



**MIAMI-DADE COUNTY  
FINAL OFFICIAL MINUTES  
Miami-Dade Sea Level Rise Task Force**

Overtown Transit Village North  
701 N.W. 1<sup>st</sup> Court  
2<sup>nd</sup> Floor Training Room  
Miami, Florida 33136

April 28, 2014  
As Advertised

Harvey Ruvin, Clerk  
Board of County Commissioners

Christopher Agrippa, Director  
Clerk of the Board Division

Maryse Fontus, Commission Reporter  
(305) 375-4906



**CLERK'S SUMMARY AND OFFICIAL MINUTES  
MIAMI-DADE COUNTY SEA LEVEL RISE TASK FORCE  
APRIL 28, 2014**

The Miami-Dade County Sea Level Rise Task Force (Task Force) convened a meeting on Monday, April 28, 2014, at the Overtown Transit Village North, 701 N.W. 1<sup>st</sup> Court, Miami, Florida, at 1:00 p.m. Present were Honorable Clerk of Courts Harvey Ruvin, Task Force Chairman; and members Dr. David Enfield, Ms. Sara Fain, Mr. Arsenio Milian, and Mr. James Murley; (Mr. Willard T. Fair, and Mr. Jorge Gonzales were absent).

In addition to the Task Force members, the following staff members were present: Ms. Nichole Hefty, Chief, Office of Sustainability, Planning Division, Miami-Dade Department of Regulatory and Economic Resources (RER); Assistant County Attorney Christopher Angell; Ms. Lisa Klopp, Sustainability Program Assistant Planning Division, Miami-Dade Department of Regulatory and Economic Resources (RER); and Deputy Clerk Maryse Fontus.

**I. Welcome and Introductions**

Chairman Ruvin announced that five members were present; therefore there was a quorum. He welcomed all of the participants to the meeting. Chairman Ruvin noted this process was governed by the Sunshine Law; and in order to be completely transparent, all of the minutes and presentations had been posted on the website to allow the public and the members who had not been able to attend the meetings to be kept informed.

Chairman Ruvin noted three members of the Climate Change Advisory Task Force (CCATF) were present today (04/28). He recalled that Ms. Debbie Griner presented the recommendations from that Task Force at one of the earlier meetings. Chairman Ruvin said that the present Task Force would consider what actions could be recommended to ensure their implementation. He noted the document which the Task Force would discuss today included these recommendations.

## **II. Draft Report Review and Discussion (Workshop)**

Chairman Ruvlin said that the Task Force members would now begin discussing how to structure their report, bearing in mind that the report was not aimed at climate change, but would focus predominantly on sea level rise. He noted under the Sunshine Law all of this work had to be carried out collaboratively at publicly noticed meetings.

Chairman Ruvlin said that at the Task Force's last meeting he was instructed to work with Ms. Hefty on a first draft of the report. He indicated that a number of documents had been distributed to the Task Force members, including the latest revision of the preliminary draft, the overall assessment of expected impacts on the infrastructure, and the potential graphics for the sea level rise Task Force report. Chairman Ruvlin asked the members to read the documents which had been distributed for discussion. He said that subsequently, at another meeting, a sub-committee of the Task Force would meet in his office to work on the report. Chairman Ruvlin noted the revised draft of the report would be discussed one last time by the full membership of the Task Force in May, before being finalized and presented to the County Commission at its first meeting in July. He asked the members whether they had any other suggestions.

Ms. Fain thanked Chairman Ruvlin and Ms. Hefty for working on a first draft of the report. She noted there were two documents, one of which described the impacts of sea level rise if nothing was done to mitigate them, while the second put forth recommendations; and asked if this was correct.

Chairman Ruvlin explained that the document entitled "Latest Revision," was the first draft of the report; in addition, the members had received the overall assessment of expected impacts on the infrastructure, and the graphics that could potentially be used in the report or in the presentation before the County Commission. He said that the documents were projected on the screen for members of the audience.

In response to Mr. Milian's question regarding whether some of the recommendations from the Southeast Florida Regional Climate Compact (Compact) would be included in the report, Chairman Ruvlin noted the draft

refers to the Compact, and stresses that any work undertaken to address sea level rise must be carried out through a regional collaboration. He pointed out that Broward County established a Task Force similar to the CCATF, and the Compact was intended to pursue the work initiated by these two bodies. He noted the Compact's action plan was very detailed, and had approximately 100 action items with lead agencies responsible for their implementation.

