

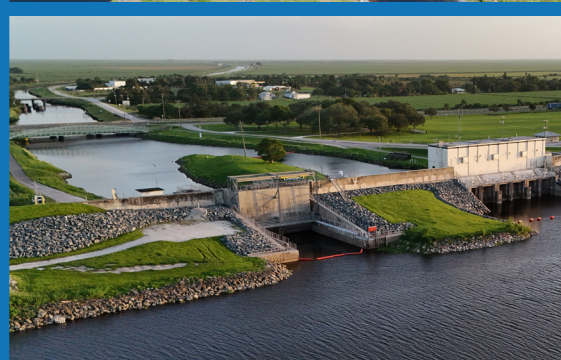
Response to Request for Proposal

GLADES COUNTY ADAPTATION ACTION PLANNING PROJECT



Glades County, Florida

RFP No. 20260441 | June 17, 2026



CHARLOTTE COUNTY
FLORIDA

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COVER LETTER





COVER LETTER- June 17, 2026

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Subject: RFP NO. 20260441; GLADES COUNTY ADAPTATION ACTION PLANNING PROJECT

Dear Selection Committee:

AtkinsRéalis USA Inc. (AtkinsRéalis) is pleased to support Glades County with professional mitigation planning services for RFP No. 20260441: Glades County Adaptation Action Planning Project. We bring a **focused, mission-driven team** with decades of experience in adaptation and mitigation planning, mitigation grant development, and post-disaster recovery. Our team understands Florida requirements—including Florida Department of Environmental Protection (FDEP) and Federal Emergency Management Agency (FEMA) programs—as we have implemented them on the ground and at scale, delivering data-driven solutions that advance long-term resilience.

Our team, including the proposed Project Manager, Lawrence Frank, and Project Quality Manager, Margaret Walton, led the development of the **Florida Adaptation Planning Guidebook** for FDEP, which established the framework for adaptation planning statewide and directly informs our approach to this project. Building on this work, we have delivered FDEP-funded Vulnerability Assessments that resulted in successful grant funding for communities such as the City of Mexico Beach and the City of Clearwater. With **more than 170** adaptation, vulnerability, and hazard mitigation plans completed—many spanning multiple jurisdictions and over 1,200 communities—AtkinsRéalis brings both depth and proven results.

Florida is not only our North American headquarters but also home to more than 900 of our professionals, providing a **strong local presence and deep understanding of Florida's regulatory, environmental, and technical landscape**. We recognize the challenges Glades County faces, particularly regarding flood risk, and are committed to delivering a practical, implementable adaptation plan that strengthens both community resilience and natural systems. In addition to preparing an FDEP-approvable plan, AtkinsRéalis will support Glades County by:

- Integrating watershed and riverine expertise to evaluate ecosystem-based solutions
- Identifying and screening projects for FDEP and FEMA funding opportunities
- Establishing a framework to integrate adaptation strategies into other County plans
- Developing post-disaster strategies for resilient recovery

We look forward to partnering with Glades County on this important effort. Please contact our Project Principal, Ms. Marcia Warfel (marcia.warfel@atkinsrealis.com; 850.322.1622) or Project Manager, Mr. Lawrence Frank (lawrence.frank@atkinsrealis.com; 404.435.8856) with any questions. You can also reach me, Matt Talley, the Director of our Resilience & Emergency Management (REM) group at matt.talley@atkinsrealis.com or 703.862.7674 if you have any additional questions about our submission or need more information.

Sincerely,

Matt Talley

PROJECT TEAM

I. TEAM PROPOSED FOR THIS PROJECT

AtkinsRéal is an industry leader in providing resilience and emergency management services. For the Glades County Adaptation Action Plan, we have assembled the most forward-looking and technically competent team with extensive Florida experience needed to prepare a first-class adaptation plan. Helping turn information into knowledge, we will prepare an actionable plan that enhances adaptation and resilience through best practices. Our team to complete this project is composed of experienced individuals who work seamlessly across offices and has access to the latest Florida data needed for this plan from watershed and riverine information to wind data. See **Figure 1** for our proposed team’s organizational chart.

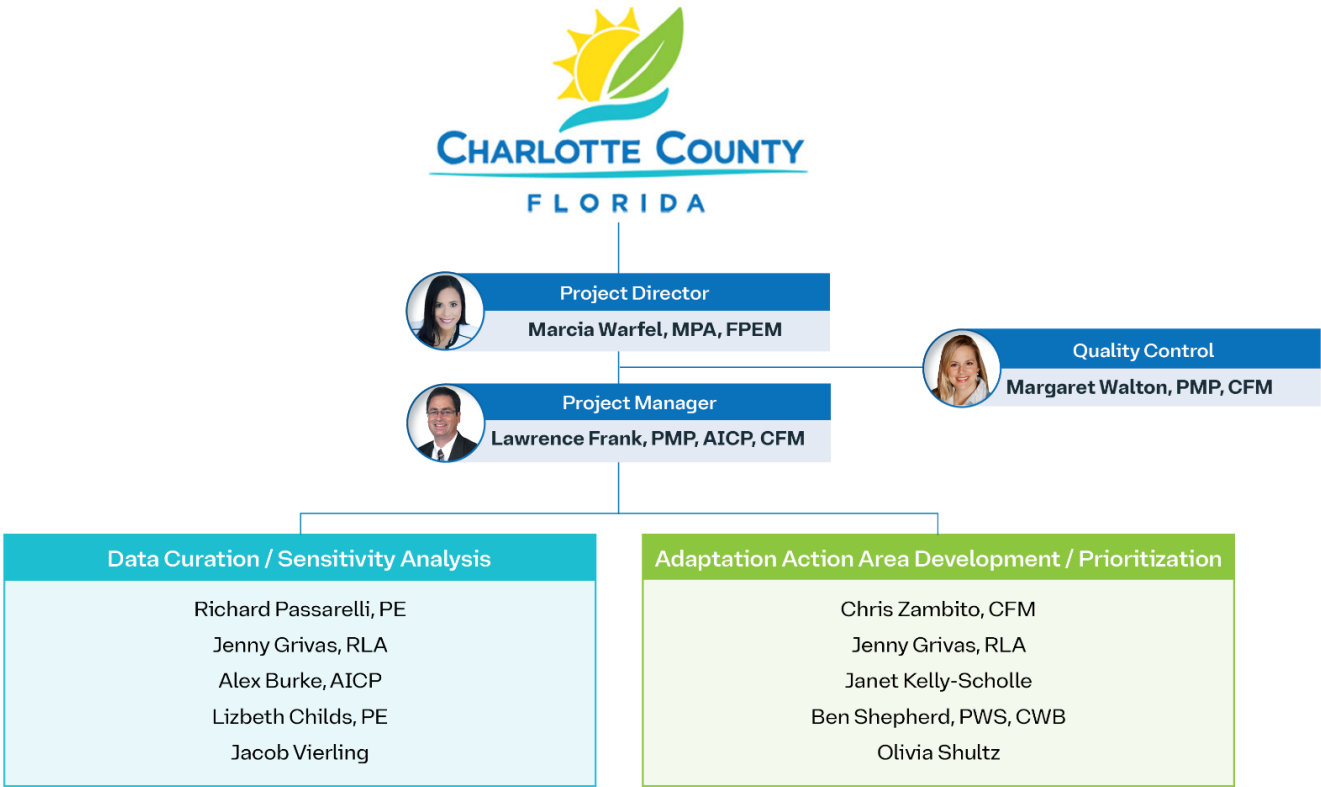


Figure 1 Team Organizational Chart

A. Background of Personnel

1. Project Principal and Project Manager

Our **Project Principal, Marcia Warfel**, is based in Tallahassee and formerly served as Recovery and Mitigation Group Lead at the Florida Division of Emergency Management (FDEM). She maintains strong relationships with leaders across several state agencies, including FDEP. Our **Project Manager (PM), Lawrence Frank**, is an AICP-certified planner with extensive Florida experience and has authored high-profile adaptation and hazard mitigation plans, including the Mexico Beach Vulnerability Assessment / Resilient Redevelopment Plan and the Broward County Enhanced Local Mitigation Strategy. A former FEMA Region IV mitigation professional, Mr. Frank worked closely with FDEM and the South Florida Water Management District to develop and implement large-scale flood reduction projects along the C-4 Canal in Miami-Dade County. He also served as an SME in developing the Florida Adaptation Planning Guidebook. **We will not substitute our project leadership—Project Principal or PM—without the County’s express permission.** Mr. Frank will also serve as lead designer for this project; his qualifications are described throughout this proposal and in his resume in Appendix B.

Team Member	Role	Relevant Qualifications / Experience						
		Vulnerability Assessment	Sensitivity Analysis	Adaptation Action Area Identification and Prioritization	Adaptation Action Area Plan Development	Technical Report Writing and Proofing	Policymaker Presentation and Implementation	Project Management
Marcia Warfel	Project Principal	•	•	•	•	•	•	•
Lawrence Frank	Project Manager / Lead Designer	•	•	•	•	•	•	•

2. Other Key Personnel

We are proposing a multi-disciplinary team for this plan to assemble the expertise needed in the sensitivity analysis, Adaptation Action Area (AAA) development, as well as the ability to develop feasible and actionable scopes for prioritized projects in selected AAAs. We have added our lead Florida Environmental Specialist, **Ben Shepherd**, from Orlando to this team. Mr. Shepherd recently completed a successful mitigation plan accepted by SFWMD. Our team includes a highly experienced Florida-based water resource engineer **Lizbeth Childs** and a planning Subject Matter Expert (SME) **Chris Zambito** who is based in Tampa and led the Clearwater, Seminole County, and Bay Harbor Islands Vulnerability Assessments. Our QA/QC lead, Ms. **Margaret Walton**, has led multiple adaptation and mitigation plans, contributed to the Mexico Beach plan, and led the development of the Florida Adaptation Guidebook. These individuals are supported by an experienced planning team and other Florida-based staff resources who have access to Florida datasets needed for this planning effort. See proposed team resumes at the end of this proposal in Appendix B.

Team Member	Role	Relevant Qualifications / Experience						
		Vulnerability Assessment	Sensitivity Analysis	Adaptation Action Area Identification and Prioritization	Adaptation Action Area Plan Development	Technical Report Writing and Proofing	Policymaker Presentation and Implementation	Project Management
Ben Shepherd	Florida Environmental. SME	•	•	•	•	•	•	•
Lizbeth Childs	Florida Engineering SME	•	•	•	•	•	•	•
Chris Zambito	Planning SME	•	•	•	•	•	•	•
Margaret Walton	QA/QC	•	•	•	•	•	•	•
Richard Passarelli	AAA Prioritization Lead	•	•	•	•	•		

Team Member	Role	Relevant Qualifications / Experience						
		Vulnerability Assessment	Sensitivity Analysis	Adaptation Action Area Identification and Prioritization	Adaptation Action Area Plan Development	Technical Report Writing and Proofing	Policymaker Presentation and Development and Implementation	Project Management
Alex Burke	GIS Lead	•	•	•	•	•		•
Jenny Grivas	Lead Planner	•	•	•	•	•		
Janet Kelly-Scholle	Engagement SME	•	•	•	•	•	•	•
Olivia Schultz	Planning Support	•	•	•	•	•		
Jacob Vierling	Planning Support	•	•	•	•	•		

B. Current and projected workload of each project team member

AtkinsRéalis maintains an active project portfolio; however, Florida adaptation and mitigation work is a company priority. Many of our Florida-based staff have personally experienced hurricanes, flooding, and other disasters, reinforcing their commitment to serving Florida communities. While current workloads are high, each proposed team member has confirmed availability and commitment to prioritize this project if selected.

Because future consulting workloads depend on project awards, projected availability can shift. The table below identifies each team member's current availability and proposed allocation to this project. Leadership staff, such as the Project Principal, will be engaged at key milestones, while engineering and environmental subject matter experts will be brought in strategically during technical phases and remain available as needed.

Team Member	% of time currently available	% of time allocated to project
Marcia Warfel	35%	35%
Lawrence Frank	30%	75%
Ben Shepherd	25%	25%
Lizbeth Childs	20%	20%
Chris Zambito	25%	45%
Margaret Walton	20%	20%
Richard Passarelli	30%	50%
Alex Burke	40%	70%
Jenny Grivas	45%	75%
Janet Kelly-Scholle	20%	30%
Olivia Shultz	20%	50%
Jacob Vierling	20%	50%

II. PROPOSED MANAGEMENT PLAN

AtkinsRéalis will manage the Glades County Adaptation Action Planning Project through clear leadership, proactive coordination, disciplined schedule control, and rigorous quality assurance. Our management plan is designed to keep the County informed, align the team around each deliverable, and produce actionable work products that meet County and FDEP expectations.



Figure 2 Our team will follow the steps laid out in the Adaptation Planning Guidebook.

A. Team Organization and Coordination

1. Project Team Coordination Process for each task/deliverable(s)

Upon notice to proceed (NTP), Project Manager Lawrence Frank will develop a **formal Project Execution Plan (PEP)** in close coordination with our technical and planning SMEs for County review. The PEP will establish roles and responsibilities, define task workflows, identify key milestones, incorporate the Quality Assurance Plan (QAP), and align the team's work with the overall project schedule. The PEP will also help define the Project Team for this project including any participation by the Coastal & Heartland National Estuary Partnership (CHNEP) and Charlotte County Mr. Frank has managed more than 50 projects, including resilience and adaptation planning efforts, and will use that experience to guide an organized, responsive process focused on producing deliverables that meet or exceed Glades County expectations and FDEP requirements.

As the County's primary point of contact and lead plan developer, Mr. Frank will assign work to the appropriate technical staff, confirm that adequate resources are dedicated to each assignment, and monitor progress against agreed-upon deadlines. Each task will be led by a designated technical lead, with oversight from the Project Manager to ensure consistency across workstreams. Work will follow a structured process:

- **Task kickoff and alignment** with internal team and County stakeholders
- **Assignment of responsibilities** to discipline leads and technical staff
- **Interim coordination checkpoints** tied to deliverable progress
- **Internal QA/QC reviews** prior to County submission
- **Final deliverable approval and submission**

This process ensures that each deliverable is developed efficiently, reviewed thoroughly, and aligned with County expectations. The team will also follow the FDEP adaptation planning framework while tailoring the process to Glades County's needs, including confirming work completed to date, identifying remaining gaps, and using that information to guide a more detailed asset-level evaluation of vulnerability and sensitivity.

Our management philosophy centers on understanding the County's goals, maintaining consistent team coordination, and reinforcing accountability. AtkinsRéalis will work seamlessly across offices using collaborative tools such as SharePoint and Microsoft Teams, while treating the County and other designated key Project Team representatives as integral members of the project team throughout the planning process.

B. Meeting Facilitation and Follow Up

1. Team Comment Tracking and Response

AtkinsRéalis will maintain a **centralized comment tracking system** using collaborative tools (e.g., SharePoint and Microsoft Teams) to document, track, and resolve all internal and external comments.

- All comments will be logged, categorized, and assigned to responsible team members
- Responses will be documented to ensure transparency and consistency
- Resolved comments will be verified during QA/QC review prior to submission

This structured approach ensures that all stakeholder input is addressed and incorporated efficiently.



Figure 3. Lawrence Frank leading NC RCCP Kickoff Meeting with Project Team and Stakeholders (November 2025)

2. Meeting Preparation Process

AtkinsRéalis will implement a **disciplined meeting preparation process** to maximize productivity and ensure informed decision-making:

- Develop and distribute **meeting agendas in advance**, including discussion topics and required inputs
- Compile and share **relevant materials and draft deliverables** for review prior to meetings
- Coordinate internally to ensure team alignment on discussion topics and recommendations

This approach ensures meetings are focused, efficient, and aligned with project milestones and deliverables.

