

Prepared for
GULF CONSORTIUM

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 | OCTOBER 2014

PROPOSAL



MWH®

BUILDING A BETTER WORLD

October 21, 2014

BC-06-17-14-33

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

Subject: Best and Final Offer (BAFO) 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)

Dear Gulf Consortium and Evaluation Committee Members:

The Gulf Consortium is embarking on a significant Gulf of Mexico restoration effort that will require careful planning and project execution to maximize the use of available funds. The Gulf Consortium is at a unique place in history, and has a great opportunity to benefit the ecosystems, residents, and economies of the Gulf Coast of Florida that have been impacted by the Deepwater Horizon oil spill. MWH is pleased to submit our BAFO to assist the 23 Gulf Consortium member counties develop the plan for the expenditure of the Spill Impact Component of the RESTORE Act.

MWH is a global company with extensive restoration experience worldwide and in Florida. We have teamed with five local, highly specialized Florida based subconsultant team members that are experts in the areas of environmental restoration, legal matters, database and grant administration, and public outreach to deliver the State Expenditure Plan. These team members include: Government Services Group, Inc.; Janicki Environmental, Inc.; Environmental PR Group; MansonBolves, P.A.; and Shearer Consulting, Inc. Together, the MWH Team offers the Gulf Consortium seven key strategies for developing and implementing the State Expenditure Plan (SEP) to achieve successful implementation, public support, federal grant compliance, and economic and environmental benefits:

- 1. Provide a full service team that addresses all required areas:** The MWH Team has been organized to provide a Florida Gulf coast based team to ensure that all technical and management areas are assessed so that a successful SEP is developed.
- 2. Focus on key decisions early:** We will work with you to facilitate the early decision making that will be essential for the preparation of a complete and successful grant funding application.
- 3. Utilize a proven project evaluation process:** MWH brings the Gulf Consortium a project evaluation process that has been tested on a number of complex planning projects that have involved making decisions among multiple competing project proposals—in changing regulatory environments—while utilizing extensive stakeholder input.
- 4. Maximize funding provided by leveraging all available funding sources:** We will develop a flexible plan that can be phased to accommodate anticipated future funds and that leverages all available funding sources to maximize the available funding.



5. **Robust public involvement program:** MWH Team member Environmental PR Group will implement a public involvement program that will meet the Treasury Rule and Gulf Council requirements, as well as allow stakeholders to provide meaningful input so that informed decisions are made to provide the most impact to the Gulf region and obtain public support for the program.



6. **Provide proven systems and tools for management and tracking of funds and projects:** Our proven systems and tools will ensure clear communication and sound management of the planning, financial management, and implementation process—essential components of a successful SEP.



7. **Address and provide implementation support to maximize success of Gulf Consortium:** MWH Team member Government Services Group brings proven expertise with other Chapter 163 Florida organizations for the tracking of funds expended and will assure that the Gulf Consortium is compliant with the legal requirements for the funds received.



On behalf of the MWH Team, we thank you for this opportunity to present our BAFO for the State Expenditure Plan effort. Should you have any questions, please do not hesitate to contact our proposed Project Manager, Philip Waller, at (813) 221-1981 or Philip.L.Waller@mwhglobal.com.

Very Truly Yours,



Marshall W. Davert Jr.
President, Americas Government & Infrastructure,
MWH Americas, Inc.



Philip Waller, PE
Vice President,
MWH Americas, Inc.

TAB

A

Executive Summary

TAB A





TAB

A

Executive Summary

The Gulf Consortium is embarking on a significant Gulf of Mexico restoration effort that will require careful planning and project execution to maximize the use of available funds. The RESTORE Act offers a tremendous opportunity for the Gulf coastal counties in Florida to make a significant difference in the restoration of coastal habitats and assist in economic development of the region. The MWH Team is uniquely qualified to support the Gulf Consortium in turning this opportunity into a reality.



MWH

BUILDING A BETTER WORLD

MWH has worked on some of the largest ecosystem restoration projects in the United States, such as the Comprehensive Everglades Restoration Program (CERP) and the San Joaquin River Restoration.

MWH—A Proven Partner in Restoration Planning

With a rich legacy that dates back to 1820 and more than 8,000 employees on six continents, MWH offers a multi-disciplined global team of planners, project managers, business consultants, engineers, geologists, operators, scientists, technologists, and regulatory experts. MWH has worked on some of the largest ecosystem restoration projects in the United States, such as the Comprehensive Everglades Restoration Program (CERP) and the San Joaquin River Restoration. Endeavors of such scale come with numerous elements and stakeholders to consider. MWH has teamed with five local, highly specialized subconsultant team members that are recognized experts in the areas of environmental restoration, legal matters, database and grant administration, and public outreach to deliver the State Expenditure Plan (SEP).

Table A-1: BAFO Tab A Requirements*

Firm Name	MWH Americas, Inc.
Business Address and Office Location	1000 North Ashley Drive, Suite 1000, Tampa, FL 33602
Telephone Number	(813) 221-1981
Website	http://www.mwhglobal.com/
Prime Contractor, Role	MWH , Lead Firm, Overall Project Management, Coastal Engineering, Cost Estimating, and Economic Analysis
Subcontractor Team Members Roles	See Table A-2 (page A-3)
Added/Deleted Team Members	No firms have been added or deleted from the team presented in MWH's ITN response
Address of Office to Perform the Work	1000 North Ashley Drive, Suite 1000, Tampa, FL 33602

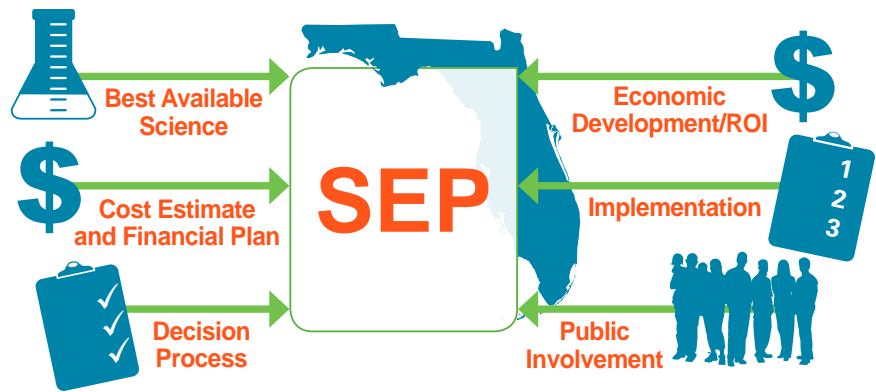
*RBAFO Coversheet and signed acknowledgement of minimum specifications immediately follow the executive summary



The following pages summarize the MWH Team's approach and qualifications to assisting the Gulf Consortium with the important process of developing a SEP that outlines mutually beneficial projects, programs, and improvements which will enhance the ecosystems and economy of the Gulf Consortium members and collectively fulfills their responsibilities under the RESTORE Act.

Strategy/Strategies for Plan Development

The RESTORE Act, Interim Treasury Rule, and Gulf Council Rule require the SEP and any grant application for planning to address: best available science, cost estimate and financial plan, the decision process, economic development and return on investment, implementation ability and grant management, and public involvement.



- MWH proposes**
7 KEY STRATEGIES
for the SEP to achieve:
- Successful Implementation
 - Public Support
 - Federal Grant Compliance
 - Economic and Environmental Benefits

MWH proposes seven key strategies to address these key issues for the preparation of the Planning Grant Application and the SEP.

These strategies are:

1. Provide a full service team with extensive experience and expertise in all of the critical areas that are required to be addressed by the SEP
2. Focus on key decisions early
3. Utilize a proven project evaluation process
4. Maximize funding provided by leveraging all available funding sources
5. Provide a robust public involvement program
6. Provide proven systems and tools for management and tracking of funds and projects
7. Address and provide implementation support to maximize success of Gulf Consortium

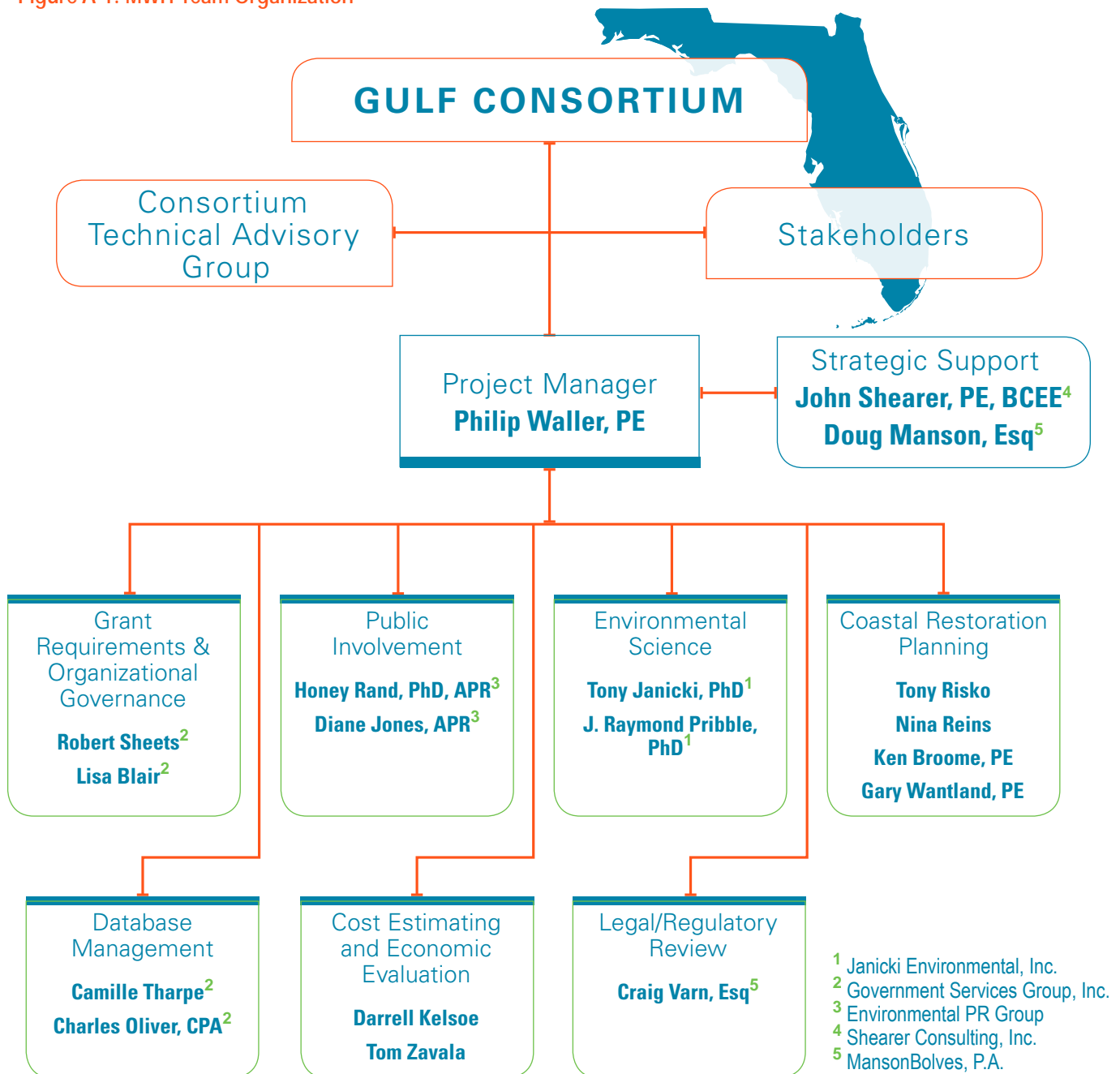




Provide a Full Service Team that Addresses All Required Areas

As depicted in our organization chart, **Figure A-1**, the MWH Team is organized to provide a full service team with extensive experience and expertise in all of the critical areas to be addressed by the SEP.

Figure A-1: MWH Team Organization





MWH has partnered with several specialized firms to deliver the SEP. Our team members' roles and qualifications are summarized in [Table A-2](#).

Table A-2: Subcontractor Team Members

Team Member, Role	Benefit to Gulf Consortium
 <p>Government Services Group, Inc. 1000 North Ashley Drive Grant Management, Organizational Governance, and Database Management</p>	<p>Specific relevant expertise in setting up and management of Chapter 163 organizations like the Gulf Consortium that will be very valuable in helping the Consortium meet all of the federal grant requirements and successfully implement the program.</p>
<p>Shearer Consulting, Inc. Strategic Support</p>	<p>Valuable experience as a former Deputy Secretary of FDEP and will provide strategic counsel to assist in coordination of activities between the Gulf Consortium and FDEP.</p>
 <p>MansonBolves, P.A. Strategic Support and Legal/ Regulatory Review</p>	<p>Legal expertise in environmental projects and ability to assist with strategic support and coordination with the executive branch and Governor's office to facilitate approval of the SEP.</p>
 <p>Environmental PR Group Public Involvement</p>	<p>Extensive experience implementing public involvement programs in Florida, over multiple counties, with specific knowledge regarding how to tailor public involvement to best work with the diverse population in the region. (Certified WBE)</p>
 <p>Janicki Environmental, Inc. Environmental Science</p>	<p>Florida coastal restoration experience that will ensure that the projects selected for the SEP will meet the Best Available Science requirement. (Certified WBE)</p>



Expert Personnel with the Right Experience



Philip Waller, PE
Project Manager

Mr. Waller will directly supervise all aspects of the planning process. He will ensure that all schedule milestones are met and the plan

is executed in an efficient and timely manner. Mr. Waller is an experienced professional who has assisted numerous clients in planning and implementing water resource and restoration programs. He currently leads MWH's coastal restoration group and brings 36 years of extensive experience working with regional agencies made up of multiple government jurisdictions and in coordinating stakeholder outreach programs. Mr. Waller has led a number of large planning studies for complex projects and brings extensive experience in project funding and grant compliance support. He has been involved in obtaining and complying with grants from state and federal agencies. In addition, Mr. Waller served two-terms as a gubernatorial appointee to the Tampa Bay Regional Planning Council and the Agency for Bay Management. He also brings economic development expertise having served as a Speaker of the House appointee to two terms on the Enterprise Florida Board of Directors.

The MWH Team is organized to provide a **full service team with extensive experience and expertise in all of the critical areas to be addressed by the SEP.**



Douglas Manson, Esq
Strategic Support

Mr. Manson has over 25 years of experience in representing clients in water, environmental, administrative and governmental law. He is experienced in litigation and counseling in water-related environmental law, including water use and surface water permitting, sovereignty submerged land and ordinary high water line issues, and regulatory compliance and enforcement issues. Mr. Manson will support the MWH Team by providing legal review and expertise in the area of water law, as it relates to the SEP and RESTORE Act.



John Shearer, PE, BCEE
Strategic Support

Mr. Shearer has 40 years of environmental and strategic planning experience and currently leads an independent, executive-level

consultancy focused on assisting clients in dealing with complex water and environmental issues. He is the former assistant secretary of the Florida Department of Environmental Regulation and is a registered professional engineer in Florida. Mr. Shearer will help ensure that the SEP is compliant with Florida environmental regulations and meets the Gulf Consortium's requirements.



Robert Sheets
Grant Requirements & Organizational Governance

Mr. Sheets oversees all aspects of managing contracted government services and developing solution-based strategies to address financial, operation, and governance challenges. He has served over 150 clients in Florida in administrative, financial and operational capacities for 30 years, including 20 years of hands-on experience regarding water and sewer utility systems. Mr. Sheets will bring his expertise and knowledge of Gulf Consortium county issues, program compliance for plan submittal, and grant compliance and monitoring.



Camille Tharpe
Database Management

Ms. Tharpe has over 20 years of demonstrated expertise in the development, updating and maintenance of special assessment programs and databases. She directs database development accounts for 75 databases that generate \$111M of annual revenue for local government. Ms. Tharpe will oversee the database development and management tasks.



Tony Janicki, PhD
Environmental Science

Dr. Janicki has 42 years of expertise in the areas of estuarine ecology, watershed management, ecosystem restoration, water quality modeling and assessments, monitoring program design, limnology, and biological assessments. Most recently, he led the effort to develop numeric nutrient criteria for Southwest Florida estuaries. Dr. Janicki will provide specific expertise related to estuary restoration and ensure the SEP projects are backed by the best available science.



Honey Rand, PhD, APR
Public Involvement

Dr. Rand has more than 30 years of award winning strategic communications program planning and execution experience. As President of the Environmental PR Group, she oversees all client service nationwide across a variety of public, private and nonprofit sectors primarily focused on water, sustainability, new technologies, climate change and related issues. Dr. Rand will be responsible for the public involvement component of the project to facilitate public approval for the SEP.



Tony Risko
**Coastal Restoration Planning/
Cost Estimating and
Economic Evaluation**

Mr. Risko has 29 years of experience and leadership in water resources planning, coastal restoration engineering, and project and program management. His recent eight years of project experience has been primarily within the Gulf of Mexico coastal zone. Mr. Risko will assist in the restoration planning tasks, as well as the cost estimating and economic evaluation components of plan development.



Darrell Kelsoe
**Cost Estimating and
Economic Evaluation**

Mr. Kelsoe is an economist with 26 years of experience and leadership in economics, financials, and real estate appraisals. He has extensive experience in post-disaster recovery economic evaluations. Mr. Kelsoe will focus on evaluation of the return on investment for completion of restoration projects, as well as assist in cost estimate verifications.



Craig Varn, Esq
Legal/Regulatory Review

Mr. Varn has more than 17 years of legal experience, and has represented clients such as the Department of Environmental Protection. He specializes in regulatory compliance and enforcement issues. Mr. Varn will provide legal and regulatory review for the SEP.



Focus on Key Decisions Early

An essential element of the MWH strategy is to focus on key decisions that need to be made early in the process. This is very important in order to be able to address the RESTORE Act and Gulf Council requirements and to accurately estimate the costs needed to complete the SEP. The MWH Team will utilize a two phase approach. Phase 1 is the preparation of the grant funding application and Phase 2 is the completion of the SEP.

The Application for a Planning Grant needs to be a complete document that meets the Gulf Council requirements, outlines the SEP process, and fully identifies the funding required to complete the plan, manage the process, and comply with all federal requirements. In order to accomplish this, a number of key decisions need to be made early in the process. These key decisions need to be agreed upon by the Gulf Consortium members and are shown in **Figure A-2**.

Figure A-2: Phase 1 Key Decisions

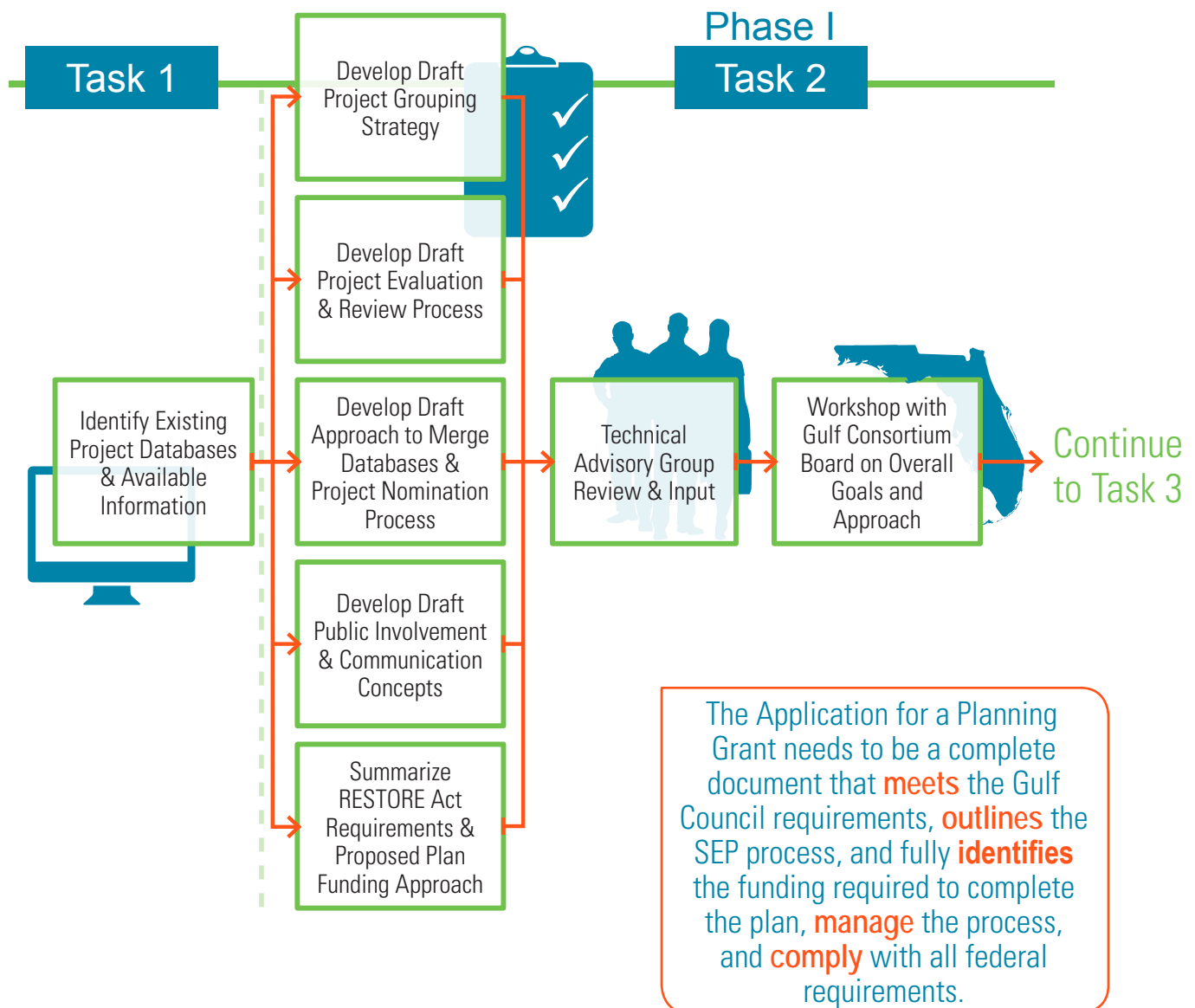
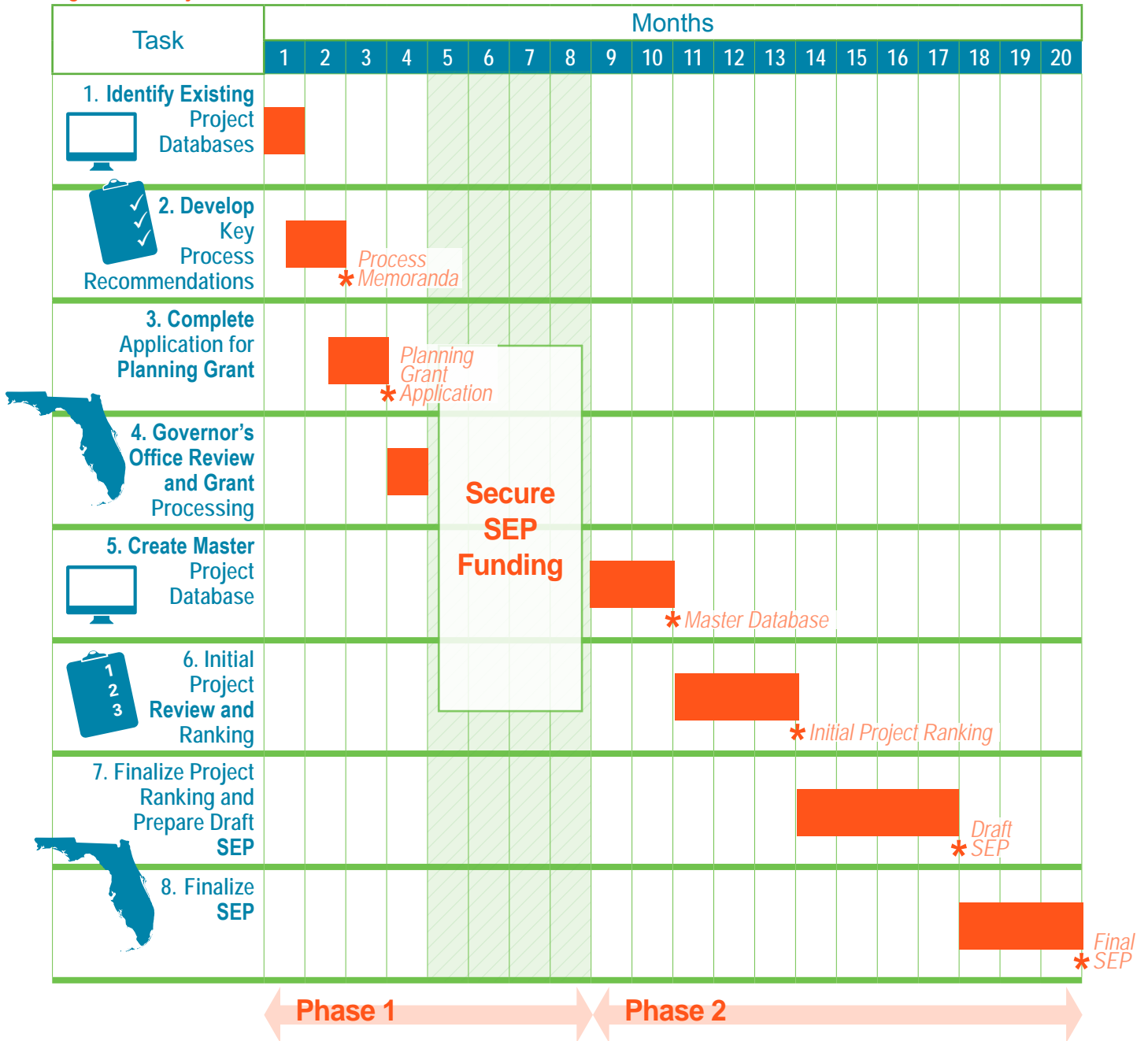




Figure A-3 depicts our proposed schedule completes the Application for a Planning Grant within 90 days and the SEP within 20 months.

Figure A-3: Project Schedule



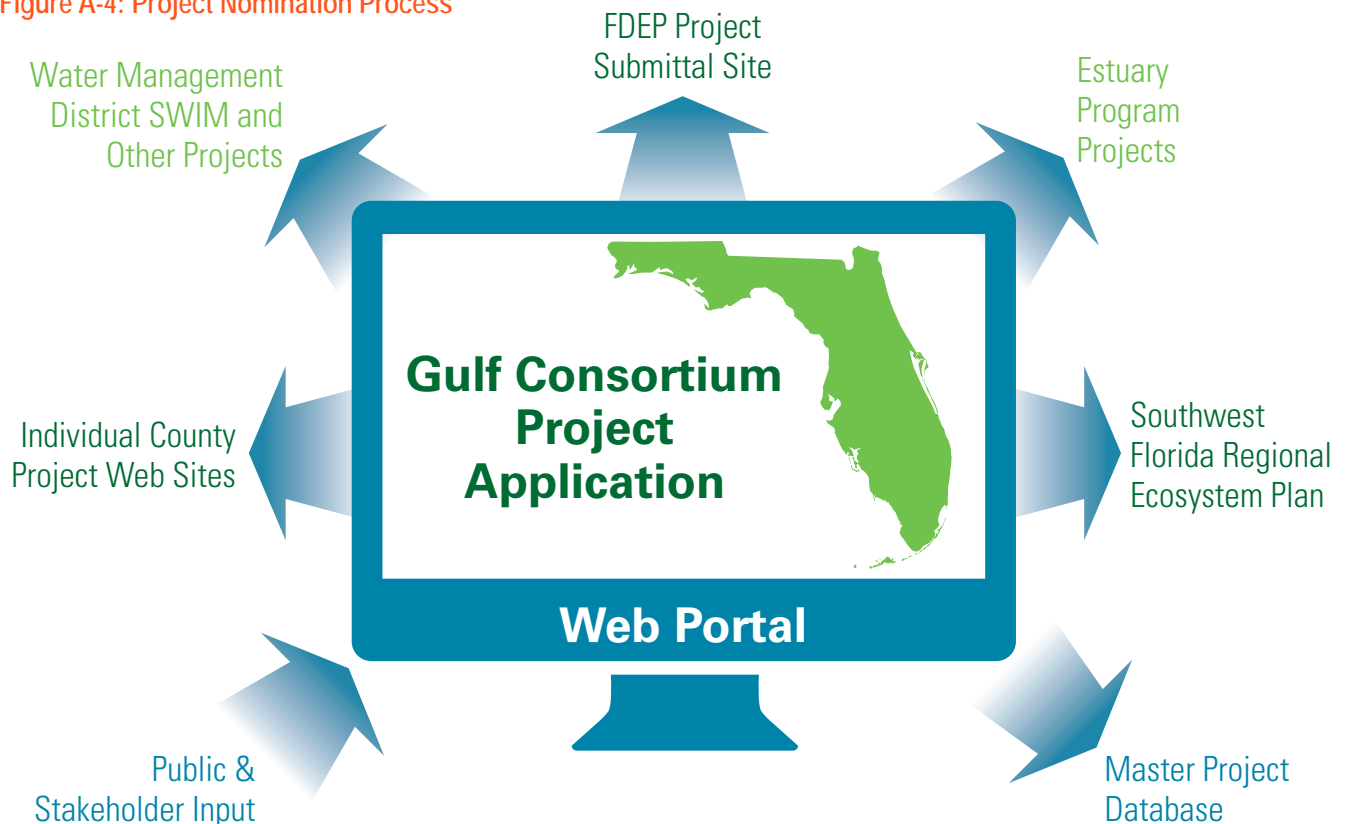


Project Nomination Process

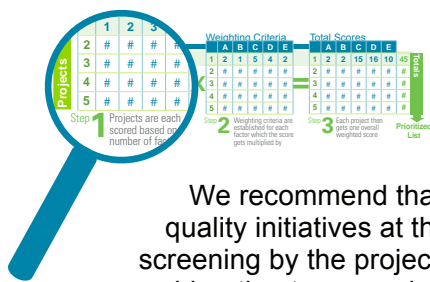
The project nomination process for the SEP must include compiling existing project databases with an open submittal process for additional project ideas. This open process is critical to meet RESTORE Act and Gulf Council requirements, and to demonstrate transparency to the public and key stakeholders. An additional benefit of combining existing project nomination databases is that it provides the Gulf Consortium members and the State of Florida agencies the benefit of organizing the entire portfolio of potential restoration and economic development projects in such a way as to maximize the RESTORE Act funding and other funds received.