Mr. Murley noted Ms. Hefty distributed to the Task Force members Chairwoman Sosa's resolution, and he suggested that it be included in the report.

Chairman Ruvlin indicated that he had included it in the report. He said that he attended the meeting of the Infrastructure and Capital Improvements Committee (ICIC), at which the resolution was considered, to express the Task Force's full support for it, as it demonstrated that Chairwoman Sosa was taking ownership of this issue.

Assistant County Attorney Christopher Angell informed the members that this resolution was passed at the Committee level, and would be considered by the full County Commission on May 6, 2014.

Mr. Murley noted the first congressional hearing on sea level rise was held in Miami Beach recently. Although the hearing was focused on Miami Beach, he suggested that this be included in the report, noting Professor Bloetscher's presentation would be particularly useful to create a framework. Mr. Murley pointed out that on May 5<sup>th</sup>, the National Climate Assessment would be issued. He suggested that Chairman Ruvlin include all of these developments in the report's cover letter, noting they indicated the importance that was being given to sea level rise at the national level.

Chairman Ruvlin noted in addition, the report from the re-insurance industry had been issued over the last few months. He said he agreed that the event in Miami Beach was very powerful, noting a former astronaut from the National Aeronautics and Space Administration (NASA) made a presentation which showed that the satellites in space indicated that from 1993 to today, there had been approximately four and a half inches of sea

level rise. Chairman Ruvin said that all of this information would have to be included in the report.

Responding to Ms. Fain's question regarding the substance of Chairwoman Sosa's resolution, Chairman Ruvin explained that this was an infrastructure item related to sea level rise, which would require all County infrastructure projects, modifications, and renovations to consider the potential impacts of sea level rise during all project phases, including but not limited to planning, design and construction.

Assistant County Attorney Angell noted in addition it would direct the Mayor to establish recommended priorities for adapting existing County infrastructure located in areas at increased risk of flooding, and to present such recommended priorities to the Board for approval within 120 days of the effective date of the resolution.

Pursuant to Mr. Milian's comment that it would be helpful for the Mayor and the County if the Task Force put forth specific recommendations, Chairman Ruvin said this is what he and Ms. Hefty had attempted to do in the draft report. He asked the members to take some time to read the draft.

Chairman Ruvin noted although this was a working meeting for the Task Force, at some point, the members of the public would have an opportunity to provide their input.

After giving the members of the Task Force and of the audience sufficient time to read the draft report, Chairman Ruvin asked for initial reactions to the draft.

In response to Dr. Enfield's question as to whether the overall assessment of expected impacts would be included in the report, Ms. Hefty explained that this document represented a compilation of the information presented to the Task Force. She said that the Task Force members could decide how much of that information to include in the draft report.

Pursuant to Chairman Ruvin's suggestion that some of the information from the compilation be included in the report, Dr. Enfield suggested that this information be placed in an appendix.

Chairman Ruvlin noted a list of the presentations could also be placed in an appendix. He pointed out that the Task Force members had also received a number of documents, and a list of those documents could be placed in another appendix.

Chairman Ruvlin noted the beginning of the draft report, which thanked the Chairwoman of the County Commission, might be more appropriate in a cover letter. He said that a) and b) represented a summary of the resolution establishing this Task Force. This resolution should be referenced by its number, and this would be followed by the Task Force's charge, noted Chairman Ruvlin. He said that the list of presentations could be moved to an appendix.

Ms. Fain noted she agreed, and pointed out that the report could have a number of appendices, including the resolution establishing the Task Force, and the list of presentations.

Mr. Milian suggested that the Task Force's proposals and their reasons for making these proposals form the main body of the report; everything else could be placed in appendices.

Ms. Fain suggested that the report begin with Part A) a comprehensive and realistic assessment of the likely and potential impacts of sea level rise and storm surge over time. She said that this would help convince the commissioners of the importance of taking action. Ms. Fain suggested that the impacts be taken from the overall assessment of expected impacts document, and include flooding/stormwater, saltwater intrusion/water supply, natural ecosystems, tropical cyclones/storm surge, and economic factors. She suggested that Part B) be devoted to a number of recommendations relative to the CDMP, capital facilities planning and other priorities.

Chairman Ruvlin noted he chose to first refer to the work of the CCATF, because a number of its recommendations dealt with the built environment, zoning and the CDMP.

