



# SANDRA WALTERS

## President

### ACADEMIC BACKGROUND

Masters Degree in Marine Studies, University of Miami, Florida, 1983

Bachelor of Science in Animal Behavior and Marine Biology, University of California, Davis, CA, 1974

### SPECIALIZED PROFESSIONAL COMPETENCE

Ms. Walters has 30+ years of professional experience in Florida. She is qualified as an Expert Witness in Florida administrative hearings and court proceedings; has conducted and supervised environmental studies, and developed avoidance and mitigation plans, in all South Florida submerged and upland habitats; has successfully permitted projects ranging from single family homes to developments of regional impact, working with all regulatory agencies; has extensive experience in design and implementation of public participation programs and review and development of comprehensive plans; and has represented clients successfully with many agencies and government boards. She is presently a member of the South Florida Regional Planning Council, appointed by governors Bush, Crist and Scott, serving as chair in 2009; serves on EPA's Water Quality Steering Committee for the Florida Keys National Marine Sanctuary; and served from 2000 to 2004 as a Governor's appointee on Florida's Acquisition and Restoration Council, which supervises purchase and management of State conservation lands.

### REPRESENTATIVE PROFESSIONAL EXPERIENCE

**Principal, Sandra Walters Consultants, Inc., Key West, Miami, Hollywood & Fort Myers, FL, 1996-present**

Provide consulting services to both public and private sector clients in areas of ecological/environmental and land use planning and permitting, including habitat evaluation, mitigation and contamination assessment and remediation; public involvement and outreach; and community and government liaison.

#### ENVIRONMENTAL STUDIES • PERMITTING • MITIGATION • MONITORING SERVICES

➤ **Tree Obstruction Survey, Hollywood-Ft. Lauderdale International Airport, Broward County**

Principal in charge of tree obstruction survey and report for entire airport property. Work includes field data collection and preparation of report including a detailed spreadsheet with tree specifications and recommendations for trimming or removal, aerial figures showing all tree locations, and photo exhibits.

➤ **Environmental Impact Study & Permitting, Ft. Lauderdale-Hollywood International Airport Runway Extension**

Principal in charge of fulfillment of all NEPA requirements including T&E species impact assessment and wetland delineation, coordination with environmental regulatory agencies, and preparation and processing of environmental permit applications for final, selected alternative. Acquired concurrence from all resource agencies on jurisdictional lines and UMAM scores for all wetlands affected by one or more project alternatives,

prepared administrative draft and Draft Environmental Impact Statement, participated in DEIS public hearing, prepared EFH and Biological assessments for National Marine Fisheries Service and U.S. Fish & Wildlife Service, prepared responses to all ecological questions for DEIS and FEIS; assisted with preparation of Final EIS.

➤ **Port Everglades Master Plan Update, Broward County**

Principal in charge of all natural systems data collection and analysis and permitting assessments for five-year master plan update, including incorporation of updated plan into County comprehensive plan.

➤ **SR-710 PD&E Study, District 4 FDOT**

Part of consultant team in charge of planning, design and environmental study of 27-mile corridor of B-Line Expressway through Palm Beach and Martin counties. Responsible for wetlands and threatened and endangered species field data collection, assessment of contamination potential in vicinity, and documentation of land use patterns along corridor regarding potential for secondary and cumulative impacts.

➤ **Wetland Delineation, Essential Fish Habitat Assessment and Local Permitting Support for Utility Corridor, Okeechobee, Hills-borough and Miami-Dade counties**

Principal in charge of wetland data collection and jurisdictional delineation for utility corridor, utilizing both federal and State wetland delineation methodologies, including extensive habitat characterization, mapping using sub-foot-accuracy Trimble GPS equipment, and daily downloading and transmitting of data to central processing facility. Also preparing EFH Assessment meeting NMFS requirements for South Dade County segment, including cumulative and secondary impacts analyses, and providing coordination and assistance with local permitting in Martin and Miami-Dade counties.

➤ **WTA Compartments B & C Environmental Impact Study (EIS), SFWMD, Palm Beach County**

Part of consultant team developing EIS for improvements to water treatment areas just south of Lake Okeechobee, which is an Acceler8 project associated with Everglades restoration. Work includes full assessment of existing data and sources and evaluation of sufficiency; drafting environmental consequences alternatives, wetlands and T&E species sections; and participating in public involvement activities.