3. Meeting Follow-up on Action Items Process

Following each meeting, AtkinsRéalis will:

- Prepare **detailed meeting notes** documenting key decisions, discussion points, and next steps
- Identify and assign **action items with responsible parties and deadlines**
- Distribute meeting notes to the County within **two business days** for review and confirmation

All action items will be tracked and reviewed during subsequent meetings to ensure accountability and progress.

The project will be managed by Mr. Frank with senior oversight from Project Principal Marcia Warfel, who is based in Tallahassee. As needed, Ms. Warfel could meet with FDEP leadership to discuss the development of this plan. Upon award, Mr. Frank and Ms. Warfel will meet with Glades County to review the framework of the project execution approach, stakeholder involvement, communication protocols, and meeting schedule.

Public and stakeholder engagement will be integrated throughout the process. Janet Kelly-Scholle, our resilience public engagement specialist, will support development and implementation of an outreach strategy that generates meaningful input, engages asset owners and interested parties, and helps build support for priority Adaptation Action Areas.

C. Timeline and Schedule Development

1. Project Timeline and Schedule Development Process

AtkinsRéalis will develop a **comprehensive, milestone-driven project schedule** that aligns with the County's scope of services and required deliverables. This schedule will be refined during the kickoff meeting and incorporated into the Project Execution Plan.

The project schedule will:

- Map all task durations, deliverable deadlines, and review periods
- Include internal production of deliverables and QA/QC review time prior to submissions
- Identify key milestones and decision points to maintain project momentum
- Be updated throughout the project to reflect progress and any adjustments

The schedule and deliverables will align with the phased approach outlined in the RFP, including:

- **Task 1** – Project Management (NTP – Month 12) and deliverables:
 - Kick-off and Monthly Progress Team Meeting Notes – delivered to Project Team within two (2) business days of the meeting for review.
 - Project Management Timeline, based on kick-off meeting discussion, with all meeting dates, internal task deliverable and review times, as well as final external presentation date – Month 1

- Meeting Agendas with action items and new agenda items – One week before meeting
- Short monthly progress update bullets emailed to Coastal & Heartland National Estuary Partnership (CHNEP) by the last business day of each month for the duration of the project until completion - Monthly
- Annual reporting of financial investment in the project by Glades County and any other funders to be emailed to CHNEP by August 1, 2026 (if under contract by then), and August 1, 2027.
- **Task 2** – Data Curation (NTP – Month 2) and deliverables:
 - Critical Asset Refinement Methodology Technical Memorandum #1 including critical asset selection and asset verification methodology description – Month 2
 - Critical Asset Review and Refinement Technical Memorandum #2 summarizing results of critical asset selection and verification. Memorandum includes summary of GIS shapefile layers and maps illustrating selected verified critical assets and tables listing each critical assets with sorted categorization label – Month 2
 - GIS files and Excel spreadsheets with associated metadata used in completing this task, including GIS shapefile of the critical assets - Month 2
- **Task 3** – Risk and Vulnerability Assessment / Sensitivity Analysis (Months 3-4) and deliverables:
 - Exposure Analysis Summary – Month 3
 - Critical Asset Sensitivity Analysis Methodology Technical Memorandum #1 summarizing stakeholder input and sensitivity analysis methodology including any weighting – Month 3
 - Critical Asset Sensitivity Analysis Technical Memorandum #2 detailing the findings of the sensitivity analysis including visual presentation of the data via maps and tables and list of critical and regionally significant assets that are impacted by flooding – Month 4
 - Adaptive Capacity Review Summary – Month 4
 - GIS files and Excel spreadsheets with associated metadata used in completing this task - Month 4
- **Task 4** – Identification and Prioritization of Adaptation Action Areas (Months 5-6) and deliverables:
 - Adaptation Action Areas Identification and Prioritization Technical Memorandum #1 summarizing scoring critical assets methodology and scoring/ranking AAAs methodology – Month 5
 - Adaptation Action Areas Identification and Prioritization Technical Memorandum #2 summarizing scoring and ranking results for individual critical assets and AAAs with final prioritized AAA list; map of AAAs showing critical assets within study area; tables for AAAs with listing of critical assets – Month 6



Figure 4. The AtkinsRéalis team performed a site inspection for a large-scale infrastructure resilience project with state representatives for the City of Houston.

- GIS files and associated metadata used in completing this task, including GIS shapefile boundaries of the identified adaptation areas and the critical assets therein – Month 6
- **Task 5** – Top Three Priority Adaptation Action Area Plans (Months 7-10) and deliverables:
 - Tasks 5a, 5b, and 5c: Glades County Priority 1, 2 and 3 Adaptation Action Area Plans (in Word and Accessible PDF) – Month 10 (initial draft for review by County in Month 9)
 - GIS Shapefiles boundaries of the identified adaptation areas – Month 9 (any revisions by Month 10)
- **Task 6** – Incorporation of Priority Adaptation Action Areas Plans into the Final Vulnerability Assessment (Months 11-12) and deliverables:
 - Glades County Priority Adaptation Action Plans each as Appendices to Final Comprehensive Vulnerability Assessment – Month 11
 - PowerPoint Presentation as presented to the County BOCC for their approval of Appendices (including the AAAs information) to the Final Vulnerability Assessment Report – Month 11
 - Documentation of submission of BOCC approved Final AAAs to FDEP – Month 12

Regular coordination meetings and progress updates will be used to monitor schedule performance and ensure deliverables remain on track. Because a portion of the planning work has already been completed at the basic level, the schedule will prioritize early confirmation of completed work, data gaps, and decision points needed to advance efficiently into asset-level analysis and Adaptation Action Area planning. This will help avoid duplication, focus effort where it adds the most value, and keep the planning process efficient and defensible.

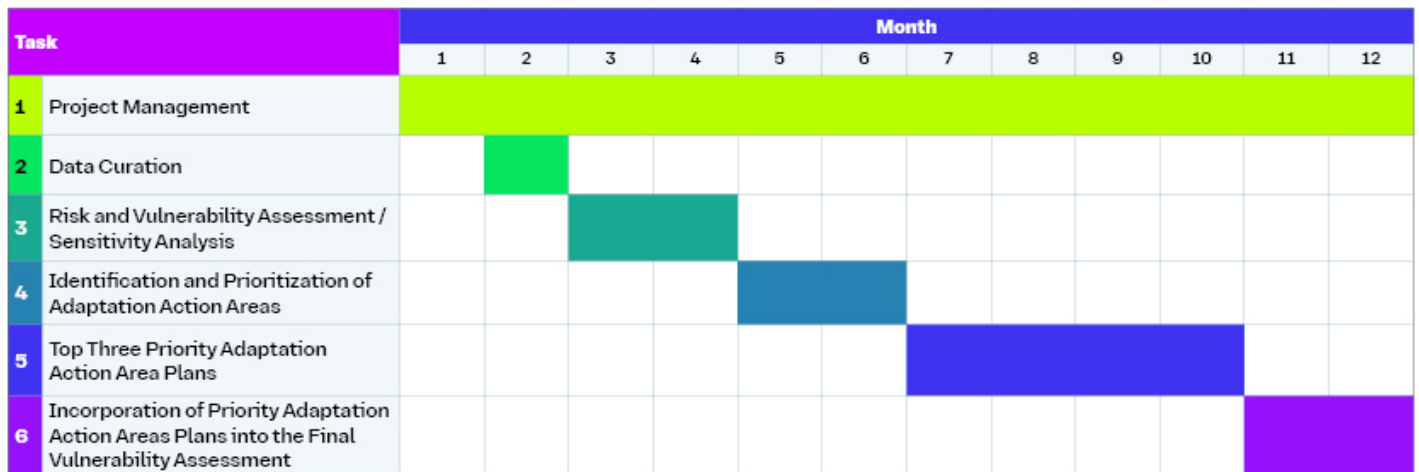


Figure 5. Project Schedule showing the timing of tasks

III. PREVIOUS EXPERIENCE OF TEAM PROPOSED FOR THIS PROJECT

Proposed AtkinsRéalis team members have participated in the following recent, similar planning efforts (see Appendix A for full project profiles plus a reference for several of these plans):

A. Vulnerability Assessment Experience



City of Mexico Beach Vulnerability Assessment / Resilient Redevelopment Plan – This plan was prepared in the aftermath of the devastation of Category 5 Hurricane Michael. It provided a framework for a resilient rebuild and scoped out multiple major projects, both infrastructure and ecosystem-related, that were then funded. See project description in Appendix A for more details and a reference.



Pender County, North Carolina Resilient Coastal Communities Program (RCCP) plan – Using a planning model similar to the FDEP Adaptation Plans, AtkinsRéalis is preparing a resilience plan for Pender County that is composed of two parts: 1) Vulnerability Assessment; and 2) Project Portfolio. Pender County is predominantly rural with several large river systems including the NE Cape Fear and Black River that are prone to flooding. It is also blessed with large wetland and forested areas while in its southeast, it borders the Atlantic Ocean. The Vulnerability Assessment includes an exposure analysis, sensitivity analysis, and adaptive capacity review of all identified assets. See project description in Appendix A.



City of Clearwater Vulnerability Assessment – AtkinsRéalis prepared the City of Clearwater's FDEP-funded Vulnerability Assessment that followed the Adaptation Planning Guidebook. The City was looking to develop a stormwater masterplan to outline how to plan their future capital improvement projects. As part of the masterplan, the City developed this Vulnerability Assessment to account for sea level rise and its impacts to city assets. From this assessment, AtkinsRéalis prepared strategies for coastal resiliency which the City then used to obtain funding to implement several resilience projects. The Vulnerability Assessment also informed resilient projects to be incorporated into the City's Capital Improvement Budget.



Seminole County Vulnerability Assessment – AtkinsRéalis is finalizing the Seminole County Comprehensive Vulnerability Assessment Project for the County and the municipalities of Altamonte Springs, Casselberry, Lake Mary, Longwood, Oviedo, Sanford, and Winter Springs. The tasks include a kickoff meeting, assembling a steering committee, conducting steering committee meetings, acquiring background data, exposure analysis, sensitivity analysis, and final vulnerability strategy.



Town of Bay Harbor Islands Vulnerability Assessment – Following the Florida Coastal Adaptation Planning Guide and FDEP guidelines, AtkinsRéalis is in finalizing a Vulnerability Assessment for the Town of Bay Harbor Islands.



FDEP Florida Adaptation Planning Guidebook – AtkinsRéalis, on behalf of FDEP, prepared the Florida Adaptation Planning Guidebook and supporting documents for publication as part of the state’s work to develop community planning tools, community hazard assessments, and resultant adaptation plans. These materials included an Adaptation Planning Guidebook, an Adaptation Planning Guidebook Summary Pamphlet, an update to the Post-Disaster Redevelopment Planning Guidebook Addendum – Addressing Adaptation During Long-Term Recovery, and an Addendum Update Summary Pamphlet. The

Adaptation Planning Guidebook and Summary Pamphlet promote more awareness of adaptation planning processes, funding sources, and best practices and how they can be used for both hazard mitigation and sea level rise adaptation projects. The Guidebook is scalable and intended to be used by local government planners in cities and counties of any size, providing a framework to develop an initial or update an existing Adaptation Plan based on current Florida laws, requirements, and recommendations.



North Dakota Electrical Resilience Plan - In 2022, AtkinsRéalis was contracted by the North Dakota Department of Emergency Services (NDDDES) to prepare a robust evaluation of the risk and vulnerability to its electrical power infrastructure (“the grid”) from an emergency management perspective, while adhering to FEMA Hazard Mitigation Planning guidelines and policies. The grid, operated and maintained by North Dakota

utilities, is a foundational element of the State’s critical infrastructure and one of its most important lifelines. See project description in Appendix A.



Immokalee Regional Airport, Collier County Airport Authority - The Collier County Airport Authority is evaluating several expansion and improvement initiatives at Immokalee Regional Airport. AtkinsRéalis was retained to conduct wetland delineations and habitat evaluations across the approximately 1,400-acre property in support of the airport’s broader master planning effort. Our team performed wetland delineations in accordance with Chapter 62-340,

Florida Administrative Code (FAC), and applicable federal criteria, and delivered updated land use mapping within four weeks to support accelerated planning decisions. The project falls within the regulatory jurisdiction of the South Florida Water Management District (SFWMD). Our team has extensive experience working within SFWMD permitting frameworks and coordinating with District staff to ensure alignment with regulatory expectations. This familiarity allows us to streamline reviews, minimize regulatory risk, and position projects for efficient permitting outcomes.



KPB Cattle Ranch Mitigation Plan, Central Florida Expressway Authority - AtkinsRéalis was engaged by the Central Florida Expressway Authority (CFX) to develop a comprehensive mitigation plan to offset proposed conservation easement releases associated with the SR 534 limited-access roadway project. The project has been highly sensitive due to its

proximity to the Split Oak Forest, requiring a thoughtful and technically sound mitigation approach. Our team conducted detailed habitat evaluations of the mitigation property and developed updated land use and hydrologic models, including ditch block designs to support long-term hydrologic restoration. We prepared a comprehensive mitigation plan that established performance criteria, monitoring protocols, and clear goals and objectives for success. The plan was unanimously approved by SFWMD Governing Board, demonstrating our ability to successfully navigate complex regulatory processes. This approval reflects our strong working relationship with SFWMD and our deep understanding of the District’s technical and policy requirements.



Lake Kissimmee Drawdown, Florida Fish and Wildlife Conservation Commission-

AtkinsRéalis was retained by the Florida Fish and Wildlife Conservation Commission (FWC) to support the planned drawdown of Lake Kissimmee, a restoration effort designed to replicate natural drought conditions and improve littoral habitat. This effort builds on previous drawdowns conducted in coordination with SFWMD, requiring careful integration with an extensive regional water management system. Our team provided conceptual design, prepared construction cost estimates, and led agency coordination efforts to support project implementation. The project required extensive collaboration with both

the SFWMD and the U.S. Army Corps of Engineers to manage water levels throughout the Kissimmee Chain of Lakes system. Our evaluation included analysis and conceptual design of temporary water control measures, including an aqua dam and a sheet pile wall along Tiger Creek to maintain water levels within Tiger Lake during the drawdown. Through this effort, AtkinsRéalis demonstrated strong technical expertise and a well-established working relationship with SFWMD, ensuring consistency with regional water management objectives and regulatory expectations.

Project Name	Relevant Past Planning Experience							
	Critical Asset Data Curation & Analysis	Critical Asset Sensitivity Analysis	Adaptation Action Area Identification and Prioritization	Adaptation Action Area Plan Development	Technical Report Writing and Proofing	Policymaker Presentation Development and Implementation	Project Management	Florida Hazard and Environmental Conditions
Mexico Beach Vulnerability Assessment / Resilient Redvelop. Plan	•	•	•	•	•	•	•	•
Pender County, North Carolina RCCP plan	•	•	•	•	•	•	•	
City of Clearwater Vulnerability Assessment	•	•	•	•	•	•	•	•
Seminole County Vulnerability Assessment	•	•	•	•	•	•	•	•
Bay Harbor Islands Vulnerability Assessment	•	•	•	•	•	•	•	•
FDEP Florida Adaptation Planning Guidebook	•	•	•	•	•	•	•	•
North Dakota Electrical Resilience Plan	•	•	•	•	•	•	•	
Immokalee Regional Airport Authority	•				•	•	•	•
KPB Cattle Ranch Mitigation Plan	•				•	•	•	•
Lake Kissimmee Drawdown	•				•	•	•	•

We have included another relevant project, the Jefferson Parish, Louisiana, Multi-Jurisdictional Hazard Mitigation Plan Update and Repetitive Loss Area Analyses in Appendix A for review and reference.

