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FOCUS: **BRIDGING THE DIVIDES**

By Joseph J. Fluder, III, CEO

In the environmental services industry, we see how certain projects have the ability to bring people together while others cause rifts. It can be a challenge to bring all stakeholders to the table, ensure everyone has a voice, and find the common goals that help move important projects forward in a way that benefits people and the environment.

In this issue of The Wire, we're featuring articles that highlight all the ways we bridge such divides, both literally and figuratively. First, we take a look at an actual bridge, the Kelvin Bridge (see page 3), a project that represents nearly two decades of work from all of SWCA's Arizona offices and cooperation across several stakeholder groups.

Next, we show you how using the principals of Environmental Conflict Resolution helped forge a path for a contested project at Fort Douglas in Utah (see page 6). We also reflect on how different teams came together to bring disaster relief following Hurricane Harvey (see page 9).

Finally, as we move toward an election year and see more news articles about environmental regulations, we wanted to offer some helpful tips for how to be a savvy media consumer (see page 10).

As always, we are here to help you determine how regulations impact you and your projects. Please don't hesitate to reach out to one of our experts.



By Eleanor Gladdina. Adrienne Tremblay, and Annie Jay Lutes

For nearly 20 years, SWCA assisted Pinal County in Arizona Kelvin Bridge has a rich history, dating back to 1915, when it with the Kelvin Bridge Replacement Project. In the late 1990s, was one of two vehicular bridges approved by the Pinal County the county began seeking funding to replace the historic Kelvin Board of Supervisors to be constructed along the Florence-Bridge. Located in a rural Sonoran Desert area between State Kelvin Highway (known then as Superior-Mammoth Road). Here Route 79 in Florence and State Route 177 in Kearny, the Kelvin we take a look at that history, from before any bridge existed Bridge crosses the Gila River, one of Arizona's few perennial through the dedication ceremony of the new structure.

PRE-BRIDGE PRE A.D.1

Possible Late Archaic/ Early Agricultural occupation

Represented by projectile points and at least one pit that was discovered during excavations.

1884-1899

Mining Town of Kelvin

Ray Copper Mines, Ltd. named the mining town for their largest investor, Lord Kelvin, and built a copper processing mill/smelter and constructed a narrow-gauge railroad running from the mine to the mill. The town once boasted offices, a hotel, a post office, staff quarters, and residences.

Thick riparian vegetation along the Gila River in Arizona, which provides suitable breeding habitat for the endangered southwestern willow flycatcher and the threatened western vellow-billed cuckoo. This area is designated critical habitat for the flycatcher and proposed critical habitat for the cuckoo.

A.D. 750-1200 HOHOKAM

The main prehistoric occupation of the area can be attributed to the Hohokam, who lived in central Arizona along the Gila and Salt Rivers. While it is difficult to say how large the site was overall, it was likely a hamlet or small village. Many of the structures were habitation structures, while the others were used for food processing, storage, and perhaps craft manufacturing. The structures were oriented into three rough courtyard groups suggesting that three family groups occupied the project area. The Gila River would have provided water for agriculture and a transportation corridor to and from the larger villages in the Phoenix Basin. Ceramics and shell were brought up from the Basin in exchange for turquoise found locally.

A ANT ANTINGUE AND

rivers, and provides a convenient route between eastern and western portions of Pinal County along the 32-mile Florence-Kelvin Highway.

The Kelvin Bridge Replacement Project aimed to replace the existing structure with a two-lane overpass that would span both the Gila River and the existing ASARCO-Copper Basin Railway. The project included multiple landowners, as well as numerous applicable regulations resulting in multi-agency involvement and approvals.

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1903-1911

Kelvin

Copper Basin Railroad is constructed

The historic Phoenix and Eastern mining branch line of the former Southern Pacific Railroad runs along the Gila River just north of Kelvin Bridge. In 1903-1904, the still-line is operated by the Copper Basin Railroad to support copper mining operations at the nearby Ray Mine complex. The railroad was in use until 1911 when the mill was moved to Hayden.

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1915 Kelvin Bridae approved

Kelvin Bridge is

one of two vehicular bridges approved by the Pinal County Board of Supervisors to be constructed along the Florence-Kelvin Highway, known then as Superior-Mammoth Road.

1993

Major flood events in the Gila River damaged the historic Kelvin Bridge

A major flood event swept up houses along the river and smashed them into the bridge, destroying them. The Kelvin Bridge remained standing, but the structural integrity of the bridge was compromised.



the Kelvin Bridge project

SWCA was originally hired for biological and cultural resources surveys, including species-specific surveys and Clean Water Act jurisdictional delineation.

