



REQUEST FOR PROPOSALS

**In Accordance with Florida Statute §287.057, Procurement
of Commodities or Contractual Services, and 2 CFR §200.320**

COVER SHEET

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HOLLYWOOD, FL 33020**

TITLE: SOUTH FLORIDA MILITARY INSTALLATION RESILIENCE REVIEW

PROPOSAL NUMBERS: RFP #202102-MIRR-1 AND RFP #202102-MIRR-2

**CDFA: 12.003 COMMUNITY ECONOMIC ADJUSTMENT ASSISTANCE FOR
RESPONDING TO THREATS TO THE RESILIENCE OF A MILITARY INSTALLATION**

FEDERAL AWARD ID: HQ00052110060

SUBMITTAL DUE DATE: NOVEMBER 19, 2021; 11:59 PM

CONTRACT AMOUNT: Up to \$795,000

- RFP #202102-MIRR-1 \$595,000**
- RFP #202102-MIRR-2 \$180,000**

SOUTH FLORIDA MILITARY INSTALLATION RESILIENCE REVIEW
RFP #202102-MIRR-1 and RFP #202102-MIRR-2

The South Florida Regional Planning Council (SFRPC), pursuant to its Statement of Organization and Section 186.505, Florida Statutes (2021), invites qualified candidates to submit a response to this Request for Proposals to provide services on the South Florida Military Installation Resilience Review Project.

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PART I – PROJECT BACKGROUND AND GENERAL INFORMATION

1. SUMMARY

RFP # 202102-MIRR-1 AND RFP # 202102-MIRR-2

Services Requested	RFP # 202102-MIRR-1: Planning work for the Military Installation Resilience Review RFP # 202102-MIRR-2: Facilitate Base Community Engagement Process
Contract Type	Time & Materials
Number of contracts	One or Two: Contract MIRR - 1: \$595,000 Contract MIRR - 2: \$180,000 Total: \$ 795,000
Duration	18 months
Payment method	Net 30, ACH
Planned duration of RFP advertisement	Approximately 4 weeks
Start of advertisement period for RFP	October 20, 2021 – Cone of Silence begins
Applicant Open House	October 25, 2021 - 3 PM - Virtual Cone of Silence lifted for meeting
Deadline for questions about the RFP submitted to: sfadmin@sfrpc.com	November 2, 2021, 6:00 PM
Deadline for SFRPC responses to questions	November 4, 2021
Deadline for proposals	November 19, 2021 – 11:59 PM
	PLEASE REFER TO PART V.1. FOR A MORE COMPLETE SCHEDULE
Total Funding RFP #202102-MIRR-1	\$595,000 Planning work for the Military Installation Resilience Review
Total Funding RFP#202102-MIRR-2	\$180,000 Facilitate Base Community Engagement Process

2. GENERAL INFORMATION

The South Florida Regional Planning Council (“SFRPC”) is a regional governmental agency representing the South Florida region of Monroe, Miami-Dade, and Broward counties. The SFRPC provides a focus for action on issues of regional concern such as comprehensive transportation planning, water/wastewater infrastructure, economic development, affordable housing, environmental planning, water supply and quality, climate / regional resilience, and emergency planning among other subjects.

The mission of the SFRPC is to serve South Florida and its member governments by providing a forum to foster communication, coordination, and collaboration in identifying and addressing regional issues and needs across jurisdictional boundaries. The SFRPC’s Board consists of municipal- and county-elected officials appointed by their local boards and Leagues of Cities. They comprise two thirds of the Council’s membership. The Governor appoints additional members, making up the remaining third of the Council. The Board includes ex-officio members representing the South Florida Water Management District, Florida Department of Transportation, and Florida Department of Environmental Protection.

3. PROJECT OVERVIEW AND BACKGROUND

During 2021, the [SFRPC](#) worked successfully with the [South Florida Regional Defense Alliance](#) and [Florida International University Sea Level Solutions Center](#) to develop and submit a proposal to the United States Department of Defense (DoD) Office of Local Defense Community Cooperation (OLDCC). Specifically, pursuant to this grant the SFRPC and selected Contractor(s) will conduct over 18 months a South Florida Military Installation Resilience Review (MIRR) which responds to threats to the resilience of four military installations in South Florida.

- (1) Homestead Air Reserve Base (HARB), Miami-Dade County
- (2) United States Army Garrison-Miami (USAG-Miami), Miami-Dade County
- (3) USN Naval Surface War Center South Florida Ocean Measurement Facility (SFOMF), Broward County
- (4) United States Naval Air Station Key West (NASKW), Monroe County

The core purpose of the South Florida MIRR is to identify the risks, hazards, and vulnerabilities of concern as it relates to the ability of the military to carry out its missions on the base that could be mitigated through investments and solutions outside of the fence line in the community.

The FY2019 National Defense Authorization Act (NDAA) defines military resilience as “The capability of a military installation to avoid, prepare for, minimize the effect of, adapt to, and recover from extreme weather events, or from anticipated or unanticipated changes

in environmental conditions that do, or have the potential to, adversely affect the military installation or essential transportation, logistical, or other necessary resources outside of the military installation that are necessary in order to maintain, improve, or rapidly reestablish installation mission assurance and mission-essential functions.”

The SFRPC anticipates that the focus of the South Florida MIRR will involve an “all hazards” approach in terms of screening threats, risks, and vulnerabilities (either natural or manmade, including from the effects of climate change), to identify and prioritize areas of concern that should be the subject of further study and evaluation. A primary goal of the study is to identify and recommend actions or investments outside of the fence to mitigate risks of highest concerns and enhance military resiliency through increased communication and collaboration between South Florida’s installations.

The SFRPC is seeking professional services to: (1) facilitate the stakeholder engagement process; (2) work with project participants and carry out a process to identify threats of concern; (3) conduct vulnerability and risk assessments based on identified threats; (4) identify mitigation opportunities to reduce risk; (5) carry out analysis and other work activities as outlined in the Project Scope of Work.

The SFRPC role in the project will be to serve as the applicant and contract manager to the Department of Defense for the MIRR, handle all required reporting; identify and develop an initial list of key stakeholders and resources; establish and assist in coordination of both a Steering Committee and Technical Work Groups; provide Council staff support with Project Tasks as needed, and oversee and approve contractor activities, assignments, and deliverables.

4. TYPE OF CONTRACT, BUDGET, AND PERIOD OF PERFORMANCE

The SFRPC anticipates awarding time and materials contracts in an amount not to exceed five hundred and ninety-five thousand dollars (\$595,000) for RFP #202102-MIRR-1 and an amount not to exceed one hundred and eighty-thousand dollars (\$180,000) for RFP #202102-MIRR-2.

Due to the unique nature and desired qualifications for the Military Installation Engagement and Coordination Contractor, the SFRPC will bid the military installation engagement and coordination process contract separately in an amount not to exceed one hundred and eighty thousand dollars (\$180,000) for RFP #202102-MIRR-2.

The expectation is that both Contractor teams will work together and with the SFRPC in an integrated, collaborative manner. Nothing herein precludes an Applicant from applying to both RFP#202102-MIRR-1 and RFP#202102-MIRR-2 to present an integrated application. **To create a level playing field, Applicants will not be penalized for not including the Military Installation Engagement and Coordination Process (Task 2) if applying only to RFP#202102-MIRR-1.**

The anticipated period of performance is approximately 18 months, with a project start date of the Quarter 1 of FY 2021 (October – December). Please detail your estimated costs and budget. Please provide a budget for each of the tasks as well as a total cost. SFRPC reserves the right to make partial awards and to issue work through Task Orders. At the SFRPC's discretion, and dependent on future funding, contracts may be extended for up to three (3) additional one (1) year periods.

5. PROJECT REQUIREMENTS

- A. The Contractor and any Subcontractors must accept and adhere to the Department of Defense:

Office of Economic Adjustment General OLDCC Terms and Conditions:
<https://oldcc.gov/resource/general-terms-and-conditions-october-2019>

OLDCC Grant Program Specific Terms and Conditions:
<https://oldcc.gov/resource/program-specific-terms-conditions-november-2017>

National Policy Requirements: <https://oldcc.gov/resource/national-policy-requirements-october-2015>

- B. Contractor Deliverables

Deliverables must include a disclaimer statement that will appear on the title page of any study prepared under this Grant. It will read:

“This study was prepared under contract with the South Florida Regional Planning Council (SFRPC) with financial support from the Office of Economic Adjustment, Department of Defense, and the State of Florida. The content reflects the view of the South Florida Regional Planning Council and does not necessarily reflect the view of the Office of Economic Adjustment or State of Florida.”

The Contractor identification will appear on the title page of any study funded by this grant. The SFRPC reserves the right to request additional acknowledgements as appropriate.

- C. Access to Military Installations

The Contractor shall comply with all security, citizenship, and identification requirements of the DoD and each of the military installations to gain access to site visits.

It is the intent to recommend a list comprised of Contractors which offer, to the greatest extent possible, the complete spectrum of services under RFP #202102-MIRR-1 and/or RFP # 202102-MIRR-2. For scoring purposes, the Selection/Negotiation Committee will consider years of regional experience and expertise for staff whose time will be committed to the project.

The MIRR Project is anticipated to begin in the first quarter of FY 2022 (OCTOBER 2021) with an anticipated performance period of 18 months. The SFRPC anticipates awarding a time and materials contract in an amount not to exceed five hundred and ninety-five thousand dollars (\$595,000) for RFP #202102-MIRR-1 and an amount not to exceed one hundred and eighty-thousand dollars (\$180,000) for RFP #202102-MIRR-2.

6. SCOPE OF SERVICES

The SFRPC is seeking project support including, but not limited to, the following:

- Subject matter expertise to conduct research, analysis, strategic guidance, advising, resolution strategies and outreach support.
- Consulting services to review climate vulnerabilities, critical infrastructure, intergovernmental coordination opportunities, community engagement, and impacts to military and civilian populations.
- Additional technical services to complete planning tasks.
- Support for outreach, meetings, workshop, and other engagement activities with project stakeholders.
- Technical support services for developing maps of locations of resilience risks and impacts in the study area that are readable within standard Geographic Information Systems (GIS) software

Additional Notes:

1. The military installations that will be the subject of this Contract are (1) Homestead Air Reserve Base (HARB), Miami-Dade County; (2) United States Army Garrison-Miami (USAG-Miami), Miami-Dade County; (3) USN Naval Surface War Center South Florida Ocean Measurement Facility (SFOMF), Broward County; and (4) United States Naval Air Station Key West (NASKW), Monroe County.
2. To the extent that the Southeast Florida Regional Climate Change Compact and the individual counties of Broward, Miami-Dade, and Monroe counties, and adjacent municipalities, have undertaken or are undertaking resilience studies, projections, and developed policies, it is the intent of the SFRPC to compile, integrate, and build upon the existing and ongoing body of work – not duplicate or recreate existing work.
3. The Tampa Bay Regional Planning Council (TBRPC) is concurrently undertaking the development of an MIRR for MacDill Air Force Base in Tampa. It is the SFRPC's

intent to coordinate with the TBRPC and explore opportunities for a consistent resiliency assessment framework that will allow the RPCs and Department of Defense to compare MIRR assessments and outcomes across the Florida's regions to the extent which it is practicable.

PROJECT TASKS

Task 1. Project Management (RFP #202102-MIRR-1)

- 1) The selected Contractor will, at a minimum: regularly schedule meetings and coordinate with SFRPC staff, DoD representatives, and the project team; identify and facilitate milestone meetings; and submit monthly schedule, budget, and project status reports. The selected Contractor will prepare a Project Management Plan (PMP) to include, at a minimum, the following elements:
 - a) Scope
 - b) Budget
 - c) Schedule of tasks, meetings, milestones, delivery dates
 - d) Regular monthly meetings and milestones
 - e) Expectations of SFRPC and stakeholder committee input (e.g. documents to be provided, coordination required, etc.)
 - f) Team structure, including subcontractors
 - g) Team member contact information, including names and locations of key staff
 - h) Quality Assurance / Quality Control (QA/QC) plan
- 2) Deliverables
 - a. A project orientation workshop with the selected Contractor, SFRPC staff, and DoD representatives to discuss the goals and tasks of the project and to establish working relationships among the installation representatives, SFRPC, and the selected Contractor.
 - b. Project Team Meetings (estimated at 20 or more)
 - c. Progress Reports (monthly and final)
 - d. Financial and other federal reports (4-6)

Task 2. Facilitate Base Community Engagement Process (RFP #202102-MIRR-2 – Can be bid separately)

The SFPRC, in partnership with the Contractor(s) will establish a Steering Committee tasked with providing policy recommendations and Work Groups providing technical expertise on subject matter topics including risks to critical infrastructure and services.