PROJECT CONTROL



IV. PROJECT CONTROL

A. Schedule

1. Techniques to Assure Schedule and Deliverable Deadlines

AtkinsRéalis will implement a **structured schedule control framework** to ensure all tasks and deliverables are completed on time and in accordance with County expectations. Our approach integrates proactive planning, routine monitoring, and clear accountability measures.

Key techniques include:

- **Baseline Project Schedule Development:**
At project initiation, we will develop a detailed project schedule aligned with the County's scope, including all tasks, interim deliverables, review periods, and final submission milestones. This schedule will be informed by the kick-off meeting and updated based on County input.
- **Milestone-Based Progress Tracking:**
All work will be managed against defined milestones tied to deliverables (e.g., technical memoranda, GIS outputs, and AAA plans). Progress will be tracked weekly to ensure alignment with target dates.
- **Internal Production and Review Windows:**
Each deliverable will include built-in time for internal QA/QC review prior to submission, ensuring quality does not impact schedule.
- **Regular Coordination and Reporting:**
Monthly progress updates and coordination meetings will be used to assess schedule performance, identify risks, and implement corrective actions as needed. This aligns with the RFP's requirement for ongoing coordination and progress tracking.
- **Issue Identification and Mitigation:**
Schedule risks (e.g., data gaps, stakeholder availability) will be tracked in a project log, with mitigation strategies implemented immediately to maintain schedule integrity.

2. Responsibility for Schedule Adherence

The **Project Manager** will have overall responsibility for schedule performance, including maintaining the project timeline, coordinating team activities, and ensuring timely delivery of all products.

The Project Manager will be supported by the **Planning SME**, who will:

- Monitor day-to-day progress across workstreams
- Track action items and deliverable status
- Ensure continuity of effort and responsiveness

This dual-management structure ensures accountability and uninterrupted schedule control across all phases of the project, consistent with established coordination best practices.

B. Quality Control and Assurance

1. Methods to Ensure Quality Control Prior to Submittals

AtkinsRéalis employs a **structured, multi-step QA/QC process** to ensure that all deliverables are accurate, complete, and compliant prior to submission. This approach emphasizes early alignment, continuous review, and disciplined documentation practices.



Figure 6. AtkinsRéalis QA/QC Process

Our quality control process includes:

- **Multi-Level QA/QC Reviews:**
Each deliverable undergoes tiered review, including technical review by subject matter experts and independent quality review prior to submission.
- **Standardized Templates and Checklists:**
Deliverables are prepared using standardized formats to ensure consistency, completeness, and alignment with RFP requirements.
- **Continuous Quality Monitoring:**
Quality is maintained throughout the project lifecycle—not only at final review—ensuring issues are identified and resolved early.
- **Regulatory and Compliance Review:**
All outputs are reviewed for consistency with Florida Adaptation Planning Guidebook requirements, applicable statutes, and County expectations.
- **Audit-Ready Deliverables:**
Documentation practices ensure all work products are complete, defensible, and positioned for efficient review, adoption, and future funding pursuits.

2. Methods to Ensure Technical Memoranda are Complete, Accurate, and Audience-Appropriate

To ensure deliverables are suitable for both technical and non-technical audiences, AtkinsRéalis integrates **technical rigor with clear communication practices**:

- **Technical Accuracy Review:**
SMEs verify methodologies, data interpretation, GIS outputs, and analytical conclusions.
- **Editorial and Readability Review:**
Technical memoranda are reviewed for clarity, organization, and readability, ensuring accessibility for stakeholders, decision-makers, and the public.
- **Consistency and Messaging Review:**
Deliverables are aligned with project goals, terminology, and prior sections to ensure cohesive messaging across all outputs.
- **Plain Language Integration:**
Complex technical concepts are translated into clear, understandable language without compromising accuracy.

- **Graphics and Data Visualization QA/QC:**
Maps, tables, and figures are reviewed to ensure they clearly communicate findings and support decision-making.

3. Responsibility for Quality Control, Review, and Technical Editing

Quality control and assurance will be led by the **Designated Quality Control Manager**, supported by the Project Manager and technical team.

- The **Quality Control Manager** will:
 - Oversee the QA/QC process
 - Conduct independent reviews of deliverables
 - Ensure consistency with regulatory and program requirements
 - Provide technical oversight and quality assurance guidance
- Senior personnel with extensive experience in program compliance and deliverable oversight will support this effort, ensuring all products meet high standards of quality and accuracy.
- The **Project Manager and Deputy Project Manager** will coordinate internal reviews, track QA/QC comments, and ensure timely incorporation of revisions prior to submission.

This structured approach ensures all deliverables are thoroughly reviewed, technically sound, and clearly communicated before submission to the County.

All deliverables will:

- Meet requirements as outlined in Florida State Statute 380.093.
- Adhere to copyright and image authorization standards for any figures, tables, photos, or other graphics.
- Submit to Glades County and CHNEP all supporting data/metadata, GIS files, developed as part of work associated with plan task development for public records and access.
- Acknowledge CHNEP's funding contribution toward the creation of the Glades County's final Comprehensive Vulnerability Assessment, in the AAA appendix document(s), to meet the reporting requirements of the federal funding guidance.

UNDERSTANDING AND APPROACH

V. PROPOSED APPROACH FOR THIS PROJECT

Project Understanding

Glades County is a unique and valued community in Florida’s Heartland, defined by its expansive natural resources, including Lake Okeechobee, the Caloosahatchee and Kissimmee Rivers, and extensive prairies and wetlands. While these features contribute to the County’s character and quality of life, they also create complex and interrelated hazard risks. The County has experienced numerous federally declared disasters and continues to face challenges associated with flooding, extreme weather events, drought, and longer-term stressors such as sea level rise, watershed impacts, and saltwater intrusion.

AtkinsRéalis understands that Glades County has made meaningful progress through its existing vulnerability assessment and stakeholder engagement efforts. This next phase is critical to advancing that work by refining the analysis to the asset level, identifying and prioritizing Adaptation Action Areas (AAAs), and developing targeted, implementable strategies. We recognize the importance of delivering a plan that not only evaluates risk but also provides a clear, actionable roadmap for resilience investments.

Drawing on our experience in South Florida and similar communities—including work with SFWMD, Miami-Dade and Broward Counties, and recent post-disaster recovery efforts in coastal and inland systems on Florida’s west coast—we understand the interconnected nature of flooding, hydrology, and regional pressures. Our approach is designed to build on the County’s existing foundation, incorporate stakeholder input, and deliver defensible, data-driven results that support informed decision-making and long-term resilience. All deliverables by task are articulated in Section II.C of this proposal.

A. Our Detailed Approach:

1. Data Curation (Task 2, Month 2)

AtkinsRéalis will implement a structured and collaborative approach to data collection, curation, and validation to support all subsequent analyses. During project initiation, we will coordinate closely with the County and key stakeholders to compile the best available local, regional, state, and federal data, including datasets used in prior adaptation and mitigation efforts.

Data collection will focus on both **public and private assets**, with an emphasis on understanding their location, function, and relative importance to the community. Sources will include County records; regional and statewide data from agencies such as FDEM, FDEP, FDOT, SFWMD, FEMA, and USGS; and relevant planning documents (e.g., comprehensive plans, emergency operations plans, land use and zoning data, and census information). We will also incorporate GIS data, aerial imagery, and available flood modeling and mapping.

AtkinsRéalis will supplement these datasets with proprietary information from our in-house risk engineering group, including national GIS inventories and data supporting FEMA’s Hazus-MH loss estimation methodology (e.g., structures, lifelines, hazard areas, and historical event data).

An **asset inventory review and refinement process** will be conducted in collaboration with the Project Team. Using a framework informed by FEMA Lifelines, we will verify asset completeness, confirm locations using aerial and

ROBUST DATA INTEGRATION

Integrates local, state, and federal datasets with proprietary GIS inventories to support defensible, data-driven planning.

HAZUS-READY DATASETS

National GIS inventory aligned with **FEMA Hazus-MH**, including structures, lifelines, and hazard data.

local data sources, and identify gaps. While both public and private assets will be considered, public assets will be prioritized due to the County's greater influence over implementation.

Assets will then be screened and prioritized using transparent, criteria-based scoring focused on public health and safety, population served, economic importance, and relevance to natural and cultural resources. All data sources will be documented and provided in a reusable, nonproprietary format, with appropriate safeguards for sensitive information.

2. Sensitivity Analyses (Task 3, Months 3-4)

Building on the County's existing vulnerability assessment, AtkinsRéalis will perform a refined, asset-level risk and sensitivity analysis to better understand how natural hazards affect critical systems.

ADVANCED RISK MODELING

Applies **Hazus modeling, flood scenarios, and probabilistic analysis** to quantify asset-level risk.

CLIMATE DOWNSCALING CAPABILITY

Uses proprietary tools to evaluate **future rainfall intensity and climate-driven impacts**.

Refined Exposure Analysis

We will review and enhance the existing exposure analysis using updated and supplemental datasets, including hazard records, flood modeling, scenario development, and studies from federal and state agencies. Where appropriate, we will apply our **SIMULATOR tool** to downscale future climate projections and evaluate potential increases in heavy rainfall and related impacts. Although Glades County is inland, we will evaluate indirect effects of sea level rise, such as altered hydrology, saltwater intrusion, and stress on infrastructure systems.

Sensitivity Re-analysis of Assets

We will conduct a detailed sensitivity re-analysis of identified assets, considering factors such as location, elevation, construction characteristics, and functional role. The analysis will also account for **non-climate stressors** that may amplify hazard impacts. Sensitivity will be evaluated using a standardized scoring framework (0-3), supplemented by qualitative descriptions to support interpretation and decision-making. This approach aligns with methodologies applied in previous resilience planning efforts, including the Mexico Beach Vulnerability Assessment.

Adaptive Capacity

Adaptive capacity will be evaluated to determine each asset's ability to withstand, adapt to, or recover from hazard impacts. This assessment will follow a framework derived from the **FDEP Adaptation Planning Guidebook**, considering:

- Regulatory and planning capabilities
- Administrative and technical capacity
- Fiscal capacity and funding availability
- Infrastructure condition and redundancy

This structured evaluation will identify constraints and opportunities for resilience improvements and inform feasible adaptation strategies.

Assess Adaptive Capacities: Regulatory Assessment

The regulatory assessment provides an opportunity to catalogue capacities that are currently being used but are not yet known or recognized as sea level rise adaptation planning.

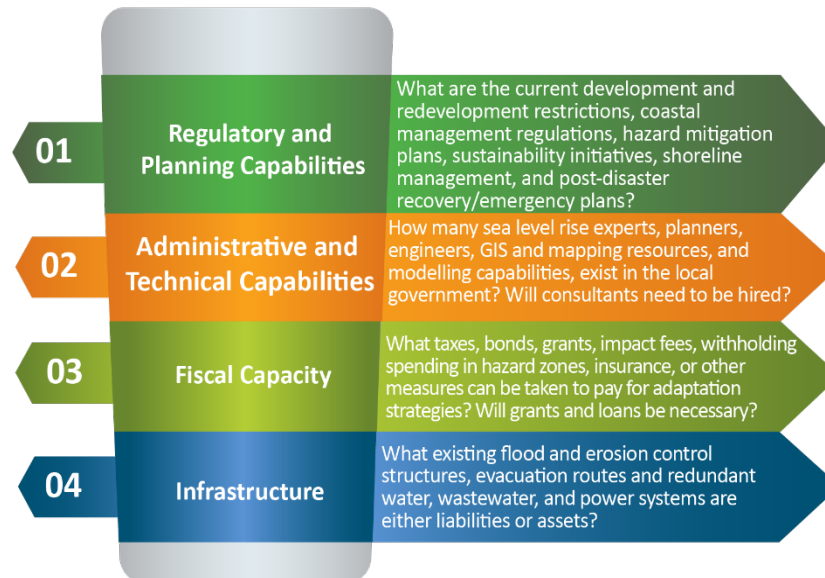


Figure 7. Adaptive Capacity Analysis from FDEP's Florida Adaptation Planning Guidebook

Cumulative Vulnerability

Results from the exposure, sensitivity, and adaptive capacity analyses will be integrated into a **cumulative vulnerability profile** for each asset. These profiles will provide a defensible basis for identifying priority investments and developing targeted adaptation strategies.



Figure 8. Mexico Beach Jetty and Canal Opening

Jetty/Canal Opening Sensitivity Analysis

Asset Components	Sensitivity to Wind	Sensitivity to Flood	Sensitivity to Surge	Sensitivity to Sea Level Rise
Ingress/Egress channel	Potential blockage of vessel passage	Potential blockage of vessel passage	Potential blockage of vessel passage	Limited
Riprap structures	Potential destruction	Potential destruction	Potential destruction	Loss of functionality

Jetty/Canal Opening Adaptive Capacity

Asset Components	Wind Protection Needs	Flood Protection Needs	Surge Protection Needs	Sea Level Rise Protection Needs
Ingress/Egress channel	Extend the east jetty	Extend the east jetty	Extend the east jetty and provide additional	Extend the east jetty

3. Adaptation Action Area Identification and Prioritization (Task 4, Months 5-6)

Using GIS analysis, we will identify geographic clusters of high-priority assets in areas of elevated flood risk. These candidate AAAs will be evaluated based on asset concentration, vulnerability, and feasibility for adaptation project development.

We will then:

- Map candidate AAAs and present them for Project Team review
- Refine boundaries using stakeholder input and scenario-based flood modeling
- Ensure all GIS data and metadata comply with Resilient Florida Program standards

To support prioritization, we will apply **FEMA Hazus** to estimate potential losses from wind and flood hazards and conduct supplemental probabilistic loss analyses for structures within each AAA.

For AAAs containing significant natural resources, we will apply a **statistical ecosystem services approach** to quantify benefits such as reduced flood risk and improved environmental performance (e.g. less sediment loads from flooding). The deliverables from this task will also include contextual information like summary of relevant land use studies and building code requirements.

The final AAAs will be selected through a collaborative process that ensures results are **technically defensible and clearly communicated** to stakeholders and the public.

DEFENSIBLE PRIORITIZATION

Combines GIS analysis, asset scoring, and hazard modeling to identify high-risk, high-impact areas.

NATURE + INFRASTRUCTURE APPROACH

Incorporates ecosystem services and natural resource valuation alongside built asset risk.

4. Adaption Action Area Plan Development (Task 5, Months 7-10)

Following AAA selection, AtkinsRéalis will develop detailed, stand-alone **Adaptation Action Area Plans** for the top three priority areas. Each plan will include infrastructure improvement and funding/financing strategies.

After the high-level strategies description, the plans will also include:

- A summary of vulnerability findings and supporting data
- Review of previous adaptation project lists and scoring criteria
- Review project context including previously developed county plans and studies
- Identification of priority assets and key risk drivers
- Development of targeted adaptation strategies and projects
- A project matrix outlining descriptions, benefits, funding sources, responsible parties, and implementation timeframes
- Quantification of avoided damages (e.g., physical damage, service disruption, economic impacts) using both Hazus outputs and qualitative assessments
- Conceptual “before-and-after” visualizations to illustrate project benefits and co-benefits as well as durability with climate change
- Planning-level cost estimates

IMPLEMENTATION-READY PLANS

Focus on fundable, actionable projects supported by cost estimates and funding pathways.

