



July 25<sup>th</sup>, 2023 at 10:00 AM  
CO:LAB Pensacola  
First Floor Conference Room

## PEDC AGENDA

1. Call to Order
2. Role Call
3. Public Notice (7/10/23)
4. Public Comment
5. Action Items
  - a. Approval of May 23<sup>rd</sup>, 2023 Meeting Minutes
  - b. Approval of June 2023 Financials
  - c. Budget Modification
  - d. Approval of LOI
  - e. Approval of Owners Rep
  - f. Approval of Project Laser Special Counsel Representation (Triumph)
  - g. Approval of Project Laser Term Sheet
6. Discussion Items (No Board Action Anticipated)
  - a. CEO Onboarding Update
  - b. Military Support
  - c. Bluffs
    - i. Easement Update
  - d. OLF8
  - e. Tech Park
  - f. Town of Century
  - g. Economic Development Update
  - h. Legislative/Triumph Updates
7. Other Business
  - a. City of Pensacola Appointment of Dr. Lusharon Wiley renewed for 2-year term (expires 6/30/25)
  - b. Escambia County Appointment of David Peaden Expired 3/25/23. Awaiting renewal.
8. Adjourn

Dave Hoxeng  
Melissa Stoker

Dave Hoxeng  
Melissa Stoker  
Rick Byars  
Danita Andrews

Rick Byars  
Danita Andrews  
Danita Andrews  
Danita Andrews  
David Bear

### Fiscal Year Meeting Schedule

8.22.23: Committee/Officer Nominations

9.26.23: Annual Meeting



May 23<sup>rd</sup>, 2023 – CO:LAB Pensacola  
418 W. Garden Street, Pensacola, FL 32502

**PEDC Members Present:** Charles Bare, Dave Hoxeng, Steven Barry, Jeff Bergosh, Allison Patton, Ben Boutwell

**Staff:** Melissa Stoker, Danita Andrews, Ryan Moulder, Troupe Brewer,

**Guests:** Dave Murzin, Rick Byars, Trevor Huff, Erica Grancagnola, David Bear, Cynthia Wells, Stan McDaniels

1. **Verify Quorum/Roll Call:** Quorum was confirmed.
2. **Call to Order:** Dave Hoxeng called the meeting to order at 10:09 am
3. **Public Notice:** This meeting was publicly noticed on 4.21.23
4. **Public Comment:** Dave Hoxeng requested public comment. There was none.
5. Introduction: Ryan Moulder
6. **Action Items**
  - a Approval of April 25<sup>th</sup>, 2023 Meeting Minutes  
Charles Bare motioned to approve.  
Steven Barry seconded.  
Passed unanimously.
  - b Approval of April 2023 Financials  
Steven Barry motioned to approve.  
Charles Bare seconded.  
Passed unanimously.
7. **Discussion Items**
  - a CEO Search Update: David Bear provided an update on this process.
  - b Bluffs
    - i Contract Extension for Current Work: 180 Days  
Steven Barry motioned to approve.  
Charles Bare seconded.  
Passed unanimously.
    - ii Easement Update: Steven Barry provided an update on the meeting held last Friday at Ascend. The MOU that currently exists is being reworked in collaboration with Allison Rogers (county attorney) and Richard Sherrill to update to a current reflection of involved parties. This will also address the resolution of the pedestrian access at the roundabout.
    - iii South Road Extension LOI/Owners Rep Update: May 19<sup>th</sup> Closing – The documentation for this will be circulated with next month's board packet for voting at the June 27<sup>th</sup> board meeting.
  - c OLF8: Rick Byars provided an update on this project. Steven Barry shared that a

response was sent Friday, May 19<sup>th</sup> to DRHorton identifying 250 acres being held back on the northern piece of the parcel.

- d** Tech Park: Danita Andrews provided an update regarding an opportunity with an existing business to expand their operations and headquarters. She is hoping to get the next meeting schedule on the books in the next week or two.
- e** Town of Century: Danita Andrews provided an update on Algaplast, who met with the Town Council for official signing of the lease on May 11. They also met with resource partners like CareerSource, electrical and General Contractor and others that can assist them with their aggressive timeline for beginning operations.
- f** Economic Development Update: Rick Byars provided an update on active projects FloridaWest staff is working. Erica Grancagnolo shared information on the Tech Hub grant opportunity. The application is due the end of August with a full effort needed from the City, County, and FloridaWest requested if interested. She will be working with Rick related to that.
- g** Legislative/Triumph Updates: David Bear provided an update on the various opportunities for Triumph funding. He also shared background on the various stages of the Triumph funding process. Melissa Stoker will distribute the summary of his update to the board. David Bear identified that there are no Triumph requests from Escambia County schools. Given the state of our education locally and the importance of education to businesses and families looking to move to the area, it's something worth noting. He also provided history on the previous asks and the decision not to participate due to concern over claw-backs. He shared that he believes pressure needs to be applied to get this addressed. Escambia County is the only of the 8 affected counties by the BP Oil Spill to not have an ask in to Triumph.

**8. Other Business:**

- 9. FloridaWest PEDC Board Appointment:** Donnie McMahon appointed at April 25<sup>th</sup>, 2023 FloridaWest Board Meeting.

- 10. Adjourn:** Dave Hoxeng adjourned the meeting at 11:23 am.

Next Meeting: June 27<sup>th</sup>, 2023

Respectfully Submitted By:

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Dr. Lusharon Wiley, Secretary-Treasurer  
Pensacola-Escambia Promotion & Development Commission

# Pensacola Escambia County Promotion & Development Comm

## Profit & Loss Budget Performance

October 2022 - June 2023

	Actual	Budget	over Budget	% of Budget
<b>Income</b>				
4000 City of Pensacola Income	\$ 131,250.00	\$ 175,000.00	\$ (43,750.00)	75.00%
4100 Escambia County Income	\$ 450,000.00	\$ 600,000.00	\$ (150,000.00)	75.00%
4400 Foreign Trade Zone Income	\$ -	\$ 1,500.00	\$ (1,500.00)	0.00%
4500 Tech Park Income	\$ 14,335.00	\$ 17,000.00	\$ (2,665.00)	84.32%
4520 FOIL Income	\$ 71,381.40	\$ 500,000.00	\$ (428,618.60)	14.28%
4600 Pegasus Income	\$ 287,613.22	\$ 387,000.00	\$ (99,386.78)	74.32%
4800 Interest Income	\$ 15,372.49	\$ 19,000.00	\$ (3,627.51)	80.91%
4950 Miscellaneous	\$ 5,034.85	\$ 2,750.00	\$ 2,284.85	183.09%
<b>Total Income</b>	<b>\$ 974,986.96</b>	<b>\$ 1,702,250.00</b>	<b>\$ (727,263.04)</b>	<b>57.28%</b>
<b>Expenses</b>				
5004 Economic Development	\$ 506,250.00	\$ 675,000.00	\$ (168,750.00)	75.00%
5010 Foreign Trade Zone	\$ -	\$ 1,250.00	\$ (1,250.00)	0.00%
5100 Audit Fees	\$ 10,616.00	\$ 12,000.00	\$ (1,384.00)	88.47%
5310 Insurance - D&O Liability	\$ 7,630.62	\$ 1,000.00	\$ 6,630.62	763.06%
5320 Legal Expenses	\$ 5,398.50	\$ 7,500.00	\$ (2,101.50)	71.98%
5330 Bank Service Charges	\$ -	\$ 100.00	\$ (100.00)	0.00%
5340 Special District Fees	\$ 175.00	\$ 200.00	\$ (25.00)	87.50%
5400 Technology Park Expenses	\$ 14,876.93	\$ 50,000.00	\$ (35,123.07)	29.75%
5420 FOIL Expenses	\$ 83,239.80	\$ 500,000.00	\$ (416,760.20)	16.65%
5500 New Project Expense	\$ 6,869.00	\$ 80,000.00	\$ (73,131.00)	8.59%
5600 Miscellaneous Expense	\$ -	\$ 200.00	\$ (200.00)	0.00%
5750 Pegasus Expense	\$ 80,712.21	\$ 375,000.00	\$ (294,287.79)	21.52%
<b>Total Expenses</b>	<b>\$ 715,768.06</b>	<b>\$ 1,702,250.00</b>	<b>\$ (986,481.94)</b>	<b>42.05%</b>
<b>Net Income</b>	<b>\$ 259,218.90</b>	<b>\$ -</b>	<b>\$ 259,218.90</b>	<b>0.00%</b>



**PEDC**  
**Balance Sheet**  
As of June 30, 2023

ASSETS	Total
Current Assets	
Bank Accounts	
1012 Checking - Hancock Bank	453,514.08
1111 HW Money Market	515,372.49
Total Bank Accounts	\$ 968,886.57
Accounts Receivable	
1200 Accounts Receivable	2,850.00
Total Accounts Receivable	\$ 2,850.00
Total Current Assets	\$ 971,736.57
Fixed Assets	
Total 1500 Land	\$ 8,625,000.00
1600 Land Improvements - Tech Park	3,243,106.03
1700 Building - Pegasus	8,100,000.00
Total 1700 Building - Pegasus	\$ 8,100,000.00
1799 Allowance for Fair Value Adj	-5,718,106.03
Total Fixed Assets	\$ 14,250,000.00
Other Assets	
1400 Rent Receivable	2,358,896.21
Total Other Assets	\$ 2,358,896.21
TOTAL ASSETS	\$ 17,580,632.78
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Total Accounts Payable	-\$ 30,183.59
Other Current Liabilities	
2122 Tech Park Payable - County LOC	2,332,284.00
Total Other Current Liabilities	\$ 2,332,284.00
Total Current Liabilities	\$ 2,302,100.41
Long-Term Liabilities	
2800 Deferred Revenues	2,528,794.00
2810 Deferred Grant Income - Pegasus	2,302,099.10
2900 Due to Pegasus	5,620,157.21
Total Long-Term Liabilities	\$ 10,451,050.31
Total Liabilities	\$ 12,753,150.72
Equity	
32000 Unrestricted Net Assets	4,454,755.96
3202 Economic Development Projects	61,198.00
3203 Commerce Park Impr/Mktg	52,309.20
Net Income	259,218.90
Total Equity	\$ 4,827,482.06
TOTAL LIABILITIES AND EQUITY	\$ 17,580,632.78

# Pensacola Escambia County Promotion & Development Comm

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<b>Net Income</b>	<b>\$ 259,218.90</b>	<b>\$ -</b>	<b>\$ -</b>



# **Pensacola-Escambia Promotion & Development Commission**

## **REQUEST FOR LETTERS OF INTEREST**

**Professional Services for a design criteria package for site connectivity alignment and real property acquisition support for The Bluffs: design, permitting, and development of a set of bid ready construction documents for an Industrial Roadway extending south of the intersection of Old Chemstrand and New Chemstrand Road to the Florida Power and Light Property Line; and Owner's Representative for the construction of a new roundabout at the intersection of Chemstrand Road, Old Chemstrand Road, ECUA and Ascend Entrances.**

**Prepared For:  
Pensacola-Escambia Promotion &  
Development Commission (PEDC)  
3 West Garden Street, Suite 618  
Pensacola, FL 32502**



**BASKERVILLE-DONOVAN, INC.**  
**ENGINEERING THE SOUTH SINCE 1927**



May 11, 2023

Mr. Dave Hoxeng, Chairman  
Pensacola-Escambia Promotion & Development Commission (PEDC)  
3 West Garden Street, Suite 618  
Pensacola, Florida 32502

**RE: Request for Letters of Interest (RLI)**  
**Professional Services for a design criteria package for site connectivity alignment and real property acquisition support for The Bluffs**

Dear Chairman Hoxeng:

I am excited to express Baskerville-Donovan, Inc.'s (BDI) enthusiasm for providing professional services for the infrastructure project at The Bluffs. Specifically, we are eager to develop a design criteria package for site connectivity alignment and real property acquisition support, as well as serve as the Owner's Representative for the construction of a new roundabout at the intersection of Chemstrand Road, Old Chemstrand Road, ECUA, and Ascend entrances.

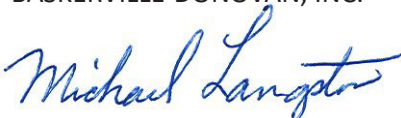
We understand the critical role transportation infrastructure plays in economic development and growth within communities. That's why we are committed to ensuring good physical connectivity, both in urban and rural areas, to drive progress and prosperity. With this in mind, we believe The Bluffs infrastructure project has the potential to offer significant benefits to our community.

At BDI, we are confident in our ability to deliver exceptional service and performance, thanks to our vast experience and understanding of the project. We have previously served as the prime consultant for The Bluffs Industrial Development, including developing the conceptual design of the proposed roadway extension that we pursued funding for.

Our corporate office, located at 449 West Main Street, Pensacola, FL 32502, will act as the primary consultant for this project. All work will be performed or processed through this office. I will serve as the primary contact, and I am reachable by phone at 850-438-9661 or via email at [mlangston@baskervilledonovan.com](mailto:mlangston@baskervilledonovan.com).

We are eager to discuss our proposal in greater detail and demonstrate our capabilities in delivering the design criteria package for site connectivity alignment and real property acquisition support for The Bluffs. Thank you for considering our proposal, and we look forward to the opportunity to work with PEDC on this critical project.

Sincerely,  
BASKERVILLE-DONOVAN, INC.



Michael D. Langston, P.E.  
Project Manager

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AND TEAM ORGANIZATION

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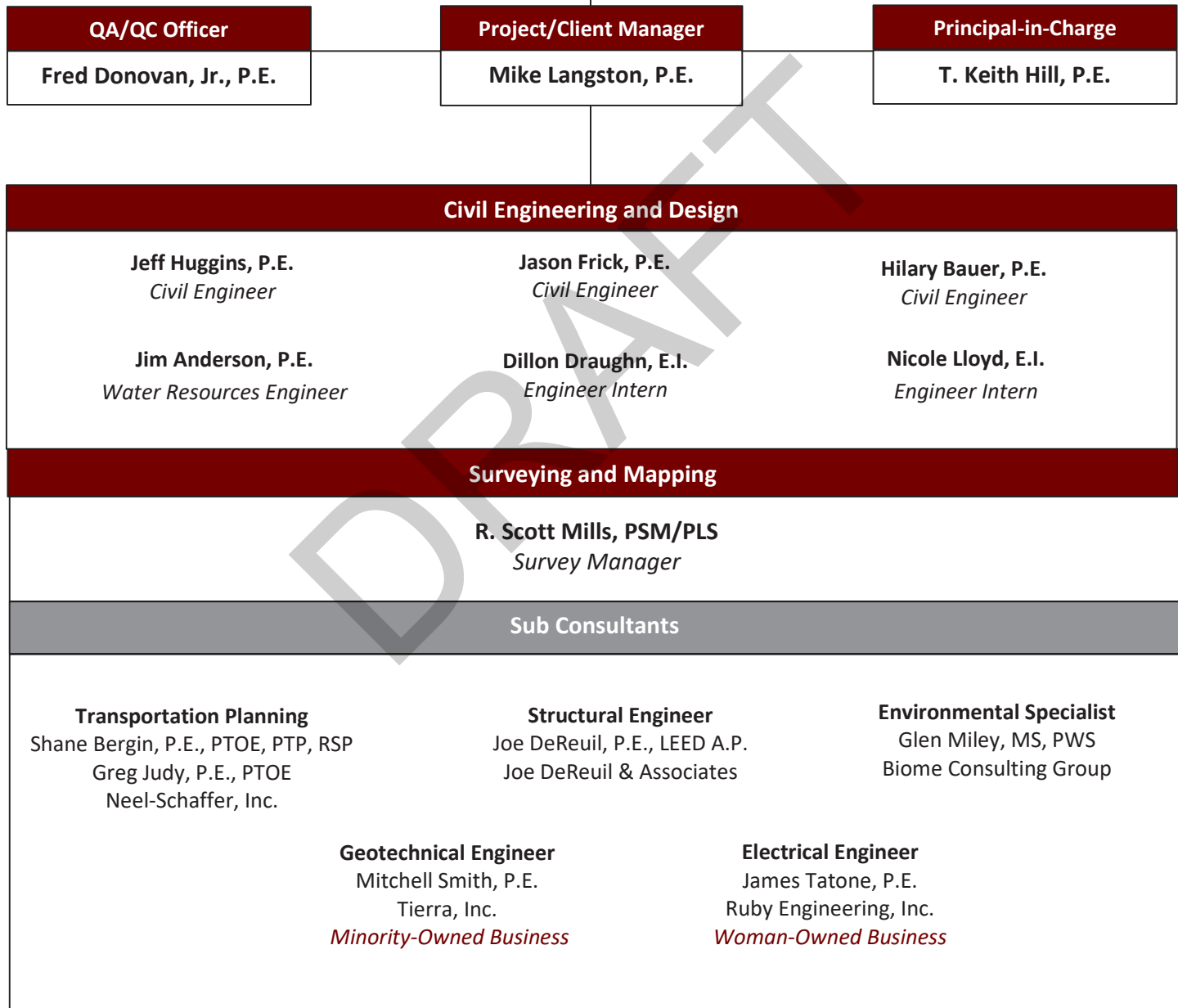
LOCAL CONSULTANT  
INVOLVEMENT APPROACH

DRAFT

# **1. Proposed team members and team organization**

DRAFT

# Organizational Chart



# Consultant Leadership Team

The consultant team features some of the leading experts in economic development, site analysis, and master planning in the country. The team will directly support the PEDC in the development of The Bluffs South Extension. The prime members of the leadership team include:



## **Mike Langston, P.E. – Project Manager**

*Baskerville-Donovan, Inc.*

Our Project Manager for this Phase of work is Michael Langston, P.E., a 24-year professional at BDI. A Pensacola native, Mr. Langston has successfully managed dozens of large-scale projects in the Florida Panhandle including previous project phases of The Bluffs, Santa Rosa County Industrial Park, and the 300+ acre Navy Federal Credit Union Campus project. Mr. Langston's experience and expertise in site civil, stormwater, and transportation designs have earned him the reputation as the "go-to guy" throughout the Florida Panhandle for large-scale projects.



