Prepared by:
AECOM

Statement of Qualifications for

All-Inclusive PA&ED Services on the North County Corridor Project

Innovation | Trust | Experience

Let's get it done.

Prepared for:
STANISLAUS COUNTY

AECOM
2020 L Street, Suite 300
Sacramento, CA 95811
www.aecom.com

916.414.5800 tel
916.414.1557 fax

August 2, 2013

Matt Machado, PE
Colt Esenwein, PE
Stanislaus County Department of Public Works
1716 Morgan Road
Modesto, CA 95358

Re: All-Inclusive PA&ED Services on the North County Corridor Project

Dear Matt & Colt,

My unwavering commitment to the North County Corridor (NCC) project is still the same—I want to see it constructed. As you both know, I have taken personal steps recently in an attempt to fulfill this commitment. Along with you and the residents of Stanislaus County that are involved in this project, I too feel the need to get this done expeditiously. While I realize that there were things beyond our control that inhibited steady progress over the last two and a half years, I can't rest on those excuses. We have made substantial progress together. We need to make one last push for the next 18 months to go over the peak. I am ready for that. I have chosen a team that is energized, experienced, innovative, trustworthy, and ready to strategically take on the challenge. Getting this done—efficiently and expeditiously—is not just my wish anymore; it is the team's ambition.

Hearing the JPA Board members at the last meeting, I am pleased with their overall support and understanding of your current action. However, I could hear their tiredness and the frustration resulting from the delays. It is the trust they have in you that is holding them patient. I want to help enhance that trust by providing them near-term incremental successes leading to the expedited delivery of the environmental document. Listening to the public's concerns over the process, I can fully understand their frustration. I assure you that working together as in the past, we can increase their confidence in us.

For successful delivery of this project, we envision three essential elements.

1. **Experience.** Delivering the environmental technical studies and getting the Draft Environmental Document is one of the most crucial components of what is left to finish the PA&ED for the NCC project. During the Route Adoption process, you and the community saw my experience and leadership ability to successfully resolve tough issues. Similar to what I had then, I now have the most qualified Environmental Lead—Kelly Dunlap—to help me identify and execute the correct strategies.

   Kelly's extraordinary environmental experience authoring the Standard Environmental Reference, training the Caltrans environmental managers and staff, and delivering the most complex environmental documents will help us get the PA&ED done! When you read the rest of this proposal, I am positive you will be convinced that she is the right person to lead the environmental aspect of this project and get it done!

2. **Trust.** The AECOM team is built with people who have high professional integrity and passion for what they do. The transparency that we bring to the process will not only help you feel confident about the team, but will also help enhance the trust of your Board members and the public. We commit this top-level crew to take you to the finish line. I want to discuss certain options with you that would back this promise. This team will get it done!

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3. **Innovation.** In the time I have been at AECOM, I have had the opportunity to get to know the technical staff in engineering, biology, botany, and cultural that are key for the NCC's PA&ED. I experienced their passion for the work they do. They have the experience working with/for the resource agencies, Caltrans and local agencies, and understand what will work and what won't to complete the NCC. They have the expertise in their subject areas and the positive personalities to work with their regulatory counterparts. For the last five weeks, I have been saturating the team with every trial and tribulation we have been through over the last five years. The questions they have been asking me, the out-of-the-box ideas that they have been suggesting, and the project examples they have to back their ideas—all suggest that this innovative team will help us get it done.

For a complex project like NCC— based on my recent experience—I am thoroughly convinced that having the team members physically located together in the same office will promote efficiency, build synergy, and help to progress expeditiously. Having our environmental technical specialists, engineers, and planners located in the same building brings that advantage to this project.

In the following pages, you will find a summary of our understanding of the project, the current status, challenges ahead, and our approach to solving these challenges. You will see that the qualifications of our team are well-suited to get the environmental document done. To top it all, you will see that our team has put together a plan to get the DED on the street in less than two years!

I am convinced that this is the team to get the PA&ED done and feel confident you will agree.

Looking forward to working with you again!

Sincerely,

Kris Balaji, PMP, PE
Project Manager/Vice President

Kelly Dunlap, JD
Environmental Lead/Associate Vice President

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1. Project Understanding

1.A - Project Governance

North County Corridor (NCC) is planned as a key east-west transportation corridor for moving people and goods in and through the Stanislaus County region. The project is being administered by North County Corridor Transportation Expressway Authority (NCCTEA). The NCCTEA was formed by a Joint Powers Authority (JPA) consisting of five elected representatives from the Cities of Oakdale, Riverbank, and Modesto, and Stanislaus County. The Executive Director of Stanislaus Council of Governments (StanCOG) and the Caltrans District 10 Director serve as Ex-Officio members. The Stanislaus County Public Works Director serves as the Authority Manager. A Technical Advisory Committee (TAC) consisting of the staff from the Stanislaus County, StanCOG and the Cities of Riverbank, Oakdale, and Modesto provide project guidance to the Authority Manager on behalf of NCCTEA. The Stanislaus County Deputy Public Works Director serves as the NCC's Project Manager. A Project Development Team (PDT) directs the technical execution of work.

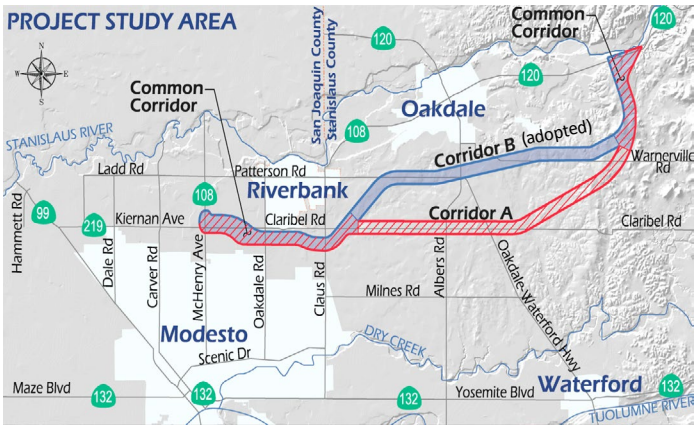
1.B - Project Purpose

The NCC intends to address the deficiencies concerning high percentage of trucks on local roads, existing SR 108 traversing downtown Riverbank and Oakdale, presence of several at-grade railroad crossings and high accident rates. The project will benefit interregional traffic circulation; improve access to and around the Cities of Oakdale, Riverbank, and Modesto; reduce traffic congestion and travel times; improve goods movement; accommodate projected growth; enhance traffic safety; and satisfy the mobility needs of the region.

1.C - NCC History

The history of this project goes back to the days of the Oakdale Bypass and later on to the SR 108 Management Team assembled in 2001. A Project Study Report (PSR) was initiated in 2002 by Caltrans and StanCOG that studied seven corridors, but the effort was stopped prior to completion. The current NCC project resulted from the Feasibility Study and the Preliminary Design Report (PDR) completed by StanCOG in 2008. The PDR enabled the StanCOG to program the Project Approval/Environmental Document (PA/ED) phase of the project in the 2008 State Transportation Improvement Plan (STIP). In 2010, with Caltrans as the lead agency, the NCCTEA completed a Program Level EIR (PEIR) that resulted in the NCC that would eventually replace existing SR 108 through the cities of Riverbank and Oakdale. The PEIR addressed

Figure 1.1 – Route Adoption Corridors



a corridor approximately 2,000 feet wide, from SR 108/McHenry Avenue to SR 120 east of Oakdale. Legal action was brought against the PEIR that prevents program level studies from being used for the required future project level EIR.

1.D - Significance of ITIP Funding

The PEIR enabled the CTC to adopt the NCC (Corridor B) as SR 108 and commit up to $91 million in ITIP funding that was removed from the defunct Oakdale Bypass project. Through a separate legislative action, the NCCTEA redesignated the portion of SR 108 between SR 132 and SR 120 as an Interregional Route enabling the project to receive the ITIP funds.

1.E - Beginning of Project Level EIR/EIS

The Notice of Intent (NOI) and Notice of Preparation (NOP) were issued in August 2010 for the project level Environmental Impact Statement/Environmental Impact Report (EIS/EIR) and were followed by a Public Scoping meeting in September. The project was defined in the NOI/NOP as a "multi-lane freeway/expressway facility" and described that the future project would be built in phases with the corridor preserved for "McHenry Avenue to SR 99" with the first phase constructed between McHenry Avenue to SR 108/120 east of Oakdale.

1.F - Evolution of Alternatives

Two scoping meetings were held in September 2010, and a number of different new alignment alternatives were identified. These alternatives are shown in Figure 1.2 on the following page.

After an exhaustive screening process and concurrence from the Lead Agency and the 6002 Member Agencies, the project team settled on the six alternatives shown in Figure 1.3 for further study.