2003

Archaeological Survey

In 2003, SWCA conducted a survey of the project area and recorded Hohokam artifacts and historic features. The site was recommended eligible for the National Register of Historic places and data recovery was implemented.

2013-2014

Southwestern Willow Flycatcher & Western Yellow-Billed Cuckoo

Changes to USFWS critical habitat designations for southwestern willow flycatcher and western yellowbilled cuckoo late in project planning required the construction schedule to be modified to suspend work during breeding season. SWCA's expert biologists worked closely with USFWS, ADOT, and BLM to confine construction restrictions to vegetation clearing activity only, which shortened construction disturbance and allowed for quicker habitat restoration. Biological monitoring confirmed that this approach protected the birds, as the area was again used for breeding even while the construction was in progress.

BRIDGE

1917

Original Bridge

2009-2010

Data Recovery

Excavations revealed 119 prehistoric features, including pits, activity areas, roasting pits, and a midden. Fourteen surface and subsurface historic age features were also investigated, including a narrow-gauge railroad berm, foundations, a corral, a garden, trash pits, and several slag lenses.



Kelvin Bridge Ribbon Cutting Ceremony Construction of the new Kelvin Bridge is completed. SWCA employees

Eleanor Gladding, Ken Houser, and Jeff Johnson all attended the



of Arizona's transportation network. Located in a rural Sonoran Desert area between State Route 79 in Florence and State Route 177 in Kearny, the bridge crosses the Gila River, one of Arizona's few perennial rivers, and provided a convenient route between eastern and western portions of Pinal County.

Kelvin Bridge built as part of the Florence-Kelvin Highway

seven pit structure locations, storage



As part of the Florence-Kelvin Bridge Replacement Project, the existing Kelvin Bridge was left in place to maintain non-motorized access across the Gila River. Today, the historic bridge marks the transition between Passage 15 (Tortilla Mountains) and Passage 16 (Gila River Canyons) of the Arizona National Scenic Trail. For both locals and visitors alike, the historic Kelvin Bridge stands as a testament to the development of statewide vehicular transportation and the post-territorial push to establish what is today, Arizona's highway system.



2019-2020

Ongoing Restoration Monitoring

DeWire

So far, monitoring reports have concluded that the restoration is doing well, with an 80% success rate. The last monitoring session will occur in the fall of 2019. If corrective actions are needed, those will be developed and conducted.

New Bridge Construction

2018

ribbon cutting ceremony. SWCA also received recognition as a project partner.



HISTORIC BRIDGE BECOMES PART OF ARIZONA TRAIL

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I THINK WE ALL **CAN AGREE**: **USING ENVIRONMENTAL CONFLICT RESOLUTION TECHNIQUES** AT FORT DOUGLAS, UTAH

By Kelly Beck

Environmental conflicts are among the most challenging of public policy disputes. A complex set of differing interests and many stakeholders complicate decision-making and project implementation. Such disputes may arise in regional or national policy debates, during planning and permitting of specific projects, or when facing site-specific compliance and enforcement issues.

ENVIRONMENTAL CONFLICT RESOLUTION (ECR) is a

systematic approach to untangle environmental conflict by:

- 1. The deliberate framing of issues
- 2. Involvement of all affected stakeholders
- 3. Collaborative problem-solving using interest-based (as opposed to positional) negotiation.

To illustrate how ECR can benefit a project, consider Historic Fort Douglas in Utah. In the spring of 2015, Fort Douglas National Historic Landmark in Salt Lake City was undergoing construction to modernize an aging electrical utility system. During that construction, crews encountered buried structural remains of the fort's earliest days. SWCA used the ECR framework to address the ensuing environmental conflict.

HISTORY OF FORT DOUGLAS

Fort Douglas represents the entirety of Utah's civil war era military history. Established as a frontier fort by the Union army in 1862 to protect the overland mail route, Fort Douglas was positioned on the benches of Utah's Wasatch Mountains overlooking the growing Mormon settlement in the Salt Lake Valley. A company of volunteer soldiers from California and Nevada arrived in October and built semi-subterranean "dugouts"—some lined with unfired adobe bricks—to provide shelter during the first winter. Construction of permanent barracks began the following spring along what was later named Potter Street.