FUNDING STRATEGY ALIGNMENT

Experience aligning projects with FDEP project funding, FEMA-funded BRIC and HMGP; HUD-funded CDBG-DR, and other state resilience programs. We will also look at a wide range of funding from other sources like water programs, foundations, and the private sector.

- Post-disaster strategy to position the projects forward to any future available post-disaster resources

Proposed projects and strategies will be grouped by the type of approach—**protection, accommodation, relocation, and avoidance**—with a strong emphasis on nature-based solutions and resilience integration.

Projects will be evaluated using a structured framework that considers cost-benefit performance, alignment with existing planning processes, community priorities, and multi-objective outcomes (e.g., resilience, equity, and sustainability). Each project will receive a project readiness score based on design progress, alignment with capital planning, level of coordination required, permitting requirements, life-cycle costs, and constructability.

Alternative strategies will also be assessed to show that recommended projects represent the most feasible and effective investments. All projects will have a summary description and be scored and prioritized in a matrix.

Potential Project	Approximate Cost*	Benefits	Potential Funding Source	Responsible Party	Timeframe
High Priority Projects					
Living Breakwaters to Protect Canal Entrance	Medium to High depending on scale	Additional mitigation for vulnerable <u>part</u> of city; natural solution	FDEP CPI for study / design; BRIC for implement	Mexico Beach; FDEP	1-3 years
Blue Trail Canal Slope Stabilization	Medium	Protect canal against erosion; habitat and recreation benefits	FDEP RIG; CDBG-DR	Mexico Beach	1-3 years
Stormwater Components	Medium to High	Reduce flooding; add recreation	FDEP 319 and RIG; HMGP; BRIC; CDBG-DR	Mexico Beach; various landowners	1-3 years

Figure 9. Listing of total projects from Mexico Beach plan

5. Policymaker Informational Presentation Development (Task 6, Months 11 & 12)

AtkinsRéalis will develop clear, concise, and visually compelling materials to communicate findings and recommendations to policymakers, stakeholders, and the public for inclusion in the final Comprehensive Vulnerability Assessment.

This effort will include:

- Preparation of presentation materials summarizing key findings, AAAs, and priority projects
- Development of maps, graphics, and visualizations to support decision-making
- Facilitation of public meetings to present the **draft plan** and gather feedback
- Documentation and incorporation of stakeholder and public input into the final plan
- A final presentation will be developed by our team to support adoption of the plan by the Board of County Commissioners.

DECISION-READY COMMUNICATION

Transforms technical analysis into **clear, visual materials** for policymakers and the public

PROVEN STAKEHOLDER ENGAGEMENT

Facilitates **workshops, public meetings, and consensus-building processes.**

We will also prepare a **plan maintenance framework** outlining procedures for monitoring, updating, and integrating the plan into other County planning processes over the next five years, ensuring long-term usability and continued stakeholder engagement.

B. Anticipated Problems and Solutions

One of the primary challenges in adaptation and mitigation planning is obtaining the necessary data early in the project. Because all subsequent tasks depend on this information, data collection and curation is often the rate-determining step. To address this, we will provide a detailed data request in advance of the Kickoff Meeting to familiarize the Project Team with requirements and expedite responses. We will also use the Kickoff Meeting to address questions and confirm data availability, ensuring a timely and efficient start.

Critical asset identification and project prioritization can generate differing perspectives among stakeholders due to prior experiences or inherent biases. To support a fair and defensible process, we will establish clear scoring criteria and methodologies that leverage available data, emphasize transparency, and rely on objective measures. This approach ensures that selected strategies and projects are aligned with countywide benefits and guided by a consistent decision-making framework.

We understand that Glades County has already made progress on elements of the Comprehensive Vulnerability Assessment. When multiple contributors are involved, variations in approach can occur. To ensure alignment, we will request and thoroughly review all existing materials at project initiation. Following this review, we will facilitate a working session with the Project Team to confirm assumptions, discuss implications for the current effort, and establish a unified path forward—minimizing potential inconsistencies early in the process.

C. Innovative Approaches

By adding Florida environmental and engineering experts to our team, we broaden the planning aperture to consider more dimensions and details to the asset development list, sensitivity analysis and adaptive capacity review and even more importantly, the development and vetting of projects and strategies. The involvement of these experts will help prepare projects and strategies that are feasible, permissible and constructible. Due to the abundant, significant natural resources in the County, ecosystem and watershed resources are both important assets to protect but also ones that involve complex environmental review and permitting considerations.

While employing a tried-and-true loss estimation methodology in Hazus, in addition to the development of flood scenarios as a tool to estimate the magnitude of potential damage and disruption, we are also using an ecosystem analysis methodology, mentioned in Section V.A.3 of this proposal, to provide an additional layer of analysis to support decision-making for the Project Team and stakeholders.

Recognizing that FEMA mitigation grants are not funded to the levels they were in previous years, proposed Project Manager Lawrence Frank is helping clients explore other available funding sources like Revolving Loan funds, foundations, and private capital. Mr. Frank has recently spoken at two national level conferences, the Association of State Floodplain Managers National Flood Conference on June 2, 2026, and the Natural Hazards Workshop on June 16, 2026, on this topic. Mr. Frank will bring this knowledge to this planning effort to the benefit of Glades County.

With the emergence of advanced technologies such as Natural Language Processing (NLP) and Large Language Models (LLMs), we will incorporate these tools only with prior client approval. Their use will be limited to identifying data patterns and trends and synthesizing large datasets, with oversight and validation by subject matter experts. This approach supports more informed decision-making and enhances cost-effectiveness while maintaining accuracy and reliability.

All use of NLP and LLMs on this project will be subject to client approval and aligned with applicable privacy, security, and acceptability requirements for AI in civic and regulatory contexts. Any AI-assisted analysis or content included in deliverables will be clearly identified to ensure transparency and to meet quality standards, as well as data source and lineage expectations.

RELEVANT EXPERIENCE

VI. PRESENT EXAMPLES OF RECENTLY ACCOMPLISHED SIMILAR PROJECTS

A. Similar Adaptation Action Plan Development Projects:

City of Mexico Beach, Florida

1. Schedule Control

From our extensive experience with preparing adaptation and mitigation plans, we have found that one of the primary rate-determining steps is data collection. If data collection and curation is not started early, it can hold everything up. Therefore, with Mexico Beach we requested the needed data early in the process to give time for collection by the city officials who were juggling a large workload left by the damage from Hurricane Michael. We assisted the City in this effort and leveraged our own data sources to assist them. All of the data we received was then vetted with the City. We also vetted project ideas early and often so that the City had time to carefully consider each one. There was a risk in presenting project ideas later in the process and if they were not accepted by the City, it could cause delays and rework in developing additional project ideas.

2. Quality Control and Assurance

We had an experienced adaptation/mitigation planner provide quality control to review if we met all the requirements but also how clear the plan is and to correct any formatting or writing errors. Having the experienced planner also was an important because it challenged our staff on the level of thinking that went behind the analysis to make sure there were not some dimensions that were overlooked and that we were not drawing inaccurate conclusions and producing unintended consequences.

3. Problems Encountered

We had some difficulty in getting sufficient public engagement because the city's residents had been through an exhaustive recovery process after the devastating impacts of Hurricane Michael and were suffering from planning fatigue. Therefore, it was unlikely that many community members would show up for another public meeting at City Hall. But as a small community, public participation was critical as the City was concerned about people coming back to Mexico Beach to rebuild. The plan was to help build confidence in what the City was doing to restore public infrastructure, protect it better, and help make the community better than it was before so they would feel comfortable reinvesting their own funds into their home rebuild.

4. Solutions/Corrective Actions

To respond to the challenge laid out above, in coordination with the City, we decided to meet the public where they were. In Mexico Beach, this meant going to a popular annual event and setting up a booth there. We chose the annual Gumbo Fest, which is attended by many residents and visitors. It was especially poignant in February 2020 as the event was cancelled in 2019



Figure 10. Devastation from Hurricane Michael resulted in damage to 80 percent of infrastructure for the City of Mexico Beach.

due to damage caused by Hurricane Michael the previous fall. In concert with the City, we set up a series of displays in the City's tent that showed results of both our Vulnerability Assessment and our initial slate of proposed projects to get the residents to provide their input and their adaptation project preference. We also made available a few modest giveaways to encourage participation. Overall, we received a meaningful level of input for the plan.

City of Clearwater, Florida

1. Schedule Control

The Clearwater Vulnerability Assessment was performed such that the level of exposure and sensitivity to flood and heat threats was identified but also included an assessment of potential mitigation actions based on community-driven approaches (by planning districts, mitigation project types, watershed areas, etc.). These required iterative sessions with both the stakeholder group and FDEP staff to ensure compliance with grant deadlines. A MS Teams site was maintained throughout the project to track milestones and coordinate deliverables.

2. Quality Control and Assurance

Internally, a 5-step QC process was followed for project deliverables (reports and data submittals). Technical staff members reviewed GIS products in coordination with City staff during monthly meetings. A quality manager was assigned to the project to assure that the quality process was followed.

3. Problems Encountered

The challenges for the project involved data, changes to client project staff, and a scope that was put together before FDEP had standardized some of the VA processes. The original scope between the client and our team had additional elements beyond what FDEP required making it a bit challenging to align some aspects of the project with FDEP standards. An online tool pulled data directly from federal data sets and changes to source material (update climate science on NOAA sites) required changes to the tool.

4. Solutions/Corrective Actions

Enhanced coordination with FDEP and the City was needed towards the end of the project to clarify aspects specific to FDEP VA requirements and the additional scope elements that supported the City's Greenprint 2.0 vision. The online tool was recoded to allow additional flexibility for historic and current climate science. Adaptation elements of the tool were modified to help align with the City's potential implementation of resilience projects.

VII. DESCRIBE YOUR EXPERIENCE AND CAPABILITIES IN THE FOLLOWING AREAS

AtkinsRéalis USA Inc. (AtkinsRéalis) is a multidisciplinary firm that has delivered comprehensive mitigation planning, climate adaptation, and resiliency services throughout the country for more than 30 years. Since 1992, we have partnered with communities heavily impacted with climate impacts including each region of Florida. We have helped Floridians recovery from major disasters having served as FDEM's contractor since 2017 on Hurricanes Irma, Michael, Ian, Idalia, Debby, Helene and Milton as well as the COVID-19 disaster. We also have served FDOT for both disaster recovery and environmental services as well as FDEP. We have general engineering contracts all across the state and have helped communities with complex environmental and coastal engineering projects.

Headquartered in Tampa, AtkinsRéalis has served Florida for more than 60 years and maintains 15 offices across the state, including 13 regional offices, with staff located near Glades County in Sarasota, Tampa, Orlando, and Melbourne. We have more than 900 qualified professionals based in Florida, supported by integrated engineering, environmental, permitting, and infrastructure specialists who can provide fully coordinated technical support for complex recovery projects.

AtkinsRéalis has maintained a long-standing partnership with the Florida Division of Emergency Management (FDEM), consistently providing support since Hurricane Irma in 2017. Our team has delivered direct assistance to Gulf Coast communities affected by Hurricane Ian, Hurricane Idalia, and other recent storm events. We also have extensive experience working with the Florida Department of Transportation (FDOT), having served as the emergency management consultant for District 1 on multiple disasters.

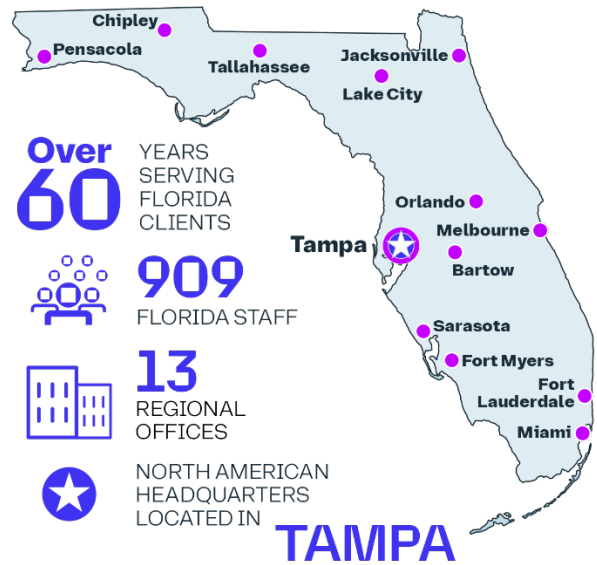


Figure 12 AtkinsRéalis has 13 regional offices in the state of Florida, 909 employees, and over 60 years serving Florida clients.

B. Vulnerability Assessment Experience and Capabilities

From our long-standing relationship with FDEP, we prepared the **Florida Adaptation Planning Guidebook** as the Florida Department of Environmental Protection's (FDEP) consultant. The resulting guidebook provided a framework for local governments to develop Vulnerability Assessments to implement adaptation best practices.

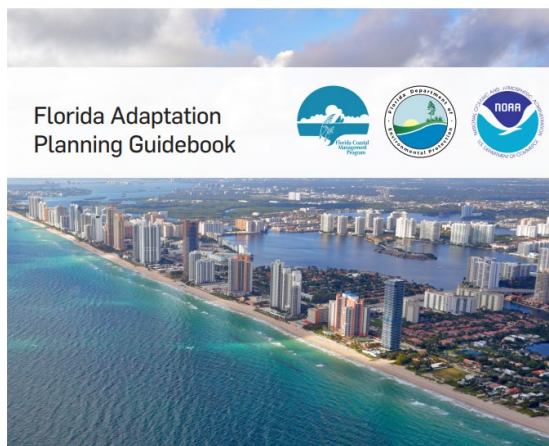


Figure 13 FDEP Adaptation Planning Guidebook prepared by AtkinsRéalis in 2018

Along with the Guidebook, we prepared the other supporting documents for publication, that promotes awareness of adaptation planning processes, funding sources, and best practices and how they can be used for both hazard mitigation to address the impacts of coastal hazards and sea level rise adaptation projects. These materials included the Adaptation Planning Guidebook, a guidebook summary pamphlet, an update to the Post-Disaster Redevelopment Planning (PDRP) Guidebook Addendum – Addressing Adaptation During Long-Term Recovery, and an addendum update summary pamphlet.

The goal of the Guidebook is to assist Florida communities in preparing for and dealing with the effects of sea level rise, especially coastal flooding, erosion, and ecosystem changes. Using this guidebook, communities can move along with the steps of a

Vulnerability Assessment, Adaptation Planning, and Implementation. Using the process outlined in this guideline will help define timeframes within which those changes are likely to occur and provide a springboard for continued discussion on how to protect our quality of life in the face of dynamic environmental changes.

The scalable guidebook provides local governmental planners in cities and counties of any size with a framework to develop or update an adaptation plan based on current Florida laws, requirements, and recommendations.

In addition to this Guidebook, AtkinsRéalis has prepared four FDEP-funded Vulnerability Assessments in the following locations:

- Mexico Beach
- City of Clearwater
- Seminole County
- Town of Bay Harbor Islands

We are currently supporting resilience planning efforts in North Carolina, including a Resilient Coastal Communities Plan in Pender County in its final stages and nine Resilient Redevelopment Plans developed following Hurricane Matthew. Our team has also prepared transportation resilience plans for Boulder County, Colorado; the Florida Department of Transportation (FDOT); and the Atlanta Regional Commission in Georgia.

Overall, we specialize in preparing Vulnerability Assessments, Resilience Plans, and Hazard Mitigation Plans (HMPs) that are tailored to client needs and aligned with state and federal requirements. Over the past 15 years, we have completed more than 170 FEMA-approved HMPs covering over 1,200 communities, including complex multi-jurisdictional efforts such as Jefferson Parish, Louisiana (2020 and 2025), where Repetitive Loss Area Analyses (RLAAs) were conducted for each participating jurisdiction.

