

(b) (6)

SHANNON A ESTENOZ

OBJECTIVE To apply the skills developed over my 23-year career in policy implementation, advocacy and organizational leadership to support and help implement President-Elect Biden’s conservation, infrastructure and other priorities.

AREAS OF EXPERTISE

- Environmental Policy
- Water Management Policy
- Water Infrastructure Policy
- Invasive Exotic Species Policy
- Landscape-scale Ecosystem Restoration
- Intergovernmental Administration
- Budget and Policy Development
- Strategy Development
- Advocacy Campaign Development
- Fundraising
- Government Relations
- Media Relations

SKILLS

- Executive Leadership
- Organizational Leadership
- Leading Change
- Leading Teams
- Coalition Building and Leadership
- Consensus Building
- Communications and Public Speaking
- Policy Analysis
- Political Analysis

WORK HISTORY **CHIEF OPERATING OFFICER/VICE PRESIDENT FOR POLICY AND PROGRAMS, THE EVERGLADES FOUNDATION**
APRIL 2018 – PRESENT

Responsibilities and Accomplishments

- Serve in partnership with the Chief Executive Officer to lead one of the most influential conservation NGOs in Florida into a new phase of growth and development.

- Initiated a year-long comprehensive review of management structures, operational efficiencies, reporting structures, employee performance and morale, and programmatic performance.
- Oversaw a reorganization, established a new management structure and developed and implemented new budgeting, performance appraisal, expense, travel, employee engagement and telework policies and processes.
- Realigned management, programmatic, fundraising and administrative staff to maximize organizational performance and address long standing management challenges.
- Lead the development and implementation of the organization's strategic plan.
- Oversee and supervise a staff of twenty-three including 7 PhDs, certified teachers and attorneys in addition to several consulting firms to implement the organization's communications, policy, education, science and administrative objectives.
- Work with the Board Chair, the Board of Directors and the CEO to establish policy priorities and oversee the implementation of those policy priorities.
- Work directly with the Foundation's Board of Directors to advance the cause of Everglades Restoration.
- Serve as an outward facing voice of the organization including in media interviews, keynote addresses, Congressional and agency testimony, task force and conference participation.
- Lead and mentor programmatic teams to advance a wide array of programmatic objectives including for example: securing a record \$250 million in federal Everglades Restoration funding from the Trump Administration and Congress; providing executive leadership to the "Ocean to Everglades (O2E)" campaign of the Miami Host Committee of Superbowl LIV; and catalyzing a paradigm shift in the way the state of Florida approaches the operation of Lake Okeechobee, the most important water management feature in the state.

DIRECTOR, OFFICE OF EVERGLADES RESTORATION/EXECUTIVE DIRECTOR, SOUTH FLORIDA ECOSYSTEM RESTORATION TASK FORCE, U.S. DEPARTMENT OF THE INTERIOR

December 2010 – March 2018

Responsibilities and Accomplishments

- Served as the Secretary's senior representative in Florida and Washington D.C. on all matters related to Everglades Restoration, reporting directly to the Assistant Secretary for Fish, Wildlife and Parks.
- Replaced a second incumbent Senior Executive when his job was collapsed into mine five months after I was hired.