The fort played a surprisingly central role in the nation's military history given its relatively small size. For a brief time in 1898, Fort Douglas housed a company of the famed Buffalo Soldiers from the 24th Infantry Regiment. During World War I and again in World War II, the installation served as an army induction center and training garrison, as well as a prisoner of war camp. Fort Douglas assumed the logistics functions of the Ninth Service Command, moving those duties away from the Presidio on the California coast. Following World War II, once the Ninth Service Command was returned to San Francisco, activity at Fort Douglas diminished and the fort was placed on closure status in 1975.

The National Register of Historic Places was established in 1966 as a registry of locations across the nation that embody and represent important historical events, historical figures, unique or historically important architectural styles, or locations where important information needed to further historical research are found. In June of 1970, the National Park Service and the Keeper of the Register determined that Fort Douglas was historically significant and much of the fort was listed on the National Register of Historic Places. Localities listed on the National Register of Historic Places can be historically important at local, regional, or national scales. National Historic Landmarks,

however, are limited to those locations that are of national historic significance. Fort Douglas was granted National Historic Landmark status in May 1975.

One thing about dirt is that you can never be completely certain what lies beneath until you move it. Sometimes the turn of a shovel can be a surprise, and sometimes those surprises aren't **REPURPOSING A LANDMARK** pleasant. Such was the case at Fort Douglas when, on a cold Military activity at Fort Douglas declined after World War II and February morning a meeting was convened with more than the Department of the Army placed the fort on closure status 20 people, representing the University of Utah, the Utah State in 1975. Its eventual closure did not occur, however, until it Historic Preservation Office, the National Park Service, the Fort caught the attention of the congressional Base Realignment Douglas Military History Museum, the State of Utah and Salt and Closure Committee in the late 1980s. As part of the National Lake City among others. Defense Authorization Act of 1991 (Public Law 101-510), the Historic maps had not been examined. Historic preservation Department of the Army closed most of Fort Douglas and agencies had not been consulted. But excavation of a transferred its ownership of the closed fort to the University of construction trench had proceeded. Archaeological features had Utah. As part of this transfer, the University of Utah agreed to been uncovered and historic artifacts-including a Civil Warassume responsibility for maintaining the historic character of era bugle insignia pin-had been found inside the construction Fort Douglas as a National Historic Landmark. trench. History had been damaged and nobody participating in that meeting was happy.

When Salt Lake City was selected to host the 2002 Olympic Winter Games, the Salt Lake Olympic Organizing Committee During construction to upgrade subsurface utility lines, was immediately tasked with finding appropriate venues for crews inadvertently uncovered previously unknown and the games. undocumented structural remains of historic Fort Douglas. Ice rinks, luge tracks, ski jump hills, and a speed-skating oval all Construction activity damaged historic remains in one location and uncovered but did not damage historic remains in another.

needed to be built. As did the Olympic Village to house athletes from 78 participating nations. Student housing at the University To complicate things further, completion of the planned of Utah at that moment was aged and insufficient for anticipated electrical utility improvement project would involve additional growth of the university. With its new acquisition of land there construction activity in undisturbed areas with a high likelihood was a unique opportunity. New student housing could be built at for containing undocumented historic remains. The University the University of Utah and its timing could be tied with the 2002 of Utah, as owner and steward of historic Fort Douglas, needed Salt Lake games. to develop a preservation plan, and this plan needed the Today, Fort Douglas on the University of Utah campus provides involvement and input of those at that February meeting. All the not only housing but is also home to a hotel/conference center, parties needed to collaborate and needed to work through the restaurants, and academic departments. Historic Fort Douglas conflict that had been presented.

has been fully integrated into the University of Utah. Yet, beneath this vibrant university community lies an aging utility network in need of modernization.

> One thing about dirt is that you can never be completely certain what lies beneath until you move it... During construction to upgrade subsurface utility lines, crews inadvertently uncovered previously unknown and undocumented structural remains of historic Fort Douglas.

HISTORY UNDERGROUND

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USING THE ECR FRAMEWORK

The ECR framework provides an effective way to confront conflicts like the discovery at Fort Douglas with complex issues and many stakeholders with differing interests. ECR relies on a few fundamental principles: carefully framing and detailing the exact issues that need to be addressed, ensuring that all of the parties who have a genuine stake in the issues have an opportunity to participate, and then engaging those parties in interest-based negotiation to find solutions to those issues. For the Potter Street discovery at Fort Douglas, the University of Utah asked SWCA's experienced ECR practitioners to facilitate its resolution.

