to purchase of the lands for restoration, ESA prepared an initial feasibility assessment of a larger area (26,000 acres) to prioritize restorable areas and help inform land purchase negotiations. Once the land was purchased, ESA was selected to lead the Engineering and Environmental Consulting Services, providing restoration planning, NEPA/CEQA compliance, and environmental permitting for the long-term plan (15,100 acres) and engineering design and project-level permitting for Phase 1 implementation (3,100 acres).

The project received extensive agency, stakeholder, and public input, and scientific review. For ten years, ESA worked with a multi-agency Project Management Team, a National Science Panel, a local Science Team, and a 30-member stakeholder group. The Project Management Team (PMT) consists of staff from the U.S. Fish & Wildlife Service (USFWS), US Army Corps of Engineers, California Department of Fish & Wildlife, California State Coastal Conservancy, two County Flood Control agencies, the project's Science Team, and the Resources Legacy Fund.

Development of the Long-term Restoration Plan

Project implementation will occur over several decades using a science-based adaptive management process. The long-

term restoration plan serves as a blueprint for habitat restoration, flood protection, and the construction of new trails, viewing platforms and other public access amenities along the Bay. ESA worked with the Project Management Team to develop the long-term plan. Brown & Caldwell provided technical assistance to ESA on water quality and construction cost estimates. The ESA team addressed the following:

- **Plan Formulation:** key planning issues were (1) identifying a beneficial balance of restored habitat types, (2) identifying an appropriate balance between wildlife and public access, and (3) managing scientific uncertainty associated with project benefits and potential impacts. The first two issues were addressed through a detailed alternatives evaluation process with extensive stakeholder, public, and scientific input. The latter issue was addressed by incorporating ongoing monitoring and adaptive management into the long-term plan. The final plan received strong stakeholder and public support.
- **Biology:** a central issue was identifying the appropriate balance of tidal marsh and managed pond habitat, to balance the needs of native marsh-dependant species, endangered species, and shorebirds; another key issue was management of invasive species
- **Flood Management:** the plan includes conceptual design for approximately 20 miles of shoreline levees to improve fluvial and coastal flood protection. The levee design considers the wave and storm surge attenuation affects of the restored natural marshes, for cost savings.



- **Hydrodynamic and salinity transport modeling:** baywide Deft 3D modeling was conducted to inform project phasing and design
- **Water Quality:** the project and adaptive management plan were designed to avoid the problems of low dissolved oxygen and mercury methylation
- **Public Access:** the plan will complete significant portions of the Bay Trail and offer a range of other high-quality public access opportunities
- **Cost Estimating:** construction cost estimates (totaling approximately \$0.5B) were developed to optimize cost-effectiveness and for fund raising.

NEPA/CEQA Environmental Review

The ESA Team prepared an EIS/EIR for the long-term plan at a program level and for Phase 1 at a project-specific level of analysis. Future project phases will tier off of the EIS/EIR.

Final Design and Permitting

ESA completed preliminary designs for the six Phase 1 restoration actions, totaling 3,100-acres, and final design and construction documents for the Pond A8 Phase 1 action (1400 acres) and the Ponds E8A/9 Phase 1 action (630 acres). ESA assisted with final design analyses for the other Phase 1 actions. Engineering design analyses included:

- Detailed hydrodynamic modeling and geomorphic assessments to develop, evaluate, and size design features to meet biology, water quality, and engineering design criteria.

- Preliminary grading plans, water control structure design, and design drawings
- Construction access planning, sequencing, cost estimating and value engineering

The ESA Team assisted the project sponsors in obtaining the necessary permits from local, regional, state and federal agencies. We coordinated with these agencies early-on to streamline the approval process and to avoid delays in a fast-track permitting schedule. ESA led the agency coordination and prepared the documentation necessary for successfully obtaining the following permits: Section 404, Section 401, BCDC (Major permit), and Biological Opinions from the USFWS and National Marine Fisheries Service.

Science-based Adaptive Management

The adopted plan is unique in that it is not a map of specific restoration actions, but a process of phased implementation, experiments, monitoring and adaptive management to inform subsequent phases of implementation. ESA worked closely with the Project Management Team and Science Team to develop an adaptive management plan for phased implementation, with monitoring and reassessment of progress towards achieving recovery of tidal marsh-dependent species and maintaining habitat functions for migratory shorebirds within the remaining managed ponds.



Delta Vision Strategic Plan

Firm:
ESA

Project

Location:
Sacramento-San Joaquin Delta, California

Client

Reference:
John Kirlin,
Executive Director,
Delta Vision
P. (916) 952-7029

Project Dates:
2007-2008

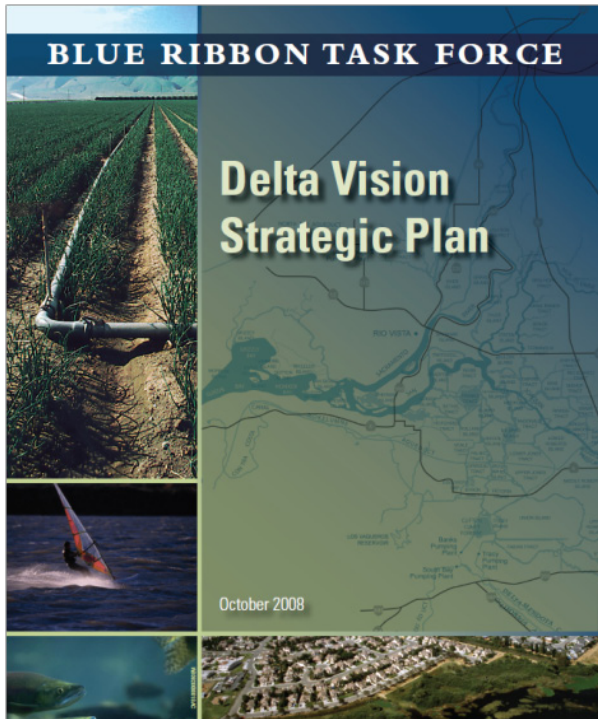
Project Value:
\$225,000

California Governor Arnold Schwarzenegger signed an executive order in 2006 creating the Delta Vision process to develop a strategy for resolving long-standing conflicts in the Sacramento-San Joaquin Delta between water exports, ecosystem, and in-Delta land use. He charged the Delta Vision Blue Ribbon Task Force, a seven-member body of senior policy experts, with developing this plan over a two-year period. The Task Force engaged Dr. Stuart Siegel of ESA to serve as its Technical Lead for Ecosystem Strategies. As lead, Dr. Siegel headed the Ecosystem Work Group, a large group representing environmental groups, state and federal agencies, water users, and Delta interests, through the development of a broad range of strategies for addressing Delta ecosystem concerns. Dr. Siegel presented this group's recommendations to the Task Force and

worked with Task Force staff to incorporate strategies into the Delta Vision Strategic Plan. Dr. Siegel also worked with leads and members of the remaining work groups on water, governance, and Delta as well as the Stakeholder Coordination Group. In addition to Dr. Siegel's role, ESA staff provided supporting analysis and GIS expertise.

Project Relevance

- Coastal Master Planning
- Restoration and Ecosystem Production
- Infrastructure Projects
- Coastal Flood Protection
- Coastal Resilience and Sustainability
- Project Evaluation and Prioritization
- Feasibility / Constructability / Permittability
- Benefit / Cost Analysis
- Public Outreach



ATTACHMENT B
CLIENT REFERENCE FORMS

The respondent must list three (3) separate and verifiable projects for clients of the respondent. Information on each project must be provided on this Attachment. Any information not submitted on this attachment shall not be considered. The projects listed shall be for services similar in nature to that described in this solicitation. Confidential clients shall not be included. The same client may not be listed for more than one (1) reference (for example, if the respondent has completed one project for the Florida Department of Transportation – District One and one project for the Florida Department of Transportation – District Two, only one (1) of the projects may be listed because the client, the Florida Department of Transportation, is the same).

Name: Tampa Bay Estuary Program

Address: 263 13th Ave South
St. Petersburg, FL 33701

Contact Person: Holly Greening Phone Number: (727) 893-2765

Website: http://www.tbep.org/

Project Term: 2013 to 2014
Dates should be in mm/yy format.

Location of Project: Tampa Bay, Florida

Approximate Fee for Product/Services \$ 90,000

ESA is currently conducting the Critical Coastal Habitat Assessment (CCHA) project for the Tampa Bay Estuary Program, with Doug Robison serving as the Principal Investigator. The objective of the CCHA is to assess the status, trends, and ecological function of the mosaic of critical coastal habitats in the Tampa Bay watershed to detect changes due to natural and indirect anthropogenic perturbations, including global sea-level rise and climate change, leading to improved future management of these habitats. The CCHA aims to augment established efforts to track coastal habitat change over time (e.g., Water Management District land use mapping) by developing and implementing a comprehensive monitoring program with multiple scales of inference. This project is the first step in the development of such a program, with a specific focus on the design and early implementation of an “on-the-ground” monitoring program. The specific objectives of this project are to:

- Develop a draft CCHA ecotone-scale monitoring program design;
- Test the design through a pilot study; and
- Develop a final program design and conduct a baseline assessment against which future changes in plant community metrics and other associated ecological indicators can be measured.

It is anticipated that the CCHA program will serve as a template to be replicated by the other Gulf of Mexico National Estuary Programs, and other natural resource management agencies involved in Gulf Restoration activities.

The project builds on recommendations developed in 2010 Tampa Bay Habitat Master Plan Update for which Mr. Robison served as the project manager and lead scientist. The project involved a description of Tampa Bay habitats, assessment of habitat threats, status and trends analysis of critical habitats, evaluation of various habitat restoration paradigms, development of quantitative habitat restoration and protection targets, delineation of priority acquisition and restoration sites, development of mitigation criteria for Tampa Bay, and design of a habitat monitoring and assessment plan.

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Name: Washington Department of Fish and Wildlife

Address: 510 Desmond Drive SE #102
Lacey, Washington 98503

Contact Person: Curtis Tanner Phone Number: (360) 753-4326

Website: http://wdfw.wa.gov/

Project Term: 2006 to 2012
Dates should be in mm/yy format.

Location of Project: Puget Sound, Washington

Approximate Fee for Product/Services \$ 331,373

Puget Sound Watershed Characterization: ESA has worked with the Washington Department of Ecology, Puget Sound Partnership, and Ecology's Watershed Technical Assistance Team on several phases of the Puget Sound Watershed Characterization Project (PSWC). The PSWC is a regional-scale tool that highlights the most important areas to protect and restore, and those most suitable for development. ESA has supported the development and implementation of the PSWC in several ways: we provided technical input on the development of the models; we convened and engaged a user's group to test and inform model refinements; we worked with several local jurisdictions to apply the results to make on-the-ground decisions about restoration planning and land use; we created an interactive website to provide resources and decision support tools for planners, scientists and the public; and we developed a series of GIS story maps illustrating specific characterization case studies (<https://fortress.wa.gov/ecy/coastalatl/wc/landingpage.html>).

Puget Sound Nearshore Ecosystem Restoration Project (PSNERP): ESA served as lead contractor responsible for developing conceptual restoration designs for nearshore sites throughout Puget Sound for PSNERP, a joint entity composed of the U.S. Army Corps of Engineers (USACE) and Washington Department of Fish and Wildlife (WDFW). The work involved assessing and characterizing restoration opportunities and constraints on 44 sites representing a wide range of geomorphic systems (http://www.pugetsoundnearshore.org/concept_designs.html).

Puget Sound Pressure Assessment: ESA is part of the contractor team working with the Puget Sound Partnership on the Puget Sound Pressures Assessment (PSPA). The PSPA is a systematic, expert-based evaluation of the potential impact of stressors on ecosystem endpoints within the Puget Sound Basin. The assessment is intended to inform and guide science and management priorities with an updated and prioritized list of pressures on the Puget Sound ecosystem

**ATTACHMENT B
CLIENT REFERENCE FORMS**

The respondent must list three (3) separate and verifiable projects for clients of the respondent. Information on each project must be provided on this Attachment. Any information not submitted on this attachment shall not be considered. The projects listed shall be for services similar in nature to that described in this solicitation. Confidential clients shall not be included. The same client may not be listed for more than one (1) reference (for example, if the respondent has completed one project for the Florida Department of Transportation – District One and one project for the Florida Department of Transportation – District Two, only one (1) of the projects may be listed because the client, the Florida Department of Transportation, is the same).

Name: California State Coastal Conservancy

Address: 1330 Broadway, 13th Floor
Oakland, CA 94612

Contact Person: John Bourgeois Phone Number: (408) 314-8859

Website: http://scc.ca.gov/

Project Term: 2003 to 2012
Dates should be in mm/yy format.

Location of Project: San Francisco Bay, California

Approximate Fee for Product/Services \$ 12,100,000

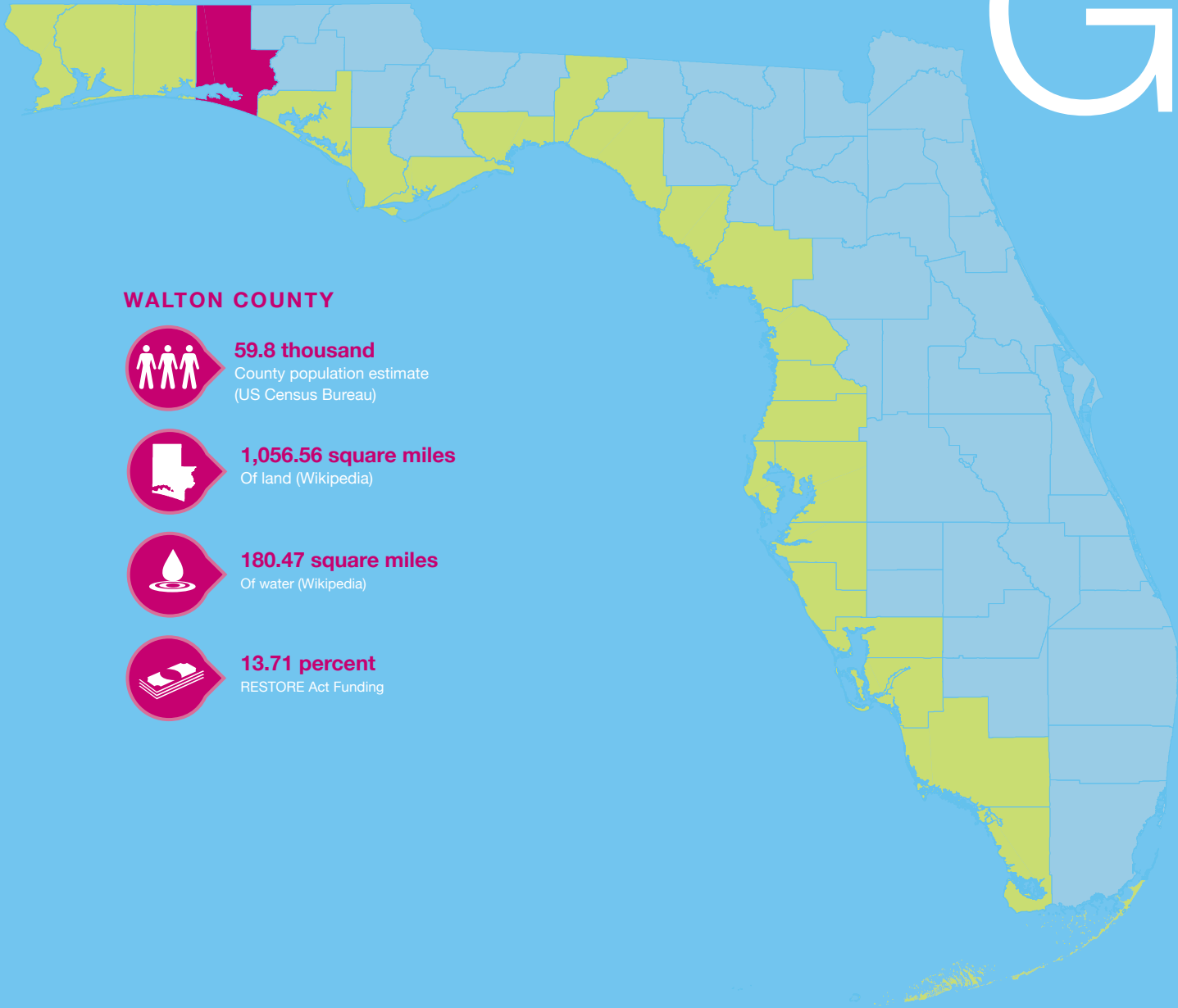
The South Bay Salt Pond Restoration Project is the largest tidal wetland restoration project on the West Coast. When complete, the project will restore 15,100 acres of industrial salt ponds to a mosaic of tidal wetlands and other habitats, while improving public access and reducing flood risk along 20 miles of Bay shoreline. Prior to purchase of the lands for restoration, ESA prepared an initial feasibility assessment of a larger area (26,000 acres) to prioritize restorable areas and help inform land purchase negotiations. Once the land was purchased, ESA was selected to lead the Engineering and Environmental Consulting Services, providing restoration planning, NEPA/CEQA compliance, and environmental permitting for the long-term plan (15,100 acres) and engineering design and project-level permitting for Phase 1 implementation (3,100 acres).

The project received extensive agency, stakeholder, and public input, and scientific review. For ten years, ESA worked with a multi-agency Project Management Team, a National Science Panel, a local Science Team, and a 30-member stakeholder group. The Project Management Team (PMT) consists of staff from the U.S. Fish & Wildlife Service (USFWS), US Army Corps of Engineers, California Department of Fish & Wildlife, California State Coastal Conservancy, two County Flood Control agencies, the project's Science Team, and the Resources Legacy Fund.

Development of the Long-term Restoration Plan:

Project implementation will occur over several decades using a science-based adaptive management process. The long-term restoration plan serves as a blueprint for habitat restoration, flood protection, and the construction of new trails, viewing platforms and other public access amenities along the Bay. ESA worked with the Project Management Team to develop the long-term plan. Brown & Caldwell provided technical assistance to ESA on water quality and construction cost estimates

G



WALTON COUNTY



59.8 thousand
County population estimate
(US Census Bureau)



1,056.56 square miles
Of land (Wikipedia)



180.47 square miles
Of water (Wikipedia)



13.71 percent
RESTORE Act Funding

Cost Proposal

“The County recognizes that ecosystem restoration and protection investments will also improve economic prosperity and quality of life...Ecosystem restoration activities can also directly support the County’s ability to withstand, prevent and quickly recover from future natural or man-made disruptions, including promoting natural storm buffers and other ecosystem restoration activities that produce environmental benefits and reduce economic loss from storm surge flooding to residential, public, industrial and commercial infrastructure.”

Initial Draft Comprehensive Plan to Restore Walton County’s Ecosystems and Economy June 2013



Tab G

Cost Proposal and Schedule

Cost Estimate

Table G-1 below summarizes our cost proposal to conduct the scope of work described in Tab B. Our total cost estimate to complete the scope of work is **\$997,500**. This total includes \$973,000 in labor costs, based on 5,776 total labor hours, plus \$24,500 in reimbursable expenses.

Table G-1: Cost Proposal

It should be noted that there are many uncertainties involved in the execution of this

project, most notably the availability of adequate funding to complete the scope of work. In addition, master planning projects of this magnitude and complexity rarely track exactly as scoped, and both the Consortium and the selected planning consultant should expect to make course corrections and other adaptations throughout the execution of the project. For this reason, we recommend that the Consortium consider entering into a master agreement with the selected consultant, and then issuing short-term task orders under the master agreement as funding becomes available. Accordingly, we have developed our

Task	Labor Hours	Labor Cost	Expenses	Task Cost
1 Conduct Consortium Goal Setting Workshop	76	\$13,700	\$2,000	\$15,700
2 Prepare Draft Initial SEP	320	\$55,800	\$1,500	\$57,300
3 Compile Initial Project List	196	\$29,500	\$500	\$30,000
4 Sort and Attribute Project List	304	\$55,960	\$2,000	\$57,300
5 Develop Initial Project Spatial Database	432	\$59,400	\$500	\$59,900
6 Conduct Gaps Analysis	296	\$45,960	\$2,000	\$47,960
7 Develop/Implement New Nomination Process	256	\$39,000	\$1,500	\$40,500
8 Develop Final Project Spatial Database	272	\$39,400	\$500	\$39,900
9 Conduct Detailed Project Evaluation	936	\$175,400	\$3,000	\$178,400
10 Develop Priority Project Rankings	448	\$82,640	\$1,000	\$83,640
11 Prepare Draft Final SEP	888	\$157,760	\$3,000	\$160,760
12 SEP Revision, Approval, Submission	424	\$70,000	\$2,000	\$72,000
13 Public Involvement & Stakeholder Coordination	928	\$148,480	\$5,000	\$153,480
TOTAL		\$973,000	\$24,500	\$997,500

TAB G. COST PROPOSAL AND SCHEDULE

scope of work so that the total work effort could be executed incrementally over time pursuant to a series of task orders.

Pricing Methodology

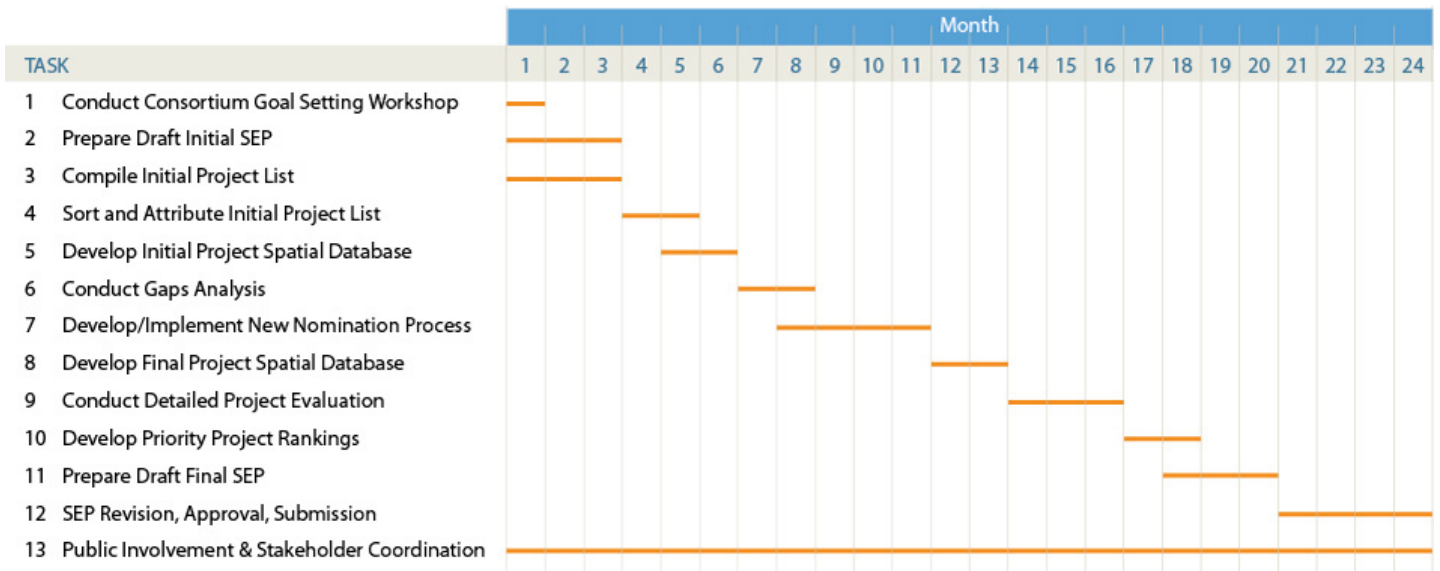
To develop cost estimates for each of the 13 tasks described in our scope of work we multiplied the estimated labor hours for each of the staff identified on our project team organization chart working on that task by their respective loaded hourly labor rates. Therefore, our cost proposal includes all direct and indirect costs, overhead, and profit.

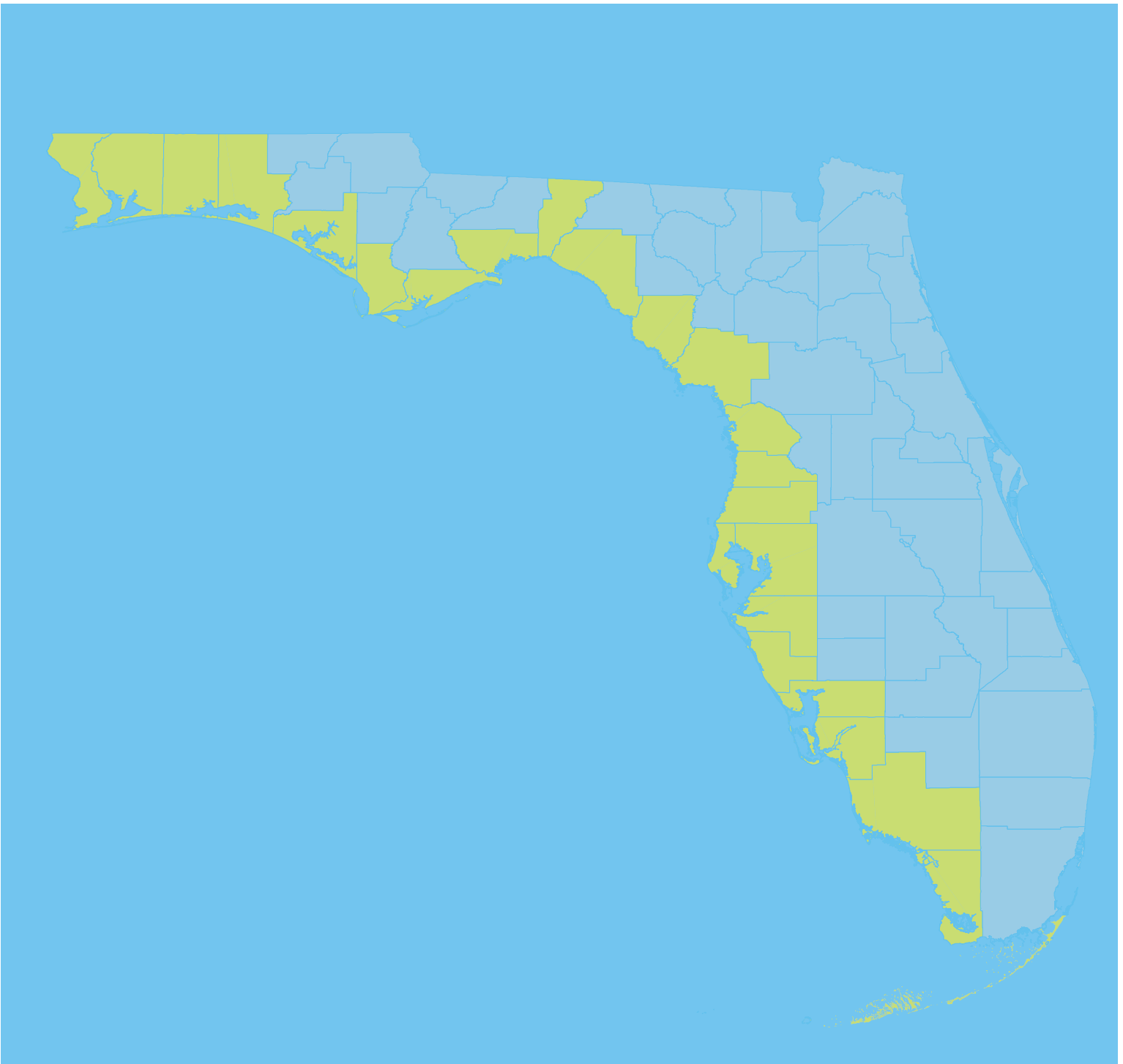
Schedule

Although not specifically requested in the ITN, our estimated project schedule is shown below in Table G-2.

We estimate being able to complete our proposed scope of work within two years from the notice to proceed. We believe this schedule builds in adequate time for the Consortium and other stakeholders to review interim work products, and for proper public meeting notification.

Table G-2: Schedule





Appendix A: Resumes

Appendix A

Resumes

In the following section, we have enclosed our individual team members' resumes and qualifications. In addition to the biographies provided about our Key Staff under Tab F, we have included longer resumes, as well as for our support staff identified in our Team Organization Chart.



JULIE SULLIVAN

Project Director / Southeast Regional Director, Biological Resources Director

Julie Sullivan is Regional Director and Biological Resources Director for ESA's Southeast Region. Julie has extensive experience in wetland delineation, wetland assessment and permitting, National Environmental Policy Act (NEPA) compliance, cumulative impact assessments, listed species coordination, Essential Fisheries Habitat (EFH) assessments, land management, mitigation planning and implementation, monitoring program design and habitat restoration. A former regulator with the Florida Department of Environmental Protection, Julie supported the calibration, rule revision, implementation, and beta testing of Florida's Uniform Mitigation Assessment Method (UMAM). Well established as an expert in wetland assessments, development of wetland restoration and enhancement plans, and state and federal wetlands permitting, Julie has provided expert witness services and support for a number of public sector and municipal clients. Her excellent relationships with staff at the state and federal regulatory agency staff affords clients expedited project review and approval.

Education

M.S., Biology, University of Central Florida

B.S., Zoology, University of Florida

15 Years of Experience

3 Years with ESA

Certifications

Florida Boating Education

National Pollutant Discharge Elimination System (NPDES) Inspector and Trainer

American Red Cross

Advanced Open Water National Association of Underwater Instructors (NAUI) Self-Contained Underwater Breathing Apparatus (SCUBA)

Presentations

"UMAM: The Basics and Beyond" at Florida Chamber's Environmental Permitting Summer School in Marco Island, 2008-2014.

Relevant Project Experience

Osceola County Environmental Land Management Planning and Engineering Services, Osceola County, Florida. This contract involves development of land management plans (LMPs) for each of the County's acquired conservation and passive park areas. The LMPs document the historic and existing site conditions, outline desired future condition, and develop restoration plans and long-term management goals and objectives specific to each property. The LMPs address a variety of parameters including vegetative diversity, wildlife abundance and habitat, hydrologic restoration, and public access and passive recreation. Restoration plans are developed as part of the LMP and then refined and permitted once the LMPs are completed. Once permitted, the implementation phase commences. To date Julie has managed the LMPs and restoration plan development and implementation for five (5) County Natural Lands properties on more than 3500 acres, with four (4) additional projects scheduled in 2014.

TM Econ Mitigation Bank, Orange County, Florida. Julie provided permitting and UMAM services in support of permit modifications for the TM Econ Mitigation Bank. In her prior job, Julie provided comprehensive restoration plan implementation for Phase IV of the bank which included wetland restoration, timber management, prescribed fire, and upland habitat enhancement for the endangered Red-cockaded Woodpecker colony that occurs onsite.

FDOT District 3, Environmental Implementation Services (Subconsultant), Chipley, Florida. Services for this contract include: surveys and documentation for: listed species and their critical habitats, submerged aquatic vegetation, exotic/nuisance plants and animals, wetlands, mitigation sites, and recipient sites. It also includes permitting; preparation of planting/restoration plans; relocation of listed species; wetland delineations and assessments; monitoring, mitigation plan design, Essential Fish Habitat studies, NEPA compliance, and Section 7 (Endangered Species Act) Consultation.

National Academy of Sciences. Airport Cooperative Research Program (ACRP), ACRP Project 11-02 / Task 21: Innovative Airport Responses to Threatened / Endangered Species. Principal Investigator. Julie is the Principal

Relevant Experience (Continued)

Investigator on this research project to develop a primer to help airports address federal and state threatened and endangered species issues and to provide information to educate regulatory agencies, stakeholders, decision makers, environmental organizations, and the public on the unique mission and location of an airport and the potential conflicts associated with listed species on and near the airport.

Albert Whitted Airport (SPG), St. Petersburg, Florida. ESA is responsible for environmental support for projects at SPG including NEPA coordination, regulatory permitting, environmental clearances, wildlife hazard assessment and “as needed” environmental support for this on-call contract.

FDOT Central Environmental Management Office (CEMO), Environmental Management Consultant (Subconsultant), Tallahassee, Florida. Provide environmental support to the CEMO and Districts in the planning and delivery of the Department’s work program which includes ensuring that the Department plans, delivers and maintains its transportation facilities in accordance with applicable laws and compliance with natural, human, and physical environments.

Florida Gas Transmission Company, Southeastern United States. With her prior employer, Julie provided permitting, mitigation, compliance, and agency coordination in support of the FGT projects throughout the southeast United States. She also managed a staff that provided field reviews, wetland delineation, habitat assessment, listed species reviews, Federal Energy Regulatory Commission NEPA compliance support, construction engineering and inspections (CE&I), gopher tortoise permitting, state and federal permitting, mitigation, compliance maintenance and monitoring and myriad other services to this client.

City of Leesburg Permitting and NEPA Compliance, Leesburg, FL. Supported the Environmental Assessment for a runway expansion, safety area improvements, taxiway extension and lighting improvements. The project had impacts to wetland and riparian habitat adjacent to the airport, as well as direct impacts to the floodplain. By developing a non-traditional mitigation strategy Julie was able to effectively eliminate the majority of secondary wetland impacts, saving the Airport hundreds of thousands of dollars while securing a “finding of no significant impact” (FONSI) and all State and Federal permits.

PRPA Environmental Permitting and NEPA Compliance, Luis Muñoz Marin International Airport (LMMIA), Carolina, Puerto Rico. Julie coordinated the extensive Environmental Assessment (EA) for the Airport’s 5-Year CIP projects. Efforts included the research, development, design, and negotiation of a viable mitigation plan which included restoration of ~80 acre of mangrove and estuarine habitat. Public involvement was a key component to the success of this effort, bringing stakeholders into the process early to expedite concurrence.

DOUG ROBISON, M.S., PWS

Project Manager / Senior Scientist- Principal Associate

Mr. Robison has 33 years of professional experience in environmental science and planning including 31 years of experience as a consultant to government and private industry. His areas of expertise include marine and freshwater ecology; hydrologic and biological monitoring; wetland delineation and assessment; wetland mitigation and habitat restoration; watershed management; environmental regulatory analysis and permitting; and National Environmental Policy Act (NEPA) and related planning studies. He has served as the project manager and/or lead technical professional on over 100 challenging projects and has authored or co/authored over 20 technical papers and professional conference presentations. He has also served as operations manager and supervisor of large teams of diverse environmental professionals in several science and engineering consulting firms, with responsibility for business development, client service, and all aspects of technical project delivery. Finally, he has been qualified as an expert in the areas of wetland science, estuarine and freshwater ecology, water quality, and environmental monitoring; and he has provided legal testimony and technical support on behalf of numerous public agencies and private concerns.

Education

Ph.D. Coursework Completed,
Marine Science, University of
South Florida
M.S., Marine Science,
University of South Florida
B.S., Environmental Science,
University of Maryland

33 Years of Experience

Less than 1 Year with ESA

Training / Certifications

Professional Wetland Scientist
(PWS) Certification #1013,
Society of Wetland Scientists

Other Experience

*Board of Directors – Florida
Earth Foundation*
*Board of Directors – Florida
Lake Management Society*
*Member – Coastal and
Estuarine Research
Federation*
*Member – American Water
Resources Association*
*Chairman – City of St.
Petersburg Environmental
Development Commission*

Relevant Project Experience

Tampa Bay Critical Coastal Habitat Assessment; Tampa Bay Estuary Program; St. Petersburg, FL. Principal investigator for the design and implementation of a pilot ecological monitoring program to assess the long-term effects of sea level rise and climate change on emergent tidal wetland communities in Tampa Bay. The program will assess ecotone changes in water levels, sediments, interstitial salinity, and plant and invertebrate communities; and will establish a long-term database to assess changes over multi-year time scales. Project to be completed in 2014.

Clearwater Harbor St. Joseph Sound Comprehensive Conservation and Management Plan; Pinellas County; Clearwater, FL. Contributing scientist on a project to develop a natural resource management plan for the Clearwater Harbor and St. Joseph Sound barrier island estuaries located in Pinellas County, FL. Responsible the assessment of environmental and conservation lands, as well as mapping and trend analyses of emergent tidal and freshwater wetlands, in the study area, and development of management recommendations. Project completed in 2011.

Tampa Bay Habitat Master Plan Update; Tampa Bay Estuary Program; St. Petersburg, FL. Project manager and lead scientists for development of an updated Habitat Master Plan for Tampa Bay. The project involved an updated GIS-based watershed trend analysis of habitat losses, gains and conversions over a 60-year period of study, and the development of revised quantitative habitat restoration targets based on historic habitat losses and the habitat needs of various guilds of estuarine-dependent species. In addition, the project compared various paradigms for habitat restoration; evaluated and prioritized parcels for public land acquisition; developed strategies for linking publicly funded habitat restoration, public-private partnerships, and compensatory mitigation; and proposed a long-term habitat monitoring and assessment program. Project completed in 2010.

Northwest Florida Beaches International Airport Ecosystem Team Permitting; Bay County Airport and Industrial Authority; Panama City, FL. Supervising manager and a lead scientist for the planning and regulatory permitting of a new international airport, conducted for the Bay County Airport and Industrial Authority. The project involved management and facilitation of the

Relevant Experience (continued)

Ecosystem Team Permitting (ETP) process through the Florida Department of Environmental Protection. The ETP process is a collaborative project design and permitting process involving owners, regulators, and stakeholders, with the intent of developing a project that results in net environmental benefits while also receiving regulatory approvals under a streamlined schedule. The airport was designed on ~10,000 acre of land previously used for pine timber production. The project involved approximately 4,000 acres of wetland impacts and over 7,000 acres of environmental compensation. Other environmental issues included maintenance of pre-development flows and water quality in adjacent streams. The mitigation program involved restoration of previously timbered lands including restoration of sheet flow and natural stream channels, prescribed burning, selective clearing, and planting of native vegetation. Work completed in 2008. The airport subsequently opened in 2010, and is the first new international airport to be built in the U.S. in over a decade.

Peace Creek Watershed Management Plan; Southwest Florida Water Management District, Polk County, FL. Lead environmental scientist for the development of a comprehensive watershed management plan for the 320-square-mile Peace Creek watershed. The project objectives were to assess existing conditions and provide recommendations to relieve flooding problems, maximize storage opportunities in stormwater management storage areas, provide for restoration of natural hydroperiods and water levels in wetlands and lakes, and improve the channel physical conditions. Project tasks involved an evaluation of watershed parameters, generation of a DTM using LiDAR data, development of geo-databases and an H&H model based on the EPA SWMM program, evaluation of alternatives, and plan preparation. Project recommendations included identification of canal reaches requiring increased conveyance, as well as drained floodplain areas that could be restored to provide wetland functions and augment flows to the Peace River MFL. The projects were thoroughly evaluated for constructability based on engineering design features, land availability and acquisition, and permitability. Project funding opportunities, primarily through the Natural Resources Conservation Service Wetland Reserve Grant Program, were assessed for key recommended projects. Project completed in 2006.

Lake Seminole Watershed Management Plan; Pinellas County BOCC; Seminole, FL. Project manager and lead scientist for the development of a comprehensive watershed management plan for Lake Seminole, a 350-acre urban man-made lake in Pinellas County, FL. The project involved the development of an H&H floodplain model, stormwater pollutant load sampling, development of a mechanistic water quality model (WASP), habitat assessments and mapping, and socioeconomic analyses with the objective of developing comprehensive watershed management plan with defensible goals and strategies for pollutant load reduction, habitat improvement, and recreational use optimization. Major recommended projects included alum injection stormwater treatment systems, lake dredging, and riparian habitat restoration. The final plan was adopted by the Pinellas County Commission and numerous recommended capital improvement projects and resource management actions have since been successfully implemented. Project completed in 2002.

Experience Summary

Ms. Redmond is an environmental professional in natural resource consulting and regulation who specializes in managing complex projects relying on consensus-building approaches to maximize the end results. She is an authority on environmental regulation spanning the areas of watershed-scale regulatory and planning solutions, all aspects of wetland mitigation, Rural Lands Stewardship Programs (RLSPs), watershed-level cumulative impacts and habitat assessment, ecosystem services assessment, and frameworks for restoration planning.

Assignment

Co-Project Manager

Education

M.S., Biological Sciences/ Ecology, Florida State University, 1984

B.S., Biological Sciences/ Botany, Florida State University, 1977

Continuing Education and Certifications

Certified Environmental Professional (CEP), National Association of Environmental Professionals, 2007

Environmental Assessment & Statement of Findings for Corps of Engineers regulatory decision documents Workshop, U.S. ACOE-Jacksonville District, 2001

Environmental Enforcement Negotiation: The Basics. National Enforcement Training Institute, U.S.E.P.A. Tallahassee, FL, 1996

Hydrogeomorphic Wetland Functional Assessment Training, US Environmental Protection Agency, 1995

Habitat Evaluation Procedure Certification, US Fish and Wildlife Service, 1989

Experience

35 years

Joined Firm

2011

Relevant Expertise

- Watershed Planning
- Project Strategy
- Ecosystem Restoration
- Environmental Permitting
- Interagency Team Permitting
- Environmental Assessment
- Natural Resource and Ecosystem Services Assessments
- Mitigation and Species Banking
- Rural Lands Sustainability

Louisiana 2012 Coastal Master Plan, Coastal LA

Regulatory Analyst/Senior Scientist. As a member of the Master Plan Delivery Team provided strategic advice regarding project approach, decision framework, system uncertainties, outreach and engagement, ecosystem services and regulatory approaches to program implementation. Co-led development of the adaptive management framework for the master plan. Developed and authored several of the master plan technical appendices.

DOT Umbrella Mitigation Program, Northwest Florida Water Management District (NFWWMD)

Project Manager/Permitting Assistance. Assisted the NFWWMD in the development of an agreement with the Corps of Engineers for an umbrella mitigation program for FL Dept. of Transportation impacts. Advised client over several years on mitigation options, developed restoration plans and UMAM scoring, working closely with the Interagency Review Team for seven DOT wetland mitigation areas throughout northwest Florida totaling over 10,000 ac. Habitats encompassed a full range of native communities. In July 2009, the Umbrella Plan IRT received the 2009 Interagency Partnership Award from the Transportation Research Board.

<http://www.nfwwmdwetlands.com/index.php?Page=11>

Levy Nuclear Plant Mitigation Plan, Levy, Citrus, Hillsborough, Pasco & Pinellas Counties, FL

Project Manager/Lead Scientist/Regulatory Analyst. Managed the site selection, design, permitting and cost estimation of the regionally-significant, restoration-based mitigation plans for this new nuclear power plant facility for Progress Energy Florida. Mitigation solutions were required for impacts in 5 watersheds. At the conceptual stage the plans were developed as a series of potential options, some subset of which would be chosen and developed as the final design. The final plan is a combination of regionally-significant onsite mitigation and public and private lands restoration projects, all developed in concert with a watershed approach. Provided strategic permitting advice for the Section 404 wetland permitting issues associated with the pending permits and related EIS documentation.

Wetland and Species Mitigation Bank Feasibility for Pinellas County, Pasco County, FL

Lead Analyst/Project Manager. Assessed land owned by Pinellas County in Pasco County for the feasibility of a new wetlands and/or species mitigation bank on the Al-Bar and Crossbar sites.

WindMark Beach Off-site Mitigation Area, Gulf County, FL

Project Manager/Lead Scientist. Project manager for environmental sciences component of a Development to Regional Impact and related permit applications for a 2,000 acre project site, including: state Wetlands Resource Program and federal dredge and fill permit applications for a 1,000-acre area

within the overall project site, field-verified land use/land cover map of this complex, undeveloped coastal property; implemented surveys for 86 listed species; on- and off-site species and habitat mitigation options identified for state and federally listed species; developed on and off site management plans for affected species in several environments; design, implementation oversight and monitoring for an off-site, restoration-based 600-acre mitigation area, which was released as “successful” by FDEP and USACE after 5 years.

West Bay to East Walton General Permit/Ecosystem Management Agreement Conservation Network, Bay and Walton Counties, FL

Project Manager/Lead Scientist. Managed ecology, engineering, planning, and GIS staff in 3 offices for development of an RGP and EMA for 48,000 to 39,000 acres of land, respectively, for the St. Joe Company. The result is an approach to site-specific development designed in concert with the environment, with a series of sustainable hydrologic and ecologic sites and corridors within its boundaries, and a pre-defined 13,000+ acres conservation corridor. Selected sites for and permitted two wetland mitigation banks totaling 7,650 acres. <http://www.dep.state.fl.us/northwest/StJoeEMA/joeema.htm>

Big Creek Lake Watershed Management Plan, Mobile County, AL

Project Manager/Lead Scientist. Developed an actionable plan for this developing 103 sq. mi. watershed and its potable water reservoir to ensure its water quality integrity. Managed the work of the engineering and planning team to integrate the various activities that occur in this sensitive watershed into a cohesive plan that ties into the client’s computer management systems. Managed tributary and lake data collection and modeling efforts, as well as forest management, species, land acquisition, and related components of the plan.

West Bay Specific Area Plan, Bay County, FL

Project Manager/Lead Scientist. Developed, implemented, and wrote an environmental assessment for the 18,000-acre site planning area for the St. Joe Company. Responsibilities included field-verification of land cover designations and conducting surveys for protected species. Prepared documents reporting the results of the species surveys and environmental assessment. Presented information on the results of the environmental assessment in public meetings. Managed the field, GIS data, and remote sensing estimates of wetland extents for each site utilizing several GIS databases.

Manatee County Preliminary Rural Land Stewardship Assessment, Manatee County, FL

Environmental Lead. Developed a preliminary rural land stewardship assessment of the 302,000-acre eastern lands region of Manatee County to foster maintaining the agricultural economy while allowing minimal-footprint development. Competed utilizing existing, publicly-available data, including land cover, soils, FEMA, species and conservation lands data. Designed a preliminary system of habitat and hydrologic stewardship areas for preservation of natural capital that blended with existing conservation landholdings.

Selected Community Activities/Service

Advisory Committee, Environmental Law Institute and The Nature Conservancy. Watershed Approach Handbook. 2011-2014.

Coastal Training Program Advisory Committee for Apalachicola National Estuarine Research Reserve, August 2005 to 2011.

Member, Renewable Energy Advisory Council, a business initiative of Florida’s Great Northwest, 2008-2010.

Member, Committee on Mitigating Wetland Losses. Board on Environmental Studies and Toxicology, Water Science and Technology Board, National Research Council, 2000-2001.

Selected Publications

1. Redmond, A. “Watershed, Watershed, How dost thou flow?” Mitigation column. National Wetlands Newsletter 35:1, p. 7, January/February 2013.
2. Committee on Mitigating Wetland Losses. 2001. Compensating for Wetland Losses Under the Clean Water Act. 320 pp. Board on Environmental Studies and Toxicology, Water Science and Technology Board, National Research Council.
3. Redmond, A. “Unifying Dredge and Fill Regulatory Constraints and the Ecological Goals of Restoration Projects” 2000. Proceedings from the NOAA conference: "Goal Setting and Success Criteria for Coastal Habitat Restoration" Ecological Engineering 15:3-4 pp. 181-190.
4. Joint State/Federal Process Development Team- Co-Chair with Graham Story, PE, USACE-Jacksonville. Joint State/Federal Mitigation Bank Review Team Process for Florida, Operational Draft, October 1998. 218 pp.



William K “Kirk” Rhinehart
Strategic Advisor / Senior Vice President

Summary

Mr. Rhinehart is a coastal scientist who has spent his entire career focused on the restoration and protection of Louisiana's coast. In fact, much of his work has directly influenced the coastal projects and programs that are in place today. His education includes a B.S. in Biology, an M.S. in Oceanography and Coastal Sciences, has publications in peer-reviewed journals, is a recognized leader in incorporating science into the decision making process, and has extensive experience in planning, and project and program management. Mr. Rhinehart has also won numerous awards and honors, including the 2006 Louisiana Professional Conservationist of the Year by the National Wildlife Federation. His commitment to the coast took him from a journeyman level staff scientist for the Louisiana Department of Natural Resources (LDNR) to the highest classified level coastal position as Chief of the Planning and Research Division for the State's Coastal Protection and Restoration Authority. Mr. Rhinehart now serves as a Senior Vice President for Royal Engineers & Consultants.

With a nineteen-year tenure with the State of Louisiana, Mr. Rhinehart was exposed to, and gained experience with, virtually every facet of the coastal protection and restoration program. This includes positions with and/or supervision of program elements including ecological monitoring, database, analysis, land rights, planning, research, policy, and administration. This experience culminated in his leadership of the 2012 Coastal Master Plan which is the first science-based integrated protection and restoration plan that defines a suite of projects necessary to achieve a sustainable coastal system.

As an executive with Royal, Mr. Rhinehart leads the Scientific, Planning, and Project and Program Management elements of the Coastal practice. He has opened up a Royal office in Baton Rouge, but will service clients throughout Louisiana and the Gulf Coast, as well as those nationally who recognize Louisiana's leadership in the protection and restoration area and wish to benefit from that knowledge base.

Representative Project Experience

Comprehensive Master Plan for a Sustainable Coast, Louisiana

Directed the development of Louisiana's 2012 Comprehensive Master Plan for a Sustainable Coast which was unanimously adopted by the Louisiana Legislature in May of 2012. The Master Plan represents the first scientifically based plan to identify the specific projects necessary to reverse Louisiana's coastal catastrophe. The Master Plan was developed by a core team of 49 multidisciplinary professionals, further involved over 75 independent scientists and engineers, served to engage thousands of stakeholders through public meetings and presentations, and was delivered on time and within budget (~\$12M).

LCA-6 Projects Feasibility Studies, Louisiana

Spearheaded the successful completion of the "LCA-6 Projects" feasibility studies as codified in a favorable Report of the Chief of Engineers in December of 2010. These studies were authorized in the Water Resources Development Act of 2007 and were executed in partnership with the US Army Corps of Engineers (USACE). The studies were completed on an expedited 18 month schedule at a cost of \$14M. The success of this effort led the USACE to implement their planning modernization paradigm of 3x3x3 on a national level where all feasibility studies are now limited to 3-years, \$3M dollars, and 3 levels of review.

FY 2009 Coastal Protection and Restoration Authority Annual Plan, Louisiana

Authored the FY 2009 Coastal Protection and Restoration Authority Annual Plan which represented a completely new, more comprehensive and useful reporting mechanism for the CPRA. The annual plan provides the CPRA with its fiscal year budget authority which currently stands at ~\$800M. It was the first annual plan to provide a 3-year breakdown of the



CPRA budget along with project descriptions, costs, project schedules, and performance accounting. The annual plan developed during this effort serves as the template for current annual plans and is utilized as the guiding budget and performance document for the CPRA.

Oyster Lease Acquisition and Compensation Program (OLACP), Louisiana

Lead the enactment of Act 425 of the 2006 Louisiana legislature which established the Oyster Lease Acquisition and Compensation Program (OLACP). This legislation, negotiated with the oyster industry, established a program that compensates oyster farmers based on fair market value of their leases when they are directly impacted by a coastal project. Most importantly, it removed oyster lease issues as an impediment to coastal projects and reduced the states potential liability for impacts by hundreds of millions of dollars.

Environmental Science Consulting Contracts, Louisiana

Established the first series of Environmental Science Consulting Contracts within Louisiana State Government. These IDIQ contracts were initially let in 2005 to four proposers for \$3M each. They have been extremely successful in creating capacity and assisting in the implementation of the coastal program. They are now being awarded to ~10 proposers with a value of ~ \$9M each. Furthermore, the capacity created with these contract resources was instrumental in allowing the State to rapidly respond to the BP oil spill.

Coastwide Reference Monitoring System (CRMS), Louisiana

Managed the development and implementation of the Coastwide Reference Monitoring System (CRMS) which became fully operational in 2004. CRMS consists of over 300 stations throughout coastal Louisiana established to collect a broad suite of ecological data including hourly hydrographic data, as well as discrete sampling of sediment erosion tables, feldspar marker plots, and vegetation. The data generated from the CRMS program were the backbone for the 2012 Master Plan modeling and serves as the baseline for the Natural Resources Damage Assessment being conducted as a result of the BP oil spill.

Strategic Online Natural Resources Information System (SONRIS), Louisiana

Supervised the development of the coastal program's component of the Strategic Online Natural Resources Information System (SONRIS), released in 2002 by the Department of Natural Resources, which for the first time gave stakeholders electronic access to monitoring data, reports, and program information. This platform is still in use and has evolved to be one of the leading portals for scientists to retrieve ecological data for coastal Louisiana.

Education

Master of Science, Oceanography and Coastal Sciences 1994, Louisiana State University, Baton Rouge, LA.
Thesis Title - Differential spatial and temporal habitat utilization by ichthyoplankton in a Louisiana estuarine system.

Bachelor of Science, Biology/Ecology 1989, Salisbury State University, Salisbury, MD.

20 Years of Experience

Certifications / Training

- Strategic Planning and Accountability. Comprehensive Public Training Program. Louisiana Department of Civil Service, Baton Rouge, LA. (1/2007)
- FEMA, Incident Command Certification, ISC 100-800 (9/2006)
- Individual Differences and Diversity in the Workplace. Comprehensive Public Training Program. Louisiana Department of Civil Service, Baton Rouge, LA. (10/2004)
- Managing and Improving Work Processes. Comprehensive Public Training Program. Louisiana Department of Civil Service, Baton Rouge, LA. (7/2002)

Experience Summary

Joanne Chamberlain has managed large programs and projects across a range of water resource topics for more than 20 years, including ecosystem restoration, watershed planning and management, water supply planning, and stakeholder consensus building. Ms. Chamberlain's recent experience includes planning for coastal restoration and protection efforts in Louisiana and multi-district water supply planning for the Central Florida Water Initiative. She has worked with numerous stakeholders – including state agencies, local government, agricultural groups, recreational groups and residents – to develop and implement large ecological restoration projects, including Louisiana's 2012 Coastal Master Plan, the Kissimmee River Restoration Project, and the Comprehensive Everglades Restoration Plan.

Ms. Chamberlain has demonstrated experience in program and project management for large, complex water resource projects dealing with ecosystem restoration, water supply and flood protection. She is highly skilled at decomposing complex projects into smaller, understandable tasks resulting in effective and efficient execution.

Education

M.S., Civil Engineering with Emphasis in Environmental/Water Resources, Florida Atlantic University, 2000

B.S., Ocean Engineering, Florida Atlantic University, 1990

Registration

Professional Engineer, Civil (FL) #72378

Project Management Professional (PMP) – 400234

Experience

21 years

Relevant Expertise

- *Program /Project Management*
- *Water Resources*
- *Ecological Restoration Design and Planning*
- *Engineering Design for Flood Mitigation*

Awards/Honors

- *Project Manager of the year (2011 Brown and Caldwell)*

Louisiana's 2012 Coastal Master Plan (OCPR)

Program Manager. The 2012 Coastal Master Plan was developed using extensive scientific analysis and puts a premium on delivering results. By building on past work as well as current efforts, the master plan identifies specific actions for addressing land loss and reducing storm surge flooding risks. Advanced technical analysis was used to evaluate hundreds of projects in order to select a plan that provides the greatest return on investment while considering the constraints of the natural system. Louisiana's multi-billion dollar coastal restoration and flood protection program is the largest public works program in the world. Key responsibilities included overall program management and coordination of the master plan delivery team to integrate efforts resulting the on time completion of the draft and final master plan documents. Specific activities involved performance of quality reviews of work products; identification and tracking of risks and, when needed, development and implementation of recovery plans; and development of decision criteria to help evaluate projects and their ability to meet plans objectives. Critical member of the cultural heritage team, responsible for developing criteria that incorporated cultural heritage into the decision making process for plan selection. Key member of the nonstructural team, responsible for the development of nonstructural projects for evaluation and plan selection. Co-authored several of the master plan technical appendices. Program design and construction costs are estimated to be \$50,000,000,000.

Fiscal Year (FY) 2010-2013 Annual Plans, CPRA, Louisiana

Project Manager. The CPRA Annual Plans provide how the State of Louisiana and its partners intend to protect and restore Louisiana's coast for a given fiscal year, including recommendations for the allocation of coastal program funds to achieve plan goals. Key responsibilities included project management, quality reviews, development of scopes and budgets, negotiation of contracts, and tracking and reporting progress (FY 2011-2013), and development of project schedules and expenditures for (FY 2010).

Central Florida Water Initiative (SJRWMD)

Initiative Leader. The St. Johns River Water Management District has been working in partnership with the South Florida Water Management District, Southwest Florida Water Management District, Florida Department of Environmental Protection, Florida Department of Agriculture and Consumer Services, local utilities and other stakeholders in the central Florida area to implement effective and consistent water resource planning, development and management through the Central Florida Water Initiative (CFWI). Key responsibilities include

working in partnership with the CFWI stakeholders to identify and further develop the CFWI Regional Water Supply Plan (RWSP) projects to meet existing and future water demands within the central Florida area while sustaining water resources and related natural systems.

Compartment B Stormwater Treatment Area

Project Manager. The SFWMD developed an extensive program to improve water quality, timing, and delivery to the Everglades. As a part of this program, the SFWMD is utilizing a network of large constructed wetlands known as stormwater treatment areas to achieve a reduction in total phosphorus concentrations from runoff associated with agricultural operations. As Project Manager, responsible for management of a 30+ interdisciplinary team to design of a 9,500 acre constructed wetland. Design included 21 miles of levees and canals, three large pump stations, 22 smaller water control structures, and three bridges. Project construction costs are approximately \$150 million. The project was fast tracked to meet a legal mandate for a flow-capable system by December 2010.

Long Term Plan for Achieving Water Quality Goals

Project Manager for three projects included in the South Florida Water Management District's Long Term Plan for Achieving Water Quality Goals Program. Projects include the Evaluation and Optimization of Stormwater Treatment Areas, Monitoring Downstream Effects of Effluent from Stormwater Treatment Areas, and Options for Accelerating Recovery. As Project manager, responsible for project schedules using P3e, monthly reporting on project progress, coordination of staff, and development of project work plans, schedules and budgets.

Comprehensive Everglades Restoration Plan

Project Manager. While employed by SFWMD, managed two Comprehensive Everglades Restoration Plan (CERP) projects, C-111 Spreader Canal (C-111SC) Project and Strazzulla Wetlands Project. The C-111SC Project will modify the delivery of water to the Southern Glades and Model Lands in order to establish sheet flow and hydropatterns that will sustain the historic flora and fauna of these areas, eliminate damaging point-source freshwater discharges to Manatee Bay and Barnes Sound, and maintain levels of flood protection for agricultural and urban areas adjacent to the project area. Total project costs are estimated to be \$94,034,000.

The Strazzulla Wetlands Project will provide a hydrological and ecological connection to the Loxahatchee National Wildlife Refuge and expand the spatial extent of protected natural areas. Total project costs are estimated to be \$17,000,000.

Kissimmee River Restoration Project

Project Manager. While employed by SFWMD, served as the Project Manager responsible for the overall hydrologic component of the Kissimmee River Restoration Project (KRRP) and performed numerous senior engineering level tasks. Primary responsibilities included: 1) design and implementation of research projects to evaluate hydrologic responses to restoration; 2) design and implementation of a complex hydrologic monitoring network of stage recorders and acoustic velocity meters; 3) hydrologic data analysis; 4) mathematical modeling to refine restoration targets; and 5) cooperative work with the US Army Corps of Engineers regarding design and construction of the restoration project. Published information from baseline research and contributed six (6) small papers describing expected hydrologic changes due to implementation of the KRRP.

Project manager for the development and implementation of engineering flood mitigation alternatives in lieu of acquisition for three residential communities impacted by the KRRP. Project included conceptual design, detailed design, and construction. Total project costs were more than \$8,000,000.

Project manager for a \$3,000,000 sanitary sewer project associated with KRRP. Coordinated efforts to design and construct a sanitary sewer system for a 300 home community impacted by the restoration project in lieu of acquisition of impacted homes. This unique project required contract negotiations with a private utility, contractors, and numerous divisions within the District.



Tiffany L. Busby

*Public Engagement & Stakeholder Coordination
President /Senior Program Manager*

Education

Master of Environmental
Management, School of the
Environment, Duke
University, 1994

Bachelors of Business
Administration, Marketing,
University of Texas at
Austin, 1989

Experience: 20 years

Capabilities

Ms. Busby has twenty years of experience in group facilitation, particularly pertaining to environmental issues. Ms. Busby's expertise includes facilitating discussion on complex and controversial issues; leading groups in prioritization and decision-making; formulating management plans and planning documents; developing environmental indicators; and sharing information among diverse scientific experts. Ms. Busby is familiar with the complex scientific issues related to total maximum daily loads (TMDLs), stormwater management, water supply programs, and biological health, as well as how to identify appropriate courses of action during planning efforts that involve many contributors, scientific investigations, management actions, and restoration projects.

Skills

Facilitation and Conflict Resolution
Management Plan Development
Policy Development
Project Management

Experience

**President, Wildwood Consulting Inc., St. Augustine, Florida,
2000 – Present**

Facilitation & Conflict Resolution. Ms. Busby has provided facilitation services for many groups including the Lower St. Johns River TMDL Executive Committee and Stakeholders Group, Lower St. Johns River Tributary Basin Management Action Plan (BMAP) Working Groups, Lake Jesup-Crane Strand-Long Branch BMAP Working Group, Indian River Lagoon Estuary Program technical and policy briefing meetings, Indian River Lagoon biotoxin and aquatic animal health workshop, Indian River Lagoon BMAP technical meetings, St. Johns River Alliance Board of Directors, committees involved with Florida Everglades (RECOVER) restoration efforts, and the City of Atlantic Beach Police Building Evaluation Committee.

TMDL/BMAP Development. Ms. Busby supported agency and stakeholder input in the development and adoption of the following BMAPs: Lower St Johns River Main Stem Nutrient BMAP (2008); Long Branch Nutrient/Fecal Coliform BMAP (2008); Lower St. Johns Tributary Fecal Coliform BMAP I (2009); Lake Jesup Nutrient BMAP (2010); Lower St. Johns Tributary Fecal Coliform BMAP II (2010); Lake Harney-Lake Monroe-Middle St. Johns River BMAP (2012); Banana River Lagoon BMAP (2013); North Indian River Lagoon (IRL) BMAP (2013); and Central IRL BMAP (2013). Ms. Busby also provided facilitation and coordination support for the Lake Tohopekaliga Water Quality

Improvement (4e) Plan (2011). Ms. Busby continues to support BMAP development in the Wakulla River and Springs, Weeki Wachee Springs, Kings Bay/Crystal River, and Lake Okeechobee Basins, including meeting facilitation and stakeholder involvement. She has developed project collection tools for stormwater, agriculture and point source projects, and water quality monitoring plans in cooperation with agency staff and local entities. Ms. Busby also provided statewide support to the Florida Department of Environmental Protection on various water resource policy issues.

Funding Development. Ms. Busby managed state/federal grants for the Vilano Beach Waterfronts Group, on behalf of St. Johns County. She served as the Interim Executive Director of the St. Johns River Alliance, Inc., including fund raising and administration, and supported their Board of Directors in strategic planning. Ms. Busby has supported development of legislative funding requests from the St. Johns River Water Management District (SJRWMD) to the State Legislature for Lower St. Johns River water resource project funding.

Management Plan Development. Ms. Busby produced the Camden County, Georgia Greenspace Plan; developed measurable environmental indicators for Charlotte Harbor, Florida; served as lead editor for the *St. Johns River Working Group Strategy* document for the American Heritage Rivers Committee; contributed to the 2008 Putman County Trails Plan; and developed the 2008 Lower St. Johns River SWIM Plan Update. Ms. Busby supported the Harris Chain of Lakes Council 2010 annual report to the Florida Legislature, on behalf of the SJRWMD.

Director, Charlotte Harbor National Estuary Program, North Fort Myers, Florida, 1996-2000

Ms. Busby completed the Comprehensive Conservation Management Plan for the watershed; coordinated the work of four committees to determine the region's priority problems; sought commitments and partnerships among local governments, public agencies, private industry, and not-for-profits for implementation of the management plan; and facilitated input from private industry and agri-business. In addition, she led efforts related to public education and outreach, legislative and community affairs, program development, budget, and management. While serving as director, Mrs. Busby was the Legislative Affairs Chair for the Association of National Estuary Programs (ANEP) for three years.

Program Manager, Georgia Coastal Management Program, Brunswick, Georgia, 1994-1996

Ms. Busby wrote a comprehensive management document addressing economic, energy, and natural resource issues; incorporated recommendations from business, environmental, and public interests, served as liaison between the State and the appointed Coastal Advisory Committee. She provided public outreach program development and interagency coordination among local, state, and federal agencies.

Memberships

Florida Stormwater Association, Board Member & Chair, Legislative and Agency Relations Committee, 2011-Present
American Water Resources Association—Florida Chapter
Florida Lake Management Society



MICHELLE ORR, PE

Project Evaluation Team: Engineering / Wetlands and Estuaries Director

Michelle Orr is a water resources engineer with 20 years experience in wetland restoration planning and design, water quality, and flood management. Michelle works on projects along the Pacific and Gulf coasts of the US. For a decade, she led the environmental and engineering services for the South Bay Salt Pond Restoration Project in San Francisco Bay, the largest wetland restoration on the West Coast. Michelle serves on the Louisiana Water Resources Council, created by Congress to provide technical review for USACE projects in coastal Louisiana. Michelle brings specific expertise in adaptive management and integration of science and engineering.

Education

M.S., Water Resources Engineering, University of California at Berkeley

B.A., History of Science, magna cum laude, Harvard University

20 Years of Experience

19 Years with ESA

Certifications/Registrations

Civil Engineer C60077, California

Relevant Experience

South San Francisco Bay Salt Pond Restoration, for the California State Coastal Conservancy. *Project Manager for Environmental and Engineering Services.* At 15,100 acres, this project is the largest tidal wetland restoration on the west coast of the United States. The project restores and enhances wetlands while improving public access and providing 20 miles of new shoreline levee. Over ten years, Michelle led a team responsible for restoration planning, NEPA/CEQA compliance, and environmental permitting at the program-level, and design drawings/plans for Phase 1 (2,500 acres).

Comprehensive Everglades Restoration Plan, for the USACE, under contract to Battelle. *Technical Expert.* Provided independent technical review of a proposed diversion for floodplain restoration.

Louisiana Water Resources Council (Council), for the USACE, under contract to Battelle. *Technical Expert.* The Council was created by Congress to provide independent review for all USACE projects in coastal Louisiana. Serve as the primary reviewer for hydrology and hydraulic engineering. Projects include river diversions, beneficial use of dredged material (for the Mississippi River Gulf Outlet, MRGO, Restoration), cypress swamp enhancement, and hurricane flood protection.

Bay Delta Conservation Plan (BDCP), for California Department of Water Resources, San Francisco Estuary, CA. *Project Director, Wetlands Technical Lead.* The BDCP program proposes to restore 65,000 acres of tidal wetland habitats, 5,000 acres of riparian habitat, and 10,000 acres of new floodplain. Oversaw the conceptual design approach, construction cost estimates, and long-term habitat evolution estimates including sea level rise for these restored habitat types.

Tidal Wetland Restoration Handbook, San Francisco Bay, for California State Coastal Conservancy and The Bay Institute. *Technical Advisor.* Provided technical input to a handbook to assist professionals in designing tidal wetland restoration projects.