➤ **Stormwater Filter Marsh, City of Naples, Collier County**

In charge of wetland jurisdictional determination, habitat evaluation, and threatened and endangered (T&E) species survey; development of impact assessment and mitigation plan, as needed; and general assistance with preparing and processing environmental resource permit (ERP) applications with DEP and US Army Corps of Engineers



OFFICES IN MONROE, DADE, BROWARD AND LEE COUNTIES

MAIN TEL: 305-294-1238, FAX: 305-294-2164, EMAIL: [SWC@SWCINC.NET](mailto:SWC@SWCINC.NET), WEBSITE: [WWW.SWCINC.NET](http://WWW.SWCINC.NET)

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(USACE) for creation of filter marsh to provide treatment to stormwater presently being pumped untreated into Naples Bay.

➤ **Herbert Hoover Dike Culverts 1 and 1A Replacement Project, Glades County, FL**

In charge of all start-up of environmental compliance scope for \$47 million project to replace two 10-foot culverts through the Herbert Hoover Dike near Lake Okeechobee. Work included preparation of Stormwater Pollution Protection Plan (SWPPP) and NPDES notification; development of Environmental Protection Plan; permitting of dewatering plan; development of boating Maintenance of Traffic (MOT) plan; contractor training regarding environmental compliance criteria, including development and printing of waterproof field compliance handbook; turbidity monitoring and reporting, including staff training to meet State permit criteria and work supervision; monitoring of 10 listed species; and preparation and processing of required reports. All plans and reports received U.S. Army Corps of Engineers approval.

➤ **Horizontal Directional Drill Permitting and Third Party Environmental Monitoring, Islamorada Wastewater Project**

In charge of permitting with DEP, USACE and FKNMS for directional drills under seven channels in Upper Florida Keys to accommodate wastewater pipelines. Work involved extensive coordination with project engineers, contractors, resource management and regulatory agencies; benthic and emergent habitat assessments including detailed mapping and characterization of resources below which pipeline will run; preparation and processing of permit applications; and responses to requests for additional information. Acquired all permits in less than three months due to extensive agency coordination and very thorough permit application materials. Conducted work as full-time third party environmental monitor for all drilling activities, including constant onsite inspections and oversight; coordination with drilling company and environmental agencies; water quality, wetlands and submerged habitat data collection in the event of a possible frac out of drill operation to document impacts; and preparation of summary reports.

➤ **City of Key West Stormwater System**

Consultant in charge of bringing City into compliance with ERP requirements for already-completed and future maintenance work of stormwater system, including developing impact assessment and mitigation plan that incorporates 5.6 acres of wetland restoration and enhancement at former Hawk Missile site in eastern Salt Ponds and creation of connection between Riviera Canal and western Salt Ponds to enhance 131 acres of wetlands and cause significant water-quality improvements.

➤ **Permit Compliance for Large Condominium Complex (Seaside and Salt Ponds), Key West, FL**

Retained by property owner to assist with resolution of permit compliance issues with South Florida Water Management District; conducted extensive research of

permitting and project history, held meeting with District staff and developed consensus on approach, developed consent agreement, worked with property owner to design and implement significant restoration project in Salt Ponds as well as to restructure onsite restoration projects from those specified in original permits, in progress with implementing multi-year monitoring plan; property owner received award from District for being so forthcoming with restoration efforts and award ceremony had front-page article in local newspaper.

➤ **Electric Transmission Line Environmental Compliance Monitoring, Florida Keys**

Conducted DEP and USACE permit conditions environmental compliance monitoring of installation of new electric tie-line poles between Big Coppitt Key and Key Haven in wetland and submerged habitats, including confirmation of pre-construction conditions, onsite inspections to assure impacts do not exceed limits established in environmental permits, and long-term monitoring to document post-construction recovery.

➤ **Submerged Habitat Study and Sediment Analysis, Key West Harbor and Vicinity**

Conduct survey of submerged habitats in and around Key West Harbor. Divers collected field data from 50, randomly selected sites. This data was then collated into maps showing general distribution of habitats in area, and underwater photographs were organized and printed. Data was compared with that collected at other sites throughout Florida Keys, to assess habitat quality in relation to shipping activities in Harbor. Supervise collection of sediment samples in and near harbor following approved DEP protocol, transmit to State certified laboratory for testing for petroleum contamination and RCRA metals, prepare report summarizing findings.