At Fort Douglas, we found the primary issues to be addressed involved mitigating damage to the newly discovered historic features and minimizing the potential for additional impacts while facilitating completion of the needed infrastructure improvement project. Importantly, the University of Utah, the Utah State Historic Preservation Officer, and the National Park Service Historic Landmarks Program all needed to agree to the measures decided.

At that first meeting in February, and in those that followed, SWCA's facilitator led workshop discussions to identify each party's underlying interests at Fort Douglas. From these interests, the parties were then led through a series of facilitated discussions to conjure a wide range of alternative measures that might be taken to address each issue. Once a comprehensive list of options was developed, SWCA facilitated discussions among the stakeholders to evaluate each alternative and ultimately select those alternatives that best met everyone's interests.

RESOLUTION ACHIEVED

Over the course of two face-to-face workshops, SWCA's facilitated conversations between stakeholders resulted in development and execution of a Memorandum of Agreement that addressed key issues of disagreement. The agreement developed detailed actions necessary to mitigate the impacts that had occurred to historic remains, minimize impacts to those historic features that were exposed but not impacted, and processes to avoid additional impacts as the infrastructure improvement project was completed.

At that initial meeting, it was hard to envision that all the stakeholders would come to agreement, but that's exactly what happened in the end. Following the ECR protocol provided a map and framework for achieving resolution. The time investment up front - meeting face-to-face, collaborating - saved time and headaches in the long run and resulted in the best outcome for the project.

For more information about our Environmental Conflict Resolution services, contact Kelly Beck at kbeck@swca.com.

CONFLICT RESOLUTION: A 3-STEP APPROACH



from stakeholders

interest-based negotiation

2 YEARS LATER: HOW SWCA'S TEXAS OFFICES ARE **AIDING IN DISASTER RECOVERY** FOLLOWING HURRICANE HARVEY

By Alexis Croisdale and Rob Lackowicz

In August 2017, Hurricane Harvey caused damage to homes SWCA is contracted by the Texas GLO as their primary and buildings across 49 Texas counties, flooded highways, and environmental service provider for all Hurricane Harvey related overflowed streams, rivers, and reservoirs. In addition to the disaster recovery programs. More than 20 full-time staff Category 4 storm setting the record for the most rainfall at 55 members across SWCA's Houston, San Antonio, and Austin inches, Hurricane Harvey is also ranked as one of the costliest offices are responsible for reviewing all the environmental natural disasters in U.S. history to date. compliance documents that are prepared by the contractors

SWCA's Houston office was deeply impacted, with an unexpected office closure and several staff members' homes flooded. In the days after, staff spent time giving back to those in need by donating supplies, volunteering at shelters, and rescuing people.

\$15.25 billion in storm aid for Hurricane Harvey relief. Once federal aid is awarded, many people wonder what happens next. How will the money be disbursed and used?

ALLOCATING FEDERAL RELIEF FUNDING

After an especially large disaster, Congress will allocate federal funding to help the affected communities recover. These funds are channeled through the Community Development Block Grant Disaster Recovery (CDBG-DR) Program, which is administered by the U.S. Department of Housing and Urban "From the start, this project was envisioned as a multi-office that was impacted.

The Texas General Land Office (GLO) is the agency responsible for administering CDBG-DR, which includes creating safeguards and program guidelines to ensure taxpayer dollars are spent wisely. Primary guidelines include the requirement that every project has an environmental review to verify it complies with HUD's requirements. This involves compliance with the National Environmental Policy Act (NEPA), and through this a wide net of other regulations are included, such as the Clean Water Act (CWA), the National Historic Preservation Act (NHPA), National Flood Insurance Program, the Environmental Protection Agency (EPA) and state requirements on lead-based paint, asbestos and hazardous materials, airport clearance zones, and many others. HUD requires every project to be reviewed and verified that it meets all the applicable environmental regulations. If this doesn't happen, then HUD will not send the funds.

make them clear

A TEAM EFFORT

With the requirements outlined by HUD, the question becomes what areas of the environment are most affected? When will the community receive the funding? And how exactly will it be put to use?

who are rebuilding damaged homes, multifamily buildings, and infrastructure. In some cases, the damage requires field studies to be performed such as archaeology and architectural history assessments, wetland delineations, soil testing, and more. Environmental monitors then verify that the work performed On September 8, 2017, President Trump signed a bill approving meets the environmental site conditions placed upon the project.

> The recovery funding is primarily allocated towards low-to moderate income areas, where the affected residents had less money to help themselves through private insurance, or where infrastructure is located. Currently, SWCA is reviewing approximately 250 individual environmental applications for single family residential recovery programs a week and performing environmental assessments on multi-family and large-scale infrastructure projects throughout East Texas.

