STATEMENT OF QUALIFICATIONS

For All-inclusive PA&ED Services on

The North County Corridor Project

August 2, 2013

Submitted by:

PARSONS

Parsons Transportation Group Inc.
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Submitted to:

Mr. Colt Esenwein, P.E.

Stanislaus County Department of Public Works

1716 Morgan Road | Modesto, CA 95358

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Mr. Colt Esenwein, PE
Stanislaus County Dept. of Public Works
1716 Morgan Road
Modesto, CA 95358

SUBJECT: REQUEST FOR QUALIFICATIONS FOR ALL-INCLUSIVE PA/ED SERVICES ON THE NORTH COUNTY CORRIDOR PROJECT

Dear Mr. Esenwein:

Parsons Transportation Group Inc. (Parsons) is pleased to present this Statement of Qualifications to the Stanislaus County Department of Public Works for environmental and engineering professional services for the North County Corridor (NCC) project. Parsons is excited to serve Stanislaus County and the Joint Powers Authority (JPA) in the delivery of this regionally significant project. The successful transfer of State Transportation Improvement Program (STIP) funds to the NCC, and recent actions to revise the project limits and footprint, have set the stage for the ultimate project approvals. To maintain momentum on past accomplishments, the Parsons Team brings the combination of knowledge, technical ability, and relevant experience needed to complete the Project Approval/Environmental Documents (PA/ED) in three years. Consider the following key attributes of the Parsons Team.

- **Experienced Project Manager**
  The Parsons Team's Project Manager, Trin Campos, has successfully managed project teams on multiple state route re-alignment projects during his 22-year tenure at Caltrans. Over the past 4.5 years, Trin served as the Deputy Project Manager and the Engineering Lead on the NCC project, and has been directly involved in all aspects of the technical and project management efforts. This enables Trin to bring the NCC history, project technical knowledge, and the Caltrans expertise necessary to effectively move this project forward and complete the PA/ED phase.

- **Full-Service Stability**
  Trin is supported by the deep bench of Parsons, a globally respected, financially stable, locally established firm with high employee retention and commitment. Over the last 20 years, Parsons has accumulated an excellent track record in preparing high-quality environmental documents and technical studies in accordance with Caltrans' requirements at an accelerated schedule. Parsons' depth and breadth of in-house engineering, environmental, funding, and program management services means the JPA reaps the benefit of a fully integrated team.

- **Full-Service Subconsultant Support**
  Parsons hand-picked our subconsultants to provide the project continuity, local knowledge, and relevant expertise necessary to maintain the trust and credibility established thus far, and to provide specific expertise necessary to tackle the critical environmental, engineering, and funding challenges ahead. Key subconsultants and their primary roles include LSA Associates, Inc. (LSA), for biology and permitting; Fehr & Peers for traffic studies; Judith Buethe Communications for outreach; Smith, Watts & Martinez, LLC, for funding strategy; and Giuliani & Kull, Inc., for utilities.

- **Well-Crafted Approach and Implementation**
  Parsons' approach includes using innovative engineering options, proven communication tools, an unmatched understanding of the critical path items, and solutions to maximize time savings that would otherwise be lost in the typical, linear project development approach. Our full-service approach is rounded out by our ability to assist the JPA with the funding and packaging efforts to not only meet current funding requirements but to also position the NCC for future funding opportunities.

- **Commitment to Quality**
  Parsons is ISO 9001 certified and has the company culture and processes in place to consistently deliver high-quality products to our clients. Parsons is committed to quality during every Project stage and will hold each member of our team to the highest quality standards. We are familiar with Caltrans' quality assurance/control (QA/QC) process and will incorporate the Caltrans' Quality (QC, QA, and IQA) certification requirements into our project procedures.

I give you my personal assurance as Principal-in-Charge that the Parsons Team is 100 percent committed to continuing Parsons' track record of quality delivery to all of our clients.

As an officer of Parsons, I am authorized to negotiate and sign a contract with Stanislaus County. Trin Campos will serve as the primary contact for the County. Our contact information is as follows:

TRIN CAMPOS, PE	GREGORY OSLUND, PE
Parsons Project Manager (916) 842-7154 Trin.Campos@parsons.com	Principal-in-Charge (916) 207-7567 Greg.Oslund@parsons.com

We look forward to discussing our qualifications and our approach, and most especially to providing Stanislaus County and the JPA with excellent service and a very successful project.