The Lead Contractor (RFP # 202102-MIRR-1) will serve as the facilitator of all meetings of the Steering Committee and subject matter Work Groups established by SFRPC and DoD OLDCC.

The Contractor (RFP #202102-MIRR-2) under this task shall handle the following as part of this Task:

- 1) Coordinate with SFRPC staff and Lead Contractor on the development of agendas, meeting logistics (virtual and in-person to the extent possible), and meeting materials.
- 2) Deliverables includes, but may not be limited to:
 - a. Serve as the military liaison and facilitator between the Military Commands, Contractor Team (RFP #202102-MIRR-1), SFRPC to undertake and complete project tasks with full support of the Military Commands on schedule;
 - b. Assist with and attend Work Group Meetings (approximately 9 – 12)
 - c. Assist with and attend Steering Committee Meetings (approximately 3 – 4);
 - d. Assist with meeting agendas, materials, summaries as requested;
 - e. Coordinate Military Installation Site Visits and follow up activities;
 - f. Research the various Service Standards and develop a consolidated DoD Assessment Standard for use by South Florida Military Commands;
 - g. Serve as a resource and identify where potential conflicting standards exist and work with stakeholders to discuss and resolve differences;
 - h. Perform interviews with key installation and community personnel to identify risks to operations;
 - i. Collect any related, pre-existing, publicly available resilience assessments for installations/commands to avoid duplication of efforts previously undertaken;
 - j. Assist in the identification of short-, medium-, and long-term impacts and consequences for risks to operations;
 - k. Evaluate and prioritize vulnerabilities and consequences for risks to operations;
 - l. Identify regional synergies for resilience support, collaborations, and potential solutions;
 - m. Identify Continuity of Operation Plan mission / task alignment opportunities across installations;
 - n. Identify other mission / task alignment opportunities with regional partners;
 - o. Develop appropriate recommendations and provide associated draft documentation;
 - p. Facilitate and participate in Joint Sessions with Military Installation Commanders and County / Municipal Chief Resiliency Officers;
 - q. Assist in the development of the Florida Briefing Plan to included, but not be limited to, the Florida Defense Support Task Force, Florida Defense Alliance, statewide departments (FDOT, DEM, DEP, etc.); and
 - r. Assist the Council and RFP #202102-MIRR-1 Contractor in a coordinated, seamless project and all contract deliverables as needed and requested.
 - s.

Task 3. Coordinate Steering Committee and Work Groups Process (RFP #202102-MIRR-1)

Under this Task, the Contractor shall handle the following:

- 1) Facilitate and determine analysis priorities;
- 2) Identify and scope sectors to be analyzed (infrastructure systems, transportation systems, communication systems, water and wastewater, power, and other relevant sectors) to assess how climate hazards will impact critical services; and
- 3) Identify and maintain resources on previous studies, data, and relevant reports as background information to Project Tasks.
 - a. SFRPC, in consultation with the Contractor, will provide digital copies of the previous studies, models, and reports to the technical Contractor;
 - b. Confirm preferred data sources and stakeholders for project research;
 - c. Identify concerns and limitations for military installation research that will be incorporated in public facing deliverables; and
 - d. Presentation on technical materials from research and report tasks.
- 4) Deliverables:
 - a. Priority Sector Analysis. Introductory presentations, straw proposal including selection criteria, draft, and final report with final recommendations on sector selections.
 - b. Project Resources Archive
 - c. Technical presentations
 - d. Draft and final interim white papers, memoranda, and reports.

Task 4. Research and Analysis of Threats and Vulnerabilities (RFP #202102-MIRR-1)

Under this Task, the Contractor shall work with SFRPC staff, DoD installation representatives and other stakeholders to identify key threats and vulnerabilities, and possible priorities for mitigation. This will include handling the following two subtasks: Identify and Map Military Installation Resilience Threats and Prepare Vulnerability Assessments.

1) Subtask 4.1 Identify and Map Military Installation Resilience Threats

Under this Task, the Contractor shall handle the following:

- a. Develop Preliminary Outline for Identifying and Mapping Military Installation Resilience Threats and scope the project;
- b. Identify and gather regional climate studies, geospatial, and other relevant data and studies to identify hazards. Gather regional utilities, transportation, infrastructure, and other sector studies, in cooperation with SFRPC and the Work Groups.
- c. Establish analysis scope and priorities with DoD OLDCC, SFRPC, Work Groups, and Steering Committee.

- d. Scope the identified hazards, climate projections, and non-climate stressors to be included:
 - (1) Hazards should include current probability, frequency, intensity, and level impact. Hazards should include future probability and projected impact.
 - (2) Climate projections in general should include but are not limited to sea level rise, increased temperatures, and precipitation predictions.
 - (3) Non-climate stressors may include but are not limited to land use change, population and demographic change, and economic development patterns.
 - (4) Establish projected climate-risks time-period to be evaluated with respect to previous analyses, studies, etc.
- e. Deliverable content (e.g. key hazards, issues, gap identification, GIS maps, etc.) and format.

2) Subtask 4.2 Vulnerability Assessment

Under this Task, the Contractor shall handle the following:

- a. Scope vulnerability assessment
 - (1) Scope study areas of the vulnerability assessment, GIS deliverables, and finalize geographical areas surrounding the military installation, and relevant sectors (transportation, energy, water, public spaces, buildings, critical services, etc.) hazards, climate projections, spatial data, etc. to be assessed;
 - (2) Determine climate scenarios based on hazards, timeframe, projections, etc; and
 - (3) Scope stressors (i.e. lack of wastewater treatment plant, aging infrastructure, transportation access, population growth, few evacuation routes, interoperability, etc.)
- b. Conduct vulnerability assessment
 - (1) Assess impact (short-, medium-, and long-term) on sectors and community. Determine ability to respond during an event.
 - (2) Determine adaptation capability (adaption measures, capital improvement plans human capital, built environment, financial resources, etc.
 - (3) Conduct site visits. *Note Contractor will work with SFRPC, DoD, RFP #202102 MIRR-2 Consultant / Installations, to determine when site visits will take place and how many (most likely a minimum of four site visits).*
 - (4) Conduct stakeholder workshop(s) to understand vulnerability and impacts.
 - (5) Take notes and summarize findings from workshop(s): (See Task 3)
 - (6) Provide quarterly progress reports to SFRPC on project.
- c. Develop GIS maps
- d. Map out and identify emergency response capabilities and responsibilities of installation and surrounding communities
- e. Identify existing and backup leadership responsibilities and capabilities
- f. Develop implementation site-specific solutions and implementation strategy
 - (1) Assess feasibility of implementing site-specific solutions.

- (2) Work with DoD stakeholders to develop site-specific solutions and identify feasibility (cost analysis, structural and non-structural mitigation measure will be evaluated and compared).
- (3) Develop recommendations and implementation plan.
- (4) Identify recommendations and actions for DoD, stakeholders, and relevant agencies to address shared responsibilities of climate risks. The Contractor will identify appropriate responsible parties, timelines of impacts, identification of priorities (short-, mid-term, and long-term), estimated costs, a monitoring plan, appropriate financing mechanisms to implement the recommendations, and recommendations for an organization structure and process that promotes participants to continue collaboration on resilience issues beyond completion of the project.
- (5) Conduct site visits where applicable to determine feasibility.
- (6) Assess feasibility of implementing site-specific solutions.
- (7) Handle verbal and written review and feedback on progress reports and draft analyses.
- (8) Draft and provide periodic update to the Project Team, Steering Committee, and Work Groups
- g. Deliverables:
 - (1) Threat and Hazard Analysis. Introductory presentation, straw proposal including selection criteria, draft and final report with final recommendations on threats and hazards.
 - (2) Vulnerability Assessments. Introductory presentation, draft and final report with final recommendations.
 - (3) Data and Resources Archive.
 - (4) Technical presentations.
 - (5) Draft and final interim white papers, memoranda, and reports.

Task 5. Stakeholder Workshop(s) (RFP #202102-MIRR-1)

- 1) Under this Task, the Contractor shall handle activities to conduct multiple workshops to facilitate the MIRR planning process.

The Contractor will:

- a) Work with SFRPC staff to define stakeholder workshop(s) goals, objectives, format, and anticipated outcomes.
- b) Create summary outline with Project Team feedback
- c) Brainstorm preliminary list of desired experts, work with SFRPC and military installations to develop stakeholder lists
- d) Assist SFRPC staff to develop and draft final agendas
- e) Serve as lead workshop facilitator
- f) Facilitate workshop debriefing with Project Team

- g) Solicit Project Team and Work Group Feedback
- 2) Deliverables
 - a. Workshops four (4)
 - b. Workshop agendas, materials
 - c. Meeting summaries

Task 6. Recommendations Memo for Final Report (RFP #202102-MIRR-1)

The Contractor shall handle the development of a final project report, including the activities listed below:

- a. Complete Final Deliverables: Geospatial Data; High-level summary recommendations memo
- 1) Deliverables:
 - a) Draft and Final Report
 - b) Geospatial data
 - c) High level recommendations memo; draft and final
 - d) Presentations (online or in person) of high-level recommendations (up to 6)

PROJECT SCHEDULE & DELIVERABLES

SFRPC envisions this Project to take approximately eighteen months from the September 1, 2021 until final project closeout. This Project is currently scheduled to end February 2023. Given the late start to the Project, the SFRPC will consult with DoD regarding opportunities to extend the project timeline.

Deliverables which are specific to the SFRPC include:

1. **Unified Resilience Assessment Standard for the Regional Military:** Department of Defense (DoD) installations have not consistently assessed risks from extreme weather and climate change effects or consistently used projections to anticipate future climate conditions and projected impacts on community infrastructure upon which the installations depend. This deliverable will reflect agreement between the subject installations on resilience assessment standards. (11/30/2021)
2. **Decision Support Tools and Data for Unified Resilience Planning:** Using the Unified Resilience Assessment Standards, where possible, a standardized set of planning guidelines / tools for both natural and man-made risks will be developed that can be utilized throughout Florida and nationally to better assess risk and identify strategies to mitigate risk and increase resiliency. (07/09/2022)
3. **Framework for making Resilience Decisions and Investments (Capacity, Priorities, and Responsibilities)** (01/31/2023)

4. **Geospatial Data:** All geospatial data used for map production will be submitted to OLDCC in either the Esri File Geodatabase format (*.gdb) or Esri Shapefile format (*.shp). Regardless of the geospatial data format, all geospatial data will include metadata in either the ISO 19139 Metadata Implementation Specification style or the SDSFIE-M style. Metadata records for each dataset will include the minimum required information per metadata style written within the organization's preferred metadata editor software; e.g., Esri's ArcCatalog. For reference purposes only, see SDSFIE Online (<https://www.sdsfieonline.org>) for more information on geospatial data structures and metadata requirements. (2/24/2023)
5. **Military Installation Resilience Review with Implementation Action Plan** (02/28/2023)
6. **Florida Briefing Plan and Sharing of Results:** Briefing of state agencies, Florida Regional Councils Association, Enterprise Florida, Florida Defense Alliance, and as identified (02/28/2023)

Please refer to the **Grant Application Narrative** in **Appendix B** for additional information. The SFRPC is open to recommendations on how to improve the work program, including timing of activities, as long as it satisfies the needs of the Department of Defense and South Florida's Military Installations.

PART II - ELIGIBLE APPLICANTS, STATEMENT OF QUALIFICATIONS

1. ELIGIBLE APPLICANTS

The SFRPC welcomes applications from all applicants including private firms, non-profits, and minority serving academic institutions. Applicants are encouraged to assemble complete, multidisciplinary, collaborative teams as needed to provide a proposal that addresses all disciplines and areas of expertise. Additional eligibility requirements can be found in Part VI – General Preparation and Submittal Requirements.

2. STATEMENT OF QUALIFICATIONS (RFP #202102-MIRR-1)

- A. Demonstrate proven ability to work with the Department of Defense, military installations, federal, state, and local government agency officials, staff, and elected officials, regional planning organizations, utilities, private sector stakeholders, and community residents.
- B. Demonstrate experience and personnel with threat and hazard identification, risk assessment, and vulnerability assessments, both qualitative and quantitative.
- C. Demonstrate experience with community engagement, developing public-private partnerships, particularly with military installations and local governments.