For the Puerto Rico Planning Board, we demonstrated strong technical capacity and adaptability by completing 76 local mitigation plans despite significant data constraints. Additional experience includes the ongoing Blueprint NC watershed-level resilience plans for the Tar-Pamlico and Lumber River watersheds. This depth of experience enables us to position the Glades County Adaptation Plan for implementation, follow-on funding, and integration with other County-level initiatives.

Across all projects, we implement a structured planning process that evaluates all relevant hazards, assesses jurisdictional capabilities, and establishes both near-term and long-term objectives. This approach ensures plans are comprehensive, actionable, and sustainable.

C. Critical Asset Data Curation and Analysis Experience and Capabilities

AtkinsRéalis has prepared more than 170 adaptation, resilience, and hazard mitigation plans, each requiring comprehensive data collection, curation, and analysis. Through this experience, we have refined a structured and efficient approach to data acquisition that draws from multiple sources, including:

- Existing plans and studies
- Available datasets, including GIS
- Known and planned capital or infrastructure projects
- Surveys and stakeholder engagement to capture local knowledge

We apply rigorous quality control procedures to make sure all data is accurate, validated, and suitable for use in the planning process. Our team works closely with the Project Team to collaboratively curate and analyze information, aligning on key inputs and prioritizing the data most critical to informing subsequent phases of the plan.

D. Critical Asset Sensitivity Analysis Experience and Capabilities

Sensitivity analysis is an increasingly important component of resilience and mitigation planning, and one in which AtkinsRéalis has deep expertise. On behalf of the Florida Department of Environmental Protection (FDEP), we

developed the Florida Adaptation Planning Guidebook, which established the framework now widely used for conducting Vulnerability Assessments across the state.

Sensitivity analysis is essential for understanding how natural hazards impact assets and for identifying those most at risk. This analysis directly informs asset prioritization, the identification of Adaptation Action Areas (AAAs), and the development of targeted mitigation and adaptation projects.

We have applied sensitivity analysis across numerous projects, including the City of Mexico Beach Vulnerability Assessment, where detailed risk evaluation supported the development of projects that subsequently received funding. More recent applications include the Florida Vulnerability Assessments for Clearwater, Bay Harbor Islands, Seminole County, and the Pender County, North Carolina RCCP plan, which incorporates many of the same FDEP-adopted methodologies.



Figure 14. AtkinsRéalis team in the field conducting condition assessments

E. Adaptation Action Area Identification and Prioritization Experience and Capabilities

AtkinsRéalis has extensive experience identifying and prioritizing Adaptation Action Areas (AAAs) across multiple Florida Vulnerability Assessments, as well as in the Pender County RCCP plan. We apply similar approaches in resilience plans, post-disaster recovery plans, and hazard mitigation plans, where these areas are often defined as high-risk focus areas or repetitive loss areas.

These priority areas receive focused attention throughout the planning process, serving as the basis for targeted strategies and investment decisions. Our approach ensures that prioritization is data-driven, transparent, and aligned with the areas of greatest risk and opportunity within the study area.

F. Adaptation Area Plan Development Experience and Capabilities

Similar to our response for subsection E above, AtkinsRéalis brings extensive experience in Adaptation Action Area (AAA) development. As described above, we identify high-risk focus areas—referred to as Adaptation Action Areas in FDEP-funded and North Carolina RCCP plans, and as repetitive loss or priority areas in other planning efforts. In these locations, we concentrate planning efforts during the action phase to develop targeted strategies and projects that maximize the effectiveness of limited resources and available funding opportunities.

G. Policymaker Presentation Development and Implementation Experience and Capabilities

For all our plans, we develop final materials to present. We present plan findings to a wide range of audiences including the Project Team, Stakeholders, other affected parties, and most importantly, the decision and policy makers of the jurisdiction. We work with the Project Team to prepare an executive-level briefing for the Policymakers that follow accepted styles and formats within that particular jurisdiction. We work with our Project Team partners to help schedule these meetings which generally involve getting on the agenda of a Board of County Commissioners or City Council.

H. General Project Management Experience and Capabilities

AtkinsRéalis has developed more than 170 adaptation, resilience, and mitigation plans, applying a rigorous project management approach that consistently delivers projects on schedule, within budget, and aligned with client expectations. Beyond plan development, we recognize the opportunity to advance long-term adaptation and resilience outcomes to enhance local adaptation/resilience programs with these plans. To this end, we proactively support our clients in positioning projects for funding, helping move plans from concept to implementation and strengthening community resilience.

We maintain a strong organizational commitment to project management excellence. Our firm provides structured internal training, maintains a dedicated Project Management Excellence Office to support project managers, and encourages and supports professional certification, including Project Management Professional (PMP). These investments ensure consistent, high-quality delivery across all projects. Additional details on our project management approach are provided in Section IV of this proposal.

VIII. VOLUME OF WORK

Our project system of record indicates that our Charlotte County and Glades County volume of work in the last 24 months is \$0. Our latest completed project in Charlotte County ended in September 2023.

IX. LOCATION

We are supporting the Glades County Adaptation Action Area plan primarily from our Tampa office at 4030 West Boy Scout Boulevard, Suite 700; Tampa, FL 33607 with additional support from our Orlando office at 482 South Keller Road, Suite 300; Orlando, FL 32810 and our Sarasota office at 100 Paramount Drive, Suite 207; Sarasota, FL 34232.

COMPLIANCE AND REQUIRED FORMS

X. LITIGATION

AtkinsRéalis confirms that it has not been subject to any pending lawsuits or material litigation within the past five (5) years that are relevant to the subject matter of this RFP. Our firm is committed to proactive issue resolution, risk management, and maintaining positive, collaborative relationships with our clients.

XI. MINORITY BUSINESS

AtkinsRéalis does not hold minority business enterprise certification.

Requirements Matrix

To ensure all County requirements from “RP-30 PROPOSAL REQUIREMENTS’ on page 14 of the RFP are fully captured and addressed, we have developed the following matrix. This table identifies additional requirements beyond those included in the Consultant Evaluation Form and provides a clear cross-reference to where each is addressed.

RFP Proposal Requirement	Proposal Section (s)
RP-30 Requirement	
A. Team Organization, Management, Qualifications	I, II
B. Work Plan	II, V
C. Individual Qualifications	I, Appendix B (Resumes)
D. Experience and References	VI, VII, Appendix A

Required Forms

The following section contains the three required forms, as outlined in the RFP, that include:

- Proposal Submittal Signature Form (note – due to dynamic data requirements in this form, we will continue to update this as needed post-submittal)
- Drug-Free Workplace Certification
- Human Trafficking Affidavit / Compliance Certification

PART IV - SUBMITTAL FORMS
PROPOSAL SUBMITTAL SIGNATURE FORM

1.	Project Team Name and Title	Years experience	City of office individual will work out of for this project	City individual's office is normally located	City of individual's residence
	Marcia Warfel , Project Principal	25	Tampa	Tallahassee	Tallahassee
	Lawrence Frank , Project Manager	32	Tampa	Atlanta, GA	Atlanta, GA
	Lizbeth Childs, Engineering SME	18	Tampa	Tallahassee	Tallahassee
	Margaret Walton, QA/QC	21	Tampa	Greenville, SC	Greenville, SC
	Ben Shepherd, Florida Environmental SME	19	Tampa	Orlando	Orlando
	Chris Zambito, Planning SME	27	Tampa	Tampa	Tampa
	Richard Passarelli, AAA Prioritization Lead	12	Tampa	Alexandria, VA	Alexandria, VA
	Alex Burke, GIS Lead	9	Tampa	Raleigh, NC	Raleigh, NC
	Janet Kelly-Scholle Engagement SME	29	Tampa	Orlando	Orlando
2.	Magnitude of Company Operations				
	A) Total professional services fees received within last 24 months:			\$ 3.72 billion for US/Latin America	
	B) Number of similar projects started within last 24 months:			3	
	C) Largest single project to date:			\$ 65 million over 10 years	
3.	Magnitude of Charlotte County Projects				
	A) Number of current or scheduled County Projects			0	
	B) Payments received from the County over the past 24 months (based upon executed contracts with the County).			\$ 0	
4.	Sub-Consultant(s) (if applicable)	Location	% of Work to be Provided	Services to be Provided	
5.	Disclosure of interest or involvement: List below all private sector clients with whom you have an active pending contract and who have an interest within the areas affected by this project. Also, include any properties or interests held by your firm, or officers of your firm, within the areas affected by this project.				
	Firm none	Address			
	Phone #	Contact Name			
	Start Date	Ending Date			
	Project Name/Description				

AtkinsRealis USA Inc.

NAME OF FIRM _____
(This form must be completed and returned)

6. Minority Business: The County will consider the firm's status as an MBE or a certified MBE, and also the status of any sub-contractors or sub-consultants proposed to be utilized by the firm, within the evaluation process.	Yes _____ No <u>X</u>
Comments or Additional Information:	

The undersigned attests to his/her authority to submit this proposal and to bind the firm herein named to perform as per contract, if the firm is awarded the Contract by the County. The undersigned further certifies that he/she has read the Request for Proposal, Terms and Conditions, Insurance Requirements and any other documentation relating to this request and this proposal is submitted with full knowledge and understanding of the requirements and time constraints noted herein.

By signing this form, the proposer hereby declares that this proposal is made without collusion with any other person or entity submitting a proposal pursuant to this RFP.

In accordance with section 287.135, Florida Statutes, the undersigned certifies that the company is not on the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, and does not have business operations in Cuba or Syria (if applicable) or the Scrutinized Companies that Boycott Israel List, or is not participating in a boycott of Israel.

As Addenda are considered binding as if contained in the original specifications, it is critical that the Consultant acknowledge receipt of same. The submittal may be considered void if receipt of an addendum is not acknowledged.

Addendum No. _____ Dated _____	Addendum No. _____ Dated _____	Addendum No. _____ Dated _____
Addendum No. _____ Dated _____	Addendum No. _____ Dated _____	Addendum No. _____ Dated _____

Type of Organization (please check one): INDIVIDUAL CORPORATION (☒) PARTNERSHIP (☐) JOINT VENTURE	AtkinsRealis USA Inc. Firm Name 703.862.7674 Telephone Fictitious or d/b/a Name 4030 Boy Scout Blvd, Suite 700 Home Office Address 59-0896138 Federal Employer Identification Number (FEIN) Tampa, FL 33607 City, State, Zip 66 (founded 1960) Number of Years in Business
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Address: Office Servicing Charlotte County, other than above	
Rhiannon Mills, Senior Contract Specialist Name/Title of your Charlotte County Rep.	941.743.1374 Telephone
Matt Talley, JD, PMP, Sr Vice President Name/Title of Individual Binding Firm (Please Print)	
 Signature of Individual Binding Firm	6/16/2026 Date
Matt.Talley@atkinsrealis.com Email Address	

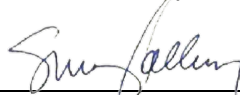
(This form must be completed & returned)

DRUG FREE WORKPLACE FORM

The undersigned vendor in accordance with Florida Statute 287.087 hereby certifies that AtkinsRealis USA Inc.
does: (name of business)

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.



Proposer's Signature

6/16/2026

Date

NAME OF FIRM AtkinsRealis USA Inc.
(This form must be completed and returned)

HUMAN TRAFFICKING AFFIDAVIT
for Nongovernmental Entities Pursuant To FS. §787.06

Charlotte County Contract #20260441

The undersigned on behalf of the entity listed below, (the "Nongovernmental Entity"), hereby attests under penalty of perjury as follows:

1. I am over the age of 18 and I have personal knowledge of the matters set forth except as otherwise set forth herein.
2. I am an officer or representative of the Nongovernmental Entity and authorized to provide this affidavit on the Company's behalf.
3. Nongovernmental Entity does not use coercion for labor or services as defined in Section 787.06, Florida Statutes.
4. This declaration is made pursuant to Section 92.525, Florida Statutes. I understand that making a false statement in this declaration may subject me to criminal penalties.

Under penalties of perjury, I declare that I have read the foregoing Human Trafficking Affidavit and that the facts stated in it are true.

Further Affiant says nothing.



Signature

Matt Talley, JD, PMP

Printed Name

Senior Vice President

Title

AtkinsRealis USA Inc.

Nongovernmental Entity

6/16/2026

Date

END OF PART IV

NAME OF FIRM AtkinsRealis USA Inc.

(This form must be completed and returned)

APPENDICIES

References and Resumes

Appendix A – References

Pender County, North Carolina Resilient Coastal Communities Program (RCCP)
Pender County Planning Department



Figure 13. Flood impacts in Pender County following Hurricane Florence

Project At-a-Glance

Duration	2025- Present
Contact	Marcy Waters, Pender County Planning & Community Development Department
Address	805 S Walker Street, Burgaw, NC 28425
Telephone	910.259.1734
Email	email: mwaters@pendercountync.gov

Project Overview

Beginning in 2025, AtkinsRéalis is supporting Pender County, North Carolina, through the North Carolina Resilient Coastal Communities Program (RCCP) to develop a countywide resilience plan that identifies natural hazard risks, evaluates community vulnerabilities, and establishes a prioritized portfolio of resilience projects. The effort includes review of existing local and regional planning documents, demographic and social vulnerability analysis, critical asset identification, hazard mapping, stakeholder coordination, and public engagement across coastal, inland, and rapidly growing areas of the county.

The planning process has included formation and facilitation of a multidisciplinary Community Action Team (CAT), countywide field assessments of high-risk areas, public meetings in Burgaw and Hampstead, public surveys, and coordination with Pender County staff, NC DEQ, NCDOT, regional partners, and community representatives. Key issues addressed include flooding from hurricanes and tropical storms, stormwater impacts from rapid

development, road and community isolation during major events, wildfire risk, socially vulnerable populations, and protection of critical facilities and infrastructure.

The effort is ongoing in Phase II, focused on developing and refining the RCCP Project Portfolio. This phase builds on the risk and vulnerability findings from Phase I and community input to identify actionable resilience projects, policy recommendations, and funding-ready strategies that can advance to future design, grant application, and implementation phases.

Proposed Project Team Members and Roles on this contract:

Lawrence Frank: Project Manager

Alex Burke: GIS Analyst

Jenny Grivas: Quality Control / Planner

Janet Kelly-Scholle – Planner

City of Mexico Beach Vulnerability Assessment / Resilient Redevelopment Plan City of Mexico Beach, FL



Figure 14. Mexico Beach Marina hardening with armor stone.

Project At-a-Glance

Duration	2018- Present
Contact	Mell Smigielski, City Administrator
Address	201 Paradise Path, Mexico Beach, FL 32410
Telephone	850. 648-5700
Email	email: mwaters@pendercountync.gov

Project Overview

Right after Hurricane Michael made landfall, AtkinsRéalis professionals were on the ground supporting the City of Mexico Beach's comprehensive response, recovery, mitigation and resiliency efforts. We provided damage assessment, training, project formulation, professional cost estimating (including Section 428 project formulation), policy and compliance reviews, and regular coordination and liaison FEMA and the Florida Division of Emergency Management (FDEM) necessary for administration of the FEMA PA Program. Our team was successful in pushing the first Hurricane Michael PA Project Worksheet through obligation and funding.