➤ **Mallory Dock Maintenance Dredge, City of Key West**

Principal in charge for successful acquisition of all permit modifications to add Mallory Dock to scope of Navy Key West Harbor dredging project, including collection of all data on submerged habitats required by agencies, coordination with dredging company and environmental monitoring contractor, acquisition of EPA approval for use of offshore disposal site, provision of Quality Assurance services onboard the dredging vessel, and preparation of all final reports to Navy and permitting agencies including DEP and USACE. Represented City in Navy agency partnership process for harbor dredge and other environmental issues.

➤ **Residential Redevelopment Project in Marathon, Florida Keys**

Served as project manager for all aspects of environmental planning and permits for 99-slip, 92-unit redevelopment project in Marathon called Marlin Bay Yacht Club, including supervision of all field data collection and preparation of benthic assessments and avoidance and minimization plans, supervision of application preparation and submittal and all responses to requests for additional information, work with DEP to acquire net



positive public benefit exception to State submerged land lease riparian restriction, and presentations to Governor and Cabinet regarding lease rule provisions and final lease adoption. Acquired permit and submerged land lease in nine months of filing application.

- **Key West Mooring Field Seagrass Monitoring Project**  
Conducting seagrass monitoring project at Key West Mooring Field that investigates potential shading impacts from boats, including project design, photographic documentation of stations over time, collection of seagrass density and shoot count data, report preparation and report submittal and processing with DEP.
- **S. Roosevelt Seawall Repair Seagrass Monitoring, Key West**  
Supervised assessment and documentation of seagrasses in vicinity of seawall undergoing repairs, including field data collection and photography, update of CAD files delineating seagrass line, measurement of seagrass impacts in project area for mitigation purposes, and report preparation.
- **Smathers Beach Seagrass Mitigation Monitoring, Key West**  
Member of team that conducted field monitoring of seagrass mitigation project for City of Key West. Roles included field personnel establishing monitoring sites, collecting required data, supervising surveyor, assisting with preparation of monitoring reports, and providing local liaison with City and base of operation for work.
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- **Jewfish Creek Bridge/US Highway 1 Project, Northern Florida Keys**  
Member of design-build team in charge of environmental compliance for final design and construction of 65-foot-high bridge over Jewfish Creek and new roadway from

North Key Largo to just south of Dade County line, including training of onsite personnel regarding avoidance of listed species; coordination with agencies for permit modifications; assessment of preconstruction environmental conditions; and continuous work with project engineer and contractor to assure all environmental permit conditions are met during four-year project. Work included mapping seagrasses along project corridor.

- **La Siesta Resort and Marina, Islamorada, FL**  
Served as principal in charge of benthic assessment and ERP impact assessment and mitigation plan for oceanside and bayside entrance channels and marina basins, including seagrass restoration plan to restore orphan propeller scars in Lignumvitae State Aquatic Preserve.
- **Dock Appeal Benthic Assessment and Expert Witness Testimony, Upper Florida Keys**  
Conducted extensive benthic resource mapping of nearshore habitats in relation to location of single-family home dock that was subject of neighbor appeal of DEP permit, prepared expert witness report, participated in deposition in preparation of hearing before administrative law judge.
- **General Engineering Services, City of Pompano Beach and City of Ft. Lauderdale, Broward County**  
Part of consulting team providing engineering services to the City, with SWC scope including environmental, planning and public involvement tasks.
- **City of Key West Navy Base Reuse Plan**  
Member of team that evaluated Key West surplus Navy properties and developed reuse plan. Primary role—planning and environmental assessments including SCUBA examination of Truman Waterfront Mole Pier.
- **General Environmental Consultant, City of Key West**  
Principal in charge of all work orders issued by City for ecological, environmental, permitting, compliance monitoring, and other general services.
- **General Environmental Consultant for Florida Keys Overseas Heritage Trail**  
In contract with DEP, provided environmental planning services for entire 130-mile linear park throughout Florida Keys, including NEPA review and documentation for permitting of segments and bridge crossings.
- **Former Silver Eagle Distributors property, Key West**  
Conducted monitoring of mitigation required by environmental resource permit and closed out South Florida Water Management District permitting requirements; following issuance by District of letter of concern regarding perpetual maintenance issues, worked with local police and several non-profit organizations to assist property owner with issues regarding homeless population living within a preservation area and removal of trash and exotic vegetation from site, in order to a find win-win solution and achieve compliance with SFWMD permit.