## **Shane Bergin, P.E., PTOE, PTP, RSP<sub>1</sub> – Transportation Planner**

*Neel-Schaffer, Inc.*

Mr. Bergin joined Neel-Schaffer in 2004 and has more than 15 years of experience in traffic analysis, roadway design, utility design, and construction administration services. His experience also includes the preparation of planning studies, construction plans, specifications, and permit applications. Mr. Bergin has been involved in a variety of projects throughout Alabama, Mississippi, and Florida. He works in the firm's Mobile (AL) office.



## **Mitch Smith, P.E. – Geotechnical Engineer**

*Tierra, Inc.*

Mr. Smith has over 30 years of experience in geotechnical engineering, construction and materials testing (CMT), and environmental consulting. Mr. Smith is a licensed professional engineer in Florida, Georgia, and Alabama, and has analyzed, reviewed, and managed thousands of geotechnical, CMT, and environmental projects. His geotechnical engineering experience includes field and laboratory data collection/analysis, site selection/development recommendations, site improvement requirements/techniques, embankment/site fill settlement, and compressibility analysis.



## **Glen Miley, MS, PWS – Environmental Specialist**

*Biome Consulting Group, LLC*

Mr. Miley is a founding partner of Biome Consulting Group which serves the ecological/environmental, regulatory compliance needs with an eye toward large-scale ecological restoration and quantitative assessment and monitoring projects. Mr. Miley's specialties include Wetland Delineation; Endangered Species Regulation and Permitting; Phase I Site Assessments; Environmental Impact Assessments; Stream Restoration; Restoration of Coastal Ecosystems; Longleaf Medical Training, and Wilderness First Aid.



## **2. Professional qualifications of team members**

DRAFT

# MICHAEL D. LANGSTON, P.E. PROJECT MANAGER



## INTRODUCTION

27 YEARS WITH BDI

34 YEARS OF EXPERIENCE

Mr. Langston serves as a Sr. Civil Engineer at Baskerville-Donovan. He has been involved in infrastructure planning for public entities and design of roadways, and stormwater management systems.



## LOCATION

449 West Main Street  
Pensacola, FL 32502

## EDUCATION

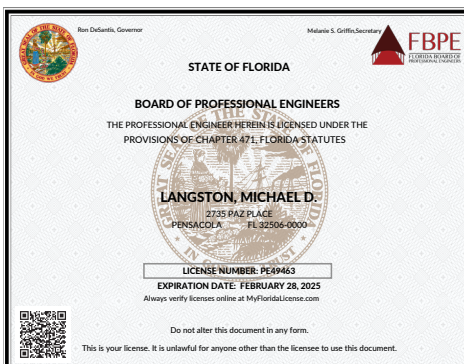
BCE, Civil Engineering, Georgia  
Institute of Technology, 1989

## AREA OF EXPERTISE

- Planning, Designing, Permitting, and Drafting for Land Development Projects
- ADA Design
- Roadway Design
- Utility Coordination and Relocation
- Stormwater Design

## PROFESSIONAL REGISTRATIONS

- Professional Engineer FL #49463
- Professional Engineer AL #30667



## SIMILAR EXPERIENCE

### The Bluffs Corridor, Chemstrand Road Industrial Roundabout – Pensacola, FL:

Project Manager for the design of the access to The Bluffs Industrial Corridor, including transportation upgrades for the multi-leg intersection of Chemstrand Road, Old Chemstrand Road, ECUA, and Ascend Entrances. The work associated with this Phase includes the engineering design necessary to develop “bid-ready” construction documents for improvements at the intersection of New Chemstrand Road and Old Chemstrand Road in Escambia County. Intersection improvements will include Industrial Roundabout Design, re-alignments as required for efficient connection of existing and future roadways, increase in capacity, improved safety, improved traffic circulation, and providing pedestrian and bicycle access.

### PEDC The Bluffs Phase 2 – Escambia County, FL:

Project Manager for the continuation of the completed Phase 1 Industrial Roadway Alignment Studies completed in June of 2018. The Phase 2 Study included three alternate road alignments between Spanish Mill Creek and Old Chemstrand Road, required land acquisition, wetland delineation, and preliminary construction cost estimates for development into a decision matrix for selection.

### PEDC Site Connectivity Alignment and Real Property Acquisition Phase I – Escambia County, FL:

Project Manager for the implementation of the previously completed Industrial Development Study (IDS) completed in September 2015. The implementation included identifying property for potential acquisition, collaborating with staff to identify the Phase 1 Scope of Work, preparing a preliminary site graphic of the land to be acquired, the proposed new infrastructure, and preparation of a preliminary construction cost estimate.

### Navy Federal Credit Union – Phase II, Bridge 3 – Escambia County, FL:

Project Manager for the Navy Federal Credit Union relocation project that spanned over the past decade. This Phase II project includes stormwater master planning, roadway and resurfacing projects, lift stations, and other structures including the design and analysis of a new 400 ft. long steel girder bridge with a concrete deck.

# T. KEITH HILL, P.E.

## PRINCIPAL-IN-CHARGE



### INTRODUCTION

24 YEARS WITH BDI

25 YEARS OF EXPERIENCE

Mr. Hill provides the senior project oversight of the Project Manager's efforts ensuring the satisfaction of client communications and Baskerville-Donovan's standards of excellence. He is proficient in modeling software, such as KYPipe 2000 and Surge 5.0.



### LOCATION

449 West Main Street  
Pensacola, FL 32502

### EDUCATION

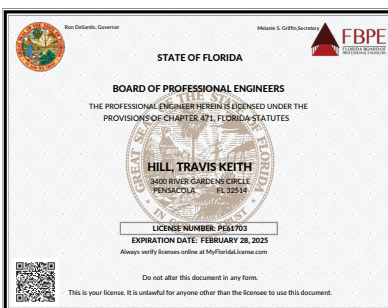
MS, Civil/Environmental Engineering,  
Auburn University, 1998  
BS, Zoology, Auburn University, 1992

### AREA OF EXPERTISE

- Design of Wastewater Treatment Facilities
- Hydraulic Modeling
- Transient Surge Analysis of Municipal Water Distributions
- QA/QC

### PROFESSIONAL REGISTRATIONS

- Professional Engineer FL #61703



### SIMILAR EXPERIENCE

#### The Bluffs Corridor, Chemstrand Road Industrial Roundabout – Pensacola, FL:

Principal-in-Charge for the design of access to The Bluffs Industrial Corridor, including transportation upgrades for the multi-leg intersection of Chemstrand Road, Old Chemstrand Road, ECUA, and Ascend Entrances. The work associated with this Phase includes the engineering design necessary to develop “bid-ready” construction documents for improvements at the intersection of New Chemstrand Road and Old Chemstrand Road in Escambia County. Intersection improvements will include Industrial Roundabout Design, re-alignments as required for efficient connection of existing and future roadways, increase in capacity, improved safety, improved traffic circulation, and providing pedestrian and bicycle access.

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# FRED C. DONOVAN, JR., P.E. QA/QC OFFICER



## INTRODUCTION

24 YEARS WITH BDI

27 YEARS OF EXPERIENCE

Mr. Donovan has been involved in a variety of municipal, county and federal programs as a designer and QA/QC Officer. He leads our Bluebeam® Revu® quality assurance design review process. Mr. Donovan has participated in program development for federal clients and is involved with a number of local government clients and assists in facilitating funding efforts.



## LOCATION

449 West Main Street  
Pensacola, FL 32502

## EDUCATION

BS, Civil Engineering, Georgia  
Institute of Technology, 1996

## AREA OF EXPERTISE

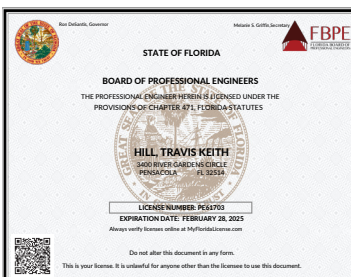
- Stormwater
- Roadway
- Utilities (Water/Wastewater)
- QA/QC
- Funding

## PROFESSIONAL REGISTRATIONS

- Professional Engineer FL #66268
- Professional Engineer AL #24433
- Professional Engineer GA #028491

## AFFILIATIONS

- American Society of Civil Engineers
- Florida Chamber Board of Directors



## SIMILAR EXPERIENCE

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# W. JEFF HUGGINS, P.E.

**CIVIL ENGINEER**



## INTRODUCTION

13 YEARS WITH BDI

14 YEARS OF EXPERIENCE

Mr. Huggins' has provided Civil Engineering services for clients which include the Florida Department of Transportation, Alabama Department of Transportation, city and county governments in multiple states, as well as U.S. and Latin America design work for the U.S. Army Corps of Engineers.



## LOCATION

449 West Main Street  
Pensacola, FL 32502

## EDUCATION

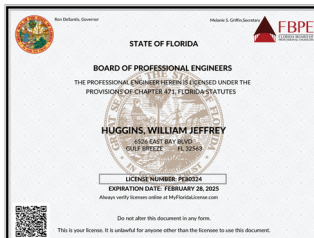
BS, Civil Engineering, University  
of South Alabama, 2009

## AREA OF EXPERTISE

- Permitting
- Drainage Analysis
- Transportation Design
- ADA Compliance
- Stormwater Systems

## PROFESSIONAL REGISTRATIONS

- Professional Engineer FL #80324
- NCAT Roadway Tech Level 1
- NCAT Radiation Safety Certification
- U.D. DOT & FHWA Certificate of the Design and Operation of Work Zone Traffic Control
- Maintenance of Traffic Advanced Level Training Course



## SIMILAR EXPERIENCE

### The Bluffs Corridor, Chemstrand Road Industrial Roundabout – Pensacola, FL:

Civil/Transportation Engineer for the design of the access to The Bluffs Industrial Corridor, including transportation upgrades for the multi-leg intersection of Chemstrand Road, Old Chemstrand Road, ECUA, and Ascend Entrances. The work associated with this Phase includes the engineering design necessary to develop "bid-ready" construction documents for improvements at the intersection of New Chemstrand Road and Old Chemstrand Road in Escambia County. Intersection improvements will include Industrial Roundabout Design, re-alignments as required for efficient connection of existing and future roadways, increase in capacity, improved safety, improved traffic circulation, and providing pedestrian and bicycle access.

### PEDC The Bluffs Phase 2 – Escambia County, FL:

Civil/Transportation Engineer for the continuation of the completed Phase 1 Industrial Roadway Alignment Studies completed in June 2018. The Phase 2 Study included three alternate road alignments between Spanish Mill Creek and Old Chemstrand Road, required land acquisition, wetland delineation, and preliminary construction cost estimates for development into a decision matrix for selection.

### PEDC Site Connectivity Alignment and Real Property Acquisition Phase I – Escambia County, FL:

Civil/Transportation Engineer for the implementation of the previously completed Industrial Development Study (IDS) completed in September 2015. The implementation included identifying property for potential acquisition, collaborating with staff to identify the Phase 1 Scope of Work, preparing a preliminary site graphic of the land to be acquired, the proposed new infrastructure, and preparation of a preliminary construction cost estimate.

### PEDC Becks Lake Road Improvements – Escambia County, FL:

Civil/Transportation Engineer for this road improvements project to establish horizontal and vertical realignments of Becks Lake Road to provide an industrial route designed as an Industrial Access/Freight Corridor to support The Bluffs Industrial Park. This included adherence to The Bluffs Master Plan and providing right-of-way considerations for industrial wastewater, process water, natural gas, electric power, potable water, sanitary sewer, and stormwater. Coordination of the roadway design included concepts for stormwater management areas, regulatory impacts and requirements, real property requirements, and conceptual level construction cost estimates.



# JASON J. FRICK, P.E.

**CIVIL ENGINEER**

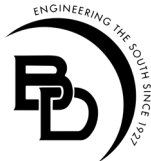


## INTRODUCTION

8 YEARS WITH BDI

8 YEARS OF EXPERIENCE

Mr. Frick has provided civil engineering services for clients including Alabama Department of Transportation, city and county governments in multiple states, as well as the U.S. and Latin America design work for the U.S. Army Corps of Engineers.



## LOCATION

449 West Main Street  
Pensacola, FL 32502

## EDUCATION

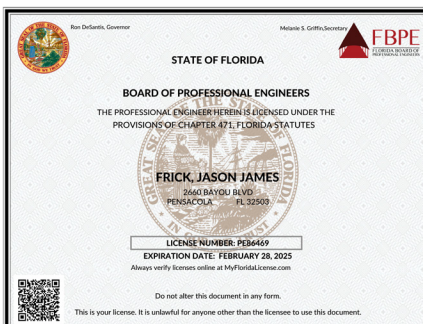
BS, Civil Engineering, University  
of South Alabama, 2014

## AREA OF EXPERTISE

- Stormwater Drainage Analysis and Design
- Site Civil Design
- Transportation Design
- Funding Procurement Assistance

## PROFESSIONAL REGISTRATIONS

- Professional Engineer: FL #86469
- FDEP Stormwater Erosion and Sedimentation Control Inspector #42043
- FDOT Temporary Traffic Control (TTC) Advanced Course #62232



## SIMILAR EXPERIENCE

### The Bluffs Corridor, Chemstrand Road Industrial Roundabout – Pensacola, FL:

Civil/Transportation Engineer for the design of the access to The Bluffs Industrial Corridor, including transportation upgrades for the multi-leg intersection of Chemstrand Road, Old Chemstrand Road, ECUA, and Ascend Entrances. The work associated with this Phase includes the engineering design necessary to develop “bid-ready” construction documents for improvements at the intersection of New Chemstrand Road and Old Chemstrand Road in Escambia County. Intersection improvements will include Industrial Roundabout Design, re-alignments as required for efficient connection of existing and future roadways, increase in capacity, improved safety, improved traffic circulation, and providing pedestrian and bicycle access.

### PEDC The Bluffs Phase 2 – Escambia County, FL:

Civil/Transportation Engineer for the continuation of the completed Phase 1 Industrial Roadway Alignment Studies completed in June 2018. The Phase 2 Study included three alternate road alignments between Spanish Mill Creek and Old Chemstrand Road, required land acquisition, wetland delineation, and preliminary construction cost estimates for development into a decision matrix for selection.

### PEDC Site Connectivity Alignment and Real Property Acquisition Phase I – Escambia County, FL:

Civil/Transportation Engineer the implementation of the previously completed Industrial Development Study (IDS) completed in September 2015. The implementation included identifying property for potential acquisition, collaborating with staff to identify the Phase 1 Scope of Work, preparing a preliminary site graphic of the land to be acquired, the proposed new infrastructure, and preparation of a preliminary construction cost estimate.

### Navy Federal Credit Union – Phase II, Bridge 3 – Escambia County, FL:

Civil/Transportation Engineer for the Navy Federal Credit Union relocation project that spanned over the past decade. This Phase II project includes stormwater master planning, roadway and resurfacing projects, lift stations, and other structures including the design and analysis of a new 400 ft. long steel girder bridge with a concrete deck.

# HILARY F. BAUER, P.E.

CIVIL ENGINEER



## INTRODUCTION

8 YEARS WITH BDI

8 YEARS OF EXPERIENCE

Ms. Bauer's broad range of experience includes proficiency with Haestad design software such as StormCAD, PondPack and CulvertMaster, as well as ICPR 4. She also has experience in AutoCAD for both drafting and GIS, as well as ArcGIS and Mr.SID for GIS analysis and processing.



## LOCATION

449 West Main Street  
Pensacola, FL 32502

## EDUCATION

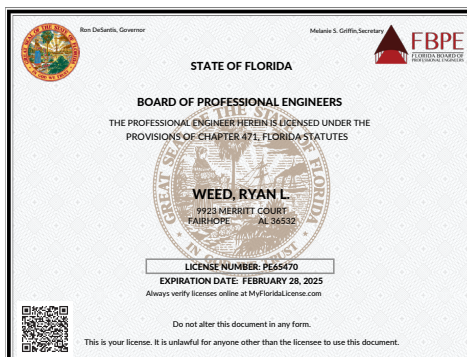
BS, Civil Engineering,  
University of South Alabama, 2014

## AREA OF EXPERTISE

- Proficiency with Haestad Design Software including StormCAD, PondPack & CulvertMaster
- ICPR 4
- AutoCAD for both drafting & GIS
- ArcGIS and Mr. SID for GIS Analysis and Processing

## PROFESSIONAL REGISTRATIONS

- Professional Engineer FL #88613



## SIMILAR EXPERIENCE

### The Bluffs Corridor, Chemstrand Road Industrial Roundabout – Pensacola, FL:

Civil Engineer for the design of the access to The Bluffs Industrial Corridor, including transportation upgrades for the multi-leg intersection of Chemstrand Road, Old Chemstrand Road, ECUA, and Ascend Entrances. The work associated with this Phase includes the engineering design necessary to develop “bid-ready” construction documents for improvements at the intersection of New Chemstrand Road and Old Chemstrand Road in Escambia County. Intersection improvements will include Industrial Roundabout Design, re-alignments as required for efficient connection of existing and future roadways, increase in capacity, improved safety, improved traffic circulation, and providing pedestrian and bicycle access.