- D. If the proposal involves partnering with another Contractor, qualifications for both the lead Contractor and subcontractor(s) should be included as well as a reference sheet for each subcontractor.
- E. Contractor(s) and/or subcontractors must demonstrate an established reputation and successful experience in hydrologic modeling, data analysis, resilience planning (adaptation/mitigation), meeting facilitation, community engagement, and multi-stakeholder coordination and coalition building. The Applicant is expected to have appropriately experienced staff and resources to provide comprehensive and reliable services regarding the South Florida MIRR Project and will be required to demonstrate this via the submittal documents and/or associated interviews, if deemed necessary.

3. STATEMENT OF QUALIFICATIONS (RFP #202102-MIRR-2)

- A. Demonstrate proven ability to work with the Department of Defense, military installations, federal, state, and local government agency officials, staff, and elected officials, regional planning organizations / councils of governments, utilities, private sector stakeholders, and community residents.
- B. Demonstrate experience with community engagement, developing public-private partnerships, particularly with military installations and local governments
 - 1. Senior leader expertise in project management support and facilitation;
 - 2. Experience with Joint Land Use Studies and other similar Defense Programs;
 - 3. Executive level understanding of the Department of Defense organization, administrative, program and budgeting functions;
 - 4. Senior leader experience performing military installation risk assessments and the development of strategies / programs to adapt or mitigate risk through infrastructure, natural, partnership, or policy solutions;
 - 5. Senior leader performance history and specific knowledge of South Florida Defense Departments installations, commands, and ranges to include: U.S. Army Garrison Miami / Southern Command Headquarters; Homestead Air Reserve Base; Naval Air Station Key West; and South Florida Ocean Measurement Facility and co-located tenant commands;
 - 6. Senior leader performance history and knowledge of regional Homeland Security, U.S. Coast Guard, and other Department of Homeland Security agencies co-located with defense installations in South Florida;
 - 7. Senior leader expertise in regional military command missions and requirements;
 - 8. Senior leader expertise in working with South Florida municipalities and local governments on large coastal infrastructure programs and resilience-related activities;
 - 9. Executive level experience in coordination with municipal, industry, academic,

non-profit, private, and civic organizations to jointly address the impacts of increased and more severe storms, changing environmental conditions, and sea-level rise;

10. Performance history with the Florida Defense Task Force, Florida Defense Alliance, and other state of Florida regional defense alliances;
11. Performance history with the Association of Defense Communities; and
12. Experience with resilience-related projects, communications, and engagements.

PART III – PROPOSAL CONTENT & FORMAT

1. INSTRUCTIONS TO APPLICANTS

The Applicant's Proposal must be submitted in accordance with these instructions. Failure to follow these instructions could be cause for rejection of the proposal. Submittals should be tabbed and divided in accordance with the sections outline below for ease of review.

Submittals must be easy to read in a Book Antiqua font no smaller than 11 and adhere to the page limits set forth herein. Proposals may be two-sided and each side of type size 8 ½" by 11" will equal one page.

ALL PROPOSALS MUST INCLUDE THE FOLLOWING INFORMATION:

Section 1 – Transmittal Letter (limit 3 pages)

- a. Name and address of the Applicant and the contact individual authorized to execute agreements with the SFRPC.
- b. Briefly describe the Applicant's history, ownership, organizational structure, location of headquarters, and other facilities.
- c. Describe the type of services provided by the Applicant, types of clients and length of time in the industry. Provide contact information for the project manager. Provide an overview of the Applicant's service capabilities.
- d. Complete Addenda and Proposal Signature pages and include in this section. (They will not be included in page count.)
- e. Complete E-Verify form and include in this section. (Not included in page count.)

Section 2 - Minority Business Enterprise Certification; Accredited Minority Serving Institution (limit 2 pages)

- a. Attach evidence of certification as Minority Business Enterprise or state/indicate that Applicant has no Certification; or
- b. Attached evidence of Accreditation as Minority Serving Institution

Section 3 - Disclosures and Conflict of Interest: Provide the following statements/clarifications (limit 5 pages)

- a. State that the Applicant is not currently in violation of any regulatory rules and regulations that may have an impact on its operations.
- b. Describe any past, pending, or threatened litigation, or regulatory action involving consulting for projects provided by the Applicant or indicate if none are known to exist.
- c. State that the Proposal has been prepared independently without consultation or communication with any other Applicant for the purpose of restricting competition. Consultation or communication to develop teams is permitted.
- d. Disclose any potential conflict of interest which would adversely affect the Applicant's ability to provide fair, loyal, and competitive services to SFRPC. Such disclosures shall include, but not be limited to, the Applicant's contractual obligations, property interests, or clientele relationship; or the property interests, contractual obligations or relationships of the Applicant's principals, officers, directors, employees, or agents which are directly or indirectly related to SFRPC and its operations.
- e. Identify current and previous (past 5 years) contractual relationships with SFRPC and any of our member governments.

Section 4 - Organizational Chart & Project Team Availability (limit 5 pages)

- a. Include a chart graphic showing team organization, highlighting account/contract manager, key team member (prime, sub-Contractors, subcontractors, etc.) names (including Project Managers), associated company, primary office location, and identify team member's role, responsibility, or specialty.
- b. In addition, this section should include a description, table, or graphic of the availability of the key Project team members and sub-Contractors/specialists.

Section 5 – Lead Project Manager Experience (limit 5 pages)

Briefly identify the following information for the person being listed as a project manager:

- a. Project Manager Name
- b. Title/Position
- c. Applicant
- d. Primary Office Location
- e. Education
- f. Licenses, Registrations, Certifications, Professional Affiliations
- g. Years of Relevant Experience
- h. Role and Responsibilities
- i. List examples of representative projects for the last five (5) years.

Section 6 – Key Project Team Members Experience (limit 15 pages)

Identify the following information for the key project team members:

- a. Team Member Name
- b. Title/Position

- c. Applicant
- d. Primary Office Location
- e. Education
- f. Licenses, Registrations, Certifications, Professional Affiliations
- g. Years of Relevant Experience
- h. Role and Responsibilities
- i. List examples of representative projects for the last five (5) years.

Section 7 – Additional Applicant & Team Member Information and/or Resumes (limited to no more than a total of 20 pages). Please provide any additional supporting information.

Section 8 – Project Scope of Services, Method to Accomplish Work, Staff Availability, and Schedule (limit to 30 pages)

a. Method to Accomplish Work

In this section of the proposal, Applicants must provide a detailed description of their approach for accomplishing the tasks specified herein. Considering the challenges presented by the travel distances, travel time, and COVID-19 pandemic among other factors, alternative approaches to include both in-person and remote engagement are expected.

This section shall include a work plan, schedule, and a project management plan that will detail all lines of authority and communication supporting the project requirements and logically lead to the deliverables required in this RFP.

b. Staff Availability

Timely completion of the tasks outlined for this project is of critical important. Please identify, by task, key personnel assignments, and the estimated hours to be performed by each proposed project member by task. Please provide a list of current projects, project end dates, and the availability of key personnel proposed in this project.

c. Schedule

Timely completion of the tasks outlined for this project is of critical important. Please identify by task and deliverables a monthly schedule to reach successful completion.

Section 9 – Contractor Past Performance (Reference Form – Appendix B)

PART IV – METHOD OF EVALUATION AND SELECTION

1. PROPOSAL EVALUATION PROCESS

SFPRC is soliciting Proposals from potentially qualified Applicants. The Contractor(s) will be selected based on qualifications and project approach in accordance with Florida Statute §287.057, Procurement of Commodities or Contractual Services, and 2 CFR §200.320. Submittals will be scored and ranked according to the Scoring Criteria set forth below. To evaluate the Proposals, both written submittals and, if deemed necessary, oral presentations may be considered by the Selection/Negotiation Committee. SFPRC reserves the right to request additional information and clarification of any information submitted.

Applicants are encouraged to assemble complete, multi-disciplinary, and collaborative teams to develop and submit a proposal that addresses all disciplines and areas of expertise. For scoring purposes, the Selection/Negotiation Committee will additionally consider years of regional experience, expertise, local knowledge, and familiarity with South Florida of staff whose time will be committed to the project.

2. PROPOSAL EVALUATION PROCESS - RFP #202102-MIRR-1 & RFP #202102-MIRR-2

Proposals will be evaluated by a SFPRC Selection/Negotiation Committee in accordance with Chapter 286, Florida Statute, the “Florida Sunshine Law”. The Selection/Negotiation Committee members, appointed from members of the Council, will score the proposals based on the Scoring Criteria below. Based upon compiled scores, the applicants will be ranked, and a short list prepared of the top ranked applicants. If held, interviews will be noticed and held in accordance with the Sunshine Law and will be used to clarify Proposal elements and/or have discussions.

Applicants participating in this phase will be provided interview information. Written submittal and interview presentations may be considered to determine the best overall qualified Applicant to be recommended to the Council for award. A Notice of Intent to Negotiate and Award with the top recommended applicant will be posted on SFPRC’s website <https://www.sfregionalcouncil.org>

Should SFPRC's representative fail to negotiate with the firm determined to be the most qualified a final Scope of Services and compensation arrangement which SFPRC considers to be fair, competitive, and reasonable, negotiations with such applicant shall be terminated and the authorized SFPRC representative shall then begin negotiations with the second most qualified applicant. Such negotiations shall continue as described above until SFPRC has exhausted the order of short-listed firms.

Failing an agreement with such firms, SFRPC may select additional firms in order of competency and qualifications as indicated in the Proposal evaluations until an agreement is reached, or SFRPC may modify or cancel the request for services or reissue the RFP. The initial scores of the written submittals to determine ranking will be based upon the categories, points and criteria as noted below.

The Evaluation of the Proposals responding to will be based on the following categories and allocation of points.

RFP #202102-MIRR-1 (TASKS 1,3,4,5,6,)

AND

RFP #202102-MIRR-2 (TASK 2)

EVALUATION OF PROPOSALS

TOTAL POINTS = 100

- A. Demonstrated experience and ability, both qualitative and quantitative, to work with Department of Defense; military installations; federal, state, and local government agencies; regional planning organizations; utilities; private sector stakeholders; and community representatives. **(Maximum 25 Points)**
- B. Expertise and experience with threat and hazard identification, risk, and vulnerability assessments, both qualitative and quantitative. **(Maximum 15 points)**
- C. Describe team history of working with military installations generally and specifically in South Florida, including extent of Senior level performance history and relationships with U.S. Army Garrison Miami / Southern Command; Homestead Air Reserve Base; Naval Air Station Key West; South Florida Ocean Measurement Facility; and co-located tenant commands such as Homeland Security and U.S. Coast Guard. Describe level of expertise in regional military command missions and requirements, and experience with Defense Department programs including Joint Land Use Studies. **(Maximum 10 Points)**
- D. Qualification of all key personnel who will be assigned to this Project **(Maximum 15 Points)** Please refer to the Statement of Qualifications for RFP #202102-MIRR-1 & RFP #202102-MIRR-2.
- E. Demonstrated understanding of the problem, proposed approach to undertake a regional MIRR, creativity, and level of detail within the proposal describing how the Applicant will address and accomplish the Scope of Services (Part VI) within the required Project Schedule (Part VII) **(Maximum 25 Points)**

For Applicants applying to RFP #202102-MIRR-2- Facilitate Base Community Engagement Process individually, please address Task 2. **(Maximum 25 Points)**

Score	Criteria
0 - 8	Limited explanation of how the project team will address and accomplish the Scope of Service, and/or lack of detail or unreasonable project schedule.
9 - 17	Moderate explanation of how the project team will address and accomplish the Scope of Service, and/or some detail and reasonable project schedule.
18 - 25	Significant explanation of how the project team will address and accomplish the Scope of Service, and detailed, reasonable project schedule.

F. Certified Minority Business Enterprise; Accredited Minority Serving Institution; or Performance History with the Florida Defense Task Force, **(Maximum 5 points)**

Score	Criteria
0	Applicant is not certified.
5	Applicant includes proper MBE Certification current at the time of submittal. MBE is defined by the Florida Statute 288.703. No MBE points for subcontractors will be awarded.
5	Applicant is an Accredited Minority Serving Institution by the U.S. Department of Education
5	For Applicants responding <u>only</u> to RFP #202102-MIRR-2 - Facilitate Base Community Engagement Process individually, up to five (5) points are available for documentation of performance history with the Florida Defense Task Force, Florida Defense Alliance, and other state of Florida regional defense alliances in lieu of F: Certified Minority Business Enterprise, Accredited Minority Serving Institution.

