

MEMORANDUM

AGENDA ITEM #III.F

DATE: NOVEMBER 2, 2015

TO: COUNCIL MEMBERS

FROM: STAFF

SUBJECT: HIRING NEW EXECUTIVE DIRECTOR INCLUDING CONSIDERATION OF EXECUTIVE COMMITTEE RECOMMENDATION

Please find attached the agenda packet for the October 26th meeting of the Executive Committee.

The Executive Committee will make a report and recommendation to the Council at the November 2nd Council meeting.

Recommendation

Approval of the attached report and recommendation.



South Florida Regional Council
3440 Hollywood Boulevard, Suite 140, Hollywood, Florida 33021
954.985.4416 Phone, 954.985-4417 FAX
www.sfregionalcouncil.org

October 22, 2015

Executive Committee
South Florida Regional Planning Council

Dear Members of the Executive Committee:

I am pleased to submit my name and qualifications for your review and consideration for the position of Executive Director of the Council.

When I look to the future, I see the Council as the premiere public policy agency and thought leader in the region, providing data and analysis, and leading the way in educating and sharing information with policy makers, business, academic, nonprofit, philanthropic, and community leaders. Through this work the Council would support the region's leaders in their efforts to maximize opportunities and address the challenges that threaten our communities, economic vitality, quality of life, and environmental integrity of our region.

I see the Council taking a more active role in understanding the needs of our regional stakeholders and working with them to advance and add value to their work, increase efficiency and effectiveness, and helping them achieve their goals in support of creating a region of shared prosperity and opportunity for all members of our community.

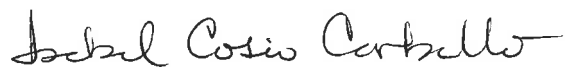
Yes, much has changed since the Council was voluntarily created by its member units of local government in 1969. But the reason for coming together remains the same. There is great value in regional alliances and coordination to create shared benefits for the region as a whole.

The members of this Board bring tremendous talent and commitment to this collaborative, regional partnership, as do members of Council staff. Our region is full of talented individuals and dynamic, innovative organizations and institutions that are working every day to advance the betterment of the region's communities, economy, and environment. We are all connected. We rise and fall together. I believe that the Council needs to be the glue that keeps the region working and progressing together. So when I am asked by friends and colleagues, "Is the Council still needed? Is it still relevant today?" I say "Yes!" More than ever! Our challenges are more complex and the stakes are higher.

We need to be championing regionalism and regional solutions, reaching out into the community, and repositioning the Council. We need to be the strong, regional voice leading the way forward.

I look forward to our conversation on Monday. Thank you for your time and the opportunity to share some ideas and have a conversation with you.

Sincerely yours,

A handwritten signature in cursive script, reading "Isabel Cosio Carballo".

Isabel Cosio Carballo

PROFESSIONAL EXPERIENCE

Director of Public Affairs
South Florida Regional Planning Council
February 2011 – present

In my role of Director of Public Affairs, I serve as a resource, advisor, and agency liaison to policymakers, and community and regional stakeholders. As a senior staff member, I assist in the development and review of grant applications, and in the implementation of Council programs and projects. I work with federal, state, and local partners and organizations to identify resources and opportunities for collaboration and innovation that will enhance the quality of life and economic vitality of the South Florida region and state of Florida.

Beginning in January 2010 I spearheaded, in partnership with the Treasure Coast Regional Planning Council and other regional partners, the creation and organization of the Southeast Florida Regional Partnership, a seven-county collaboration of public, private, nonprofit, and community partners spanning from Monroe County northward through Indian River County.

Working with regional stakeholders, I led the development of the successful application to U.S. HUD's inaugural Sustainable Communities Planning Grant Program, and in 2010 the Southeast Florida region was named one of only 45 "Sustainable Communities" in the nation. This designation awarded Southeast Florida \$4.25 million, one of the top four planning grants in its category, for the development of a seven-county, 50-year regional vision and strategic investment plan known as the "Seven50: Southeast Florida Prosperity Plan." With more than 175 partners and supporters, and more than \$2,000,000 in local partner match, the Seven 50: Southeast Florida Prosperity Plan was completed in 2014. Today it provides an initial framework for regional collaboration and action to enhance Southeast Florida's economy, environment, and communities.

In 2014-15, I developed, in partnership with Council staff member Ms. Karen Hamilton, a comprehensive, community revitalization strategy for the 79th Corridor Community in unincorporated Miami-Dade County. Spearheaded by Neighborhood Housing Services of South Florida, the Urban League of Greater Miami, and the 79th Street Corridor Initiative, this effort is supported by the national *Partners in Progress* program sponsored by Citi Foundation, the Federal Reserve Bank of San Francisco, and the Low Income Investment Fund. Community stakeholders are now working together to expand their partnership and implement the plan.

I am currently leading an effort to create the Southeast Florida DataCommon. Working in partnership with key regional stakeholders, the DataCommon partnership seeks to develop a regional data portal that features an interactive platform for exploring data along with a collaborative space for engaged indicator analysis. The program's goal is to enhance understanding of policy issues on a broader scale by enabling access and sharing of up-to-date spatial data, visualization tools, as well as technical assistance and support. The program is to be implemented through a regional partnership and will enhance understanding of the challenges and opportunities facing Southeast Florida.

Legislative and Public Affairs Coordinator
South Florida Regional Planning Council, 2001 to February 2011

As Legislative and Public Affairs Coordinator, I worked with the Executive Director in community and media outreach, and in public relations and intergovernmental coordination efforts. I tracked local, state, and federal legislation affecting the Council and its interests, and promoted the development of new partnerships and cooperative efforts among the region's stakeholder groups.

I provided professional and administrative support to the South Florida Regional Business Alliance, a regional coalition of private sector CEOs working collaboratively across jurisdictional boundaries to address regional issues including transportation, affordable and workforce housing, and education. Responsibilities included policy research, and the coordination and execution of seven RBA "Fly-In" trips to Tallahassee for the purpose of meeting with key elected and appointed officials to advocate for South Florida's priority needs in education, affordable housing, and transportation.

Key successes included securing a \$300,000 MacArthur Foundation grant to support their work, and assisting in the successful designation by state elected officials of a dedicated funding source for the South Florida Regional Transportation Authority. As part of the Southeast Florida Prosperity Plan process the newly renamed South Florida Business Alliance has taken steps to formalize and expand its organization to serve as the regional voice of business for the region.

Eastward Ho! Regional Coordinator
South Florida Regional Planning Council, December 1996 to 2001

As regional coordinator I was responsible for the roll-out and implementation of the nationally recognized Eastward Ho! initiative. I served as a liaison for the Department of Community Affairs, 70 Eastward Ho! communities, and the South Florida and Treasure Coast Regional Planning Councils. I was also a point of contact for other public and private agencies and interested members of the community. Responsibilities included, but were not limited to, providing information about Eastward Ho!, developing and prioritizing strategies to further implement Eastward Ho!, and identifying resources that could be directed to enhancing and redeveloping Southeast Florida's historic communities.

I worked with state and federal partners to access resources to further implementation of Eastward Ho! and identified opportunities to integrate diverse activities into a coherent strategy. My responsibilities included extensive public outreach to members of the community including civic associations; state, local, and federal agencies and elected leaders; public and private members of the community; members of the press; and other interested parties. A key success was designation of Miami-Dade, Broward, and Palm Beach counties as one of the nation's inaugural 16 "Brownfields Showcase Communities" in 1998. This designation has resulted in substantial resources for the assessment, remediation, and redevelopment of brownfields in Southeast Florida.

Broward County Office of Intergovernmental Affairs
Legislative Liaison, September 1993 to November 1996

This highly responsible public policy position involved identifying and lobbying for favorable policies and programs, and stopping adverse legislation, to protect the interests of the citizens and government of Broward County. Responsibilities included, but were not limited to, identifying and prioritizing policy issues and projects for inclusion in the County's legislative and appropriations programs; advocating for the County's legislative program and policies at the state and federal levels; developing and maintaining meaningful professional contacts with local, state, and federal elected and appointed officials; and responding to the legislative needs

and inquiries of the county commission, county administration, county staff and other interested stakeholders. I was responsible for lobbying on myriad issues of interest to the Commission, with special focus on environmental resource enhancement and protection. I worked closely with the Broward County Department of Natural Resource Protection, their partners in Miami-Dade and Palm Beach counties, as well as a statewide association of local environmental officials to stop numerous legislative proposals which would have caused great harm to environment and community residents. I represented the County in Tallahassee before the state legislature, at conferences, and other public and professional meetings. A key success was derailing business-led efforts to implement environmental self-audits with insufficient state oversight. Efforts to weakened state cleanup standards and delay the remediation of petroleum and dry cleaning contaminated sites were also defeated.

State Senator Mario Diaz Balart, 37th District
Chief of Staff / Legislative Assistant, November 1992 to August 1993

As the Senator's Chief of Staff and Legislative Assistant, I was responsible for assisting in the development and passage of the Senator's legislative program. This effort included conducting extensive research and analysis, advocating for the Senator's legislation before House and Senate committees, and working directly with members of the Legislature, committee and legislative staff, as well as lobbyists, coalitions, and members of the media to garner support for passage of the Senator's proposals. Additional responsibilities included, but were not limited to, supervision and management of district office employees and activities, day-to-day administration of the legislative office including budgeting, public outreach and community engagement, assisting constituents, preparation and distribution of legislative newsletters and press releases, and representing the Senator at meetings and conferences. Key successes were securing dedicated funding for the Florida Foster Care Review Project and assisting constituents with very specific legislative needs that made a difference in their ability to earn a living and take care of their families.

State Representative Mario Diaz-Balart, 115th District
Chief of Staff / Legislative Assistant, November 1988 to November 1992

Responsibilities described above.

SKILLS INCLUDE

- Excellent written and oral communication skills
- Developing and sustaining multi-sector and community partnerships and collaborative networks
- Strong organizational and research skills, including legislative and policy issue research
- Excellent interpersonal and consensus-building skills
- Public policy advocacy and lobbying
- Public speaking
- Engagement of policy makers on the federal, state, regional, and local level
- Grant writing, grant management
- Preparation of reports and policy briefs
- Project design, budgeting, management, and evaluation
- Administrative and human resources management
- Event planning and execution
- Constituent outreach and services
- Media relationships
- Microsoft Word, PowerPoint, Excel, Outlook
- Fluent in Spanish and English

PUBLIC SERVICE

- Member, Greater Fort Lauderdale Alliance 6 Pillars Steering Committee, 2012 - present
- Vice Chair | Secretary | Executive Board Member, The Good Government Initiative, June 2011 to present
- Member, South Florida Regional Transportation Authority, Citizens Advisory Committee, September 2008 to 2011
- Alternate Member, South Florida Water Management District Water Resources Advisory Committee, 2005-2010; Member, 2010 – August 2011
- Member, State Affordable Housing Study Commission. November 1999 – July 2003
- Chair, City of Hollywood City Wide Master Plan Task Force Public Facilities and Infrastructure Committee, 2000-2001
- Member, Florida Commission on Government Accountability to the People, August 1994 - 1998

EDUCATION

Florida International University | Miami, Florida

Master of Public Administration, April 2014

Academic Honors and Awards:

College of Arts and Sciences Award for Outstanding Academic Achievement in the Master of Public Administration; Phi Alpha Alpha (Public Administration); Golden Key; Phi Kappa Phi; and 2014 American Society for Public Administration Founders' Fellow

University of Texas at Austin | Austin, Texas

Bachelor of Arts, May 1984

International Business / Business Administration

Academic Honors: Dean's List, Phi Kappa Phi, Golden Key, Beta Gamma Sigma

University of Miami | Miami, Florida

August 1979 – December 1980

Academic Honors: Dean's List

Certificates: Broward College | Fort Lauderdale, Florida

Social Media for Business, August 2014

Recipient:

1988 Addy Award for Spanish Media Campaign

Alert '88 – Statewide campaign against Amendment 10

REFERENCES

Available upon request

Personal Letters of Support

Federal Elected

U.S. Congressman Mario Diaz-Balart

State Elected

Senator Jack Latvala, Chair, Senate Transportation and Economic Development Subcommittee on Appropriations

Academic Partners

Broward College – President J. David Armstrong, Jr.