Figure 1.2 – Public Proposed a Number of Different New Alignments

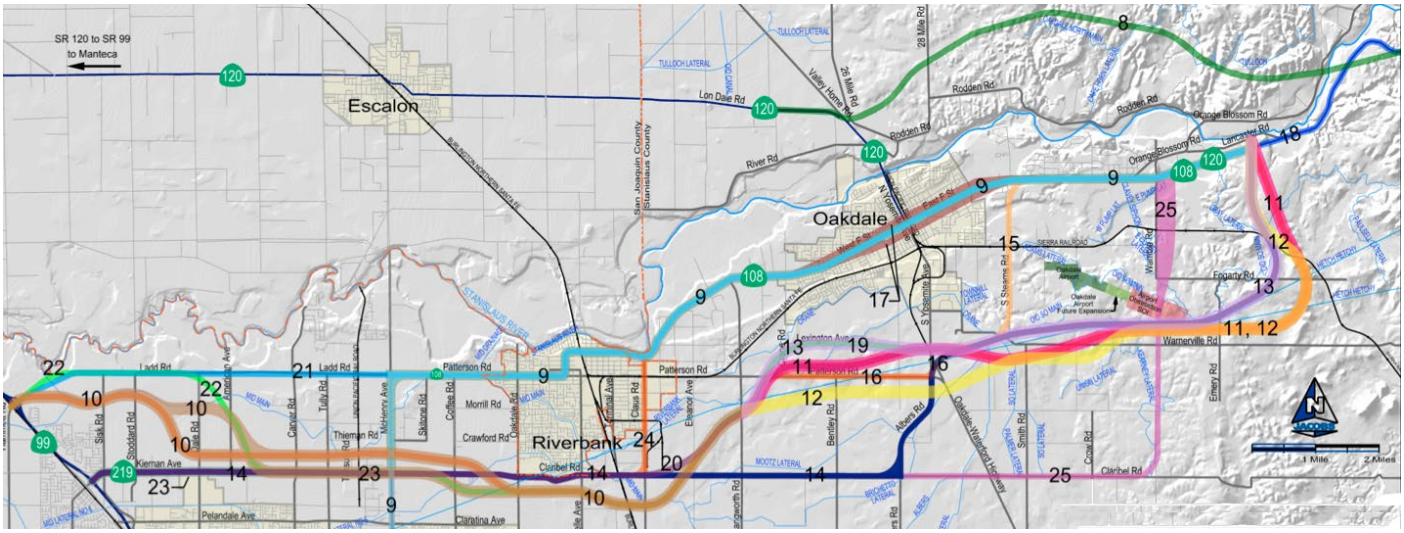
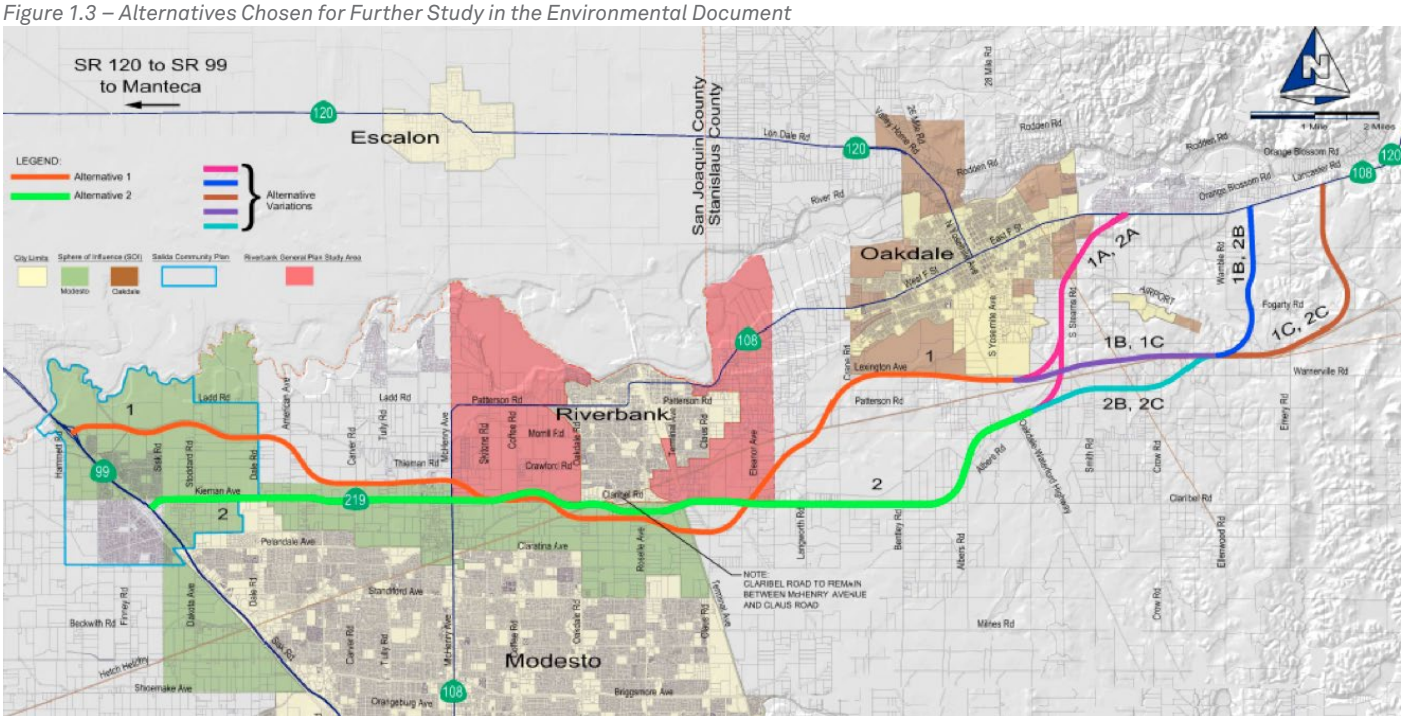


Figure 1.3 – Alternatives Chosen for Further Study in the Environmental Document



1.G - Public Outreach

Significant efforts were undertaken to ensure public participation. A Community Focus Group (CFG) comprised of community members throughout the study area was formed. Since the project-level environmental analysis began in 2010, public outreach also occurred through many newspaper articles about the NCC project, including about 50 in the Modesto Bee, four in the Oakdale Leader, four in the Riverbank News, and three in the Sacramento Bee. Many meetings were conducted with the CFG, and presentations were made to the Oakdale and Riverbank City Councils, the Stanislaus County Farm Bureau, the Oakdale Rotary, the Oakdale Realtors Association, the Stanislaus Union School district, Elks members, the Oakdale Traffic Commission, and the Modesto Chamber of Commerce. One-on-one neighborhood meetings were held in the Stearns and Crawford Lane residents.

1.H - Agency Coordination

While refinements to the alignments continued (based on public input), close coordination continued among the stakeholders through the TAC meetings and PDT meetings to ensure the alternatives did not pose a conflict to the adopted land-use plans or planned updates to the agencies' General Plan and related planning documents.

Pursuant to Section 6002 of the SAFETEA-LU a Public Agency Coordination Plan was developed, and the agency personnel were involved on the project. This process started with a kick-off meeting in December 2010 with Caltrans, FHWA, USEPA, USFWS, USACE, DWR, CPUC, California EPA, SWRCB, SHPO, Air Quality Districts, and others as members. The 6002 Participating Agency members continued to provide guidance to the project through periodic meetings, with the last meeting held on August 15, 2012.

Project Development Team (PDT) meetings were held almost on a monthly basis to seek input from the project team. As the project team refined the alternatives and prepared the Environmental Study Limits (ESL) and Area of Potential Effect (APE) maps to start the environmental technical studies, the existing traffic conditions report was completed and the travel demand forecasting was started for two major alternatives (1 & 2), each with three variations (A, B, & C) as shown in Figure 1.3.

1.I - Issues with Right of Entry

In December 2010, the project team sent letters to 860 property owners (approximately 1,160 parcels) seeking permission to enter (PTE) their premises to conduct environmental technical studies. Poor response to the PTE letters necessitated follow-up letters and a door-to-door campaign. By June 2011, to enable the environmental field studies, outstanding PTEs were prioritized into three categories: a) Those properties that shall be visited without exception if the technical studies were to be deemed valid, b) Those properties that could be visually inspected from adjacent properties or public roadways, and an assertion could be made for the suitability of area for the habitat presence, and c) Those developed properties where the absence of species could be asserted with confidence.

1.J - Further Efforts to Screen Alternatives

In March 2012, there was a discussion at the PDT meeting to see if there were environmental reasons to eliminate Wamble Road Alignment (Alternative B). But it was not eliminated, as there were no potential financial, environmental, design, or other major issues identified with this alignment at that point in time. At the June 2012 PDT meeting, the project team brought forth a technical memorandum that recommended eliminating Alternative C, the Warnerville-Lancaster Road Alternative. PDT concurred with dropping Alternatives 1C and 2C from further study. The USEPA and the USFWS staff were supportive of dropping Alternative C, as Alternative C traversed environmentally sensitive land and had the greatest potential for growth inducement with the potential infill development that could occur.

1.K - California Tiger Salamander Surveys

The 2012 and 2013 winter season experienced lower than the average annual rainfall for the region, impacting the California Tiger Salamander (CTS) survey. To avoid schedule delay, the project team took the risk of performing the CTS surveys starting March 2012. The survey results indicated negative findings. USFWS issued a memorandum on June 4, 2012 stating that it would not accept any negative findings for that season, citing the less than sufficient rainfall needed for the CTS survey. In March 2013, recognizing the potential for the same scenario, the JPA staff directed the team not to start the 2013 wet season CTS survey.

1.L - Request to Downscope the Project

In August 2012, based on the preliminary NCC traffic forecasting numbers and the near term improvements to be completed for the Kiernan Interchange, SR 219 Phase-2 Widening and the Claribel Road Widening, the JPA Manager presented a proposal to the PDT to shorten the project limits to McHenry Avenue on the west, instead of ending the project at SR 99. It was also proposed to revise the type of facility from “freeway” and build it as a four-lane divided expressway with a wide median to allow for an ultimate six-lane facility when warranted by future traffic. A memorandum was sent by the NCCTEA to Caltrans requesting the downscoping of the project limits and the type of facility. In September 2012, Caltrans essentially agreed to the downscoping and requested the traffic forecasting be completed to validate the downscoping request.

2. Current Project Status

The NCCTEA Board authorized the Authority Manager at its July 17, 2013 meeting to issue an RFQ and negotiate a new scope and fee for the professional services for the NCC project. The JPA intends to select a firm that has, among other qualifications, a solid understanding of the project and its current status. The information presented in the following sections reflect our complete understanding of the current project status through:

- Kris Balaji’s direct involvement as the Project Manager on the NCC project from 2008 until his departure in June
- The background, history, and current information Mr. Balaji has provided the AECOM environmental and engineering team
- Our team’s research on the project activities through interviews with subconsultants and reviewing public information, etc.

- Data from the files specified in the RFQ
- Discussion with JPA staff prior to the RFQ's release
- Information presented to the JPA Board at its July meeting

The following sections illustrate the depth of our understanding of project status.

2.A - Revised Project Limits

As of the June 5, 2013 PDT meeting, the revised traffic forecasting was completed and reviewed by Caltrans. The document showed that there was not a significant impact to traffic west of McHenry Avenue on SR 219. Based on this finding, PDT concurred with the recommendation to revise the project limits to between Tully Road and SR 120, and revise the facility to an expressway. In addition, the PDT concurred to study a modification to Alternative 1B/2B that would connect the termini slightly to the east of what is shown in Figure 1.4. This information was presented to the JPA Board at its July 17, 2013 meeting.