Ms. Fain suggested that the recommendations from the CCATF be included in the report. She referred to a chart distributed by Ms. Griner,

which provided the status of implementation of these recommendations, noting it should also be included in the report.

Chairman Ruvlin noted all of those recommendations were highlighted in the draft report. He said that after the list of presenters, the draft referred to the CCATF with the following recommendation: "The SLRTF strongly urges the BCC to direct the County Administration to establish formal oversight of these recommendations to ensure implementation." Chairman Ruvlin indicated that the CCATF's membership and recommendations were included in an appendix.

Ms. Fain noted one reason for the lack of implementation of these recommendations was funding. She asked who would be responsible to oversee the implementation.

Chairman Ruvlin explained that the report would urge the BCC to direct the Mayor to designate an office that would be responsible for the oversight. He noted there were basically two recommendations: the first was to ensure that the recommendations of the CCATF were implemented; and the second was to call upon the County Commission to begin the process to develop a robust capital improvement plan that would involve upgrading the County's infrastructure. Chairman Ruvlin said that it was not necessary to focus too much on the causes of sea level rise, but it was important to recognize that the level of the sea was rising, regardless of the causes. He noted the re-insurance industry indicated that it could no longer rely on historic data to set rates or assess risk; it would now have to rely on predictive data. Chairman Ruvlin said that sea level rise was inevitable, and to ensure that the community remained insurable, it was important to begin implementing a plan to address this issue. He pointed out that the Task Force could not possibly develop this plan, as the members did not have the required expertise.

Mr. Milian said he agreed and suggested that in their presentation to the commissioners, the Task Force members emphasize the economic impact that would be experienced by the community if nothing was done to address sea level rise. He recalled that Swiss Re's representatives had stated that the insured losses for the global insurance industry in the 1980s totaled \$6.4 billion per year for weather-related impacts; however, during

the first decade of this century, this amount had risen to \$40 billion. Mr. Milian noted this type of argument should be emphasized in the report, noting some changes would not be very expensive to implement.

Chairman Ruvlin noted the Task Force members had heard enough information to understand the necessity of developing a plan to address sea level rise. He said that there were global engineering firms with entire divisions devoted to sea level rise, and suggested that the County conduct a competitive process to retain the services of some of these firms to develop this plan. Chairman Ruvlin suggested that the Task Force call upon the County Commission to start this process.

Mr. Milian explained that during the consumptive use permitting process to supply water to the County, the South Florida Water Management District was adamant that the natural systems would have the priority; and they would not grant allowances to go into the Biscayne aquifer. Consequently, the County was now relying on the Floridan Aquifer for its water supply.

Ms. Fain noted she agreed with Chairman Ruvlin that the Task Force should recommend the implementation of a robust capital improvement plan. Conversely, she said she agreed with Mr. Milian that some changes could be adopted at little cost to the County. For example, she pointed out that the County had already adopted a number of policies in the CDMP Plan.

Dr. Enfield suggested that the Task Force improve upon the CCATF's recommendations, by adding some recommendations, and rearranging the order of the recommendations to prioritize them according to time horizons. He noted some of the recommendations, such as those pertaining to conservation, could be implemented immediately.

Mr. Milian said that the Miami-Dade Water and Sewer Department had been working on conservation for a number of years, as this helped to prevent saltwater intrusion. He suggested that the Task Force encourage these efforts, and call for the provision of incentives for people to conserve water.



Mr. Murley expressed appreciation to Chairman Ruvlin and Ms. Hefty for taking the time to write the first draft. He suggested that some of the information currently in the draft be placed in a cover letter, bearing in mind that the message in the cover letter should not be too technical. He said that the Task Force had a responsibility to make a distinction between sea level rise and storm surge, noting the County was already dealing with storm surge. Mr. Murley suggested that the Task Force explain in the report the reasons for sea level rise, and how sea level rise and storm surge would exacerbate each other. He suggested that at the beginning of the report the Task Force state clearly that sea level rise was inevitable; that storm surge was already occurring; and that Miami-Dade County had been a leader on these issues since the 1990s. Mr. Murley then suggested that the Task Force recount the steps that had been taken, including the CCATF, the Greenprint Plan, the Southeast Florida Regional Climate Compact, the resolutions adopted by the County Commission, and the Summit to be held in Miami Beach in October, 2014.

Chairman Ruvlin said that he wanted to recognize the leadership role played by the County on these issues, and send the message that the Task Force was building on what had already been done.