Certified Minority Business Enterprise and Accredited Minority Serving Institution - Certification documents are to be submitted with the Proposal. Certification must be current at time of submittal and issued by a nationally recognized agency such as National Minority Supplier Development Council (NMSDC), Women’s Business Enterprise Network Council (WBENC) or their respective state office or affiliate. Certificates are also acceptable if issued by the Florida Office of Supplier Diversity (OSD) or one of SFRPC’s member governments.

- G. Due to the importance of integrating relevant past and ongoing study and planning efforts to build on South Florida’s existing work and avoid unnecessary duplication of effort in the South Florida MIRR, points will be awarded for knowledge and expertise related to ongoing initiatives, resiliency study and planning efforts, and work products (past and under development) spearheaded by Monroe, Miami-Dade, and Broward counties, the Southeast Florida Regional Climate Change Compact, and South Florida Water Management District, and adjacent municipalities etc. **(Maximum 5 points)**

PART V - PRELIMINARY BID PROCESS SCHEDULE, CONE OF SILENCE, AND INTERPRETATION – REQUEST FOR INFORMATION

1. PRELIMINARY BID PROCESS SCHEDULE

Below is the tentative schedule for this solicitation and award process. SFRPC reserves the right to modify this schedule if needed due to operational commitments.

October 20 – December 20, 2021

Advertise RFP	10/20
Cone of Silence Commences	10/20
Applicant Open House	10/25 - 2 PM - Virtual
• Cone of Silence lifted for meeting	
I Inquiries Due	11/02
Addendum Posted on Website	11/04
Submittals Due to SFRPC	11/19 – 5:00 P.M.
Bid Opening (Public Meeting)	11/22
Initial Ranking & Short List (TBD)	12/01
Oral Presentations (If Applicable)	TBD
Notice of Award Posting	TBD
Award at Executive Committee	TBD
Negotiation of Contract begins	TBD

2. PUBLIC NOTICE OF THE REQUEST FOR PROPOSAL (RFP).

The RFP will be published in the Florida Administrative Register on the 20th of October, 2021. The RFP also will be posted on the SFRPC website <https://sfregionalcouncil.org/request-for-proposal-south-florida-military-installation-resilience-review/>

3. CONE OF SILENCE.

"Cone of Silence" is defined to mean a prohibition on:

- (a) any communication of this RFP between a potential Proposer, Offeror, Applicant, Bidder, lobbyist, or Contractor and SFRPC staff including, but not limited to, the SFRPC Executive Director.
- (b) any communication regarding this RFP between the SFRPC Councilmembers or their respective staffs and any member of the SFRPC staff including, but not limited to, the Executive Director;
- (c) any communication regarding this RFP between a potential Proposer, Offeror, Respondent, Bidder, lobbyist, or Contractor and any member of the Selection/Negotiation Committee and/or RFP Review Team or their respective staff;
- (d) any communication regarding this RFP between the SFRPC Councilmembers or their respective staffs and any member of the Selection/Negotiation Committee and/or RFP Review Team or their respective staff; and
- (e) any communication regarding this RFP between a potential Proposer, Offeror, Respondent, Bidder, lobbyist, or Contractor and SFRPC Councilmembers and their respective staffs; and
- (f) any communication regarding this RFP between any member of the SFRPC staff, including but not limited to the Executive Director, and any member of the Selection/Negotiation Committee and/or the RFP Review Team and their respective staff. The Executive Director and the Chair of the Selection/Negotiation Committee may communicate about the Selection/Negotiation Committee's recommendation but only after the Committee has submitted its written recommendation to the Executive Director.

Notwithstanding the foregoing, the Cone of Silence shall not apply to:

- (a) Requests for Interpretation received at sfadmin@sfrpc.com by 6:00 p.m., November 2, 2021;
- (b) duly noticed pre-bid/proposal conferences and site inspections;
- (c) duly noticed site visits to determine the competency of Bidders/Proposers regarding a particular solicitation during the time period between the opening of Bids/receipt of Proposals and the time the Selection/Negotiation Committee makes recommendation to the SFRPC;

- (d) communications with the SFRPC’s Legal Counsel Goren Cherof Doody & Ezrol and their staff;
- (e) communications regarding this RFP between a potential Proposer, Offeror, Respondent, Bidder, lobbyist or Contractor and SFRPC staff prior to bid opening date or receipt of Proposals, provided the communication is limited strictly to matters of process or procedure already contained in the corresponding solicitation;
- (f) communications regarding this RFP between SFRPC staff and a member of the Selection/Negotiation Committee, provided the communication is limited strictly to matters of process or procedure already contained in the corresponding solicitation;
- (g) oral presentations before Selection/Negotiation Committee and communications occurring during duly noticed meetings of Selection/Negotiation Committee;
- (h) competitive negotiations;
- (i) public presentations made to the SFRPC Board and communications occurring during any duly noticed public meeting;
- (j) communications in writing or by e-mail at any time with any SFRPC Councilmember or employee unless specifically prohibited by this RFP. The SFRPC shall file a copy of any written communications with the Chief Administrative Manager and simultaneously post on its project webpage;
- (k) Contract negotiations.

1. PROCEDURE

- (a) Imposition. A Cone of Silence shall be imposed upon this RFP when the solicitation is advertised in the Florida Administrative Register. At the time of imposition of the Cone of Silence, the Executive Director shall provide for Public Notice of the Cone of Silence. The Executive Director shall issue a notice thereof to the affected staff, Councilmembers, Selection/Negotiation Committee and RFP Review Team and include in any advertised solicitation a statement disclosing that the solicitation is subject to the Cone of Silence.
- (b) Termination. Except as provided for the “Applicant Open House” where the Cone of Silence is temporary lifted until the conclusion of the meeting, the Cone of Silence shall terminate at the time the SFRPC Board’s approval of the award, or at such time that Bids or Proposals are rejected by the SFRPC Board; provided, however, that if the SFRPC Board refers the recommendation back to the Executive Director for further review, the Cone of

Silence shall be re-imposed until such time as the Executive Director's subsequent written recommendation is received by the SFRPC Board.

2. PENALTIES

Violation of the Cone of Silence by a particular bidder or proposer shall render the award to said Bidder or Proposer voidable by the SFRPC. Any person who violates a provision of this ordinance shall be prohibited from serving on a Selection/Negotiation Committee unless such appointment is approved by a 2/3 vote of the SFRPC Board. A violation of this section by a particular Bidder, Proposer, Offeror, Respondent, lobbyist, or Contractor shall subject said Bidder, Proposer, Offeror, Respondent, lobbyist, or Contractor to potential debarment from doing business with the SFRPC.

In addition to any other penalty provided by law, violation of any provision of this ordinance by a Council employee shall subject said employee to disciplinary action up to and including dismissal.

3. REQUEST FOR INFORMATION

Applicants will have an opportunity prior to the submittal of the final proposal to request clarification on points of interest by participating in the Applicant Open House on October 25, 2021 and by emailing sfadmin@sfrpc.com by November 2, 2021.

Written inquiries for additional information or clarifications will be accepted in writing at the above email address until **Tuesday, November 2, 2021, 6:00 P.M.** SFRPC will respond via addendum regarding any discrepancy, omission or inconsistency and provide answers to inquiries. All such responses or changes will be in the form of a written addendum which, if issued, will be published at least five (5) days prior to the submittal due date. The addendum will be posted on SFRPC's web site at <https://sfregionalcouncil.org/request-for-proposal-south-florida-military-installation-resilience-review/>

Failure of any firm to receive any such addendum or interpretation shall not relieve said Respondents from any obligation contained therein.

PART VI GENERAL PREPARATION & SUBMITTAL REQUIREMENTS

1. GENERAL INFORMATION

Respondents are expected to read and understand this RFP and associated documents in their entirety. Respondents should be able to perform the tasks outlined in the preliminary Scope of Services fully and in the timeline required. An inquiry period is provided for Respondents to request clarifications. Failure to do so will not relieve a

successful Respondent of its obligations to furnish the services necessary to carry out all the requirements and provisions set forth in the contract.

Proposal forms must be signed in the legal name of the company or firm and by an officer or partner having authority to bind the company or firm by his or her signature.

One clearly marked original and four (4) additional hard copies of the proposal, and one digital copy (flash drive), shall be enclosed in a sealed envelope or carton clearly marked **“RFP#202102–MIRR1”**, **“RFP#202102-MIRR-2”**, or **“RFP#202102-MIRR-1 and RFP#202102-MIRR-2”** Project RFP Response. The response should be delivered in person, by carrier or messenger, by U.S. Mail “certified”, to the attention of:

SOUTH FLORIDA REGIONAL PLANNING COUNCIL
Christina Miskis, Senior Planner
1 Oakwood Boulevard, Suite 250
Hollywood, Florida 33020

Proposals must be delivered no later than:

Time: 5:00 PM Eastern Standard Time

Date: November 19, 2021

Late Proposals will not be considered. No Proposals can be withdrawn after the submission deadline without the written permission of SFRPC. Any inquiries, discrepancies or inconsistencies in the instructions or proposal requirements should be submitted via email to sfadmin@sfrpc.com.

2. SIGNATURES

The Proposal Signature page (see Appendix B Forms) must be signed by an individual with authority to sign on behalf of the firm. If signature is by an agent, other than an officer of the corporation or firm or a member of a partnership, a notarized power-of-attorney must accompany the Proposal.

3. COMPLIANCE WITH LAWS, PERMITS

The successful Respondent shall comply with all local, State, and Federal statutes, regulations, directives, and orders as applicable to the services provided and offered to SFRPC.

4. CONFIDENTIAL AND PROPRIETARY

The SFRPC is subject to Chapter 119, Florida Statutes, the “Public Records Law.” No claim of confidentiality or proprietary information in all or any portion of a response to the RFP

will be honored unless a specific exemption from the Public Records Law exists and it is cited in the response to the RFP. Any claimed exemption must specify the page(s) and paragraph number(s) of the RFP response where the exemption is being invoked. An incorrectly claimed exemption will not disqualify the firm, rather the exemption claim.

Public Records Disclosure: Pursuant to Section 119.0701(2), Florida Statutes, the following provision shall be included in any contract entered into between the SFRPC and the successful proposer:

The SFRPC is public agency subject to Chapter 119, Florida Statutes. The Contractor shall comply with Florida's Public Records Law. Specifically, the CONTRACTOR shall:

- 1) Keep and maintain public records required by the SFRPC to perform the service;
- 2) Upon request from the SFRPC's custodian of public records, provide the SFRPC with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in Chapter 119, Fla. Stat., or as otherwise provided by law;
- 3) Ensure that public records that are exempt or that are confidential and exempt from public record disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and, following completion of the contract, Contractor shall destroy all copies of such confidential and exempt records remaining in its possession after the Contractor transfers the records in its possession to the SFRPC; and
- 4) Upon completion of the contract, Contractor shall transfer to the SFRPC, at no cost to the SFRPC, all public records in Contractor's possession. All records stored electronically by the Contractor must be provided to the SFRPC, upon request from the SFRPC's custodian of public records, in a format that is compatible with the information technology systems of the SFRPC. The failure of Contractor to comply with the provisions set forth in this Article shall constitute a Default and Breach of this Agreement, for which, the SFRPC may terminate the Agreement.

IF THE CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT:

Telephone Number: (954) 924-3653

E-mail Address: sfadmin@sfrpc.com

Mailing Address: 1 Oakwood Boulevard, Suite 250
Hollywood, Florida, 33020

5. GOVERNING LAW

Interested firms agree that contractual agreements with the SFRPC shall be governed by the Laws of the State of Florida, and the venue for any legal action will be Broward County, Florida.

A person, affiliate, or corporate entity that has been placed on the State of Florida Convicted Vendor List and/or Federal Excluded Parties List may not submit an offer to perform work as contractor or subcontractor with the SFRPC, which is a public entity, and may not transact business with the SFRPC for a period of 36 months from the date of being removed from the Convicted Vendor List and/or the Excluded Party List.

6. CONVICTED VENDOR, DISCRIMINATORY VENDOR LISTS, SCRUTINIZED COMPANIES LIST, AND E-VERIFY REQUIREMENT

A. Convicted Vendor: Pursuant to Subsections 287.133(2) and (3), Florida Statutes, a person or affiliate who has been placed on the convicted vendor list following a conviction for a public entity crime may not submit a proposal on a contract to provide any goods or services to a public entity, may not submit a proposal on a contract with a public entity for the construction or repair of a public building or public work, may not submit proposals on leases of real property to a public entity, may not be awarded or perform work as a Contractor, supplier, subcontractor, or Contractor under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in Section 287.017 Florida Statutes, for CATEGORY TWO for a period of 36 months from the date of being placed on the convicted vendor list.