Relevant Experience (Continued)

Selected Publications

Crooks, S., Findsen, J., Igusky, K., Orr, M.K., and Brew, D. (2009). Greenhouse Gas Mitigation Typology Issues Paper: Tidal Wetlands Restoration. Report by PWA (now ESA) and SAIC to the California Climate Action Registry.

Orr, M.K., S. Crooks, and P.B. Williams. 2003. Issues in San Francisco Estuary Tidal Wetlands Restoration: Will restored tidal wetlands be sustainable? San Francisco Estuary and Watershed Science.

Williams, P.B. and M.K. Orr. 2002. Physical evolution of restored breached levee salt marshes in the San Francisco Bay estuary. *Restoration Ecology* 10:527-542.

Williams, P.B., M.K. Orr, and N.J. Garrity. 2002. Hydraulic geometry: a geomorphic design tool for tidal marsh channel evolution in wetland restoration projects. *Restoration Ecology* 10:577-590.

Hamilton Airfield Wetland Restoration, for USACE and California State Coastal Conservancy. *Project Manager, Hydrologic Engineer, and Adaptive Management.* The project beneficially uses 7M cubic yards of dredged material to restore 500 acres of tidal and seasonal wetlands in north San Francisco Bay. Provided stormwater runoff and wind-wave analysis. Oversaw two-dimensional, hydrodynamic and sediment transport modeling to evaluate the potential for scour of contaminated soils.

Sonoma Baylands Wetland Demonstration Project, 15-Year Review, for USACE. *Senior Advisor.* Reviewed and wrote sections of a report summarizing 15 years of post-project monitoring of this 330-acre site restored with beneficial use of dredged materials.

CALFED Bay Delta Science, “BREACH” Project, Habitat Evolution and Ecological Function in Restored Tidal Marshes, in the San Francisco Estuary. *Hydrology and Geomorphology.* Project is a multi-decade, scientific assessment of ecology, fisheries, bird use, and geomorphology in restored tidal freshwater, brackish and saline wetlands. Conducted field studies of 20 sites.

Elkhorn Slough National Estuarine Research Reserve, Tidal Wetland Restoration Project, *Project Manager.* Providing engineering design and permitting for a demonstration project to place imported fill to improve marsh health and sustainability with sea level rise.

Kilchis River Estuary Restoration, for the Nature Conservancy, Tillamook, OR. *Project Director.* Oversaw planning, design and engineering services for restoration of approximately 100 acres of brackish emergent and riparian habitat.

Whidbey Island Salt Marsh and Salmon Habitat Restoration, for University of Washington and the U.S. Navy, Puget Sound, WA. *Project Manager.* Michelle prepared preliminary design and a detailed flood assessment for enhancement of one-half mile of creek and 200 acres of barrier salt marsh. The salt marsh part of the project was implemented in 2009.

Bair Island Tidal Wetland Restoration, for U.S. Fish & Wildlife Service. *Hydrology, Project Manager.* Worked with the Service to develop the Restoration and Management Plan, EIR/EIS, and Monitoring Plan for restoration of 1400 acres of former salt production ponds in south San Francisco Bay. Led the flood management, engineering, cost estimation, dredged material placement and physical habitat restoration project components. Managed field data collection, hydrodynamic and sediment transport modeling, creek flood assessment, dredged material re-use analyses, cost estimation, and other design analyses.

Napa-Sonoma Marsh Restoration, for California State Coastal Conservancy with the USACE. *Project Manager, Hydrology/Hydraulics.* Worked with the client and stakeholders to develop a restoration plan for 10,000 acres of wetlands in northern San Francisco Bay. Provided hydrodynamic and sediment transport modeling, sediment budget analysis, habitat evolution modeling, cost estimation, and field data collection.



DAVID TOMASKO, PHD

Project Evaluation Team: Science / Principal Scientist

David Tomasko is an Environmental Consultant with more than 25 years of experience related to water quality assessments and the development of science-based resource management plans. David's projects have resulted in the development of water quality and natural resource restoration projects in a variety of locations, and his documentation of the source(s) of ecological problems has led to multi-million dollar and successful restoration efforts in numerous lakes and estuaries. David has been involved with a variety of ecological assessments, including predictions of likely responses of water quality and natural resources to upgrades in treatment processes for a regional wastewater treatment plant, the determination of water quality responses of downstream estuaries in coastal Louisiana to large-scale diversions of freshwater inflows from the Mississippi River, development of water quality management plans for more than 50 lakes in Florida, assessment of the water quality and natural resources responses of San José Lagoon (Puerto Rico) to the restoration of historical circulation patterns, and the development of pollutant load reduction goals for a variety of estuaries and coastal water bodies in the US, the Caribbean basin, and the Middle East. Prior to joining ESA, David was a Principal Scientist with Atkins North America and Manager of the Environmental Section of the Southwest Florida Water Management District.

Education

Post-doctoral Fellowship
(1990) University of Texas
Marine Science Institute

Ph.D. Biology (1989)
University of South Florida

M.S., Marine Biology (1985)
Florida Institute of Technology,

B.S., Biology (1982) Old
Dominion University

25+ Years of Experience

Less than 1 Year with ESA

Professional Affiliations

American Society of Limnology
and Oceanography

Southeastern Estuarine
Research Society

Coastal and Estuarine
Research Federation

Relevant Project Experience

Development of a Pollutant Load Reduction and Water Quality Goals for Sarasota Bay, Sarasota, FL. *Project Manager.* Project manager for a multi-year, multi-million dollar effort to develop a pollutant load reduction goal (PLRG) for Sarasota Bay, a highly urbanized estuary on the west coast of Florida. The effort involved field work, sampling of water and sediment quality, surveys of distribution of seagrass meadows throughout the bay, the development of a watershed-level pollutant loading model, review of potential nutrient load reduction projects, and presentation of findings to various stakeholder groups.

Development of the Comprehensive Conservation and Management Plan (CCMP) for Clearwater Harbor and St. Joseph Sound, Pinellas County, FL. Task manager for the CCMP for Clearwater Harbor and St. Joseph Sound, involved with the determination of status and trends of seagrass meadows, saltwater and freshwater wetlands. Identified the likely causes of both historical declines in these natural resources, as well as the reasons for documented increases in seagrass coverage in recent years. Responsible for overseeing efforts involving field work, GIS-based analysis, statistical analysis of water quality data, report writing and presentation of findings to general public and policy makers.

Investigation of Algal Bloom Dynamics in the Florida Keys. *Project Manager.* Project manager for the State of Florida to assess the factors potentially involved with the development of a large (more than 30-square-miles) algal bloom in northeast Florida Bay. The project determined the relative impact of various factors (e.g., road construction, freshwater inflow, hurricane impacts) that could have contributed to the massive algal bloom in eastern Florida Bay. Served as project manager responsible for contract and project management, coordinating and conducting field work and data

analysis efforts, pollutant load model development, invoicing, and report writing.

Responses of Water Quality and Seagrass Coverage to the Removal of the Lake Surprise Causeway, Key Largo, FL. *Project Manager.* Project manager for FDOT to conduct a Before and After, Control and Impact (BACI) study to determine the short and long term impacts and benefits (if any) of the removal of the 100-year old Lake Surprise Causeway. Responsible for coordinating study design and parameters with staff from both FDOT and SFWMD staff (David Rudnick) prior to initiating a 10-month study examining water quality and benthic resources in both Lake Surprise (Impact site) and Little Buttonwood Sound (Control site) before, during and after the removal of the causeway across Lake Surprise. Duties included coordinating logistics, field work, data compilation and analysis, report preparation, and presenting findings at a meeting of the Technical Advisory Committee of the Florida Keys National Marine Sanctuary in August 2010.

Development of Numeric Nutrient Concentration Criteria for Clam Bay, the Cocohatchee River, and Wiggins Pass, Collier County, FL. *Project Manager.* Project manager responsible for field work, data collection, compilation, analysis and interpretation and report writing for the development of salinity-normalized nutrient concentration criteria for the Upper, Outer and Inner Clam Bay. Results were transmitted to FDEP for review, and were accepted and adopted into state criteria in Florida Administrative Code, Chapter 62-302 “Surface Water Quality Standards.”

Sunshine Lake/Sunrise Waterway Study, Charlotte County, FL. *Project Manager.* Helped determine the potential cause(s) of a massive algal bloom in Sunshine Lake, in the Charlotte Harbor watershed. Coordinated field work and laboratory analyses with co-PM. Quantified the amount of nitrogen and phosphorus loads required to account for the algal biomass within the lake, and developed preliminary and highly speculative assessments of the types of activities required to account for the nutrient biomass contained within the algal bloom. Restoration activities were identified, including some already completed (e.g., dredging of algal biomass).

Development of the TMDL for the Fecal Coliform Bacteria for Wagner Creek, FL. *Project Manager.* Supported the City of Miami and FDEP for the development of the TMDL for Wagner Creek, a tributary to the Miami River. The project included developing load reduction estimates, tracking the location, quantities and timing of wastewater delivery system overflows, and the use of microbial source tracking efforts to identify sources of bacteria throughout the watershed. The final product was reviewed and approved by the Florida Department of Environmental Protection and then reviewed and approved by the U.S. Environmental Protection Agency. Duties included coordinating logistics, field work, data compilation and analysis, public presentations, report writing, and project and contract management.

David J. Chapman

Economic Analysis

Mr. Chapman has over 25 years of experience in natural resource valuation and policy analysis, specializing in behavioral and welfare effects of environmental and natural resource impacts and federal and state environmental policies. He is experienced in the technical development and implementation of non-market valuation studies to measure the welfare effects of environmental contamination. In addition, Mr. Chapman has coordinated the development and evaluation of federal and state environmental policies and assisted in the development of federal regulations. He has over 10 years of experience working in the federal government conducting NRDA's, policy evaluations, and regulation development.

At Stratus Consulting, Mr. Chapman leads NRDA projects for state, federal, and tribal clients; is leading projects on non-market valuation studies including the valuation of groundwater, freshwater river systems, coral reefs, right whales, tribal resources, and improved weather information; and has worked on the conceptual and empirical estimates of the value of water for the American Water Works Research Foundation.

As Pacific branch chief for NOAA's Damage Assessment Center, Mr. Chapman's responsibilities covered the region from Alaska to California, and the Pacific Islands. He was responsible for the overall management of all scientific and economic studies conducted in support of multiple NRDA's for oil spills and toxic waste sites. Activities included spill response coordination, case strategy, technical assessment guidance, quality assurance, and management of eight technical and administrative staff. Activities also included the role of senior economist on NOAA research projects. Mr. Chapman served as the lead NOAA economist on over 20 NRDA's, as well as methods development and training of in-house and state and federal agency personnel on economic methods.

Employment History

- ▶ Vice President, 2010–present, Stratus Consulting Inc., Boulder, CO; Principal, 2006–2010; Managing Economist, 2003–2006
- ▶ Chief, Pacific Coast Branch, Damage Assessment Center, National Oceanic and Atmospheric Administration, 2000–2003; Acting Chief, 1999–2000
- ▶ Economist, Damage Assessment Center, National Oceanic and Atmospheric Administration, 1993–1999
- ▶ Consultant, California Department of Fish and Game, 1990–1993
- ▶ Research Consultant, NRDA Inc., San Diego, CA, 1989–1992

Education

- ▶ University of California, Berkeley, MS, Natural Resource Economics, 1985
- ▶ University of California, Irvine, BA, Economics, 1983

Total Years of Experience: 25

Selected Projects in Environmental Economics and NRDA

Natural Resource Damage Assessment, *Deepwater Horizon* Oil Spill, Gulf of Mexico

Clients: National Oceanic and Atmospheric Administration, U.S. Department of Justice, and Louisiana Oil Spill Coordinator's Office

Overall project lead and project manager for human use assessment tasks, including coordination of initial onsite human use response coordination, recreation and total value studies. Total funded value over period of performance of approximately \$110 million.

The Value of Water, and the Role of Water Values in Water Supply Management

Client: Awwa Research Foundation (AwwaRF)

This project examined the value of water in its many applications (including instream and extractive uses). This research describes a range of value concepts and measures that apply to water resources and water service provision, demonstrates how to estimate the value of water, and how it can be incorporated into the planning and management functions of water utilities and other water resource management agencies. As project manager and co-principal investigator, cases were developed to help illustrate relevant concepts, valuation methods, and the practical application of empirical findings to relevant water management issues. Total funded value over period of performance of approximately \$300,000.



JESSE LANGDON

Spatial Database Development / Senior GIS Analyst

Jesse has 14 years of experience deploying geospatial and database solutions for natural resources projects. He is an expert in the use of GIS software and related mapping tools. Jesse has worked closely with agencies and local jurisdictions in Oregon and Washington providing GIS and technical services support to help solve complex environmental problems.

Education

M.S., Environmental and Forest Sciences, University of Washington

B.A., Geography, University of Texas

14 Years of Experience

1 Year with ESA

Professional Affiliations

Society for Conservation Biology

Professional Skills

GIS Software: ArcGIS 10, Spatial Analyst, 3D Analyst, GDAL, OGR, QGIS

GIS-Related: cartography, geospatial analysis, data management and development, project management, web development, technical support and automation, and technical documentation.

Databases: Access, SQL Server 2008, Post GIS

Web Mapping: GeoServer

Web Design: HTML and CSS

Programming: Python, R

Relevant Experience

Puget Sound Partnership Multi-Scale Soundwide Pressure Assessment, Seattle, WA. *GIS Analyst.* ESA is part of the contractor team working with the Puget Sound Partnership on the Puget Sound Pressures Assessment (PSPA). The PSPA is a systematic, expert-based evaluation of the potential impact of stressors on ecosystem endpoints within the Puget Sound Basin. The assessment is intended to inform and guide science and management priorities with an updated and prioritized list of pressures on the Puget Sound ecosystem. The PSPA examines the distribution and frequency of stressors (such as land cover alterations, non-point source pollution, animal harvest, etc) and endpoints (such as Chinook salmon, forage fish, depression wetlands, etc) within watersheds and marine basins through targeted GIS analysis at a scale that is relevant for ecosystem management. Jesse analyzed and mapped all ecological endpoints and stressors, provided cartographic products, and developed metadata documenting the methodologies used.

City of Duvall Watershed-Based Planning, Duvall, WA. *GIS Analyst.* ESA helped the City of Duvall secure Washington Department of Ecology NEP grant funds to develop watershed-based land use planning tools, including a stormwater strategies plan. ESA is working with the City and partners to complete a sub-basin characterization extending throughout the City and surrounding areas, consistent with Ecology's Puget Sound-wide watershed characterization. ESA is interpreting characterization results to answer key land-use management questions that the City is facing: identification of "development capacity" for Duvall's sub-basins, including focus on hydrologic and water quality implications; and effective approaches to manage and improve stormwater runoff from existing and future development. Jesse is the lead GIS analyst for the project, and is developing a downscaled watershed characterization analysis methodology that will result in a prioritization scheme for prioritization of sub-basins within the project study area.

BPA CR 223605 Wetland and Stream Mitigation, I-5 Corridor Reinforcement Project. *GIS Analyst.* ESA is working with the Bonneville Power Administration (BPA) to provide wetland and stream mitigation strategy in support of the alternative alignments for the I-5 Corridor Reinforcement Project. Jesse has provided GIS project management, quality assurance/control, and data management support for the project. ESA's work was used to evaluate environment impacts of several alternative alignments and to develop a broad

set of options and strategies for mitigating potential construction impacts related to new substations, towers, and access roads.

City of Mukilteo 2015 – 2021 Stormwater Master Program, Mukilteo, WA. *GIS Analyst.* ESA is working with the City and partners to develop a stormwater strategies plan that will identify and prioritize stormwater projects. It will identify sub-basins where the greatest results in protecting and restoring the Puget Sound Watershed can be achieved. The focus will be primarily, but not exclusively, on Low Impact Development-type projects. The resulting Stormwater Strategies Plan will become a significant part of the city's update of the 2001 Comprehensive Surface Water Management Plan.

Project Experience Prior to ESA

Ecoregional Assessments, The Nature Conservancy, Seattle, WA. *Conservation Information Manager.* While working for The Nature Conservancy's Washington Program, Jesse supported the development of a series of in-depth ecoregional assessments by providing geospatial data analysis, management, and visualization services. These ecoregional assessments were developed to determine science-based spatial priorities for conservation actions at a regional scale and are the result of an intensive multi-agency effort. In an effort to compile and standardize the data produced as part of the ecoregional assessment process, Jesse collaborated with Conservancy staff in Oregon to develop a comprehensive regional biodiversity database. Specifically, Jesse built a detailed, up-to-date species occurrence dataset for Washington, then developed an automated tool in Python providing users with the ability to quickly summarize biodiversity data for any user-specified geography or assessment units.

Protected Area Database, The Nature Conservancy, Seattle, WA. *GIS Analyst.* Jesse built a detailed, up-to-date geospatial land management database spanning Washington. The database was intended to store information on land ownership and management in relation to natural resource protection, and was built by synthesizing data from a wide range of sources, including USGS GAP data, Nature Conservancy land records, and government land management databases. This database later served as the source for Washington protected lands information in the recently developed USGS Protected Area Database (US-PAD).

Publications

Schloss, Carrie A., Joshua J. Lawler, Eric R. Larson, Hilary L. Papendick, Michael J. Case, Daniel M. Evans, Jack H. DeLap, **Jesse G. R. Langdon**, Sonia A. Hall, and Brad H. McRae. "Systematic Conservation Planning in the Face of Climate Change: Bet-Hedging on the Columbia Plateau." *PloS One* 6, no. 12 (2011): e28788.

Sara Torrubia, Brad H. McRae, Joshua J. Lawler, Sonia A Hall, Meghan Halabisky, **Jesse G. R. Langdon**, Michael Case. "Getting the most connectivity per conservation dollar". (2013). In review.



See Things Differently[®]



Deborah A. Getzoff

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Areas of Practice

Environmental, Water Resources, Water Utilities, Marine & Coastal Construction, Natural Resources, Mining, and Ports, Airports & Infrastructure

- More than thirty years of experience in environmental law, administrative law, and policy in both the private and public sectors.
- Extensive experience negotiating issuance of state and federal permits for large-scale developments involving impacts to wetlands, water quality, and endangered and threatened species.
- Represented public and private interests in the successful permitting of beach nourishment and coastal construction projects including large-scale condominium projects and marinas; representation of clients before the Governor and Cabinet.
- Managed regional state agency regulatory review of groundwater and surface water treatment, discharge and reuse facilities and innovative water supply facilities including desalination and reservoir projects.
- Managed regional state agency regulatory review of interstate pipeline projects, solid waste facilities and contaminated properties.
- Extensive experience in agency policy and practice in Florida.

Prior Professional Experience

- Director of The Florida Department of Environmental Protection's Southwest District Office implementing permitting, compliance, enforcement and outreach activities for Air, Water, Waste and Environmental Resource programs in a twelve-county area (1999-2011). Extensive coordination with Department management and state and federal agencies on policy, rulemaking and program interpretation.
- Shareholder with Fowler, White, Boggs, P.A. in the firm's Tallahassee and Tampa offices representing private and public clients in environmental and administrative law at the state and federal levels, including extensive representation before the Governor and Cabinet. Obtained permits for land development, coastal projects, beach nourishment, marinas and

landfills; represented bidders for major state agency contracts in bid dispute litigation (1988-1999).

- Deputy General Counsel, Florida Department of Environmental Regulation (now FDEP), Chief Counsel for Permitting (1985-1987); Water Program Attorney (1984-1985).
- Assistant General Counsel, Florida Department of Natural Resources (now FDEP) focused on coastal and mining regulation (1981-1984).
- Assistant General Counsel, Florida Department of Insurance (1979-1981).
- Assistant General Counsel, University of South Florida, rule promulgation and administrative law on a part time basis (1978-1979).
- Partner, McEwen and Getzoff, P.A. (1978-1979).

Professional, Civic and Community Involvement

- The Florida Bar, Member since 1977.
- Admitted to practice in the Middle District of the United States District Court.
- Prior Chairperson of the Tampa Bay and Sarasota Bay Estuary Program Boards from 1999 until 2011, including state adoption of voluntary nutrient standards and discharge limits for Tampa Bay and the establishment of the Sarasota Program as an independent entity.
- Prior Member and Chairperson of the City of Tallahassee-Leon County Board of Adjustment and Appeals (1991-1994).
- The Florida Bar: Environmental and Land Use Law Section, Member.
- The American Bar Association: Section of Environment, Energy and Resources, Member.

Publications and Presentations

- Presenter at the Florida Chamber Environmental Short Courses, including Federal Wetlands Permitting, Coastal Construction Permitting, FDEP Updates and Rulemaking (1985-2013).
- Presenter at the National Association of Environmental Professionals Annual Conference, "Implementing Numeric Nutrient Criteria", 2014.
- Chair and presenter at Florida Bar Seminars regarding Coastal Construction, State Wetlands Permitting, and agency updates (1984-1997).
- Chair and presenter at CLE International environmental law seminars, including Florida Wetlands Permitting and Water Law (1988-1999).
- Speaker on FDEP updates at the Tampa Bay chapter of the Air and Waste Management Association.

Education

- J.D., University of Florida, 1977.
- B.A., Indiana University, 1973.



Scott A. Zengel, Ph.D., PWS

Technical Advisory Committee Coordinator / Vice President, Director of Environmental Sciences
Research Planning, Inc. (RPI), Tallahassee, Florida

Education

Ph.D., Wildlife and Fisheries
Biology, Clemson University

M.S., Environmental Engineering
Sciences, University of
Florida

B.S., Zoology, University of
Florida

20 Years of Experience

Dr. Zengel is the Director of Environmental Sciences with RPI, based in Tallahassee, Florida. He has 20 years of experience and is a certified Professional Wetland Scientist (PWS). His career has been focused on coastal ecosystems, including watershed-based restoration planning, design, permitting, construction, monitoring, functional assessment, adaptive management, review, and research. He has served as the project manager, lead scientist, or qualified supervisor for restoration projects in Florida and across the Gulf of Mexico and Southeastern U.S.

Dr. Zengel's most recent experience includes serving as: 1) a public agency lead in the *Deepwater Horizon* oil spill (DWH) shoreline assessment program under the emergency response; and 2) as a principal investigator for Natural Resource Damage Assessment (NRDA) studies examining DWH oil spill impacts and restoration as part of the Trustee-led Shoreline and Nearshore Technical Working Group. He is also leading on-going research on coastal remediation and restoration following the oil spill. In these roles, he has coordinated closely with many resource experts and scientific researchers across multiple government agencies, major universities, and non-profit organizations regarding oil spill impacts, remediation, and restoration. Dr. Zengel has also assisted county governments in Florida during both the initial DWH emergency response and the continuing process of restoration planning.

Dr. Zengel's prior experience includes working on coastal and watershed-based restoration projects along the Gulf Coast of Florida, in the Lower Colorado River Delta (Mexico), and in coastal habitats of the Arabian Gulf following the Gulf War oil spills (Saudi Arabia). These projects have involved coastal habitats such as sand beaches, dunes, salt marshes, mangroves, seagrasses, oyster beds, tidal flats, coastal bays and estuaries, nearshore Gulf waters, and various other tidal, freshwater, and terrestrial habitats in the coastal zone. These projects typically integrate coastal ecology, geology, hydrology, water quality, sediments, vegetation, fisheries and wildlife resources, and human-use considerations.

Dr. Zengel has published in several peer-reviewed journals and regularly presents invited and contributed presentations at national and international conferences. He also serves as a peer reviewer for professional journals and various government agencies.

Recent Publications

Zengel, S., N. Rutherford, B. Bernik, Z. Nixon and J. Michel. 2014. Salt marsh remediation and the *Deepwater Horizon* oil spill, the role of vegetation planting in ecological recovery. Proceedings of the International Oil Spill Conference 2014 (in press).

Michel J., E.H. Owens, S. Zengel *et al.* 2013. Extent and degree of shoreline oiling: *Deepwater Horizon* oil spill, Gulf of Mexico, USA. Public Library of Science (PLOS) One 8(6): e65087.

Technical Support Staff

Education:

M.E., Civil Engineering (Coastal Engineering), University of California, Berkeley

B.S., Civil Engineering, Virginia Polytechnic Institute and State University, Summa Cum Laude

Years with ESA: 25

Total Years of Experience: 29

Key Projects:

- California State Coastal Conservancy, South San Francisco Bay Salt Ponds Restoration Studies, Alameda County, CA. Coastal Flood Technical Lead. *Project Value: \$12,100,000.*
- USACE and Battelle Independent External Peer Review (IEPR). Lake Charles, LA. Independent Peer Reviewer/Expert. *Project Value: \$110,000.*
- The Nature Conservancy, Ventura County Climate Change Vulnerability Study, Ventura, CA. Project Director.

Education:

B.S., Forestry University of Vermont

Years with ESA: 9

Total Years of Experience: 23

Key Projects:

- Puget Sound Nearshore Ecosystem Restoration Project (PSNERP) Management Measures Technical Report, WA. Project Manager.
- PSNERP Nearshore Restoration Conceptual Design Projects. Project Manager. *Project Value: \$331, 373.*
- Padden Creek Estuary Habitat Restoration. Project Manager.

Education:

University of Colorado, MA, Economics

Colby College, BA, Economics

Years with Stratus: 18

Total Years of Experience: 20

Key Projects:

- Support for the State of Florida for Deepwater Horizon Early Restoration, Florida Department of Environmental Protection (DEP). Project Manager. *Project Value: \$480,000.*
- Natural Resource Damage Assessment (NRDA) Support, Various federal, state, and tribal natural resource trustees. Various Support Services.

Bob Battalio, P.E., Project Evaluation Team: Engineering

A registered professional engineer with a Masters in Engineering from UC Berkeley, Bob Battalio has 25 years of experience with flood management, restoration design, coastal engineering, preparation of construction documents, and project management. His training and work experience is focused in the coastal and estuarine areas, wetland and creek restoration design, and waterfront civil engineering projects. Bob was also one of the study leaders in the development of FEMA's Pacific Coast Flood Hazard Mapping Guidelines, as well as Project Director for a study of coastal erosion response to climate change for Pacific Institute and the California Ocean Protection Council.

Margaret Clancy, PWS, Project Evaluation Team: Science

Margaret, a Professional Wetland Scientist, specializes in projects involving permitting and environmental compliance, shoreline planning, watershed characterization, restoration planning and design, and mitigation planning and implementation. She has helped prepare environmental documents under the National Environmental Policy Act and has managed environmental studies for a variety of road, rail, utilities, parks, and private developments.

David M. Mills, Economic Analysis

David is an environmental economist with extensive experience developing, evaluating, and scaling projects that compensate the public natural resources injuries resulting from releases of hazardous substances and oil. He has developed and applied habitat equivalency analyses (HEAs), resource equivalency analyses (REAs), and benefits-transfer approaches to summarize elements of natural resource injuries and the potential benefits of restoration projects

Technical Support Staff

Rachael Mitchell, Plan Preparation & Technical Editing

Rachael has over ten years of experience working in the environmental sector. She has been involved in project coordination, public involvement, document preparation, data analysis, and technical editing and document review. Through her work in public outreach and education, she has learned to take scientific jargon and make it readable to the general public. Through this work, she has become an integral part of the project team by improving readability in technical documents.

Key Projects:

- ACRP Primer: Innovative Airport Responses to Threatened and Endangered Species. Technical Editor.
- Traffic Noise Model (TNM) Modeling and Analysis Guidelines for Florida Department of Transportation (FDOT) Projects. Technical Editor.

Education:

B.S. Environmental Policy and Behavior, University of Michigan, Ann Arbor

Years with ESA: 9

Total Years of Experience: 10

Marcy L. Policastro, REM

Ms. Policastro has more than eleven years of environmental science, technical writing, committee facilitation, water resource management experience, and water and wastewater infrastructure planning. She has supported total maximum daily load (TMDL) implementation throughout Florida including the development of Basin Management Action Plans (BMAPs), BMAP annual reporting outlining project successes and compliance issues, and determining nutrient removal credit for stormwater projects.

Key Projects:

- Basin Management Action Plan (BMAP) Facilitation and Strategic Planning Support, Florida Department of Environmental Protection (FDEP). Project Manager. *Project Value: August 2006 - October 2012 (completed contract, fees \$1,867,310); November 2012- Present (current contract, task assignments \$1,277,124/fees to date \$568,018).*
- Lower St. Johns River SWIM Plan, St. Johns River Water Management District (SJRWMD). Project Manager.

Education

M.S. Environmental Engineering Sciences, University of Florida

B.S., Environmental Sciences, University of North Carolina at Chapel Hill

Years with Wildwood: 7

Total Years of Experience: 11

Brendon (BJ) Quinton, P.E., Spatial Database Development

With over seven years experience as a Geographic Information Systems (GIS) analyst and biologist, BJ is skilled in the applied knowledge of wetland ecology, wildlife biology, wetland regulations, and environmental data analysis and mapping. BJ obtained his graduate certificate in 2013 has extensive GIS mapping and interpretation experience having conducted ecological evaluations, wetland mapping and characterization, listed species surveys, project prioritizations, and other complex multi-faceted analyses.

Key Projects:

- Lakeland Linder Regional Airport On-Call Environmental Services, Lakeland, Florida. Biologist and GIS Specialist.
- Osceola County Land Management Planning (LMP) and Engineering. Osceola County, Florida. GIS Specialist.
- Flagler County Airport On-Call Environmental Support, Flagler County, Florida. GIS Specialist.
- Albert-Whitted Airport On-Call Environmental Services, St. Petersburg, Florida. GIS Specialist.

Education:

University of South Florida, BS in Biology

University of South Florida, Graduate Certificate GIS

Years with ESA: less than 1 year

Total Years of Experience: 7

Technical Support Staff

Education

Ph.D. Geography, University of California at Berkeley

M.A. Geography, University of California at Berkeley

B.A. Environmental Science, University of California at Berkeley

B.S. Chemistry, University of California at Berkeley

Years with ESA: less than 1 year

Total Years of Experience: 25

Key Projects:

- Delta Vision Strategic Plan, Technical Lead for Ecosystem Strategies. *Project Value: \$225,000.*
- Regional Ecosystem Restoration Conservation Strategies: Suisun Marsh and Cache Slough Complex.
- Twitchell Island Carbon Sequestration Wetlands Demonstration Project, Sacramento-San Joaquin Delta, CA.

Education:

B.S., Mass Communication / Public Relations, 2007, Nicholls State University, LA

Years with Royal: less than 1 year

Total Years of Experience: 7

Key Projects:

- Lafourche Parish BP Oil Spill Fund Strategic Planning. Lafourche Parish, LA. Associate Planner. *Project Value: \$96,000.*
- St. John the Baptist Parish Recovery Program. St. John the Baptist Parish, LA. Associate Planner.
- Ocean Conservancy, New Orleans, LA. Stakeholder Outreach.

Education:

M.S., Environmental Engineering, University of South Florida

B.S., Civil Engineering, University of Florida

Years with Brown & Caldwell: 8

Total Years of Experience: 21

Key Projects:

- Biosolids and Yard Waste to Energy Feasibility Study, City of St. Petersburg, Florida. Project Manager.
- Wastewater Treatment Plant Phase I Improvements and Deep Well Injection, City of Punta Gorda, Florida. Technical Leader.
- Wastewater Alternative Study, City of Punta Gorda, Florida. Project Engineer.

Stuart Siegel, Ph.D., PWS, Project Evaluation Team, Science

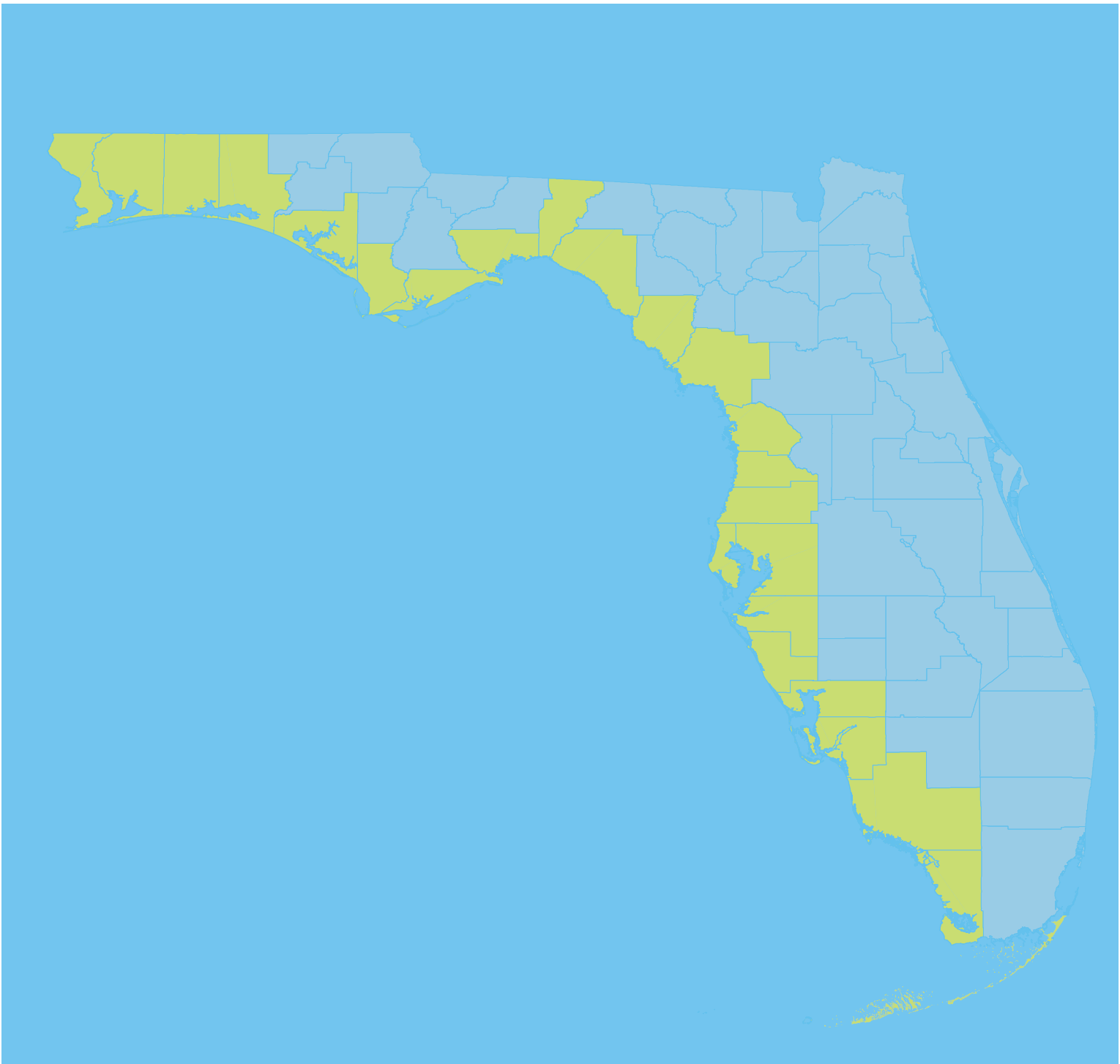
Through all of these efforts, Stuart has developed a unique expertise set that covers technical, policy, planning, regulatory, outreach, management, business, and leadership. Stuart applies his expertise in three arenas: restoration projects, regional ecosystem planning, and applied restoration scientific research. He has been Lead Principal Investigator for two large, multi-collaborator research efforts, one on wetland ecosystem functions and one on wetlands water quality. Dr. Siegel has planned, designed, permitted, constructed, and monitored dozens of wetland restoration projects from less than 1 acre to the 3,500-acre Yolo Ranch Restoration Project.

Shelley S. Sparks, Plan Preparation & Technical Editing

Shelley S. Sparks, Associate Planner, is a native of Morgan City, Louisiana and has expertise in environmental communications and public relations. She is a former graduate of Nicholls State University in Thibodaux, Louisiana and received a Bachelor of Science Degree in Mass Communication, specializing in Public Relations, and received a Minor in World History. Her interest in coastal protection and restoration began at the Barataria-Terrebonne National Estuary Program (BTNEP) in 2007, where she instituted a formal public relations and media communications strategy.

Bryan Veith, P.E., Project Evaluation Team: Engineering

Bryan's experience includes wastewater and water treatment plants, pipelines and trenchless technologies, pumping stations, reclaimed water systems, water supply and deep injection wells, stormwater management systems, master planning, modeling, site-civil, funding/financial assistance, construction management, environmental permitting, and public information. He serves as project delivery officer/client services/project manager for municipal clients/projects along Florida's West Coast.



Appendix B: Required Forms

Appendix B:
Required Forms



Appendix B

Required Forms

In the following section, we have enclosed all applicable forms as specified by the ITN. Per Addendum 3, released on June 6, 2014, we have also enclosed Teaming Commitment Letters for each of our subconsultants, as well as a copy of ESA's Affirmative Action and Equal Opportunity policies.

- ITN Response Cover Sheet
- Equal Opportunity/Affirmative Action Statement
- ESA's Affirmative Action and Equal Opportunity Policy
- Insurance Certification Form
- Certification Regarding Debarment, Suspension, and Other Responsibility Matters Primary Covered Transactions
- Affidavit Certification Immigration Laws
- Non-Collusion Affidavit
- Drug Free Workplace Form
- Teaming Partners Letters of Commitment

ITN 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.

Environmental Science Associates

(Firm Name)

BY

Julie Sullivan

(Authorized Representative)

Julie Sullivan

(Printed or Typed Name)

ADDRESS 4350 West Cypress Street, Suite 950

CITY, STATE, ZIP Tampa, Florida 33607

E-MAIL ADDRESS jsullivan@esassoc.com

TELEPHONE (813) 207-7200 office, (407) 748-2729 (cell)

FAX (813) 207-7201

ADDENDA ACKNOWLEDGMENTS: (IF APPLICABLE)

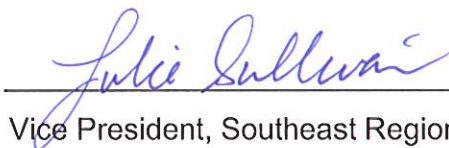
Addendum #1 dated X Initials jms

Addendum #2 dated X Initials jms

Addendum #3 dated X Initials jms

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: 
Title: Vice President, Southeast Regional Director
Firm: Environmental Science Associates
Address: 4350 West Cypress St, Ste 950, Tampa, FL 33607



225 Bush Street
Suite 1700
San Francisco, CA 94104
415.896.5900 phone
415.896.0332 fax

www.esassoc.com

memorandum

to All Employees
from Gary Oates, President
subject Affirmative Action Plan

It is the policy of the Company not to discriminate against any employee or applicant for employment because of race, color, religion, creed, age, sex, sexual orientation, veteran status, disability, or national origin or ancestry. This policy not to discriminate in employment includes, but is not limited to the following:

- The Company will employ those applicants who possess the necessary qualifications to perform a job without regard to race, color, religion, creed, age, sex, sexual orientation, veteran status, disability, national origin or ancestry.
- All decisions made with respect to promotions, upgrades, transfers, demotions, reductions in force, recalls, discipline, recruiting, advertising, or soliciting for employment will be based solely on individual qualifications related to the requirements of the position.
- Likewise, all other personnel matters such as compensation, benefits, training, education, social/recreation programs, and other terms and conditions of employment will be administered free from any illegal discrimination.
- The Company will provide reasonable accommodation for otherwise qualified applicants with known physical or mental disabilities where such accommodations do not cause an undue hardship for the Company.
- No employee shall aid, abet, compel, coerce or conspire to discharge or cause another employee to resign because of race, color, religion, creed, age, sex, sexual orientation, veteran status, disability, national origin or ancestry.
- The Company will thoroughly investigate instances of alleged discrimination and take corrective action if warranted.
- The Company will continually attempt to identify and correct any practices by individuals that are at variance with the intent of the Equal Employment Opportunity Policy. Please check the employment board for all related equal opportunity notices.

ESA has designated Daniel T. Wormhoudt, Chief Operating Officer, to be the Affirmative Action Officer. The Affirmative Action Plan is available for your review during normal working hours at 225 Bush Street, Suite 1700, San Francisco, CA. Please direct any questions or concerns regarding the Equal Employment Opportunity Program to the Affirmative Action Officer, Daniel T. Wormhoudt, or Annette Bonilla, Director of Human Resources.

The Affirmative Action Officer is to oversee the implementation of the aforementioned Equal Employment Opportunity Program, and to assure that ESA is: making employment decisions in a non-discriminatory manner; taking aggressive actions to recruit minority and female applicants for job openings; compiling and retaining detailed records on the race, national origin, gender and referral source of all applicants; and establishing internal procedures to review on a quarterly basis the results of the Company's affirmative action program.

Information on the Affirmative Action Plan can be found in your Employee Handbook.

AFFIRMATIVE ACTION
EQUAL EMPLOYMENT OPPORTUNITY

Environmental Science Associates has been formally committed to affirmative action and equal employment opportunity in employment and subconsultant contracting since its founding in 1969. The ESA policy on affirmative action and equal employment opportunity, as adopted by the ESA Board of Directors, reads, in part, that:


“All hiring, promotional and dismissal practices shall be conducted without discrimination on the basis of race, color, ancestry, religious creed, national origin, sex or sexual orientation, physical handicap, medical condition (cancer related), age (over 40), and marital status.

Environmental Science Associates will not discriminate against any employee or applicant for employment because of physical or mental handicap, or perceived physical or mental handicap, in regard to any position for which the employee or applicant for employment is qualified. Further, it is Environmental Science Associates’ policy in all employment and personnel management practices to take affirmative action to employ, advance in employment, and otherwise treat equally, handicapped individuals without discrimination based upon their acknowledged or perceived physical or mental handicap.”

Further, ESA does not discriminate on the basis of veteran’s status.

As a contractor to the Federal government, ESA has formal written action plans, the Affirmative Action Plan for Minorities and Women and the Affirmative Action Plan for Handicapped Workers and Vietnam Era Veterans, which meet U.S. Department of Labor standards (per 41 CFR 60-2, 60-250 and 60-741). ESA works directly with the U.S. Department of Labor and others to ensure equal employment opportunity in its recruitment, hiring, training and all other employment-related actions.

ESA’s positive actions include professional outreach activities and targeted recruitment programs. ESA’s outreach also includes locating and hiring interns in ESA’s area of technical and professional interest. ESA vigorously implements its equal employment opportunity action plans, and, as feasible, will be pleased to cooperate fully in other programs designed to further mutual equal employment objectives.



Daniel T. Wormhoudt, COO
Affirmative Action Officer

PROGRAMMATIC ACTIVITIES AND/OR GOALS

Recruiting/ Advertising

All recruitment and advertising for employment will be based solely on individual qualifications related to the requirements of the position. All advertising will include EEO/AA.

With respect to use of part-time college students and/or co-ops, efforts will be made to include minority candidates in the interview/hiring process.

Hiring Procedures

All positions will be filled without regard to race, color, religion, sex or national origin. However, in compliance with Dade County Ordinance 82-37, Resolution 1049-93 and Ordinance 98-30, emphasis will be given to the minority work force population.

Promotion Procedures

As vacancies in our professional and support staff occur, management will first consider existing employees. In an effort to support the Affirmative Action Plan, management will give minority employees consideration for promotion, as long as basic criteria are met for the promotion, including performance history, qualifications and experience.

Training Procedures

In support of the Affirmative Action Plan, encouragement and special effort will be made to minority employees to utilize special training programs.

Publicity (internal/external)

External- In the development of company brochures and direct mail flyers, and all external publicity material, an Affirmative Action statement will be included with printed material. Additionally, where pictures of staff are included, minority employees will be included.

Internal- Development of new procedures, policies, and other administrative internal publications will include statements of Affirmative Action, and, in particular, place emphasis on the recruitment and utilization of minority employees.

Procurement Policies

All decisions made with procurement of goods, supplies and services will be made without regard to race, color, religion, creed, age, sex, sexual orientation, national origin or ancestry of the supplier or provider.

Implementation Process

The implementation for all decisions made with procurement of goods, supplies and services is administered by the Director of Operations and monitored for compliance by the Affirmative Action Officer.

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:
Indicate Best Financial Classification:

Business Auto: Indicate Best Rating:
Indicate Best Financial Classification:

Professional Liability: Indicate Best Rating:
Indicate Best Financial Classification:

-
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 Florida admitted insurers 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.

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 insurances 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 Indicate Best Rating:
Liability: Indicate Best Financial Classification:

Business Auto: Indicate Best Rating:
 Indicate Best Financial Classification:

Professional Liability: Indicate Best Rating:
 Indicate Best Financial Classification:

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 Florida admitted insurers 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 deductibles or self-insured retentions as respects the Gulf Consortium, its officers, officials, contractors, employees and volunteers; or the Contractor shall procure a bond guaranteeing payment of losses and related investigations, claim administration and defense expenses.

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 Greg Thrornton
Typed or Printed

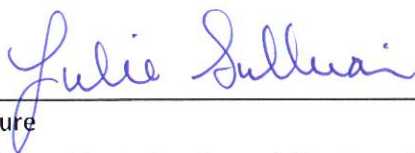
Signature 

Date June 9, 2014

Title CFO, COO
(Company Risk Manager or Manager with Risk Authority)

**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

Vice President, Southeast Regional Director

Title

Environmental Science Associates

Contractor/Firm

Solicitation Title: Consultant Services for the Development of the Gulf Consortium's State Expenditure Plan Required by the RESTORE Act
Solicitation Number: GC-06-17-14-33
Opening Date: Tuesday, June 17, 2014 at 2:00 p.m.

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: Environmental Science Associates

Signature: *Julie Sullivan* Title: Vice President, Southeast Regional Director

STATE OF Florida
COUNTY OF Orange

Sworn to and subscribed before me this 9th day of June, 2014

Personally known

M Isabel Raehn-Lantry
NOTARY PUBLIC

OR Produced identification

Notary Public - State of _____

(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, Julie Sullivan of the city of Orlando, Florida according to law on my oath, and under penalty of perjury, depose and say that:

1. I am Vice President, Southeast Regional Director
of the firm of Environmental Science Associates

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;

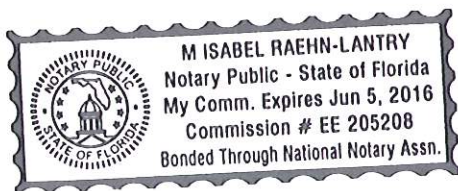
3. The statements contained in this affidavit are true and correct, and made with full knowledge that the Gulf Consortium relies upon the truth of the statements contained in this affidavit in awarding contracts for said project.

Julie Sullivan
(Signature of Responder)

June 9, 2014
(Date)

STATE OF FLORIDA
COUNTY OF Orange

PERSONALLY APPEARED BEFORE ME, the undersigned authority, Julie Sullivan who, after first being sworn by me, (name of individual signing) affixed his/her signature in the space provided above on this 9th day of June 2014.



M Isabel Raehn-Lantry
NOTARY PUBLIC

My Commission Expires: _____

DRUG-FREE WORKPLACE FORM


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

Environmental Science Associates

(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.



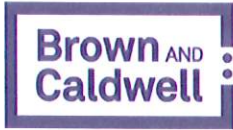
Responder's Signature

June 9, 2014

Date

850 Trafalgar Court, Suite 300
Orlando, FL 32751

T: 407.661.9500
F: 407.661.9599



June 6, 2014

Douglas Robison, PWS
Senior Scientist/Principal Associate
ESA
4350 W. Cypress Street, Suite 950
Tampa, FL 33607

Subject: Subconsultant Letter of Commitment for Teaming with Environmental Science Associates to Provide Consultant Services for the Development of the Gulf Consortium's State Expenditure Plan Required by the RESTORE Act, ITN Number GC-06-17-14-33

Dear Mr. Robison:

This letter confirms Brown and Caldwell's commitment to Environmental Science Associates (ESA) for the above referenced project, as well as our availability to provide technical and scientific support for the development of the State Expenditure Plan on behalf of the Gulf Consortium. We will comply with all items indicated in the RFQ/RFP for this project. We have committed to ESA for the duration of this project contract.

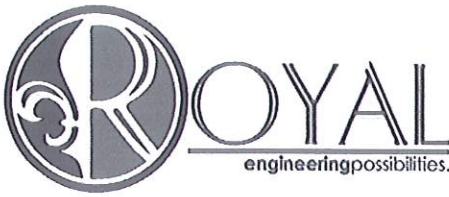
Our team's primary point of contact shall be Ann Redmond, CEP. She can be reached at 407.661.9518 or aredmond@brwnncald.com. We look forward to working with you as part of the ESA Team.

Very truly yours,

Brown and Caldwell

A handwritten signature in blue ink, appearing to read "Edward Pruett", with a long horizontal flourish extending to the right.

Edward Pruett
Senior Associate



June 6, 2014

Douglas Robison, PWS
Senior Scientist/Principal Associate
ESA
4350 W. Cypress Street, Suite 950
Tampa, FL 33607


SUBJECT: Subconsultant Letter of Commitment for Teaming with Environmental Science Associates to Provide Consultant Services for the Development of the Gulf Consortium's State Expenditure Plan Required by the RESTORE Act, ITN Number GC-06-17-14-33

Dear Mr. Robison:

This letter confirms Royal Engineers and Consultants, LLC's commitment to Environmental Science Associates (ESA) for the above referenced project, as well as our availability to provide technical and planning support for the development of the State Expenditure Plan on behalf of the Gulf Consortium. We will comply with all items indicated in the RFQ/RFP for this project. We have committed to ESA for the duration of this project contract.

Our team's primary point of contact shall be Kirk Rhinehart, Senior Vice President, (225) 278-8436 krhinehart@royalengineering.net. We look forward to working with you as part of the ESA Team.

Sincerely,
Royal Engineers & Consultants, LLC


Kirk Rhinehart
Senior Vice President

WWW.ROYALENGINEERING.NET

NEW ORLEANS-LAKESIDE
4298 ELYSIAN FIELDS AVE., Ste. B
NEW ORLEANS, LOUISIANA 70122
PHONE: 504.283.9400
FAX: 504.283-9001

NEW ORLEANS-CORPORATE
601 ELYSIAN FIELDS AVE.
NEW ORLEANS, LOUISIANA 70117
PHONE: 504.309.4129
FAX: 504.309.3983

LAFAYETTE
1231 CAMELLIA BLVD.
LAFAYETTE, LOUISIANA 70508
PHONE: 337.456.5351
FAX: 337.456.5356

BATON ROUGE
214 THIRD STREET, Ste. 2C
BATON ROUGE, LOUISIANA 70801
PHONE: 225.751.4643



June 6, 2014

Douglas Robison, PWS
Senior Scientist/Principal Associate
ESA
4350 W. Cypress Street, Suite 950
Tampa, FL 33607

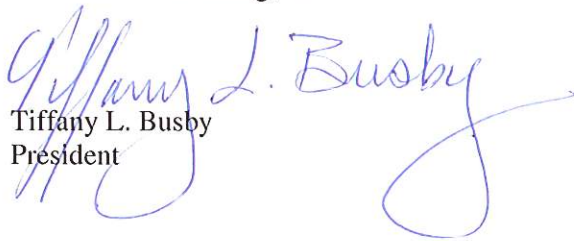
SUBJECT: Subconsultant Letter of Commitment for Teaming with Environmental Science Associates to Provide Consultant Services for the Development of the Gulf Consortium's State Expenditure Plan Required by the RESTORE Act, ITN Number GC-06-17-14-33

Dear Mr. Robison:

This letter confirms Wildwood Consulting's commitment to Environmental Science Associates (ESA) for the above referenced project, as well as our availability to provide committee facilitation on behalf of the Gulf Consortium. We will comply with all items indicated in the RFQ/RFP for this project. We have committed to ESA for the duration of this project contract.

Our team's primary point of contact shall be Tiffany Busby, President, who can be reached at 904-797-2721 or tbusby@wildwoodconsulting.net. We look forward to working with you as part of the ESA Team.

Sincerely,
Wildwood Consulting, Inc.


Tiffany L. Busby
President



JOANNE R. CHAMBERLAIN

June 6, 2014

Douglas Robison, PWS
Senior Scientist/Principal Associate
ESA
4350 W. Cypress Street, Suite 950
Tampa, FL 33607

**SUBJECT: Subconsultant Letter of Commitment for Teaming with
Environmental Science Associates to Provide Consultant Services
for the Development of the Gulf Consortium's State Expenditure
Plan Required by the RESTORE Act, ITN Number GC-06-17-14-33**

Dear Mr. Robison:

This letter confirms my commitment to Environmental Science Associates (ESA) for the above referenced project, as well as my availability to provide technical and strategic planning support on behalf of the Gulf Consortium. I will comply with all items indicated in the RFQ/RFP for this project and I am committed to ESA for the duration of this project contract.

I look forward to working with you as part of the ESA Team.

Sincerely,



Joanne Chamberlain, PE, PMP

STRATUS CONSULTING
ENVIRONMENTAL RESEARCH AND CONSULTING

1881 Ninth Street, Suite 201, Boulder, CO 80302
P.O. Box 4059, Boulder, CO 80306
p 303.381.8000 | f 303.381.8200
stratusconsulting.com

June 11, 2014

Douglas Robison, PWS
Senior Scientist/Principal Associate
ESA
4350 W. Cypress Street, Suite 950
Tampa, FL 33607

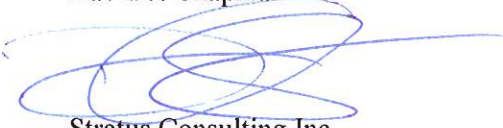
SUBJECT: Subconsultant Letter of Commitment for Teaming with Environmental Science Associates to Provide Consultant Services for the Development of the Gulf Consortium's State Expenditure Plan Required by the RESTORE Act, ITN Number GC-06-17-14-33

Dear Mr. Robison:

This letter confirms Stratus Consulting Inc.'s commitment to Environmental Science Associates (ESA) for the above referenced project, as well as our availability to provide economic and project evaluation services in support of developing a State Expenditure Plan for Florida as part of the project funding requirements of the RESTORE Act on behalf of the Gulf Consortium. We will comply with all items indicated in the RFQ/RFP for this project. Should our team's proposal be successful, we have committed to ESA for the duration of this project contract.

Our team's primary point of contact shall be David Chapman, Vice President, (303-381-8249), dchapman@stratusconsulting.com. We look forward to working with you as part of the ESA Team.

Sincerely,
David J. Chapman



Stratus Consulting Inc.
Vice President



June 6, 2014

Douglas Robison, PWS
Senior Scientist/Principal Associate
ESA
4350 W. Cypress Street, Suite 950
Tampa, FL 33607

SUBJECT: Subconsultant Letter of Commitment for Teaming with Environmental Science Associates to Provide Consultant Services for the Development of the Gulf Consortium's State Expenditure Plan Required by the RESTORE Act, ITN Number GC-06-17-14-33

Dear Mr. Robison:

This letter confirms Lewis, Longman & Walker's commitment to Environmental Science Associates (ESA) for the above referenced project, as well as our availability to provide legal review services regarding applicable laws, rules, agreements and policies referenced in the ITN in the above referenced project on behalf of the Gulf Consortium. We will comply with all items indicated in the RFQ/RFP for this project. We have committed to ESA for the duration of this project contract.

Our team's primary point of contact shall be Deborah A. Getzoff, Senior Counsel, (941) 708-4040, email: dgetzoff@llw-law.com. We look forward to working with you as part of the ESA Team.

Sincerely,

R. Steven Lewis

Lewis, Longman & Walker, P.A.
Shareholder

See Things Differently®

TAMPA BAY
101 Riverfront Boulevard
Suite 620
Bradenton, Florida 34205

JACKSONVILLE
245 Riverside Avenue
Suite 150
Jacksonville, Florida 32202

TALLAHASSEE
315 South Calhoun Street
Suite 830
Tallahassee, Florida 32301

WEST PALM BEACH
515 North Flagler Drive
Suite 1500
West Palm Beach, Florida 33401

p | 941-708-4040 • f | 941-708-4024

p | 904-353-6410 • f | 904-353-7619

p | 850-222-5702 • f | 850-224-9242

p | 561-640-0820 • f | 561-640-8202

← 1360 No. Dutton Avenue, Suite 150 Santa Rosa, CA 95401 Phone (707) 542-6268 Fax (707) 542-2106 →
www.llw-law.com



RESEARCH PLANNING, INC.

1928 West Indian Head Drive, Tallahassee, FL 32301, Phone: (850) 212-3155

Douglas Robison, PWS
Senior Scientist/Principal Associate
ESA
4350 W. Cypress Street, Suite 950
Tampa, FL 33607

SUBJECT: Subconsultant Letter of Commitment for Teaming with Environmental Science Associates to Provide Consultant Services for the Development of the Gulf Consortium's State Expenditure Plan Required by the RESTORE Act, ITN Number GC-06-17-14-33

Dear Mr. Robison:

This letter confirms RPI's commitment to Environmental Science Associates (ESA) for the above referenced project, as well as our availability to provide restoration planning and technical review on behalf of the Gulf Consortium. We will comply with all items indicated in the RFQ/RFP for this project. We have committed to ESA for the duration of this project contract.

Our team's primary point of contact shall be Dr. Scott Zengel, (850) 212-3155, szengel@researchplanning.com. We look forward to working with you as part of the ESA Team.

Sincerely,

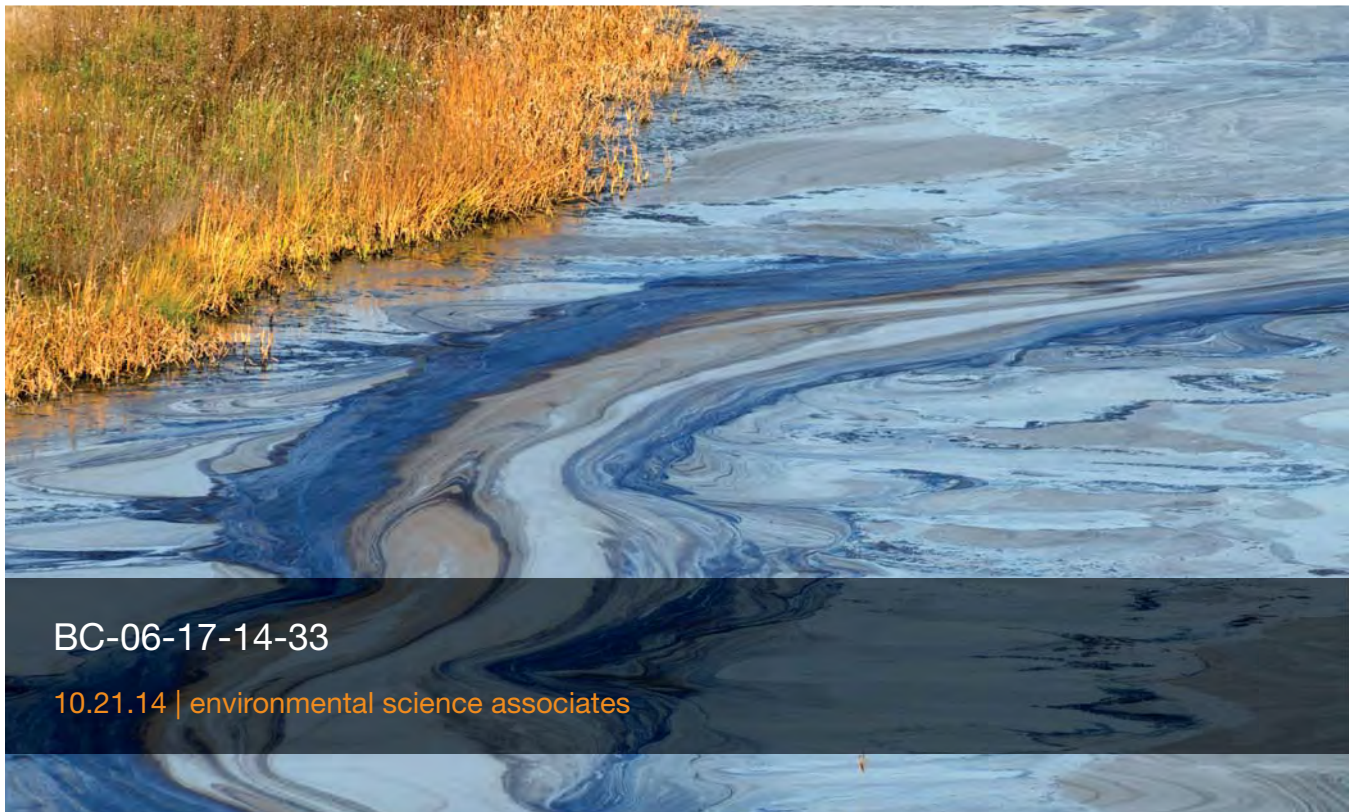
RPI

Scott Zengel
Vice President, Director of Environmental Sciences

Response to Request for Best and Final Offer

Development of the Gulf Consortium's State Expenditure Plan required by the

RESTORE act



BC-06-17-14-33

10.21.14 | environmental science associates

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Tab E: Public Involvement Plan

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Tab G: Cost Proposal

Tab H: Leveraging Resources

Tab I: Implementation & Management

Tab J: Value Added Services



4350 W. Cypress Street
Tampa, FL 33607
813.207.7200 phone
813.207.7201 fax

www.esassoc.com

October 21, 2014

Shelly W. Kelley, PMP
Leon County Purchasing Division
1800-3 N. Blair Stone Road
Tallahassee, FL 32308

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

Dear Ms. Kelley:

The enclosed documents constitute our response to the Consortium's Request for Best and Final Offer (RBAFO) for the above referenced solicitation. We very much appreciate being shortlisted for this project, and are immensely excited about the opportunity to contribute significantly to the restoration Florida's Gulf Coast ecosystems and communities through development of the Florida SEP.

To be successful, the planning consultant selected by the Consortium must have a deep understanding of the ecological, economic, political, and cultural diversity of the Florida Gulf Coast and the 23 member counties of the Consortium. This understanding will be critical to evaluating the relative efficacy of the wide range of projects, programs, and activities that may be included in the SEP. In addition, this understanding will be essential for building a consensus of support for the SEP among the numerous and diverse stakeholders. The planning consultant must also have hands-on experience in directing and coordinating a coastal master planning effort of this scale and complexity. We have assembled a team of diverse professionals that possesses all of these attributes.

Environmental Science Associates (ESA) will serve as the prime consultant, to be assisted by:

- Brown and Caldwell (BC) – Technical/Planning Support
- Wildwood Consulting – Public Engagement
- Royal Engineers & Consultants – Technical/Planning Support
- Stratus Consulting – Resource Economic Analysis
- Lewis, Longman and Walker, P.A. – Legal Review/Analysis
- Research Planning, Inc. – Technical Support/Coordination
- Langton Associates – Grant Writing/Administration

The only changes to the project team proposed in our original ITN response is the addition of the firm **Langton Associates**, including the principals **Mike Langton, GPC**, and **Lisa King, GPC**. They will assist the ESA team with grant writing and administration, as well as with leveraging financial resources to optimize the use of available funds. We have also added three additional senior staff from Brown and Caldwell to augment our team capabilities in the areas of: GIS spatial development (**Ryan Pulis, GISP**); collaboration website development and maintenance (**Dennis Mulacek, PMP**); and program management (**Ted Pruett**), should the Consortium choose to retain our team for ongoing SEP implementation and management.

In addition to the above noted staffing additions, we have made minor modifications to our proposed approach, based both on the new specifications of the RBAFO document, as well as comments received from the selection committee during our oral presentation. Most noteworthy is the addition of an **Economic Advisory Committee (EAC)**. The role of the EAC will be to ensure that the SEP planning process properly accounts for economic factors in the project evaluation process, and appropriately balances the viewpoints and concerns of various economic interests potentially affected by the SEP. Accordingly, the EAC will be composed of representatives from various business organizations including fishing,



tourism, industrial and development interests; as well as local and state chambers of commerce and major land owners in affected areas of the Gulf Coast. The EAC will ensure that criteria such as job creation and workforce development are considered in the project evaluation process. Furthermore, the EAC will be engaged to review the preliminary project rankings to ensure that the results are rational, adequately justified, and appropriately balanced between environmental, economic, and social benefits.

With this response to the Consortium's RBAFO, it is important to again stress that the ESA team exclusively brings together the principals that were involved in preparation of the ***Louisiana 2012 Comprehensive Master Plan***. This document stands alone as the only RESTORE Act compliant plan of this scale and complexity completed to date, as well as the quintessential template for other states to follow in developing their SEPs. Our project team's unique experience will be extremely valuable to the Consortium in preparing the SEP. We know what worked and what did not work in the Louisiana coastal master planning effort, and we know where available funds should best be applied to yield the most cost-effective products with the greatest level of stakeholder support. We also know that there are no "one size fits all" solutions to a coastal master planning effort of this scale and complexity, and we caution against the promotion of proprietary "black-box" planning tools and costly modeling efforts. To complete the development of a scientifically-based and publicly-informed SEP, the planning consultant will need to stay focused on the end points, and our proposed project team has the knowledge and most relevant experience to do just that.

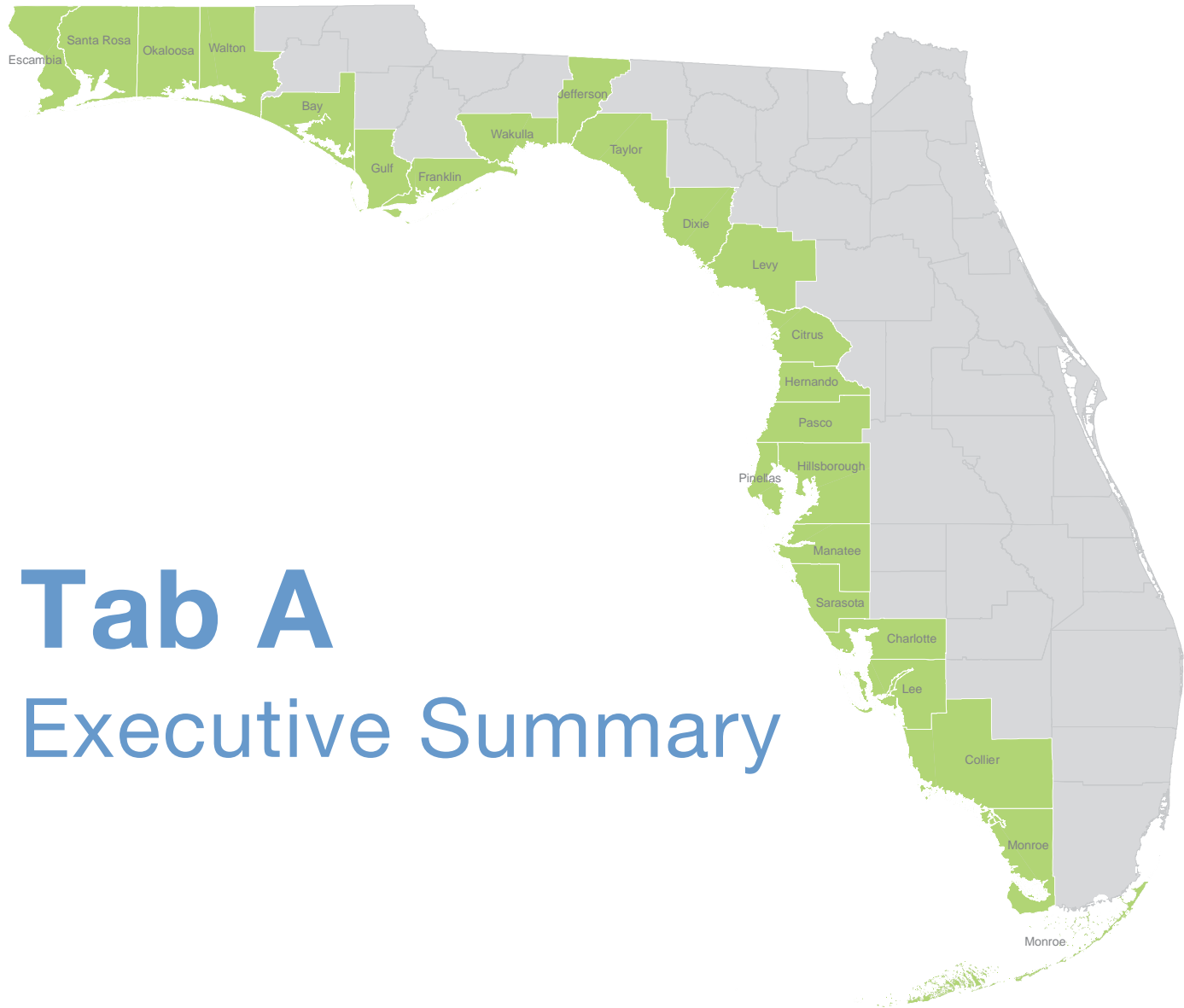
In summary, our team has a tremendous appreciation for the challenges this planning effort entails, and we bring an unrivaled capacity to address those challenges and deliver a superlative Florida SEP. We very much desire to be the Consortium's consultant of choice, and should we be selected you have my commitment that this critically important project will be our highest priority. Should you need any additional information regarding this response, I may be reached at 813.207.7206 or at drobison@esassoc.com.

