



# SANDRA WALTERS

## President

### ACADEMIC BACKGROUND

Masters in Marine Affairs, University of Miami, Florida, 1983

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

### SPECIALIZED PROFESSIONAL COMPETENCE

Ms. Walters has more than 25 years of professional experience in Florida. She is qualified as an Expert Witness in Florida administrative hearings and court proceedings; has conducted and supervised environmental studies, and developed avoidance and mitigation plans, in all South Florida submerged and upland habitats; has successfully permitted projects ranging from single family homes to developments of regional impact, working with all regulatory agencies; has extensive experience in design and implementation of public participation programs and review and development of comprehensive plans; and has represented clients successfully with many agencies and government boards. She is presently serving as immediate past chair of the South Florida Regional Planning Council, appointed by governors Bush and Crist; serves on EPA's Water Quality Steering Committee for the Florida Keys; and served from 2000 to 2004 as a Governor's appointee on Florida's Acquisition and Restoration Council, which supervises purchase and management of State conservation lands.

### REPRESENTATIVE PROFESSIONAL EXPERIENCE

#### **Principal, SWC (Sandra Walters Consultants, Inc.), 1996-present Monroe, Dade, Broward and Lee County offices, FL**

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

#### **Environmental Studies • Permitting • Mitigation • Monitoring services**

- **Environmental Impact Study & Permitting, Ft. Lauderdale Airport Runway Extension**  
Principal in charge of fulfillment of all NEPA requirements including T&E species impact assessment and wetland delineation, coordination with environmental regulatory agencies, and preparation and processing of environmental permit applications for final, selected alternative. Acquired concurrence from all resource agencies on jurisdictional lines and UMAM scores for all wetlands affected by one or more project alternatives, prepared administrative draft and Draft Environmental Impact Statement, participated in DEIS public hearing, prepared EFH and Biological assessments for National Marine Fisheries Service and U.S. Fish & Wildlife Service, prepared responses to all ecological questions for DEIS and FEIS; assisted with preparation of Final EIS.
- **WTA Compartments B & C Environmental Impact Study (EIS), SFWMD, Palm Beach County**  
Part of consultant team developing EIS for improvements to water treatment areas just south of Lake Okeechobee, which is an Acceler8 project associated with Everglades restoration. Work includes full assessment of existing data and sources and evaluation of sufficiency; drafting environmental consequences alternatives, wetlands and T&E species sections; and participating in public involvement activities.
- **SR-710 PD&E Study, District 4 FDOT**  
Part of consultant team in charge of planning, design and environmental study of 27-mile corridor of B-Line Expressway through Palm Beach and Martin counties. Responsible for wetlands and threatened and endangered species field data collection, assessment of contamination potential in vicinity, and documentation of land use patterns along corridor regarding potential for secondary and cumulative impacts.
- **Wetland Delineation, Essential Fish Habitat Assessment and Local Permitting Support for Utility Corridor, Okeechobee, Hillsborough and Miami-Dade counties**  
Principal in charge of wetland data collection and jurisdictional delineation for utility corridor, utilizing both federal and State wetland delineation methodologies, including extensive habitat characterization, mapping using sub-foot-accuracy Trimble GPS equipment, and daily downloading and transmitting of data to central processing facility. Also preparing EFH Assessment meeting NMFS requirements for South Dade County segment, including cumulative and secondary impacts analyses, and providing coordination and assistance with local permitting in Martin and Miami-Dade counties.
- **Port Everglades Master Plan Update, Broward County**  
Principal in charge of all natural systems data collection and analysis and permitting assessments for five-year master plan update.