Our team developed an FDEP-funded Vulnerability Assessment / Resiliency and Redevelopment Plan for the City, and managed relationships with all recovery stakeholders, including FEMA, Bay County, FDEM and other state agencies, and the National Resources Conservation Service (NRCS), to achieve the City's recovery goals. This plan followed all of FDEP's Adaptation Planning requirements including exposure and sensitivity analysis, adaptive capacity review, and designation of Adaptation Action Areas. By implementing this plan, we also assisted the City with securing FEMA Hazard Mitigation Assistance through the development of successful HMGP and Community Development Block Grant – MIT (CDBG-MIT) applications. As part of this effort, AtkinsRéalis developed successful Benefit-Cost Analyses (BCAs) and conducted project feasibility reviews in coordination with consultant engineers and architects.

To date we have provided grants management support to the City of Mexico Beach, which has a \$4M annual budget, aiding them with the receipt and implementation of over \$100 million in reimbursements without ever taking out a loan. following Hurricane Michael, which damaged 80 percent of the City's infrastructure.

Proposed Project Team Members and Roles on this contract:

Lawrence Frank: Project Manager

Margaret Walton: Lead Planner

Chris Zambito: QA/QC

Multi-Jurisdictional Hazard Mitigation Plan Update and Repetitive Loss Area Analyses (part of Mitigation Maintenance Contract), Jefferson Parish, Louisiana

Jefferson Parish Floodplain Management and Hazard Mitigation Department

Project At-a-Glance

Duration	2023- Present
Contact	Maggie Talley
Address	1221 Elmwood Park Blvd., Jefferson, LA 70123
Telephone	(504) 736-6541
Email	maggie.talley@jeffparish.gov

Project Overview

Jefferson Parish partnered with AtkinsRéalis in 2024 to support its broader mitigation program in one of the nation’s most complex flood risk environments. The first task under the contract is the Parish’s 2025 Multi-Jurisdictional Hazard Mitigation Plan update, which includes detailed risk and capability assessments for six municipalities—Gretna, Harahan, Kenner, Westwego, Grand Isle, and Jean Lafitte—as well as unincorporated Jefferson Parish. The plan addresses the needs of approximately 440,800 residents and 176,700 households, with particular attention to areas located inside and outside federal, state, and local levee systems.

As part of the effort, AtkinsRéalis incorporated NFIP Community Rating System considerations, completed three Repetitive Loss Area Analyses covering approximately 17,000 properties, provided updates to the City of Kenner’s existing RLAA, and integrated data from the Jefferson Parish Coastal Strategic Action Plan to strengthen the overall risk picture. AtkinsRéalis is also supporting an enhanced CRS Program for Public Information to help maintain the Parish’s Class 5 rating and 25% flood insurance premium discount. Future work includes plan maintenance, post-disaster updates, and annual mitigation action evaluations.

Proposed Project Team Members and Roles on this contract:

- Margaret Walton: Project Manager
- Alex Burke: GIS Analyst
- Jenny Grivas: Quality Control

State of North Dakota Electrical Resilience Plan, Bismarck, North Dakota - Annex to the State Enhanced Hazard Mitigation Plan
North Dakota Department of Emergency Services

Project At-a-Glance

<i>Duration</i>	2022- 2023
<i>Contact</i>	Justin Messner, Disaster Recovery Chief
<i>Address</i>	Fraine Barracks Lane - Building 35, PO Box 5511, Bismarck, ND 58504
<i>Telephone</i>	701.328.8107
<i>Email</i>	jmessner@nd.gov

Project Overview

In 2022, AtkinsRéalis was contracted by the North Dakota Department of Emergency Services (NDDDES) to prepare a robust evaluation of the risk and vulnerability to its electrical power infrastructure (“the grid”) from an emergency management perspective, while adhering to FEMA Hazard Mitigation Planning guidelines and policies. The grid, operated and maintained by North Dakota utilities, is a foundational element of the State’s critical infrastructure and one of its most important lifelines. It is well established that whole communities and other lifelines depend on it. AtkinsRéalis worked with the state to assemble the relevant stakeholders, identify the hazards most likely to have a significant impact on the grid in the event of an event, and develop mitigation actions to reduce this impact.

engineering data) through the North Dakota Risk Assessment Map Service (NDRAM) to conduct an innovative resilience planning process for the state's grid. AtkinsRéalis worked with NDDDES to become the first state in the nation to execute this type of evaluation. AtkinsRéalis used the state's base-level engineering data to identify electrical transmission substations at risk of flooding from precipitation and snowmelt. The findings of this analysis helped guide the development of mitigation strategies and then prioritize them to reduce the impact of flooding on the state's electrical infrastructure. The actions outlined in the plan can be implemented over several years to better protect the system and maintain the operational continuity of government and critical facilities in the event of an event.

This plan demonstrates our ability to meet client needs and develop innovative recovery and resilience plans, incorporating available technical data to inform the process.

Proposed Project Team Members and Roles:

Lawrence Frank: Project Manager

Alex Burke: GIS Analyst

Commendation From Client to AtkinsRéalis on this Plan

"We highly recommend Atkins is highly recommended to provide hazard mitigation planning services and support. Their well-qualified, efficient, and detail-oriented team produced high-quality work products that met our requirements and exceeded our expectations. Atkins' project management and coordination efforts kept the project moving forward despite changes to the scope along the way and offered creative solutions to data challenges and novel approaches to analyzing the risk. Overall, we really enjoyed working with the Atkins' team on this project and appreciated watching how the project evolved from its original concept to the final outstanding product." - Justin Messner, Recovery and Mitigation Chief and Eric Upton, Planning Lead (letter dated June 26, 2023)

Appendix B - Resumes



Marcia Warfel

Project Principal



Total Years of Experience

25

Education

M.S., Public Administration, The Florida State University

B.A., International Relations, The Florida State University

A.S., Paralegal Studies, Tallahassee Community College

Certifications/Licenses/Professional Development

Graduate Certificate, Homeland Security and Emergency Management, The Florida State University, Tallahassee, Florida

Advanced Business Strategy - Harvard University, 2025

Public-Private Partnerships
- FEMA, 2024

Public-Private Partnerships
- Center for Homeland

Defense and Security, 2024

Certification Florida Professional Emergency Manager - Florida Emergency Preparedness Association, 2023

Homeland Security Exercise and Evaluation Program (HSEEP)

Marcia Warfel brings over 25 years of proven leadership in emergency management, successfully overseeing large-scale programs and complex recovery operations. She has directed the efforts of more than 175 staff and disaster recovery personnel while managing budgets exceeding \$2 billion. Marcia excels at maximizing individual, team, and organizational performance by aligning strategies with core business drivers. Her ability to link and integrate collective efforts ensures operational efficiency and delivers measurable results that strengthen organizational resilience and economic impact.

Representative Key Experience:

Florida Market Lead, Response, Recovery, and Resilience. As the Market Lead for AtkinsRéalis, Ms. Warfel is responsible for the oversight of projects within Florida covering all areas of emergency management, planning, response, recovery, mitigation, and resilience. In this role she will help provide insight to project managers, connect with state agency leads, and provide direct support to projects throughout the state. Duration: 02/2025-present

Subject Matter Expert, My Safe Florida Homes (MSFH) Program, Department of Financial Services (DFS), Florida. AtkinsRéalis is contracted to provide implementation and ongoing grant and project management, administration assistance services, and program evaluation services related to the MSFH Program. This contract serves the residents of Florida and has administered funding for more than \$600 million. Ms. Warfel provides subject matter expertise and support to DFS in the implementation of the program. Duration: 02/2025-present

Ms. Warfel's' prior experience includes:

Program Manager, AECOM, Tallahassee, Florida. Ms. Warfel supported multiple state and local contracts in Florida, serving as the Program Manager and FEMA PA lead, assisting state agencies with reimbursement. Duration: 06/2022-12/2024

Senior PA Consultant, Thomas Howell Ferguson, Tallahassee, Florida. Ms. Warfel ensured the progress of grant deliverables from Project Worksheet (PW) development to closeout. Duration: 06/2019-06/2022

Administrator, Florida Commission on Community Service, Volunteer Florida, Tallahassee, Florida. Ms. Warfel provided training in both English and Spanish at multiple conferences and events within Florida and nationwide,





Lawrence Frank, PMP, AICP, CFM

Project Manager / Lead Designer



Total Years of Experience

32

Education

M.R.P., Land Use and Environmental Planning, University of North Carolina, 1993

B.A., English Literature, University of North Carolina, 1990

Certifications

American Institute of Certified Planners (AICP), APA, Certification # 33723, 2021

Project Management Professional (PMP), PMI, Certification # 2909543, 2020

Certified Floodplain Manager (CFM), ASFPM, US-03-00714, 2003

Lawrence Frank, PMP, CFM, AICP, is an experienced Project Manager and Hazard Mitigation Subject Matter Expert with a master's degree in land use and environmental planning. He has 32 years of experience in the disaster recovery, resilience and hazard mitigation fields. He currently serves as the Director of State and Community Infrastructure Resilience for AtkinsRéalis and has worked extensively with state emergency management agencies and FEMA over the course of his career. While at FEMA Region IV at the start of his career, he was assigned the state of Florida for five years and worked on numerous recovery operations with the state including Hurricane Georges and the 2000 Miami-Dade Flooding (pre-Tropical Storm Lesley). In the private sector, he has worked on multiple major disaster recovery efforts including Hurricanes Katrina (LA and MS); Superstorm Sandy (NY); Hurricanes Harvey, Irma, and Maria (multiple states); Hurricanes Michael (Mexico Beach, FL), Helene and Milton, and COVID-19 pandemic. From 2021-2024, he also served as Project Manager for complex military planning projects.

Representative Key Experience:

FL Resilient Recovery post-Michael, City of Mexico Beach. Resilience subject matter expert. Provided planning and project development support during the city of Mexico Beach's recovery post-Hurricane Michael. Spearheaded the preparation of five HMGP applications for complex projects submitted by the City for funding, most of which have been funded. Also prepared five Community Development Block Grant (CDBG) Disaster Recovery grant applications for Mexico Beach. Prepared the state-funded Resilient Redevelopment Plan. Duration: 12/2018-05/2022

Resilient Redevelopment Action Plans for North Carolina Counties Impacted by Hurricane Matthew. Mr. Frank served as planning team lead for three counties that were impacted by Hurricane Matthew, including hard-hit Cumberland (Fayetteville). Mr. Frank and his team coordinated with local officials and members of the public to hold a series of six meetings in each county for recovery and redevelopment after Matthew. Mr. Frank's team evaluated the areas of flood impact, considered actions need to address impacts and consider future risk to flood. Duration: 01/2017-07/2017.

North Carolina Resilient Coastal Communities Program plan in Pender County. Mr. Frank is serving as the Project Manager for this comprehensive mitigation plan which includes identification of high risk areas with the development of project list paired with funding options. Includes extensive community engagement. Duration: October 2025 -present

North Dakota Electrical Grid Resilience Plan, North Dakota Department of Emergency Services. Lead planner and subject matter expert for the development of the Electrical Grid Resilience plan, an annex to the State's Enhanced Hazard Mitigation Plan. The plan addressed risk to the Grid from natural hazards and included mitigation project identification.

North Dakota State Enhanced State Hazard Mitigation Plan. In the aftermath of the Electrical Grid Resiliency Plan, helped Atkins win the State Enhanced Plan for North Dakota. Served as the Senior Resilience Planner during plan preparation and helped develop plan actions and priorities.

Massachusetts Climate Resilience Program and HMGP/BRIC application Review. Program and SME support to the State of Massachusetts in evaluating program setup of the climate resilience program. Follow-up support included review of the local applications submitted to the climate resilience program. Support also included review of FEMA HMGP and BRIC applications and technical assistance to communities developing applications. Oversaw the development of two promotional videos in collaboration with Resilience Cities Catalyst. Duration: 03/2020 – 5/2022

Florida Public Assistance (PA) Helene/Milton Response. Serving as the Project Quality Manager (PQM) on this most recent Florida PA project to support FDEM in coordinating and conducting reviews of local PA funding applications from heavily impacted west Florida counties. Duration: 09/2025 – present.

Elevate Florida Inspection Services, Florida Division of Emergency Management. Serving as senior reviewer for AtkinsRéalis who is providing Structural Integrity Assessments, Wind Retrofit Assessments, Elevation Certificates, Construction Inspections, and several other services for homes proposed for elevation and other residential mitigation alternatives. These services are being delivered across Florida. Duration: 04/2025-present

CODEFIN (Private Non-Profit) Microgrid HMGP application in San Juan, PR. Served as Project Manager for the development of a large-scale microgrid HMGP project application which included programmatic analysis and BCA development. Duration: 2025

PTS Innovation Portfolio, FEMA Headquarters. As part of the STARR II JV, served as Project Manager for the Mitigation Project Designer, a GIS-based tool that lets communities compare mitigation grant project options like elevating homes versus enlarging culverts at a granular level. Duration: 01/2017- 08/2025

Florida Public Assistance COVID Response. Serving as the Project Quality Manager (PQM) on this multi-year project to support the State of Florida in coordinating and conducting reviews of local COVID response funding applications from the three populous South Florida counties. Duties include preparing the Quality Assurance Plan and reviewing QC'd products to develop the Certificate of Compliance. Duration: 06/2020 – present.

City of Houston Post-Hurricane Harvey Public Assistance Mitigation for Wastewater Treatment Plants. Provided program and Benefit-Cost Analysis support in the development and review of FEMA PA applications for mitigation, resilience, and consolidation of major wastewater treatment plants in the City of Houston. Duration: 07/2020- 03/2021.

STARR II JV Team CERC Outreach, Santa Barbara County (CA) Flood Recovery Mapping. Mr. Frank assisted FEMA Region IX and Santa Barbara County adopt higher standards for rebuilding in the aftermath of severe wildfires, flooding and debris flows of 2017. Duration: May 2018-July 2018.

STARR II JV Atkins Project Manager, FEMA Public Assistance Program 406 Mitigation in Texas and US Virgin Islands post-Harvey, Irma and Maria. Mr. Frank managed Atkins' participation in providing field staff embedded in the FEMA post-disaster operations in Texas (Harvey) and the US Virgin Islands (Irma/Maria). Mr. Frank assembled and managed a technical team assisting FEMA in the post-disaster environment to identify hazard mitigation opportunities in hundreds of potential Public Assistance projects. Duration: November 2017- January 2020.

Senior Planner, Pennsylvania Pre-Disaster Recovery Plan. Mr. Frank served as the Disaster Recovery Senior Planner to help prepare and train state staff on the State's first Pre-Disaster Recovery Plan. Mr. Frank was the lead facilitator for one of the first meetings which included several of the Recovery Support Function (RSF) leads. On this project, Mr. Frank and his team developed and led training webinars for each RSF, conducted regional meetings across the state and developed checklists that outline the primary duties of the different RSF leads and their team (e.g., Health and Social Services RSF, Housing RSF) Duration: 08/2017 – 06/2019.

Senior Planner, FEMA Individual Assistance TAC Mission Planning (Hurricanes Irma and Maria in the US Virgin Islands and Puerto Rico). For DSA Mission Planning, Mr. Frank helped designed scenario concepts for providing mass feeding and temporary shelter resources to the USVI and Puerto Rico. Mr. Frank also developed the scope and proposal for a housing operation planning mission to the USVI. Duration: 9/2017 – 10/2017.