- **Grassy Key Beach Cleanup, Florida Keys**  
Provided onsite ecological oversight of beach cleanup operation conducted by contractor for DEP, assuring heavy equipment did not harm biological resources and removed only storm-deposited dead seagrass and sediments as specified by DEP and USACE.
- **Cudjoe Key Quarry, Florida Keys**  
Planning and permitting for continuation of existing rockmining operation. Develop wetland and endangered species habitat mitigation plan which has received endorsement of USFWS and Florida Game and Fresh Water Fish Commission (FWC) staff; prepare and process DEP and USACE permit applications; process County vested rights application; successfully negotiate development agreement with Monroe County and Florida Department of Community Affairs (DCA). For new owner, prepare and successfully process permit modifications for change of land use to communications facility, successfully negotiate new development agreement with DCA, prepare and process Monroe County permit application, prepare testimony and appear as witness in local court hearing regarding County moratorium on communication facilities.

**LAND USE PLANNING AND PERMITTING • PUBLIC INVOLVEMENT SERVICES**

- **District Six FDOT Communication Services for Construction Projects, Monroe County**  
SWC is serving as prime contractor to provide communications services for all FDOT District Six construction projects throughout Monroe County. This includes a full-time public information specialist for the 2.1-mile North Roosevelt Boulevard project in Key West. SWC is currently managing 11 Keyswide assignments.
- **District Six FDOT General Public Information Contract for Design Services, Monroe County**  
SWC was a member of the consulting team which presently holds the general design services public information contract, providing services for the Florida Keys. Projects worked on to date include US Highway 1 corridors on Big Coppitt Key, from Key West to Stock Island, Big Pine Key, Cudjoe Key and Grassy Key.
- **FDOT Planning, Design & Environmental (PD&E) Studies in Islamorada, Marathon and Big Coppitt Key, Florida Keys**  
Member of team that conducted FDOT studies of roadway improvements, including turn lanes, in five-mile corridor in Islamorada, five-mile corridor in Big Coppitt Key, and Sombrero Beach Road in Marathon. Services included public involvement, land use planning, and landscape architecture elements of study, including coordination with local staff and elected officials.
- **Stock Island-Key Haven US 1 Corridor Study, Florida Keys**  
Provided public involvement outreach and meeting coordination services for study to identify improvements to US 1 corridor segment; resulted in significant participation by user groups and relevant and effective planning charrette.
- **Expert Planning Services for Town of Medley, Dade County**  
Served as town planning staff, providing review and support for public hearings for adoption of City ordinance.
- **Hawk's Cay Expansion Development of Regional Impact, Florida Keys**  
Prepared and successfully processed Application for Development Approval for Hawk's Cay Expansion Development of Regional Impact to South Florida Regional Planning Council. Evaluation included environmental, public facilities, socio-economic, and traffic impacts. Provided continued planning consultation, including 1996 approval of major site plan revision and 7 year extension, approvals of three DRI revisions, and annual reports.
- **Rezoning and Development Agreement for 92-unit Project, City of Marathon, Florida Keys**  
Served as principal planning consultant and agent for 92-unit redevelopment project, including recent acquisition of property rezoning and executed development agreement from Marathon City Council. Work involved representation with planning staff, Council members and Florida Department of Community Affairs representatives; and work with Florida Department of Environmental Protection and Governor and Cabinet regarding submerged land lease for 115-slip private marina.
- **Monroe County Planning Services for Expansion, Parrotise Restaurant, Little Torch Key**  
Prepared and successfully processed application for conditional use to expand restaurant, including detailed site planning and conceptual stormwater management system; prepared and successfully processed alcoholic beverage permit to provide for outdoor food and beverage service, including thorough review of sound ordinance issues and presentation of findings to Planning Commission.
- **Lower Sugarloaf Key Mixed Use Development, Lower Florida Keys**  
Served as planning consultant and agent, developed and processed major conditional use application for mixed use office, workforce housing and market-rate housing project; received 8/0 positive vote from Monroe County Development Review Committee and 5/0 positive vote from Monroe County Planning Commission.
- **Key West Transfer Station & Hauling Services, Inc.**  
Prepared and successfully processed application to DEP for renewal of solid waste transfer station permit that provides for substantial expansion and updating of facility, including supervising CADD drawings, engineering of site and preparation of environmental resource permit application for stormwater system, coordination with agency staff to assure application meets standards, and responses to information sufficiency reviews. Participate as expert for client by deposition in lawsuit by competing business.