With this submittal, ESA (Respondent) acknowledges acceptance of the minimum specifications as well as our full intent to comply with all terms and conditions indicated in the ITN, Respondent's Initial Response, the Request for Best and Final Offer, and the Respondents Best and Final Offer.

Sincerely,

A handwritten signature in blue ink, appearing to read "DR", is written over a light blue horizontal line.

Doug Robison, PWS
Principal - Environmental Science Associates



Tab A

Executive Summary

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.

Environmental Science Associates (ESA)

(Firm Name)

BY



(Authorized Representative)

Doug Robison, PWS - Principal

(Printed or Typed Name)

ADDRESS 4350 W. Cypress Street

CITY, STATE, ZIP Tampa, FL 33607

E-MAIL ADDRESS drobison@esassoc.com

TELEPHONE 813.207.7200

FAX 813.207.7201

ADDENDA ACKNOWLEDGMENTS: (IF APPLICABLE)

Q&A

Addendum #1 dated 10.15.14

Initials



Addendum #2 dated _____

Initials _____

Addendum #3 dated _____

Initials _____

Tab A

Executive Summary

Project Understanding & Overview

The 2010 Deepwater Horizon oil spill is the latest catastrophe to strike the Gulf of Mexico ecosystem, which has endured decades of degradation from both human impacts and natural disasters. In 2011, Congress passed the Resources and Ecosystems Sustainability, Tourist Opportunities, and Revived Economy of the Gulf Coast Act of 2011 (RESTORE Act) to ensure the financial, civil, and criminal penalties of the accountable parties are used to restore the ecosystems and economies of the Gulf. Signed into law in 2012, this action will provide for unprecedented funding for Gulf-wide restoration. Anticipated funds will allow Gulf stakeholders to plan, design, and construct coastal restoration and related economic development projects on an ecosystem-wide scale.

The challenge to all entities involved in the implementation of the RESTORE Act is to maximize the potential of this generational opportunity to make sustainable improvements to our Gulf ecosystems and economies.

The Spill Impact Component of the RESTORE Act accounts for 30 percent of monies to be distributed from the Gulf Coast Restoration Trust Fund. These monies are to be divided among the five Gulf Coast states - pursuant to a formula defined in the Act - to implement the respective State Expenditure Plans (SEPs) prepared by each state.

The Gulf Consortium (Consortium) is a public entity created in October 2012 through an inter-local agreement between Florida's 23 Gulf Coast counties to meet the requirements of the RESTORE Act. To formalize this role, the Governor and the Consortium

Prime Contractor Contact Information
Environmental Science Associates (ESA)
4350 W. Cypress Street, Tampa, FL 33607
Ph: 803.207.7200
www.esassoc.com

entered into a Memorandum of Understanding (MOU) on June 12, 2013 to further the collective objectives of maximizing efficiencies and revenue opportunities under the RESTORE Act. In particular, the MOU delegates the responsibility of developing the Florida SEP to the Consortium.

The MOU provides for a coordinated review and input by the Florida Department of Environmental Protection (DEP) and other state agencies during the development of the SEP. Furthermore, the MOU requires the Consortium to meet the following minimum requirements in selecting and prioritizing projects, programs, and other activities for inclusion in the SEP:

- Consistency with the applicable laws and rules;
- Prioritization based on criteria established by the Consortium;
- Consideration of public comments; and
- Approval by an affirmative vote of at least a majority of the Consortium Directors present at a duly noticed public meeting of the Consortium.

In addition to the above minimum requirements, the RESTORE Act specifies that the SEP must be consistent with goals and objectives defined by the Gulf Coast Ecosystem Restoration Council (Council). In their Initial Comprehensive Plan, the Council adopted five overarching goals to provide the framework for an integrated and coordinated approach for region-wide Gulf Coast restoration, and to help guide the collective actions at the local, state, tribal, and federal levels.

TAB A: EXECUTIVE SUMMARY

These goals include:



Restore & Conserve Habitat



Restore Water Quality



Replenish & Protect Living Coastal & Marine Resources



Enhance Community Resilience



Restore & Revitalize the Gulf Economy

Beyond the five overarching goals, the Council has also defined five guiding principles to direct the development of projects, programs, and other activities under its purview, including both the Council's Final Comprehensive Plan as well as the SEPs:

- Commitment to science-based decision making;
- Commitment to a regional ecosystem-based approach to restoration;
- Commitment to engagement, inclusion, and transparency;
- Commitment to leveraging resources and partnerships; and
- Commitment to delivering results and measuring impacts.

Pursuant to the RESTORE Act and the MOU, the SEP must be formally approved by both the Governor and the Council before the State of Florida can receive Spill Impact Component funding. In order to receive such approval the SEP must meet or exceed the minimum requirements set forth in the MOU, and must be consistent with the goals and guiding principles established by the Council.

Through the ITN and this RBAFO, the Consortium is seeking the services of a qualified and experienced planning consultant team with the requisite and diverse skill set necessary to cost-effectively prepare and obtain approval of the Florida SEP. Clearly, the selected planning consultant will need to be disciplined in management and optimization of funds available for the planning effort. In this proposal we hope to demonstrate that our proposed team brings the best blend of resources and experience to meet the needs of the Consortium.

Challenges & Opportunities

The role of the Consortium in preparing the Florida SEP is unique among the Gulf States. In Alabama, Mississippi, Louisiana, and Texas, responsibility for preparing their respective SEP's has been assigned to a particular State agency with natural resource planning, management, and/or regulatory authority and corresponding budgets. However, as noted above, the Consortium is a federation of the 23 Florida Gulf Coast counties which have united through an inter-local agreement for the purposes of executing certain state functions specified in the RESTORE Act. To fulfill their mission, the Consortium has to date relied on limited contributions of funding and available staff resources from each of the respective counties, as well as contracted administrative and legal support staff.

Perhaps the most significant challenge facing the Consortium is the disparate resources and diverse interests among the 23 Gulf Coast counties. These counties span a large geographic area from north to south and east to west, and contain a wide range of coastal habitats as well as water and biological resources. Furthermore, there is a wide range of economic development and cultural diversity among the various counties. As a consequence, each of the 23 member counties will likely have different needs, priorities, and expectations with regard to the SEP and the potential benefits of the RESTORE Act in general. Integrating this diversity into the SEP while also meeting the established overarching goals and guiding principles is a significant challenge our team is able to meet.

It should also be recognized that by virtue of the MOU, the Consortium has the opportunity to ensure that the SEP accommodates the diverse character, interests, and priorities of each of the member counties. Compared to State-directed planning processes being implemented in the other Gulf Coast states, the Consortium has the unique opportunity – and the ability - to direct the development of a Florida SEP that fully reflects the diverse range of resources and interests among the 23 member counties rather than a top down vision.

Finally, it is not clear at this time what governmental entity will be responsible for the ultimate implementation and program management of the Florida SEP; however, the Consortium is clearly the most likely candidate to fill this role. Accordingly, the Consortium needs to be prepared to serve as the implementing entity, with all the necessary technical resources and program management resources.

Proposed Project Team

Our team has a deep understanding of the ecological, economic, political, and cultural diversity of the Florida Gulf Coast and the 23 member counties of the Consortium – a critical factor for the ultimate success of this project. This understanding is critical to evaluating the relative efficacy and benefits of the wide range of projects, programs, and activities that may be included in the SEP; and will be essential for building a consensus of support for the SEP among the numerous and diverse Florida stakeholders. In addition, we have a tremendous appreciation for the challenges that this planning effort entails, and we bring an unrivaled capacity to address those challenges and deliver a superlative plan.

The proposed ESA team provides all of the resources required by the Consortium to prepare and effectively implement a technically competent and balanced SEP that has the full support of all Florida stakeholders.

Prime Contractor & Subconsultants

-  **Environmental Science Associates (ESA)**
Prime Consultant
-  **Brown and Caldwell (BC)**
Technical & Planning Support
-  **Wildwood Consulting, Inc.**
Public Engagement
-  **Royal Engineers & Consultants (Royal)**
Technical & Planning Support
-  **Stratus Consulting, Inc.**
Economic Analysis
-  **Lewis Longman & Walker, P.A. (LLW)**
Legal Analysis
-  **Research Planning, Inc., (RPI)**
Technical Support & Coordination
-  **Langton Associates**
Grant Writing & Administration

Our project manager, Doug Robison (ESA), and deputy project manager, Ann Redmond (BC), have over 65 years of combined experience as consultants to government and private industry in Florida. Both have extensive and diverse project experience working with Florida Gulf Coast counties and environmental and water resource agencies across the State.



Doug Robison is a senior coastal scientist and Principal with ESA who has led numerous complex, consensus-based environmental planning and permitting efforts - most recently serving as the project manager

for the development of the **Tampa Bay Habitat Master Plan** for the Tampa Bay Estuary Program. In addition, he contributed significantly to development of the **Tampa Bay Comprehensive Conservation Management Plan**, and has served as project director/ manager for numerous watershed management, cumulative impact and ecosystem restoration projects including **Lake Tarpon Watershed Management Plan, Peace River Cumulative Impact Study**, and the **Ocklawaha River Restoration**.

TAB A: EXECUTIVE SUMMARY



Ann Redmond, a Managing Scientist with BC and our team's Deputy Project Manager, is an environmental scientist and previous regulator with Florida DEP. She has managed numerous watershed-based and

watershed-scale planning and regulatory initiatives, such as the **West Bay to East Walton Regional General Permit/Ecosystem Management Agreement**, as well as having extensive involvement in the development and implementation of Florida's wetland regulations. Together, Doug and Ann possess unmatched scientific understanding of Florida's coastal ecosystems, and the technical expertise required to plan implementable projects for their successful restoration.

We believe that public involvement and effective stakeholder coordination will be paramount to the success of this project. For this reason we have exclusively secured **Tiffany Busby** of Wildwood Consulting to lead our public involvement program. Tiffany has successfully led effective strategic planning, process facilitation, conflict resolution and consensus building efforts on numerous watershed management plans and ecosystem restoration programs. Her clients include the Florida DEP, Florida Water Management Districts and National Estuary Programs, and numerous local governments throughout the State.

We also have the hands-on experience needed in directing and coordinating a coastal master planning effort of this scale and complexity. Exclusive to our team is **Kirk Rhinehart** from Royal Engineers & Consultants. Kirk previously served as project director for the development of **Louisiana's 2012 Comprehensive Master Plan** while employed by the Louisiana Coastal Protection and Restoration Authority (CPRA). This document stands alone as the quintessential template for other states to follow in developing their SEPs. Kirk also participated in the development of the **Gulf Coast Ecosystem Restoration Task Force's Ecosystem Restoration Strategy** report which is the basis for RESTORE Act/Gulf Council planning.

BC served as the prime planning consultant to CPRA on the Comprehensive Master Plan project, and we have retained the BC project manager for that effort, **Joanne Chamberlain** (now a private consultant), to also serve exclusively on our team as a strategic advisor. Ann Redmond supported Joanne as a lead scientist on the Comprehensive Master Plan project.

The ESA project team includes the key core staff from the only team that has developed the only RESTORE Act compliant plan of this scale and complexity to date.

Our project team's unique experience will be extremely valuable to the Consortium in preparing the Florida SEP. We know what worked and what did not work in the Louisiana coastal master planning effort, and we know where available funds should be applied to yield the best products with the greatest level of stakeholder support. We also know that there are no "one size fits all" solutions to a coastal master planning effort of this scale and complexity, and caution against the promotion of proprietary "black-box" planning tools and costly modeling efforts. To complete the development of a scientifically-based and publicly-informed Florida SEP, the planning consultant will need to stay focused on the end points, and our proposed project team has the knowledge and most relevant experience to do just that.

As the prime consultant, ESA brings over 45 years of relevant experience, and 350 scientists, engineers, planners dedicated to fostering enduring partnerships with our clients and to raising industry standards. In particular, ESA is nationally recognized for its expertise in ecosystem restoration planning, design, and implementation. We have directed coastal master planning and restoration projects from as far north as Alaska and south to the Mexican border on the Pacific coast; and along the Gulf coast east to Florida. We are excited to bring this depth of national experience to the unique challenges facing the Consortium and its stakeholders. And, as a smaller firm, ESA will be more focused on client service, and more nimble in responding to the changing demands of a complex project such as this. Should we be selected for this project, it will be our highest priority.

Additional Team Members

The only changes that we have made to the project team proposed in our original ITN response is the addition of the firm **Langton Associates**, including the principals **Mike Langton, GPC**, and **Lisa King, GPC**. Langton Associates, a full service grant generalist practice, has over 30 years of experience in identifying funding sources for a broad range of initiatives including: environmental restoration, environmental land acquisition, disaster mitigation, stormwater and wastewater infrastructure, recreation, economic development, and job training. They will assist the ESA team with grant writing and administration, as well as with strategies for leveraging financial resources to optimize the use of available funds.

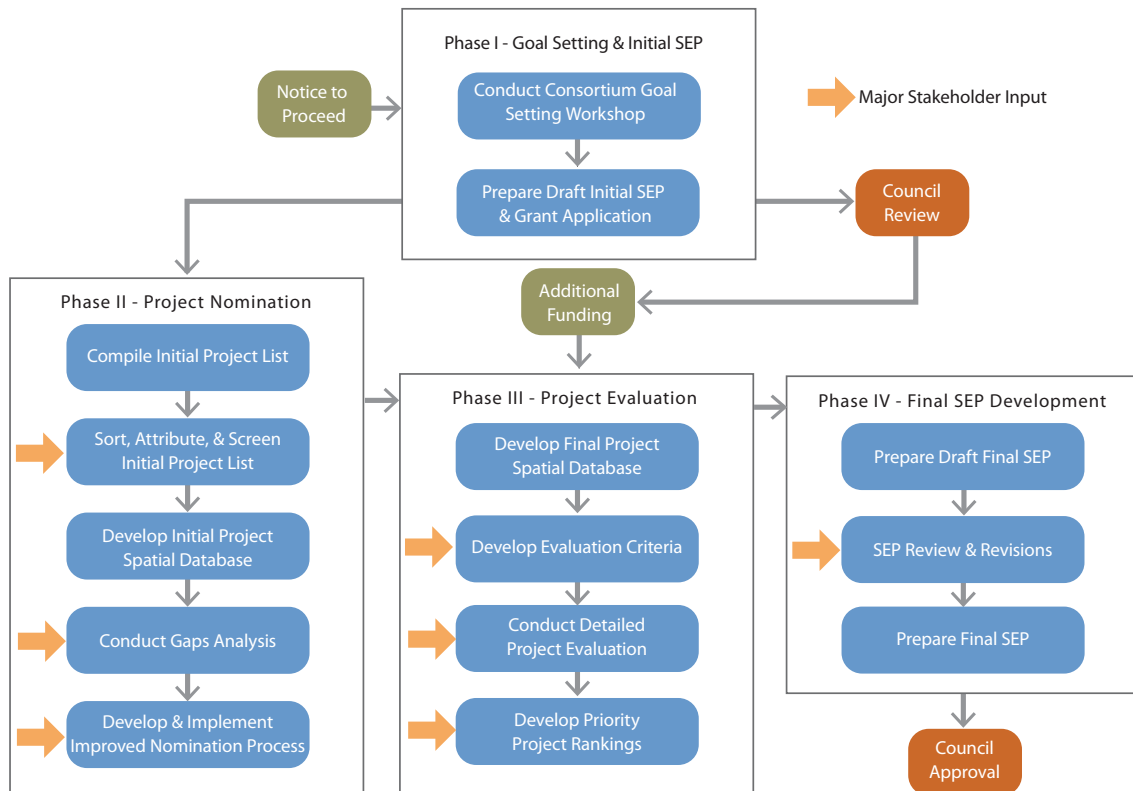
We have also added three additional senior staff from Brown and Caldwell (BC) to augment our team capabilities in the areas of: GIS spatial development (**Ryan Pulis, GISP**); collaboration website development and maintenance (**Dennis Mulacek, PMP**); and program management (**Ted Pruett**), should the Consortium choose to retain our team for ongoing SEP implementation and management.

Strategy for Plan Development

We anticipate this project will require an iterative process that integrates both technical analysis and production performed by the planning consultant team, as well as intensive public involvement and stakeholder coordination directed by the consultant team. However, to complete and obtain support and approval of the Florida SEP in a timely and cost-effective manner, the work flow for this project must be orderly, well-defined and continuously focused on the end points.

Our overall strategy and approach for developing the Florida SEP is schematically depicted in the project flow chart below. The chart below shows both the sequence of the various project tasks and the interrelationships between them.

Project Flow Chart



TAB A: EXECUTIVE SUMMARY

As shown, our proposed planning effort is divided into four phases, which are summarized below.

- **Phase I - Goal Setting & Initial SEP:** In this phase we will work directly with the Consortium to define goals, objectives, guiding principles, and success measures for the SEP that reflect Florida-specific priorities and are consistent with the Council's Initial Comprehensive Plan. In addition, in Phase I we will prepare and submit a grant application(s) to the Council, and other potential funding entities for planning assistance monies.
- **Phase II – Project Nomination:** In this phase we will sort, screen, attribute, and map existing lists of projects. In addition we will conduct a gaps analysis and develop a new project nomination process that involves a project-specific website and an online portal for new project submittals.
- **Phase III - Project Evaluation:** In this phase we will develop a final spatial database of all projects submitted for consideration, and conduct a comprehensive, multi-level approach to project screening, evaluation, and ranking that includes both environmental and economic attributes.
- **Phase IV – Final SEP Development:** In this phase we will prepare the Draft Final SEP document; coordinate document review, public comment, and revisions; and then prepare the Final SEP document. This phase will also include close coordination with the Governor and Council to obtain document approval from both.

To complete the scope of work outlined in the RBAFO, we have broken down the work effort into four phases as described above, and fifteen discrete tasks that will be conducted in sequence. Breaking down the work effort in this manner will facilitate cost-effective contracting with the Consortium as well as the efficient adaptation of this RBAFO response into a planning grant application(s) for consideration by the Council and other potential funding entities.

The tasks to be conducted in each phase are shown in our project flow diagram and listed below.

Phase I

1. Conduct Consortium Goal Setting Workshop
2. Prepare Draft Initial SEP & Grant Application(s)

Phase II

3. Compile Initial Project List
4. Sort, Attribute, & Screen Initial Project List
5. Develop Initial Project Spatial Database
6. Conduct Gaps Analysis
7. Develop/Implement Improved Project Nomination Process

Phase III

8. Develop Final Project Spatial Database
9. Develop Evaluation Criteria
10. Conduct Detailed Project Evaluation
11. Develop Priority Project Rankings

Phase IV

12. Prepare Draft Final SEP
13. SEP Review & Revisions
14. Prepare Final SEP

Phases I - IV

15. Public Involvement and Stakeholder Coordination

To better understand our proposed work flow, each of these tasks and their associated deliverables are briefly described below; while Tabs C, D, and E provide more detail with regard to our proposed methods and approaches to the project nomination, project evaluation, and public involvement aspects of the project, respectively.



We are very confident in our originally proposed project approach; however, we have made minor modifications to our approach based on new specifications contained in the RBAFO document, as well as comments received from the selection committee during our oral presentation. Most noteworthy is the addition of an **Economic Advisory Committee (EAC)** as part of our Public Involvement Plan. Accordingly, the EAC will be composed of representatives from various business organizations including fishing, tourism, industrial, and development interests; as well as local and state chambers of commerce and major land owners in affected areas of the Gulf Coast. The EAC will ensure that criteria such as job creation and workforce development are considered in the project evaluation process. Furthermore, the EAC will be engaged to review the preliminary project rankings to ensure that the results are rational, adequately justified, and appropriately balanced between environmental, economic, and social benefits.

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The role of the EAC will be to ensure that the SEP planning process properly accounts for economic factors in the project evaluation process, and appropriately balances the viewpoints and concerns of various economic interests potentially affected by the SEP.

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Project Nomination

We view the project nomination process to broadly include all steps necessary to develop a complete and accurate database of the universe of potential projects, programs, and activities to be considered for inclusion in the SEP. This database must be developed at a level of consistency and accuracy to support objective and defensible project evaluation and ranking processes. Furthermore, the database must be accessible and open to new ideas, concepts, projects, etc. throughout the planning horizon. The basic steps involved in the project nomination process include the following:

- Compile existing project lists into a single initial project list;
- Screen, sort, and attribute the initial project list;
- Convert the initial project list into a spatial database and map the projects;
- Conduct a gaps analysis;
- Revise the project classification and attribution scheme; and
- Develop an improved online portal for new project submission.

Much work has already been done in Florida to solicit projects for evaluation and ranking, and potential inclusion in the SEP. The three Gulf Coast National Estuary Programs (NEPs) in Florida – Tampa Bay, Sarasota Bay, and Charlotte Harbor – previously collaborated in 2013 to develop a coordinated approach to soliciting conceptual projects from their member governments and stakeholders. Building on that effort, and to provide an opportunity for the public to suggest potential projects for the State to consider, the DEP has created an online project submittal form which is also accessible from their website.

Various stakeholders have submitted projects for consideration through the NEP process, the DEP online portal, and other vehicles, and the spreadsheet database now includes over 1,000 projects. These stakeholders include state agencies, local governments, non-governmental organizations (NGOs), and private entities.

TAB A: EXECUTIVE SUMMARY

Our starting point for the project nomination phase of the project will begin with the DEP database, as it is critical to acknowledge the work efforts of the applicants who submitted projects.

This database will be sorted, attributed, screened, and refined, and then converted to a relational spatial database for mapping, stakeholder visualization, and further analysis.

We will also develop a project-specific website and an improved web-based portal that incorporates an improved quantitative classification and attribution system. This will allow new project information to be submitted in a format that is consistent and convertible to the spatial project database. The project-specific website will also provide public education regarding the RESTORE Act and related activities, and guidance with respect to submitting project concepts for consideration.

Finally, through our public engagement program we will reach out to a wider range of stakeholders to ensure that all viewpoints and concerns with regard to the type, geographic distribution, and balance of projects are heard and considered. From this outreach we hope to generate new concepts and ideas about projects and activities that could be included in the SEP.

Project Evaluation

We view the project evaluation process to broadly include the steps necessary to: develop criteria to evaluate projects; conduct both screening level and detailed project evaluation; and then develop priority rankings of projects, programs, and activities for inclusion in the SEP. We also consider the project evaluation phase to be the most rigorous and most critical work effort in the development of the SEP.

The Spill Impact Component of RESTORE Act allows for the funding of a wide range of projects, programs and activities. In order to meaningfully prioritize these various actions it will be necessary to reduce

them to some form of a common currency for relative comparison and ranking. Our approach to project evaluation and ranking is designed to provide a clear, logical, and transparent process that yields results that are supported by a consensus of the stakeholders. This process builds on our team's extensive experience with the evaluation of restoration-related projects for State, Federal, and Tribal natural resource agencies, and includes the following steps:

- Final project spatial database development;
- Criteria development;
- Project evaluation;
- Benefit/Cost (B/C) and Return-on-Investment (ROI) analysis; and
- Priority project ranking.

We will develop a range of appropriate criteria to screen, compare, evaluate, rank, and prioritize the various nominated projects, programs and activities. These criteria will ensure compliance with the RESTORE Act, Treasury rules, and Council goals, objectives and commitments. Three types of criteria will be developed, including:

- Screening criteria;
- Evaluation criteria; and
- Special issue criteria.

Next, we will evaluate B/C and calculate expected ROI to inform the final project ranking and selection. Because of the necessary time and resources to undertake the B/C and ROI analysis, we propose to undertake this step only for those projects that are likely to be selected.

B/C analysis strives to compare project benefits against cost to inform the evaluation process and ensure that selected projects provide the best "value" for the expended costs. Although B/C analysis is very effective in assessing financial benefits of projects, a limitation of B/C analysis is that it is often difficult to include important benefits, such as ecosystem services, and social enhancement in a monetary framework to balance against costs.

We propose to implement a methodology called Triple Bottom Line (TBL) that explicitly identifies environmental and social costs and benefits in addition to only economic returns.

As the name implies, TBL explicitly tracks three important bottom lines for decision-making: economic, environmental, and social. Projects that score well in all three bottom lines will be deemed to deliver the most sustainable benefits to both the natural and built environments.



Project rankings must reflect the priorities and values of stakeholders and the public. To the extent that different stakeholders and members of the public have different priorities and values, multiple rankings will be conducted to address various scenarios of interest. Alternative ranking scenarios could be developed to allow multiple perspectives to be considered. For example, ranking scenarios may emphasize different values – ROI, acres of ecosystem conservation and restoration, water quality improvement, flood protection, tourism, etc. – or a combination of these values. Scenarios may also emphasize different time frames (near or long-term). We will work with the Consortium and the stakeholders to develop a manageable set of scenarios for assessment. Each scenario will optimize project selection within the expected total SEP budget constraints.

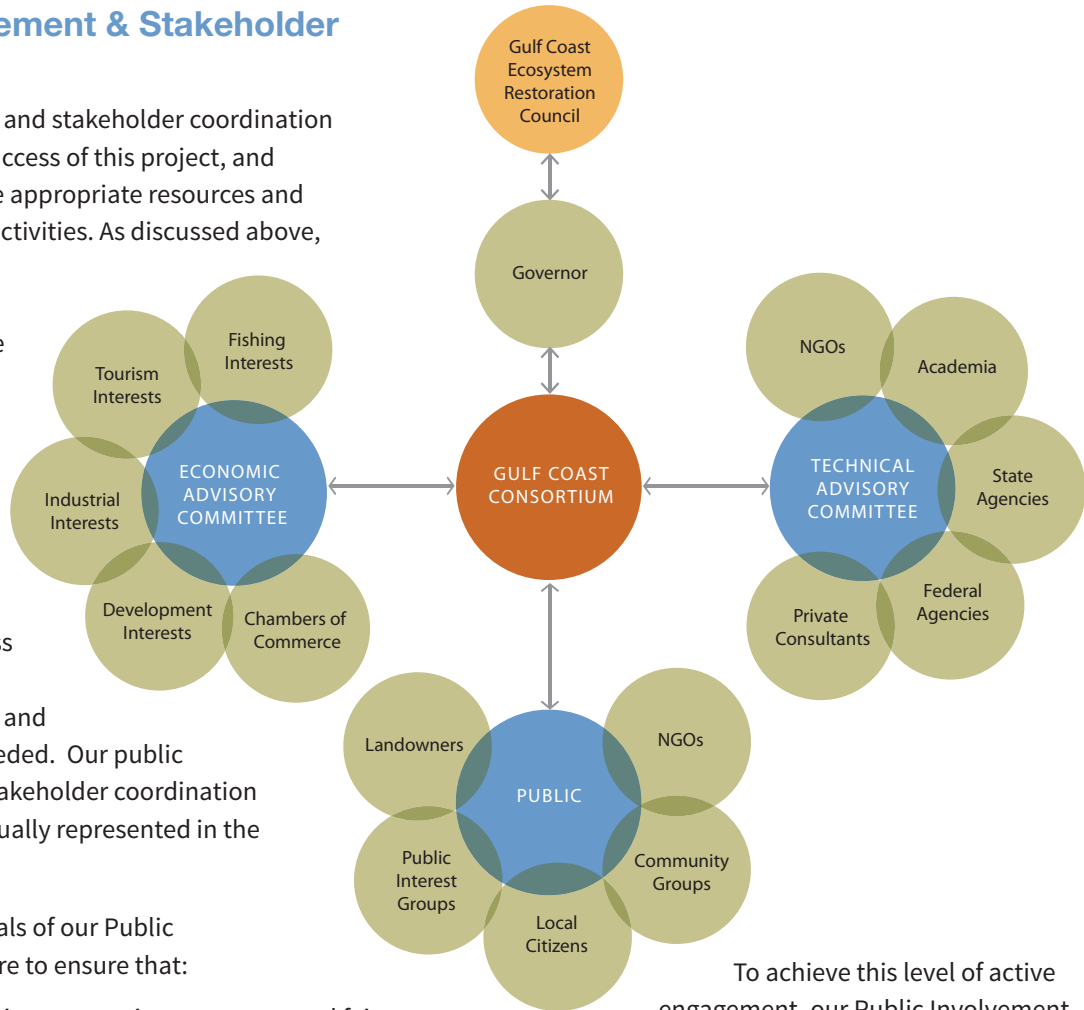


We consider the project evaluation and ranking phase of the project to be the most complex, and potentially the most controversial. Furthermore, the level of work conducted in this phase could vary substantially depending on funding availability and the desires of the Consortium and other stakeholders. For example, in the development of the **Louisiana 2012 Comprehensive Master Plan**, a high percentage of the available funding was allocated to hydrologic and ecological modeling of various projects and scenarios, as well as the development of a complex planning tool. However, these efforts did not lead to significant improvements to the decision-making process. Therefore, our proposed scope of work assumes limited modeling and emphasizes the use of best professional judgment and consensus building to objectively evaluating and ranking priority projects.

TAB A: EXECUTIVE SUMMARY

Public Involvement & Stakeholder Coordination

Public involvement and stakeholder coordination are critical to the success of this project, and we will dedicate the appropriate resources and attention to these activities. As discussed above, public engagement and stakeholder coordination will be an ongoing project activity integrated into the various tasks. Our project flow diagram also indicates key points in the process where stakeholder coordination, input and approval will be needed. Our public involvement and stakeholder coordination program is conceptually represented in the figure shown here.



The overarching goals of our Public Involvement Plan are to ensure that:

- The SEP planning process is transparent and fair;
- All interests and viewpoints are heard and properly considered; and
- A broad consensus of support for the SEP is obtained from the major stakeholders.

It should be noted that in the context of the Florida SEP, the term “consensus” is generally defined as the absence of opposition or strong dissenting opinion. For something as complex and wide ranging as the SEP it is not reasonable to expect perfect harmony or unanimity among the stakeholders. However, we believe that our goal of achieving a broad consensus of support is feasible. And, to attain this goal we must actively communicate with and engage the participation of the diverse range of stakeholders and interests that live, work, and recreate in Florida.

To achieve this level of active engagement, our Public Involvement Plan will include a number of key elements including the following:

- Initial polling of the public to provide data on regional issues and priorities;
- Interviews with Consortium members and local leaders;
- Development of a project-specific website, Facebook page, and online survey tools;
- Regional public forums;
- Targeted meetings with community leaders;
- Regular briefings with State agencies;
- Regular briefings with federal agencies;
- Regular briefings with the Governor’s Office;
- Media outreach; and
- Special outreach to elected officials.

This multi-faceted Public Involvement Program will be implemented in three phases, as shown in the table below:

Phase 1 Information Exchange & Assessment	Phase 2 Active Community Involvement & Exchange	Phase 3 Strategic Engagement & Public Comment
• Key stakeholder interviews	• Briefings	• Briefings
• Consortium Workshop # 1 - Goal Setting	• Consortium meetings	• TAC/EAC meetings
• Media plan/advertising	• Proactive outreach & engagement	• Regional public meetings
• Public polling	• Local leadership meetings	• Consortium Workshop # 2 - Project Evaluation Criteria
• Project-specific website	• Regional public meetings	• Website update
• Social media	• TAC/EAC meetings	• Review of project evaluation & rankings
• Set briefing schedules	• Website update	• Briefings
• Secure TAC/EAC membership		• Consortium Workshop #3 - Project Evaluation & Rankings
		• Website update
		• Public comments on Draft Final SEP
		• Regional public meetings
		• Website update
		• Local leadership interviews
		• Governor & council SEP workshops

Our Public Involvement Plan will also engage the full range of stakeholders. In addition to the public at large we are proposing to obtain specialized feedback from two adjunct advisory committees including the Technical Advisory Committee (TAC) and the EAC. Furthermore, throughout the SEP planning process we will be actively engaged with the Consortium – including elected officials and associated County staff, as well as gubernatorial appointees to the consortium. Finally, we will regularly communicate with key DEP staff, the Governor’s office, and the Restoration Council.

Implementation of our Public Involvement Plan will be a major effort, and we will dedicate the necessary time and resources to ensure that a broad consensus of support for the SEP is obtained from the major stakeholders.

Leveraging of Funding Resources

The concept of “leveraging” financial resources essentially means using one resource to attract other resources. It is a common strategy in the grant writing business, and this strategy will certainly be important in maximizing the total funds available for SEP planning and implementation. Furthermore, in the context of the RESTORE Act leveraging could also mean using funds from one “pot” to start large/complex projects that are then completed using funds from other pots. Therefore, leveraging is a strategy that will be analyzed and applied to both maximize the total funding level, as well as to extend project funding across multiple funding sources. Our general approach to leveraging is summarized below.

TAB A: EXECUTIVE SUMMARY

First, the optimization and maximization of all available funding sources will be analyzed as part of the SEP development process. Given the potential value multiplier associated with leveraging, we propose to include “leverage” as one of key economic components in the development of project evaluation criteria. Leverage could be from revenue internal to the applicant, or from other federal, state or foundation grants. This criterion will assess if there is existing funding budgeted or earmarked for a project, and quantify the amount and percentage of the total cost that is already funded. Projects with some level of funding already secured would presumably be ranked higher.

Second, in the development of the Draft Final SEP, specifically the phasing of selected projects, consideration could be given to setting aside a percentage of pot #1 funding to initiate eligible high value/high cost projects that have clear benefits that extend beyond one county or watershed, and which would be impossible to fund solely from pot #1 monies and/or other internal funding sources, or would totally deplete those resources. We have thoroughly reviewed the Treasury Interim Final Rule addressing the RESTORE Act and can find no specific provisions explicitly prohibiting the funding of projects across the various funding pots.

Third, we will evaluate the applicability of a wide range of other complimentary funding sources that could be leveraged to fund SEP projects. We will develop an **Other Grant Sources Inventory**, a document that will detail other federal, State, and foundation funding sources for projects that are eligible for funding in the SEP. In developing this inventory we will coordinate with agencies specifically responsible for RESTORE Act funding including the Restoration Council and the NRDA Trustee Council. In addition, we will consult with the National Fish & Wildlife Foundation (NFWF) with regard to availability and applicability of the Gulf Environmental Benefit Fund monies to SEP projects. Finally, we will coordinate with the DEP and the four Florida Water Management Districts on the Gulf Coast with regard to complimentary cooperative funding programs (e.g., SWIM funds) that could be leveraged to support SEP projects.

Value Added Services

By virtue of many unique project team attributes the ESA team is able to provide several critical value added services to the Consortium during the development of the SEP, as summarized below.

Spill Impact Component Funding Allocation Support

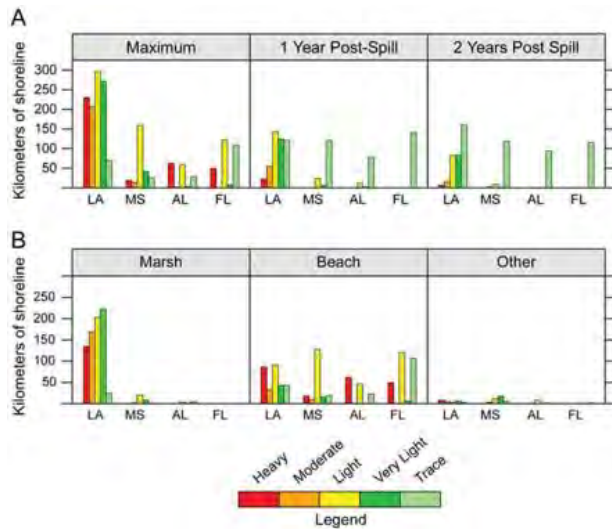
The SEP development and implementation will be funded by the Spill Impact Component (Pot 3) of RESTORE Act. Funding for the Spill Impact Component will be allocated among the Gulf States according to several complex formulas. Approximately 80% of the Spill Impact allocation hinges on the length and position of shoreline oiling by state – this represents an estimated \$1-4B to be allocated among the States, a portion of which will go to Florida to implement the SEP. The Gulf Restoration Council will determine the Spill Impact allocation formulas and calculations by State and will publish related federal regulations and guidance in the near future.

It is critical that the Gulf Consortium be informed and ready to provide input on this process as soon as the draft allocation formulas and calculations are issued by the Council (other states may already be positioning to provide such input). The ESA team includes the scientific and database experts who developed and manage the NOAA Deepwater Horizon SCAT Shoreline Oiling Database, the primary source for shoreline oiling in the Gulf.

No other team is more familiar with this complex topic and data source. Our team is also intimately familiar with other contributing and supplemental sources of shoreline oiling data from across the Gulf.

Our team will provide the following value added services to the Gulf Consortium during development of the SEP:

- Calculations to estimate Florida’s proportional allocation according to shoreline oiling statistics;
- Crucial advice on key related challenges and issues that could affect Florida’s allocation;



- Technical review and draft comments on the Gulf Restoration Council’s Spill Impact allocation formulas, calculations, and related regulations and guidance; and
- Technical coordination with the Gulf Restoration Council regarding Florida’s proportional allocation

The above input is critical to ensure that Florida receives an equitable allocation from the Spill Impact Component to fund SEP implementation. Only the ESA team can address this topic using “Best Available Science”, as defined by the RESTORE Act and the Council.

Regulatory Guidance & Support for SEP Approval

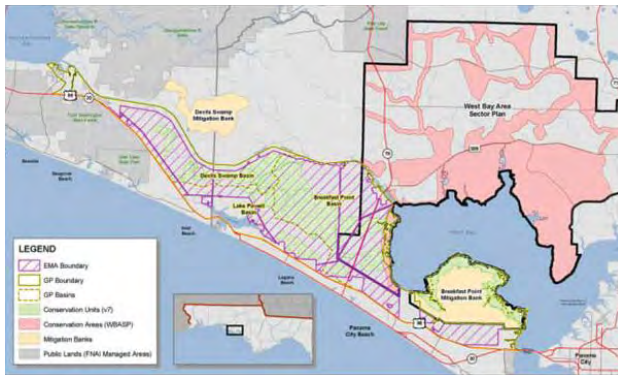
Under the status quo all projects ultimately included in the FSEP will be individually subject to environmental permitting and compliance with all applicable federal and State rules and regulations. Individual permitting of the numerous and diverse projects contained in the SEP projects will likely lead to extensive frustrating delays in SEP implementation.

To facilitate streamlined regulatory approval and implementation of the SEP, we recommend that the Consortium consider a potential value added services task to examine opportunities to develop streamlined state and federal permitting mechanisms, and expedited NEPA compliance (if required), for SEP projects. This could include development, or technical support of a Programmatic EA or EIS (likely led by the Gulf Restoration Council) concurrent with SEP development, which the SEP would then reference, thus lessening the potential need, or processing details, for stand-alone NEPA documents for individual projects.

Streamlined permitting could also include exploration of how various existing Nationwide and general permits and exemptions could apply to SEP projects, coupled with agency discussions on possible new general permits or other streamlined permitting mechanisms which could be developed for the SEP. Depending on need, it is possible that a comprehensive permitting approach could be devised that would address the SEP as a whole, perhaps as a Regional General Permit (RGP) with the USACE and an Ecosystem Management Agreement (EMA) with DEP. Of particular relevance to coastal zones, the federal Special Area Management Plan (SAMP) process could be used with the goal of developing an RGP/EMA or similar regulatory product for the SEP (or even for Florida RESTORE Act projects in general).

The ESA team is unique in that key team members (Doug Robison, Ann Redmond, and Scott Zengel) have led two of the largest RGP and EMA permitting efforts in the State of Florida, both located in Northwest Florida: the West Bay-South Walton RGP/EMA for the St. Joe Company and the Northwest Florida Beaches International Airport EMA, State Ecosystem Team Permit and USACE Conceptual Permit (both spanning tens of thousands of acres and multiple decades of planned projects, including significant conservation, restoration, and mitigation activities).

TAB A: EXECUTIVE SUMMARY

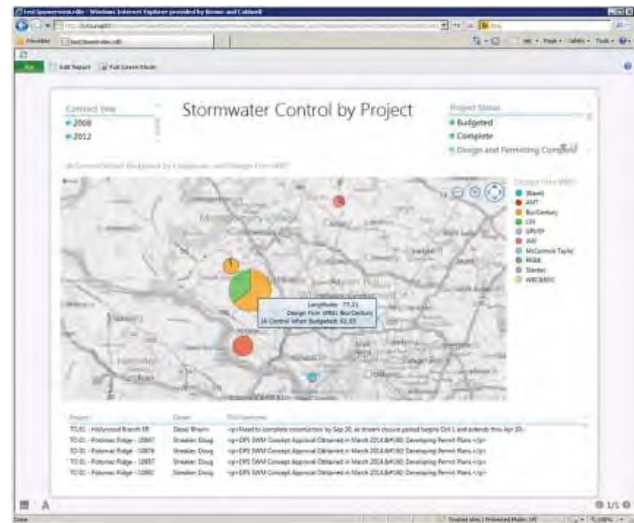


Collaboration Website & Spatial Database Development

The ESA team has first rate expertise and experience in developing and maintaining project-specific collaboration websites, as well as linked GIS and spatial applications. In particular, BC has provided these services for numerous local governments and utilities, including major projects conducted for Montgomery County, MD, and the San Francisco Public Utilities Commission.

The ESA team will develop and maintain a project-specific collaboration website for the SEP project that provides the following capabilities:

- Project document control (submittal, version control, search)
 - Project status reports
 - Project lists and maps
 - Project documents organized by category;
- Calendar of events;
- Public education materials;
- Interactive spatial database/maps of projects nominated for consideration in the SEP; and
- Project schedule tracking.



The proposed project-specific collaboration website and interactive GIS viewer will fully support the needs and functions of our Public Involvement Plan, as well as our improved Project Nomination process.

Furthermore, these tools can be easily adapted to provide a comprehensive implementation program management support system will be critically important to the Consortium should it become the implementing entity for the SEP.

Funding Assistance to Project SEP Applicants

It is anticipated that during the planning process hundreds of various types of projects, programs, and activities will be considered and evaluated for inclusion in the final SEP; however, only those projects that provide the greatest combination of environmental, economic, and social benefits, and do so in the most cost-effective manner, will be included in the final SEP. Therefore, it is likely that the majority of projects submitted will not be included.

One of the value added services proposed by the ESA team is to assist the “owners” and applicants of projects not included in the final SEP in finding other potential funding sources for those projects.

As environmental professionals with decades of experience working with federal agencies, the Florida DEP, the Florida Water Management Districts, and local governments around the State, we are extremely familiar with existing grant and cooperative funding programs available for types of projects, programs and activities addressed in the SEP.

In the development of the SEP we will evaluate the applicability of a wide range of other complimentary funding sources that could be leveraged to fund SEP projects. As part of this effort, we will develop an Other Grant Sources Inventory, a document that will detail other federal, State, and foundation funding sources for projects that are eligible for funding in the SEP. Information on other grant funding sources will be provided to potential applicants, with information updated weekly as grant deadlines are announced.

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During the SEP planning process we will actively work with the stakeholders and project applicants to assist them in identifying the best funding strategies for their projects.

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In the project screening and early evaluation processes, we will prepare critical reviews of project submittals that are reviewed and evaluated. If requested, we will consult with the owners of projects not selected to discuss how they could make their respective proposals stronger, and what other funding programs might be applicable.



Cost & Schedule

Our total cost proposal to complete the scope of work described in this RBAFO response is **\$1,773,880**. This total includes **\$1,705,880** in labor costs, based on 11,199 total labor hours, plus **\$68,000** in reimbursable expenses. It should be noted that approximately one third of this proposed project cost will be dedicated to the implementation of our comprehensive Public Involvement Plan. This cost proposal includes all direct and indirect costs, overhead, and profit. Furthermore, reimbursable expenses will be billed at cost with no markups.

We estimate being able to complete our proposed scope of work within two years from the notice to proceed. We believe this schedule builds in adequate time for the Consortium and other stakeholders to review interim work products, and for proper public meeting notification.

It is extremely difficult to provide a finite cost estimate for SEP implementation and program management at this time due to the fact that the program has not yet been defined, nor have the services and respective level of effort requested by the Consortium been fully defined. However, Tab G of this RBAFO response provides a description of a baseline level staffing program and estimated annual costs.

TAB A: EXECUTIVE SUMMARY

Unique Attributes of the ESA Project Team

This section summarizes other unique attributes of the ESA project team, qualities that we believe should be strongly considered in selecting the SEP planning consultant.

No Conflicts of Interest

We have reviewed and carefully considered the Conflict of Interest clause contained in the RBAFO, as well as later clarification of that clause provided by the Leon County Purchasing Department. The ESA team fully accepts the limitations expressed in this clause, and ESA and its named team partner firms and individuals will formally recuse themselves from all later participation in any projects, programs, and activities ultimately included in the SEP.

If selected by the Consortium, the ESA team will be beholden solely and exclusively to the interests of the Consortium, and will not seek to profit from the subsequent implementation of the SEP prepared by the ESA team.

In addition, it should be noted that ESA and its team members are not currently providing RESTORE Act services to any member counties of the Gulf Consortium, and we have expressly rejected opportunities to do so pending the selection of the SEP planning consultant by the Consortium. We consider existing agreements to provide RESTORE Act services to Florida Gulf Coast counties, such as the preparation of County Multi-Year Implementation Plans (MYIP's), to be a clear conflict of interest with respect to also serving as the SEP planning consultant to the Consortium. Such existing contractual relationships with member counties could potentially result in bias in the development of the SEP that favors one county over the others. Accordingly, we advise the Consortium to consider this factor in the selection of the SEP planning consultant.



Exclusive Coastal Master Planning Experience

Exclusive to our team are the key core staff members responsible for the development of the **Louisiana 2012 Comprehensive Master Plan**. This document stands alone as the only RESTORE Act compliant plan of this scale and complexity produced to date, and is the template for other states to follow in developing their SEPs.

Our project team's unique coastal master planning experience with the Louisiana Plan will be extremely valuable to the Consortium in preparing the Florida SEP.

We know what worked and what did not work in the Louisiana coastal master planning effort, and we know where available funds should be applied to yield the best products with the greatest level of stakeholder support. We also know that there are no "one size fits all" solutions to a coastal master planning effort of this scale and complexity. To complete the development of a scientifically-based and publicly-informed Florida SEP, the planning consultant will need to stay focused on the end points, and our proposed project team has the knowledge and most relevant experience to do just that.

Florida-Based Project Team that Has Worked Together

While we have brought in outside experts with unique coastal master planning experience from Louisiana, the core of our project team is fully Florida based and has worked together collaboratively on numerous projects.

Our project management team – Doug Robison (ESA) and Ann Redmond (BC) - has over 65 years of combined experience in Florida, and fully understands the ecological, economic, political and cultural diversity of the Florida Gulf Coast. They have spent virtually their entire careers working on environmental issues in Florida.

Furthermore, our team of supporting consultants has extensive relevant Florida experience in all aspects of this project including: environmental engineering (BC); public involvement and stakeholder coordination (Wildwood Consulting); coastal resource economics (Stratus Consulting); restoration science (RPI); regulatory analysis (LLW); and grant writing/ administration (Langton Associates).

Dedicated & Experienced Project Management Team

Our proposed project manager, Doug Robison, will serve as the single point of contact with the Consortium for all aspects of the SEP project. Mr. Robison is a full-time employee with ESA and brings 34 years of relevant project and program management experience. He is a senior corporate officer with the authority to fully represent ESA. If the ESA team is selected, Mr. Robison is committed to dedicating 100 percent of his professional time to the SEP project for the contract duration, if so requested by the Consortium.

To assist Mr. Robison in the management and execution of this project, we are proposing Ann Redmond (BC) to serve as Deputy Project Manager. For a project of this complexity, the appointment of a Deputy Project Manager will provide for several important benefits, including:

- Collaborative leadership and decision making;
- Workload sharing and delegation management functions; and
- Additional level of quality control and project management oversight.

The ESA project management team proposes to be actively engaged in the implementation of the Public Involvement Plan. It is anticipated that Mr. Robison and Ms. Redmond will share those responsibilities to ensure that senior management is present and represented at all key stakeholder meetings.

Appropriate Corporate Focus of Prime Consultant

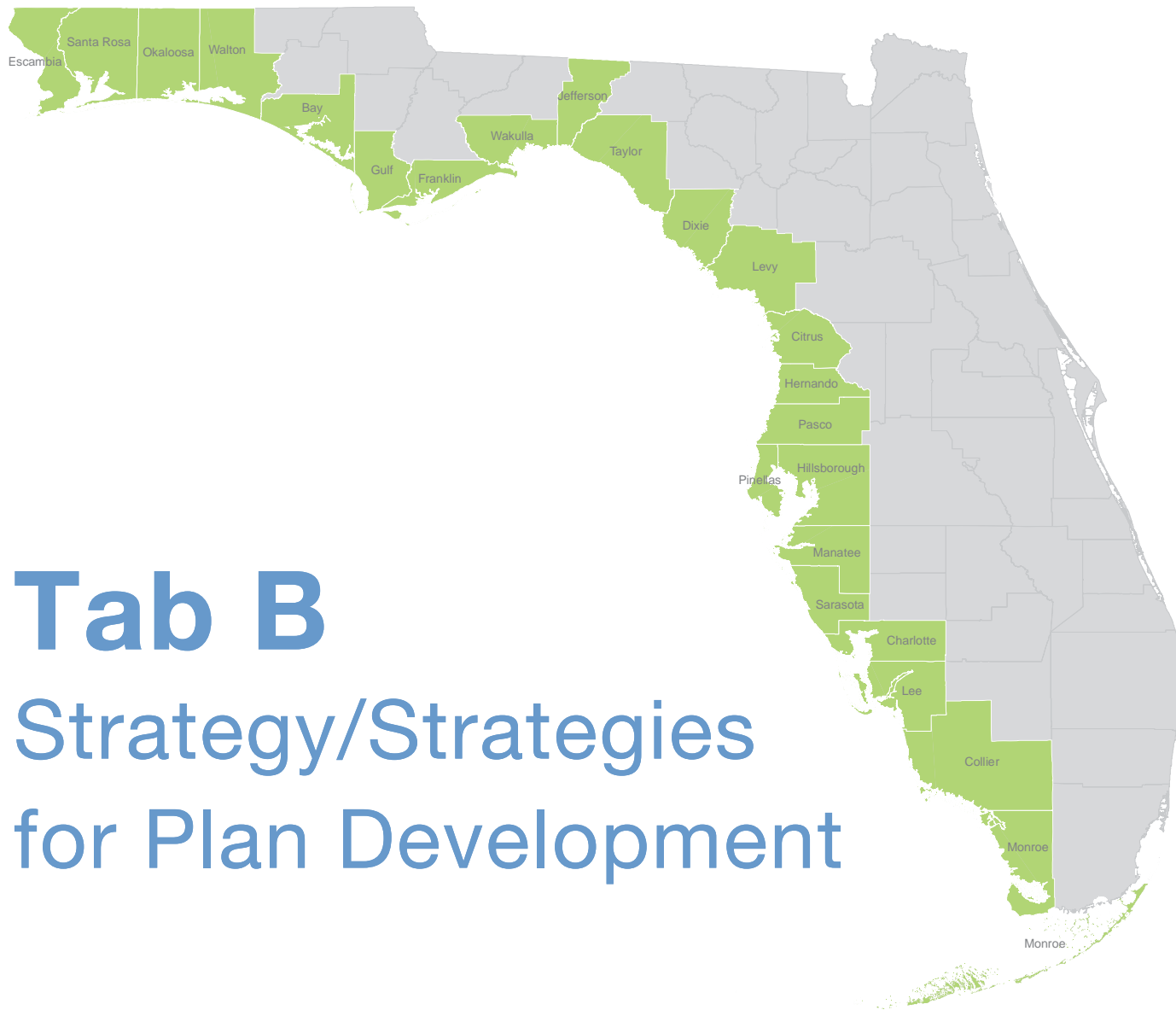
The overarching goal of the RESTORE Act is to make significant and sustainable improvements to Gulf Coast ecosystems and communities. Consistent with this goal, ESA’s core business is environmental science and planning, and our key clients are state, regional, and local governments like the Consortium – not the oil and gas industry.

Furthermore, we are not an engineering firm in the business of designing or constructing major infrastructure projects. Rather, we are an environmental science and planning firm, recognized as a national leader in ecosystem restoration, innovative coastal resilience, and sustainability.

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Projects like the development of the Florida SEP are what we do best, and if selected as the SEP planning consultant, this project will be our top priority and our primary focus.

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Tab B

Strategy/Strategies for Plan Development

Tab B

Strategy/Strategies for Plan Development

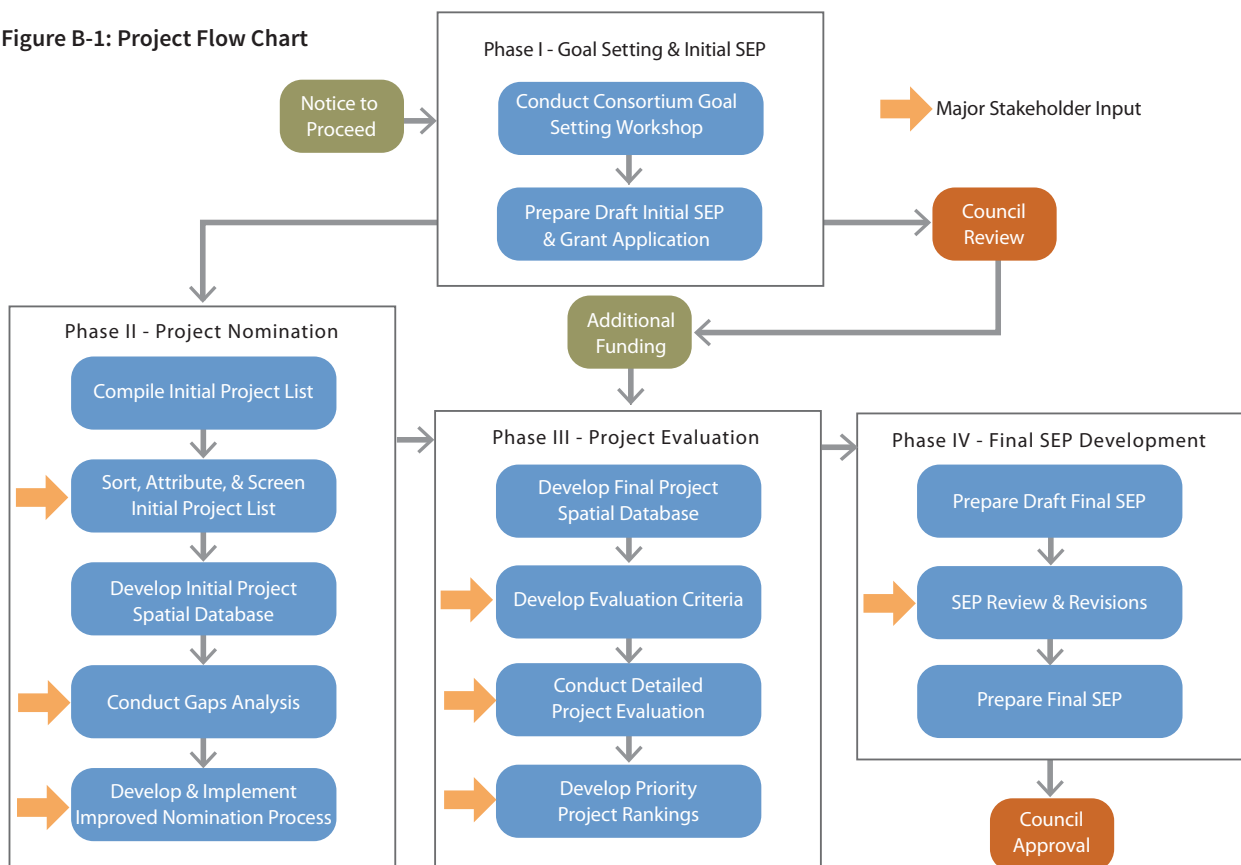
Overall Strategy

The ESA team anticipates this project will require an iterative process that integrates both technical analysis and production performed by the planning consultant team, as well as intensive public involvement and stakeholder coordination directed by the consultant team. However, to complete and obtain support and approval of the Florida SEP in a timely and cost-effective manner, the work flow for this project must be orderly, well-defined, and continuously focused on the end points.

Our overall strategy and approach for developing the Florida SEP is schematically depicted in Figure B-1 below. This flow diagram shows both the sequence of the various project tasks and the interrelationships among them. As shown in Figure B-1 our proposed planning effort is divided into four phases, which are summarized below.

- Phase I - Goal Setting & Initial SEP:** In this phase we will work directly with the Consortium to define goals, objectives, guiding principles, and success measures for the SEP that reflect Florida-

Figure B-1: Project Flow Chart



TAB B: STRATEGY/STRATEGIES FOR PLAN DEVELOPMENT

specific priorities and are consistent with the Council's Initial Comprehensive Plan. In addition, in Phase I we will prepare and submit a grant application(s) to the Council and other potential funding entities for planning assistance monies.

- **Phase II – Project Nomination:** In this phase we will sort, screen, attribute, and map existing lists of projects. In addition, we will conduct a gaps analysis and develop a new project nomination process that involves a project-specific website and an online portal for new project submittals.
- **Phase III - Project Evaluation:** In this phase we will develop a final spatial database of all projects submitted for consideration, and conduct a comprehensive, multi-level approach to project screening, evaluation, and ranking that includes both environmental and economic attributes.
- **Phase IV – Final SEP Development:** In this phase we will prepare the Draft Final SEP document; coordinate document review, public comment, and revisions; and then prepare the Final SEP document. This phase will also include close coordination with the Governor and Council to obtain document approval from both.

Stakeholder input will be critical to the success of the planning effort; a rigorous program of public involvement, including adjunct advisory committees, will be conducted throughout all four phases of the project. Our public involvement plan is discussed in detail in Tab E.

As stated in our ITN response, the ESA project team includes the key staff responsible for the development of the Louisiana 2012 Coastal Master Plan. Accordingly, our proposed strategy and approach to developing the SEP are based on many of the lessons learned from this previous work (see “Lessons Learned” on the next two pages).

It should be noted that our strategy assumes that limited funding will be available for the project prior to the award of grant funds to support the full planning effort. Therefore, we have phased the work effort so that progress will be made in Phase I and Phase II with a modest level of available funding. It is anticipated that Phase III will be initiated only after grant funds are received.



From our **Louisiana 2012 Coastal Master Plan** experience we know that the project evaluation and ranking phase of the project will be the most complex, costly, and potentially the most controversial. Furthermore, the level of work conducted in this phase could vary substantially depending on the desires and expectations of the Consortium and the stakeholders.

In the Louisiana project a great deal of the funding was allocated to modeling the environmental benefits of projects under a variety of scenarios, as well as to the development of a complex planning tool for project prioritization. Unfortunately, these efforts did not lead to significant improvements in the planning and decision-making processes. Therefore, the base level of effort that we are proposing for Phase III involves a rigorous expert- and stakeholder-driven decision-making process, but minimal project/scenario modeling and planning tool development.

While the desires and expectations of the Consortium and other stakeholders will be fully considered, our project flow chart (Figure B-1) indicates that the level of effort associated with Phase III may ultimately be determined by the level of funding derived from the planning grant application(s) prepared in Phase I. If project and scenario modeling is desired, and there is adequate funding to support it, the ESA team is fully capable of conducting that level of effort.



Lessons Learned

The 2012 Coastal Master Plan involved the development of a new, science- and engineering-based approach to coastal planning for which no prior guidance (or “blueprint”) existed. Consequently, the approach was by necessity a dynamic process that required real-time adaptation in response to changes throughout the planning effort. As such, the lessons learned presented herein should serve to streamline future planning efforts.

Project Definition

The 2012 Coastal Master Plan involved the development of project attributes for over 1,500 candidate protection and restoration projects. Development of project attributes was a somewhat organic process that evolved in response to changing project evaluation needs and time constraints. The following are lessons learned and recommendations for project definition.



- Establish protocols for consistently reporting project attributes across project types, including details such as the number of significant figures to use in project costs and dimensions.
- Clearly define the conceptual approach to development of all project types prior to the initiation of any attribute development activities.
- Define and report all assumptions utilized when developing attributes such as volumes, costs, and area of benefit.

Planning Objective

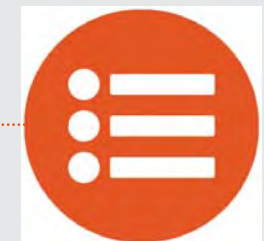
The planning team initially developed a complex set of ecosystem service metrics along with corresponding targets to facilitate a comparative analysis of project effects. This approach was ultimately replaced with a simpler planning objective of maximizing land building (common currency concept) in the near and long term while still examining and weighting the ecosystem services for those projects that showed great ability to serve the major objective.



- Utilize a simpler, more top-down approach in future planning efforts based on nested analyses that incrementally add nuance and complexity: e.g., drill down to watershed level and begin to systematically look at the effects of the initial high performing projects on additional ecosystem services outcomes to both maximize synergies and mitigate significant negative impacts.

Design of Scenarios for Environmental Uncertainties

The initial planning framework used a complex quantitative scenario framework to address environmental uncertainty (e.g., sea level rise, storm frequency, precipitation) in predictions of restoration project effects.



- The original intent to use multiple (>10) uncertainty scenarios would have been difficult to communicate to the public in a concise and clear manner. Two scenarios, Moderate and Less Optimistic, was a manageable number for the communication team.
- An appropriate scenario design should be based both on the needs of the decision analysis and the specifications of the data used to evaluate the scenarios.
- A small scenario design should vary only a small number of uncertain factors.

TAB B: STRATEGY/STRATEGIES FOR PLAN DEVELOPMENT



Outreach & Engagement

The O&E effort was not fully established until many months after the 2012 Coastal Master Plan was initiated. This late start required an intensive catch-up effort that in part served to isolate the O&E team from the broader Master Plan Development Team in some respects (particularly the various technical teams). Outreach also consisted of a series of community meetings, presentations to stakeholder groups, and parish official briefings. All requests for additional meetings or presentations during this O&E effort were granted. The master plan was often challenging to present to stakeholders that were not fully versed in coastal issues or planning efforts.

- A transparent, honest approach to communications fostered tremendous goodwill among stakeholders.
- Include social media experts on O&E teams in future efforts.
- Develop external advocates/champions earlier in the planning process.
- Advance engagement of political figures was greatly beneficial to the master plan effort.
- Focus future Phase II Outreach efforts more on listening to stakeholders and less on presentation.
- Ensure that future efforts are more strategic and proactive in reaching out to certain user groups.



Incorporating Leadership & Stakeholder Preferences

The Louisiana Master Plan team initially set out to develop a planning tool which used a multi-criteria decision analysis (MCDA) objective function that included weights to combine effects of projects on each of the ecosystem services and decision criteria. This approach was replaced with one that included a much simpler objective function with weights for near and long term land building only. Constraints were added that restricted scores for the different decision criteria, per CPRA and stakeholder preferences.

- A detailed MCDA approach is not feasible for a public and complex decision making process such as the Florida SEP.
- A simpler objective function with a small number of weights is more appropriate and proved to be effective in considering near versus long term benefits.
- A simple objective function with a small number of weights increases the interpretability of the results presented to interested parties.



Master Plan Document Production

Production of the 2012 Coastal Master Plan document was a complex effort with a severely constrained schedule, and challenges ranged from crafting its broad thematic messages to the details of print production.

- Assembling a team of people with skills in technical analysis, public communication, and visual design was helpful in crafting a complex body of work which was both accessible to the public and scientifically accurate.
- Enabling the O&E team to guide the structure of the document by first shaping its broad messaging strategy and then adding greater detail and technical complexity helped to successfully communicate the decision framework and project analysis without getting “bogged down in the weeds.”
- Incorporating a wide range of well-designed visual elements (e.g., maps, diagrams, and photos) was equally as important to the success of the document as the textual elements.
- Creating a hierarchy of information (i.e., very general brochure, main document, and technical appendices) was also a helpful way to reach multiple audience needs.

Scope of Work

To complete the scope of work outlined in the RBAFO, we have broken down the work effort into four (4) phases as described above, and fifteen (15) discrete tasks that will be conducted in sequence. Breaking down the work effort in this manner will facilitate cost-effective contracting with the Consortium as well as the efficient adaptation of this RBAFO response into a planning grant application(s) for consideration by the Council and other potential funding entities.

The tasks to be conducted in each phase are shown in Figure B-1 and listed below.

Phase I - Goal Setting & Initial SEP

- Conduct Consortium Goal Setting Workshop
- Prepare Draft Initial SEP & Grant Application(s)

Phase II - Project Nomination

- Compile Initial Project List
- Sort, Attribute, & Screen Initial Project List
- Develop Initial Project Spatial Database
- Conduct Gaps Analysis
- Develop & Implement Improved Project Nomination Process

Phase III - Project Evaluation

- Develop Final Project Spatial Database
- Develop Evaluation Criteria
- Conduct Detailed Project Evaluation
- Develop Priority Project Rankings

Phase IV - Final SEP Development

- Prepare Draft Final SEP
- SEP Review & Revisions
- Prepare Final SEP

Phases I-IV

- Public Involvement and Stakeholder Coordination

To better understand our proposed work flow, each of these tasks and their associated deliverables are briefly described below. Tabs C, D, and E provide more detail with regard to our proposed methods and approaches to the project nomination, project evaluation, and public involvement aspects of the project, respectively.