Florida International University - Dr. Mark B. Rosenberg, President

Florida International University, - Mohamad Alkadry, Ph.D., Director, Master of Public Administration Program & Professor, Department of Public Administration

Miami Dade College – Dr. Rolando Montoya, College Provost

Shaoming Cheng, Ph.D., Associate Professor, FIU Department of Public Administration

Steve Sauls, former Vice President of Governmental Relations, Florida International University

Thomas Gustafson, J.D., Director, Research Programs, Office of Finance & Administration, Florida International University

Economic Development / Business Partners

Economic Development Board of Palm Beach County – Kelly Smallridge, President and CEO

Greater Fort Lauderdale Alliance – Bob Swindell, President & CEO; Ron Drew, Senior VP, Marketing and Communications

Greater Hollywood Chamber of Commerce – Anne T. Hotte, CEO & Executive Director

Greater Miami Chamber of Commerce – Barry E. Johnson, President & CEO

The Broward Workshop – Kareen Boutros, Executive Director

Carla L. Coleman, Florida Director, Urban Land Institute

Transportation Partners

Broward MPO – Gregory Stuart, Executive Director

South Florida Regional Transportation Authority – Jack L. Stephens, Executive Director

Additional Recommendations – State, Community-Based, Nonprofit

79th Street Corridor Initiative – Ron Butler, Executive Director

Charles G. Pattison, Policy Director, 1000 Friends of Florida

Florida Housing Coalition – Jaimie A. Ross, President & CEO

Good Government Initiative – Katy Sorenson, President & CEO

Jon Van Arnam, Deputy County Administrator

Neighborhood Housing Services of South Florida – Arden Shank, President & CEO

New Urban Development / An Affiliate of the Urban League of Greater Miami – Oliver L. Gross, President

National Partners

Denver Regional Council of Governments – Jennifer Schaufele, Executive Director

Metropolitan Council – Mark E. Vander Schaaf, Regional Planning Director



**Congressman Mario Díaz-Balart
25th District**

9737 NW 41st Street • Suite 232 • Doral, Florida 33178

October 21, 2015

Executive Committee and Board of the
South Florida Regional Council
3440 Hollywood Boulevard, Suite 140
Hollywood, Florida 33021

To Whom it May Concern:

It has been my pleasure to know Isabel Cosio Carballo in both a personal and professional capacity for nearly thirty years. She is a trusted friend and colleague, and a tremendous resource to me and my staff. She is also well regarded by other members and staff of the South Florida Congressional Delegation, with long-standing relationships dating back to her years of work in the Florida House and Senate.

Isabel was the manager of my first, and successful, campaign for public office. Immediately following the campaign, I hired her as my Legislative Aide; a capacity in which she served for four years in the Florida House of Representatives and almost two years in the Florida Senate. She was an invaluable ally to me. I attribute much of my early success to her dedication, attention to detail, strong interpersonal skills, and good counsel. Throughout our careers, we have continued to work closely together to advance good public policy for the betterment of our region, state, and nation.

Isabel is an unabashed and passionate regionalist who enjoys the confidence, friendship, and trust of many of the region's public, private, nonprofit, and community leaders. Her public service experience is unique in that she has worked at the state, local, and now regional level. This enables her to have a first-hand, in-depth understanding of the challenges facing elected officials and staff at all levels of government. She works closely with members of South Florida's business community as well as public, nonprofit, and community-based partners to better understand their perspectives and needs, and advance their success, while advancing the public good. To the benefit of all, Isabel serves as a "community connector," connecting individuals and organizations to the partners they need to be more successful in their work.

Her deep knowledge and understanding of the SFRPC and its unique role, challenges, and opportunities cannot be overestimated. She has been a vitally important player in this organization for years, and perhaps no other candidate can match her ability to hit the ground running. In short, Isabel is an outstanding candidate for the position of Executive Director of the South Florida Regional Planning Council, which will benefit greatly from her experience, knowledge, education, skills, and passion for public service.

I hope you will seriously consider her application for the position of Executive Director, in accordance with all applicable rules and regulations. If I may answer any other questions about Isabel, please do not hesitate to contact me.

Sincerely,

A handwritten signature in blue ink, appearing to read 'M. Diaz-Balart', with a large, stylized flourish extending from the end.

Mario Diaz-Balart
Member of Congress



THE FLORIDA SENATE

Tallahassee Florida 32399-1100

COMMITTEES:
Appropriations Subcommittee on
Transportation Tourism and Economic
Development *Chair*
Appropriations
Commerce and Tourism
Governmental Oversight and Accountability
Regulated Industries
Rules

SENATOR JACK LATVALA
20th District

October 20, 2015

The Executive Committee and Board of the
South Florida Regional Council
3440 Hollywood Blvd., #140
Hollywood, FL 33021

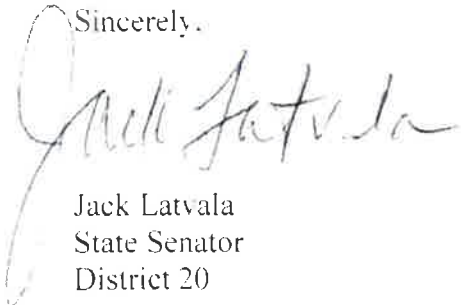
Dear Members:

I am writing in support of Ms. Isabel Cosio Carballo for the position of Executive Director for the South Florida Regional Council.

I have worked with Ms. Cosio Carballo since I first came to the Florida Senate in 1994 and have found her to be very responsible and knowledgeable on many issues but especially those that fall within the realm of the regional councils. Being the chair of the Senate Transportation and Economic Development Subcommittee on Appropriations, I work with many diverse stakeholders. Ms. Cosio Carballo has demonstrated the ability to advocate effectively for our communities, regions and the State of Florida. Her dedication to public service and high ethical standards provide her with the ability to be successful in leading the Council forward in a manner in which we can be proud.

I would like to again express my support for Ms. Cosio Carballo for the position of the Executive Director for the South Florida Regional Council. I welcome any questions you might have regarding her professional work.

Sincerely,



Jack Latvala
State Senator
District 20

REPLY TO

☐ 26133 U.S. Highway 19 North, Suite 201, Clearwater, Florida 33763 (727) 793-2797 FAX (727) 793-2799
☐ 408 Senate Office Building, 404 South Monroe Street, Tallahassee, Florida 32399-1100 (850) 487-5020

Senate's Website www.flsenate.gov

ANDY GARDINER
President of the Senate

GARRETT RICHTER
President Pro Tempore



Office of the President
Willis Holcombe Center
111 East Las Olas Boulevard, Fort Lauderdale, FL 33301
Phone: 954-201-7401/Fax 954-201-7357

J. David Armstrong, Jr., President

October 21, 2015

Executive Committee and Board of the
South Florida Regional Council
3440 Hollywood Boulevard, Suite 140
Hollywood, Florida 33021

Dear Committee and Board Members:

For more than five years I have enjoyed my professional relationship Ms. Isabel Cosio Carballo, Director of Public Affairs at the South Florida Regional Council.

I have worked closely with Ms. Cosio Carballo on numerous initiatives over the last few years including Six Pillars Broward County, of which she is a steering committee member, and the development of the Southeast Florida Regional Partnership and Seven50: Southeast Florida Prosperity Plan. I have found her to be a thoughtful, articulate advocate for good public policy, regionalism, and collaboration in the region.

In the course of her work I have observed her productive, positive relationships with important members of the community. I have found that she continuously seeks opportunities to elevate and assist partner organizations like Broward College through her efforts. On more than one occasion, she has reached out to me and my staff to offer the opportunity to be part of a larger regional or national discussion on issues of importance to Broward College and our region.

Her friendly approach, education, and professional expertise are just a few of her qualities. Her extensive relationships and genuine concern for the wellbeing and success of partner organizations such as Broward College, engenders trust and makes her an effective advocate for the Council and our community.

It is without hesitation that I recommend Ms. Cosio Carballo for the position of Executive Director of the South Florida Regional Council. Broward College is committed to assisting Ms. Cosio Carballo and the Council as it moves forward in the future.

I appreciate your consideration and make myself available to provide additional information about Ms. Cosio Carballo.

Sincerely,

J. David Armstrong, Jr.
President

October 22, 2015

Executive Committee and Board of the
South Florida Regional Council
3440 Hollywood Boulevard, Suite 140
Hollywood, FL 33021

Re: Letter of support for Isabel Cosio Carballo

To whom it may concern:

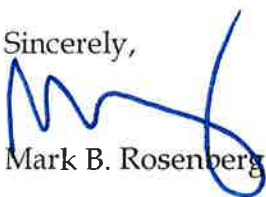
It has been my pleasure to know Isabel Cosio Carballo in a professional capacity for more than 20 years, dating from her work as a trusted staff member to a member of the Florida Senate. Over the past twelve years I have worked in partnership with Ms. Cosio Carballo on a number of regional initiatives such as Seven50 and Southeast Florida 2060, as well as in advocacy for a wide range of other community building projects and programs.

A native-born South Floridian, Ms. Cosio Carballo has a genuinely deep grasp of our region's challenges and resources, having built an enviable network throughout South Florida, the State and with many national foundations. She has the educational background, practical knowledge, and abilities needed to work effectively directly with elected and appointed members of an agency such as the Regional Planning Council to lead our region through its next set of challenges and to craft needed solutions.

Ms. Cosio Carballo is able to bridge differences from all of the many groups here in South Florida, is open to hearing a variety of points of view and welcomes new ideas. She is also a person who is very committed to seeking common ground among people with different interests and perspectives. As a result, she is very well liked and greatly respected in the community.

I hope you will seriously consider her application for the position of Executive Director. If I may answer any other questions about Ms. Cosio Carballo, please do not hesitate to contact me.

Sincerely,



Mark B. Rosenberg

OFFICE OF THE PRESIDENT

Modesto A. Maidique Campus, Miami, Florida 33199 • (305) 348-2111 • Fax: (305) 348-3660

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October 21, 2015

Executive Committee and Board of the
South Florida Regional Council (SFRC)
3440 Hollywood Boulevard, Suite 140
Hollywood, Florida 33021

Dear SFRC Executive Committee and Board Members:

It is my pleasure and honor to support the application of Ms. Isabel Cosio Carballo for the position of Executive Director of the South Florida Regional Council. I have known Ms. Carballo in several capacities: as an Executive Master of Public Administration (EMPA) student, as a presenter at a conference, as a guest speaker, and as a community leader. There are several reasons why Ms. Carballo will make an excellent leader of this important regional body.