- **State Aquatic Preserve Management Plan, Florida Department of Environmental Protection**  
Responsible for principal drafting of Statewide management plan for 41 State aquatic preserves.
- **Expert Witness Testimony for Monroe County**  
Conducted thorough review of land use, environmental and permitting issues for property in North Key Largo which was subject of suit against Monroe County, prepare expert witness report, provide deposition in circuit court proceeding. Work included extensive review of several USFWS HCPs in Key Largo for effects on reasonable development expectations in area.
- **City of Key West Bahama Village Redevelopment Plan Update**  
Member of team that updated community redevelopment plan. Primary roles—environmental and public facilities planning; and public involvement, including preparation and distribution of project newsletters and news releases; and development and implementation of proactive community involvement process.
- **City of Key West Economic Development Conveyance Application**  
Member of team that developed EDC application for surplus Navy properties. Primary roles—planning and implementing meetings with local officials and interest groups, coordination of public workshops and presentations, and public facilities and environmental data collection and analysis.
- **Marx Investments, LLC Development Feasibility Study, Big Coppitt Key, FL**  
Document and analysis historic and existing site conditions; prepare feasibility study to determine the development potential for the property under the regulations of the Monroe County Comprehensive Plan and Land Development Regulations.
- **Habitat Conservation Plan (HCP) and Community Plan for Big Pine Key, Monroe County, FL**  
Represented affected property owners to develop HCP following US Fish & Wildlife Service (USFWS) guidelines for federally-endangered Key Deer on Big Pine and No Name keys in Florida Keys. The County implemented parallel process to develop community plan that incorporates HCP into County comprehensive plan and land development regulations. System developed involves complex point system for incidental takings associated with any new structure, and requires mitigation to compensate for impacts associated with issuance of building permits.
- **Monroe County Airport Department**  
Retained to advise director regarding contamination issues involving spill at Key West Airport fuel farm.
- **Contamination Assessment, Stock Island Fire Station Property, Monroe County Government**  
Principal in charge of evaluation of earlier contamination reports and visible contamination evidence at vacant parcels where new fire station is being built, preparation and implementation of assessment including sampling and testing soils, implemented remediation, and preparation of final report indicating no further action required.
- **Spill Prevention Control and Countermeasure Plan (SPCC), Florida Keys Aqueduct Authority, Marathon, FL**  
Principal in charge of plan preparation for FCAA facility consistent with State and federal requirements that specified how oils and fuels were stored, what spill prevention measures were in place, and what steps would be taken if a spill should occur, including notification procedures and contact lists.
- **Monroe County Mosquito Control District, Monroe County, FL**  
Reviewed third-party environmental site assessment for 107<sup>th</sup> Avenue site in Marathon in process of purchase by District for new facility, completed ESA scope as specified by ASTM guidelines, and provided final finding.
- **City of Key West Engineering Services**  
Provided ongoing groundwater testing, analysis and reporting services for former underground fuel storage tank site at Key West City Hall; prepare and process application for No Further Action with conditions.
- **Discount Rock & Sand, Marathon, FL**  
Conducted assessment of property and analyzed its redevelopment potential under the City of Marathon Comprehensive Plan and Land Development Regulations, including State regulation for construction and demolition debris disposal facilities; documented and analyzed historic and existing site conditions. Prepared, processed and acquired permit for facility from Florida Department of Environmental Protection, currently working on acquiring final building approval from City of Marathon.
- **Robbie's Safe Harbor Marine Enterprises, Inc., Florida Keys**  
Develop agreements with Florida Department of Environmental Protection for solid waste cleanup and above-ground fuel storage tank removal, including field testing, preparation and submittal of tank closure assessment report (TCAR). Prepare and process solid waste transfer station general permit, including representation as expert witness at State administrative hearing decided in client's favor.
- **Phase I and II Environmental Site Assessments, Florida Keys**  
Conduct environmental site assessments for commercial real estate transactions and transportation projects. Have conducted assessments following ASTM guidelines for

#### **CONTAMINATION SERVICES**

- **Pier 1 Petroleum Remediation Estimated Pricing, Port Everglades Master Plan Update**  
Principal in charge of site assessment report review and preparation of preliminary estimate of remediation costs, including mobilization; excavation and disposal of overburden; free product and water removal, temporary storage, characterization sampling, and disposal/recycling; site stabilization, remediation design and bidding; and remediation management and oversight.