Margaret M. Walton, CFM

QA/QC



Total Years of Experience

21

Education

M.P.A., Public Administration,
University of South Carolina, 2004

B.A., Public Affairs, Columbia College,
South Carolina, 2002

Certifications

Certified Floodplain Manager (CFM),
South Carolina (US-08-03272), 2008

Level of ICS Training:

ICS 100,200; IS 700,800

Associate Business Continuity
Professional (ABCP), DRI
International, 2012

Professional Affiliations

South Carolina Association of Hazard
Mitigation

Association of State Floodplain
Managers

Margaret Walton has 21 years of experience in emergency management, with extensive expertise in disaster relief coordination and program oversight. She provides QA/QC leadership across planning and recovery projects, ensuring deliverables meet regulatory requirements, technical standards, and client expectations. Ms. Walton is highly experienced in reviewing project documentation for accuracy, completeness, and compliance, with a strong focus on consistency and alignment with federal and state guidance. Her background includes oversight of hazard mitigation and recovery planning efforts for municipalities, states, and universities.

Ms. Walton has supported the development and QA/QC review of Continuity of Operations Plans (COOP), recovery plans, emergency communications plans, and training and exercise programs. She evaluates stakeholder input and ensures coordination across agencies is accurately documented and effectively integrated into final deliverables. Her field experience supporting disaster survivors with housing assistance strengthens her ability to validate program requirements and real-world applicability. In addition, she has contributed to the development and instruction of hazard mitigation coursework, reinforcing her technical expertise and commitment to quality standards.

Representative Key Experience:

City of Myrtle Beach Disaster Recovery Plan, Myrtle Beach, SC. Project Manager. Atkins was selected to develop the first Disaster Recovery Plan for the City of Myrtle Beach in which a recovery management structure was organized to provide a framework for the City to operate within. This included creating a Recovery Task Force to guide the plan development but to also ensure implementation and updates as the City utilizes the plan. Recovery Support Functions (RSF) were also established to foster specific and focused areas of recovery. This plan development process included engaging stakeholders across numerous organizations and organizing groups to draft the documentation for their RSFs to ensure there is leadership and support agencies to process the needs and recovery. Ultimately, the plan culminated in a disaster recovery strategy with goals and objectives fostering priorities based on a short, intermediate, and long-term time frame. This resulted in opportunities and recommendations with implementable actions that the Atkins was able to draft for the City in order to complete the vision for recovery.

Coastal Carolina University All-Hazards Mitigation Plan Development Services and Update, Coastal Carolina University, Conway, SC. Managing the development of a comprehensive All-Hazards Mitigation Plan for Coastal



Carolina University located in Conway, South Carolina. The plan, including its Threat and Hazard Identification and Risk Assessment, is the basis for developing the emergency management program at the University. The team has begun the process with a kick-off meeting and identification of critical facilities and structures for the institution. A site visit of each facility has been performed and will provide the needed information to develop building summary profiles for each facility in order to develop a compilation of the institution's critical facilities. Based on the risk assessment and critical facilities list, a mitigation strategy will be formulated to outline the opportunities for the institution.

Disaster Resistant University Plan, Medical University of South Carolina, SC. Project manager. Assisting the Medical University of South Carolina with the development of a Disaster Resistant University Hazard Mitigation Plan that will be in compliance with the local hazard mitigation planning standards contained in 44 CFR 201.6. The plan will be developed for the campus which includes a teaching hospital for the only medical university in the State of South Carolina. In the process, all of the University's critical facilities will be identified and assessed for vulnerabilities and in return mitigation actions will be developed.

Emergency Disaster Response and Recovery, Horry County, SC. Responsible for the overall management. This project for Horry County involves providing all necessary supplies, equipment, personnel, and a comprehensive approach to meet the requirements of professional emergency response and recovery services. Atkins will provide assistance for logistical support, preposition contracting, site preparation for temporary housing, emergency/relief workforce housing, equipment, communications, mold/water/moisture remediation, decontamination, points of distribution, and portable living quarters. In addition, Atkins will monitor disaster networks and landfall data in order to organize, plan, and deploy resources accordingly for the county and surrounding areas.

Floodplain Management and Hazard Mitigation Plan Update, City of Myrtle Beach, SC. Project manager. Atkins/Realis updated the City of Myrtle Beach, Hazard Mitigation Plan through a four-step process of updating the planning process, updating the risk assessment to include any new hazards or vulnerabilities, proposing mitigation goals and strategies, and adopting and implementing the plan. Atkins worked with the city to help them acquire a grant to perform this update in order to increase their credit points on the Community Rating System awarded under the National Flood Insurance Program for local mitigation plans. This will be accomplished during the plan update process

by undertaking additional tasks within each prescribed mitigation planning phase (Planning Process, Risk Assessment, Mitigation Strategy, and Plan Maintenance) to fully address the 10-step Community Rating System planning requirements.

Spartanburg County Hurricane Helene Public Assistance, Spartanburg, SC. 2025. Provide technical assistance to Spartanburg County departments following FEMA-DR-SC-4829, Hurricane Helene, to ensure the maximum reimbursement of funds related to disaster response and recovery. Support includes attendance at site visits and FEMA support meetings to serve as an advocate for the community, and development of Damage Inventory (DI) spreadsheets to fully and accurately document recorded expenses.

COVID-19 Recovery, Florida Division of Emergency Management (FDEM) Sr Consultant – Role/ Responsibilities: Provide guidance and supervision of team assigned to subset of applicants. Provides guidance to team members on processing subgrant agreements, project formulation, eligibility reviews, and project reviews for assigned applicants. Provides quality control and checks on all team project reviews. Communicates with applicants to walk them through the Public Assistance Grant Program submission. As such, she worked with FEMA in support of the nation's first-ever pandemic response. Ms. Walton provided assistance to applicants on the development of projects including scoping as well as identifying and optimizing funding opportunities.

Grant Management Support, Medical University Hospital Authority, South Carolina. As the Project Manager, Ms. Walton led a team with the formulation of projects for each of the five integrated Medical University Hospital Authority hospitals for submission of eligible expenses under the FEMA Public Assistance Program in the FEMA Grants Portal. She also led the development of the documentation of potentially eligible expenses that were incurred for submission in the South Carolina CARES Portal. Ms. Walton will continue to provide ongoing support for the Public Assistance process for legacy disasters and any newly declared disasters.

HMGP Application Development Services and Update, Coastal Carolina University, Conway, SC. Led the team in developing all facets of a HMGP application to support the University's mission with generators for power redundancy to power the EOC and the main dining facility on campus. This included conducting a BCA and developing the narrative to confirm the necessity of the equipment on the campus.

Lizbeth Childs, PE

Florida Engineering SME



Total Years of Experience

18

Education

M.C.E., Coastal Engineering, University of Delaware, 2004

B.S., Biological Engineering, Mississippi State University, 2002

Registrations / Licences

Professional Engineer, Florida, 68389, 2008, February/2027

Certifications

National Association of Underwater Instructors (NAUI) Open Water Scuba Diver, 1992

Professional Association of Diving Instructors (PADI) Advanced Open Water Diver, 2002

NAUI Enriched Air Nitrox Diver, 2005

Professional Affiliations

American Society of Civil Engineers, Local Organizing Committee for the Coasts, Oceans, Ports, and Rivers Institute's (COPRI) 2018 International Conference on Coastal Engineering

Ms. Childs is a Senior Engineer III with nearly 20 years of experience in coastal engineering, permitting, and project management. Her expertise spans coastal structures, shoreline protection, dredging, and marine infrastructure, with a strong focus on regulatory coordination and permitting at the local, state, and federal levels. She provides technical leadership and quality control for engineering analyses, permitting packages, and project documentation, ensuring solutions are feasible, permittable, and constructible.

Representative project experience:

Coastal Engineering Services. Santa Rosa County, FL. Provides the County permitting support as the lead acquiring State and Federal permits for a seawall replacement on the Navarre Causeway and Coastal Construction Control Line permits for beach access and parking lots. Coordinates directly with the County engineering and survey staff in acquisition of data for project design and permitting. Duration: 2022-Current

National Park Service Ferry Terminal at Port of Pensacola. City of Pensacola, FL. Obtained state and federal construction permits for ferry terminal project which included the installation of pile supported structures, floating docks, and gangways. Due to the location of the project within Gulf Sturgeon federally listed and protected habitat, special care was taken throughout the project design and application process so that questions regarding impact to species were determined prior to permitting and not delay the permit issuances. Permits were issued without the regulatory agencies requiring any additional information. Duration: 2016

Miami-Dade 32nd Street Breakwaters, Department of Environmental Resource Management (DERM), Miami-Dade County, FL. Participated in the engineering study and development of alternatives to mitigate erosion for a hotspot at the 32nd Street offshore segmented breakwaters. Responsibilities included site visits, acting as the client contact, and development of the final assessment with alternatives. Duration: 2008-2009

Coastal Engineering Services, Florida Department of Environmental Protection, Division of Recreation and Parks, Bureau of Design and Recreational Services, FL. Provided construction oversight and review of the sea oats planting project in the panhandle beach state parks. The project involved coastal engineering services on an as-needed basis including beach erosion protection and dune restoration.





Ben Shepherd, PWS, CWB

Florida Environmental SME



Total Years of Experience

19

Education

M.S., Environmental Engineering Sciences

M.S., Interdisciplinary Ecology

B.S., Biological Aspects of Conservation

Certifications

Professional Wetland Scientist (PWS)

Certified Wildlife Biologist (CWB)

Mr. Shepherd has 19 years of environmental permitting and project management experience. He specializes in NEPA documentation and compliance; state and federal listed species surveys and permitting; wetland delineations, permitting, and mitigation planning; and technical report writing. He serves as the environmental lead for Florida's Eco sciences team, overseeing a diverse team of more than 20 environmental professionals around the state, including staff in Tampa, Sarasota, Fort Myers, and Orlando.

Representative project experience:

Southwest Florida Water Management District (SWFWMD)-General Engineering and Professional Services, Southwest Florida.

Project Manager. Mr. Shepherd oversees all assignments under this contract, including recent and ongoing assessments of water quality, vegetation, algae blooms and overall ecological conditions in Gum Springs, Rainbow River and Chassahowitzka River. Duration: Ongoing.

City of Tampa - Lower Peninsula Stormwater Improvement Project, Tampa, FL.

Environmental Team Leader. Mr. Shepherd oversaw environmental team assignments, allocating personnel and workload to assure that all project milestones were achieved, culminating in successful environmental permitting, gopher tortoise relocation, vegetation planting and permit compliance. Duration: 2025.

FDOT Corridors Program Office - Moving I-4 Forward (MI-4) Program, Kissimmee, FL.

Environmental Administrator for the MI-4 Program, the largest active infrastructure project in the state, with multiple segments proceeding into construction via design-build contracts. Mr. Shepherd is responsible for leading environmental permitting and mitigation planning for the Program, requiring multiple state and federal permits. He is actively part of the mitigation planning, including site selection and agency coordination. Duration: Ongoing.

Seminole County - Yankee Lake Regional Wastewater Treatment Facility, Sanford, FL. Scientist.

Responsible for wetland delineations, listed species surveys, land management, and monitoring for a regional wetland and upland native habitat restoration area. AtkinsRéalis prepared the Habitat Conservation Plan and has since 1999 completed multiple management activities on the Yankee Lake property, including the conversion of sand pine habitat into xeric scrub for Florida scrub jay families. Duration: Ongoing.



Richard Passarelli, PE

AAA Prioritization Lead



Total Years of Experience

12

Education

M.S., Urban and Environmental Planning, University of Virginia, 2013

B.S., Civil Engineering, University of Virginia, 2011

Certifications

Professional Engineer, Virginia
0402061727 (2020)

Professional Affiliations

Association of State Floodplain Managers (ASFPM)

ASFPM AI Subcommittee Member

Richard Passarelli is an engineer, risk analyst, and policy professional with experience in the use of technology in hazard resilience planning. Mr. Passarelli has managed the development and implementation of AI/ML solutions for flood risk management. Recent efforts have involved rapid, nationwide modeling tools to identify and assess long-term flood mitigation strategies and blend geospatial hazard data with historic records to assess policy impacts

Representative project experience:

Senior Project Engineer, FEMA Mitigation Project Designer (MPD) Tool

- Leading development of nationwide tool that identifies opportunities for community-wide flood mitigation and computes benefit-cost style analyses
- Includes modular costs and phasing associated with flood buyouts, housing elevation options and metrics to assess impacts to vulnerable populations
- Developing risk methodology for FEMA's Open Hazus hazard modeling suite, which will leverage USACE Future of Flood Risk Data (FFRD) hazard inputs
- Led stakeholder engagement for pilot areas of Galveston, TX; Slidell, LA; Savannah, GA; and Wilmington, NC in coordination w/FEMA HQ and Regions

Duration: 11/2016–present

Senior Project Engineer, FEMA HMTAP Region 6 Mitigation Toolkit

- Developed flood hazard identification and mitigation criteria for flood buyouts and housing elevation for a Region-wide interactive resilience toolkit
- Gathered and unified data from diverse open-source and proprietary modeling sources on natural hazard and social risk indicators
- Piloted the process for ~35k structures in hotspot communities in Houston, TX; Port Arthur, TX; and Lake Charles, LA metro areas
- Outlined strategies to automate and scale the toolkit approach to other states within the region and country

Duration: 11/2021–9/2022

Project Analyst, FEMA National Flood Insurance Program (NFIP) Losses Avoided Study

- Conducted nationwide study of losses avoided due to adoption and expansion of the NFIP, through use of large-scale open data claims records
- Utilized big data analytics to calculate the losses avoided for each year of the program from 1978-2017 based on actual parcel counts comparing pre- v. post-FIRM properties in the Special Flood Hazard Areas
- Total losses avoided were found to be approximately \$100; findings were



- utilized for Congressional testimony to support successful program renewal

Duration: 11/2018–08/2019

Project Engineer, FEMA Map Data Integration (MDI) for Risk Rating 2.0

- Developed nationwide method to query existing FEMA mapped water surface elevations (WSELs) in support of Risk Rating 2.0, the revised, risk-based premium rating method for the National Flood Insurance Program (NFIP)
- Compiled and integrated database of national flood depth and WSEL raster datasets into a computational workflow run from Google Cloud Platform (GCP) resources to estimate household Average Annualized Losses (AALs)

Duration: 12/2020–4/2021



Chris Zambito, CFM

Planning SME



Total Years of Experience

27

Education

Graduate Certificate - Geospatial Information Specialist, University of South Florida, 2006

B.S., Management Information Systems and Marketing, University of South Florida, 2000

Certifications

Certified Floodplain Manager, US-02-00488, 2002

Professional Affiliations

Florida Floodplain Managers Association, Past Chair

Florida HAZUS User Group, Past Chair

Chris Zambito has 27+ years of floodplain management, hazard mitigation, and emergency management experience. He is a Past-Chair of the Florida Floodplain Managers Association and been on the executive board for over 10 years. Mr. Zambito leads projects that blend community planning, public engagement, and reducing communities' exposures to hazards. His program management and compliance support to federal, state, and local government clients ensures their eligibility for disaster funding and maximizes benefits under programs such as the Community Rating System.

Representative Key Experience:

Pinellas County 2025 and 2020 Local Mitigation Strategy Updates, Pinellas County. Mr. Zambito serves as the Project Manager to facilitate the development of the Countywide 2025 Plan which will meet updated federal and state mitigation planning requirements. This challenging effort included coordinating the initiatives and risk assessment for the County and its 24 municipalities. Pinellas County's Class 2 Community Rating System program is also integrated with the plan.

Community Rating System Support, City of Clearwater. Mr. Zambito is the Project Manager supporting the City in a process improvement plan and technical services for all aspects of the CRS program. He also provides coordination with Pinellas County for activities that are credited based on countywide integration. In April of 2025, the City's new rating of Class 5 went to effect, improving from their previous rating of Class 6

Floodplain Management Services, Pasco County. Mr. Zambito is serving as the Project Manager for this suite of services that assists the county in evaluating new development applications and their adherence to FEMA, state, and local floodplain management standards; typically, in the evaluation of Letters of Map Revision and No-Rise applications.