- Provided autonomous executive leadership under the supervision of the ASFWP and at times under the direction of the Office of the Secretary.
- Coordinated seven federal cabinet level agencies to advance Administration restoration priorities in the Everglades and for the benefit of DOI resources.
- Lead the DOI Everglades Restoration team (NPS, FWS and USGS).
- Liaised with the Miccosukee Tribe of Indians and the Seminole Tribe of Indians of Florida.
- Liaised with the state of Florida including the Executive Office of the Governor, and the appointed and executive leadership of the Florida Department of Environmental Protection, the South Florida Water Management District, the Florida Department of Transportation and the Florida Fish and Wildlife Conservation Commission.
- Coordinated with Congressional offices, Committees and leadership, sometimes with OCL or PMB but often directly, on matters related to Everglades Restoration including for example, briefings, testimony, events, tours, appropriations investigations, and legislation.
- Coordinated directly with the Office of Management and Budget on briefings, budget development and legislative support.
- Served as the Executive Director of the South Florida Ecosystem Restoration Task Force, established by Congress in 1996 and consisting of seven federal, five non-federal and two Tribal nations.
- Staffed more than a dozen Secretarial visits to the Everglades, more than two dozen Congressional visits, and served as the POC and lead site staffer for VP Biden's 2012 visit and provided an in-person briefing for President Obama's visit in 2016.
- Conducted numerous print, radio and television interviews for local, state and national media outlets.
- Provided executive leadership in advancing important, large-scale elements of Everglades Restoration including moving the \$4.3 billion Central Everglades Plan (with the direct involvement and leadership of Secretary Salazar) to authorization and implementation; lead the effort to secure a \$90 million commitment from Governor Rick Scott for bridging US Highway 41 and to hold the US Corps of Engineers accountable to complete the 20-year implementation of the Modified Water Deliveries Project, the most expensive line item construction project in the history of the National Park Service.
- Convened and facilitated conflict resolution on matters between federal agencies and between the state of Florida and the federal government on topics related to listed species, water quality, funding and project development and implementation.

VICE-CHAIR, BOARD OF GOVERNORS, *SOUTH FLORIDA WATER MANAGEMENT DISTRICT*

April 2007 – December 2010

Responsibilities and Accomplishments

- Appointed by Governor Charlie Crist and confirmed by the Florida Senate to represent Broward County (population 2 million) on the 9-member Board of Governors of the South Florida Water Management District, the largest water management district in Florida and one of the most sophisticated water management agencies in the world.

- Responsible for a budget of approximately \$1 billion including ad valorem revenue collected from a population of nearly 9 million residents.
- Oversaw the primary functions of the SFWMD including water supply, flood protection, wetland resource protection and permitting, and Everglades Restoration.
- Chaired the Water Resources Advisory Commission (WRAC) – the agency’s official stakeholder consensus body.
- Represented the WRAC on the South Florida Ecosystem Restoration Task Force.
- Represented the SFWMD on the Water Advisory Board of the Broward Board of County Commissioners.
- Founding Chair of the Broward Water Resources Task Force.
- During my tenure as Vice Chair, the Governing Board entered into a purchase and option agreement with the US Sugar Corporation to bring more than 180,000 acres of land into public ownership at a cost of \$1.8 billion over a span of several years for the benefit of Everglades Restoration, a massive deal reported by news outlet all over the world.
- The Crist administration also initiated the SFWMD’s efforts to develop a long-term infrastructure investment and maintenance program to brace for the coming regional impacts of sea level rise and climate change.

SUNCOAST REGIONAL DIRECTOR, NATIONAL PARK CONSERVATION ASSOCIATION

January 2006 – April 2007

Responsibilities and Accomplishments

- Oversaw programs and staff of the NPCA Suncoast Region which included NPS park units in Florida, the Gulf Coast, the US Virgin Islands and Puerto Rico.
- Managed and supervised professional staff pursuing programmatic objectives in Everglades National Park, Biscayne National Park, Big Cypress National Preserve, Gulf Islands National Seashore and Timucuan Ecologic & Historic Preserve.
- Developed and oversaw a complex partnership between NPCA, a private foundation, the South Florida National Parks Trust and Everglades National Park to protect fragile resources in Florida Bay. Program elements included: building support and developing a prototype for a mandatory boater education program, purchasing law enforcement vessels, hiring new law enforcement officers including by funding scholarships for law enforcement training and certification, and providing resources to improve channel marking and mapping in Florida Bay.
- Participated as a Regional Director in NPCA’s diversity, equity and inclusion program in including working on faith-based conservation initiatives.

EVERGLADES PROGRAM DIRECTOR, WORLD WILDLIFE FUND

January 2000 – May 2003

Responsibilities and Accomplishments

- Lead WWF’s efforts to secure Congressional authorization and successful initial implementation of the Comprehensive Everglades Restoration Plan (CERP).
- Advocated before the SFWMD, the US Army Corps of Engineers, DOI and other state and federal agencies to advance CERP implementation.