- **City of Pompano Beach General Engineering Services, Broward County**  
Part of consulting team providing engineering services to the City, with SWC scope including environmental, planning and public involvement tasks.
- **Jewfish Creek Bridge/US Highway 1 Project, Northern Florida Keys**  
Member of design-build team in charge of environmental compliance for final design and construction of 65-foot-high bridge over Jewfish Creek and new roadway from North Key Largo to just south of Dade County line, including training of onsite personnel regarding avoidance of listed species; coordination with agencies for permit modifications; assessment of preconstruction environmental conditions; and continuous work with project engineer and contractor to assure all environmental permit conditions are met during four-year project. Work included mapping seagrasses along project corridor.
- **Mallory Dock Maintenance Dredge, City of Key West**  
Principal in charge for successful acquisition of all permit modifications to add Mallory Dock to scope of Navy Key West Harbor dredging project, including collection of all data on submerged habitats required by agencies, coordination with dredging company and environmental monitoring contractor, acquisition of EPA approval for use of offshore disposal site, provision of Quality Assurance services onboard the dredging vessel, and preparation of all final reports to Navy and permitting agencies including DEP and USACE. Represented City in Navy agency partnership process for harbor dredge and other environmental issues.
- **Electric Transmission Line Environmental Compliance Monitoring, Florida Keys**  
Conducted DEP and USACE permit conditions environmental compliance monitoring of installation of new electric tie-line poles between Big Coppitt Key and Key Haven in wetland and submerged habitats, including confirmation of pre-construction conditions, onsite inspections to assure impacts do not exceed limits established in environmental permits, and long-term monitoring to document post-construction recovery.
- **Submerged Habitat Study and Sediment Analysis, Key West Harbor and Vicinity**  
Conduct survey of submerged habitats in and around Key West Harbor. Divers collected field data from 50, randomly selected sites. This data was then collated into maps showing general distribution of habitats in area, and underwater photographs were organized and printed. Data was compared with that collected at other sites throughout Florida Keys, to assess habitat quality in relation to shipping activities in Harbor. Supervise collection of sediment samples in and near harbor following approved DEP protocol, transmit to State certified laboratory for testing for petroleum contamination and RCRA metals, prepare report summarizing findings.
- **City of Key West Stormwater System**  
Consultant in charge of bringing City into compliance with ERP requirements for already-completed and future maintenance work of stormwater system, including developing impact assessment and mitigation plan that incorporates 5.6 acres of wetland restoration and enhancement at former Hawk Missile site in eastern Salt Ponds and creation of connection between Riviera Canal and western Salt Ponds to enhance 131 acres of wetlands and cause significant water-quality improvements, providing enough mitigation credit to bring entire City stormwater system under permit and exempt from permitting in future.
- **General Engineering Services Consultant, City of Marathon, Monroe County, FL**  
Prime firm providing coastal, environmental, and construction compliance services to City of Marathon; SWC ranked second out of 31 consulting teams that submitted for contract.
- **General Environmental Consulting Consultant, City of Key West, Monroe County, FL**  
Prime firm providing ecological, environmental, permitting, compliance monitoring, and other general services; SWC ranked first out of 3 shortlisted consulting teams that submitted for contract.
- **Key West Mooring Field Seagrass Monitoring Project**  
Conducting seagrass monitoring project at Key West Mooring Field that investigates potential shading impacts from boats, including project design, photographic documentation of stations over time, collection of seagrass density and shoot count data, report preparation and report submittal and processing with DEP.
- **S. Roosevelt Seawall Repair Seagrass Monitoring, Key West**  
Supervised assessment and documentation of seagrasses in vicinity of seawall undergoing repairs, including field data collection and photography, update of CAD files delineating seagrass line, measurement of seagrass impacts in project area for mitigation purposes, and report preparation.