B. Discriminatory Vendor Lists: Pursuant to Subsection 287.134(2)(a), Florida Statutes, an entity or affiliate who has been placed on the discriminatory vendor list may not submit a bid, proposal, or reply on a contract to provide any goods or services to a public entity; may not submit a bid, proposal, or reply on a contract with a public entity for the construction or repair of a public building or public work; may not submit bids, proposals, or replies on leases of real property to a public entity; may not be awarded or perform work as a contractor, supplier, subcontractor, or Contractor under a contract with any public entity; and may not transact business with any public entity.

C. Scrutinized Companies: Pursuant to Section 287.135, Florida Statutes, a company that has been placed on the Scrutinized Companies with Activities in Sudan List; the Scrutinized Companies with Activities in the Iran Petroleum Energy Section List; or the Scrutinized Companies that Boycott Israel List or a company that engages in a boycott of Israel, is ineligible and may not submit a bid, proposal, or enter into or renew a contract with an agency for goods or services of \$1 million or more. At the time of submission of a proposal for a contract or contract renewal for goods or services of \$1 million or more, the company must certify that it is not on either such List and further that it does not have

business operations in Cuba or Syria as required by Section 287.135(5), Florida Statutes.

Pursuant to Section 287.135, Florida Statutes, Respondent acknowledges that SFRPC has the option to terminate any contract for goods or services of \$1 million or more if the awarded company is found to have submitted a false certification as provided under Section 287.235 (5), been placed on the Scrutinized Companies with Activities in the Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or been engaged in business operations in Cuba or Syria.

Pursuant to Section 287.135, Florida Statutes, Respondent acknowledges that SFRPC has the option to terminate any contract for goods or services of any amount if the awarded company is found to have or been placed on the Scrutinized Companies that Boycott Israel List or is engaged in a boycott of Israel.

D. E-Verify: Contractor must certify that it is aware of and complies with the requirements of Section 448.095, Florida Statutes, as may be amended from time to time and briefly described herein below.

1) Definitions for this Section:

1.1 “Contractor” means a person or entity that has entered or is attempting to enter into a contract with a public employer to provide labor, supplies, or services to such employer in exchange for salary, wages, or other remuneration. “Contractor” includes, but is not limited to, a Contractor, Contractor, applicant, or respondent.

1.2 “Subcontractor” means a person or entity that provides labor, supplies, or services to or for a contractor or another subcontractor in exchange for salary, wages, or other remuneration.

1.3 “E-Verify system” means an Internet-based system operated by the United States Department of Homeland Security that allows participating employers to electronically verify the employment eligibility of newly hired employees.

2) Registration Requirement; Termination:

Pursuant to Section 448.095, Florida Statutes, effective January 1, 2021, Contractors, shall register with and use the E-Verify system in order to verify the work authorization status of all newly hired employees. Contractor shall register for and utilize the U.S. Department of Homeland Security’s E-Verify System to verify the employment eligibility of:

2.1 All persons employed by a Contractor to perform employment duties within Florida during the term of the contract;

2.2 All persons, including subcontractors, assigned by Contractor to perform work pursuant to the contract with the SFRPC. The Contractor acknowledges and agrees that

registration and use of the U.S. Department of Homeland Security's E-Verify System during the term of the contract is a condition of the contract with the SFRPC; and

2.3 The Contractor shall comply with the provisions of Section 448.095, Fla. Stat., "Employment Eligibility," as amended from time to time. This includes, but is not limited to, registration and utilization of the E-Verify System to verify the work authorization status of all newly hired employees. Contractor shall also require all subcontractors to provide an affidavit attesting that the subcontractor does not employ, contract with, or subcontract with, an unauthorized alien. The Contractor shall maintain a copy of such affidavit for the duration of the contract. Failure to comply will lead to termination of this Contract, or if a subcontractor knowingly violates the statute, the subcontract must be terminated immediately. Any challenge to termination under this provision must be filed in the Circuit Court no later than twenty (20) calendar days after the date of termination. Termination of this Contract under this Section is not a breach of contract and may not be considered as such. If this contract is terminated for a violation of the statute by the Contractor, the Contractor may not be awarded a public contract for a period of one (1) year after the date of termination.

7. NOTIFICATION OF AWARD/RIGHT TO PROTEST

SFRPC will award a contract to the highest-ranking Applicant deemed most qualified to provide the services requested by this RFP. The awarded Contractor must be registered to do business in the State of Florida. Information regarding registration can be found at the Florida Department of State, Division of Corporations website at <http://dos.myflorida.com/sunbiz>. Notification of SFRPC's decision regarding this solicitation will be posted on SFRPC's website.

8. FAILURE TO FILE A PROTEST

Failure to file a protest within the time prescribed in section 120.57(3), Florida Statutes, or failure to post a bond or other security required by law within the time allowed for filing a bond shall constitute a waiver of proceedings under Chapter 120, Florida statutes. This includes, but is not limited to, any objection to or protest of this Request for Proposal, Notice of Award, the form and content of the Proposals, and/or the actions of SFRPC.

9. ACCEPTANCE AND RIGHT OF REJECTION

Respondent understands that Proposals are to remain open for an acceptance period of 120 (one-hundred twenty) days after the submittal due date for evaluation purposes. SFRPC the right to reject all Proposals.

10. ADDITIONAL INFORMATION REQUIREMENTS

Prior to a recommendation for award, SFRPC will require the highest ranked Respondents to demonstrate qualifications to furnish the specified services. Respondents must be prepared to submit written information requested by the SFRPC within five (5) business days of a request. SFRPC may review Respondent’s prior experience, references, and previous contracts for similar services.

11. REVIEW OF WRITTEN SUBMITTALS and PRESENTATIONS/INTERVIEWS

Each firm must submit documents that provide evidence of its capability to provide the services required for this project as described in Appendix A. Appendix A includes a list of evaluation factors that will be used by the RFP Review Team to score the capability of each firm.

This score, at the discretion of the Selection/Negotiation Committee may be used to create a short-listing of the firms. The short-listed firms will be contacted via follow-up letter (email) and may be asked to make an in-person or virtual presentation prior to final Applicant Ranking and Selection at the Council’s Corporate office located at 1 Oakwood Boulevard, Suite 250, Hollywood, Florida 33020 **on a date to be determined.**

12. THE SFRPC WILL NOT CONSIDER ORAL / WRITTEN COMMUNICATIONS, PRIOR TO THE CONCLUSION OF SHORT- LISTING FIRMS, WHICH VARY THE TERMS OR CONTENTS OF SEALED SUBMITTALS

Each shortlisted firm will be given equal time to make presentations, but the question-and-answer time may vary. The Selection/Negotiation Committee will recommend no fewer than the three (3) most highly qualified firms to the SFRPC Board and this selection will be ratified by the SFRPC Board at its earliest scheduled meeting at the SFRPC Offices (1 Oakwood Boulevard, Suite 250; Hollywood, Florida 33020).

13. TECHNICAL STAFF PARTICIPATION

Technical staff will have only such authority as may be delegated by the Selection/Negotiation Committee. Without such delegated authority, technical staff serves purely in an information gathering capacity. The Selection/Negotiation Committee may delegate authority to the technical staff to negotiate contractual terms and conditions with the selected firm, and those negotiations are subject to Florida’s Sunshine Law.

14. INSURANCE REQUIREMENTS

The Contractor shall be required to obtain all applicable insurance coverage, as indicated below, prior to commencing any work pursuant to an Agreement.

3. OWNER'S RIGHTS

The SFRPC reserves the right, in its sole and absolute discretion, to:

- a. Amend, suspend, or terminate this RFP;
- b. Revise and modify, at any time prior to the RFP due date, factors it will consider in evaluating Responses and to otherwise revise its evaluation methodology;
- c. Extend dates, time periods or deadlines in this RFP;
- d. Reject any and all responses in whole or in part which are non-conforming, non-responsive, or conditional responses;
- e. Waive minor deficiencies, informalities, irregularities or defects;
- f. Suspend and/or terminate this procurement process at any time;
- g. Reissue the same RFP or a different RFP for this Project;
- h. Hold meetings and conduct discussions and issue correspondence with one or more of the Respondents to seek an improved understanding and evaluation of the Responses to this RFP;
- i. Use assistance of outside advisors (e.g., technical, financial, procurement and legal advisors) in the evaluation process;
- j. Accept the RFP that in its judgment will be in the best interest of the SFRPC;
- k. Suspend, discontinue, and/or terminate negotiations at any time prior to the actual authorized execution of a contract by all parties;
- l. The SFRPC expressly reserves the right to exercise all rights available to it under this Section and other provisions of applicable Florida law pertaining to this Request without incurring any liability for costs, expenses or damages of any nature whatsoever suffered or incurred by any Respondent, team member or any other person.

4. DISQUALIFICATION/REJECTION

Without limiting the foregoing, the SFRPC may disqualify and reject any Respondent (including its sub-Contractors, affiliates, partners, and parent organizations) that:

- a. Fails to include information in its Response required by this RFP;

- b. Engages in conduct prohibited by this RFP;
- c. Fails to obtain the SFRPC's consent for any action when required by this RFP;
- d. Is involved in pending litigation concerning the SFRPC or its Member Governments;
- e. Submits false or misleading information in its Response;
- f. Has a conflict of interest;
- g. Fails to disclose any information which, if disclosed, would materially adversely affect the SFRPC's evaluation of the Response; or
- h. Otherwise fails to comply with or breaches any material requirement of this RFP.

5. PROPOSAL COSTS AND EXPENSES

All costs and expenses incurred by a Respondent, or any person working on behalf of a Respondent, in connection with the Request, including the preparation and submission of a Response, providing additional information, attendance at meetings, presentations or interviews, and any other actions taken by a Respondent in response to the Request shall be the sole responsibility of the Respondent. The SFRPC and its agents, officers, and directors shall have no responsibility or liability for any costs, damages or expenses incurred by Respondent, team members or any other person as a result of this Request.

6. NON-COLLUSION

The Respondent shall declare that the only person(s) or party(s) interested in this Proposal are those named herein, that this Proposal is, in all respects, fair and without fraud, that is made without collusion with any official of SFRPC and that the Proposal is made without any connection or collusion with any person submitting another on the Contract included herein. By submitting a Response to this RFP, Proposer also represents that its Response has been prepared without collusion or fraud and in fair competition with other Proposers, without any restraint on free competition, and acknowledges that the SFRPC is acting in reliance upon that representation.

7. NONCONFORMING

A Proposal may be deemed nonconforming which contains omissions, erasures, alterations, or additions of any kind, or which may be obviously unbalanced, or which in any manner shall fail to conform to the requirements provided for herein.

8. PREPARATION AND REVIEW

Proposers are solely responsible for conducting their own independent research and due diligence in the preparation of Proposals and the subsequent delivery of services under the Contract.

APPENDIX A RFP SUBMITTAL FORMS

- 1. Addenda**
- 2. Authorized Signature**
- 3. E-Verify**
- 4. Reference Form**
- 5. Scrutinized Companies**
- 6. Signature Page**

ADDENDA

The PROPOSER acknowledges that he has received Addenda Number(s):

Number	Addendum Title	PROPOSER Initials
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Number	Addendum Title	PROPOSER Initials
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Number	Addendum Title	PROPOSER Initials
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PROPOSER shall insert number and name of each addendum received and agrees that all addenda issued are hereby made a part of the RFP, and the PROPOSER further agrees that its PROPOSAL is submitted after consideration of said addenda.

NOTE: This form is to be completed and included in Section 1 of the Submittal with the cover letter.

AUTHORIZED SIGNATURES

Proposer: Complete the applicable Acknowledgement for An Individual Acting in His Own Right, A Partnership, A Corporation, or a Limited Liability Corporation, (LLC) according to your firm type.

FOR AN INDIVIDUAL ACTING IN HIS OWN RIGHT

STATE OF _____

COUNTY OF _____

SWORN TO and subscribed before me by means of physical presence or online notarization,

this _____ day of _____, 20____, by _____

_____, acting in an individual capacity. He/she is personally known to me **OR** has produced _____ as identification and did (did not) take an oath.

Notary Public Signature

Print Name

My Commission Expires:

(AFFIX NOTARY SEAL)

FOR PARTNERSHIP

STATE OF _____

COUNTY OF _____

SWORN TO and subscribed before me by means of physical presence or online notarization,
this _____ day of _____, 20____, by _____
_____, who is a partner on behalf of _____, a
partnership. He/she is personally known to me **OR** has produced _____ as identification and
did (did not) take an oath.