Phase I - Goal Setting & Initial SEP

Task 1 – Conduct Consortium Goal Setting Workshop

In this task we will conduct a two day workshop with the full Consortium to present our overall approach to developing the SEP, and to gain feedback and acceptance of our approach from the Consortium members. In addition, we will facilitate a goal setting workshop with the Consortium to define their goals, objectives, and success measures for the SEP. In January 2014, the Consortium held an initial visioning session to begin discussing their goals and objectives. The workshop to be conducted in this task will build on progress made by the Consortium in this initial session. The outcome of this workshop will be a list of goals, objectives, guiding principles, and success measures for the SEP that reflect Florida-specific priorities of the Consortium while also being consistent with the Council's Initial Comprehensive Plan.

.....
Task 1 Deliverables:
Written meeting summary of the Consortium goal setting workshop.
.....

TAB B: STRATEGY/STRATEGIES FOR PLAN DEVELOPMENT

Task 2 - Prepare Draft Initial SEP Document & Grant Application(s)

In this task we will prepare the Draft Initial SEP within 90-days of the Notice to Proceed. This document is essentially the “Plan to Plan” which outlines and describes the planning processes and corresponding levels of effort involved in the development of the Final SEP. The Draft Initial SEP will not be focused on specific projects, programs, and activities. Rather, it will include the following components, at a minimum:

- A definition of the goals, objectives, guiding principles, and success measures for the SEP that reflect Florida-specific priorities and are consistent with the Council’s Initial Comprehensive Plan.
- A strategy for developing, refining, and articulating the goals, objectives, and success measures of the SEP, including both short and long-term outcomes.
- A strategy for the logical and appropriate grouping of projects, programs, and activities for the Consortium’s consideration for inclusion in the Draft Final SEP.
- A process for development of evaluation criteria by which submitted projects, programs, and activities will be evaluated and ranked.
- A detailed timeline for the activities required for development of the Draft Final SEP.
- An estimate of all resources necessary for the development of the Draft Final SEP including, but not limited to, all costs to the Consortium, and the amount and type of staffing to be provided by the planning consultant team.

We anticipate that our “Plan to Plan” will embody the elements of our project approach as presented in this proposal. However, we are open to modifying our approach to better accommodate the goals, objectives, and expectations of the Consortium.

The Draft Initial SEP will be prepared in the form of a grant application to be submitted to the Council for the purpose of securing federal funds from the RESTORE Act Trust Fund for further development and implementation of the Final SEP. Therefore, the Draft Initial SEP will clearly specify a planning approach that meets the requirements of the RESTORE Act, and the U.S. Department of Treasury’s Rule (31 CFR Part 34). In addition, other funding sources for SEP development will be sought at this time, including but not limited to the National Fish & Wildlife Foundation (NFWF).

Task 2 Deliverables:

Draft Initial SEP prepared in the form of a grant application for review and funding consideration by the Council, NFWF, and other potential granting agencies.



Phase II - Project Nomination

Task 3 - Compile Initial Project List

We view the project nomination phase of the project to broadly include all steps necessary to develop a complete and accurate database of the universe of potential projects, programs, and activities to be considered for inclusion in the SEP. Tasks 3-7 as described below constitute the sequence of steps involved in the overall project nomination process. These tasks are expanded upon in Tab C of this proposal.

In this task, we will review the existing project list contained in the DEP spreadsheet database and contact each of the submitting entities to determine if the project information contained in the database is still accurate, and whether there are any revisions or updates that they wish to make. Following the confirmation of information we will prepare an updated project list, herein referred to as the initial project list. The initial project list will be compiled in a public domain relational database.

Task 3 Deliverables:

Revised and updated initial project list in the form of a relational database.

Task 4 – Sort, Attribute, & Screen Initial Project List

In this task we will sort and attribute projects in the initial project list pursuant to the following criteria:

- Project type;
- Major watershed(s);
- County jurisdiction(s); and
- Water Management District jurisdiction(s).

There is a wide range of project types contained in the DEP spreadsheet database including such disparate activities as restoration of degraded tidal wetlands, land acquisition, creation of living shorelines, construction of reclaimed water infrastructure, fisheries monitoring, and environmental education programs. We will work with the project stakeholders and engage our Technical Advisory Committee (TAC) and Economic Advisory Committee (EAC) (see Tab E) to develop a simple project type classification system that accommodates the wide range of proposed projects.

In addition to sorting projects by type and major watershed, political jurisdictions are clearly important with respect to allocating projects and funding among the 23 Gulf Coast counties in a reasonably equitable manner. Therefore, we propose to also sort the initial project list by the County jurisdiction(s) within which the projects reside. Finally, four of Florida’s five Water Management Districts (WMD’s) have jurisdiction along the Gulf Coast, and it will be useful to also sort projects by WMD as they will have a potentially important role in leveraging additional funding for several types of SEP applicable projects. Figure B-2 shows a graphical representation of how projects will be sorted and attributed geographically using DEP watershed boundaries.

After sorting and attributing the initial project list pursuant to project type, major watershed(s), and political jurisdictions, we will also conduct a preliminary screening analysis of the initial project list.

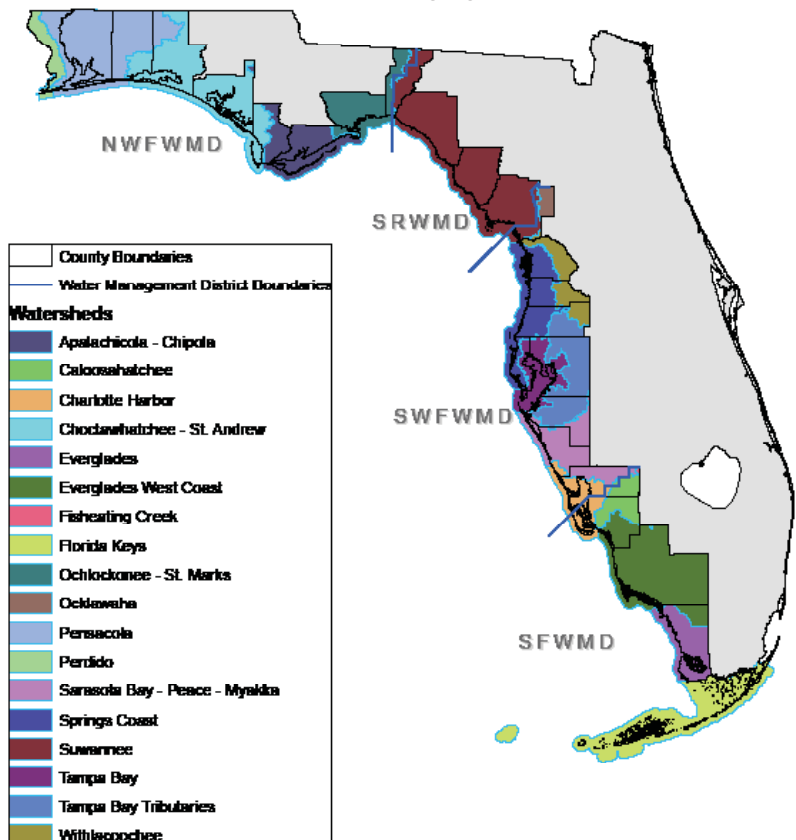
The preliminary screening will eliminate projects that:

- Are clearly duplicative;
- Are clearly inconsistent with the list of eligible activities contained in the RESTORE Act for the Spill Impact Component; and
- Do not have a clear nexus to the goals and objectives set forth in the Council’s Initial Comprehensive Plan.

The proposed processes to sort, attribute, and preliminarily screen projects will be a point of major stakeholder input. These processes will be discussed and vetted with both the TAC and the EAC (see Tab E) as well as DEP.

Task 4 Deliverables:
 Screened initial project list as a relational database; and written meeting summaries of completed consultations with the TAC and EAC.

Figure B-2: Graphical representation of how projects will be sorted and attributed geographically.



TAB B: STRATEGY/STRATEGIES FOR PLAN DEVELOPMENT

Task 5 - Develop Initial Project Spatial Database

In this task we will convert the screened initial project list into a spatial database using appropriate GIS and relational database tools. The purpose of this task is to convert the largely tabular and narrative information contained in the initial project list into spatial information so that the stakeholders and the public can actually see the relative location and geographic extent of each project on a series of maps. In addition, converting the refined initial project list into a more robust spatial relational database structure will allow for more complex attributing for purposes of supporting detailed project evaluation.

Given the wide range of projects contained in the initial project list, it will be a challenge to accurately portray each type of project spatially. For example, the construction of a half-mile living shoreline project in Pensacola Bay can easily be depicted on a map; however, it is more difficult to show the geographic extent of an environmental education program. Nonetheless, we will develop an initial project spatial database that meets the needs of the stakeholders and public, as well as the project team involved in detailed project evaluation.

A series of maps will be produced that graphically display the wide range of project types and their respective geographic extent and distribution along the Gulf Coast. These maps will be used extensively in the Public Involvement Plan to inform the Consortium and stakeholders about the projects that have been proposed for consideration in the SEP.

.....
Task 5 Deliverables:
Draft project spatial database and corresponding metadata in a robust relational database format; GIS map series showing geographic distribution and other attribution of projects contained in the screened initial project database.
.....

Task 6 - Conduct Gaps Analysis

In this task we will evaluate the geographic and jurisdictional coverage of the various types of projects contained in the initial project spatial database. The goals of the gaps analysis will be to determine if the information in the initial project spatial database:

- Accurately and appropriately depicts the geographic limits of each project;
- Has an appropriate balance of project types;
- Has an appropriate geographic distribution of the various project types among the Gulf Coast watersheds and counties; and
- Allows for aggregating or disaggregating projects to better optimize resources and jurisdictional coordination.

The gaps analysis will be a process driven largely by stakeholder and public input derived from a series of regional meetings in a subset of the 23 Gulf Coast counties. Furthermore, we will engage our TAC and EAC to assist in the technical aspects of the gaps analysis.

Since the DEP project database was compiled, a number of agencies and NGOs have developed new conceptual project designs and other programs and activities that should be considered for evaluation, but for various reasons have not been included the DEP database. In this task we will reach out to a wider range of stakeholders to determine if their projects are included and accurately defined in the initial project spatial database. If not, we will make modifications to the initial project spatial database and prepare revised maps.

.....
Task 6 Deliverables:
A technical memorandum summarizing stakeholder and public input regarding: the adequacy and proper balance of project types and geographic coverage; list of additional projects solicited and directed to the nomination process; and suggestions on improvements to the nomination process documented.
.....

Task 7 – Develop & Implement Improved Project Nomination Process

This task will involve two separate sub-tasks: 1) development of a more comprehensive classification system for categorizing and quantitatively attributing projects in the initial spatial database; and 2) development of an improved web-based portal through which stakeholders may submit new projects, programs and activities for inclusion in the database and/or revise those already in the database.

There have been two open project nomination processes conducted to date, one by the Florida Gulf Coast National Estuary Programs, and the other by the DEP. These processes were relatively simplistic, using largely narrative information provided on a two-page form. The first step in this task is to develop a more comprehensive and quantitative classification system for defining the attributes of proposed projects, programs, and activities. This step will be driven largely by stakeholder and public input, and the engagement of our TAC and EAC, to assist in the refinement of the project classification and attribution system.

The second step involves development of a project-specific website and a web-based portal that incorporates the quantitative classification and attribution system (see Tab C for details). This will allow new project information to be submitted in a format that is consistent and convertible to the project spatial database. The website will also provide public education regarding the RESTORE Act and related activities and guidance for submitting concepts for consideration.



It is anticipated that the time window for new project nominations will need to be limited to allow for the transition to Phase III and development of the final project spatial database. However, it will also be important to not completely close the process so there is an open conduit for new ideas and input that could be incorporated at a later time, or in future updates.

.....

Task 7 Deliverables:

A technical memorandum summarizing the revised comprehensive and quantitative system for defining the attributes of proposed projects, programs, and activities; and a project-specific website and web-based portal for receiving new projects from stakeholders and the public.

.....

TAB B: STRATEGY/STRATEGIES FOR PLAN DEVELOPMENT



Phase III - Project Evaluation

Task 8 - Develop Final Project Spatial Database

We view the project evaluation phase of the project to broadly include all the steps necessary to finalize the project spatial database; develop criteria to evaluate projects; conduct both screening level and detailed project evaluations; and develop priority rankings of projects, programs, and activities for inclusion in the SEP. Tasks 8-11, as described below, constitute the sequence of steps involved in the overall project evaluation process. These tasks are expanded upon in Tab D of this proposal.

This task will involve updating the initial project spatial database to include new project submittals received through the improved project nomination process, as well as modifications to previously submitted projects in the initial project spatial database. It should be noted that the projects, programs, and activities included in the final project spatial database at the completion of this task will constitute the universe of projects considered for detailed project evaluation and ranking.

Task 8 Deliverables:

A final project spatial database and corresponding metadata in a robust relational database format; and a final GIS map series showing geographic distribution and other attribution of projects contained in the final project spatial database.

Task 9 – Develop Evaluation Criteria

In this task we will develop a range of appropriate criteria to screen, compare, evaluate, rank, and prioritize the various nominated projects, programs and activities. These criteria will ensure compliance with the RESTORE Act, Treasury rules, and Council goals, objectives and commitments. Three types of criteria will be developed, including:

- Screening criteria;
- Evaluation criteria; and
- Special issue criteria.

We propose to develop the evaluation criteria in two steps. First, our internal project evaluation team - composed of engineering, science, and regulatory experts - will develop a draft set of criteria based on their best professional judgment and in consideration of project evaluation schemes developed by others. The ESA team’s experience in the development of the Louisiana 2012 Coastal Master Plan will be a major advantage in this effort. In addition, we will review project evaluation criteria and ranking schemes developed by various Florida counties to address local project prioritization under the Direct Component of the RESTORE Act. For example, Pinellas County has adopted a tiered project evaluation and ranking scheme that incorporates both the Council’s goals and objectives as well as local priorities.

Second, following the development of draft evaluation criteria our project evaluation team will meet with both the TAC and EAC (see Tab E), DEP, and other stakeholders to present and receive feedback on the draft criteria. Revisions to our draft criteria will be made as appropriate, based on feedback from the committees and other stakeholders. In addition, we will conduct a briefing meeting with the full Consortium at this time to present and receive feedback on the draft evaluation criteria.

Task 9 Deliverables:

A technical memorandum summarizing the development of evaluation criteria, as well as the recommended application of criteria to be used for the detailed project evaluation; and written meeting summaries of completed consultations with the Consortium and other stakeholders.

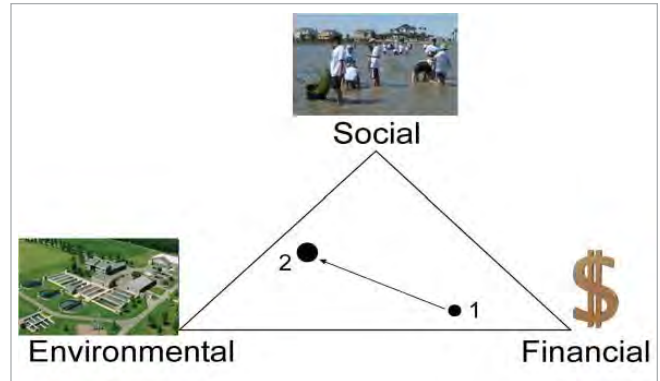
Task 10 – Conduct Detailed Project Evaluation

In this task we will apply the approved evaluation criteria to the universe of nominated projects, programs, and activities in two steps. First, each member of our internal project evaluation team will independently score each project. Then, they will convene to discuss the range of scores applied to each project to determine if the scoring methodology is producing consistent and unbiased results. Independent scores for each project will be averaged and then ordinated to produce a first cut of the highest ranked projects. The “cut line” will be determined by the estimated funding available for SEP implementation. The top ranked projects of which the cumulative cost is less than the cut line will be identified for further analysis.

Second, following the development of this “above the cut” project list, our project evaluation team will again meet with the TAC, the EAC, DEP, and other stakeholders to present and receive feedback on preliminary project evaluation results.

For each of the “above the cut” projects we will evaluate benefits/costs (B/C) and calculate expected return-on-investment (ROI) to inform the final project ranking and selection. Because of the necessary time and resources to undertake the B/C and ROI analysis, we propose to undertake this step only for those projects most likely to be selected.

B/C analysis strives to compare project benefits against cost to inform the evaluation process and ensure that selected projects provide the best “value” for the expended costs. Although B/C analysis is very effective in assessing financial benefits of projects, a limitation of B/C analysis is that it is often difficult to include important benefits, such as ecosystem services, and social enhancement in a monetary framework to balance against costs.



Therefore, we propose to implement a methodology called Triple Bottom Line (TBL) that explicitly identifies environmental and social costs and benefits in addition to only economic returns. As the name implies, TBL explicitly tracks three important bottom lines for decision-making: economic, environmental, and social. Projects that score well in all three bottom lines will be deemed to deliver the most sustainable benefits to both the natural and built environments.

In some cases, we anticipate the ability to monetize environmental benefits using non-market economic valuation tools. Non-market valuation is a branch of environmental economics that estimates values for natural resources and environmental goods and services that are not sold in standard markets. We will utilize existing literature in this field to assign monetary values on the benefits provided by these projects. Furthermore, we will incorporate estimates of non-market values for the resources and activities where they are available into the TBL benefit/cost evaluation, and in estimates of the return on investment for the “above the cut” projects.

.....

Task 10 Deliverables:

A technical memorandum summarizing: the project evaluation criteria and how they were developed; the benefit/cost and return-on-investment methodology; the results of the project evaluation and economic analyses; and meeting summaries of completed consultations with the TAC, EAC, and other stakeholders.

.....

TAB B: STRATEGY/STRATEGIES FOR PLAN DEVELOPMENT



Task 11 – Develop Priority Project Rankings

In this task, we will develop priority project rankings using the results of the project evaluation and economic analyses described above, as well as other input received from stakeholders. The priority project rankings will constitute the framework of the Draft Final SEP.

The project evaluation and ranking processes are perhaps the most potentially controversial aspect of the project. It is critical that the stakeholders believe those processes to be objective and fair.

We recognize that there may be concerns about the outcome of the draft priority project rankings and therefore recommend that another two-day workshop with the full Consortium be convened at this juncture to present the findings of the draft priority project rankings. During this workshop, modifications to the project evaluation and ranking procedures may be requested by Consortium representatives to address their concerns. And it may be necessary to conduct additional project evaluation and ranking procedures to obtain approval of the final mix and geographic distribution of the various project types, programs, and activities. Therefore, we view this task as iterative, working with the Consortium and other stakeholders to fine tune the final rankings to gain full support prior to the development of the Draft Final SEP.

Project rankings must reflect the priorities and values of stakeholders and the public. To the extent that different stakeholders and members of the public have different priorities and values, multiple rankings could be conducted to address various scenarios of interest. Alternative ranking scenarios could be developed to allow multiple perspectives to be considered. For example, ranking scenarios may emphasize different values – ROI, acres of ecosystem restoration and/ or conservation, water quality improvement, flood protection, tourism, etc. – or combinations of these values.

Scenarios may also emphasize different time frames (near-term or long-term). We will work with the Consortium and other stakeholders to develop a manageable set of scenarios for assessment. Each scenario will optimize project selection within the expected total SEP budget constraints.

If directed, we will conduct alternative project rankings using the scenarios of interest identified by the Consortium and other stakeholders. We will present the results of the ranking scenarios in a transparent process to aid in decision making. Results of the scenario rankings will be compared to identify common projects that rank highly across multiple scenarios, and to identify projects that are unique to specific scenarios. Where consideration of multiple scenarios does not significantly affect the ranking results, scenarios may be consolidated. Any critical thresholds will be considered in scenario evaluation.

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Task 11 Deliverables:

A technical memorandum summarizing the findings of the draft priority project rankings including various ranking scenarios; and written meeting summaries of completed consultations with the Consortium and other stakeholders.

.....

Phase IV - Final SEP Development

Task 12 – Prepare Draft Final SEP

Upon approval of the final priority project rankings by the Consortium, we will prepare the Draft Final SEP, using the project rankings as the framework. The Draft Final SEP will meet or exceed the minimal content requirements set forth in the RBAFO. The Draft Final SEP will be prepared in a style that is easily readable and understandable by elected officials and the lay public, with numerous graphics and call out boxes. Supporting detailed technical materials will be included as a series of appendices.

.....
Task 12 Deliverables:
Draft Final SEP document including all sections outlined in the RBAFO, as well as recommended priority projects, programs, and activities; and associated appendices and supporting information.
.....

Task 13 – SEP Review & Revisions

Our project team will facilitate the formal public process of review, comment, revision and approval of the Draft Final SEP by the Consortium and the Governor. We will incorporate revisions to the Draft Final SEP as directed by the Consortium, the DEP Coordinated Review process, and the Governor.

In this task we also anticipate facilitating a workshop with the Council to present a summary the revised Draft Final SEP, and to obtain feedback from them with regard to additional document revisions.

.....
Task 13 Deliverables:
Revised drafts of the Final SEP document; a technical memorandum summarizing comments received and actions taken in response.
.....



Task 14 – Prepare Final SEP

Upon approval of the revised Draft Final SEP by the Consortium, other stakeholders, and the Council, we will prepare the Final SEP document. The Final SEP will meet or exceed the minimal content requirements set forth in the RBAFO. The Final SEP will be prepared in a style that is easily readable and understandable by elected officials and the lay public, with numerous graphics and call out boxes. Supporting detailed technical materials will be included as a series of appendices.

We will also remain available to provide services to amend the Final SEP as circumstances and funding requires, in accordance with the Consortium’s direction for re-submission to the Governor and ultimately to the Council.

.....
Task 14 Deliverables:
Final SEP document submitted to the Council and any revisions thereto, including corrections and input from the Consortium, other stakeholders, and the Council.
.....

TAB B: STRATEGY/STRATEGIES FOR PLAN DEVELOPMENT

Task 15 – Public Involvement & Stakeholder Coordination

Public involvement and stakeholder coordination are critical to the success of this project, and the ESA team will dedicate the necessary resources and attention to these activities to ensure success. As discussed above, public involvement and stakeholder coordination will be an ongoing project activity integrated into the various tasks. The project flow chart (shown in Figure B-1) indicates key points in the process where stakeholder coordination, input, and approval will be needed.

Our detailed approach to this critical aspect of the project is discussed in Tab E of this proposal, while Figure B-3 shows the structure of our proposed Public Involvement Plan outreach program.

The overriding goal of our Public Involvement Plan is to ensure that the SEP planning process is transparent and fair, and that all interests and viewpoints are heard and properly considered. Therefore, in addition to the general public, we are proposing to obtain specialized feedback from our two advisory committees, the TAC and the EAC.

The role of the TAC is to obtain independent feedback on the technical efficacy of the SEP throughout its development. The need for the TAC is essentially specified by the Council in their requirement for the SEP to embody, and be based on, “the best available science.” Accordingly, the TAC will be composed of independent technical experts in applicable fields of science and engineering. Experts will be sought from: academia; private consulting; federal, state, and local natural resource agencies; and applicable NGOs.

The role of the EAC will be to ensure that the SEP planning process properly accounts for economic factors in the project evaluation process, and

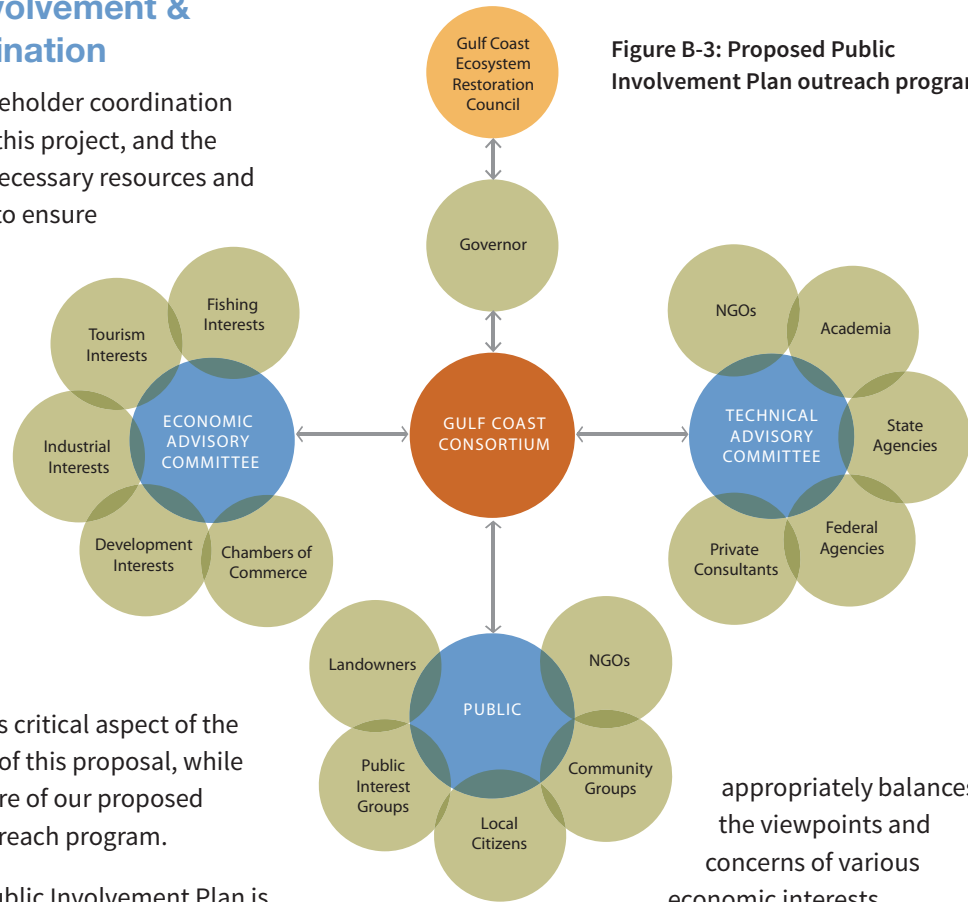


Figure B-3: Proposed Public Involvement Plan outreach program.

appropriately balances the viewpoints and concerns of various economic interests potentially affected by the SEP.

Accordingly, the EAC will be composed of representatives from various business organizations including fishing, tourism, industrial and development interests. In addition, the EAC will also include representatives from local and state chambers of commerce as well as major land owners in affected areas of the Gulf Coast.

Task 15 Deliverables:
 Multiple interim deliverables including project-specific website, numerous public outreach and educational materials, and summaries of feedback received from the public on the website and at meetings. In addition, the Draft Final and Final SEP documents will include a detailed appendix summarizing the entire Public Involvement Plan, associated processes and outcomes, comments received, and associated responses.

Additional Elements Specified in the RBAFO

This section provides responses to the six additional elements specified in the RBAFO document.

1. Coordination of the planning efforts with the funds available.

One of the most confounding aspects of the RESTORE Act is that the total amount, and timing, of the funds ultimately deposited in, and released from, the Gulf Coast Restoration Trust Fund are largely unpredictable.

The funds that have been deposited in the Trust Fund to date have come entirely from the Transocean settlement of \$653M. Transocean is expected to make its third and final payment of civil penalties and interest by March 2015. In addition to the Transocean settlement, Halliburton recently agreed to pay \$1.1B in civil penalties; and, the penalty phase of the BP trial is scheduled to begin in January of 2015. When these additional settlement funds will actually be deposited in the Trust Fund and become available to the Gulf States is not currently known. Therefore, the funding limitations of the SEP are similarly a moving target.

As of this writing, there was \$188,790,036 in the Spill Impact Component of the Trust Fund. The recently published Treasury Interim Final Rule (TIFR) and Council Interim Final Rule (CIFR) indicate that grants will be the primary mechanism for funding planning activities from the Trust Fund. Furthermore, the CIFR states that a maximum amount that can be disbursed annually to each State for planning activities is 5 percent of the Spill Impact Component. Based on the current amount in the Trust Fund, approximately \$9.4M will be available to the Gulf Consortium, and each of the other four Gulf Coast States, upon adoption of the final Treasury and Council rules – presumably in late 2014 or early 2015. The \$9.4M that will be available to the Consortium in 2015 can be used in part, or entirely, for planning activities. However, discerning a total budget, and a corresponding schedule, for SEP implementation is not possible at this time.



Our proposed approach of using various “cut lines” applied to priority project rankings has been developed specifically to accommodate the budgeting uncertainties associated with the RESTORE Act (see Tab D for details). Essentially, eligible projects, programs and activities will be ranked in terms of their environmental, economic and social benefits, and their relative cost-effectiveness in achieving those benefits. Budgetary “cut lines” will then be established for each year, based on the cumulative cost of the priority project rankings and the funds available for disbursement from the Trust Fund for that given year. Therefore, our approach to developing the SEP allows for projects to be implemented in priority order as funding becomes available. In this way it will be possible to define SEP components that use only the currently available Transocean funds (FY 2015-2016), and the Transocean + Halliburton funds (FY 2017-1018), and finally the Transocean + Halliburton + BP funds (FY 2019 and beyond).

In addition, the optimization and maximization of all available funding sources will be analyzed as part of the SEP development process. Given the potential value multiplier associated with leveraging, we propose to include “leverage” as one of key economic components in the development of project evaluation criteria. Leverage could be from revenue internal to the applicant, or from other federal, state or foundation grants. This criterion will assess if there is existing funding budgeted or earmarked for a project, and quantify the amount and percentage of the total cost that is already funded. Projects with some level of funding already secured would presumably be ranked higher.

TAB B: STRATEGY/STRATEGIES FOR PLAN DEVELOPMENT



Furthermore, in the development of the Draft Final SEP, specifically the phasing of selected projects, consideration may be given to setting aside a percentage of pot #1 funding to initiate eligible high value/high cost projects that have clear benefits that extend beyond one county or watershed, and which would be impossible to fund solely from pot #1 monies and/or other internal funding sources, or would totally deplete those resources. We have thoroughly reviewed the Treasury Interim Final Rule addressing the RESTORE Act and can find no specific provisions explicitly prohibiting the funding of projects across the various funding pots.

2. Navigation of the changing regulatory environment.

The regulatory environment is always changing, especially with regard to environmental protection, and now is no exception. Recent notable regulatory changes at the federal level include the March 2014 draft rule published by the U.S. Army Corps of Engineers clarifying the extent of Waters of the U.S. which refer to jurisdictional boundaries within which they can exert applicable provisions of the Clean Water Act related to dredge and fill and pollution discharges. At the State level, the Florida Department of Environmental Protection (DEP) recently adopted numeric nutrient criteria for surface water bodies to replace the narrative standard that existed for decades. These criteria will define new limits for impaired water body determinations and will affect future Total Maximum Daily Load allocations and pollutant load reductions required of local governments who own and operate Municipal Separate Storm Sewer Systems.

Also, the DEP is currently revamping the Uniform Mitigation Assessment Method (UMAM) for determining mitigation requirements for projects that impact jurisdictional wetlands; and the DEP and Water Management Districts are evaluating changes to the Environmental Resource Permit rules, potentially addressing cumulative coastal impacts

We are fully aware of these proposed and other recently adopted regulatory changes, and have assisted clients with interpretation of, and compliance with, them. However, it is our opinion that none of these regulatory changes will substantially affect development and implementation of the SEP. First, with regard to the proposed Waters of the U.S. rule, it addresses primarily intermittent and ephemeral streams and ditches much more common in the arid western U.S. than in the coastal zone of Florida. Second, numeric nutrient criteria should theoretically make it easier to determine water body impairments, and to quantify improvements to impaired water bodies resulting from SEP projects. Finally, the current and pending Florida UMAM rule will be used for only determining mitigation requirements and does not expand State jurisdiction; and ERP rules changes and both existing and proposed general permits may actually facilitate streamlined permitting of many types of SEP projects.

It should be noted that the overarching goal of the RESTORE Act is to effect meaningful and sustainable ecosystem restoration change and as such, we believe that it will be possible to demonstrate that the aggregate implementation of projects contained in the SEP will result in an overall net environmental benefit to the Gulf. While it is true that the SEP will also allow for, and surely include, infrastructure improvement and economic development projects, any negative environmental impacts associated with such projects will likely be outweighed by the environmental benefits of numerous other projects focused specifically on such goals as ecosystem restoration and water quality improvement.

Nonetheless, under current regulatory guidance, projects ultimately included in the FSEP will be individually subject to environmental permitting and compliance with all applicable federal and State rules and regulations. Individual permitting of the numerous and diverse projects contained in the SEP projects will likely lead to extensive frustrating delays in SEP implementation.

TAB B: STRATEGY/STRATEGIES FOR PLAN DEVELOPMENT

To facilitate streamlined regulatory approval and implementation of the SEP, we recommend that the Consortium consider a potential value added services task to examine opportunities to develop streamlined permitting mechanisms, and expedited NEPA compliance (if required), for SEP projects. This could include development, or technical support of a Programmatic EA or EIS (likely led by the Gulf Restoration Council) concurrent with SEP development, which the SEP would then reference, thus lessening the potential need for stand-alone NEPA documents for individual projects.

Streamlined permitting could also include exploration of how various existing Nationwide and general permits and exemptions could apply to SEP projects, coupled with agency discussions on possible new general permits or other streamlined permitting mechanisms which could be developed for the SEP. Depending on need, it is possible that a comprehensive permitting approach could be devised that would address the SEP as a whole, perhaps as a Regional General Permit (RGP) with the USACE and an Ecosystem Management Agreement (EMA) with DEP.

The ESA team is unique in that key team members have led two of the largest RGP and EMA permitting efforts in the State of Florida, both located in Northwest Florida: the West Bay-East Walton RGP/EMA for the St. Joe Company and the Northwest Florida Beaches International Airport EMA and USACE Conceptual Permit (both spanning tens of thousands of acres and multiple decades of projected projects, including significant conservation, restoration, and mitigation activities).

Of particular relevance to coastal zones, the federal Special Area Management Plan (SAMP) process could be used with the goal of developing an RGP/EMA or similar regulatory product for the SEP (or even for Florida RESTORE Act projects in general). Other similar approaches could also apply, such as the State of Florida's Ecosystem Team Permitting (ETP) process, with which our team is also highly experienced.

Key ESA team members Doug Robison, Ann Redmond, Scott Zengel, and Deborah Getzoff have unequalled cumulative experience in this level of regulatory analysis and program development in the State of Florida (see Tab J for more details on this value added service).



3. Generation of broad support for the projects, programs and activities in the SEP.

Generating a broad level of support for the projects, programs, and activities contained in the SEP will be achieved primarily through the implementation of our Public Involvement Plan (see Tab E), and is the key measure of success for this effort.

The overarching goals of our Public Involvement Plan are to: 1) ensure that the SEP planning process is transparent and fair; 2) that all interests and viewpoints are heard and properly considered; and, 3) that a broad consensus of support for the SEP is obtained from the major stakeholders. It should be noted that in this context the term “consensus” is generally defined as the absence of opposition or strong dissenting opinion. For something as complex and wide ranging as the SEP it is not reasonable to expect perfect harmony or unanimity among the stakeholders. However, we believe that our goal of achieving a broad consensus of support is feasible.

In addition to engaging the general public, we are proposing to obtain specialized feedback from two adjunct advisory committees including the TAC and the EAC. Furthermore, throughout the SEP planning process we will be actively engaged with the Consortium – including elected officials and associated County staff, as well as gubernatorial appointees to the Consortium. Finally, we will regularly communicate with key DEP staff, the Governors office, and the Florida representative to the Council, Mimi Drew.

TAB B: STRATEGY/STRATEGIES FOR PLAN DEVELOPMENT



4. Fostering positive economic outcomes of the projects, programs, and activities in the SEP.

A key modification to our ITN Response was the addition of a second adjunct advisory committee - the **Economic Advisory Committee** - to our Public Involvement Plan and organizational structure.

The role of the EAC will be to ensure that the SEP planning process properly accounts for economic factors in the project evaluation process, and appropriately balances the viewpoints and concerns of various economic interests potentially affected by the SEP. Accordingly, the EAC will be composed of representatives from various business organizations including fishing, tourism, industrial and development interests. In addition, the EAC will also include representatives from local and state chambers of commerce as well as major land owners in affected areas of the Gulf Coast.

The EAC will be engaged extensively throughout the project evaluation phase of the project. In particular, their input into the development of evaluation criteria will be critical in setting the stage for a project evaluation process that is fair and transparent to all stakeholders, as well as balanced with respect to environmental, economic, and social benefits. This will ensure that criteria such as job creation and workforce development are considered in the project evaluation process. Furthermore, the EAC will be engaged to review the preliminary project rankings to ensure that the results are rational, adequately justified, and appropriately balanced between environmental, economic, and social benefits.

5. Assisting projects, programs, and activities that are submitted for consideration but do not make it into the Final SEP to be competitive for other funding sources.

It is anticipated that during the planning process hundreds of various types of projects, programs, and activities will be considered and evaluated for inclusion in the final SEP; however, only those projects that provide the greatest combination of environmental, economic and social benefits, and do so in the most cost-effective manner, will be included in the final SEP. Therefore, it is likely that the majority of projects submitted will not be included.

One of the value added services proposed by the ESA team is to assist the “owners” of projects not included in the final SEP in finding other potential funding sources for those projects. As environmental professionals with decades of experience working with federal agencies, the Florida DEP, the Florida Water Management Districts, and local governments around the State, we are extremely familiar with existing grant and cooperative funding programs available for types of projects, programs and activities addressed in the SEP. Other funding sources that could augment RESTORE Act monies include National Fish & Wildlife Foundation (NFWF) grants, conservation land acquisition grants administered by NGOs such as The Nature Conservancy, and various types of community development block grants. Funding programs not directly related to the RESTORE Act could include various EPA grants for water projects (e.g., CLW section 319 grants), and Water Management District cooperative funding programs (e.g., SWIM Act monies).

In the development of the SEP we will evaluate the applicability of a wide range of other complimentary funding sources that could be leveraged to fund SEP projects. As part of this effort, we will develop an Other Grant Sources Inventory, a document that will detail other federal, State and foundation funding sources for projects that are eligible for funding in the SEP. In developing this inventory we will coordinate with agencies specifically responsible for RESTORE Act



funding in consultation with the Restoration Council and the NRDA Trustee Council. In addition, we will coordinate with the DEP and the four Florida Water Management Districts on the Gulf Coast with regard to complimentary cooperative funding programs that could be leveraged to support SEP projects. As part of this effort, information on other grant funding sources will be provided to potential applicants, with information updated weekly as grant deadlines are announced. Tab H provides more details on our approach to resource leveraging.

Furthermore, during the SEP planning process we will actively work with the stakeholders and project applicants to assist them in identifying the best funding strategies for their projects. In the project screening and early evaluation processes, we will prepare critical reviews of project submittals that are reviewed and evaluated. If requested, we will consult with the owners of projects that are not selected to discuss how they could make their respective proposals stronger, and what other funding programs might be applicable. Applicants of rejected projects may be encouraged to leverage SEP funds by pursuing a range of applicable grants identified in our inventory. An important consideration for projects will be readiness and timing. Given that some pots of RESTORE funding will become available before others, it may be necessary to guide project applicants towards particular funding streams that best meet their needs in terms of timing and type of activity.

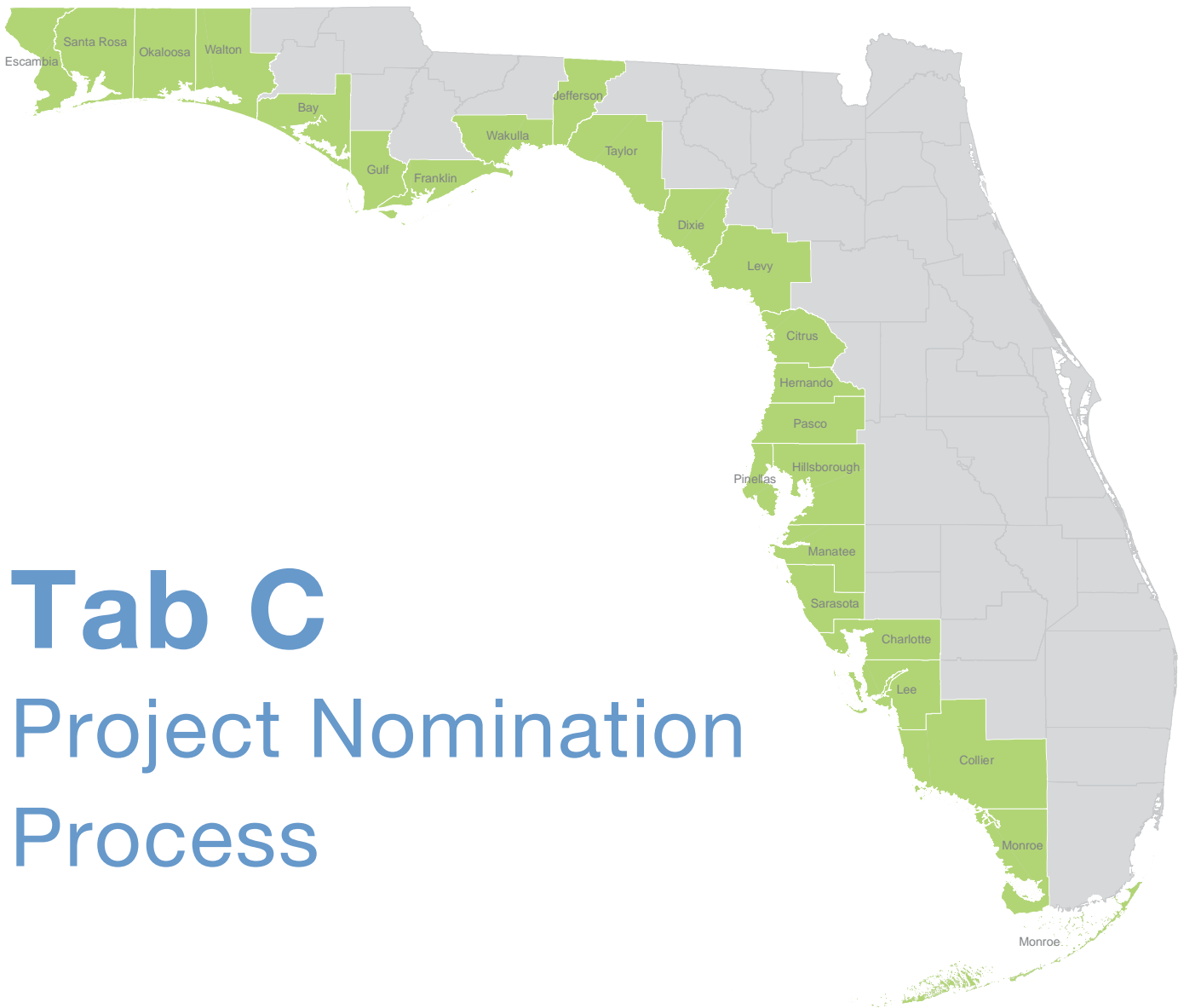
6. Establishing systems for management and tracking to assure compliance with legal requirements and maximization of available funds.

As described elsewhere in this proposal, the ESA team will develop and maintain a project-specific collaboration website for the SEP project that provides the following capabilities:

- Project document control (submittal, version control, search)
 - Project status reports
 - Project lists and maps
 - Project documents organized by category;
- Calendar of events;
- Public education materials;
- Interactive spatial database/maps of projects nominated for consideration in the SEP;
- Project schedule tracking, and
- Legal compliance.

The collaboration website will provide a full range of capabilities to allow for a variety of review and tracking functions. We anticipate including all applicable regulations and rules governing the SEP as documents on the website, and it will be possible to convert those documents into an online compliance checklist.

The ESA project team includes Deborah Getzoff, environmental attorney from the law firm of Lewis, Longman & Walker. Ms. Getzoff previously worked for the Florida DEP as the Southwest District Manager, and is intimately familiar with the legal requirements of the RESTORE Act and related funding streams. Ms. Getzoff will provide legal review services throughout the SEP planning process, and will conduct thorough reviews of interim work products including the Draft Initial SEP, and the Draft Final SEP. In addition, she along with the ESA project management team will stay abreast of regulatory rule changes – both related and unrelated to the RESTORE Act – that may affect the funding, development, and/or implementation of the SEP.



Tab C

Project Nomination Process

C: Project
Nomination Process



Tab C

Project Nomination Process

Overview of Project Nomination Process

The project nomination process should broadly include all steps necessary to develop a complete and accurate database of the universe of potential projects, programs and activities to be considered for inclusion in the SEP. This database must be developed at a level of consistency and accuracy to support objective and defensible project evaluation and ranking processes. Furthermore, the database must be accessible and open to new ideas, concepts, projects, etc. throughout the planning horizon. The basic steps involved in the project nomination process include the following:

- Compile existing project lists into a single initial project list;
- Sort, attribute and screen the initial project list;
- Convert the initial project list into a spatial database and map the projects;
- Conduct a gaps analysis;
- Develop a more comprehensive classification and attribution scheme to include quantitative information; and
- Develop an improved online portal for new project submission.

Tasks 3-7 as described in overall Strategy for Plan Development (Tab B) address the sequence of steps involved in the overall project nomination process. These tasks are expanded upon here in Tab C to address the entire scope of the project nomination process.

Task 3 - Compile Initial Project List

Much work has already been done in Florida to solicit projects for evaluation, ranking, and potential inclusion in the SEP. The three Gulf Coast National Estuary Programs in Florida – Tampa Bay, Sarasota Bay, and Charlotte Harbor – previously collaborated in 2013 to develop a coordinated approach to soliciting conceptual projects from their member governments and stakeholders. They developed a two-page form that was used by stakeholders and other interested parties to summarize conceptual projects and submit them for later evaluation and ranking. The project descriptions were subsequently submitted to the DEP for inclusion on their Deepwater Horizon Projects website. This website includes a link to a spreadsheet database of projects that have been submitted to date.

Building on that effort, and to provide an opportunity for the public to suggest potential new projects for the State to consider, the DEP has created an online project submittal form which is also accessible from their website. It is stated on the DEP website that project submittals are open to anyone, and that priority will be given to projects that address one or more of the following areas:

- Stormwater/wastewater infrastructure projects;
- Community resilience/living shorelines;
- Water quality projects including those which achieve water quality benefits provided by the preservation of buffer lands around military bases;
- Implementation of agriculture best management practices; and
- Fish and wildlife habitat and management.

TAB C: PROJECT NOMINATION PROCESS

Various stakeholders have submitted projects for consideration through the DEP online portal and other vehicles, and the spreadsheet database now includes over 1,000 projects. These stakeholders include state agencies, local governments, NGOs, and private entities.

Under this task, we will review the existing project list contained in the DEP spreadsheet database and contact each of the submitting entities to determine if the project information contained in the database is still accurate, and whether there are any revisions or updates that they wish to make. Then, an updated project list, herein referred to as the initial project list, will be developed. During this task, the TAC and EAC (see Tab E) will be apprised of the status and schedule for this effort as well as the start of their input to sorting, attributing, and preliminarily screening the initial project list.

Task 4 - Sort, Attribute, & Screen Initial Project List

Building on Task 3, we will sort, attribute, and conduct a screening level of analysis of the initial project list pursuant to the following criteria:

- Project type;
- Major watershed; and
- County jurisdiction(s).

There is a wide range of project types contained in the DEP spreadsheet database including such disparate activities as land acquisition, restoration of degraded salt marsh, creation of living shorelines, construction of reclaimed water infrastructure, fisheries monitoring, and environmental education programs.

We will work with the project stakeholders to develop a project-type classification system that accommodates the wide range of proposed projects. A starting point for this classification system is the list of eligible activities contained in the RESTORE Act for the Spill Impact Component. A more logical and detailed classification of project types is provided in the Council's Initial Comprehensive Plan which defines project types pursuant to their seven adopted objectives, as captured below.



- **Restore, Enhance, and Protect Habitats** – The types of projects and programs that could be implemented include the restoration, enhancement, creation, and protection of important coastal, freshwater, estuarine, and marine habitats, and removal of invasive species. Protection and conservation projects may be implemented through active management, acquisition, voluntary management agreements, protected area management, perpetual management, conservation easements, and other conservation activities.
- **Restore, Improve, and Protect Water Resources** – The types of water resource management projects and programs that could be implemented include implementation of watershed best management practices; improved agricultural and silvicultural management practices; enhanced stormwater and/or wastewater management; improved quality and quantity of freshwater flows, discharges, and withdrawals; sediment runoff management; and other foundational water quality concerns.
- **Protect and Restore Living Coastal and Marine Resources** – The types of projects and programs that could be implemented may address recovery of threatened and endangered species, overfishing and bycatch, improved fisheries assessments, sustainable resource management of commercially and recreationally important activities (such as fishing, hunting, and wildlife watching), increased resource stocks, invasive and nuisance species management and removal, enforcement, and other protective measures.
- **Restore and Enhance Natural Processes and Shorelines** – The types of projects and programs that could be implemented may include: removal of barriers to improve freshwater inflow and fish passage; improved sediment management (e.g., through increased beneficial use, dedicated dredging, and sediment capture structures); restoration of coastal wetlands, restoration of eroded shorelines; river diversions (also known as river re-introduction projects) and other types of hydrologic restoration; natural ridge restoration; implementation of living shoreline techniques; and other restoration techniques that address natural processes and shorelines.

TAB C: PROJECT NOMINATION PROCESS

- **Promote Community Resilience** – The types of projects and programs that could be implemented may address: capacity for local governments, businesses, and community-based organizations to adapt; risk assessments; natural resource planning and natural resource recovery planning with locally-driven solutions; long-term land use planning as it relates to the management and sustainability of coastal resources; acquisition and/or preservation of undeveloped lands in coastal high-hazard areas (e.g., as buffers against storm surge and sea level rise); non-structural storm and surge protection; design of incentive-based mitigation programs; engagement with and among local communities; and other measures that build community resiliency through ecosystem restoration. Projects and programs that promote community resilience should be tied to ecosystem restoration or protection.
- **Promote Natural Resource Stewardship and Environmental Education** – The types of projects and programs that could be implemented may include: environmental stewardship and education programs tied to Gulf Coast resources that encourage and coordinate the use of existing environmental education and outreach networks and institutions; establish a more effective relationship between research and education communities; and provide meaningful hands-on ecosystem education that includes local, cultural, environmental and economic values with the belief that education will encourage action toward a healthier Gulf Coast. Projects and programs which promote natural resource stewardship and environmental education should be tied to ecosystem restoration or protection.
- **Improve Science-Based Decision-Making Processes** – The types of projects and programs that could be implemented may implement or improve: science-based adaptive management and project-level and regional ecosystem monitoring, including the coordination and interoperability of ecosystem monitoring programs; regional database and expert systems used to warehouse ecosystem data; improved ecosystem restoration outcome and impact measurement and reporting; and development of local and regional ecosystem models to apply the monitoring information gained and address the critical uncertainties related to restoration to adaptively manage and inform Council decision-making processes related to ecosystem investments.

The Council stresses the importance of utilizing science-based decision making, and a regional ecosystem-based approach in developing and prioritizing projects. Furthermore, The Nature Conservancy has been working closely with Florida local governments to promote the “Watershed Approach” to coastal master planning which is closely aligned with a regional ecosystem-based approach, particularly in the context of issues and challenges confronting the Florida coast.

The watershed approach recognizes that much of the ecological degradation observed in the coastal zone can be traced back to perturbations and activities in the upstream watershed. For example, the loss of seagrasses and oyster bars in a coastal estuary may be due to the delivery of too much nutrient load or too little freshwater delivered from the upstream watershed rather than adjacent urban development in the coastal zone. The watershed approach engages stakeholders to view coastal ecosystems holistically, and to determine the root causes of observed problems more comprehensively. Figure C-1 below shows a schematic of structure and functions of a typical watershed.



Figure C-1: Schematic of a Typical Watershed

TAB C: PROJECT NOMINATION PROCESS

Our team is highly experienced in the watershed approach to coastal master planning and we fully support it as an organizing principle for the development of the SEP. Accordingly, we propose to sort the initial project list into the respective watersheds where they would be implemented. We propose to use the major watershed delineations developed by the DEP, but will consider other potential watershed classification systems as recommended by the TAC.

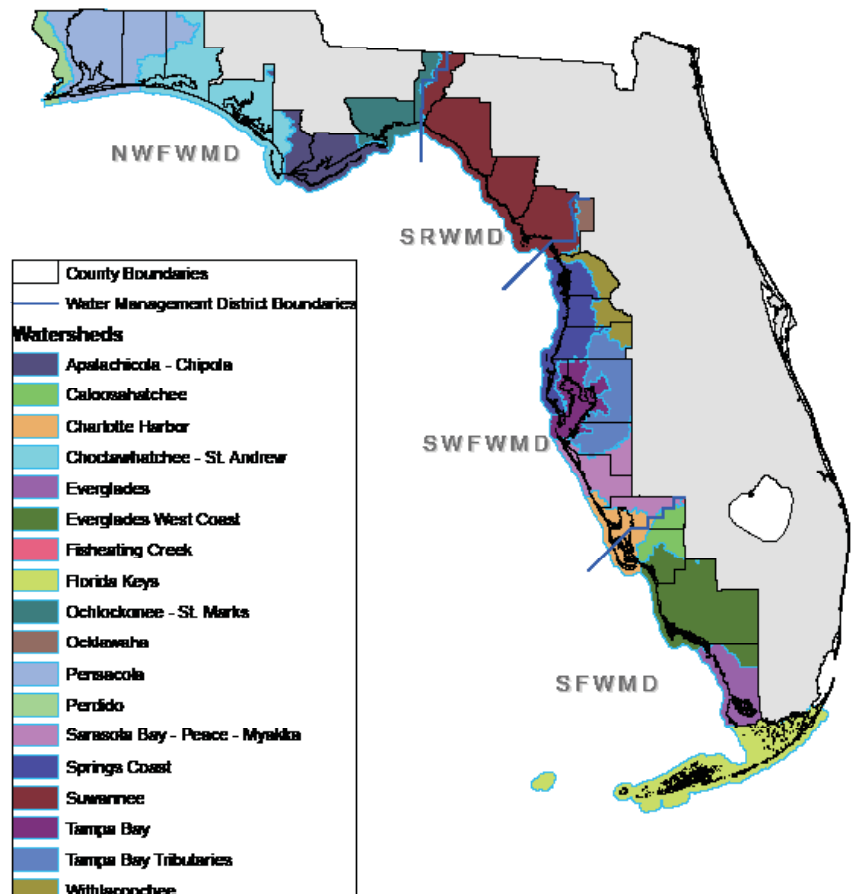
In addition to sorting projects by project type and major watershed, political jurisdictions are clearly important with respect to allocating projects and funding among the 23 Gulf Coast counties in a reasonably equitable manner. Therefore, we propose to also sort the initial project list by the County jurisdiction(s) within which the projects reside. Finally, four of Florida's five Water Management Districts (WMD's) have jurisdiction along the Gulf Coast, and it will be useful to also sort projects by WMD as they will have a potentially important role in leveraging additional funding for several types of SEP applicable projects. Figure C-2 shows a graphical representation of how projects will be sorted and attributed geographically.

In addition to sorting and attributing the initial project list pursuant to project type, major watershed(s), county(s), and WMD's, we will also conduct a preliminary screening analysis of the initial project list. The preliminary screening will eliminate projects that:

- Are clearly duplicative;
- Are clearly inconsistent with the list of eligible activities contained in the RESTORE Act for the Spill Impact Component; and
- Do not have a clear nexus to the goals and objectives set forth in the Council's Initial Comprehensive Plan.

The proposed processes to sort, attribute, and preliminarily screen projects will be a point of major stakeholder input. These processes will be discussed and vetted with both the TAC and EAC (see Tab E).

Figure C-2: Geographic Boundaries for Grouping of FSEP Projects, Programs, & Activities



Task 5 - Develop Initial Project Spatial Database

In this task we will convert the screened initial project list into a spatial database using appropriate GIS and relational database tools. The purpose of this task is to convert the largely narrative information contained in the initial project list into spatial information so that the stakeholders and the public can visualize the location and geographic extent of each project on a map(s). In addition, converting the refined initial project list into a more robust relational database structure will allow for more complex attributing for purposes of detailed project evaluation.

Given the wide range of projects contained in the initial project list, it will be a challenge to graphically represent the various types of projects in a relatively accurate manner. For example, the construction of a half mile living shoreline project in Pensacola Bay can easily be depicted on a map; however, it may be more difficult to show the geographic extent of an environmental education program, or to show the extent of a project that fits multiple categories or operates at multiple scales.

We will work with the TAC and other key stakeholders to develop a mapping schema for spatial representation that best reflects the key attributes of the various projects, programs, and activities. Our goal will be to select spatial units associated with each project type that provide stakeholders and the public with a common conceptual framework to assess and compare proposed projects, both visually and quantitatively.

Below are examples of the types of spatial metrics we will develop to display different types of projects:

- Wastewater infrastructure improvements – service area and receiving water body boundaries affected by project.
- Living shorelines - kilometers of shoreline enhanced/protected by project.
- Stormwater retrofit projects – watershed segments and areas with improved treatment.
- Agricultural best management practices – watershed areas improved by project.
- Fish and wildlife habitat restoration and management - area of habitat affected by project or activity.
- Environmental education/work force training - census or administrative boundary of targeted population.

An example map product for this effort is shown in Figure C-3 below.

Figure C-3: Hypothetical Representation of Initial Project Spatial Database Mapping



TAB C: PROJECT NOMINATION PROCESS

Once the geographic representation of each proposed project has been ascertained and mapped, the proposed projects can be visually displayed on hard copy, digital, and web-based maps. Proposed projects can then also be differentiated and compared based on quantities associated with each project - which may be especially helpful for projects that have multiple objectives or fit more than one project category (e.g., a water quality project that has fish and wildlife benefits). As an example, coastal habitat restoration projects of relatively comparable size and geographic extent could be further differentiated based on how many RESTORE Act goals will be met by each project. The project spatial features could then be symbolized using a color gradient, with projects meeting a higher number of goals displayed with a darker color, for example. Project costs, goals met, and other metrics could be normalized by spatial metrics, i.e. budgeted cost per square kilometer of habitat restored.

We will develop the spatial database using state of the art open source relational database management system (RDBMS) technology. One system that may fit the SEP project is PostgreSQL, which is the most feature-complete open source RDBMS available on the market today. PostgreSQL, and its spatial extension – PostGIS – are low-cost options that avoid current and future licensing issues, and facilitate the possible future deployment of SEP project information on the Web. Regardless of the choice of software, we would ensure that project data can be stored in a tabular format, and associated project boundaries can be stored as separate point, line, or polygon feature types. The spatial features will be related to the project information table using primary and foreign keys, in a many-to-many relationship. Stakeholders and contractors will be able to query and edit project attribute data using tools such as Microsoft Access (a commonly available desktop database software product), which will connect to a remote, hosted database.



Task 6 - Conduct Gaps Analysis

In this task we will evaluate the geographic and jurisdictional coverage of the various project types contained in the initial project spatial database. This will be a process driven largely by stakeholder input and public engagement derived from a series of regional meetings in a subset of the 23 Gulf Coast counties (see Tab E). The goals of the gaps analysis will be to determine if the initial project spatial database:

- Accurately and appropriately depicts the geographic limits of each project;
- Has an appropriate balance of project types; and
- Has an appropriate geographic distribution of the various project types among the Gulf Coast watersheds, counties and WMDs.

At the regional stakeholder meetings, the following topics will be covered to engage and facilitate stakeholder input:

- The watershed approach will be described and the benefits of projects that address root causes;
- A GIS map series will be displayed and we will seek input with regard to the proper balance and geographic distribution of the various project types;
- Suggestions for lumping and splitting projects geographically to better optimize resources and improve the potential benefits and efficacy of the projects involved;
- Suggestions and ideas for new projects, or modifications to existing projects already included in the spatial database will be solicited; and
- Input with regard to the development of an improved project nomination process that will allow additional project concepts to be submitted during the development of the SEP.

Since the DEP project database was compiled a number of agencies and NGOs have developed conceptual project designs and other programs and activities that could be considered for inclusion in the SEP. In this task we will reach out to a wider range of stakeholders to determine if their projects are included and accurately defined in the initial project spatial database. These entities include, but are not limited to:

- Florida Department of Environmental Protection;
- Florida Fish & Wildlife Conservation Commission;
- Northwest Florida Water Management District;
- Suwannee River Water Management District;
- Southwest Florida Water Management District;
- South Florida Water Management District;
- County environmental and public works departments;
- The Nature Conservancy;
- Florida Commission on Tourism;
- Florida Department of Economic Opportunity;
- Public – private partnerships; and
- Private entities.

In this task, we will contact these and other entities to ensure that applicable projects, programs and activities that they wish to be considered are included in the initial project spatial database.

Task 7 - Develop & Implement Improved Project Nomination Process

This task will involve two separate sub-tasks: 1) development of an improved classification system for categorizing and attributing projects in the initial spatial database; and, 2) development of an improved web-based portal through which stakeholders may submit new projects, programs, and activities for inclusion in the database.

As mentioned above, there have been two open project nomination processes conducted to date by the Florida Gulf Coast National Estuary Programs and DEP. These processes were relatively simplistic, using largely narrative information provided on a two-page form. The first step in this task is to develop a more comprehensive and quantitative system for attributing



the various projects, programs, and activities. We propose to develop a quantitative project attribution system that is closely linked to the Council's seven objectives listed above. Using this approach we will develop quantitative metrics that correspond with each objective. Example metrics for each of the seven Council objectives are listed below:

- **Restore, Enhance, and Protect Habitats** - acres of salt marsh created or restored.
- **Restore, Improve, and Protect Water Resources** - pounds of nitrogen removed from surface waters.
- **Protect and Restore Living Coastal and Marine Resources** - percent increase in redfish stocks.
- **Restore and Enhance Natural Processes and Shorelines** - miles of living shoreline created or restored.
- **Promote Community Resilience** - miles of shoreline protected
- **Promote Natural Resource Stewardship and Environmental Education** - number of public education events.
- **Improve Science-Based Decision-Making Processes** - percent increase in predictability of ecosystem responses

Pursuant to the RESTORE Act other types of economic development activities not addressed by the Council's objectives are eligible for funding under the Spill Impact component. These include infrastructure improvements such as port development and expansion. Therefore, the project classification system will need to include basic economic metrics such as local jobs created, dollars spent in the local community, etc. that appropriately categorize and attribute these types of projects. We will engage our EAC to assist us in developing appropriate classification and attribution system for economic benefits.

TAB C: PROJECT NOMINATION PROCESS

The second step in this task involves the development of a project-specific website and an improved web-based portal that incorporates the quantitative classification and attribution system. This will allow new project information to be submitted in a format that is consistent and convertible to the spatial project database. The project-specific website will also provide public education regarding the RESTORE Act and related activities, and guidance with respect to submitting project concepts for consideration.

As discussed under Task 5, one of the initial challenges in development of the SEP is converting the wide range of projects previously submitted for consideration under the SEP from text and narrative formats to a spatial database format. This is a common issue faced by agencies today as they transition to geospatially-integrated web platforms and corresponding dashboards to manage projects and facilities. The first step in the development of a new and improved project nomination process involves the development of online portal for new project submittals. The online project portal for new project submittals will be a feature and key function of the project-specific collaboration website discussed in detail in Tab E (Public Involvement Plan).

In developing the online project portal for new project submittals we recommend first performing a requirements analysis and 3rd-party software evaluation process in order to select the ideal platform to suit the Consortium's needs and existing IT systems. For example, SharePoint's capabilities have expanded dramatically and we have found it to be an effective tool for integrating and sharing data and GIS information via internal or external portals. For the hosting, editing, and publishing of the GIS data, ESRI's ArcGIS Online platform is easily implemented and could be a suitable candidate for the Consortium's needs. However, we will present some software options for Consortium consideration, with a detailed assessment of pros and cons prior to making the final selection.



Once the software and technology platforms are selected, the next step will be to define the project definitional fields, or the criteria, by which projects are defined. Example project definitional fields include the following:

- Project location: major watershed(s);
- Project location: County(s);
- Project location: WMD jurisdiction(s);
- Project type (using classification system developed in Task 4);
- Council objective(s) addressed (from checklist developed in Task 4);
- Total surface area affected;
- Short-term project benefits (from checklist developed in Task 4);
- Long-term project benefits (from checklist developed in Task 4);
- Project design/permitting costs;
- Project construction costs;
- Short-term jobs created;
- Long-term jobs created; and
- Economic multiplier(s).

TAB C: PROJECT NOMINATION PROCESS

We propose to develop the project definitional fields with input from both our TAC and EAC to ensure that they reflect the priorities of the stakeholders. The next steps in the development of the online spatial database and portal for new project submittals include the following:

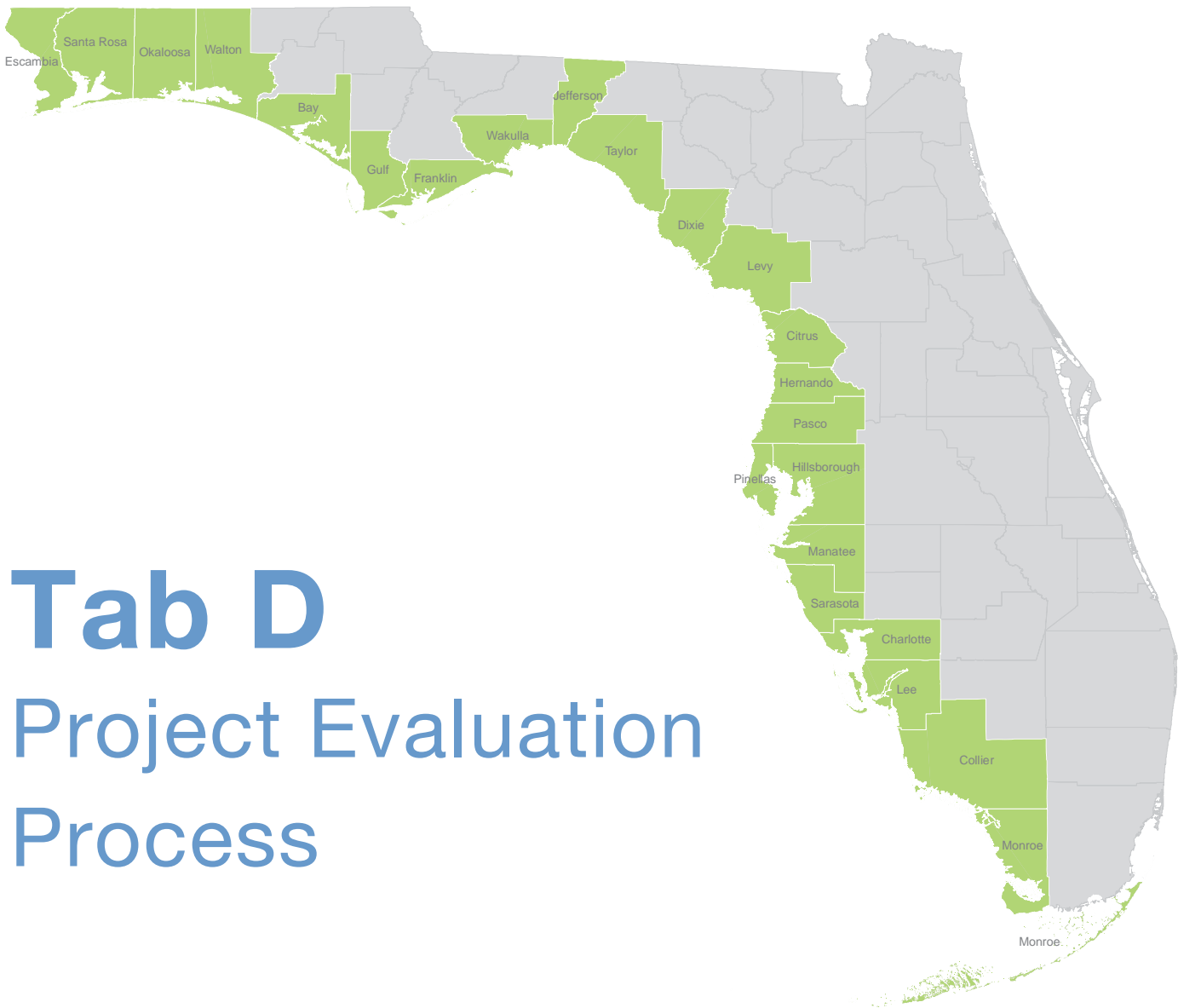
- Load information about existing projects into the database;
- Request information of project proponents to fill data gaps, with emphasis on completing mandatory definitional fields;
- Develop and post a common online form for new project nominations using the approved project definitional fields;
- Include a “Help” feature to assist the public as they add information to the database;
- Allow users to digitize a “project footprint” polygon on a map;
- Implement a QA/QC process for project entries, for both entries by the public and the project planning consultant; and
- Allow users to create an account on the site for recurring visits to edit submitted project information as more information becomes available.