Pasco County RAISE Grant Application. Mr. Zambito was the Project Manager leading the development of this Federal grant application in support of a \$25M request for funding associated with the Ridge Road, Phase 2B Extension project. Chris worked with traffic modelers from Atkins, Pasco County, and Florida Department of Transportation to quantify benefits to the community from the project. Narratives were authored and combined with calculated benefits to provide a completed and compliant grant application within 2 weeks of notice to proceed



City-Wide Vulnerability Assessment with City Simulator, City of Clearwater, FL. Mr. Zambito is the project manager for this innovative assessment of the city's exposure to climate hazards. Using Atkins' City Simulator tool, the team will work collaboratively with stakeholders to stress test a digital twin of the city (current and future buildout) to future conditions of forecasted heat, tidal, storm surge impacts. Facilitated planning sessions helped the community propose mitigation and adaptation actions that were evaluated for their cost-effectiveness and quantitative benefits to the community. The project's acceptance and compliance with FDEP program requirements makes the city eligible for future Resilient Florida grants.

Climate Vulnerability Assessment for Clearwater Water Reclamation Facility Master Plan, City of Clearwater, FL (Subconsultant to Black & Veatch). Mr. Zambito is the Project Manager for this current project that assess flooding impacts (existing and future) to three water reclamation facilities. The effort includes leading a vulnerability workshop with city staff and then evaluating the sites (and their critical equipment) to understand exposure to precipitation and localized flooding, sea level rise (SLR), and storm surge impacts.

Seminole County Comprehensive Vulnerability Assessment; Seminole County, FL. Mr. Zambito is the project manager leading a team to evaluate inland and tidal flood impacts for Seminole County and its seven municipalities. The project is funded through a FDEP grant and is to be compliant with requirements under the Resilient Florida program. Seminole County is 4th in the state for population density and looking to use project results to help inform future development and redevelopment.

Comprehensive Vulnerability Assessment – Town of Bay Harbor Islands, FL. Mr. Zambito is the project manager of this FDEP funded vulnerability assessment that evaluates current and future flood impacts to the community. The project will also support the town with comprehensive planning to address their compliance for the Peril of Flood Act.

Green Infrastructure Manual and Support Services, Hillsborough County, FL. Mr. Zambito is the Project Manager in this recently completed effort to create Green Infrastructure guidance documents and supplemental materials. Activities include developing a manual with design templates, providing training to County staff, and creating engagement tools, such as an Esri Storymap, to educate the public and elected officials on benefits of green infrastructure development.

20-Year Stormwater Assessment, Hillsborough County, FL. As the Project Manager, Mr. Zambito is leading a team to help the County meet obligations of House Bill 53 (2021) and identify future stormwater needs. This includes evaluating the current capabilities and future expansions expected as the community grows over the next 20 years.

Community Rating System Support, Hillsborough County, FL. Chris Zambito was the Project Manager supporting the County in a process improvement plan and technical services. The intent of this effort was to identify key responsibilities of the various internal agencies that perform credited activities and match those to available resources within the County. An internal auditing process and calendar of reporting activities charts a path forward for proactively managing the program.

Hillsborough County 2020 Local Mitigation Strategy Update, Hillsborough County. Mr. Zambito served as the Project Manager in this effort to update the County's plan in compliance with their 2020 deadline. The County and its three municipalities govern 1.4 million residents over the 1,110 square mile area. The update integrated new analyses and resilience activities while also supporting the overlapping Community Rating System program for flood mitigation. Atkins facilitated more than 10 stakeholder meetings and provided updates for 22 natural and technological hazards



Janet Kelly-Scholle

Engagement SME



Total Years of Experience

29

Education

B.A., Journalism, Public Relations,
University of North Carolina at Chapel
Hill (1996)

Graduate Certificate, Historic
Preservation, College of Design,
University of Kentucky (2019)

Professional Affiliations

North Carolina Inclusive Disaster
Recovery Network (NCIDR), Member

NCIDR Communications Access
Working Group, Member

Floodplain Management Community
of Practice, AtkinsRéalis, Member

Professional Development

North Carolina Emergency Operation
Center Joint Information Center
training. Public Information Course.
(2024)

Numerous Supervisory and
Leadership Skills trainings, UNC-
Chapel Hill (2005-2020)

Project Management Professional
(PMP) Certification Bootcamp, State
of North Carolina (2015)

Janet Kelly-Scholle has 23 years of state-government experience in communications and stakeholder outreach and engagement. She also has more than six years of disaster recovery and resilience experience, leading communications and engagement efforts that served to educate residents about hazard risk and recovery and mitigation options. Most recently, she served in a public information and engagement role with the state of North Carolina Office of Recovery and Resiliency, where she led communications and engaged diverse stakeholders across multiple federal and state-funded disaster recovery programs, including mitigation, strategic buyout, affordable housing, individual homeowner recovery and elevation and infrastructure recovery. Her work supported the development of the North Carolina Resilient Communities Planning Guide, released in 2025, and North Carolina's major disaster recovery efforts for Hurricane Matthew, Hurricane Florence, Tropical Storm Fred and the COVID-19 pandemic.

Representative Key Experience:

North Carolina Flood Resiliency Blueprint - Phase III for Tar-Pamlico River Basin, NC Dept. of Environmental Quality - Division of Mitigation Services. Outreach and Engagement Lead. Provide communications and engagement support and planning for the State of North Carolina's Department of Environmental Quality (DEQ) - Division of Mitigation Services' "Blueprint," the cornerstone of a state flood planning process to increase community resilience to flooding throughout North Carolina's river basins. Developed and implemented a detailed outreach and engagement plan, which included identification of community, local government and nonprofit stakeholders, introduced the Blueprint process and promoted participation and connections among the two basin stakeholder groups. The Tar-Pamlico basin borders the coast, making historical and recent coastal flooding part of outreach considerations. During hybrid and in-person meetings, dozens of River Basin Advisory Group members and Blueprint Partners regularly provide feedback on flooding issues, existing capacity analyses and community priority projects which are used in the final River Basin Action Strategy. Ensured that DEQ's Public Participation Plan best practices are followed to establish and maintain robust community engagement and empowerment. Inclusive outreach efforts include engagement with representatives of the Haliwa Saponi tribe who call the basin home. Duration: 01/2025-07/2026.

North Carolina Flood Resiliency Blueprint – Phase III for Lumber River Basin, NC Dept. of Environmental Quality, Division of Mitigation Services, Southeastern NC.

Outreach and Engagement Lead. Provide communications and engagement support and planning for the State of North Carolina's Department of Environmental Quality (DEQ) - Division of Mitigation Services' "Blueprint," the cornerstone of a state flood planning process to increase community resilience to flooding throughout North Carolina's river basins. Developed and implemented a detailed outreach and engagement plan, including identifying community, local government and nonprofit stakeholders, introduced the Blueprint process and promoted participation and connections among the two basin stakeholder groups. During hybrid and in-person meetings, dozens of River Basin Advisory Group members and Blueprint Partners regularly provide feedback on flooding issues, existing capacity analyses and community priority projects which are used in the final River Basin Action Strategy. Ensured that DEQ's Public Participation Plan best practices are followed to establish and maintain robust community engagement and empowerment. Inclusive outreach efforts include engagement with representatives of the Waccamaw Siouan and Lumbee tribes who call the basin home. Duration: 01/2025-07/2026

NC Resilient Coastal Communities Program – Pender County, NC, NC Dept. of Environmental Quality – Division of Coastal Management.

Outreach and Engagement Lead. Partnered with Pender County planning staff on community-involved planning process to identify the geographically diverse county's individual needs and develop customized resilience projects to address them. Supported staff by identifying a Community Action Team (stakeholders) and developing outreach methods and messaging to encourage public involvement. Also used first-hand knowledge of the county to recognize vulnerable locations and populations and support development of adaptive actions for recurring weather and coastal hazards. Duration: 10/2025-10/2026.



Alex Burke, AICP

GIS Lead



Total Years of Experience

9

Education

M.U.P.D., Urban Planning and Design,
University of Georgia 2021

B.A., Geography, University of Denver,
2015

Certifications

IS-700.B: Introduction to the National
Incident Management System, FEMA,
2016

IS-100.C: Introduction to the Incident
Command System, FEMA, 2016

Professional Affiliations

American Association of Geographers
(AAG)

American Planning Association (APA)

Publications/Presentations

Burke, Alexander S., "The Proctor Creek
Connection: A Critical Link in Atlanta's
Green Infrastructure Network",
Graduate Practicum, University of
Georgia, 2021.

Burke, Alexander S., "Leveraging Base
Level Engineering for Electrical System
Resilience and Mitigation Planning".
Presentation given at the North
Carolina Association of Flood Plain
Managers (NCAFPD)

Mr. Burke is an experienced hazard mitigation and GIS specialist with nine years of focused experience conducting multi-hazard risk assessments, vulnerability analyses, and geospatial data modeling to support federal, state, and local mitigation planning. His background includes extensive work with FEMA-compliant methodologies, including hazard identification, exposure analysis, consequence modeling, and the development of data-driven risk findings that inform mitigation strategies and resource prioritization. Mr. Burke has supported risk assessments for statewide and multi-jurisdictional hazard mitigation plans, performed complex geospatial modeling for critical infrastructure and natural resources, and provided technical QA/QC for large-scale datasets used in HMA projects and plan development. His blended expertise in GIS, hazard analysis, and HMA program support positions him as a strong Risk Assessment Lead for county-level mitigation planning initiatives.

Representative Key Experience:

Mr. Burke supports the development of county- and state-level hazard mitigation plans with a specialized focus on hazard identification, multi-hazard risk assessment, and geospatial analysis. His work includes evaluating hazard frequency, severity, and exposure; performing spatial analysis of critical facilities and vulnerable populations; and producing risk-based findings that guide mitigation strategy development. He has contributed risk assessment components to plans for:

- Pinellas County, FL – Multi-Jurisdictional Local Mitigation Strategy (2024)
- Jefferson Parish, LA – Multi-Jurisdictional Hazard Mitigation Plan (2024)
- North Dakota – Enhanced Mitigation Mission Area Operations Plan (2023)
- North Dakota – Electrical Power System Resiliency Annex (2022)
- Spartanburg County, SC – Multi-Jurisdictional Hazard Mitigation Plan (2021)

Hazard Mitigation Assistance (HMA) Program, Massachusetts Emergency Management Agency (MEMA), Boston, MA. Planner II.

Mr. Burke supports the state's HMA program with a strong analytical focus. He reviews FEMA Benefit-Cost Analyses (BCAs), conducts data validation, and supports communities in developing risk-based mitigation grant applications. His work strengthens the connection between hazard risk, project justification, and mitigation outcomes across the state's mitigation portfolio. Duration: 11/2021–Present.



**Hazard Mitigation Assistance (HMA) Program, Florida
Division of Emergency Management. Planner II.**

Provided direct technical assistance to communities impacted by Hurricanes Ian and Idalia, supporting data gathering, hazard exposure analysis, and development of HMGP applications grounded in documented risk. Conducted outreach to local officials to ensure alignment between local hazard conditions, vulnerability, and proposed mitigation scopes. Duration: 5/2023–12/2024.

**Hazard Mitigation Assistance (HMA) Program, City of
Houston Finance Department, Houston, TX. Sr. Planner**

II. Provided direct technical assistance to communities impacted by Hurricanes Ian and Idalia, supporting data gathering, hazard exposure analysis, and development of HMGP applications grounded in documented risk. Conducted outreach to local officials to ensure alignment between local hazard conditions, vulnerability, and proposed mitigation scopes. Duration: 5/2023–12/2024.



Jenny Grivas, RLA

Lead Planner



Total Years of Experience

20

Education

B.A., Landscape Architecture, Ball State University, 2008

Licences

Registered Landscape Architect.
Pennsylvania 0030323, 2012

Professional Development

Joint Engineer Training Conference and Expo (JETC) Series - Resiliency and National Security Tract, Society of American Military Engineers (SAME), May 27-30, 2020

Design DC 2019, Washington Architectural Foundation, September 16-18, 2019

Ms. Grivas is a seasoned hazard mitigation and resilience planning specialist with 20 years of experience supporting federal, state, and local agencies in developing robust, data driven mitigation and master planning documents. Her work includes quality control review and development of multi jurisdictional and statewide hazard mitigation plans, facilitation of planning charrettes, development of future conditions analyses, and incorporation of climate resilience, sustainability, and risk informed planning strategies. She brings a strong background in site analysis, stakeholder engagement, multi hazard assessment, and the production of clear, defensible planning graphics and documentation. Her experience spans a range of projects—from statewide plan updates to installation level resilience planning—positioning her as a valuable contributor to comprehensive hazard mitigation planning efforts.

Representative Key Experience:

North Carolina Resilient Coastal Communities Program plan in Pender County. Ms. Grivas is serving as a planner and quality control reviewer for this comprehensive mitigation plan which includes identification of high risk areas with the development of a project list paired with funding options. Includes extensive community engagement. Duration: October 2025 -present

Jefferson Parish Multi-Jurisdictional Hazard Mitigation Plan. Jefferson Parish, LA. Quality Control Reviewer. Assisted in the final review of the draft of each section of the Hazard Mitigation Plan for Jefferson Parish. Duration: 2024-2025.

North Dakota Enhanced Statewide Multi-Hazard Mitigation Plan Addendum. Quality Control Reviewer. Assisted in multiple levels of review for the drafts of an addendum to the existing North Dakota Enhanced Statewide Multi-Hazard Mitigation Plan. Duration: 04/2022-12/2022

Alabama Armory Statewide Readiness Center Master Plan Development Services, AL. Quality Control Reviewer. Provided comprehensive technical reviews emphasizing resilience, long-term asset sustainability, and risk-informed planning strategies. Supported the development of statewide planning alternatives that evaluated vulnerabilities, constraints, and future conditions to guide short-, mid-, and long-range decision making. Contributed to a resilience-oriented planning framework that integrated lifecycle asset management, capital investment strategies, and adaptive recommendations to support the long-term operability and sustainability of Readiness Center facilities. Duration: 2022-2023. Fee: \$456K.



AFCEC, Development of District Plans at Various

CONUS Installations. Landscape Architect and Quality Control Manager. Led the project team through significant operational transitions, guiding the development of district plans rooted in resilience principles and data-driven analysis. Directed workflows and deliverables that incorporated extensive GIS-based evaluations of existing conditions, climate change exposures, and infrastructure vulnerabilities. Produced future development frameworks and regulating plans that supported resilient installation growth, sustainable land use, and mission assurance. The project scope included integration of climate change resilience, infrastructure capacity assessments, energy and water security considerations, transportation network resilience, anti-terrorism/force protection needs, and long-range sustainability planning. Duration: 2021-2023. Fee: \$1.2M.

Master Plan Update, HQ Special Operations Command South (SOCSOUTH) HQ Leased-Site at Homestead FL; USACE-Mobile District.

Landscape Architect. Supported the development of an updated master plan with an emphasis on climate-driven vulnerabilities and long-term site resilience. Produced site planning alternatives and associated graphics that incorporated projected sea level rise, future conditions, and adaptive strategies to support mission continuity. Provided recommendations focused on mitigating environmental risks, improving site durability, and strengthening the installation's ability to accommodate changing climate and operational needs. Duration: 09/2018-04/2019.

AtkinsRéal



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