2.B - Traffic Analysis

Work is underway to complete the Traffic Forecasting and start the Operations Analysis. The existing conditions operations models are complete. The traffic forecasts were approved in late July 2013 so the future year analysis is ready to commence. Three major tasks remain:

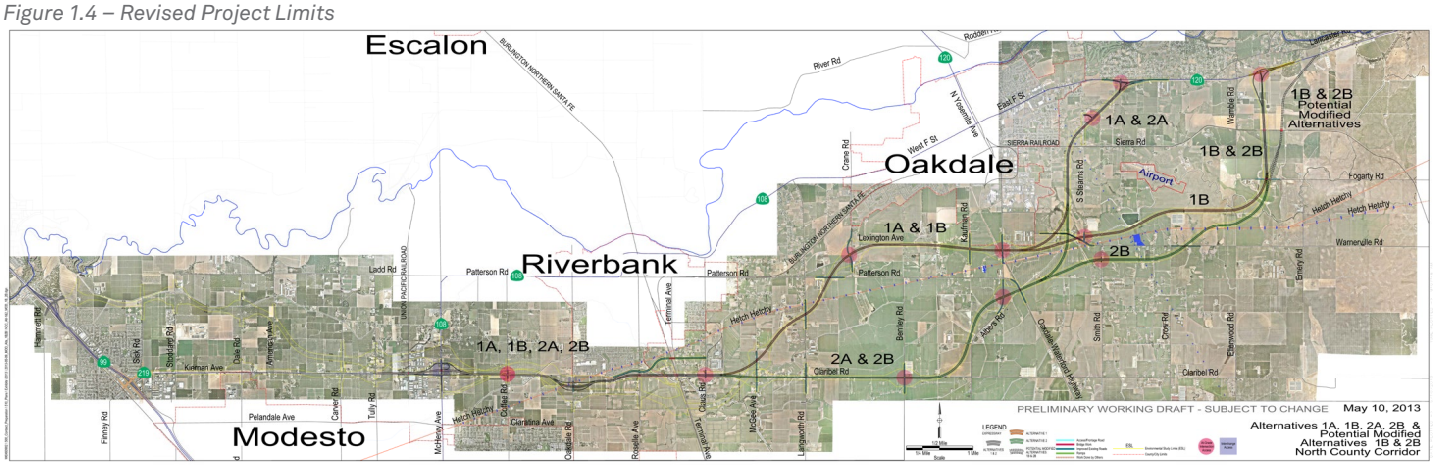
- Assisting the design team in developing intersection level geometries to serve the project traffic demands
- Performing the future year (2022 and 2042) traffic operations analysis
- Preparing the traffic operations report

2.C - Engineering Studies

With respect to the roadway geometric design, the NCC project team had completed the necessary preliminary engineering to establish the project footprint and identify the Environmental Study Limits (ESL) and the Area of Potential Effects (APE) based on the previous limits and project type. This information can be easily revised to reflect the current project limits. With respect to the Geometric Approval Drawings (GAD), Caltrans is in the process of reviewing the second submittal. Revisions and additional review will be warranted once the Alternative 1B/2B modifications are finalized. Once the review comments are obtained, they need to be resolved and incorporated into the final GAD. The ESLs and APEs might need revision based on the extent of modifications to Alternative 1B/2B.

The project team left off with a formal Mainline Horizontal and Vertical alignments review and comments by Caltrans Design Oversight in February 2012. A Design Focus meeting was held in June 2012 with the previous consultant, Caltrans, and JPA staff to discuss the GAD. The revised GAD information was presented at the PDT level at the June 20, 2012 PDT meeting. But, at the August 2012 special PDT, the downscoping proposal was presented to change the limits and termini. Therefore, when we resume the project again, we will have to revisit the horizontal alignment. Caltrans needs to review the Oakdale Road area and any other proposed changes resulting from downscoping the project to an expressway (e.g., intersections, frontage road, etc.). As for the vertical alignment, the changes resulting from downscoping the grade-separated facility to at-grade intersections would need to be documented and reviewed by Caltrans. Also, the effort on the cross section and access control along the alignments need to be evaluated and agreed upon with Caltrans, as Caltrans expects design details of how the frontage road system would work. The project team also needs to go through an interchange review (at the termini and whatever locations traffic operations require interchange), and draft the preliminary engineering for each alternative. In addition, the route adoption may have to be revised if any portion of the roadway was denominated as a controlled access highway.

Figure 1.4 – Revised Project Limits



2.D - Structure Design

The project team did a preliminary setup of drawings for structure Advanced Planning Study (APS). A Draft Preliminary Geotechnical Design Report and Material Testing Report was completed last May. The project team identified the following structures to perform an APS:

- Claus Road/BNSF/Terminal Avenue
- Eleanor Avenue Undercrossing
- SFPUC Hetch-Hetchy Aqueduct crossing
- Crane Road Overcrossing
- SR 108/SR 120 Interchange
- MID Canal Crossing
- Sierra Railroad Overhead

2.E - Draft Project Report

The following items are yet to be completed for the Draft Project Report:

- Conceptual Hydraulic/Hydrology Studies
- Drainage Concept Plans
- Storm Water Data Report
- Right of Way Requirements
- Utility Relocation Requirements
- Right of Way Data Sheets
- Right of Way Relocation Impact Report
- Railroad Study
- Multimodal Study
- Park & Ride Study
- Highway Planting Design Concepts
- Noise Abatement Decision Report (NADR)
- Life Cycle Cost Analysis (LCCA)
- Geotechnical Information
- Preliminary Transportation Management Plan
- Fact Sheets for Exceptions to Design Standards
- Value Analysis Study
- Administrative Draft and Draft Project Report

Upon completion of the circulation of Draft Environmental Document (DED) and identifying the preferred alternative, the following work needs to be performed to complete the Project Report to satisfy the requirements of PA&ED completion: Draft Final Project Report, GADs for the preferred alternative, Updated Storm Water Data Report, and the Final Project Report for Caltrans Signature.

2.F - Environmental Studies

Table 2.1 on the following page summarizes the current status of the environmental studies provided by the previous consultant and our assessment based on the data that was provided by the JPA staff for this RFQ.

3. Issues Based on the Current Project Status

NCCTEA anticipates completing the remaining environmental technical studies and release a DED in 24- to 30-month timeframe. We want to help you get the environmental done! We understand that the biggest overall risks to NCC's schedule and cost is the environmental process. Keeping this in mind, we believe that the following environmental issues need to be addressed expeditiously. Solutions to these issues are provided in Section 4.

3.A - Downscoping of Project

Revising the scope of the NCC by shortening the western projects limits and designing the facility as an expressway rather than a freeway means that further coordination with Caltrans and the participating agencies (SAFETEA-LU 6002) will be needed. Caltrans has provided input that the scope revision may necessitate the need for a reissuance of the NOI)/NOP. The challenge you face is that a re-issuance of the NOP under the California Environmental Quality Act (CEQA) would re-set NCC's environmental baseline. CEQA Guideline 15125 sets the environmental baseline for determining the significance of environmental impacts at the "time the notice of preparation is published." Thus, a newly issued NOP could very well mean that the existing conditions for all the previously prepared technical studies would need to be re-set to the date of the new NOP—meaning a re-do of the existing conditions surveys/analyses in those reports.

3.B - Meeting Air Quality Conformity and Related Air Quality Concerns

Directly related to the revisions of the NCC alternatives is the issue of meeting FHWA transportation conformity requirements (40 CFR 93.115 et seq.) To secure a Record of Decision (ROD), NCC must be included in a currently conforming Regional Transportation Plan (RTP) and Transportation Improvement Program per 40 CFR 93.115, and the design and scope must be consistent with what was assumed in RTP conformity analysis. There is also risk involved in new population and traffic projections coming online during the development of the environmental document that may trigger updates to NCC technical studies.

For example, the NOP for the Program EIR for StanCOG's 2014 Regional Transportation Plan/Sustainable Communities Strategy (RTP/SCS) was issued in January 2013. Lastly, mobile source air toxics (MSATs) and health risk/health impact assessments have been a growing concern for the U.S. EPA, the California Air Resources Board, and for many members of the public. Given the capacity-increasing nature of NCC, these may become issues for this project as the environmental document is developed and finalized.

3.C - Completing Protocol Level Biological Surveys and Getting a Biological Opinion

To complete the National Environmental Policy Act (NEPA) process and get a signed ROD, consultation under the Federal Endangered Species Act Section 7 must be complete. Recently, this project has been delayed because of the non-acceptance by the USFWS of CTS negative survey findings for the Sacramento Valley due to low seasonal rainfall (see June 4, 2012 letter from USFWS).

The non-acceptance of the negative survey findings means that USFWS does not have the information it needs to complete a Biological Opinion (BO). While this is not a process-stopper in terms of circulating the Draft EIR/EIS, it is for getting the ROD.

3.D - Regaining the Trust of Stearns Road Residents

Residents along Stearns Road did not receive notice of the NCC Scoping Meeting held in September 2010 because at that time no NCC alternative was adjacent to them. However, as a result of the input received during the Scoping Meeting, Alternative B (which is directly adjacent to the Stearns Road residents) was conceptualized and is now an alternative that is under consideration. Many of the Stearns Road residents found out about Alternative B only upon receipt of a request for them to grant permission to enter their properties in December 2010. While this is not an issue of environmental consequence, we need to explore options to re-gain their trust and confidence. A few folks going to the podium to express their dissatisfaction with the public process could impact the public trust and confidence this project has gained over the last two years.

Table 2.1 – Current Status of Environmental Studies

Current Status of NCC Engineering and Environmental Technical Studies and Deliverables		
Technical Study/Deliverable	*Prior Team's Assessment % Complete*	*Our Assessment and Notes Based on Available Data/Reports*
Environmental		
NOI and NOP	100%	Agree
Noise Study Report/NADR	69%	We do not have any noise-related information to verify
Air Quality Report	5%	We do not have any AQ-related information to verify
Energy Write-up for EIR/EIS	0%	Agree
Geotechnical Summary	0%	Agree
Paleontology	90%	Agree, though we are not in possession of comments by Caltrans
Natural Environment Study	63%	We have some raw field data but NES itself is 0% complete
Aquatic Surveys (Biological)	100%	Agree that surveys were completed; however, more effort needed for surveys
Botanical Surveys	96%	We have only partial data for botanical surveys
Wetland Delineation Report (WDR)	67%	We have some raw field data but do not have a draft of the WDR itself
Biological Assessment	0%	Agree
Archaeological Survey	88%	We do not have archaeological information to verify
HRER	58%	We agree that a substantial work effort remains for this task
HPSR	3%	Agree
Draft EIR/EIS	0%	Entire work effort on EIR/EIS remains
Community Impact Assessment (CIA)	0%	PDT minutes stated CIA nearly complete; we do not have data or drafts
Visual Impact Assessment	0%	PDT minutes stated VIA nearly complete; we do not have any data or drafts

3.E - Studying Alternatives 1B/2B Modified

The eastern end of the project limits has several competing environmental concerns—pristine farmland, a large regional nursery operation (Burchell Nursery), and relatively undeveloped vacant land that contain sensitive biological resources. The EPA, in an effort to limit unplanned growth, would recommend keeping the alignment out of the undeveloped vacant land, yet Burchell Nursery would like the alternatives to shift farther east (though not as far as Alternative C that was dropped) to avoid the core areas of their operations. In an effort to balance these competing interests, Alternatives 1B and 2B Modified were developed so that their alignments skirt the eastern boundary of the Burchell Nursery but do not divide the heart of the undeveloped vacant land farther to the east. While these modified alternatives have been conceptualized, they have not been studied in great detail.