At the completion of these steps we will have developed an online spatial database of screened previously proposed projects that can be readily viewed by all stakeholders by simply accessing the website. The display will be a map of the Florida Gulf Coast from which the user can zoom into greater levels of detail in any area of interest. Project boundaries will be shown on the map, and definitional data forms for each project will be attached for printing and downloading. In addition, we will have created a simple online portal for updating existing project information, as well as submitting new project ideas and information.



Through our public engagement program we will reach out to a wider range of stakeholders to ensure that all viewpoints and concerns with regard to the type, geographic distribution, and balance of projects are heard and considered. From this outreach we hope to generate new concepts and ideas about projects and activities that could be included in the SEP.

It is anticipated that the time window for new project nominations will need to be limited to allow for the development of a final project spatial database for detailed project evaluation. However, it will also be important to not completely close the process so that there is always an open conduit for new project ideas and input.



Tab D

Project Evaluation Process

D: Project Evaluation Process



Tab D

Project Evaluation Process

Overview of Project Evaluation Process

We view the project evaluation phase of the project to broadly include all the steps necessary to: finalize the project spatial database; develop criteria to evaluate projects; conduct both screening level and detailed project evaluations; and develop priority rankings of projects, programs, and activities for inclusion in the SEP. Tasks 8-11, as described below, constitute the sequence of steps involved in the overall project evaluation process.

We consider the project evaluation phase to be the most critical, most rigorous, and potentially most controversial work effort in the development of the SEP. The Spill Impact Component of RESTORE Act allows for the funding of a wide range of projects, programs, and activities. In order to meaningfully rank and prioritize all the potential types of projects addressed in the SEP, it will be necessary to reduce them to some form of a common currency for relative comparison. Furthermore, for the SEP to have credibility with the stakeholders, it is critical that the project evaluation and ranking process be both fair and transparent.

Our approach to project evaluation is designed to provide a clear, logical, and transparent process that yields results that can be supported by a consensus of the stakeholders. This process builds on our team's extensive experience with the evaluation of restoration-related projects for State, Federal, and Tribal natural resource agencies, most especially our direct relevant experience in developing the **Louisiana 2012 Coastal Master Plan**.



The basic steps involved in the project evaluation process include the following:

- Develop the final spatial database to include the universe of projects, programs, and activities to be addressed in the SEP;
- Develop evaluation criteria;
- Conduct preliminary project evaluation;
- Conduct benefit/cost analysis; and
- Develop priority project rankings.

Tasks 8-10 as described in our overall Strategy for Plan Development (Tab B) address the sequence of steps involved in the overall project evaluation process. These tasks are expanded upon here in Tab D to address the entire scope of the project evaluation process.

TAB D: PROJECT EVALUATION PROCESS



Task 8 – Develop Final Spatial Database

This task will involve updating the draft final project spatial database to include new project submittals received through the improved project nomination process, as well as modifications to previously submitted projects in the initial project spatial database. It should be noted that the projects, programs, and activities included in the final project spatial database at the completion of this task will be the universe of projects to be evaluated for priority ranking and inclusion in the SEP.

The final spatial database will be a refinement of the relational database and GIS products developed under Task 5 (see Tab C). It should also be noted that the project spatial database, although final for SEP development, will be a living document that will be continuously updated and improved. It is likely that the SEP will need to be revised periodically, perhaps in five year cycles, and the project spatial database will need to accommodate new project concepts and ideas.

Task 9 – Develop Evaluation Criteria

Criteria will be developed to compare, rank, and prioritize the various types of nominated projects, programs, and activities. These criteria will ensure compliance with the RESTORE Act, Treasury rules, and Council goals, objectives, and commitments. In general these criteria can be organized into three categories:

- Screening criteria;
- Evaluation criteria; and
- Special issue criteria.

Screening criteria are typically pass/fail criteria that all projects must pass for further evaluation such as eligibility and compliance with applicable laws and regulations. Evaluation criteria are those that can be numerically (e.g., 1-10) or categorically (e.g., low, medium, high) applied to the proposed projects. Typically, categorical criteria are translated to numerical scores during the ranking process. Special issue criteria pertain to specific constraints for evaluation such as funding allocation across geographic boundaries, project types, and limits on infrastructure spending.

The most obvious screening criterion for this work is whether the nominated project, program, or activity is eligible. Evaluating the eligibility of proposed actions should be fairly straightforward. Under Task 4 (see Tab C) we will have already undertaken a preliminary screening analysis to eliminate projects that are clearly inconsistent with the list of eligible activities contained in the RESTORE Act for the Spill Impact Component, and/or do not have a clear nexus to the goals and objectives set forth in the Council's Initial Comprehensive Plan. Under this task, we will conduct a more detailed evaluation of eligibility, looking at additional legal requirements set forth in the final U.S. Department of Treasury's Rule concerning the use of amounts deposited in the Gulf Coast Restoration Trust Fund (31 CFR Part 34), as well as other policy and legal guidance contained in the Council's Final Comprehensive Plan.

TAB D: PROJECT EVALUATION PROCESS

The development of technical evaluation criteria will be more challenging. We propose to develop evaluation criteria that support the assessment of two key project attributes:

- Feasibility; and
- Technical basis.

Evaluating the feasibility of proposed projects, programs, and activities will essentially constitute a “reality check” based largely on best professional judgment. The feasibility attribute will be assessed in terms of numerous factors including but not limited to: technical efficacy (e.g., both science and engineering) workability, permitability, constructability, cost-effectiveness, and public acceptance. For example, a project may be proposed that involves the creation of a new barrier island to provide shoreline protection and recreational amenities. While such a project might be technically feasible and popular with the public, the water quality and biological impacts associated with the dredging and filling of the necessary sand material would likely make the project prohibitive with respect to regulatory permitting. Possible examples of feasibility criteria include:

- Is the project engineering design(s) tested and proven?
- Is the project construction method(s) tested and proven?
- Is the project permitable under current regulations?
- Is the project cost estimate reasonable under current economic conditions?
- Will the project be acceptable to the affected public?
- Is the project consistent with other applicable regional, Federal and State planning/policies?
- Is the project cost-effective compared to other projects that provide similar benefits?



Evaluating the technical basis of proposed actions will also be based on best professional judgment. This attribute will be assessed in terms of whether or not proposed projects are based on the best available science and/or engineering, as required by the Council, and whether they have a clearly defined technical rationale and justification. In addition, this attribute addresses the relative benefits and risks associated with proposed actions.

For example, a proposed project may call for the construction of a central sewer system within a large portion of a watershed to replace septic tanks, with the expected benefit being reduced nutrient loadings and improved water quality. However, if there is no available information that documents that the existing septic tanks are actually causing water quality problems, then it may be difficult to support such a project over other projects that provide more direct benefits. Possible examples of technical basis criteria include asking if the project supports:

- Multiple Council goals and objectives?
- Addressing a documented need/problem?
- An engineering design that utilizes the best available technology?
- Providing measurable benefits immediately or after a lag period?
- A high potential for long-term success?
- Benefits to multiple natural resources and/or services?
- Enhancement of sea level rise mitigation or adaptation?

TAB D: PROJECT EVALUATION PROCESS

Special issue criteria are used to account for specific requirements or goals of the overall restoration planning process. For example, the Treasury regulations limit the amount of Spill Impact Component funding that can be put toward infrastructure under certain conditions, and required adherence to Treasury allocation methodology among disproportionately and non-disproportionately affected counties. Therefore, ensuring a properly balanced geographic distribution of projects will be important. Furthermore, there may be stakeholder interest in providing for a particular balance of the various types of projects (e.g., 20% water quality improvement; 30% habitat restoration), as allowed under the Spill Impact Component of the RESTORE Act. Usually, numeric values are not applied to special issue criteria, but rather they are used to subjectively balance the overall suite of projects, programs and activities.

There is obviously a wide range of criteria that could be developed to technically evaluate the universe of nominated projects, programs, and activities. We propose to develop the evaluation criteria in two steps. First, our internal project evaluation team - composed of engineering, science, and regulatory experts - will develop a draft set of criteria based on their best professional judgment, and in consideration project evaluation schemes developed by others. We will also review the evaluation criteria used for the NRDA early restoration projects in Florida (if available and where applicable). In addition, we will review project evaluation criteria and ranking schemes developed by various Florida counties to address local project prioritization under the Direct Component of the RESTORE Act. For example, Pinellas County has adopted a tiered project evaluation and ranking scheme that incorporates both the Council's goals and objectives as well as local County priorities.



Second, following the development of our draft evaluation criteria our project evaluation team will meet with the TAC and EAC (see Tab E) and other stakeholders to present and receive feedback on the draft evaluation criteria. Revisions to our draft evaluation criteria will be made, as appropriate, based on feedback from the advisory committees and other stakeholders.

It is critically important that the project evaluation criteria and ranking procedures be transparent to the stakeholders and the public. The stakeholders must clearly understand and support the project evaluation methodology - and believe it to be reasonably objective - so that there is no suspicion of behind the scenes bias in how projects are ultimately ranked. Therefore, we propose to post our draft project evaluation criteria on the project-specific website to solicit stakeholder and public review and comments. In addition, we propose to conduct a one-day workshop with the full Consortium to present our evaluation and ranking methodologies, and to obtain their approval prior to conducting the project evaluation process.

Task 10 - Conduct Detailed Project Evaluation

In this task we will apply the approved evaluation criteria to the universe of nominated projects, programs and activities. This will be a major work effort that will be conducted in two phases: 1) technical evaluation; and 2) economic evaluation.

Technical Evaluation

The technical evaluation of projects will be conducted in a two-step process. First, each member of our internal project evaluation team will independently score each project using the approved evaluation criteria. Then, they will convene to discuss the range of scores applied to each project to determine if the scoring methodology is producing consistent and unbiased results. Independent scores for each project will be averaged and then ordinated to produce a first cut of the highest ranked projects. Estimated project cost data will be considered in the evaluation process, and a project “cut line” will be determined by the estimated funding available for SEP implementation. The top ranked projects of which the cumulative cost is less than the cut line will be identified for further economic analysis. Second, following the development of this “above the cut” project list, our project evaluation team will again meet with the EAC the EAC, and other stakeholders to present and receive feedback on preliminary project evaluation results.

Implicit in the development and application of evaluation criteria is a weighting scheme across criteria categories and individual evaluation criteria. Without explicit weights, each criterion is assumed to be equal. During this step we will work with our advisory committees and other stakeholders to identify those specific criteria that may need to be “up weighted” to account for the greater value to be placed on them. Additionally, weighting specific criteria may change over time.



As described in the Initial Comprehensive Plan, priority may be given to projects and programs that meet one or more of the defined Council goals and objectives within the first three years. Extra weight may applied to criteria that place emphasis on these types of projects for the initial 3 years, but then are relaxed in future years.

It is anticipated that modifications to the evaluation criteria and the weighting scheme will be suggested by the advisory committees and other stakeholders. If so, our internal project evaluation team will re-score the projects pursuant to the revised criteria to develop a final “above the cut” list of projects. These projects will then undergo a more detailed economic analysis including benefit/cost and return-on-investment, as described below.

TAB D: PROJECT EVALUATION PROCESS

Economic Evaluation

For each of the “above the cut” projects we will evaluate benefit/cost (B/C) and calculate expected return-on-investment (ROI) to inform the final project ranking and selection. B/C analysis strives to compare project benefits against cost to inform the evaluation process and ensure that selected projects provide the best “value” for the expended costs. Although B/C and ROI are similar in some respects, the metrics, focus and applications of these analyses are different, as summarized in the table below.

	Cost-Based Analysis (CBA)	Return-on-Investment (ROI)
Measures	B-C or B/C	(B-C)/C
Outcome	\$ value or ratio	% or ratio
Focus	Profit or loss	% return on \$
Common Applications	Compare options using a common currency; justify bottom line feasibility of investments	Assess return and profitability as a basis for continuing and prioritizing future investments

Although B/C analysis is very effective in assessing the economic benefits of projects, a limitation of B/C analysis is that it is often difficult to properly assess important non-monetary benefits, such as ecosystem services and social enhancement in a monetary framework to balance against costs. Therefore, we also propose to implement a methodology called Triple Bottom Line (TBL) that explicitly identifies environmental and social costs and benefits in addition to only economic returns.

As the name implies, TBL explicitly tracks three important bottom lines for decision-making: economic, environmental, and social. In a TBL analysis environmental factors (e.g., water quality improvement, flood protection) and social factors (e.g., community well-being, resilience) are explicitly included in the B/C categories along with economic

factors (e.g., jobs created, economic multipliers, increased tax revenues). Where possible, these environmental and social benefits will be monetized using economic valuation tools such as non-market valuation of ecosystem services. Those factors that cannot be effectively monetized will be accounted for in their natural units (e.g., number of jobs, improved water clarity, reduction in social inequality). Projects that score well in all three bottom lines are deemed to deliver the most sustainable benefits to both the natural and built environments, as shown conceptually in the diagram below.



A comprehensive and exhaustive application of TBL analysis to each of the “above the cut” projects is not anticipated. However, a number of key measures or metrics are expected to be analyzed for each of the three categories. For some of the economic and financial metrics, we anticipate using regional economic impact analysis tools such as IMPLAN to evaluate common benefits such as the potential jobs created, increased expenditures, and induced spending.

TAB D: PROJECT EVALUATION PROCESS

For the environmental factors, we anticipate that the specific measures are likely to vary across the different types of projects that may qualify for one or more of the 11 Spill Impact Component eligible activities. For example, the environmental metrics that would be evaluated in a project in the “Mitigation of damage to fish, wildlife and natural resources” category might include reduction in fish kills, reduction in wetland acres lost, or increase in bird nesting habitat; while a project in the “Promotion of tourism in the Gulf Coast region, including recreation fishing” might include increase in the number of eco-tourism visits, or increase in fishing licenses. Therefore, the selection of specific metrics will depend in part on the projects that rank highly and specific project categories.

In some cases, we anticipate the ability to monetize environmental benefits using non-market economic valuation tools. Non-market valuation is a branch of environmental economics that estimates values for natural resources and environmental goods and services that are not sold in standard markets. We will utilize the existing significant literature in this field to develop monetary values for the benefits provided by these projects. For example, Farber (2006) estimated the value of ecosystem services provided by one-acre of Gulf Coast wetlands at between \$14,000 and \$24,000 (\$2010); while Johns et al. (2001) estimated the value of a scuba diving day to the diver at approximately \$14 per day above and beyond the cost they have to pay.

Where available, we will incorporate literature-based estimates of non-market values for the various resources and activities affected into the TBL cost-benefit evaluation, and in estimates of the return-on-investment for the projects that rank above the cut line. Non-monetized benefits and costs will be discussed so that an evaluation of the B/C criteria will benefit from a more comprehensive discussion of the financial, environmental and social benefits provided by each project.



In summary, project cost data will be considered in the evaluation of all projects, programs, and activities considered for inclusion in the SEP, and all projects will undergo a scoping level of B/C analysis. However, due to the extensive time and resources required to competently perform TBL analysis, we propose to undertake this step only for those projects that are near the cut line. Projects that obviously have strongly positive or negative B/C ratios will not be subjected further detailed economic analysis. However, detailed economic analyses will be conducted for those projects that are close to the cut line to further refine the preliminary rankings. Furthermore, since it is likely that many projects can provide similar benefits for similar costs, TBL analysis will be used as a tie breaker for closely ranked projects.

TAB D: PROJECT EVALUATION PROCESS



Task 11 – Develop Priority Project Rankings

The final step in the evaluation process involves the ranking of the “above the cut” projects. Once we have developed B/C and TBL metrics, our internal project evaluation team will evaluate the final cost criteria that utilize this information and develop a draft priority project ranking.

As stated above, the project evaluation and ranking processes are perhaps the most potentially controversial aspects of the project. It is critical that the stakeholders believe those processes to be objective and fair, and we recognize that there may be concerns about the outcome of the draft priority project rankings. Therefore, we will present the results of the draft priority rankings to the TAC and EAC to gain their feedback on the rationale and appropriate balance of projects, programs, and activities. In addition, it is recommended that another one-day workshop with the Consortium be convened at this juncture to present the findings of the draft priority project rankings. At this workshop modifications to the project evaluation and ranking procedures may be requested by Consortium representatives to address their concerns; and it may be necessary to conduct additional project evaluation and ranking procedures to obtain approval of the final mix and geographic distribution of the various project types, programs, and activities. Therefore, we view this task as iterative, working with our two advisory committees, other stakeholders, and the Consortium to fine tune the final rankings in order to gain a high level of support prior to the development of the Draft Final SEP.

Priority project rankings must clearly reflect the priorities and values of stakeholders and the public. To the extent that different stakeholders and members of the public have different priorities and values, multiple rankings could be conducted to address various scenarios of interest. Alternative ranking scenarios could be developed to allow multiple perspectives to be considered. For example, ranking scenarios may emphasize different values – ROI, acres of ecosystem conservation and restoration, water quality improvement, flood protection, tourism, etc. – or various combinations of these values. Scenarios may also emphasize different time frames (near or long-term). We will work with the Consortium, the advisory committees, and other stakeholders to develop a manageable set of scenarios for assessment. Each scenario will optimize project selection within the expected total SEP budget constraints.

If directed, we will conduct alternative project rankings using the scenarios of interest identified by the Consortium and its stakeholders. We will present the results of the ranking scenarios in a transparent process to aid in decision making. Results of the scenario rankings will be compared to identify common projects that rank highly across multiple scenarios, and to identify projects that are unique to specific scenarios. Where consideration of multiple scenarios does not significantly affect the ranking results, scenarios may be consolidated. Any critical thresholds will be considered in scenario evaluation. In ESA’s South Bay Salt Pond Restoration Project (San Francisco Bay), for example, the minimum extent of tidal marsh restoration required for recovery of federally-listed species was identified in the evaluation and this extent was included in all project scenarios.

Scenarios could also be evaluated for incremental cost-effectiveness or ROI to aid in identifying desirable trade-offs between project types. For project types that stakeholders agree lend themselves to an economic valuation of benefits, ROI will be used for project rankings. For projects whose benefits are with less readily-quantified in economic terms, incremental ROI may take the form of acres of habitat per additional dollar spent, for example. To the extent that ROI for different types of projects are not directly comparable,

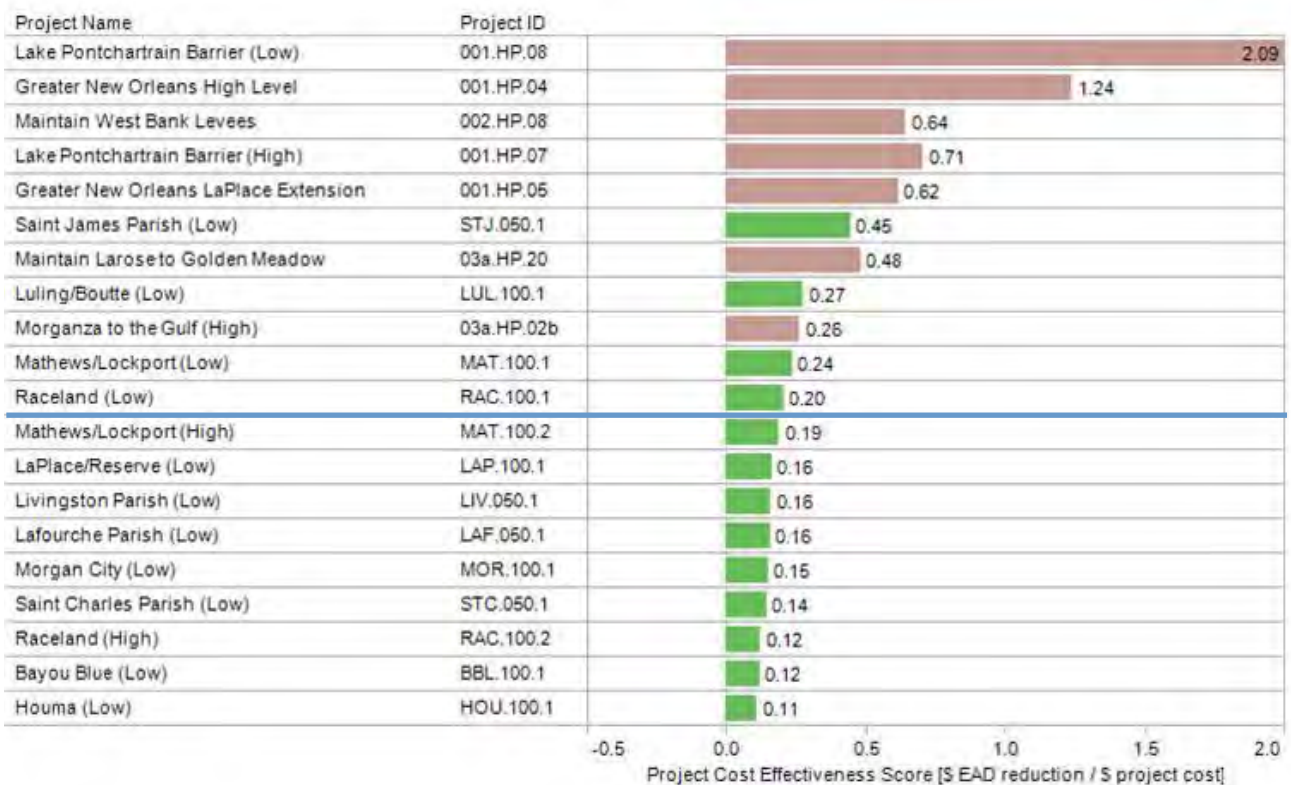
TAB D: PROJECT EVALUATION PROCESS

we will work with the advisory committees and other stakeholders to identify desired weightings between project types.

We will use visualization tools to assist in supporting consideration of various trade-offs. Cut lines for project rankings can be developed for a wide range of metrics in addition to just cumulative cost. Figure D-1 from the Louisiana 2012 Coastal Master Plan shows project rankings pursuant to cost-effectiveness. In this example, a cut line was selected to include only those projects with a cost-effectiveness ratio of 0.20 or greater, as shown.

Scenario assessment is a learning process, and it is through the process of considering multiple scenarios that the most fundamental values of the stakeholders and the public – the real decision drivers and trade-offs – will become apparent. Our role as the planning consultant will be to consider a range of scenarios broad enough to earn the support of the stakeholders and public, while identifying opportunities to focus decision-making, as appropriate, to make efficient use of resources, and streamline decision-making.

Figure D-1: Project cut line example where only those projects at or above a cost-effectiveness ratio of 0.20 are selected.



TAB D: PROJECT EVALUATION PROCESS



Role of Advisory Committees in Project Evaluation

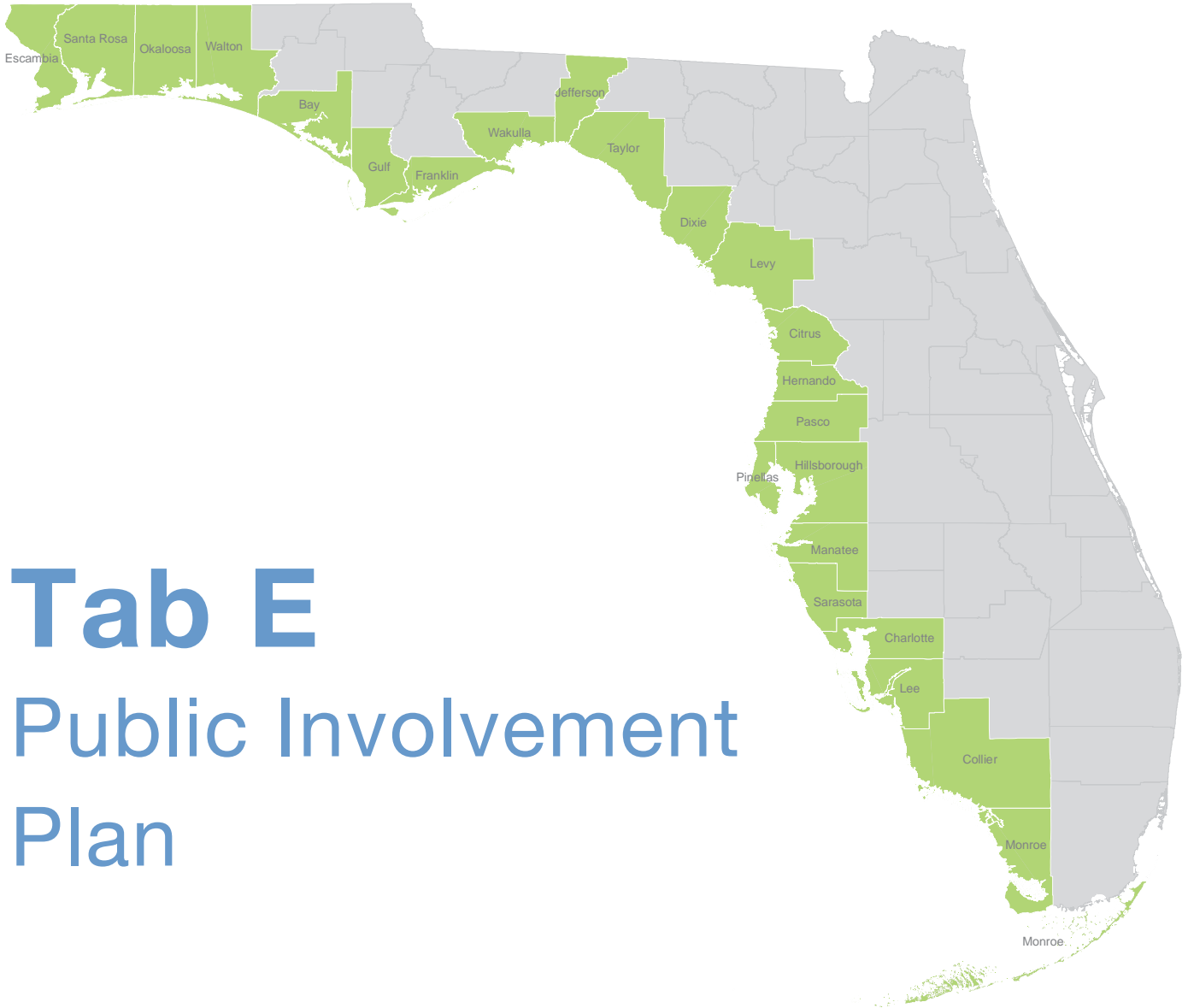
As discussed in Tab E, the overriding goal of our Public Involvement Plan is to ensure that the SEP planning process is transparent and fair, and that all interests and viewpoints are heard and properly considered. In addition to engaging the general public, we are proposing to obtain specialized feedback from two advisory committees, including the:

- Technical Advisory Committee (TAC); and
- Economic Advisory Committee (EAC).

The role of the TAC is to obtain independent feedback on the technical efficacy of the SEP throughout its development. The need for the TAC is essentially specified by the Council in their requirement for the SEP to embody, and be based on, “the best available science.” Accordingly, the TAC will be composed of independent technical experts in applicable fields of science and engineering. Experts will be sought from: academia; private consulting; federal, state, and local natural resource agencies; and applicable NGOs.

The role of the EAC will be to ensure that the SEP planning process properly accounts for economic factors in the project evaluation process, and appropriately balances the viewpoints and concerns of various economic interests potentially affected by the SEP. Accordingly, the EAC will be composed of representatives from various business organizations including fishing, tourism, industrial and development interests. In addition, the EAC may also include representatives from local and state chambers of commerce as well as major land owners in affected areas of the Gulf Coast.

As discussed above, the TAC and EAC will be engaged extensively throughout the project evaluation phase of the project. In particular, their input into the development of evaluation criteria will be critical in setting the stage for a project evaluation process that is fair and transparent to all stakeholders, as well as balanced with respect to environmental, economic, and social benefits. Furthermore, the two advisory committees will be engaged to review the preliminary project rankings to ensure that the results are rational, adequately justified, and appropriately balanced between environmental, economic, and social factors.



Tab E

Public Involvement Plan



Tab E

Public Involvement Plan

Overview of Public Engagement Process

The overarching goals of our Public Involvement Plan are to ensure that:

- The SEP planning process is transparent and fair;
- All interests and viewpoints are heard and properly considered; and
- A broad consensus of support for the SEP is obtained from the major stakeholders.

It should be noted that in the context of the Florida State Expenditure Plan (SEP), the term “consensus” is generally defined as the absence of opposition or strong dissenting opinion. For something as complex and wide ranging as the SEP it is not reasonable to expect perfect harmony or unanimity among the stakeholders. However, we believe that our goal of achieving a broad consensus of support is feasible. And, to attain this goal we must actively communicate with, and engage the participation of, the diverse range of stakeholders and interests that live, work, and recreate in Florida.

To achieve this level of active engagement, our Public Involvement Plan will include a number of key elements including the following:

- Initial polling of the public to provide data on regional issues and priorities;
- Interviews with Consortium members and local leaders;
- Roll out of a project-specific website, Facebook page, and online survey tools;
- Regional public forums;
- Targeted meetings with community leaders;
- Regular briefings with State agencies;
- Regular briefings with federal agencies;
- Regular briefings with the Governor’s Office;

- Media outreach; and
- Special outreach to elected officials.

This multi-faceted Public Involvement Program will be implemented in three phases, including:

- **Phase 1** - Information Exchange & Assessment;
- **Phase 2** – Active Stakeholder Involvement; and
- **Phase 3** – Strategic Engagement & Public Comment.

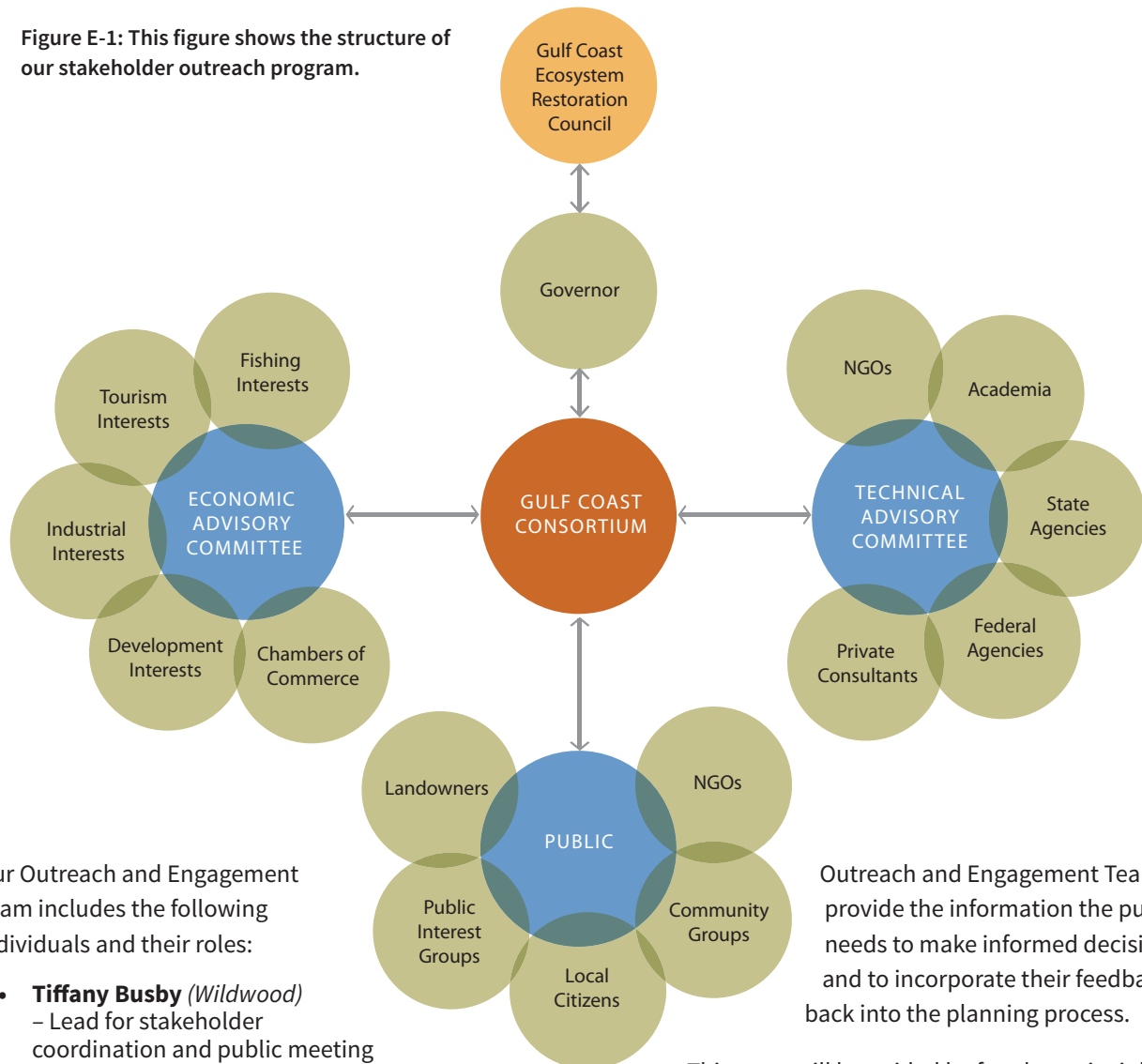
Our Public Involvement Plan will also engage the full range of stakeholders. In addition to the public at large we are proposing to obtain specialized feedback from two adjunct advisory committees including the **Technical Advisory Committee** and the **Economic Advisory Committee**. Furthermore, throughout the SEP planning process we will be actively engaged with the Consortium – including elected officials and associated County staff, as well as gubernatorial appointees to the consortium. Finally, we will regularly communicate with key DEP staff, the Governor’s office, and the Restoration Council.

Outreach & Engagement Team

Implementation of our Public Involvement Plan will primarily be the responsibility of **Wildwood Consulting**, with assistance from key staff with relevant experience from ESA, Brown & Caldwell, and Royal Engineering. Wildwood Consulting has extensive public involvement and stakeholder engagement coordination experience throughout Florida, specifically with regard to environmentally focused projects conducted for the Florida DEP, various National Estuary Programs, and numerous local governments.

TAB E: PUBLIC INVOLVEMENT PLAN

Figure E-1: This figure shows the structure of our stakeholder outreach program.



Our Outreach and Engagement Team includes the following individuals and their roles:

- **Tiffany Busby** (*Wildwood*) – Lead for stakeholder coordination and public meeting facilitation.
- **Marcy Policastro** (*Wildwood*) – Lead for public communications; stakeholder coordination and public meeting facilitation.
- **Rachael Mitchell** (*ESA*) – Support for public communications, public meeting facilitation and documentation.
- **Shelley Sparks** (*Royal*) – Support for public communications and public meeting facilitation/documentation.
- **Dennis Mulacek** (*BC*) – Lead for project-specific website development and maintenance.

Our Outreach and Engagement Team will be assigned to facilitate active public involvement and stakeholder engagement throughout all phases of the development of the Florida SEP. It will be the responsibility of the

Outreach and Engagement Team to provide the information the public needs to make informed decisions, and to incorporate their feedback back into the planning process.

This team will be guided by four key principles:

- **Transparency** - Citizens will be informed about the SEP planning process and how and how they can participate in project nomination, evaluation, and review of the draft and final SEP.
- **Timing** - Citizens’ comments and ideas will be reviewed and incorporated while the SEP is being developed, not after it is complete.
- **Fair Hearing** - Not every citizen idea or preference will be included in the plan. However, the process will provide an opportunity that each idea will receive a fair hearing and that questions will be answered promptly and honestly.
- **Access** - The process will provide a variety access points for citizens to both learn about and participate in the process, including workshops, web-based information, direct communication, and public meetings.

The Outreach and Engagement Team members will be the primary conduit for input received from the general public, and this input will be regularly communicated to the ESA project management team for situational awareness. In addition to the Outreach and Engagement Team the ESA project management team (Doug Robison and Ann Redmond) and their strategic advisors (Kirk Rhinehart, Joanne Chamberlain, Deborah Getzoff, and Scott Zengel) will be personally engaged in stakeholder coordination with the Consortium, the DEP, the Governor’s office, the Council, and the two advisory committees throughout the SEP planning process.

As noted above, to provide focused stakeholder engagement, we are proposing the creation to two adjunct advisory committees: the Technical Advisory Committee; and the Economic Advisory Committee. The composition and functions of these two committees, and the importance of government involvement in these activities, are discussed below.

Technical Advisory Committee

One of the key objectives articulated by the Council is to improve the science-based decision process. Furthermore, a critical project evaluation criteria defined in the Initial Comprehensive Plan is whether or not a project is based on the “best available science.” Based on our experience with the National Estuary Programs, the Louisiana coastal planning process, and other large planning efforts, we are proposing the creation of a Technical Advisory Committee (TAC) to serve as an independent forum to engage and solicit input from specialized and independent science and engineering experts from government, academia and the private sector to work through technical questions and provide technical review and commentary on draft and interim work products.

It is anticipated that the TAC will meet periodically during the planning process, as directed by the project management team, to address particular technical issues. The TAC will also provide technical review and input during the gaps analysis, as well as project evaluation and ranking. The TAC meetings may be held in-person or via teleconference or webinar, depending on the group’s preferences and travel



constraints. The TAC meetings will be facilitated in order to maximize the use of the participants’ time and to focus the discussion on feedback into the process and work products. When appropriate, the TAC will provide reports on their activities to the Gulf Consortium so those discussions can benefit from their recommendations and expertise.

Economic Advisory Committee

A key modification to our ITN Response was the addition of a second adjunct advisory committee - the Economic Advisory Committee (EAC) – to our Public Involvement Plan and organizational structure.

The role of the EAC will be to ensure that the SEP planning process properly accounts for economic factors in the project evaluation process, and appropriately balances the viewpoints and concerns of various economic interests potentially affected by the SEP. Accordingly, the EAC will be composed of representatives from various business organizations including fishing, tourism, industrial and development interests. In addition, the EAC will also include representatives from local and state chambers of commerce as well as major land owners in affected areas of the Gulf Coast.

The EAC will be engaged extensively throughout the project evaluation phase of the project. In particular, their input into the development of evaluation criteria will be critical in setting the stage for a project evaluation process that is fair and transparent to all stakeholders, as well as balanced with respect to environmental, economic, and social benefits. This will ensure that criteria such as job creation and workforce development are considered in the project evaluation

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process. Furthermore, the EAC will be engaged to review the preliminary project rankings to ensure that the results are rational, adequately justified, and appropriately balanced between environmental, economic, and social benefits.

Government Involvement

The involvement of government agencies is important to both the successful development and implementation of the SEP. Government agencies bring a wealth of knowledge and understanding of the problems that need to be addressed and the kinds of projects that can address those issues. Agencies often bring a regional, state or national perspective to the process that may differ from local residents and officials. The government involvement process will be set up to inform and involve the agencies and their expertise to benefit the plan and its priorities.

First, representative experts from the key agencies will be invited to participate with the Technical Advisory Committee and the Economic Advisory Committee, either as topic experts or as information sources and advisors to these committees. As topic areas are identified for TAC or EAC members, the agencies will be contacted to designate their experts for participation. Expert staff from the agencies will be encouraged to participate in the TAC and EAC discussions, to review information submitted to the Consortium, and to help address comments and concerns identified during public engagement. These discussions will be facilitated and designed to review information and to reach conclusions or to recommend specific feedback to the process or to the Consortium.

Second, to ensure that the agencies are continually involved and informed about the process and its progress, regular briefing teleconferences or webinars will be scheduled to provide status reports and to provide a forum for the agencies to ask questions and receive feedback. We suggest regular briefings with the Governor's Office, the DEP and other appropriate State agencies, and with the federal agencies represented on the Council. Using an electronic format by either phone or computer will save travel costs and allow agency staff from many locations to participate regularly.

Periodic briefings for leadership within the agencies will also be scheduled, to ensure that policy information as well as technical information is communicated regularly and there are opportunities to discuss problems or concerns. We recommend that the agencies submit a summary report to the Consortium at their meetings to provide agency perspectives directly to the Consortium, and to document questions or concerns. The overall goal of government agency involvement is to produce a SEP that the Governor and his appointees can endorse as well as one that the Gulf Coast Restoration Council will approve.

The deliverables from these activities include identification of TAC and EAC members who have expertise in the kinds of restoration projects being considered who can serve as advisors and provide expertise to the process; regular, facilitated discussions of the TAC and summaries of their findings and recommendations; monthly teleconferences with key agency representatives with updated information and time to discuss concerns; and periodic briefings of agency leaders, particularly when key milestones for the report are reached.

As mentioned above, our Public Involvement Plan will be implemented in three general phases that will overlap the tasks identified in our scope of work. The activities to be conducted in each phase are summarized in Table E-1, and discussed in the sections that follow.

Figure E-1: Public Involvement Plan phases and respective activities.

Phase 1 Information Exchange & Assessment	Phase 2 Active Community Involvement & Exchange	Phase 3 Strategic Engagement & Public Comment
• Key stakeholder interviews	• Briefings	• Briefings
• Consortium Workshop # 1 - Goal Setting	• Consortium meetings	• TAC/EAC meetings
• Media plan/advertising	• Proactive outreach & engagement	• Regional public meetings
• Public polling	• Local leadership meetings	• Consortium Workshop # 2 - Project Evaluation Criteria
• Project-specific website	• Regional public meetings	• Website update
• Social media	• TAC/EAC meetings	• Review of project evaluation & rankings
• Set briefing schedules	• Website update	• Briefings
• Secure TAC/EAC membership		• Consortium Workshop #3 - Project Evaluation & Rankings
		• Website update
		• Public comments on Draft Final SEP
		• Regional public meetings
		• Website update
		• Local leadership interviews
		• Governor & council SEP workshops

Phase 1: Information Exchange & Assessment

This phase will involve baseline information collection, goal setting, and the establishment of tools and protocols for public information exchange.

Interviews

Our baseline assessment will involve conducting a series of individual teleconferences with the Consortium members, as well as with other elected officials and local leaders from a variety of stakeholder organizations. The phone interviews with Consortium members will help to structure the agenda for the goal-setting workshop described below as well as provide input on who the key local leaders are in each county to whom the public engagement process should target.

Additional telephone interviews will be scheduled with local leaders to begin the process of outreach and to gather information to plan the regional public meetings. These interviews will also provide initial information about local concerns and project preferences. The information collected during the interviews will help to identify possible advisory committee members. Also critical, the interviews will start the process to identify the community leaders and groups in each region that the outreach process should target. These conversations will also provide the team with some initial feedback on the planning process and schedule.

Consortium Workshop #1 - Goal Setting

The project team should be guided by the Consortium and its specific goals and objectives, so that the products and outcomes meet the committee’s expectations. Any significant differences in expectations need to be identified and resolved at the outset of the project for the results to be successful.

Therefore, a special two-day workshop will be held with the Consortium to articulate and establish the goals, objectives, and measures of success for the SEP. In addition, the purpose of this workshop will be to thoroughly communicate the SEP planning approach and processes to assure a common understanding and sense of purpose. Additionally, the workshop will be an opportunity to discuss and verify the procedures for nominating advisory committee members, finalizing the regions used in the public involvement process, and providing input to the questions that should be posed prior to the polling effort.

The workshop will be a facilitated session with a detailed agenda, identified objectives, and detailed notes on the outcomes. The results will guide the team as the project begins its outreach efforts and throughout the process.

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Media Plan/Advertising

Based on the information the team has at our disposal, we do not feel that paid advertising is likely to increase the quality of the feedback we will receive from the public or local leaders. We intend to further investigate this perception during our interviews and discussions with the Consortium. Based on the experience of other large planning efforts such as the Louisiana 2012 Coastal Master Plan and the four Florida National Estuary Programs, we feel the biggest value will be from targeting individual communications to local leaders and speaking with them directly in a local setting. Overall, this approach is both cheaper and more effective in terms of communications. At this time, therefore, we do not recommend providing a budget for paid media. Instead, we will fulfill public notice requirements, notify the key media in each region, respond to media questions, and use our website and Facebook pages as well as the Twitter feed to provide information. Most importantly, we will focus on speaking directly to the local leaders about the SEP development and solicit their input. If it is determined that paid media is a cost-effective approach, we will certainly support that and budget for those efforts at that time.

Public Polling

Another important component of our baseline assessment will be public polling conducted to learn more about Florida's citizens' knowledge, preferences, and concerns regarding the Gulf Coast including issues such as the importance of the coast, what coastal features and attributes are most important, and how priorities differ among regions. Based on our team's experience in Louisiana, a public poll can provide objective, informative data to the process for a modest cost. The polling results can be factored into subsequent outreach efforts as well as the SEP process itself. The public poll will provide a valuable dataset on why the Gulf Coast is important to the citizens of Florida and what their preferences are in terms of project priorities.



Project-Specific Website

A key component to providing and receiving information with the public will be creating a project-specific website so that there is a venue to disseminate further information, solicit comments, and provide links to related agency websites.

The ESA team has already reserved the following domain names for future use by the Consortium:

- FLORIDARESTORE.COM
- FLRESTORE.ORG
- FLORIDARESTORE.ORG

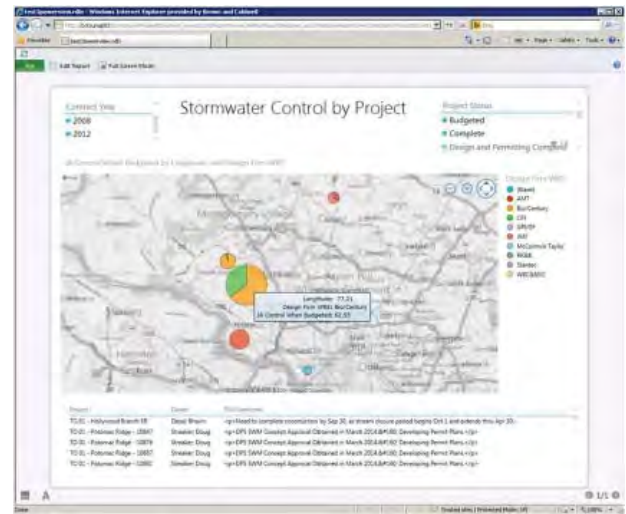
The project website will also provide a link to the program's Facebook page and Twitter feed. The project website will provide information for the public on the meeting schedule, status of the SEP and other current information. Also on the website will be simple explanations of technical matters such as the watershed approach and why addressing the root causes of problems is an effective approach. The site can also provide references for more detailed information and explanations for those who want to learn more. The website will also provide easy access to the initial project lists and the maps developed during the gaps analysis.

Also included on the website will be several public survey tools to provide an opportunity for anyone to provide feedback and their opinions on the most important efforts that should be undertaken for Florida's Gulf Coast. Initially, the survey can ask if citizens believe that the coast is important, what aspects of the coast make it important, and what kinds of projects would have the most value.

The responses will provide the process with an understanding of the concerns and priorities of the stakeholders that are following the process and are most concerned about the outcomes. The website will provide an excellent opportunity for citizens who do not have the time to attend meetings but want more information and to provide their own thoughts and input. Schools can also use this site to promote student education on the types of restoration efforts that the plan is undertaking. The results of the responses will be summarized and presented at quarterly intervals.

As envisioned, the Homepage of the project-specific website will provide the following functions:

- Document Library – This is the storage area for official project documents. The project library uses document metadata to organize documents. Versioning ensures the most recent document is being accessed. All documents can be reached through any of the following views:
 - Documents by subject
 - Documents by project phase
 - Other sorting attributes as needed
- Resources – This area contains links to other functionality on the site, currently the following functionality is available:
 - Contacts: displays a list of project contacts and contact information
 - Calendar: displays the project calendar
 - Action Items: contains a list of project action items
 - Decision Log: contains the project decision log
 - Working Area: is an area for posting and sharing working documents for collaboration.
- Announcements - Alerts and reminders applicable to the project team.
- Consultant Team Calendar (Current Month) - The team calendar for the current month is displayed on the home page, but allows full project calendar viewing.
- Search – Provides a fully indexed free text search function.



The collaborative nature of the SharePoint site will also allow our project team to also use it in-house. For example, the website will serve as a single central repository for maintaining and distributing project related information for all project team members. To enter the SharePoint site, users must sign in with username and password. The username identifies which parts of the site a user is entitled to view. All official project documentation will be stored on the site in the Document Library.

Metadata options are available in SharePoint that facilitate communication for project meetings including attachment capabilities that provide for the ability to group meeting materials by meeting ID, and assign a scribe to take meeting notes, assign an approver to approve the written notes, and more. For action items, the software uses tasks to assign action items, status, and due dates to responsible parties. It is also capable of reminding a responsible party when an Action Item is due, via email alerts. There are many possibilities for web form data entry available in SharePoint which are easily set up according to the Client’s specific needs. Finally, the software also lends itself to grouping materials according to category, keeping a ‘one-stop shop’ open for related documents that need to be grouped.

In summary, the proposed project-specific collaboration website and interactive GIS viewer will fully support the needs and functions of our Public Involvement Plan, as well as our improved Project Nomination process.

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Social Media

Our team will create a project Facebook page and Twitter account to compliment the project-specific website. In addition, we will explore the applicability and usefulness of other social media including Instagram and Tumblr. The Facebook page will be used to provide updates on the process and provide an opportunity for citizens to connect with the project. The Facebook page will also be used to allow citizens to add their email address to the electronic contact list for direct email announcements. The Twitter feed will be used to provide regular updates on the process and notices when new deliverables are available. The Twitter feed will also be used to drive traffic to the website and Facebook page. The Facebook page will also be a resource for driving traffic to the main website where more detailed information will be available.

The Facebook page will provide an on-going platform for conveying and collecting information and the staff will provide posts on a regular basis on the process and the results. Over the long term, as projects are funded and built, the Facebook page will be an excellent location to post funding award information and photos of people and projects working to RESTORE Florida's coast and the Twitter feed can highlight those accomplishments and support notifications to the media on program achievements.

Set Briefing Schedules

During the initial phase of the project, the team will develop the contact list and schedule for regular briefings to three groups: The Governor's Office; State agencies and representatives; and federal agencies represented on the Council. Establishing the schedule for regular communications to these three important groups will provide stability and continuity through the planning process, as well as a venue for the key partners to stay informed, ask questions, and raise concerns.

We further recommend that a state agency liaison attend the federal agency briefings and a federal agency liaison attend the state agency briefings. Also, we would suggest the inclusion of both liaisons in the Governor's Office briefings, to improve communications among all the government entities.

As an initial schedule for the briefings, we recommend telephone briefings every two months, preferably prior to the Consortium meetings. By timing the briefings prior to the Consortium meetings, additional agenda items and issues may be identified that would benefit from discussion at the Consortium meetings. Through regular briefings, the project team can receive steady agency input and ensure that the Governor's Office and agency staffs are prepared and knowledgeable when they hear questions or concerns about the process directly from local stakeholders.

Secure TAC/EAC Membership

Based on the nominations from the Consortium members and agencies as well as feedback from potential candidates, the membership of the TAC and EAC will be set so that they are prepared to meet in Phases 2 and 3. The TAC and EAC will meet as needed. While in-person meetings are preferable, it may be more practical for these committees to meet via videoconference or have some members who have difficulty travelling to attend via videoconference.

The TAC and EAC meetings will be supported by the project team and detailed meeting notes will be provided for future reference and for input to the work products.

Phase 2: Active Community Involvement & Exchange

This phase will build on the work done in Phase 1, and will involve active ongoing information exchange with the general public and other key stakeholders.

Briefings

Throughout this phase, the regularly scheduled briefings will be held including those with the Governor's Office, State agencies and representatives, and federal agencies.

Consortium Meetings

We anticipate attending and providing informational progress briefings on the SEP planning process at every Consortium meeting. In addition, at certain Consortium meetings we will be seeking input from, and/or decisions by the Consortium members on key project thresholds and actions by holding at least three special workshops.

During the project nomination phase of the SEP planning process we anticipate and holding informational meetings with the full Consortium to report on the initial project list, gaps analysis, and the new nomination process. During the project evaluation phase of the SEP planning process we anticipate and holding both informational and decisional meetings with the full Consortium to report on the evaluation criteria and the draft priority project rankings. Therefore, frequent communication and interaction with the Consortium is a major part of our Public Involvement Plan.

Proactive Outreach & Engagement

Proactive outreach will be conducted to the public and community groups (Regional Public Meetings), to local elected officials, to businesses, to the three Gulf Coast National Estuary Programs (NEPs) and to key NGOs such as The Nature Conservancy (Local Leadership Meetings). In addition to regional public meetings to attract general attendance and input, working with the members of the Consortium and the NEPs, specific groups will be identified for targeted outreach. Summary materials and presentations will

be developed to describe the process and to keep these groups updated. The information will be delivered through several mechanisms: presentations and information delivered by the Consortium members or their staff; and presentations and information delivered by the planning consultant team.

Local Leadership Meetings

As mentioned in Phase 1, the Consortium will be consulted about the best local leadership forums for reaching out to local elected officials, such as regular meetings of the Florida Association of Counties and the Florida League of Cities. A similar process will be used for business outreach, such as Chamber of Commerce meetings or other appropriate venues identified during the initial interviews. The three NEPs can be easily reached by contacting their respective executive directors and communications staff and information can be provided to them and presentations scheduled at appropriate milestones in the process.

The deliverables for this task includes simple, summary materials of the process and its status and the presentations that are geared towards lay audiences. Other deliverables include coordination with the appropriate Consortium members and the stakeholder organization contacts as well as speaker scheduling, travel, speech-making and summaries of the feedback and questions received.

The number of local leadership meetings that will need to occur will not be known until the interviews are conducted and the key community groups and leaders are identified. As an initial estimate, a total of 66 meetings would provide for three meetings per county with either an individual or small group. To minimize time and travel costs, effort will be made to geographically group these meetings so multiple meetings can be held per trip. Also, these meetings can be scheduled in conjunction with the public meetings as the local schedules allow. When appropriate, some of these meetings may be held by teleconference. However, our preference is to meet face to face when possible. Our goal will be to maximize the time in each community to meet with as many key leaders as possible.

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Regional Public Meetings

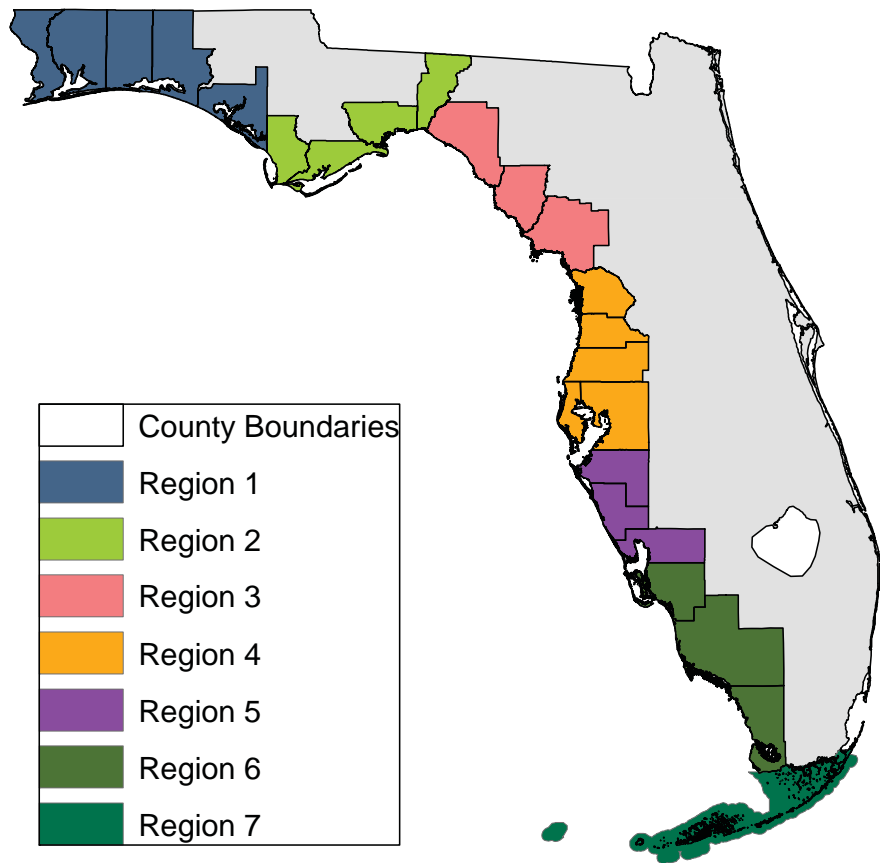
As part of the Active Community Involvement process, a series of regional meetings will be held in a subset of the 23 Gulf Coast counties. We have proposed to sort projects by numerous natural watershed boundaries, 23 County boundaries, and four Water Management District boundaries.

The four WMD boundaries could be suitable as regional boundaries for public involvement purposes; however, the addition of sub-regions is recommended in three areas to provide better access/less travel time for the public to attend the regional meetings. The proposed sub-regions include the following:

- Northwest Florida divided into Far Western and Near Western Florida;
- Southwest Florida divided into the Tampa Bay area and the Sarasota/Charlotte Harbor area; and
- South Florida divided into the Caloosahatchee/Everglades and the Florida Keys.

Therefore, with these additional subdivisions, we are proposing seven regions or sub-regions for holding regional public meetings for public involvement purposes.

Figure E-2: This figure shows our proposed regional breakdown for public involvement meetings.



By designating seven public engagement regions, our presentations, materials and approach can be customized for the location. We plan to customize the regional public meeting approaches based on a number of factors including:

- Feedback from the Consortium and initial interviews;
- The results of the public polling;
- The rural or urban nature of the area;
- The magnitude of retired residents/snow birds in the demographics; and
- Cultural attitudes on why the coast is important (commercial fishing versus tourism versus recreational fishing) and towards government.

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For example, in an area with a large retired population, we would suggest scheduling meetings so that they end in daylight hours. In rural areas, we suggest evening meetings that include some food and beverages, as that is customary and relationship-building to both eat together and to discuss issues. Where suspicion of government is particularly prominent, we would make extra effort to include local leaders on the program and translate the information as much as possible to the local benefits and opportunities. In all areas, we intend to invite significant involvement of the Consortium representatives and local leaders to help us prepare for the meetings, to encourage attendance and to help host the meetings.

The regional public meeting locations will be selected to minimize the travel distance for the public while providing some sub-regional interaction and cost efficiencies. All meetings will be publically noticed in the Florida Administrative Register (FAR) and the sites will be handicapped accessible. The meetings will be facilitated and will be structured to present and solicit feedback on several key items that include the following:

- Presentation of important background information such as the holistic watershed approach and why it is critical to understand and address the root causes of ecological problems;
- Display of a GIS map series to solicit input on the proper balance of project types and the geographic distribution of the projects;

- Requests for suggestions and ideas for new projects or modifications to the initial projects already included in the database; and
- Feedback on the project nomination process and receiving suggestions on improvements to the process.

These regional public meetings will be an important part of actively engaging the local communities and providing forums for discussion in their region. In Phase 2, as an initial estimate, a total of 7 meetings would provide for one meeting per region to discuss the initial project list, the gaps analysis and new project ideas and comments on the project nomination process.

The results of these regional public meetings will include several key deliverables including the completion of the meetings themselves, as well as a memorandum summarizing the public input received on the balance of project types and locations, suggestions for new projects submitted, and the feedback on potential improvements to the project nomination process.

TAC/EAC Meetings

The TAC and EAC will meet as needed in Phase 2. If meetings are warranted with either or both committees to discuss the gaps analysis or other project components of Phase 2, meetings will be called and conducted. Detailed agendas and meeting notes will be delivered so that the products can benefit from their discussions. At this time, it is not certain that a TAC or EAC meeting will be necessary in Phase 2, but meetings will be critical in Phase 3.

Website Update

Based on the results and work products from Phase 2, the project website will be updated so that the materials and information are current and that the public can see the evolution of the program and of the process. The Facebook page will also be updated.

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Phase 3: Strategic Engagement & Public Comment

This phase will build on the work done in Phase 1 and 2, and will involve focused engagement of key stakeholders to obtain important feedback and to assist in decision making.

Briefings

Throughout Phase 3, the regularly scheduled bi-monthly briefings will be held including those with the Governor's Office, State agencies and representatives, and federal agencies.

TAC/EAC Meetings

The TAC and EAC are expected to provide substantial expert input during Phase 3. We expect to hold both a TAC and EAC meeting to review the draft Project Evaluation Criteria to provide scientific evaluation, input on economic concerns, and transparency to the process.

Once the draft Priority Rankings are completed, we expect to hold a second round of TAC and EAC meetings to review the rankings and to provide input. When the draft rankings have been refined, we recommend a third series of TAC and EAC meetings to review the project scenarios as a test of the project rankings before the full project evaluations are completed.

Review of Project Evaluation Criteria

Emphasis in this stage of the process will be placed on transparency and fairness to the public and key stakeholders. The goal is that the stakeholders clearly understand and support the project evaluation criteria

and methodologies, and believe them to be reasonably objective, so there is no underlying suspicion of the objectivity of the process. While the project team will be dedicated to fairness and objectivity, it is critically important that the process is clearly communicated so that the evaluation methods are clearly understood and there is confidence in the process.

Regional Public Meetings

When the draft Project Evaluation Criteria have been refined based on input from the TAC and EAC, another round of regional public meetings will be held in each of the 7 public involvement regions to describe the criteria and to seek public input. As before, the public meetings will be facilitated and the comments received will be documented and tracked. The changes will be tracked so that there is a record of the amendments made based on public outreach as well as summarized on the "Feedback Loop" part of the website. The feedback will be brought back to the TAC, EAC, agencies, and/or Consortium as needed. The project team will seek their advice on how to adjust the evaluation criteria and the project evaluations to respond to the feedback received. Care will be taken to respond to constructive comments and to acknowledge that it may not be possible or appropriate to make all the changes that are suggested.

Consortium Workshop #2 - Project Evaluation Criteria

After the public has seen the proposed evaluation methods, a facilitated workshop will be conducted with the Consortium to present the methodology and to receive approval before the project evaluations are conducted. The project evaluation process will not proceed until the evaluation approach is approved and the discussed will structured to encourage constructive feedback from all members. Concerns and questions received via the website and direct communications with key stakeholders will be summarized and reported during the Consortium workshop, so that the members benefit from the public input received.

Website Update

When the proposed project evaluation methodology is completed, the evaluation criteria and methodologies will be posted on the project website for stakeholder review and feedback. The website will be updated so feedback can be submitted and concerns outlined.

Along with the posting, notification on the availability of the information will be related to those that attended the regional workshops, key stakeholder groups, the media, the NEPs and WMDs, and key NGOs. The media will also be notified and encouraged to direct the public to the project website for review and comments. The informational materials on the project will be updated to provide information on the project evaluation methods.

The deliverables for this step include the updated web site, media releases and summaries of comments received. Also, an important deliverable is the facilitated workshop with the Consortium, with emphasis placed on constructive criticism of the results and identification of any errors, so that the project rankings can proceed.

Review of Project Evaluation & Rankings

Based on the approved project evaluation process, the projects themselves will be scored and ranked. Objectivity, transparency and fairness will again be emphasized.

Briefings

Throughout this phase, the regularly scheduled briefings will be held including those with the Governor’s Office, State agencies and representatives, and federal agencies.

Consortium Workshop #3 - Project Evaluation & Rankings

After the public has seen the draft project evaluations and rankings, a facilitated workshop will be conducted with the Consortium to present the results and to solicit feedback. This workshop is crucial to the process, as these results are critical to the development of the Draft Final SEP, Concerns and questions received



via the regional public meetings, the website, and direct communications with key stakeholders will be summarized and reported during the Consortium workshop, so that the members benefit from the public input received. Any evaluation errors will be corrected, but in the interest of fairness, the evaluation criteria will not be amended. When the project rankings are approved, the results will be incorporated in to the Draft Final SEP.

Website Update

When the project evaluations and rankings are completed, the evaluation criteria and methodologies will be posted on the project website for stakeholder review and feedback. The website will be updated so feedback can be submitted and concerns outlined.

Along with the posting, notification on the availability of the information will be related to those that attended the regional workshops, key stakeholder groups, the media, the NEPs and WMDs, and key NGOs. The media will also be notified and encouraged to direct the public to the project website for review and comments. The informational materials on the project will be updated to provide information on the project evaluation methods.

The deliverables for this step include the updated web site, media releases and summaries of comments received. Also, a deliverable is a facilitated workshop with the Consortium, with emphasis placed on constructive criticism of the results and identification of any errors so that the plan can be completed.

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Public Comments on the Draft Final SEP

When the Draft Final SEP is completed, the team will support public review and solicit comments on the plan before it is subject to the formal approval process. A comment deadline will be clearly identified with ample time for comment so that there is a timeline that will accommodate public comments and an end time to keep the process moving.

Regional Public Meetings

When the Draft Final SEP is ready for review, a third round of regional public meetings will be held in each of the 7 public involvement regions to describe the criteria and to seek public input. As before, the public meetings will be facilitated and the comments received will be documented and tracked. The changes will be tracked so that there is a record of the amendments made based on public outreach as well as summarized on the “Feedback Loop” part of the website.

Care will be taken to respond to constructive comments and to acknowledge that it may not be possible or appropriate to make all the changes that are suggested.

Website Update

Again, the project website and Facebook page will be used for ease of access to the plan by the public and for ease in submitting comments. The media outlets will be notified on the plan’s availability and the process for submitting comments.

Local Leadership Interviews

A final series of local leadership interviews will be scheduled to review the draft SEP and to seek feedback. To save time and travel costs, these interviews will be conducted by teleconference when appropriate. The key stakeholders will be contacted and asked to provide comments prior to the final approval step.

The comments received will be collected via the website and other electronic means and logged. Substantive comments and corrections will be addressed and adjustments to the plan identified prior to the formal approval process.