Mr. Milian noted Miami-Dade County had passed the Wellfield Protection Ordinance, which had been used as an example by other counties.

Mr. Murley pointed out that it was not necessary to go too far back in history; but recounting the steps that had been taken by the County would build the case for the recommendations. He suggested that the recommendations deal with sea level rise, and storm surge, even though the study from the engineering firm would focus on sea level rise.

Chairman Ruvlin noted Miami Beach was focusing on sunny-day flooding. He asked Mr. Murley to draft a few paragraphs distinguishing sea level rise from storm surge.

Dr. Enfield said while he agreed that sea level rise and storm surge were different, it was still important to explain how they interact. He pointed out that as the level of the sea rose, the frequency of the flooding events would increase. He noted this was the message from the re-insurance industry.

Pursuant to Mr. Murley's comment that storm surges were different from tides, Dr. Enfield explained that according to 20<sup>th</sup> century statistics there was an expectation that a Category 5 hurricane would make landfall every X number of years. However, he said, in the future because of sea level rise the impact from a Category 4 hurricane will be as great as from a Category 5 hurricane, and Category 4 hurricanes will occur more frequently than Category 5 hurricanes.

Chairman Ruvin noted there may even be Category 6 hurricanes, and those events would add to the water level as hurricanes became more ferocious. He said that there was a whole range of issues that the Task Force could be dealing with; however, he was trying to narrow the focus to sea level rise. Chairman Ruvin pointed out that the public did not understand the difference between mitigation and adaptation. He noted mitigation was managing the unpreventable impacts; whereas adaptation was preventing the unmanageable impacts. He said that the CCATF had adopted a number of recommendations on mitigation. Chairman Ruvin noted it appeared from the comments made that Task Force members all agreed on the need to focus on the CCATF's recommendations, and to begin the process to develop a robust capital improvement plan that would involve upgrading the County's infrastructure. Chairman Ruvin said that he wanted to present a positive message, as follows: although this issue was massive, the community had time to properly address it.

Mr. Murley noted the CCATF's report was excellent, but it was incorporated into the Greenprint Plan.

Pursuant to Ms. Fain's question as to whether the Task Force received a copy of the Greenprint recommendations, Chairman Ruvin said that he would share the Greenprint document with the members, and Ms. Hefty noted the implementation table at the back of the Greenprint report would be useful for the Task Force.

Chairman Ruvin explained that the County staff had been given the responsibility to implement the Greenprint Plan, but he suggested that the Task Force recommend to the County Commission that a body be created to update the plan, and then oversee its implementation. Chairman Ruvin noted New York's plan would cost \$20 billion to implement; but he pointed

out that there were \$5 trillion worth of built environment in the South Florida four-county region, and the cost of inaction was huge.

### **III. Questions and Comments from the Public**

Chairman Ruvin opened the floor for questions or comments from members of the public.

Mr. Fernando Vazquez, Jacobs Engineering, said it seems that there were two parallel needs that should be addressed: the County government needs (1) to reduce the immediate economic threat and ensure that properties in South Florida will remain insurable; and (2) to develop and implement a capital improvement plan.

Chairman Ruvin noted the Task Force members heard a presentation from the re-insurance industry represented by Swiss Re. He pointed out that South Florida was the fourth largest built environment in the country, and the re-insurance industry was happy to make the presentation, because they want this area to remain insurable. Chairman Ruvin said that he wanted to involve Swiss Re in the process to ensure that they would have ownership of the plan that would be developed. He stressed that the plan would have to be regional, and noted the challenge was to identify the umbrella under which it could be developed. Chairman Ruvin noted South Florida was a model, as it was the only area in the United States where neighboring counties had been collaborating on this issue. He said that the U.S. Army Corps of Engineers representative explained the funding constraints, because generally the federal government provides funding for this type of plan ex-post facto, to rebuild after a calamitous event; however, noted Chairman Ruvin, the initial steps of vetting, and developing a plan were financially feasible.

Chairman Ruvin announced that the Miami Herald had a new environmental reporter, Ms. Jenny Staletovich, who was present at the meeting.

Ms. Julie Dick, Everglades Law Center, suggested that the natural systems and the Everglades restoration form a strong component of the report as they had a role to play in protecting the aquifers.

Chairman Ruvin said he agreed, noting the Everglades restoration would contribute to attenuating the impacts of sea level rise. He noted some of the lands purchased in the Environmentally Endangered Lands (EEL) Program had proved to be beneficial in addressing sea level rise.