- Appointed as a founding member of the Water Resources Advisory Commission (a group I would chair a decade later as a member of the Governing Board of the SFWMD).
- Represented WWF and the Everglades Coalition in every policy innovation and reformulation effort related to CERP implementation.
- I was the only conservationist to be appointed to every major Everglades Restoration stakeholder or interagency body between 1997 and 2010.
- Crafted and implemented WWF's programmatic withdrawal from the Everglades which included a significant grant to The Everglades Foundation to establish a permanent Florida-based advocacy organization to watchdog CERP across the three decade-long implementation process.

EVERGLADES PROGRAM REPRESENTATIVE, *WORLD WILDLIFE FUND*

October 1997 – January 2000

Responsibilities and Accomplishments

- Represented WWF and the Everglades Coalition in the development of the CERP plan and during the 18 month-long Congressional authorization process.
- Appointed to the Governor's Commission for a Sustainable South Florida
- Advocated before the Congress, SFWMD, the US Army Corps of Engineers, myriad other agencies and the fledgling South Florida Ecosystem Restoration Task Force (which I would lead as Executive Director 13 years later).

NATIONAL CO-CHAIR, *EVERGLADES COALITION*

January 2000 – January 2003

Responsibilities and Accomplishments

- Lead the Coalition of then approximately 40 NGOs through the Congressional authorization and initial implementation of CERP.
- Responsible for building consensus among Coalition members around very contentious issues.
- Chaired, with my Florida counterpart, the annual Everglades Coalition conference in January which boasted even then, hundreds of participants and attendance of Governors and Presidential cabinet members.

EDUCATION

BACHELOR OF SCIENCE, CIVIL ENGINEERING, FLORIDA STATE UNIVERSITY, (b) (6)

BACHELOR OF ARTS, INTERNATIONAL RELATIONS, FLORIDA STATE UNIVERSITY, (b) (6)

RECOGNITIONS

2016 REGIONAL POLICY AWARD: *ECOLOGICAL SOCIETY OF AMERICA*

2010 MARJORY STONEMAN DOUGLAS DEFENDER OF THE EVERGLADES: *FRIENDS OF THE EVERGLADES*

2010 CHAMPION OF THE EVERGLADES: *AUDUBON ON FLORIDA*

2009 CONSERVATIONIST OF THE YEAR: *THE EVERGLADES COALITION*

2002 CONSERVATIONIST OF THE YEAR: *FLORIDA WILDLIFE FEDERATION/NATIONAL WILDLIFE FEDERATION*

2001 NATIONAL WETLAND AWARD: *ENVIRONMENTAL LAW INSTITUTE*

APPOINTMENTS

MCORES SOUTHWEST CENTRAL CORRIDOR TASK FORCE - *APPOINTED BY: FLORIDA DOT SECRETARY KEVIN THIBAULT*

WATER RESOURCES ADVISORY COMMISSION (CHAIR) - *APPOINTED BY: SOUTH FLORIDA WATER MANAGEMENT DISTRICT*

BROWARD COUNTY WATER RESOURCES TASK FORCE (CHAIR) - *APPOINTED BY: SOUTH FLORIDA WATER MANAGEMENT DISTRICT*

BROWARD COUNTY WATER ADVISORY BOARD - *APPOINTED BY: BROWARD BOARD OF COUNTY COMMISSIONERS*

SOUTH FLORIDA WATER MANAGEMENT DISTRICT - *APPOINTED BY: GOVERNOR CHARLIE CRIST*

GOVERNOR'S COMMISSIONER FOR THE EVERGLADES - *APPOINTED BY: GOVERNOR JEB BUSH*

GOVERNOR'S COMMISSION FOR A SUSTAINABLE SOUTH FLORIDA - *APPOINTED BY: COMMISSION CHAIR RICHARD PETTIGREW*

REFERENCES

AVAILABLE UPON REQUEST