3.F - Securing Permits to Enter and Studying All Those Parcels

Approximately 1,200 parcels are within the study limits of NCC. While great effort by the JPA staff resulted in access to many of the parcels, permission to enter many other parcels has been either denied or no response has been received to date. Lack of access to those parcels in order to survey and complete environmental studies presents problems with incomplete data and unknowns. Given that NCC has been underway for some time already, the expiration dates of the permits to enter (PTEs) will also be an issue. In addition to the PTEs, the sheer magnitude of the total study area is also an issue. Given the size of the study area and the conditions of the permit to enter, completing fieldwork will require attention to detail and solid logistical planning.

3.G - Other Project-Specific Environmental Risks

- ConAgra and the concerns about effects to their current waste discharge permitting
- Oakdale Area 9 and its future development plans
- Oakdale Airport and potential impacts to their operations
- Impacts to Historic Bambacigno steel plant at McHenry Avenue

4. Approach

Getting it Done!

This section outlines the solutions to help the JPA to expeditiously complete the environmental document and includes:

- 4.A - Overall approach to completing the PA&ED
- 4.B - Solutions to solve the specific current environmental issues
- 4.C - Other items that would result in successful completion of PA&ED and construction

As is evident from the discussion in the previous pages, this project is now about getting the best environmental team to expeditiously complete the technical studies and release the DED in the shortest possible time. Transportation environmental review requires unique expertise, and Kelly and the rest of our environmental team have unmatched experience with delivering transportation projects. Kelly will build upon her established, credible, and strong relationships with Caltrans environmental staff at headquarters and Districts 10 and 6 to work collaboratively and proactively with them to devise the most effective and efficient delivery approach for the NCC.

4.A - Overall Approach

Our overall approach to completing PA&ED is reflected in the project schedule included on page 12. To meet the schedule, we need to get a handle on the data from the previous study efforts. Though we have thoroughly reviewed all the data provided by the JPA staff, there are several missing pieces and some data is not in the correct format to be used for further work. The first order of work would be to request the missing/incomplete data from the previous team and quickly propose a strategy to fill the gaps in data. We recommend having a focus group with Caltrans environmental, the JPA Project Manager, and the AECOM Project Manager and Environmental Lead to quickly get to a resolution. In essence, our approach would entail performing the actions through two Task Orders. The first Task Order will essentially entail resolving the issues and strategies needed to accurately assess the scope of the project. We anticipate completing the first task within two months from the NTP.

Task Order #1 (activities to occur in parallel)

- Resolve data issues/gaps
- Resolve revised NOI/NOP issue
- Analyze PTE issues and resolve them

- Formulate bio strategy; engage Caltrans and the 6002 agencies
- Finalize Alt 1B/2B modified
- Secure Caltrans approval on project limits & facility type
- Conduct a public information meeting
- Prepare a final scope and fee to complete PA&ED and get JPA Board approval

Task Order #2 (activities to occur sequentially)

- Start Technical Studies
- Complete the Admin Draft of Technical Studies and get Caltrans approval; complete the pending engineering items described in the Current Project Status section under Engineering Studies
- Complete Admin DED & Draft PR and get Caltrans approval to circulate DED
- Release DED, conduct hearing, respond to public comments
- Identify Preferred Alternative, complete Final PR&ED
- Complete the PA&ED, including NOD/ROD

4.B - Solutions to Solve the Specific Current Environmental Issues

This section includes our plan for handling the key environmental risks we identified in the section "Issues Based on the Current Project Status" and for getting the environmental done!

Downscoping of Project

We understand that in recent discussions the effort that is the subject of this RFQ has been referred to as "re-scoping" and that the approach has been to re-issue the NOI and NOP. There is no clear requirement to do so in either NEPA or CEQA; looking at instances where FHWA has revised an NOI, they have done so in cases where the project limits have expanded or the overall project approach has changed (e.g., from a project-level approach to a tiered approach). We would propose a discussion with Caltrans and other key stakeholders to not re-issue the NOI and NOP and just proceed with the Draft EIR/EIS. The NOI and NOP discussed the project as a freeway/expressway and had project limits that included the now-proposed limits. Additionally, later public outreach efforts and meetings have provided notice to all interested parties of the NCC's potential alignments. The effort on the table now is in essence a downscoping and "design modification" as a result of public and agency input to date and the freeway/expressway language is open-ended enough to include expressway. Thus, we believe there is flexibility to proceed forward and to keep the environmental baseline at August 2010. This would avoid the need to re-set the baseline and re-do environmental setting work that has already been completed by the prior environmental consultant. If needed, we would also help lead coordination efforts with the SAFETEA-LU Section 6002 participating agencies to give them an opportunity for involvement in any refinements to the purpose and need and range of alternatives and to inform them of the proposed approach to completing the Draft EIR/EIS. In the unlikely event the decision is made to re-issue the NOI and NOP, our team has the experience to complete those notices in short order following the Standard Environmental Reference (SER) guidance and templates, and we would work with Caltrans to get those published as soon as possible after NOP.

Meeting Air Quality Conformity and Related Air Quality Concerns

The scope and design of the NCC must be consistent with the then-current RTP and RTIP, especially at the Final EIR/EIS and NOD/ROD phase. We will actively track development of the new RTP and RTIPs and any further NCC design refinements to work with you to ensure that the project will be ready to meet regional air quality conformity. If we believe that the NCC is moving toward becoming inconsistent with the RTP and RTIP, we will advise you immediately so that we can devise a plan to amend the RTP and RTIP, or revisit the design change that is causing the inconsistency. This is also another example of how having our co-located and integrated environmental and engineering team would allow us to be proactive in minimizing the potential for a project hit of this nature because we will be in constant contact with one another.

The other risk for this project is that new population and traffic projections may come online from StanCOG during the PA&ED phase for the 2014 RTP that is scheduled for adoption next year and the one following. We know that the traffic numbers currently being used are more conservative than that would result from the 2014 RTP. However, the next update of the RTP could occur between the DED and completion of the PA&ED. If this occurs, we will search for solutions that do not necessitate a complete redo of traffic or other traffic-dependent studies. One approach that we have collaborated on with Caltrans in the past is to prepare a qualitative assessment documenting the differences in the traffic projections. If the qualitative assessment shows that the traffic projections would not alter the outcome of the air quality or other modeling done for the project or that they would result in less traffic,

then text is included in the environmental document that discusses these results and states that the "older" traffic projections actually represent a conservative estimate of effects. Only if the new projections would show a substantial increase in traffic and traffic-related effects would a new traffic study be completed.

Completing Protocol Level Biological Surveys and Getting a Biological Opinion

We will maximize the use of the already completed biological field surveys and research; efforts to date have included a habitat assessment for preparation of a natural environment study (NES), a wetland delineation, dry and wet season fairy shrimp sampling in areas of potential habitat, and a habitat assessment for California tiger salamander. We will determine where data gaps exist and which of those areas with data gaps are likely to support sensitive biological resources. With Michelle Tovar, an ex-USFWS staffer leading our overall biological compliance and agency coordination strategy, we will supplement the existing information with additional data to fill in any gaps and to form a rock-solid habitat assessment of the various alternatives for special-status plant and wildlife species along the various alternatives of the alignment.

While reviewing the data you provided, we see that some of the suggested protocol-level surveys may not be needed. Protocol-level surveys are time consuming, expensive, and subject to weather conditions and agency preferences for multiple seasons of surveys. Therefore, we will work to conduct only those protocol-level surveys that are absolutely necessary. We will use our habitat assessments to establish habitat suitability for special-status plant and wildlife species. Michelle and the rest of our biology team will support Caltrans in their coordination with USFWS and CDFW to develop an overall strategy for Section 7 and CESA consultation. Early involvement of the USFWS and CDFW will inform the agencies of the analyses being performed, the assumptions used in the analyses, and any limitations involving PTEs. Our approach is to conduct focused protocol-level surveys and focused habitat assessments only on that subset of parcels within the alternatives that contain suitable habitat and for which there is a high likelihood that protocol-level surveys can confirm absence of the species. Protocol surveys will not be pursued for species or habitats for which mitigation is likely to be required regardless of survey results. For example, if vernal pool habitat is to be impacted by the preferred alternative that will require mitigation under Section 404 of the Clean Water Act, we will recommend assuming presence of the fairy shrimp, saving the costly expense of protocol level-surveys since mitigation for the vernal pools would be required under the 404 permit regardless of the survey findings.

Based on our experience with other large-scale projects such as the CA High Speed Train and our awareness of the scarcity of mitigation options, particularly in the Central Valley, we know that it is critical to begin developing mitigation strategies as early as possible. A BO issued by the USFWS is required prior to the issuance of the ROD/NOD and mitigation is a critical component of the BO. While the current scope of work does not include preparation of environmental permits, agency coordination occurs concurrently with the preparation of technical studies and the environmental document. This means early involvement in the process with USACE, USFWS, and the CDFW. Regulatory agency involvement early in the process allows for early design discussion, prevents late surprises, and, most importantly, enables preliminary concurrence on impacts and mitigation long before the actual permit process. This saves a substantial amount time and money at the permitting phase. We understand the importance of making every effort to avoid and minimize impacts to sensitive water and biological resources; again, our integrated environmental and engineering team means we can work in real-time to accomplish this.