Although Isabel and I worked on behalf of two different organizations (I worked for the Center of Urban Redevelopment and Empowerment at FAU) on the Eastward Ho! Initiative in 1996-2000, we only met 4 years ago when she applied and joined our Executive MPA program at Brickell. Since then, Isabel has struck me as an amazing public servant with critical thinking skills, due-diligence, professionalism, attention to big picture as well as details, and an outstanding work ethic. I am usually happy to see 2 or three of these characteristics in a public servant, but Isabel combines them all. She was often the voice of reason in the EMPA cohort of public leaders and in community sessions that I have seen her lead. I am honored to know her, and I think the SFRC is lucky to have her on staff.

The EMPA program is a full-time accelerated program completed by students in 16 months. We admit the best and the brightest students for that program. Isabel not only completed the program on time, but also received two very important recognitions. She was inducted in the Global Honor Society of Public Administration which is granted to a select-few MPA students across the country. She was also recognized with an Outstanding Academic Achievement award from FIU. In context, Isabel was selected by 14 faculty members as the best of breed among nearly 300 MPA graduate students in the most competitive MPA program in the State of Florida.

First, Ms. Carballo has more than 2 decades of experience in South Florida and particularly at the SFRC where she has served in several positions leading up to her current role. This vast experience in leadership positions at SFRC gives her excellent capacity to liaison properly between the Board and other community partners. She is widely respected in the community and has become an important part of the SFRC brand, and its successful programs over the past decade.

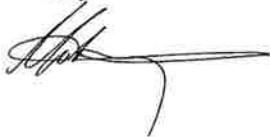
At SFRC, Ms. Carballo has played leadership roles in several Council and community initiatives over the years. These include the Southeast Florida Regional Partnership, the HUD Sustainable Communities Planning Grant, the 79th Corridor Community project, the Southeast Florida

DataCommon, the Eastward Ho! Initiative, Brownfields Showcase Communities, and The Good Government Initiative. Common among all these initiatives is her building of bridges with other community organizations and leaders. Isabel's record in these programs is shiny, but it is also the best support for Isabel's appointment as Executive Director of SFRC. She will maintain current bridges and build even more bridges with local governments and the community.

In summary, Isabel is committed to public service, and is equally committed to the critical functions of the SFRC. She has a great vision for a forward-moving agency. She is a bridge-builder and has the academic training and the street-level-smarts to lead SFRC for the next few years. I cannot think of a smarter or more competent person to play that role. As Executive Director, Isabel will lead SFRC to a very prosperous future.

If you have any questions about this support letter, please contact me at malkadry@fiu.edu or 305-903-9990.

Sincerely Yours

A handwritten signature in black ink, appearing to read 'Mohamad Alkadry', with a long horizontal flourish extending to the right.

Mohamad Alkadry, Ph.D.
Director, Master of Public Administration Program &
Professor, Department of Public Administration



**Miami Dade
College**

Dr. Rolando Montoya
College Provost
rmontoya@mdc.edu

October 21, 2015

Executive Committee and Board of the
South Florida Regional Council
3440 Hollywood Boulevard, Suite 140
Hollywood, Florida 33021

Dear Committee and Board Members:

For more than ten years I have enjoyed my professional relationship with Ms. Isabel Cosio Carballo, Director of Public Affairs at the South Florida Regional Council. She was instrumental in incorporating Miami Dade College into a regional network that advocates for the wellbeing of our community and for the resolution of critical issues.

I have worked closely with Ms. Cosio Carballo on the submission of grant proposals, the organization of public events, and on advocacy in favor of our South Florida region. I have directly observed her deep grasp of our region's challenges and resources, her energy, her motivation, and her commitment to achieve challenging goals. Her cordial and friendly approach has helped the Council to work effectively with diverse partners and stakeholders to create a united coalition to address our regional needs.

I feel very comfortable recommending Ms. Cosio Carballo for the position of Executive Director of the South Florida Regional Council; her education, experience, and abilities will certainly benefit the organization and the region.

I appreciate your consideration and make myself available to provide additional information about Ms. Cosio Carballo

Sincerely,

Dr. Rolando Montoya
College Provost, Operations



October 19, 2015

Executive Committee and Board of the South Florida Regional Council
3440 Hollywood Boulevard, Suite 140
Hollywood, FL 33021

Dear Executive Committee and Board Members:

It is my greatest pleasure to support Ms. Isabel Cosio Carballo's application for the Executive Director of the South Florida Regional Council.

I have known Ms. Carballo since she was pursuing her Executive Master of Public Administration (EMPA) education at Florida International University. As a researcher whose major research interests and expertise on regional and inter-jurisdictional public affairs, I am truly impressed by her extensive knowledge on regional competition, cooperation and collaboration, by her deep understandings of challenges and opportunities facing the South Florida Region, by her substantive experience of implementing various regional initiatives ranging from business alliance, to multi-jurisdictional data sharing, to transportation, to affordable and workforce housing, and to education, and by her superior abilities to partner and work effectively with numerous stakeholders in the Region and beyond.

Having served as a visionary leader and untiring advocate of the Region, Ms. Carballo is an ideal candidate to lead the Region and take on the challenges and opportunities that will make our South Florida even greater.

In addition to my enthusiastic support, I am more than happy, if needed, to elaborate on Ms. Carballo's qualifications and potential contributions, as the Executive Director, to the South Florida Region.

Respectfully,

Shaoming Cheng
Associate Professor
Department of Public Administration
Florida International University
Phone: 305-348-0432, E-mail: scheng@fiu.edu

Steve Sauls

720 NE 62nd Street, #313
Miami, Florida 33138

October 20, 2015

Executive Committee and Board
South Florida Regional Council
3440 Hollywood Boulevard, Suite 140
Hollywood, Florida 33021

Dear Members of the Board:

As the long-serving Vice President of Governmental Relations of Florida International University (now retired). I've had the privilege of working with hundreds of community leaders, yet some stand out as superlative public servants and community partners. On such community leader is Isabel Cosio Carballo, whom I understand has applied for the open position of Executive Director.

Although I've known and worked with Isabel for more than 20 years, I recently had the privilege of working closely with her on the Seven50 Project, both in the development and advocacy of the HUD grant award, and as a member of the Seven50 Executive Committee. In my professional opinion, South Florida would not have received this important regional planning grant had it not been for the work of Isabel. Her success is even more impressive given the succession of leadership staff of the South Florida Regional Council.

Although retired as a Vice President at FIU, I am continuing to consult with the university on issues relating to regional transportation and sea level rise, critical strategic issues for our South Florida community, and issues important to the Seven50 project. Therefore, I am keenly interested in the quality of leadership that you select to manage and lead the Council forward.

Isabel has the experience, commitment, skills and bipartisan support that would give me the confidence that the work of the Council will continue to advance. Consequently, I hope that you will give her every consideration. Should you or a representative of the board like additional information, please don't hesitate to give me a call. My personal cell phone number is 786-239-8957.

Respectfully,

Steve Sauls

October 21, 2015

**Executive Committee and Board of the
South Florida Regional Planning Council
3440 Hollywood Boulevard, Suite 140
Hollywood, Florida 33021**

To Whom it May Concern:

I am unfamiliar with your process for selection of an Executive Director for the SFRPC, but if you seek an effective leader and problem solver, you could do no better than selecting Isabel Cosio Carballo.

I have known Isabel for more decades than she will want to admit and in that time I can say she has never disappointed those who worked with her. She approaches her tasks with a surprising amount of both good will and grim determination.

She is the main responsible party in many collaborative initiatives including the Southeast Florida Regional Partnership that lead to the \$4.25 Million US HUD Sustainability Communities Regional Planning Grant that produced the Seven50 Prosperity Plan.

Without her skills, perseverance and leadership such efforts would have never gotten off the starting blocks, much less completed.

The unique challenges and opportunities facing South Florida are quite complex and real. There exists an opportunity for the SFRPC to assert itself with its community partners during this and the coming decade so that challenges are met and opportunities are embraced.

Ms. Carballo is well suited to serve you as the SFRPC Executive Director in such endeavors. I hope you agree with my assessment that, with her in a leadership role, SFRPC can help point South Florida towards a prosperous future.

Tom Gustafson, J.D.
Director, Research Programs
Office of Finance & Administration
Florida International University
[11200 SW 8th Street, GL470](#)
[Miami, Florida 33199](#)
Email: tgustafs@fiu.edu
Office: [305 348-4748](tel:3053484748)
Cell: [954 661-7848](tel:9546617848)

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Palm Beach County's
Economic Development Resource

October 22, 2015

South Florida Regional Council
3440 Hollywood Blvd.
Suite 140
Hollywood, FL 33021

Dear Executive Committee and Board of the South Florida Regional Council,

I have known Isabel Cosio Carbello for a number of years through her work at the South Florida Regional Council.

As a member of the Executive Committee for the Seven50 regional project, I had the opportunity to work with her more closely over the last two and a half years, as she is the Partnership Coordinator for South Florida. We have enjoyed an excellent working relationship, and I have found her to be a hard worker with strong relationship skills.

Her long experience at the Council, as well as her ability to pull together multiple and diverse stakeholders, would serve her well in the position of Executive Director. I know that she values collaboration, as it produces more success in all of our efforts to create greater opportunity, prosperity, and quality of life in Southeast Florida.

I have no doubt that Isabel would continue to serve the Council well as Executive Director. The Business Development Board looks forward to continued partnership with the Council.

Sincerely,

A handwritten signature in black ink that reads "Kelly Smallridge". The signature is fluid and cursive, with the first name "Kelly" being more prominent than the last name "Smallridge".

Kelly Smallridge
President and CEO

October 20, 2015

To: The Executive Committee and Board of the South Florida Regional Council

By way of this letter, it is with great pleasure that we recommend Isabel Cosio Carballo for the position of Executive Director of the South Florida Regional Council.

In our roles with the Greater Fort Lauderdale Alliance, Broward County's official economic development partnership, and the Six Pillars Broward strategic planning process, we have had the privilege to work with Isabel on numerous projects over the past ten years.

Her leadership on those projects, along with her outstanding organizational skills and attention to detail, is always exceptional, and she has been a valued partner bringing great value to the projects on which we've collaborated. We know any project or organization that Isabel leads will be a tremendous success.

Isabel's background working on local, regional and statewide projects, and with the federal government, is a true asset to our region and to the Council, as is her ability to develop and sustain community partnerships and coalitions on a number of fronts. Much of the Council's success has been due to her leadership in the organization and in the community.

We hold Isabel in the highest regard, and it is with great pride and confidence that we make this recommendation.

With warm regards we remain,

Sincerely,



Bob Swindell
President and CEO
Greater Fort Lauderdale Alliance



Ron Drew
Sr. V.P. – Marketing and Communications
Greater Fort Lauderdale Alliance
Executive Director – Six Pillars Broward



October 21, 2015

Executive Committee and Board of the
South Florida Regional Council
3440 Hollywood Boulevard, Suite 140
Hollywood, Florida 33021

To Whom it May Concern:

I have known Isabel Cosio Carballo in a professional capacity for more than 15 years, and it is a privilege to write this letter of reference today in regards to her application to the post of Executive Director of the South Florida Regional Planning Council (SFRPC).