Notary Public Signature

Print Name

My Commission Expires:

(AFFIX NOTARY SEAL)

FOR A CORPORATION OR A LIMITED LIABILITY CORPORATION

STATE OF _____

COUNTY OF _____

SWORN TO and subscribed before me by means of physical presence or online notarization,

this _____ day of _____, 20____, by _____

_____, who is _____ (Title) of

_____ (Corporation Name) a corporation or limited liability corporation

under the laws of the State of _____, on behalf of the said corporation.. He/she is

personally known to me **OR** has produced _____ as identification and did (did not) take an oath.

Notary Public Signature

Print Name

My Commission Expires:

(AFFIX NOTARY SEAL)

E-VERIFY AFFIDAVIT

**SOUTH FLORIDA REGIONAL PLANNING CONCIL
CONTRACTOR/CONTRACTOR/VENDOR
E-VERIFY AFFIDAVIT**

STATE OF _____

COUNTY OF _____

BEFORE ME, the undersigned authority, appeared _____, who first being duly sworn hereby swears or affirms as follows:

1. I make this affidavit on personal knowledge.
2. I am over the age of 18 years and otherwise confident to make this Affidavit.
3. I am the _____ of

_____ (the "Contractor/Contractor/Vendor").

4. I am authorized by _____ to make this Affidavit on behalf of Contractor/Contractor/Vendor.

5. Contractor/Contractor/Vendor acknowledges that Section 448.09, Florida Statutes, makes it unlawful for any person to knowingly employ, hire, recruit, or refer, for private or public employment, an alien who is not duly authorized to work in the United States.

6. Contractor/Contractor/Vendor acknowledges that Section 448.095, Florida Statutes, prohibits public employers, contractors, and subcontractors from entering into a contract unless each party to the contract registers and uses E-Verify.

7. Contractor/Contractor/Vendor is in compliance with the requirements of Sections 448.09 and 448.095, Florida Statutes.

8. Contractor/Contractor/Vendor understands it shall remain in compliance with the requirements of Sections 448.09 and 448.095, Florida Statutes, during the term of any contract with SFRPC.

9. Contractor/Contractor/Vendor's subcontractors are in compliance with the requirements of Sections 448.09 and 448.095, Florida Statutes.

10. Contractor/Contractor/Vendor shall ensure compliance with the requirements of Sections 448.09 and 449.095, Florida Statutes, by any and all of its subcontractors.

11. Neither the Contractor/Contractor/Vendor, nor any subcontractor of Contractor/Contractor/Vendor, has had a contract terminated by a public employer for violating Section 448.095, Florida Statutes, within the year preceding the date of this Affidavit.

12. If the Contractor/Contractor/Vendor, or any subcontractor of Contractor/Contractor/Vendor, has a contract terminated by a public employer for any such violation during the term of any contract with SFRPC, it shall provide immediate notice thereof to SFRPC.

Signature of Affiant
on behalf of Contractor/Vendor

By: _____

As its: _____

Dated: _____

STATE OF _____

COUNTY OF _____

Sworn to (or affirmed) and subscribed before me by means of physical presence or online notarization, this _____ day of _____, 20____, by _____, on behalf of _____, who is personally known to me or who has produced _____ as identification.

Print Name: _____

Notary Public of the State of Florida

My Commission Expires:

REFERENCE FORM

CONTRACTOR: _____

RFP NUMBER (S) _____

Please provide at least (3) references for services that are similar to the size and scope of work outlined in the RFP that the applicant has provided within the past (3) years. Please use the following format in submitting the required references.

Client information should include a contact person who can comment on the organization's / company's ability to perform the services required under this contract. The contact person must be an employee of the reference, not of the applicant or a third-party firm. The reference may be contacted anytime after the proposal due date. Please ensure that the telephone numbers and contact names given are up-to-date and accurate.

Project Number 1

1. Name of Client: _____

2. Project Name: _____

3. Name of Title of the Client's Point of Contact (POC):

4. POC Phone Number: _____

5. POC Email: _____

6. Approximate Value of the Contract: _____

7. Dates Services Were Provided: _____

8. Description of Services Provided: _____

9. RFP Applicant Team Members Involved:

Project Number 2

1. Name of Client: _____
2. Project Name: _____
3. Name of Title of the Client's Point of Contact (POC):

4. POC Phone Number: _____
5. POC Email: _____
6. Approximate Value of the Contract: _____
7. Dates Services Were Provided: _____
8. Description of Services Provided: _____

9. RFP Applicant Team Members Involved:

Project Number 3

1. Name of Client: _____
2. Project Name: _____
3. Name of Title of the Client's Point of Contact (POC):

4. POC Phone Number: _____
5. POC Email: _____
6. Approximate Value of the Contract: _____
7. Dates Services Were Provided: _____
8. Description of Services Provided: _____

9. RFP Applicant Team Members Involved:

Project Number 4

1. Name of Client: _____

2. Project Name: _____

3. Name of Title of the Client's Point of Contact (POC):

4. POC Phone Number: _____

5. POC Email: _____

6. Approximate Value of the Contract: _____

7. Dates Services Were Provided: _____

8. Description of Services Provided: _____

9. RFP Applicant Team Members Involved:

Scrutinized Companies

Contractor, its principals, or owners, must certify that they are not listed on the Scrutinized Companies that Boycott Israel List, Scrutinized Companies with Activities in Sudan List, Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or are engaged in business operations with Cuba, Venezuela, or Syria. In accordance with [Section 287.135, Florida Statutes](#), as amended, a company is ineligible to, and may not, bid on, submit a proposal for, or enter into or renew a contract with any agency or local governmental entity for goods or services of:

- 1) Any amount if, at the time bidding on, submitting a proposal for, or entering into or renewing such contract, the company is on the Scrutinized Companies that Boycott Israel List, created pursuant to Section 215.4725, Florida Statutes, or is engaged in a boycott of Israel; or
- 2) One million dollars or more if, at the time of bidding on, submitting a proposal for, or entering into or renewing such contract, the company:
 - 2.1 Is on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, created pursuant to Section 215.473, Florida Statutes; or
 - 2.2 Is engaged in business operations in Syria.

SIGNATURE PAGE

SIGNATURE PAGE:

Firm Name

Firm Address

Authorized Signature

Print Name

Phone Number

Email Address

NOTE: This form is to be completed and included in Section 1 of the Submittal with the cover letter.

APPENDIX B
GRANT NARRATIVE

Name	Description	Deliverable Date
Unified Resilience Assessment Standard for the Regional Military	Department of Defense (DoD) installations have not consistently assessed risks from extreme weather and climate change effects or consistently used projections to anticipate future climate conditions and projected impacts on community infrastructure upon which the installations depend. This deliverable will reflect agreement between the subject installations on resilience assessment standards. (Task 2)	11/30/2021
Decision Support Tools and Data for Unified Resilience Planning	Using the Unified Resilience Assessment Standards, where possible, a standardized set of planning guidelines / tools for both natural and man-made risks will be developed that can be utilized throughout Florida and nationally to better assess risk and identify strategies to mitigate risk and increase resiliency. (Task 5)	07/29/2022
Framework for making Resilience Decisions and Investments (Capacity, Priorities, and Responsibilities)	The military installation resilience risk assessments, and their regional implications, will have to be further aligned and incorporated into various regional / local government strategic plans for resilience challenge consequences and investments. As part of this analysis a framework will be developed on how to present, analyze, and support decision-making by local and regional officials on the best means to incorporate regional DoD military needs into existing plans, while developing the road map for future investments. (Task 10)	01/31/2023
Geospatial Data	All geospatial data used for map production will be submitted to OLDCC in either the Esri File Geodatabase format (*.gdb) or Esri Shapefile format (*.shp). Regardless of the geospatial data format, all geospatial data will include metadata in either the ISO 19139 Metadata Implementation Specification style or the SDSFIE-M style. Metadata records for each dataset will include the minimum required information per metadata style written within the organization's preferred metadata editor software; e.g., Esri's ArcCatalog. For reference purposes only, see SDSFIE Online (https://www.sdsfieonline.org/) for more information on geospatial data structures and metadata requirements. (Task 11)	02/24/2023
Military Installation Resilience Review with Implementation Action Plan	The final plan will include a high-level executive summary and recommendations, presentation with vulnerabilities, as well as action items and implementation strategy to address resiliency issues. This plan will include, but not be limited to, 1) outcomes arising from this engagement with the military installations and the number of interactions that occurred; (2) a description of the project deliverables and their benefits for reducing impairments to the local mission and improvement to the resilience of the installations; and 3) actions from the project that will be or have been carried out regardless of funding source. (Task 11)	02/28/2023
Florida Briefing Plan and Sharing of Results	Briefs to NGO's (e., FDA), State-Wide Departments and other Florida Regional Councils	02/28/2023

Goals related to OLDCC mission instructions

Goals related to the OLDCC mission

This community-driven, cooperative, and strategic process will further OLDCC goals including preservation and protection of public health, safety, and general welfare of those living near an active military installation; enhancement and furthering of the long-term resilience and sustainability of key military installations in South Florida; enhancement of civilian and military communication and collaboration; and increasing public awareness of the military missions.

Project objectives include the assessment of resilience risk to military commands on a regional scale, increased coordination and communication between commands to enhance their individual and collective resilience; coordination and collaboration between commands and their surrounding local governments; leverage of federal resources with state and local resources to access cutting-edge institutional expertise, resources, tools, data and analysis, and multi-sector collaborative partnerships that have been developed by the South Florida Regional Planning Council since 1974 and for more than a decade by the Southeast Florida Regional Climate Change Compact. A lasting outcome as part of the implementation process will be the integration of critical military resilience concerns into local government and regional strategies, plans, actions, and investments to foster a natural and man-made hazard resilient future that will protect and enhance the resiliency of South Florida's military operations in the years and decades to come.

Grant Introduction/Background

This study is requested by the South Florida Regional Planning Council; a regional Council of Governments representing Monroe, Miami-Dade, and Broward counties and their respective municipalities. The South Florida MIRR process supports the long-term resilience and sustainability of key DoD military installations and the communities that support them. Led by the SFRPC, a collaborative, strategic process will be undertaken to assess and quantify the level of man-made and nature-based resilience risk facing NAS - Key West, Homestead ARB, U.S. Army Garrison Miami, and Naval Surface Warfare Center South Florida Measurement Facility, their respective tenant units, and surrounding communities, present day and in the future, in light of projected sea level rise and climate related impacts. Stakeholders include, but are not limited to, a regional public-private collaborative of county and municipal governments, military commanders, community stakeholders, and educational research institution(s). Tasks include collection and review of existing documents and analysis; documentation of existing and future resilience challenges, and planning gaps; assessment of man-made and natural risks including future climate conditions; and development of recommendations to address the risks and implement actions to foster, protect, and enhance military installation resilience and sustainability in the short-, medium-, and long-term.

The DoD has expressed concern over the damaging impacts of climate change and sea level rise in numerous reports including the April 2016 "Regional Sea Level Scenarios for Coastal Risk Management" (SERDP, NOAA, US ACOE, Navy), and in reports to Congress in 2019. In these reports the DoD identifying climate impacts as a threat to operations of key South Florida installations and notes the need to mitigate climate-related risks to infrastructure which supports military operations and implementation of mission.

The region is a coastal area bounded by the Atlantic Ocean on the east and the Everglades and wetlands on the west. Built upon a limestone geology, concerns over sea-level rise, flooding, storm surge and other related effects are resilience considerations that need to be considered even if the Commands are not directly located on the coast. South Florida and its key DoD commands and installations are especially vulnerable to the compounding hazards and threats posed by sea level rise, increasing frequency and magnitude of tropical systems, flooding, storm surge, and recent increases in extreme rainfall. Because DoD commands also rely on different branches of the military and each other for support, the development of shared resilience assessment standards, unified framework, and consistent measures will provide the DoD with a valuable tool to better understand the level of resiliency and risk across its regional facilities.

The regional DoD installations primarily span three counties of Broward, Miami-Dade, and Monroe which comprises the SFRPC planning area. Municipalities which are adjacent / proximate to the installations include the cities of Fort Lauderdale, Dania

Beach, Hollywood, Doral, Miami, Homestead, Cutler Bay, and Key West. DoD military installations are heavily dependent on these surrounding communities for critical resources and infrastructure including water, energy, communication, transportation, housing, emergency/medical services, and schools, among others.