- **Smathers Beach Seagrass Mitigation Monitoring, Key West**  
Member of team that conducted field monitoring of seagrass mitigation project for City of Key West. Roles included field personnel establishing monitoring sites, collecting required data, supervising surveyor, assisting with preparation of monitoring reports, and providing local liaison with City and base of operation for work.
- **Dock Appeal Benthic Assessment and Expert Witness Testimony, Upper Florida Keys**  
Conducted extensive benthic resource mapping of nearshore habitats in relation to location of single-family home dock that was subject of neighbor appeal of DEP permit, prepared expert witness report, participated in deposition in preparation of hearing before administrative law judge.
- **Residential Redevelopment Project in Marathon, Florida Keys**  
Served as project manager for all aspects of environmental planning and ERPs for 92-unit redevelopment project in Marathon called Marlin Bay Yacht Club, including supervision of all field data collection and preparation of benthic assessments and avoidance and minimization plans, supervision of ERP application preparation and submittal and all responses to requests for additional information, work with DEP to acquire net positive public benefit exception to State submerged land lease riparian restriction, and presentations to Governor and Cabinet regarding lease rule provisions and final lease adoption.
- **Walker's Island Maintenance Dredge Environmental Resource Permit, Monroe County, FL**  
Principal in charge of environmental resource permitting for maintenance dredging of entrance channel and boat basin; including GPS mapping of unavoidable benthic resource impacts; collecting and testing sediment samples; taking data for design of spoil disposal and hydrologic improvements to area; preparing mitigation plan for unavoidable impacts including seagrass restoration at spoil basin, restoration of offsite prop scars, and management of surrounding shallow flats to protect from future damage; coordinating with Florida Keys National Marine Sanctuary, Fish & Wildlife Conservation Commission, and U.S. Coast Guard regarding signage associated with management plan; preparing all Uniform Mitigation Assessment Method (UMAM) scores; supervising engineer who prepared maintenance dredge and spoil disposal plan along with mooring facility redesign drawings, preparing all documents for ERP application; processing submittal with U.S. Army Corps of Engineers and South Florida Water Management District, including preparation of responses to requests for additional information; and coordinating application to local government to amend comprehensive plan to allow maintenance dredging of this kind when an environmental resource permit is acquired.
- **Marathon Transfer Station, Monroe County, FL**  
Conducted assessment of property and analyzed redevelopment potential for construction and demolition debris transfer station under City of Marathon Comprehensive Plan and Land Development Regulations, including State regulation for construction and demolition debris disposal facilities; documented and analyzed historic and existing site conditions; preparing and processing transfer station and stormwater system permit applications with FDEP.
- **Key West Transfer Station, Monroe County, FL**  
Prepared and successfully processed construction and demolition debris transfer station and stormwater permit applications, coordinated with Monroe County on planning issues.
- **La Siesta Resort and Marina, Islamorada, FL**  
Served as principal in charge of benthic assessment and ERP impact assessment and mitigation plan for oceanside and bayside entrance channels and marina basins, including seagrass restoration plan to restore orphan propeller scars in Lignumvitae State Aquatic Preserve.
- **Stormwater Filter Marsh, City of Naples, Collier County**  
Principal in charge of wetland jurisdictional determination, habitat evaluation, and threatened and endangered (T&E) species survey; development of impact assessment and mitigation plan, as needed; and general assistance with preparing and processing environmental resource permit (ERP) applications with DEP and US Army Corps of Engineers (USACE) for creation of filter marsh to provide treatment to stormwater presently being pumped untreated into Naples Bay.
- **Canoe-Kayak Launch, City of Bonita Springs, Lee County**  
Coordinated with South Florida Water Management District (SFWMD) and Florida Department of Environmental Protection (DEP) to resolve issues, successfully acquired documentation so DEP could issue City lease, allowing City to proceed with construction of recreational public access facility.
- **City of Bonita Springs and City of Naples General Engineering Services, Lee and Collier Counties**  
SWC is providing ecological/environmental services, as needed, including benthic and wetland assessments and associated environmental permitting.