I met Ms. Cosio Carballo at a time when I was leading a regional leadership initiative as the ED of Leadership Broward Foundation. In that capacity, I had invited the Leadership Palm Beach and Leadership Miami-Dade to join me in starting a Regional Leadership Council dedicated to developing better regional collaboration through better understanding of regional issues. We worked with the Alliance, the Becon Council of Miami, and the Economic Council of Palm Beach County as well as the South Florida Regional Planning Council to plan an annual conference focused on identifying regional issues and solutions. Jim Murley and Isabel Cosio Carballo were of great value to the planning and facilitation of the conference. Isabel demonstrated dedicated commitment, knowledge and professionalism at all times. For three years, Isabel worked closely with the Tri-County Leadership Council and the conference grew in scope and attendance.

Unfortunately, the change in leadership of both Leadership Broward and Leadership Palm Beach combined with the recession kicking in.... the Annual Regional Leadership Conference was eliminated. Nevertheless... Ms. Cosio Carballo has remained a most valuable resource to me over the past six years as I now serve as CEO/Ed of the Greater Hollywood Chamber of Commerce.

Ms. Cosio Carballo has an incredible network of legislative aides, elected officials, tri-county and state leaders that can only advance the goals and objectives of the SFRPC. She thoroughly understands our region's challenges and opportunities, and has the knowledge, understanding of the dynamics involved and the relationships necessary to bring creative and collaborative solutions. She will be a dynamic, competent and highly respected leader for the agency as it deals with the latest issues.

I ask that you seriously consider Ms. Cosio Carballo's application for the position of Executive Director. Her 19 years of experience with the SFRPC and her powerful connections to policy makers and partnering agencies, will be great assets to the new leader of the South Florida Regional Planning Council. Please feel free to call me should you have any more questions.

Sincerely and respectfully,

Anne T. Hotte CEO/ Executive Director
GHCC 954-923-4000; Cell: 954-815-9698



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October 23, 2015

TO: The Executive Committee and Board of the South Florida Regional Planning Council

SUBJECT: Recommendation of Isabel Cosio Carballo

This letter is intended to serve as a hearty recommendation of Isabel Cosio Carballo for the position of Executive Director of the South Florida Regional Planning Council. She has the right combination of skills and management attributes to lead the council to help advance our South Florida community.

I have worked with Isabel for many years and I believe she is the most knowledgeable, experienced and dedicated candidate to fill the position. Her passion for her work for the betterment of our community is outstanding. She has the educational background that provides her with critical thinking skills, along with rich community and civic experience. She has the "right stuff" for strong management and outstanding leadership.

Isabel performs her work with integrity and is well known for her ability to work across diverse groups and provide clear direction and true partnership. She is a valued-added partner and resource to the Greater Miami Chamber, South Florida's only regional Chamber - serving members from the Upper Keys to Palm Beach County. I truly believe she is uniquely qualified to take the council to the next level as Executive Director. Isabel is respected by all who know her and have worked with her.

I would summarize my recommendation by stating that she has the right combination of passion, commitment, knowledge, experience and dedication to lead the council forward. She would have no learning curve to overcome and could be effective to the council and our community from day one.

Please let me know if you have questions or if I can provide any other information on Isabel.

Sincerely,

Barry E. Johnson
President/CEO



October 21, 2015

Executive Committee and Board of the
South Florida Regional Council
3440 Hollywood Boulevard, Suite 140
Hollywood, Florida 33021

To Whom it May Concern:

It has been my honor and pleasure to know and work with Isabel Cosio Carballo for the past 17 years. She is a woman with great integrity, ethics, intelligence and grace. Isabel has always had a regional perspective and she consistently considers the big picture in all her work and decision making. She is extremely knowledgeable about a variety of key issues: (transportation, equity, housing, climate change, politics, economic development, and much much more) that affect our region and most importantly she understands how to move policy through our political system.

Isabel is well respected and has personal and professional relationships with individuals from Key West up to Tallahassee and across the nation. The unique thing about Isabel is that she is also well-respected across all sectors: business leaders, politicians, academia, agency/policy makers and the non-profit community.

The Broward Workshop along with the Greater Miami Chamber of Commerce and the Economic Council of Palm Beach County formed the Regional Business Alliance (RBA) in 2002. A regional organization of senior business leaders who's mission was to identify critical issues in the region and facilitate positive solutions. Isabel in her professional position with the SFRPC provided extraordinary expertise and guidance to the RBA in our policy making and advocacy. In fact, Isabel is solely responsible for writing the grant that awarded the RBA a \$300,000 grant from the MacArthur Foundation of Chicago which helped fund the organization for several years.

Isabel has the knowledge, vision and passion to lead the SFRPC into the future. I hope you will seriously consider her application for the position of Executive Director. If I may answer any other questions about Ms. Cosio Carballo, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kareen Boutros', written over a light blue horizontal line.

Kareen Boutros
Executive Director

Carla Coleman
2631 Northeast 23rd Street
Pompano Beach, FL 33062
carla.coleman@uli.org

October 19, 2015

RE: Isabelle Cosio Carballo

TO WHOM IT MAY CONCERN:

It has been my pleasure to know Isabel Cosio Carballo in a professional capacity for more than 20 years, dating from her work as a trusted staff member to a member of the Florida Senate. Over the past twelve years I have worked in partnership with Ms. Cosio Carballo on a number of regional initiatives such as Seven50 and Southeast Florida 2060, as well as in advocacy for a wide range of other community building projects and programs.

Ms. Cosio Carballo has a genuinely deep grasp of our region's challenges and resources, having built an enviable network throughout South Florida, the State and with many national foundations. She has the educational background, practical knowledge, and abilities needed to work effectively directly with elected and appointed members of an agency such as the Regional Planning Council to lead our region through its next set of challenges and to craft needed solutions.

I hope you will seriously consider her application for the position of Executive Director. If I may answer any other questions about Ms. Cosio Carballo, please do not hesitate to contact me.

Sincerely,



Carla L. Coleman
Florida Director
The Urban Land Institute
ULI SE Florida/Caribbean

October 21, 2015

Executive Committee and Board of the
South Florida Regional Planning Council
3440 Hollywood Boulevard, Suite 140
Hollywood, Florida 33021

To Whom It May Concern:

It is with great pleasure that I provide this letter of recommendation for Isabel Cosio Carballo. Professionally, over the last several years I have had the opportunity to work with her on issues relating to the Broward MPO. Isabel is highly motivated, extremely dedicated and passionate about her work at the South Florida Regional Planning Council. She is a receptive leader, self-motivated and highly creative. Ms. Carballo's natural ability to bring people together is what sets her apart from others. She is well acquainted with the community and fosters steadfast partnerships throughout the region and state.

I recommend Isabel for the position of Executive Director as she is capable of leading a large organization with her diverse skillset and experience.

Sincerely,



Gregory Stuart, AICP
Executive Director

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October 21, 2015

Executive Committee and Board of the
South Florida Regional Planning Council
3440 Hollywood Boulevard, Suite 140
Hollywood, FL 33021

To Whom It May Concern:

It is my pleasure to personally recommend Isabel Cosio Carballo for consideration for the position of Executive Director of the South Florida Regional Planning Council. In the years that I have known Ms. Cosio Carballo, she has provided effective support to the SFRPC and the partners it serves and has proven to be an asset to the Council in the community.

When I arrived in the area to join the SFRTA in 2003, Ms. Cosio Carballo made it one of her missions to introduce me to the people in the community who would help facilitate my efforts toward enabling the SFRTA to meet its goals. Through her, I met elected officials, community advocates, leaders at other regional agencies and influentials in the business sector. She was an invaluable supporter and advisor.

She has also provided significant support to the SFRTA, key among that assisting us in participating in the Sustainable Communities Leadership Academy "Creating Connected Communities," in Minneapolis, MN in November 2012. The SFRTA, in partnership with the region's MPOs, DOT, TCRPC, and Florida East Coast industries, developed a winning application and secured their participation. The South East Florida Team reached consensus about what became known as the "Minneapolis Agreement," which formed the framework for the reintroduction of passenger rail service on the FEC corridor. This effort had been stalled for years.

Ms. Cosio Carballo has shown her ability to advocate effectively for our community, region and state; shown her passion for public service, and her ability to build coalitions and partnerships. For these reasons, and those stated above, I hope that you will give her application for the position of Executive Director your fullest attention.

Sincerely,



Jack L. Stephens
Executive Director



October 21, 2015

Executive Committee and Board of the
South Florida Regional Council
3440 Hollywood Boulevard, Suite 140
Hollywood, Florida 33021

To Whom it May Concern:

I met Isabel Carballo through her work with Policy Link and their economic equity initiatives. Her passion about serving underserved communities struck me immediately. She made sure there were scholarships for those of us with limited budgets to attend PolicyLink's national Equity conference. She followed up after the conference with conversations about how to be more inclusive in regional discussions about economic and environmental challenges. And she included us in a range of meetings focused on regional equity. I was genuinely impressed with her passion and commitment.

I then engaged Isabel and the South Florida Regional Council to assist with an effort at the Miami Dade Economic and Advocacy Trust (MDEAT) to enhance their regional presence and to increase their capacity to use data to drive their decision-making. It was clear from my discussions with Isabel that she "got" what we as MDEAT's board was trying to do—(Our goal was to move MDEAT into a broader economic development context.). It proved to be a good decision. As a direct result of Isabel's work, MDEAT invested in a national effort to make data more accessible to a wider range of communities. This led MDEAT to begin using data more frequently to frame conversations about how best to serve underserved communities in Miami Dade County. And MDEAT began to share important data with community members to help them become more informed advocates for their neighborhoods.

Two years later, Neighborhood Housing Services of South Florida and my organization-- the 79th Street Corridor Initiative - asked Isabel (and the South Florida Regional Council) to help us develop a multi-year community action plan under a Citi Foundation initiative called Partners in Progress (PIP). The PIP focused on a range of economic, environmental, social, and policy issues, and we needed an organization that could handle macro issues and help a very diverse group of community partners align their work to achieve good outcomes for the 79th Street area. We needed an organization that had broad knowledge about these topics, balanced with a commitment and understanding of underserved communities.

Immediately, the SF Regional Council became the top choice to undertake this work-a direct result of my past experience with Isabel as a knowledgeable, committed, sensitive public servant. As expected, Isabel and the SFRC led a complex process that resulted in a high quality product that was accessible to a range of community advocates, investors and developers. The 79th Street Community Action Plan is now used to frame and guide all of our transformation work in the 79th Street Corridor area.

I could go on, but let me end on this note: Isabel has shown me her intelligence, creativity, intuitiveness, commitment, sensitivity, strategic thinking, grasp of complex issues and her humor. All of these characteristics are necessary for a successful leader. In short, Isabel is an outstanding candidate for the executive director's position at the South Florida Regional Council. I strongly support her candidacy for this position.

I would be happy to answer any questions about my work with Ms. Carballo; please do not hesitate to contact me.

Sincerely

A handwritten signature in blue ink, appearing to read "Ron Butler", with a long horizontal line extending to the right.