Governor & Council SEP Workshops

The project team will also support the formal public approval process by the Consortium and the Governor, by holding a special workshops for each office to present the Florida SEP. The team’s support will include including making revisions to the plan and providing summaries of the comments received and feedback useful for the implementation process.

Summary of Public Involvement Plan Meetings

Meetings are time-consuming and costly, and require involvement by senior staff to be effective. And while technology can greatly improve the efficiency of public outreach efforts, the value of face-to-face meetings cannot be overestimated in building a broad level of support for a complex and wide-ranging plan like the SEP.

While it is difficult to provide a precise number of meetings that will be required as part of our proposed Public Involvement Plan, we have developed an estimate for budgeting purposes, provided in the table below.

Meeting Type	Meeting No.
Individual interviews via teleconference (Consortium members [23] and local leaders [Phase 1 = 23 x 3 and again in Phase 3 = 23 x 3])	155
Local Leadership meetings or teleconferences	66
Regional Public meetings	21
Consortium meeting briefings	9
Consortium workshops	3
Governor’s Office briefings	12
State Agency briefings	12
Federal Agency briefings	12
TAC meetings	3
EAC meetings	3
Governor’s Office workshops	1
Restoration Council workshops	1

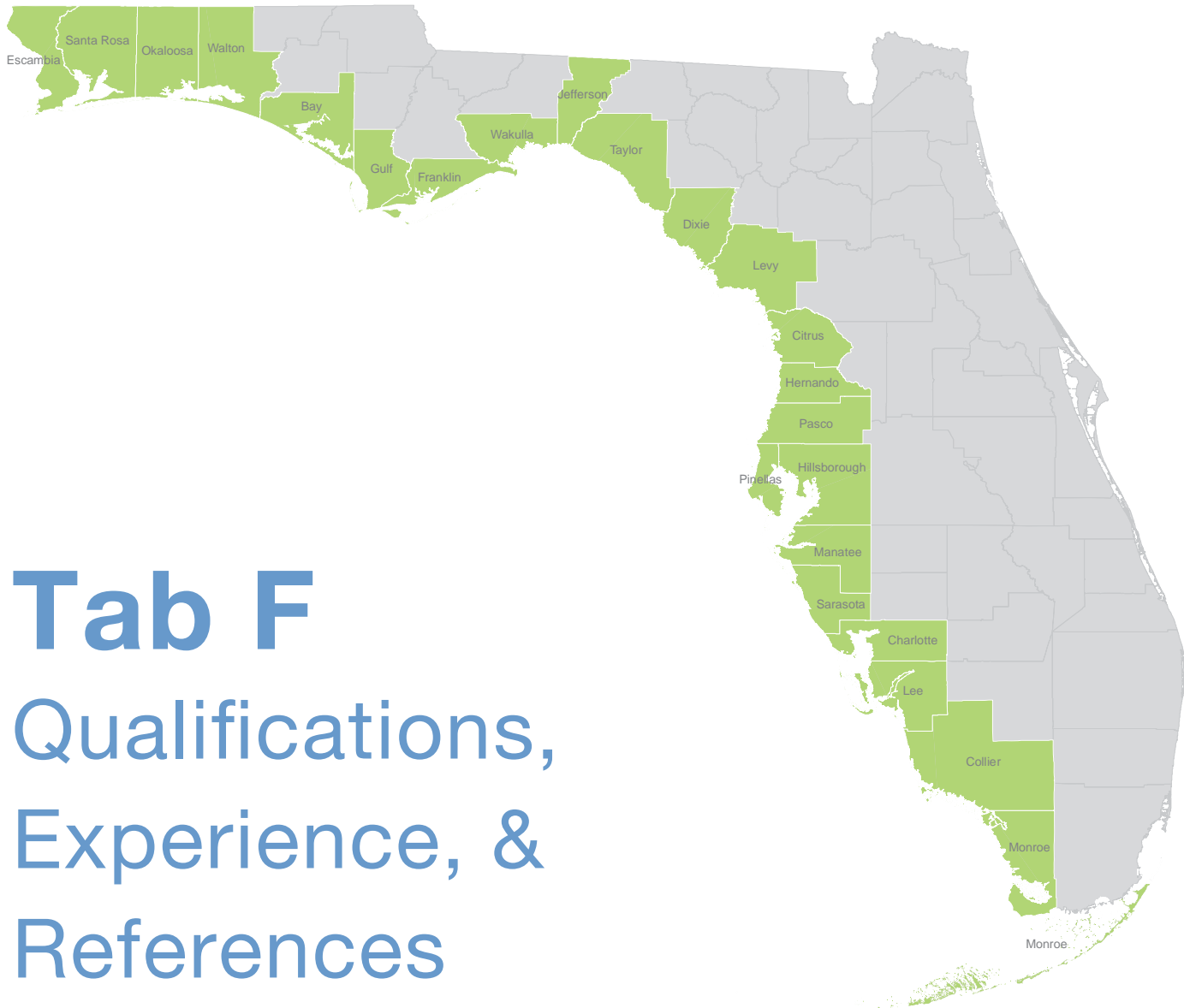
Combined with the production of briefing materials, the development and maintenance of a project-specific website, and other associated public outreach activities, implementing the Public Involvement Plan will be a significant effort. However, we feel that this effort will be necessary to attain the goal of reaching broad consensus of support for the SEP from the major stakeholders.

The Importance of Creating Transparency & Trust

The entire public engagement process outlined above has been designed to provide transparency of the entire planning process. Input will be solicited in every phase, and the public will be informed of the release of draft or interim deliverables providing opportunity for comment. Further, the comments received will also be made available along with their disposition.

The Feedback Loop section of the project-specific website will be a central location for anyone who has interest to see how the process has gathered and responded to the information received during the many small and large meetings planned during the SEP development.

We intend to provide a culture of conversation, openness and discussion to the process, and to build confidence and respect between all stakeholders and the SEP process. Our team will also be open to input and feedback throughout the process to improve how we respond and communicate the results. While no process is perfect, we can create a culture and a process that is open and transparent that will build confidence and trust in the Final SEP.



Tab F

Qualifications, Experience, & References



Tab F

Qualifications, Experience, & References

In response to the RBAFO, as well as comments received from the selection committee during our oral presentation, we have made a few modifications to the proposed project team and project organizational chart that was presented in our ITN Response.

First, we have added to our team the firm of **Langton Associates** to provide specialized expertise in the areas of grant research, grant application development, and grants administration. Langton Associates is Florida's oldest and largest grant consulting firm, founded in 1981. During its 33-year history, Langton has procured over \$350 million in grants for local government clients from a broad range of programs and funding agencies. Over the last ten years Langton has used that experience to advise state agencies in expenditure program strategy and design. Langton Associates will assist our team in identifying a range of potential funding sources to help leverage funds available in the Gulf Coast Restoration Trust Fund (RTF); and will provide leadership in preparing grant applications and administering grant funds and related program requirements. Key staff from Langton Associates include: **Michael Langton, GPC**, and **Lisa King, GPC**.

Second, we have augmented our project team in the areas of project-specific website development and maintenance, as well as spatial database development and maintenance. These aspects of the project will be critical to the project nomination, project evaluation, and public involvement aspects of the project. Specifically, we have included two senior technical staff from Brown and Caldwell: **Ryan Pulis, GISP**, and **Dennis Mulacek, PMP**. These two individuals will augment senior GIS and IT staff from ESA, as previously proposed in our ITN Response.

Finally, we have modified our project team organization chart to identify a more prominent role for our two key stakeholder advisory committees: the **TAC** and the **EAC**. As proposed, these two important adjunct committees will be respectively chaired by individuals selected by their stakeholder peers. The activities of the TAC and EAC will be managed by the ESA Project Manager and coordinated through our Public Involvement Plan.

The role of the TAC will be to obtain independent feedback on the technical efficacy of the SEP throughout its development. The need for the TAC is essentially specified by the Council in their requirement for the SEP to embody, and be based on, "the best available science." Accordingly, the TAC will be composed of independent technical experts in applicable fields of science and engineering. Experts will be sought from: academia; private consulting; federal, state, and local natural resource agencies; and applicable NGOs.

The role of the EAC will be to ensure that the SEP planning process properly accounts for economic factors in the project evaluation process, and appropriately balances the viewpoints and concerns of various economic interests potentially affected by the SEP. Accordingly, the EAC will be composed of representatives from various business organizations including fishing, tourism, industrial and development interests. In addition, the EAC may also include representatives from local and state chambers of commerce as well as major land owners in affected areas of the Gulf Coast.

TAB F: QUALIFICATIONS, EXPERIENCE, & REFERENCES

Our revised project team organization chart is shown in Figure F-1. In addition, the qualifications and resumes of the identified key staff from Langton Associates and Brown and Caldwell are provided in this section of our proposal.

Figure F-1: Team Organizational Chart



Subconsultant Legend

- 1 - Brown and Caldwell
- 2 - Royal Engineers & Consultants
- 3 - Wildwood Consulting, Inc.

- 4 - Private Consultant
- 5 - Lewis, Longman, & Walker, PA
- 6 - Stratus Consulting

- 7 - Research Planning, Inc.
- 8 - Langton Associates

Key Staff Biographies

Michael Langton, GPC (Langton Associates)



Mr. Langton's grantsmanship career began nearly 40 years ago as a mayor's aide in which he assisted in writing the grant and administering the City of Jacksonville's first CDBG Entitlement Program. He has successfully obtained

over \$175 million in grant funds for Langton Associates' local government clients since 1981. Mr. Langton is an innovator in devising funding schemes for non-profit agencies. For example, in 1997, he capped a two-year campaign to include a provision for \$10 million in capital demonstration grants in the federal welfare reform legislation. He then successfully procured the entire \$10 million for Goodwill Manasota and Goodwill Arcadiana. He has procured three \$5 million Welfare to Work grants for Goodwill North Florida, Goodwill Middle Georgia, and Goodwill San Antonio.

Mr. Langton's organizing skills were called upon during the first cycle of the U.S. Department of Transportation's Job Access and Reverse Committee Grants, when he successfully facilitated over 50 Community Stakeholders in each of three counties and one city, resulting in the only grants awarded in the State of Florida, totaling nearly \$3 million. The following year he assisted Orange County and the City of Orlando's transit agency Lynx in submitting their application.

Mr. Langton's contacts in state, federal, and local government are vast. He has been a featured speaker to the Florida Association of Counties, the Florida League of Cities, and Florida Redevelopment Association and has served on the steering committees of statewide campaigns for U.S. Senate, Governor, and Cabinet officers.

Lisa King, GPC (Langton Associates)



As the lead grant writer for Langton Associates, Ms. King has assisted in obtaining over \$80 million in funding for multiple clients throughout the State of Florida from programs including the Environmental Protection Agency, Department of

Homeland Security, and the U.S. Department of Transportation. Projects associated with Economic Development funding included job retention, infrastructure, disaster relief, and networking and communications.

As a native of Florida, Ms. King's interests in historic preservation and the protection of environmentally sensitive lands have combined with her professional talents to make her a leader in those grant fields. She has written a successful application for Florida Communities Trust in every cycle since its inception. The projects she has promoted through this program range in size from 1/4 acre to 300 acres and in communities as diverse as the Florida Keys, the Jacksonville Beaches, Panama City, and Volusia, Palm Beach, and Leon Counties. Ms. King has procured over \$30 million through this program for Langton's clients. Her leadership in this field has been recognized by organizations such as the Trust for Public Land, which has used her expertise to assist them in drafting a proposed Florida Communities Trust rule the Florida Forever Act.

Ms. King authored the Federal Lands Access Program (FLAP) grant that was recently announced to provide a two-year operating subsidy for the St. Johns River Ferry as well as a \$4 million grant for ferry slip replacement from the Federal Transit Administration. She previously authored grants that constructed a visitor's pavilion at the Ferry and a roundabout at the Ferry exit onto a state road.

Relevant Project Experience

2011- 2015 Consolidated Plan Florida Department of Community Affairs (DCA)

Firm:
Langton Associates

Project Location:
Tallahassee, FL

Client Reference:
Tammy A.
Anderson, Florida
Dept. of Community
Affairs (now, Florida
Dept. of Economic
Opportunity)
107 E. Madison
St., MSC-400,
Tallahassee, FL
32399
Email: tammy.
anderson@deo.
myflorida.com
Ph: 850.717.8425

Project Date:
2011

Project Value:
\$75,000

The most recent and complex of such projects was the development of the 2011-2015 Consolidated Plan for the Florida Department of Community Affairs (DCA). Langton Associates coordinated and assisted in the compilation of data and information that would make up the Plan. Over the course of many months, Langton Associates coordinated with state agencies and the Department staff to execute workshops, working groups and surveys to develop the initial stages of input. Langton Associates focused on developing the narratives of the Citizen's Participation Plan, Impediments to Fair Housing, Barriers to Affordable Housing, Lead Based Paint, Special Needs and Anti-Poverty, Public and Assisted Housing as well as the Public Housing Strategy sections. This involved coordinating with various stakeholders and compiling data from copious sources to develop a narrative and complementary visual aids.

In coordination with DCA staff, Langton Associates reviewed and edited the document for preparation prior to submittal to HUD. Recommendations from advocates as well as agencies were developed and reviewed for effectiveness and efficacy, edited and then made part of the final document. Statistics from the Census Bureau's American Community Survey were also developed into visualizations such as maps, graphs and charts.

Hundreds of hours of citizen input, staff working group meetings and data gathering culminated in a nearly 300-page document that guided the allocation of over \$270 million over five years. Further details related to the utilized methodology and approach, as well as development of both the strategic and action plans is included in this proposal.

A copy of the 2011-2015 Consolidated Plan may be found at: <http://www.floridajobs.org/fhcd/cdbg/Files/ConsolidatedPlan/ConsolidatedPlanFor2011-2015.pdf>

TAB F: QUALIFICATIONS, EXPERIENCE, & REFERENCES

Ryan Pulis, GISP (Brown and Caldwell)



Mr. Pulis is an Information Technology and Geographic Information Systems (GIS) professional with over 20 years of experience decision support, data management, and software implementation services

in the municipal water/wastewater/stormwater industry as well as the private sector. He has developed mobile, desktop, and web applications to integrate asset information from enterprise systems including GIS, CMMS, Asset Management, and LIMS through intuitive map-based interfaces. Mr. Pulis has extensive experience with software application design and development, database design and implementation, field data collection, and enterprise system integration. He holds the GISP certification as well as several Esri Enterprise technical certifications.

Dennis Mulacek, PMP (Brown and Caldwell)



Mr. Mulacek has over 20 years of experience in all aspects of the Information Technology industry. He has provided expert project management, system, and development services for many private,

municipal, financial, and transportation clients. His relevant experience covers more than 15 years of web application development including back-end database development and site design for both public and private sector clients. These applications were used for entering and tracking and diverse sets of data such as regulatory, environmental management, and project collaboration information.

Additionally, Mr. Mulacek's experience includes: project management; database design/modeling; business intelligence; software architecture; database conversion; application development; mainframe development; web development; systems integration; system conversions; system administration and computer operations.

Ted Pruett (Brown and Caldwell)



Mr. Pruett has over 24 years of operational and supervisory experience in program and construction management. He has held positions as a Senior Project Manager and a Principal Project Manager (Deputy Program

Manager) where he focused on project and program management support for a large scale ecosystem restoration program, a \$977M training system development program, and a \$5B military construction program. Mr. Pruett has successfully led teams of multi-disciplined professionals of various sizes. He has extensive overseas work experience dealing with people of diverse ethnic and cultural backgrounds.

Mr. Pruett specializes in the delivery of large scale ecosystem restoration and design/construction programs across the globe. He developed and proved concept of contract program management support for a large civil works and ecosystem restoration program within the U.S. Army Corps of Engineers. After leaving the army and joining the private sector, he coordinated development of the master program management plan for the \$12B Everglades Restoration Program; in that role he was responsible for conducting ongoing management assessments of program controls and for execution of program team meeting support. His capabilities earned him the role of Deputy Project Manager of the Everglades Partners Joint Venture (EPJV). The EPJV was the U.S. Army Corps of Engineers program manager for the Comprehensive Everglades Restoration Program from 2004 through 2010.

Resumes of Additional Team Members

Michael Langton, GPC

President

Grant Professional Certified (GPC)



A former member of the Florida House of Representative (1985-1992), Mike Langton has had an extensive career in Florida State and local government. While serving as a member of the Florida House he had tours of duty as Chair and Vice Chair of the Advisory Council on Intergovernmental Relations, Chair of the Oversight Committee, Chair of the Committee on Children and Youth and Deputy Majority Leader. He was recognized for his service by numerous statewide organizations including the Florida League of Cities, the Florida Chamber of Commerce and Florida Taxwatch.

His grantsmanship career began nearly 40 years ago as a mayor's aide in which he assisted in writing the grant and administering the City of Jacksonville's first CDBG Entitlement Program. He also served as a Special Consultant to U.S. HUD, National Science Foundation and Stanford Research Institute, Palo Alto, CA on national housing trends and non-service approaches. He has successfully obtained over \$175 million in grant funds for Langton Associates local government clients since 1981. He holds a B.A. in Political Science from Florida Atlantic University.



Langton is an innovator in devising funding schemes for non-profit agencies. In 1997, Langton capped a two-year campaign to include a provision for \$10 million capital demonstration grants in the federal welfare reform legislation. He then successfully procured the entire \$10 million for Goodwill Manasota and Goodwill Arcadiana. He has procured three \$5 million Welfare to Work grants for Goodwill North Florida, Goodwill Middle Georgia, and Goodwill San Antonio. Langton currently consults with the Florida Goodwill Association and three individual Goodwills in Florida. In total he has consulted with 23 Goodwill agencies around the United States.

Langton has had extensive hands-on experience in the area of affordable housing, and has worked directly in programs such as the HOME program, the Community Development Block Grant program (Entitlement and Small Cities), Homeless Continuum of Care, Hope 6, and the State Housing Initiatives Partnership Program. Langton assisted Pasco County in the development of its first Comprehensive Housing Affordability Strategy, (CHAS), and wrote the program description for Volusia County's HOME program. Langton provided technical assistance to two County governments, Bay and Baker, during the implementation of their SHIP programs, including preparation of the SHIP plans, Incentive plans and organization of their local partnerships. Langton has a thorough understanding of the HOME Investment Partnerships Program and was the project manager for the Florida Housing Finance Agency contract to provide on-site technical assistance for HOME grant recipients and has provided HOME technical assistance statewide through the Florida Catalyst Program for DCA. More recently, he led the team charged with providing Technical Assistance to the State of Florida's Neighborhood Stabilization Program (NSP) recipients under the direction of the Department of Community Affairs. Michael also led the team developing Florida's 2011-2016 Consolidated Plan for submission to HUD by the Department of Community Affairs.

Langton coordinated the City of Jacksonville's application for federal Empowerment Zone designation. This effort involved recruiting, organizing and facilitating a 200-person partnership for preparation of a Strategic Plan. Community redevelopment



activities include: preparing a paper on "Establishing a CRA in Florida" and an Action Plan for External Funds Procurement for Delray Beach CRA.

Langton's organizing skills were called upon during the first cycle of the US Department of Transportation's Job Access and Reverse Committee Grants, when he successfully facilitated Community Stakeholders (over 50 in each) in Broward County, Palm Beach County, and the City of Jacksonville resulting in the only grants awarded in the State of Florida, totaling nearly \$3 million. The following year Langton assisted Orange County/City of Orlando's transit agency Lynx in submitting their application.



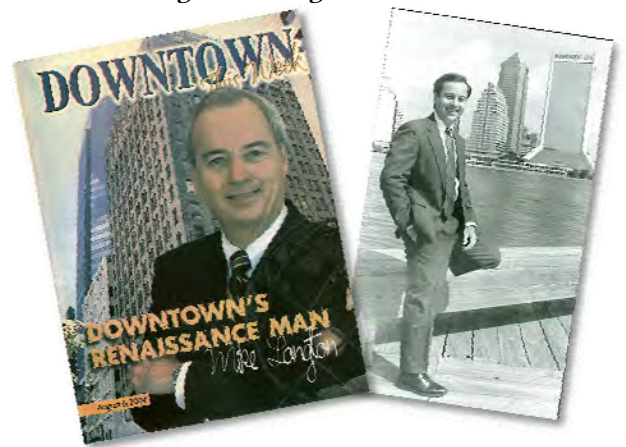
Langton's contacts in state, federal and local government are vast. Langton has been a featured speaker to the Florida Association of Counties, the Florida League of Cities and Florida Redevelopment Association and has served on the steering committees of statewide campaigns for U.S. Senate, Governor and Cabinet officers. President Clinton appointed Langton to the Rules Committee of the Democratic National Convention in July of 1992 and was appointed again by Vice President Al Gore at the 2000 convention. Langton also served as a campaign coordinator for Northeast Florida for the Clinton/Gore campaign of 1992 and 1996. He has served as Vice President of the Florida Democratic Leadership Council and as an advisor to the Field Office of the National DLC. In the year 2000 Langton served as the Gore/Lieberman Chairman for Northeast Florida. In 2008 Langton served as the Northeast Florida Finance Chair for Hillary Clinton for President and went on to Chair the Northeast Florida Infrastructure Committee for President-elect Barack Obama.

Mr. Langton is the firm's specialist in fields of:

- *Housing & Community Development*
- *Homeless Continuum of Care*
- *Transportation*
- *Workforce Development*
- *Welfare to Work*
- *Strategic Planning Facilitation*

Langton founded Langton Associates, a Public Affairs Consulting Firm, in 1981 and has served as company President since that time. In 1999 he founded LB Jax Development, a Housing Development Company, focusing on the urban housing market in Florida cities. The company has produced nearly \$100 million in development projects.

In 2012, Mike Langton received his certification from The National Grant Professionals Association and is involved in organizing workshop style presentations for grant writing and consulting services for people interested in becoming grant professionals.



Lisa King, GPC

Senior Vice President

Grant Professional Certified (GPC)



King's career in public affairs includes stints as a Congressional Aide for a U.S. Congressman and as a Legislative Assistant for a committee chair in the State House. She was appointed by two Florida House speakers to three committees including appointment as a member of the House Computer and Telecommunications Commission. King was also awarded a Davis Productivity Award by Florida Taxwatch, Inc. for a cost saving idea. The Jacksonville Business Journal named King a 2014 Woman of Influence for business leadership and community service.



King, as the lead grant writer for Langton Associates, has assisted clients in obtaining over \$80 million in funding for multiple clients throughout the State of Florida from programs of the Environmental Protection Agency, Department of Homeland Security and the US Department of Transportation. Projects associated with Economic Development funding included job retention, infrastructure, disaster relief, and networking and communications.

As a native of Florida, her personal interests in historic preservation and the protection of environmentally sensitive lands have combined with her professional talents to make her a leader in those grant fields for both Langton's clients and the company. King has written a successful application for Florida Communities Trust in every cycle since its inception. The projects she has promoted through this program range in size from 1/4 acre to 300 acres and in communities as diverse as the Florida Keys, the Jacksonville Beaches, Panama City, Volusia County, Palm Beach County, and Leon County. King has procured over \$30 million through this program for Langton's clients. Her leadership in this field has been recognized by organizations such as the Trust for Public Land, which has used her expertise to assist them in drafting a proposed Florida Communities Trust rule the Florida Forever Act.

Ms. King is the firm's specialist in the fields of:

- *Environmental Land Acquisition*
- *Historic Preservation*
- *Recreation*
- *Coastal Management*
- *Cultural Facilities*
- *Disaster Mitigation*
- *Transportation*

King authored the Federal Lands Access Program (FLAP) grant that was recently announced to provide a two-year operating subsidy for the St. Johns River Ferry as well as a \$4 million grant for ferry slip replacement from the Federal Transit Administration. She previously authored

grants that constructed a visitor's pavilion at the Ferry and a roundabout at the Ferry exit onto a state road.

In 2011, King was appointed to Jacksonville's Planning Commission by Mayor Alvin Brown, she was elected by her peers to serve as the Commission's Vice Chair in 2014..

In 2012, King received her certification from the Grant Professionals Association. In 2013, Mayor Alvin Brown appointed King to Jacksonville's Housing and Community Development Commission. In 2014, King was elected Co-Chair of this Commission. In 2014, King was appointed to the North Florida Transportation Planning Organization's Long Range Transportation Plan Steering Committee.



Experience Summary

Ryan Pulis is an Information Technology and geographic information systems (GIS) professional with 20 years of experience decision support, data management and software implementation services in the municipal public works, water distribution and wastewater treatment industries. Mr. Pulis specializes in helping utilities efficiently and effectively evaluate and maintain their collection system assets, focusing on collecting, managing, and integrating inspection, condition assessment, rehabilitation, and capacity assessment information to support rehabilitation and replacement planning. Mr. Pulis has developed mobile, desktop, and web applications to integrate asset information from enterprise systems including GIS, CMMS, Asset Management, and LIMS through intuitive map-based interfaces. Mr. Pulis is National Association of Sewer Service Companies (NASSCO) Pipeline Assessment and Certification Program (PACP) certified, and has developed planning tools that combine CCTV inspection results with additional consequence and risk of failure information (e.g., pipe location, size, I/I potential, etc.) to facilitate the CIP decision-making process for municipalities.

Mr. Pulis has extensive experience with software application design and development, database design and implementation, field data collection, and enterprise system integration. He holds the GISP certification as well as several Esri Enterprise technical certifications.

Assignment

GIS Analyst

Education

B.A., Earth Sciences, Dartmouth College, 1993

Certifications

Enterprise Geodatabase Management Associate 10 (EGMA10), 2010, #EGMA1000000058

Enterprise System Design Associate 10 (ESDA10), 2011, #ESDA1000000041

ArcGIS Desktop Developer Associate 10 (EDDA10), 2011, #EDDA1000000024

Certified Geographic Information Systems Professional (GISP), 2009, #00045934

NASSCO PACP Certification, 2006

Fundamentals of CartéGraph WORKdirector, CartéGraph, 1998

Cyrax Laser Scanner (LIDAR) Operation

Cyra Systems, 1999

Experience

21 years

Joined Firm

1998

Relevant Experience

- *Data Conversion/Integration*
- *Application Development*
- *Database Design/Modeling*

Replacement and Rehabilitation (R/R) Program, Orange County Utilities, Florida

Data Manager. Mr. Pulis developed data management procedures and tools as part of Orange County Utilities' collection system rehabilitation and replacement program. He designed workflow, data validation, data storage, and software processes and tools to support the entire R/R cycle from initial field inspections through capital project creation. Mr. Pulis integrated CCTV inspection data from Granite XP with OCU's enterprise Esri GIS and Maximo CMMS to create an R/R decision support tool that includes gravity and forcemain pipe criticality assessment.

Stormwater Inspection and Inventory, Northeast Ohio Regional Sewer District, Cleveland, Ohio

Task Lead. The Northeast Ohio Regional Sewer District needed to inventory and inspect 400 miles of streams and verify the existence of assets, record new assets, and to find any severe issues. Mr. Pulis was responsible for designing and implementing the field data collection workflow tools and process, overall data management, and the managing the GIS update process.

County Watershed Improvement Plans, City of Sandy Springs & Gwinnett County Department of Water Resources, Georgia

GIS Developer. Developed ArcPad field data collection forms and procedures for use during stream and stormwater BMP field inventories using handheld GPS units. Data gathered in ArcPad included potential water quality impacts, estimates of bank erosion, and geomorphic conditions within the inventoried watersheds. Field data then used to generate planning level stream restoration projects for watershed Capital Improvement Plans.

Stormwater Management Program Implementation, Northeast Ohio Regional Sewer District (NEORSD), Cleveland, Ohio

Project Manager. Assisted NEORSD with planning and initiating a new regional Stormwater Management Program. Managed Brown and Caldwell's participation as a subcontractor on the project team. Brown and Caldwell's tasks involved assisting with a detailed review of previous stormwater studies,

conducting community coordination visits to assess stormwater issues and project prioritization needs to support development of the CIP and O&M programs, and stormwater GIS data inventorying and geodatabase design. Also used GIS to help define the regional drainage network that will form the core assets managed by the Stormwater Management Program.

Enterprise GIS Implementation, Phase II, NEORS, Cleveland, Ohio

Project Manager and Application/Database Developer. Managed and performed Brown and Caldwell's work as a subcontractor on a project to design, develop and populate an enterprise geodatabase for NEORS. The database implements ESRI's ArcSDE 9.1 on Oracle 9i, and was modeled with full geodatabase capabilities (geometric network, relationships, domains) using Visio. Responsible for designing the document management and asset inspection portions of the geodatabase. In addition, part of the development team that built a browser-based intranet application to provide access, analysis, reporting, and data maintenance capabilities for the data stored in the enterprise geodatabase. The application provides links from map features to associated record drawings and other documents, inspection reports/photos/videos, and maintenance history from Synergen/SPL. The development platform delivers GIS functionality via ArcGIS Server 9.1 using the C# language.

Storm Water Compliance Management System, Unified Port District of San Diego, San Diego, California

Application Developer. Assisted with the development of the Port's Environmental Data and Information Management System (EDAIMS), a web-based multi-tier intranet application for storm water compliance. Responsible for integrating GIS mapping capabilities into the application framework using the ArcIMS 4.0.1 ActiveX Connector and VB.NET. Primary functionality includes two-way communication between database-driven reports and the GIS map of facilities.

Urban Runoff Management Plan, City of Santa Monica, California

Application Designer/Developer. Developed ArcGIS-based data entry forms (using ArcObjects) for updating the City's GIS sewer infrastructure layers to support the development of an Urban Runoff Management Plan. Performed a gap analysis was performed on the City's existing GIS data, and implemented a revised data architecture to meet the needs of the City (including hydraulic modeling). Created custom data entry forms to allow an ArcGIS user to capture all pertinent pipe/node attribute information into a project Access database by selecting facilities on a map.

Environmental Information System, San Francisco International Airport, California

Application Developer. Developed an ArcView GIS interface for the Airport's existing database of environmental information. This software application provided powerful visualization tools for summarizing 300,000 database records tracking soil and groundwater investigations for petroleum hydrocarbons, trace metals, and chlorinated solvents. Developed custom map navigation, thematic mapping, and reporting tools to provide easy access to and understanding of the complex underlying data.

GIS and Hydraulic Model Integration, Gwinnett County, Georgia

IT/GIS Analyst. Developed an application integrating GIS with a hydraulic modeling package. This application, integrating ArcView GIS and SewerCAT, allows users to generate GIS layers based on information driven from the hydraulic modeling environment. Some of the functions include dynamic view synchronization, report generation, model data management, and sewer network comparisons. Project responsibilities included designing data dictionary, developing and presenting application prototype to client, and conducting thorough code testing throughout development lifecycle.

Impervious Surface Planimetric Updates, City of Kansas City, Missouri

Project Manager. Managed GIS processing of planimetric CADD files that had been photogrammetrically updated using new ortho-rectified photography. Developed procedures for creating topologically correct impervious surface features with links to an external MGE database. Seamlessly integrated new features with original data and provided methodology to maintain historical feature information. The project area covered approximately 200 square miles over the northern half of Kansas City. Also worked on the original compilation of original 400 square miles of planimetric data five years prior to the updates.

Experience Summary

Dennis Mulacek has over 18 years of experience in all aspects of the Information Technology industry. He has provided expert project management, system, and development services for many private, municipal, financial, and transportation clients. Experience includes: database design/modeling; Title V air emissions; Environmental Management Information systems; SQL server administration; Oracle system design; software architecture; database conversion; application development; mainframe development; web development; systems integration; system conversions; system administration and computer operations.

Assignment

Database Development and Management

Education

B.S., Computer Science, University of West Georgia, 1992

Certifications

Project Management Professional

Experience

18 years

Joined Firm

2000

Relevant Expertise

- *Project Management*
- *Database Design/Modeling*
- *Title V Air Emissions*
- *Environmental Management Information Systems*
- *SQL Server Administration*
- *Oracle System Design*
- *Software Architecture*
- *Database conversion*
- *Application development*
- *Mainframe development*
- *Web development*
- *Systems integration*
- *System conversions*
- *System administration*
- *Computer operations.*

Project Management

Watershed Master Plan, City of Atlanta, Georgia

Project Manager. Supported the City's \$4.3 million Watershed Master Plan project, delivering a 50 Year Master Plan for Water and Wastewater. The project included managing three subconsultant firms. Also designed and developed a collaboration portal; analyzed data and generated data sets for demand forecasting from the CSTAR database; and developed the electronic version of the final report.

Customer Information System, City of Atlanta, Georgia

Project Manager/Business Mapping and Data Integration Analyst. Managed the business process mapping of the City's meter management and reading processes, data source and field mapping and data cleansing phases.

IT Demand Services, Gwinnett County, Georgia

Project Manager. Currently managing the IT Demand Services contract. Authorizations to date include an Impervious Area Study for Stormwater Management.

Systems Integration

CMOM Replacement Planning Model, City of Columbus, Ohio

Task Leader. Lead trainer and implementation coordinator for the Replacement Planning Model.

LIMS Integration, Greenville Utilities Commission, Greenville, North Carolina

Task Leader. Assisted Greenville Utilities Commission in the selection and implementation of a new Laboratory Information Management System (LIMS). Activities included conducting a needs analysis, preparing an RFP, and assisting in the implementation of the new system.

Customer Information System, City of Atlanta, Georgia

Business Mapping and Data Integration Analyst. Completed Business Process Mapping of the City's Meter Management and Reading processes as well as Source Mapping, Data Mapping, and Data Cleansing for the City's new Customer Information System.

Scalehouse Software Upgrade, Department of Solid Waste Management, Miami-Dade County, Florida

Technical Lead. Evaluated several different software vendors for replacement of existing scalehouse software and video surveillance software from a technical standpoint while considering the clients current and future hardware and

software needs. Advised both client and vendors on integration of new system with the county's financial management system.

System Conversion, Phillips Federal Credit Union, Fort Wayne, Indiana

Third Party Conversion Specialist. Ensured that all data transfers between client and third party vendors were correct, as well as ensuring functionality of software products that used data from the vendors.

TRISM Logistics Integration, TRISM Specialized Carriers, Kennesaw, Georgia

Lead Developer. Implemented system integration between TRISM Logistics, a recently purchased asset, and TRISM Specialized carriers.

Software Development

Capacity Assurance Accounting, Charlotte-Mecklenburg Utilities, North Carolina

Lead Developer. Developed Capacity Accounting application to track flow debits and credits in the collection system. The application tracks baseline and available capacities for flow meters, lift stations, and treatment plants.

Environmental Management Information System, Rental Service Corporation, Phoenix, Arizona

Lead Developer. Designed and developed web interface for the EMIS system designed to track environmental information such as Phase I evaluations, permits, remediation and ISO14000.

Title V Monitoring and Reporting, DSM Chemicals, Augusta, Georgia

Lead Developer. Designed and developed web interface for a Title V Air Emission Monitoring and Reporting program to store emission monitoring data and produce regulatory reports. Monitoring forms were converted from paper to a web interface allowing all monitoring data to reside in a database. Annual reporting preparation time decreased significantly through obtaining results from the database rather than tabulating the results from the paper forms.

Environmental Data Management System, Benicia Arsenal, Benicia, California

Lead Developer. Developed web-based system to load, track, and report both hardcopy and through GIS lab data results. Lab results could be hand entered or loaded through EDDs sent from a laboratory. Users could then view the results in tabular format or on a site map through GIS.

Compliance Tracking, Southern California Water Company, San Dimas, California

Lead Developer. Designed and developed web interface for compliance and action tracking system. Compliance notifications for many satellite agencies were entered into the system which allowed them to be tracked through resolution.

San Diego Watershed Guidelines Tool, City of San Diego California

Lead Developer. Designed and developed tool to walk developers through the Watershed Guidelines and produced a report listing the applicable guidelines.

Grease Management, City of Atlanta, Georgia

Lead Developer. Designed and developed web interface for new grease management program to monitor and track grease trap inspection, permitting, and invoicing. Applications for new discharge permits were entered into the system and the tracked through inspection, invoicing, and permitting. Existing permits were tracked by scheduling regular inspections for which results would be entered into the system.

Business Information Management System, City of Atlanta, Georgia

Developer. Designed and developed web interface for various modules of the environmental management system including Permit Tracking, Action Tracking, and Lab Sampling.

Publications/Presentations

1. "The True Value of Water Audits," presented at the GRWA Conference, Helen, Georgia, October 2005.

Experience Summary

Ted Pruett has over 24 years of operational and supervisory experience in program and construction management. Mr. Pruett has held positions as a Senior Project Manager and a Principal Project Manager (Deputy Program Manager) where he focused on project and program management support for a large scale ecosystem restoration program, a \$977M training system development program, and a \$5B military construction program. Mr. Pruett has successfully led teams of multi-disciplined professionals of various sizes. He has extensive overseas work experience dealing with people of diverse ethnic and cultural backgrounds.

Assignment

Program Management

Education

M.S., Construction Management, University of Florida, 1995

B.S., Construction Management, University of Florida, 1986

Training and Certifications

OSHA Safety Training, 10 Hour and 40 Hour

Experience

24 years

Joined Firm

2011

Relevant Expertise

- *Delivery of large scale ecosystem restoration and design/construction programs across the globe*
- *Extensive experience implementing and managing multi-year, multi-million dollar programs in the public and private sectors*
- *Construction manager on multi-million dollar federal facilities*

Louisiana 2012 Coastal Master Plan, Coastal Protection and Restoration Authority (CPRA), Louisiana

QA/QC. Provided overall program management and coordination of the master plan delivery team, with specific activities including developing scopes and budgets; negotiating team contracts; coordinating task coordinators' work to ensure successful completion; tracking and monthly progress reporting; identifying and tracking risk; developing and implementing recovery plans to mitigate project variances; and overseeing or conducting quality reviews of deliverables.

Everglades Restoration, US Army Corp of Engineers, Parsons Infrastructure & Technology, Jacksonville District, Florida

Principal Project Manager/Deputy Program Manager. For the Everglades Partners Joint Venture, working with the Jacksonville District, US Army Corps of Engineers on the \$12B Everglades Restoration Program. Provided deliverables of direct interest to the Jacksonville District Program Manager for Ecosystem Restoration and other senior staff within the District. These included periodic assessment reports and support of the Jacksonville District Ecosystem Restoration Program Manager at meetings with groups such as the South Florida Ecosystem Restoration Task Force (Task Force), the Task Force Working Group, the Design Coordination Team, the Water Resources Advisory Commission, and others as directed. As the Deputy Program Manager, directly responsible for the work products produced by the team, profitability of the joint venture earning revenue in excess of \$6M annually, and the professional development and conduct of the 30+ professional staff members that supported the client's restoration program.

Program Support with Everglades Partners Joint Venture (EPJV), Jacksonville District, Florida

Parsons Senior Project Manager/Team Lead. Responsible for conducting ongoing management assessments of the program controls program and for the execution of program team meeting support. Led team members in compiling meeting agendas, coordinating meeting day support, gathering and reproducing meeting materials, compiling and distributing action item lists from meetings, developing meeting summary, and reviewing documents for consistency in support of multiple client project teams working on ecosystem restoration efforts. Provided periodic written recommendations on improvements to procedures and policies to the Restoration Branch Chief and other Jacksonville District staff as directed. Provided technical analyses as directed by Jacksonville District staff and prepared reports associated with those analyses. Developed task orders for the execution of work utilizing sub-contractors and managed sub-contractors as required.

Ecosystem Restoration Program, US Army Corps of Engineers, Jacksonville District, Florida

Project Manager, Task Order Manager, and Team Lead. Developed and proved concept of contract program management support for a large civil works and ecosystem restoration program within the US Army Corps of Engineers. Coordinated the development of the master program management plan for the client's Florida Everglades restoration program, a \$12B effort. Developed the concept of companion guidance memorandums to provide timely management guidance to the multi-agency project delivery teams charged with initiating individual projects within the restoration program. Provided support to the Jacksonville District's Everglades Program Manager and assigned project managers through the delivery of timely work products, such as program assessments and recommendations.

Construction Management Services, US Army Corps of Engineers, Mobile District

Principal Project Manager/Program Manager. \$5M Indefinite Delivery, Indefinite Quantity Contract for Construction Management Services for the Mobile District, US Army Corps of Engineers. Responsible for providing engineering and construction management services in support of the Mobile District, Construction Division's military and civilian construction program covering the southeastern United States and Central America. Assessed client needs and assigned qualified engineering and construction management professionals to fill those needs. Worked closely with the client to ensure the quality of deliverables produced by team members along with the responsiveness of their support while maximizing the profit performance of eight assigned professionals.

Civil Works and Energy Program, 412th Engineer Command, US Army Reserve, (On Active Duty) Assigned to U.S. Army Corps of Engineers, Gulf Region Division, Southern District, Program and Project Management Division, Iraq

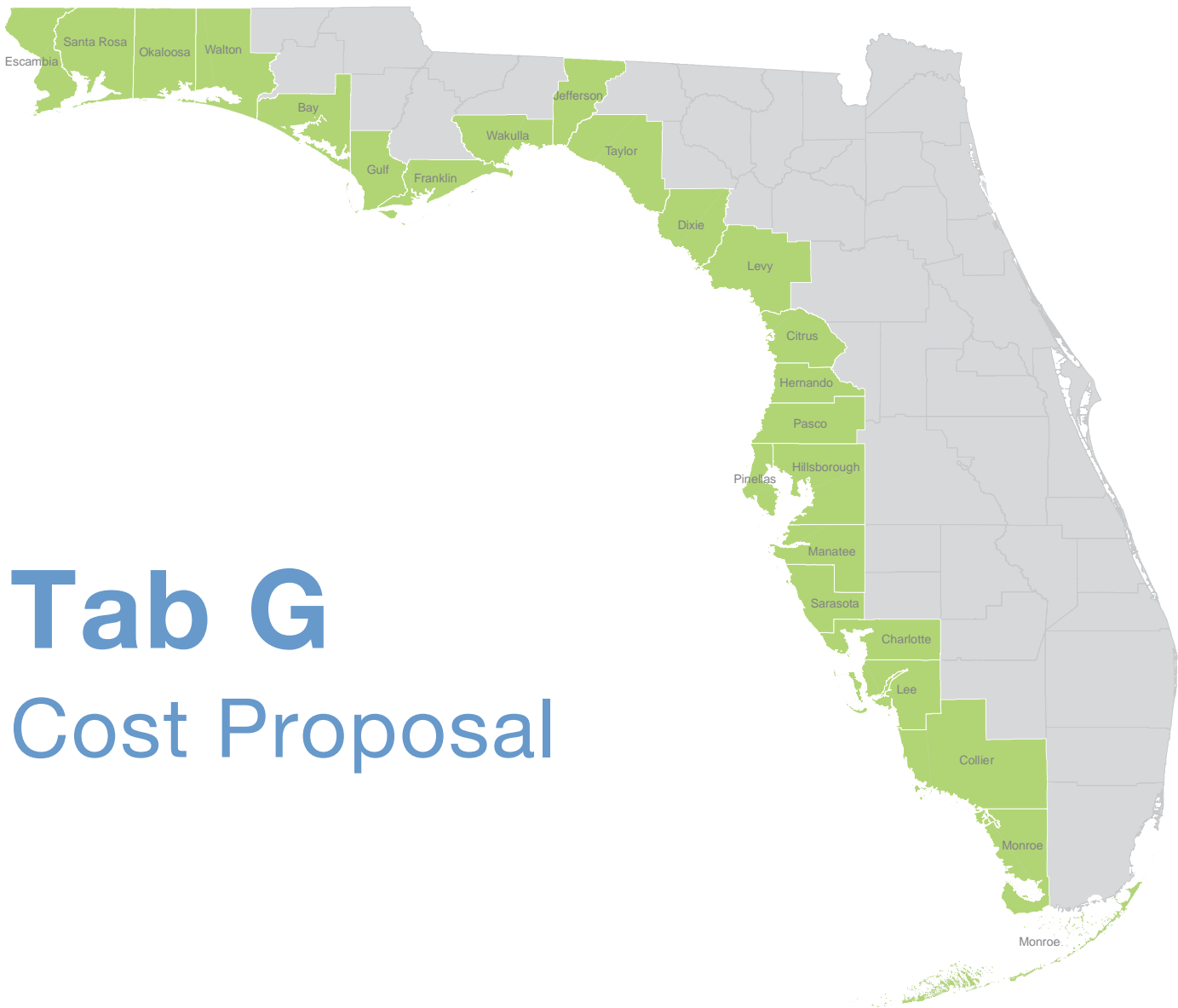
Chief, Civil Works, and Energy Branch as Branch Chief for the South District. Responsible for the development and execution of the District's \$200M civil works and energy program to rehabilitate critical infrastructure across the nine southern provinces of Iraq. Responsible for the District's performance in identifying and nominating suitable projects, developing appropriate technical scopes of work to meet local requirements, selecting suitable local contractors, and the timely award of contracts in support of the Coalition's infrastructure rebuilding program. Provided program updates to higher headquarters, US and Iraqi government officials, agencies, and organizations. Supervised and mentored a staff of nine project management professionals providing life cycle project management to a diverse suite of projects providing water, wastewater, electricity, health care and educational facilities, roads, bridges, communications, and security and justice facilities to the people of southern Iraq. Encouraged and supported outreach activities.

Military Operation in Urban Terrain (MOUT) Training Systems, US Marine Corps' Program Manager for Training Systems (PM TRASYS), FL, NC, VA

Principal Project Manager (Deputy Program Manager and Regional Project Manager). Led a multi-disciplined team of professionals and subcontractors in the design, fabrication, installation, and commissioning of 17 training system projects within the program valued at approximately \$42.8M. Directly responsible for the development of each training system's design and the logistics of procuring and organizing multiple sub-contractors to fabricate, deliver, install and commission the training systems across five geographically separated locations against a challenging schedule.

Construction Management Services, US Army Corps of Engineers, Mobile District

Principal Project Manager (Program Manager), Principal Project Manager, and Program Manager. \$5M Indefinite Delivery, Indefinite Quantity Contract for Construction Management Services for the Mobile District, US Army Corps of Engineers. Responsible for providing engineering and construction management services in support of the Mobile District, Construction Division's military and civilian construction program covering the southeastern United States and Central America. Assessed client needs and assigned qualified engineering and construction management professionals to fill those needs. Worked closely with the client to ensure the quality of deliverables produced by team members along with the responsiveness of their support while maximizing the profit performance of eight assigned professionals.



Tab G

Cost Proposal

G: Cost
Proposal



Tab G

Cost Proposal

Table G-1 below summarizes our cost proposal to conduct the scope of work described in this RBAFO response. Our total cost estimate to complete the scope of work is **\$1,773,880**. This total includes **\$1,705,880** in labor costs, based on 11,199 total labor hours, plus **\$68,000** in reimbursable expenses.

It should be noted that approximately one third of this proposed project cost will be dedicated to the implementation of our comprehensive Public

Involvement Plan (Task 15). Since public involvement activities will be conducted throughout the entire project, the total cost of the Public Involvement Plan will be spread out among the other tasks, but we have itemized the total cost of the Public Involvement Plan so that it can be compared to other proposals. Conversely, project management is incorporated into each task, and has not been split out as a separate cost item.

Table G-1: Cost Proposal

Task No.	Task Description	Labor Hours	Labor Cost	Expenses	Task Cost
1	Conduct Consortium Goal Setting Workshop	104	\$19,560	\$2,000	\$21,560
2	Prepare Draft Initial SEP & Grant Application(s)	258	\$50,480	\$500	\$50,980
3	Compile Initial Project List	184	\$29,200	\$250	\$29,450
4	Sort, Attribute, & Screen Initial Project List	344	\$62,000	\$250	\$62,250
5	Develop Initial Project Spatial Database	591	\$78,200	\$250	\$78,450
6	Conduct Gaps Analysis	264	\$50,600	\$250	\$50,850
7	Develop/Implement Improved Nomination Process	597	\$85,600	\$1,500	\$87,100
8	Develop Final Project Spatial Database	623	\$87,400	\$500	\$87,900
9	Develop Evaluation Criteria	360	\$75,040	\$3,000	\$78,040
10	Conduct Detailed Project Evaluation	792	\$156,000	\$3,000	\$159,000
11	Develop Priority Project Rankings	632	\$128,480	\$3,000	\$131,480
12	Prepare Draft Final SEP	928	\$157,440	\$1,500	\$158,940
13	SEP Review & Revisions	440	\$87,080	\$4,000	\$91,080
14	Prepare Final SEP	504	\$85,200	\$3,000	\$88,200
15	Public Involvement & Stakeholder Coordination	4,578	\$553,600	\$45,000	\$598,600
Totals		11,199	\$1,705,880	\$68,000	\$1,773,880

TAB G: COST PROPOSAL

There are many uncertainties involved in the execution of this project, most notably the timing of adequate funding to complete the scope of work. In addition, master planning projects of this magnitude and complexity rarely track exactly as scoped, and both the Consortium and the selected planning consultant should expect to make course corrections and other adaptations throughout the execution of the project. For this reason, we recommend that the Consortium consider entering into a master agreement with the selected consultant, and then issuing short-term negotiated task orders under the master agreement as funding becomes available. Accordingly, we have developed our scope of work with the task breakdown structured so that the work effort can be executed incrementally over time pursuant to a series of task orders.

Based on our experience, the best outcomes are reached when both the client and the consultant share relatively equally in the risk and uncertainty associated with the execution of a contract.

In our oral interview with the selection committee, we compared and contrasted multiple methods of contracting the SEP project, and the associated

allocation of risk and uncertainty between the client and consultant for each. This information is summarized in Table G-2 below.

Based on this analysis, we recommend that a master agreement be executed between the Consortium and the planning consultant, and that the work be conducted through a series of task orders for discrete tasks or groups of tasks, as funding becomes available. Furthermore, we recommend that task orders be executed using a Time & Materials with a Not-to-Exceed Limit method. This method provides the best balance of risk and uncertainty between the client and the consultant.

Pricing Methodology

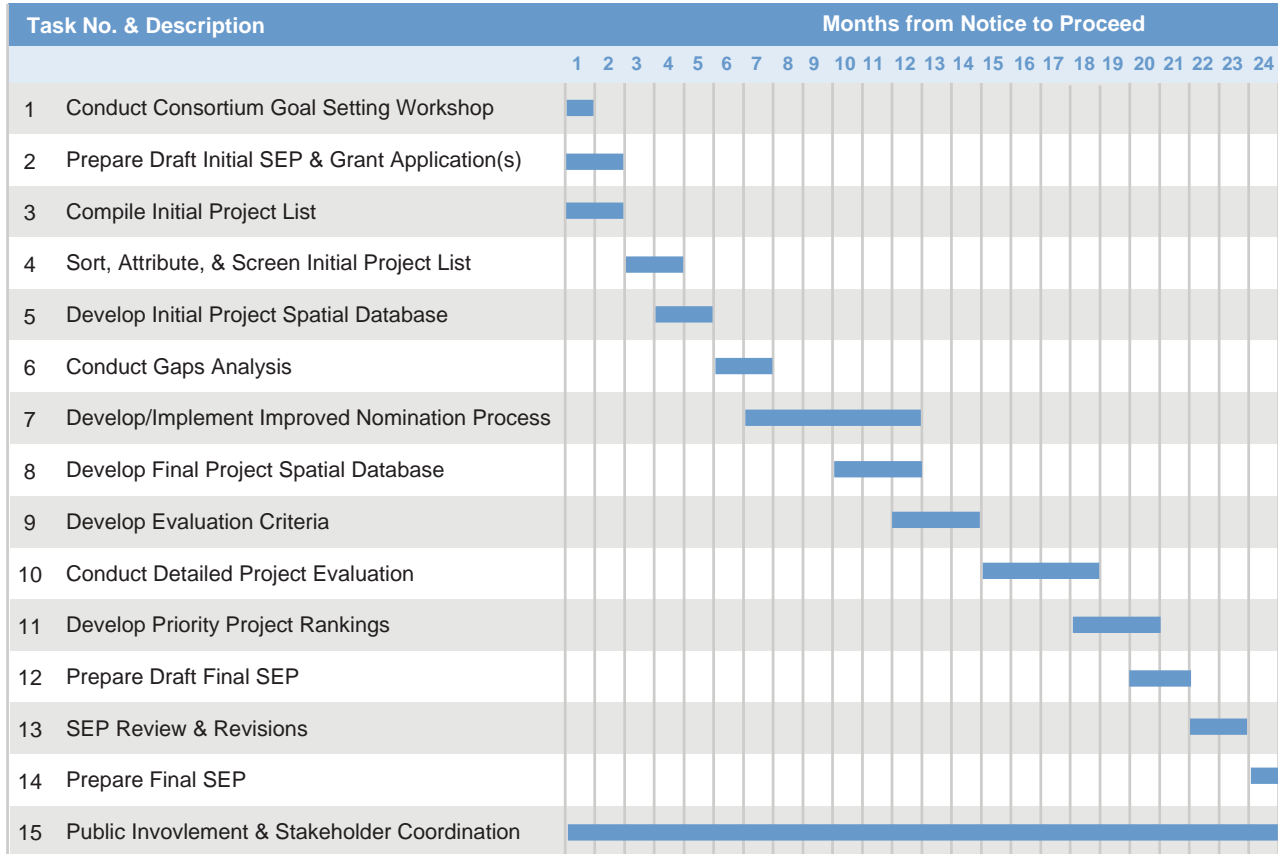
To develop cost estimates for each of the 15 tasks described in our scope of work we multiplied the estimated labor hours for each of the staff identified on our project team organization chart working on that task by their respective loaded hourly labor rates. Therefore, our cost proposal includes all direct and indirect costs, overhead, and profit. Furthermore, reimbursable expenses will be billed at cost with no markups.

Table G-2: Comparison of Contracting Methods

Contract Method	Consortium Advantages	Consortium Disadvantages	Consultant Advantages	Consultant Disadvantages
Lump Sum	Total cost certainty	Risk of overpayment	High project potential	High risk for loss
Fixed Price by Task	Task cost certainty	Total cost uncertainty	Moderate profit potential	Moderate risk for loss
Time & Materials	None	Task cost & total costs uncertainty	Predictable profit	None
Time & Materials with NTE Cap by Task	Task cost & total cost certainty Reduced risk of overpayment	None	Predictable profit up to NTE amount	Moderate risk for loss

Schedule

Although not specifically requested in the RBAFO, our estimated project schedule is shown below.



We estimate being able to complete our proposed scope of work within two years from the notice to proceed. We believe this schedule builds in adequate time for the Consortium and other stakeholders to review interim work products, and for proper public meeting notification.

SEP Implementation & Program Management

It is extremely difficult to provide a finite cost estimate for SEP implementation and program management at this time due to the fact that the program has not yet been defined, nor have the services and respective level of effort requested by the Consortium been fully defined.

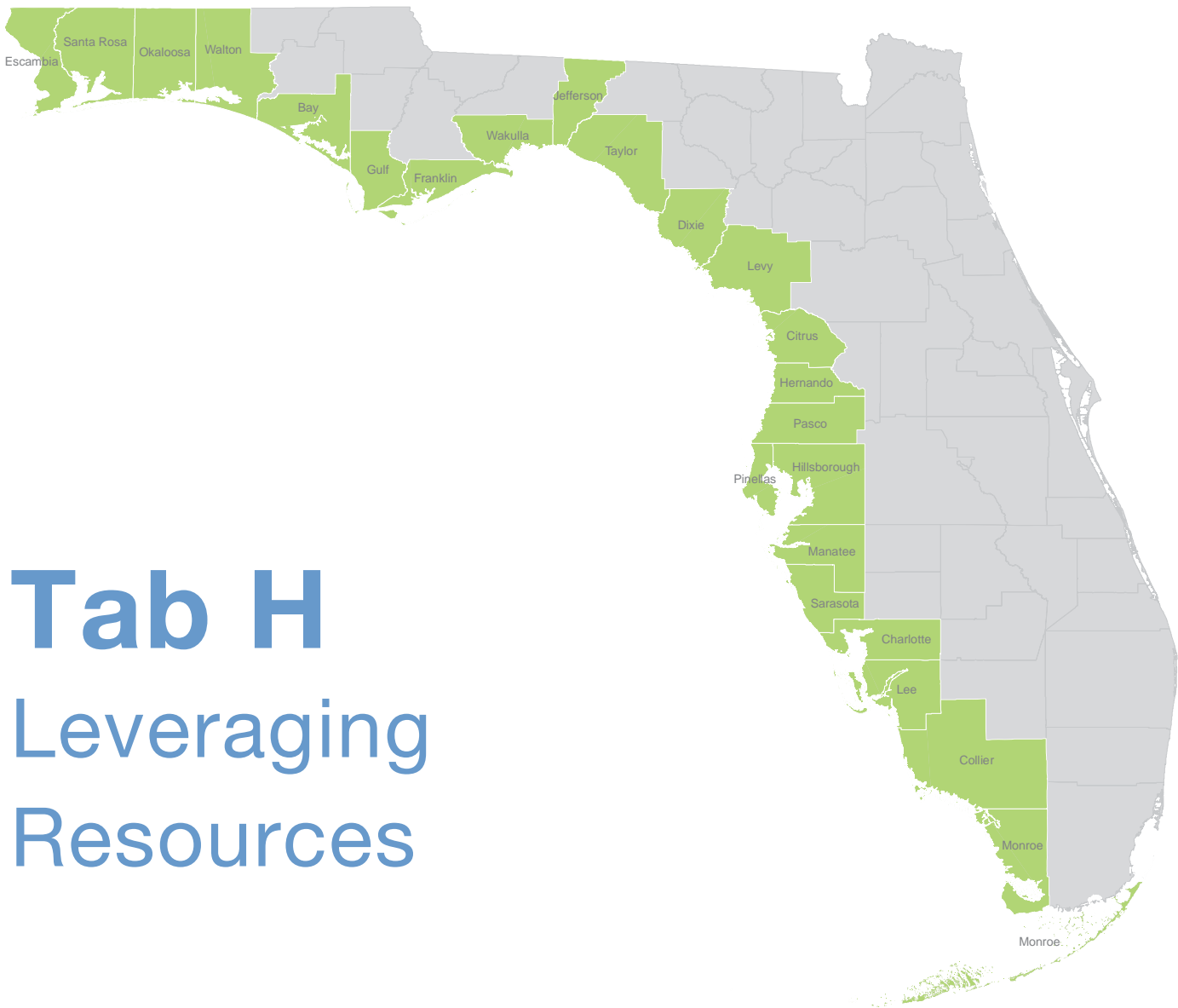
Large program management contracts are usually staffed and budgeted pursuant to the total size or total annual spend of the program. Without that knowledge, we can only speculate on the staffing level required to effectively implement the program. To be responsive to the Consortium's request for a cost estimate for implementation and program management activities we provide below several scenarios with a staffing level that seems appropriate for what SEP implementation may entail. The proposed baseline management team would include seven professionals at estimated billing rates shown below:

- Program Director @ \$90/hr x 3.2 labor multiplier = \$288/hr
- Project Managers (x3) @ \$65/hr x 3.2 x 3 = \$624/hr
- Grant Writer @ \$45/hr x 3.2 = \$144/hr
- Jr. Engr./Scientist @ \$25/hr x 3.2 = \$80/hr
- Project Control/Scheduler @ \$30/hr x 3.2 = \$96/hr
- Team Total = \$1,232/hr

Depending on the size of the program (e.g., the annual spend), this baseline management team could be ramped up or ramped down as needed to meet the demands of program implementation. The following scenarios show the total annual program management cost based on the percent utilization of the baseline management team:

- $\frac{1}{4}$ (540 hrs) @ \$1,232 = \$665,280 + \$150,000 (expenses) = \$815,280
- $\frac{1}{2}$ (1,040 hrs) @ \$1,232 = 1,281,280 + \$200,000 (expenses) = \$1,481,280
- $\frac{3}{4}$ (1,560 hrs) @ \$1,232 = \$1,921,920 + \$250,000 (expenses) = \$2,171,920
- Full (2,080 hrs) @ \$1,232 = \$2,562,560 + \$300,000 (expenses) = \$2,862,560

Expenses would include subconsultant time (on ESA team, or others, not listed above), travel, and other costs associated with delivering the support.



Tab H

Leveraging Resources

H: Leveraging Resources



Tab H

Leveraging Resources

Leveraging Overview

The concept of “leveraging” financial resources essentially means using one resource to attract other resources. It is a common strategy in the grant writing business, and this strategy will certainly be important in maximizing the total funds available for SEP planning and implementation. Furthermore, in the context of the RESTORE Act leveraging could also mean using funds from one “pot” to start large/complex projects that are then completed using funds from other pots. Therefore, leveraging is a strategy that will be analyzed and applied to both maximize the total funding level, as well as extend project funding across multiple funding sources.

The potential scale of funding that will be available to the State of Florida through its SEP presents an opportunity to pursue projects, large and small, that have long been planned but never been executed - as well as projects that are just now being conceived. Potential applicants may have long identified grant funding sources for which their projects are eligible but have never had the matching funds to proceed. Applicants may have projects with funding available in the near horizon but the SEP could allow the project to be expedited and/or its scale or scope broadened. Therefore, leveraging has the potential to generate multiple benefits, including:

- It shows that others believe in the project;
- It addresses the issue of sustainability, because those who sign on as partners at the start have an incentive to continue supporting the project after the grant ends;
- Collaborative funding adds stakeholders to the project; and
- Leveraging also allows larger, more complex, and more meaningful projects to be executed, including projects of regional ecological and watershed-level significance.

Approach

As discussed in Tab F, we have retained the firm of Langton Associates to assist the ESA team in the full range of grant writing, administration, and funding optimization. Langton Associates, a full service grant generalist practice, has over 30 years of experience in identifying funding sources to fund a broad range of topics including: environmental restoration, environmental land acquisition, disaster mitigation, stormwater and wastewater infrastructure, recreation, economic development, and job training. Our general approach to leveraging resources is summarized below.

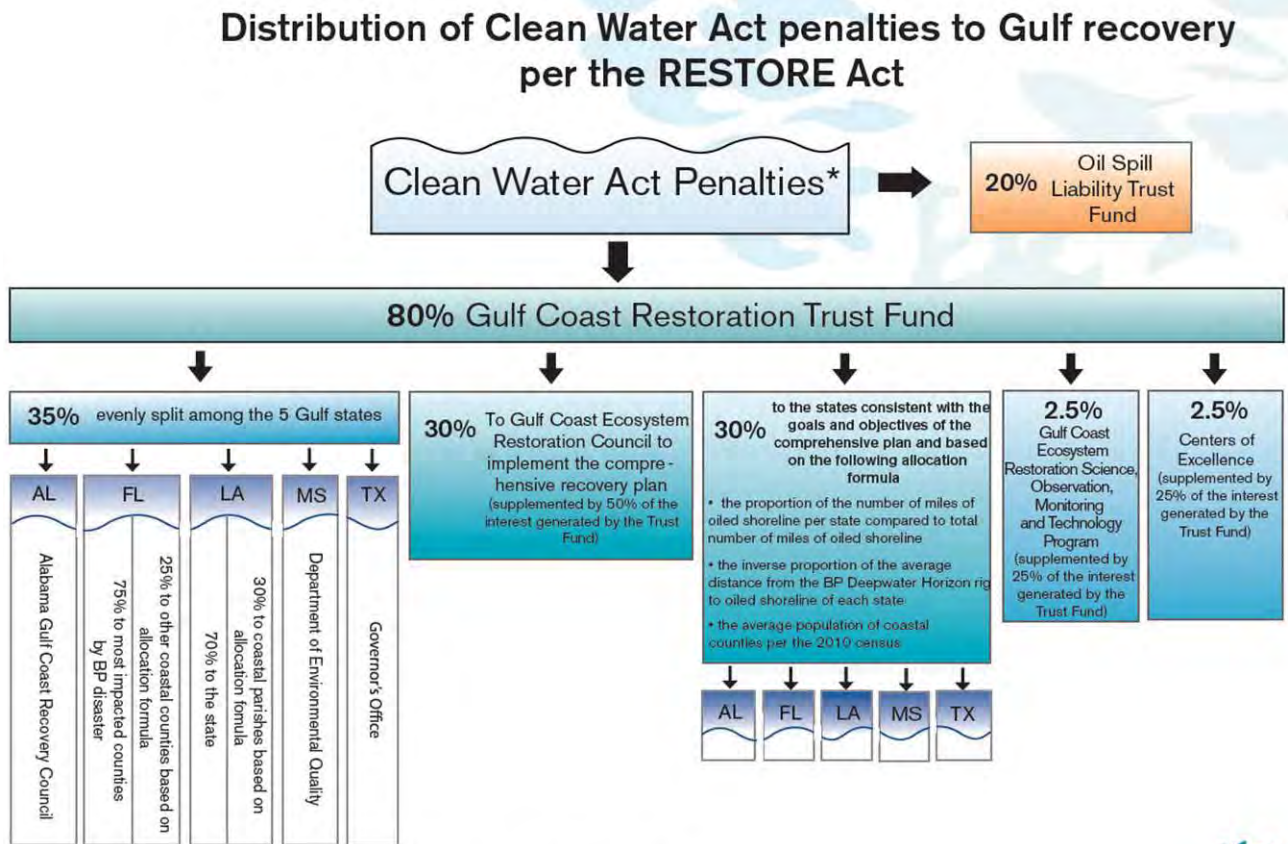
First, the optimization and maximization of all available funding sources will be analyzed as part of the SEP development process. Given the potential value multiplier associated with leveraging, we propose to include “leverage” as one of key economic components in the development of project evaluation criteria. Leverage could be from revenue internal to the applicant, or from other federal, state, or foundation grants. This criterion will assess if there is existing funding budgeted or earmarked for a project, and quantify the amount and percentage of the total cost that is already funded. Projects with some level of funding already secured would presumably be ranked higher.

Second, in the development of the Draft Final SEP, specifically the phasing of selected projects, consideration will be given to setting aside a percentage of pot #1 funding to initiate eligible high value/high cost projects that have clear benefits that extend beyond one county or watershed, and which would be impossible to fund solely from pot #1 monies and/or other internal funding sources, or would totally deplete those resources.

TAB H: LEVERAGING RESOURCES

We have thoroughly reviewed the Treasury Interim Final Rule addressing the RESTORE Act and can find no specific provisions explicitly prohibiting the funding of projects across the various funding pots shown in Figure J-1.

Figure J-1: Gulf Coast Restoration Funding Pots



* Clean Water Act penalties are a per barrel penalty of \$1100 for release of pollution into the environment. If 'gross negligence' is determined in release of the pollution, the penalty per barrel increases to \$4300. In the case of the BP Deepwater Horizon incident the following are estimates:

\$1100 X (4.9 million barrels of oil released into the environment) = approx \$5.39 billion
 \$4300 X (4.9million barrels of oil released into the environment) = approx \$21.07 billion [gross negligence]

All amounts are subject to negotiation via a settlement between the government and responsible parties.