- **Permit Compliance for Large Condominium Complex (Seaside and Salt Ponds), Key West, FL**  
Retained by property owner to assist with resolution of permit compliance issues with South Florida Water Management District; conducted extensive research of permitting and project history, held meeting with District staff and developed consensus on approach, developed consent agreement, worked with property owner to design and implement significant restoration project in Salt Ponds as well as to restructure onsite restoration projects from those specified in original permits, in progress with implementing multi-year monitoring plan; property owner received award from District for being so forthcoming with restoration efforts and award ceremony had front-page article in local newspaper.
- **City of Key West Navy Base Reuse Plan**  
Member of team that evaluated surplus Navy properties in Key West, and developed plan for reuse which addresses local needs and concerns. Primary role—planning and environmental assessments, including SCUBA examination of Mole Pier at Truman Waterfront.
- **General Environmental Consultant for Florida Keys Overseas Heritage Trail**  
In contract with DEP, provide environmental planning services for entire 130-mile linear park throughout Florida Keys, including NEPA review and documentation for permitting of segments and bridge crossings.
- **Former Silver Eagle Distributors property, Key West**  
Conducted monitoring of mitigation required by environmental resource permit and closed out South Florida Water Management District permitting requirements; following issuance by District of letter of concern regarding perpetual maintenance issues, worked with local police and several non-profit organizations to assist property owner with issues regarding homeless population living within a preservation area and removal of trash and exotic vegetation from site, in order to find a win-win solution and achieve compliance with SFWMD permit.
- **Grassy Key Beach Cleanup, Florida Keys**  
Provided onsite ecological oversight of beach cleanup operation conducted by contractor for DEP, assuring heavy equipment did not harm biological resources and removed only storm-deposited dead seagrass and sediments as specified by DEP and USACE.
- **Whispering Pines Canal, Big Pine Key**  
Examination of physical and biological parameters in Big Pine Key canal system regarding pending permit for installation of air curtain weed gate at entrance, including investigation of similar air curtains at canals elsewhere in Keys and preparation of expert testimony for State administrative hearing.
- **Cudjoe Key Quarry, Florida Keys**  
Planning and permitting for continuation of existing rockmining operation. Develop wetland and endangered species habitat mitigation plan which has received endorsement of USFWS and Florida Game and Fresh Water Fish Commission (FWC) staff; prepare and process DEP and USACE permit applications; process County vested rights application; successfully negotiate development agreement with Monroe County and Florida Department of Community Affairs (DCA). For new owner, prepare and successfully process permit modifications for change of land use to communications facility, successfully negotiate new development agreement with DCA, prepare and process Monroe County permit application, prepare testimony and appear as witness in local court hearing regarding County moratorium on communication facilities.

#### **Land Use Planning and Permitting • Public Involvement Services**

- **State Aquatic Preserve Management Plan, Florida Department of Environmental Protection**  
Responsible for principal drafting of Statewide management plan for 41 State aquatic preserves.
- **District 6 FDOT General Public Information Contract for Design Services, Monroe County**  
SWC is the member of the consulting team with Bermello-Ajamil which presently holds the general design services public information contract, providing services for the Florida Keys. Projects worked on to date include US Highway 1 corridors on Big Coppitt Key, from Key West to Stock Island, Big Pine Key, Cudjoe Key and Grassy Key.
- **FDOT Planning, Design & Environmental (PD&E) Studies in Islamorada, Marathon and Big Coppitt Key, Florida Keys**  
Member of team that conducted FDOT studies of roadway improvements, including turn lanes, in five-mile corridor in Islamorada, five-mile corridor in Big Coppitt Key, and Sombrero Beach Road in Marathon. Services included public involvement, land use planning, and landscape architecture elements of study, including coordination with local staff and elected officials.