Ron Butler
Executive Director

October 21, 2015

To Whom It May Concern

I began my planning career at the South Florida Regional Planning Council and am familiar with the leadership opportunities and challenges the Executive Director must address. That position requires savvy political awareness, collaboration skills, management experience and a progressive vision for the region. Anyone taking this job must be a skilled, dedicated professional that can effectively operate with elected and appointed officials in local, regional, state and federal branches of government. No better candidate exists than Ms. Isabel Cosio Carballo.

Having known her for more than 25 years, I have had the opportunity to see her successful career address all of the items noted above. She always demonstrates an ability to engage on a variety of complex issues, assess the problems at hand, and implement workable solutions. A tireless and engaging personality allows her to navigate easily within all levels of government.

The Council would be very well served and represented with Ms. Carballo as its Executive Director. I recommend her without reservation for this important post.

Sincerely,



Charles G. Pattison, FAICP
Policy Director
1000 Friends of Florida
email: cpattison@1000fof.org
phone: (850) 222-6277



October 21, 2015

To: The Executive Committee and Board of the South Florida Regional Council.

Re: Executive Director Position

It has been my great pleasure to work with the South Florida Regional Council for more than two decades. As the Affordable Housing Director at 1000 Friends of Florida since 1991, I had many occasions to collaborate with the Council as it was an early leader among the Regional Planning Councils in addressing the need to include affordable housing in smart growth initiatives.

During my tenure at 1000 Friends of Florida, I found myself working with Isabel Cosio Carballo on many occasions. I consider Isabel to possess the perfect combination of passion and professionalism that would further the mission of the Council. She has subject matter expertise in all things land use and she has the diplomacy, polish, and poise that is essential for working in the oftentimes difficult political environment of land use. Put simply, Isabel gets people to the table. Moreover, she gets them to the table prepared to work productively. She leads by example; she inspires everyone to put their best foot forward because she sets the example of excellence.

In my position as the facilitator of the Sadowski Coalition (a diverse group of 30 statewide organizations, that includes the Florida Regional Councils Association) I have asked Isabel for advice about how best to address legislators who may not have been friendly to the affordable housing cause. I have also called upon Isabel to address the Florida Housing Coalition's statewide conference to share her expertise on building good relationships with lawmakers. There's just no exaggerating how much confidence I have in her political acumen and general good common sense.

I am a huge supporter of smart growth and the importance of all the work that is done by the Council. Collaborating with the Council, should you choose Isabel Cosio Carballo as your next Executive Director, would be simply wonderful. I can't imagine a better candidate to successfully lead the Council forward.

If you would care to talk with me about my recommendation, please call me directly at 850/212/0587. I welcome the opportunity.

Respectfully yours,

Jaimie A. Ross
President and CEO

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October 22, 2015

The Executive Committee and Board of the South Florida Regional Council
3440 Hollywood Blvd # 140
Hollywood, FL 33021

Dear Members of the Executive Committee and Board:

This is to highly recommend Isabel Cosio Carballo for the position of executive director of the South Florida Regional Council.

I have known Isabel since 1996, when I served (with some of you) on the South Florida Regional Planning Council in my capacity as a Miami-Dade County Commissioner. The staff at the Council was knowledgeable and professional, but Isabel stood out as one of the most dedicated, well-prepared, personable and enthusiastic members of the staff. She consistently impressed me with her work ethic, attention to detail and willingness to go above and beyond.

When I started the Good Government Initiative at the University of Miami in the fall of 2010, I invited Isabel to serve on my Board of Directors. Not only is she an excellent team player, but I also knew that her insights about the region and her strong commitment to good government would serve me and the organization well. She has not disappointed me; rather she has been a wonderful asset. This year, at my invitation, she has expanded her role and served as a program consultant for our *Leaders of Excellence* program, organizing our sessions and communicating with our presenters to make it a high quality experience for our elected officials who are the participants.

As you know, Isabel was the mainstay behind US HUD's Sustainable Communities program now known as Seven/Fifty and did most of the planning, organizing, communicating, updating and corralling of participants in the seven-county region - no small feat. Isabel is a very good communicator, has excellent verbal and writing skills and is very sensitive to working effectively in a political environment. She is diligent and tenacious.

When she decided to further her education in the Florida International University Masters of Public Administration program, I knew that her dedication to public service, hard work and results, along with her other fine attributes, made her an exceptional candidate for the program. Not surprisingly, she excelled in the FIU EMPA program. She was accepted into Pi Alpha Alpha, the Global Honor Society for Public Affairs and Administration, and Golden Key Honor Society. She was also selected as a 2014 Founders' Fellow by the American Society for Public Administration and was nominated by the Public Administration Faculty for an Academic Excellence Recognition by the College of Arts and Science.

I hope the committee will consider Isabel's accomplishments, her outstanding service to the Council as well as her exemplary character in making this important decision. Please don't hesitate to call if you have any questions.

Sincerely,

Katy Sorenson
President and CEO



October 22, 2015

County Administration

P.O. Box 1989
West Palm Beach, FL 33402-1989
(561) 355-2030
FAX: (561) 355-3982
www.pbcgov.com



**Palm Beach County
Board of County
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Shelley Vana, Mayor
Mary Lou Berger, Vice Mayor
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Paulette Burdick
Steven L. Abrams
Melissa McKinlay
Priscilla A. Taylor

County Administrator

Robert Weisman

Members of the Executive Committee and Council
South Florida Regional Planning Council
3440 Hollywood Boulevard, Suite 140
Hollywood, FL 33021

Dear Members:

SUBJECT: LETTER OF REFERENCE

Please consider this letter of reference for Isabel Cosio Carballo who is currently serving as your Director of Public Affairs. I understand she may be interested in applying for the Executive Director Position which recently became available due to the resignation of Jim Murley. In my opinion, Isabel would be an excellent choice for this position.

I've worked professionally with Ms. Cosio Carballo since the mid-1990s when we worked together on county interests as local government intergovernmental representatives/lobbyists to the State Legislature. At that time, she was smart, energetic, caring, strategic, and she excelled at establishing the professional working relationships that are so valuable in Tallahassee and elsewhere in the public and private sectors.

In more recent years, I've interacted with Isabel on various initiatives including the Seven50 plan development and the very successful South Florida Regional Climate Change Compact in which the Planning Council has played an important role. It is clear that the qualities that she exhibited in the earlier years of her career are still there and have only been enhanced by the breadth of experience and knowledge gained through her 19 years with the South Florida Regional Planning Council.

I look forward to working with Ms. Cosio Carballo, or whoever you choose for this position, to further our collaborative work across the regional boundaries to strengthen and improve our South Florida community. Please do not hesitate to contact me if I can provide any additional information.

Sincerely,

A handwritten signature in blue ink, appearing to read "Jon Van Arnam".

Jon Van Arnam, Deputy County Administrator

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October 21, 2015

Executive Committee and Board of the South Florida Regional Council
3440 Hollywood Boulevard, Suite 140
Hollywood, Florida 33021

To Whom It May Concern:

I am pleased recommend Isabel Cosio Carballo for the position of Executive Director of the South Florida Regional Council.

Ms. Carballo has been a professional colleague for several years. Most recently she led an eight month endeavor as a Council senior staff person to research and write a comprehensive community revitalization Action Plan for the NW 79th Corridor in unincorporated Miami-Dade County. This effort was supported by the national *Partners in Progress* program sponsored by Citi Foundation, the Federal Reserve Bank of San Francisco, and the Low Income Investment Fund. Community stakeholders are now working together to expand their partnership and implement the plan.

My organization, Neighborhood Housing Services of South Florida, contracted with the Council for this task because of the expertise and capacity that Ms. Carballo could bring. She spent hours listening to community residents and business owners representing a range of racial, cultural, and national backgrounds, all in respectful competent manner. She attended many community meetings to test research, data, ideas, and potential outcomes and measurable indicators.

Ms. Carballo has a broad-based understanding of the needs and capacities of South Florida, including low to moderate income neighborhoods where a great deal of my work takes place. She brought to me business leaders, local government officials, and university connections that significantly strengthened the final Action Plan. Her knowledge of South Florida and the connections she has also increased the capacity and reputation of our Stakeholders Group.

Her capacity with data—sources of data, how to use data, and measuring data—added immeasurably to the high quality of our final product.

Ms. Carballo's knowledge of South Florida, her own reputation as a leader, her commitment to fairness, quality of life, and environmental sustainability all make her a great candidate for the position of executive director of the South Florida Regional Council.

I strongly recommend Isabel Cosio Carballo. Don't hesitate to contact me if you would like to discuss this recommendation further.

Sincerely,

Arden Shank
President & CEO

October 22, 2015

Executive Committee and Board of the
South Florida Regional Council
3440 Hollywood Boulevard, Suite 140
Hollywood, Florida 33021

To Whom It May Concern:

It has been my pleasure to call Isabel Cosio Carballo both a friend and colleague for more than 20 years. Throughout this time, I have interacted with Isabel on various community development initiatives.

She has always been very informed, responsive and sensitive to the issues impartial to the South Florida Community. I am completely convinced that Isabel possesses all of the attributes to successfully lead the Council in their pursuit of excellence and sustaining the reputation as a valuable strategic partner.

I hope you will seriously consider her application for the position of Executive Director. If I may answer any other questions about Ms. Isabel Cosio Carballo, please do not hesitate to contact me.

Sincerely,

Regards,



Oliver L. Gross

Jackie Millet, Chair
Elise Jones, Vice Chair
Bob Roth, Secretary
Herb Atchison, Treasurer
Jennifer Schaufele, Executive Director

October 20, 2015

SFRPC Executive Committee and Board
3440 Hollywood Boulevard
Suite #140
Hollywood, Florida 33021

Dear Members of the Executive Committee and Board:

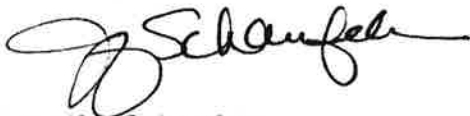
I have known Isabel Cosio Carballo in a professional capacity for nearly two decades, ever since she worked as a lobbyist for the Broward County Board of County Commissioners advocating for protection of the state's unique natural resources.

Although I left Broward County more than 10 years ago, I maintain close contact with Ms. Cosio Carballo on several regional initiatives. As a peer funding recipient of HUD's Sustainable Communities Initiative (SCI), I conferred with her throughout the life of the Denver metropolitan area's SCI grant for advice and insight on matters ranging from working across jurisdictional boundaries to developing a regional vision to improving collaboration and cooperation.

I always have – and continue to – marvel at the breadth and depth of Ms. Cosio Carballo's knowledge, skills and abilities. Her understanding of the issues related to South Florida's built and natural environment, her political savvy, and her vast network that includes meaningful relationships with members of Florida's Congressional delegation, the state legislature, the business community and local government is unsurpassed. Her formal education coupled with her practical knowledge and energetic personality is a great combination to lead the Regional Planning Council. I am confident working with you and the region's leaders she will help you build more prosperous communities, a healthier environment, and an even stronger and more vibrant economy.

As demonstrated by her resume, Ms. Cosio Carballo is a talented and experienced individual. It is my great pleasure to recommend her for the SFRPC's position of Executive Director. If I may answer any questions, please do not hesitate to contact me.

Sincerely,



Jennifer Schaufele
Executive Director

We make life better!