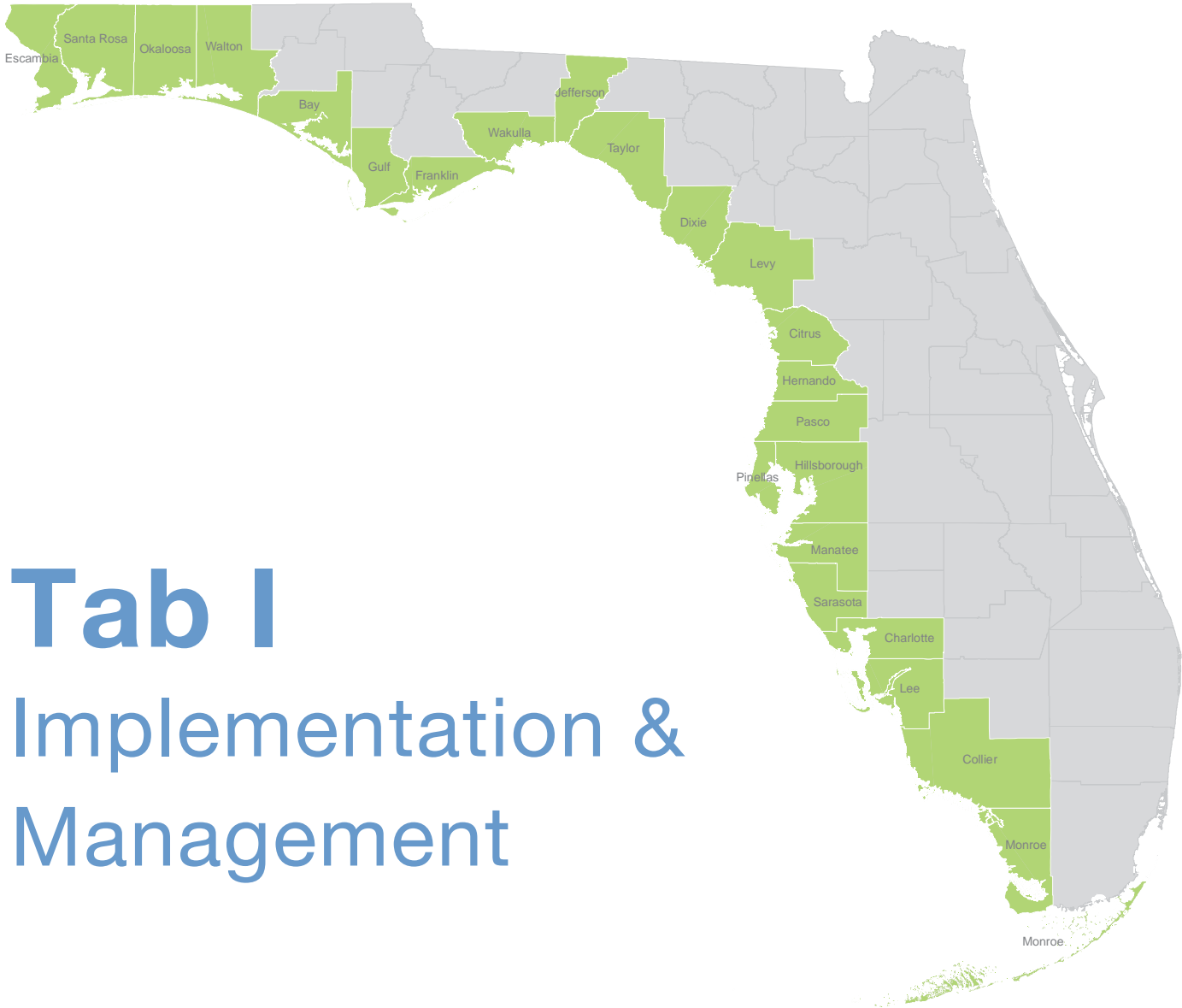
Specific eligibility requirements are identified for projects under the various funding pots; however, for those projects that meet the eligibility requirement of multiple pots there should be no prohibition of funding various stages of those projects using funds from multiple pots. The following is a hypothetical example of this approach. For a seagrass restoration project in Pensacola Bay it may be possible to fund diagnostic/feasibility studies using pot #1 funds, design and construction of wastewater treatment plant upgrades using pot #3 SEP funds, and long-term ecosystem monitoring using pot #2 funds. While they are distinctly different activities, they are all related to an overall project aimed at restoring historic seagrass coverages in Pensacola Bay.

Third, we will evaluate the applicability of a wide range of other complimentary funding sources that could be leveraged to fund SEP projects. We will develop an Other Grant Sources Inventory, a document that will detail other federal, State, and foundation funding sources for projects that are eligible for funding in the SEP. In developing this inventory we will coordinate with agencies specifically responsible for RESTORE Act funding including the Restoration Council and the NRDA Trustee Council. In addition, we will consult with the NFWF with regard to availability and applicability of the Gulf Environmental Benefit Fund monies to SEP projects. Finally, we will coordinate with the DEP and the four Florida Water Management Districts on the Gulf Coast with regard to complimentary cooperative funding programs (e.g., SWIM funds) that could be leveraged to support SEP projects. As part of developing and managing the grant inventory, information on other grant funding sources will be provided to potential applicants, with information updated weekly as grant deadlines are announced.



Furthermore, during the SEP planning process we will actively work with the stakeholders and project applicants to assist them in identifying the best funding strategies for their projects. Potential applicants will be encouraged to leverage SEP funds by pursuing a range of applicable grants identified in our inventory. An important consideration for projects will be readiness and timing. Given that some pots of RESTORE funding will become available before others, it may be necessary to guide project applicants towards particular funding streams that best meet their needs in terms of timing and type of activity.

In summary, the leveraging of financial resources will be an important aspect in the development of a successful SEP. We propose to integrate the concept and metrics of leverage into the project evaluation criteria, and to strategically allocate project funding across multiple funding sources wherever feasible to maximize project benefits and minimize costs.



Tab I

Implementation & Management

I: Implementation & Management



Tab I

Implementation & Management

Implementation & Management Overview

The ESA team is not only committed to producing an excellent SEP that has the broad support of the stakeholders, but also to the Gulf Consortium's continued success in implementing the SEP. Our team has the experience and the capabilities to provide the following services to the Consortium:

- Project Management;
- Contract Management;
- Grant Management and Financial Compliance; and
- Other Services Deemed Necessary for Implementation.

We recognize there will be a need for all four of these services to successfully implement and manage this program. Our approach to managing and implementing the projects within this program is rooted in the ability of our team members to work effectively together under the experienced direction of our SEP Implementation Program Manager, Ted Pruett. As such, our management approach will be executed through state-of-the-art program and project management systems that emphasize open communication and coordination with the Consortium and project stakeholders, a systematic approach to managing multiple task orders, and delivering quality work products.

ESA Team's Keys to Management Success:

Engage team through effective communication. Make certain that Consortium members and project team are informed and involved every step of the way.

Local team will leverage national resources when necessary.

Start with the end goal in mind. Consider how projects will fit into the bigger picture of the Florida SEP.

Understand, communicate and mitigate program risks and take quick action to maintain the implementation schedule.

Build teams that are both cost-effective and responsive to program needs and the Consortium's expectations.

Approach to SEP Implementation & Management

Successful management starts with the right team of professionals, with proven leadership in resolving coastal restoration issues and quality performance on large, complex, multi-disciplinary contracts. The central figure for any implementation team is the Program Manager. The ESA SEP Implementation Program Management team will be led by Ted Pruett of BC. Ted's experience in leading a program management support team for the Everglades Restoration effort in South Florida and as BC's QA/QC lead, and program management support expert for Louisiana's 2012 Coastal Master Plan has provided Ted with directly relevant experience in leading multi-disciplinary teams executing complex environmental restoration programs similar to the Florida SEP.

TAB I: IMPLEMENTATION & MANAGEMENT

ESA has assembled a highly qualified and uniquely experienced team of scientists, engineers, planners, public involvement facilitators, grant administrators, legal analysts and regulatory experts, and production staff to develop the SEP. This same team will remain intact and be dedicated to the Consortium should it decide to retain the planning consultant for SEP implementation. Our team includes the following key features:

- Carefully selected professionals who have worked together in Louisiana and nationally on environmental restoration and flood protection issues for many years and who have established a collaborative and supportive working relationship.
- Professional integrity and a strong sense of professional service and personal commitment to assist the Consortium, and to provide outstanding service to the public.
- The essential combination of technical expertise and interpersonal skills, ready to execute on a theme of collaborative problem solving through open communications.

It is our understanding that the role of the Consortium in implementing the Florida SEP has not yet been confirmed. Furthermore, the Consortium has not yet developed a detailed scope of services and legal framework for a contracted program manager. Nonetheless, based on our experience in similar program management roles, we anticipate the implementation and management of the SEP program will include the following.

- **Program & Project Management** – Collaborating with the planning team during the final project prioritization process the implementation team will be organized to immediately move high priority projects toward completion. Led by Ted Pruett, the SEP Implementation Program Manager, a select team of project managers, familiar with the types of projects identified during the planning process, will shepherd projects through the funding, design, permitting, and construction phases to completion. The implementation program management team will work collaboratively with the Consortium and Leon County to prepare the grant funding requests necessary to fund projects, develop detailed



Ted Pruett

Mr. Pruett brings demonstrated experience in program and project management for large, complex, environmental and

civil works projects dealing with ecosystem restoration and flood protection:

Louisiana's 2012 Coastal Master Plan: Accomplished within an aggressive and legally mandated schedule.

Comprehensive Everglades Restoration: Extensive interaction with diverse stakeholders including state and federal agencies, local government, agricultural and recreational groups, and residents.

Large, Multi-Year Military Construction Program: Implemented engineering and construction management services throughout the Southeastern and Central America.

scopes of work, facilitate technical reviews of design proposals, provide recommendations on the best qualified consultant, and provide oversight of the design consultants through the design and permitting processes to ensure compliance with contractual requirements. Once project designs are completed and ready for construction, the team will facilitate the selection of contractors to construct the projects and track their progress to completion. The program management team will monitor and report on progress and to fulfill programmatic reporting requirements. Reporting of progress will be through the use of a web-based programmatic dashboard that will be made available to the Consortium and the public. The dashboard will provide basic information to the public such as the status of an individual project's milestone schedule and budget. Consortium members will be able to drill down and find additional information about a project's performance.

- Contract Management** – The program management team will establish and maintain a close relationship with the procurement arm of Leon County and the Florida Association of Counties to facilitate the program’s contracting process. Experience has shown a bottle neck to rapid program implementation can often be the procurement process. The ESA team realizes this and will partner with the Leon County procurement office to provide the technical information needed to advance the procurement process. Development of detailed scopes of work for projects will facilitate the completion of bid packages. Review of technical proposals to offer recommendations of best qualified consultants and contractors will aid decision makers in the Leon County procurement office to make timely selections. The monitoring of contractual compliance of consultant(s) and contractor(s) during program implementation will help to identify and correct problems early and keep the program on track.
- Grant Management & Financial Compliance** – The program management team includes the grant writing resources of Langdon & Associates. They have a long and successful history of developing the type of grant applications necessary to acquiring project funding for this program. As an integral member of the SEP implementation program management team they will be attuned to the pending funding requirements of the program. In preparation for the implementation of the program the Langdon team will review lessons learned from other large grant funded programs and apply relevant lessons to establish common procedures and protocols to streamline this program’s funding process. This effort is intended to ensure the right type of funding is available when needed by the program to aid in maintaining an aggressive implementation schedule.
- Other Services Deemed Necessary for Implementation** – The implementation and management will also encompass the activities necessary to prequalify consultants and contractors who would then compete to perform the work on the SEP projects. Experience has proven that taking the time early in a program to vet both consultants and contractors and evaluate their qualifications, performance history and financial capacity is a big time saver during implementation. The ESA team is experienced in developing and evaluating the criteria for selecting the best consultants and contractors for SEP implementation.



Effective Organization & Planning to Meet Program Requirements

The ESA team has direct access to BC’s structured internal Project Management Office (PMO) that develops and deploys state of the art project management strategies, processes, and tools. The PMO owns responsibility for training and certification of BC project managers. As part of our PMO requirements, BC project managers develop an integrated Project Management Plan (PMP) for each of their projects. The PMP addresses the Project Management Institute’s Project Management Body of Knowledge processes and includes the following key elements:

- Critical Success Factors (CSFs);
- Team organization including roles and responsibilities;
- Detailed written scope of work (SOW);
- Milestones and key deliverable dates;
- Task budget;
- Risk registry;
- Quality Control Plan (QCP), including dates, responsibilities, and procedures for managing and delivering quality work products;
- Change management procedures;
- Performance monitoring, including schedule (planned value vs. earned value) and budget compliance (earned value vs. actual costs);
- Communication and documentation plans; and
- Health and safety requirements, including a field work safety plan.

The availability of these tools to the SEP Implementation Program Management team will further ensure the success of the program.

TAB I: IMPLEMENTATION & MANAGEMENT

Change Management

Unforeseen changes are a normal part of working together and must be handled directly in order to resolve areas of scope change within the program. Our SEP Implementation Program Manager will work with you to resolve changes by focusing on the issue, defining any points of misunderstanding, listening to opinions without interruptions, focusing on common ground, and exploring alternatives in order to resolve the issue. As potential changes within the program are identified, they will be documented. Any change requests would include an analysis and value justification for the change, thus providing a clear understanding of the impact of requests and decisions made during the course of the project. The program manager will establish a Change Control Board populated with Consortium members to review and approve program changes as they are identified. The value to the Consortium is that we will work closely with you to achieve your desired goals and objectives within the overall program budget without any surprises. If added cost is warranted, then this process also allows for the program team to come to a consensus prior to incurring additional cost or schedule delays.

An important part of minimizing unforeseen changes is to anticipate risks. As part of our projects, the ESA team develops a risk registry with the client and program team that includes potential mitigation measures. Risks are simply defined as the issues or circumstances that can prevent the successful delivery of a project or the program. A key responsibility of a Program Manager is to leverage the expertise and skill sets of the team to first identify risks that may affect the delivery of the program and then develop management strategies that prevent or mitigate these risks from occurring or having adverse effects on the success of a program or a specific project. The ESA team will work collaboratively with the Consortium to develop criteria and procedures for successfully mitigating risk and incorporate these into the risk mitigation plan.

The general approach to risk management involves three broad steps:

- **Identify risk** - develop a risk register that identifies and prioritizes risks;
- **Manage risk** - create risk responses and implement a risk response, monitoring, and control plan; and
- **Track risk** - review and revise risks at monthly program review meetings to ensure effective communication and resolution of issues.

Team Communication

Effective coordination and communication are at the core of our approach to program management and contract administration. The timely delivery of information pertaining to proposed services, planned activities, work efforts accomplished, and issues anticipated and resolved is central to accomplishing the work. At program inception, we will meet jointly with Consortium, Leon County, and Florida Association of Counties (FAC) staff to confirm your program communication requirements, including:

- Communication protocols and responsibilities;
- Monthly progress reporting requirements;
- Project schedule outlining meetings and reporting;
- General requirements for meetings (e.g., agendas, minutes);
- General requirements for phone, email, and written communications;
- Invoicing and related documentation;
- Change management processes;
- Communications with the public or other agencies (if required and as directed by CPRA);

These elements will be documented in the PMP that will serve as a reference guide to the team throughout the project.

As discussed in previous sections of this proposal, we proposed to develop a collaboration website that , all program information and documents will be locatable through the program dashboard. This will enable team members to share information seamlessly, regardless of location.



Delivering Quality

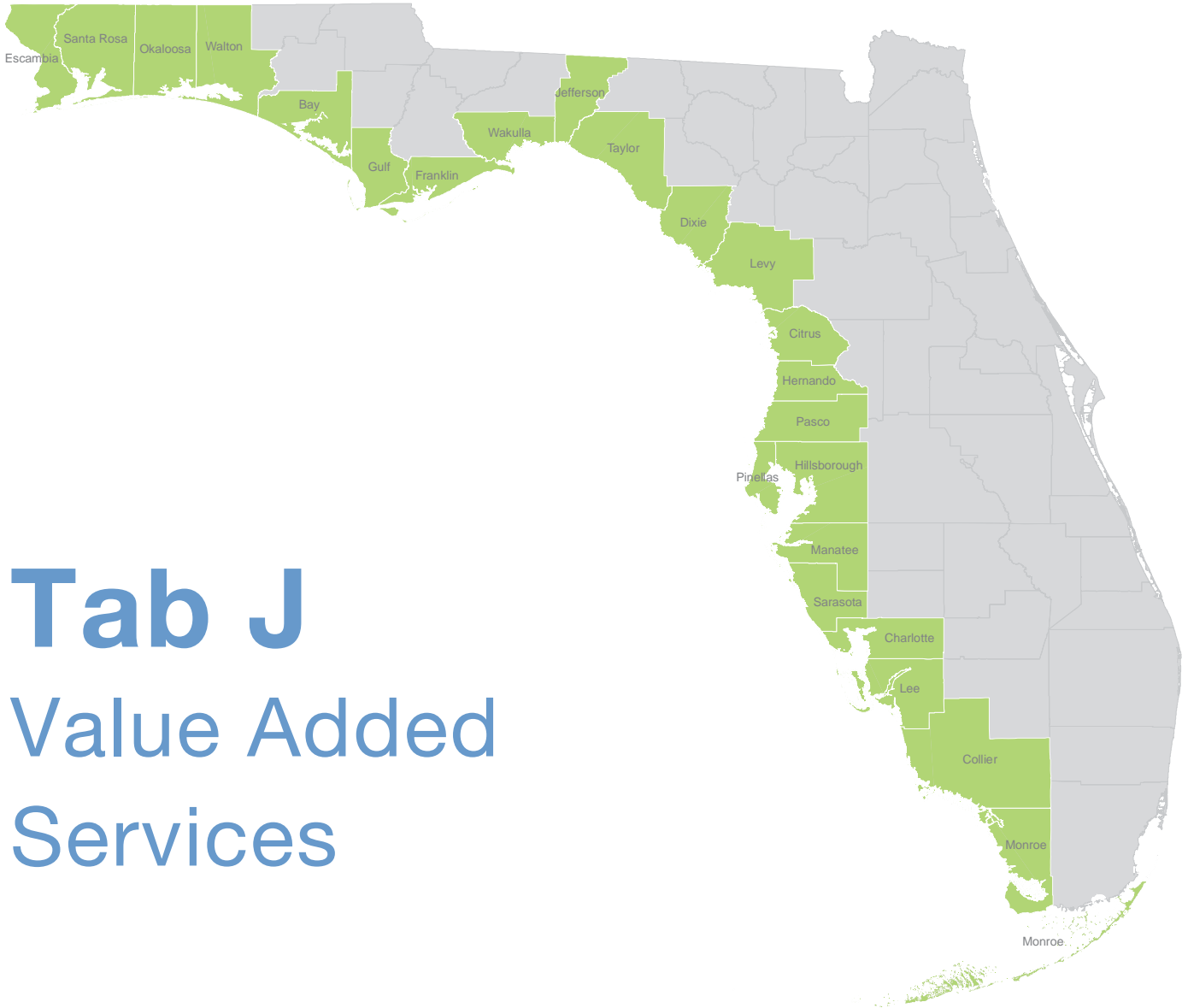
As part of our approach to delivering a quality product, we will manage the efforts of the team members and subcontractors, assign manpower, delegate responsibilities, review work progress, monitor budget and schedule, and direct the team's progress for the duration of each project. We will implement our established and proven internal quality control and quality assurance procedures prior to issuance of each deliverable.

It is fundamental in our culture that quality program delivery and continuous improvement are the responsibility of all personnel. We will continuously improve our management and work practices through team lessons learned sessions; training; stakeholder feedback; staff input; and ongoing review of client, company, and statutory requirements. The consistent high quality of our deliverables is in large part due to our proven project management practices.

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The ESA team has the technical resources and expertise; experience and familiarity of Florida's needs; and proven history of delivering successfully on large, multi-disciplinary program management projects. We propose to bring this experience to bear in assisting the Gulf Consortium with successful implementation of the Florida SEP.

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Tab J

Value Added Services



Tab J

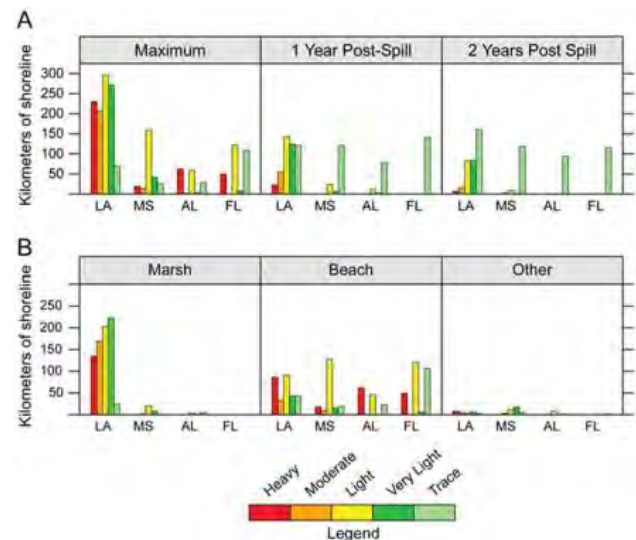
Value Added Services

This section describes value added services and uniquely provided by the ESA team that will be necessary, useful, or convenient to the Consortium in the development of the SEP. In addition, this section summarizes important attributes of the ESA team that should be strongly considered in selecting the SEP planning consultant.

Spill Impact Component Funding Allocation Support

The SEP development and implementation will be funded by the Spill Impact Component (Pot 3) of RESTORE Act. Funding for the Spill Impact Component will be allocated among the Gulf States according to several complex formulas. Approximately 80% of the Spill Impact allocation hinges on the length and position of shoreline oiling by state – this represents an estimated \$1-4B to be allocated among the states, a portion of which will go to Florida to implement the SEP. The Gulf Restoration Council will determine the Spill Impact allocation formulas and calculations by State and will publish related federal regulations and guidance in the near future.

It is critical that the Gulf Consortium be informed and ready to provide input on this process as soon as the draft allocation formulas and calculations are issued by the Council (other states may already be positioning to provide such input). The ESA team includes the scientific and database experts who developed and manage the NOAA Deepwater Horizon SCAT Shoreline Oiling Database, the primary source for shoreline oiling in the Gulf. Examples of these data are shown in the figure on this page.



No other team is more familiar with this complex topic and data source. Our team is also intimately familiar with other contributing and supplemental sources of shoreline oiling data from across the Gulf. Our team will provide the following value added services to the Gulf Consortium during development of the SEP:

- Calculations to estimate Florida's proportional allocation according to shoreline oiling statistics;
- Crucial advice on key related challenges and issues that could affect Florida's allocation;
- Technical review and draft comments on the Gulf Restoration Council's Spill Impact allocation formulas, calculations, and related regulations and guidance; and
- Technical coordination with the Gulf Restoration Council regarding Florida's proportional allocation.

TAB J: VALUE ADDED SERVICES

The above input is critical to ensure that Florida receives an equitable allocation from the Spill Impact Component to fund SEP implementation. Only the ESA team can address this topic using “Best Available Science”, as defined by the RESTORE Act and the Council.

ESA team member Dr. Scott Zengel (RPI) and other principals from RPI were lead authors on a publically available peer-reviewed journal publication summarizing shoreline oiling statistics across the Gulf (reference below).

Michel, Owens, Zengel, et al. (2013). *Extent and degree of shoreline oiling: Deepwater Horizon oil spill, Gulf of Mexico, USA*. Public Library of Science (PLOS) One 8(6): e65087.

In addition, Dr. Zengel was the chairperson and editor of the Shoreline Oiling Cleanup and Assessment technical session at the 2014 International Oil Spill Conference (IOSC), and co-authored several shoreline oiling assessment papers including a follow-up on Deepwater Horizon shoreline oiling statistics (reference below).

Michel, Nixon, Holton, White, Zengel, et al. (2014). *Three Years of Shoreline Cleanup Assessment Technique (SCAT) Data for the Deepwater Horizon Oil Spill, Gulf of Mexico, USA*. International Oil Spill Conference Proceedings 2014 (1) 1251-1266.

Regulatory Guidance & Support for SEP Approval

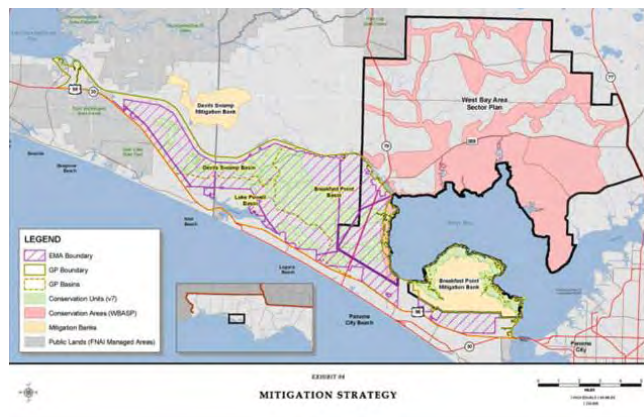
All projects ultimately included in the FSEP will be individually subject to environmental permitting and compliance with all applicable federal and State rules and regulations. Individual permitting of the numerous and diverse projects contained in the SEP projects will likely lead to extensive frustrating delays in SEP implementation.

To facilitate streamlined regulatory approval and implementation of the SEP, we recommend that the Consortium consider a potential value added services task to examine opportunities to develop streamlined state and federal permitting mechanisms, and expedited NEPA compliance (if required), for SEP

projects. This could include development, or technical support of a Programmatic EA or EIS (likely led by the Gulf Restoration Council) concurrent with SEP development, which the SEP would then reference, thus lessening the potential need, or processing details, for stand-alone NEPA documents for individual projects.

Streamlined permitting could also include exploration of how various existing Nationwide and general permits and exemptions could apply to SEP projects, coupled with agency discussions on possible new general permits or other streamlined permitting mechanisms which could be developed for the SEP. Depending on need, it is possible that a comprehensive permitting approach could be devised that would address the SEP as a whole, perhaps as a Regional General Permit (RGP) with the USACE and an Ecosystem Management Agreement (EMA) with DEP.

The ESA team is unique in that key team members have led two of the largest RGP and EMA permitting efforts in the State of Florida, both located in Northwest Florida: the West Bay-South Walton RGP/EMA for the St. Joe Company and the Northwest Florida Beaches International Airport EMA, State Ecosystem Team Permit and USACE Conceptual Permit (both spanning tens of thousands of acres and multiple decades of planned projects, including significant conservation, restoration, and mitigation activities).



Of particular relevance to coastal zones, the federal Special Area Management Plan (SAMP) process could be used with the goal of developing an RGP/EMA or similar regulatory product for the SEP (or even for Florida RESTORE Act projects in general). Other similar approaches could also apply, such as the State of Florida’s Ecosystem Team Permitting (ETP) process, with which our team is also highly experienced.

Key ESA team members Doug Robison, Ann Redmond, Scott Zengel, and Deborah Getzoff have unequalled cumulative experience in this level of regulatory analysis and program development in the State of Florida.

Collaboration Website & Spatial Database Development

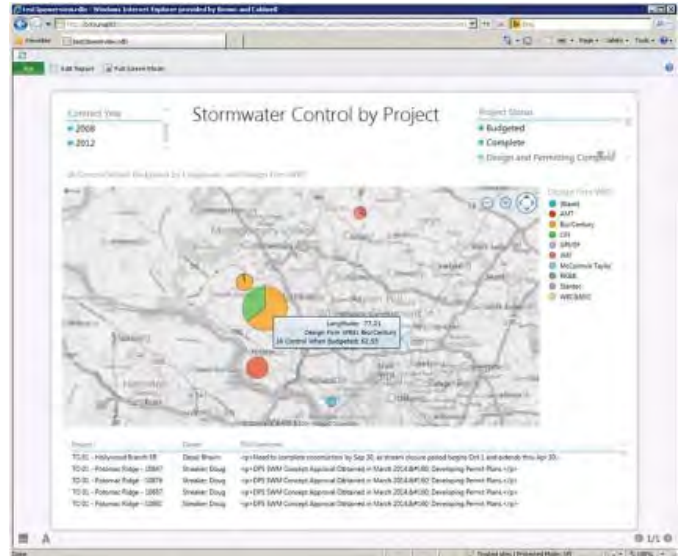
The ESA team has first rate expertise and experience in developing and maintaining project-specific collaboration websites, as well as linked GIS and spatial applications. In particular, BC has provided these services for numerous local governments and utilities, including major projects conducted for Montgomery County, MD, and the San Francisco Public Utilities Commission.

The ESA team will develop and maintain a project-specific collaboration website for the SEP project that provides the following capabilities:

- Project document control (submittal, version control, search)
 - Project status reports
 - Project lists and maps
 - Project documents organized by category;
- Calendar of events;
- Public education materials;
- Interactive spatial database/maps of projects nominated for consideration in the SEP; and
- Project schedule tracking.

We have successfully implemented Microsoft SharePoint technology to serve this purpose on multiple projects. The site will be hosted on a 3rd-party hosting service and will be used as an online collaboration tool for sharing ideas, information, and documents among team members.

The site will also include an interactive GIS viewer to display the submitted projects on a map with links to supporting project information. We propose to use ESRI’s ArcGIS Online cloud service for hosting and publishing GIS data for viewing in the SharePoint collaboration site. The project team will have the option to receive notifications and updates when site content is added or changed.



The proposed project-specific collaboration website and interactive GIS viewer will fully support the needs and functions of our Public Involvement Plan, as well as our improved Project Nomination process. Furthermore, the development and ongoing maintenance of these tools will be critically important to the Consortium should it become the implementing entity for the SEP.

In addition, it should be noted that ESA team member RPI has been involved with on-going coastal and marine spatial planning, GIS database development, and data management for the State of Florida for nearly three decades, with much of this work focused on the Florida Gulf coastal zone. Specific products include the Florida Environmental Sensitivity Index (ESI) and Gulf-wide Information System (G-WIS) databases. RPI has also conducted this same work nationally and internationally for NOAA, BOEM (formerly MMS), U.S. Coast Guard, EPA, USAID, the United Nations, and a variety of other coastal states and nations.

TAB J: VALUE ADDED SERVICES

Funding Assistance to Project SEP Applicants

It is anticipated that during the planning process hundreds of various types of projects, programs, and activities will be considered and evaluated for inclusion in the final SEP; however, only those projects that provide the greatest combination of environmental, economic and social benefits, and do so in the most cost-effective manner, will be included in the final SEP. Therefore, it is likely that the majority of projects submitted will not be included.

One of the value added services proposed by the ESA team is to assist the “owners” of projects not included in the final SEP in finding other potential funding sources for those projects. As environmental professionals with decades of experience working with federal agencies, the Florida DEP, the Florida Water Management Districts, and local governments around the State, we are extremely familiar with existing grant and cooperative funding programs available for types of projects, programs and activities addressed in the SEP.

Other funding sources that could augment RESTORE Act monies include NFWF grants, conservation land acquisition grants administered by NGOs such as The Nature Conservancy, and various types of community development block grants. Funding programs not directly related to the RESTORE Act could include various EPA grants for water projects (e.g., CLW section 319 grants), and Water Management District cooperative funding programs (e.g., SWIM Act monies).

In the development of the SEP we will evaluate the applicability of a wide range of other complimentary funding sources that could be leveraged to fund SEP projects. As part of this effort, we will develop an Other Grant Sources Inventory, a document that will detail other federal, State, and foundation funding sources for projects that are eligible for funding in the SEP. In developing this inventory we will coordinate with agencies specifically responsible for RESTORE Act funding in consultation with the Restoration Council and the NRDA Trustee Council.



In addition, we will coordinate with the DEP and the four Florida Water Management Districts on the Gulf Coast with regard to complimentary cooperative funding programs that could be leveraged to support SEP projects. As part of this effort, information on other grant funding sources will be provided to potential applicants, with information updated weekly as grant deadlines are announced. Tab H provides more details on our approach to resource leveraging.

Furthermore, during the SEP planning process we will actively work with the stakeholders and project applicants to assist them in identifying the best funding strategies for their projects. In the project screening and early evaluation processes, we will prepare critical reviews of project submittals that are reviewed and evaluated. If requested, we will consult with the owners of rejected projects to discuss how they could make their respective proposals stronger, and what other funding programs might be applicable. Applicants of rejected projects may be encouraged to leverage SEP funds by pursuing a range of applicable grants identified in our inventory.

An important consideration for projects will be readiness and timing. Given that some pots of RESTORE funding will become available before others, it may be necessary to guide project applicants towards particular funding streams that best meet their needs in terms of timing and type of activity.

Important Attributes of the ESA Team

No Conflicts of Interest

We have reviewed and carefully considered the Conflict of Interest clause contained in the RBAFO, as well as later clarification of that clause provided by the Leon County Purchasing Department. As we interpret it, the clear intention of this clause is to preclude any actual or perceived bias on the part of the SEP planning consultant such that they could later profit from participating in the implementation of projects, programs, and activities included in the SEP.

The ESA team fully accepts the limitations expressed in this clause, and ESA and its named team partner firms and individuals will formally recuse themselves from all later participation in any projects, programs, and activities ultimately included in the SEP. If selected by the Consortium, the ESA team will be beholden solely and exclusively to the interests of the Consortium, and will not seek to profit from the subsequent implementation of the SEP prepared by the ESA team.

In addition, it should be noted that ESA and its team members are not currently providing RESTORE Act services to any member counties of the Gulf Consortium, and we have expressly rejected opportunities to do so pending the selection of the SEP planning consultant by the Consortium. We consider existing agreements to provide RESTORE Act services to Florida Gulf Coast counties, such as the preparation of County Multi-Year Implementation Plans (MYIP's), to be a clear conflict of interest with respect to also serving as the SEP planning consultant to the Consortium. Such existing contractual relationships with member counties could potentially result in bias in the development of the SEP that favors one county over the others. Accordingly, we advise the Consortium to consider this factor in the selection of the SEP planning consultant.



Exclusive Coastal Master Planning Experience

Exclusive to our team is Kirk Rhinehart from Royal Engineers & Consultants. Kirk previously served as project director for the development of the **Louisiana 2012 Comprehensive Master Plan** while employed by the Louisiana Coastal Protection and Restoration Authority (CPRA). This document stands alone as the quintessential template for other states to follow in developing their State Expenditure Plans. Kirk also participated in the development of the Gulf Coast Ecosystem Restoration Task Force's Ecosystem Restoration Strategy report which is the basis for RESTORE Act/Gulf Council planning.

BC served as the prime planning consultant to CPRA on the Comprehensive Master Plan project, and we have retained the BC project manager for that effort, Joanne Chamberlain, to also serve exclusively on our team as a strategic advisor. Ann Redmond supported Joanne as a lead scientist on the Comprehensive Master Plan project. Therefore, our project team includes the key core staff from the only team that has developed a RESTORE Act compliant plan of this scale and complexity to date.

TAB J: VALUE ADDED SERVICES

Our project team’s unique coastal master planning experience will be extremely valuable to the Consortium in preparing the Florida SEP. We know what worked and what did not work in the Louisiana coastal master planning effort, and we know where available funds should be applied to yield the best products with the greatest level of stakeholder support. We also know that there are no “one size fits all” solutions to a coastal master planning effort of this scale and complexity, and caution against the promotion of proprietary “black-box” planning tools and costly modeling efforts. To complete the development of a scientifically-based and publicly-informed Florida SEP, the planning consultant will need to stay focused on the end points, and our proposed project team has the knowledge and most relevant experience to do just that.

Florida-Based Project Team

While we have brought in outside experts with unique coastal master planning experience from Louisiana, the core of our project team is fully Florida based.

Our project management team – Doug Robison (ESA) and Ann Redmond (BC) - brings over 65 years of combined experience in Florida, and fully understands the ecological, economic, political, and cultural diversity of the Florida Gulf Coast. They have spent virtually their entire careers working on environmental issues in Florida, and the opportunity to contribute to something as important to the State of Florida as the SEP is a major motivating factor in pursuing this project.

Furthermore, our team of supporting consultants has extensive relevant Florida experience in all aspects of this project including: environmental engineering (BC); public involvement and stakeholder coordination (Wildwood Consulting); coastal resource economics (Stratus Consulting); restoration science (RPI); regulatory analysis (LLW); and grant writing/ administration (Langton Associates).



Dedicated & Experienced Project Management Team

Our proposed project manager, Doug Robison, will serve as the single point of contact with the Consortium for all aspects of the SEP project. Mr. Robison is a full-time employee with 34 years of relevant project and program management experience, and he is senior corporate officer with the authority to fully represent ESA. Furthermore, Julie Sullivan, ESA Southeast Region Director, and the ESA Chief Operating Officer, Gary Oates, will ensure that Mr. Robison has all corporate resources necessary to successfully conduct the SEP project. If the ESA team is selected, Mr. Robison is committed to dedicating 100 percent of his professional time to the SEP project for the contract duration, if so requested by the Consortium.

To assist Mr. Robison in the management and execution of this project, we are proposing Ann Redmond of BC to serve as Deputy Project Manager. For a project of this complexity, the appointment of a Deputy Project Manager will provide for several important benefits, including:

- Collaborative leadership and decision making;
- Workload sharing and delegation management functions; and
- Additional level of quality control and project management oversight.

As discussed in Tab E, the ESA project management team proposes to be actively engaged in the implementation of the Public Involvement Plan. It is anticipated that Mr. Robison and Ms. Redmond will share those responsibilities to ensure that senior management is present and represented at all key stakeholder meetings.

Appropriate Corporate Focus

The overarching goal of the RESTORE Act is to make significant and sustainable improvements to Gulf Coast ecosystems and communities. Consistent with this goal, ESA is recognized as a national leader in ecosystem restoration, innovative coastal resilience, and sustainability. Our internationally recognized coastal planning and restoration experts are often sought out as advisors and reviewers on complex restoration projects, frequently teach at academic institutions and technical conferences on the latest restoration techniques, and have led national training seminars on coastal restoration and resilience. Furthermore, we are at the forefront of driving national and global policy on blue carbon - the climate benefits of tidal wetland restoration. We are proud to employ the minds behind many award-winning restoration projects and environmental policy initiatives.

As prime consultant it should be noted ESA's core business is environmental science and planning, and our key clients are state, regional and local governments like the Consortium – not the oil and gas industry. Furthermore, we are not an engineering firm in the business of designing or constructing major infrastructure projects. Rather, we are an environmental science and planning firm, and projects like the development of the Florida SEP are what we do best. Accordingly, if selected as the SEP planning consultant, this project will be our top priority and our primary focus.

GULF CONSORTIUM AND ENVIRONMENTAL SCIENCE ASSOCIATES

SUB-CONSULTANT CONFLICT OF INTEREST STATEMENT

Section 7 of the February 1, 2015 Agreement between Environmental Science Associates ("ESA") and the Gulf Consortium (the "Agreement") provides as follows:

7. Conflicts of Interest

The Consultant agrees to recuse itself from all participation in any projects, programs, and activities ultimately included in the State Expenditure Plan. Attached as composite Exhibit E is a copy of each of the Consultant's agreements with its named team partner firms and individuals regarding such firms recusal from all participation in any projects, programs, and activities ultimately included in the State Expenditure Plan.

BROWN AND CALDWELL, a sub-consultant to ESA under the Agreement, agrees to recuse itself from all participation in any projects, programs, and activities ultimately included in the approved State Expenditure Plan submitted by the Governor of Florida to the Restoration Council, as defined by 40 CFR Part 1800. BROWN AND CALDWELL's agreement does not extend to its continued or future participation in other projects for public and private clients in Florida, or its participation in projects not directly funded by the approved State Expenditure Plan.

BROWN AND CALDWELL

By: 

Title: VICE PRESIDENT

Date: 2-2-15

GULF CONSORTIUM AND ENVIRONMENTALSCIENCE ASSOCIATES
SUB-CONSULTANT CONFLICT OF INTEREST STATEMENT

Section 7 of the February 1, 2015 Agreement between Environmental Science Associates ("ESA") and the Gulf Consortium (the "Agreement") provides as follows:

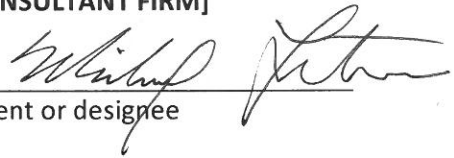
7. Conflicts of Interest

The Consultant agrees to recuse itself from all participation in any projects, programs, and activities ultimately included in the State Expenditure Plan. Attached as composite Exhibit E is a copy of each of the Consultant's agreements with its named team partner firms and individuals regarding such firms recusal from all participation in any projects, programs, and activities ultimately included in the State Expenditure Plan.

LANGTON ASSOCIATES, INC., as a sub-consultant to ESA under the Agreement, certify that it will recuse itself from all participation in any projects, programs, and activities ultimately included in the State Expenditure Plan submitted by the Governor of Florida to the Restoration Council.

[NAME OF SUBCONSULTANT FIRM]

By:



President or designee

Title:

President

Date:

1/28/15

GULF CONSORTIUM AND ENVIRONMENTALSCIENCE ASSOCIATES
SUB-CONSULTANT CONFLICT OF INTEREST STATEMENT

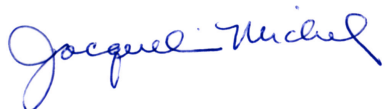
Section 7 of the February 1, 2015 Agreement between Environmental Science Associates ("ESA") and the Gulf Consortium (the "Agreement") provides as follows:

7. Conflicts of Interest

The Consultant agrees to recuse itself from all participation in any projects, programs, and activities ultimately included in the State Expenditure Plan. Attached as composite Exhibit E is a copy of each of the Consultant's agreements with its named team partner firms and individuals regarding such firms recusal from all participation in any projects, programs, and activities ultimately included in the State Expenditure Plan.

Research Planning, Inc., as a sub-consultant to ESA under the Agreement, certify that it will recuse itself from all participation in any projects, programs, and activities ultimately included in the State Expenditure Plan submitted by the Governor of Florida to the Restoration Council.

RESEARCH PLANNING, INC.

By: 

President

Title: Jacqueline Michel, President

Date: 28 January 2015

GULF CONSORTIUM AND ENVIRONMENTALSCIENCE ASSOCIATES

SUB-CONSULTANT CONFLICT OF INTEREST STATEMENT

Section 7 of the February 1, 2015 Agreement between Environmental Science Associates ("ESA") and the Gulf Consortium (the "Agreement") provides as follows:

7. Conflicts of Interest

The Consultant agrees to recuse itself from all participation in any projects, programs, and activities ultimately included in the State Expenditure Plan. Attached as composite Exhibit E is a copy of each of the Consultant's agreements with its named team partner firms and individuals regarding such firms recusal from all participation in any projects, programs, and activities ultimately included in the State Expenditure Plan.

Royal Engineers & Consultants, L.L.C., as a sub-consultant to ESA under the Agreement, certify that it will recuse itself from all participation in any projects, programs, and activities ultimately included in the State Expenditure Plan submitted by the Governor of Florida to the Restoration Council.

ROYAL ENGINEERS & CONSULTANTS, L.L.C.

By: 
President or designee

Title: Senior Vice President

Date: 02/01/2015

GULF CONSORTIUM AND ENVIRONMENTALSCIENCE ASSOCIATES
SUB-CONSULTANT CONFLICT OF INTEREST STATEMENT

Section 7 of the February 1, 2015 Agreement between Environmental Science Associates ("ESA") and the Gulf Consortium (the "Agreement") provides as follows:

7. Conflicts of Interest

The Consultant agrees to recuse itself from all participation in any projects, programs, and activities ultimately included in the State Expenditure Plan. Attached as composite Exhibit E is a copy of each of the Consultant's agreements with its named team partner firms and individuals regarding such firms recusal from all participation in any projects, programs, and activities ultimately included in the State Expenditure Plan.

STRATUS CONSULTING, a sub-consultant to ESA under the Agreement, agrees to recuse itself from all participation in any projects, programs, and activities ultimately included in the approved State Expenditure Plan submitted by the Governor of Florida to the Restoration Council, as defined by 40 CFR Part 1800. STRATUS CONSULTING's agreement does not extend to its continued or future participation in other projects for public and private clients in Florida, or its participation in projects not directly funded by the approved State Expenditure Plan.

STRATUS CONSULTING

By:  _____

Title: vice president Stratus Consulting

Date: 2/5/2015

GULF CONSORTIUM AND ENVIRONMENTALSCIENCE ASSOCIATES
SUB-CONSULTANT CONFLICT OF INTEREST STATEMENT

Section 7 of the February 1, 2015 Agreement between Environmental Science Associates ("ESA") and the Gulf Consortium (the "Agreement") provides as follows:

7. Conflicts of Interest

The Consultant agrees to recuse itself from all participation in any projects, programs, and activities ultimately included in the State Expenditure Plan. Attached as composite Exhibit E is a copy of each of the Consultant's agreements with its named team partner firms and individuals regarding such firms recusal from all participation in any projects, programs, and activities ultimately included in the State Expenditure Plan.

WILDWOOD CONSULTING, INC., a sub-consultant to ESA under the Agreement, agrees to recuse itself from all participation in any projects, programs, and activities ultimately included in the approved State Expenditure Plan submitted by the Governor of Florida to the Restoration Council, as defined by 40 CFR Part 1800. WILDWOOD CONSULTING, INC's agreement does not extend to its continued or future participation in other projects for public and private clients in Florida, or its participation in projects not directly funded by the approved State Expenditure Plan.

WILDWOOD CONSULTING, INC.

By: 

Title: President

Date: February 3, 2015



**PURCHASING POLICY FOR
STATE EXPENDITURE PLAN CONSULTANT**

Resolution 2014-01

As adopted on March 26, 2014

**GULF CONSORTIUM
PURCHASING POLICY FOR
STATE EXPENDITURE PLAN CONSULTANT**

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GULF CONSORTIUM RESOLUTION NO. 2014-01

A RESOLUTION OF THE GULF CONSORTIUM ADOPTING THE PURCHASING POLICY FOR A STATE EXPENDITURE PLAN CONSULTANT, PROVIDING FOR DEFINITIONS AND CONSTRUCTION; PROVIDING FOR AUTHORITY OF THE CONSORTIUM MANAGER AND THE LEON COUNTY PURCHASING DIRECTOR; PROVIDING FOR THE CONTENT, ISSUANCE, RESPONSE AND EVALUATION OF SOLICITATION DOCUMENTS; PROVIDING FOR COOPERATIVE PURCHASING; PROVIDING FOR PROTESTS OF INTENDED DECISIONS AND PROCUREMENT AWARDS; PROVIDING FOR CONTRACT CLAIMS; PROVIDING FOR REMEDIES; PROVIDING FOR CONTRACT ADMINISTRATION AND RIGHTS OF THE BOARD OF DIRECTORS; PROVIDING FOR PUBLIC RECORDS; PROHIBITING UNETHICAL CONDUCT; PROVIDING OTHER REQUIREMENTS, INCLUDING PAYMENT DISPUTES RESOLUTION; PROVIDING FOR SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE.

BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE GULF CONSORTIUM:

SECTION 1. PURPOSE.

This policy is adopted to promote the following purposes:

- A. To establish the process and procedure for procuring the services needed to develop and submit the State Expenditure Plan.
- B. To set forth the procurement responsibilities of the Manager.
- C. To implement the Consortium's Interlocal Agreement with Leon County whereby the County agrees to provide procurement services to the Consortium.
- D. To promote public confidence in the purchasing procedures followed by the Gulf Consortium.
- E. To ensure the fair and equitable treatment of all people who deal with the procurement system of the Gulf Consortium.
- F. To maximize economy in the Gulf Consortium procurement activities and to maximize to the fullest extent practicable the purchasing value of public funds of the Gulf Consortium.

- G. To provide safeguards for the maintenance of a procurement system of high quality and integrity for the Gulf Consortium.

SECTION 2. APPLICATION OF POLICY.

- A. **Contracts:** This policy shall apply to State Expenditure Plan contracts solicited or entered into after the effective date of this policy and subsequent amendments or revisions to those contracts.
- B. **Exemptions:** The following are exempted from this Policy:
1. All services purchased at a price established in any of the authorized forms of state contracts of the State of Florida Department of Management Services, Division of Purchasing; or under the terms and conditions of a cooperative purchasing agreement or term contract by other governmental units.
 2. All services purchased from another unit of government not otherwise limited or prohibited by law.

SECTION 3. DEFINITIONS AND CONSTRUCTION. The Board hereby adopts the Leon County Board of County Commissioner's Purchasing Policy and regulations promulgated to implement the County's Policy as though set forth here verbatim. In all circumstances, where the RESTORE Act or other Federal Law imposes a requirement on the Consortium that conflicts with this Policy, Federal Law takes precedence.

In construing this policy, and each and every word, phrase, or part thereof, where the context will permit:

- A. The singular includes the plural and vice versa.
- B. Gender-specific language includes the other gender and neuter.
- C. The following terms defined in this section shall have the meanings set forth below whenever they appear in this policy:
1. "Addendum" is a written document used to expand or more fully explain the terms of a bid instrument including an Invitation to Bid or Request for Proposals. An addendum is not a contract "Amendment."
 2. "Board" means the Board of Directors of the Consortium.
 3. "Consortium" means the Gulf Consortium created by the Interlocal Agreement.
 4. "Contract" means all types of the Gulf Consortium agreements, regardless of what they may be called, for the purchase of services for the

- development of the State Expenditure Plan and which specify the terms and obligations of the business transaction.
5. "Contract Amendment" or "Contract Modification" means any written alteration in specifications, delivery point, rate of delivery, period of performance, price, quantity, or other provisions of any contract accomplished by mutual action of the parties to the contract.
 6. "Contractor" means any person having a contract with the Consortium.
 7. "Contractual Services" means the rendering by a contractor of its time and effort rather than the furnishing of specific commodities. The term applies only to those services rendered by individuals and firms which are independent contractors. Such services may include, but are not limited to, evaluations; consultations; auditing; accounting; management systems; management consulting; public involvement and relations services; educational training programs; research and development studies or reports on the findings of consultants engaged thereunder; and professional, technical, and social services.
 8. "Contractual Services Contract" is a contract for a contractor's time and effort rather than the furnishing of a specific commodity. Satisfactory completion of the service or providing the service for a specified period of time or date or both completes such a contract.
 9. "Cooperative Purchasing" is procurement conducted by, or on behalf of, more than one public procurement unit.
 10. "Data" means recorded information, regardless of form or characteristic.
 11. "Designee" means a duly authorized representative of a person holding a superior position. In the case of the Manager, the term "Designee" includes, but is not limited to, the Purchasing Director of Leon County.
 12. "Federal Law" means the RESTORE Act, the Rule promulgated by the United States Department of the Treasury, the Regulation promulgated by the Gulf Coast Ecosystem Restoration Council, applicable federal grant law and any other federal law applicable to the Consortium's responsibility for developing the State Expenditure Plan under the RESTORE Act.
 13. "Firm" means any corporation, partnership, limited liability company, individual, sole proprietorship, joint stock company, joint venture, or any other private legal entity.
 14. "General Counsel" means the general counsel or interim general counsel, or her designee of the Gulf Consortium.

15. "Gratuity" is a payment, loan, subscription, advance, deposit of money, service, or anything of more than nominal value, present or promised, inuring to the benefit of an employee, unless consideration of substantially equal or greater value is given by the recipient.
16. "Intended Decision" means a written notice that states the Firm to whom the Consortium intends to award a contract resulting from a solicitation and which establishes the period in which a notice of intent to protest may be timely filed. The Intended Decision is posted on the Gulf Consortium website and on the Public Notice board in the Leon County Purchasing Division.
17. "Interlocal Agreement" means the Interlocal Agreement Relating to Establishment of the Gulf Consortium dated as of September 19, 2012.
18. "Invitation to Negotiate" or "ITN" means a written solicitation that calls for responses to select one or more Firms with which to commence negotiations for the procurement of contractual services.
19. "Manager" and "Consortium Manager" mean the Manager or Interim Manager of the Consortium, or his designee.
20. "Person" means any Firm, individual, committee, club, other organization, or group of individuals.
21. "Pre-Bid Conference" and "Pre-Proposal Conference" mean a meeting held with prospective bidders prior to solicitation of, or the date for receipt of bids or proposals, to recognize state of the art limits, technical aspects, specifications, and standards relative to the subject, and to elicit expertise and bidders' interest in submitting a bid or pursuing the task.
22. "Procurement Award" is an award of a contract for services resulting from a solicitation through action by the Board of Directors of the Consortium in a public meeting.
23. "Purchase Order" means that document used by the Consortium to request that a contract be entered into for a specified need, and may include, but not be limited to, the technical description of the requested services, delivery schedule, criteria for evaluation, payment terms, and other specifications.
24. "Purchasing" means buying, procuring, renting, leasing, or otherwise acquiring any services. It also includes all functions that pertain to the obtaining of any services, including description of specifications and requirements, selection and solicitation of resources, preparation, and award of contract.

25. "Purchasing Director" means the Leon County employee duly authorized to enter into and administer contracts and make written determinations with respect thereto under the terms of the purchasing policies of the Board of County Commissioners of Leon County.
26. "Regulation" means a statement by the Board of County Commissioners of Leon County having general or particular applicability and future effect, designed to implement, interpret, or prescribe law, policy, or practice.
27. "Responsive Bidder" means a person who has submitted a bid, which conforms in all material respects to the Invitation to Negotiate.
28. "RESTORE Act" means the Resources and Ecosystems Sustainability, Tourist Opportunities and Revived Economies of the Gulf Coast States Act of 2012 adopted by the United States Congress in Public Law 112-141 and signed by the President.
29. "Services" means the furnishing of labor, time, or effort by a contractor, not involving the delivery of a specific end product other than those which are not defined as "supplies."
30. "Specification" means any description of the functional characteristics of the nature of a service. It may include a description of any requirement for inspection, testing, or preparing a service for delivery.
31. "State Expenditure Plan" means the Florida Plan required by the RESTORE Act to be developed by the Gulf Consortium and submitted for approval to the Gulf Coast Ecosystem Restoration Council for funding projects, programs and activities that will improve the ecosystems or economy of the Gulf Coast Region.
32. "Term Contract" means an indefinite quantity contract whereby a contractor agrees to furnish service during a prescribed period of time (such as 3, 6, 9, 12 months or a specific date). The specified period of time or date completes such a contract.

SECTION 4. AUTHORITY OF CONSORTIUM MANAGER AND LEON COUNTY PURCHASING DIRECTOR. The Manager shall purchase or supervise the purchase of all services for the development of the State Expenditure Plan. In executing those duties, the Manager shall rely upon Leon County's Purchasing Director and her technical and strategic procurement support, including, but not limited to, preparing the solicitation document, advertising and disseminating a solicitation document, and advising the Manager, the procurement Evaluation Team and the Board in the selection of the most qualified firm.

SECTION 5. BIDS.

SECTION 5.01. INVITATION TO NEGOTIATE AND REQUEST FOR BEST AND FINAL OFFER. Utilizing the procurement services of Leon County and at the direction of the Board, the Manager shall issue a written solicitation in the form of an Invitation to Negotiate for assistance to the Board in the development of the State Expenditure Plan. The Invitation to Negotiate shall solicit qualified Firms to offer bids that include, but are not limited to, ideas and advice as to the design of the State Expenditure Plan; a nomination process for projects, programs, and activities; an evaluation process; a public involvement process; and an estimate of the cost for services. After the bids are submitted, an Evaluation Team shall evaluate the bids and determine which are responsive. The Evaluation Team may rank the firms based on the evaluation criteria. The Evaluation Team may recommend an additional procurement solicitation be issued to some or all Responsive Bidders that would request a Best And Final Offer. The Manager shall apprise the Board of the result and recommendation of the Evaluation Team. This section sets forth the process for the issuance of the solicitations for an Invitation to Negotiate and the request for Best And Final Offer.

- A. **Public Notice.** The Invitation to Negotiate shall include the place, date, and time for submitting and opening the bids. If the location, date, or time of the bid opening changes, written notice of the changes shall be given in the form of an addendum, as soon as practicable after the change is made and posted on the Consortium and Leon County Purchasing Websites.
- B. **Cancellation of Invitations to Negotiate.** An Invitation to Negotiate or Best And Final Offer or other solicitation may be canceled, or any or all bids may be rejected in whole or in part when it is in the best interests of the Consortium. Notice of cancellation shall be provided to all planholders and posted on the Leon County and Consortium websites. The notice shall identify the solicitation, explain the reason for cancellation, and, where appropriate, explain that an opportunity will be given to compete on any re-solicitation or any future procurement of similar items.
- C. **Bid Opening.** Bids shall be opened publicly. The Manager shall open the bids in the presence of one or more witnesses at the time and place designated in the Invitation to Negotiate. The name of each bidder, and all witnesses shall be recorded.
- D. **Correction or Withdrawal of Bids; Cancellation of Awards.** After the publicized submission time and date, any proposal received shall not be modified or allowed to be modified in any manner except for correction of clerical errors or other similar minor irregularities as may be allowed by the Manager at any point in the process prior to contract negotiations.
 - 1. Correction or withdrawal of inadvertently erroneous bids, before or after award, or cancellation of awards or contracts based on such bid mistakes,

shall be permitted where appropriate under the sole discretion of the Manager.

2. Mistakes discovered before bid opening may be modified or withdrawn upon written notice received in the office designated in the Invitation for Bids prior to the time set for bid opening. After bid opening, corrections in bids shall be permitted only to the extent that the bidder can show by clear and convincing evidence that a mistake of a non-judgmental character was made, the nature of the mistake, and the bid price actually intended. After bid opening, no changes in bid price or other provisions of bids prejudicial to the interest of the Consortium or fair competition shall be permitted. In lieu of bid correction, a low bidder alleging a material mistake of fact may be permitted to withdraw its bid if:
 - a. the mistake is clearly evident on the face of the bid document but the intended correct bid is not similarly evident; or
 - b. the bidder submits evidence that clearly and convincingly demonstrates that a mistake was made. All decisions to permit the correction or withdrawal of bids, or to cancel awards or contracts based on bid mistakes, shall be supported by a written determination made by the Manager.
- E. Conferences. The Manager may hold a Pre-Proposal Conference or a Pre-Bid Conference, or both.
- F. Evaluation Team.
1. The Manager shall appoint an Evaluation Team to evaluate the bids. At least one member of the Evaluation Team shall also serve on the Florida Department of Environmental Protection Coordinated Review Team as established in the Consortium's Memorandum of Understanding with the Governor (2013).
 2. Public Meetings. The Evaluation Team meetings shall be conducted in accordance with the public meeting and closed meeting requirements of Section 286.011, Florida Statutes. The Evaluation Team Chairperson shall be responsible to provide the Manager and the Leon County Purchasing Director with all meeting information (date, time, location, and reason for meeting) no less than 96 hours in advance of any scheduled meeting, excluding holidays and weekends. The Purchasing Director will provide reasonable notice of all meetings, no less than 72 hours in advance of such scheduled meeting, excluding holidays and weekends, by posting a Notice of Evaluation Team Meeting on the public notice bulletin board in the Division offices, on the Leon County website, and on the Gulf Consortium website. The Manager shall ensure compliance with public meeting requirements.

3. Contact with the Evaluation Team. Members of the Evaluation Team are prohibited from discussing a solicitation with any person that may submit a proposal during the procurement process, except in formal committee meetings. The conduct of the business and discussions regarding the proposals before the Evaluation Team must be done in a public meeting only.
 4. Evaluation of Proposals. Bids shall be evaluated based on the requirements and criteria set forth in the Invitation to Negotiate. No criteria may be used in bid evaluation that is not set forth in the Invitation to Negotiate, the Request for Best and Final Offer, in Leon County regulations or policy, or in this Policy.
 - a. The Evaluation Team may conduct an initial ranking of proposals based upon the points established in the Invitation to Negotiate.
 - b. Shortlisting. The best-qualified respondents shall be determined based upon the Evaluation Team's ability to differentiate qualifications applicable to the scope and nature of the services to be performed.
 5. Presentations/Interviews. The Evaluation Team may choose to conduct formal presentations/interviews with shortlisted firms prior to final ranking.
 6. Final Ranking. The Evaluation Team may utilize an Ordinal Process Rating System to rank the firms. The respondents shall be listed in order of preference starting at the top of the list. The list of best-qualified persons shall be forwarded to the Executive Committee or Board, as determined in the Invitation to Negotiate.
- G. Bid Agenda Item. The Tabulation Sheet and other bid documents, as necessary, shall be presented to the Manager for review and recommendation. The Manager shall prepare the recommendation in the appropriate format to the Board.
- H. Best And Final Offer.
1. The ranking of Responsive Bidders in the Invitation to Negotiate solicitation process may be followed by a solicitation of a Request for Best And Final Offer ("BAFO"). The BAFO may be limited to those bidders whose offers have been determined to be acceptable or to be the highest ranking under the criteria set forth in the Invitation to Negotiate.
 2. The BAFO, a multi-step process utilizing pre-qualification of Firms may be used to ensure that the bidders/respondents have the appropriate capacity, qualifications, experience, staffing, equipment, bonding, insurance and similar project based criteria to successfully perform a

service. Those bidders/respondents determined to be the highest ranked in the Invitation to Negotiate will then be eligible to participate in the Best And Final Offer solicitation.

3. Revisions and Discussions with Responsible Offerors. Notwithstanding subsection F(3) of this Section, discussions may be conducted by the Evaluation Team or Manager with responsible offerors who submit proposals determined to be qualified of being selected for award for the purpose of clarification to assure full understanding of, and responsiveness to, the solicitation requirements. Offerors shall be accorded fair and equal treatment with respect to any opportunity for discussion and revision of proposals, and such revisions may be permitted after submissions and prior to award for the purpose of obtaining the Best And Final Offers. In conducting discussions, there shall be no disclosure of any information derived from proposals submitted by competing offerors.
 4. Bid Agenda Item. The Tabulation Sheet and other bid documents, as necessary, shall be presented to the Manager for review and recommendation. The Manager shall prepare the recommendation in the appropriate format to the Board.
- I. Award. The Consortium reserves the right to waive any informality in bids and to make an award in whole or in part when either or both conditions are in the best interest of the Consortium. Every procurement of contractual services shall be evidenced by a written contract.
1. Notice of Intended Decision. The Intended Decision shall be posted on the County website and on the public notice board in the Leon County Purchasing Division. This written notice shall state the Firm to whom the Consortium intends to award the contract resulting from the solicitation and establishes the 72 consecutive hour period in which a notice of intent to protest may be timely filed.
 2. Notice of Right to Protest. Any bid award recommendation may be protested if the recommendation is alleged to be contrary to the Consortium's or County's rules or policies, the solicitation specifications, or law. The standard of proof for such proceedings shall be whether the action is clearly erroneous, contrary to competition, arbitrary or capricious. Such notice of intent of bid protest shall be delivered to the Purchasing Director within 72 consecutive hours after posting of the Notice of Intended Decision of Award (excluding Saturdays, Sundays, and County holidays). A Protestor shall file thereafter a formal written bid challenge within 10 calendar days after the date in which the notice of intent of bid protest has been submitted. Failure to timely file a notice of intent of bid protest or failure to timely file a formal written bid protest with the proper

bond shall constitute a waiver of all rights provided under the Leon County Purchasing Policy.

- J. Disqualification of Vendors. For any specific bid, vendors may be disqualified by the Manager for the following reasons:
1. Failure to materially perform according to contract provisions on prior contracts with the County or the Consortium.
 2. Conviction in a court of law of any criminal offense in connection with the conduct of business.
 3. Clear and convincing evidence of a violation of any federal or state anti-trust law based on the submission of bids or proposals, or the awarding of contracts.
 4. Clear and convincing evidence that the vendor has attempted to give an employee of the County, the Manager or the General Counsel a Gratuity of any kind for the purpose of influencing a recommendation or decision in connection with any part of the Board's purchasing activity.
 5. Failure to execute a Public Entity Crimes Statement as required by Section 287.133(3)(a), Florida Statutes.
 6. Other reasons deemed appropriate by the Board.
- K. If less than two responsive bids, proposals, or replies for contractual services purchases are received, or all bids received exceed the anticipated budget identified for the contractual service, the Manager may negotiate on the best terms and conditions. The Manager shall document the reasons that such action is in the best interest of the Consortium in lieu of resoliciting competitive sealed bids, proposals, or replies. The Manager shall report all such actions to the General Counsel prior to final award of any contract resulting from the negotiations.

SECTION 5.02. COOPERATIVE PURCHASING.

- A. State Contracts. The Manager is authorized to purchase goods or services for any dollar amount from authorized vendors listed on the respective state contracts (state term continuing supply contracts, SNAPS agreements [State Negotiated Agreement Price Schedules], agreements resulting from Invitations to Negotiate, or other such contracts authorized by statute for use by local governments) of the Florida Department of Management Services or other state agencies. Such purchases shall be made without competitive bids provided that funding has been appropriated and approved by the Board.

- B. Federal Supply Service. The Manager is authorized to purchase goods or services for any dollar amount from authorized vendors listed on the eligible Federal Supply Schedules issued by the Federal General Services Administration. Such purchases shall be made without competitive bids provided that funding has been appropriated and approved by the Consortium in Department/Division accounts.
- C. Other Public Procurement Units. The Manager shall have the authority to join with other units of government in cooperative purchasing ventures when the best interest of the Gulf Consortium would be served thereby, and the same is in accordance with the Gulf Consortium and State law. The Manager shall appropriately document such cooperative purchasing arrangements. All Cooperative Purchasing conducted under this section shall be through contracts awarded through full and open competition, including use of source selection methods equivalent to those required by this policy. Each selection method shall clearly state the intention to include participation by other units of government as a requirement for use in cooperative purchasing.

SECTION 5.03. PROTESTING AN INTENDED DECISION AND PROCUREMENT AWARD.

- A. Right to Protest. Any person, hereinafter referred to as Protestor, who submits a timely response to an Invitation to Negotiate, a Request for a Best and Final Offer, a request for qualifications, a multistep sealed bid, or multi-step request for proposals under Sections 5.01 or 5.02 of this Policy, and who is aggrieved with an Intended Decision of the Gulf Consortium or a Procurement Award rendered by the Board of Directors of the Gulf Consortium shall have the right to protest. Failure to protest an Intended Decision shall act as a bar to protest a subsequent Procurement Award that adopts the Intended Decision in all material respects.
 - 1. Any Protestor wishing to protest an Intended Decision shall follow the procedures set forth in paragraphs B, C, and D of this Section.
 - 2. Any Protestor wishing to protest a Procurement Award shall follow the procedures in paragraphs B, C, and E of this Section.
- B. Filing a Protest. A Protestor shall file with Leon County a notice of intent to protest in writing within 72 consecutive hours after the posting of the notice of Intended Decision or Procurement Award of the Gulf Consortium. A formal written protest shall be filed within 10 calendar days after the date the notice of intent to protest has been filed. Failure to timely file a notice of intent to protest or failure to file a formal written protest shall constitute a waiver of the right to proceedings under this Section. A notice of intent to protest and the formal written protest are deemed filed with Leon County when it is received by the Purchasing Division.