District 4 FDOT and many public and private agencies throughout southeast and southwest Florida.

**Vice President & Manager of Environmental and Permitting Division, 1994-1996**

**H.J. Ross Associates, Inc., Coral Gables, FL**

Create new division of company, manage personnel and project budgets, develop project proposals.

➤ **US Highway 1 South Project, from Key Largo to Florida City**

Consultant Project Manager—assist Florida Department of Transportation, District 6, in permitting for expansion of 20-miles stretch of US Highway 1, including construction of new bridge with 65 foot water clearance at Jewfish Creek. Permits were required from U.S. Coast Guard, South Florida Water Management District, and ACOE, and coordination with Dade County Department of Environmental Resources Management. Work included preparation of permit applications; creating CADD generated permit sketches; responding to information sufficiency reviews (including extensive evaluation of potential secondary impacts of project on community and environment); supervising field investigations for construction projects and associated mitigation (including mangrove, seagrass, and freshwater emergent habitats); public information; and coordinating with many commenting agencies.

➤ **Development of Regional Impact Application and Environmental Impact Statement for New Runway at Miami International Airport**

HJR project manager for preparation of sections of documents, and overall quality control and editing.

**Publisher and Media Consultant, Little Torch Key, FL, 1986-1994**

Co-found, and serve as co-publisher and managing editor for seven years of *Island Navigator* newspaper, a feature monthly publication distributed throughout the Florida Keys. Also manage media division working with all kinds of print and broadcast media in production and scheduling of public information and advertising campaigns.

**Environmental Planning Consultant, Little Torch Key, FL, 1984-1996**

Site evaluation and project design for many commercial and residential parcels of property in the Florida Keys, including acquisition of permits from local, state, and federal agencies; policy analysis and legislative support; expert testimony at Florida administrative hearings; and public information programs.

➤ Prepare and successfully submit Application for Development Approval for Hawk's Cay Expansion Development of Regional Impact (at Mile Marker 61 in Florida Keys) to the South Florida Regional Planning Council. Evaluation included environmental, public facilities, socio-economic, and traffic impacts. Also annual reports and continuing planning work.

- Provide expert witness testimony in administrative hearing regarding appeal by FL Dept. of Community Affairs of Monroe County development order for beachfront property on Lower Sugarloaf Key.
- Provide expert witness testimony in administrative hearing regarding environmental permitting for marina project on Little Torch Key.
- Successful application to State Conservation and Recreation Lands program for purchase of Big Pine Key property.
- Appointment by Monroe County Mayor to Blue-Ribbon Committee to review land use plan; served as advisor to Monroe County Commission; and conducted South Florida Regional Planning Council review of draft plan.
- Extensive research and detailed report regarding impacts of inclusion of Florida Keys in federal Undeveloped Coastal Barrier Program.

**Environmental Programs Manager, 1980-1984**

**South Florida Regional Planning Council, Hollywood, FL**

Review comprehensive plans of counties and municipalities in South Florida, evaluate in relation to State and regional policy guidelines, and write evaluations including recommendations for improvements. Participate in and manage reviews of Developments of Regional Impact, with emphasis in areas of environmental and public facilities impacts. Environmental programs manager responsible for analyzing and critiquing environmental aspects of development in region, including U.S. Army Corps of Engineers and Florida Department of Environmental Regulation dredge and fill permit applications; prepare and present reports to Council concerning development warranting regional attention.

➤ **Development of Regional Impact Review**

**Broward County**—Ball Point, Design Center of the Americas, FEC Industrial Park, Harrison Park, Houston Park Marina, Pompano Industrial Park, Weston Phase II; **Dade County**—Airport Corporate Center, American Bankers Industrial Group, Homestead Bayfront Park & Marina, Chapman Field Park & Marina, Brickell Bay Office Tower, Terremark Centre, 1111 Brickell, SE 8th Street & Brickell Avenue, Watson Island; **Monroe County**—Port Bougainville/Garden Cove.