### PEDC The Bluffs Phase 2 – Escambia County, FL:

Civil Engineer for the continuation of the completed Phase 1 Industrial Roadway Alignment Studies completed in June 2018. The Phase 2 Study included three alternate road alignments between Spanish Mill Creek and Old Chemstrand Road, required land acquisition, wetland delineation, and preliminary construction cost estimates for development into a decision matrix for selection.

### PEDC Site Connectivity Alignment and Real Property Acquisition Phase I – Escambia County, FL:

Civil Engineer the implementation of the previously completed Industrial Development Study (IDS) completed in September 2015. The implementation included identifying property for potential acquisition, collaborating with staff to identify the Phase 1 Scope of Work, preparing a preliminary site graphic of the land to be acquired, the proposed new infrastructure, and preparation of a preliminary construction cost estimate.

### Navy Federal Credit Union – Phase II, Bridge 3 – Escambia County, FL:

Civil Engineer for the Navy Federal Credit Union relocation project that spanned over the past decade. This Phase II project includes stormwater master planning, roadway and resurfacing projects, lift stations, and other structures including the design and analysis of a new 400 ft. long steel girder bridge with a concrete deck.

# JAMES E. ANDERSON, P.E. SR. WATER RESOURCES ENGINEER



18 YEARS WITH BDI

27 YEARS OF EXPERIENCE

## INTRODUCTION

Mr. Anderson serves as a Senior Environmental Engineer in the Water Resources Division of Baskerville-Donovan, Inc.



## LOCATION

449 West Main Street  
Pensacola, FL 32502

## EDUCATION

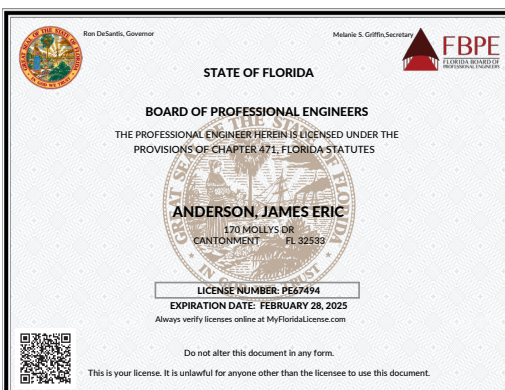
BS, Civil Engineering, BS, Textile Engineering,  
Georgia Institute of Technology

## AREA OF EXPERTISE

- Wastewater Collection Systems
- Wastewater Treatment Plants
- Environmental Restoration & Permitting
- Reclaimed Water Distribution Systems
- Lift Stations

## PROFESSIONAL REGISTRATIONS

- Professional Engineer FL #67494
- Professional Engineer AL #37606



## SIMILAR EXPERIENCE

### PEDC The Bluffs Phase 2 – Escambia County, FL:

Sr. Water Resources Engineer for the continuation of the completed Phase 1 Industrial Roadway Alignment Studies completed in June of 2018. The Phase 2 Study included three alternate road alignments between Spanish Mill Creek and Old Chemstrand Road, required land acquisition, wetland delineation, and preliminary construction cost estimates for development into a decision matrix for selection.

### PEDC Site Connectivity Alignment and Real Property Acquisition Phase I – Escambia County, FL:

Sr. Water Resources Engineer for the implementation of the previously completed Industrial Development Study (IDS) completed in September 2015. The implementation included identifying property for potential acquisition, collaborating with staff to identify the Phase 1 Scope of Work, preparing a preliminary site graphic of the land to be acquired, the proposed new infrastructure, and preparation of a preliminary construction cost estimate.

### Navy Federal Credit Union – Phase II, Bridge 3 – Escambia County, FL:

Sr. Water Resources Engineer for the Navy Federal Credit Union relocation project spanning over the past decade. This Phase II project includes stormwater master planning, roadway and resurfacing projects, lift stations, and other structures including the design and analysis of a new 400 ft. long steel girder bridge with a concrete deck.

### Pinestead-Longleaf Road Improvement – Escambia County, FL:

Sr. Water Resources Engineer for the PD&E Study and roadway design on this major roadway to allow it to be the vital link in the completion of an East-West Corridor. Proposed improvements include the utilization of an existing right-of-way on Longleaf Drive, the addition of a new right-of-way to provide capacity for the increased traffic demand, the design of a new bridge, and expansion to a 4-lane divided highway. Roadway design also included an urban section with a grassed median, bike lanes, sidewalks, and curb and gutter. The drainage system for the proposed corridor was designed following the standards contained in the FDOT Drainage Manual and the Escambia County Land Development Code.



# M. DILLON DRAUGHN, E.I.

## ENGINEER INTERN

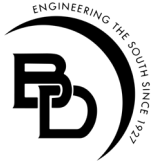


### INTRODUCTION

2 YEARS WITH BDI

2 YEARS OF EXPERIENCE

As a Northwest Florida local, Mr. Draughn has provided civil engineering services for clients across the Florida Panhandle, including county and city governments.



### LOCATION

449 West Main Street  
Pensacola, FL 32502

### EDUCATION

BS, Civil Engineering, University of  
South Alabama, 2020  
MS, Coastal Engineering,  
University of South Alabama, 2022

### AREA OF EXPERTISE

- Stormwater & Drainage
- Infrastructure Design
- Roadway Improvements
- Cost Estimates of Design Phase
- Construction Inspection

### AFFILIATIONS

- American Society of Civil Engineers
- Coasts, Oceans, Ports and Rivers  
Institute
- Society of American Military Engineers

### PROFESSIONAL REGISTRATIONS

- State of Alabama Engineer Intern  
#EI19039



### SIMILAR EXPERIENCE

#### The Bluffs Corridor, Chemstrand Road Industrial Roundabout – Pensacola, FL:

Engineer Intern for the design of the access to The Bluffs Industrial Corridor, including transportation upgrades for the multi-leg intersection of Chemstrand Road, Old Chemstrand Road, ECUA, and Ascend Entrances. The work associated with this Phase includes the engineering design necessary to develop “bid-ready” construction documents for improvements at the intersection of New Chemstrand Road and Old Chemstrand Road in Escambia County. Intersection improvements will include Industrial Roundabout Design, re-alignments as required for efficient connection of existing and future roadways, increase in capacity, improved safety, improved traffic circulation, and providing pedestrian and bicycle access.

#### Pensacola Beach Access Road – Escambia County, FL:

Engineer Intern for North-South Beach Access Road from Quietwater Beach to Bob Sikes Fishing Pier. Project Included roadway design, utility coordination and relocation, stormwater design, pedestrian and bicycle facilities, and the northern gateway crosswalk that included a solar-powered rapid flashing beacon system, and embedded lighting in the crosswalk.

#### Burgess Road Sidewalk Design – Pensacola, FL:

Engineer Intern for a project that involved design efforts for a sidewalk installation along Burgess Road. The project also involved improving the stormwater drainage system and roadway. Specific tasks included assisting in the design of improvements to the drainage system and roadway, as well as performing the cost estimates throughout different phases of the design.

#### Pinestead Longleaf Roadway Design – Escambia County, FL:

Engineer Intern for the PD&E Study and roadway design on this major roadway to allow it to be the vital link in the completion of an East-West Corridor. Proposed improvements include the utilization of an existing right-of-way on Longleaf Drive, the addition of a new right-of-way to provide capacity for the increased traffic demand, the design of a new bridge, and expansion to a 4-lane divided highway. Roadway design also included an urban section with a grassed median, bike lanes, sidewalks, and curb and gutter. The drainage system for the proposed corridor was designed following the standards contained in the FDOT Drainage Manual and the Escambia County Land Development Code.

# NICOLE L. LLOYD, E.I.

## ENGINEER INTERN

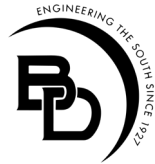


### INTRODUCTION

1 YEAR WITH BDI

2 YEARS OF EXPERIENCE

Mrs. Lloyd has a variety of experience within the Florida Panhandle working on civil and environmental projects.



### LOCATION

449 West Main Street  
Pensacola, FL 32502

### EDUCATION

BS, Civil Engineering, University of  
North Dakota, 2020  
AS, Criminal Justice, Volunteer  
State Community College, 2006

### AREA OF EXPERTISE

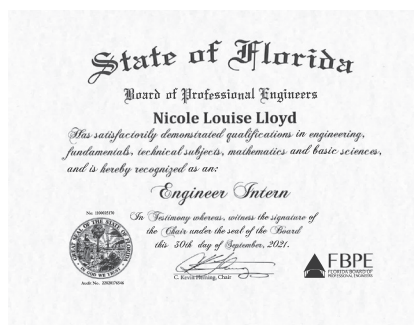
- Stormwater & Drainage
- Infrastructure Design
- Roadway Improvements
- Cost Estimates of Design Phase
- Construction Inspection

### AFFILIATIONS

- American Society of Civil Engineers
- Transportation and Development  
Institute

### PROFESSIONAL REGISTRATIONS

- State of Florida Engineer Intern  
#1100025170



### SIMILAR EXPERIENCE

#### Arbor Landing at Mill Bayou – Lynn Haven, FL:

Engineer Intern for a project that includes the site development of a 300+ unit luxury apartment community. This project was designed and permitted to be completed in two phases to include two stormwater management facilities along with associated parking and utilities. The tasks performed were stormwater design/layout, utility design/layout, and permitting coordination with Bay County, City of Lynn Haven, Florida Department of Environmental Protection, Northwest Florida Water Management District, and Florida Department of Transportation (FDOT).

#### U.S. 231 Utility Relocation – Panama City, FL:

Engineer Intern for a project that includes the coordination between FDOT and Panama City to identify utility relocates and conflict areas. The tasks performed included the review of FDOT plans in comparison to the City of Panama City's GIS location of all utilities that may be located in FDOT right-of-way. The coordination between FDOT and the City of Panama City on this project was to ensure the relocates and conflict areas were reflected on the FDOT plans before construction commencement.

#### Holiday Inn Express – Jackson County, FL:

Engineer Intern for a project that includes the site development of a new Holiday Inn Express located in Jackson County, FL. The tasks performed included the site development of a new hotel, stormwater management facility, associated parking, grinder station, and a new FDOT access connection. Permitting tasks included coordination with Jackson County, FDOT, Florida Department of Environmental Protection, and Northwest Florida Water Management District.

#### Cherry Street Redevelopment – Panama City, FL:

Engineer Intern for the Redevelopment of a 2-mile stretch of Cherry Street in Panama City. The project included roadway design, utility coordination and relocation, stormwater design, pedestrian and bicycle paths, stormwater design, and drainage improvements.

#### Osprey Pointe Village – Bay County, FL:

Civil Engineer Intern for a project that involved the design, permitting, and construction of a 600+ lot manufactured home community. The project involved the design of stormwater management facilities, roadway layout/design, and utility layout/design as well as designing and permitting two access connections to an FDOT roadway.

# ROBERT S. MILLS, PSM/PLS

## SURVEY MANAGER



### INTRODUCTION

39 YEARS WITH BDI

48 YEARS OF EXPERIENCE

Mr. Mills has managed many large-scale projects for county and city municipalities, FDEP, FDOT, various utility companies, private industries, commercial developments, and federal government.



### LOCATION

449 West Main Street  
Pensacola, FL 32502

### EDUCATION

University of West Florida

### AREA OF EXPERTISE

- Surveying
- Mapping

### PROFESSIONAL REGISTRATIONS

- FL Professional Surveyor and Mapper #LS5509
- AL Professional Land Surveyor #20892

### AFFILIATIONS

- Florida Surveying and Mapping Society

### SIMILAR EXPERIENCE

#### The Bluffs Corridor, Chemstrand Road Industrial Roundabout – Pensacola, FL:

Survey Manager for the design of access to The Bluffs Industrial Corridor, including transportation upgrades for the multi-leg intersection of Chemstrand Road, Old Chemstrand Road, ECUA, and Ascend Entrances. The work associated with this Phase includes the engineering design necessary to develop “bid-ready” construction documents for improvements at the intersection of New Chemstrand Road and Old Chemstrand Road in Escambia County. Intersection improvements will include Industrial Roundabout Design, re-alignments as required for efficient connection of existing and future roadways, increase in capacity, improved safety, improved traffic circulation, and providing pedestrian and bicycle access.

#### PEDC The Bluffs Phase 2 – Escambia County, FL:

Survey Manager for the continuation of the completed Phase 1 Industrial Roadway Alignment Studies completed in June 2018. The Phase 2 Study included three alternate road alignments between Spanish Mill Creek and Old Chemstrand Road, required land acquisition, wetland delineation, and preliminary construction cost estimates for development into a decision matrix for selection.

#### PEDC Site Connectivity Alignment and Real Property Acquisition Phase I – Escambia County, FL:

Survey Manager for the implementation of the previously completed Industrial Development Study (IDS) completed in September 2015. The implementation included identifying property for potential acquisition, collaborating with staff to identify the Phase 1 Scope of Work, preparing a preliminary site graphic of the land to be acquired, the proposed new infrastructure, and preparation of a preliminary construction cost estimate.

#### Navy Federal Credit Union – Phase II, Bridge 3 – Escambia County, FL:

Survey Manager for the Navy Federal Credit Union relocation project that spanned over the past. This Phase II project includes stormwater master planning, roadway and resurfacing projects, lift stations, and other structures including the design and analysis of a new 400 ft. long steel girder bridge with a concrete deck.



Florida Department of Agriculture and Consumer Services  
Division of Consumer Services  
Board of Professional Surveyors and Mappers  
2005 Apalachee Pkwy Tallahassee, Florida 32399-6500  
License No.: LS5509  
Expiration Date: February 28, 2025

Professional Surveyor and Mapper License  
Under the provisions of Chapter 472, Florida Statutes

ROBERT SCOTT MILLS  
1201 GOLDEN ROD RD  
CANTONMENT, FL 32533-9065

*Nicole Fried*  
NICOLE "NIKKI" FRIED  
COMMISSIONER OF AGRICULTURE

This is to certify that the professional surveyor and mapper whose name and address are shown above is licensed as required by Chapter 472, Florida Statutes.



## Registrations

Professional Engineer: Alabama 29113  
Mississippi 18457; Florida 73300; North  
Carolina 48254; South Carolina 36561,  
Georgia 44386

## Certifications

Professional Traffic Operations Engineer  
2622  
Professional Transportation Planner 676  
Road Safety Professional-174

## Education

Bachelor of Science, Civil Engineering,  
Auburn University, 2002  
Master of Science, Civil Engineering,  
Auburn University, 2004

## Professional History

Mr. Bergin joined Neel-Schaffer in 2004 and has more than 15 years of experience in traffic analysis, roadway design, utility design, and construction administration services. His experience also includes preparation of planning studies, construction plans, and specifications and permit applications. Mr. Bergin has been involved in a variety of projects throughout Alabama, Mississippi and Florida. He works out of the firm's Mobile (AL) office.

## Related Experience

### SR-34 at Cropwell Drive and Hardwick Road Intersection

**Improvements:** Traffic Engineer. Neel-Schaffer was selected by Pell City to conduct a traffic analysis of existing intersections near their sports complex and boat launch. The analysis focused on inspection improvements to improve not only the level-of-service of the intersections but also the safety of the corridor. The selected alternative included a roundabout at the intersection of SR-34 and Cropwell Drive. Once funding through the safety program was obtained, Neel-Schaffer was selected to complete the design of the recommended improvements. The early portion of the design centered on a conceptual design of the roundabout to determine the best location based on right-of-way impacts and constructability. This conceptual design also included fast path analysis, turning templates, and sizing of the truck apron.

**McGregor Avenue Widening Project, Mobile, AL:** Project Engineer. Neel-Schaffer is providing engineering design and right-of-way acquisition services for a \$7.5 million project that will widen and add amenities, including a roundabout, to a .71-mile stretch of McGregor Avenue. As of March 2019 the roadway design was 85 percent complete.

**Bay Minette Traffic Analysis, Bay Minette, AL:** Project Manager. Neel-Schaffer was selected by the City of Bay Minette to provide a City-Wide traffic analysis. The analysis was divided into five tasks that included high crash intersections, high traffic streets, stop sign removal study, traffic calming policy, and functional classification map. Neel-Schaffer performed Roadway Safety Assessments for the top ten intersection in the City that were not on State Routes to identify countermeasure

to increase the safety of the intersection. The high traffic streets were analyzed for capacity constraints with tables identifying the current demand the remaining capacity of each roadway segment. The City provided Neel-Schaffer with a list of twenty intersection for inclusion in a stop sign removal analysis. The analysis provided the City with a list of intersection that the City should consider removing the four/three-way stop control and ranked the priority based on traffic volume information. The project also provided the City with a traffic calming policy and an update to their functionally classified street map. The project was completed in 2018.