For the BO, our strategy is to avoid preparing a Section 7 Biological Assessment that presents a worst-case scenario for multiple alternatives. The BO may also be issued as a phased document, allowing the applicant to only have mitigation in place for the phase currently going to construction. This allows more time to complete any outstanding habitat assessments or protocol surveys in habitats that were not fully assessed prior to issuance of the BO due to lack of PTEs. Re-initiation of consultation on the BO once habitat assessments or focused surveys are conducted allows for more accurate assessment of impacts and avoids over-mitigating, thus saving significant mitigation costs.

Involving Stearns Road Residents

Stearns Road residents have expressed concern about their lack of involvement at the initial public scoping meeting that took place in September 2010. We understand that there is work to do to regain their trust and that a meeting was held with the residents in September 2012 as a first step toward doing so. Again, we do not see this concern as something that would necessitate re-issuing the NOI and NOP. Our approach will include another publicly-noticed meeting, a "soft-scoping" meeting of sort, to gather additional input on the currently proposed alternatives.

While it is our understanding that no vulnerable communities (e.g., low-income) were identified in the initial study, to address any potential environmental justice concerns, we will ensure the accuracy of this information and if found, will address these concerns. Overall, our approach will be to aggressively incorporate the Stearns' residents into the community outreach process to regain their trust, to address any and all potential environmental justice concerns, to diligently and consistently maintain a transparent and thorough process throughout our ongoing communication and public outreach efforts, and to provide a quality CIA report as part of the environmental documentation process.

Studying Alternatives 1B/2B Modified

While we understand the concern that adding these modified alignments causes in terms of schedule, in particular, we do not foresee that studying these modifications will actually add time to the overall schedule. We are confident that the approaches we have laid out in this section can easily include these alignments without delaying the project.

Securing Permits to Enter and Study All Those Parcels

First and foremost, our team will keep a tight rein on the schedule for and status of permits to enter (PTE). We understand that expiring PTEs may be an issue and will be proactive in renewing and tracking PTEs so there are no unforeseen delays in completing field studies on each parcel. Kris and the engineering team will be fully informed well ahead of time of when and where we need access for our studies. We already laid out our approach for biological resources on the previous page, but cultural resource compliance is another key component. For the cultural resources investigation, we will use a concurrent programmatic and technical studies process so that technical studies are immediately resumed, the CEQA and NEPA processes will move forward, and the overall costs for cultural resource studies may be lowered.

Technical Studies

We will maximize the use of all existing cultural resources data and documentation prepared by the previous consultant. We will determine exactly what requires completion and prioritize needed work. This task will begin immediately upon notice to proceed. To comply with the requirements of CEQA and NEPA to make a good-faith effort to analyze the impacts of a proposed project, technical studies will be done to the extent that we have access to the potentially impacted parcels. Our archaeologists and historians will conduct inventory and evaluation tasks on parcels where PTE has been granted, but where inventory and evaluation has not already been completed. To maximize efficiency, we will start our inventory and study analyses with parcels that are common to all alternatives and for which we have access.

Programmatic Agreement

To avoid any delay in the issuance of a ROD under NEPA because of the inability to complete Section 106 field investigations, we propose that a Programmatic Agreement (PA) under Section 106 be developed and executed concurrent with the completion of technical studies; this would allow for a phased inventory and evaluation. Our experience with the California High Speed Rail project has proven that a PA is an effective and necessary vehicle that allows completion of the CEQA and NEPA processes while letting completion of technical studies for cultural resources, Native American Consultation, and other required tasks wait until access or other conditions are fulfilled.

Benefits of the Proposed Cultural Resource Strategy

This approach recognizes the realities that completion of inventory and other CEQA, NEPA and Section 106 compliance are needed but that there will be parcels for which access will not be obtained in a timely manner. Moving forward with the PA now avoids an indeterminate delay of the CEQA and NEPA processes by allowing completion of inventory and other required tasks such as archaeological testing and data recovery efforts to take place when land access is eventually resolved. A potential cost saving of this approach may be to eliminate the need to conduct costly inventory efforts on alternative alignments that are not ultimately identified as the preferred alternative; this will depend upon the agreement reached by the by the agencies involved in the PA. If inventory efforts need to be extended to the period after the completion of the EIR/EIS (as stipulated in a PA) then only the selected alternative would be subject to inventory and evaluation. Other alternatives would be eliminated from further analysis, resulting in significant cost savings.

4.C - Other Items that Would Assist in the Successful Completion of PA&ED and Construction

Public Outreach

While the public outreach has been significant, residents along Stearns Road expressed concerns about the lack of notification for the September 2010 Scoping Meeting. As is evident from the recent written public correspondence presented to the JPA Board in July and the oral presentations made by the residents from the eastern end

of the project at the July meeting, there are some long-time residents on the eastern end of the project whose concerns warrant close attention. We will explore the merits of focused CFG meetings to address the concerns of the citizens on the east. A conscious and concerted effort in the form of public meetings, quarterly e-news-letters, monthly updates at the City Council meetings, etc. will be taken to reduce public anxiety and gain the trust of the majority.

We will make additional efforts to educate the property owners on the eastern end of the project about the environmental process. As you have done in the past, we will continue to make every effort to satisfy the individual property owners while carefully balancing their requests against the overall benefit to the public in expeditiously moving the project forward.

We anticipate questions related to the effects of the General Plans of the City of Riverbank and Oakdale, and issues related to the potential relinquishment of the existing SR 108. We will bring the in-depth knowledge we have gained from the preparation of City of Riverbank General Plan and EIR, and the extraordinary insight obtained through our work on SR 108 Relinquishment & Reinvestment Plan to benefit the PA&ED process for the NCC project.

Engineering

The majority of the engineering related issues have been resolved. We anticipate the need for some close coordination with City of Riverbank while finalizing the design details on Claribel Avenue, and with the City of Oakdale at the SR 108/SR 120 connection east of Oakdale. We will also work with the City of Oakdale with respect to the connection to the Stearns Avenue and the Area 9 Development. The coordination with Caltrans Central Region Design will be continued to ensure the Geometric Approval Drawings meet the Caltrans requirements for the PA&ED. During the course of environmental analysis, the project team may be subject to pressures from both the residents and businesses to make modifications to design. So long as the footprint is well defined, we encourage the JPA staff to defer the finer design details to the PS&E phase of the project. It is important to keep in mind that the design is preliminary at this point, and further refinements will occur during final design. As evidenced by the correspondence presented at the last JPA Board meeting and the oral testimony by the public at that meeting, the proposed Alternative 1B/2B Modifications already have received attention of the property owners in the area. We will pay close attention to resolve any issues that may arise from this proposed modification.

Traffic

The traffic forecasts have been approved for four alignments. There are currently alignment modifications being considered that move the eastern terminus of the project further east. The suggested modification is very similar to the ones currently being evaluated and there is a logical argument that can be made that the currently approved forecasts can be used for these two new alignments. Given that we were able to make Caltrans agree in the past to consolidate the two far eastern legs (Alts B &C) based on sensitivity analysis, we are very confident that the modifications should not require new forecasting.

As discussed earlier in the environmental section, the traffic forecasts have been prepared using the 2011 RTP. The 2014 RTP will be in circulation prior to the draft EIR for the project. The logical question is going to be if the new 2014 RTP would result in a different project design or less/more project impacts. Up to this point, there has been no definitive clarification from the PDT on how this is going to be handled. The biggest concern is if there is a sudden push by some stakeholders to use the 2014 RTP, traffic forecasts and operations analysis would need to be redone. We will attempt to make sure that any information that is needed can be obtained through a qualitative analysis rather than quantitative. We have provided some solutions to this issue in our environmental section titled Meeting Air Quality Conformity and Related Air Quality Concerns.

Funding

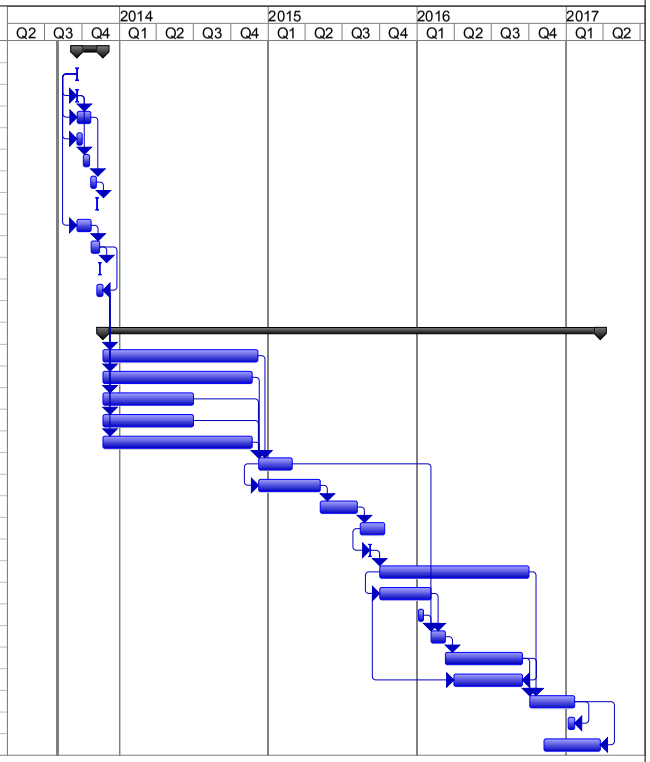
Our Project Manager works with the mindset that no transportation project is complete until the facility is opened to traffic. In addition to Kris' wealth of contacts and knowledge to materialize funding, we have added John Barna as the strategic funding advisor. His experience working for the Agency Secretary and as the Executive Director of CTC—and the knowledge of NCC gained during the time the JPA went to the CTC for Route Adoption—bodes well to benefit this project. Our approach is to continuously look for and obtain every dollar that we can get for this project. Similar to how the JPA secured the rights for the funding from sale of Oakdale Bypass RW, John has ideas related to Goods Movement, Interregional Mobility, High Speed Rail Connectivity, etc. that could be applied to get funds for the NCC project.

Project Schedule

NTP to DED in less than 24 months. Let's get it done!