Why a Regional Approach:

There are compelling reasons why a regional approach is needed in South Florida and will benefit DoD. South Florida indisputably leads the nation in resilience assessment and planning out of necessity due to its low-lying elevations, porous limestone which allows water to rise from below, hurricanes and other storm events, and growing problems with heavy rainfall and sunny day flooding. In response, local community officials and business leaders in the region have prioritized resilience, joined the Southeast Florida Regional Climate Change Compact (oldest of its kind in the nation), developed a uniform sea-level rise projection for the region, regional benchmarks and standards, and have been active collaborators in multiple climate resilience initiatives and best practices such as the Rockefeller Foundation's 100 Resilient Cities. The region also benefits from numerous local university research capabilities involving climate-driven challenges and resilience issues including, among others, the Florida Atlantic University Center for Environmental Studies, Florida International University Sea Level Solutions Center, and University of Miami SUSTAIN Laboratory.

South Florida is uniquely positioned to align with the priorities of the State of Florida and integrate the region's four-county public, private and non-profit resilience and climate expertise with the South Florida MIRR effort. As noted by Brigadier General Timothy Brown, U.S. Army Installation Senior Commander at USAG-Miami, "The unique geography and positioning in South Florida (tri-county: Broward, Miami-Dade, and Monroe) makes a regional review, along with the potential for identifying mutually supporting resilience-related activities, an effective approach. USAG-Miami is located in Doral and depends upon the surrounding community for many critical resources ... Given the installation and surrounding communities' financial constraints, I welcome all efforts like this one to identify possible threats, outside the installation, to our mission."

Secondly, military commands in the South Florida region have numerous linkages with each other and the installations that support them. For example, SOUTHCOM has two key subordinate component commands located at HARB (SOCSOUTH) and NAS-KW (JIATF-S). Resilience challenges at either of those two installations can have a direct impact on SOUTHCOM's mission execution. Training operating areas and ranges around Key West are utilized by aircraft based at HARB as well as at NAS-KW directly. Likewise, the U.S. Coast Guard (USCG) presence is intricately linked to multiple operations by DoD. SOUTHCOM and JIATF-S utilize USCG forces controlled by the District 7 (D7) headquarters in Miami on a routine basis for their detection and monitoring mission defending the southern approaches to the United States. When appropriate, those forces revert to D7 tactical control to execute necessary interdiction and apprehension missions. The D7 Commander is also dual-hatted as the Commander, Homeland Security Task Force Southeast (HSTF-SE). When activated for mass-migration and Caribbean based threats, this is frequently done with activation of CONPLANS within SOUTHCOM. Both SOUTHCOM and HSTF-SE routinely share command and control facilities, planning staffs, and other support during the exercise and real-world contingencies. Local bases such as NAS-KW and HARB are also often used as logistics sites and for other support functions in these activities.

In summary, existing regional connections in both military operations and civilian community resilience efforts makes a regional approach to this grant effort a logical methodology to pursue.

The Vulnerability of South Florida's Military Commands to Natural Hazards, Climate Change / Sea Level Rise, and other Community Factors:

The undertaking of the MIRR of DoD's South Florida Commands is of significant interest and urgency to DoD given the level of investment that has been undertaken in South Florida and the growing vulnerability of its facilities and operations to changes in climate, temperature, rising water tables, rainfall, and flooding. Through the MIRR, we seek to avoid catastrophic loss as was

previously experienced in 1992 with Hurricane Andrew at Homestead Air Force Base. On Aug. 24, 1992, Hurricane Andrew, a Category 5 Hurricane, struck south Miami-Dade County with 175-mph wind gusts, generating a 13-foot storm surge in Biscayne Bay. Hurricane Andrew ravished the Homestead Air Force Base and destroyed and / or heavily damaged every building. The Base was recommended for realignment by the U.S. Department of Defense Base Realignment and Closure Commission in 1993. The outcry from South Florida's political leaders and community stakeholders resulted in its removal from the list of facilities targeted for closure in 1993. However, despite more than \$100 million invested in new construction and infrastructure by the DoD, in 1994 the Homestead Air Force Base was re-designated an Air Reserve Base. A major military and community anchor, the Base employed more than 8,000 people and was a major economic driver prior to Hurricane Andrew. Today, changes in climate have raised the specter of more frequent and stronger hurricanes and storm surge.

The new climate related threat to the region's key military commands is rising water, saltwater intrusion into water supply, flooding through sea level rise, stronger rain events, and detrimental impacts on myriad physical infrastructure serving the bases. While every South Florida Military Command is vulnerable and facing serious resiliency challenges, Naval Air Station Key West (NAS-KW) in Boca Chica Key in Monroe County was identified in January 2019 by the DoD Report to Congress as vulnerable to the climate effects of flooding, drought, and potentially wildfires. In March 2019, the Department of the Navy ranked NAS-KW, a DoD Signature Facility, as one of its top six (6) most vulnerable facilities with a Vulnerability Score of 8 - 14.25 and noted that Hurricane Irma severely impacted NAS-KW in 2017. The Union of Concerned Scientists found that NAS-KW is uniquely vulnerable to sea level rise and inundation. Likewise, in Miami, SOUTHCOM / USAG, is ranked #2 in resilience challenges by the Department of the Navy. The Homestead Air Reserve Base in South Dade is close behind at rank # 7 by the U.S. Air Force.

Need for Assistance

Regional military installations/commands rely on surrounding infrastructure to support mission needs. This project will improve the integration of the region's military installations into ongoing resilience projects and planning while strengthening military-civilian engagements. Resilience investments decisions must consider the planning time horizon and the unique conditions at each potential site. In South Florida, the regional interconnectedness of these efforts can now be extended to military support with the funding in this project request. This will include natural threats such as extreme weather events and sea-level rise, as well as man-made risks involving infrastructure and critical support service.

Several non-DoD components, including the U.S. Coast Guard footprint in the region, are one of the most robust in the United States including District 7 (D7) Headquarters, Base Miami Beach, Air Station Miami, Sector Miami, Sector Key West, six Stations, 17 Cutters, and multiple other support commands. Several of these Coast Guard commands are co-located with key DoD installations as well as Customs and Border Patrol (CBP) aviation assets at the Homestead Air Reserve Base (HARB). Collectively, the defense economy in Southeast Florida includes annual direct spending of \$5.2B, total economic impacts of \$16.1B to the Gross Regional Product, 155,000+ jobs, and is the fastest growing region in the state in terms both defense economic impact and jobs.

This study is needed because South Florida's key DoD commands and installations are especially vulnerable to the compounding hazards and escalating threats posed by sea level rise, increasing frequency and magnitude of tropical systems, and recent increases in extreme rainfall. Through this regional effort we will identify and address potential resilience failures before they occur.

DoD installations along the coast in South Florida are already vulnerable to sea level rise which is accelerating. The projections show that the recurrent flooding at these locations will increase rapidly with the projected rise in sea level. In addition, the projected increase in major hurricanes will increase risk of severe damage to installations' infrastructure. With rising sea levels, the groundwater levels will also increase in these locations and because of the extremely porous limestone layer in these locations, the rise in groundwater levels due to sea level rise will be rapid in the future.

The NOAA SLR Maps of the South Florida Installations prepared by the SFRPC and additional research indicates that the “Flood Factor”, a metric developed to identify flood risk, is in the moderate to extreme range for many areas where selected installations are located. It should be noted that even if an installation is not completely under water, flooding in surrounding vicinity will hamper the operations and the mission of that facility. As a result, the focus should not be just within the installation boundaries but rather the neighboring regions which support it.

Resilience failures of regional bases to maintain mission assurance have many consequences; several key factors include:

- Inability for DoD’s unified combatant command, SOUTHCOM, to maintain effective continuity of command and control operations across its AOR (Central/South America and Caribbean regions)
- Failure to maintain the detection and monitoring of the southern approaches to the United States; failure to provide intelligence, cueing and warning for interdiction of threats to the homeland
- Failure to provide forward-based forces for continental air defense
- Loss of critical, one-of-kind training, test, and evaluations ranges
- Loss of control of operating areas that form the southern anchor of the Joint Gulf Range complex; the largest CONUS range necessary for future developments of 5th and 6th generation weapon systems and hypersonics.

Alignment With Existing Resilience Planning Efforts:

USAG-SOUTHCOM, HARB, NAS-KW, and the U.S. Naval Surface War Center have provided written support for the development of the South Florida MIRR. This study effort will leverage the existing body of resilience plans, and related efforts in whatever form they exist, to build on and not duplicate previous efforts. In fact, Tasks 3.1 and 3.2 in the proposed study plan specifically are designed to survey the installations, commands and leadership to identify issues and previous resilience-related work products for just this purpose. The following is a brief summary of the status of existing plans at each location.

Naval Air Station Key West has established plans for both water and energy resilience. The work from these plans will certainly be considered as part of this resilience grant effort. In fact, base representatives have indicated this will be beneficial in considering and guiding further development of comprehensive resilience plans in conjunction with local municipalities including the City of Key West and Monroe County when it comes to not only energy and water concerns, but also accessibility, communications, and other support issues.

Homestead Air Reserve Base (HARB) does not have separate and formally designed energy and water resilience plans, however, they do have elements of energy and water factors considered in their existing installation development plans and sustainability development indexes. As the HARB Commander reiterated in his support letter for this project, HARB’s unique geography presents natural threat vulnerabilities to installation resilience and they look forward to working with the SFRPC thru this grant effort to further enhance the installation’s resilience in these and other areas.

The U.S. Army Garrison Miami has a developed energy resilience plan that is currently under revision to support new guidance received from higher headquarters. That said, the SFRPC regional resilience effort will assist USAG-M/SOUTHCOM in furthering this work along with considering and developing plans to address the range of potential threats to the installation that could jeopardize its essential mission support as the host installation for U.S. Southern Command Headquarters and the combatant commander.

Navy’s South Florida Ocean Measurement Facility does not have formal energy and water resilience plans as standalone documents. They do have basic operations continuity planning and look forward to further developing these issues working with the SFRPC effort to ensure further mission resilience at their facility. Given the SFOMF location on the tip of a thin peninsula at the entrance to Port Everglades, with all support services, utilities and access provided across a single bridge and narrow road, the SFOMF team looks forward to this effort to improve their resilience posture. Maintaining their position is essential in order to leverage the adjacent and unique shallow and deep water ranges for both testing and training activities across multi-mission

endeavors.

Grant Abstract

This regional scale project integrates critical military resilience challenges into strategies, plans, and investments so that surrounding municipalities can foster, protect, and create a natural and man-made hazard resilient future. The project will consider the unique contributions of South Florida's military operations, including 'SOUTHCOM HQ, within an environmental sensitive region of extensive Atlantic coastline, bounded on the west by the Everglades, consisting of low elevation areas which are geologically porous and subject to salt water intrusion in drinking water supplies. The topography of the area leaves it subject to flooding and wind damage connected to both major hurricanes and sea level rise. The Project Team will produce, in partnership with key stakeholders, a Military Installation Resilience Review (MIR) and Implementation Action Plan to enhance hazard readiness and response today to both natural and man-made hazards, while directly addressing future conditions that require longer term planning, mitigation, and investment.

This 18-month regional effort will leverage the work of robust existing resilience, university, and economic development organizations, the State of Florida, and cutting edge local and national expertise, and identify and incorporate the resiliency needs of military installations and commands that have previously not been fully integrated into regional resilience planning. The regional effort will support new state legislation requiring a statewide resilience plan and investment strategy that will further DoD interests in ensuring that regional bases maintain mission assurance, that DoD is leveraging its federal resources with state and local resources for maximum positive impact including access cutting-edge institutional expertise, resources, tools, data and analysis, multi-sector collaborative partnerships / relationships and future state infrastructure funding to address flooding and other critical infrastructure needs. Furthermore, a strategic review of civilian and military resilience standards will ensure that DoD has a common frame of reference across the region. Extreme weather and sea- level rise modeling, collection, integration of "consequence thresholds" for critical infrastructure, a scenario-based approach to stakeholder engagement, and a framework for capabilities and responsibilities of key stakeholders will ensure that the DoD has the information and strategies it needs to increase the adaptive capacity of the regional installations and adjacent communities to plan for and respond to the threats of changing conditions. The resulting deliverables will provide a roadmap for enhancing resilience for the benefit of all key entities.

This project will be led by the South Florida Regional Planning Council and leverage of the expertise of key stakeholders including military leadership, academic / research institutions, the Southeast Florida Regional Climate Change Compact, municipal and county governments, economic development organizations, and the State of Florida.