A key component of our proposed approach is to establish an interactive web portal, as shown in **Figure A-4**, which would allow for submittal of new project ideas. A second element of our Project Nomination approach is the establishment of a master project database that allows for easy updating, review, and tracking of potential project concepts and can be updated as funding source and available funding amount information changes. The MWH Team has developed and maintained similar web-based database applications for clients across Florida, with a long history of working with local governments and municipalities in 21 of the 23 counties affected using tools and applications developed internally to work with client provided data.

Figure A-4: Project Nomination Process



A **robust project nomination process** is proposed to ensure that a range of project proposals, including economic development and job creation projects, are considered,



Proven Project Evaluation Process

Our proposed project evaluation approach will be a two part process. A master database of project proposals will be created based on projects already submitted and new project proposals that would be solicited through our robust public involvement process.

We recommend that projects be grouped within watersheds to align with ongoing water quality initiatives at the FDEP. The first part of the evaluation process will involve an initial screening by the project team to evaluate the over 1,200 projects to reduce the projects under consideration to approximately 100 to 200. This initial sorting of projects is important so that a detailed technical review of the projects can be done to ensure that the projects proposed in the SEP comply with RESTORE Act, Treasury Rules, and Gulf Council requirements for funding.

To illustrate how this would work, we selected one example watershed—the Choctawhatchee/St. Andrews River watershed. We categorized the projects that have been submitted to date to the FDEP Deepwater Horizon RESTORE Act website for this watershed according to the ten RESTORE Act eligible categories. Figure A-5 shows a map of the proposed projects for the Choctawhatchee/St. Andrews River watershed. This map shows that most of the projects submitted to-date for this watershed are infrastructure or restoration projects. There are very few economic development or job creation projects submitted to-date. Using the master project database and GIS programs, we can identify areas for outreach to ensure that projects can be considered in all categories including economic development, and that easily understandable tables and figures are prepared to assist in the project review process and facilitate communication and input from interested stakeholders.

The second part of the process would involve a more detailed review and ranking of the approximately 100 to 200 projects on the evaluation short list, and would involve the MWH Team personnel with support from designated Technical Advisory Committees staffed by selected technical experts. In a parallel process to the scoring by the Technical Advisory Committees, weighting factors or importance criteria will be developed for each evaluation parameter. The weighting factors will be determined from input by the public, Gulf Consortium members, and key stakeholders.

Figure A-6 depicts the flow of our proposed project evaluation process, using Technical Advisory Committees and a parallel weighting process to prioritize projects.

An essential element of the ranking process will be the assessment of the degree to which best available science is applied in a proposed project. Another critical component of the project evaluation process is verification of estimated project costs.

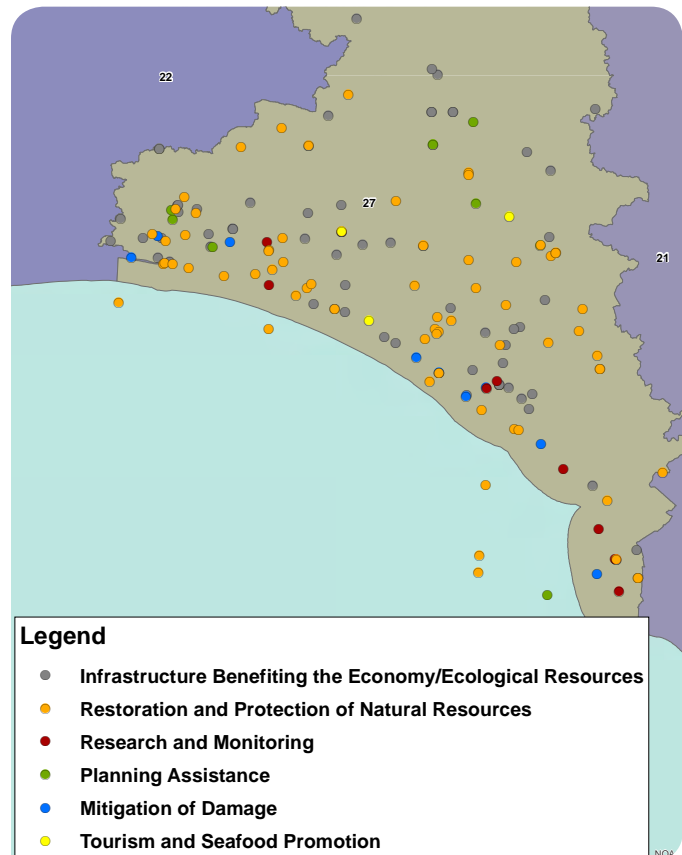


Figure A-5: MWH's proposed evaluation process is to categorize projects for each watershed using the ten RESTORE Act eligible categories to facilitate project review and communications with stakeholders. Choctawhatchee Watershed shown for illustration.

In addition to the review and verification of the estimated project cost, the MWH Team will also estimate the overall Return on Investment (ROI) for the top ranked projects identified.

Figure A-7 shows how the importance criteria weighting would be applied to the scoring of a project.



Figure A-6: Project Evaluation Process

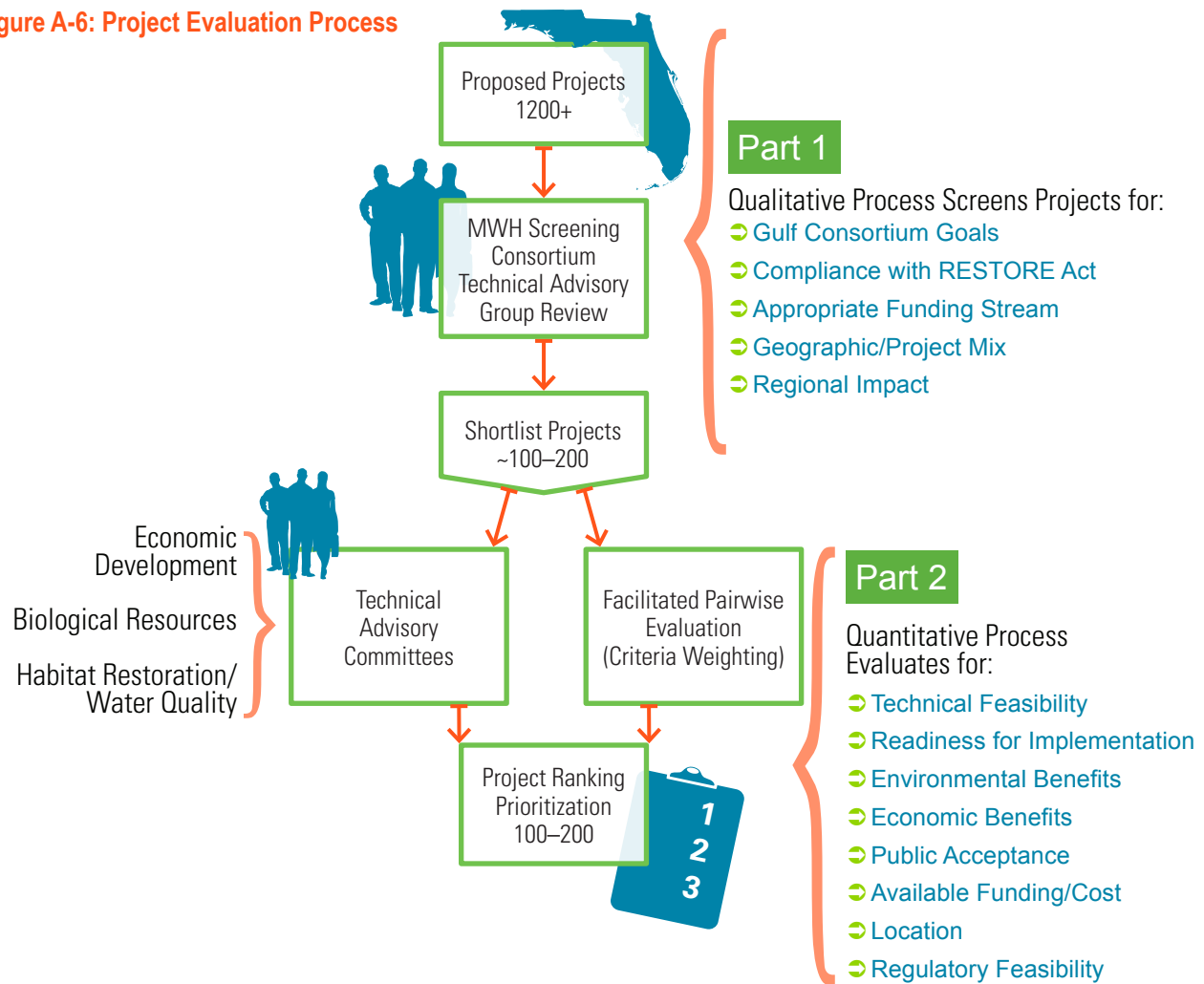
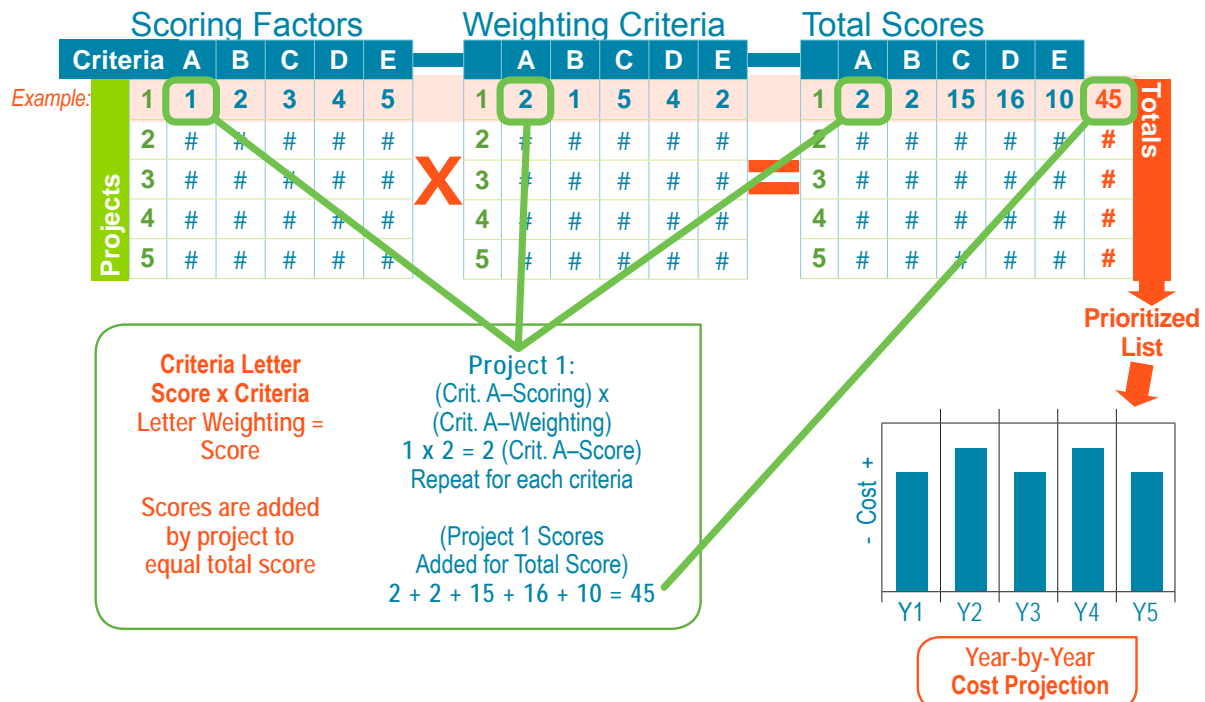


Figure A-7: Project Prioritization is Determined Through a Simple Weighted Calculation






Maximize Funding Provided By Leveraging All Available Funding Sources

The MWH Team will maximize the funding available to the Gulf Consortium by developing a flexible plan that can be phased to accommodate anticipated future funds and by leveraging all available funding sources. **Figure A-8** shows the main oil spill recovery funding streams and the types of projects that are eligible for funding under each funding stream.

Figure A-8: Funding Streams



Natural Resources: Restoration & Protection	✓	✓	✓	✓	✓			✓
Natural Resources: Mitigation	✓	✓	✓	✓	✓			✓
Federally Approved Management Plan Implementation			✓		✓			✓
Workforce Development/Job Creation			✓		✓			✓
Infrastructure: Economic & Ecological			✓		✓			✓
Flood Protection			✓		✓			✓
Administrative/Planning Assistance			✓	✓	✓			✓
Promotion: Tourism			✓		✓			✓
Promotion: Seafood			✓		✓			✓
Research/Monitoring						✓	✓	✓
Economic/Community Resilience				✓				✓
			Local	GCERC	Consortium	Research	Research	
	NRDA	NFWF	BUCKET 1	BUCKET 2	BUCKET 3	BUCKET 4	BUCKET 5	OTHER
			RESTORE Act					

There are two primary strategies for leveraging resources to maximize the funding that can be applied for coastal restoration and economic development along Florida's Gulf coast. The first strategy is to align the potential projects with the best funding source so that projects are distributed among the various RESTORE buckets and other sources to maximize the number of projects funded. The second strategy is that once the projects are distributed among the various oil spill recovery funding sources identify other non-oil spill recovery funding that could be used as matching funds. This will allow the MWH Team working with the Gulf Consortium to leverage these dollars where appropriate with various state and federal projects.

The MWH Team will **maximize the funding** available to the Gulf Consortium by **developing a flexible plan** that can be phased to accommodate anticipated future funds and by leveraging all available funding sources.



Robust Public Involvement Program

A well thought out public involvement program will not only meet the Treasury Rule and Gulf Council requirements, but also provide meaningful input so that informed decisions are made that will provide the most impact to the Gulf region and public support is obtained for the program. The MWH Team will use a three step approach to public involvement, as shown in [Figure A-9](#).

We have organized
our proposed work
into **3 steps**:

Figure A-9: The MWH Team will use a three step approach to public involvement.



Public Involvement Step 1: Set the Groundwork and the Framework

Step 1 tasks set the groundwork for the public involvement effort, as shown in [Figure A-10](#).

Figure A-10: Step 1 tasks set the groundwork for the public involvement effort





Public Involvement Step 2: Engagement to Expand and Prioritize

Step 2 tasks expand outreach, and actively solicit project ideas and communication with stakeholders, as shown in Figure A-11.

Figure A-12: Step 2 tasks expand outreach, actively solicit project ideas, and communicate with stakeholders



Public Involvement Step 3: Share the Results

Step 3 tasks communicate results and ensure transparency, as shown in Figure A-12.

Figure A-12: Step 3 tasks communicate results and ensure transparency





The MWH Team's public involvement plan is designed to ensure that the Gulf Consortium's program to organize, evaluate, and prioritize project applications is performed with input and support from the stakeholders and public. Building partnerships with the different stakeholder groups involved in existing programs will help build broad based support for the SEP. This support will be developed by working with the various groups and communicating the benefits to be created for the environment and the economy as a result of the implementation of the SEP. Having worked for nearly all of the Gulf Consortium member governments, the MWH Team understands the impact and we understand the essential need to make it right.



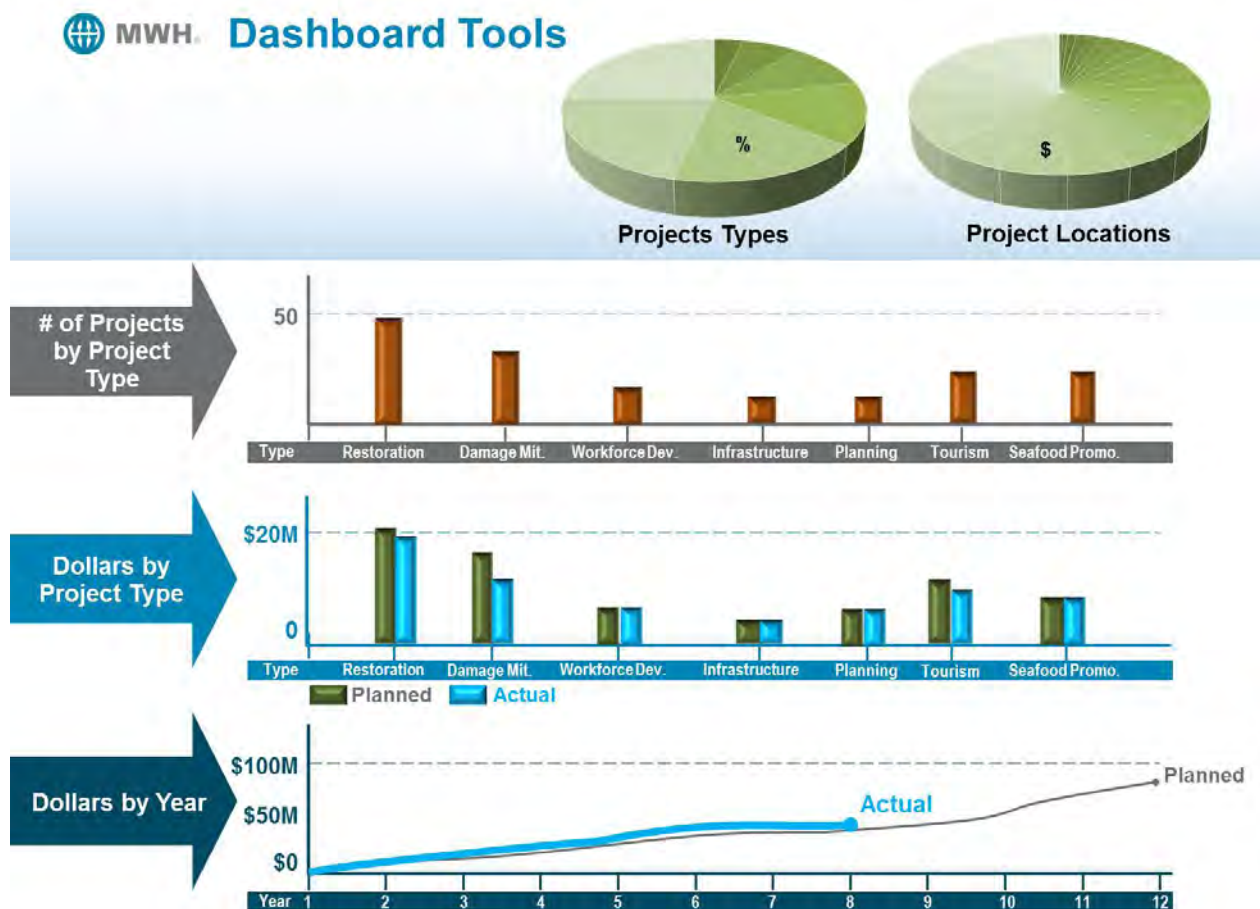
Provide Proven Systems and Tools for Management and Tracking of Funds and Projects

Clear communication and sound management of the planning and implementation process are essential components for a successful SEP. An important element of good communication and management is having proven tools and systems that facilitate the process. MWH uses proven, commercially available tools that assist in presenting information clearly. This will provide

the Gulf Consortium with clear information regarding how the plan is developed and critical management information so that resources required can be identified and federal compliance requirements are met.

Figure A-13 is an example of dashboard tools that can be customized as required by the Gulf Consortium to provide clear information regarding plan progress and management.

Figure A-13: Example Dashboard





Address and Provide Implementation Support to Maximize Success of Gulf Consortium

In the end, it will be whether or not the projects in the plan are implemented that will determine the success of the Gulf Consortium. Implementation management involves a number of activities including identification of resources and systems required for grant management activities, assessment of the capabilities of various entities to implement projects, evaluation of the adequacy of funds for a particular project, financial management of grant funds received, ongoing monitoring of projects funded, and compliance with federal audit requirements.

We will address the key areas required for implementation as part of the SEP development. These key areas include:

- ▶ Staff/resources required for plan management and monitoring
- ▶ Financial monitoring
- ▶ Grant compliance
- ▶ Data management for project team and Consortium
- ▶ Governance/structure alternatives
- ▶ Development of specific areas of responsibility
- ▶ Proper use and management of contract services
- ▶ Providing procedures for all financial and grant fund monitoring and compliance
- ▶ Developing appropriate organization chart and structure necessary to execute program

In the end, it will be whether or not the projects in the plan are implemented that will determine the **success of the Gulf Consortium**

Our team member, Government Services Group (GSG), brings 15 years of experience in providing all of the services the Gulf Consortium requires to implement the SEP from their work with the Florida Governmental Utility Authority (FGUA), which was created in 1999 under the same law (Chapter 163 Florida Statutes) that created the Gulf Consortium. GSG will bring their lessons learned and proven tools and systems for the tracking of funds expended to ensure that the Gulf Consortium is compliant with the legal requirements for the funds received.

Value Added Services

MWH can assist the Gulf Consortium with a number of other value added services should they be requested. Three areas that may be of interest to the Gulf Consortium include small business development in the entire Gulf Coast region or in distressed economic areas, federal agency lobbying and federal funding assistance, and grant application preparation for obtaining other matching funds for projects.

Implemented on a number of other projects, the MWH Small Business Development Program (SBDP) is designed to identify the needs of small service providers and contractors related to growing their business, provide training in business and technical skills, provide bidding and bonding assistance, and qualify subcontractors to succeed as prime contractors on future work. We also offer the Gulf Consortium the services of mCapitol Management, a wholly-owned subsidiary of MWH headquartered in Washington, DC, and a bipartisan firm that provides our clients with unparalleled strategies and successes at the federal, state, and local levels. In addition, the MWH Team can also assist with preparation of grant funding requests for other matching funds in order to free up additional spill impact component dollars to allow other projects to be included in the SEP.

The MWH Team is eager to assist the Gulf Consortium in the delivery of this very important planning effort. We will utilize the previously outlined seven key strategies to meet the Gulf Consortium's scope of work and **deliver a SEP that achieves successful implementation, public support, federal grant compliance, and economic and environmental benefits**. The additional sections of the BAFO discuss the previously highlighted information in much greater detail.

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.

MWH Americas, Inc.

(Firm Name)

BY


(Authorized Representative)

Becky Hachenburg, PE, PMP

(Printed or Typed Name)

ADDRESS 1000 North Ashley Drive, Suite 1000

CITY, STATE, ZIP Tampa, Florida 33602

E-MAIL ADDRESS Becky.J.Hachenburg@mwhglobal.com

TELEPHONE (813) 221-1981

FAX (813) 226-2406

ADDENDA ACKNOWLEDGMENTS: (IF APPLICABLE)

Addendum #1 dated _____ Initials _____

Addendum #2 dated _____ Initials _____

Addendum #3 dated _____ Initials _____



MWH acknowledges acceptance of the minimum specifications and our 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.

10/21/2014

Becky Hachenburg, PE, PMP
Vice President
MWH Americas, Inc.

TAB
B

Strategy/Strategies for Plan Development

TAB B



TAB B

Strategy/Strategies for Plan Development

The RESTORE Act offers a tremendous opportunity for the Gulf coastal counties in Florida to make a significant difference in the restoration of coastal habitats and assist in economic development of the region. The Gulf Consortium was created in response to the RESTORE Act and is the entity in Florida that is responsible for coordinating the effort among the 23 Gulf coastal counties to prepare a State Expenditure Plan (SEP) for the utilization of the Spill Impact Component funds. The SEP will identify the projects that will be prioritized for funding under the Spill Impact Component of the RESTORE Act.

Table B-1: Tab B SEP Elements are Addressed Throughout the Section

Tab B Six SEP Elements	Addressed (page #)
element ①: Coordination of the planning efforts with the funds available e①	B-13 to B-14
element ②: Navigation of the changing regulatory environment e②	B-10
element ③: Generation of broad support for the projects, programs, and activities in the SEP e③	B-10, B-15
element ④: Fostering the positive economic outcomes of the projects, programs, and activities in the SEP e④	B-17
element 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 e⑤	B-14
element ⑥: Establishing systems for management and tracking to assure compliance of legal requirements and maximization of available funds e⑥	B-16



The United States Treasury Department recently issued the Interim Final Rule on the Regulations for the Gulf Coast Restoration Trust Fund. This rule will become final in October 2014. The Treasury rules are an important component of the SEP development process since they outline the requirements that must be met by the Gulf Consortium to receive and spend RESTORE funds, as well as the areas that the SEP must address to be approved for funding.

The Gulf Restoration Council, which will be responsible for allocating the funds for each state's SEP, recently issued its Interim Final Rules regarding allocation of planning funds to the eligible entities under the RESTORE Act. This rule is significant in that it outlines the process that eligible entities, such as the Gulf Consortium, can follow to obtain grant funding for the preparation of the SEP and other required planning activities. The SEP for the Gulf Consortium must meet the requirements of the Treasury Department and the Gulf Council rules.



The Treasury Rules Outline

Trust fund setup and allocations

Eligible activities for funding

Administrative costs and expenses limitations

Record keeping and reporting requirements

Audit requirements

SEP requirements:

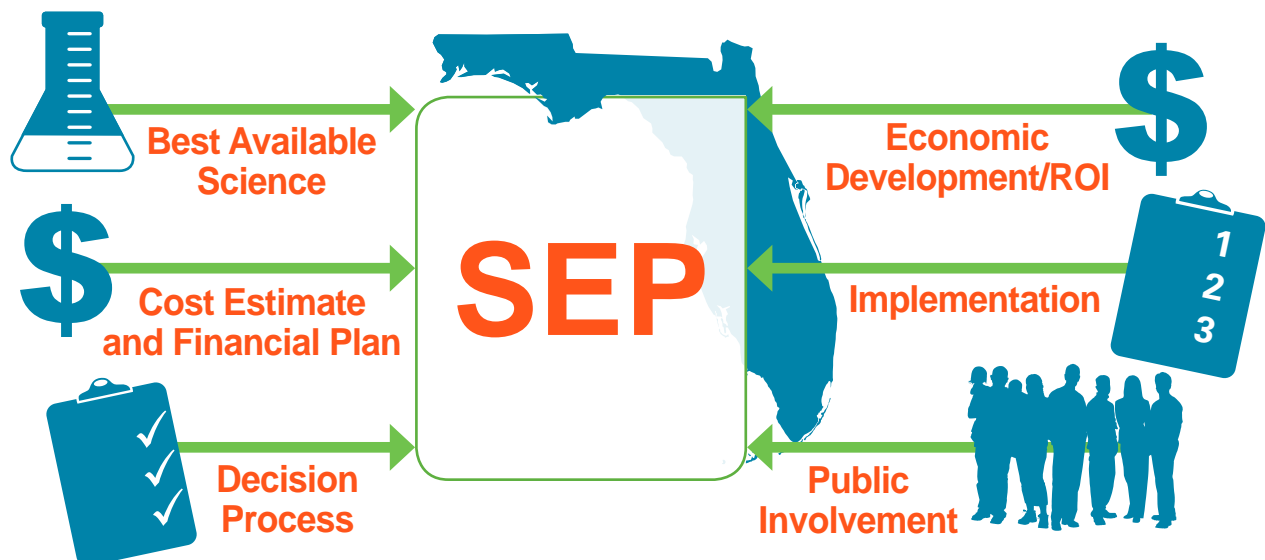
- Consistent with Gulf Council Comprehensive Plan
- Evaluation of activities included in plan
- Assessment of third-party capabilities
- Prevent conflicts of interest in development and implementation of plan
- Public review and comment
- Verify compliance with rules
- Describe each activity in plan (*need for and purpose, eligibility for funding, location, budget, milestones, projected completion dates, criteria to evaluate success, and other funding sources*)
- Describe how the activities in the plan contribute to the economic and ecological recovery of the Gulf Coast
- Verify that no more than 25% of funding is for infrastructure, unless the ecosystem needs of the state are addressed and additional infrastructure is required to mitigate oil spill impacts



The RESTORE Act, Interim Treasury Rule, and Gulf Council Rule require the SEP and any grant application for planning to address the following:

- ▶ **Best Available Science:** This is a key requirement of the RESTORE Act in that entities receiving funds must certify that natural resource protection or restoration projects are based on best available science.
- ▶ **Cost Estimate and Financial Plan:** The budget, milestones, and projected completion dates must be addressed in the SEP.
- ▶ **The Decision Process:** The rules require that the grant application and plan address the processes used to evaluate and select activities in the plan. In addition, the eligibility of projects, their location, and other attributes to be considered must be described.
- ▶ **Economic Development and Return on Investment:** The SEP is required to demonstrate how the activities in the plan will contribute to the overall economic and ecological recovery of the Gulf Coast.
- ▶ **Implementation Ability and Grant Management:** The Interim Treasury Rules require that the SEP assess the capability of third party entities that will implement activities in the plan. The SEP must also address how the success of each activity in the plan will be evaluated. In addition, the Gulf Consortium will be required to track and manage the grant funds received and meet all federal audit requirements.
- ▶ **Public Involvement:** The RESTORE Act requires a certification that projects proposed for funding were selected based on meaningful input from the public, including broad-based participation from individuals, businesses, and nonprofit organizations.

Figure B-1: The SEP Must Address These Key Issues





The MWH Team approach centers around seven key strategies to address these key issues for the preparation of the Planning Grant Application and the SEP. These strategies are:

MWH Team Strategies

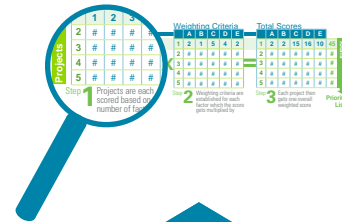
1
Provide a full service team with extensive experience and expertise in all of the critical areas that are required to be addressed by the SEP



2
Focus on key decisions early



3
Utilize a proven project evaluation process



4
Maximize funding provided by leveraging all available funding sources



5
Provide a robust public involvement program



6
Provide proven systems and tools for management and tracking of funds and projects



7
Address and provide implementation support to maximize success of Gulf Consortium





Strategy 1: Provide a Full Service Team that Addresses All Required Areas

The first strategy proposed by MWH is to provide a full service team with extensive experience and expertise in all of the critical areas to be addressed by the SEP. **Figure B-2** shows the MWH Team organization.



Figure B-2: MWH Team Organization

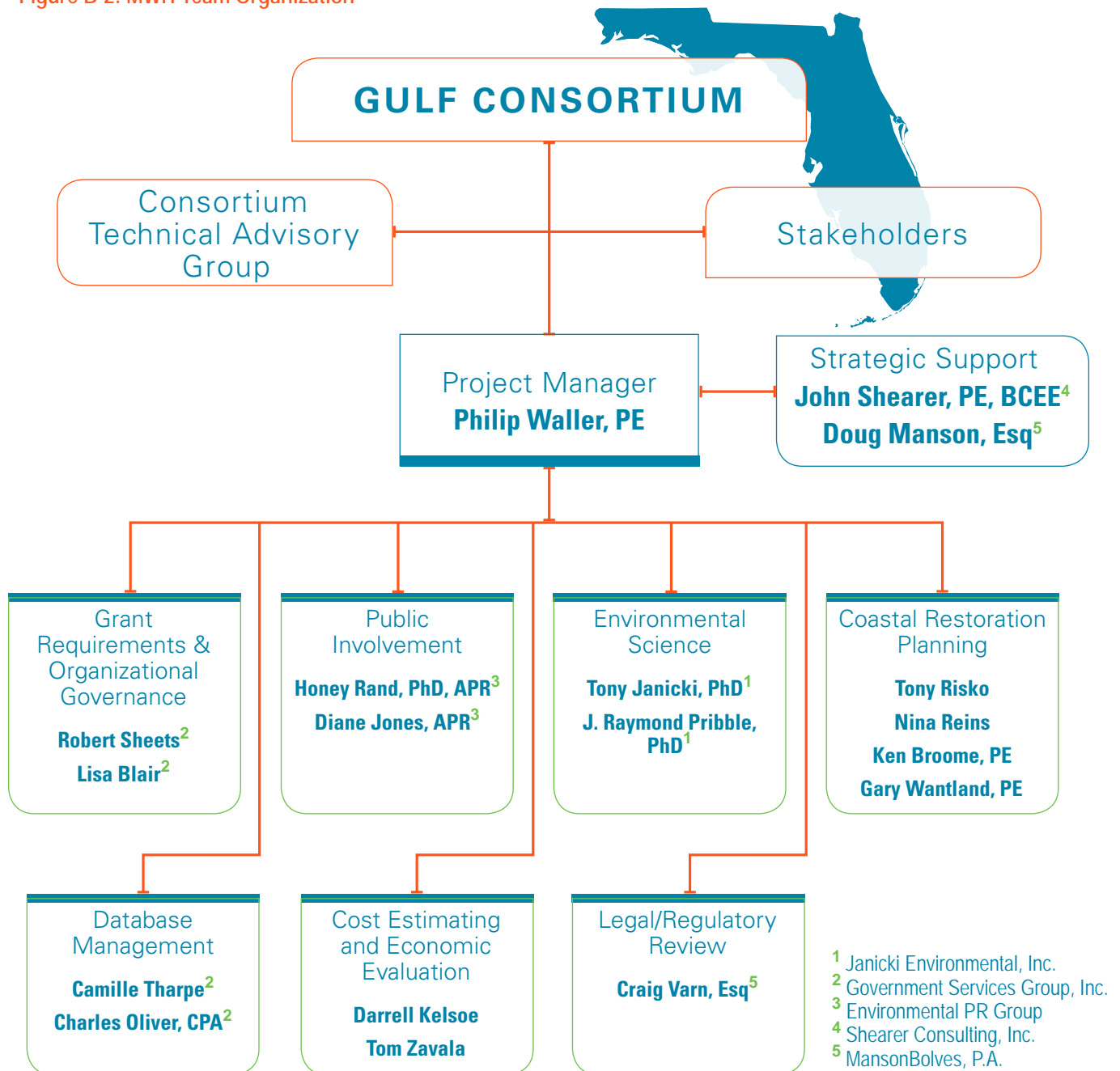




Table B-2 below summarizes the roles and benefit to the Gulf Consortium for each team member.

Table B-2: MWH Team Member Roles and Benefits

Firm and Role	Benefit to Gulf Consortium
MWH Lead Firm, Overall Project Management, Coastal Engineering, Cost Estimating, and Economic Analysis	Global firm with extensive experience in restoration planning, coastal engineering, and cost estimating. Project Manager is a Florida licensed Professional Engineer with over 35 years of experience leading complex planning projects, was principal-in-charge of the Comprehensive Everglades Restoration Program management team, and brings policy level economic development expertise through work on Enterprise Florida Board. The cost estimating, economics, and coastal engineering staff will ensure that costs and ROI are accurately assessed, and that implementation ability and likelihood of success for projects are determined.
Government Services Group (GSG) Grant Management, Organizational Governance, and Database Management	GSG brings specific relevant expertise in setting up and management of Chapter 163 organizations like the Gulf Consortium. This experience will be very valuable to assist the Gulf Consortium and its small staff in meeting all of the federal grant requirements and successfully implementing the program.
Shearer Consulting Strategic Support	John Shearer brings very valuable experience as a former Deputy Secretary of FDEP and will provide strategic counsel to assist in coordination of activities between the Gulf Consortium and FDEP.
MansonBolves Strategic Support and Legal/Regulatory Review	MansonBolves can assist with strategic support and coordination with the executive branch and Governor's office to facilitate approval of the SEP. They bring extensive legal expertise in environmental projects that will ensure that the legal and regulatory requirements are addressed.
Environmental PR Group Public Involvement	The Environmental PR Group is a certified woman owned business that brings extensive experience implementing public involvement programs in Florida and over multiple counties. They are proposing a public involvement program that will be coordinated with other ongoing public input programs, be tailored for the diversity of the region, provide meaningful input that will result in a better SEP, and will provide clear documentation that the RESTORE Act and Gulf Council public involvement requirements are met.
Janicki Environmental Environmental Science	Janicki Environmental brings extensive Florida coastal restoration experience that will ensure that the projects selected for the SEP will meet the Best Available Science requirement. Janicki Environmental has successfully led similar Technical Advisory Committee review processes.

The MWH Team will ensure that all technical and management areas are assessed so that a successful SEP is developed.



Strategy 2: Focus on Key Decisions Early



An essential element of the MWH strategy is to focus on key decisions that need to be made early in the process. This is very important in order to be able to address the RESTORE Act and Gulf Council requirements and to accurately estimate the costs needed to complete the SEP. The Application for a Planning Grant to the Gulf Council will require a description of the proposed process and an accurate estimation of the costs. **Figure B-3** shows the proposed schedule for the SEP development.

This figure shows a two phase approach. Phase 1 is the preparation of the grant funding application and Phase 2 is the completion of the SEP.

Figure B-3: Project Schedule

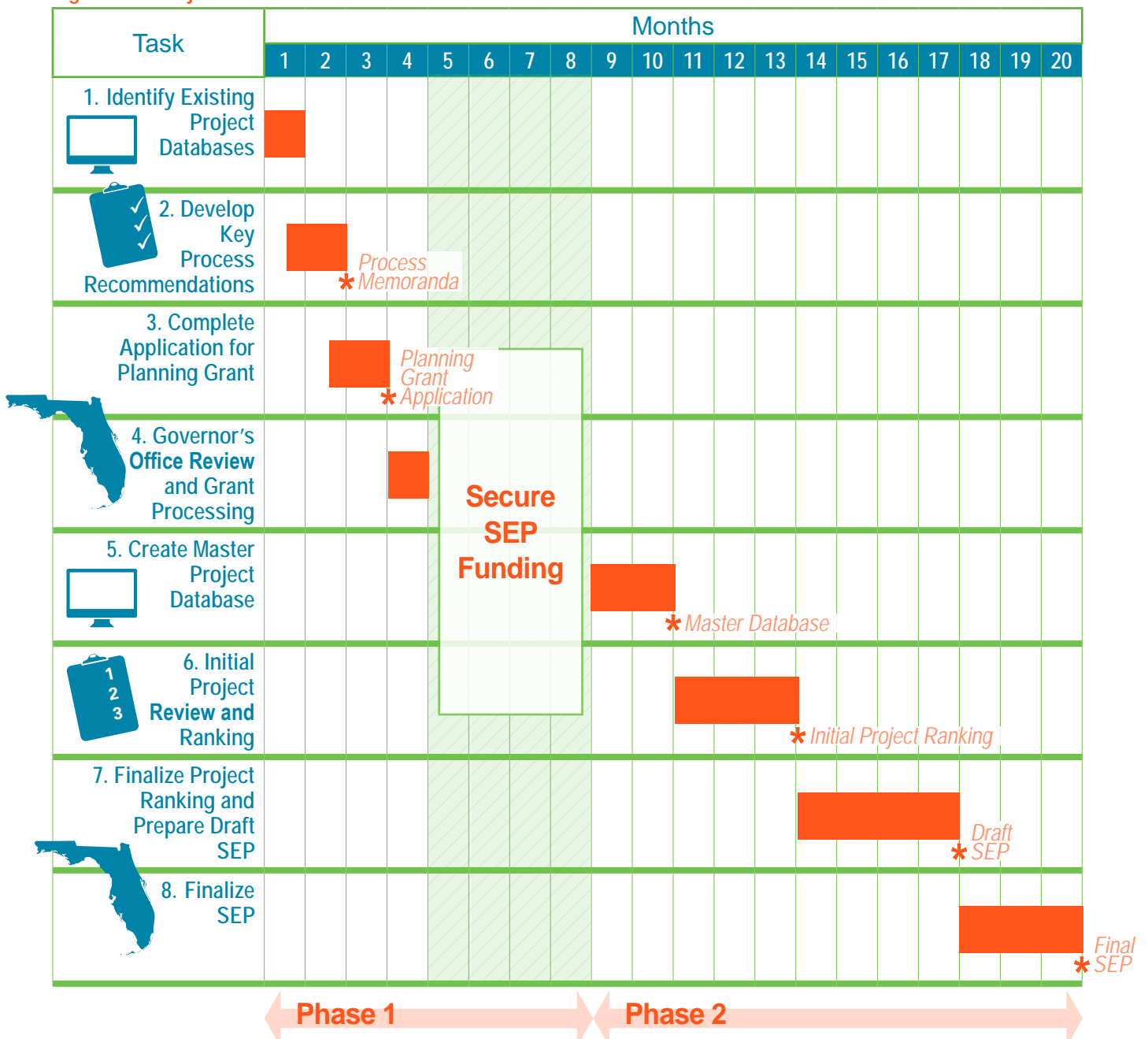
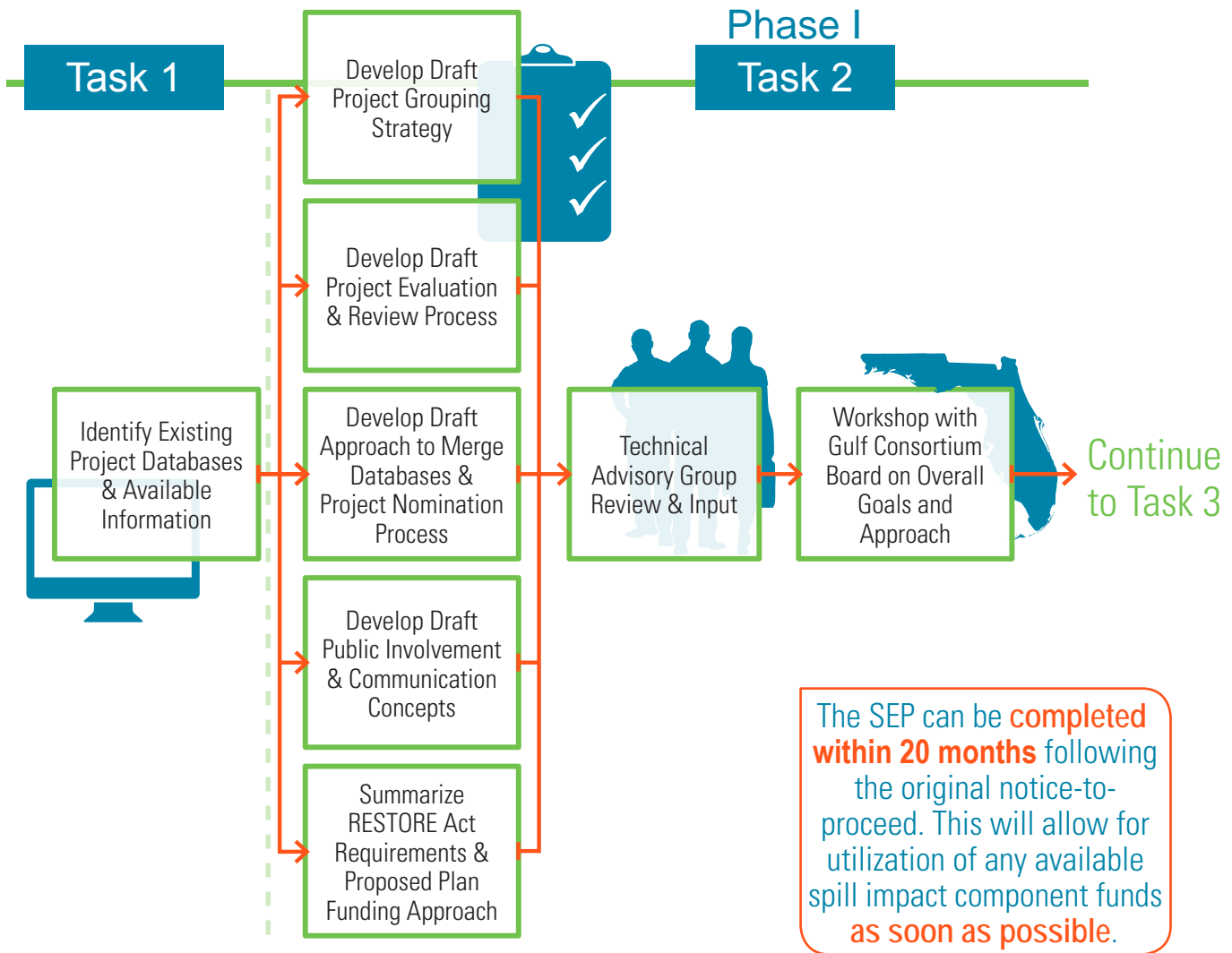




Figure B-4: Key Decisions Will Be Facilitated in Phase 1 to Develop a Complete Funding Plan



The proposed schedule completes the Application for a Planning Grant within 90 days and the SEP within 20 months. The Application for a Planning Grant needs to be a complete document that meets the Gulf Council requirements, outlines the SEP process, and fully identifies the funding required to complete the plan, manage the process, and comply with all federal requirements. In order to accomplish this, a number of key decisions need to be made early in the process. These key decisions need to be agreed upon by the Gulf Consortium members and are shown in Figure B-4.

We recommend that consensus be obtained early on the overall goals for the SEP. This is an important step in order to develop the goals for the diverse region represented by the Gulf Consortium. This will require a workshop with the Gulf Consortium Board where the approach for the SEP will be discussed and the goals for the mix

of project types and geographic diversification of projects need to be discussed. In addition, specific decisions regarding the project grouping strategy, the project review process, the database and project input process, the public involvement and communication approach, and the overall funding strategy need to be determined early in the process in order to accurately define the process and the costs in the Application for a Planning Grant. MWH will work with the Gulf Consortium to facilitate this early decision making that will be essential for the preparation of a complete and successful grant funding application.

The SEP development will begin in Phase 2 after the planning grant funding has been approved and received from the Gulf Council. We estimate that the SEP can be completed within 20 months following the original notice-to-proceed. This will allow for utilization of any available spill impact



component funds as soon as possible. The critical steps to complete the SEP are to create a master project database, perform the project review and evaluation process, and prepare a draft and final SEP. Throughout both Phase 1 and Phase 2, we would have an active public involvement program

to solicit project proposals, obtain input on project ranking and weight criteria, communicate the status of the SEP development, and generate stakeholder support for the SEP and the planning process. Our proposed public involvement program is described in detail in Tab E.

Strategy 3: Proven Project Evaluation Process

The project evaluation process will be a critical element in the SEP development. Our strategy is to use our proven project evaluation process that has been tested on a number of complex planning projects that have involved making decisions among multiple competing project proposals, in a changing regulatory environment, and utilizing extensive stakeholder input.

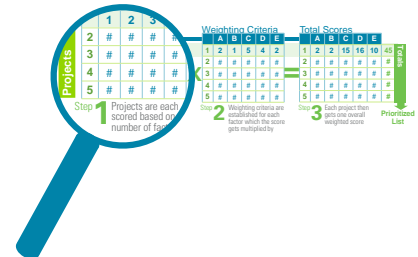
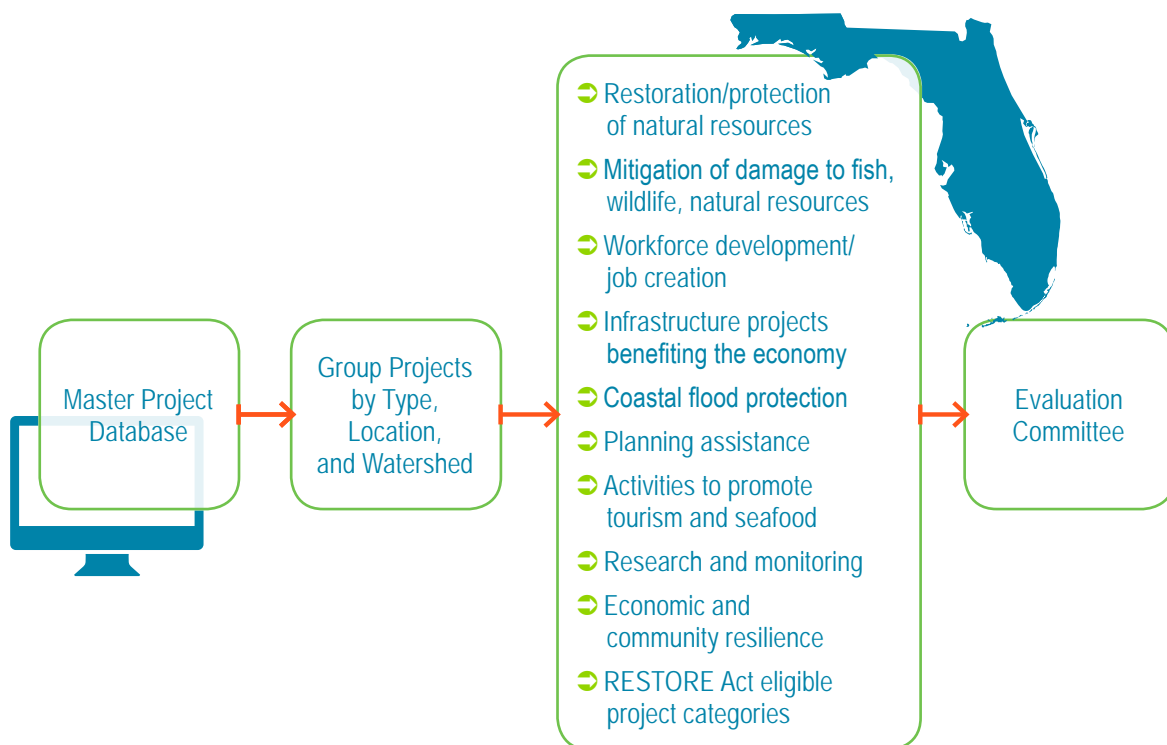


Figure B-5 shows the proposed process. First a master database of project proposals will be created based on projects already submitted and new project proposals that would be solicited through our robust public involvement process. These projects would then be grouped by project type, location, and watershed. The project type categories are proposed to be the specific project types identified

in the RESTORE Act as eligible for funding. This is important in order to document that the projects under consideration, and that ultimately end up in the SEP, are assessed for eligibility for funding under the Spill Impact Component. The projects would then be mapped according to the latitude and longitude coordinates and locations would be grouped by watershed.

Figure B-5: Projects Will be Sorted by Type, Location, and Watershed





We recommend that projects be grouped within watersheds to align with ongoing water quality initiatives at the FDEP regarding Total Maximum Daily Loads (TMDLs) and the Basin Management Action Plans (BMAPs) that are being prepared, or under implementation, to improve impaired water bodies. It also allows the identification of synergies among projects that may deliver a greater benefit to a watershed. This type of grouping will also help in the development of a phasing plan to identify projects that can provide the best impact utilizing grant funds that are currently available and to identify projects that could be part of a subsequent phase once additional grant funds are available. A watershed grouping strategy will also allow better flexibility within the plan to deal with a changing regulatory environment as numeric nutrient criteria get implemented and established and potential changes in the definition of waters of the United States are discussed. e 2

The MWH Team's watershed grouping strategy allows for better flexibility within the plan to deal with a changing regulatory environment

We will utilize information from this initial assessment to provide input to the public involvement team so that specific stakeholders are contacted to submit projects so that a greater range of project submittals can be considered

To illustrate how this process would work, we selected one example watershed—the Choctawhatchee/St. Andrews River watershed. We categorized the projects that have been submitted to date to the FDEP Deepwater Horizon RESTORE Act website

for this watershed according to the ten RESTORE Act eligible categories. Table B-3 shows a summary of the number of projects by category and the total dollars by category. Figure B-6 shows a map of the proposed projects for the Choctawhatchee watershed. Table B-3 and Figure B-6 show that 160 projects have been submitted to the FDEP web site for this watershed totaling over \$2.4B in cost. The majority of the projects submitted to date within this watershed are either a) Infrastructure Projects Benefiting the Economy or Ecological Resources such as reclaimed water and stormwater projects, or b) Restoration and Protection of Natural Resources projects which include land acquisition and habitat restoration projects. There are also projects submitted for the Choctawhatchee watershed that based on their latitude/longitude coordinates plot outside the watershed. Mapping by watershed can identify those projects that may have incorrect coordinates or that are categorized in the wrong watershed. Table B-3 also shows that there are a number of project categories with no projects submitted or very few projects submitted. We will utilize information from this initial assessment to provide input to the public involvement team so that specific stakeholders are contacted to submit projects so that a greater range of project submittals can be considered. Using the master project database and GIS programs, we can prepare easily understandable tables and figures to assist in the project review process and facilitate communication and input from interested stakeholders. e 3



Table B-3: Choctawhatchee-St Andrews River Watershed Projects

Project Category	Number of Projects	Total Cost
Infrastructure Projects Benefitting the Economy or Ecological Resources	63	\$631,270,349
Mitigation of Damage to Fish, Wildlife, and Natural Resources	9	\$232,627,740
Planning Assistance	9	\$27,182,500
Research and Monitoring	8	\$8,618,100
Restoration and Protection of Natural Resources	68	\$1,538,879,579
Activities to Promote Tourism and Seafood	3	\$3,681,250
Implementation of a Federally Approved Management Plan	0	\$0
Workforce Development/ Job Creation	0	\$0
Coastal Flood Protection	0	\$0
Economic and Community Resilience	0	\$0
Total:	160	\$2,442,259,518

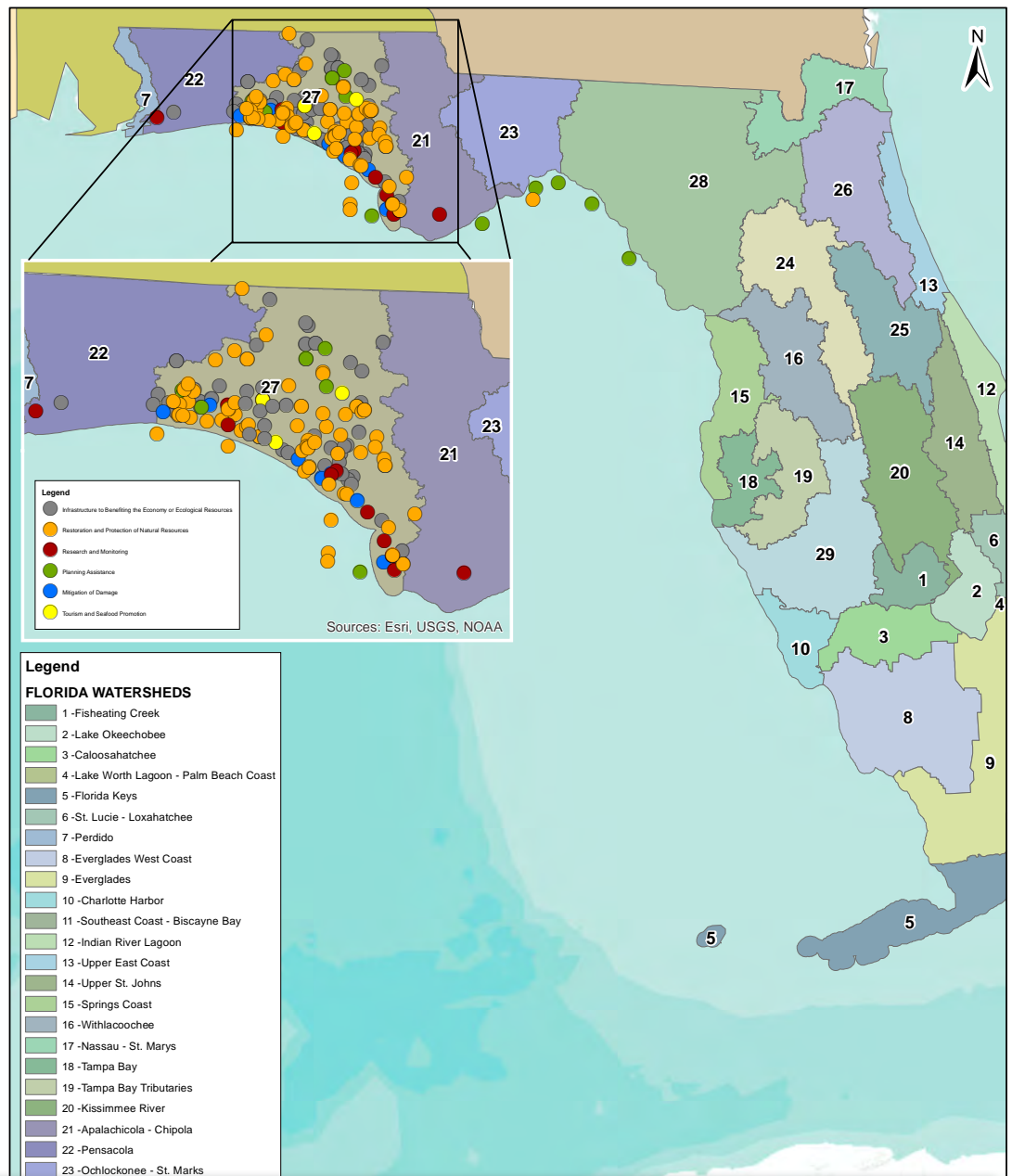


Figure B-6: FDEP Website
Project Listing

State of Florida Deepwater Horizon Project Proposals									
Project Number	Geographic Region	Confirmation Number	Project Type	Project Title	Abbreviated Project Description	Watershed	Florida Counties	Estimated Cost	Submitted By
4	Panhandle	4-021813	Infrastructure to Benefit Economy or Ecological Resources	Choctawhatchee-Pea Basin Unpaved Road-Stream Crossings Assessment and Treatment System (CATS) Demonstration Project	The proposal is that the Crossing Assessment and Treatment System (CATS) be implemented to demonstrate the uses and benefits of an innovative approach to developing treatment alternatives for maintaining unpaved road crossings. This technology utilizes resource data and on-site investigations to formalize customized solutions that offer combinations of best practices to target and cost-effectively resolve site-specific problems.	Choctawhatchee-St. Andrews Rivers	Bay Holmes Jackson Okaloosa Walton Washington	\$110,300	Science Applications International Corporation (SAIC)
6	Panhandle	6-022013	Research and Monitoring	Spatial ecology and habitat use of loggerhead turtles in the northern Gulf of Mexico	1). Satellite and acoustic telemetry data for adult and juvenile loggerheads will be analyzed to identify their movement corridors and foraging locations, 2). Genetic analyses will be conducted to determine genetic origins of juvenile loggerheads using NW Florida coastal habitat, 3). Ocean models will be used to define hatchling dispersal from nesting beaches in the northern Gulf of Mexico, and 4). Surface drifters will be deployed in the northern Gulf to further refine and validate ocean models.	Choctawhatchee-St. Andrews Rivers	Bay Gulf and throughout Gulf of Mexico	\$1,740,000	US Geological Survey, SE Ecological Science Center
10	Panhandle	10-030513	Restoration and Protection of Natural Resources	Beach Nourishment--Dredging--Emerald Coast	Dredging and Beach Accretion--Restoration along the eroded beaches.	Choctawhatchee-St. Andrews Rivers	Okaloosa, Walton	\$75,000,000	Community Association Presidents of the Emerald Coast (CAPEC)
11	Panhandle	11-030813	Planning Assistance	City of Niceville, Florida: Stormwater Master Plan and Boggy Bayou Restoration Plan Implementation	The proposed project is to complete the City of Niceville's existing plans for comprehensive stormwater management and surface water and habitat restoration to improve existing and maintain future surface water quality in Boggy Bayou, Choctawhatchee Bay and the Gulf of Mexico. The City is proposing the completion of projects which have been specifically identified as necessary components in its "Stormwater Management Needs Assessment", "Niceville Stormwater Master Plan", "The Stormwater Facilities Plan", and the completed Boggy Bayou Restoration Plan, 2007, prepared for the State of Florida. The City has taken a full watershed approach and proposes to enhance all related environmental/water quality conditions in the northwestern segment of Choctawhatchee Bay.	Choctawhatchee-St. Andrews Rivers	Okaloosa	\$11,157,500	The City of Niceville
18	Panhandle	18-031213	Restoration and Protection of Natural Resources	Bear Creek Forest	The project consists of approximately 100,424 acres in Calhoun, Bay and Gulf counties, Florida. The landscape consists of mostly off-site pine plantations interspersed with disturbed wet prairies and forested wetlands, as well as several upland forest types. Acquisition of the project would help establish a proposed system of natural areas forming a significant corridor connecting State and Federal conservation lands in the central Florida panhandle.	Choctawhatchee-St. Andrews Rivers	Bay, Calhoun, Gulf	\$165,000,000	TNC
25	Panhandle	25-031213	Restoration and Protection of Natural Resources	Bear Creek Forest	The Bear Creek Forest project (100,461 acres) comprises a significant portion of the watershed flowing into Apalachicola and St. Andrews Bays on the Gulf of Mexico. The project is located within several regional priority areas, including the Bear Creek Florida Forever project, the northwest portion of the Florida Ecological Greenway Network, the Florida National Scenic Trail, and a Department of Defense (DOD) buffer area. As such, the property provides key habitat for Florida black bear, numerous wading birds, and a variety of imperiled plant and animal species.	Choctawhatchee-St. Andrews Rivers	Calhoun, Bay, Gulf	\$160,000,000	The Conservation Fund



Strategy 4: Maximize Funding Provided By Leveraging All Available Funding Sources

An important part of the SEP process is to coordinate the planning efforts based on the funds available and to leverage funds from other State and Federal programs with the Spill Impact Component funds. Our strategy will be to maximize the funding available to the Gulf Consortium by development of a flexible plan that can be phased to accommodate anticipated future funds and by leveraging all available funding sources. The master project database allows for sorting of projects by type and location which will assist in identification of potential funding sources for the proposed projects. **e1**

Figure B-7 shows the range of funding sources available for each project type. This figure shows that it will be important to coordinate between the Bucket 1 Direct Component funds and the Bucket 3 Spill Impact Component funds since these two funding streams fund the same kinds of projects.

This can be accomplished by working closely with the individual counties as they develop their Multi-year Implementation Plans (MYIP) for their Direct Component funds.

Projects that are selected by the individual counties for their MYIP can be removed from consideration in the SEP. It can be expected that the Spill Impact Component projects will be more regional in their impact and be watershed based projects since they will be part of an overall state plan. The project evaluation process to select the SEP projects is described in Tab D of this BAFO in more detail.

Many of the projects proposed and ultimately selected for inclusion in the SEP would also be eligible for matching grants from other funding sources such as Community Development Block Grants, Water Management District grants, National Estuary Program Grants, and other

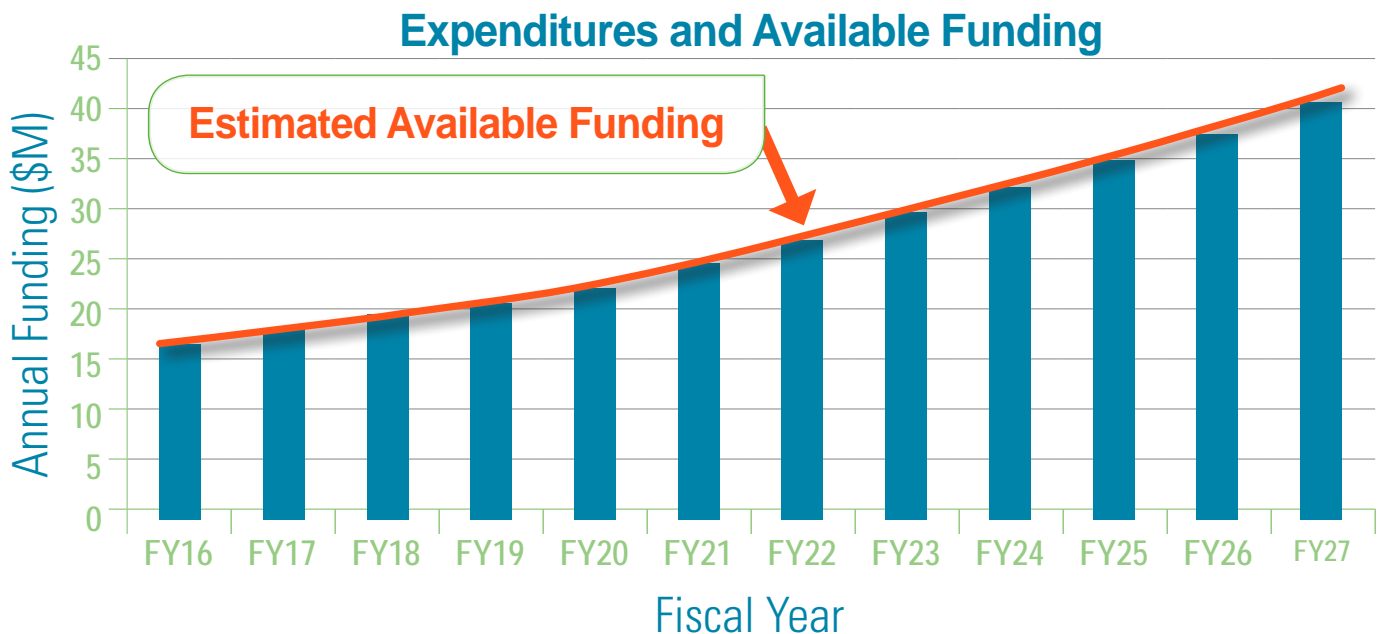


Figure B-7: Funding Sources Available

Natural Resources: Restoration & Protection	✓	✓	✓	✓	✓			✓
Natural Resources: Mitigation	✓	✓	✓	✓	✓			✓
Federally Approved Management Plan Implementation			✓		✓			✓
Workforce Development/Job Creation			✓		✓			✓
Infrastructure: Economic & Ecological			✓		✓			✓
Flood Protection			✓		✓			✓
Administrative/Planning Assistance			✓	✓	✓			✓
Promotion: Tourism			✓		✓			✓
Promotion: Seafood			✓		✓			✓
Research/Monitoring						✓	✓	✓
Economic/Community Resilience				✓				✓
			Local	GCERC	Consortium	Research	Research	
	NRDA	NFWF	BUCKET 1	BUCKET 2	BUCKET 3	BUCKET 4	BUCKET 5	OTHER
			RESTORE Act					



Figure B-8: Projects Can be Planned to Meet Funding Available



funding sources. MWH will identify these other potential funding programs that could be used and provide a quantification of the potential funding leverage that could be obtained and include this analysis in the SEP. We will prepare a table that summarizes the projects selected and identify for each project other potential funding sources that could be leveraged for their implementation. Tab H describes our approach to leverage available funding sources in more detail.

Another important funding consideration is to provide flexibility in the planning process to phase the SEP to allow for expenditure of funds already in the Trust Fund while considering future funds that will become available once ongoing litigation is concluded. The master project database allows for projects to be phased to match existing grant funds, and scenarios can be developed to sequence additional projects for anticipated future grant funds that will be available once ongoing legal

proceedings are concluded. Figure B-8 shows how a funding plan can be developed by preparation of a phasing strategy to match the existing and potential future funds.

MWH will identify other potential funding programs that could be used and provide a quantification of the potential funding leverage that could be obtained and include this analysis in the SEP.

The MWH Team will prepare an information packet that can be distributed to the stakeholders that have submitted projects that are not included in the SEP that outlines the other available funding sources and how to get information on these sources and their requirements.

Not every project proposed for funding by the many stakeholders in the process will get selected for the SEP. This does not mean that a project that is not selected is not a good project. There are many factors involved in the project selection process. The master project database can be used to identify those projects not selected for the SEP, and the submitting entity can be contacted to inform them that while their project was not selected for the SEP, there are many other funding streams that could be utilized for implementation funding. We will prepare an information packet that can be distributed to the stakeholders that have submitted projects that are not included in the SEP that outlines the other available funding sources and how to get information on these sources and their requirements. e5



Strategy 5: Robust Public Involvement Program

Building partnerships with the different stakeholder groups involved in existing programs will help build broad based support for the SEP

Public Involvement is an essential part of the SEP development. There are a number of organizations

that have been actively following the Gulf of Mexico restoration and RESTORE Act process and have been involved in submitting project proposals. These organizations will want to be involved in the planning process. In addition, it is also a requirement of the RESTORE Act to provide for public input to the process. **A well thought out public involvement program will not only meet the Treasury Rule and Gulf Council requirements, but also provide meaningful input so that informed decisions are made that will provide the most impact to the Gulf region and public support is obtained for the program.**

It will be essential for the project team to be able to describe the science in clearly understood terms to best engage the public.

Our approach to public involvement is based on conducting a number of other successful public involvement efforts. There are three main attributes to our recommended public involvement program: Efficiency, Collaboration, and Transparency.

A number of activities are ongoing related to coastal restoration associated with oil spill funds. Individual counties are beginning the process to prepare the multi-year implementation plans, the FDEP is preparing project proposals to submit for Gulf Council

funding, the National Fish and Wildlife Foundation is funding Gulf restoration projects, and various non-government organizations are soliciting project

ideas and preparing watershed plans. It would be prudent for the Gulf Consortium to coordinate public involvement efforts with these other ongoing activities. There are opportunities to realize some efficiency in the program by coordinating efforts and using common tools and channels to communicate.

Collaborating with other ongoing public involvement programs offers other advantages in addition to efficiency. Building partnerships with the different stakeholder groups involved in existing programs will help build broad based support for the SEP. This support will be developed by working with the various groups and communicating the benefits to be created for the environment and the economy as a result of the implementation of the SEP.

A successful public involvement program is also transparent. It is very critical that the input received is organized and accessible to interested parties, that the opportunities for input are clearly presented and explained, and that the process is documented.

A commitment to transparency will build trust, generate the input necessary for a successful plan, and facilitate the compilation of the public input documentation required by the RESTORE Act. **e3**



Efficiency

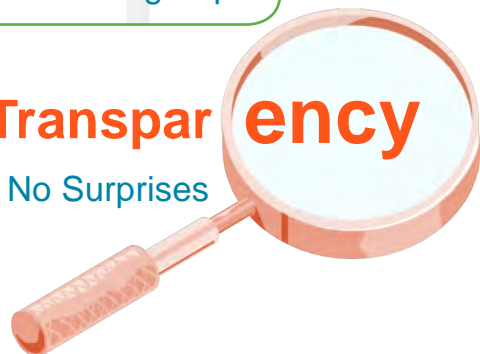
- Use what's available
- Tools and channels to communicate
- Project databases
- Engage existing and interested groups

Collaboration

- Inform and engage Gulf Consortium member governments
- Partnerships with stakeholders
- Partnerships with the public

Transparency

- No Surprises





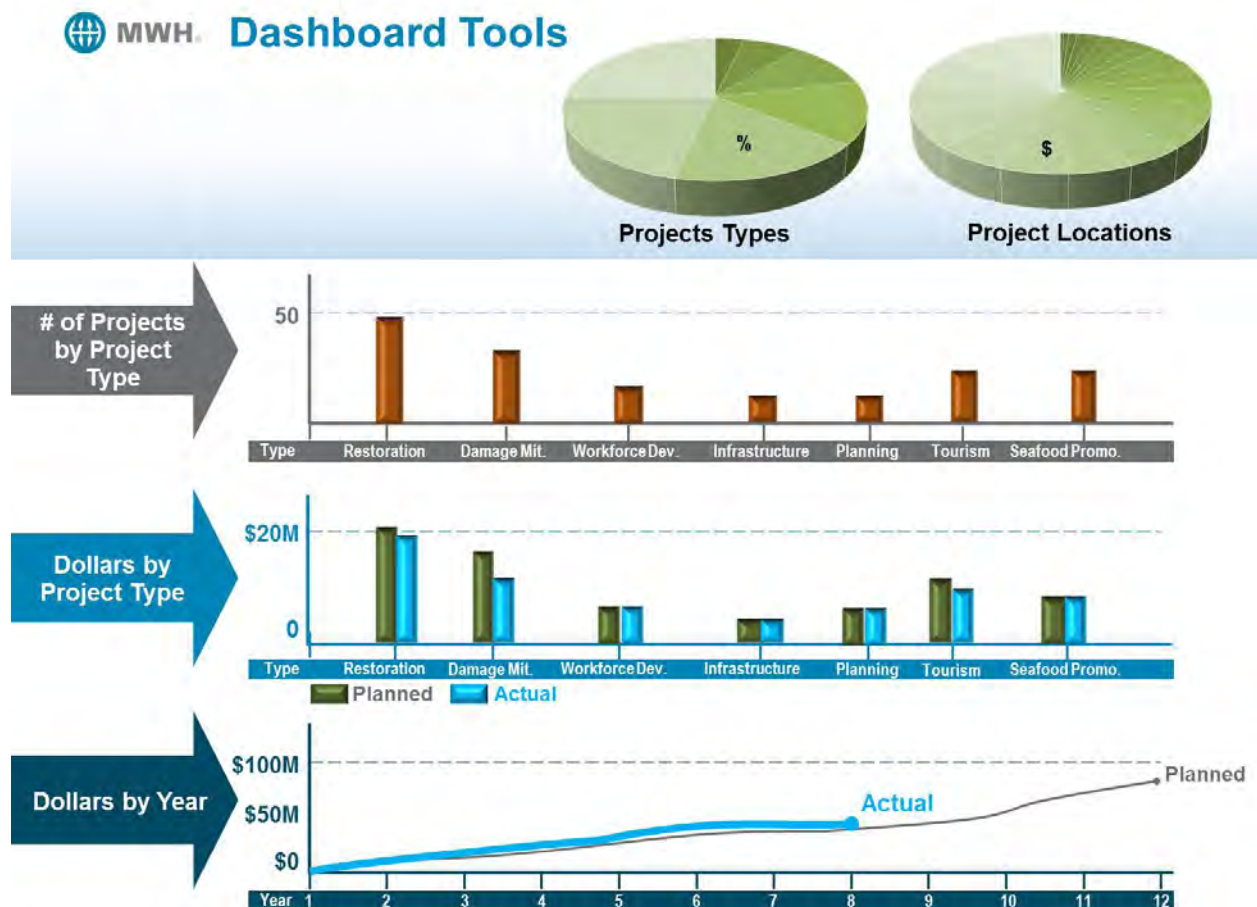
Strategy 6: Provide Proven Systems and Tools for Management and Tracking of Funds and Projects



Clear communication and sound management of the planning and implementation process are essential components for a successful SEP. An important element of good communication and management is having tools and systems that facilitate the process. MWH uses proven, commercially available tools that assist in presenting information clearly. Using commercially available software instead of proprietary software means that the Gulf Consortium will be provided the latest data management tools with a standard license arrangement. One useful tool is to develop a management dashboard that can be effective for communication and management.

Figure B-9 shows an example dashboard that summarizes the number of projects recommended in the plan by project type, the amount of funding by project type, and the projected expenditure by year. This dashboard can be customized as required by the Gulf Consortium, and will provide clear information regarding how the plan is developed and critical management information so that resources required can be identified and federal compliance requirements are met. e6

Figure B-9: Example Dashboard





Strategy 7: Address and Provide Implementation Support to Maximize Success of Gulf Consortium

The final strategy is to address implementation as part of the planning process and provide support to the Gulf Consortium to ensure success in plan implementation. In the end, it will be whether or not the projects in the plan are implemented that will determine the success of the Gulf Consortium. Implementation management involves a number of activities including identification of resources and systems required for grant management activities, assessment of the capabilities of various entities to implement projects, evaluation of the adequacy of funds for a particular project, financial management of grant funds received, ongoing monitoring of projects funded, and compliance with federal audit requirements. MWH Team member Government Services Group (GSG) brings very relevant expertise to assist the Gulf Consortium in implementation. GSG has successful experience in implementing Chapter 163, Florida Statutes—organizations like the Gulf Consortium—and are very familiar with the requirements of the Interlocal Act through their work with the Florida Government Utility Association (FGUA)—one of the only other Chapter 163 organizations in the State of Florida, and the largest special purpose government organization in the state. GSG brings proven tools and systems for the tracking of funds expended and will assure that the Gulf Consortium is compliant with the legal requirements for the funds received.

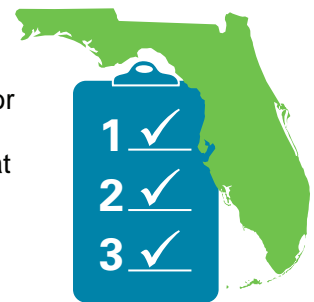
GSG brings proven tools and systems for the tracking of funds expended and will assure that the Gulf Consortium is compliant with the legal requirements for the funds received.

The key areas required for implementation as part of the SEP development that we address include:

- ▶ Staff / resources required for plan management and monitoring
- ▶ Financial monitoring
- ▶ Grant compliance
- ▶ Data management for project team and Consortium
- ▶ Governance / structure alternatives
- ▶ Development of specific areas of responsibility
- ▶ Proper use and management of contract services
- ▶ Providing procedures for all financial and grant fund monitoring and compliance
- ▶ Developing appropriate organization chart and structure necessary to execute program

The MWH Team will also assist in fostering the positive outcomes of the SEP projects in the implementation phase. Areas where our team can assist in fostering the positive outcomes of the SEP can involve a wide range of potential activities, including grant management to ensure compliance with expenditure of funds, maintenance of public communication portals to communicate the status of project implementation and individual project successes, and involvement in review of monitoring information to evaluate whether or not a project meets its intended goals and providing input on potential adaptive management strategies that would enhance project success. Other value-added services can also be provided to foster positive outcomes in the project implementation to include creation and management of small business development programs to improve economic outcomes in economically depressed regions e⁴ and preparation of grant funding requests to facilitate receipt of other non-RESTORE Act funds to better leverage overall SEP funding as described in Tab J of this BAFO.

The MWH Team will also assist in fostering the positive outcomes of the SEP projects in the implementation phase.





These seven elements of our strategy will ensure that a SEP is prepared that will be approved by the Gulf Council, will ensure that the Gulf Consortium meets its grant requirements and needs, will be implementable, and will have broad public and stakeholder support.

TAB
C

Project Nomination Process

TAB C



TAB C

Project Nomination Process

The project nomination process for the SEP must include compiling existing project databases with an open submittal process for additional project ideas. This open process is critical to meet RESTORE Act and Gulf Council requirements, and to demonstrate transparency to the public and key stakeholders. An additional benefit of combining existing project nomination databases is that it provides the Gulf Consortium members and the State of Florida agencies the benefit of organizing the entire portfolio of potential restoration and economic development projects in such a way as to maximize the RESTORE Act funding and other funds received.



Approach

A **robust process** that incorporates compiling existing project databases with an open submittal process for additional project ideas is critical to **meet RESTORE Act and Council requirements and to demonstrate transparency to the public and key stakeholders.**

Figure C-1 shows the MWH Team approach for the project nomination process. A **key component** of our proposed approach is to establish an interactive web portal that would allow for submittal of new project ideas. **Figure C-1** illustrates the connection for the new project submission web portal that would be linked to other restoration project sites so that interested public and other stakeholders can examine project details across all sites to get ideas for concepts or to see if their project has been submitted to another site. Tab E explains in greater detail how the MWH Team proposes to engage the public and other stakeholders so that a robust communication and public involvement effort that meets the requirements of the RESTORE Act, the Council, and the Gulf Consortium's goals is completed.

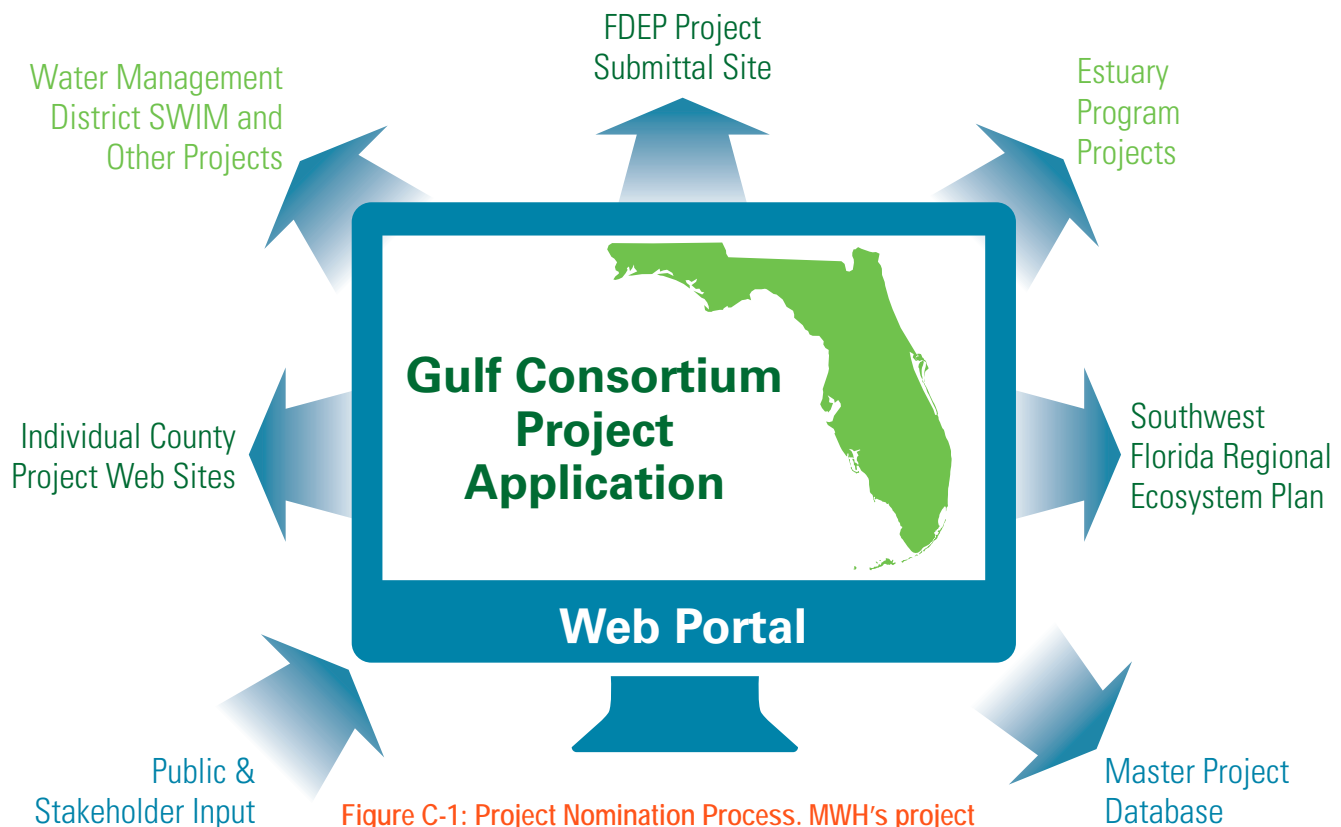


Figure C-1: Project Nomination Process. MWH's project nomination approach provides an interactive connection with every web-based restoration site to maximize integration to support effective project nominations.

The new project submission form will be in an electronic and hard copy format that will be similar to the FDEP form since over 1,200 projects have already been submitted using this form. Using a form similar to the FDEP submittal form on the Gulf Consortium web portal offers three main benefits:

1. Similar format allows creating a master project database easier. The FDEP project database currently has over 1,200 projects. Using a similar format will make merging new concepts easier. **Figure C-2** shows the location of the projects that have been submitted to FDEP already for RESTORE Act funding consideration. This figure shows that the projects span the entire Florida Gulf coastal area.
2. Many of the key project evaluation criteria that are important for prioritization of projects are specified including: project location with watershed, latitude, longitude, and parcel number; project description information; estimated project costs with a breakdown by cost category; identification of other funding; technical feasibility discussion; a section on how the proposed project conflicts or complements existing state or local objectives; how the project complies with federal, state, local, and tribal laws and regulations; readiness for implementation; environmental benefits; economic and social benefits; how the project would assist in enhancing the community's resilience; any known community opposition of acceptance; and any additional relevant information.
3. Many of the separate County project forms are modelled after the FDEP form and have similar information categories that will streamline the information merging process.



Table C-1 shows the main elements included in the current FDEP project submittal form and suggested additions. We propose that the electronic form be augmented in certain sections such as requesting some specific information under the Technical Feasibility section that addresses whether or not Best Available Science has been utilized to develop the project concept, we would expand the Public Acceptance section to request information on any public or other stakeholder outreach that has been conducted, and we would request information regarding any proposed ongoing monitoring to evaluate the project success or to incorporate any adaptive management techniques. The other categories on the existing FDEP form provide the essential information regarding regulatory feasibility, implementation ability and readiness, environmental benefit, cost, and public acceptance.

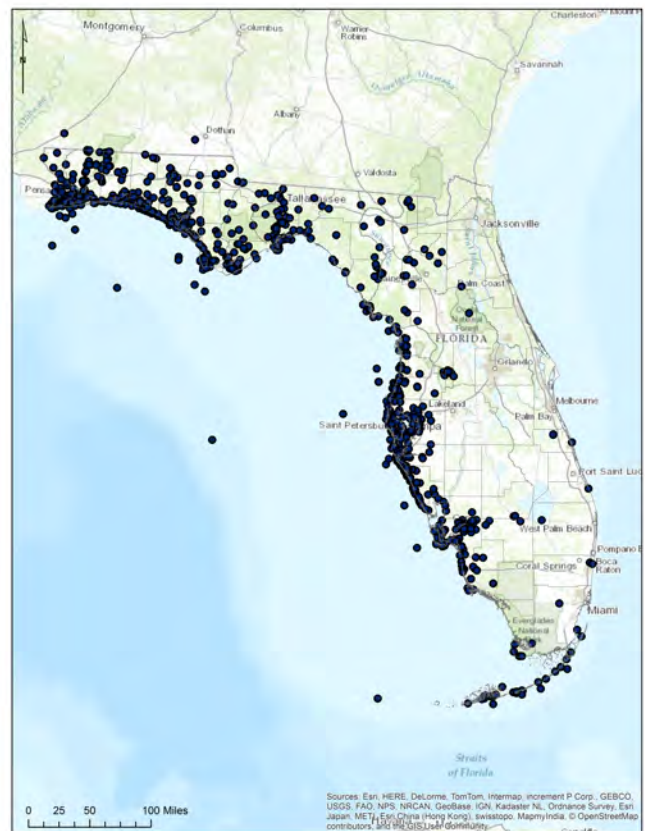


Figure C-2: Location of Projects Submitted to FDEP for RESTORE Act Funding.

Table C-1: Main Elements Included in Current FDEP Project Submittal Form and Suggested Additions

Category	Suggested Additions/Clarifications
Project Name	No changes
Project Description	Add description of type of information to be included
Estimated Project Costs	Add request for reference source for cost information
Other Funding	No changes
Technical Feasibility	Add request for Best Available Science support and documentation
Conflicts or Complements to Existing Efforts	No changes
Complies with Federal, State, Local, and Tribal Laws/Regulations	Add request for description of regulatory assessments or permits applied for or granted
Readiness for Implementation	No changes
Environmental Benefits	Add request for description of any proposed ongoing monitoring or adaptive management
Economic and Social Benefits	Add request for description of any return on investment analyses
Community Resilience	No changes
Public Acceptance	Add request to provide a summary of any public involvement or outreach efforts conducted
Additional Information	No changes
Cost Appendix	No changes



The solicitation of project proposals will be a core early element of the public involvement process. The MWH Team will utilize a number of existing and new communication avenues

to request project proposals to ensure that a wide range of project proposals that are eligible for RESTORE Act funding are received. For example, existing web portals such as the FDEP Deepwater Horizon web site, the web sites for non-governmental organizations active in the coastal restoration process such as the Nature Conservancy and Audubon, and various County web sites that are soliciting project proposals will be linked to the Gulf Consortium web portal and the master project database. These web portals contain a number of restoration and infrastructure projects already. However, to ensure that job creation and workforce development proposals get considered and included in the process, we will include links to regional and statewide economic development portals and meet with and create a web portal interface with the State of Florida workforce development agency CareerSource Florida. We will also hold public meetings, have announcements published in various newspapers and newsletters requesting project proposals, and meet with and perform outreach to targeted stakeholders that represent interests in other eligible funding categories for the Spill Impact Component funds. The project solicitation process will be robust in

The solicitation of project proposals will be a core early element of the public involvement process

order to develop the full range of project proposals. Tab E of this BAFO describes the public involvement program and the project solicitation process in more detail.



Master Project Database

A second element of our Project Nomination approach is the establishment of a master project database. The

creation of a master project database is essential to be able to query and sort projects. A database also allows for sorting of submitted project concepts to determine the best funding source in order to maximize the amount of RESTORE Act funding and other available funding dollars for restoration projects. Figure C-3 illustrates how the web portal concept can be used in reverse to merge the project concepts from all of the different databases into a master database. We would utilize commercially available software such as Access for the master project database. The master database also allows for easy updating, review, and tracking of potential project concepts and can be updated as funding source and available funding amount information changes.

The master database also allows for easy updating, review, and tracking of potential project concepts and can be updated as funding source and available funding amount information changes.



Figure C-3: Master Project Database Process. The robust master database developed by MWH will allow merging all projects identified into a single location.

The master database will provide a robust tool that can be used for the following benefits:

1. The ability to quickly combine projects by watershed to identify certain project groups that are more attractive for RESTORE Act Bucket 1 or 2 funds that would free up funding capacity in Bucket 3 for other projects.
2. The database will allow for sorting by any project type, facilitating identification of which of the RESTORE Act funding buckets would be most suitable for a particular project. In addition, the ability to sort projects by category and location facilitates the discussion regarding appropriate policy decisions that need to be made regarding general guidelines for sorting of project by funding category whether using RESTORE Act funds or other sources.
3. The common database allows for each project to be evaluated in a similar manner so that it can be demonstrated that a fair and consistent prioritization is used.



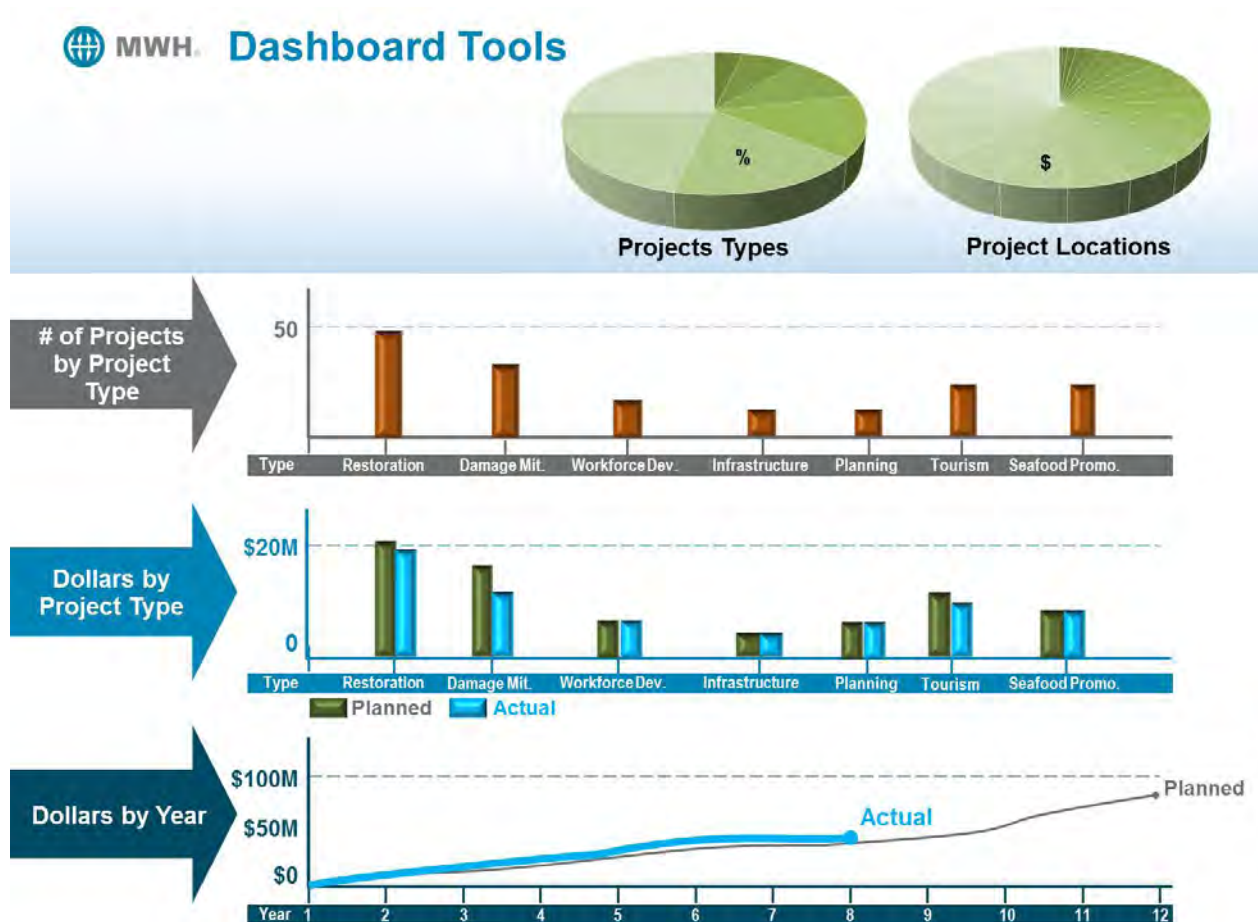
4. Review and tracking of projects and regular updates regarding project status including funding decisions can be performed by linking the master project database with an agreed upon reporting format. This format can be a dashboard format such as shown in Figure C-4 that could be linked to back up spreadsheets with more detailed financial or other information.



5. To function as an interactive electronic tool that will be used to interface with excel and graphical tools to sort projects to be able to develop a recommended list that fits within available funding and potential future funding.



Figure C-4: Example MWH Dashboard Interface Format



The process for the initial population of the Master Database is very similar to populating the data and tables in a relational data warehouse. The same Extract, Transform, and Load (ETL) tools used for data-warehouse loading can be used to populate or batch load the master database. Many database implementations use either standard ETL tools or tools derived from ETL tools. A typical master database merging and development process involves the following steps:

1. Extract the data from the source system.

This step is used to compile the information from all of the linked web portals and should be done one source at a time, to make things easier. This is basically a batch operation, so many tools will extract into a flat file, while others will extract directly into the ETL pipeline.

2. Transform to the master database model.

In order to create a common database from different data sources, a data model will be created along with mapping from each source to the common database model. This step in the process makes the necessary changes to transform the master-data entity from each data source to the master database data model. This is a standard ETL process that might include changing column names, changing field sizes, changing specific formats such as telephone numbers and addresses to match the standard formats for the master database, combining columns into a single column, and parsing a single column value into multiple columns.



- 3. Check for duplicates.** It is both the hardest and most important part of populating the master database model. This is a critical step in the process because it is expected that by combining data from various different web portals there will be duplicate project proposals. If you want a single view of your combined data, records describing the same project entry must be combined into a unique record for each unique project; multiple versions of any record should be stored in the version history.
- 4. Load the master database.** This step involves adding any new data records from the public solicitation process that are not already in the master database. This involves inputting the data into the correct tables of the database from the project solicitation form via an electronic load process. This electronic load process must check the business rules for any new entries to ensure that no project duplicates are uploaded and that all of the correct information is provided. If the business rules can't resolve the conflict, the incoming record will be put on a queue for manual processing.

The database will be designed to **maximize user accessibility** with pull-down forms and will serve as a **ready source of information**

The MWH Team has developed and maintained similar web-based database applications for clients across Florida, with a long history of working with local governments and municipalities in 21 of the 23 counties affected using tools and applications developed internally to work with client provided data. The team has developed data management tools that provide the ability to parse and analyze data from the 23 different counties and other sources in conjunction with other data. All of this data in a multitude of formats is then imported into a central database system using the specialized tools we've developed. From within, the database team can perform detailed analyses, apply rules and calculations, develop reports, generate notices and extract data exports for the Gulf Coast Consortium and the SEP. In addition, the database will be designed to maximize user accessibility with pull-down forms and will serve as a ready source of information.



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TAB
D

Project Evaluation Process

TAB D



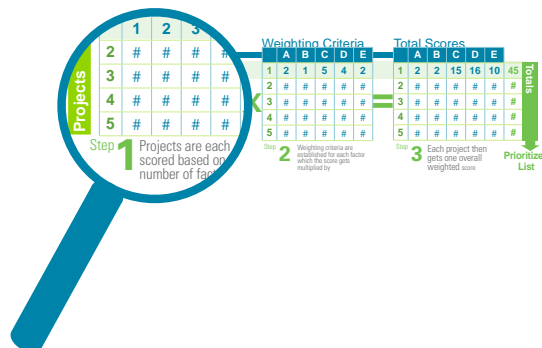
TAB D

Project Evaluation Process

The project evaluation process will be used to select projects for inclusion in the State Expenditure Plan. The project evaluation process will determine the priority for funding of any project or group of projects.

A successful project evaluation process will have to meet the following criteria:

- ▶ Meet the required RESTORE Act and Gulf Council evaluation criteria
- ▶ Allow for input from the Gulf Consortium, its Technical Advisory Group, key stakeholders, and the public
- ▶ Provide documentation of the process and the scores for each project
- ▶ Rank and prioritize projects to adjust for the amount of funding as it comes available
- ▶ Be sound technically



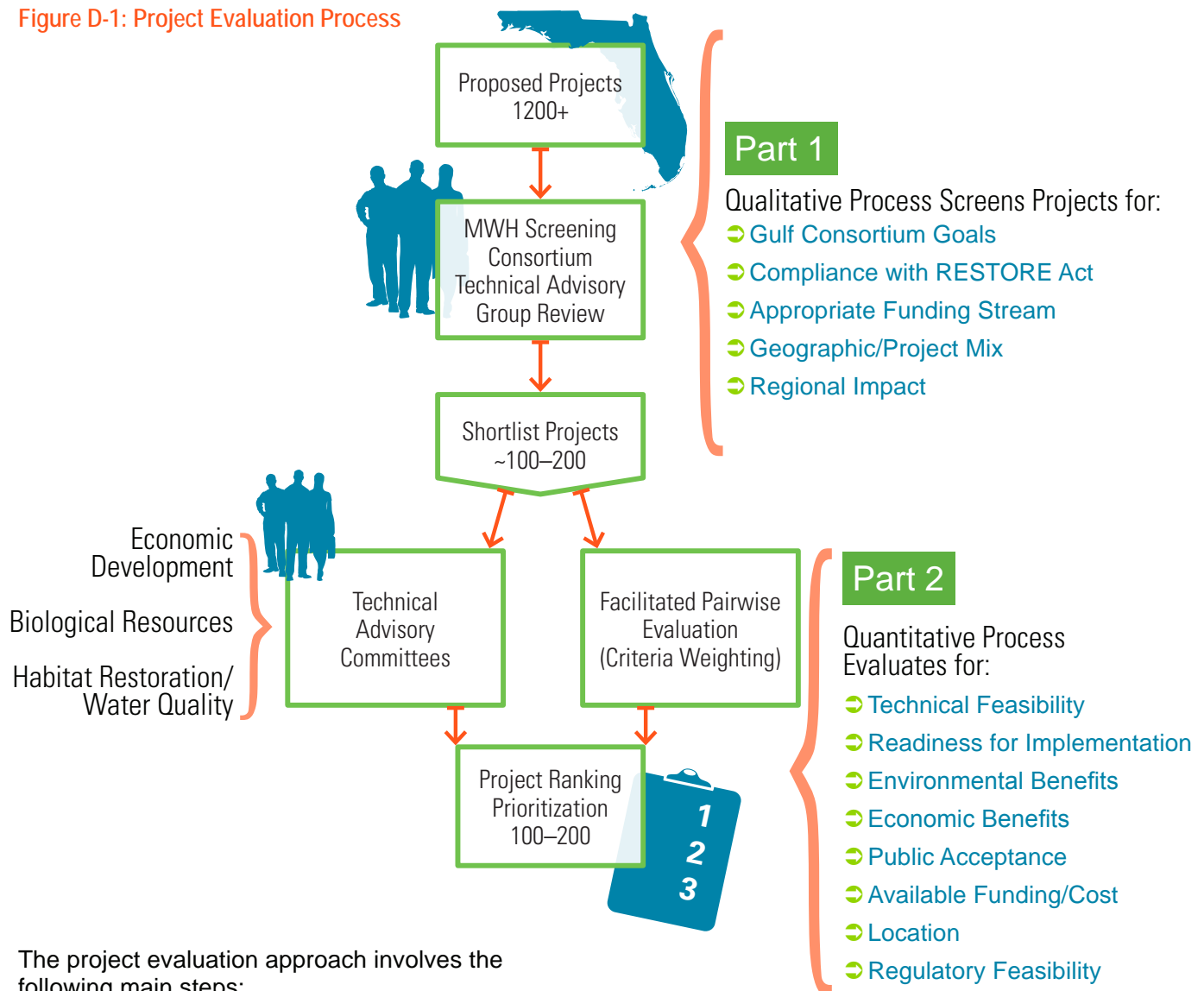
Projects would be grouped to
maximize RESTORE Act funding
for the 23 Counties.

Approach

The proposed project evaluation approach will be a two part process. The first part will involve an initial screening by the project team to evaluate the over 1,200 projects to reduce the projects under consideration to approximately 100 to 200. This initial sorting of projects is important to reduce the number of potential projects so that a detailed technical review of the projects can be done to ensure that the projects proposed in the SEP comply with RESTORE Act, Treasury Rules, and Gulf Council requirements for funding. The second part of the process would involve a detailed review of the approximately 100 to 200 projects on the evaluation short list and would involve the MWH Team personnel with support from designated Technical Advisory Committees staffed by selected technical experts. Figure D-1 shows an overview of the recommended two part process.



Figure D-1: Project Evaluation Process



The project evaluation approach involves the following main steps:

- ▶ Group projects from the master database by project type, location, and watershed. The project groupings will be to align projects in accordance with the types of projects identified in the RESTORE Act for funding under the Spill Impact Component of Bucket 3. This grouping is important to verify whether or not a project fits into one of the ten RESTORE Act eligible funding categories. These categories are:

- ✓ Restoration and protection of natural resources
- ✓ Mitigation of damage to fish, wildlife, and natural resources
- ✓ Implementation of a Federally approved management plan
- ✓ Workforce development/job creation
- ✓ Infrastructure projects benefiting the economy or ecological resources
- ✓ Coastal flood protection
- ✓ Planning assistance
- ✓ Activities to promote tourism and seafood
- ✓ Research and monitoring
- ✓ Economic and community resilience



Once projects are sorted by group and location, certain projects can be removed from the evaluation process if they do not fit in one of the allowed project grouping types or if they fit best under other funding streams. In addition, logical groupings of some projects will emerge that would lead to development of more regional concepts for evaluation. Tab B of this BAFO contains an example map and a description of the proposed initial project grouping and sorting process for one of the watersheds in the Gulf region.

An important part of the initial project sorting process in part one of the evaluation process is to select projects that fit within the identified goals of the Gulf Consortium's Board for the SEP. We will also look at the actual amount of funding available in the Spill Impact Component to make sure that the SEP can consider a variety of project types across the 23 counties especially the disproportionately impacted counties. For example, there are some proposed large land acquisition projects that are a high cost that would potentially use all of the available funding from the Spill Impact Component for the SEP that perhaps would be more suited for implementation under other programs. This would allow the SEP to consider projects across a larger geographic area that would have a greater economic and environmental impact for the Gulf counties.

The input from the Consortium's Technical Advisory Group will be especially valuable to identify projects that may be planned or more suited for funding from other funding streams such as the Natural Resource Damage Assessment (NRDA) or the National Fish and Wildlife Foundation

The MWH Team also proposes to work with the Gulf Consortium's Technical Advisory Group consisting of staff from the FDEP and the Florida Fish and Wildlife Conservation Commission during the part one evaluation process. The input from the Consortium's Technical Advisory Group will be especially valuable to identify projects that may be planned or more suited for funding from other funding streams such as the Natural Resource Damage Assessment (NRDA) or the National Fish and Wildlife Foundation, since members from this group are involved in recommending projects for funding by those other funding sources. The goal of part one in the evaluation process is to identify

approximately 100 to 200 projects out of the group of over 1,200 projects for more detailed evaluation in part two. The project evaluations done in part one would be a qualitative process that considers Gulf Consortium goals, location diversity, mix of project types, regional project impact, compliance with the RESTORE Act and Treasury rules, and other factors. This is to allow for a geographic spread of projects, an assortment of project types, and to align the types of projects most suited to the spill impact component funding. The part one evaluation process will be documented in a technical memorandum so that the results can be reviewed in a transparent fashion by interested stakeholders.

As program manager for the Comprehensive Everglades Restoration Program, MWH led technical and stakeholder review with the FDEP, USACE, USFWS, and FWC for numerous environmental restoration projects throughout their development.

- In part two of the process, the goal is to perform a detailed evaluation and quantitative scoring of the short listed projects. The first step in this part of the process will be to develop a list of the evaluation parameters that will be used for the project scoring process. The evaluation parameters will be reviewed with the Gulf Consortium, be based on information included in the project submittals, and include factors such as:

- ✓ Project location
- ✓ Project costs
- ✓ Other funding availability
- ✓ Technical feasibility
- ✓ Conflicts or complements to existing efforts
- ✓ Compliance with federal, state, local, and tribal regulations
- ✓ Readiness for implementation
- ✓ Environmental benefits
- ✓ Economic and social benefits
- ✓ Community resilience
- ✓ Public acceptance



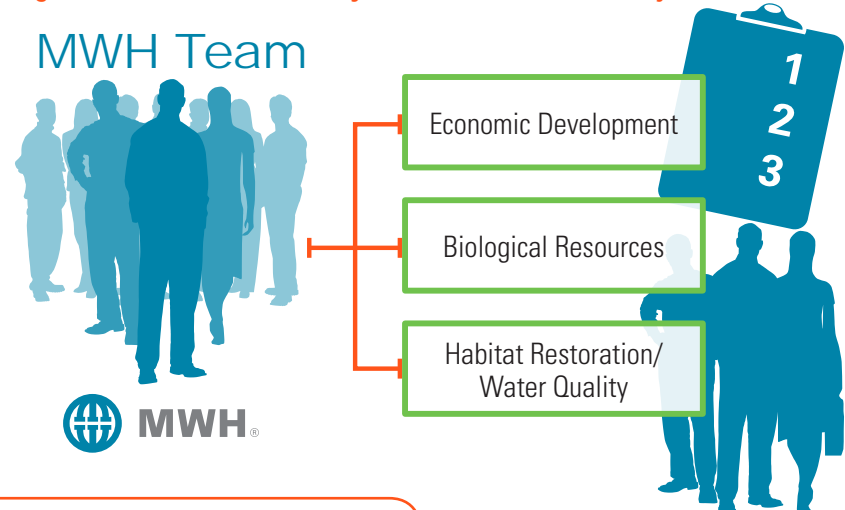
- ▶ The next step in the part two process will be to create three Technical Advisory Committees that would score each of the projects on a scale of 1 to 10 for each of the evaluation factors. The three proposed Technical Advisory Committees are Economic Development, Biological Resources, and Habitat Restoration/Water Quality as shown in Figure D-2.

The purpose of the Technical Advisory Committees is to provide robust technical review for the project proposals from experts in each of the main technical areas. Three Technical Advisory Committees are proposed so that a manageable process can be implemented, and to ensure that the right subject matter experts are engaged in the process. The three areas of economic development, biological resources, and habitat restoration/water quality cover all ten eligible project types under the spill impact component of the RESTORE Act.

The projects to be reviewed would be divided among the Technical Advisory Committees. This is to make sure that qualified experts are reviewing projects aligned with their specialty. For example, an economic development or a tourism promotion project would be reviewed by the Economic Development Technical Committee rather than the Biological Resources Technical Committee.

To select the Technical Advisory Committee members, we propose that various organizations be contacted to get a list of potential candidates for each committee. For the Economic Development committee, we will contact the Economic Development organizations for each of the counties. For the Biological Resources and the Habitat Restoration/Water Quality committees, we will contact organizations such as Florida Sea Grant, Water Management Districts, Estuary Programs, and Non-governmental Organizations. We will look for representation by people experienced in the topics their technical committee would be reviewing, and would want to get a geographic spread of representation so that subject matter experts experienced with the different ecosystems under consideration are selected. We propose that each

Figure D-2: Technical Advisory Committees to Score Projects



We will utilize three separate Technical Advisory Committees: **economic development, biological resources, and habitat restoration/water quality** —to ensure we cover all ten eligible project types under the spill impact component of the RESTORE Act.

Technical Advisory Committee be made up of 3 to 5 people and that an honorarium be available to compensate the members for their service.

The MWH technical team will manage the Technical Advisory Committee process and provide technical support. Key areas that the MWH Team would support the Technical Advisory Committees include

Best Available Science support, cost estimating, economic analyses, regulatory review, and public outreach and communication support.

An essential element of the ranking process will be the assessment of the degree to which best available science is applied in a proposed project. This is because the RESTORE Act, the Interim Treasury Regulations, and the Council's Comprehensive Plan require that best available science be demonstrated for projects selected for funding. There will be several elements in this assessment. First, the scientific basis of a project must maximize the quality, objectivity and integrity of the information gathered, specifically statistical information. This requires that the project goals and outputs allow for an objective assessment of project success. Secondly, the project must demonstrate that it is based on previously peer-reviewed and

It is important that estimated project costs be checked in order to verify that the total amount requested for funding can deliver the projects promised.



publicly accessible data. The third element of the assessment of the application of best available science builds on the second, and requires that the proposed project must identify the risks and uncertainties in the scientific basis of the project. Often the most innovative projects receive the most attention but the likely success of those same projects may be highly uncertain.

Another critical component of the project evaluation process is verification of estimated project costs. It is important that estimated project costs be checked in order to verify that the total amount requested for funding can deliver the projects promised. MWH employs a project controls staff that consists of cost estimating professionals, project schedulers, claims analysts, and document control specialists. Our cost estimating professionals have performed cost estimates for a wide range of clients and various types of projects, at all stages of projects from concept to final design and for project types such as erosion control, water quality improvement, beach re-nourishment, dams and levees, waterway and navigation features, and ecosystem restoration. Recognizing the diversity of project types and activities that will be evaluated by the Gulf Consortium for selection into the SEP, MWH's estimators and engineers will draw upon a variety of general builder and functional specific cost databases to assist the Gulf Consortium in assessing the reasonableness of proposed project costs. As examples, functional cost databases and historic bid prices retained by the US Army Corps of Engineers can be accessed to support the evaluation of projects that may involve dredging and dredged material placement, or cost databases retained by the Water Management Districts can be used to evaluate projects involving freshwater conveyance and hydrologic restoration. Reasonableness of proposed project cost estimates can quickly and efficiently be evaluated by identifying primary cost drivers for the proposed projects, and working up a range of independent cost estimates to compare against the estimates submitted by project proponents.

In addition to the review and verification of the estimated project cost, the MWH

Team will also estimate the overall Return

on Investment (ROI) for the top ranked projects identified. This calculation will compare the costs of a particular project with the economic and environmental benefits provided by the proposed project. Many of the projects are anticipated to provide short-term and long-term employment for residents in the 23 Gulf coastal counties as well as other secondary benefits to supporting businesses and local government. The environmental benefits of projects can also be quantified. Ecosystem restoration studies typically measure the ecosystem benefits of alternative plans in terms of physical dimensions (number of acres of wetlands), or population counts (number of wading birds), or various habitat-based scores ("habitat units" based on the US Fish and Wildlife Service's Habitat Evaluation Procedures, or the community level approach "Wetland Value Assessment"). The MWH Team has extensive experience in using all of these metrics in conducting cost effectiveness and incremental cost analyses. Our team's key project staff has specialized knowledge, qualifications, and proven track records in analyzing ecosystem restoration alternative plans using Institute for Water Resources (IWR)-Plan, Habitat Evaluation Procedures (HEP), and Wetland Value Assessments (WVA).

Other key feasibility review areas include a technical feasibility evaluation and a regulatory review of the projects initially top ranked. These are two important project implementation factors. The projects selected for funding in the State Expenditure Plan must be constructible and meet applicable local, state, and federal regulatory requirements. The MWH Team has construction and regulatory specialists that are very familiar with the requirements to permit coastal restoration and economic development projects as well as construction methodologies necessary to implement all of the allowable types of projects eligible for funding. This implementation feasibility review will also assist in the overall project cost evaluation since important construction or regulatory factors will be identified and can be cross checked with the overall cost estimate to verify they have been included in the overall project cost.

**The Return on Investment
evaluation must
consider economic and
environmental benefits.**



- ▶ In a parallel process to the scoring by the Technical Advisory Committees, weighting factors or importance criteria will also be developed for each evaluation parameter.



The weighting factors will be determined in a collaborative process using Gulf Consortium, stakeholder, and public input. This input will come from public meetings and through the project web portal. Development of weighting factors is common in project prioritization processes to establish relative importance criteria for each of the evaluation parameters. This recognizes that some parameters may have more importance than other parameters and therefore should have a higher impact on the overall score for any individual project or group of projects.

MWH has successfully performed this process on a number of projects, and utilizes commercially available software to get input on the relative weighting of each factor using a pairwise comparison process. Pairwise comparison is a proven process to evaluate the relative importance of a number of criteria by comparing each criterion to one another in groups of two. **Figure D-3** shows an overview of the weighting process and how the pairwise comparison process would work. Input is requested regarding the importance ranking of pairs of criteria. The software then compiles the information and calculates an overall score for each criterion based upon the pairwise input.

Weighting factors will be developed in a **collaborative process with technical and public input** to establish importance criteria for each evaluation parameter.

Figure D-3: Each Evaluation Criteria has an Associated Importance Weight

Importance Weights Derived Through:

- Facilitated Exercises
- Pairwise Comparison to Capture Judgment
- Critical Review and Adjustment of Initial Outputs

		Importance Weights				
Criteria		A	B	C	D	E
Projects	1	#	#	#	#	#
	2	#	#	#	#	#
	3	#	#	#	#	#
	4	#	#	#	#	#
	5	#	#	#	#	#

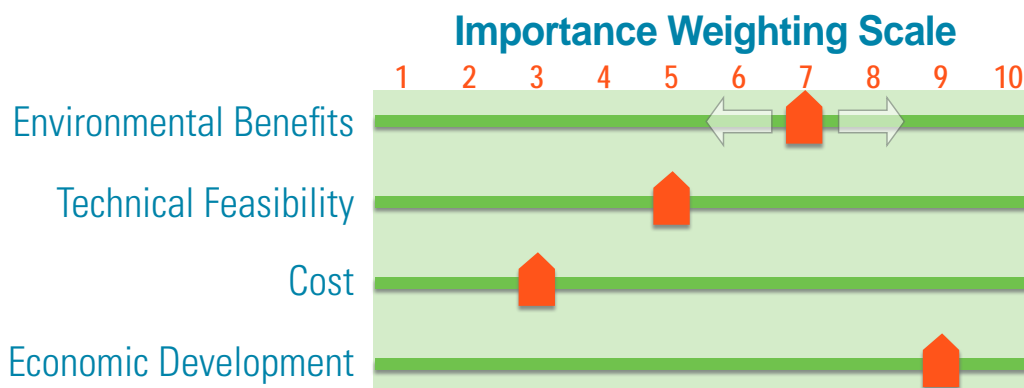




Figure D-4 shows how the importance criteria weighting would be applied to the scoring of a project. The score for each evaluation parameter would be multiplied by the importance criteria to get an overall weighted score for each parameter. Then the weighted evaluation parameters will then be summed for a total overall score.

The final scoring with the applied weighting factors can be summarized and presented in an easily understood format so that the Gulf Consortium, stakeholders, and the general public can understand how projects are prioritized. The public involvement program will be actively involved in the process. The results will be available on the project web portal for inspection, and will be communicated through the various formats utilized in the overall process, such as public meetings and through various social media.

- ▶ After completion of the initial ranking using the scores from the Technical Advisory Committees and the weighting criteria, the MWH Team will review the top ranked projects in each project grouping. The purpose of this additional review is to check that all of the scoring is completed accurately and the proposed projects are prioritized correctly. This is an overall compliance check to ensure compliance with the RESTORE Act and the Council Comprehensive Plan.

The top ranked projects will be reviewed by the MWH Team experts to ensure compliance with the RESTORE Act and the Council's Comprehensive Plan so that the SEP Funding is Obtained

Figure D-4: Project Prioritization is Determined Through a Simple Weighted Calculation

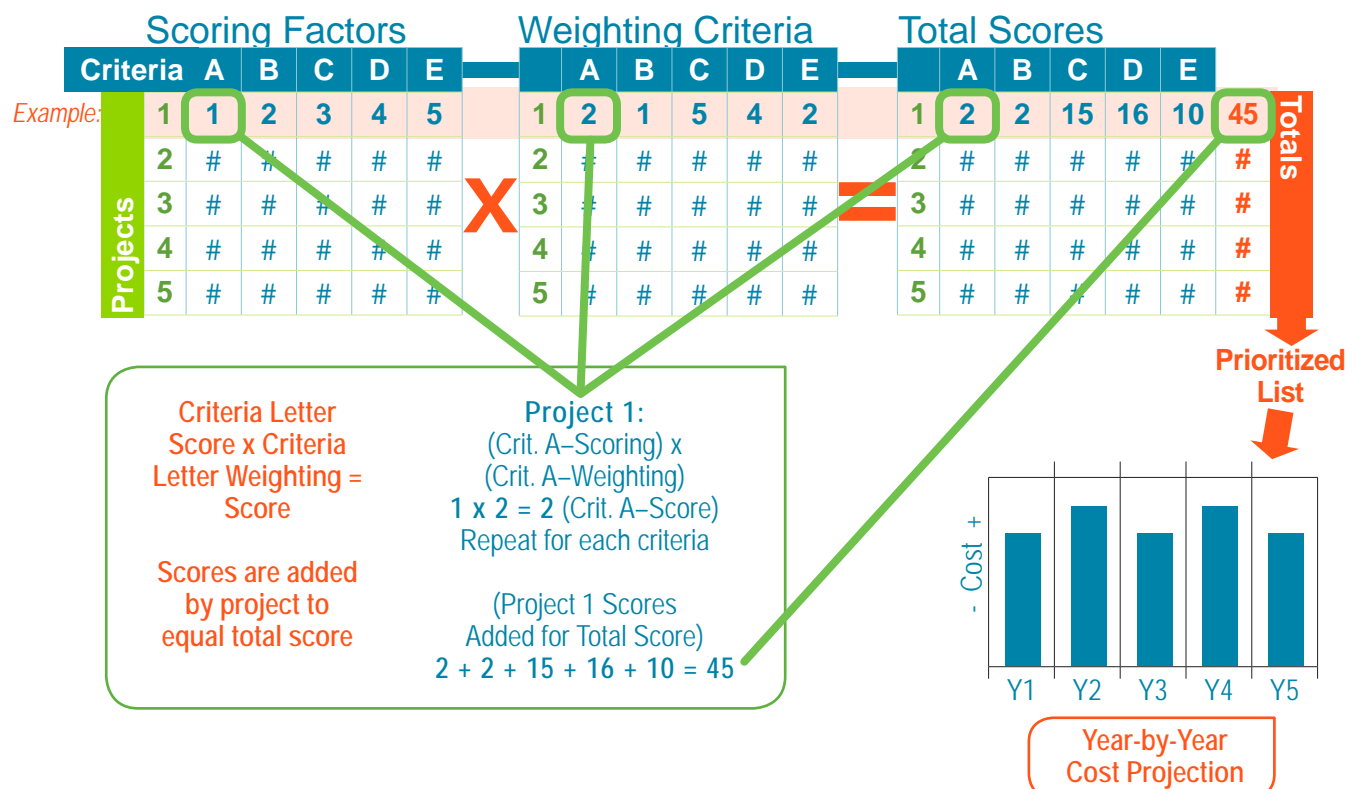
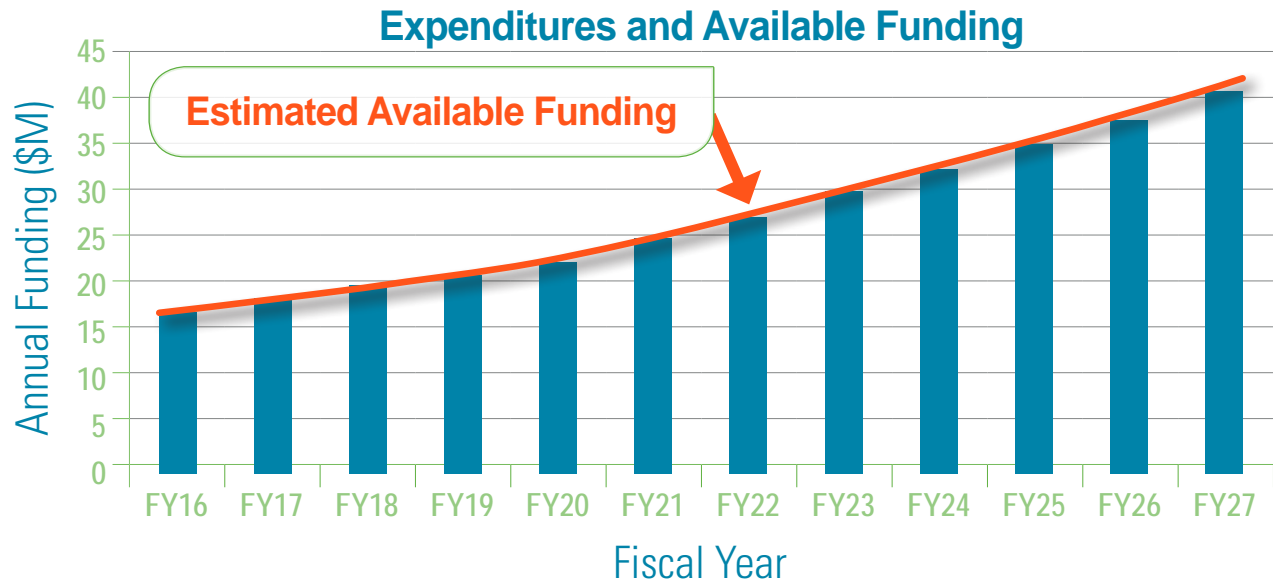




Figure D-5: Projects Can be Planned to Meet Funding Available



- ▶ The final step of the project evaluation process will be to begin the preparation of the proposed project implementation plan. This is where the prioritized projects are sequenced to match the available funding. It is anticipated that the proposed project implementation plan will need to show two to three funding scenarios since the BP litigation may not be completed at the time the project implementation plan is prepared. We propose that a project implementation plan

with a cash flow projection, as shown in **Figure D-5**, for the known available funds be prepared and that additional schedules are presented to show alternative scenarios based on the range of potential funding that can be anticipated once the litigation concludes. This will allow the plan to only have minor modifications made after the additional litigation concludes and the additional funding becomes available.

On MWH's recent effort as **program manager** for the City of San José's Capital Improvement Program, we utilized a similar **project evaluation process** to effectively reduce the program from 500 projects to 100 manageable project packages.

Public Involvement Plan





TAB E

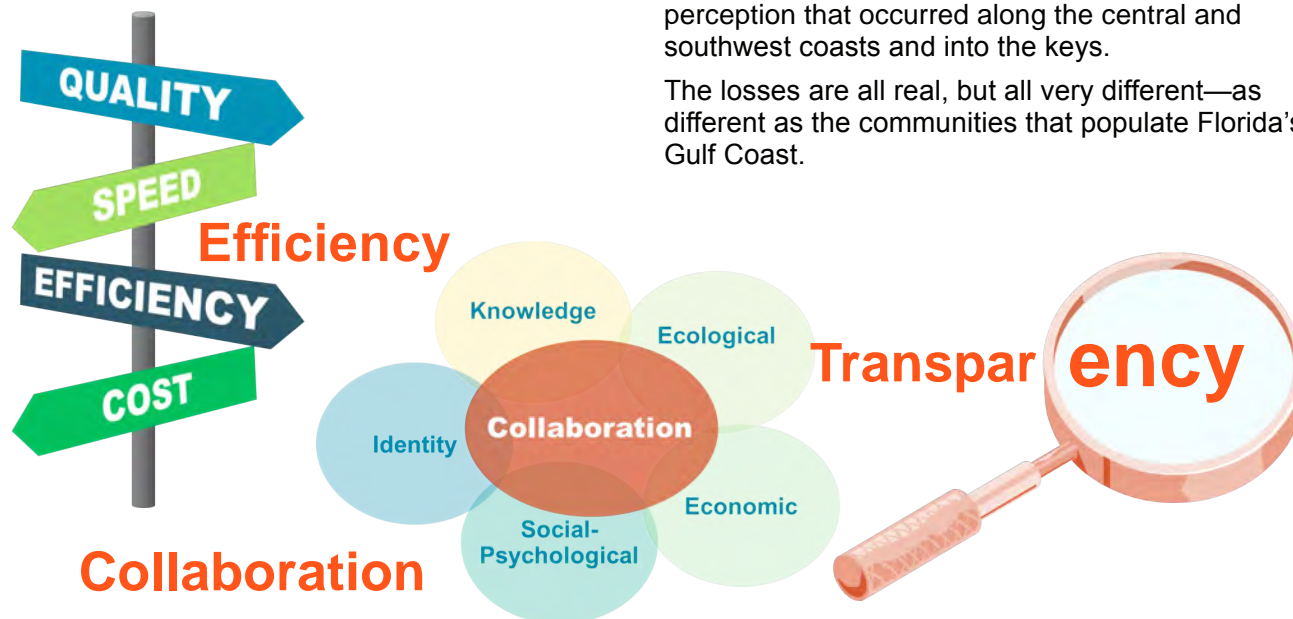
Public Involvement Plan

Our approach is prepared within the context of three guiding principles: Efficiency, transparency and collaboration. These are not disparate criteria. They are dependent on one another. Working together we can be more efficient. Building on the work and relationships already developed we enhance transparency and efficiency. With an open and engaged approach, we reduce and eliminate surprises creating the best possible process and context for rehabilitating the coast we love and the communities that are so special.



The member governments of the Gulf Consortium are as diverse as the consequences of the BP Spill. The direct and measurable impacts along Florida's panhandle are different than the losses due to perception that occurred along the central and southwest coasts and into the keys.

The losses are all real, but all very different—as different as the communities that populate Florida's Gulf Coast.



These reflect the way we will work,
not what is to be done



Densely populated Pinellas County with a population approaching 1 million is very different than Franklin County with fewer than 12,000 people. But it's more than populations or the number of people below the poverty line or any of the other dispassionate demographics easily obtained.

As we approach this task, success will be dependent on understanding each community. Communities are not homogenous so we will look at a number of things to identify the specific challenges and opportunities that each community offers.

While this is a regional undertaking, we'll have a specific liaison in each county. Having coordinated communications for eight basin boards at the Southwest Florida Water Management District, our communications firm, the Environmental PR Group, understands that the needs in one area of the geography may be very different in another area. The resources and the goals may be different, as well.

For the kinds of widespread public engagement we are seeking, it is not realistic to think that regional coordination alone will be successful. Some of the member counties are large and driving from their northernmost to southernmost points can be a fairly long drive, let alone the east/west drives. Expecting people, business people, working people, any people to attend meetings two counties or more away creates a specific demand on time—time that most people don't have. Paid staff or consultants with projects will show up, but it will be more difficult for others. While regional meetings may be part of the mix, we think that having county-based communications for most outreach punctuated with regional coordination in meetings (online and in person) and calls will be most efficient use of resources.

Our county liaison approach provides not just the description of a community, but its character.

This ensures that while our communications have structure, we do not shove a community into a one-size-fits-all program.



Figure E-1: Community involvement is an integral element of the MWH Team's overall approach to working with the Gulf Consortium to develop the SEP.

Our county liaison approach provides not just the description of a community, but its character. Even though our team has relationships with 21 of 23 member counties, we cannot know a community as well as someone who lives there. This ensures that while our communications have structure, we do not shove a community into a one-size-fits-all program. One size will not fit all in this.

The approach described here is scalable and customizable. This is not a theoretical approach. It has been applied to projects—environmental projects—over many years. Those projects range from a single community to 15 states, including the five Gulf States and the 10 states of the Mississippi River.

- ▶ Use what's available
- ▶ Identify tools and channels to communicate
- ▶ Project databases
- ▶ Engage existing and interested groups
- ▶ Inform and engage Gulf Consortium member governments
- ▶ Partnerships with stakeholders
- ▶ Partnerships with the public

The final recommended tools of communication will be based on both best practices and the specific requests and channels used by local governments. The Gulf Consortium media kit will include mission, members, goals, timelines, financials, and a project map (where they are located and other materials).



We have organized
our proposed work
into **3 steps**:

Figure E-2: The MWH Team will use a three step
approach to public involvement.

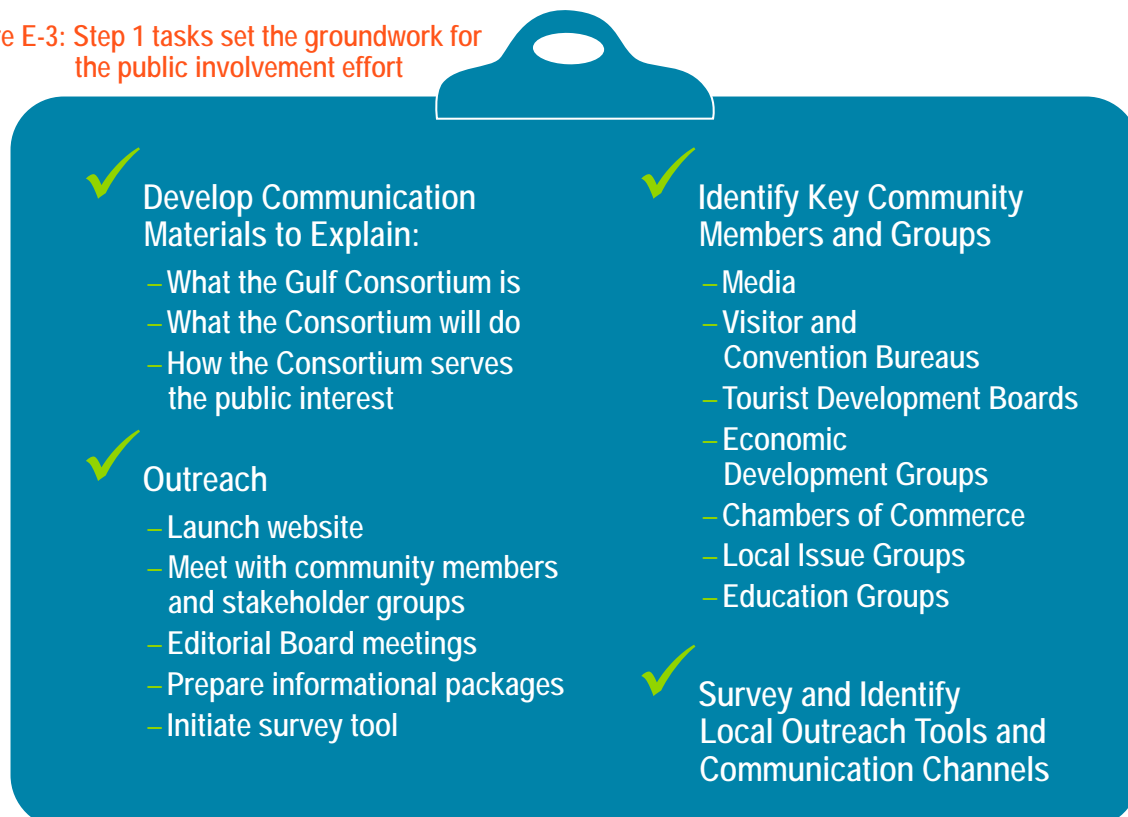


Public Involvement Step 1: Set the Groundwork and the Framework

Upon Notice-to-Proceed we'll begin a number of tasks simultaneously. While involved stakeholders know the Consortium, it will be necessary to raise the profile of the organization for the public and for the media. People want to be part of something that is "happening" where things are getting done. As projects are prioritized or even rejected, everyone needs to have the opportunity to know about the organization, the process and how to engage.

We will develop communication materials that explain what the Gulf Consortium is, what it is going to do and how it serves the public interest. These tools will include material about the establishment of the Consortium, its charter, timelines, funding, project submission and evaluation criteria, and other information relevant to understanding the work of the Consortium and how to participate.

Figure E-3: Step 1 tasks set the groundwork for
the public involvement effort





While we are preparing the materials about the Gulf Consortium, the projects, and the process, we'll begin to verify information that already exists for stakeholders. We will start with an interview of the Consortium representatives to identify key community members and groups that should specifically be included. While there are some partners and services that can help us get started (for example subscription media services and Visit Florida) we'll need to verify the names, phone numbers and emails for representatives from key organizations including:

- ▶ Media (including daily and weekly publications, broadcast and Internet outlets)
- ▶ Visitor and Convention Bureau's and Tourist Development Councils
- ▶ Economic Development Groups
- ▶ Chambers of Commerce
- ▶ Local Issue-based groups
- ▶ Education groups

As part of this effort, we will survey the local outreach tools and communication channels. For example, in some of the larger communities there is a government access channel, but this is not always the case in smaller communities. In Hernando County there is a very popular local radio show and there are also bureaus for larger daily newspapers.

Additionally, each local government has different ways to communicate with its residents and sometimes those channels vary based on specific populations within a community. For example, on a project in north-central Florida, outreach was focused on community centers and churches (in addition to traditional media and Internet) in order to engage the community. An 800 phone number was acquired for the project and signs placed in the local hardware store and other shops.

In larger communities, there are typically plasma screens in government buildings that can be used for outreach.



The MWH Team will utilize different tools and different channels in each county. This survey will give us information that helps us organize message development for

the existing tools and determine what's missing or what needs to be developed specifically for a community. This is also an opportunity to identify new stakeholders and to let people know about the opportunity to submit new projects (see Tab C of this BAFO).

As we are talking to community members, we will begin to identify good candidates for local liaison. Working with economic, environmental, service and education groups, we will develop ad hoc "advisory" groups to ensure that local messages are getting through.

As we prepare to launch the website that explains the Gulf Consortium, its work and the ways to engage, we'll also schedule editorial board meetings with local newspapers. The local Consortium representative will talk to the issues and explain the process and goals. The local government reporter (if the community has one) will also be asked to attend. This sets a baseline of shared knowledge from which to launch the program and through which ongoing traditional media can be helpful.

The website will also act as a portal for engagement. In working through community engagement for CompleteLee, we developed a process to meet the specific needs of the community. One tool that was particularly effective was an online survey instrument that was also part education tool. That is, enough information was provided to help a respondent understand the issue enough to be able to prioritize the options.

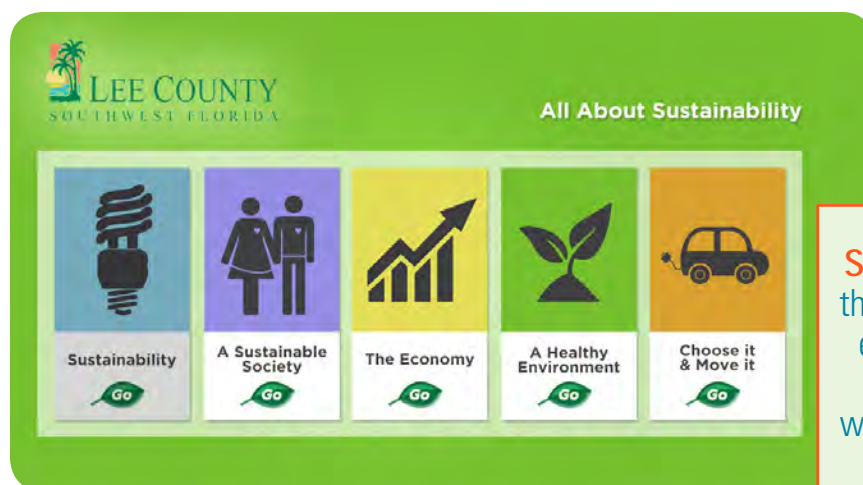


Figure E-4: CompleteLee online portal

It is absolutely essential that a very simple approach be used. There are a lot of applications that collect data for this kind of outcome. Stakeholders and the public will be asked to comment and evaluate the proposed applications as part of the public process. There are two major issues associated with this: first, the difficulty of the interface. If it is challenging (like some of the survey tools used by universities) people will simply quit at some point. These robust software packages will tabulate data as the user responds, automatically rank ordering but the interface for these are complicated and can add to user frustration. Simpler software packages require different tabulation at the end, but ultimately provide a more engaging and controlled interface. This is why simplicity is so important. The second issue is respondent fatigue. This occurs when the respondent is asked for too much time. It happens in telephone surveys at 7-10 minutes. Online, it can happen much sooner. Even when respondents continue to answer questions, the quality of those answers diminishes.

In any case, the specific interface will allow the collection of multiple choice, rank order, open-ended and other kinds of questions. The system was designed for one use, and to prevent (to the extent possible and within affordability) respondents from engaging more than once. When project solicitation has been completed and the new applications are properly in the second side of the website, a campaign to encourage public comment will be deployed. Again, this will occur using all the channels of communication already established and the vast network of stakeholders and interested parties, traditional and social media, online and at community meetings.

Simplicity is one way to control for this and then encourage longer-term engagement. This was true in the CompleteLee work. Respondents were already **emotionally engaged** and therefore “emotionally” connected to the subject matter. By **making the interface easy**, more complete answers were provided. A second strategy was to allow respondents to work categorically. That is, an **online portal** was created that allowed respondents to quit when they wanted to and come back to the same module or to a different module when they were ready.

We will prepare information dissemination packages for the local governments to deploy in their outreach and through the channels that were inventoried at the beginning of the project. For example, articles for their websites, letters to constituents that can be included in emails, buttons to be added to websites that will link to the Gulf Consortium website/portal, posters that can be printed and posted, displays for government access TV and monitors where they exist, and so on. The MWH Team can also prepare the members of the Gulf Consortium for speaking opportunities within their communities.

An e-invite to comment will be prepared and provided to all stakeholders and organizations to distribute within their own networks.

There will be a lot of material to cover, but at the same time, the longer an assignment is left open the more (some) people will delay in responding. While “urgency” is not the desirable message, “diligence” is. Therefore, a response time of 2 to 4 weeks provides enough time for those who are interested, while at the same time, does not unnecessarily extend the process.



While most users will prefer an online experience, it is necessary to provide an offline opportunity for stakeholders. **At scheduled community meetings (say, before or after a tourism development noticed meeting) stakeholders can be engaged in a process that allows them to provide feedback to Gulf Consortium representatives in real time.** Respondents that are co-located in real time can be provided control devices and at specific times asked to make choices. The software simultaneously collects and collates responses. Again, the questions can be rank order, multiple choice, open-ended, and other formats.

Though it was a specific county effort, the model for the program is scalable. In that effort there were at least seven categories for commentary and between four and nine subject areas within each. By working with not-for-profits, government, schools, industry and trade associations, businesses, citizen groups and many others, we collected thousands of comments from a broad range of citizens. There was open commentary for approximately three weeks. This was coupled with public meetings, media outreach, and an e-card that was provided to stakeholders to forward via email, post in social media, and otherwise disseminate.

At this point the following tasks will have been completed:

- ▶ Inventory of stakeholders
- ▶ Inventory of local government assets to apply to this initiative
- ▶ Solid channel of communication established
- ▶ A baseline understanding of the Gulf Consortium and the plan
- ▶ Development of a website that includes access to a portal for public comment, links to other RESTORE Act project web sites, and allows for submittal of proposed projects

Step 1 Deliverables:

- Website
- Facebook Page
- Twitter Page
- Establish Online community forum (like PlaceSpeak)
- Establish Opt-in email list for ongoing communication

Public Involvement Step 2: Engagement to Expand and Prioritize

Using the channels of communication established in Step 1, our first content message will include the solicitation of additional projects.

Figure E-5: Step 2 tasks expand outreach, actively solicit project ideas, and communicate with stakeholders





Before that happens, we will prepare materials so that Gulf Consortium liaisons and county coordinators can engage on a local, personal basis. Some will want to do speaking engagements, some will not. The differences among the Consortium members are as different as their communities. Some may prefer a guest column or to do a local radio or TV program. Some may want to do all. Whatever the preference, we will prepare each Consortium member to help promote and advance messaging.

As mentioned in Tab C of this BAFO, having expanded the stakeholder list substantially and established solid and tested channels of communication, we'll begin a campaign to solicit new RESTORE project applications. Included in this expanded list will be public and private research and restoration organizations, local area special interest groups, educational institutions, economic development organizations, tourist and visitor bureaus, not-for-profits, and other centers relevant to the various project categories.

Advertising can be deployed in this phase to jumpstart awareness, but this effort will gain more traction through earned media and personal outreach. Supporting local publications and media with advertising dollars can facilitate earned media (where media are convinced to generate their own stories or use materials provided by the Consortium) especially in smaller media outlets. However, paid media is just one tool. And, it is more effective in the densely populated communities, less so in the more rural areas.



Figure E-6: The MWH Team will engage stakeholders at community meetings to provide feedback to Gulf Consortium representatives in real-time.

Even so, working through earned media, we'll prepare and disseminate a summary of the projects already submitted to the Gulf Consortium and others and the work accomplished to date. We will specifically request projects in any areas identified to have "gaps." That is, if there are specific kinds of applications that are desirable, but not submitted, we'll focus an intensive effort on the kinds of organizations most qualified to provide those services. A request for those and

other projects will be widely publicized based on the work that's already been done.

At scheduled community meetings (say, before or after a tourism development noticed meeting) stakeholders can be engaged in a process that allows them to provide feedback to Gulf Consortium representatives in real time.

Respondents that are co-located in real time (at meetings and online) can be provided control devices and at specific times asked to make choices. The software simultaneously collects and collates responses. Again, the questions can be rank order, multiple choice, open-ended, and other formats.

These meetings can be webcast at the same time with viewers able to participate remotely. At this point in the project, accomplishments will include:

- ▶ Broad public solicitation
- ▶ Solicitation and evaluation of existing and new project applications
- ▶ Solicitation of public comment
- ▶ Prepare in-hand projects for "master" database
- ▶ Develop online engagement tool
- ▶ Local meetings for public participation
- ▶ Prepare Gulf Consortium members for outreach



Step 2 Deliverables:

- E-cards to promote awareness and participation
- Articles for partner websites
- Articles for elected official's newsletters
- Guest columns
- Radio Interviews
- Podcasting
- Television interviews
- Public service programs
- Button to link to Consortium website
- Billboards for government access TV
- PSAs for cable providers
- Displays for monitors
- Posters
- Point-of-Purchase Displays
- Pull up signs
- Newsletter articles for HOA's, Community Centers, Churches
- Posts for Member Facebook and Twitter pages
- News and Information blog
- Consortium Newsletter
- Consortium email blasts to stakeholders and partners
- News releases
- Cards (business card size) with Consortium mission and website
- PowerPoint Presentations
- Other tools identified in the member inventory process

Public Involvement Step 3: Share the Results

Once the time for public input has closed, the data collected will be collated from the various sources of input then tabulated and formatted. A report will be generated that specifies the choices, comments, and other input from respondents. When the report has been validated, cross-checked, and presented to the Gulf Consortium, it will be prepared for online accessibility. Summary results will be prepared and another round of media/editorial outreach will take place in order to share the results and the final recommendations and rank ordering of the proposed projects.

Figure E-7: Step 3 tasks
communicate results and
ensure transparency





This transparent and ongoing communication will substantially reduce the complaints and criticism that will come from those who do not receive funding from the Spill Impact Fund. It is a rare occurrence for "everyone" to be happy, but with a fair, impartial, open and transparent process and communication, the vast majority of people will accept the results.

The structure of this communication process and strategy can be used on an ongoing basis. It does not necessarily rely on an outside consultant or their relationships or expertise. Once established, these tools and channels of communication can (and should) be used on an ongoing basis to keep stakeholders informed and engaged in process and projects. For example, once funding is awarded (and announced) and projects commenced, the website can be modified to highlight funded activities, progress and accomplishments.

In representing their specific impacted communities, local government is probably the most significant stakeholder in this process. Within Florida, there are numerous local, state and regional governmental bodies, along with funding and regulatory federal agencies that have specific interests. Local government communication is especially important as they are more than stakeholders, they have the potential to be partners in communication, information dissemination and engagement processes. Communicating with and supporting multiple jurisdictions requires the development of a system that has redundant processes coupled with fail-safe strategies.

Step 3 Deliverables:

- All Consortium and partner tools available

Local Government

Each Gulf Consortium member government has a representative and alternate. These people can be the primary conduit for communication from the Gulf Consortium. However, for the dual strategy of keeping local governments apprised of upcoming activities and to facilitate

For large or high-risk projects, the MWH Team will assess the proper communication plan individually as the projects are developed

the sharing of information with constituents, additional people should be included. At a minimum, the appointees, the County Clerk, the Communications Coordinator, the Webmaster and anyone else the local government chooses. Beyond that, the cities in affected counties

might also choose to be kept apprised. The same small group from each city can be added to the specific local government outreach.

The specific content of outreach can include:

- ▶ Gulf Consortium progress
- ▶ Important meetings
- ▶ Articles about development in the legal cases regarding the spill and the appeals
- ▶ Information from other member governments
- ▶ Materials that can be disseminated to the public
- ▶ Other information that has been distributed, including processes regarding Treasury Rules, and the results of important meetings

Presently, the newsletter is (mostly) a monthly distribution and that may continue to work as the planning process gets underway. However, when real information warrants, it may be desirable (as it was in February) to send information more often. While this process can be outlined upfront, feedback from the local governments will help refine the process.





State Government

State government will already be aware of some of the information in the newsletter. However, the Gulf Consortium should encourage any government staff person involved in the review of Gulf Consortium activities to sign up for the newsletter. The Gulf Consortium is already and rightfully engaged in face-to-face meetings with staff, elected leaders, policy officials and others. It will be important to continue this effort.

Federal Government

Communication with the Federal government should be from the highest levels in the Gulf Consortium and among their staff and consultants. Communications can support this effort with preparation of leave behind information, presentations and other materials.

- ▶ Tabulation and Dissemination of Results from Public Input
- ▶ Presentation to Gulf Consortium
- ▶ Preparation of materials for in person and online presentation
- ▶ Dissemination to public through all previously established channels

To summarize, the MWH Team's public involvement plan is designed to ensure that the Gulf Consortium's program to organize, evaluate, and prioritize project applications is performed with input and support from the stakeholders and public. This effort is designed to be a fair, precise, transparent, and engaging process. Arguably, the spill and its resulting impacts have been one of the most transforming events for Florida and the Gulf Coast communities. Having worked for nearly all of the Gulf Consortium member governments, the MWH Team understands the impact and we understand the essential need to make it right.

TAB

F

Qualifications, Experience and References of Proposer and Team

TAB F



TAB F

Qualifications, Experience and References of Proposer and Team

No team members have been added to the MWH Team. Please see our previous ITN response for detailed qualifications, experience, and reference information.





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TAB
G

Cost Proposal

TAB G



TAB G

Cost Proposal

The MWH Team has developed a scope of services and cost proposal to deliver a successful State Expenditure Plan to the Gulf Consortium. This scope of services has all of the required elements including project management, technical services, grant management, legal review, and public involvement that are required by the RESTORE Act, the Treasury Rules, and Gulf Council.

Our proposed scope of services is divided into two main phases. The first phase will deliver an Application for a Planning Grant that will result in obtaining funding for the planning and administrative management required to complete the State Expenditure Plan. In Phase 2 the State Expenditure Plan is developed that will provide the information required to obtain the allocated Spill Impact Component funds for the Gulf Consortium. Within the two main project phases we have identified eight task elements that are aligned with the major deliverables that will lead to the Application for a Planning Grant and the final State Expenditure Plan (SEP). Alignment of the tasks with major project deliverables will ensure that the Gulf Consortium receives value for any funds expended.

Our proposal includes the activities necessary to **develop a Business Plan** for the Gulf Consortium that identifies the administrative requirements for proper management of the grant funds and other activities.

A key deliverable provided under Phase 1 is the Application for a Planning Grant. This is a very important document that will secure the funds needed to complete the SEP and fund the administrative costs necessary to administer the grant funds. In order to assure that the necessary grant funds are obtained, it is important that this document provide a very thorough analysis of the requirements of the Gulf Consortium to complete the SEP process. Our proposal includes the activities necessary to develop a Business Plan for the Gulf Consortium that identifies the administrative requirements for proper management of the grant funds and other activities. This will assure that a complete grant funding request is developed and that the necessary documentation is provided to ensure that the request is successful. In Phase 2, we have allocated the necessary resources to perform the technical work, ensure that robust public involvement is accomplished, and meet all of the requirements necessary to secure the funds for implementation of projects that will make a difference in Florida's Gulf coast.

There are a number of decisions that will need to be made as the Application for Planning Grant and the SEP are developed. In addition, the work performed under certain tasks will inform the next steps to be done. These decisions and interim activities that are completed will have an impact on the level of effort required for certain tasks and the actual cost to complete the SEP. For example, input received in the Public Involvement Program could lead to different approaches to solicit projects or the communication outlets used to engage stakeholders. For this reason, we would propose to perform all tasks on a time and materials basis to give maximum flexibility to the Gulf Consortium for



execution of the work and to ensure that the SEP is delivered within the costs estimated. We could do the work under individual task orders or as one overall contract depending on the preference of the Gulf Consortium.

In this section we offer our detailed services and cost proposal. Our proposal is very similar to that provided in our original submittal under the Invitation to Negotiate. However, we have added additional detail regarding deliverables and increased the level of effort for the public involvement services. The increased public involvement level is to allow for additional activities should they be needed to ensure broad participation and project submission from key stakeholders particularly for job creation and economic development projects which are under-represented in the projects submitted to date.

Detailed Services Proposal

1.0 Project Description

The State Expenditure Plan (SEP) for the Gulf Consortium will be developed in a two phase process. Phase 1 will involve the preparation of the Application for a Planning Grant for the State Expenditure Plan (SEP). The Application for a Planning Grant will identify the schedule, cost, content of the SEP, approach to complete the SEP, and the organization structure to oversee the grant funds and implement the SEP. In Phase 2 the SEP will be completed. The final SEP completed in Phase 2 will prioritize the coastal restoration, infrastructure, and economic development projects selected for implementation and will address how the program will be implemented.

2.0 Scope of Services

Phase 1 Services

Task 1- Identify and Inventory Existing Project Databases:

1.1 Identify and Inventory Existing Project Databases

Identify the existing relevant project databases that have coastal restoration and related projects identified. Prepare an inventory of existing projects in the FDEP, Florida Fish and Wildlife Conservation Commission, Florida Water Management Districts, non-governmental organizations and other agency databases. Develop a spreadsheet that identifies the source, number of projects, key details provided, and any database merging issues.

1.2 Public Involvement

Begin inventory of available message distribution channels with member governments to ensure that developed communication materials fit existing processes and programs. Verify names, addresses

and contact information for identified stakeholders including economic development groups, chambers and Tourist Development Councils or Visitor and Convention Bureau staff, board and active community members. Identify nonprofits and education institutions that should participate in the process of identifying and rank ordering projects. Verify all local media outlets and contacts. Interview Gulf Consortium representatives to ensure key stakeholders are identified and engaged. Identify local (County-based) communication liaison. Prepare baseline communication materials about the Consortium including who it is, what it is doing and how it serves the public interest. Develop baseline website with information about the Consortium, notices of activities and a "sign up" for stakeholders who want to receive communications directly, via email.

Task 1 Deliverables:

- Inventory and summary of databases and data merging issues, and
- Public involvement materials

Task 2- Develop Key Process Recommendations:

This task will recommend the key processes that will be involved in the SEP development through a series of technical memoranda, technical advisory group meeting, and workshop.

2.1 Phase 1 Technical Memoranda

Develop a series of draft Technical Memoranda to make recommendations on the following topics:

- ▶ Gulf Consortium Organization Recommendations to meet RESTORE Act and Implementation Requirements,
- ▶ Project Grouping, Evaluation and Review Process,
- ▶ Approach to Merge Databases and Project Nomination Process, and
- ▶ Public Involvement Plan and Communication Processes including proposed timelines and content

2.2 Key Process Recommendations Meetings

The four Draft Technical Memoranda will be presented to the Consortium's Technical Advisory Group for review and comments incorporated.

MWH will lead one workshop with the Gulf Consortium Board to develop the overall Gulf Consortium goals for the SEP and present the recommendations from the four technical memoranda and get comments on key process recommendations. Incorporate comments and finalize the Technical Memoranda.



Task 2 Deliverables:

- Four draft and final Technical Memoranda (Gulf Consortium Organization Recommendations to meet RESTORE Act and Implementation Requirements, Project Grouping, Evaluation and Review Process, Approach to Merge Databases and Project Nomination Process, and Public Involvement Plan and Communication Processes including proposed timelines and content),
- Develop materials and meeting summary for one workshop with the Gulf Consortium Board
- Monthly progress reports

Task 3- Complete the Application for a Planning Grant:

3.1 Prepare Application for Planning Grant

Prepare and complete the Application for a Planning Grant which will be the plan for development of the SEP within 90 days from notice to proceed. This grant application will identify the schedule and estimated costs for completion of the final SEP, the key process recommendations from Task 2, the proposed funding strategy for the Final SEP development, and the Business Plan for the proposed organization structure for the oversight and implementation of the SEP. Review and input from the Consortium's Technical Advisory Group will be incorporated in addition to input from the Gulf Consortium Board.

3.2 Application Planning Grant Public Involvement

Public communication activities regarding the Initial SEP development will be initiated and any public comments received will be reviewed and tabulated.

Task 3 Deliverables:

- One Draft and Final Application for the Planning Grant,
- Public Communication Materials (inventory of stakeholders, inventory of local government assets, Website, Facebook Page, Twitter Page, Online community forum (like PlaceSpeak), and Opt-in email list for ongoing communication)

Task 4- Governor's Office Review and Grant Processing:

4.1 Governor's Office Review and Grant Processing

Submit the Application for Planning Grant to Governor for review and approval. Upon approval from Governor's office, submit the Application for Planning Grant to Gulf Council for review and approval. Assist the Gulf Consortium in obtaining approval for funding, respond to questions from

funding agency, and summarize funding agency requirements for Final SEP development.

4.2 Grant Processing Public Involvement

Provide outreach to media through local editorial boards and meetings with local media to set a baseline for the Consortium's proposed SEP. Gulf Consortium members will be prepared and will be provided tools for communication (speaking engagements, media commentary) for direct and local outreach. This effort will be tailored to each community and to the specific interests of each representative.

Task 4 Deliverables:

- Monthly progress reports,
- Responses to questions from funding agency,
- Planning grant funding approval, and
- Stakeholder communications and updates to established communications channels

Phase 2 Services

Task 5- Create Master Project Database and Solicit New Project Ideas:

5.1 Consolidation of the Databases

The existing project databases identified in Task 1 will be consolidated into a single master project database. The proposed projects will be consolidated into a revised FDEP project format. A web portal will be created to link the existing project databases and to solicit additional project ideas from the public and interested stakeholders.

5.2 Phase 2 Technical Memoranda

Develop a series of draft Technical Memoranda to make recommendations on the following topics:

- ▶ Summary of relevant state and federal laws that will impact the restoration program,
- ▶ the web portal set up and master database set up will be documented and,
- ▶ an inventory of existing coastal restoration and economic development plans will be prepared summarizing information from the following organizations:
 - FDEP,
 - Florida Fish and Wildlife Conservation Commission,
 - Florida Department of Agriculture and Consumer Services,
 - Florida Department of Economic Opportunity,
 - Florida Water Management Districts, and
 - Florida Regional Planning Councils plans.



5.3 Meetings

Regular updates to the Gulf Consortium Board and its Technical Advisory Group will be made and comments received will be incorporated into the process. It is assumed that two meetings with updates to the Gulf Consortium Board will be provided under Task 5.

5.4 Public Involvement

Public communication activities will be continued to inform the public and interested stakeholders regarding the web portal and the project solicitation process. Input received from the public involvement process will be summarized.

This task will include broad-based public solicitation of new projects and applications. The web portal will be opened to include existing projects so that stakeholders can begin to review of existing applications. Public comment will be actively solicited online and in public meetings held in every community. This task will include ongoing outreach to media and direct distribution of communications to inform and engage the public.

Task 5 Deliverables:

- Three Technical Memoranda (Summary of laws and rules, web portal and master database setup, and inventory and summary of existing plans),
- Master Project Database,
- Monthly progress reports, and
- Public Communication Materials (E-cards to promote awareness and participation, Articles for partner websites, Articles for elected official's newsletters, Guest columns, Radio Interviews, Podcasting, Television interviews, Public service programs, Link to Consortium website, Billboards for government access TV, PSAs for cable providers, Displays for monitors, Posters, Point-of-Purchase Displays, Pull up signs, Newsletter articles for HOA's, Community Centers, Churches, Posts for Member Facebook and Twitter pages, News and Information blog, Consortium Newsletter, Consortium email blasts to stakeholders and partners, News releases, Cards (business card size) with Consortium mission and website, PowerPoint Presentations, and Other tools identified in the member inventory process)

Task 6- Initial Project Review and Ranking:

6.1 Project Prioritization

The projects in the master project database will be reviewed and an initial prioritization will be made. This initial prioritization will be a qualitative

ranking to select the top 100 to 200 projects out of over 1,200 project submissions based on location, diversity of project types, project feasibility, cost, return on investment, timeframe, best available science review, eligibility for RESTORE Act funding, best funding stream, and consistency with the Gulf Consortium's and Council's restoration goals.

6.2 Project Prioritization Meetings

The initial project prioritization will be reviewed with the Consortium's Technical Advisory Group and comments incorporated. One update to the Gulf Consortium Board will be made and comments received will be incorporated into the process.

6.3 Prioritization Technical Memorandum

One Technical Memorandum will be prepared summarizing the qualitative ranking process. Input will be solicited from the Gulf Consortium, the Consortium's Technical Advisory Group, and the public on weighting factors for the Step 2 quantitative project ranking process.

6.4 Prioritization Public Involvement

Public communication activities will be continued to inform the public and interested stakeholders regarding the project prioritization process. This will include media and direct communications, online and in person opportunities to collect public input and to capture public rank-ordering weighting factors for the proposed projects. Input received from the public involvement process will be summarized.

Task 6 Deliverables:

- Technical Memorandum on Step 1 Project Prioritization,
- Monthly project updates, and
- Public Communication materials and updates to all social media/outlets established

Task 7- Finalize Project Ranking and Prepare Draft SEP:

7.1 Technical Advisory Committees

Three Technical Advisory Committees will be selected and convened. The three Technical Advisory Committees are as follows:

- ▶ Economic Development,
- ▶ Biological Resources, and
- ▶ Habitat Restoration/Water Quality.

These committees will be staffed by economic development professionals, scientists, and engineers. A minimum of three and up to five people will be selected for each Technical Advisory Committee. MWH staff will manage the Technical Advisory Committee review process. An in depth review of the top ranked projects will be done by



the Technical Advisory Committees and the projects will be scored. This Step 2 review of the top ranked projects will be a quantitative scoring process and will assess project feasibility, compliance with regulations, cost, schedule, best available science, readiness for implementation, diversity of project types, location, regional impact, other funding availability, economic and social benefits, community resilience, and public acceptance. The Technical Advisory Committee members may be compensated, depending on their organizational requirements, with an honorarium provided by the grant funds and will not be compensated under the MWH contract.

7.2 Project Prioritization and Funding Approach Technical Memorandum

Upon completion of the project scoring, the funding approach for the program will be developed and a Technical Memorandum will be prepared to summarize the project prioritization process and proposed funding approach.

7.3 Prepare the Draft State Expenditure Plan

Upon review and acceptance of the project prioritization and funding approach by the Gulf Consortium the preparation of the draft SEP can begin. The SEP will address the project prioritization, the implementation schedule, the funding required, the grant requirements, public involvement activities completed, the organization structure, and how the projects will be implemented.

7.3 Task 7 Meetings

Two presentations to the Gulf Consortium Board are planned to obtain input on the project prioritization process, present the draft SEP, and provide updates on the overall process.

7.4 State Expenditure Plan Public Involvement

Public communication activities will be continued to inform the public and interested stakeholders regarding the project prioritization process and SEP preparation. Input received from the public involvement process will be summarized. Regular updates to the Gulf Consortium Board and the Technical Advisory Committee will be made and comments received will be incorporated into the process.

Task 7 Deliverables:

- One Draft and Final Technical Memorandum on Step 2 project scoring,
- Draft SEP,
- Monthly project updates, and
- Public communication materials and updates to all social media/outlets established

Task 8- Finalize State Expenditure Plan:

8.1 Prepare Final State Expenditure Plan

In this task, the SEP will be finalized. Upon review and acceptance of the project prioritization and funding approach by the Gulf Consortium the finalization of the SEP will be completed. The Final SEP will address the project prioritization, the implementation schedule, the funding required, the grant requirements, public involvement activities completed, the organization structure, and how the projects will be implemented. Depending on the status of the Spill Impact Component funding, up to three potential project funding scenarios will be presented in the Final SEP.

8.2 SEP Workshops

Two workshops will be held with the Gulf Consortium to review the draft SEP, comments received will be incorporated, and the SEP will be finalized. The final SEP will be presented to the Gulf Consortium Board for approval. The Consultant will assist the Gulf Consortium with transmittal of the final report to the Governor for review and approval and transmittal to the Gulf Council. Any comments received will be addressed.

8.3 SEP Public Involvement

At this time, materials will be prepared for the distribution of the results. The materials will be prepared for the website and for Gulf Consortium members to provide local presentations, if desired. Materials will be distributed through the ongoing channels and tools of communication.

Task 8 Deliverables:

- One Draft and Final SEP,
- Monthly project updates, and
- Public communication materials and updates to all social media/outlets established

3.0 Assumptions

- ▶ The Client will identify a liaison for overall coordination.
- ▶ The Client comments on deliverables will be provided to the MWH Project Manager.
- ▶ MWH will provide draft and final documents in electronic format.
- ▶ MWH will have the right to depend on the accuracy of the materials provided by the Client and state agencies for the duration of this project.
- ▶ Meeting summaries provided by MWH will document decisions and directives from these meetings. Concepts reviewed and determinations made at these meetings will not be subject to further review and/or change without revisions to the scope.



4.0 Compensation

The maximum amount payable on this work order is summarized by task in Table A. Fees will be billed on a time and materials basis per the fee schedule in Attachment 1. This estimated fee by task could increase or decrease based upon key decisions that will need to be made regarding the SEP plan process, the RESTORE Act funding received, and support requested by the Gulf Consortium for the SEP process. The fee estimated is the maximum total fee to complete the process; however the fees may be transferred among the tasks upon approval of the Gulf Consortium liaison. The fee estimate does not include the costs for any performance bond. This will be an additional cost, if required, and will be added to the fee upon completion of contract negotiation. In the performance of these services, MWH may use personnel and resources from affiliated MWH companies. If the work is delayed beyond 20 months due to issues beyond MWH's control and MWH's continued services are required, MWH's compensation shall be renegotiated to provide for the additional services needed.

5.0 Period of Service

MWH will complete the scope of work detailed above within 20 months from receipt of the written notice to proceed. Attachment 2 presents the proposed schedule of activities.

Table A
Estimated Fee by Task

Task	Title	Estimated Fee
Task 1	Identify Existing Project Databases	\$48,800
Task 2	Develop Key Process Recommendations	\$174,100
Task 3	Complete Application for a Planning Grant	\$171,800
Task 4	Governor's Office Review and Grant Processing	\$124,400
Phase 1 Services Subtotal		\$519,100
Task 5	Create Master Project Database and Solicit New Project Ideas	\$288,800
Task 6	Initial Project Review and Ranking	\$197,500
Task 7	Finalize Project Ranking and Prepare Draft SEP	\$418,800
Task 8	Finalize SEP	\$253,000
Phase 2 Services Subtotal		\$1,158,100
Phase 1 and Phase 2 Total		\$1,677,200



Attachment 1 – Fee Schedules

MWH

Position	Rate \$/Hour (USD)
Company Officer	\$305.00
Engineer 4 / Scientist 4	\$235.00
Engineer 3 / Scientist 3	\$200.00
Engineer 2 / Scientist 2	\$185.00
Engineer 1 / Scientist 1	\$155.00
Associate / Intern / Administrative Support	\$ 90.00
Other Direct Costs	
Associated Project Costs (APC)	\$10 per labor hour
Employee Expenses (meals, lodging, and travel)	Cost
Printing	Cost
Subcontractors	Cost

Note: Rates apply to MWH and subsidiary companies for 2014 – 2015
APC includes communications, postage, and computer costs

ENVIRONMENTAL PR GROUP

Position	Rate \$/Hour (USD)
President	\$250.00
Vice President	\$150.00
Director	\$125.00
Supervising Account Executive	\$100.00
Account Executive	\$ 85.00
Account Coordinator	\$ 75.00
Account Associates	\$ 55.00
Administrative Support	\$ 40.00
Technical Services (web, graphics, etc.)	\$ 85.00
Other Direct Costs	Cost



Attachment 1 – Fee Schedules (continued)

GOVERNMENT SERVICES GROUP, INC.

Position	Rate \$/Hour (USD)
Chief Executive Officer	\$250.00
Senior Vice President	\$225.00
Vice President	\$200.00
Senior Project Manager / Consultant/ Project Coordinator	\$180.00
Financial Services Director	\$150.00
Consultant / Database Analyst / Technical Services	\$130.00
IT / Real Property / Engineer Support	\$125.00
Senior Accountant	\$120.00
Accountant	\$105.00
Inspector	\$ 95.00
Community Service Representative	\$ 90.00
Board Clerk	\$ 85.00
Project / Operations Coordinator	\$ 80.00
Administrative Assistant / Account Clerk	\$ 60.00

JANICKI ENVIRONMENTAL

Position	Rate \$/Hour (USD)
Principal	\$175.00
Senior Scientist	\$100.00
Scientist	\$ 75.00

SHEARER CONSULTING

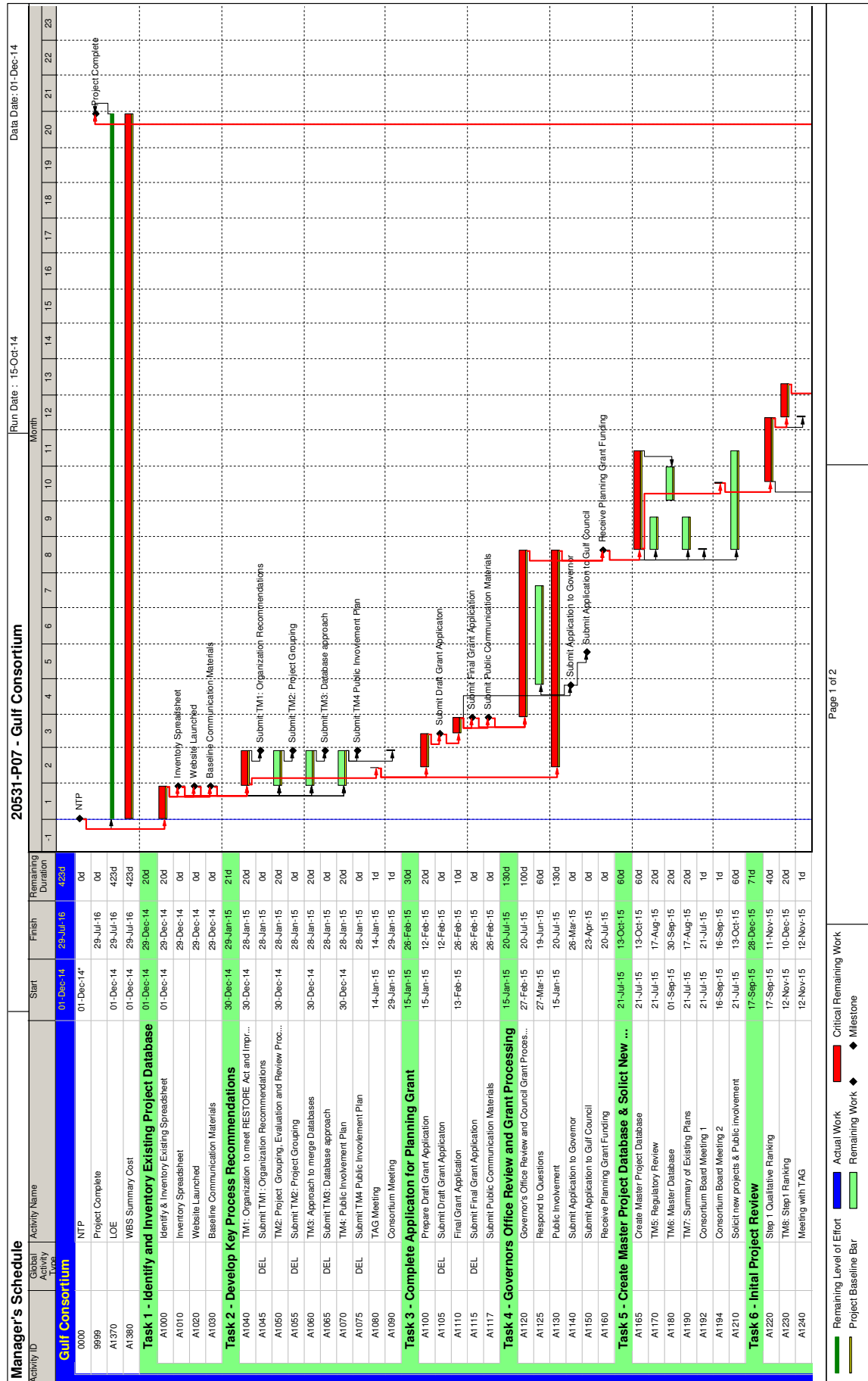
Position	Rate \$/Hour (USD)
John S. Shearer, PE, BCEE	\$250.00 / Hour

MANSONBOLVES

Position	Rate \$/Hour (USD)
Attorney	\$250.00

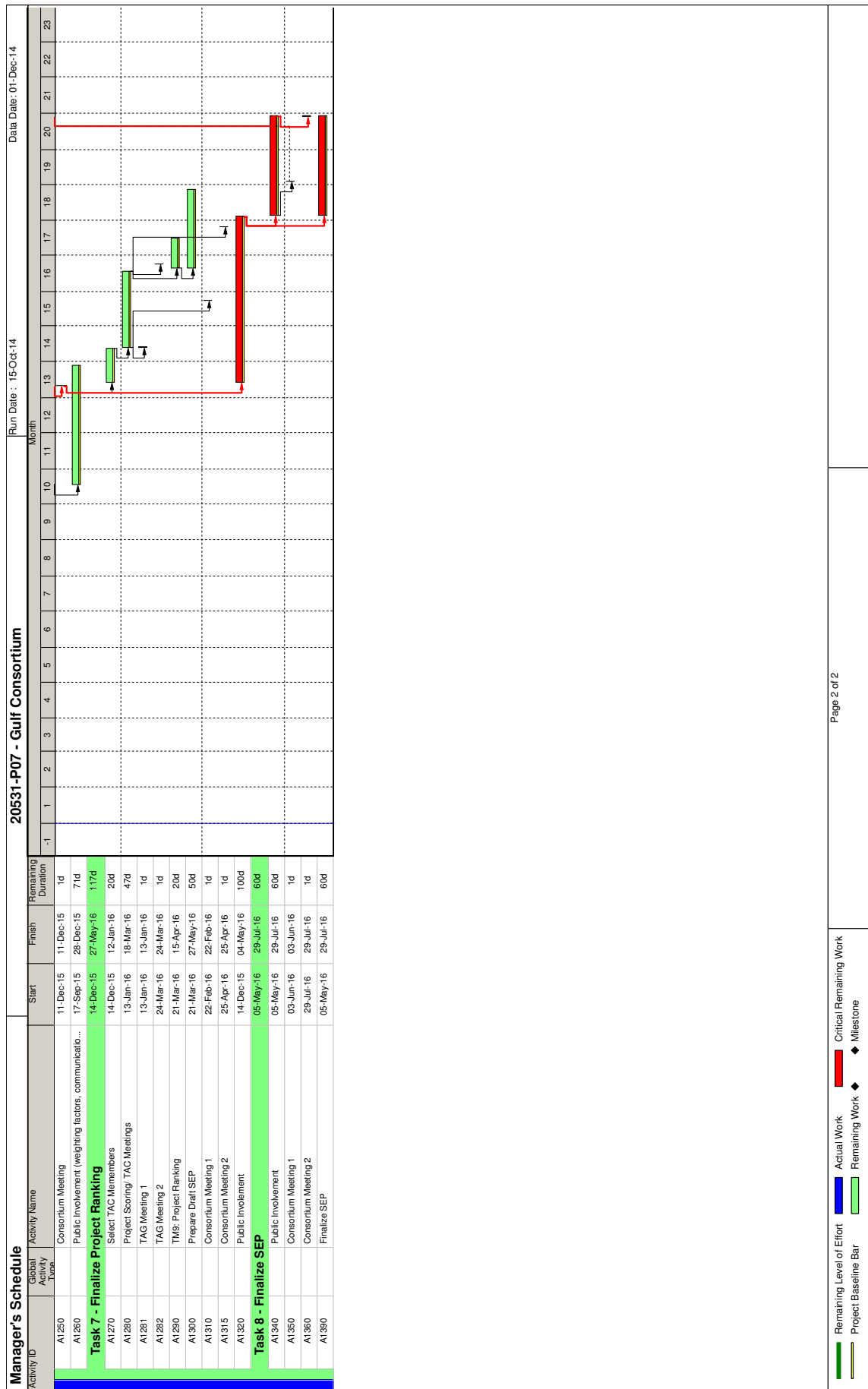


Attachment 2 – Schedule





Attachment 2 – Schedule (continued)



Leveraging Resources



TAB H

Leveraging Resources

There are multiple funding sources available for implementation of coastal restoration and associated economic development activities. **Figure H-1** shows the main oil spill recovery funding streams and the types of projects that are eligible for funding under each funding stream.



Natural Resources: Restoration & Protection	✓	✓	✓	✓	✓			✓
Natural Resources: Mitigation	✓	✓	✓	✓	✓			✓
Federally Approved Management Plan Implementation			✓		✓			✓
Workforce Development/ Job Creation			✓		✓			✓
Infrastructure: Economic & Ecological			✓		✓			✓
Flood Protection			✓		✓			✓
Administrative/ Planning Assistance			✓	✓	✓			✓
Promotion: Tourism			✓		✓			✓
Promotion: Seafood			✓		✓			✓
Research/Monitoring						✓	✓	✓
Economic/Community Resilience				✓				✓
			Local	GCERC	Consortium	Research	Research	
	NRDA	NFWF	BUCKET 1	BUCKET 2	BUCKET 3	BUCKET 4	BUCKET 5	OTHER
			RESTORE Act					

This figure shows that the main oil spill recovery funds are the five RESTORE Act funding buckets, the Natural Resource Damage Assessment (NRDA) funding, and the National Fish and Wildlife Foundation (NFWF) funding. There are also other funding sources that could be used to fund projects or be used as matching funds from a variety of sources. These other sources include Community Development Block Grants, State Revolving Loan, Water Management District funding, and other state and federal programs.



There are two primary strategies for leveraging resources to maximize the funding that can be applied for coastal restoration and economic development along Florida's Gulf coast. The first strategy is to align the potential projects with the best funding source so that projects are distributed among the various RESTORE buckets and other sources to maximize the number of projects funded. The second strategy is that once the projects are distributed among the various oil spill recovery funding sources identify other non-oil spill recovery funding that could be used as matching funds.

For the first strategy, which is aligning proposed projects with the best oil spill recovery funding source, we propose to review each project along the following lines:

- ▶ Research and monitoring projects align very well with RESTORE Act funding buckets 4 and 5. Projects primarily focused on research and monitoring are recommended to be considered for funding under these funding streams rather than the bucket 3 spill impact component funding.
- ▶ There are most likely a number of projects that will be in the master project database that will be under consideration for the individual county multi-year implementation plans for funding under the bucket 1 direct component funding. We recommend that the SEP team work closely with the individual county teams preparing the multi-year implementation plans and identify the types of projects included in those plans and sort the master project database to assign these projects for bucket 1 direct component funding.
- ▶ The FDEP is taking the lead with the Florida Fish and Wildlife Conservation Commission (FWC) on the bucket 2, NFWF and NRDA funding submittals. In our proposed part 1 project evaluation process we will get input from FDEP and the FWC on which projects in the master project database have been submitted for funding or are most likely to be submitted in the future for these funding sources.

The second strategy is to identify potential matching funding sources for the selected SEP projects that would allow for more projects to be included in the plan. Since the RESTORE funds have been "non-federalized" in the rules these funds can be used as "matching" funds for other state and federal grants. This will allow the MWH Team working with the Gulf Consortium to leverage these dollars where appropriate with various state and federal projects. The MWH Team has delivered administrative funding for over \$1.2B of various grant programs for

economic development, environmental restoration and infrastructure projects.

This strategy allows for targeting of specific matching fund sources that best fit with the proposed project and will maximize the chance of success in receiving matching funds. The approach for this second strategy is as follows:

- ▶ Infrastructure projects, protection of natural resource projects, and water quality projects align well with goals for water management district funding. There is funding allocated at the water management districts to facilitate construction of reclaimed water systems, protect estuaries, and improve water quality of springs and estuaries. The Southwest Florida Water Management District, in particular, has significant funding typically available for these types of projects that could allow specific large capital projects to proceed that would not otherwise be possible. Other Water Management Districts can also provide matching funding for these types of projects within their respective geographies. The SEP would identify which projects in the proposed plan would be eligible for this funding.
- ▶ Economic development, tourism promotion, and workforce development projects could be eligible for community development block grant and other economic development incentive funding. These projects would be identified in the SEP and potential matching funding for these types of projects would be identified.
- ▶ Natural resource protection and restoration projects could be eligible for funding available from non-governmental organizations such as the Nature Conservancy and other organizations. These non-governmental organizations would be involved and included in our proposed public involvement activities and the goal would be to identify these potential matching funds for certain projects early in the process and the leveraging impact provided would be identified in the SEP.

MWH could also assist the Gulf Consortium in preparation of matching grant funding applications for the identified projects as part of additional value added services as discussed in Tab J of this BAFO.

The MWH Team has delivered administrative funding for over **\$1.2B** of various grant programs for economic development, environmental restoration and infrastructure projects.

TAB
I

Implementation and Management

TAB I





TAB

Implementation and Management

The MWH team is the most qualified to assist the Gulf Consortium in every aspect of implementation assistance as described in Tab I of your RBAFO. Our team's unique experience will allow us to assist in the development of a "Business Plan" that will be required in the Planning Grant Application submittal for the start-up of the Gulf Consortium and SEP development.



Phase I

As part of Phase I, the MWH Team will develop the Application for a Planning Grant for the Gulf Consortium. In this phase, we will develop a Business Plan to address areas that the Gulf Consortium must follow for compliance with the grant and the Treasury Interim Final Rule. These services are already included in the scope of work and cost estimate contained in Tab G of this BAFO.

We will utilize the experience of GSG to help the Consortium in their development of the "Business Plan" that will include an organization structure and resources. GSG's experience is based on 15 years of experience in providing all of the services described in Tab I and more for the Florida Governmental Utility Authority (FGUA). This "single purpose" government entity was created in 1999 under the same law (Chapter 163 Florida Statutes) that created the Consortium.

The FGUA is an \$80M per year water and wastewater authority with no employees. GSG serves as the System Manager and the Board's Representative for all executive, administrative, and financial projects, as well as provides contract management and compliance oversight for all State and Federal compliance. GSG has planned, financed, and implemented over \$500M in water, wastewater, and environmental restoration projects.

GSG annually provides contract management oversight to **over \$35M in operation contracts**, as well as financial accounting and reporting for **over 80 systems in 15 counties serving 120,000 customers**. GSG staff consists of utility experts, former county administrators, CPAs, engineers, real estate experts and grant compliance personnel that have **administered over \$1.2B in Federal programs**.



Key Implementation Assistance Elements Of The Application For A Planning Grant

The following tasks are included in development of the Planning Grant, and are scoped and priced within Tab G of this BAFO:

- 1. Staff/Resources Required for Oversight, SEP Development, Management and Monitoring:** As part of the initial grant submittal, you will be required to describe the structure and resources of the Gulf Consortium necessary for the successful execution of the SEP. GSG will develop the plan during Phase I.
- 2. Financial Monitoring:** Based on prior experience, GSG will identify the required resources, structure and procedures necessary to ensure the proper “checks and balances” are in place and consistent with all federal requirements.
- 3. Grant Compliance:** GSG will identify the protocol and resources required to meet all “rule” requirements for the RESTORE program. This must include both recipient and sub-recipient monitoring that will be a requirement if the Consortium is identified as the “Grantee” by the Treasury Department.
- 4. Data Management:** GSG, working with the MWH Team, will describe the sophisticated database that will be utilized to gather project information progress and general information to all stakeholders and the public. After the SEP is developed, this database will need to be maintained so the Gulf Consortium can monitor and manage progress, each community can access current project information, and the public can avail itself of program success. GSG maintains databases for over 5 million records for local governments. Last year, GSG certified over 1.2 million parcels to County Tax Collector that generated over \$150M in revenue for Florida local governments.
- 5. Governance Structure:** GSG will develop for the Consortium an organizational structure for inclusion in the Planning Grant Application that will articulate roles and responsibilities as well as the plan for oversight and management during plan development and implementation.

After the SEP is developed, this database will need to be maintained so the Gulf Consortium can **monitor and manage progress**, each community can **access current project information**, and the public can avail itself of **program success**.

Additional Implementation Responsibilities

We can also develop the following for the Consortium:

- ▶ Use and Management of Contract Services—GSG has extensive experience in the use and management of contract services for government organizations. This expertise will be critical as the Gulf Consortium makes decisions regarding the use of contract services for its operations.
- ▶ Prepare Procedures For All Financial and Grant Monitoring and Compliance.

The **key implementation assistance elements** are included in the scope of services and pricing in **Tab G** of this BAFO.



Ongoing Implementation Services

There is a potential wide range of services that the MWH Team can provide the Gulf Consortium based upon its needs for the program. Below are some of the services that our team could provide to assist the Gulf Consortium in successful implementation of the RESTORE program.

1. Project Management and Administration

The MWH Team is prepared to act as "Consortium Representative" on all program issues including, but not limited to:

- ▶ Oversight of SEP recommendations and implementation
- ▶ Project management and reporting of program progress
- ▶ Selection of resources required for implementation
- ▶ Attendance at Board meetings
- ▶ Preparation of reports required for State and Federal requirements

Project Management

- Develop actual capital improvement plan
- Prepare management updates as needed
- Secure necessary work orders/contracts for Gulf Consortium approval
- Review all responses, work orders, and contracts from respondents
- Determine availability of funds and draw schedule
- Ensure consistency with goals and objectives of Gulf Consortium and Gulf Council
- Manage activities of consulting engineers and other professionals to facilitate timely completion of projects
- Will meet on an ongoing basis with professionals selected by the Gulf Consortium to ensure design concepts, construction standards, time frames and budget are adhered to according to contract commitment
- Make sure that economic development projects are designed and implemented consistent with the objectives of the program

Board Support and Administration

- Provide timely notice of all regular and special meetings
- Prepare and distribute agendas and maintain minutes

- Act as custodian of the Consortium books and records, which shall be maintained in accordance with Chapter 119, Florida Statutes and relevant Federal guidelines
- Serve as intergovernmental liaison between the Consortium and local governments
- Provide the Consortium Board members, upon request, with data on information concerning SEP programs
- Develop and maintain accounting, budget and purchasing procedures
- Monitor the performance of all terms and conditions in all leases, contracts and agreements and notify the Consortium of any noted violations

2. Contract Management

- ▶ Develop all necessary agreements for the design and construction of RESTORE project
- ▶ Assist any counties requesting help with project oversight, contract monitoring, etc.

3. Grants Management and Financial Compliance

- ▶ All accounting and financial reporting for the Consortium and RESTORE projects
- ▶ Coordinate with external auditors during annual audit
- ▶ Provide timely online access regarding project progress
- ▶ Prepare all required monthly and annual financial reports to ensure compliance with all applicable requirements
- ▶ Provide all grant monitoring to ensure that the grantee (recipient) and sub-recipients meet all requirements, such as conflict of interest issues, procurement "Davis-Bacon" compliance, and stringent reporting requirements

(Note: The Consortium, if identified as the grantee, will be responsible and liable for any "sub-grantee" that it has passed money to.)

4. Database Management

The MWH Team can provide ongoing maintenance and support to the SEP database during the duration of the program. This will ensure the information is always current and correct. This will be essential to the success of the program (see Tab C of this BAFO).



Cost Estimate

The MWH Team is aware of the 3% grant limitation for administration cost (defined in § 34.2 (3)). We are also aware, based on our experience, that some of the services being requested by the Consortium can be classified as project deliverables in contracts or structured in a particular fashion. In order to maximize those opportunities under the Final Rules definition of Administrative Cost, a sophisticated cost allocation protocol will have to be in place to maximize administrative and non-administrative cost recovery attributable to specific projects.

Therefore, the MWH Team will structure its pricing based on a fixed fee approach determined by the following:

- ▶ Size of initial and final award
- ▶ Consortium role as grantee
- ▶ Consortium responsibility for procurement, implementation and oversight of special projects
- ▶ Number of sub-grantees requiring monitoring

In addition, the MWH Team will ensure the Gulf Consortium that a sophisticated process will be developed to allow maximum cost recovery for all administrative cost (3% limitation).

Non-administrative costs directly attributable to projects and certain functions are not included under the 3% cap and will be identified and documented so the Consortium can execute and fund any level of oversight required.

In addition, pricing can be more flexible based on the number of services the Gulf Consortium may want to utilize.

At this time, it is not possible to offer a price for these other ongoing implementation services as described above since the overall scope requirements for implementation by the Gulf Consortium is not yet defined, and the level of staffing and other governance issues have not been decided. We can assure the Gulf Consortium that once these and other questions related to the exact scope of services needed by the Consortium are answered, a pricing structure can be reached for administrative and non-administrative costs based on the services required, the fee schedule provided in Tab G of this BAFO, and within the parameters of the grant guidelines.

(Note: The MWH Team, as part of Phase I deliverables, will develop cost estimates for all required and additional implementation services that may be required by the Gulf Consortium based upon workshops and your input.)

TAB

J

Value Added Services

TAB J



TAB

J

Value Added Services

MWH can assist the Gulf Consortium with a number of other value added services should they be requested. Three areas that may be of interest to the Gulf Consortium include small business development in the entire Gulf Coast region or in distressed economic areas, federal agency lobbying and federal funding assistance, and grant application preparation for obtaining other matching funds for projects.

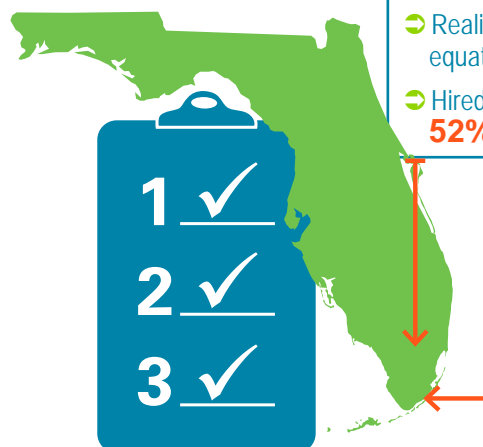
Small Business Development Program

MWH's Small Business Development Program (SBDP) is designed to identify the needs of small service providers and contractors related to growing their business, provide training in business and technical skills, provide bidding and bonding assistance, and qualify subcontractors to succeed as prime contractors on future work. This practice feeds a significant portion of the dollars right back into the local economy and fosters continued new business growth. The small business program can be especially useful in areas where the economy is distressed such as the Apalachicola Bay area where the oyster industry is looking for other opportunities due to impacts to the oyster harvest areas. We have successfully developed and implemented customized SBDPs on large programs in cities such as San Diego, Atlanta, Los Angeles, Houston, Miami, Kansas City, and Fort Worth.

Mission of the SBDP:

- ▶ Partner with governments where MWH performs work
- ▶ Assist local small businesses to compete for capital improvement and restoration projects
- ▶ Develop and grow the capacity of small businesses
- ▶ Reinvest capital dollars in local economies
- ▶ Increase the number of businesses competing for contracts, thereby increasing competition which generally results in better results for the client
- ▶ Increase the number of contractors bidding for construction projects, thereby increasing competition which generally results in lower current and future construction costs
- ▶ Implement program with honesty, integrity, and professionalism

Figure J-1: MWH has implemented similar value-added SBDP services across Florida, realizing quantifiable benefits for local residents and businesses



ACCELER8 Everglades Restoration Program

- Realized **32.7%** small business enterprise (SBE) utilization, equating to \$17.4M back to the local community
- Hired **80%** of the workforce from the State of Florida, with over **52%** coming directly from the two surrounding communities

Miami-Dade Consent Decree Program

- Brought **over 100** construction contracts to SBEs, and provided bonding, financial, technical assistance and business training to more than **53** contractors
- Helped register **85** new African-American owned business firms with the County



Elements of the SBDP:

- ▶ **Outreach:** MWH performs internal and external outreach, including review of cities' and counties' existing small and disadvantaged business programs, identification of participation goals, and communication with existing pools of certified contractors. MWH works to promote the SBDP to local chambers of commerce and agencies that assist small businesses.
- ▶ **Assessment:** MWH provides SBDP participants with assessment in the areas of technical competence, bonding eligibility and capacity, financial assistance requirements, training needs, and general business acumen.
- ▶ **Training and Technical Assistance:** MWH provides training and technical assistance in business and financial planning, invoice preparation, marketing, procurement, cash flow management, and receivables and payables management.
- ▶ **Bonding, Insurance and Working Capital:** MWH works with existing surety companies and banks that have bonding and working capital programs for small construction contractors and also identifies new surety companies and banks that may have interest in participating. In addition, MWH supports small businesses in the acquisition of needed insurance.

The **small business program** can be especially useful in areas where the economy is distressed such as the Apalachicola Bay area where the oyster industry is looking for other opportunities due to impacts to the oyster harvest areas.

MWH continually monitors, tracks, and reports on the progress of our SBDPs to ensure that firms are being used as planned, including soliciting regular feedback from the firms to update our efforts based on emerging needs and market changes. We make adjustments and implement corrective actions accordingly to improve our ability to meet established goals.

We also commonly use our small business partnership opportunities to develop mentor-protégé relationships with our subconsultants. In this capacity, we offer our protégés support in a wide range of disciplines including contracting, planning, project management, project controls, modelling, and design, as well as each specific area of expertise represented among our team members (engineering, architecture, finance, regulatory

issues, public outreach). These mentor-protégé relationships help grow small business entities and expand their business offerings.

Federal Lobbying and Funding Assistance

As a value-added component, we offer the services of our experienced registered professional lobbying firm, mCapitol Management, a wholly-owned subsidiary of MWH headquartered in Washington, DC, and a bipartisan firm that provides our clients with unparalleled strategies and successes at the federal, state, and local levels.



The ability to successfully represent the interests that matter most to our clients comes from the extensive experience of mCapitol staff, which includes a former member of congress, senior White House administration and congressional staff, federal agency officials, presidential campaign advisors, Democratic and Republican Party officials, state legislators, and corporate government-affairs executives. This unrivaled experience is the foundation of mCapitol's proven ability to effectively build and maintain key relationships. As a result, we have assisted our clients in securing millions of federal dollars to fund projects that are crucial to the development of local communities and utility districts.

mCapitol Management has extensive experience managing client relations with both Congress and the Administration through timely communication and close observation of the federal funding process. mCapitol Management's experience in identifying appropriate funding sources can help clients successfully secure federal funds in a well-coordinated manner. mCapitol Management assists in the research process and filing required paperwork to be eligible to receive federal funds. Using these skills, we have assisted our clients in securing millions of dollars to fund projects that are crucial to the development of local communities and the security of the United States.

MWH has assisted our clients in securing **millions of federal dollars** to fund projects that are crucial to the development of local communities and utility districts.



Grant Application Preparation for Other Matching Funds

The MWH Team has extensive experience assisting clients in the preparation of grant applications to various state, federal, and non-governmental organizations for matching funds for restoration and infrastructure projects. Members of the MWH Team have managed over \$1.2B of federal programs for Infrastructure, Economic Development, Ecosystem Restoration, and Water/Sewer projects. This is a value-added service that the Gulf Consortium, or its member counties, may desire in order to confirm if sufficient matching funds can be obtained in order to free up additional spill impact component dollars to allow other projects to be included in the SEP.

Potential candidate projects for matching funds would be identified by the project type grouping in the master project database. If desired, we can assist project sponsors with preparation of grant applications during or after completion of the SEP process. We will utilize our project management dashboard to track any pending grant application requests, and can use the information to identify the amount and timing of any additional matching grant funds. Tab H of this BAFO describes our approach to leverage additional dollars in more detail.

The MWH Team has extensive experience assisting clients in the **preparation of grant applications** to various state, federal, and non-governmental organizations for **matching funds for restoration and infrastructure projects**.



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Required Forms



Required Forms

No form information has changed since our submission of the initial ITN response. Please see our previously submitted ITN for the required forms.

A copy of MWH's Equal Employment Opportunity and Affirmative Action policy is attached, as required by item M of the RBAFO procurement instructions.



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EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION

MWH U.S. Based Operations

It is the policy of MWH not to discriminate and to provide equal employment opportunity to all qualified persons regardless of race, ethnicity, religion, creed, color, sex, gender, gender identity or expression, national origin, age, disability, veteran status, medical condition, marital status, sexual orientation, citizenship or other basis in accordance with federal, state or local laws or regulations. This policy is applied to all employment actions, including but not limited to recruitment, hiring, promotion, transfer, demotion, layoff, termination, rates of pay or other forms of compensation, use of facilities and selection for training or other terms and conditions of employment. This policy applies to all employees, including supervisors, co-workers, and non-employees such as customers, clients and vendors.

In furtherance of the MWH policy of affirmative action and equal employment opportunity, the Company has developed a written Executive Order Affirmative Action Program, which contains specific and results-oriented procedures to which MWH is committed to apply in good faith. The elements of MWH's Executive Order Affirmative Action Program, which enable applicants and employees to know and avail themselves of its benefits, are available for review, upon request from Human Resources, during normal business hours. The MWH Americas Senior Executives endorse the policy of Equal Employment Opportunity as well as all MWH Americas Affirmative Action Plans.

All applicants for employment and all employees are permitted access to the affirmative action program. Any employee or applicant who believes that he or she has been discriminated against in violation of this policy should immediately contact the Human Resources Department, as explained in MWH's Open Door Policy. Employees are encouraged to come forward if they believe that they have suffered or witnessed discrimination. MWH will promptly investigate all complaints and take appropriate action. MWH will not retaliate, or allow retaliation, against any employee or applicant who complains of discrimination, assists in an investigation of possible discrimination or files an administrative charge or lawsuit alleging discrimination.

Supervisors (as defined in MWH's Harassment Policy) are required to report any discriminatory conduct or incidents in accordance with MWH's Open Door Policy. All Supervisors with responsibility for employment and employment decisions are directed to perform their duties in accordance with this policy.

If you have any questions regarding Equal Employment Opportunity or the MWH Americas Affirmative Action Plans, please contact Shawna Fechtner, HR Compliance, at Shawna.fechtner@mwhglobal.com or (303) 410-4085.

mwhglobal.com



MWH®

BUILDING A BETTER WORLD

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