**2018 Pay-As-You-Go Program, Mobile County, AL:** Neel-Schaffer was selected for several projects in the 2018 Pay-As-You-Go Program. Shane is the Engineer of Record for the Prichard Streets Projects. The Prichard Streets projects will include the mill and overlay of 32 streets inside the City of Prichard along the three bridge/culvert replacement projects. The three bridge/culvert replacement projects will replace the existing bridges and culverts located on Gum Tree Branch. One of the roadways will require a pedestrian path to be designed and constructed. All the projects are currently under design.

**Zeigler Boulevard Signal Plans, Mobile, AL:** Project Manager. Neel-Schaffer was selected by Baskerville-Donovan, Inc. to provide traffic signal plans for the widening of Zeigler Boulevard between Athey Road and Forest Hill Drive. The plans include the design of mast arm signals at five intersections along with radar detection, flashing yellow arrows, new cabinets/controllers, pedestrian features, and signage. The project also includes railroad preemption at one intersection with battery backup and blank out signs. The project is currently under design.

**Traffic Signal, Keesler Air Force Base:** Project Manager. Provided planning and design for a new traffic signal at the intersection of Larcher Boulevard and C Street. The traffic signal will include mast arms, pedestrian features, inductive loops, and lighting. The project is part of the main gate relocation to Division Street. Neel-Schaffer is working through the Naval Facilities Engineering Command and the project will be designed to Unified Facilities Criteria along with the Military Surface Deployment and Distribution Command Transportation Engineering Agency, Manual on Uniform Traffic Control Devices (MUTCD), and the Department of Defense Supplement to the MUTCD.

**Navy Federal Credit Union, Pensacola, FL:** Traffic Engineer. Neel-Schaffer was hired by Baskerville-Donovan to perform traffic engineering services for the expansion of the Navy Federal Credit Union Campus. These services have included traffic impact analysis for their phase 1 and phase 2 expansions, signal design, travel demand modeling, and a preliminary interchange justification report. The preliminary interchange justification report was presented to the Florida Department of Transportation for consideration.



# Greg Judy, PE, PTOE



## Registrations

Professional Engineer: TN 105637; AL 32519; FL 63459; GA 27625; IL 62060641; KY 23801; NC 27547; SC 28026; VA 402054244; WV 15487

## Certifications

Professional Traffic Operations Engineer  
 IMSA Certified Fiber Optic-Level II

## Education

Bachelor of Engineering, Civil  
 Engineering, Vanderbilt University, 1995

## Professional History

Mr. Judy joined Neel-Schaffer in 1995 and has more than 25 years of experience as a Transportation Engineer. A Vice President with the firm, he has served as a Senior Project Manager on a variety of transportation planning and engineering projects, and he has extensive technical and project experience in the areas of traffic management, long-range planning, corridor planning and functional design.

He has held project management roles involving traffic impact studies, traffic signal design projects, ITS design projects, safety studies, concept and advance planning reports, circulation studies and interchange studies. He also has led project teams in the design of small and large-scale fiber optic coordinated signal systems. His responsibilities also include managing data collection, public involvement efforts, project design, preparation of specifications and bid documents and construction engineering.

## Related Experience

### City of Brentwood (TN) As-Needed Traffic Engineering

**Services:** Senior Project Manager for on-call services to provide traffic engineering support to City of Brentwood staff. Tasks include review of traffic impact studies, attendance at city commission and planning commission meetings, traffic operational studies including roundabout and traffic signal operations, signal warrant studies.

### 2016 Metro Nashville (TN) Countywide Traffic Signal Optimization Project:

**Project Manager.** Neel-Schaffer was lead consultant for an ambitious project to optimize and streamline the timing of 550 signals along 18 major travel coordinators in the City. Accomplished over an intense, condensed nine-month period, the goal of the \$6-million project was to increase road capacity without major changes to the existing infrastructure of one of America's fastest-growing cities. Work included development and implementation of new synchronized traffic signal timings for intersections and corridors throughout Davidson County. Tasks included traffic data collection, field inventory and assessment, development of updated pedestrian and vehicle clearance timings, use of Synchro and PC Travel software, field fine tuning and "before-after" travel time and

delay studies. Neel-Schaffer also supported Metro in responding to operational complaints and feedback to elected officials and public comments.

**TDOT Continuing Traffic Engineering Services Contract (2007-2011, 2011-2014, 2014-2017, 2017-2020), Statewide, TN:** Senior Project Manager for this continuing contract for traffic engineering services for various projects throughout Tennessee.

### Goose Creek Bypass Improvement Project, Franklin, TN:

Senior Engineer for TDOT and City project to widen corridor. Design elements included traffic signal design, coordinated signal timings, roadway signing and markings, ITS design and roadway operations design.

**SR 46 Intersection Improvements, Dickson, TN:** Project Manager. The project included installation of three new signals, upgrades to eight existing signals, signage, pavement markings, railroad preemption, and geometric improvements at three intersections. Design included intersection improvements to 14 intersections along the SR 46 /US 70 corridors. It also included implementation of fiber-optic signal Interconnect and development of coordinated signal timing plans.

### City of Franklin (TN) As-Needed Traffic Engineering

**Services:** Senior Project Manager for on-call services to provide traffic engineering support to City of Franklin staff. Tasks include review of traffic impact studies, attendance at city commission and planning commission meetings, traffic operational studies including traffic signal operations and signal warrant studies.

### City of Murfreesboro (TN) As-Needed Traffic Engineering

**Services:** Senior Project Manager for on-call services to provide traffic engineering support to City of Murfreesboro staff. Tasks include review of traffic impact studies, attendance at city commission and planning commission meetings, traffic operational studies including traffic signal operations and signal warrant studies.

### City of Columbia (TN) As-Needed Traffic Engineering

**Services:** Senior Project Manager for on-call services to provide traffic engineering support to City of Columbia staff. Tasks include review of traffic impact studies, attendance at city commission and planning commission meetings, traffic operational studies including traffic signal operations and signal warrant studies.

### City of Forest Hills (TN) As-Needed Transportation

**Engineering Services:** Senior Project Manager serving as traffic engineer for Neel-Schaffer's role as City Engineer. Services include review of traffic engineering requests, roadway safety, intersection operations, data collection, roadway and bikeway signing and markings.

### City of Hendersonville (TN) As-Needed Traffic Engineering:

Senior Project Manager for as-needed traffic engineering tasks. Work requests include review and support of developer traffic studies, traffic signal construction inspection, traffic signal timings, review of developer signal design and documentation for city officials and developed.

**LOUIS "JOE" DEREUIL, P.E., LEED A.P.**  
Owner/Principal



**STRUCTURAL ENGINEER**  
**JOE DEREUIL ASSOCIATES, LLC**

301 W. Cervantes Street  
Pensacola, FL 32501 850-429-1951  
[www.jdstructures.com](http://www.jdstructures.com)  
[jd@jdstructures.com](mailto:jd@jdstructures.com)

**Expertise:**

Joe DeReuil is the Principal of Joe DeReuil Associates (JDA) and has over 40 years of structural engineering experience. He is a Certified Threshold Special Inspector, as well as a LEED Accredited Professional and has been involved in multiple LEED Certified Projects.

Our firm has been involved in or responsible for the structural design and contract document production of structures totaling over 21 million square feet. Design and construction administration experience covers a wide variety of major building types including; waste water treatment facilities, educational facilities, multi-story office buildings, condominiums, multi-story parking garages, stadiums, municipal police & fire stations, hospitals, hotels, long-span aircraft hangars and heavy industrial facilities. We can provide full structural building and component designs for any type of construction material.

**Relevant Project Experience Within the Past 5 Years:**

- **Tiger Point Waste-Water Treatment Plant Expansion**
- **Wright Smith Mobile WWTP Headworks Structural Inspections**
- **Arbennie Pritchett Water Reclamation Facility**
- **Arbennie Pritchett WRF Septage Receiving Station**
- **ECUA Lift Station #50 Lid/Slab Design**
- **West Pensacola ECUA Well Lillian Highway**
- **Destin Water Users Headworks Expansion– Effluent Spill & Undermined Structure Remediation, Odor Control Structure, MPS Davit Crane Anchorage, Compactor Support, Water Screw Conveyor Addition**

**Years of Experience:**

With this Firm:  
17 years  
With other Firms:  
23

**Education:**

Bachelor of Civil Engineering, Georgia  
Institute of Technology, 1981

Bachelor of Architecture, Georgia Institute  
of Technology, 1981

**Licensing:**

Registered Professional Engineer -  
FL#54319 (20 states)

LEED Accredited Professional  
Certified FL Threshold Inspector License  
#1033

**Affiliations:**

Society of American Military Engineers  
Florida Engineering Society  
American Consulting Engineers Council  
National Society of Professional Engineers



## Glen Miley, MS, PWS

### Environmental Specialist

Education: MS, Biology, University of South Alabama; BS, Biology, University of Alabama

Registration: Professional Wetland Scientist – Florida; Qualified Stormwater Inspector – Florida  
Certified Prescribed Fire Manager – Florida

Affiliations: National Society of Professional Engineers (NSPE); American Society of Civil Engineers (ASCE)

Years with Biome: 25

Years with other firms: 3

### Introduction

Mr. Miley is a founding partner of Biome Consulting Group that serves the ecological / environmental, regulatory-compliance needs with an eye toward large-scale ecological restoration and quantitative assessment and monitoring projects. As an environmental scientist, Mr. Miley specialties includes Wetland Delineation; Endangered Species Regulation and Permitting; Phase I Site Assessments; Environmental Impact Assessments; Stream Restoration; Restoration of Coastal Ecosystems; Longleaf Medical Training, Wilderness First Aid.

### Experience

**Wetland Delineation, Permit Management, Fox Valley - Niceville, Florida:** Performed a 415-acre wetland jurisdictional determination according to Federal and State Guidelines: See description in 19c (3). Prepare, submit and obtain wetland permits for the 520-lot single family subdivision including approval of the flagged wetland boundary. Obtain concurrence through Dept. of State, Division of Historical Resources regarding the presence of historical resources on-site.

**Wetland Delineation, Permit Management, Sommerset - Navarre, Florida:** Performed a wetland jurisdictional determination according to Federal and State Guidelines: See description in 19c (3). Perform "Site Specific Survey" for protected species according to Escambia County Land Development Code: See description in 19c (3). Prepare, submit and obtain wetland permits for the 60-lot single family subdivision including approval of the flagged wetland boundary. Obtain concurrence through Dept. of State, Division of Historical Resources regarding the presence of historical resources on-site.

**Wetland Delineation, Endangered Species Survey, Permit Management, Magnolia West - Perdido Key, Florida:** Performed a wetland jurisdictional determination according to Federal, State and County Guidelines: acquire and review soil mapping and aerial photography of the site, inspect the site to analyze plant communities, soils, and

hydrology and determine the extent of the wetland area and hang survey flagging on the wetland/upland boundaries. Perform "Site Specific Survey" for protected species according to Escambia County Land Development Code requirements: inspect the site by walking transects to assess the presence and condition of habitat for protected species known to inhabit Escambia County, compose report of findings. Prepare, submit and obtain wetland permits for the 111-unit condominium development including approval of the flagged wetland boundary.

**Environmental Site Assessment, Blue Angel Elementary School - Pensacola, Florida:** Performed a wetland jurisdictional determination according to Federal, State and County Guidelines: acquire and review soil mapping and aerial photography of the site, inspect the site to analyze plant communities, soils, and hydrology and determine the extent of the wetland area and hang survey flagging. Perform "Site Specific Survey" for protected species according to Escambia County Land Development Code requirements: inspect the site by walking transects to assess the presence and condition of habitat for protected species known to inhabit Escambia County, compose report of findings. Prepare, submit and obtain wetland permits for the elementary school including approval of the flagged wetland boundary and wetland enhancement/restoration for mitigation.



## Mitchell L. Smith, P.E.

**Geotechnical Engineer  
(Tierra, Inc.)**

Education: Bachelor of Science in Civil and Geotechnical Engineering, Auburn University

Registration: Professional Engineer: FL #43416

Affiliations: N/A

Years' Experience: 34

### Introduction

Mr. Smith has over 30 years of experience in geotechnical engineering, construction and materials testing (CMT), and environmental consulting. Mr. Smith is a licensed professional engineer in Florida, Georgia, and Alabama, and has analyzed, reviewed, and managed thousands of geotechnical, CMT, and environmental projects.

### Experience

**SR 30 (US 98) Navy Boulevard PD&E – Escambia County, FL:** Geotechnical Engineer of Record. PD&E project with Phase II design services which included improvements of Navy Blvd. from SR 295 to the Bayou Chico Bridge in Escambia County, Florida. Focus of the project was on roadway improvements to meet aesthetic requirements, and drainage improvements.

**SR 10 (Nine Mile Road) from US 90 to CR 99– Escambia County, FL:** Geotechnical Engineer of Record. Capacity project which included 2.4 miles of roadway widening from a 2-lane to a 4-lane road section. Project also included a box culvert extension and multiple stormwater pond sites. The presence of soft ground conditions in the high fill embankment areas adjacent to the box culvert required careful settlement analysis and ground improvement in an effort to protect both the existing box culvert the future roadway widening.

**VT-MAE Project- Pensacola International Airport – Pensacola, FL:** Geotechnical Engineer of Record for the VT MAE Maintenance & Repair Overhaul (MRO) facility. The project included a 175,000 SF hangar, taxiways, aprons, staging and wash rack areas, parking lots, an access road, and a turn lane with signalization. The hangar is founded on a combination of deep foundations to resist uplift loads (augered cast-in-place piles) and shallow foundations.

**Pensacola International Airport – Pensacola, FL:** Geotechnical Engineer of Record for multiple expansions and additions to the Pensacola Gulf Coast Regional Airport. Projects included the first Terminal Building expansion in mid to late 1990's, which included a 4-story parking garage; the extension of Runway 17/35 and Runway 8/26 in the early to mid-2000's; and the expansion in the mid to late 2000's, which included a second Terminal Building expansion, a new Rental Car Facility, and a new multi-story parking garage.

**Panama City International Airport – Panama City, FL:** Geotechnical Engineer for Construction & Materials Testing services for the construction of the new Panama City International Airport. The project included materials testing and acceptance of the base and surface courses of the entrance road and pavement areas as well as the base and concrete pavement for the runway and taxiway.

**SR 292 from SR 173 to SR 295 PD&E Study – Escambia County, FL:** Geotechnical Engineer of Record for the PD&E study to evaluate widening SR 292 from a 2-lane roadway to a 6-lane roadway. The project included a desktop study of available information, preliminary test borings to evaluate soil and groundwater conditions in the roadway areas, and engineering analysis to support development of the PD&E document.





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## James J. Tatone, PE

### Electrical Engineer (Ruby Engineering, Inc.)

Education: BS, Electrical Engineering

Registrations: Professional Engineer FL #57609

Affiliations: N/A

Years with Ruby Engineering: 6

Years' Experience: 37

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#### Introduction

Mr. Tatone has 37 years of experience in the construction industry with comprehensive experience in the electrical design, construction and commissioning of complex commercial and institutional buildings. Complex project experience includes work within laboratories, clean rooms, biological safety level labs, flammable liquid storage and delivery, vivariums, pharmaceutical manufacturing and health care facilities.

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#### Experience

**Destin Water Users Headworks Improvements – Destin, FL:** Mr. Tatone worked alongside Baskerville-Donovan, Inc. as the Electrical Engineer for the upgrade of Destin Water Users Headworks system. BDI was tasked with evaluating the replacement of Destin Water Users (DWU) George F. French WRF Headworks system. BDI designed a headworks configuration that will allow the equipment to operate at peak efficiencies.

**North Santa Rosa Regional Water Reclamation Facility – Milton, FL:** Mr. Tatone served as the Electrical Engineer on the Baskerville-Donovan, Inc. (BDI) team. Baskerville-Donovan, Inc. was selected by the City of Milton for the design of the proposed North Santa Rosa Regional Water Reclamation Facility (NSRRWRF). The proposed facility is a new domestic water reclamation facility to service the City of Milton and their surrounding service area. Design Components included: Master Pump Station, Headworks with screening and grit removal, Septage receiving and treatment, Biological Nutrient Removal as part of the Aero-mod process, Two chlorine contact basins, liquid and on-site disinfection, Effluent pump station, Aerobic Digestion as part of Aero-Mod, Biosolids dewatering, Yard Piping, On-site return pump station, Civil improvements, Electrical distribution system, Sitewide lighting, Instrumentation and Controls system.

**Tampa General Hospital, Central Energy Plant Improvements Phase 1 - Tampa, FL:** Mr. Tatone served as the Project Manager and electrical engineer of record to increase the physical security of the campus through

the relocation of the existing 15 KV main switchgear that served the entire campus which was in a vulnerable area susceptible to traffic incidents and environmental related damages. The project included modifications to the existing condenser water system to create space within the existing Central Utility Plant (CUP) to locate the new 15 KV main switchgear on the 4<sup>th</sup> floor of the existing CUP.