- **Expert Witness Testimony for Monroe County**  
Conducted thorough review of land use, environmental and permitting issues for property in North Key Largo which was subject of suit against Monroe County, prepare expert witness report, provide deposition in circuit court proceeding. Work included extensive review of several USFWS HCPs in Key Largo for effects on reasonable development expectations in area.
- **Expert Planning Services for Town of Medley, Dade County**  
Served as town planning staff, providing review and support for public hearings associated with adoption of City ordinance.
- **City of Key West Bahama Village Redevelopment Plan Update**  
Member of team that updated community redevelopment plan. Primary roles—environmental and public facilities planning; and public involvement, including preparation and distribution of project newsletters and news releases; and development and implementation of proactive community involvement process.
- **City of Key West Economic Development Conveyance Application**  
Member of team that developed EDC application for surplus Navy properties. Primary roles—planning and implementing meetings with local officials and interest groups, coordination of public workshops and presentations, and public facilities and environmental data collection and analysis.
- **Stock Island-Key Haven US 1 Corridor Study, Florida Keys**  
Provided public involvement outreach and meeting coordination services for study to identify improvements to US 1 corridor segment; resulted in significant participation by user groups and relevant and effective planning charrette.
- **Rezoning and Development Agreement for 92-unit Project, City of Marathon, Florida Keys**  
Presently serving as principal planning consultant and agent for 92-unit redevelopment project, including recent acquisition of property rezoning and executed development agreement from Marathon City Council. Work involves representation with planning staff, Council members and Florida Department of Community Affairs representatives; and work with Florida Department of Environmental Protection and Governor and Cabinet regarding submerged land lease for 115-slip private marina.
- **Hawk's Cay Expansion Development of Regional Impact, Florida Keys**  
Prepared and successfully processed Application for Development Approval for Hawk's Cay Expansion Development of Regional Impact to South Florida Regional Planning Council. Evaluation included environmental, public facilities, socio-economic, and traffic impacts. Provided continued planning consultation, including 1996 approval of major site plan revision and 7 year extension, approvals of three DRI revisions, and annual reports.
- **Monroe County Planning Services for Expansion, Parrottdise Restaurant, Little Torch Key**  
Prepared and successfully processed application for conditional use to expand restaurant, including detailed site planning and conceptual stormwater management system; prepared and successfully processed alcoholic beverage permit to provide for outdoor food and beverage service, including thorough review of sound ordinance issues and presentation of findings to Planning Commission.
- **Lower Sugarloaf Key Mixed Use Development, Lower Florida Keys**  
Served as planning consultant and agent, developed and processed major conditional use application for mixed use office, workforce housing and market-rate housing project; received 8/0 positive vote from Monroe County Development Review Committee and 5/0 positive vote from Monroe County Planning Commission.
- **Key West Transfer Station & Hauling Services, Inc.**  
Prepared and successfully processed application to DEP for renewal of solid waste transfer station permit that provides for substantial expansion and updating of facility, including supervising CADD drawings, engineering of site and preparation of environmental resource permit application for stormwater system, coordination with agency staff to assure application meets standards, and responses to information sufficiency reviews. Participate as expert for client by deposition in lawsuit by competing business.
- **Marx Investments, LLC Development Feasibility Study, Big Coppitt Key, FL**  
Document and analysis historic and existing site conditions; prepare feasibility study to determine the development potential for the property under the regulations of the Monroe County Comprehensive Plan and Land Development Regulations.



- **Habitat Conservation Plan (HCP) and Community Plan for Big Pine Key, Monroe County, FL**  
Represented affected property owners to develop HCP following US Fish & Wildlife Service (USFWS) guidelines for federally-endangered Key Deer on Big Pine and No Name keys in Florida Keys. The County implemented parallel process to develop community plan that incorporates HCP into County comprehensive plan and land development regulations. System developed involves complex point system for incidental takings associated with any new structure, and requires mitigation to compensate for impacts associated with issuance of building permits.

#### **Contamination Services**

- **Monroe County Airport Department**
  - Retained to advise director regarding contamination issues involving spill at Key West Airport fuel farm.
  - Served as supervisor for fuel spill cleanup at Marathon Airport.
- **Robbie's Safe Harbor Marine Enterprises, Inc., Florida Keys**  
Develop agreements with Florida Department of Environmental Protection for solid waste cleanup and above-ground fuel storage tank removal, including field testing, preparation and submittal of tank closure assessment report (TCAR). Prepare and process solid waste transfer station general permit, including representation as expert witness at State administrative hearing decided in client's favor.
- **City of Key West Engineering Services**  
Provided groundwater testing, analysis and reporting services for former underground fuel storage tank site at Key West City Hall; prepared and successfully processed application for Natural Attenuation Plan; developed remediation plan when further contamination was found during monitoring.
- **Phase I and II Environmental Audits, Florida Keys**  
Conduct environmental audits for commercial real estate transactions. Recent audits include: Oceanside Marina, Stock Island, FL, client: Oceanside Marina; Vacant parcel on US Highway 1, Marathon, FL, client: McFadden family; Dog Track property, Stock Island, FL, client: Historic Tours of America; U.S Postal Service property, corner of Eaton and Whitehead streets, Key West, FL, client: U.S. Postal Service; Flight Department/Jet Center property (private aviation facility at Marathon Airport), Marathon, FL, client: Monroe County Attorney's Office; A&B Lobsterhouse property (restaurant, commercial marina, fueling facility, parking lot), Key West, FL, client: David Paul Horan, Attorney at Law, lender: TIB Bank of the Keys, Inc.; Authors of Key West, Alexander Palms Court, and Curry House properties (guesthouse/commercial), Key West, FL, lender: Emergent Business Capital, Inc. for SBA loans.