North County Corridor
Proposed Schedule for PA&ED

ID	Task Name	Duration	Start	Finish	Predecessors
1	**Task Order #1 Resume Project**	**46 days**	**Wed 9/18/13**	**Wed 11/20/13**	
2	Notice to Proceed	1 day	Wed 9/18/13	Wed 9/18/13	
3	County Provides All Prior Data and Studies	1 day	Wed 9/18/13	Wed 9/18/13	2SS
4	Identify Data/Study Gaps	23 days	Thu 9/19/13	Mon 10/21/13	2SS,3
5	Resolve NOI/NOP Strategy with CT	9 days	Wed 9/18/13	Mon 9/30/13	2SS
6	Analyze PTE Needs and get CT Concurrence on Strategy	11 days	Fri 10/4/13	Fri 10/18/13	3FS+11 days
7	Finish Development of Biological Strategy	10 days	Tue 10/22/13	Mon 11/4/13	4
8	Engage CT & 6002 Agencies on Bio. Strategy	1 day	Wed 11/6/13	Wed 11/6/13	7FS+1 day
9	Finalize Design for Alt 1B/2B Modified and revise ESL & APE	25 days	Wed 9/18/13	Tue 10/22/13	2SS
10	Secure CT Approval on Project Approach	15 days	Wed 10/23/13	Tue 11/12/13	9
11	Conduct Public Information Meeting	1 day	Wed 11/13/13	Wed 11/13/13	10
12	Prepare Final Scope & Fee for TO #2 and Secure Board Approval	11 days	Wed 11/6/13	Wed 11/20/13	10FF
13					
14	**Task Order #2 Complete PA&ED**	**872 days**	**Thu 11/21/13**	**Fri 3/24/17**	
15	Prepare Env. and Eng. Technical Studies	272 days	Thu 11/21/13	Fri 12/5/14	12
16	Natural Environment Study	262 days	Thu 11/21/13	Fri 11/21/14	12
17	Protocol Surveys	158 days	Thu 11/21/13	Mon 6/30/14	12
18	Wetland Delineation and Report	158 days	Thu 11/21/13	Mon 6/30/14	12
19	Complete Cultural Resource Studies--APE Map, ASR, HRER, etc.	262 days	Thu 11/21/13	Fri 11/21/14	12
20	Secure CT Approval of Technical Studies	60 days	Mon 12/8/14	Fri 2/27/15	15,16,17,18,19
21	Complete Admin Draft EIR/EIS and Admin Draft PR	109 days	Mon 12/8/14	Thu 5/7/15	20SS
22	CT Approves Draft EIR/EIS and Draft PR	65 days	Fri 5/8/15	Thu 8/6/15	21
23	Circulate Draft EIR/EIS (60 Calendar days)	42 days	Fri 8/14/15	Mon 10/12/15	22
24	Hold Public Hearing	1 day	Mon 9/7/15	Mon 9/7/15	23SS+10 days
25	Prepare Admin Final EIR/EIS and Admin PR	262 days	Thu 10/1/15	Fri 9/30/16	24FS+17 days
26	Respond to Comments on Admin Final EIR/EIS and Admin PR	90 days	Thu 10/1/15	Wed 2/3/16	25SS
27	Identify Preferred Alternative	10 days	Mon 1/4/16	Fri 1/15/16	
28	Prepare Biological Assessment (BA) and Get CT Approval	25 days	Thu 2/4/16	Wed 3/9/16	20,27,26
29	Obtain Biological Opinion for USFWS	135 days	Thu 3/10/16	Wed 9/14/16	28
30	Finalize All Other Regulatory Requirements--e.g. Wetlands Finding, etc.	120 days	Thu 3/31/16	Wed 9/14/16	29FF,26SS
31	CT Approval of Final EIR/EIS and PR	80 days	Mon 10/3/16	Fri 1/20/17	25,29,30
32	Finalize CEQA Process--Findings, SOC, and NOD	12 days	Thu 1/5/17	Fri 1/20/17	31FF
33	Finalize NEPA Process--ROD (assumes FEIS/ROD not combined)	100 days	Mon 11/7/16	Fri 3/24/17	31FF+45 days



Project: NCC_ProjectSchedule_08011
Date: Fri 8/2/13

Task | External Tasks | Manual Task | Finish-only
Split | External Milestone | Duration-only | Progress
Milestone | Inactive Task | Manual Summary Rollup | Deadline
Summary | Inactive Milestone | Manual Summary
Project Summary | Inactive Summary | Start-only

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Full schedule will include: All engineering and environmental studies, including Traffic Study, Hydraulic Study, Storm Water Data Report, Railroad Study, Geotechnical Study, Structures Advanced Planning Study, Preliminary Transportation Management Plan, Value Analysis Study, Relocation Study, Utility Study, Community Impact Assessment, Visual Impact Assessment, Air Quality Report, Energy Study, Water Quality Assessment Report, Geotechnical and Geological Report, Initial Site Assessment, Floodplain Evaluation, and Paleontology Study (nearly complete).

5. Project Manager and Key Personnel

5.A - Innovation, Trust, and Experience

This project requires a well-qualified team that has a get-it-done attitude. To be effective, the team requires strong managers who have the knowledge, relationships, and strategic thinking—in addition to being a motivational leader. Our team leaders have these traits and are fully committed to the project's success. **Kris Balaji** will serve as our Project Manager, bringing to this project the history, vision, and leadership needed to efficiently and expeditiously construct the NCC. **Kelly Dunlap**, former Chief of Caltrans HQ Environmental Management Office, will serve as Environmental Lead.

Our team's environmental technical specialists are housed in the same building as the engineers and other planners—***on a complex project like this, it is a huge advantage that allows our team to interact, moving the project forward to completion.*** We have also kept the number of subconsultants on our team to a minimum, which helps alleviate red tape, increases our accountability, saves you money, and gives you a direct relationship with our staff.

5.B - Caltrans Districts 6 and 10 Relationships

In addition to strong technical skills, our key team members offer the County significant relationships with Caltrans Districts 6 and 10, which is described in further detail in the biographies that follow.

5.C - Key Personnel

Kris Balaji, PMP, PE

PROJECT MANAGER

Kris has essentially lived this project the last five years. He motivated and led a team that finished a CEQA for Route Adoption in 18 months. His knowledge, experience, and teamwork took the JPA to the finish line to secure a commitment for up to $91 million in ITIP funding from the old Oakdale Bypass project.

He had secured the support and respect of the constituents and elected official alike in the Stanislaus County. He had developed the trust and confidence of the project stakeholders, member agency staff, regulatory agencies, members of the 6002 Agency, Caltrans and others that are crucial to the success of this project. His 25 years of experience managing complex transportation projects and programs, his last five years of on-the-ground experience successfully resolving the issues on NCC project, his proven

Kris Balaji's education, experience, passion, work ethic, integrity, and penchant for innovation makes him the best choice to manage this project and get it done!

abilities and passion for innovation, and the commitment to you to get the project built makes him the best Project Manager for this project. His key accomplishments directly related to NCC include the following:

- Recognizing the scarcity of funding and time to do a PSR, formulating the strategy to do a Preliminary Design Report as a STIP scoping document
- Assisting StanCOG in successfully programming $6.2M for PA&ED in the 2008 STIP
- Assisting in the formation of the NCC JPA
- Formulating, and successfully implementing, the strategy to perform Route Adoption and successfully assisting with getting a legislation to designate SR 108 within the project limits as an Interregional Route
- Assisting the JPA through his relationships at Caltrans headquarters to fix the Streets & Highways code to provide continuity in Interregional Route by adding a piece of SR 132 into the Interregional System
- Successfully completing an EIR for Route Adoption in a record 18-month period
- Assisting the JPA by building consensus among the local agency members to keep the JPA intact
- Putting together and leading a well qualified team that formulated a blended CEQA/NEPA approach to complete the NCC
- Strategizing to form a Community Focus Group (CFG) to gain public support
- Seamlessly becoming part of the JPA team as an extension of staff
- Effectively conducting several strategic sessions and focus meetings to resolve complex technical, administrative and politically sensitive issues
- Gaining the confidence of even the members of the public who most vocally opposed the project
- Effectively leading the PDT members to reach the desired solution, including the most recent success in making the PDT agree to make a recommendation regarding downscoping the project.

Kelly Dunlap, JD

ENVIRONMENTAL LEAD

Kelly is the former Chief of Caltrans HQ Environmental Management Office (EMO) where she was responsible for the creation and implementation of statewide policies for NEPA, CEQA, Section 4(f), SAFETEA-LU, Climate Change, Community Impact Assessment, and the environmental portions of cooperative agreements.

She was lead author of Caltrans' annotated outlines for environmental documents and authored many SER chapters including Coastal Zone, CEs, EIRs, joint NEPA/CEQA documents, Reevaluations, Noise, and Energy. She created and led statewide classes on Section 4(f), NEPA/CEQA environmental analysis, NEPA QC review, and SAFETEA-LU.

In addition to the representative projects discussed in Section 9, she has also worked as a subject matter expert for AASHTO, TRB and FHWA on NEPA and Section 4(f) issues, and was a member of the BT&H CEQA Task Force under Sunne Wright-McPeak. She is currently a member of TRB ADC10 Environmental Analysis in Transportation Subcommittee and has been actively involved in MAP-21 implementation.

Kelly's project experience includes working on politically sensitive and complex EIR/EISs for Caltrans—both during her Caltrans career and now with AECOM. ***She has proven her ability to pick up projects midstream and carry them forward as demonstrated by her lead/senior project management role in the projects in Section 7.***

Similar to NCC, she took over the I-5/SR 56 Interchange project during development of the Draft EIR/EIS and following its successful public circulation is now collaborating with Caltrans on completing the Final EIR/EIS and decision documents. Kelly and the AECOM team also picked up the Sonoma Marin Area Rail Transit (SMART) Non-Motorized Pathway after a CEQA document had been prepared for the full 70-mile corridor and SMART was struggling to secure NEPA approvals through Caltrans. Kelly developed a strategy to secure NEPA approvals using a phased approach based on developing solid independent utility and logical termini.

Caltrans Relationships

Kelly formerly served as the Central Region HQ Environmental Coordinator. Through this position, she built a solid working relationship with **Carrie Bowen** (former Environmental Division Chief for Central Region) and many Central Region environmental staff. In her position as EMO Chief, these relationships continued to build through Environmental Management Board Meetings, statewide trainings for environmental staff (**Scott Smith** was in several of those classes), and assisting with technical advice. She went through leadership training with **Christine Cox-Kovacevich**, the current Environmental Division Chief. Kelly also has an established relationship with **Margaret Lawrence**, the CR Environmental Office Chief for this area.

Kelly Dunlap's project experience includes working on politically sensitive and complex EIR/EISs for Caltrans—both during her Caltrans career and now with AECOM. She has proven her ability to pick up projects midstream and carry them forward.