**Acushnet – Ball Plant III Combined Heat and Power Plant Program – New Bedford, MA:** Mr. Tatone served as the Project Manager and electrical engineer for the engineering, start-up and acceptance testing services of a 2 MW natural gas engine-generator and heat recovery equipment designed as a Combined Heat and Power (CHP) system.

**US Department of Veteran Affairs James H Quillen Medical Center – Phase 2 Electrical Upgrades – Mountain Home, TN:** Mr. Tatone provided Electrical Engineering services for modifications of the existing 15 KV primary electric service equipment which include new protective relays and metering within existing medium voltage, metal-clad switchgear.

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### **3. Past experience with similar work**

## PEDC - Master Plan

The BDI team, comprised of BDI, Garnett Consulting Services, WRT, WDG, and Atkins was hired by the PEDC to create a Master Plan. Under the direction of, and with funding provided through Florida's Department of Economic Opportunity, this Industrial Development Study was conducted to determine both the advantages and any disadvantages of locating a manufacturing cluster along this unique segment of the Escambia River. This effort has been undertaken in direct support of the State's economic development goals and objectives. The findings represent a summary of a large volume of research and analyses – this information was presented to assist the State in determining the current dynamics of the target manufacturing markets and to define the investment and development requirements associated with this unique site inventory opportunity. The Bluffs, Northwest Florida's Industrial Campus, was conceived in response to this initiative. A collaborative effort between PEDC and several agencies, business interests, stakeholders, and advocacy groups, along with industrial development experts, The Bluffs responds to several pressing economic development priorities:



- The need to diversify and responsibly develop the manufacturing sector in Northwest Florida, the State as a whole, and the Southeast region of the U.S.
- The need to develop the site inventory necessary to support new manufacturing opportunities.
- The opportunity to capitalize on the transportation, infrastructure, real property, physical, and institutional advantages of The Bluffs site.

**PROJECT RELEVANCE: Economic Development; Master Plan Conformance; Road Alignment and Planning; Infrastructure Evaluations**

## PEDC - Site Connectivity Alignment Phase 1

PEDC decided to move forward with the first phase of the “Industrial Loop” through The Bluffs, which is Northwest Florida's new industrial campus initiative. To do so, they enlisted the help of the BDI team, which included Baskerville-Donovan, Garnett Consulting Services, Wallace, Roberts & Todd), Wadley-Donovan GrowthTech, and Atkins.

The BDI team previously completed a market-based feasibility study, economic impact analysis, and industrial development study of the undeveloped land along the lower Escambia River Basin for potential use as a major industrial site (The Bluffs). The team was then tasked with preparing plans and specifications that were suitable for competitive bidding, as well as the necessary permit applications required to construct the contemplated work. Overall, the BDI team's expertise in market-based feasibility studies, economic impact analysis, and industrial development studies were crucial in successfully implementing the first phase of the “Industrial Loop” through The Bluffs. Their ability to coordinate with regulatory agencies and governments, prepare plans and specifications, and assist with the bidding process ensured that the project was completed in compliance with all regulations on time, and within budget.



**PROJECT RELEVANCE: Economic Development; Master Plan Conformance; Road Alignment and Planning; Infrastructure Evaluations**



## PEDC - Industrial Boulevard

BDI was hired by PEDC for The Bluffs project, a 6,800-acre master-planned Industrial Campus, to provide planning, engineering, market feasibility, and real property analysis for the preliminary alignment identification and selection of the industrial corridor. The property is owned by four stakeholders, including Emerald Coast Utilities Authority (ECUA), ASCEND Performance Materials, Florida Power and Light (formerly Gulf Power Company), and the University of West Florida. The project involved two phases of work. Phase 1 consisted of planning and engineering for the Industrial Boulevard from Becks Lake Road to the Northwestern abutment of Spanish Mill Creek. Phase 2 included planning and engineering for the design of Industrial Boulevard from the Northwestern abutment of Spanish Mill Creek to Old Chemstrand Road.



One of the major challenges was evaluating the crossing of Spanish Mill Creek and establishing two alternative bridge crossing alignments over it. The BDI team evaluated the real property, geophysical, regulatory, technical, and administrative constraints for each alignment and coordinated with The Bluffs stakeholders to establish any programmatic or administrative encumbrances on each alignment. This helped facilitate the identification of a preferred alignment. In addition to the roadway and bridge alignments, the BDI team also considered utility systems following the Master Plan and Phase 1 Industrial Boulevard program. This included coordination with ECUA for industrial wastewater, wastewater treatment capacities, projected flows, pre-treatment requirements, pumping requirements, pipeline alignments, and other related aspects. Preliminary Alignment for any systems was depicted on the Preliminary Alignment drawings.

Overall, the project required extensive planning, analysis, and coordination with multiple stakeholders to ensure that Industrial Boulevard met all regulatory, technical, and programmatic requirements while also optimizing the use of the available real property.

**PROJECT RELEVANCE: Economic Development; Master Plan Conformance; Road Alignment and Planning; Infrastructure Evaluations**

## PEDC - Becks Lake Road Improvements

BDI was hired to establish horizontal and vertical realignments of Becks Lake Road to provide an industrial route designed as an Industrial Access/Freight Corridor to support the Bluffs Industrial Campus. This included adherence to the Bluffs Master Plan and providing right-of-way considerations for industrial wastewater, process water, natural gas, electric power, potable water, sanitary sewer, and stormwater. Coordination of the roadway design included concepts for stormwater management areas, regulatory impacts and requirements, real property requirements, and conceptual level construction cost estimate. Project management, public information, and communications were provided to PEDC staff and consultants.



**PROJECT RELEVANCE: Economic Development; Master Plan Conformance; Road Alignment and Planning; Infrastructure Evaluations**

## PEDC - Chemstrand Road Industrial Roundabout

BDI has been the Civil and Structural Engineers for the Navy Federal Credit Union relocation project for the past decade. The project has included stormwater master planning, roadway and resurfacing projects, lift stations, and other structures including the construction of a third bridge. This project included the design and analysis of a new 400 FT long steel girder bridge with a concrete deck. Bridge 3 includes a 17,216 SF impervious bridge deck between abutments and is supported on concrete-driven piles. Expected temporary wetland impacts include approximately 1.28 acres under and adjacent to the bridge during construction.



Additionally, BDI provided earthquake analysis, foundation design, design of the abutment wall, and the retaining walls. The bridge is also pile-supported at the bends and retaining walls.

**PROJECT RELEVANCE: Economic Development; Master Plan Conformance; Road Alignment and Planning; Infrastructure Evaluations**

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## Santa Rosa County Berryhill - Five Points Intersection Improvements

This project included the reconstruction of a major urban intersection that consisted of over three miles of roadways along Woodbine Road (CR 197A), Chumuckla Highway (CR 197), Quintette Road (CR 184), Berryhill Road (CR 184A), and reconfiguration of the existing five-leg intersection into two separate signalized intersections. The improvements utilize multi-lane urban roadway sections with bike lanes and sidewalks. Due to the rolling topography in the project area, the design effort required extreme attention to detail in establishing both horizontal and vertical alignments to minimize right-of-way impacts.



Drainage of the new urban sections was also affected by the hilly terrain and was closely scrutinized and adjusted to ensure that the roadway would remain safe during any rain event while working with limited locations for stormwater management facilities. In addition to the on-site drainage matters, evaluation of numerous large off-site basins had to be conducted to ensure that water flow conditions on surrounding properties were not affected. Stormwater management was accomplished with three stormwater ponds permitted by the Northwest Florida Water Manager District, US Army Corps of Engineers, and Florida Department of Environmental Protection.

**PROJECT RELEVANCE: Economic Development; Road Alignment and Planning; Infrastructure Evaluations; Retrofit Project**



## Santa Rosa County I-10 Industrial Park Phase 2 Improvements

BDI was contracted by Santa Rosa County to provide professional services for infrastructure improvements at the Santa Rosa County I-10 Industrial Park. The project included a limited topographic survey, legal descriptions with sketches, roadway design at the south entrance to the Industrial Park, master stormwater pond, and stormwater design revisions. The utility aspect involved updated designs for potable water and sanitary sewer collection and transmission systems, including a sanitary sewer lift station, and permitting activities. The project site is located just south of the I-10 interchange, off State Road 87. The roadway design included an extension of Distribution Avenue. BDI aimed to use the approved construction plans for the Highway 87 Industrial Park, Development Order No. 20035-022, dated February 23, 2004, as much as possible.



BDI also carried out stormwater management, including an updated design and permit submittal to the Northwest Florida Water Management District. In summary, BDI's work for Santa Rosa County involved designing and improving infrastructure for the Santa Rosa County I-10 Industrial Park, including roadway design, stormwater management, and utility system improvements. They aimed to utilize existing construction plans as much as possible while ensuring compliance with regulations and permit requirements.

**PROJECT RELEVANCE: Road Alignment and Planning; Infrastructure Evaluations**

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## City of Pensacola - Burgess Road Sidewalk Study, Design & Survey

The project was divided into two Phases. Phase 1 included the evaluation of feasible alternatives related to sidewalk locations, right-of-way needs, and drainage. Three options were presented to the City of Pensacola and Option 2 was selected as the preferred alternative. Phase 2 included the design of the sidewalks based on the selected Phase 1 alternative. The project area begins at the Burgess Road/Davis Highway intersection and ends at Lanier Drive, inclusive of the Lanier Drive stormwater pond.

The project included the design of sidewalks, curb and gutter, and drainage design that includes drainage sub-basin delineations, conveyance systems, inlet capacities, and gutter spread evaluations. Existing ditch bottom inlets will be modified or replaced as needed to accommodate the drainage design. Utility impacts included valve box/junction box grade adjustments and re-routing water mains around the new drainage structures.



The project objective was achieved by improving pedestrian safety with the installation of sidewalks and improving the drainage system along the Burgess Road Corridor.

**PROJECT RELEVANCE: Road Alignment and Planning; Infrastructure Evaluations; Retrofit Project**

## Navy Federal Credit Union (NFCU) - Phase II Expansion – Bridge 3

BDI has been the Civil and Structural Engineer for the NFCU relocation project for the past decade. The project has included stormwater master planning, roadway and resurfacing projects, lift stations, and other structures including the construction of a third bridge. This project included the design and analysis of a new 400' long steel girder bridge with a concrete deck. Bridge 3 includes a 17,216 SF impervious bridge deck between abutments and is supported on concrete-driven piles. Expected temporary wetland impacts include approximately 1.28 acres under and adjacent to the bridge during construction.

Additionally, BDI provided an earthquake analysis, foundation design, design of the abutment wall, and retaining walls. The bridge is also pile-supported at the bends and retaining walls.



**PROJECT RELEVANCE: Economic Development; Master Plan Conformance; Road Alignment and Planning; Infrastructure Evaluations**

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## Okaloosa County – Shoal River Ranch Roadway Improvements

Okaloosa County assigned BDI the responsibility of designing improvements to the roadways, railroad crossings, and signalized intersections of Jericho Road at the 10,500-acre Shoal River Ranch gigasite, which is located near the intersection of Old Spanish Trail (Highway 90, East James Lee Boulevard) and Mount Olive Road to the west of Mossy Head, Florida. Additionally, BDI was requested to provide utility coordination services to ensure that the design strategies fit seamlessly with the existing site infrastructure. Furthermore, the project involved designing a new industrial roadway to facilitate future development at the industrial park.

BDI's services comprised a topographic survey, geotechnical investigations, railroad consultations, permitting, FDOT turn lane consultations, plans coordination, environmental investigations, construction documents, regulatory permitting, and bidding services.

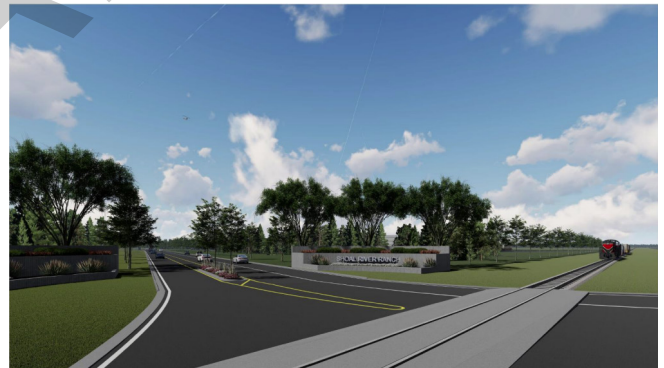


Photo Courtesy: Okaloosa County EDC

**PROJECT RELEVANCE: Road Alignment Design and Planning; Infrastructure Evaluations; Utility Coordination, Railroad Coordination**

## Hurlburt Field Air Force Base - Independence and Tully Traffic Circle

The project is located north of U.S. Highway 98 and east of the base main entrance. The project included the design of a traffic circle at the intersection of Independence Road and Tully Street. Additional improvements included the construction of a new bypass lane and modification of an existing bypass lane, construction of new stormwater retention areas, and re-routing of an existing bike path. Key features of the traffic circle included a central island and splitter islands. The central island includes a mountable concrete apron which allows larger vehicles to maneuver around the circle. The splitter islands are located at each of the three legs of the traffic circle and are used to separate entering and exiting vehicles. These islands are essential for safety purposes since they deflect and slow down traffic. Other design elements included signing and striping, which are critical for operation and safety.



**PROJECT RELEVANCE: Road Alignment and Planning; Infrastructure Evaluations**



## **4. General approach to the scope of work**

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# General Approach to the Scope of Work

The Bluffs, a sprawling 6,400-acre Master-Planned Industrial Park nestled along the lower Escambia River in Escambia County, Florida, is the epitome of progress and innovation. However, the current transportation infrastructure poses a significant challenge in unlocking its full potential.

To address this issue, our team of skilled engineers and planners have identified key roadway connections that serve both the local community and major manufacturers. These connections will require modifications and new construction, but will ultimately move The Bluffs forward and bring new opportunities for industrial, logistics, and existing industry expansion.

In particular, there is a substantial 1,000-acre area south of the existing Ascend Performance Materials Pensacola Plant that is currently inaccessible. Known as “Cypress Bluff,” this area has massive potential for industrial and heavy commercial market applications. Our 2015 Industrial Development Study (IDS) highlighted this potential, and we are committed to realizing it through new construction and infrastructure upgrades.

As an engineering firm, we understand the critical role that transportation infrastructure plays in unlocking the potential of industrial parks like The Bluffs. That’s why we have made correcting this roadway deficiency a top program priority. By doing so, we will create new opportunities for growth and development while providing our clients with innovative solutions to complex engineering challenges. We look forward to working with PEDC to transform The Bluffs into a thriving hub of industrial innovation and progress.

As an engineering firm, we are excited to be a part of The Bluffs Industrial Corridor, an economic development transportation project that will create dozens of competitive manufacturing and logistics job opportunities. The project site, which extends southeasterly from the proposed Chemstrand Roundabout to the Florida Power and Light property line, is designed to accommodate site inventory and the general public while also supporting the growth of existing major manufacturers and support industries along the lower Escambia River.

Currently in the design and permitting phase, the new Chemstrand Roundabout is intended to serve as the major hub or distribution node for current and future heavy commercial traffic at The Bluffs. Located at the intersection of several existing asphalt roadways, this roundabout will provide improved accessibility to the park’s various facilities, including the Emerald Coast Utilities Authority wastewater treatment plant and the Ascend Performance Materials plant.

To ensure that the Chemstrand Roundabout and the South Extension project address the accessibility needs of The Bluffs at full occupancy, our team evaluated the overall access framework for the park’s existing and future industries, including Road/Bridge/Rail/Barge systems. Based on our evaluation, we proposed the development of a new internal heavy industrial vehicular circulation system, called the “Industrial Loop,” to support the park’s growth.

This new system will connect undeveloped properties currently owned by three entities: Emerald Coast Utilities Authority (ECUA), Ascend Performance Materials, and Gulf Power Company (now Florida Power and Light). By creating a more efficient and accessible transportation infrastructure, we are confident that The Bluffs Industrial Corridor will attract new businesses and create economic opportunities while supporting the growth of existing industries. Join us as we work to bring this vision to life and transform The Bluffs into a hub of industrial innovation and progress. The various parts of this new circulation system are as follows:

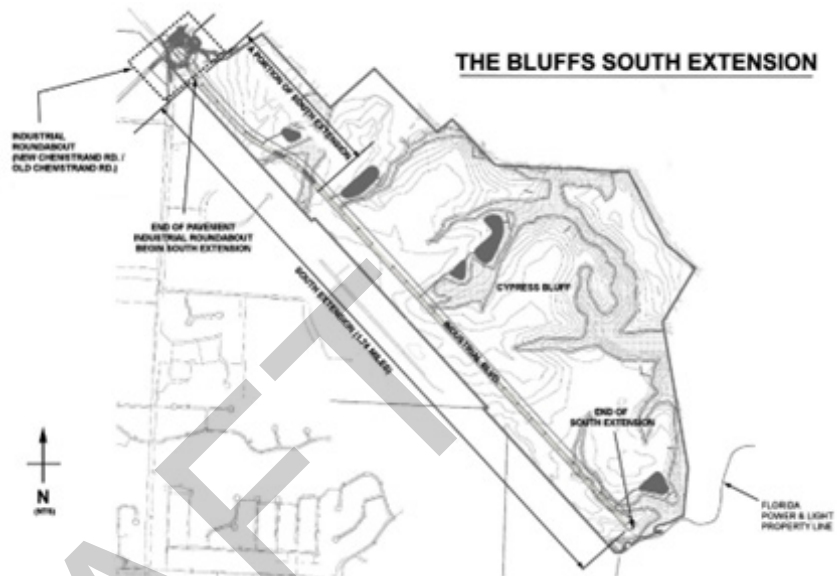
Phase	Segment
N/A	Becks Lake Road Improvements
1	Bluffs Blvd. North (Phase 1)
2	Bluffs Blvd. North (Phase 2)
3	Bluffs Entrance
4	Bluffs Blvd. South Extension

We are proud to report that Phase 3 of the Chemstrand Roundabout project is well underway and is currently at the 90% complete stage in terms of design and permitting. As part of our commitment to this project and our clients, we will serve as the Owner's Representative during the Phase 3 construction of the Chemstrand Roundabout and the Phase 4 design and permitting of the South Extension.

Our team has extensive experience in representing owners during the construction process, ensuring that the project is delivered on time, within budget, and to the highest standards of quality. We will work closely with contractors and stakeholders to ensure that the Chemstrand Roundabout project is executed efficiently and effectively, with minimal disruptions to the surrounding community.

In addition to our role as Owner's Representative during Phase 3 construction, we will also oversee the design and permitting of the South Extension during Phase 4. Our team has the expertise and technical knowledge necessary to navigate the complex permitting process and ensure that the South Extension is designed to meet the needs of the growing industrial and logistics sectors in the region.

With our help, we are confident that the Chemstrand Roundabout and South Extension projects will be successful, providing improved accessibility and infrastructure to The Bluffs Industrial Corridor and supporting the growth of existing industries while attracting new businesses to the area.



**Site Conditions:** The proposed South Extension alignment covers approximately 1.74 miles and features mostly gently sloping (2% or less) topography, with several creek or low area crossings having steeper slopes. Stormwater runoff from the proposed roadway development areas flows northeast towards the Escambia River. Overland flows in areas surrounding creek crossings are directed into existing ditches and channels, then transmitted to existing low areas.

**Industrial Utilities:** Numerous existing and proposed utilities, such as water, sewer, communications, and (overhead) electrical transmission, transect the site near the Chemstrand Roundabout. These utility systems serve the Crist Power Generation Plant and other existing industrial facilities, and they are large high-capacity systems. For instance, a new high-capacity natural gas transmission pipeline serving Florida Power and Light's Crist Power Generation Plant has been recently constructed in the vicinity, and its locations have been determined and made available for reference during the South Extension plan development. Also, a 48" large-diameter sanitary sewer force main serves the ECUA Central Water Reclamation Facility (CWRF) near the project site, and its precise location and depth have been determined by engineers and will be incorporated into the South Extension plans.

Earlier phases of the Industrial Boulevard connector system included a reserved corridor for the installation and transmission of several industrial utilities throughout the campus, which will be continued for the South Extension. A full understanding of all utility systems and infrastructural assets from the 2015 IDS Study will be necessary to establish the technical criteria for this phase of work. The alignment interacts with the Chemstrand Roundabout, which is associated with Magnolia Bluff, The Bluffs multi-modal cluster featuring rail and shallow-draft barge terminal access, located between the ECUA CWRF and the Ascend Plant. The utility transmission criteria established for the South Extension will have to be modified to improve or exclude some utilities.

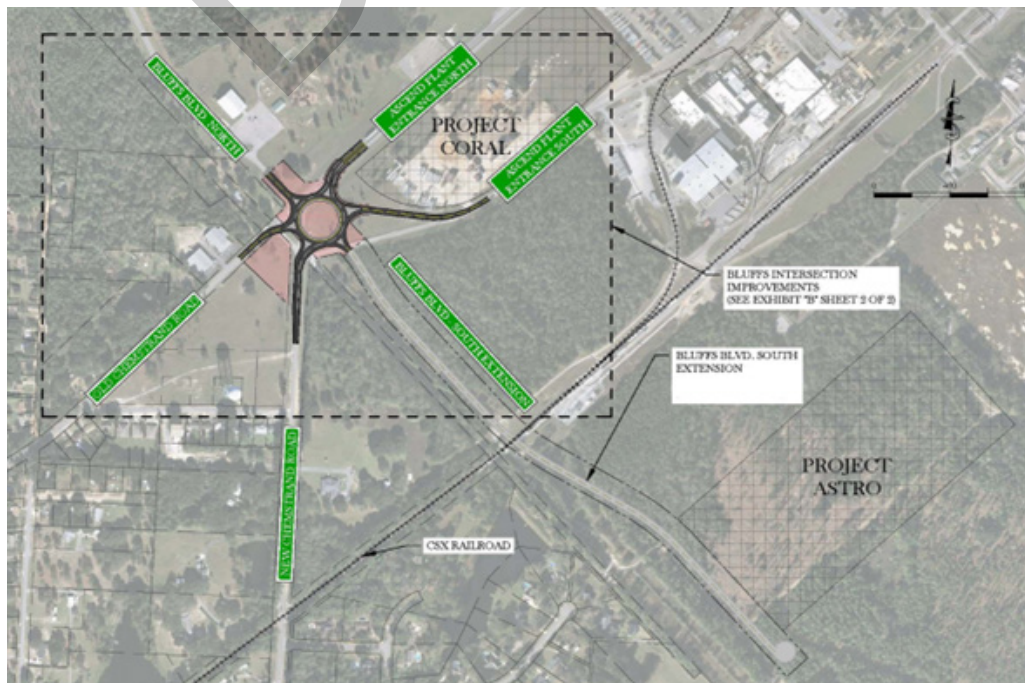
Developing alternatives for utility extensions and alignments requires a deep understanding of the existing utilities, real property conditions, improvements, and capacities characterizing systems around the Cypress Bluffs site. Currently, there are hundreds of miles of existing utility systems traversing the areas considered for The Bluffs, and the public and private investment value of the industrial plant, facilities, and infrastructural improvements within the project limits is

to be in the range of billions of dollars. As such, developing candidate solutions and preferred alternatives will require a long-range infrastructural vision and an understanding of existing conditions. The BDI team has an advanced understanding of the infrastructural loadings associated with future phases of work and the future buildout of the project.

**Familiarity.** It is worth noting that many of the preferred utility distribution and service alignments for the South Extension will follow the Industrial Connector alignments considered in previous phases of work. In some cases, the most cost-effective solution may require reservations for a utility transmission corridor, but any such corridor must align with the general vision and property usage presented in the Integrated Development Strategy (IDS). The BDI team, which developed the general approach presented in the IDS and previous phases of work, has an advanced understanding of the complex integration and conformance issues involved and will utilize this experience in all work required for the South Extension.

The BDI team has established relationships with decision-makers at various utility providers, which we believe will be beneficial in advancing the project to implementation. It is also crucial to consider the design parameters for the Chemstrand Roundabout and the proper distribution and processing of heavy commercial traffic to and from the South Extension. For instance, the existing intersection at Old Chemstrand and New Chemstrand Road was insufficient to handle the traffic loads associated with several significant industrial investment and manufacturing expansion opportunities. Project Astro, Coral, Flow, and Emerald were examples of such facilities. In each case, the existing capacities and geometric characteristics of the intersection were insufficient to process the expected traffic. Therefore, the final design for the South Extension must provide sufficient circulation and capacity to serve Cypress Bluff at full development. The BDI team has developed a deep understanding of these complex transportation engineering issues and will bring that expertise to the current project.

**Roundabout Connection.** The northwesterly end of the proposed South Extension alignment will be connected to the Chemstrand Roundabout. Recently, the BDI team has helped develop this industrial roundabout solution to connect the six roadways and access drives at the intersection, which provides continuous uninterrupted industrial traffic flow for all six (existing and future) roadways at the intersection. The roundabout can accommodate continuous heavy truck traffic typical for industrial and logistics facilities, and the new facilities have been sized to accommodate all trip generators for The Bluffs at full program development. After considering several options, BDI transportation engineers working on the intersection determined that an industrial roundabout provided a superior solution. The geometric arrangement provides for the improved flow of traffic and efficient ingress/egress to existing and new facilities planned for The Bluffs. The BDI team has extensive technical knowledge of the operating characteristics of the Chemstrand Roundabout and will use this expertise to ensure that the critical operational relationship between the roundabout and the South Extension is optimized.



**Funding.** The work included in this RLI is part of a larger program to provide critical access to multiple parcels in the Cypress Bluff development cluster and adjacent parcels. The Pensacola-Escambia Promotion and Development Commission (PEDC) has been executing a long-term multi-source strategy to satisfy the funding requirements for the overall \$14.5M program. The PEDC has secured approximately \$7.5M in program funds from state Legislative Budget Request sources, which the Florida Department of Transportation (FDOT), District 3 is currently administering. In 2022, PEDC and FDOT agreed to consolidate the 2020-21 grant allocation for the Chemstrand Roundabout (\$2.5M) with the 2021-2022 grant allocation for the South Extension (\$5.0M), which is an important development that allows PEDC to apply funds to the two projects as required to meet actual costs for each. We understand that the funding program for the South Extension will include additional state contributions, local contributions, and contributions from TRIUMPH Gulf Coast.

As mentioned earlier, the overall cost of the program, which includes the work covered in this RLI and the associated construction activities, amounts to \$14.5M for both the Chemstrand Roundabout and South Extension. From a funding perspective, FDOT has combined the two transportation projects into a single project.

According to current estimates, the two projects will be executed in conjunction with each other as follows:

Project	Purpose	Est. Cost
Bluffs Intersection Improvements	Provide major intersection improvements to multi-leg roadway connections for industrial traffic via Old Chemstrand, New Chemstrand, Bluffs Blvd. North, Bluffs Blvd. South and Ascend Performance Materials.	\$2.5M
Bluffs Blvd. South Extension	Provide industrial roadway connection to project sites south of the new intersection.	\$11.5M
Subtotal		\$14M
Donated Land		\$0.5M
TOTAL PROGRAM		\$14.5M

(The figures shown were developed by BDI engineers working for PEDC on the Chemstrand Roundabout).

From a technical standpoint, the program sequencing requires completing The Bluffs Intersection Improvements project prior to any other work. However, as per this RLI, the construction work for the Chemstrand Roundabout will happen concurrently with the design and permitting process for the South Extension. Given that the intersection serves as the link between the South Extension and the rest of The Bluffs and Old Chemstrand Road, PEDC plans to advertise an RFP for a construction contractor for the Chemstrand Roundabout. During this project, PEDC will also work on developing the necessary design and permitting materials for the South Extension and securing additional funding required for construction up to the Florida Power and Light property line. These development efforts will coincide with the ongoing economic development opportunities in the manufacturing and logistics sector served by the Chemstrand Roundabout and South Extension.



## Project Approach

Our team, in collaboration with PEDC, is committed to maximizing efficiency and value by incorporating cutting-edge technology and innovative ideas throughout all aspects of the project. Our shared objective is to provide high-quality solutions that reduce construction time and enhance safety. We have state-of-the-art equipment and technology at our disposal to accurately gather topographical data, determine property boundaries, evaluate existing utility systems, assess geotechnical conditions, identify wetland areas, and perform other critical evaluations.

For the design of the South Extension, we will adhere to standard engineering practices for roadway design and follow the guidelines outlined in the FDOT Manual of Uniform Minimum Standards for Design, Construction, and Maintenance for Streets and Highways (Florida Greenbook).

The first step after receiving the Notice-to-Proceed will be to meet with PEDC representatives to establish project goals and schedules. We will review The IDS Study and supporting materials to determine design criteria and determine the final geometric layout for the Chemstrand Roundabout to establish the connection point between the two projects. PEDC's agreement on the preferred alignment is necessary to begin the design development phase.

Early engagement with utility providers and other stakeholders is crucial to identify potential issues that may impact the project. Our team will conduct regular meetings with utility providers and other stakeholders to ensure coordination and mitigate potential issues. BDI will host all coordination meetings, distribute minutes to all parties, and provide monthly stakeholder coordination progress reports to the PEDC Project Representative.

Before the design phase, an updated topographic survey will be conducted to confirm existing rights-of-way, easements, and current site conditions. Geotechnical investigations will be performed to collect soil data and define design-specific conditions, including unsuitable materials and the removal of unsuitable soils.

During the design phase, our team will proactively collaborate with utility providers and other stakeholders through regularly scheduled meetings to ensure seamless coordination. BDI will take responsibility for hosting all coordination meetings, issuing advance notices, and disseminating minutes to all relevant parties. Monthly stakeholder coordination progress reports will be generated and provided to the PEDC Project Representative. Our approach aims to minimize any potential delays or issues that may arise.

**Roadway Vertical and Horizontal Alignments.** Our team will leverage our extensive experience in IDS Study development, roundabout, and roadway design, and specifically The Bluffs to plan for the proposed improvements. We will conduct preliminary evaluations of past transportation projects in The Bluffs network to assess current traffic volumes, future roadway connections, turning movements, and other related technical topics.

The proposed alignments will consider various factors such as the location of developable properties at Cypress Bluff, existing topography and utilities, and rights-of-way or easement locations. We will collect this information and illustrate it for discussion and input by stakeholders. Our team will investigate stormwater management options, considering size, location, real estate needs, soils, and existing impervious surfaces within the project area. We will also incorporate stormwater routing and facilities designed for the Chemstrand Roundabout project, as required. Stormwater criteria for the proposed roadway and improvements will be established with Escambia County. Design development documents will be submitted and reviewed by PEDC staff for comment.

Additionally, the proposed right-of-way or easement geometry will consider various utility systems, including industrial wastewater, process water, natural gas, electric power, potable water, sanitary sewer, and telecommunications, as per the 2015 IDS Study.

The South Extension visioning documents require approximately three stream or creek crossings. Our team will pay special attention to these crossing locations during the development of required vertical and horizontal alignment concepts. We will conduct an initial analysis to determine options for conveying normal flows and storm discharges under the proposed roadway. These concepts will be incorporated into our materials and submitted to the responsible officials for review and comment.

**Conceptual Roadway Design:** Our team will commence the development of Construction Documents and incorporate feedback from stakeholders on the vertical and horizontal alignments into the concept plans. Typical roadway sections, utility relocations, stormwater management areas, and real estate needs will be established for the South Extension roadway. We will also develop initial Technical Specifications, prepare a construction cost estimate, and summarize real estate requirements.

At this stage, we will coordinate with appropriate agencies and regulators to establish a timeline for regulatory and permitting activity on the project. We will submit Preliminary Construction Documents to stakeholders and arrange a meeting with PEDC staff for review and comment. The Conceptual Roadway Design will be submitted for review and comment to PEDC, FDOT, project stakeholders, and Escambia County.

**60% Design Stage Submittal:** We will prepare 60% Complete Construction Documents, and incorporate feedback from the Conceptual Roadway Design review, stakeholders, and quality assurance process into the plans. The construction plans will include roadway geometry, utility relocations, grading and drainage, signage and pavement markings, maintenance of traffic considerations, and project-specific details. We will prepare red-lined technical specifications and an engineer's estimate of probable construction cost, as well as a well-developed summary of real estate needs.

The 60% Complete Construction Documents will be submitted to all stakeholders and a meeting will be scheduled with PEDC staff for review and comment.

**90% Design Stage Submittal:** We will prepare 90% Complete Construction Documents, and incorporate feedback from the 60% Design review, stakeholders, and quality assurance process into the plans. The construction plans will feature the final project geometry, final utility relocations, final grading and drainage, final signage and pavement markings, final maintenance of traffic considerations, and any other project-specific details developed to a final stage. We will prepare final technical specifications, a Final Engineer's Estimate of Probable Construction Cost, and a final summary of real estate needs. We will also prepare and submit permit applications as required to obtain approval for construction.

We will submit 90% Complete Construction Documents to all stakeholders and schedule a meeting with PEDC staff for review and comment.

**Final (100%) Submittal:** After incorporating feedback from the 90% review, stakeholders, and permitting agencies, and the quality assurance process, we will prepare Ready-to-Advertise Construction Documents for public bidding, including plans, technical specifications, bid schedules, and related materials.

We will submit Final Construction Documents to PEDC and schedule a meeting with PEDC staff for review, comment, and bidding direction.

**Quality Assurance/Quality Control:** BDI's Quality Assurance (QA) process is based on proven quality improvement concepts adopted by successful firms. Our focus is on addressing the root cause of most quality breakdowns - a failure to train, direct, and reinforce project staff. Our QA program begins with comprehensive education and training for staff at all levels, including field crews, survey technicians, project managers, and principals. They receive training on the client's goals and standards and are instructed on the importance of a well-planned project. This ensures that they become a fully coordinated team, knowledgeable of how their role is interdependent with the roles of all other participants on the project.

At BDI, we are committed to strong Quality Control (QC) processes. Our QC process is an ongoing effort throughout the entire design process, with submittals formally reviewed for quality, completeness, and consistency at each project stage. Comprehensive QC checklists are provided to staff at the beginning of each project, ensuring that each team member has reviewed their work in all applicable areas before submission to the QA/QC officer for formal review and approval.

Our formal QC process adheres to all FDOT standard practices and procedures. All reports, surveys, and plans are prepared and signed by their originator, then reviewed by a peer professional not involved in the project. The peer's independent review identifies any proposed corrections, which are then back-checked by the originator, and rechecked by the checker to verify the resolution of their original comments. Finally, the Project Manager reviews all checked



documents for consistency with project requirements and technical adequacy.

Overall, BDI's QA/QC processes ensure that all project work is reviewed, approved, and consistently completed to meet the highest quality standards.

**Bidding and Contractor Selection:** BDI will handle the complete bid process for the project, including the preparation of all necessary documents, advertising, and conducting pre-bid meetings. Our team will also answer any requests for additional information and verify all bid and bond documents. We will tabulate all qualified bids and prepare for the Notice of Award.

**Owner's Representative:** During the construction phase of the Chemstrand Roundabout, PEDC will require an Owner's Representative to manage the construction contractor and associated field consultants or operations. The Owner's Representative will supervise the project, make recommendations on project issues, review and approve any shop drawings or field change requests, and maintain administrative records while reporting progress to PEDC regularly.

BDI has been working with PEDC on the transportation program at The Bluffs for a while, establishing strong relationships and familiarity to support project success in the Owner's Representative role. We will continue to provide exceptional communication and staff support to PEDC in this important role.

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## **5. Project communications approach**

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# Project Communications Approach

Effective communication is crucial to the success of any project or program, and at BDI, we understand this well. The Bluffs project requires a high level of communication due to the involvement of various decision-makers, regulators, officials, stakeholders, and interest groups. Our team has become adept at keeping everyone in the loop and ensuring that all responsible individuals are updated and informed.

BDI's communication program is comprehensive and collaborative, with a focus on teamwork. Our experience has shown that proactive project communications are vital to achieving success. We prioritize understanding our clients' desired project outcomes and the associated flow of information. With a project as large and complex as The Bluffs, communication is often community-based.

Our team has been involved with The Bluffs project from its earliest conception, and we have worked together on prior phases. We understand the unique roles of each stakeholder and the PEDC. Our relationships with PEDC staff and primary stakeholders give us an advantage in transitioning quickly to the next phase of The Bluffs project.

Additionally, our team has extensive experience managing large-scale projects in Northwest Florida, and we recognize that every project requires the same successful processes: staying on schedule, within budget, and achieving desired outcomes.

## **Project Kick-Off Meeting**

Our project manager conducts a kick-off meeting with our team and the customer to establish a clear vision that aligns with the customer's expectations. This meeting is an opportunity to set expectations, establish roles and responsibilities, and ensure everyone is on the same page.

## **Regular Communication**

We hold regular project meetings with all key players in attendance to ensure that everyone involved in the project has the same information. These meetings continue throughout the life of the project and include meeting minutes and an agenda to ensure that all responsible parties are present and informed.

## **Location**

We manage this project from our Pensacola corporate office, allowing for in-person meetings and face-to-face discussion, decision-making, and effective communication throughout all stages and phases of the project.

## **Technology**

We utilize various communication methods to deliver project information, including video conferencing, teleconferencing, email, and websites to facilitate communication between project team members, PEDC, and FloridaWest staff without the added time and cost of travel.

## **Organization**

We maintain a project file that logs all correspondence, project information, questions, photos, and other relevant materials to ensure that the agreed-upon goals and direction are achieved at the completion of the project. We provide a copy of all project information to the PEDC's Project Manager (PM) and produce monthly reports for distribution to the PM to keep all stakeholders informed of progress.

## **6. Local consultant involvement approach**

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# Local Consultant Involvement Approach

BDI has a deep-rooted history in Pensacola, and we strongly believe in the value of having a LOCAL presence. Our business model is centered around providing engineering support to local clients. Compared to any other consultancy in Northwest Florida, we have an in-depth understanding of the local environment and regulatory agencies for projects such as The Bluffs. This knowledge is crucial for the success of the project. We recognize the significance of The Bluffs project to our community, and we realize that having skilled senior leadership and project management professionals available locally is vital. Our consultant team approach involves selecting the most experienced local professional leaders, who are supported by the best national experts. We have carefully chosen three of the top local organizations, who possess extensive knowledge of the specifics of The Bluffs project, to lead the consultant team.



When it comes to hiring a local engineering consultant, it is simply impossible to beat BDI in Pensacola and Northwest Florida. As prime consultant, BDI will manage the efforts of the team and ensure that schedules, activities, and budgets are well planned and executed following the best interest of the project and project stakeholders.

**BDI's involvement in The Bluffs project dates back to its inception, providing the consultant team with a wealth of knowledge and experience. Spearheading this phase of work is our Project Manager, Michael Langston, P.E., who has been with BDI for 26 years. Being a native of Pensacola, Mr. Langston has successfully managed numerous large-scale projects in the Florida Panhandle, including previous phases of The Bluffs, the Santa Rosa Industrial Park, and the Navy Federal Credit Union Campus project, which spanned over 300 acres. His expertise in site civil, stormwater, and transportation designs has earned him a stellar reputation as the "go-to guy" for large-scale projects throughout the Florida Panhandle.**

**Neel-Schaffer** is a multi-disciplined engineering, planning, and construction management firm that was founded in 1983 and today is one of the largest private, employee-owned engineering firms in the South, operating out of 38 offices across nine states with locations and/or major projects under construction in Alabama, Arkansas, Florida, Georgia, Louisiana, Mississippi, South Carolina, Tennessee, and Texas. The firm's corporate structure emphasizes local service, allowing our employees to maintain deep local connections with clients in the communities we serve while having the resources of a much larger regional firm at their fingertips. This allows us to provide a full-service approach to program development, design, planning, and construction management.

**Biome Consulting Group** is comprised of four local principals: Chris Bosso, Patrick Imhof, Sean O'Toole, and Glen Miley. Biome is recognized as one of the leading ecological consulting firms in the region, earning the respect of both the regulatory and development communities with a reputation for integrity, professional excellence, and consistent product quality. The Biome team has completed projects throughout the South and has specific knowledge and experience in

wetland delineation, eminent-domain litigation support, Environmental Impact Assessments, Phase I Environmental Site Assessments, Wetland Functional Assessment evaluation, mitigation banking, endangered species permitting, stream and wetland restoration, stormwater, urban planning, and invasive species eradication.

**Tierra, Inc.** is a full-service consulting geotechnical, structural, forensics, environmental, and construction materials testing engineering firm. Their drilling equipment includes fully operational land-based drill rigs including light to heavy track-mounted all-terrain drill rigs. Tierra is also equipped with specialized portable tripod drill rigs and a self-propelled barge-mounted drill rig that allows us to access difficult locations and navigate tight spaces. Tierra operates its own CMEC-certified and FDOT-qualified laboratory facilities. Their trained and certified laboratory staff routinely performs specialized testing services associated with geotechnical engineering and construction materials including physical testing of soil, rock, concrete, aggregate, asphalt, and composite building materials.

**The firms' invaluable local knowledge and well-established personal relationships with regulatory agencies at the local, state, and federal levels will play a crucial role in ensuring the prompt and professional delivery of services outlined in this contract.**

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**BASKERVILLE-DONOVAN, INC.**  
**ENGINEERING THE SOUTH SINCE 1927**

# CWA

Cindy W. Anderson, PE  
1602 Hwy 2, Westville  
850-791-0164  
CindyWardAnderson@gmail.com

April 22, 2023

Dave Hoxeng, Chairman  
Pensacola-Escambia County Promotion & Development Commission  
3 West Garden Street, Suite 618 Pensacola, FL 32502

Re: PEDC Bluffs Project Manager/Owner's Representative  
Pensacola Escambia Development Commission – The Bluffs

While my resume (in your files) has most of the pertinent information you might require, I would also like to add the following information I believe might be useful as you determine if I am the best candidate for the Project Manager associated with the Bluffs. As a reminder, I have served in this role for PEDC successfully since the commencement of the Bluffs, I have built a relationship with FDOT and PEDC staff and have a passion for seeing this project through to completion where thousands of new jobs will be created. I believe I have shown I am fair with my time, while still ensuring the project proceeds as the PEDC requires.

I have carefully reviewed the grant agreement from FDOT and understand the responsibility of the Project Manager.

1. Attend meetings with project partners as needed
2. Complete FDOT documents, as required
3. Meet with consultants and their subcontractors to stay up to speed on the tasks, ensuring they are on schedule and compliant with contract
4. Review and sign-off on all invoices from consultant to PEDC
5. Review and sign-off on all submittals from the consultant to PEDC. While I do this utilizing my PE expertise, there will not be a requirement for me to sign and seal any documents
6. Aide where necessary in the acquisition of data, as required and approved by PEDC
7. Meet periodically with PEDC Representative to share progress, ask/answer questions, ascertain direction/concerns, etc. as the project progresses
8. Aide, as needed, to acquire extensions of project, if needed

In view of above, I propose to perform the above tasks and will provide travel at no cost within the region at a rate of \$90 per hour. Please don't hesitate to let me know if there are any questions or concerns. I look forward to working with you and the PEDC on this project.

Have a great day!



Cindy Anderson, PE  
850.791.0164



## CINDY ANDERSON, P.E.

Project Manager

April 2023

### CONTACT INFORMATION

1602 Hwy 2, Westville, FL 32464

850-791-0164

CindyWardAnderson@gmail.com

### Profile

Experienced in leading and managing projects/people ranging from infrastructure development to projects associated with planning/permitting/environmental compliance/construction/marketing of large-scale land developments to strategic planning for various team successes. Fortes include, but are not limited to, breaking larger projects/problems into smaller "bit sized" pieces for efficient and expeditious completion. I enjoy tactical planning and finding the right resources to bring projects to fruition.

I am a serious believer in the "team" process, where the team is identified, roles are identified, goals are set, communication is a must and we work with an understanding we will ALL be a winner and proud of our end product.

### Key Skills

Administrative organization

Tactical planning

Negotiating permits

Ensuring compliance

Managing successful projects beginning to end

Research skills

Computer skills

Teambuilding

### Education

Professional classes to ensure all CEUs for PE are current

University of Phoenix 3/98 thru 1999 Worked on MBA in Technology Management

University of Oklahoma 1/83 thru 12/84 MSCE, (completed class work only)

Construction Management and Environmental Engineering

University of Oklahoma 1/79 thru 12/82 BSCE, Civil Engineering

Florida Junior College 3/76 thru 3/78 AA, Pre-Engineering

St. Augustine Tech. Sch. 3/76 thru 6/78 Certificate, Surveying & Drafting

### Achievements

1<sup>st</sup> Judicial District Florida Volunteer of the Year Guardian Ad Litem (2016)

Pace Chamber Woman of the Year (2011)

Community Achievement of the Year w/ Panhandle Fresh (2008)

Woman of the year for Santa Rosa County (2002)

Government Official with Outstanding Conservation Efforts (1996)

Graduate of Leadership Pensacola (1996)

Graduate of Santa Rosa County Leadership (1991)

Florida Professional Registration: #40878

Chi Epsilon – 1984

### Related Experience

Employer: Pensacola Escambia Development Commission

Title: Project Manager Part-time

2014 to present

During my time working with the PEDC, I was responsible for attend meetings with project partners, meeting with consultants and their subcontractors to stay up to speed on the tasks, ensuring they are on schedule, reviewing and signing-off on all invoices, submittals from consultant to PEDC, provision of data as requested by the REPD staff, staying in tune with PEDC Representative (Scott Luth) to share progress, ask/answer questions, ascertain direction/concerns, etc. as the project progresses and prepare needed documents as required by FDOT.

Employer: Walton County School District  
Title: Instructional Aide

Aug 2021 to present

I have had the pleasure of working with 3-, 4-, and 5-year-old special needs children to begin learning basic skills (academic, personal and social).

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Employer: Northwest Florida Manufacturers Council  
Title: Executive Director

Mar 2014 to Jan 2019

I worked on a part-time (now approximately 10 hours per week) basis coordinating efforts of the Northwest Florida Manufacturers Council, a council made up of manufacturers and affiliates from across Northwest Florida acting as a single voice to promote today's manufacturing. There is a focus on workforce development whereby we work with educational institutions to establish programs to provide students/transitioning military (secondary through post-secondary) with those specific skills required by our existing manufacturers and to build the workforce to encourage the establishment of new manufacturing. I personally work with the manufacturers, chambers, economic development organizations, the education institutions, workforce development agencies, and State organizations to ensure we are all moving in the same direction, not duplicating efforts and not leaving voids in our efforts.

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Employer: TEAM Santa Rosa Economic Development Council, Inc  
Title: Executive Director

Apr 2002 to Apr 2012

During my ten years here, I was responsible for the coordination of the economic development activities within Santa Rosa County. This included, but was not limited to activities associated with industry recruitment, retention, and enhancement and retention of military and agriculture. Included in these activities was the project management (planning, oversight of design, estimating of project, funding identification and acquisition, permitting, etc.) of structures and infrastructure required to build the environment needed to entice new industry. My more significant projects included the expansion of the Santa Rosa Industrial Park and the initiation of the Whiting Aviation Park. In my role, I managed land acquisition (primarily through grants), master planning, permitting, design oversight, and ultimately marketing of the parks. Not only was I responsible for promoting Santa Rosa County to the external world thru various marketing efforts, but also to promote to our internal market thru various media events and speaking engagements. Grant writing, administration and implementation were also a primary role in this position.

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Employer: Escambia County Board of County Commissioners  
Title: County Engineer /Public Works Director/Sr. Engineer

Nov 1991 –Dec 2001

During my 10 years with Escambia County I began as a senior engineer responsible for a 1000 ton/day multi-system operational landfill, four landfills in the closure process and one landfill in the process of being closed as a Superfund site. After two years in this position, I was appointed as the County Engineer and for approximately 3 of those last eight years also oversaw Public Works (200+ employees in Public Works and 50+ employees in Engineering). I was responsible for review of all development work for environment compliance in Escambia County (approximately 500 submittals per year) and management of all capital infrastructure county projects including identification and prioritization of projects, funding identification, design, permitting, and construction administration with an annual budget of approximately \$20,000,000 per year

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Employer: Various Public and Private Organizations  
Title: Engineer

Nov 1983 to Nov 1991

During these 7 years, I had the opportunity to work in private practice as an engineer and with two government agencies (Department of Environment Regulation and NAS Whiting Field) as a civil/environmental engineer.