➤ **Court Testimony**

Gave deposition as witness for Dade County, FL in District court case involving beach restoration project on Key Biscayne.

➤ **Project Manager: South Florida Oil Spill Priority Protection Response Strategy**

Prepare detailed work program and budget. Supervise consultant in conducting extensive detailed study and mapping of South Florida coastal marine resources in relation to sensitivity to spilled oil. Supervise consultant in writing, editing, graphics, and printing of Environmental Sensitivity Index maps and report titled The Sensitivity of Coastal Environments and Wildlife to Spilled Oil in South Florida. Atlas and report won first prize from Florida branch of American Planning Association, 1981.



Coordinate interest groups and agencies for implementation of strategy, including:

- inventory of cleanup equipment and contact personnel in region
  - determination of appropriate spill responses and communication channels
  - preparation of regional oil spill response handbook
  - distribution of all project products and provision of public information concerning project, including presentations at local, state, and national meetings
- **Project Manager: Regional Hazardous Waste Program required by State of Florida Water Quality Assurance Act**  
Coordinate Broward, Dade, and Monroe counties and Florida Department of Environmental Regulation in South Florida program implementation. Develop and distribute consultant request for proposals. Write and execute contracts between Council and State, counties, and consultant for administration of \$490,000 in State funds for program tasks. Coordinate public information. Review progress reports, assure contract compliance, authorize funds disbursement.
- **South Florida Hurricane Evacuation Program (Broward, Dade, and Monroe counties)**  
Project Manager: Coordinated U.S. Army Corps of Engineers, technical consultant and local agency task force in plan preparation; developed and implemented public information program.

**Sea Awareness Environmental Education Programs, Miami and Little Torch Key, FL, 1976-1981**

Develop, market, and run natural history tours for general public to variety of destinations in South Florida and Caribbean.

**Adult Education Instructor, 1977-1980  
Coral Gables High School & Key Biscayne Community School, Miami, FL**

Design, promote, and teach full-semester courses in coastal natural systems of South Florida to adults of all ages and backgrounds.

**Research Assistant, 1976-1980  
Rosenstiel School of Marine & Atmospheric Science, University of Miami, FL**

- South Florida marine mammal salvage program, conduct study of West Indian manatee to stop deaths in flood control structures, take field data and conduct necropsies, analyze data for comparative studies.
- Analysis of infauna at potential sewage outfall site in South Florida.
- Analysis of sediment plume duration and path during dredging in Biscayne Bay.
- Analysis of fish populations on South Atlantic continental shelf for OCS oil and gas lease EIS.

**Marine Biologist, Oceanic Society Charters, Belize, Central America, 1975-1976**

Provide educational and research programs in tropical marine ecosystems for sailing/diving charter groups.

**PROFESSIONAL REGISTRATIONS/AFFILIATIONS/CERTIFICATIONS**

- Serving since 2005 on South Florida Regional Planning Council appointed by Governors Bush, Crist and Scott, board that oversees planning and regional issues for Broward, Dade and Monroe counties. Served as chair in 2009, currently serving as treasurer.
- Member, EPA Water Quality Steering Committee for Florida Keys National Marine Sanctuary
- Appointed in May 2000 by Governor Bush to four-year term on Florida's Acquisition and Restoration Council, which oversees purchase and management of State conservation lands
- Member, Key West Utility Board Advisory Committee
- Certified Woman-owned Business Enterprise (WBE) and Disadvantaged Business Enterprise (DBE) with Florida Department of Transportation; State of Florida; South Florida Water Management District; Miami-Dade (also SBE), Broward (also CBE) and Lee counties; certified Woman-Owned Small Business (WOSB) with federal government
- Former president, Monroe County Federation of Chambers of Commerce; former president, Lower Keys Chamber of Commerce; current member, Key Largo, Islamorada, Marathon, Lower Keys and Key West chambers
- Associate member, Marathon and Lower Keys Association of Realtors
- Member, Florida Keys Contractors Association
- Member, Florida Association of Environmental Professionals and South Florida chapter
- Member, National Water Resources Association and Florida chapter
- Certified diver, PADI #9501031862, advanced research certification from University of California at Davis and Rosenstiel School of Marine and Atmospheric Science, University of Miami