John Barna

STRATEGIC POLICY ADVISOR

John is a Vice President and Director of AECOM's high-speed rail practice in the United States. Previously, John was the Executive Director of the CTS. Prior to serving the CTC, John was Deputy Secretary for transportation at the California Business, Transportation, and Housing Agency (BT&H) under the Governor Schwarznegger's administration. He oversaw such areas as state and federal transportation funding and transportation project delivery. He was integrally involved in the GoCalifornia policy effort, the state's Goods Movement Action Plan and the development of the transportation elements of the Governor's Strategic Growth Plan. John also served as the Deputy Executive Director for the California High-Speed Rail Authority from January 1999 to June 2001. John was appointed by Governor Pete Wilson to help establish the authority and worked on all details of starting a new state agency. He the authority's business plan, which was presented to the legislature in 2000. ***He helped devise the programmatic environmental impact report/study strategy for the largest transportation project the state has ever undertaken.*** Prior to joining the CHSRA, John was appointed by Governor Pete Wilson to serve the BT&H as its Deputy Secretary.

Sandy Wong, PE

ENGINEERING LEAD

Sandy has 14 years of civil engineering experience in the transportation field. ***An ex-Caltrans veteran, he is knowledgeable and experienced in writing PA&EDs and developing PS&E for state transportation projects, including several in Caltrans 10 where he has established relationships.*** Sandy is well versed in the Highway Design Manual, Project Development Procedure Manual, Work Breakdown Structure, and the importance of developing and leading the project development team in delivering PA&ED reports and completing PS&E sets. He specializes in sequencing and supervising work under tight schedules and is able to monitor, update, and successfully meet project schedules.

Sandy has delivered several complex highway projects, including the SR 99 Widening in District 10. Though he has completed a number of PS&E projects, Sandy believes that PA&ED provides the greatest opportunity to use his creativity and ingenuity to solve transportation challenges. He has produced a number of Project Reports and is well-versed with Caltrans' Standards and Process. In addition, Sandy has successfully secured a number of Design Exceptions through Caltrans for projects that couldn't meet the Standards. He has the knowledge, experience, and skill set needed to be the Deputy Project Manager and Engineering Lead for NCC.

Michelle Tovar

BIOLOGICAL COMPLIANCE AND AGENCY COORDINATION

Michelle is a senior biologist with nearly a decade of experience in permitting, environmental compliance, sensitive species and their habitats, and mitigation. She was a senior fish and wildlife biologist at the USFWS for more than four years; prior to that, Michelle worked as a fish and wildlife biologist at USFWS for four years. She was responsible for carrying out consultations pursuant to the ESA and reviewing, planning, and conducting a variety of biological investigations to determine the impact of development projects on the terrestrial and aquatic resources of the Sacramento Valley area from 2003 to 2012. ***Working with Kelly Dunlap, Michelle has picked up the agency coordination for SMART midstream and has been instrumental in securing USFWS and other resource agency approval for SMART's suite of projects.***

Eddie Barrios, PE, TE, PTOE

TRAFFIC STUDIES

Eddie has more than 16 years of experience in project development studies (PSR and PA&ED), micro-simulation, and transportation planning and engineering studies. On the SR 108 (NCC) East Route Adoption, Eddie worked closed with the project team, including Caltrans District 10, Stanislaus County, City of Modesto, Riverbank, and Oakdale to develop alternatives that could meet the purpose and need.

Added-Value Personnel

Susanne Glasgow

ENVIRONMENTAL QC

Susanne has more than 37 years of Caltrans experience. She has a proven track record of successful environmental project delivery on complex transportation projects in California. For four years prior to her retirement in July 2010, she served as the Caltrans District 11 Deputy District Director, Environmental Division, where she managed nine branches (52 employees); developed policies and strategic plans; provided support for local and regional jurisdictions for environmental studies and documents for projects on and off the state highway system; managed the Environmental Division budget; delivered several hundred environmental documents annually, and provided court testimony on environmental issues. Previously, she served for four years in Caltrans' HQ Division of Environmental Analysis as an HQ Environmental Coordinator to four southern California districts, providing quality assurance and technical assistance for CEQA/NEPA documents and studies.

Matthew Hertel

PUBLIC OUTREACH

Matthew is an experienced planner and public participation specialist with expertise in the areas of transportation planning, streetscape, and park improvements, and infill development projects. He has led planning and construction projects from inception to completion, ensuring and facilitating forward planning, environmental review, stakeholder participation, consultant oversight, and governing board approval processes. ***Matthew has a particular focus on ensuring a high-level of stakeholder participation in determining long-range planning and development goals with residents, community leaders, neighborhood organizations, and elected officials.***

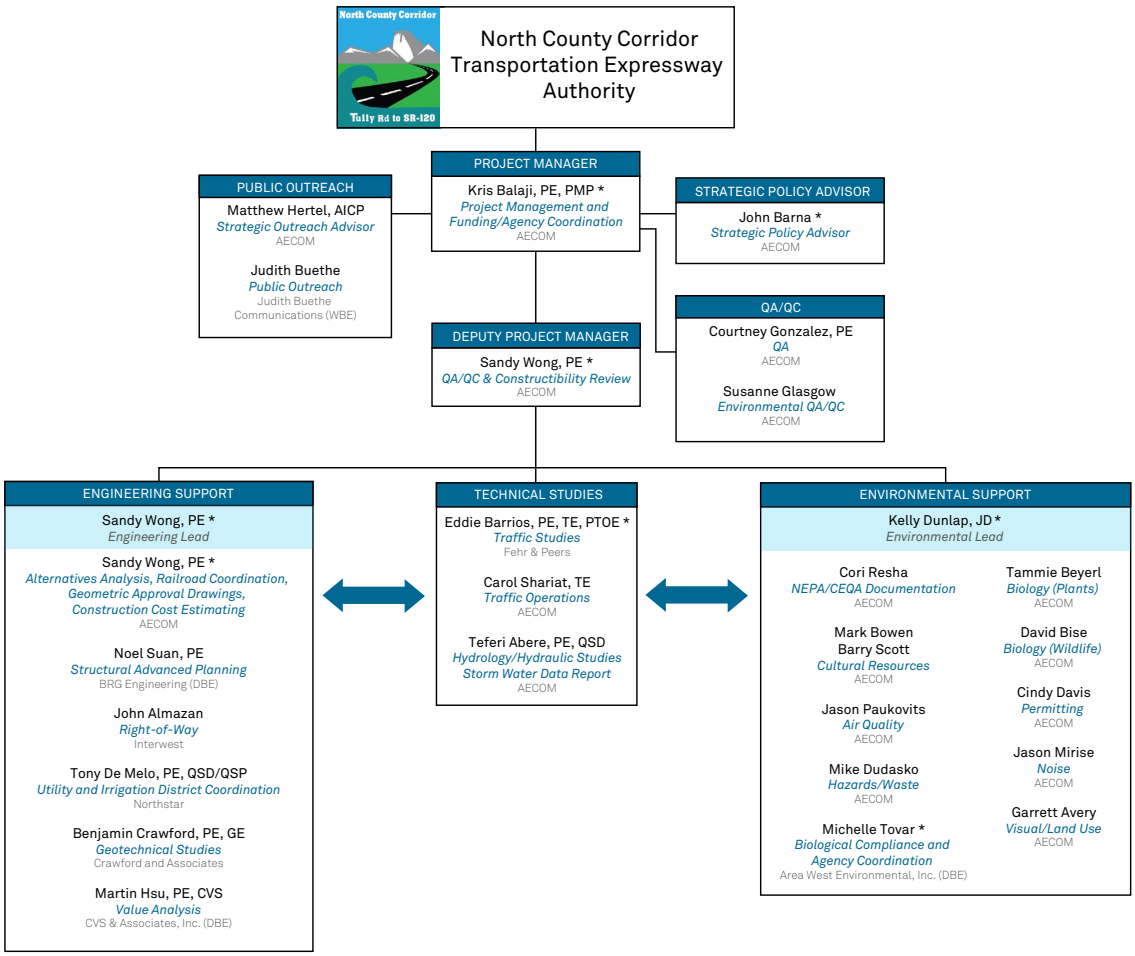
6. Availability

The simple truth remains that despite all the technology available today, it is still people that drive projects forward. Our team of in-house engineering and environmental staff takes full advantage of the people-power we bring to NCC. Our engineers and environmental planners are literally a flight of stairs away from each other and have already begun working iteratively and collaboratively on NCC. Our team brings the advantage of asking questions and getting answers face-to-face in real time, which maximizes efficiency and minimizes the risk of miscommunication. Similarly, the results of field reviews and surveys can be shared and discussed instantaneously, meaning there is no time lost if something critical comes up.

The fact that AECOM is one, inclusive team also means less administrative costs and red tape and the removal of what for other teams might be another layer of contract administration if they complete environmental through a subconsultant. You would have a direct relationship with our environmental staff. Lastly, as one fully integrated and co-located team, all engineering and environmental products and field data will be stored in one location and we would establish a SharePoint or ProjectSolve site that would allow you instant access to all NCC project data.

As stated above, it is the people and their availability to pay attention to the details that defines the outcome of the project. To ensure that this project receives the attention it deserves, Kris Balaji will continue to be available to you as in the past, when you need him. As the Project Manager, he will be your first point of contact and will be available to respond to your requests on short notice. He can be reached via his cell phone (916) 799-6779 or through email at kris.balaji@aecom.com. Sandy Wong will support Kris in the Project Management role, and he is also available to you via phone at (916) 414-6028 or via email sandy.wong@aecom.com. The key person who will be supporting Kris is Kelly Dunlap. Kelly can be reached through email at kelly.dunlap@aecom.com or via phone (916) 414-1600.

Figure 6.1 – Organization Chart



* Key Personnel

One of the greatest advantages that the AECOM team brings is that all of its key personnel reside in the same office. As Kris has done in the past, there will be weekly face-to-face team meetings among the AECOM key staff to discuss items that include following:

- Progress made for the week and overall progress on tasks
- Work planned for the following week
- A rolling 30-day look ahead
- Issues needing resolution
- Status of action items from PDT and other meetings
- Any new risks that need to be brought to your attention
- Preparation for external meetings

6.A - Managing Subconsultants

In addition to frequent face-to-face meetings, our subconsultants will participate in the weekly meeting via conference calls and WebEx to guarantee frequent and ongoing coordination. One of the advantages to this team is that there are only a few subconsultants, and it is easier to manage them efficiently.

