

August 21, 2014

Sandra Walters
SWC
6410 5th Street, Suite 3
Key West, FL 33040

Dear Ms. Walters:

This letter is to convey my and AECOM's appreciation for the top-quality work SWC has provided as part of the AECOM Team working with Port Everglades in preparing the Port Master Plan and several updates. SWC was always highly professional, collecting thorough environmental data; analyzing proposed alternatives for environmental impacts and describing them effectively; and preparing clear, understandable text—both for the master plan documents and for incorporation of the plan into the Broward County Comprehensive Plan. SWC's work was always timely and within budget, assisting the AECOM Team to meet project deadlines and financial commitments.

A few assignments stand out:

- Your coordination with Port Environmental Manager Bob Musser regarding evaluation of wetlands at an outparcel being considered for a parking facility was remarkable. Within just a few days, you worked with Bob to understand the issues and also visited the parcel with him to collect site-specific data. The text and estimated pricing you prepared to address environmental impacts and permitting requirements at the parcel was thorough and precisely on target, with all work accomplished in less than one week due to project deadlines.
- The environmental issues involved with deepening and widening the Port entrance channel and basins are complex and controversial. The thorough and effective review of the U.S. Army Corps of Engineers Draft Feasibility Study and Environmental Impact Statement conducted by you and your staff and the summarizing text and figures for the Master Plan were outstanding.
- SWC's evaluation of petroleum remediation requirements at Pier 1 and preliminary pricing were not only top notch but accomplished within less than three days to respond to my emergency request.
- You were always well prepared to address environmental issues when I requested you to participate in meetings with Port officials or the public, representing the AECOM Team in a highly professional manner.

In summary, we always know we can count on SWC, both for assigned tasks and for emergency, last minute requests, and we can rely on your extensive knowledge and experience with environmental issues and permitting. I strongly recommend SWC to any company or government agency considering your services, and will always reach out to SWC for work with AECOM in the future.

Sincerely,
AECOM



Lori Baer
Vice President - Ports