1. The notice of intent to protest shall contain at a minimum: the name of the Protestor; the Protestor's address and phone number; the name of the Protestor's representative to whom notices may be sent; the name and bid number of the solicitation; and, a brief factual summary of the basis of the protest.
2. The formal written protest shall: identify the Protestor and the solicitation involved; include a plain, clear statement of the grounds upon which the protest is based; refer to the statutes, laws, ordinances, or other legal authorities which the Protestor deems applicable to such grounds; and, specify the relief to which the Protestor deems himself entitled.
3. A formal written protest shall include the posting of a bond with the Purchasing Division at the time of filing the formal written protest, made payable to the Gulf Consortium in an amount equal to one percent (1 %) of the Gulf Consortium's estimate of the total dollar amount of the contract or \$5000, whichever is greater. If after completion of the bid protest process and any court proceedings, the Gulf Consortium prevails, the Gulf Consortium shall be entitled to recover all court costs provided under Florida law, but in no event attorney fees, which shall be included in the final order of judgment rendered by the court. Upon payment of such court costs by the Protestor, the bond shall be returned to him. After completion of the bid protest process and any court proceedings, if the Protestor prevails, the protestor shall be entitled to have his bond returned and he shall be entitled to recover from the Gulf Consortium all court costs provided under Florida law, but in no event attorney fees, lost profits or bid preparation costs, which shall be included in the final order of judgment rendered by the court. In no case will the Protestor or Intervenor be entitled to any costs incurred with the solicitation, including bid preparation costs, lost profits, bid protest costs, and/or attorney's fees.
4. Timeliness of protest determinations. All determinations on the timeliness of notices of intent to protest and formal written protests will be made by the Manager.

C. General Provisions.

1. Intervenor. Any person, hereinafter referred to as Intervenor, who has submitted a timely response to the subject invitation to bid, request for proposals, Invitation to Negotiate, request for qualifications, or multi-step sealed bids, or multi-step requests for proposals, and who has a substantial interest in the Intended Decision or Procurement Award of the Gulf Consortium, may be granted the right to intervene by order of the Chairperson of the Procurement Appeals Board or Special Master in response to a petition to intervene. A petition to intervene shall be filed within five calendar days of the filing of a formal written protest. Failure to

timely file a petition to intervene shall constitute a waiver of all rights to intervene in the subject protest proceeding. Petitions to intervene will be considered by the Chairman of the Procurement Appeals Board, and any decision concerning a Petition to Intervene shall be made by the Chairman and shall be deemed final.

2. Time Limits. The time limits in which formal written protests shall be filed as provided herein may be altered by specific provisions in the invitation to bid, request for proposals, Invitation to Negotiate, request for qualifications, or multi-step sealed bids, or multi-step requests for proposals or upon the mutual written consent of the Protestor and the Gulf Consortium.
3. Entitlement to Costs. In no case will the Protestor or Intervenor be entitled to any costs incurred with the Invitation to Negotiate, or multi-step sealed bids, or multi-step requests for proposals, or Best And Final Offers, including, but not limited to bid preparation costs, lost profits, bid protest costs, and/or attorney's fees.
4. After a formal written protest has been filed with the Manager, the Protestor may not discontinue such appeal without prejudice, except as authorized by the Procurement Appeals Board or Special Master.
5. Stay of Procurement During Protests. In the event of a timely protest under Section 5.03 herein, the Purchasing Director shall not proceed further with the solicitation or award of the contract until all administrative remedies have been exhausted or until the Consortium Manager makes a written determination that the award of a contract without delay is necessary to protect the substantial interests of the Gulf Consortium.

D. Protest of Intended Decisions; Procurement Appeal Board Proceeding.

1. Upon timely receipt of a notice of intent to protest an Intended Decision, the Manager shall provide the Protestor with acknowledgement of receipt and a copy of this Section. The Manager shall within one business day mail a copy of the notice of intent to protest to all persons who responded to an Invitation to Negotiate, or multi-step sealed bids, or multi-step requests for proposals, or Best And Final Offer.
2. Upon timely receipt of a formal written protest of an Intended Decision, the Manager shall provide the Protestor with acknowledgement of receipt and will notify the Chairman of the Procurement Appeals Board. The Manager shall within one business day mail a copy of the formal written protest to all persons who responded to an invitation to bid, a request for proposals, an Invitation to Negotiate, a request for qualifications, or multi-step sealed bids, or multi-step requests for proposals.

3. Procurement Appeals Board. There is hereby established a Procurement Appeals Board to be composed of a chairperson and two members and two alternates. The chairperson, members, and alternates of the Procurement Appeals Board shall be appointed by the Manager. The term of office of the chairperson, members, and alternates of the Procurement Appeals Board shall be three years. For the initial appointments, the Manager shall appoint the chairperson for a term of three years, one member and one alternate for a term of two years, and one member and one alternate for a term of one year so that a term of office expires every year. Thereafter, their successors shall be appointed for terms of three years, or for the balance of any unexpired term, but members may continue to serve beyond their terms until their successors take office. Members may be reappointed for succeeding terms.
 - a. Acting by two or more of its members, the Procurement Appeals Board shall issue a decision in writing or take other appropriate action on each formal written protest submitted. A copy of any decision shall be provided to all parties and the Manager.
 - b. Procurement Appeals Board Proceeding Procedures.
 - i. The Procurement Appeals Board shall give reasonable notice to all substantially affected persons or Firms, including the Protestor, and any Intervenor.
 - ii. At or prior to the protest proceeding, the Protestor and Intervenor or both, as the case may be, may submit any written or physical materials, objects, statements, affidavits, and arguments which he/she deems relevant to the issues raised.
 - iii. In the protest proceeding, the Protestor, and Intervenor, or both, as the case may be, or his representative or counsel, may also make an oral presentation of his evidence and arguments. Further, only reasonable direct and crossexamination of witnesses shall be permitted, at the discretion of the Chairman of the Procurement Appeals Board. The members of the Procurement Appeals Board may make whatever inquiries they deem pertinent to a determination of the protest.
 - iv. The judicial rules of evidence shall not strictly apply; however, witnesses shall be sworn, and any testimony taken under oath and, the members of the Procurement Appeals Board shall base their decision on competent, substantial evidence. The protest proceeding shall be de novo. Any

prior determinations by administrative officials shall not be final or conclusive.

- v. Within seven working days of the conclusion of the protest proceeding, the Procurement Appeals Board shall render a decision. The Procurement Appeals Board decision shall be reduced to writing and provided to the Protestor and/or Intervenor, as the case may be, and the Gulf Consortium.
- vi. Any party may arrange for the proceedings to be stenographically recorded and shall bear the expense of such recording.

E. Protest of Procurement Award; Special Master Proceeding.

1. Upon timely receipt of a notice of intent to protest a Procurement Award of the Gulf Consortium, the Manager shall provide the Protestor with acknowledgement of receipt and a copy of the this Section. The Manager shall within one business day mail a copy of the notice of intent to protest to all persons who responded to an invitation to bid, a request for proposals, an Invitation to Negotiate, a Request for a Best and Final Offer, a request for qualifications, or multi-step sealed bids, or multi-step requests for proposals.
2. Upon timely receipt of a formal written protest of a Procurement Award of the Gulf Consortium, the Manager shall provide the Protestor with acknowledgement of receipt and will notify the General Counsel of the protest. The Manager shall within one business day mail a copy of the formal written protest to all persons who responded to an invitation to bid, a request for proposals, an Invitation to Negotiate, a request for qualifications, or multistep sealed bids, or multi-step requests for proposals.
3. Appointment of a Special Master. The Consortium Manager shall appoint and retain a special master or shall contract with the Florida Division of Administrative Hearings for an administrative law judge to act as a special master to conduct evidentiary proceedings regarding formal written protests of Procurement Awards. Each special master shall be a licensed attorney with the Florida Bar who has practiced law in Florida for at least five years, and who has experience in procurement law, local governmental law, or administrative law. Each special master appointed and retained by the Gulf Consortium shall serve at the pleasure of the Consortium Manager and shall be compensated at a rate or rates to be fixed by the Consortium Manager. The expense of each special master proceeding shall be borne equally by the Protestor and the Gulf Consortium.

4. Ex parte communication.
 - a. No Gulf Consortium employee, elected official, or other person who is or may become a party to a proceeding before a special master may engage in an ex parte communication with the special master. However, the foregoing does not prohibit discussions between the special master and Gulf Consortium staff that pertain solely to scheduling and other administrative matters unrelated to the merits of the hearing.
 - b. If a person engages in an ex parte communication with the special master, the special master shall place on the record of the pending case all ex parte written communications received, all written responses to such communications, a memorandum stating the substance of all oral communications received, and all oral responses made, and shall advise all parties that such matters have been placed on the record. Any party desiring to rebut the ex parte communication shall be entitled to do so, but only if such party requests the opportunity for rebuttal within ten days after notice of such communication. If he or she deems it necessary due to the effect of an ex parte communication received by him, the special master may withdraw from the case.
5. Powers of special masters. The special masters who conduct hearings pursuant to this Section shall have the powers of hearing officers enumerated in Section 120.569(2)(f), Florida Statutes, as amended.
6. Prehearing requirements. At least fourteen days prior to the date set for the hearing, the parties shall exchange a list of names and addresses of witnesses planned to testify at the hearing, and a list of exhibits planned to be introduced at the hearing, as well as produce the physical exhibits for inspection by the parties. Each party is entitled to depose witnesses scheduled to testify at the evidentiary hearing.
7. Hearings.
 - a. All hearings shall be commenced within 45 days of the date of the filing of the formal written protest. Requests for continuance by any party, either before or during the hearing, may be considered upon good cause shown.
 - b. All hearings shall be open to the public.
 - c. The participants before the special master shall be the Protestor, the Protestor's witnesses, if any, Gulf Consortium staff and witnesses, and any Intervenor. The participation of Intervenors shall be governed by the terms of the order issued by the special

master in response to a petition to intervene. Intervention may only be permitted to any person, hereinafter referred to as Intervenor, who has submitted a timely response to the subject invitation to bid, request for proposals, an Invitation to Negotiate, a request for qualifications, or multi-step sealed bids, or multi-step requests for proposals, and who has a substantial interest in the Procurement Award.

- d. Testimony and evidence shall be limited to matters directly relating to the formal written protest. Irrelevant, immaterial, or unduly repetitious testimony or evidence may be excluded.
- e. All testimony shall be under oath. The order of presentation of testimony and evidence shall be as set forth by the special master.
- f. To the maximum extent practicable, the hearings shall be informal. All parties shall have the opportunity to respond, to present evidence and provide argument on all issues involved which are related to the formal written protest, and to conduct cross-examination and submit rebuttal evidence. During cross-examination of witnesses, questioning shall be confined as closely as possible to the scope of direct testimony and matters involving impeachment. The special master may call and question witnesses or request additional evidence as he or she deems necessary and appropriate.
- g. The special master shall render a final order on the formal written protest to the parties within ten days after the hearing concludes, unless the parties waive the time requirement. The final order shall contain written findings of fact and conclusions of law.

SECTION 5.04. CONTRACT CLAIMS.

- A. Authority to Settle Contract Controversies. This Section applies to controversies between the Gulf Consortium and a contractor and which arise under, or by virtue of, a contract between them. This includes without limitation controversies based upon breach of contract, mistake, misrepresentation, or other cause for contract modification or rescission, where the contractor and Gulf Consortium agree to utilize the provision of this Section.
 1. The Manager is authorized to settle any controversy arising out of the performance of a Gulf Consortium contract, prior to the commencement of an action in a court of competent jurisdiction up to \$10,000 in value. Approval of the Board of Directors is required to settle any controversy in excess of \$10,000 in value.

- a. If such a controversy is not resolved by mutual agreement, the Manager shall promptly issue a decision in writing. A copy of the decision shall be mailed or otherwise be furnished to the contractor immediately. The decision shall:
 - i. State the reason for the action taken; and,
 - ii. Inform the Contractor of its right to administrative review as provided in this Section.
 - b. If the Purchasing Director does not issue a written decision required in paragraph (a) of this subsection within 30 days after written request for a final decision, or within such longer period as may be agreed upon by the parties, then the contractor may proceed as if an adverse decision had been received.
 - c. The decision of the Manager may be appealed to the Procurement Appeals Board by the protestor by filing a formal written appeal with the Manager within five calendar days of receipt of the Manager's decision.
2. The Procurement Appeals Board is authorized to review any appeal of a decision on a contract controversy by the Manager or to hear any contract controversy in excess of \$10,000.
 3. The Procurement Appeals Board shall promptly decide the contract or breach of contract controversy. The proceeding shall be de novo and shall follow the proceeding procedures contained in Section 5.03(D)(3). Any prior determination by administrative officials shall not be final or conclusive.

SECTION 5.05. REMEDIES FOR SOLICITATIONS OR AWARDS IN VIOLATION OF LAW.

- A. Prior to Bid Opening or Closing Date for Receipt of Proposals. If prior to the bid opening or the closing date for receipt of proposals, the Consortium Manager, after consultation with the General Counsel, determines that a solicitation is in violation of federal, state, or local law or ordinance or the Interlocal Agreement, then the solicitation shall be canceled or revised to comply with applicable law.
- B. Prior to Award. If after bid opening or the closing date for receipt of proposals, but prior to the award of contract, the Manager, after consultation with the General Counsel, determines that a solicitation or a proposed award of a contract is in violation of federal, state, or municipal law or ordinance, then the solicitation or proposed award shall be canceled.

- C. After Award. If, after award, the Manager, after consultation with the General Counsel, determines that a solicitation or award of a contract was in violation of applicable law or ordinance, then:
1. If the person awarded the contract has not acted fraudulently or in bad faith:
 - a. the contract may be ratified and affirmed, provided it is determined that doing so is in the best interest of the Gulf Consortium; or
 - b. the contract may be terminated and the person awarded the contract shall be compensated for the actual costs reasonably incurred under the contract, plus a reasonable profit, prior to termination, but excluding attorney's fees; or
 2. If the person awarded the contract has acted fraudulently or in bad faith, the contract may be declared null and void or voidable, if such action is in the best interests of the Gulf Consortium.

SECTION 5.06. EMPLOYMENT ELIGIBILITY AND VERIFICATION.

- A. Federal statutes and executive orders require employers to abide by the immigration laws of the United States and to employ in the United States only individuals who are eligible to work in the United States. It is the policy of the Gulf Consortium, Florida that unauthorized aliens shall not be employed nor utilized in the performance of contracted services for the Gulf Consortium, in accordance with the Illegal Immigration Reform and Immigrant Responsibility Act of 1996, as amended (8 U.S.C. § 1324a), and Subpart 22.18 of the Federal Acquisition Register.
- B. Employment Eligibility Verification.
1. This Section on employment eligibility verification ("E-Verify") requirements shall apply to contractors and subcontractors performing contracted services for the Gulf Consortium, where the contracted services are funded pursuant to federal grants, federal contracts, state grants, or state contracts.
 2. Each Contractor and subcontractor, as defined in this section, shall agree to enroll and participate in the federal E-Verify Program for Employment Verification under the terms provided in the "Memorandum of Understanding" governing the program. Contractor further agrees to provide to the Gulf Consortium, within thirty days of the effective date of this contract/amendment/extension, documentation of such enrollment in the form of a copy of the E-Verify "'Edit Company Profile' screen", which contains proof of enrollment in the E-Verify Program (this page can be

accessed from the "Edit Company Profile" link on the left navigation menu of the E-Verify employer's homepage).

3. Contractor further agrees that it will require each subcontractor that performs work under this contract to enroll and participate in the E-Verify Program within sixty days of the effective date of this contract/amendment/extension or within sixty days of the effective date of the contract between the Contractor and the subcontractor, whichever is later. The Contractor shall obtain from the subcontractor(s) a copy of the "Edit Company Profile" screen, indicating enrollment in the E-Verify Program and make such record(s) available to the Agency upon request.
4. Contractor will utilize the U.S. Department of Homeland Security's E-Verify system to verify the employment eligibility of: (a) all persons employed during the term of the Contract by Contractor to perform employment duties within Florida; and (b) all persons (including subcontractors) assigned by Contractor to perform work pursuant to the Contract a) Contractor must use E-Verify to initiate verification of employment eligibility for all persons employed during the term of the Contract by Contractor to perform employment duties within Florida within three business days after the date of hire.
 - a. Contractor must initiate verification of each person (including subcontractors) assigned by Contractor to perform work pursuant to the Contract within 60 calendar days after the date of execution of this contract or within 30 days after assignment to perform work pursuant to the Agreement, whichever is later.
5. Contractor further agrees to maintain records of its participation and compliance with the provisions of the E-Verify program, including participation by its subcontractors as provided previously, and to make such records available to the Gulf Consortium or other authorized state entity consistent with the terms of the Memorandum of Understanding.
6. Compliance with the terms of this Employment Eligibility Verification provision is made an express condition of this contract and the Gulf Consortium may treat a failure to comply as a material breach of the contract.

SECTION 6. CONTRACT ADMINISTRATION. The Manager shall serve as the chief contract administrator for the Gulf Consortium.

SECTION 6.01. CONTRACT PROVISIONS.

- A. All Contracts for a State Expenditure Plan Consultant shall be subject to approval by the Board.

- B. Standard Contract Clauses and Their Modification. The Manager, after consultation with the General Counsel, may establish standard contract clauses for use in Gulf Consortium contracts. However, the Manager may, upon consultation with the General Counsel, vary any such standard contract clauses for any particular contract.
- C. Contract Clauses. All Gulf Consortium contracts for services shall include provisions necessary to define the responsibilities and rights of the parties to the contract. The Manager, after consultation with the General Counsel, may propose provisions appropriate for service contracts, addressing among others the following subjects:
1. the unilateral right of the Gulf Consortium to order, in writing, changes in the work within the scope of the contract;
 2. the unilateral right of the Gulf Consortium to order, in writing, temporary stopping of the work or delaying performance that does not alter the scope of the contract;
 3. variations occurring between estimated quantities or work in contract and actual quantities;
 4. defective pricing;
 5. time of performance and liquidated damages;
 6. specified excuses for delay or nonperformance;
 7. termination of the contract for default which shall require Board approval; and
 8. termination of the contract in whole or in part for the convenience of the Gulf Consortium.

SECTION 6.02. PRICE ADJUSTMENTS.

- A. Methods of Price Adjustment. Adjustments in price during the term of a contract shall be computed in one or more of the following ways upon approval by the Board:
1. by contract on a fixed price adjustment before commencement of the pertinent performance or as soon thereafter as practicable;
 2. by unit prices specified in the contract or subsequently agreed upon;
 3. by the costs attributable to the events or situations under such clauses with adjustment of profit or fee, all as specified in the contract or subsequently agreed upon by the Board;

4. in such other manner as the contracting parties may mutually agree; or
5. in the absence of agreement by the parties, by a unilateral determination by the Gulf Consortium of the costs attributable to the events or situations under such clauses with adjustment of profit or fee as computed by the Gulf Consortium, subject to the provisions of this Section.

B. **Cost or Pricing Data Required.** A contractor shall be required to submit cost or pricing data if any adjustment in contract price is subject to the provisions of this Section.

SECTION 6.03. ASSIGNMENTS OF CONTRACTS. No contract made pursuant to any section of this policy shall be assigned or sublet as a whole or in part without the written consent of the Gulf Consortium nor shall the contractor assign any monies due or to become due to the contractor hereunder without the previous written consent of the Gulf Consortium.

SECTION 6.04. RIGHT TO INSPECT PLANT. The Gulf Consortium may, at its discretion, inspect the part of the plant or place of business of a contractor or any subcontractor, which is related to the performance of any contract awarded, or to be awarded, by the Gulf Consortium. The right expressed herein shall be included in all contracts or subcontracts that involve the performance of any work or service involving the Gulf Consortium.

SECTION 7. RIGHTS OF THE BOARD OF DIRECTORS OF THE GULF CONSORTIUM. Nothing in this Policy shall be deemed to abrogate, annul, or limit the right of the Board in accordance with Florida law and in the best interests of the Gulf Consortium, to reject all bids/proposals received in response to a solicitation, to determine in its sole discretion the responsiveness and responsibility of any bidder/proposer, to approve and authorize or to enter or not to enter into any contract as it deems necessary and desirable for the public welfare, or to vary the requirements of the Policy in any instance when necessary and desirable for the public welfare.

SECTION 8. GULF CONSORTIUM PROCUREMENT RECORDS.

- A. **Procurement Files.** All determinations and other written records pertaining to the solicitation, award, or performance of a contract shall be maintained for the Gulf Consortium in appropriate files by the Manager.
- B. **Retention of Procurement Records.** All procurement records shall be retained and disposed of by the Gulf Consortium in accordance with records retention guidelines and schedules established by the State of Florida.

SECTION 9. SPECIFICATIONS.

SECTION 9.01. MAXIMUM PRACTICABLE COMPETITION. All specifications shall be drafted to promote overall economy and encourage competition in satisfying the Gulf Consortium's needs and shall not be unduly restrictive.

SECTION 10. ETHICS IN PUBLIC CONTRACTING.

SECTION 10.01. CRIMINAL PENALTIES. To the extent that violations of the ethical standards of conduct set forth in this Section constitute violations of the State Criminal Code they shall be punishable as provided therein. Such penalties shall be in addition to civil sanctions set forth in this part.

SECTION 10.02. EMPLOYEE CONFLICT OF INTEREST.

- A. Participation. It shall be unethical for the Manager and the General Counsel and the employees of either to participate directly or indirectly in a procurement contract when the Manager and the General Counsel and the employees of either knows that:
1. the Manager and the General Counsel and the employees of either or any member of the immediate family (father, mother, brother, sister, child, grandparent, or grandchild of employee or spouse) has a financial interest pertaining to the procurement contract; or
 2. any other person, Firm, or organization with whom the Manager and the General Counsel and the employees of either or any member of a Gulf Consortium employee's immediate family is negotiating or has an arrangement concerning prospective employment is involved in the procurement contract.
- B. Blind Trust. The Manager and the General Counsel and the employees of either who holds a financial interest in a disclosed blind trust shall not be deemed to have a conflict of interest with regard to matters pertaining to that financial interest.

SECTION 10.03. CONTEMPORANEOUS EMPLOYMENT PROHIBITED. It shall be unethical for the Manager and the General Counsel and the employees of either who is participating directly or indirectly in the procurement process to become or to be, while such an employee, the employee of any person contracting with the Gulf Consortium.

SECTION 10.04. USE OF CONFIDENTIAL INFORMATION. It shall be unethical for any employee knowingly to use confidential information for actual or anticipated personal gain, or for the actual or anticipated personal gain of any other person.

SECTION 10.05. WAIVERS FROM CONTEMPORANEOUS EMPLOYMENT PROHIBITION AND OTHER CONFLICTS OF INTEREST. The Consortium Manager

may grant a waiver from the employee conflict of interest provision or the contemporaneous employment provision upon making a written determination that:

- A. the contemporaneous employment or financial interest of the Manager's or General Counsel's employee has been publicly disclosed;
- B. the Manager's or General Counsel's employee will be able to perform his procurement functions without actual or apparent bias or favoritism; and
- C. the award will be in the best interest of the Gulf Consortium.

SECTION 10.06. GRATUITIES AND KICKBACKS.

- A. **Gratuities.** It shall be unethical for any person to offer, give, or agree to give any employee of the Manager or the General Counsel, or a Director, Alternate or Ex-Officio member of the Board, or for any employee of the Manager or the General Counsel, or a Director, Alternate or Ex-Officio member of the Board, to solicit, demand, accept, or agree to accept from another person, a gratuity or an offer of employment in connection with any decision, approval, disapproval, recommendation, or preparation of any part of a program requirement or a purchase request, influencing the content of any specification or procurement standard, rendering of advice, investigation, auditing, or performing in any other advisory capacity in any proceeding or application, request for ruling, determination, claim or controversy, or other particular matter, subcontract, or to any solicitation or proposal therefor.
- B. **Kickbacks.** It shall be unethical for any payment, gratuity, or offer of employment to be made by or on behalf of a subcontractor under a contract to the prime contractor or higher tier subcontractor or any person associated therewith, as an inducement for the award of a subcontract or order.
- C. **Contract Clause.** The prohibition against gratuities and kickbacks prescribed in this Section shall be conspicuously set forth in every contract and solicitation therefore.

SECTION 10.07. SANCTIONS. The Board may impose any one or more of the following sanctions for violation of the ethical standards:

- 1. written warnings;
- 2. termination of contracts; or
- 3. debarment or suspension as provided in Section 16.

SECTION 10.08. RECOVERY OF VALUE TRANSFERRED OR RECEIVED IN BREACH OF ETHICAL STANDARDS.

- A. General Provisions. The value of anything being transferred or received in breach of the ethical standards of this policy by the Manager or General Counsel's employee or a non-employee may be recovered from both Gulf Consortium employee and non-employee.
- B. Recovery of Kickbacks by the Gulf Consortium. Upon a showing that a subcontractor made a kickback to a prime contractor or a higher tier subcontractor in connection with the award of a subcontract or order there under, it shall be conclusively presumed that the amount thereof was included in the price of the subcontract or order and ultimately borne by the Gulf Consortium and will be recoverable hereunder from the recipient. In addition, that amount may also be recovered from the subcontractor making such kickback. Recovery from one offending party shall not preclude recovery from other offending parties.

SECTION 11.

SECTION 11.01. FEDERAL POLICY NOTICE PATENTS. If a contract involving research and development, experimental, or demonstration work is being funded in whole or in part by assistance from a federal agency, then the contract shall include the following provisions.

- A. Notice to Contractor. The contract shall give notice to the contractor of the applicable grantor agency requirements and regulations concerning reporting of, and rights to, any discovery or invention arising out of the contract.
- B. Notice by Contractor. The contract shall require the contractor to include a similar provision in all subcontracts involving research and development, experimental, or demonstration work.

SECTION 11.02. NOTICE OF FEDERAL PUBLIC POLICY REQUIREMENTS.

- A. Applicability. If the contract is being funded in whole or in part by assistance from any federal agency, the contract is subject to one or more federal public policy requirements such as:
 - 1. equal employment opportunity;
 - 2. affirmative action;
 - 3. fair labor standards;
 - 4. energy conservation;
 - 5. environmental protection; or

6. other similar socio-economic programs.
- B. Notice. The Manager shall include in the contract all appropriate provisions giving the contractor notice of these requirements. Where applicable, the Manager shall include in the contract provisions the requirement that the contractor give a similar notice to all of its subcontractors.

SECTION 12. INSURANCE REQUIREMENTS.

- A. Minimum Requirements. Contractor shall purchase and maintain such insurance as will protect it from claims under Workers' Compensation laws, disability benefit laws or other similar employee benefit plans; from claims or damages because of bodily injury, occupational sickness or disease or death of its employees and claims insured by usual personal injury liability coverage in amounts determined by the provisions of the Risk Management Policy.
- B. Certificates of Insurance. Certificates of Insurance acceptable to the Gulf Consortium shall be filed with the Purchasing Division prior to the commencement of the work and periodically thereafter upon any renewals during the term of the contract.
- C. Change of Insurance Requirements. The Gulf Consortium reserves the right to change the insurance requirements based on the project scope, or when determined in the best interest of the Gulf Consortium.

SECTION 13. BONDS AND DEPOSITS. When any of the following bonds are required, the bond will be requested in the bid document. No work in connection with the fulfillment of a contract shall commence until the appropriate bond is accepted by the Gulf Consortium.

SECTION 13.01. TYPES OF BONDS AND DEPOSITS.

- A. Performance Bond - For a project of an estimated value less than \$200,000, requirement of a performance bond will be at the discretion of the Manager with the approval of the Consortium Manager. For projects estimated to be \$200,000 or more, such bond will be required to insure that a contract is carried out in accordance with the applicable specifications and at the agreed contract price.
- B. Payment and Material Bond - For a project of an estimated value less than \$200,000, requirement of a payment and material bond will be at the discretion of the Consortium Manager. For projects estimated to be \$200,000 or more, such bond will be required to protect the Gulf Consortium from suits for non-payment of debts, which might be incurred by a contractor's performance for the Gulf Consortium.

- C. Warranty Bonds - At the discretion of the Manager, after consultation, a Warranty Bond may be required from a successful bidder to insure warranty provisions are fulfilled.
- D. Guaranty of Good Faith Deposit (Bid Deposit) - For projects estimated to be less than \$200,000, requirement of a bid bond will be at the discretion of the Consortium Manager. For purchases where it is determined by the Manager to be in the best interest of the Gulf Consortium, and projects estimated to be \$200,000 or more, bidders will be required to submit with their bid or proposal a guaranty of good faith deposit. When in the best interest of the Gulf Consortium, the Consortium Manager may waive these requirements.
 - 1. Return of Bond. Such deposit may not be withdrawn until a specified time after the proposals are opened and awards made. The deposit of the bond shall be retained by the Manager until satisfied that the Contractor's obligations have been satisfactorily completed.
 - 2. Substitutes. In lieu of a surety bid bond, contractor may submit a certified check, cashier's check, or treasurer's check, on any national or state bank. Such deposits shall be in the same percentage amounts as the bond. Such deposits shall be retained by the Manager until all provisions of the contract have been met.
- E. Irrevocable Letter of Credit. Upon approval of the Manager, a contractor may present an Irrevocable Letter of Credit from a national or state chartered bank in lieu of any of the foregoing bonds for the same face value as required for the bond. The letter of credit shall be for a period of time not less than three months beyond the scheduled completion date of the purchase of the contracted services or materials.
- F. Retention of Payments. The Gulf Consortium may require the payment for a project, or a portion thereof, be withheld until the project has been completed as a method of protecting the Gulf Consortium's interest. Retention may also be used in lieu of the above listed bonds. The solicitation documents shall specifically state if retention of any portion or all of the payment for the project is to be done.

SECTION 13.02. AMOUNT OF BOND OR DEPOSIT.

- A. Amount of Bond. Bonds or deposits, which may be required, shall normally be in the following amounts, except as provided in the following subsection B.
 - 1. Performance Bond: 100% of contract price.
 - 2. Payment Bond: 100% of contract price.
 - 3. Payment and Performance Bond: 100% of contract price.

4. Guaranty of Good Faith Deposit (Bid Deposit or Bond): The bid deposit will be 5% of the price bid by the vendor.
- B. Exceptions to Amount of Bond. Any of the previously listed bonds may be required at another amount approved by the Consortium Manager when in the best interest of the Gulf Consortium.

SECTION 13.03. PROCESSING OF BONDS AND DEPOSITS.

- A. Responsibility for Securing Bonds. The contractor shall be responsible for securing the bond. Any costs may be included in the contract price.
- B. Licensure of Bonding Company. The company acting as surety for any bond issued shall be licensed to do business in the State of Florida.
- C. Review of Bonds by General Counsel. Surety bonds furnished will be reviewed by the General Counsel, who shall either accept or reject it for the Board. All surety bonds accepted shall be forwarded to the Manager to be filed in the official records of the Board.
- D. Failure to Provide Required Bond. In the event a contractor fails to provide an acceptable bond when required, within 10 days after notification, the General Counsel will be notified. Upon the recommendation of the General Counsel, the Board may declare the contract null and void, and retain in the account of the Gulf Consortium any good faith deposits or guaranty which may have been submitted as liquidated damages under the terms of the solicitation.
- E. Filing of Bonds. Bonds, when accepted, shall be forwarded to the Manager and shall be filed with the applicable contract documents.
- F. Deposits. Cash deposits (cashier's check, money orders, bank drafts, etc.) of all bidders shall be forwarded to the Manager for deposit to the account of the Gulf Consortium. Upon award of contract, the Manager shall be responsible for approving the return of deposits to unsuccessful bidders.
- G. Plans and Specification Deposit/Fees. The Manager is authorized to assess reasonable deposits or fees or both, not to exceed the cost of reproduction, for plans and specifications issued as a part of invitations for bids or requests for proposals. Deposits of all bidders for plans and specifications shall be forwarded to the Manager for deposit to the account of the Gulf Consortium. Upon award of contract, the Manager or designee shall be responsible for approving the return of refundable deposits to unsuccessful bidders. Fees are to be deposited into the account from which applicable reproduction costs are paid.

SECTION 14. PAYMENT TO VENDORS. It is the policy of the Gulf Consortium that payment for all purchases by the Gulf Consortium be made in a timely manner in

accordance with the provisions of the "Local Government Prompt Payment Act," Sections 218.70-218.79, Florida Statutes.

SECTION 15. PAYMENT DISPUTE RESOLUTION.

- A. In the event a dispute occurs between a contractor/vendor, herein referred to as "vendor", and the Gulf Consortium concerning payment of a payment request for construction work or an invoice for goods and/or services, the vendor should first attempt to resolve the issue with the Manager. If the dispute cannot be resolved between the vendor and the Manager within two business days of the dispute first being raised, the vendor may file a formal payment dispute. Formal payment dispute resolution shall be finally determined by the Gulf Consortium, under this procedure in accordance with Section 218.76, Florida Statutes.
- B. Filing a Dispute. Any vendor shall file with the Manager in a formal notice of payment dispute in writing within two business days of the dispute first being raised.
1. The notice of payment dispute shall contain at a minimum: the name of the vendor; the vendor's address and phone number; the name of the vendor's representative to whom notices may be sent; the contract number associated with the payment dispute; and, a brief factual summary of the basis of the dispute.
 2. Waiver. Failure to timely file a written payment dispute shall constitute a waiver of proceedings under this Section.
 3. Upon timely receipt of a formal payment dispute, the Contract Manager shall provide the vendor with acknowledgement of receipt, will notify the Payment Dispute Resolution Committee, and will coordinate with all parties to establish the date and time for a Payment Dispute Resolution Proceeding.
- C. General Provisions.
1. Time Limits. Proceedings to resolve the dispute shall be commenced not later than 45 calendar days after the date on which the payment request or proper invoice (as specified in the contract document) was received by the Gulf Consortium and shall be concluded by final decision of the Gulf Consortium not later than 60 calendar days after the date on which the payment request or proper invoice was received by the Gulf Consortium.
 2. Protest. Dispute resolution procedures shall not be subject to chapter 120, and such procedures shall not constitute an administrative proceeding, which prohibits a court from deciding de novo any action arising out of the dispute.

3. Interest. If the dispute is resolved in favor of the Gulf Consortium, then interest charges shall begin to accrue 15 calendar days after the Gulf Consortium's final decision. If the dispute is resolved in favor of the vendor, then interest shall begin to accrue as of the original date the payment became due.
4. Any party may arrange for the proceedings to be stenographically recorded and shall bear the expense of such recording.

D. Payment Dispute Resolution Proceeding Process.

1. All formal payment disputes shall be presented to the Payment Dispute Resolution Committee. The committee shall be comprised of the members designated by the Manager.
2. Within three (3) business days of timely receipt of a formal notice of payment dispute, the Contract Manager shall schedule a proceeding before the Payment Dispute Resolution Committee to include all substantially affected persons or Firms, including the vendor and Gulf Consortium project manager. Non-appearance by the vendor shall constitute a forfeiture of proceedings with prejudice.
3. At or prior to the dispute proceeding, the vendor and project manager, may submit any written or physical materials, objects, statements, affidavits, and arguments which he/she deems relevant to the payment dispute.
4. In the proceeding, the vendor and project manager, or his representative or counsel, may also make an oral presentation of his evidence and arguments. Further, only reasonable direct and cross-examination of witnesses shall be permitted, at the discretion of the Chairman of the Payment Dispute Resolution Committee. The members of the Payment Dispute Resolution Committee may make whatever inquiries they deem pertinent to a determination of the dispute.
 - a. The judicial rules of evidence shall not strictly apply; however, witnesses shall be sworn, and any testimony taken under oath and, the members of the Payment Dispute Resolution Committee shall base their decision on competent, substantial evidence. The proceeding shall be de novo. Any prior determinations by administrative officials shall not be final or conclusive.
 - b. Within three business days of the conclusion of the proceeding, the Payment Dispute Resolution Committee shall render a decision. The Payment Dispute Resolution Committee decision shall be reduced to writing and provided to the vendor and the Gulf Consortium project manager. The decision of the Payment Dispute

Resolution Committee shall be final and conclusive for all disputes valued less than \$100,000.

- c. For those disputes valued above \$100,000, the Payment Dispute Resolution Committee shall file a Recommended Order for approval by the Manager.

SECTION 16. AUTHORIZATION TO DEBAR OR SUSPEND VENDOR.

- A. **Suspension.** After consultation with the General Counsel, the Manager is authorized to suspend a person from consideration for award of contracts if there is probable cause to believe that the person has engaged in any activity, which might lead to debarment. The suspension shall be for a period not to exceed three months, and the Manager shall immediately inform the Board and provide notice to the affected person.
- B. **Debarment.** After reasonable notice and a reasonable opportunity for the suspended person to be heard, the Board shall either disbar such person or terminate the suspension. The debarment should be for a period of not more than three years.
- C. **Causes for Debarment.** The causes for debarment include:
 - 1. entry of a plea of guilty, no contest, or nolo contendere to or conviction of a criminal offense as an incident to obtaining or attempting to obtain a public or private contract or subcontract, or in the performance of such contract or subcontract;
 - 2. entry of a plea of guilty, no contest, or nolo contendere to or conviction under state or federal statutes of embezzlement, theft, forgery, bribery, falsification or destruction of records, receiving stolen property, or any other offense indicating a lack of business integrity or business honesty which currently, seriously, and directly affects responsibility as a Gulf Consortium contractor;
 - 3. entry of a plea of guilty, no contest, or nolo contendere to or conviction under state or federal antitrust statutes arising out of the submission of bids or proposals;
 - 4. violation of contract provisions, as set forth below, of a character which is regarded by the Board to be so serious as to justify debarment action:
 - a. deliberate failure without good cause to perform in accordance with the specifications or within the time limit provided in the contract; or
 - b. a recent record of failure to perform or of unsatisfactory performance in accordance with the terms of one or more

contracts; provided that failure to perform or unsatisfactory performance caused by acts beyond the control of the contractor shall not be considered to be a basis for debarment; and

5. any other cause the Manager or Board determines to be as serious and compelling as to affect responsibility as a Gulf Consortium contractor, including debarment by another governmental entity.

D. Notice of Decision. The Manager shall issue a written notice to the person of the decision to debar or suspend. The decision shall state the reasons for the action taken and inform the debarred or suspended person involved of his/her rights concerning judicial or administrative review. The written decision shall be mailed or otherwise furnished immediately to the debarred or suspended person.

SECTION 16.01. APPEAL OF DECISION TO DEBAR OR SUSPEND. The Board's decision to debar or suspend a person or Firm shall be final and conclusive, unless the debarred person commences a timely action in court in accordance with applicable law.

SECTION 17. SEVERABILITY. The provisions of this Resolution are severable and it is the intention to confer the whole or any part of the Powers herein provided for. If any of the provisions of this Resolution shall be held unconstitutional by any court of competent jurisdiction, the decision of such Court shall not affect or impair any remaining provisions of this Resolution. It is hereby declared to be the legislative intent that this Resolution would have been adopted had such unconstitutional provision not been included therein.

SECTION 18. EFFECTIVE DATE. This Resolution shall take effect immediately upon adoption.

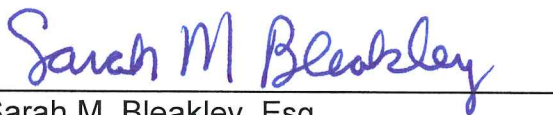
The foregoing Resolution was offered by Rebecca Bays who moved its adoption. The motion was seconded by Warren Yeager. The motion was adopted by a majority vote of the Board of Directors.

Duly passed and adopted this 26th day of March, 2014.


Chairman


Attest: Secretary-Treasurer

Approved as to form:


Sarah M. Bleakley, Esq.
Nabors, Giblin & Nickerson, P.A.
Interim General Counsel

Company ID Number:

**THE E-VERIFY
MEMORANDUM OF UNDERSTANDING
FOR EMPLOYERS**

**ARTICLE I
PURPOSE AND AUTHORITY**

The parties to this agreement are the Department of Homeland Security (DHS) and the _____ (Employer). The purpose of this agreement is to set forth terms and conditions which the Employer will follow while participating in E-Verify.

E-Verify is a program that electronically confirms an employee's eligibility to work in the United States after completion of Form I-9, Employment Eligibility Verification (Form I-9). This Memorandum of Understanding (MOU) explains certain features of the E-Verify program and describes specific responsibilities of the Employer, the Social Security Administration (SSA), and DHS.

Authority for the E-Verify program is found in Title IV, Subtitle A, of the Illegal Immigration Reform and Immigrant Responsibility Act of 1996 (IIRIRA), Pub. L. 104-208, 110 Stat. 3009, as amended (8 U.S.C. § 1324a note). The Federal Acquisition Regulation (FAR) Subpart 22.18, "Employment Eligibility Verification" and Executive Order 12989, as amended, provide authority for Federal contractors and subcontractors (Federal contractor) to use E-Verify to verify the employment eligibility of certain employees working on Federal contracts.

**ARTICLE II
RESPONSIBILITIES**

A. RESPONSIBILITIES OF THE EMPLOYER

1. The Employer agrees to display the following notices supplied by DHS in a prominent place that is clearly visible to prospective employees and all employees who are to be verified through the system:
 - a. Notice of E-Verify Participation
 - b. Notice of Right to Work
2. The Employer agrees to provide to the SSA and DHS the names, titles, addresses, and telephone numbers of the Employer representatives to be contacted about E-Verify. The Employer also agrees to keep such information current by providing updated information to SSA and DHS whenever the representatives' contact information changes.
3. The Employer agrees to grant E-Verify access only to current employees who need E-Verify access. Employers must promptly terminate an employee's E-Verify access if the employer is separated from the company or no longer needs access to E-Verify.

Company ID Number:

4. The Employer agrees to become familiar with and comply with the most recent version of the E-Verify User Manual.
 5. The Employer agrees that any Employer Representative who will create E-Verify cases will complete the E-Verify Tutorial before that individual creates any cases.
 - a. The Employer agrees that all Employer representatives will take the refresher tutorials when prompted by E-Verify in order to continue using E-Verify. Failure to complete a refresher tutorial will prevent the Employer Representative from continued use of E-Verify.
 6. The Employer agrees to comply with current Form I-9 procedures, with two exceptions:
 - a. If an employee presents a "List B" identity document, the Employer agrees to only accept "List B" documents that contain a photo. (List B documents identified in 8 C.F.R. § 274a.2(b)(1)(B)) can be presented during the Form I-9 process to establish identity.) If an employee objects to the photo requirement for religious reasons, the Employer should contact E-Verify at 888-464-4218.
 - b. If an employee presents a DHS Form I-551 (Permanent Resident Card), Form I-766 (Employment Authorization Document), or U.S. Passport or Passport Card to complete Form I-9, the Employer agrees to make a photocopy of the document and to retain the photocopy with the employee's Form I-9. The Employer will use the photocopy to verify the photo and to assist DHS with its review of photo mismatches that employees contest. DHS may in the future designate other documents that activate the photo screening tool.
- Note: Subject only to the exceptions noted previously in this paragraph, employees still retain the right to present any List A, or List B and List C, document(s) to complete the Form I-9.
7. The Employer agrees to record the case verification number on the employee's Form I-9 or to print the screen containing the case verification number and attach it to the employee's Form I-9.
 8. The Employer agrees that, although it participates in E-Verify, the Employer has a responsibility to complete, retain, and make available for inspection Forms I-9 that relate to its employees, or from other requirements of applicable regulations or laws, including the obligation to comply with the antidiscrimination requirements of section 274B of the INA with respect to Form I-9 procedures.
 - a. The following modified requirements are the only exceptions to an Employer's obligation to not employ unauthorized workers and comply with the anti-discrimination provision of the INA: (1) List B identity documents must have photos, as described in paragraph 6 above; (2) When an Employer confirms the identity and employment eligibility of newly hired employee using E-Verify procedures, the Employer establishes a rebuttable presumption that it has not violated section 274A(a)(1)(A) of the Immigration and Nationality Act (INA) with respect to the hiring of that employee; (3) If the Employer receives a final nonconfirmation for an employee, but continues to employ that person, the Employer must notify DHS and the Employer is subject to a civil money penalty between \$550 and \$1,100 for each failure to notify DHS of continued employment following a final nonconfirmation; (4) If the Employer continues to employ an employee after receiving a final nonconfirmation, then the Employer is subject to a rebuttable presumption that it has knowingly

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employed an unauthorized alien in violation of section 274A(a)(1)(A); and (5) no E-Verify participant is civilly or criminally liable under any law for any action taken in good faith based on information provided through the E-Verify.

b. DHS reserves the right to conduct Form I-9 compliance inspections, as well as any other enforcement or compliance activity authorized by law, including site visits, to ensure proper use of E-Verify.

9. The Employer is strictly prohibited from creating an E-Verify case before the employee has been hired, meaning that a firm offer of employment was extended and accepted and Form I-9 was completed. The Employer agrees to create an E-Verify case for new employees within three Employer business days after each employee has been hired (after both Sections 1 and 2 of Form I-9 have been completed), and to complete as many steps of the E-Verify process as are necessary according to the E-Verify User Manual. If E-Verify is temporarily unavailable, the three-day time period will be extended until it is again operational in order to accommodate the Employer's attempting, in good faith, to make inquiries during the period of unavailability.

10. The Employer agrees not to use E-Verify for pre-employment screening of job applicants, in support of any unlawful employment practice, or for any other use that this MOU or the E-Verify User Manual does not authorize.

11. The Employer must use E-Verify for all new employees. The Employer will not verify selectively and will not verify employees hired before the effective date of this MOU. Employers who are Federal contractors may qualify for exceptions to this requirement as described in Article II.B of this MOU.

12. The Employer agrees to follow appropriate procedures (see Article III below) regarding tentative nonconfirmations. The Employer must promptly notify employees in private of the finding and provide them with the notice and letter containing information specific to the employee's E-Verify case. The Employer agrees to provide both the English and the translated notice and letter for employees with limited English proficiency to employees. The Employer agrees to provide written referral instructions to employees and instruct affected employees to bring the English copy of the letter to the SSA. The Employer must allow employees to contest the finding, and not take adverse action against employees if they choose to contest the finding, while their case is still pending. Further, when employees contest a tentative nonconfirmation based upon a photo mismatch, the Employer must take additional steps (see Article III.B. below) to contact DHS with information necessary to resolve the challenge.

13. The Employer agrees not to take any adverse action against an employee based upon the employee's perceived employment eligibility status while SSA or DHS is processing the verification request unless the Employer obtains knowledge (as defined in 8 C.F.R. § 274a.1(l)) that the employee is not work authorized. The Employer understands that an initial inability of the SSA or DHS automated verification system to verify work authorization, a tentative nonconfirmation, a case in continuance (indicating the need for additional time for the government to resolve a case), or the finding of a photo mismatch, does not establish, and should not be interpreted as, evidence that the employee is not work authorized. In any of such cases, the employee must be provided a full and fair opportunity to contest the finding, and if he or she does so, the employee may not be terminated or suffer any adverse employment consequences based upon the employee's perceived employment eligibility status

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(including denying, reducing, or extending work hours, delaying or preventing training, requiring an employee to work in poorer conditions, withholding pay, refusing to assign the employee to a Federal contract or other assignment, or otherwise assuming that he or she is unauthorized to work) until and unless secondary verification by SSA or DHS has been completed and a final nonconfirmation has been issued. If the employee does not choose to contest a tentative nonconfirmation or a photo mismatch or if a secondary verification is completed and a final nonconfirmation is issued, then the Employer can find the employee is not work authorized and terminate the employee's employment. Employers or employees with questions about a final nonconfirmation may call E-Verify at 1-888-464-4218 (customer service) or 1-888-897-7781 (worker hotline).

14. The Employer agrees to comply with Title VII of the Civil Rights Act of 1964 and section 274B of the INA as applicable by not discriminating unlawfully against any individual in hiring, firing, employment eligibility verification, or recruitment or referral practices because of his or her national origin or citizenship status, or by committing discriminatory documentary practices. The Employer understands that such illegal practices can include selective verification or use of E-Verify except as provided in part D below, or discharging or refusing to hire employees because they appear or sound "foreign" or have received tentative nonconfirmations. The Employer further understands that any violation of the immigration-related unfair employment practices provisions in section 274B of the INA could subject the Employer to civil penalties, back pay awards, and other sanctions, and violations of Title VII could subject the Employer to back pay awards, compensatory and punitive damages. Violations of either section 274B of the INA or Title VII may also lead to the termination of its participation in E-Verify. If the Employer has any questions relating to the anti-discrimination provision, it should contact OSC at 1-800-255-8155 or 1-800-237-2515 (TDD).

15. The Employer agrees that it will use the information it receives from E-Verify only to confirm the employment eligibility of employees as authorized by this MOU. The Employer agrees that it will safeguard this information, and means of access to it (such as PINS and passwords), to ensure that it is not used for any other purpose and as necessary to protect its confidentiality, including ensuring that it is not disseminated to any person other than employees of the Employer who are authorized to perform the Employer's responsibilities under this MOU, except for such dissemination as may be authorized in advance by SSA or DHS for legitimate purposes.

16. The Employer agrees to notify DHS immediately in the event of a breach of personal information. Breaches are defined as loss of control or unauthorized access to E-Verify personal data. All suspected or confirmed breaches should be reported by calling 1-888-464-4218 or via email at E-Verify@dhs.gov. Please use "Privacy Incident – Password" in the subject line of your email when sending a breach report to E-Verify.

17. The Employer acknowledges that the information it receives from SSA is governed by the Privacy Act (5 U.S.C. § 552a(i)(1) and (3)) and the Social Security Act (42 U.S.C. 1306(a)). Any person who obtains this information under false pretenses or uses it for any purpose other than as provided for in this MOU may be subject to criminal penalties.

18. The Employer agrees to cooperate with DHS and SSA in their compliance monitoring and evaluation of E-Verify, which includes permitting DHS, SSA, their contractors and other agents, upon

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reasonable notice, to review Forms I-9 and other employment records and to interview it and its employees regarding the Employer's use of E-Verify, and to respond in a prompt and accurate manner to DHS requests for information relating to their participation in E-Verify.

19. The Employer shall not make any false or unauthorized claims or references about its participation in E-Verify on its website, in advertising materials, or other media. The Employer shall not describe its services as federally-approved, federally-certified, or federally-recognized, or use language with a similar intent on its website or other materials provided to the public. Entering into this MOU does not mean that E-Verify endorses or authorizes your E-Verify services and any claim to that effect is false.

20. The Employer shall not state in its website or other public documents that any language used therein has been provided or approved by DHS, USCIS or the Verification Division, without first obtaining the prior written consent of DHS.

21. The Employer agrees that E-Verify trademarks and logos may be used only under license by DHS/USCIS (see [M-795 \(Web\)](#)) and, other than pursuant to the specific terms of such license, may not be used in any manner that might imply that the Employer's services, products, websites, or publications are sponsored by, endorsed by, licensed by, or affiliated with DHS, USCIS, or E-Verify.

22. The Employer understands that if it uses E-Verify procedures for any purpose other than as authorized by this MOU, the Employer may be subject to appropriate legal action and termination of its participation in E-Verify according to this MOU.

B. RESPONSIBILITIES OF FEDERAL CONTRACTORS

1. If the Employer is a Federal contractor with the FAR E-Verify clause subject to the employment verification terms in Subpart 22.18 of the FAR, it will become familiar with and comply with the most current version of the E-Verify User Manual for Federal Contractors as well as the E-Verify Supplemental Guide for Federal Contractors.

2. In addition to the responsibilities of every employer outlined in this MOU, the Employer understands that if it is a Federal contractor subject to the employment verification terms in Subpart 22.18 of the FAR it must verify the employment eligibility of any "employee assigned to the contract" (as defined in FAR 22.1801). Once an employee has been verified through E-Verify by the Employer, the Employer may not create a second case for the employee through E-Verify.

a. An Employer that is not enrolled in E-Verify as a Federal contractor at the time of a contract award must enroll as a Federal contractor in the E-Verify program within 30 calendar days of contract award and, within 90 days of enrollment, begin to verify employment eligibility of new hires using E-Verify. The Employer must verify those employees who are working in the United States, whether or not they are assigned to the contract. Once the Employer begins verifying new hires, such verification of new hires must be initiated within three business days after the hire date. Once enrolled in E-Verify as a Federal contractor, the Employer must begin verification of employees assigned to the contract within 90 calendar days after the date of enrollment or within 30 days of an employee's assignment to the contract, whichever date is later.

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b. Employers enrolled in E-Verify as a Federal contractor for 90 days or more at the time of a contract award must use E-Verify to begin verification of employment eligibility for new hires of the Employer who are working in the United States, whether or not assigned to the contract, within three business days after the date of hire. If the Employer is enrolled in E-Verify as a Federal contractor for 90 calendar days or less at the time of contract award, the Employer must, within 90 days of enrollment, begin to use E-Verify to initiate verification of new hires of the contractor who are working in the United States, whether or not assigned to the contract. Such verification of new hires must be initiated within three business days after the date of hire. An Employer enrolled as a Federal contractor in E-Verify must begin verification of each employee assigned to the contract within 90 calendar days after date of contract award or within 30 days after assignment to the contract, whichever is later.

c. Federal contractors that are institutions of higher education (as defined at 20 U.S.C. 1001(a)), state or local governments, governments of Federally recognized Indian tribes, or sureties performing under a takeover agreement entered into with a Federal agency under a performance bond may choose to only verify new and existing employees assigned to the Federal contract. Such Federal contractors may, however, elect to verify all new hires, and/or all existing employees hired after November 6, 1986. Employers in this category must begin verification of employees assigned to the contract within 90 calendar days after the date of enrollment or within 30 days of an employee's assignment to the contract, whichever date is later.

d. Upon enrollment, Employers who are Federal contractors may elect to verify employment eligibility of all existing employees working in the United States who were hired after November 6, 1986, instead of verifying only those employees assigned to a covered Federal contract. After enrollment, Employers must elect to verify existing staff following DHS procedures and begin E-Verify verification of all existing employees within 180 days after the election.

e. The Employer may use a previously completed Form I-9 as the basis for creating an E-Verify case for an employee assigned to a contract as long as:

- i. That Form I-9 is complete (including the SSN) and complies with Article II.A.6,
- ii. The employee's work authorization has not expired, and
- iii. The Employer has reviewed the Form I-9 information either in person or in communications with the employee to ensure that the employee's Section 1, Form I-9 attestation has not changed (including, but not limited to, a lawful permanent resident alien having become a naturalized U.S. citizen).

f. The Employer shall complete a new Form I-9 consistent with Article II.A.6 or update the previous Form I-9 to provide the necessary information if:

- i. The Employer cannot determine that Form I-9 complies with Article II.A.6,
- ii. The employee's basis for work authorization as attested in Section 1 has expired or changed, or
- iii. The Form I-9 contains no SSN or is otherwise incomplete.

Note: If Section 1 of Form I-9 is otherwise valid and up-to-date and the form otherwise complies with

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Article II.C.5, but reflects documentation (such as a U.S. passport or Form I-551) that expired after completing Form I-9, the Employer shall not require the production of additional documentation, or use the photo screening tool described in Article II.A.5, subject to any additional or superseding instructions that may be provided on this subject in the E-Verify User Manual.

g. The Employer agrees not to require a second verification using E-Verify of any assigned employee who has previously been verified as a newly hired employee under this MOU or to authorize verification of any existing employee by any Employer that is not a Federal contractor based on this Article.

3. The Employer understands that if it is a Federal contractor, its compliance with this MOU is a performance requirement under the terms of the Federal contract or subcontract, and the Employer consents to the release of information relating to compliance with its verification responsibilities under this MOU to contracting officers or other officials authorized to review the Employer's compliance with Federal contracting requirements.

C. RESPONSIBILITIES OF SSA

1. SSA agrees to allow DHS to compare data provided by the Employer against SSA's database. SSA sends DHS confirmation that the data sent either matches or does not match the information in SSA's database.

2. SSA agrees to safeguard the information the Employer provides through E-Verify procedures. SSA also agrees to limit access to such information, as is appropriate by law, to individuals responsible for the verification of Social Security numbers or responsible for evaluation of E-Verify or such other persons or entities who may be authorized by SSA as governed by the Privacy Act (5 U.S.C. § 552a), the Social Security Act (42 U.S.C. 1306(a)), and SSA regulations (20 CFR Part 401).

3. SSA agrees to provide case results from its database within three Federal Government work days of the initial inquiry. E-Verify provides the information to the Employer.

4. SSA agrees to update SSA records as necessary if the employee who contests the SSA tentative nonconfirmation visits an SSA field office and provides the required evidence. If the employee visits an SSA field office within the eight Federal Government work days from the date of referral to SSA, SSA agrees to update SSA records, if appropriate, within the eight-day period unless SSA determines that more than eight days may be necessary. In such cases, SSA will provide additional instructions to the employee. If the employee does not visit SSA in the time allowed, E-Verify may provide a final nonconfirmation to the employer.

Note: If an Employer experiences technical problems, or has a policy question, the employer should contact E-Verify at 1-888-464-4218.

D. RESPONSIBILITIES OF DHS

1. DHS agrees to provide the Employer with selected data from DHS databases to enable the Employer to conduct, to the extent authorized by this MOU:

a. Automated verification checks on alien employees by electronic means, and

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- b. Photo verification checks (when available) on employees.
2. DHS agrees to assist the Employer with operational problems associated with the Employer's participation in E-Verify. DHS agrees to provide the Employer names, titles, addresses, and telephone numbers of DHS representatives to be contacted during the E-Verify process.
3. DHS agrees to provide to the Employer with access to E-Verify training materials as well as an E-Verify User Manual that contain instructions on E-Verify policies, procedures, and requirements for both SSA and DHS, including restrictions on the use of E-Verify.
4. DHS agrees to train Employers on all important changes made to E-Verify through the use of mandatory refresher tutorials and updates to the E-Verify User Manual. Even without changes to E-Verify, DHS reserves the right to require employers to take mandatory refresher tutorials.
5. DHS agrees to provide to the Employer a notice, which indicates the Employer's participation in E-Verify. DHS also agrees to provide to the Employer anti-discrimination notices issued by the Office of Special Counsel for Immigration-Related Unfair Employment Practices (OSC), Civil Rights Division, U.S. Department of Justice.
6. DHS agrees to issue each of the Employer's E-Verify users a unique user identification number and password that permits them to log in to E-Verify.
7. DHS agrees to safeguard the information the Employer provides, and to limit access to such information to individuals responsible for the verification process, for evaluation of E-Verify, or to such other persons or entities as may be authorized by applicable law. Information will be used only to verify the accuracy of Social Security numbers and employment eligibility, to enforce the INA and Federal criminal laws, and to administer Federal contracting requirements.
8. DHS agrees to provide a means of automated verification that provides (in conjunction with SSA verification procedures) confirmation or tentative nonconfirmation of employees' employment eligibility within three Federal Government work days of the initial inquiry.
9. DHS agrees to provide a means of secondary verification (including updating DHS records) for employees who contest DHS tentative nonconfirmations and photo mismatch tentative nonconfirmations. This provides final confirmation or nonconfirmation of the employees' employment eligibility within 10 Federal Government work days of the date of referral to DHS, unless DHS determines that more than 10 days may be necessary. In such cases, DHS will provide additional verification instructions.

ARTICLE III

REFERRAL OF INDIVIDUALS TO SSA AND DHS

A. REFERRAL TO SSA

1. If the Employer receives a tentative nonconfirmation issued by SSA, the Employer must print the notice as directed by E-Verify. The Employer must promptly notify employees in private of the finding and provide them with the notice and letter containing information specific to the employee's E-Verify

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case. The Employer also agrees to provide both the English and the translated notice and letter for employees with limited English proficiency to employees. The Employer agrees to provide written referral instructions to employees and instruct affected employees to bring the English copy of the letter to the SSA. The Employer must allow employees to contest the finding, and not take adverse action against employees if they choose to contest the finding, while their case is still pending.

2. The Employer agrees to obtain the employee's response about whether he or she will contest the tentative nonconfirmation as soon as possible after the Employer receives the tentative nonconfirmation. Only the employee may determine whether he or she will contest the tentative nonconfirmation.
3. After a tentative nonconfirmation, the Employer will refer employees to SSA field offices only as directed by E-Verify. The Employer must record the case verification number, review the employee information submitted to E-Verify to identify any errors, and find out whether the employee contests the tentative nonconfirmation. The Employer will transmit the Social Security number, or any other corrected employee information that SSA requests, to SSA for verification again if this review indicates a need to do so.
4. The Employer will instruct the employee to visit an SSA office within eight Federal Government work days. SSA will electronically transmit the result of the referral to the Employer within 10 Federal Government work days of the referral unless it determines that more than 10 days is necessary.
5. While waiting for case results, the Employer agrees to check the E-Verify system regularly for case updates.
6. The Employer agrees not to ask the employee to obtain a printout from the Social Security Administration number database (the Numident) or other written verification of the SSN from the SSA.

B. REFERRAL TO DHS

1. If the Employer receives a tentative nonconfirmation issued by DHS, the Employer must promptly notify employees in private of the finding and provide them with the notice and letter containing information specific to the employee's E-Verify case. The Employer also agrees to provide both the English and the translated notice and letter for employees with limited English proficiency to employees. The Employer must allow employees to contest the finding, and not take adverse action against employees if they choose to contest the finding, while their case is still pending.
2. The Employer agrees to obtain the employee's response about whether he or she will contest the tentative nonconfirmation as soon as possible after the Employer receives the tentative nonconfirmation. Only the employee may determine whether he or she will contest the tentative nonconfirmation.
3. The Employer agrees to refer individuals to DHS only when the employee chooses to contest a tentative nonconfirmation.
4. If the employee contests a tentative nonconfirmation issued by DHS, the Employer will instruct the

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employee to contact DHS through its toll-free hotline (as found on the referral letter) within eight Federal Government work days.

5. If the Employer finds a photo mismatch, the Employer must provide the photo mismatch tentative nonconfirmation notice and follow the instructions outlined in paragraph 1 of this section for tentative nonconfirmations, generally.
6. The Employer agrees that if an employee contests a tentative nonconfirmation based upon a photo mismatch, the Employer will send a copy of the employee's Form I-551, Form I-766, U.S. Passport, or passport card to DHS for review by:
 - a. Scanning and uploading the document, or
 - b. Sending a photocopy of the document by express mail (furnished and paid for by the employer).
7. The Employer understands that if it cannot determine whether there is a photo match/mismatch, the Employer must forward the employee's documentation to DHS as described in the preceding paragraph. The Employer agrees to resolve the case as specified by the DHS representative who will determine the photo match or mismatch.
8. DHS will electronically transmit the result of the referral to the Employer within 10 Federal Government work days of the referral unless it determines that more than 10 days is necessary.
9. While waiting for case results, the Employer agrees to check the E-Verify system regularly for case updates.

ARTICLE IV SERVICE PROVISIONS

A. NO SERVICE FEES

1. SSA and DHS will not charge the Employer for verification services performed under this MOU. The Employer is responsible for providing equipment needed to make inquiries. To access E-Verify, an Employer will need a personal computer with Internet access.

ARTICLE V MODIFICATION AND TERMINATION

A. MODIFICATION

1. This MOU is effective upon the signature of all parties and shall continue in effect for as long as the SSA and DHS operates the E-Verify program unless modified in writing by the mutual consent of all parties.
2. Any and all E-Verify system enhancements by DHS or SSA, including but not limited to E-Verify checking against additional data sources and instituting new verification policies or procedures, will be covered under this MOU and will not cause the need for a supplemental MOU that outlines these changes.

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B. TERMINATION

1. The Employer may terminate this MOU and its participation in E-Verify at any time upon 30 days prior written notice to the other parties.
2. Notwithstanding Article V, part A of this MOU, DHS may terminate this MOU, and thereby the Employer's participation in E-Verify, with or without notice at any time if deemed necessary because of the requirements of law or policy, or upon a determination by SSA or DHS that there has been a breach of system integrity or security by the Employer, or a failure on the part of the Employer to comply with established E-Verify procedures and/or legal requirements. The Employer understands that if it is a Federal contractor, termination of this MOU by any party for any reason may negatively affect the performance of its contractual responsibilities. Similarly, the Employer understands that if it is in a state where E-Verify is mandatory, termination of this by any party MOU may negatively affect the Employer's business.
3. An Employer that is a Federal contractor may terminate this MOU when the Federal contract that requires its participation in E-Verify is terminated or completed. In such cases, the Federal contractor must provide written notice to DHS. If an Employer that is a Federal contractor fails to provide such notice, then that Employer will remain an E-Verify participant, will remain bound by the terms of this MOU that apply to non-Federal contractor participants, and will be required to use the E-Verify procedures to verify the employment eligibility of all newly hired employees.
4. The Employer agrees that E-Verify is not liable for any losses, financial or otherwise, if the Employer is terminated from E-Verify.

ARTICLE VI PARTIES

- A. Some or all SSA and DHS responsibilities under this MOU may be performed by contractor(s), and SSA and DHS may adjust verification responsibilities between each other as necessary. By separate agreement with DHS, SSA has agreed to perform its responsibilities as described in this MOU.
- B. Nothing in this MOU is intended, or should be construed, to create any right or benefit, substantive or procedural, enforceable at law by any third party against the United States, its agencies, officers, or employees, or against the Employer, its agents, officers, or employees.
- C. The Employer may not assign, directly or indirectly, whether by operation of law, change of control or merger, all or any part of its rights or obligations under this MOU without the prior written consent of DHS, which consent shall not be unreasonably withheld or delayed. Any attempt to sublicense, assign, or transfer any of the rights, duties, or obligations herein is void.
- D. Each party shall be solely responsible for defending any claim or action against it arising out of or related to E-Verify or this MOU, whether civil or criminal, and for any liability wherefrom, including (but not limited to) any dispute between the Employer and any other person or entity regarding the applicability of Section 403(d) of IIRIRA to any action taken or allegedly taken by the Employer.
- E. The Employer understands that its participation in E-Verify is not confidential information and may be disclosed as authorized or required by law and DHS or SSA policy, including but not limited to,

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Congressional oversight, E-Verify publicity and media inquiries, determinations of compliance with Federal contractual requirements, and responses to inquiries under the Freedom of Information Act (FOIA).

F. The individuals whose signatures appear below represent that they are authorized to enter into this MOU on behalf of the Employer and DHS respectively. The Employer understands that any inaccurate statement, representation, data or other information provided to DHS may subject the Employer, its subcontractors, its employees, or its representatives to: (1) prosecution for false statements pursuant to 18 U.S.C. 1001 and/or; (2) immediate termination of its MOU and/or; (3) possible debarment or suspension.

G. The foregoing constitutes the full agreement on this subject between DHS and the Employer.

To be accepted as an E-Verify participant, you should only sign the Employer's Section of the signature page. If you have any questions, contact E-Verify at 1-888-464-4218.

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Approved by:

Employer	
Name (Please Type or Print)	Title
Signature	Date
Department of Homeland Security – Verification Division	
Name (Please Type or Print)	Title
Signature	Date

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Information Required for the E-Verify Program	
Information relating to your Company:	
Company Name	
Company Facility Address	
Company Alternate Address	
County or Parish	
Employer Identification Number	
North American Industry Classification Systems Code	
Parent Company	
Number of Employees	
Number of Sites Verified for	

Company ID Number:

Information relating to the Program Administrator(s) for your Company on policy questions or operational problems:

Company ID Number:
