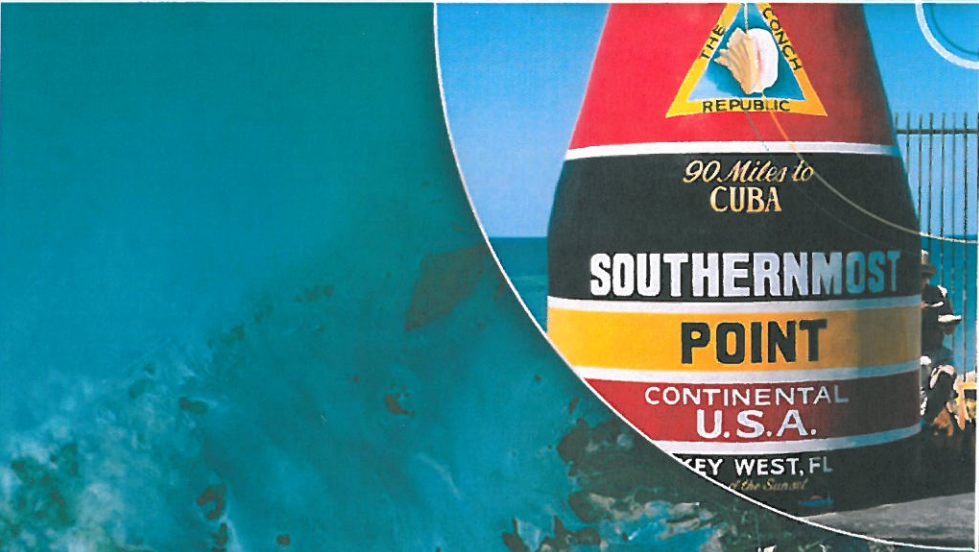
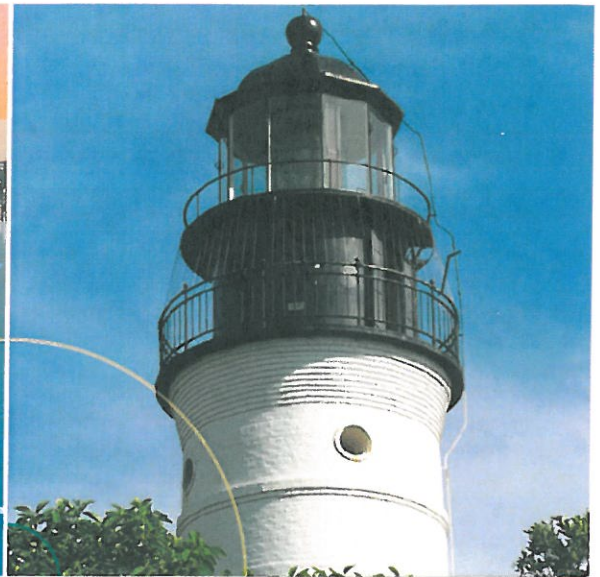


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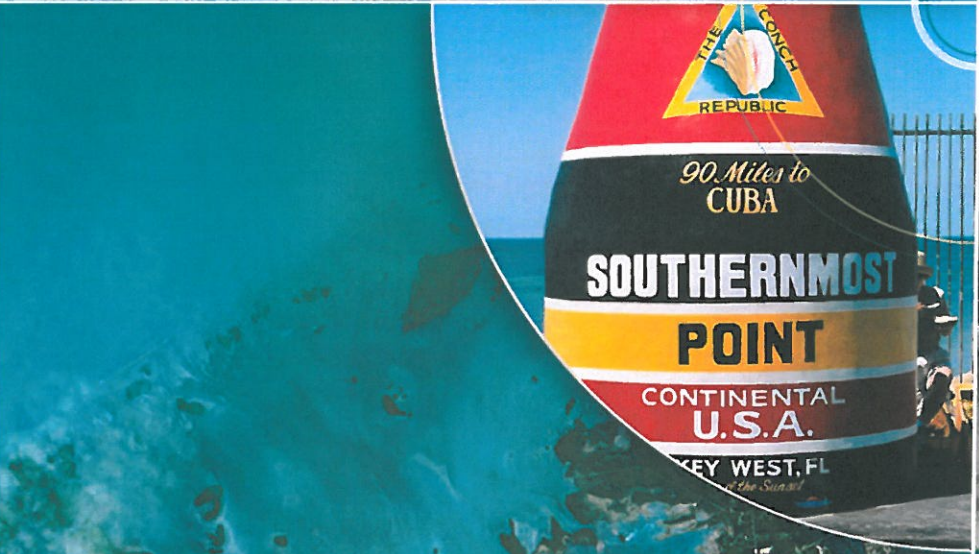
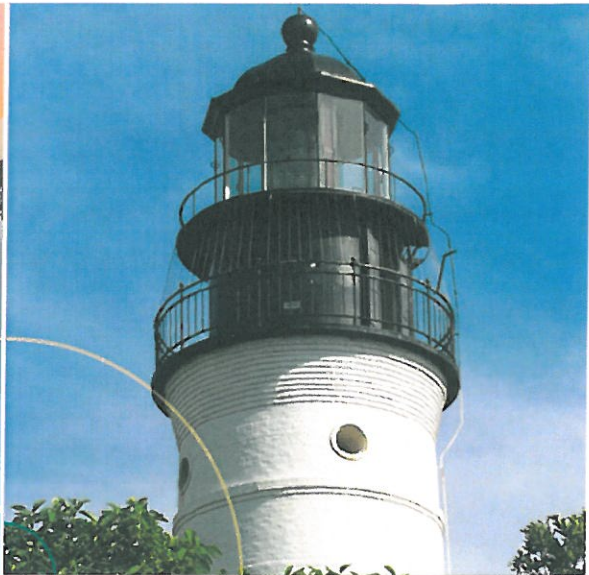
City of
Key West, Florida

QUALIFICATIONS

Grant Writing Services

RFP #002-13
January 2013

**CDM
Smith**



INFORMATION PAGE

City of
Key West, Florida

QUALIFICATIONS

Grant Writing Services

RFP #002-13

January 2013

**CDM
Smith**



1715 North Westshore Boulevard, Suite 875
Tampa, Florida 33607
tel: 813 281-2900
fax: 813 288-8787

January 16, 2013

City Clerk
City of Key West
3126 Flagler Avenue
Key West, Florida 33040

Subject: City of Key West Request for Proposals (RFP) #002-13 Grant Writing Services

Dear Selection Committee Members:

The City of Key West (City) is truly one of the nation's treasures, and, as such, both the City and local community understand the importance of continually moving forward to maintain, as well as improve, the City's infrastructure and its assets. We are aware that the City has aggressively pursued and has successfully obtained a variety of grants to assist in advancing the City's infrastructure and enhancing its environment. We wish to assist the City in continuing this fine record of achievement, by enlisting the services of CDM Smith Inc. The City can be assured that it has engaged the best firm available to assist in identifying and leveraging grant funding from various sources, including state and federal agencies and private corporations and foundations, and ultimately convince the funding agencies that your grant project is worthy of their support. We have been providing similar grant consulting and financial services to public and private agencies in Florida since 1974. Our primary experience is related to the implementation of innovative energy, water, wastewater, stormwater, reclaimed water, disaster recovery, and transportation projects, including application for grants, loans, and other financial assistance required to construct infrastructure that supports and fosters sustainable growth in communities like Key West.

CDM Smith Has a Cutting-Edge, Technically-Superior Project Team. Our enthusiastic **project manager, Amelia H. Davies**, has significant, directly-related experience in grant funding at the local, state, and federal level. Ms. Davies has a demonstrated track record of grant preparation and analysis of financial reports to summarize and forecast financial positioning. A former employee of Lee County for more than 27 years, Ms. Davies was instrumental in preparing the grant application and for coordinating the first Congestion Pricing Project implemented in 1998. She has been at the forefront of funding announcements through the Governor's Energy Office, the federal government departments, and the Florida Energy and Climate Commission, successfully assisting local agencies in obtaining funding to reduce dependence on foreign oil. She has been invited by the U.S. Department of Energy (USDOE) to participate in the development of the national guidelines for work and workforce for the residential energy efficiency retrofit programs. She will be supported by a team of engineers, experienced grant writers, managers, and financial experts, each hand-selected for their individual expertise, knowledge gained from similar projects, and their ability to work efficiently as a cohesive team. All of our domestic offices are linked by a state-of-the-art communications network, enabling us to draw quickly upon the expertise of our 5,000 staff members worldwide. Our experts have secured funding from the Federal Transit Authority (FTA), USDOE, the Department of Commerce, Federal Emergency Management Agency (FEMA), Community Development Block Grant (CDBG), Housing and Urban Development (HUD), and Energy Efficiency Community Block Grant (EECBG) programs, as well as the SRF and the U.S. Environmental Protection Agency (U.S. EPA) grant programs. With exceptionally short grant reporting deadlines, this experience, which effectively means no federal or state program learning curve, is perhaps the single most important of the many benefits CDM Smith offers the City on this contract.

Our Local Experience is Unmatched. We have a proven track record of securing significant amounts of funding for government agencies over the past five years. In South Florida alone, we have provided funding assistance to Palm Beach, Lee, Charlotte, and Collier Counties; the South Martin Regional Utilities; as well as the Cities of West Palm Beach, Clewiston, and Marco Island. Beyond Florida, we provided program administration, financial management, monitoring and compliance, as well as schedule tracking/management, for a \$450M CDBG Program to support Hurricane Katrina and





Selection Committee Members

January 16, 2013

Page 2

Hurricane Rita disaster recovery – one of many large funding projects for which CDM Smith provided grant monitoring and compliance. Additionally, our staff has extensive knowledge of the Davis-Bacon Act and other federal requirements. Lastly, our project team includes former FDOT employees possessing knowledge and experience with FDOT grant requirements and categorical exclusions.

CDM Smith has been fortunate to work with the City for a number of years, and we have a current general engineering services contract with the City. We have demonstrated our ability to provide cost-effective professional services on a variety of City projects. We also have current contracts for airport consulting services at the Key West International and Florida Keys Marathon Airports and with the Florida Keys Aqueduct Authority. This local work experience provides us with the experience necessary to understand your needs and search out and obtain the right grants for you. CDM Smith appreciates the opportunity to assist the City in continuing pursuit of grant opportunities.

I personally take a great deal of pride in delivering the services and products promised at the price and scope of work established. Doing so takes a good deal of thought in preparing the proper scope of work to meet the goals and objectives of the client. CDM Smith looks forward to continuing to work with the City of Key West. If you have any questions, I can be reached at strobridge@cdmsmith.com or at 813.281.2900.

Very truly yours,

A handwritten signature in blue ink, appearing to read "D. Strobridge".

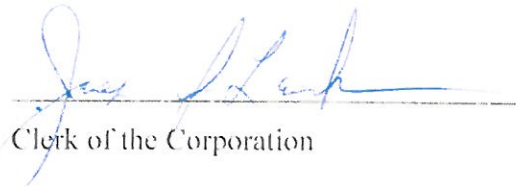
Daniel E. Strobridge, QEP
Vice President
CDM Smith Inc.

CERTIFICATE

I, James S. Lackman, Clerk of CDM Smith Inc., a Massachusetts corporation, hereby certify that Daniel E. Strobridge, holds the position of Client Service Manager which entitles Mr. Strobridge to execute, and deliver proposals, contracts and agreements for the performance of professional services in the name and on behalf of CDM Smith Inc. with a value up to \$1 million. Furthermore, Mr. Strobridge may be delegated authority to execute proposals, contracts and agreements for the performance of professional services in the name and on behalf of CDM Smith Inc. in excess of \$1 million.

I further certify that the foregoing is consistent with the Contract Signing Authority Policy and with the By-laws of the said corporation.

IN WITNESS WHEREOF, I have executed this certificate and have caused the corporate seal of CDM Smith Inc. to be hereunder affixed on this 7th day of January 2013.

A handwritten signature in blue ink, appearing to read "James S. Lackman", written over a horizontal line.

Clerk of the Corporation

ANTI-KICKBACK AFFIDAVIT

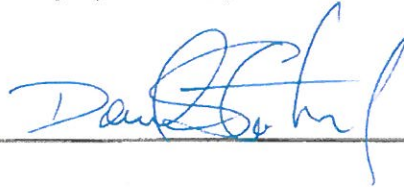
STATE OF FLORIDA

SS:

COUNTY OF MONROE

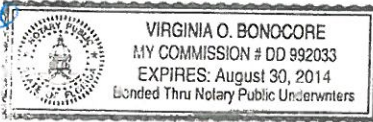
I the undersigned hereby duly sworn, depose and say that no portion of the sum herein response will be paid to any employee of the City of Key West as a commission, kickback, reward or gift, directly or indirectly by me or any member of my firm or by an officer of the corporation.

BY: _____



sworn and prescribed before me this 14th day of January 2013


NOTARY PUBLIC, State of Florida



My commission expires: August 30, 2014

**SWORN STATEMENT PURSUANT TO SECTION 287.133(3)(A)
FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES**

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICIAL AUTHORIZED TO ADMINISTER OATHS,

1. This sworn statement is submitted to City of Key West
by Daniel E. Strobridge, QEP / Vice President

(print individual's name and title)

for CDM Smith Inc.

(print name of entity submitting sworn statement)

whose business address is 1715 North Westshore Boulevard, Suite 875, Tampa, FL 33607

and (if applicable) its Federal Employer Identification Number (FEIN) is 04-2473650

_____ (if the entity has no FEIN, include the Social Security
Number of the individual signing this sworn statement):

2. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or of the United States, including, but not limited to, any bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.
3. I understand that "conviction" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 01, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.
4. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:
1. A predecessor or successor of a person convicted of a public entity crime: or
 2. An entity under the control of any natural person who is active in

the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members and agent who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment of income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

5. I understand that a "person" as defined in Paragraph 287.133(1)(e), Florida Statute means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.
6. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement (indicate which statement applies).
 - ✓ Neither the entity submitting this sworn statement, or any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July, 1989.

_____ The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 01, 1989.

_____ The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 01, 1989. However, there has been a subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearings and the Final Order entered by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list. (attach a copy of the final order)

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH ONE (1) ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND, THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES, FOR THE CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.


(SIGNATURE)

January 14, 2013

(DATE)

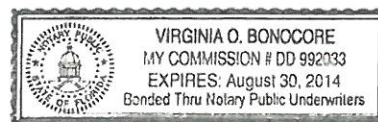
STATE OF Florida

COUNTY OF Hillsborough

PERSONALLY APPEARED BEFORE ME, the undersigned authority
Daniel E. Strobridge, QEP who, after first being sworn by me,
(name of individual)
affixed his/her signature in the space provided above on this
14th day of January, 2013


NOTARY PUBLIC

My commission expires: August 30, 2014



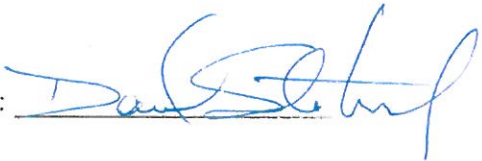
EQUAL BENEFITS FOR DOMESTIC PARTNERS AFFIDAVIT

STATE OF FLORIDA)

: SS

COUNTY OF Hillsborough)

I, the undersigned hereby duly sworn, depose and say that the firm of
CDM Smith Inc. provides benefits to domestic partners of its employees on the
same basis as it provides benefits to employees' spouses per City of Key West Ordinance
Sec. 2-799.

By: 

Sworn and subscribed before me this

14th day of January, 20 13.



NOTARY PUBLIC, State of Florida at Large

My Commission Expires: August 30, 2014

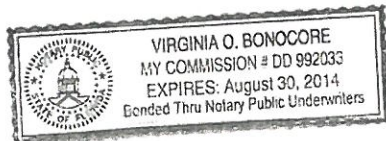




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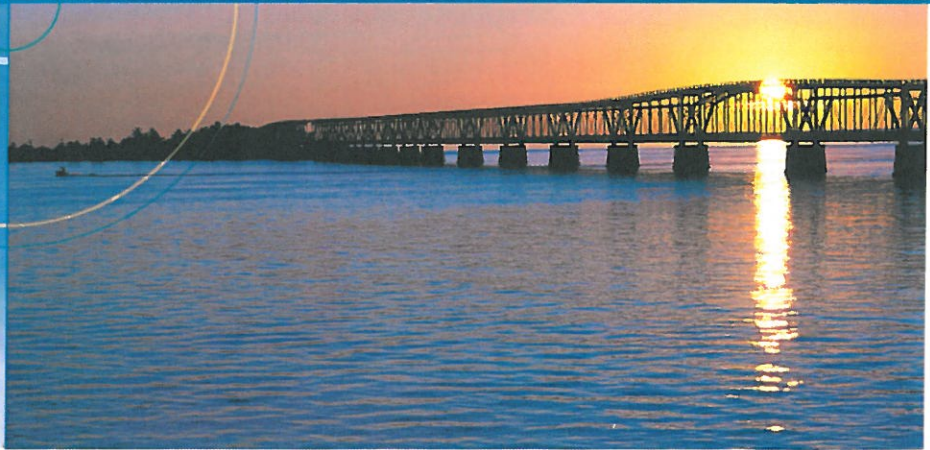
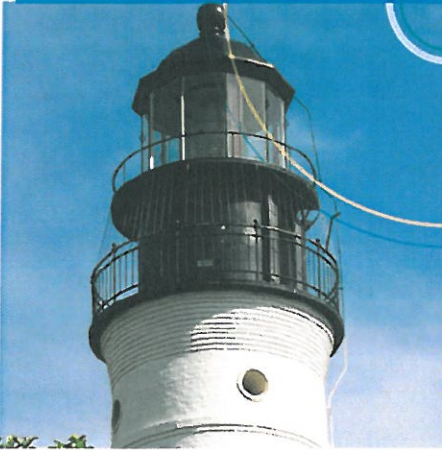


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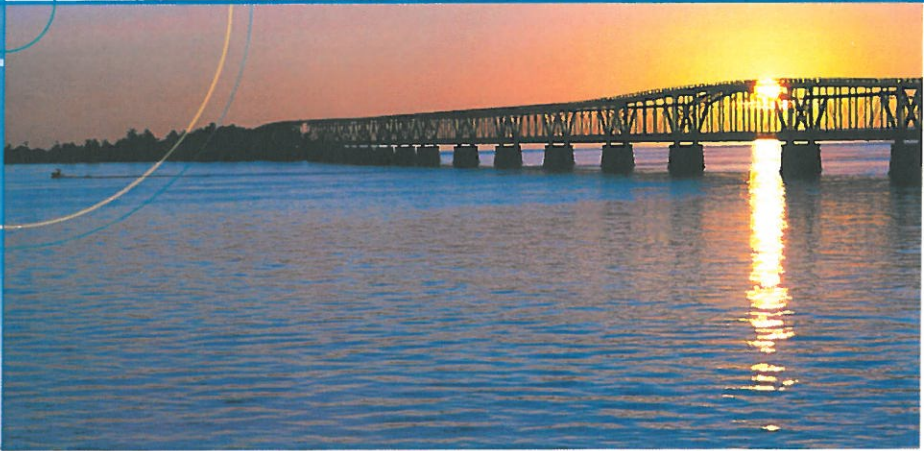
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Section 1: Qualifications



GRANT WRITING SERVICES FOR THE CITY OF KEY WEST

SECTION 1: QUALIFICATIONS

CDM Smith is a consulting, engineering, construction, and operations firm delivering exceptional service to public and private clients worldwide. CDM Smith offers a full range of services in water, environment, transportation, energy, and facilities. We have been successfully assisting clients nationally for 65 years—and locally in Florida for 38—and are among the country's premier consulting engineering firms. Of all the environmental firms in the country, CDM Smith was ranked 4th in sewer/wastewater, 7th in sewerage and solid waste, 8th in water, 19th in transportation, and, of the Top 500 Design Firms, we were ranked 22nd by Engineering News Record 2012.

We offer the City extensive experience in the identification of possible grant opportunities, the preparation of grant applications, and securing funding from various public and private sources, as well as assisting cities and towns with public private partnerships. Our project staff has extensive experience in helping our clients identify unique project funding opportunities, including grants, partnerships, and other approaches to obtain needed capital to complete projects, as well as assisting clients with user fees and other funding to support the ongoing facility operations. We have secured financial assistance at all government levels, including grants, subsidized loans, and conventional financing.

Affordability is a major element of any successful infrastructure improvements program. CDM Smith has assisted many communities with the development of creative improvement financing plans, including combinations of user fee programs, State Revolving Funds (SRF) grants and loans, rural development grants and loans, community block grants, and through special legislation. We know how to help our clients best position their projects to obtain funding and, then, once funding is secured, implement the project in accordance with all funding program requirements and protocols. On each project, after the design has progressed and the initial cost estimate prepared, CDM Smith meets with our clients to develop a project phasing and implementation plan that includes identification and discussion of potential unique funding opportunities the community might want to pursue for the project. We have helped many cities and towns develop creative financing plans, including user fees, SRF loans, Transportation Improvement Program (TIP), Community Development Action Grant Program (CDAG), Park and Recreational Facility Construction (PARC) Grant Program, Safe Drinking Water Programs, and tax-based funding methods.

1.1 ORGANIZATIONAL STRUCTURE

CDM Smith has assembled a multi-disciplined team of professionals that will quickly respond to the City's needs (Figure 1.1-1). Our team provides a proactive project organization with a clear definition of activities and responsibilities at each function level, established

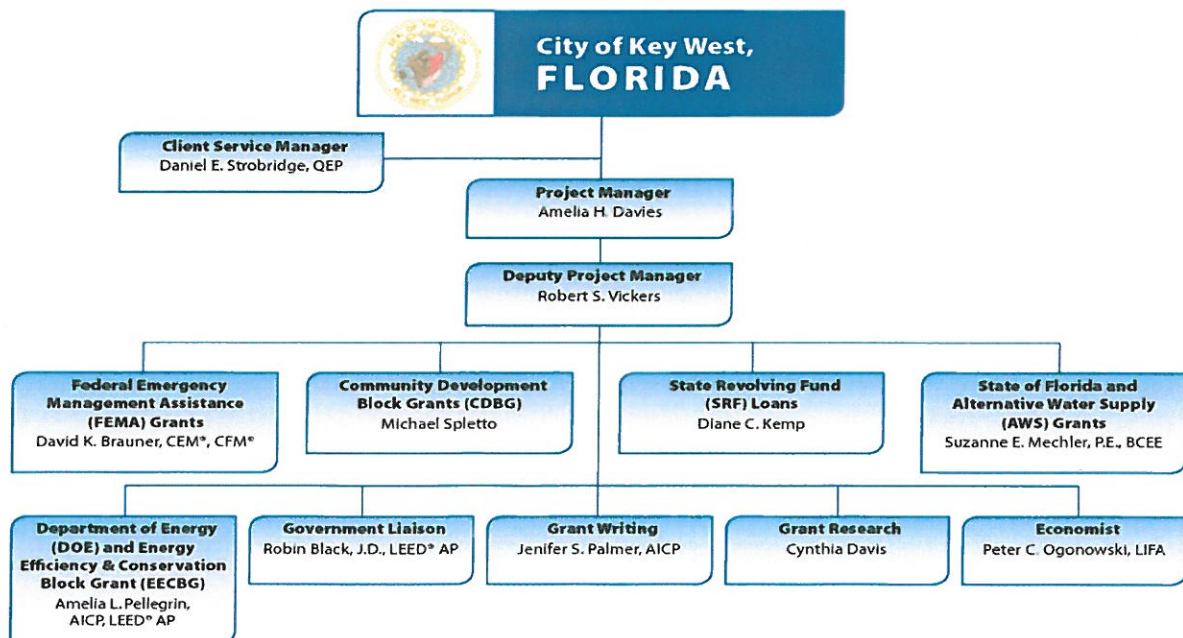


Figure 1.1-1: Our team provides a proactive project organization with a clear definition of activities and responsibilities at each function level.

quality assurance/quality control (QA/QC) procedures, direct access to resources and professional staff, and rapid, effective implementation and control of work assignments. Team members are committed to providing superior client service and delivering projects that are on time and within budget.

1.2 RESUMES OF ACADEMIC TRAINING AND EMPLOYMENT IN THE AREA OF GRANT WRITING

The following pages include resumes of the members of our project team. These are professionals with the knowledge and expertise to ensure delivery of top-quality, locally-responsive service to the City.



Client Service Manager | Daniel E. Strobridge, QEP

Education: B.S. – Environmental Sciences, Grand Valley State College, 1975; Registration: Qualified Environmental Professional, Institute of Professional Environmental Practice

Mr. Strobridge, a Vice President with CDM Smith, has been providing environmental and engineering consulting services to Florida clients for over 25 years. He is currently officer-in-charge for a wide variety of water, wastewater, solid waste, transportation, and water resource projects for Florida cities and counties. With over 37 years of experience in the environmental engineering field, and more than 26 years of experience with CDM Smith, Mr. Strobridge applies his diverse and extensive experience to the planning, design, permitting, and construction of infrastructure and utilities. He is also experienced in developing alternative procurements for public infrastructure projects and the financing for those projects. **Since 1994, Mr. Strobridge has been working with the City of Key West, where he has familiarized himself with your staff, policies, and preferences.** Assisting the City with a permit renewal for its wastewater treatment plant, Mr. Strobridge oversaw the performance of a reclaimed water feasibility study that considered a range of alternatives. He has also **served as officer-in-charge for several projects at the Richard A. Heyman Environmental Protection Facility**, including a hydraulic profile for additional flow and the replacement of surface aerators with diffused aeration, and oversees the development of the annual solid waste rate study that CDM Smith performs. As the client service manager, Mr. Strobridge is able to commit the firm's resources and to provide technical as well as administrative oversight to projects. He has extensive experience helping clients obtain needed funding for important projects throughout Florida, including in Key West, and is committed to implementing a collaborative approach for your projects.



Project Manager | Amelia H. Davies

GFOA Certifications: Governmental Budgeting; Accounting, Audit, and Financial Reporting; Capital Budgeting and Finance; Planning and Sales of Municipal Bonds

Ms. Davies has a demonstrated track record of grant preparation and analysis

of financial reports to summarize and forecast financial positioning. A former employee of Lee County for more than 27 years, Ms. Davies was instrumental in preparing the grant application and for coordinating the first Congestion Pricing Project implemented in 1998. She has been at the forefront of funding announcements through the Governor's Energy Office, the federal government departments, and the Florida Energy and Climate Commission, successfully assisting local agencies in obtaining funding to reduce dependence on foreign oil. She has been invited by the USDOE to participate in the development of the national guidelines for work and workforce for the residential energy efficiency retrofit programs.

Ms. Davies served as project manager for the Lee County grant reporting contract. Lee County received \$3M from the EECBG program awarded from the USDOE. Ms. Davies is providing the monitoring and reporting requirements to ensure compliance with grant contracts. Reports are completed online to the Office and Management and Budget and the USDOE. Ms. Davies also assisted Lee County with monitoring renewable and clean energy grants, including coordination and application for grants. She also provided services for the development of a Property Assessed Clean Energy (PACE) program. Ms. Davies provided grant research for opportunities and completed grant applications related to renewable energy for Lee County.

CDM Smith conducted carbon analyses on 28 separate projects and completed an energy efficiency and conservation strategy and a greenhouse gas inventory for Lee County. Ten projects were awarded by the USDOE totaling more than \$3.0M in federal funding for the area. As the project manager, Ms. Davies led the grant application process for the federal USDOE EECBG formulary program. She monitored funds reporting and the implementation of the submitted projects.

For Charlotte County, Ms. Davies prepared grant applications for the Charlotte County Fire Station and Green Sports Lighting projects for state funding and the jail retrofit project for federal funding to the USDOE. She also prepared a comprehensive energy efficiency conservation strategy and conducted a greenhouse gas inventory to measure the baseline inventory of the county. For the City of Bonita Springs, Ms. Davies prepared the competitive grant application for the federal USDOE EECBG program. She also monitored the reporting of funds and implementation of the projects submitted for funding. She also conducted carbon analyses on 14 separate projects for the City of Augusta, Georgia, and recommended projects with the greatest energy efficiency and carbon reduction for funding within the federal guidelines. As the project manager, Ms. Davies prepared the grant application for the federal USDOE EECBG formulary program. She also drafted the RFP for competitive consultant services for the City to use at various stages of the grant.

Ms. Davies is currently serving as finance director for on-call financial advisory services for the Gasparilla Island Bridge Authority in Florida. The Gasparilla Island Bridge Authority is in the process of replacing the three bridges to Gasparilla

Island. As part of this contract, Ms. Davies is providing financial advisory services to the Authority to assist with financing the replacement of the obsolete bridges. She was instrumental in obtaining a \$1.5M interest free loan from the State of Florida's Toll Facilities Revolving Trust Loan program. Ms. Davies also completed the application to the FDOT for a \$30M State Infrastructure Bank (SIB) loan for the construction funding to replace the obsolete swing bridge. The Authority has been informed of tentative award of the SIB loan. She has also assisted the Authority with the financing of this project, which is anticipated to begin construction in 2013.



**Deputy Project Manager |
Robert S. Vickers**

Education: M.S. – Urban and Regional Planning (Specialization in Land Use and Transportation Planning), Florida State University, 1991; B.S. – Political Science and History, Florida State University, 1987

Mr. Vickers will serve as the deputy project manager and will be responsible for financial planning, contract management, and grant applications and research. **Mr. Vickers has significant, directly-related experience in grant funding at the state and federal level. Throughout his 20-year career in the Florida Legislature and the Executive Office of the Governor, Mr. Vickers focused on issues relating to planning and funding of public infrastructure. He has been an integral part of funding successful infrastructure projects throughout Florida.** Prior to joining CDM Smith, he served as Executive Director of the Governor's Energy Office/Florida Energy and Climate Commission (2008 to 2010). Mr. Vickers oversaw all operations and activities of the Commission, including the administration of more than \$200M in state and federal financial incentives. He managed the implementation of 17 new, federally-funded programs and initiatives to facilitate the deployment of energy-related technologies. He also supervised the administration of the State Renewable Energy and Energy Efficient Technologies Grant program, as well as numerous state renewable energy tax incentives. Additionally, he provided policy recommendations to elected officials on federal, state, and local issues. Since joining CDM Smith, he has served as task leader for the Energy Efficiency and Conservation Block Grants (EECBG) program for various counties and municipalities in Florida. Mr. Vickers assisted numerous local government clients in developing energy efficiency and conservation strategies and plans, and he provided quality control and assurance services. He also supported the efforts of clients to access additional state and federal funds. He currently serves as the manager for CDM Smith's contract with the Florida Department of Transportation (FDOT) Office of Policy Planning.



**Federal Emergency Management Assistance (FEMA) Grants |
David K. Brauner, CEM®, CFM®**

Education: Master of Laws – Paul M. Hebert School of Law, Louisiana State University, 1988; Juris Doctor – Paul M. Hebert School of Law, Louisiana State University, 1986;

B.S. – Humanities, Louisiana State University, 1977; Certifications: Certified Emergency Manager, Certified Floodplain Manager, Certified Construction Inspector

Mr. Brauner will provide leadership with FEMA grants, monitoring, and compliance. Mr. Brauner has directed and managed several FEMA public assistance-oriented response and recovery deployment initiatives. He served on a senior management level of responsibility specific to FEMA's comprehensive planning and execution of Hurricanes Katrina and Rita response and recovery missions in a nine parish footprint together with corresponding financial obligations, accountability, and controls. Mr. Brauner functioned as the **FEMA primary public assistance officer among and between state agencies, local governments, and private non-profit organizations.** He orchestrated and controlled functional disciplines of or relating to accounting, architectural, archaeological, engineering, intergovernmental affairs, and legal, as each relate to the mission of the area field office disaster recovery efforts and administered \$6.4 billion in FEMA public assistance funding. Currently, Mr. Brauner directs the FEMA Public Assistance interests for the City of Nashville and provides direction on precipitating federal funding grant resource documentation as they relate to the May 2010 flooding events. His duties are comprehensive over the FEMA compliant Project Worksheets ensuring their programmatic adherence and quality control consultation and include all pertinent federal funding resources. Mr. Brauner also leads a multi-disciplined team of engineers in efforts to formulate, design, and implement cost-effective hazard mitigation measures. The role also imputes the eventual management of \$300M in United States Department of Housing and Urban Development (HUD) Community Development Block Grant Disaster Recovery (CDBG-DR) funding. Hurricanes Gustav and Ike caused extensive damage throughout Terrebonne Parish in September 2008. Terrebonne Parish selected CDM Smith to provide project administration, financial management, and administration services to develop and implement restoration projects utilizing FEMA funding. Mr. Brauner directed the prioritization of projects according to the FEMA Categories of Work and sought to orchestrate and expedite funding disbursements from FEMA, the United States Army Corps of Engineers (USACE), the Environmental Protection Agency (EPA), the U.S. Coast Guard, Department of Agriculture and its Natural Resource Conservation Service, FHWA and its Emergency Response Program, and an array of State of Louisiana agencies and organizations. Mr. Brauner provided his expertise to parish leadership in areas of procurement guidance and ensured its professional and construction services contracts were aligned with federal guidelines and grant service protocols.



Community Development Block Grants (CDBG) | Michael Spletto

Education: M.A. – Sociology, University of North Dakota, 1989; B.S. – Psychology, University of North Dakota, 1987

Mr. Spletto will assist the project team with Community Development Block Grants (CDBG). **Mr. Spletto has over 25 years**

of experience in the field of community development and administration of federal grants. He has extensive knowledge and experience with CDBG, CDBG-DR, and HOME programs. For the State of Louisiana Disaster Recovery Unit, **Mr. Spletto assisted in the creation and delivery of the single largest disaster program in the country, which included over \$13 billion of assistance.** As the director of over 100 staff, he worked in coordination with FEMA, the Louisiana Governor's office of Homeland Security, and HUD, as well as state and federal legislators. The \$912 billion contract disbursed nearly \$7 billion in assistance in a 12-month time period. He was also responsible for the development and oversight of the state's RFP for the largest hazard mitigation grant program (HMGP)/elevation program in history and reported frequently to state legislators. Mr. Spletto also served as HOME Program Manager/CDBG Administrator for the State of North Dakota's Division of Community Services. **He was the director of the CDBG program for the State of Illinois Disaster Program, which received over \$100M for housing, infrastructure, economic development, and economic revitalization, and housing buy-out programs as a result of damage from Hurricane Ike.** He was responsible for oversight and direction, including application intake, application verification and processing for financial assistance, working with applicants, and quality control for the project. Mr. Spletto was also the director of the CDBG program for Harris County, which received \$142M for the repair and replacement of damaged and destroyed housing and infrastructure following Hurricane Ike. He was responsible for oversight of grant management, including application intake, application verification and processing for financial assistance, operation of Housing Assistance Centers, outreach programs for applicants, and quality control for the project.



State Revolving Fund (SRF) Loans | Diane C. Kemp

Education: B.A. – Economics and Accounting, University of Michigan, 1970

As a management consulting specialist, Ms. Kemp applies her experience in funding, rate setting, special assessments, budget reviews, financial

feasibility studies, and municipal accounting to a variety of **water, wastewater, solid waste, reclaimed water, and stormwater projects.** She has also prepared impact fee studies, performed acquisition studies, negotiated multi-jurisdictional contracts, prepared rate models, conducted fixed asset studies, and analyzed the cost effectiveness of various treatment/ownership options. She has a strong background in accounting and economics, including computer applications and evaluations. **Ms. Kemp will assist**

the project team with SRF grants and loans. She has been a leader in the field of SRF financing, having supplied SRF assistance that resulted in more than \$400M in funding. She also assisted in the original State of Florida rule drafting process, as well as subsequent updates. **Most recently, Ms. Kemp provided professional services related to the administration of a Florida Department of Environmental Protection (FDEP) SRF Wastewater Grant for the elimination of septic tanks within the City of St. Augustine Beach.** The work was completed for the utility service provider, St. Johns County Utility Department, and consisted of facilities planning, capital finance planning, grant administration, conceptual design, and cost estimates for wastewater collection system alternatives.



State of Florida and Alternative Water Supply (AWS) Grants | Suzanne E. Mechler, P.E., BCEE

Education: M.E. – Environmental Engineering, University of Florida, 2001; B.S. – Environmental Engineering, University of Florida, 2000; Registration: Professional Engineer: Florida, 2005

Ms. Mechler will assist with State of Florida and AWS Grants from the South Florida Water Management District (SFWMD). **Ms. Mechler is a project manager and environmental engineer with more than 10 years of experience and knowledge of water and wastewater systems.** She has served as project manager and/or engineer on a number of environmental engineering projects, including wastewater treatment plant facilities design and sewer system design. Many of these same projects involved a fundraising component that was critical to the success of the project. Ms. Mechler is serving as project manager and engineer-of-record for engineering services during construction on the S-650 pump station, part of the SFWMD Lakeside Ranch Stormwater Treatment Area (LRSTA) Pump Station project. The construction cost for this facility was approximately \$8M. She was the task manager/project engineer for the Lake Okeechobee Fast-Track (LOFT) LRSTA. This \$230M, fast-track project included the design of approximately 7,000 acres of storage and stormwater treatment reservoirs, three 500 cubic feet per second (cfs) pump stations, multiple hydraulic control structures, and over 4 miles of canal conveyance improvements. Ms. Mechler also served as task manager and engineer-of-record for the design of the S-650 Pump Station and the S-191A Pump Station, part of the LRSTA Project. The design included a 450-cfs pump station to supply water to LRSTA and a 450-cfs pump station for flood control and recirculation. Ms. Mechler is currently directing a multi-disciplined team of engineers responsible for the final design and bidding packages. The anticipated construction cost for each pump station is approximately \$15 to \$20M.



Department of Energy (DOE) and Energy Efficiency & Conservation Block Grant (EECBG) | Amelia L. Pellegrin, AICP, LEED® AP

Education: MCP – City Planning, Environmental Policy, Massachusetts Institute of Technology, 2004; B.S. – Biology, Emory University,

1999; Certifications: American Institute of Certified Planners (AICP); Leadership in Energy and Environmental Design Accredited Professional (LEED® AP)

Ms. Pellegrin is a principal and **senior project manager with unique experience assisting local governments, utilities, and industry with EECBG grant submittals, environmental planning and policy, energy and greenhouse gas management, sustainable development, and stakeholder engagement.** Her experience with public agencies and private institutions includes greenhouse gas inventories and strategic planning, energy master planning, renewable energy project development, air quality analysis, land use planning, public involvement, and grant management. As energy strategy leader for CDM Smith, Ms. Pellegrin plays a key role in developing the firm's strategy for providing energy services, creating internal and external training curriculum, and leading CDM Smith's Integrated Energy Management practice. Ms. Pellegrin is a national leader for sustainability planning and energy management for local governments. She has written technical papers on sustainability planning for national trade organizations and has participated in developing the international standard for local government greenhouse gas accounting. She has been invited to participate in multiple conferences and panels both nationally—including for the White House Office of Environmental Quality—and internationally as an invited delegate with a group of U.S. local officials to share energy policy best practices with European cities and the European Commission.



Government Liaison | Robin Black, J.D., LEED® AP

Education: Juris Doctorate – Loyola University, Chicago School of Law, 1996; M.S. – Education and Policy, Northwestern University, 1993; B.A. – English, University of Michigan, 1991; Registration: LEED® AP, 2006

Ms. Black leads CDM Smith's government relations activities in Washington, D.C. **She monitors and reports on congressional committee actions, supports CDM Smith National PAC strategy development and implementation, coordinates business unit activities at the federal level, develops funding strategies for client projects and programs, and manages the firm's external lobbying professionals.**

Ms. Black is at the forefront of the ongoing economic stimulus packages to advise CDM Smith on the opportunities for the firm and our clients. She also serves as the primary contact with the U.S. Conference of Mayors, National League of Cities, and the National Council of State Legislators. Previous to this, Ms. Black led strategic business development

efforts for the Chicago area, including serving as the project director of a five-year architectural and engineering services contract with Chicago Public Schools. With more than 12 years of experience in governmental affairs, she developed and implemented funding strategies and communications programs needed to meet legislative requirements. Ms. Black has a keen understanding of funding strategies and the communications needed to meet legislative and/or agency requirements. She also has extensive experience developing innovative strategies for transportation projects, including creating advocacy programs and negotiating legislation.



Grant Writing | Jenifer S. Palmer, AICP

Education: M.S. – Public Administration, University of Central Florida, 2007; Masters Certificate in Urban and Regional Planning, University of Central Florida, 2007; B.A. – Humanities and Critical Theory, University of Central Florida, 2004; Registration: American Institute of Certified Planners (AICP), 2012

Ms. Palmer has experience with grant materials preparation and public involvement for transportation projects, including web site development, implementation of public involvement plans and schedules, and the preparation of collateral materials. Ms. Palmer is particularly well-versed in Florida's growth management laws, Florida Statutes, and federal and state funding programs. She also offers clients a multimodal transportation background in both short- and long-range transportation planning. Serving as a public involvement specialist for the energy efficiency and conservation strategy program for Sumter County, Florida, Ms. Palmer managed public outreach activities for energy efficiency and conservation strategy public workshops in Sumter County. She was responsible for preparing event schedules, compiling key stakeholder distribution lists, and preparing collateral materials regarding the project that served to gain public input for the energy efficiency and conservation strategy. **She also assisted in preparing project activity worksheets for the identified priority projects and developed a U.S. HUD brochure to inform the community about the Sustainable Communities grant program.** For the CTA Ashland and Western Avenues Alternatives Analysis in Chicago, Illinois, Ms. Palmer's role has been to assess a variety of socio-economic and origin and destination data and in developing the Federal Transit Authority (FTA) required purpose and need statement and supporting documentation that will be submitted along with the federal Small Starts grant application package. For the Jacksonville Transportation Authority (JTA) Southeast Corridor Bus Rapid Transit Environmental Assessment, Ms. Palmer assisted with data collection, field investigations, geographic information system (GIS) mapping, fatal flaws analysis for the alternatives analysis process, review and support of technical memorandums and documentation for the Environmental Assessment (EA), and collateral materials and support for public meetings and agency coordination efforts. **Ms. Palmer also assisted in drafting the FTA Purpose and Need, Making the Case document, and other supporting materials for the Very Small Starts Grant Application Package.** Ms. Palmer

also provided public involvement support for presentations soliciting input on the City of Eustis's Energy Efficiency and Conservation Strategy (EECS). She played a crucial role in providing a summary of project priorities based on stakeholder input and documentation on the project prioritization process. Ms. Palmer also provided technical documentation assistance for the final report and support in developing project descriptions and completing applicable forms for an EECBG.



Grant Research | Cynthia Davis

Education: Accounting I Certificate, Lee County VOTEC, Lee County, Florida; Certifications: GFOA – Certifications: Governmental Budgeting, Accounting, Audit, and Financial Reporting, Capital Budgeting, and Finance, Planning and Sale of Municipal Bonds, Certified Public Manager

Ms. Davis will assist with the completion of forms for grant applications and metric calculations for specific projects. She has more than 21 years of extensive experience in accounting and budget development for governmental agencies. For the Lee County renewable and clean energy grant opportunities consultant contract, **she was responsible for monitoring local, state, and federal renewable and clean energy grant opportunities**, coordination and application for grants, and working with Lee County entities to meet the compliance of the grantor for submission deadlines. **She assisted Charlotte County with the Department of Energy (DOE) conservation block grants for the County jail energy efficient retrofit. Her responsibilities included grant applications and the EECS.** For the EECS and EECBG application for the City of Bonita Springs, she assisted the City with its DOE conservation block grants. Ms. Davis' responsibilities included the reporting and compliance phase to ensure performance of the projects submitted for these funds.



Economist | Peter C. Ogonowski, LIFA

Education: M.A. – Economics, York University, 1999; B.A. (Honors) – Economics, Economic Geography, and Criminology, University of Toronto, 1998; Registration: Licensed International Financial Analyst (LIFA) Designation

Charterholder; International Research Association

Mr. Ogonowski has 13 years of experience and serves as a senior economist and project manager. He specializes in economic/financial feasibility, economic impact/development, and macroeconomic analyses related to various infrastructure projects domestically and internationally. Prior to joining CDM Smith, Mr. Ogonowski worked as an economist and project manager for another consultancy where he performed various feasibility and other types of transportation studies throughout the United States and Canada.

As lead economist for the CDM Smith contract for the **FDOT Florida High Speed Rail (HSR), 2009 and 2010 Federal Applications project**, Mr. Ogonowski was responsible for estimating the economic impacts associated with the introduction of HSR corridors in Florida. The project was conducted for the FDOT. The application supported \$1.25 billion in federal funding allocation to the development of the Orlando-Tampa high-speed rail corridor. As the project manager for the **Economic and Fiscal Impact of Commercial Lodging to Condo Conversions project for Pinellas County, Florida**, Mr. Ogonowski led the analyses measuring the impacts on output, employment, government revenues, and costs, as well as some quality-of-life impacts related to the conversions of coastal commercial lodging properties to condominiums in Pinellas County. And, for the **Knik Arm Area Crossing Toll Revenue Study in Anchorage, Alaska**, Mr. Ogonowski was tasked with the review and updates of the socioeconomic forecasts for the Anchorage MSA study area, serving as input into the traffic and revenue modeling for the proposed Knik Arm Crossing.

1.3 LIST OF FEDERAL, STATE, AND FOUNDATION GRANTS THAT HAVE BEEN SUCCESSFULLY SECURED OVER THE PAST FIVE (5) YEARS

CDM Smith has compiled an exceptional record of securing grant funding from many different sources, as described on the following pages. These efforts have involved grants for water conservation, energy conservation and efficiency, water supply, reclaimed water, pipelines, water treatment plants, wells, deep injection wells, wastewater treatment plants, stormwater projects, transportation, and disaster assistance associated with hurricanes. **The following projects were all conducted with in the past five years.**

Lee County, FL – EECBG Application and Reporting/Monitoring

CDM Smith prepared an EECBG application for Lee County, and we completed a sketch level carbon analysis of 27 projects to recommend nine final projects that had the greatest impact of reducing carbon emissions totaling \$3.04M. These nine projects will reduce carbon emissions by 39,000 metric tons annually and reduce energy consumption by over 1,000,000 kilowatt hours and create 123 jobs. CDM Smith is assisting Lee County with the required reporting for EECBG grantees to complete the PAGE quarterly report, the OMB federal financial report, and the OMB federal ARRA information. We are currently working with the USDOE Golden Field Office to ensure compliance of the EECBG funds.

City of Sebastian, FL – Collier Canal Seawall Assessment, Design, Rehabilitation, and Stormwater Retrofit

CDM Smith was contracted by the City of Sebastian to prepare a Master Stormwater Management Plan. The recommendations included several drainage projects including the retrofit of the Collier Canal wet detention treatment system as well as the assessment and design of canal seawall armoring. As part of our scope of services, CDM Smith conducted an analysis of nitrogen

and phosphorus loads that required quantifying existing conditions and projecting theoretical conditions after completion of the wet detention system. CDM Smith assisted the City in the preparation of the grant to the EPA as part of the 319 grant funding assistance program. The City was awarded \$500,000 in matching funds for the retrofit project.

City of Augusta, GA – EECBG Program through the USDOE

CDM Smith prepared the grant application for the EECBG program through the USDOE for the City of Augusta, GA. Our services included development of a Sketch Level Analysis of all projects that had the most potential for funding, energy savings, and reduced greenhouse gas emissions. We also prepared a ranking matrix to evaluate and document energy savings and carbon reduction for the City's potential projects. For the program, we completed an evaluation of employment impacts.

City of Marco Island, FL – Grant Funding Assistance

CDM Smith was contracted by the City of Marco Island to provide grant application and documentation assistance for a variety of public utility projects. Since its creation, the SFWMD Water Savings Incentive Plan (SIP) Program has provided funding to projects that have saved over one billion gallons of water per year. SIP funding is available to municipalities, utilities, and other water providers for non-capital projects. Examples of fundable projects include automatic flushing devices for hydrants, pressure stabilization valves, indoor plumbing retrofits, large area irrigation controls, soil moisture technology, and rain sensors for irrigation systems. In the past, up to \$50,000 of funding is available to each project with a 50 percent match required. The City of Marco Island received \$50,000 in SIP grant funding for Year 1 of its Drinking Water System Leak Detection and Repair Program.

Marco Island has also submitted four projects for grant funding under the AWS program: the Collier Boulevard Reclaimed Water Main Extension and Septic Tank Replacement Program from fiscal year 2008 and the Reclaimed Water Production Facility Expansion and Deep Injection Well for fiscal year 2009. The Collier Boulevard Reclaimed Water Main Extension project received \$200,000 in funding from the Big Cypress Basin Board for fiscal year 2008.

St. Johns County, FL – State Revolving Fund Wastewater Grant for Elimination of Septic Tanks

St. Johns County contracted with CDM Smith from 2004 to the present to provide engineering services related to the administration of an FDEP SRF wastewater grant for the elimination of septic tanks within the City of St. Augustine Beach and a capital financing plan. CDM Smith provided engineering services to successfully secure grant funding for the elimination of failing septic tanks, the administration of the grant, preparation of the facilities, and capital finance planning for the City of St. Augustine Beach septic tank phase-out program. The total cost of this program, to date, is more than \$13M, of which \$9M was funded through an FDEP SRF wastewater grant.

City of Coral Gables, FL – EECBG Grant Assistance

The USDOE allocated \$212,700 to the City of Coral Gables under the EECBG program. In 2009, CDM Smith participated in meetings and conference calls with the City to develop strategies to utilize the EECBG funds effectively. The proposed activities included replacing the 321 existing mercury vapor fixtures in the City's Parking Structure No. 3 with a light emitting diode (LED) system, replacing the existing mercury vapor fixtures in the City's Parking Structure No. 4 with a new LED system, and installing a solar tinting film in the window glass of the 26,000-square-foot City Hall building. The total estimated energy savings was approximately 531,704 KWH per year, and the total estimated reduction in greenhouse gas (GHG) emissions was about 335 metric tons per year. CDM Smith coordinated with vendors to obtain technical and budget information for each proposed activity. CDM Smith completed all the mandatory and optional forms required for the EECBG application such as SF-424, SF-424A, Strategy, Activity Worksheets, Assurances, and Financial Management Assessment. As required by the USDOE, CDM Smith submitted the application package through www.FedConnect.net, an online marketplace where federal agencies post opportunities and make awards via the web.

City of North Miami, FL – EECBG Grant Assistance

The USDOE allocated \$500,300 to the City of North Miami under the EECBG program. In 2009, CDM Smith worked closely with the City to develop a strategy to make the best utilization of the funds. The activities proposed included replacing existing fixtures at one large baseball field and two little league fields with new green fixtures, replacing existing metal halide lights with induction promenade lights at four city parks, and performing residential energy audits and improvements on 16 residences. CDM Smith calculated the energy savings and reduction in GHG emissions for each of the above activities. The total estimated energy savings was approximately 88,000 KWH per year, and the total estimated reduction in GHG emissions was approximately 62 metric tons per year (without the residential energy audits). CDM Smith coordinated with vendors to obtain technical and budget information of the proposed activities. CDM Smith completed all the mandatory and optional forms required for the EECBG application such as SF-424, SF-424A, Strategy, Activity Worksheets, Assurances, and Financial Management Assessment. The application package was submitted through www.FedConnect.net.

City of Lake Worth, FL – EECBG Grant Assistance

The USDOE allocated \$150,200 to the City of Lake Worth under the EECBG program. In 2009, CDM Smith participated in meetings and conference calls with the City to develop a strategy to spend EECBG funds effectively. The activities proposed included installation of prepaid electric meters in 225 existing residential homes, installation of 70 new induction lights and 45 new LED lights as a pilot program preparatory to city-wide installation, and partnering with the City Resource Center to design and operate a city-wide energy audit program. The total estimated energy savings was approximately 321,000 KWH per year, and the total estimated reduction in GHG emissions was approximately 230

metric tons per year. CDM Smith coordinated with vendors to obtain technical and budget information of the proposed activities. CDM Smith completed all the mandatory and optional forms required for the EECBG application such as SF-424, SF-424A, Strategy, Activity Worksheets, Assurances, and Financial Management Assessment. The application package was submitted through www.FedConnect.net.

Charlotte County, FL – Grant Application Assistance

CDM Smith assisted Charlotte County in completing the grant applications to the USDOE for the competitive solicitation, Retrofit Ramp-up General Innovation Fund – Topic 2, (Charlotte County Jail Retrofit Project), the Executive Office of the Governor and the Florida Energy and Climate Commission for non-formulary EECBG, and the Executive Office of the Governor and the Florida Energy and Climate Commission for the Clean Energy Program Grant.

New Orleans Regional Transit Authority (RTA),

New Orleans, LA – TIGGER Grant Application Assistance

CDM Smith assisted the New Orleans RTA with a grant application for the TIGGER program. The project focused on a unique approach to addressing energy efficiency by investing in the Traffilog proprietary software program, which combines the technologies of vehicle and driver diagnostics and provides drivers and fleet managers with real-time alerts and reports that ultimately improve driving behavior and vehicle mechanical maintenance. With the Traffilog program, the RTA projected a 10 percent fuel savings from existing consumption.

Florida Gulf Coast University (FGCU) Innovation Hub – Grant Preparation Assistance

CDM Smith provided project coordination and grant research and participated as a team member with FGCU and Lee County for the FGCU Innovation Hub (I-Hub). CDM Smith researched various grant opportunities to provide funding for the I-Hub, located next to the university in south Lee County. CDM Smith assisted with the preparation of the \$12M federal appropriation, the U.S. Department of Commerce grant application, by providing an estimate of jobs created; the \$6M Public Education Capital Outlay (PECO) appropriation; and various other federal and state funding opportunities.

Knik Arm Bridge and Toll Authority (KABATA),

Anchorage, AK – Fuel Use and Carbon Reduction Analysis

As part of CDM Smith's ongoing services for the KABATA in Alaska, we performed fuel use and carbon reduction analysis for the proposed Knik Arm Crossing. The analysis considered the effect of the bridge, which would reduce trip lengths by up to 70 miles in several communities located across the Knik Arm from Anchorage, Alaska. The study included evaluation of both heavy and light vehicles, as well as the impact of changing Corporate Average Fuel Efficiency (CAFÉ) standards in future years. Study results and the technical report prepared by CDM Smith were used in support of a Transportation Infrastructure Finance and Innovation Act (TIFIA) application and a TIGER II grant application for the project.

Eastern Lee County, FL – Fiber Optics

BTOP Grant Assistance

CDM Smith assisted T3 Communications with project coordination with the U.S. Department of Commerce – Broadband Technology Opportunity Program (BTOP) grant to fund a middle mile fiber optic project in East Lee County. The project consisted of building a high-speed network to Lee County government and related entities in Alva, Lehigh, and Northeast Lee County. CDM Smith coordinated and attended meetings with Lee County, local elected officials, the Florida Congressional delegation, the Governor's office, U.S. representatives, U.S. senators, and other potential partners associated with the Eastern Lee Fiber Optic Network.

City of Atlantic Beach, FL – Hopkins

Creek Stormwater Facility Design

Subsequent to the planning and design stages, CDM Smith was contracted to assist the City with grant funding, which enabled the City to select two out of three different state and district grants. CDM Smith also provided bidding services and services during construction for this project.

City of Orlando, FL – Eastern Regional Reclaimed Water Distribution System

The City of Orlando, in participation with Seminole County and Orange County, is implementing the Eastern Regional Reclaimed Water Distribution System (ERRWDS). This reuse system will be supplied with water from the City's Iron Bridge Regional Water Reclamation Facility. Other participants will include the City of Oviedo, the University of Central Florida, and a research park. CDM Smith was retained to assess the ERRWDS and produce preliminary and final designs for the ERRWDS. Our role has also included project funding and financing. Early in the project, we worked with the City in preparing supporting materials for the application of a federal grant. Through this effort, the City has received approximately \$2M. CDM Smith is currently working with the FDEP to qualify for the SRF for a low-interest loan. The total amount of the funding requested will exceed \$100M, approximately \$45M for the ERRWDS and an additional \$55M in other utility projects.

Solid Waste Authority of Palm Beach County, FL – Biosolids Pelletization Facility

The Biosolids Pelletization Facility effectively recycles Palm Beach County's wastewater sludge (biosolids) into a high-value recyclable product that can be transported and beneficially used regionally as a fertilizer amendment. This facility was developed cooperatively between the Solid Waste Authority of Palm Beach County (SWA) and six utilities in Palm Beach County, including the Palm Beach County Water Utilities Department, the City of Boca Raton, the South Central Regional Wastewater Treatment Facility, Seacoast Utilities, the Village of Royal Palm Beach, and the Loxahatchee River Environmental Control District. CDM Smith assisted SWA in obtaining over \$3M in state and federal grant monies.

Confidential Florida Client – Environmental Permitting and Grant Assistance for a BioEnergy Facility

CDM Smith also assisted the client in the pursuit and successful award of a \$50M grant from the U.S. Department of Energy (USDOE) for the BioEnergy Facility and a \$75M loan guarantee from the U.S. Department of Agriculture. The funding process included leading the client through the National Environmental Policy Act (NEPA) process. NEPA compliance is required before full USDOE funding is released and before construction can begin.

City of Vero Beach, FL – American Recovery and Reinvestment Act of 2009 Funding Assistance

CDM Smith assisted the City of Vero Beach in securing funding through the American Recovery and Reinvestment Act of 2009 (ARRA) for both drinking water and wastewater projects. We prepared the necessary Requests for Inclusion for the drinking and wastewater programs, as well as the Facilities Plans and Business Plans; coordinated preparation of the bid documents with the respective consultants to ensure compliance with Buy American provisions and Davis Bacon Act compliance for ARRA; negotiated the loan agreements; conducted necessary labor interviews and certified payroll reviews; and compiled project files for the purpose of audits by the FDEP. CDM Smith and the City were successful in initially obtaining the most funding of any other applicant in the state, with \$10M in wastewater funding and \$3M in drinking water funding (85 percent of which was principal forgiveness/grant). Because of miscommunications on the Buy American provisions, the \$10M appropriation was later converted to a State Revolving Fund Loan, rather than an ARRA appropriation.

Gasparilla Island Bridge Authority, Placida, FL – On-Call Financial Advisory Services

The Gasparilla Island Bridge Authority is in the process of replacing the three bridges to Gasparilla Island. As part of this contract, CDM Smith is providing financial advisory services to the Authority to assist with financing the replacement of the obsolete bridges. CDM Smith was instrumental in obtaining a \$1.5M interest-free loan from the State of Florida's Toll Facilities Revolving Trust program. CDM Smith also assisted the Authority in obtaining a \$30M low-interest state infrastructure bank loan from the FDOT to provide the construction funds needed to replace the obsolete swing bridge. Construction is anticipated to begin in 2013.

City of Bonita Springs, FL – Grant Reporting, Monitoring, and Administration

CDM Smith assisted the City of Bonita Springs in the reporting, monitoring, and administration of its \$179,000 formulary allocation from the USDOE. We assisted the City with the necessary procurement documents for retrofitting the Bonita Springs Recreational Building with a photovoltaic solar system. We are working with USDOE officials from the Nevada office to complete the quarterly compliance reporting for the OMB reports and the PAGE reports.

Seminole County, FL – Civil Engineering

Inspection ARRA Reports

CDM Smith performed monitoring and reporting compliance relating to equal employment opportunity (EEO), disadvantaged business enterprises (DBE), and wages in accordance with FHWA-1273 and the Davis-Bacon Act. We ensure monthly employment reporting obligations utilizing established ARRA procedures are completed in a timely and accurate manner for the CEI workforce, as well as the workforce of all subconsultants. The following are the list of capital improvement projects completed for the County: Lake Mary Boulevard Pavement Rehabilitation, West 25th Street (CR 46A) Pavement Rehabilitation, and Maintenance Repair Work for Retrofitted Howell Creek Trestle.

FDOT – Florida High Speed Rail Program

Management Services

Beginning in the 1990s, the Florida High Speed Rail Authority (FHSRA) worked in close coordination with the FDOT to advance the environmental and procurement processes for the initiation of high-speed rail (HSR) service between Tampa, Orlando, and Miami, Florida. The FHSRA carried out planning and environmental studies for the Orlando-to-Tampa route, and the FDOT invested heavily in the preservation of the HSR corridor within the median of Interstate 4. However, the project was put on hold in 2004 by then-governor Jeb Bush. The Florida HSR program was revived in 2009 with the passage of ARRA, which included a state-level competition for funds for HSR systems. As a prominent member of the FHSRA's general engineering consultant team, CDM Smith provided significant assistance with preparing Florida's application for the ARRA funding, which was submitted in October 2009. In December 2009, the Florida Legislature passed the Florida Rail Act, which replaced the FHSRA with the Florida Rail Enterprise, a newly created division of the FDOT. CDM Smith's key roles included overall management and oversight of the project; preparation and review of vital documents, such as the ARRA grant application and the draft Final Environmental Impact Statement for the Tampa-Orlando route, as well as the Project Management Plan and Service Development Program for the Tampa-Orlando-Miami corridor; coordination and public outreach; ridership assessments, including a carbon emissions analysis; and various other services for the Florida Rail Enterprise.

In February 2011, Florida's governor Rick Scott put the high speed rail project on hold and returned all of the federal money procured for the project to the federal government. At that time, CDM Smith worked to close out our involvement in the project by bringing the plans and other documents to a sensible "stopping point."

1.4 THREE (3) EXAMPLES OF GRANT APPLICATIONS SUBMITTED INCLUDING PRICING METHODOLOGY USED

CDM Smith's experience in grant development, monitoring, and compliance is fully available to the City of Key West. Our experience is directly applicable to the services requested by

the City of Key West, which means there will be no learning curve, and is perhaps the single most important of the many benefits CDM Smith offers the City.

We understand the significant importance of qualifications and prior relevant experience to the City of Key West and have prepared the following examples to clearly show the relevance of our project experience.

Lee County, FL – Fee \$15,000

CDM Smith prepared a grant application for Lee County Utilities to the U.S. Department of Commerce, Economic Development Administration for the Ben Hill-Alico Road Wastewater Force Main project in the amount of \$1,098,500, which required a 50% match. The project expanded the sewer force main transmission system to provide sewer capacity to areas within the Renewable Energy and Research Diamond not currently served. Lee County was awarded the grant in October 2012.

City of Sebastian, FL – Fee \$15,000

CDM Smith was contracted by the City of Sebastian to prepare a Master Stormwater Management Plan. The recommendations included several drainage projects, including the retrofit of the Collier Canal wet detention treatment system, as well as the assessment and design of canal seawall armoring. As part of our scope of services, CDM Smith conducted an analysis of nitrogen and phosphorus loads that required quantifying existing conditions and projecting theoretical conditions after completion of the wet detention system. CDM Smith assisted the City in the preparation of the grant to the EPA as part of the 319 grant funding assistance program. The City was awarded \$500,000 in matching funds for the retrofit project.

City of Augusta, GA – Fee \$10,000

CDM Smith prepared the grant application for the EECBG program through the USDOE for the City of Augusta, GA. Our services included development of a Sketch Level Analysis of all projects that had the most potential for funding, energy savings, and reduced greenhouse gas emissions. CDM Smith also prepared a ranking matrix to evaluate and document energy savings and carbon reduction for the City's potential projects.

1.5 REFERENCES

CDM Smith considers our clients our most valuable resource, and we are committed to providing our clients with the highest caliber of service. CDM Smith encourages the City of Key West to contact any of the following clients for references on our past performance.

Lee County Utilities – Economic Development Administration for the Ben Hill-Alico Road Wastewater Force Main Project

Pam Keyes, P.E., Director
Lee County Utilities
1500 Monroe Street, Fort Myers, FL 33901
Tel: 239.533.8544
Email: PKeyes@leegov.com

City of Sebastian, Florida – Collier Canal Seawall Assessment, Design, Rehabilitation, and Stormwater Retrofit

Al Minner, City Manager
City of Sebastian City Hall
1225 Main Street, Sebastian, FL 32958
Tel: 772.589.5330 ext. 8200
Email: aminner@cityofsebastian.org

City of Augusta, Georgia – EECBG Program Through the U.S. Department of Energy

George Patty, Executive Director
Augusta-Richmond Center Planning Commission
525 Telfair Street, Augusta, GA 30901
Tel: 706.821.1794
Email: gpatty@augustaga.gov

1.6 FAMILIARITY WITH LOCAL AREA

CDM Smith is intimately familiar with the local conditions and environment of the Florida Keys, including regulatory requirements; geologic and soil conditions; environmental issues; permitting procedures; community concerns, such as noise, odor, dust, and traffic; and weather conditions. A majority of our knowledge has been gained through performing projects for clients within the Lower Keys, including the City of Key West.

Permitting and Regulatory Requirements: In an effort to preserve the uniqueness of the Florida Keys, construction of new buildings in the Florida Keys is subject to very stringent regulation. Understanding some of the key issues presented by these regulations is critical to making an informed decision when constructing facilities. Our team fully understands the nuances and intricacies of permitting in the Keys through the number of agencies that are involved. Our permitting approach for the project is founded upon proactive action, professionalism, and open communication. Strong relationships and our team's proven permitting track record with the entities issuing government approvals for this project are a significant benefit to the City in securing timely approvals.

Elevation Close to Sea Level: We know that the City's current elevation is approximately three feet above sea level. Our team understands that working in an environment with an elevation close to sea level sometimes creates community impacts when handling groundwater during construction. Understanding and minimizing these potential impacts has helped our team in becoming one of the most successful teams in the Florida Keys.

Building to Fit Local Climate Conditions: Our team members are extremely familiar with the design and construction of buildings that make sense from a bioclimatic perspective in Florida. We recognize the importance of designing not only an energy-efficient facility but one that is also aesthetically pleasing. CDM Smith also understands that successful architectural and landscape treatments, including concerns for environmental issues, community involvement, and public acceptance, are critical to this type of project's success, and

these considerations have become a hallmark of CDM Smith's design approach.

Stormwater and Drainage: Our team is familiar with stormwater and drainage design requirements, including complying with SFWMD and FDEP requirements and Monroe County "Land Development Regulations." The drainage level of service standard is defined by the City of Key West Code Section 94-69. The existing site topography and FEMA requirements mandate that all constructed buildings will be elevated above the base flood elevation. Historically, a system of recharge wells (gravity or pumped), exfiltration trenches, french drains, and regrading are required in accordance with the specific site usage (i.e., vehicular traffic and constructed buildings).

Hurricane Readiness and Response: From our prior work with the City, we clearly understand there is only one way in and one way out of the Keys. CDM Smith developed the Statewide Evacuation Model for the Division of Emergency Management. We understand that US 1 is the only hurricane evacuation route for the Keys.

Building Codes and Permits: Backed by the experience of hundreds of successful projects over the last five years of all types and sizes, CDM Smith offers experience across all occupancy classifications, types of construction, and disciplines as it relates to building codes and permits. We assess the regulatory feasibility of a project at each stage of design. Through years of association with national, state, and local building and fire codes, CDM Smith staff's working knowledge of the Florida Building Code gives our team the background, proficiency, and experience to develop an innovative project solution. By understanding the intent and underlying basis of the various code provisions and their relationships, our solution will reduce design changes, reduce costs, and expedite building permitting.

Flooding: CDM Smith is proud of our collaborative efforts with local municipalities to understand and assist with major flooding and erosion problems and to provide support in securing funding for these projects. Our past successful projects have created an effective and successful partnership between the funding agencies and CDM Smith. We have performed a number of flood and flood reduction studies throughout Florida, and we have designed several facilities for communities that help mitigate the effects of extreme flooding. Locally, we recently updated the City of Miami Beach's stormwater master plan in order to meet flooding conditions that are becoming more frequent and noticeable to the community. CDM Smith provided the City with a multi-disciplinary team to address geotechnical, structural, electrical, and civil aspects of a series of projects to control flooding in a tight urban environment. In support of your requirements, we have assembled a team and technical approach that will maximize Key West resources while providing the level of technical expertise necessary for your projects.

Environmental and Marine Protection: CDM Smith believes that the local Key West environment and marine habitats are precious national assets. Through needed infrastructure projects, the ecological environment can be threatened. Local habitat degradation that results from industrial, residential, and recreational activities and pollution can adversely affect the ecological diversity and balance required to maintain the health of your local ecosystem. CDM Smith brings to your projects outstanding qualifications that can be used to ensure that environmental and marine habitats are protected or enhanced with current science and engineering. Our engineering knowledge, procedures, and technologies for shoreline protection and for habitat enhancement, restoration, and creation are substantial. Our knowledge and technology bases will provide the City with a strong foundation for environmental and marine protection.

1.7 LICENSE REQUIREMENTS

Please find attached on the following page documentation of CDM Smith's state licenses and our City of Key West Business Tax Receipt.

1.8 INSURANCE/INDEMNIFICATION

Attached on the following page is evidence of our ability to meet insurance requirements.

1.9 FINANCIAL INFORMATION

CDM Smith has not filed for bankruptcy in the past, is not currently in bankruptcy, and has no bankruptcy action pending.

1.10 LITIGATION

Because of its size and volume of business, CDM Smith Inc., over the years that it has been in business, and especially in these litigious times, has occasionally been named in litigation.

The majority of these claims involved either a contractor or supplier claiming extra costs and/or delay damages against a CDM Smith Inc. client, with CDM Smith Inc. named as a codefendant or third-party defendant, or injury to a worker or damage to property, or a dispute with a CDM Smith Inc. subcontractor or a lower tier subcontractor regarding the performance of their work and payment.

CDM Smith Inc. will provide responses to specific questions regarding its litigation history upon the execution of a confidentiality agreement by the party requesting the information.

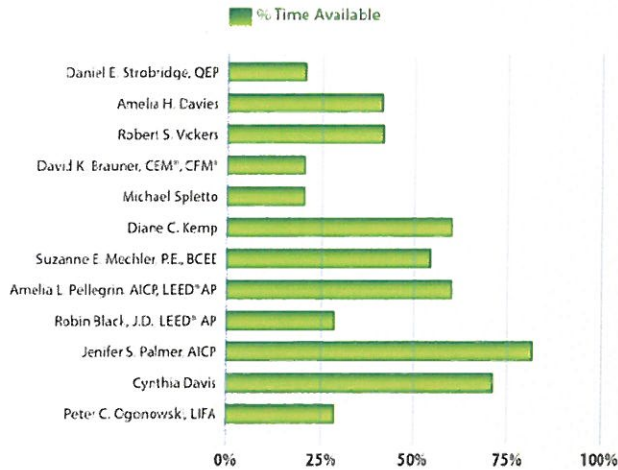
1.11 VOLUME OF WORK

As shown in our organizational chart, our project team has been assembled specifically to provide the full depth and breadth of skills and resources to support the City of Key West on this contract. As project principal, Daniel Strobridge commits that the CDM Smith team personnel will be available to begin work immediately upon notice to proceed. Specifically, Ms. Davies and Mr. Vickers will be available to the City of Key West immediately.

Figure 1.11-1 details the availability of staff.

Included in Table 1.11-1 is a listing of the work that CDM Smith has performed for the City of Key West.

CDM Smith Project Team/Workload Commitment



CITY OF KEY WEST, FLORIDA Business Tax Receipt

This Document is a business tax receipt.
Holder must meet all City zoning and use provisions.
P.O. Box 1409, Key West, Florida 33040 (305) 109-1955

Business Name: CAMP DRESSER & MCKER INC. CLINER: 0015096
 Location Addr: 171 N WINDSOR BLVD
 Lic NBR, Class: 12-0023180 SERVICE GENERAL
 Issue Date: September 30, 2011 Expiration Date: September 30, 2012
 License Fee: \$98.70
 ABL Charges: \$0.00
 Penalty: \$0.00
 Total: \$98.70
 Comments: CONSULTANT

This document must be prominently displayed
 CAMP DRESSER & MCKER INC.
 ONE CAMBRIDGE PLACE
 50 HANFORD ST
 CAMBRIDGE MA 02139

ACORD CERTIFICATE OF LIABILITY INSURANCE

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

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

PRODUCER: Risk Services Northeast Inc, Boston MA Office, One Federal Street, Boston MA 02110 USA

INSURED: CDM Smith Inc, One Cambridge Place, 50 Hanford Street, Cambridge MA 02139 USA

COVERAGES: CERTIFICATE NUMBER: 5704260542 REVISION NUMBER:

TYPE OF INSURANCE	INSURER	POLICY NUMBER	INSURANCE CONTRACT DATE	EXPIRES	COVERAGE	LIMITS
1. COMMERCIAL GENERAL LIABILITY	1. Lloyd's of London	00054X			Each Occurrence: \$2,000,000	
2. AUTOMOBILE LIABILITY	2. Zurich American Ins Co	16133			Each Occurrence: \$2,000,000	
3. UMBRELLA	3. ACE Property & Casualty Insurance Co	20699			Each Occurrence: \$5,000,000	

CERTIFICATE HOLDER: CDM Smith Inc, One Cambridge Place, 50 Hanford Street, Cambridge MA 02139 USA

CANCELLATION: SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRE DATE HEREON NO CE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

State of Florida Department of State

I certify from the records of this office that CDM SMITH INC. is a corporation organized under the laws of Massachusetts, authorized to transact business in the State of Florida, qualified on April 23, 1974.


The document number of this corporation is 832235.

I further certify that said corporation has paid all fees due this office through December 31, 2012, that its most recent annual report was filed on March 19, 2012, and its status is active.

I further certify that said corporation has not filed a Certificate of Withdrawal.

Ken Detjen
Secretary of State

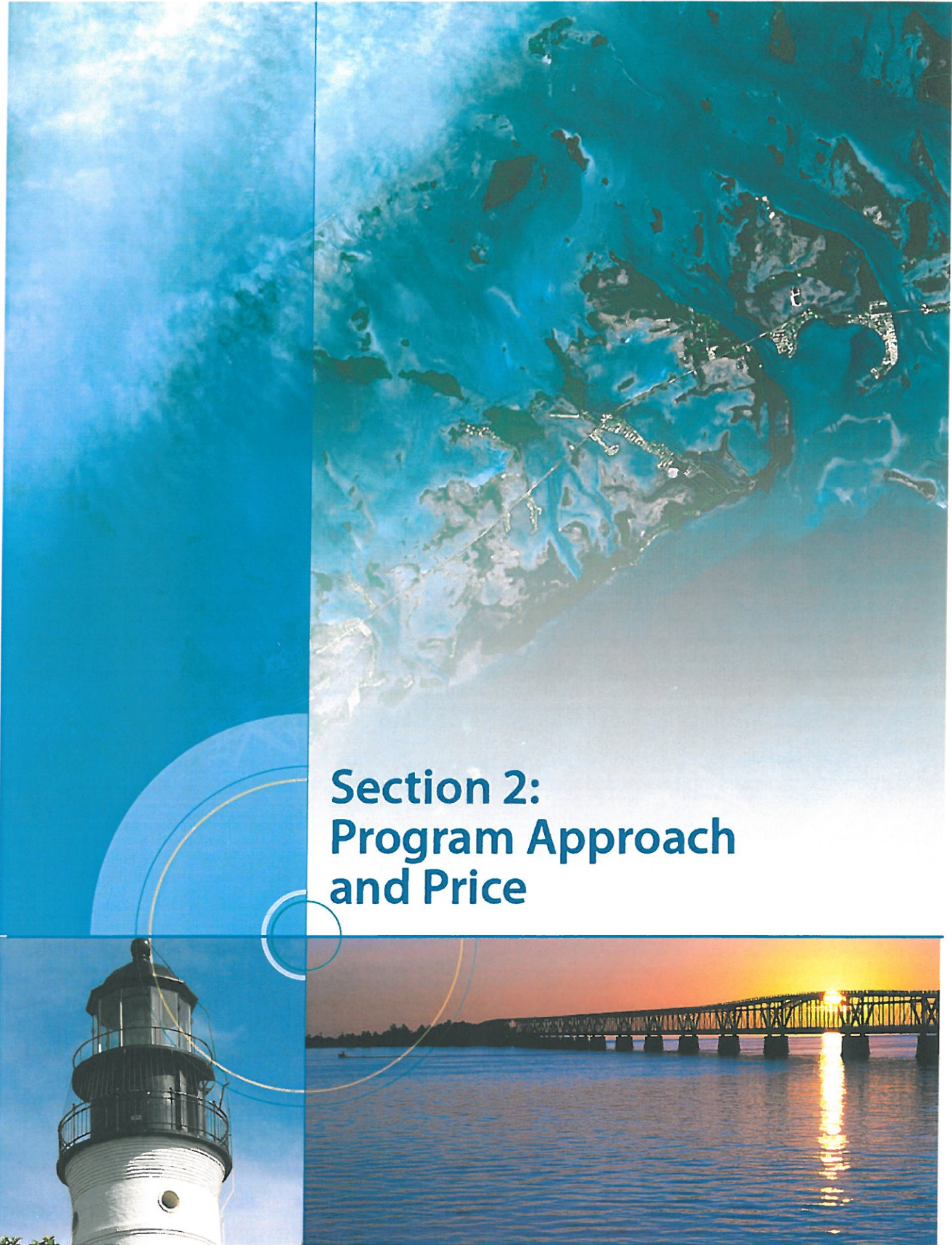
Given under my hand and the Great Seal of Florida, at Tallahassee, the Capitol, this the Twentieth day of March, 2012.



Authentication ID: 40022516824-032012-832235
 To authenticate this certificate, visit the following web site: this ID and then follow the instructions displayed.
<https://file.sunbiz.org/certauthver.html>



Project	Date	Cost
Misc. Stormwater Services	October 2002	\$20,000
Solid Waste TAC Task #1-03	January 2003	\$17,500
Gravity Injection Wells	January 2003	\$158,763
SW Rate Study Task #2-03	March 2003	\$76,984
Key West RAHEPF	August 2003	\$67,672
SW System Rate Model Update	October 2004	\$15,997
Stormwater Gravity Recharge	May 2005	\$19,910
SW System Rate Model Update Year 06	January 2005	\$15,000
SW Rate Model Ser FY07	May 2006	\$16,000
SW System Rate Model Update	September 2007	\$16,000
Diffused Aeration System RHEPF	October 2007	\$456,892
Hydraulic Profile Task 1-3	November 2007	\$40,106
Stormwater Wells Permitting	February 2008	\$9,900
Police Building Const. Defects Evaluation	March 2008	\$7,500
R. Heyman FDEP Permit Renewal	March 2008	\$99,514
Misc. Wastewater Consulting	March 2008	\$20,000
Stormwater Consulting	March 2008	\$20,000
Solid Waste Rate Study Update	June 2008	\$16,500
Tasks 5-7 RHEPF	July 2008	\$218,255
SW Rate Model FY2010	June 2009	\$16,900
WO1-10-SW Rate Model Update	March 2010	\$17,100
STW Wells Design Assistance	April 2010	\$1,600
WO1-11-SW Rate Model FY12	March 2011	\$17,300
WO1-12-SW Rate Model Update	March 2012	\$17,400



Section 2: Program Approach and Price

Section 2:
Program Approach and Price

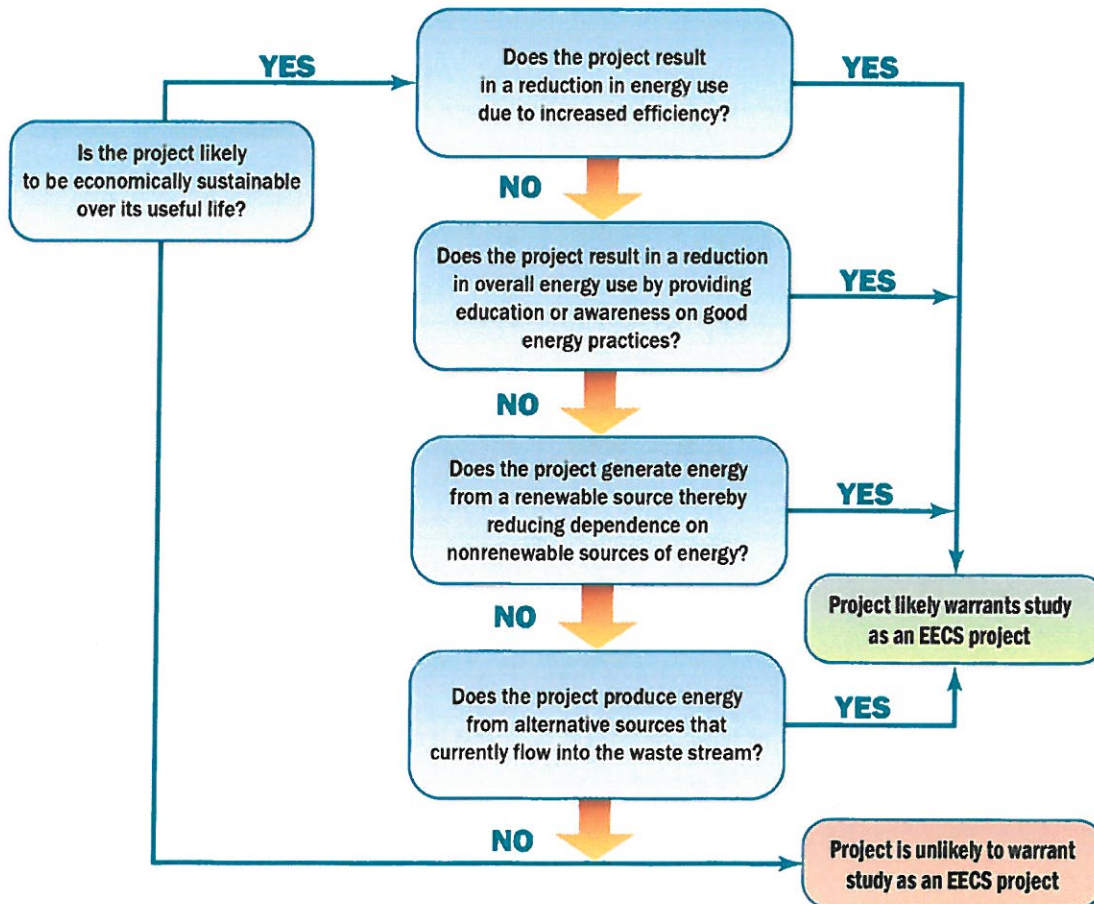
SECTION 2: PROGRAM APPROACH AND PRICE

2.1 PROJECT UNDERSTANDING AND APPROACH

CDM Smith has extensive experience in the preparation of grant applications and securing funding from various public and private sources, as well as assisting cities and towns with public private partnerships. Our project staff has extensive experience in helping our clients identify unique project funding opportunities, including grants, partnerships, and other approaches to obtain needed capital to complete projects, as well as assisting clients with user fees and other funding to support the ongoing facility operations. We have secured financial assistance at all government levels, including grants, subsidized loans, and conventional financing.

CDM Smith will develop a detailed matrix documenting various components of the grant requirements for the City’s potential projects. In addition, CDM Smith will complete a ranking matrix for each project and prioritize the projects that have the most potential for funding. A USDOE grant may require a sketch level analysis of energy consumption, jobs created, and carbon reduction. A sample sketch level analysis process is attached and an evaluation matrix is included on the following page.

Most federal and state grants require documentation of economic output and jobs created/retained. If required by the grant funding announcement, CDM Smith will complete an evaluation of employment and economic impacts. Injection of capital infrastructure spending related to proposed projects into the geographic area economy lead to direct construction and related professional services jobs, as well as indirect jobs supporting the suppliers of materials and equipment. In turn, these direct and indirect jobs support additional jobs within the region’s economy (induced impacts). Following the initial construction/capital investment activity, there are typically ongoing operations and maintenance requirements for the initially constructed facilities, equipment, and associated services. Operations and maintenance contracts will include hiring of employees and purchasing of supplies and services, which can be measured in terms of economic impacts. Direct expenditures for operations and maintenance of the facilities and systems represent direct economic benefits, and they will give rise to indirect and induced benefits for the estimation of the total impacts.



Section 2: Program Approach and Price

Discretionary Funds	Alternative Fuels	Cap And Trade	Clean Cities	Clean Tea	DOE Competitive	DOE Formulary	Project	Carbon Reduction (Metric Tons)	Fuel Savings (Gal./yr)	Energy Savings (kWhr/yr)	Cost (Dollars)	Leveraging of Grant Funds	Speed of Implementation (Months)	Jobs Created (Amount)	Longevity Beyond Grant (Years)	Benefits Beyond Carbon and Fuel Reduction**
							1. Bio Diesel	34,008.00	0**		\$500,000	\$5,000,000	11	92.6	30	
							2. Beach Trolley	53.00	6,000		\$1,128,000		12	13.2	10	Congestion Relief
							3. Homestead Road (Bicycle Path)	43.00	4,891		\$481,940		18	6.9	10	Congestion Relief
							4. Winkler Road									
							5. Bridge Incident Management Project (ITS)									
							6. Traffic Signal Retiming	4,223.92	480,000		\$1,000,000		16	17	4	Congestion Relief
							7. LeeTran Facility Project				\$1,500,000	\$28,000,000	36	320	50	Congestion Relief
							8. Transit Hybrid Vehicle Purchase	56.50	5,611	2,628,000	\$560,000		12	<5****	12	
							9. Green Meadows WTP High Service Pump Repl	1,411.20			\$1,400,000		12-18	31	10	
							10. Reverse Osmosis Tran Energy Recovery Turbines	521.96		972,000	\$219,000		6-12	15	30	Cost Savings
							11. Corkscrew WTP Wellfield Upgrade to VFDs	494.04		920,000	\$753,300		12-18	52	10	Cost Savings
							12. RO Train Energy Recovery Turbines at Pinewoods	323.60		602,600	\$135,800		6-12	0.9	30	Cost Savings
							13. High Service Pump Optimization at Airport Haul	322.20		600,000	\$90,000		6	0.6	20	Cost Savings
							14. Pinewoods WTP Wellfield Upgrade to VFDs	167.00		311,000	\$243,000		12-18	17	10	Cost Savings
							15. Green Meadows WTP Wellfield Upgrade to VFDs	87.53		163,000	\$168,000		12-18	12	10	Cost Savings
							16. Replace existing interior lighting at the WTPs and WWTPs	23.71		44,150	\$18,000		6	0.2	20	Cost Savings
							17. Change to Anaerobic Digesters, use methane at WWTPs			14,286	\$60,000,000			250		
							18. Automatic Chemical Feed and Automate Aeration Control			4,286	\$2,000,000			30		
							19. Install Power Management Monitoring	1.53		2,857	\$1,000,000		12	18***	30	Cost Savings
							20. Replace blowers with new blowers at WWTPs	0.77		1,429	\$600,000		6	13***	20	Cost Savings
							21. Install fine bubble diffusers at WWTPs	0.61		1,143	\$800,000		6	17***	10	Cost Savings
							22. Automatic Water Meter Reading System		5,670		\$10,000,000			20		
							23. Danley Drive Sidewalk from South Road	6.90	785		\$500,000		18	7.1	10	Congestion Relief
							24. Bicycle Path on McGregor Boulevard from Sanibel Toll Plaza	21.77	2,474		\$904,000	\$536,000	18	20.6	10	Congestion Relief
							25. Estero Community Center-Solar Panels	121.61	13,820		\$1,000,000		2	5.6	20	
							26. Public Safety Building on 6 mile-Solar Panels	28.90	3,284		\$201,000		2	0.3	20	
							27. Public Safety Building on 6 mile-Lighting Controls	10.40	1,182		\$72,000		.5	0.1	5	

Projects removed due to cost.

*Consultant Services	\$250,000
*Administrative Services	\$304,660
** 4.3 Million Gallons of Diesel replaced with 4.3 Million Gallons of B100	
*** Jobs Estimated by Lee County	
**** Estimated Based on Relative Cost Only	



Our role as your grant funding services consultant will include keeping ourselves educated and abreast of new grant programs locally, statewide, and nationally. CDM Smith does this by being active participants of professional societies such as Water Environment Federation, American Water Works Association, Florida Engineering Society, American Society of Civil Engineers, American Public Works Association, and Solid Waste Association of North America, as well as through maintaining relationships on a local and state level with regulating agencies, including the FDEP and the South Florida Water Management District. CDM Smith understands the demands on a City to maintain its infrastructure and enforce local regulations. As your grant funding services consultant, CDM Smith will be the backbone to your staff to help find the financial resources to fund your projects.

The following information describes key firm resources and how CDM Smith obtains grant information and proceeds with identifying and securing grant funding.

2.2 SOURCES OF GRANT INFORMATION

CDM Smith obtains grant information from a large number of sources. These include the following.

2.2.1 Internal CDM Smith

Task Forces

Task forces such as the Energy Task Force track and monitor grant opportunities. This focused company-wide tracking effort is able to produce tracking tables that identify key federal grants related to public infrastructure funding opportunities.

2.2.2 CDM Smith's Washington, D.C. Governmental Relations Office

Ms. Robin Black leads CDM Smith's government relations activities in Washington, D.C. She monitors and reports on congressional committee actions, develops funding strategies for client projects and programs, and manages the firm's external lobbying professionals related to grant funding. Ms. Black was at the forefront of the economic stimulus package to advise CDM Smith's clients on funding opportunities. She also serves as the primary contact with the U.S. Conference of Mayors, National League of Cities, and the National Council of State Legislators.

2.2.3 Website Tracking

Tracking federal, state, and foundation websites include:

- www.fedconnect.net
- www.epa.gov/ogd/grants/funding_opportunities.htm
- www.grants.gov

- www.dep.state.fl.us/energy/energyact/grants.htm
- www.dep.state.fl.us/waste/categories/recycling/ig/grants.htm
- www.cfpbmc.org

2.2.4 Monitoring Key State Funding Programs

The State of Florida's grant funding is largely through the FDEP and the Department of Economic Opportunity (DEO) and depends on the annual budgetary decisions by the Legislature. DEO provides a large number of grants covering weatherization, Community Services Block Grants (CSBG), CDBGs, assistance with implementing SB 360 (The Infrastructure Planning and Funding Act), Florida Communities Trust (administers the state grant funding

for public acquisition of community based projects, urban open space, and parks and greenways that implement local government comprehensive plans), Low Income Home Energy Assistance Program (LIHEAP), technical assistance to local governments (expansion of the Waterfronts Florida Initiative, long-term disaster recovery efforts, and general assistance to local governments for growth management and comprehensive planning initiatives.

2.2.5 FEMA (Federal Emergency Management Agency)

FEMA's Hazard Mitigation Assistance (HMA) Program provides funding to reduce disaster losses and protect life and property from future disaster damages. There are five grants within the HMA program: Hazard Mitigation

Grant Program (HMGP), Flood Mitigation Assistance (FMA), Pre-Disaster Mitigation (PDM), Repetitive Flood Claims (RFC), and Severe Repetitive Loss (SRL). The HMGP is disaster dependent, with application deadlines and processing timeframes dependent on when the disaster was declared. The other four grants are available each fiscal year (FY) and have specific application deadlines and processing times. The intent of the HMA grants is to reduce future claim payments from the National Flood Insurance Program (NFIP) and FEMA by providing funding for mitigation activities. The dollar value of these activities for the potential damage reduction to NFIP insurable structures must equal or exceed the funding allotted. Therefore, all grant applications include preparation of a Benefit-Cost Analysis (BCA) with regards to direct savings to the NFIP (e.g., BCA greater than 1.0).