Ms. Cynthia Guerra, Miami-Dade County Environmentally Endangered Lands (EEL) Program, explained that when the program was founded in the 1990s, it did not take into account global warming and sea level rise. She noted it was interesting that lands identified in the EEL program acquisition list were uniquely situated to address the natural systems component of sea level rise.

Assistant County Attorney Angell advised that if the meeting was to continue beyond 12 noon, a motion to extend it would be necessary.

It was moved by Ms. Sara Fain that the April 28<sup>th</sup>, 2014 meeting of the Sea Level Rise Task Force, be extended to 12:30 p.m. This motion was seconded by Mr. Arsenio Milian, and upon being put to a vote, passed by a unanimous vote of those members present.

Mr. Chris Bergh, Nature Conservancy, noted he agreed that natural systems were extremely important in the response to sea level rise. He said that all of the infrastructure that had been built in South Florida could be likened to a huge hole that had been dug; it was imperative to stop digging the hole, and putting people in harm's way. Mr. Bergh pointed out that the CCATF and Greenprint had some useful recommendations along those lines that could be highlighted. He said that as the capital improvement plan was developed, he would encourage the Task Force to emphasize the importance of the natural systems, because the coral reef, the mangroves, the dunes, and the beaches provide a useful protection from sea level rise.

Ms. Elizabeth Plater-Zyberk, University of Miami, School of Architecture, pointed out that when the Task Force members discussed a list of the organizations that had been created to address this issue in the past, Seven/Fifty was omitted; and it should be referenced. She said that the New York post-Sandy plan would be a useful model, which could be adapted to the County.

Chairman Ruvin noted the Task Force was not charged with developing the plan, but rather with putting forth a recommendation urging the County Commission to hire an engineering firm that would develop the plan. He said that the other counties would have to be part of the solution eventually, but the Task Force chose the four-county Compact as the umbrella under which to place this plan.

Mr. Murley pointed out that one of the reasons the Task Force chose to focus on the Compact was because a regional taxing district already exists, the South Florida Water Management District, and one of their planning sub-areas is the Lower East Coast Water Supply Area, which includes the four counties. He explained that when residents pay their property tax bill, they pay a charge for the South Florida Water Management District, and this would provide a means of collecting the funding for improvements aimed at addressing sea level rise.

Mr. Paul Regensdorf noted he worked with a large law firm in Jacksonville. He indicated that he was interested in embracing environmental work after he retired from his law practice. He suggested the need for a marketing program, or an educational component to the capital improvement plan to convince the residents.

Chairman Ruvin said he agreed that public education was an enormous component of the plan, and in the future a major marketing campaign may be needed; however, at present the Task Force needed to focus on the report and recommendations.

#### **IV. Approval of Minutes**

It was moved by Mr. James Murley that the minutes of the March 19<sup>th</sup>, 2014, Sea Level Rise Task Force meeting be approved, as presented. This motion was seconded by Ms. Sara Fain, and upon being put to a vote, passed by a unanimous vote of those members present.

#### **V. Setting of Date for Next Meeting**

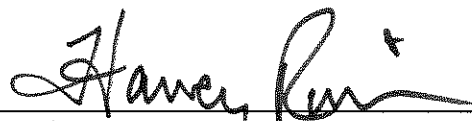
Chairman Ruvin announced that the next meeting would be a workshop, held in a smaller setting, and would be advertised. He said that he would

contact the members to identify a date, time and venue that would be convenient for everyone. He noted the Task Force was already granted one extension, and he did not believe that another extension would be needed.

Responding to Ms. Hefty's question regarding how the Task Force would proceed to work on the report, Assistant County Attorney Angell said that Ms. Hefty could email the draft to the members; they would then review it and email their comments to Ms. Hefty; and Ms. Hefty would compile them into the draft and distribute it at the next meeting for discussion. He advised that if Ms. Hefty planned to work with the Chair and/or the other members on the draft, it would have to be done in a meeting that was advertised.

#### **VI. Adjournment**

There being no other business to come before the Sea Level Rise Task Force, the meeting adjourned at 12:11 p.m.