Respectfully submitted,
PARSONS

Gregory C. Oslund, PE
Vice President/Principal-in-Charge

Trin Campos, PE
Project Manager

Project Understanding and Approach

UNDERSTANDING

A program-level CEQA document and CTC State Route Adoption that designated the North County Corridor (NCC) as the new SR 108 alignment from SR 219 (McHenry Avenue) to SR 120/108 east of Oakdale was completed in 2010. The Route Adoption enabled the transfer of $91 million in State Transportation Improvement Program (STIP) funds from the Oakdale Bypass project to the construction phase of the NCC project. The original NCC project proposed a 25-mile new freeway/expressway alignment from SR 99 to SR 120 east of Oakdale. The NCC project level studies then continued with a large range of preliminary alignment alternatives developed thought an extensive early public scoping process. Over the past 4 years, the alternatives were refined to the current four alignment Alternatives 1A, 1B, 2A, and 2B. This refinement of alternatives was based on additional site information from early technical studies, additional public input from an active community outreach program, and recommendations from the Project Development Team (PDT).

The preliminary geometric design for the alternatives was completed with review of the Caltrans design oversight engineer and with input from the PDT. Based on the geometric design, the right-of-way (ROW) needs and environmental study limit (ESL) maps for each alternative were prepared for use in environmental technical studies and ROW impact/cost estimation. Surveys and mapping at a level necessary for Project Approval/Environmental Document (PA/ED) phase studies was completed. The NCC project scope and limits have been revised as recommended in the June 5, 2013, PDT meeting and described in the Request for Qualifications (RFQ). The NCC project is now proposed as an access-controlled expressway from SR 219/Tully Road to SR 120/108 east of Oakdale.

The NCC Joint Powers Authority's (JPA) staff is searching for a firm with the expertise, knowledge, and ability to deliver a final ED within three years, along with the necessary engineering support and approvals for the revised expressway limits. Trin Campos and the Parsons leads bring a new management approach and leadership mentality to guide the team through the corridor approval process. Our approach to deliver and exceed the JPA's expectations is captured in the following key objectives.

KEY OBJECTIVES

1. Maintain and build credibility developed through previous outreach, policy, and technical efforts.
2. Develop a solid execution plan to manage and deliver quality deliverables by 2016.
3. Salvage existing environmental information and combine with new data to produce legally defensible documentation.
4. Work collaboratively with the JPA's staff to close the funding shortfall through added funding and implementation strategies.

APPROACH

PROJECT MANAGEMENT

Parsons brings the right combination of personnel, knowledge, proven experience, and tools to effectively manage the key deliverables of the NCC project to secure environmental approval within three years. Our project management approach is built around the following key objectives and efforts.