Results or Benefits Expected

This project will advance efforts for military installations and the surrounding municipalities to foster, protect, and create a hazard resilient future that considers both natural and man-made risks to military operations within the region. It will enhance hazard readiness and response today, while directly addressing future conditions that can support longer term planning, adaptation, and mitigation. Both the process and resulting products will increase collaboration, identify responsibilities and capabilities of key stakeholders, and pave the way for joint planning of priority capital improvement projects to benefit the military and local residents in a way that is consistent with OLDCC Goals. In addition, this project and its innovative regional approach will be developed such that it can be scaled and applied broadly to other regional concentrations of U.S. military installations statewide and globally.

This effort is a natural extension of the leadership role South Florida has already demonstrated in civilian community resilience initiatives such as the Southeast Florida Regional Climate Change Compact that have been recognized as the model across Florida and around the world. The region is uniquely positioned to integrate its inherent climate expertise with DoD to assess strategic and mission impacts, enhance training, planning, readiness, develop mitigation solutions, and work together on new approaches to this critical national security challenge. In fact, South Florida presents an innovative economic development and diversification opportunity to serve as a “living test-bed” network of communities to explore possibilities for enhanced public and private sector cooperation and collaboration with DoD on climate and resiliency challenges.

Approach and Timeline

The South Florida Regional Planning Council (SFRPC) is a regional organization and agency of the state pursuant to § 186.512, Florida Statutes. The SFRPC will procure professional services to supplement the work of the Council in accordance with its procurement policies, § 287.057, Florida Statutes, and 2 CFR § 200.320 through a competitive bidding process. The SFRPC, in collaboration with military commands, county government, municipal governments particularly those adjacent to the military commands, utility service providers, economic development organizations, and other key stakeholders (academic, economic development, and non-profit partners), will undertake the development of the Military Installation Resilience Review and Implementation Plan.

The SFRPC proposes a contractual budget for professional services of \$780,000 including \$702,000 in federal grant funds and \$78,000 in applicant contributions. This amount was estimated based on preliminary cost estimates received for specialized tasks. Professional services are contemplated for academic / research / GIS support, review of project deliverables, and technical assistance particularly with Tasks 3, 5, and 6 related to resilience and vulnerability assessments, modeling and simulation review, and vulnerability analysis. Additional contractual support is needed for Tasks 2, 3, 6, 8, 12 facilitating the community engagement process particularly communication with the installations and military commanders, development of mutual support options among the installations, development of recommendations for military installation resiliency implementation, and high level stakeholder briefings. Contractors will have some level of involvement in every task, leading some tasks and assisting in others under direction of the SFRPC. Legal Counsel will have a small contract to review and approve legal documents as required by SFRPC policies.

The proposed project will unfold over 18 months commencing in September 2021 and culminating February 2023 during which twelve tasks designed to achieve the grant milestones and deliverables will be completed. The development of the deliverables within each activity builds upon the results and progress of other activities. There are opportunities for overlap of tasks and selected task activities which can be conducted simultaneously. This approach will enable stakeholders with ongoing opportunities to review and comment on information as it is developed and better inform concurrent and subsequent activities.

The SFRPC has served South Florida since 1974 and brings established relationships with key regional stakeholders and a long, successful track record of convening and working through regional partnerships to undertake projects of regional significance. Its unique public, private board consists of the region's key elected county and municipal leaders, gubernatorial appointees, and ex-officio members from the Florida Department of Transportation, Florida Department of Economic Development, and the South Florida Water Management District. Since 1994, the SFRPC has served at the U.S. Department of Commerce's Economic Development District. In that role, the SFRPC leverages its expertise in the areas of research, meeting facilitation, resilience, transportation / mobility, affordable housing, economic and strategic planning, to further economic and community development. The SFRPC is acknowledged as an impartial party that can bring together diverse stakeholders to gather local knowledge and reach agreement on regional solutions that have positive statewide and national impact. An added benefit of working with Florida's ten regional planning councils is that the councils work closely together to coordinate and leverage each other's expertise to create not only regional success but statewide success. Conversations are already underway regarding collaborative and coordinating efforts in MIRR planning with other councils in the state.

Scope of Work/Work Program

Task 1 Project Management
(Months 1 - 3)

- 1.1 Identify Project Coordinator
- 1.2 Identify Stakeholders, create Steering Committee and Technical Work Groups
- 1.3 Develop Memorandums of Agreement, RFPs, and contracts as needed
- 1.4 Legal review of agreements, RFPs, contracts, etc. as needed
- 1.5 Develop workplan and timeline for specific activities

Milestones: Development of program framework with associated work plans and contracts; Committees are established and

ready to initiate work; Any necessary contracts are executed.

Task 2 Facilitate Base Community Engagement Process

(Months 3 - 5)

2.1 Collect, identify, and catalogue state, county, and local municipal standards (comprehensive plans and zoning standards)

2.2 Research the various Service Standards and develop a consolidated DoD Assessment Standard for use by South Florida Military Commands

2.3 Identify where potential conflicting standards exist and work with stakeholders to discuss and resolve differences

Milestones: Unified resilience assessment standard aligned with regional expertise / standards and DoD service-specific requirements; Identification and resolution of any incompatible standards.

Task 3 Identify and Map Military Installation Resilience Risks

(Months 3 - 6)

3.1 Perform interviews with key installation and community personnel to identify risks to operations

3.2 Collect any related, pre-existing, publicly available resilience assessments for installations / commands to avoid duplication of efforts previously undertaken

3.3 Access storm and environmental data and models (DoD ref: NOAA & SERDP models, plus state and regional sea level rise and other related assessment models)

3.4 Identify vulnerabilities using GIS data (ARCGIS Format)

3.5 Develop database of vulnerable assets and risks to operations

3.6 Use GIS to develop visualizations depicting vulnerabilities under multiple SLR scenarios

3.7 Collect capital improvement plans impacting base resiliency

Milestones: Repository of pre-existing work and plans is established as a reference source to support the project; Mapping and matrix structure for tracking and assessing natural and man-made hazards across the region is completed; Draft report chapter is completed and available for review.

Task 4 Conduct Initial Resilience Assessments

(Months 4 - 9)

4.1 Host facilitated joint workshop sessions with county/municipal resiliency officials and military installation commanders and counterparts

4.2 Identify and assess impacts of natural and man-made threats

4.2.1 Natural threats include but are not limited to: flooding, sea level rise, extreme weather events, and unanticipated changes in environmental conditions which could impair the continued operational utility of the installation, ranges, or military flight corridors

4.2.2 Man-made threats include but are not limited to: energy security, water security, communications, and the security of essential transportation resources, when the reliance upon these critical resources is located outside the installation and may impair the continued operational utility of the installations, ranges, or military flight corridors

Milestones: Stakeholder workshops designed and implemented to secure broad input and feedback regarding risks and consequences; Identification, evaluation, and prioritization of vulnerabilities and consequences of threats / risks to DoD operations and neighboring communities; Draft report chapter highlighting key vulnerabilities and cascading effects of extreme events and consequences is available for review.

Task 5 Modeling & Simulation Review under SLR Scenarios

(Months 9 - 12)

5.1 Utilize existing planning tools for study of key tri-county installations and surrounding infrastructure for access and mission support

5.2 Highlight issues under extreme weather and water conditions

5.3 Provide draft documentation related to modeling results with resilience recommendations

Milestone: Draft report chapter of task study results is available for review.

Task 6 Vulnerability Analysis: Understanding Impacts & Consequences

(Months 10 -14)

- 6.1 Conduct workshops and interviews with key officials and stakeholders (as needed)
- 6.2 Identify short, medium, and long-term impacts and consequences for risks to operations
- 6.3 Evaluate and prioritize vulnerabilities and consequences for risks to operations
- 6.4 Develop any appropriate recommendations and provide associated draft documentation

Milestone: Draft report chapter of task study results is available for review.

Task 7 Map out existing responsibilities / capabilities of installations and surrounding communities

(Months 12 -15)

- 7.1 Identify emergency response capabilities and responsibilities
- 7.2 Identify short- and long-term facility and capital improvement plans and requirements
- 7.3 Identify environmental stewardship responsibilities
- 7.4 Identify existing leadership responsibilities / capabilities for identified tasks
- 7.5 Develop any appropriate recommendations and provide associated draft documentation

Milestone: Responsibilities and capabilities related to emergency response, facility planning, infrastructure capital improvement, environmental stewardship of the installations and surrounding communities are compiled.

Task 8 Develop & Consider Mutual Support Options among Regional Installations

(Months 15 - 16)

- 8.1 Identify regional synergies for resilience support, collaborations, and potential solutions
- 8.2 Identify Continuity of Operations Plan (COOP) mission / task alignment opportunities across installations
- 8.3 Identify other mission / task alignment opportunities with regional partners
- 8.4 Develop any appropriate recommendations and provide associated draft documentation

Milestone: Military Commanders are aligned on potential Continuity of Operations Plan (COOP) Support Activities

Task 9 Host facilitated joint sessions with Military Installation Commanders and County / Municipal Chief Resiliency Officers

(Month 17 - 18)

- 9.1 Host workshops and develop consolidated recommendations for implementation

Milestones: Information is compiled from draft reports and shared with key partners for feedback and consensus; Military commanders and municipal officials vetted list of implementable actions

Task 10 Develop Recommendations for Military Installation Resiliency Implementation Activities

(Month 17 - 18)

- 10.1 Develop consolidated recommendations for follow-up decisions and actions
- 10.2 Develop an implementation action plan including courses of action in order to inform military, community, and state leaders regarding current and future strategies to address and prevent threats to military installation resilience
- 10.3 Develop a "business case" which includes analysis of benefits and limitations for each course of action
- 10.4 Identify viable follow-up continuation activities

Milestones: Discussions related to leadership, collaboration, and responsibilities result in recommended actions and associated responsibilities for implementation; Approved list of prioritized implementation projects / tasks / activities; Plan and timeline for continuation efforts; Alignment on potential MOUs / MOAs as needed and timeline to conclude.

Task 11 Develop MIR Final Report & Deliverables

(Month 18)

- 11.1 Executive Summary

11.2 South Florida Regional Military Installation Resiliency Report

11.3 Implementation Plan (s)

11.4 Summary Presentation / Briefings

11.5 Submit GIS layers to DoD

Milestones: Deliverables are completed and reviewed; Communication strategy is agreed with key partners; Final assessment is completed and release through appropriate communication strategies; Final deliverables are finalized and submitted to OLDCC.

Task 12 Florida Briefing Plan - Share Results Statewide

12.1 Florida Defense Support Task Force

12.2 Florida Defense Alliance

12.3 State-wide Departments (FDOT, DEP, DEM, etc.)

12.4 SFRPC & Florida Regional Councils Association

Milestone: Briefings are concluded and implementation phase begins.

Please attach any additional supporting documents (PDF Only)

2018_DoD_List_of_Navy_Marine_Resilience_Challenged_Priority_Installations.pdf

133.2 KB - 08/13/2021 19:02

Flood_Factor_Maps_-_Vulnerability_of_South_Florida_Facilities.pdf

1.8 MB - 08/13/2021 19:34

Letters_of_Support_from_Local_Governments_ALL.pdf

2.2 MB - 08/10/2021 19:51

Letters_of_Support_from_South_Florida_Military_Commands_All.pdf

681.6 KB - 08/13/2021 19:11

March_2019_DoD_Letter___List_of_Resilience_Challenged_Priority_Installations.pdf

186.1 KB - 08/13/2021 18:58

NOAA_Sea_Level_Rise_Maps_prepared_by_the_SFRPC.pdf

11.2 MB - 08/13/2021 18:52

SLR_Projection_2019_-_Climate_Change_Compact_Illustration.pdf

1.3 MB - 07/21/2021 02:24

South_Florida_Installation_Maps.pdf

923.2 KB - 08/13/2021 18:51

Team_Bios_South_Florida_Regional_Planning_Council_Selected.pdf

1.5 MB - 08/10/2021 19:35

Total Files: 9

Budget

Budget Justification Files

Please upload the budget justification for this grant application. ***PDF Files Only***

Letter_of_commitment_to_maintain_Indirect_Rate.pdf

51.4 KB - 08/13/2021 20:38

SFRPC_Budget_Justification_COMPLETE_Updated_9-9-2021.pdf

922.9 KB - 09/09/2021 17:54

SFRPC_Legal_Counsel_Letter_080621.pdf

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