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Chairman Harvey Ruvin  
Sea Level Rise Task Force



**Miami Dade County  
Sea Level Rise Task Force  
April 28, 2014**

Prepared by: Maryse Fontus

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**EXHIBITS LIST**

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NO.	DATE	ITEM #	DESCRIPTION
1	4/28/14		Agenda
2	4/28/14		Roll Call Sheet
3	4/28/14		Attendance Sheets
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## **Miami-Dade Sea Level Rise Task Force Meeting**

**April 28th, 2014**

**10:00 AM – 12:00 PM**

Overtown Transit Village North  
701 NW 1<sup>st</sup> Court, Second Floor Training Room  
Miami, FL 33136

- **Welcome and Introductions**  
Honorable Clerk & Sea Level Rise Task Force Chair, Harvey Ruvin
- **Draft Report Review and Discussion (WORKSHOP)**
- **Questions and Comments from the Public**
- **Schedule Next Meeting**
- **Adjourn**



**MIAMI-DADE SEA LEVEL RISE TASK FORCE**

MEETING DATE OF April 28, 2014

	<b>TASK FORCE MEMBERS</b>	<b>PRESENT</b>	<b>LATE</b>	<b>ABSENT</b>
1	Enfield, David	✓		
2	Fain, Sara E.	✓		
3	Fair, T. Willard			✓
4	Gonzalez, Jorge			✓
5	Milian, Arsenio	✓		
6	Murley, James F.	✓		
7	Ruin, Harvey	✓		

*Four (4) members constitutes a quorum*

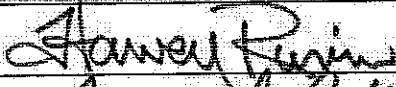
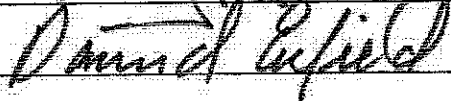
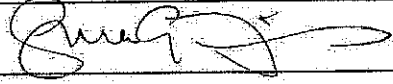
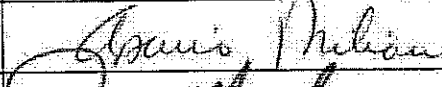


**Sea Level Rise Task Force Meeting**

**April 28, 2014**

**10:00 AM**

**Overtown Transit Village North**

**2nd Floor Training Room**

Name	Signature
Honorable Harvey Ruvín, Chair	
David Enfield, Ph.D.	
T. Willard Fair	
Sara E. Fain, Esq.	
Jorge Gonzalez	
Arsenio Milian, P.E.	
Jim Murley	
Additional Attendees	
Jack Osterholt, Deputy Mayor/Director, Regulatory & Economic Resources	
Mark R. Woerner, AICP, Assistant Director for Planning, Regulatory & Economic Resources	
Nichole L. Hefty, Chief, Office of Sustainability, Regulatory & Economic Resources	

# Sea Level Rise Task Force Meeting

April 28, 2014

10:00 AM

Overtown Transit Village North

2nd Floor Training Room

Name	Organization	Phone Number	Email Address
1 Chris Berg	The Nature Conservancy	305 587 4037	chberg@nc.org
2 Paul Kipnis	Holland & Knight	954-562-9598	paul.kipnis@hklaw.com
3 DAD KIPNIS		781.325.8818	captain.dan.kipnis@kts.net
4 Lynn Brown	Miami-Dade County	305-375-4724	lynn.brown@miamidade.gov
5 Marta Vicedo	Urban Impact Lab/Resilient Miami	7/543 2795	marta@urbanimpactlab.com
6 Jany Stelebach	Miami Herald	305.376.2386	jstalebach@miamiherald.com
7 Gabe Treuer	U Miami	612.209.1451	g.treuer@umiami.edu
8 Nina Lindoff		786 395 4189	NHARE15407@gmail.com
9 Naomi Harris			
10 Elizabeth Muehlen	Miami Beach	305 873 7010	elizabeth@miamibeachfl.gov
11 Jay Fine	Miami Beach	305 673.7060	jayfine@miamibeachfl.gov
12 Cynthia Overz	MDA EA Program	305 372 6781	cynthia@mda.miamidade.gov
13 Julie Dick	Everglades Land Center	312-399-4087	julie@evergladesland.org

	Name	Organization	Phone Number	Email Address
30	Eliz. Plater-Zybert	Univ of Miami School of Architecture	305-798-7393	c. ep2@miami.edu
31	Richard Fethirew	Audacore	305-665-6737	Rafetir@aol.com
32	Lorrey Harris	-	305-987-1192	lreharris@aol.com
33	Fernando Vazquez	Jacobs Engineering	954-261-7188	fernando.vazquez@jacobs.com
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