Status	ID #	Date Identified Project Phase	WBS Codes	Functional Assignment	Threat/Opportunity Event	SMART Column	Risk Trigger	Type	Probability	Impact	Risk Matrix	Strategy	Response Actions including advantages and disadvantages	Primary & Secondary Responsibility (Task Manager)	Date, Status and Review Comments
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)
Active	1	7/15/2010	100.10.00	Environmental	HQ legal review	Caltrans legal will be involved during the 8010 - Agency Coordination process and the review of the Draft and Final Environmental Document. HQ Legal's work load priorities or risk averseness may cause schedule delays on the project of 6 - 12 months.	HQ Legal asking for more time than limited in the agreed upon project schedule, or HQ Legal asking for unreasonable amount of information or extra work than usually required for legal review	Schedule	Moderate	High	PROBABILITY: VL, L, M, H, VH; IMPACT	Acceptance	Continuous communications with Headquarters legal. Include as part of 8010 Coordination Plan Pro: HQ Legal well informed of the project Con: HQ Legal may micro manage the project	Kris Balaji	
Active	2	7/15/2010	100.10.10	Project Team	Change in Caltrans Personnel	During the Route Adoption Phase, Caltrans environmental Manager was the Project Manager. Caltrans has a new Project Manager and the guidance of the Acting Manager. Just when the DED was about to be released to the public, the original manager returned and the manager did not agree with a lot of decisions made by the previous staff, resulting in excessive rework and schedule delay. It is possible that the change in personnel during this phase of work may result in similar situation	Change in Management level Caltrans staff for Environmental, Design or Project Management discipline	Schedule	Moderate	Low	PROBABILITY: VL, L, M, H, VH; IMPACT	Mitigation	Written documentation of all key decisions and posting them on the File Management System Pro: Proof of all decisions Con: Qualifying what constitute key decision may become subjective. Conservative actions may lead to unmanageable number of documents. Long name makes it difficult to retrieve	Kris Balaji	
Active	3	7/15/2010	100.10.00	Environmental	Potential for increase in alternatives resulting from 8010 Coordination	The NEPA 8010 Agency Coordination regulations require the lead agencies to involve and consult with regulatory agencies early in the environmental process. While this is a potentially positive action, there is risk that the regulatory agencies may start "running the project", for example, asking for more detailed studies, more minor analyses, more alternatives than what we think is reasonable and feasible, etc.	Substantial scope variation(s) or more and more requests starting to accumulate as a result of consultations with the regulatory agencies.	Schedule	Moderate	High	PROBABILITY: VL, L, M, H, VH; IMPACT	Acceptance	Regular coordination with regulatory agencies Pro: Positive relationship with agency staff resulting in favorable understanding Con: None	Lauren Alsom	
Active	4	7/15/2010	100.10.15	Design	Schedule delays due to entirety Coordination requirement with Hammett and Kiernan Projects	Currently, the Stanislaus County has embarked on the environmental study for interchange improvements at Kiernan Ave/SR99 and Hammett Avenue/SR99. The design alternatives for NCC may connect to either or both interchanges. As such, each NCC alternative needs to be coordinated with the Kiernan and Hammett alternatives, even after the preferred alternatives for the other two alternatives are chosen. This may result in some delays to the NCC.	Results of alternatives that are already designed and approved on NCC	Schedule	Moderate	Moderate	PROBABILITY: VL, L, M, H, VH; IMPACT	Mitigation	Send Design Manager to critical PDT meetings of these other projects Pro: More knowledge of other projects' design strategies Con: Additional cost for NCC	Trin Campos	
Active	5	7/15/2010	100.10.15	Design	Conflicts with other local jurisdictions should there be potential conflicts of NCC alignment with their existing local road circulation.	Should one or more of the proposed NCC alignment alternatives conflict with the local circulation of the JPA jurisdictions, there exists potential for negotiations or strained relationship.	Request from JPA jurisdictions to completely avoid conflicts to existing location	Cost	Low	Low	PROBABILITY: VL, L, M, H, VH; IMPACT	Mitigation	Close coordination with TAC members during alternative alignment development	Trin Campos	Lowered impact probability on 7/20/11 TAC Approval of Alternatives on 4/26/2011
Active	6	7/15/2010	100.50.10 100.50.40	Environmental	Coordination with National Marine Fisheries Service (Federal Fisheries) or red legged frog anadromous fish (Federal)	Consultation with NMFS may be required if potential drainages, which support anadromous fish will be impacted. Scope presumes that potential drainages supporting anadromous fish will be avoided/no consultation with NMFS anticipated. If consultation is required schedule for completing Natural Eric. Study Report and obtaining Biological Opinion could be delayed by 2 - 4 months.	NMFS requests inclusion through scoping process or bio-field surveys determine that the alternatives will impact fish habitat.	Schedule	Low	Low	PROBABILITY: VL, L, M, H, VH; IMPACT	Avoidance	Confirm and verify early on that no T ad anadromous fish species are present. Continuing listings during project dev	Lauren Alsom	
Active	7	7/15/2010	100.10.30	Environmental	A delay in obtaining Notice to Proceed (NTPs) leads to delay in schedule	The efficiency and timeliness of environmental surveys are dependent on the availability of access to the study area. Lead agency or the project proponent would be responsible for obtaining access to meet the proposed schedule.	Delay in obtaining NTPs due to project changes in description and/or schedule	Schedule	High	High	PROBABILITY: VL, L, M, H, VH; IMPACT	Acceptance	Decide to secure access to obtained area as in advance of survey windows; immediately following scoping; schedule adherence. Caltrans to aid in obtaining NTPs	Lauren Alsom	Raised probability 7/20/11

PARSONS WILL UPDATE THE PREVIOUSLY PREPARED RISK REGISTER, TO IDENTIFY MITIGATION AND AVOIDANCE STRATEGIES FOR SCHEDULE OR COST-CRITICAL ITEMS.

AGGRESSIVE COST, SCOPE, AND SCHEDULE CONTROL

Successfully delivering a project, especially one the size and complexity of the NCC project, requires a project management team focused on the critical path items and risk factors impacting

the project's cost, scope, or schedule. As a first order of business, **Parsons will update the previously prepared risk register, to identify mitigation and avoidance strategies for schedule or cost-critical items.** Combined with the continuously updated critical path schedule and monthly earned-value management (EVM) budget tools, our Project Manager and task leads have the tools and expertise necessary to anticipate potential issues, proactively communicate those issues to JPA staff, and strategize ways to avoid or minimize their impacts.