2.3 PAST PERFORMANCE HISTORY

2.3.1 City of Clewiston

CDM Smith was successful in assisting the City of Clewiston in obtaining \$1.73M in grant funds for four Floridan aquifer wells in Fiscal Year 2006. In 2007, CDM Smith was successful in assisting the City in obtaining \$3.90M for a new reverse

CDM Smith understands the demands on a City to maintain its infrastructure and enforce local regulations. As your grant funding services consultant, CDM Smith will be the backbone to your staff to help find the financial resources to fund your projects.

osmosis water treatment plant and deep injection well. This funding was obtained from the SFWMD's AWS program.

2.3.2 City of Marco Island

CDM Smith was contracted by the City of Marco Island to provide grant application and documentation assistance for a variety of public utility projects. The SFWMD Water Savings Incentive Plan (SIP) Grants, however, are different. Since its creation in 2002, the SIP Program has provided funding to projects that have saved over one billion gallons of water per year. SIP funding is available to municipalities, utilities, and other water providers for non-capital projects. Examples of fundable projects include automatic flushing devices for hydrants, pressure stabilization valves, indoor plumbing retrofits, large area irrigation controls, soil moisture technology, and rain sensors for irrigation systems. In the past, up to \$50,000 of funding is available to each project with a 50 percent match required. The City of Marco Island received \$50,000 in SIP grant funding for fiscal year 2007 for Year 1 of its Drinking Water System Leak Detection and Repair Program.

2.3.3 City of Lake Worth – EECBG Grant

The DOE allocated \$150,200 to the City of Lake Worth under EECBG program. In 2009, CDM Smith participated in meetings and conference calls with the City to develop a strategy to spend EECBG funds effectively. The activities proposed include installation of prepaid electric meters in 225 existing residential homes; installation of 70 new induction lights and 45 new LED lights as a pilot program preparatory to city-wide installation; and partnering with the City Resource Center to design and operate a city-wide energy audit program. The total estimated energy savings was about 321,000 KWH per year, and the total estimated reduction in GHG emissions was about 230 metric tons per year. CDM Smith coordinated with vendors to obtain technical and budget information of the proposed activities. We completed all the mandatory and optional forms required for the EECBG application such as SF-424, SF-424A, Strategy, Activity Worksheets, Assurances, Financial Management Assessment etc. CDM Smith submitted the application package through FedConnect (an online market place where federal agencies post opportunities and make awards via the web).

2.3.4 City of North Miami – EECBG Grant

The department of Energy allocated \$500,300 to the City of North Miami under the EECBG program. In 2009, CDM Smith worked closely with the City to develop a strategy to make best utilization of the funds. The activities proposed include replacing existing fixtures at one large baseball field and two little league fields with new green fixtures; replacing existing metal halide lights with induction promenade lights at four city parks; and performing residential energy audits and improvements on 16 residences. CDM Smith calculated the energy savings and reduction in GHG emissions for each of the above activities. The total estimated energy savings was about 88,000 KWH per year and the total estimated reduction in GHG emissions was about 62 metric tons per year (without the residential energy audits). CDM Smith coordinated with

vendors to obtain technical and budget information of the proposed activities. CDM Smith completed all the mandatory and optional forms required for the EECBG application such as SF-424, SF-424A, Strategy, Activity Worksheets, Assurances, Financial Management Assessment, etc.

2.3.5 Community Development Block Grant (CDBG) Funding

The CDBG program is a flexible program that provides communities with resources to address a wide range of unique community development needs.

CDM Smith possesses considerable expertise and experience in assisting governmental entities with acquiring, managing, and implementing projects funded by the CDBG program. Recent examples of CDM Smith's CDBG program management experience include:

- **Rock Creek Sub-Basin Sanitary Sewer Rehabilitation –** CDM Smith authored the engineering report used in the grant application that enabled the project to be funded by a \$500,000 grant from the Tennessee Department of Economic and Community Development: CDBG program.
- **Wastewater Treatment Plant Facility Evaluation –** CDM Smith performed an assessment of the Erwin Wastewater Treatment Plant (WWTP). As part of this project, we developed an application for a CDBG for system improvements and were successful in securing approximately \$400,000 in funding for the utility. CDM Smith worked with the First Tennessee Development District during the conceptual engineering phase to secure the grant for the City.
- CDM Smith has been engaged in assisting various parishes in southern Louisiana and Harris County, Texas, both affected by hurricane devastation, with more than \$450M in grant funding for Louisiana and \$140M for Harris County.

2.3.6 Florida State Revolving Fund (SRF) Projects

CDM Smith has been at the forefront of financial management consulting services for public works projects and utilities. Our staff includes engineers, accountants, and former municipal administrators who offer experience in studies related to rates, user charges, and associated impacts; services related to bond issues; and other funding efforts, including SRF and U.S. EPA grant applications, and Water Management District cost-sharing for alternative water supply projects. CDM Smith staff has assisted the FDEP in the development and updating of the SRF program by serving on its technical advisory committee.

As a testament to our effectiveness in this area, CDM Smith has assisted Florida clients in qualifying for more than \$512M in SRF loans. We have used a combination of SRF loan funding and tax exempt bond financing to provide our clients with considerable savings over the 20-year financing periods of their projects. In addition to subsidized interest rates, considerable savings in issuance costs, debt service

reserve requirements, and capitalized interest also have been realized.

According to the Water Environmental Federation (WEF), CDM Smith’s management consulting staff provided key suggestions on how to expedite “ready-to-proceed projects” under the SRF program. Adapted by the WEF board and formally incorporated by the U.S. EPA, these suggestions will help stimulus monies be quickly allocated.

Recommendations included lengthening the payback period from 20 years to 30 years, allowing states to set environmental review requirements, authorizing or requiring states to forgive a portion of the principal, streamlining any public notice and hearing requirements, deferring repayment for up to three years after a project is completed, and giving priority consideration to design-build projects because of their readiness to proceed.

2.4 INTERACTION WITH OFFICIALS AND STAFF

2.4.1 Involvement of City Officials and Staff

The CDM Smith team’s management approach is structured to ensure cooperative and responsive client/consultant working relationships with clear lines of communication and authority throughout the entire contract. Communication and coordination is vital to the success of any project and is a very important part of our management plan. City officials and staff play an integral role in the grant application process. The City’s project manager will be the point of contact (POC) for CDM Smith’s project manager. The City’s project manager will be responsible for organizing personnel and resources, as well as funneling communications to the appropriate department heads within the City and communicating with CDM Smith’s project manager. In general, City officials and staff will be involved in the following:

- Kick-off meeting to launch the grant pursuits
- Initial planning workshop
- Making decisions on the priority and opportunity grants that are pursued and contributing to the development of a target grant list
- Periodic meetings and ad hoc meetings on new grant opportunities
- Meetings organized by CDM Smith with department staff, legislators, congressional staff, and others as necessary and as directed by City staff
- Reviewing CDM Smith’s determination of eligibility
- Determining the financial level of the request and the amount of matching contribution, if any
- Reviewing and authorizing submittal of a grant application
- Obtaining appropriate signatures from the City
- Collecting data and information required as part of the application
- Signing transmittal letters.

2.4.2 Communication with City Staff

CDM Smith will maintain frequent communication with the City’s project manager as the POC. Communication will include full and open contact with the city by our project manager, supported by a structured consultant team management plan. We propose to implement regular coordination meetings and a process of critical path scheduling and resource allocation when new grant opportunities are announced to ensure the highest caliber of work product is delivered in a timely manner to meet established grant deadlines. A continuous dialogue between the project manager and the consultant team will ensure that critical elements are progressing as required by the funding announcement (FOA) and that appropriate resources are being deployed to meet the schedule. CDM Smith will also establish an eRoom if desired by the City, where electronic files visible through the internet can be viewed by both the City and CDM Smith; this eRoom would be maintained throughout the course of the project as a storage area for files and applications that are generated. This enables the City to review and modify files and the applications as they are generated by CDM Smith.

2.4.3 Coordination with City Staff

For certain activities, it is important to involve appropriate staff in the review and development of specific grant applications. At times, the City’s project manager may need to involve many people at the City, including the City’s project manager, the signatory of the applications, sustainability coordinator, department heads, the mayor, and the City’s lobbyists. The City’s application may be assisted by City officials visiting federal and state representatives and staff. CDM Smith will involve our many experts in each funding discipline, engage our operatives in Washington, and leverage our contacts and relationships at both the state and federal level. CDM Smith is able to act both as grant pursuer, as well as technical advisor on projects that are being pursued (FEMA, SRF, EECBG, transportation, water and wastewater, CDBG, CSBG, AWS, Savings Incentive Program [water conservation SIP], etc.). A continuous dialogue between the City’s project manager and the consultant team will ensure that critical elements are progressing as needed to ensure compliance of grant requirements and deadlines.

2.5 OFFICE LOCATION AND ALLOCATION OF WORK

CDM Smith serves more than 200 clients in Florida from ten offices, which are strategically located to provide high-quality, locally responsive service. Our Florida offices are staffed with more than 400 professionals who are continually working to stay abreast of local, state, and national regulations, and to build strong working relationships with clients and local agencies.

The CDM Smith team members responsible for this project are Daniel E. Strobridge, QEP, who will serve as client service manager and Ms. Davies as project manager. Mr. Strobridge resides in CDM Smith’s Tampa Office, which is located at 1715 North Westshore Boulevard, Suite 875, Tampa, FL 33607. Mr. Strobridge’s email is strobridged@cdmsmith.

com. The phone number is 813.281.2900, and the fax number is 813.288.8787. The day-to-day management of this project is the responsibility of Ms. Davies.

Ms. Davies is based in Fort Myers. As such we anticipate approximately 40% of the project will be conducted from that office. Our grant writer is based in Orlando and approximately 40% of the overall work will be conducted from that office. The remaining 20% will be conducted from Tampa and other offices as required dependent upon the particular technical expertise required for the grants that are eventually pursued.

2.6 CONTACT INFORMATION FOR DIRECT CONTACT PERSONNEL

Name: Amelia H. Davies – Project Manager

Phone Number: 239.938.9606

Fax Number: 239.339.6418

Email Address: daviesah@cdmsmith.com

Office Address: 2180 West First Street, Suite 400, Fort Myers, FL 33901

Mailing Address: 180 West First Street, Suite 400, Fort Myers, FL 33901

The Fort Myers office will be responsive and responsible to the City of Key West in all matters related to the management and completion of work under this contract and will be responsible for development and negotiation of work authorizations, contract administration, assignment of staff and subconsultants (if required), and quality control. Depending on the nature of the grant pursuit, the Fort Myers, Tampa, Orlando, and Washington, D.C. offices will provide additional support.

2.7 PRICE PROPOSAL

Nationally, CDM Smith secures approximately 85 percent of its revenue from business with repeat clients. We attribute this high success rate to a company philosophy that puts the client in the driver’s seat. CDM Smith listens carefully to clients to identify the specific needs to be addressed. Then, we work in partnership with clients to develop workable solutions, reasonable budgets, and realistic schedules. This partnership helps to keep projects on track, on time, and within budget. CDM Smith recognizes and understands the challenges faced by the City in the current economic climate, and we are committed to providing our top-quality service in a manner that is cost effective. As such, CDM Smith believes the most effective method for determining costs for securing funding assistance is the “lump sum” basis as grants vary in requirements and in degree of complexity.

CDM Smith suggests the City consider negotiating the fees as task orders for each grant submitted.

Based on the above, CDM Smith’s initial fee is \$50,000 for submittal of three grant applications and conducting three planning meetings with City staff, plus reimbursable expenses.

REIMBURSABLE EXPENSES	FEES
Travel – Air	Actual
Travel – Mileage	\$.55 per mile
Hotel	Actual
Meals	Actual
Printing	Actual
Postage	Actual

2.8 ADDITIONAL QUALIFICATIONS

CDM Smith understands the critical role that stakeholder input plays in developing and funding projects that is embraced by all parties involved. This includes the City of Key West, its citizens, businesses, community organizations, and other area governmental agencies. CDM Smith will develop a public engagement plan for any grant applications that require public support.

While the collection of input is the goal of this process, two-way communication is required. Without the project team effectively communicating the purpose, missions, and vision of projects, it will not be possible for the public to provide meaningful input into the process. To enable this process to take place effectively and efficiently, CDM Smith will call upon its significant experience in developing successful public input programs. For the City of Key West, we recommend a combination of techniques that will likely include traditional approaches such as regular public meetings throughout a project and a project web site, as well as innovative approaches that take advantage of today’s communication techniques.

In addition to providing up-to-date information on project activities, the project web site will also serve multiple communication functions. First, the web site can become a repository of all project documents. This provides the transparency required for any activity undertaken as part of federal and state grant compliance requirements. Further, an electronic project document repository facilitates stakeholder input by providing reliable information in a convenient format, thus encouraging stakeholders to provide informed input.