Development (HUD). The funds are then provided to the state effort, and needed to be given the project's size," says Rob Lackowicz, San Antonio Office Director and Deputy Program Manager for single family housing disaster recovery projects funded by the Texas GLO. **"These applications spread through** 49 affected counties in the Houston area and we expect to review about 300 a week before the end of the year."

LOOKING AHEAD

The review process of applications is expected to last at least another two and half years, with 20,000 total projects requiring environmental review. "We all feel this as a substantial responsibility," says Lackowicz. The goal is to develop and implement practical and effective environmental policies that expedite, rather than hinder, the disaster recovery process; to provide complete environmental reviews in a fast yet accurate manner, so that communities can get back on their feet. For more information on our disaster recovery services, visit our website swca.com.

FACT OR FICTION? 5 WAYS TO FIND THE TRUTH IN A CLICKBAIT MEDIA WORLD

By Gina Wagner

The news media landscape has changed dramatically in recent years as websites and print media compete for readership and fight for short attention spans. There's more content available than ever before coming at you faster than before and from more varied sources.

Learning to spot fake or exaggerated news can be like trying to distinguish an edible plant from a poisonous one - tricky at best. Sensational headlines are designed to draw you in, but what about the articles themselves? Can they be trusted?

This matters to us in the environmental services industry, because the past few years have brought important updates to laws and regulations that impact our work. Some of those updates are controversial and divisive and covered widely in the media. As informed readers who have a stake in these stories, how do we navigate all the coverage and distill the essential facts?

To start, we can brush up on our media literacy skills. Learn to read critically, and you'll save yourself time and headaches in the long run.

MEDIA CONSUMPTION TIPS:

I. GO RIGHT TO THE SOURCE. Laws and environmental regulations are public domain. If you see some surprising news about regulations that are changing, do a little digging. In many cases you can read the documents for yourself. If you're not sure how to interpret the documents or how the changes impact you, one of our regulatory experts can help.

- 2. PAUSE BEFORE REACTING. Before you share, retweet, or forward a piece of news, take a few minutes to look critically at the news outlet or website and identify the source of information. Is it trustworthy and balanced? If you're not sure, don't share.
- **3. READ DIFFERENT VERSIONS OF THE SAME STORY TO GET A MORE BALANCED IMPRESSION.** Media products (articles, videos, slideshows) are created by individuals who make conscious and unconscious choices about how to present information. Even the most skilled, objective writer must make decisions about what details to include and what to leave out. Those inclusions and omissions shape the story for the reader.
- 4. THE MORE SENSATIONAL THE HEADLINE, THE MORE SKEPTICAL YOU SHOULD BE. Keep in mind that headlines are often written by a different person than the author of the article. Websites and print media are competing for audiences with short attention spans. "Fake news" and "clickbait" are the result of that competition.
- 5. LOOK CLOSELY AT PHOTOS AND VIDEOS. With access to free editing software and photo apps, almost anyone can alter a photograph or video and make it appear real. Photos and videos can be taken out of context, just as words can. Videos can be sound edited to make it appear someone is saying something they aren't. Before you share a video or image, check the source. You can paste an image into Images.Google.com to see where the image has appeared previously.

At SWCA, our experts track the latest regulatory news and send updates to our clients, along with information about how certain regulations may impact your project. To find out more or subscribe to our news, visit swca.com.

DIGFOR

NEWS BRIEFS

SWCA'S NEW VICE PRESIDENTS

CARA BELLAVIA,

Vice President of Scientific and Technical Services

SWCA has named Cara Bellavia Vice President of Scientific and Technical Services for our West Region. She will be responsible for advancing scientific and technical strategy, staff development and mentoring, large project execution and client development. Cara has been with SWCA since 2000, working her way up through various leadership roles, including office director for the company's Phoenix and Tucson operations.

KENNY CAROTHERS,

Vice President of Business Development Resources

Kenny Carothers has been named the Vice President of Business Matt Zoss has joined SWCA as the Vice President of the Rocky Development Resources, and will be responsible for advancing Mountain Plains region, which includes our offices in Denver, Fort client relationships, business development strategy, geographic Collins, Bismarck, and Sheridan. Matt has more than 17 years growth and staff development for SWCA. Kenny returned to of experience in environmental consulting, previously working SWCA in 2013 as a strategic growth director, having previously as the Colorado Area Manager for Kleinfelder, which included worked for us from 1988 to 1991 and 1994 to 2001 in various roles broad regional responsibilities, operational management, and throughout the southwestern U.S. He has 30 years of experience business development. He brings forth a strong experience in in environmental consulting. In addition to Kenny's role as Vice transportation, water, and state and local business lines. His President of Business Development Resources, he serves as the expertise includes environmental construction compliance, national lead for SWCA's Ecological Restoration Services. permitting, field surveys, and project management.