October 21, 2015

Executive Committee and Board of the
South Florida Regional Council
3440 Hollywood Boulevard, Suite 140
Hollywood, Florida 33021

To Whom it May Concern:

When I first met Isabel Cosio Carballo, she immediately impressed me as an important strategic thinker regarding metropolitan issues. I am thrilled to learn that she is now a candidate for the job of Executive Director at the South Florida Regional Planning Council, and I strongly endorse her for that position.

Isabel and I first met in January of 2011 at Harvard University, where we both attended a "boot camp" for recipients of funding from the new federal Sustainable Communities Regional Planning Grant Program. This event was sponsored by Harvard's Kennedy School, Living Cities (a consortium of many of the nation's largest philanthropic and financial institutions), and the Institute for Sustainable Communities. Attendees came from many of the nation's largest metropolitan areas to begin exploring new approaches to create collaborative plans and strategies to address issues at a metropolitan scale.

Two images of Isabel remain in my mind from this event. One is of a policy discussion she was holding with HUD Secretary Sean Donovan and Geoff Anderson, the President and CEO of Smart Growth America. The other image is of Isabel as the one person who went out of her way to meet and get to know every attendee at the event. From these two experiences I sensed that she had a rare combination of policy skills and people skills that could make her a highly effective leader.

Since 2011 I have seen Isabel at several other conferences and have always been impressed by the diverse and skilled teams she convened to accompany her to such events. I've admired the broad scope of her expertise and commitments: to economic vitality, social equity, and environmental resilience – arguably the three key ingredients to metropolitan success in the 21st century. For this reason, I've come to confer with Isabel frequently and regard her as part of my inner circle of mentors as I wrestle with these issues in my own career. I hope that you will appoint her to the job of Executive Director so that she can enhance her contributions to South Florida and to the larger national metropolitan agenda.

Sincerely,



Mark E. Vander Schaaf
Regional Planning Director
Metropolitan Council (Minneapolis-Saint Paul Area)
390 Robert Street North
Saint Paul, MN 55101



Paul R. Wallace

Partner

2525 Ponce de Leon Blvd.
4th Floor
Coral Gables, FL 33134
305-428-5042
pwallace@hinshawlaw.com

Service Areas

Insurance & Reinsurance
Insurance Coverage
Real Estate & Lending

Education

J.D., Louis D. Brandeis School
of Law, University of Louisville,
1969

A.B., University of Louisville,
1966

Admissions

Florida

U.S. District Court for the
Middle District of Florida

U.S. District Court for the
Southern District of Florida

Paul Wallace's practice emphasis is in the areas of property and casualty insurance law, government law, business counseling, civil litigation, and real property law.

He has an extensive background in government and public service at the state and national levels:

Insurance Contract/Coverage Litigation: Mr. Wallace's practice emphasizes first-party property insurance law. He provides representation to Citizens Property Insurance Corp., Florida's state-chartered insurer for coastal properties.

Real Estate: Mr. Wallace has participated in the sale, purchase and financing of retail, industrial and hotel/tourism facilities, and the development of multi-family residential projects.

Professional Background

Mr. Wallace's past governmental posts include general counsel positions in both Florida state and federal government agencies. At the state level he served as General Counsel and then Assistant Secretary of Commerce with responsibility for the Division of Tourism, the Division of Economic Development and the Florida Motion Picture Bureau.

Mr. Wallace was senior attorney in Washington, D.C. for the U.S. Pension Benefit Guaranty Corporation (PBGC) (ERISA); Counsel and Chief Legal Officer to the U.S. Occupational Safety & Health (OSHA) Review Commission; and trial attorney, Tax Division, of the U.S. Department of Justice.

He joined Hinshaw & Culbertson LLP in January 2001. Mr. Wallace holds the AV® Peer Review Rating from Martindale-Hubbell, its highest rating for ethics and legal ability.

Publications

- "Florida's Valued Policy Law: Adjusting the Total Loss," 2014 Windstorm Insurance Conference, Orlando, Florida, January 2014.
- "Plan and Prepare, Part One: Evaluating the Exposure," Hinshaw's 2011 Insurance Services Symposium, Chicago, Illinois, October 2011.



- "Making Adjustments: The Effect of Adverse Economic Conditions on First Party Claims," Hinshaw's 2008 Insurance Services Symposium, Chicago, Illinois, October 2008.

Community/Civic Activities

Mr. Wallace serves as Immediate Past Chair of the South Florida Regional Planning Council, South Florida's regional development and planning agency, where he has served three Florida governors as a Governor's Appointee Commissioner. He was appointed initially in 2004 and most recently reappointed in 2013.

Mr. Wallace also is an appointed public member of Miami-Dade 21st Century School Bond Advisory Committee (SBAC).

He has served as Counsel for Government Affairs and Executive Board member for the Beacon Council, Miami-Dade County's official economic development agency.

Mr. Wallace was a founding director and treasurer of Miami International Seminary.



October 13, 2015

Executive Committee and Council Members
South Florida Regional Council
3440 Hollywood Boulevard, Suite 140
Hollywood, FL 33021

Subject: Offering my services as SFRC executive director

Dear fellow Executive Committee and Council members:

As you all know, we are unfortunately going to lose our truly outstanding current executive director—Jim Murley—early next month. This came as a great surprise to all of us. In my 10 years on the Council I have worked with Carolyn Dekle, Jack Osterholt, and then Jim—a lot of transition in a relatively short time! And this is in addition to the changes at the State level, with the Council's legislative focus being revised substantially.

While visiting the Council offices the day after learning of Jim's imminent departure, I was asked by a long-time staff person to consider offering my services for the executive director position. At first I was very surprised, as I truly had not considered such a possibility. However, as we discussed my serving in this role, and as I reached out to friends and colleagues whose opinions I value, I became increasingly excited, personally and professionally, as well as for the Council itself.

I believe the most important result of my moving from chair to executive director is continuity—both for staff and for our regional partnerships—and this was the primary consideration that the staff person was considering who recommended this option. Internally, I know the Council and how it works from the inside, am experienced with human resources having hired and managed many staff through my career, am used to budgets and overall management, and of course would draw on the excellent existing staff at the Council to continue the ongoing operations. Externally, I know many of our regional partners and my communications experience well prepares me for maintaining and extending the important relationships and partnerships of the Council.

Timing is everything, as is the case for Jim with the new position to which he is going. Serving as SFRC executive director would truly be the crowning opportunity of my career and a chance to work with the organization to make a real difference. Due to my longtime association with the Council (I am a former employee as well as having served on the Board), my professional experience and extensive contacts throughout the SFRC region, and my great interest in and passion for cooperative problem solving, it is an unexpected but wonderful fit. While assuming the mantle of SFRC executive director it would be doable at this time to phase out my business in a fashion that would continue to serve my current clients' interests similar to how Jack Osterholt accomplished this when he came onboard following Carolyn's passing. Also, my company has no conflicts of interest with the Council.

Attached is a one-page executive summary of my qualifications relevant to this position and also my professional Curriculum Vitae. Thank you for your consideration. Please do not hesitate to let me know if you have any questions or require any further information.

Sincerely,



(Sandra Walters Consultants, Inc.)

Sandra Walters, President

October 13, 2015



Summary of Sandra Walters's Professional Experience in Relation to SFRC Executive Director Position

- Service as president and chief operating officer for 18 years of a successful consulting firm providing planning, environmental and communications services in Southeast and Southwest Florida, with four offices (one in each SFRC member county) and 16 employees and associates.
- Service as vice president of 40-person engineering firm, creating new division and participating in overall management.
- Acquisition of major contracts and management of large projects of regional significance involving infrastructure, utility, and water management.
- Oversight and review of hundreds of State land management plans and budgets.
- Review and approval of multi-million-dollar State lands projects and purchases.
- Design and implementation of many public outreach and participation programs throughout South Florida, including numerous contracts with FDOT for project study, design and construction communications.
- Served as publisher and managing editor of 30,000-circulation feature newspaper and ran media services division.
- Participated in review and development of local comprehensive plans and land development regulations.
- Provided expert witness testimony in Florida administrative hearings and court proceedings.
- Conducted and supervised environmental studies and developing protected habitat and species impact avoidance and mitigation plans in all South Florida submerged and upland habitats. Work has included—
 - all environmental services for Ft. Lauderdale International Airport Runway Extension Environmental Impact Study,
 - natural gas pipeline studies throughout Florida and specifically in Miami-Dade County leading to Turkey Point,
 - two Port Everglades Master Plan updates, and
 - FDOT environmental studies for major roadway projects in all SFRC counties.
- Designed and permitted projects ranging from single family homes to developments of regional impact, working with all regulatory and resource management agencies. This included review of many DRIs in South Florida while SFRPC environmental programs manager and successful preparation and processing of a DRI application with the SFRPC.
- Developed regional oil spill response, hurricane evacuation and hazardous waste management plans while SFRPC environmental programs manager.
- Thesis for Masters degree from Rosenstiel School of Marine and Atmospheric Science at University of Miami was based on regional oil spill response study managed while SFRPC environmental programs manager which received top award that year from Florida chapter of the American Planning Association.
- Representation of public and private clients with many agencies and government boards throughout the region and State.
- Service as Governor's appointee for four years on Acquisition and Restoration Council, which oversees the Florida Forever program.
- Service as appointee of three Governors on the South Florida Regional Planning Council since 2005, as current chair and also chair in 2009.
- Representing SFRC on Florida Regional Council Association (FRCA) Policy Committee, and am currently serving on new FRCA "Path Forward" subcommittee which is working to unite the 10 RPCs in better branding and publicity at a local, regional and State level of the valuable—even critical—services that the Councils provide.
- Service on EPA's Water Quality Steering Committee for the Florida Keys National Marine Sanctuary since 2004.

GENERAL EMAIL SWC@SWCINC.NET • WEBSITE WWW.SWCINC.NET

MAIN OFFICE: 6410 FIFTH STREET, SUITE 3, KEY WEST, FL 33040 • PH 305-294-1238 • FAX 305-294-2164

BRANCH OFFICES: MIAMI • HOLLYWOOD • FORT MYERS



SANDRA WALTERS

Curriculum Vitae

ACADEMIC BACKGROUND

Masters Degree in Marine Affairs, Rosenstiel School of Marine and Atmospheric Science, University of Miami, Florida, 1983, masters thesis from project managed while environmental programs manager at South Florida Regional Planning Council

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

SPECIALIZED PROFESSIONAL COMPETENCE

Ms. Walters is a seasoned administrator and project manager with 30+ years of professional expertise in Southeast Florida. Her experience includes:

- Service as president and chief operating officer for 18 years of successful consulting firm providing planning, environmental and communications services in Southeast and Southwest Florida, with four offices and 16 employees and associates.
- Service as vice president of 40-person engineering firm, creating new division and participating in overall management.
- Acquisition of major contracts and management of large projects of regional significance.
- Oversight and review of hundreds of State land management plans and budgets.
- Review and approval of multi-million-dollar State lands projects and purchases.
- Design and implementation of many public outreach and participation programs throughout South Florida.
- Participation in review and development of local comprehensive plans and land development regulations.
- Provision of expert witness testimony in Florida administrative hearings and court proceedings.
- Conducting and supervising environmental studies and developing protected habitat and species impact avoidance and mitigation plans in all South Florida submerged and upland habitats.
- Design and permitting of projects ranging from single family homes to developments of regional impact, working with all regulatory and resource management agencies.
- Developing regional oil spill response, hurricane evacuation and hazardous waste management plans.
- Representation of public and private client with many agencies and government boards.
- Service as Governor's appointee for four years on Acquisition and Restoration Council, which oversees the Florida Forever program.
- Service as appointee of three Governors on the South Florida Regional Planning Council since 2005, as current

chair and also in 2009, including service on Florida Regional Council Association Policy Committee.