In addition to the inherent effectiveness and efficiency our team brings by performing majority of the work in-house, AECOM has the tools and processes to manage subconsultants successfully. AECOM employs strong project management controls and a direct approach to communication with and the coordination of our subconsultants to ensure delivery of our clients' projects. Project Manager Kris Balaji will be responsible for frequent communication with subconsultants sufficiently in advance of project milestone deadlines to mitigate any potential schedule conflicts. The team will meet frequently to discuss project status and any unique issues that arise, identifying issues early and finding resolution swiftly.

Overall project efficiency will be maintained by "walk-by" impromptu discussions when a question or issue arises rather than waiting for a meeting to be set up to discuss and resolve them.

6.B - In-House Quality Experts

Performing the majority of the work in-house not only brings efficiency and expediency, but holds us accountable for quality. Our seasoned environmental and engineering quality experts will ensure that all work meets AECOM's highest standards.

Additionally, AECOM requires that any subconsultants provide quality assurance for the technical and professional quality of the products they prepare that are incorporated into our documents. We review subconsultant deliverables to assess compliance with our statement of work and quality standards.

6.C - Staff Location and Availability

With the exception of our subconsultants, our key personnel and their technical staff will be working out of AECOM's office at 2020 L Street in Sacramento. The availability percentage of the key staff and their work location is provided in Table 8.1 below.

Table 6.1 – Availability of Key Staff

Key Staff Member	% Availability
Kris Balaji, PE, PMP	50%
Kelly Dunlap, JD	50%
Sandy Wong, PE	50%
John Barna	25%
Eddie Barrios, PE, TE, PTOE	50%
Michelle Tovar	50%

7. Relevant Project Experience

7.A - Kris Balaji's Experience

North County Corridor (PSR and Route Adoption)

While at a firm prior to joining AECOM, Kris Balaji was awarded the PSR contract to complete the PSR in just 2.5 months. Another major issue was that StanCOG only had $150,000 to complete the tasks. Typically, it costs anywhere between $1.5 million - $2 million to create a PSR for a project of this scale. As the project manager, Kris took on these challenges and successfully completed the tasks on time and within budget using an innovative approach that had never previously been attempted anywhere in the state. The approach consisted of the following:

- Recognizing that the decisions involving this 27-mile project involving five public jurisdictions cannot be just made by StanCOG alone. Kris formed a project team that included the Public Works/Community Development directors from all these agencies.
- StanCOG initially intended to construct this facility as a local roadway, not as a state highway. Recognizing that the funding potential could be realized if the project were to be constructed as a state highway, Kris recommended that the project team carry out the PSR process by including Caltrans as one of the project team members. At the same time, recognizing the additional steps and approvals that would be

required for the PSR if the project were to proceed as a state highway and the limited amount of time and budget, it was recommended that StanCOG proceed with the PSR document treating the project as a local roadway with the intention to call it a state highway during a later phase.

- Kris introduced a new programming document called a Preliminary Design Report (PDR) that served as a PSR equivalent for programming purposes. Unlike the PSR-PDS document that Caltrans uses for programming just the environmental and design components, Kris convinced Caltrans that this PDR would serve as a Scoping Document to program just the PA&ED as there was no funding available at that time to program any other component.
- Kris also convinced Caltrans management and the CTC to accept this document and successfully programmed $6.2 million of STIP funds in the 2008 STIP.
- As an added value, the team performed two major steps that contributed to the awarding of the PA&ED contract.
- Kris led a delegation of Stanislaus County's elected officials and the Caltrans local District Director to meet with the then Caltrans Director, Will Kempton. The delegation convinced the Caltrans Director that this NCC project is in fact a substitute to the Oakdale Bypass project that was abandoned a few years back by Caltrans due to lack of local support.
- Kris further convinced the Caltrans director that the $91 million in state funding that was once associated with the Oakdale Bypass project should be reallocated to the NCC project.
- The Caltrans Director agreed with the request and provided a letter of commitment to transfer the $91 million, once the region brought to Caltrans a suitable project eligible for state funding. Kris went one step further and helped StanCOG codify the commitment by putting a supporting language in the CTC resolution that adopted the 2008 STIP.
- Kris recommended to StanCOG that a Joint Powers Authority is needed with participation by member agencies to successfully build the project. Once StanCOG agreed with this concept, Kris took the lead, with no additional cost to StanCOG, to draft a Charter. He assisted in its adoption by all the agencies involved and executed the formation of the JPA.
- As the Oakdale Bypass funding is eligible only for state routes (not for local roads) and that too, only for state routes that are deemed Interregional Route, Kris assisted Stanislaus County to find a legislator and got state legislation approved through the Senate that eventually designated the NCC as an Interregional Route.
- Kris led the team that has since successfully completed the Route Adoption Environmental Document in less than 12 months, and met the 2010 STIP deadline to secure the $91M committed by the CTC.

7.B - Kelly Dunlap's Experience

Kelly's project experience includes working on politically sensitive and complex EIR/EISs for Caltrans—both during her Caltrans career and now with AECOM. She has proven her ability to pick up projects midstream and carry them forward.

References:

- Shay Lynn Harrison, Caltrans District 11 Environmental Branch Chief, (619) 688-0190
- Gail Miller, Deputy District Director, Caltrans Planning and Local Programs, (559) 488-4115
- Mark Thomas, Senior Engineer, City of Rancho Cordova, (916) 851-8876

SR 125 South EIR/EIS

$360 million, a new 11.2 mile, 10-lane controlled access, design-build tollway/highway through sensitive habitats, park and recreational lands and a politically active, semi-rural community. Kelly and Susanne Glasgow lead the efforts on this environmentally sensitive and controversial project. Kelly joined the project team after circulation of the Draft EIR/EIS and came up to speed quickly to write sections of the Supplemental Draft EIR/EIS and to later take over the lead role in getting the project through the Final EIR/EISs stages and securing the ROD. Some of Kelly's specific responsibilities included:

- Preparing and processing the Supplemental Draft EIR/EIS and Final EIR/EIS and Final Section 4(f) Evaluation, Findings, Statement of Overriding Considerations, Notice of Determination, and ROD
- Coordinating with resource agencies, local agencies, FHWA, and private consultants as part of the NEPA/CEQA environmental processes
- Writing an environmental assessment for USACE to support the issuance of the Section 404 permit

I-5/SR 56 Interchange EIR/EIS

$300 million addition of interchange ramps involving noise, aesthetics, and other community concerns. After Kelly came on-board with AECOM, Caltrans District 11 requested that Kelly assume the role of Senior Project Manager. Building on her relationships with Caltrans staff and her knowledge of Caltrans environmental process,

Kelly was able to successfully lead the team in making the needed changes to the Administrative Draft EIR/EIS to allow the document to move forward to public circulation. Kelly's current efforts on the project include:

- Preparing the Final EIR/EIS, including responses to comments
- Working with the Caltrans PDT on strategies to include some design variations into the Final EIR/EIS without triggering public re-circulation of the document
- Preparing the NOD, ROD, and Findings

SMART Non-Motorized Bicycle and Pedestrian Pathway, Sonoma/Marin Counties, CA

70-mile-long NMP through Sonoma and Marin Counties. Many members of the AECOM included in this SOQ (including Michelle Tovar) have come into this project midstream after another consultant team—who was accustomed to working primarily with CEQA and not with transportation NEPA—was struggling with moving the project forward. Kelly was brought in as the Senior Project Manager and successfully worked with Caltrans District 4 environmental staff to craft a NEPA strategy that efficiently achieves key milestones. The team's work includes:

- Conducting surveys and habitat assessments for California tiger salamander, and sensitive plants and Section 7 consultation and waters/wetlands permitting efforts
- Preparing cultural resource studies including record searches and field surveys for architectural and archaeological historic resources; revising and preparing the APE map, HRER, HPSR, and FOE in compliance with Section 106 of the NHPA and the Caltrans Programmatic Agreement
- Preparing NEPA environmental documentation, including Section 4(f) documentation

McHenry Avenue Corridor Improvements

$20 million, multiple bridge-replacement and corridor improvement project in San Joaquin and Stanislaus County.

Environmental review for these three closely-related local assistance projects is being carried out simultaneously and is combined in a single environmental document. Caltrans is the lead agency for NEPA, and San Joaquin County is the lead agency for CEQA. PMC is the main environmental consultant. However, Kelly Dunlap was recently brought in to work with D-10 Local Assistance environmental staff to move the McHenry Avenue environmental document forward to circulation when it was in a state of impasse. Building on her already established relationships with Caltrans Central Region and District 10, she worked collaboratively with D-10 staff and PMC's environmental staff and was able to offer solutions to the remaining issues in short order allowing the environmental document to reach the public circulation milestone. She was brought in again to play a similar role in moving the environmental document forward from the draft stage into final approval.

8. Fee Schedule

The rate schedule represents the typical hourly charge rates (inclusive of overhead and profit) for the fiscal year ending 2013 for the Key Personnel and personnel categories that would be used for the project. The rate schedule only includes the subconsultants identified as Key Personnel. Upon selection and identification of the appropriate personnel, an appropriate yearly escalation rate will be provided.

General Category	Standard Rate
Kris Balaji, Project Manager	$300
Kelly Dunlap, Senior PM/Environmental Lead	$275
Sandy Wong, Deputy PM/Engineering Lead	$225
John Barna, Strategic Policy Advisor	$300
Michelle Tovar, Section 7 Strategic Lead	$140*
Susanne Glasgow, Environmental QA/QC	$250
Eddie Barrios, Traffic	$230*
Administrative Project Assistant	$90
Biologist	$135
Senior Biologist	$175
Cultural Specialist	$135
Senior Cultural	$175
Design-Landscape II	$125
Technical Editor	$100
Environmental - Air/Noise	$155
Environmental - CEQA/NEPA Planner	$135
Geologist	$230
GIS	$115
Graphic Designer	$125
Planner	$100
Visualization	$125
Word Processing/Document Production	$95
Senior Engineer	$200
Project Engineer I	$165
Project Engineer II	$140
CADD	$115

* Doesn't include AECOM's subconsultant mark-up

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AECOM
2020 L Street, Suite 300
Sacramento, CA 95811
916.414.5800 tel
916.414.1557 fax