New Chief People Officer: **Deborah Owens**

SWCA welcomes Deborah Owens as Chief People Officer. She brings nearly two decades of human resources expertise to the role. The past decade Deborah spent in Director, VP. and C-suite HR/People leadership roles for the transportation, construction, and staffing industries. She is certified by the Society for HR Management (SHRM), as well as certified in facilitation, executive coaching, and learning and performance.

Eric Myers. Business Development Resources Director

Eric Myers joined SWCA as Business Development Resources Director, focused on growing the company's transmission business in the Texas-East region. His background includes various electric utility roles, from public policy advocacy to commodity trading and environmental policy.

Lee Forbes. Director of Ecological **Restoration Engineering** Lee Forbes has been named Director of Ecological Restoration Engineering. Lee joined SWCA in January 2015, and since then has been vital in building SWCA's national ecological engineering and design team. He is responsible for continuing to support SWCA's growth and strategic expansion in the ecological restoration engineering and design market.

Anne Oliver. **Cultural Resources Director** Anne Oliver has been appointed to Cultural Resources Director for our Salt Lake City office. She joined SWCA in August 2012 and is a well-regarded expert of architectural history and historic preservation.

Hollie Casey, **Director of Employee Relations** Hollie Casey has joined SWCA as the Director of Employee Relations, based





Cara BELLAVIA



Kenny CAROTHERS



Matt ZOSS

MATT ZOSS,

Vice President of the Rocky Mountain Plains Region



From left: Deborah Owens, Eric Myers, Lee Forbes, Anne Oliver, Hollie Casey, Gayle Roberts

in our Phoenix Corporate office. She will be supporting positive employee relations and constructive workplace relationships across the country.

New SWCA Board Member: Gayle Roberts

SWCA welcomed Gayle Roberts to the board of directors this year. Gayle has more than 37 years of experience in the consulting engineering industry and most recently served as Chair of the Board for Stanley Consultants. Prior to her position as Chair, she served as the company's President and CEO. Her board experience includes a strong understanding of corporate governance and leadership, which encourages forward-thinking board discussions. She has been recognized for her contributions to the engineering industry with multiple awards. Gayle holds a bachelor's in chemical engineering from Iowa State University and an MBA from St. Ambrose University.

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NEWS BRIEFS (CONTINUED FROM PAGE 11)

ANNOUNCING NEW SWCA OFFICE IN NORTHEAST

SWCA is pleased to announce the opening of a new office in Portland, Maine. This location allows SWCA to better support clients in the northeastern US.

SWCA prides itself on providing clients with responsive and sound solutions to complex environmental challenges," said CEO Joseph J. Fluder, III. "This eastward expansion allows us to provide environmental consulting services to a dynamic and growing market.



The SWCA Portland staff has extensive experience working with energy, transmission, and land development clients. The new office is led by Maine native Mike Lychwala, who has over 20 years of experience in the Northeast working on environmental permitting and compliance.



The Wire is going electronic! This will be our last print issue. To continue receiving *The Wire*, join our email list at www.swca.com/news.

SWCA RISES IN ENGINEERING NEWS RECORD (ENR) RANKINGS



SWCA was ranked #86 nationally on ENR's 2019 Top 200 Environmental

Firms list and #21 among purely environmental consulting firms. SWCA moved up on ENR's 2019 Top 500 Design Firm list, ranking #136 nationally from our previous spot of #147 in 2018. Companies are ranked according to revenue for design services performed and the percentage of gross revenue reported from environmental services in 2018. Congratulations, SWCA!

SWCA NAMED A 2019 HOT FIRM BY ZWEIG GROUP

SWCA has been recognized by Zweig Group as a 2019 Hot Firm. The list, which honors the fastest growing firms in the architecture, engineering, and construction industries, is based



on a three-year growth in revenue, by both percentage and dollar growth. Winners were recognized at the 2019 Elevate AEC Conference in Las Vegas this October 2-4 and will be featured in Zweig Group's weekly newsletter, *The Zweig Letter*, and its other marketing channels.