- Service on EPA's Water Quality Steering Committee for the Florida Keys National Marine Sanctuary since 2004.

Ms. Walters's professional focus and passion is in consensus-building and developing win-win solutions for land use and environmental challenges. She has lived and worked throughout the Southeast Florida area, has worked closely with transportation planning and permitting for both roadways and ports, and has extensive acquaintance with community leaders and agency staff throughout the region. Her current primary residence is in the Florida Keys and she also has an apartment in Hollywood.

REPRESENTATIVE PROFESSIONAL EXPERIENCE

Principal, Sandra Walters Consultants, Inc. (dba SWC), Key West, Miami, Hollywood & Fort Myers, FL, 1996-present

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

LAND USE PLANNING AND PERMITTING • COMMUNICATIONS

- **District Six FDOT Communication Services for Construction Projects, Monroe County**

Ms Walters served as project manager for a 3.5-year direct contract with FDOT District Six to provide communications services for all construction projects throughout Monroe County. This included a full-time public information specialist for the 2.9-mile North Roosevelt Boulevard major reconstruction project in Key West. SWC was responsible for a total of 24 assignments, many concurrent, from Key Largo to Key West. Ms. Walters managed three in-house staff and a subconsultant during the contract.

- **District Six FDOT General Public Information Contract for Design Services, Monroe County**

SWC is a member of the consulting team that presently holds the general design services public information contract, providing services for the Florida Keys and also served in this capacity from 2006 to 2011. Projects in Marathon and Big Pine are currently in progress with 11 previous assignments.



➤ **District Four FDOT, SR-710 Project Design & Environment (PD&E) Study**

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

➤ **District Six FDOT PD&E Studies in Islamorada, Marathon and Big Coppitt Key, Florida Keys**

Member of team that conducted FDOT studies of roadway improvements, including turn lanes, in five-mile corridor in Islamorada, five-mile corridor in Big Coppitt Key, and Sombrero Beach Road in Marathon. Services included public involvement, land use planning, and landscape architecture elements of studies, including coordination with local staff and elected officials. All three studies had complete public support at final public hearings.

➤ **Hawk's Cay Expansion Development of Regional Impact, Florida Keys**

Prepared and successfully processed Application for Development Approval for Hawk's Cay Expansion Development of Regional Impact to South Florida Regional Planning Council. Evaluation included environmental, public facilities, socio-economic, and traffic impacts. Provided continued planning services, including acquiring approvals for local development agreement amendments, a major site plan revision, a seven-year extension, three DRI revisions, and annual reports.

➤ **Expert Planning Services for Town of Medley, Dade County**

Served as town planning staff, providing review and support for public hearings for adoption of City ordinance.

➤ **State Aquatic Preserve Management Plan, Florida Department of Environmental Protection**

Supervised principal drafting of Statewide management plan for 41 State aquatic preserves.

➤ **Expert Witness Testimony for Monroe County**

Conducted thorough review of land use, environmental and permitting issues for property in North Key Largo which was subject of suit against Monroe County, prepared expert witness report, provided deposition in circuit court proceeding. Work included extensive review of several USFWS HCPs in Key Largo for effects on reasonable development expectations in area.

➤ **Rezoning and Development Agreement for 92-unit Project, City of Marathon, Florida Keys**

Served as principal planning consultant and agent for 92-unit redevelopment project, including recent acquisition of property rezoning and executed development agreement from Marathon City Council. Work involved representation with planning staff, Council members and Florida Department of Community Affairs representatives; and worked with Florida Department of Environmental

Protection and Governor and Cabinet regarding submerged land lease for 115-slip private marina.

➤ **Stock Island-Key Haven US 1 Corridor Study, Florida Keys**
Provided public involvement outreach and meeting coordination services for study to identify improvements to US 1 corridor segment; resulted in significant participation by user groups and relevant and effective planning charrette.

➤ **Lower Sugarloaf Key Mixed Use Development, Lower Florida Keys**

Served as planning consultant and agent, developed and processed major conditional use application for mixed use office, workforce housing and market-rate housing project; received 8/0 positive vote from Monroe County Development Review Committee and 5/0 positive vote from Monroe County Planning Commission.

➤ **Key West Transfer Station & Hauling Services, Inc.**

Prepared and successfully processed application to DEP for renewal of solid waste transfer station permit that provides for substantial expansion and updating of facility, including supervising CADD drawings, engineering of site and preparation of environmental resource permit application for stormwater system, coordination with agency staff to assure application meets standards, and responses to information sufficiency reviews. Participate as expert for client by deposition in lawsuit by competing business.

➤ **City of Key West Bahama Village Redevelopment Plan Update**

Member of team that updated community redevelopment plan. Primary roles—environmental and public facilities planning; and public involvement, including preparation and distribution of project newsletters and news releases; and development and implementation of proactive community involvement process.

➤ **City of Key West Economic Development Conveyance Application**

Member of team that developed EDC application for surplus Navy properties. Primary roles—planning and implementing meetings with local officials and interest groups, coordination of public workshops and presentations, and public facilities and environmental data collection and analysis.

➤ **Habitat Conservation Plan (HCP) and Community Plan for Big Pine Key, Monroe County, FL**

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



ENVIRONMENTAL STUDIES • PERMITTING • MITIGATION • MONITORING SERVICES

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

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

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

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

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

In charge of fulfillment of all EIS requirements including listed species impact assessment and wetland delineation, and coordination with regulatory and environmental resource protection agencies (including Broward County, SFWMD, USACEs and EPA). Acquired concurrence from all resource agencies on jurisdictional lines and assessment scores for all wetlands affected by project alternatives, prepared administrative draft and Draft Environmental Impact Statement, participated in DEIS public hearing, prepared essential fish habitat and biological assessments for National Marine Fisheries Service and U.S. Fish & Wildlife Service, prepared responses to all ecological questions for DEIS and FEIS; assisted with preparation of

Final EIS. Provided quality assurance services during preparation and processing of environmental permit applications for final, selected alternative.

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

Supervised landscape architect and arborists to conduct tree obstruction survey and prepare report for entire airport property. Work included field data collection and preparation of report including a detailed spreadsheet with tree specifications and recommendations for trimming or removal, aerial figures showing all tree locations, and photo exhibits.

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

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

➤ **General Engineering Services, Cities of Pompano Beach, Deerfield Beach and Ft. Lauderdale, Broward County**

Part of consulting teams that provided engineering services to the cities, with SWC scope including environmental, planning and public involvement tasks.

➤ **Environmental Data Collection and Local Permitting Support for Natural Gas Pipeline Corridor, Okeechobee, Hillsborough and Miami-Dade counties**

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

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

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

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

Supervised wetland jurisdictional determination, habitat evaluation, and threatened and endangered (T&E) species survey; development of impact assessment and mitigation plan, as needed; and general assistance with preparing and processing environmental resource permit (ERP) applications with DEP and US Army Corps of Engineers (USACE) for creation of filter marsh to provide treatment to stormwater presently being pumped untreated into Naples Bay.



➤ **Jewfish Creek Bridge/US Highway 1 Project, Northern Florida Keys**

Member of design-build team in charge of environmental compliance for final design and construction of 65-foot-high bridge over Jewfish Creek and new roadway from North Key Largo to just south of Dade County line, including training of onsite personnel regarding avoidance of listed species; coordination with agencies for permit modifications; assessment of preconstruction environmental conditions; and continuous work with project engineer and contractor to assure all environmental permit conditions are met during four-year project. Work included mapping seagrasses along project corridor.

➤ **Tarpon Pier Replacement, City of Key West**

Supervised all environmental data collection, and development and implementation of an impact assessment and mitigation plan, for replacement of existing City pier in Garrison Bight. Work included mapping submerged resources including seagrasses and corals, coordination with the Florida Keys National Marine Sanctuary and Florida Department of Environmental Protection, transplantation of impacted corals consistent with Sanctuary requirements, and construction environmental compliance inspections.

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

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

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

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

➤ **City of Key West Stormwater System**

Consultant in charge of bringing City into compliance with ERP requirements for already-completed and future maintenance work of stormwater system, including

developing impact assessment and mitigation plan that incorporates 5.6 acres of wetland restoration and enhancement at former Hawk Missile site in eastern Salt Ponds and creation of connection between Riviera Canal and western Salt Ponds to enhance 131 acres of wetlands and cause significant water-quality improvements.

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

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

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

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

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

Served as project manager for all aspects of environmental planning and permits for 99-slip, 92-unit redevelopment project in Marathon called Marlin Bay Yacht Club, including supervision of all field data collection and preparation of benthic assessments and avoidance and minimization plans, supervision of application preparation and submittal and all responses to requests for additional information, worked with DEP to acquire net positive public benefit exception to State submerged land lease riparian restriction, and presentations to Governor and Cabinet regarding lease rule provisions and final lease adoption. Acquired permit and submerged land lease in nine months of filing application.

➤ **South Roosevelt Blvd. Seawall Repair Seagrass Monitoring, Key West**

Supervised assessment and documentation of seagrasses in vicinity of seawall undergoing repairs, including field data collection and photography, update of CAD files delineating seagrass line, measurement of seagrass impacts in project area for mitigation purposes, and report preparation.



➤ **Smathers Beach Seagrass Mitigation Monitoring, Key West**

Member of team that conducted field monitoring of seagrass mitigation project for City of Key West. Roles included field personnel establishing monitoring sites, collecting required data, supervising surveyor, assisting with preparation of monitoring reports, and providing local liaison with City and base of operation for work.

➤ **Key West Mooring Field Seagrass Monitoring Project**

Conducting seagrass monitoring project at Key West Mooring Field that investigates potential shading impacts from boats, including project design, photographic documentation of stations over time, collection of seagrass density and shoot count data, report preparation and report submittal and processing with DEP.

➤ **La Siesta Resort and Marina, Islamorada, FL**

Supervised benthic assessment and ERP impact assessment and mitigation plan for oceanside and bayside entrance channels and marina basins, including seagrass restoration plan to restore orphan propeller scars in Lignumvitae State Aquatic Preserve.

➤ **Dock Appeal Benthic Assessment and Expert Witness Testimony, Upper Florida Keys**

Conducted extensive benthic resource mapping of nearshore habitats in relation to location of single-family home dock that was subject of neighbor appeal of DEP permit, prepared expert witness report, participated in deposition in preparation of hearing before administrative law judge.

➤ **City of Key West Navy Base Reuse Plan**

Member of team that evaluated Key West surplus Navy properties and developed reuse plan. Primary role—planning and environmental assessments including SCUBA examination of Truman Waterfront Mole Pier.

➤ **General Environmental Consultant, City of Key West**

In charge of all work orders issued by City for ecological, environmental, permitting, compliance monitoring, and other general services.