COMPREHENSIVE COMMUNICATION PLAN

Based on our extensive experience delivering similar projects, two-way communication is absolutely critical to meet the environmental schedule. Our team can only move forward as quickly as decisions are made. Therefore, one of the key project management tasks of the new team is to do the following:

- **Reaffirm the project charter –** The project charter needs to be updated to reflect current project conditions. The new team brings an opportunity to revisit the charter, gain consensus from the PDT on project-specific updates and deliverable time frames, and create realistic and defensible expectations moving forward.
- **Provide clear/concise objectives and action items –** With Caltrans' resources focused on many different projects, it is imperative for our project team to do all we can to focus our efforts and attention on the NCC project. Our process includes check-in's with the Caltrans Project Manager and Environmental lead before each PDT meeting to review and confirm objectives. This will also allow Caltrans to provide a clear list of action items and due dates for each party or individual. Initiating and maintaining accountability from day one for all team members is crucial for setting the tone for the project's duration.
- **Highlight policy and technical issues and decisions –** Parsons fully understands the political and regional significance of this project, and the need to engage policy makers throughout the project development process. However, for the PDT to be as effective and efficient as possible, its focus must remain on the technical issues and decisions to be made, and should not be distracted by higher-level policy decisions that are better suited for a separate venue. To address this sensitive issue, Parsons recommends updating the team communication plan to clarify roles, responsibilities, and the need to stay laser focused on the technical issues to meet the schedule.

FOR THE PDT TO BE AS EFFECTIVE AND EFFICIENT AS POSSIBLE, ITS FOCUS MUST REMAIN ON THE TECHNICAL ISSUES AND DECISIONS TO BE MADE.

UNMATCHED QUALITY ASSURANCE/QUALITY CONTROL PROCESS

Because it is one of our core values, Parsons' commitment to quality is second to none. Our quality practices have resulted in more efficient and effective cost management and customer satisfaction. One of Parsons' trademarks includes a company quality program that follows ISO requirements. We have been ISO 9001 certified for more than 10 years, and we were one of the first design firms to obtain companywide ISO 9001 certification. Parsons is committed to quality in every project stage and will hold each member of our team to the highest quality standards.

ABS Quality Evaluations

Certificate Of Conformance

This is to certify that the Quality Management System of:

Parsons Transportation

with Headquarters at
100 M Street, SE
Washington, D.C. 20003-3515
U.S.A.

has been assessed by ABS Quality Evaluations, Inc. and found to be in conformance with the requirements set forth by:

ISO 9001:2008

The Quality Management System is applicable to:

PLANNING, DESIGN, AND PROGRAM/CONSTRUCTION MANAGEMENT OF INFRASTRUCTURE FACILITIES AND SYSTEMS WORLDWIDE, INCLUDING HIGHWAYS, BRIDGES, RAILROADS, TRANSIT, AIRPORTS, PORTS AND TUNNELS

Certificate No: 34852
Effective Date: 06 July 2011
Expiration Date: 02 June 2014
Issue Date: 06 July 2011

Alex Weisselberg, President

Validity of this certificate is based on the periodic audits of the management system defined by the above scope and is contingent upon prompt, written notification to ABS Quality Evaluations, Inc. of significant changes to the management systems or components thereof.
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Parsons' Commitment to quality will be integrated into the PA/ED deliverables.

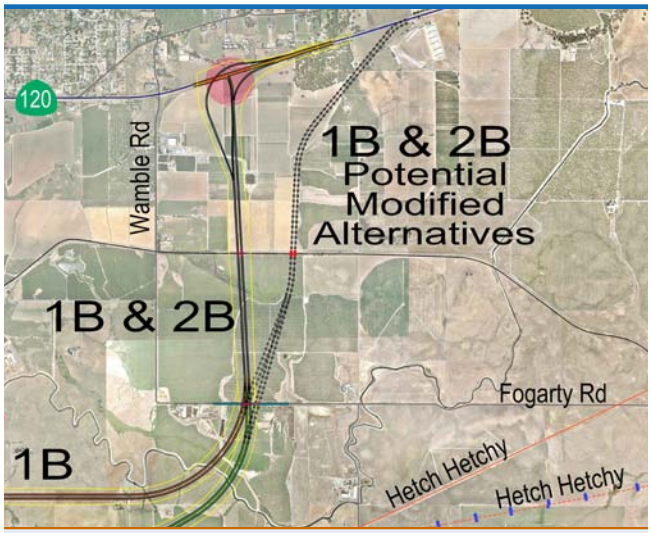
PRELIMINARY ENGINEERING

This task is the first order of business to confirm ROW and the environmental study limits (ESL), which will in turn drive the traffic analysis and preparation of the environmental technical studies. Parsons' approach to expediting this task includes the following:

CONFIRM ALTERNATIVES 1B/2B GEOMETRICS

Parsons will incorporate the design modification to Alternatives 1B/2B east end connection to SR 120 with a review by Caltrans' Design staff and through the complete documentation of the

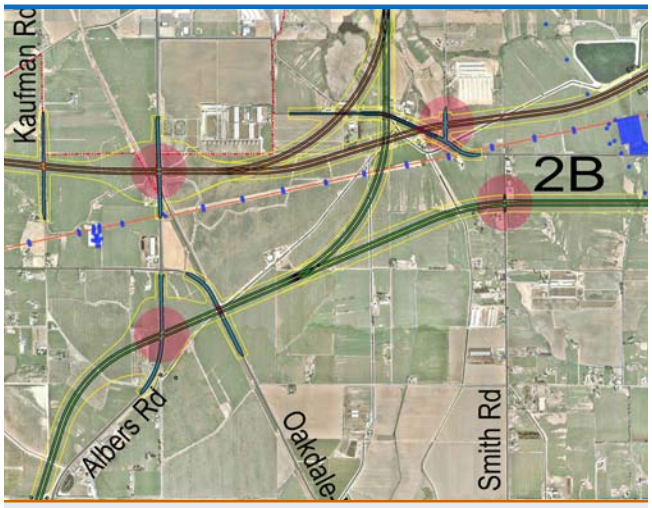
reason for the change with the PDT. This design modification will also be incorporated into the ROW and the ESL maps.



Parsons will analyze and confirm the geometrics at the eastern connection to SR 120.

FINALIZE INTERSECTION LAYOUTS

With the traffic analysis as a potential critical path item, finalizing the intersection and interchange geometrics is a high priority. To expedite the analysis, **Parsons proposes using the use of "Intersection Design Templates" that show lane details and the ROW needed for PA/ED studies.** The design layout details for each specific intersection will be prepared during the PS&E phase.



To expedite the traffic analysis, Parsons propose the use of intersection design templates, deferring more detailed design to the PS&E phase.

Parsons will update the Design Standards and Criteria Memo checklist so that the proposed expressway facility type, design speed, and design standards are confirmed with Caltrans before completing the design updates.

In addition to the key issues described above, a substantial portion of the technical work remains to be completed or verified. Parsons' Project Manager brings unmatched knowledge and understanding of the status of work items. The tables on the pages 4 and 6 provide a list of key engineering and environmental technical tasks, a summary of the past work completed, and the approach for completing the technical work necessary to move this project forward.

ENVIRONMENTAL

The Parsons Team has successfully prepared high-quality environmental documents and technical studies on an accelerated schedule, and in accordance with Caltrans' requirements. We have accomplished this for several recent environmental impact statements/environmental impact reports (EIS/EIR), all prepared for local agencies with Caltrans' oversight. Parsons is one of only a few consultants statewide who claim this level of success. We are well prepared to meet this schedule for the NCC project, while ensuring that all documents are compliant with Caltrans' Standard Environmental Reference (SER). Our understanding and approach regarding key environmental review issues immediately follow.

Understanding of Key Environmental Review Issues

Confirm Logical Termini – With the recent decision to change the western terminus of the project from US 99 to approximately Tully Road, there is a need to confirm that the proposed project has logical termini and independent utility consistent with FHWA environmental regulations and Caltrans' procedures.

Verify validity of current NOI/NOP – We understand that the change to the project limits described above has prompted the consideration of issuing a new or revised Notice of Intent (NOI) under NEPA, and Notice of Preparation (NOP) under CEQA. This may be necessary if the changes to the project would result in new environmental impacts or affect new locations that were not disclosed in the original NOI/NOP, or substantially intensify previously disclosed impacts; however, the original NOI/NOP did identify an expressway facility currently under consideration, the project limits currently proposed fall within the limits previously defined, and the NOP statement "… this initial phase of the