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

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

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

- **US Highway 1 South Project, from Key Largo to Florida City**  
Consultant Project Manager—assist Florida Department of Transportation, District 6, in permitting for expansion of US 1, including construction of new bridge with 65 foot water clearance at Jewfish Creek. Permits were required from U.S. Coast Guard, South Florida Water Management District, and ACOE, and coordination with Dade County Department of Environmental Resources Management. Work included preparation of permit applications; creating CADD generated permit sketches; responding to information sufficiency reviews (including extensive evaluation of potential secondary impacts of project on community and environment); supervising field investigations for construction projects and associated mitigation (including mangrove, seagrass, and freshwater emergent habitats); public information; and coordinating with many commenting agencies.
- **Development of Regional Impact Application and Environmental Impact Statement for New Runway at Miami International Airport**  
HJR project manager for preparation of sections of documents, and overall quality control and editing.

#### **Publisher and Media Consultant, 1986-1994**

##### **Little Torch Key, FL**

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



**Environmental Planning Consultant, 1984-1996**

**Little Torch Key, FL**

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

- Prepare and successfully submit Application for Development Approval for Hawk's Cay Expansion Development of Regional Impact (at Mile Marker 61 in Florida Keys) to the South Florida Regional Planning Council. Evaluation included environmental, public facilities, socio-economic, and traffic impacts. Also annual reports and continuing planning work.
- Provide expert witness testimony in administrative hearing regarding appeal by FL Dept. of Community Affairs of Monroe County development order for beachfront property on Lower Sugarloaf Key.
- Provide expert witness testimony in administrative hearing regarding environmental permitting for marina project on Little Torch Key.
- Successful application to State Conservation and Recreation Lands program for purchase of Big Pine Key property.
- Appointment by Monroe County Mayor to Blue-Ribbon Committee to review land use plan; served as advisor to Monroe County Commission; and conducted South Florida Regional Planning Council review of draft plan.
- Extensive research and detailed report regarding impacts of inclusion of Florida Keys in federal Undeveloped Coastal Barrier Program.

**Environmental Programs Manager, 1980-1984**

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

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

- **Development of Regional Impact Review**  
**Broward County**—Ball Point, Design Center of the Americas, FEC Industrial Park, Harrison Park, Houston Park Marina, Pompano Industrial Park, Weston Phase II; **Dade County**—Airport Corporate Center, American Bankers Industrial Group, Homestead Bayfront Park & Marina, Chapman Field Park & Marina, Brickell Bay Office Tower, Terremark Centre, 1111 Brickell, SE 8th Street & Brickell Avenue, Watson Island; **Monroe County**—Port Bougainville/Garden Cove.
- **Court Testimony**  
Gave deposition as witness for Dade County, FL in District court case involving beach restoration project on Key Biscayne.
- **Project Manager: South Florida Oil Spill Priority Protection Response Strategy**  
Prepare detailed work program and budget. Supervise consultant in conducting extensive detailed study and mapping of South Florida coastal marine resources in relation to sensitivity to spilled oil. Supervise consultant in writing, editing, graphics, and printing of Environmental Sensitivity Index maps and report titled The Sensitivity of Coastal Environments and Wildlife to Spilled Oil in South Florida. Atlas and report won first prize from Florida branch of American Planning Association, 1981. Coordinate interest groups and agencies for implementation of strategy, including:
  - inventory of cleanup equipment and contact personnel in region
  - determination of appropriate spill responses and communication channels
  - preparation of regional oil spill response handbook
  - distribution of all project products and provision of public information concerning project, including presentations at local, state, and national meetings
- **Project Manager: Regional Hazardous Waste Program required by State of Florida Water Quality Assurance Act**  
Coordinate Broward, Dade, and Monroe counties and Florida Department of Environmental Regulation in South Florida program implementation. Develop and distribute consultant request for proposals. Write and execute contracts between Council and State, counties, and consultant for administration of \$490,000 in



State funds for program tasks. Coordinate public information. Review progress reports, assure contract compliance, authorize funds disbursement.