➤ **General Environmental Consultant for Florida Keys Overseas Heritage Trail**

In contract with DEP, provided environmental planning services for entire 130-mile linear park throughout Florida Keys, including NEPA review and documentation for permitting of segments and bridge crossings.

➤ **Former Silver Eagle Distributors property, Key West**

Conducted monitoring of mitigation required by environmental resource permit and closed out South Florida Water Management District permitting requirements; following issuance by District of letter of concern regarding perpetual maintenance issues, worked with local police and several non-profit organizations to assist property owner with issues regarding homeless population living within a preservation area and removal of trash and exotic vegetation from site, in order to find

win-win solution and achieve compliance with SFWMD permit.

➤ **Grassy Key Beach Cleanup, Florida Keys**

Provided onsite ecological oversight of beach cleanup operation conducted by contractor for DEP, assuring heavy equipment did not harm biological resources and removed only storm-deposited dead seagrass and sediments as specified by DEP and USACE.

➤ **Cudjoe Key Quarry, Florida Keys**

Planning and permitting for continuation of existing rockmining operation. Developed wetland and endangered species habitat mitigation plan which has received endorsement of USFWS and Florida Game and Fresh Water Fish Commission (FWC) staff; prepared and processed DEP and USACE permit applications; process County vested rights application; successfully negotiated development agreement with Monroe County and Florida Department of Community Affairs (DCA). For new owner, prepared and successfully processed permit modifications for change of land use to communications facility, successfully negotiate new development agreement with DCA, prepared and processed Monroe County permit application, prepared testimony and appear as witness in local court hearing regarding County moratorium on communication facilities.

CONTAMINATION SERVICES

➤ **Pier 1 Petroleum Remediation Estimated Pricing, Port Everglades Master Plan Update**

Principal in charge of site assessment report review and preparation of preliminary estimate of remediation costs, including mobilization; excavation and disposal of overburden; free product and water removal, temporary storage, characterization sampling, and disposal/recycling; site stabilization, remediation design and bidding; and remediation management and oversight.

➤ **Monroe County Airport Department**

Retained to advise director regarding contamination issues involving spill at Key West Airport fuel farm.

➤ **Contamination Assessment, Stock Island Fire Station Property, Monroe County Government**

Principal in charge of evaluation of earlier contamination reports and visible contamination evidence at vacant parcels where new fire station is being built, preparation and implementation of assessment including sampling and testing soils, implemented remediation, and preparation of final report indicating no further action required.

➤ **Spill Prevention Control and Countermeasure Plan (SPCC), Florida Keys Aqueduct Authority, Marathon, FL**

Principal in charge of plan preparation for FKAA facility consistent with State and federal requirements that specified how oils and fuels were stored, what spill prevention measures were in place, and what steps would be taken if a spill should occur, including notification procedures and contact lists.



➤ **Monroe County Mosquito Control District, Monroe County, FL**

Reviewed third-party environmental site assessment for 107th Avenue site in Marathon in process of purchase by District for new facility, completed ESA scope as specified by ASTM guidelines, and provided final finding.

➤ **City of Key West Engineering Services**

Provided ongoing groundwater testing, analysis and reporting services for former underground fuel storage tank site at Key West City Hall; prepared and processed application for No Further Action with conditions.

➤ **Discount Rock & Sand, Marathon, FL**

Conducted assessment of property and analyzed its redevelopment potential under the City of Marathon Comprehensive Plan and Land Development Regulations, including State regulation for construction and demolition debris disposal facilities; documented and analyzed historic and existing site conditions. Prepared, processed and acquired permit for facility from Florida Department of Environmental Protection, coordinated with City elected officials and staff and developed revisions to City land development regulations to address concerns, prepared and processed conditional use application and acquired final approvals for transfer station.

➤ **Robbie's Safe Harbor Marine Enterprises, Inc., Florida Keys**

Developed agreements with Florida Department of Environmental Protection for solid waste cleanup and above-ground fuel storage tank removal, including field testing, preparation and submittal of tank closure assessment report (TCAR). Prepared and processed solid waste transfer station general permit, including representation as expert witness at State administrative hearing decided in client's favor.

➤ **Phase I and II Environmental Site Assessments**

Conducted environmental site assessments for commercial real estate transactions and transportation projects. Have conducted assessments following ASTM guidelines for District 4 FDOT and many public and private agencies throughout southeast and southwest Florida.

Vice President & Manager of Environmental and Permitting Division, H.J. Ross Associates, Inc., Coral Gables, FL 1994-1996

Created new division of company, managed personnel and project budgets, developed project proposals.

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

Consultant project manager in charge of permitting for expansion of 20-miles stretch of US Highway 1, including construction of new bridge with 65 foot water clearance at Jewfish Creek. Permits were required from U.S. Coast Guard, South Florida Water Management District, and ACOE, and coordination with Dade County Department of Environmental Resources Management. Work included preparation of permit applications; creating CADD

generated permit sketches; responding to information sufficiency reviews (including extensive evaluation of potential secondary impacts of project on community and environment); supervising field investigations for construction projects and associated mitigation (including mangrove, seagrass, and freshwater emergent habitats); public information; and coordinating with many commenting agencies.

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

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

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

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

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

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

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

➤ Provided expert witness testimony in administrative hearing regarding appeal by Florida Department of Community Affairs of Monroe County development order for beachfront property on Lower Sugarloaf Key.

➤ Provided expert witness testimony in administrative hearing regarding environmental permitting for marina project on Little Torch Key.

➤ Successful application to State Conservation and Recreation Lands program for purchase of Big Pine Key property.

➤ Appointment by Monroe County Mayor to Blue-Ribbon Committee to review land use plan; served as advisor to Monroe County Commission; and conducted South Florida Regional Planning Council review of draft plan.

➤ Extensive research and detailed report regarding impacts of inclusion of Florida Keys in federal Undeveloped Coastal Barrier Program.



Environmental Programs Manager, 1980-1984

South Florida Regional Planning Council, Hollywood, FL

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

➤ **Development of Regional Impact Review**

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

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

Prepared detailed work program and budget. Supervised consultant in conducting extensive detailed study and mapping of South Florida coastal marine resources in relation to sensitivity to spilled oil. Supervised consultant in writing, editing, graphics, and printing of Environmental Sensitivity Index maps and report titled The Sensitivity of Coastal Environments and Wildlife to Spilled Oil in South Florida. Atlas and report won first prize from Florida branch of American Planning Association, 1981. Coordinate interest groups and agencies for implementation of strategy, including:

- inventory of cleanup equipment and contact personnel in region
- determination of appropriate spill responses and communication channels
- preparation of regional oil spill response handbook
- distribution of all project products and provision of public information concerning project, including presentations at local, state, and national meetings

➤ **Project Manager: Regional Hazardous Waste Program required by State of Florida Water Quality Assurance Act**

Coordinated Broward, Dade, and Monroe counties and Florida Department of Environmental Regulation in South Florida program implementation. Developed and distributed consultant request for proposals. Wrote and executed contracts between Council and State, counties, and consultant for administration of \$490,000 in State funds for program tasks. Coordinated public information.

Reviewed progress reports, assured contract compliance, authorized funds disbursement.

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

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

➤ **Court Testimony**

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

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

Developed, marketed, and ran natural history tours for general public to variety of destinations in South Florida and Caribbean.

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

Designed, promoted, and taught full-semester courses in coastal natural systems of South Florida to adults of all ages and backgrounds.

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

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

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

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

PROFESSIONAL REGISTRATIONS/AFFILIATIONS/CERTIFICATIONS

- Serving since 2005 on South Florida Regional Planning Council appointed by Governors Bush, Crist and Scott, board that oversees planning and regional issues for Broward, Dade and Monroe counties. Currently serving as chair and was also chair in 2009.
- Member since 2004, EPA Water Quality Steering Committee for Florida Keys National Marine Sanctuary
- Appointed in May 2000 by Governor Bush to four-year term on Florida's Acquisition and Restoration Council,



which oversees purchase and management of State conservation lands

- Member, Florida Association of Environmental Professionals, and serve on board and am former vice-chair of South Florida chapter
- Member, National Water Resources Association and Florida chapter
- Member, Key West Utility Board Advisory Committee, Including serving as chair
- SWC is certified Woman-owned Business Enterprise (WBE) and Disadvantaged Business Enterprise (DBE) with Florida Department of Transportation; State of Florida; South Florida Water Management District; Miami-Dade (also SBE), Broward (also CBE) and Lee counties; certified Woman-Owned Small Business (WOSB) with federal government
- Former president, Monroe County Federation of Chambers of Commerce; former president, Lower Keys Chamber of Commerce; current member, Key Largo, Islamorada, Marathon, Lower Keys and Key West chambers
- Associate member, Marathon and Lower Keys Association of Realtors
- Member, Florida Keys Contractors Association
- Certified diver, PADI #9501031862, advanced research certification from University of California at Davis and Rosenstiel School of Marine and Atmospheric Science, University of Miami

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

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

PUBLICATIONS

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

While environmental programs manager at South Florida Regional Planning Council:

- *Coordination for Coastal Hazard Response.* Proceedings of the Coastal Zone '83 conference, June 1983, San Diego, CA. American Society of Civil Engineers: NY.
- *Developing a Coastal Management Constituency.* Proceedings of Coastal Zone '83 Conference, June 1983, San Diego, CA. American Society of Civil Engineers: NY.
- *Adult Education Marine Biology—An Opportunity for Increasing Public Environmental Awareness.* Florida Scientist, 43 (Suppl. 1). Abstr. 1980. Barrett, Sandra K. and Sharyn L. Dodrill.
- *Protection of Coastal Wetlands systems through an Oil Spill Response Strategy for South Florida.* Proceedings of Progress in Wetlands Utilization and Management Symposium, June 1981, Orlando, FL.

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



Karen Chang

From: Allan Milledge [milledgelaw@aol.com]
Sent: Friday, October 23, 2015 8:29 AM
To: Karen Chang
Cc: 'Sandy Walters'
Subject: FW: SFRPC Executive Director position, for inclusion in applicant materials packages

To the Executive Committee and Board of the South Florida Regional Planning Council:

I am contacting you to offer my recommendation and support for selecting Sandy Walters as the new executive director of the South Florida Regional Council. I have been involved as an attorney (now retired) in water resource policy for over 50 years, serving as general counsel for the South Florida Regional Planning Council (prior to current counsel Sam Goren), as chairman of the South Florida Water Management District, as counsel for the State of Florida in several environmental/development disputes in the Keys, and as counsel for Seacamp Association, Inc, a maritime and environmental education center and youth camp in Big Pine Key. Also I have served on the Board of Seacamp for the past 30 years.

I have known Ms. Walters for several decades and have worked with her on several environmental and planning matters involving Seacamp. She is a highly skilled and knowledgeable professional and is greatly respected throughout South Florida. She has served on Florida's Acquisition and Restoration Council and as President of the Florida Keys Chamber of Commerce. Ms. Walters would bring extensive business and project management background to the Council's executive director position.

In addition, her former employment with the Council and 10 years service as a Governor's Appointee on the Council board give her a unique capacity to maximize involvement of both staff and the board as the Council moves forward. Ms. Walters is exceptionally well-suited for this position, particularly at this time, and I strongly urge you to support her candidacy.

Allan Milledge
milledgelaw@aol.com
386 673-8924

10/23/2015