## Volunteer Positions

Guardian Ad Litem	2009 – 2017	Master Gardeners	2010 - 2013
Florida Farm Bureau International Task Force	2008 – 2010	Univ. of FL IFAS Advisory Committee	2008 - 2012
Florida's Great Northwest/Board of Directors	2002 – 2012	Enterprise Florida Stakeholders	2005 - 2012
Junior Achievement	2007 – 2009	Pace Area Soccer Club (BOD)	2000 - 2009

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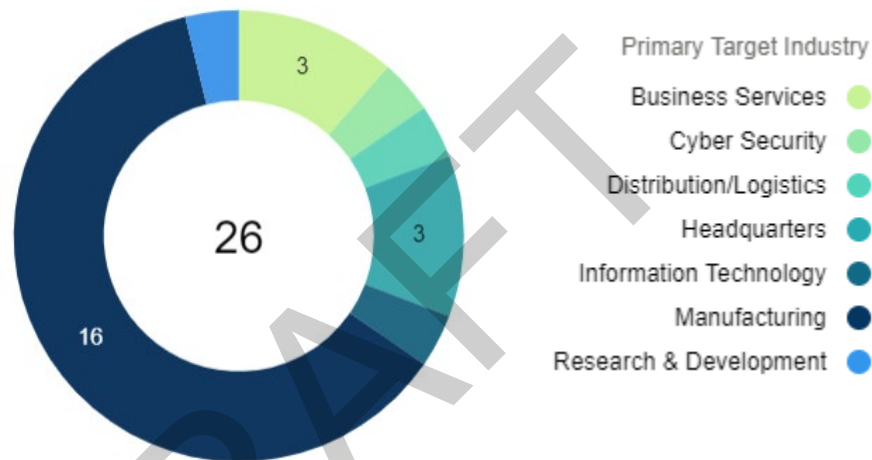
# BUSINESS DEVELOPMENT

Year to Date

July 10, 2023

Active Projects	26
Active Project Site Visits	10
Existing Industry Visits	36
Response Proposals	12

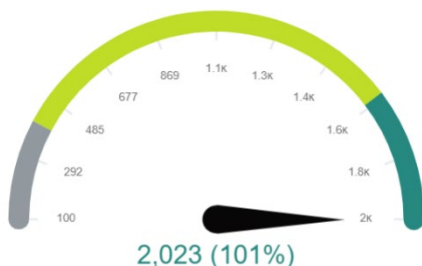
**PROJECTS** 1,375 **JOBS** 9 **NEW RELOCATIONS**  
**CAPEX** \$2,110,813,000 **17** **LOCAL EXPANSIONS**



## 4<sup>TH</sup> QUARTER EXISTING INDUSTRY VISITS

					#Employees	Sector
OCTOBER	4	APRIL	4	6/1/2023	PNS	30 Aviation
NOVEMBER	3	MAY	6	6/6/2023	National Energy	4 HQ
DECEMBER	0	JUNE	9	6/15/2023	GE Wind	700 Manufacturing
JANUARY	3	JULY		6/20/2023	Algaplast	1 Manufacturing
FEBRUARY	5			6/21/2023	Gatron USA	Manufacturing
MARCH	2			6/26/2023	Ascend Performance Materials	HQ
				6/28/2023	BlueWind Technologies	100 Manufacturing
				6/28/2023	Lighting Technologies, Inc.	8 Manufacturing
				6.29/2023	Almmii/Operation Next Florida	Business Services

## ANNOUNCEMENTS



**25** PROJECTS **10** NEW RELOCATIONS  
**15** LOCAL EXPANSIONS

New Jobs	Retained Jobs	Average Wage	Annual Payroll	Capital Investment
<b>2023</b>	<b>271</b>	<b>\$53,271</b>	<b>\$122,202,880</b>	<b>\$324,176,385</b>
New Jobs	Retained Jobs	Average Wage	Annual Payroll	Capital Investment
<b>7381</b>	<b>879</b>	<b>\$52,395</b>	<b>\$432,785,118</b>	<b>\$801,634,585</b>

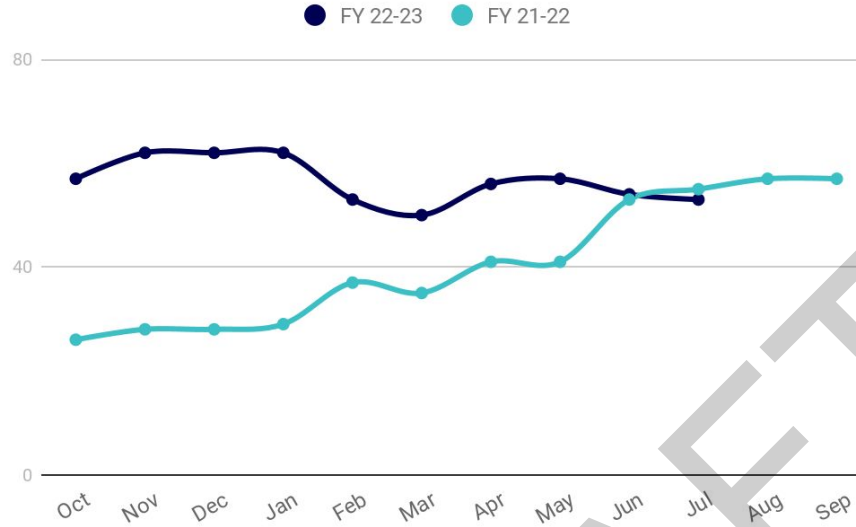
5-YEAR JOBS GOAL = 2000 (by 2023)  
 2014 -2023 = 41 PROJECTS ANNOUNCED



## FloridaWest - Business Expansion and Relocation Announcements

Company	Sector	New Jobs	Retained Jobs	Average Wage	Annual Payroll	Capital Investment
Economic Development Announcements (2014-2018)	17 Projects	5358	608	\$53,948	\$321,854,514	\$477,458,200
<b>Lost Key Media</b>	Business Services	3		\$42,000	\$126,000	NA
May, 2019						
<b>American Tire Distributors</b>	Distribution	30	20	\$32,000	\$1,600,000	\$4,000,000
June, 2019						
<b>ST Engineering Aerospace</b>	Aviation	1325		\$45,394	\$60,147,050	\$245,000,000
July, 2019						
<b>Social Icon</b>	Business Services	3		\$36,000	\$108,000	NA
August, 2019						
<b>Qualia Is</b>	Business Services	2		\$50,000	\$100,000	NA
March, 2020						
<b>EBI Management Group, Inc.</b>	Business Services	14		\$65,000	\$910,000	\$350,000
March, 2020						
<b>Girl Catch Fire</b>	Business Services	1		\$50,000	\$50,000	NA
April, 2020						
<b>CoFlyt</b>	IT	5		\$45,000	\$225,000	NA
May, 2020						
<b>Right on Target Marketing</b>	Business Services	2		\$40,000	\$80,000	NA
May, 2020						
<b>Speaker Training</b>	Business Services	1		\$50,000	\$50,000	NA
May, 2020						
<b>Alfius Marketing</b>	Business Services	1		\$55,000	\$55,000	NA
May, 2020						
<b>Blue Wind Technologies</b>	Manufacturing	120		\$41,937	\$5,032,440	\$2,500,000
May, 2020						
<b>Ascend Performance Materials</b>	Manufacturing	10	30	\$67,000	\$2,680,000	\$20,000,000
June, 2020						
<b>Cordele Intermodal</b>	Business Services	5	20	\$42,000	\$1,050,000	\$3,500,000
June, 2020						
<b>Spectra</b>	Manufacturing	100		\$45,500	\$4,550,000	\$2,000,000
September, 2020						
<b>CIRCULOGENE</b>	BioMedical	70		\$100,000	\$7,000,000	\$3,325,000
March, 2021						
<b>Hemp Surgical</b>	Manufacturing	35		\$38,000	\$1,467,795	\$7,000,000
December, 2021						
<b>Paradigm Parachute &amp; Defense</b>	Manufacturing	28	21	\$46,500	\$2,278,500	\$2,653,345
March, 2022						
<b>Pegasus Laboratories</b>	Manufacturing	63	100	\$61,204	\$9,976,252	\$17,665,000
March, 2022						
<b>ActiGraph, LLC</b>	Headquarters	43	80	\$65,000	\$7,995,000	\$7,833,040
April, 2022						
<b>Advanced Technology Recycle (ATR)</b>	Headquarters	74		\$55,332	\$4,094,568	\$3,500,000
June, 2022						
<b>Vivid Bridge Studios</b>	Business Services	6		\$58,200	\$349,200	
January, 2023						
<b>Anglin Reichmann Armstrong</b>	Headquarters	10		\$58,000	\$580,000	\$3,600,000
March, 2023						
<b>Algaplast Corp.</b>	Manufacturing	25		\$46,570	\$1,164,250	\$1,250,000
May, 2023						
<b>CO:LAB Pensacola (19 Companies)</b>	Business Services	47		\$49,400	\$2,321,800	N/A
July, 2023						
<b>5-year Goals To Date</b>	<b>25 Projects</b>	<b>2023</b>	<b>271</b>	<b>\$51,499</b>	<b>\$118,139,688</b>	<b>\$324,176,385</b>
<b>FY 2014-2023 Totals</b>	<b>41 Projects</b>	<b>7381</b>	<b>879</b>	<b>\$52,395</b>	<b>\$432,785,118</b>	<b>\$801,634,585</b>

## Occupancy (Goal: 80%)

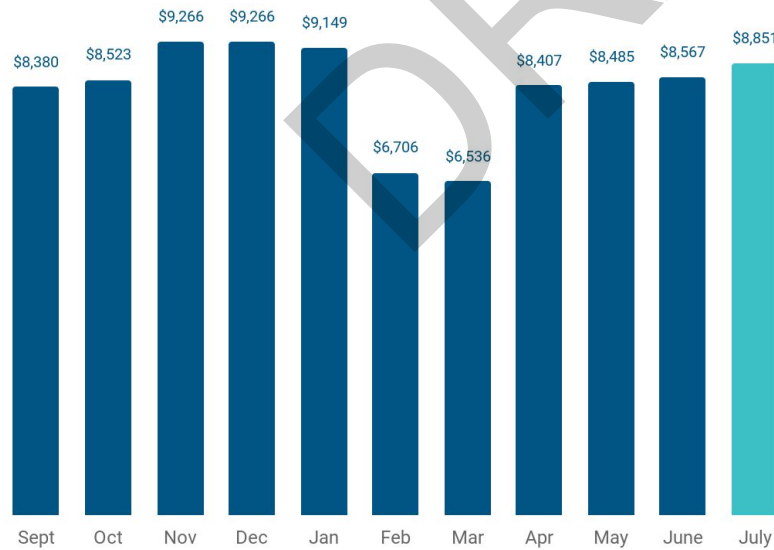


**5,382** SQ. FT.  
OF 10,206 TOTAL

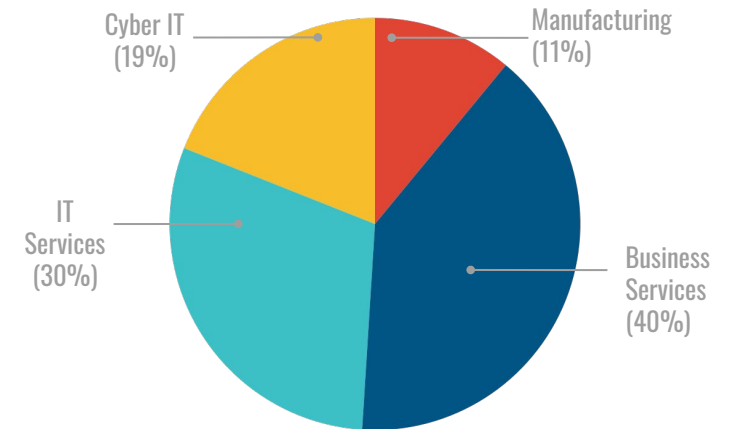
**19**  
COMPANIES

**47** EMPLOYEES

## Revenue



## Employees by Industry



## Companies

Snap Soccer

Prospect Junkie  
ARGO Cyber Systems  
Capacity Path

Envision CMS  
National Energy USA  
Heart Crossed Films  
Brewwww  
Taste of Pensacola  
MediaTech Direct  
Maps & Legends Marketing  
Morbi

All Mine Lah  
Determinant Materials  
She Speaks and Inspires  
Lifestyle Medicine Wellness & Recovery  
Accenture  
Mappica  
Gulf Coast 3D Metrology

Year 5

Year 3

Year 2

Year 1

## Alumni

Master Butler Service Corp, *Jul '23*  
Rx:Stay, *June '23*  
128 Creative Collective, *Mar '23*  
Vivid Bridge Studios, *Feb '23*  
Data Revolution, *Sep '20*  
Guided Particle Systems, *Sep '20*  
Warfighter Fitness, *Sep '20*  
N Star Investments, *Sep '20*  
Tag Tech, *Sep '20*  
Angler Up, *Sep '20*  
Assoc. Resource Solutions, *Sep '20*  
Coast Software, *Jul '20*  
Girl Catch Fire, *Jun '20*  
Altius Marketing, *May '20*

Coflyt, *May '20*  
Social Icon, *May '20*  
Speaker Training, *May '20*  
Right on Target Marketing, *May '20*  
Pensacola Media Group, *May '20*  
EBI Management Group, *Mar '20*  
Qualia Is, *Mar '20*  
Samantha Weaver, *Sep '19*  
The Strength Group, *Sep '19*  
Lost Key Media, *May '19*  
Hatchmark Studio, *Aug '18*  
Your Techno Geeks, *May '18*  
IRIS, *Apr '18*  
Hexad Analytics, *Apr '17*

## Community

**NEWS Lifestyle Medicine Wellness & Recovery** is thrilled and honored to have been one of 5 Florida non-profits, Pensacola's Health and Hope Clinic, Inc, awarded \$100K from the Amgen Pharmaceuticals Health Equity grant to improve cardiovascular health of black Americans in NW Florida!

Written into the grant proposal is funding for Culinary Medicine classes, performing onsite cooking classes to demonstrate the power of food- substituting whole plant ingredients in recipes and creating culturally sensitive, delicious meals without salt, fat and sugar.

Accountingfly, *Feb '17*  
Paint University, *Feb '17*  
FFCFC, *Feb '17*  
Jewel Graphics, *Apr '17*  
Broker Frameworks, *Feb '17*  
Koala Pickup, *Feb '17*  
Re Vera Services, LLC, *Sep '16*  
Clearstream, *Sep '16*  
Pay Cell Systems, *Jun '16*  
Robotics Unlimited, Inc., *Dec '15*  
EPR, *Apr '14*  
The Analyst Group, *Jul '12*

## Marketing & Communications Review – June 2023 over May 2023

### Website Metrics – Google Analytics

**Summary:** *We could improve results by returning to running a digital marketing campaign for each enterprise.*

#### FloridaWest.com

- users ↓ 71% - ↓ 2928 – total of 1205 unique users
- page views ↓ 56% - ↓ 3571 – total of 2828 page views
- sessions ↓ 67% - ↓ 3010 – total of 1501 sessions
- top cities: Pensacola, Chicago, Atlanta, Ashburn, New Orleans

#### CyberCoastFlorida.com

- users ↑ 6% - ↑ 3 – total of 90 users
- page views ↑ 6% - ↑ 10 – total of 178 page views
- sessions ↑ 5% - ↑ 22 – total of 112 sessions
- top cities: Pensacola, Boardman, OR, Ashburn, Columbus, Orlando

#### CO-LAB.com

- users ↓ 21% - ↓ 48 – total of 185 users
- page views ↓ 3% - ↓ 13 – total of 447 page views
- sessions ↓ 21% - ↓ 37 – total of 286 sessions
- top cities: Ashburn, Pensacola, Atlanta, Chicago, Miami

### Social Media Metrics

**Summary:** *Recommend returning to an ongoing marketing effort to promote our social pages.*

#### FloridaWest

- Facebook
  - Reach: 640 ↓ 13% over previous period
  - Page views: 93 ↑ 33% over previous period
  - Page new likes: 6
  - Total likes: 746
- Instagram
  - Reach: 393 ↑ 54% over previous period
  - Profile visits: 60 ↑ 86% over previous period
  - New followers: 7
  - Total followers: 551
- Twitter - 28-day snapshot
  - Tweet impressions: 987 ↑ 5% over previous period
  - Profile visits: 312 ↑ 1055% over previous period
  - Followers: 827

- LinkedIn
  - Reactions: 243 ↑ by 17% over previous period
  - New followers: 34
  - Total followers: 1065
  - Page views: 107 ↓ by 38% over previous period

## CyberCoast

- Facebook
  - Reach: 61 ↑ by 13% over previous period
  - Page views: 20 ↓ by 17% over previous period
  - Page new likes: 2
  - Total likes: 145
- Instagram
  - Reach: 355 ↑ 110% over previous period
  - Profile Visits: 27 ↓ 45% over previous period
  - New followers: 12
  - Total followers: 319
- Twitter - 28-day snapshot
  - Tweet impressions: 176 ↓ 41% over previous period
  - Profile visits: 4
  - Followers: 37
- LinkedIn
  - Reactions: 25 ↓ 14% over previous period
  - New followers: 1
  - Total followers: 130
  - Page views: 6 ↓ 77% over previous period

## CO:LAB

- Facebook
  - Reach: 1343 ↓ 1% over previous period
  - Page views: 188 ↑ 3% over previous period
  - Page new likes: 3
  - Total likes: 944
- Instagram
  - Reach: 763 ↓ 8% over previous period
  - Profile visits: 55 ↑ 6% over previous period
  - New followers: 9
  - Total followers: 1060
- Twitter - 28-day snapshot
  - Tweet impressions: 135 ↑ 35% over previous period
  - Profile visits: 72 ↑ 35% over previous period
  - Followers: 174
- LinkedIn - 90-day snapshot
  - Reactions: 92 ↑ 3% over previous period
  - New followers: 12
  - Total followers: 463



- Page views: 49 ↓ 37% over previous period

## Events & More

- FloridaWest Website - Migration to new Content Management System is complete.
- BlueWind 1500<sup>th</sup> Nacelle event was held and we promoted with a press release, web article and social media.
- FloridaWest and CO:LAB to be a sponsor at Entrecon – Patrick building panel for discussion.
- CEO press/media relations – we stand ready to push out communications when approved.
  - Press release
  - Update website
  - Social media

DRAFT

Pensacola City Council

May 25, 2023

Dr. Lusharon Wiley  
4255 Bonway Drive  
Pensacola, FL 32504

Dear Dr. Wiley:

On behalf of the City Council, it is a pleasure to advise you of your reappointment to the Pensacola-Escambia Development Commission (PEDC). Your term is for two (2) years ending on June 30, 2025.


Should you have any questions or desire to discuss this appointment, please do not hesitate to contact Scott Luth, Chief Executive Officer, FloridaWest Economic Development Alliance at 850-375-1060.

Also please be advised, as a member of the Board you are subject to Florida's Public Records Law and Sunshine Law, as well as the City of Pensacola Code of Ethics. Therefore, please review the following enclosures: *A Pocket Guide to Florida's Government-in-the-Sunshine Laws: Open Meetings and Public Records*; and *City of Pensacola Ordinance No. 07-11 Code of Ethics for City Officials and Employees*. If you have any questions, please call the City Attorney's Office at 435-1615.

Thank you for your willingness to serve the citizens of our community in this capacity. We look forward to working with you.

Congratulations on your reappointment.

Sincerely,



Casey Jones  
Vice President of City Council

CJ/rmt  
Enclosures

cc: Ericka L. Burnett, City Clerk  
Scott Luth, Chief Executive Officer, FloridaWest Economic Development Alliance