➤ **South Florida Hurricane Evacuation Program (Broward, Dade, and Monroe counties)**

Project Manager: Coordinated U.S. Army Corps of Engineers, technical consultant and local agency task force in plan preparation; developed and implemented public information program.

**Sea Awareness Environmental Education Programs, 1976-1981**

**Miami and Summerland Key, FL**

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

**Adult Education Instructor, 1977-1980**

**Coral Gables High School & Key Biscayne Community School, Miami, FL**

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

**Research Assistant, 1976-1980**

**Rosenstiel School of Marine & Atmospheric Science, University of Miami, FL**

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

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

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

**Research Assistant, University of California at Davis and Santa Cruz, 1974**

- Conduct field study of sea lion behavior, population dynamics, general ecology.
- Study detailed taxonomy of aphids in relation to agricultural research.

**PROFESSIONAL REGISTRATIONS/AFFILIATIONS/CERTIFICATIONS**

- Appointed by Governor Bush in January 2005, reappointed for four-year term in November 2006, reappointed in June 2007 and again in March 2010 by Governor Crist to South Florida Regional Planning Council, a board that oversees planning and regional issues for Broward, Dade and Monroe counties. Presently serving as immediate past chair
- Member, EPA Water Quality Steering Committee for Florida Keys
- Appointed in May 2000 by Governor Bush to four-year term on Florida's Acquisition and Restoration Council, which oversees purchase and management of State conservation lands
- Former chairperson (2002-2007), Key West Utility Board Advisory Committee
- Certified Disadvantaged Business Enterprise (DBE) with Florida Department of Transportation, State of Florida, Dade, Collier and Lee counties; Small Business Enterprise (SBE) with South Florida Water Management District and Dade County; Community Business Enterprise (CBE) with Broward County; Woman-Owned Small Business (WOSB) with federal government
- Former president, Monroe County Federation of Chambers of Commerce; former president, Lower Keys Chamber of Commerce
- Associate member, Marathon and Lower Keys Association of Realtors
- Member, Florida Keys Contractors Association
- Vice president, South Florida Association of Environmental Professionals, member, Florida Association of Environmental Professional
- Member, National Water Resources Association and Florida chapter
- Certified diver, PADI #9501031862, advanced research certification from University of California at Davis and Rosenstiel School of Marine and Atmospheric Science, University of Miami





## **PUBLICATIONS**

Many feature stories in *Island Navigator* newspaper in January 1987 through March 1994 issues. Topics include land use and growth management issues, hurricane evacuation and preparation, environmental issues, and local news features.

*Coordination for Coastal Hazard Response.* Proceedings of the Coastal Zone '83 conference, June 1983, San Diego, CA. American Society of Civil Engineers: NY.

*Developing a Coastal Management Constituency.* Proceedings of Coastal Zone '83 Conference, June 1983, San Diego, CA. American Society of Civil Engineers: NY.

*Adult Education Marine Biology—An Opportunity for Increasing Public Environmental Awareness.* Florida Scientist, 43 (Suppl. 1). Abstr. 1980. Barrett, Sandra K. and Sharyn L. Dodrill.

*Protection of Coastal Wetlands systems through an Oil Spill Response Strategy for South Florida.* Proceedings of Progress in Wetlands Utilization and Management Symposium, June 1981, Orlando, FL.

*The Sense of Taste in the West Indian Manatee, Trichechus manatus.* Florida Scientist, 43 (Suppl. 1). Abstr. 1980.

*Taste Receptors in the West Indian Manatee, Trichechus manatus.* Proceedings of Third Biennial Conference on the Biology of Marine Mammals. October 1979. Seattle, WA.

*Manatee (Trichechus manatus) Mortalities in Flood Control Structures in South Florida.* Florida Scientist, 42 (Suppl. 1); 26. Abstr. 1979.