CURRENT STATUS OF ENGINEERING TECHNICAL TASKS

ENGINEERING TECHNICAL TASKS	UNDERSTANDING COMPLETED PREVIOUS SR 99 TO SR 120 FREEWAY/EXPRESSWAY LIMITS	APPROACH NEW SR 219 (TULLY ROAD) TO SR 120 EXPRESSWAY LIMITS
Development of Alternative Alignments	Completed and range of alternatives refined by PDT to 1A, 1B, 2A, and 2B, with ongoing design modification to Alternative 2A/2B at east end connection to SR 120.	Finish Alternative 2A/2B design modification with review by CT Design and document reason for change with PDT. Confirm appropriate Range of Alternatives and Need and Purpose (N&P) statement for new expressway limits.
Design Standards and Criteria Memo	Completed.	Review and update memo with CT Design to confirm design speed and requirements for new expressway facility and limits. Expect minor revisions due to freeway and expressway having similar design requirements.
Preliminary Geometrics (GAD)	Completed.	Review and update with CT Design to confirm new expressway design and ROW needs. Identify any mandatory design exceptions.
ROW Needs Maps	Completed.	Review and update maps for each alternative with CT Design review for new expressway and limits.
ESL Maps	Completed.	Review and update maps for each alternative with CT Design and environmental review for new expressway and limits.
Local Road IC and At-Grade Intersection Design	IC design layouts completed, but not all intersection lane details.	Complete the new at-grade intersection design layouts needed for Traffic Operaitons study. Propose use of Intersection Design Template, showing lane details and ROW needed for PA/ED studies.
Traffic Studies	Land-use and road network assumptions confirmed, forecast report was completed and Operaitons study was started but not completed.	StanCOG 2011 RTP will be used for this study and the PDT will determine if and how the future 2014 RTP will be considered.
Resolve Specific Property Access issues	Ongoing, not completed	Important to resolve immediately, as it may affect ROW and ESL maps. Will work directly with NCC Project Manager for property owner outreach.
Confirm Frontage Roads	Ongoing, not completed	Important to resolve immediately, as it may affect ROW and ESL maps. Will work directly with NCC Project Manager for local agency coordination.
Preliminary Geotechnical Report	Draft report completed, but final report not finished.	Proceed with a final draft of the Preliminary Geotechnical Report with revisions reflecting the new project limits for team review comments.
Structure APS	Prepared approach and locations for APS to be completed, but no APSs completed. The approach confirmed with CT Design and Structures was to complete a total of seven APS and serve as representative basis for cost of all other structures in PA/ED.	Review APS locations for new project limits, request reduction to no more than six APSs as sufficient for PA/ED. Confirm the structure locations for APS with CT Design and Structures.
Preliminary Drainage Report and Stormwater Data Report	Study approach plan and area maps completed, but draft reports not completed.	Confirm Drainage and Stormwater study approach for new expressway and limits with CT Design and District Drainage Engineer. Use completed drainage area maps, if possible, and proceed with study and draft reports.
ROW Data Sheets	Impacted parcels identified and Excel list for each alternative completed, but no ROW data sheets completed.	Obtain Excel parcel list and update for each alternative, confirm ROW data sheet format and review process with CT District ROW Lead. Prepare and submit one draft sample ROW data sheet for CT review and verification of format and data details, then proceed with all other data sheets.
Utility Assessment and cost estimates	Existing major utilities investigation report and general cost estimates completed for Route Adoption Study. Not updated for PA/ED alternatives.	Use the existing major utilities report data and confirm all existing utilities and owners along current alignments and limits. Identify all project conflicts, develop preliminary resolution plans, and provide estimated cost and ROW impacts for PA/ED studies.
Railroad Study and Cost	Railroads identified and design plan established, but study report not completed.	Confirm all railroad facilities, owner, and develop preliminary grade separation plan for all active lines and provide cost estimate and ROW impacts for PA/ED studies.
VA Study	Not completed.	Complete VA once preliminary geometrics are available and all major cost items have been defined.
Cost Estimates/Constructability Review	General corridor alternative cost estimates completed for Route Adoption report. Not yet competed for PA/ED alternatives.	Prepare a detailed cost estimate for each alternative and perform independent constructability review.
Park-and-Ride Lots, Multimodal Facilities, Etc.	Not completed yet.	Consider possible park-and-ride lots and identify other potential multimodal features with local agency coordination. Prepare study summary memo.

proposed project would authorize . . . construction and operation of the first constructible phase from McHenry to SR 108/120," is consistent with the present project delivery strategy.

We will support the JPA in confirming the approach to these important scoping decisions, before proceeding with the technical studies and preparation of the draft ED. Based on information currently available, we will support the JPA in its communications with Caltrans to confirm logical termini/independent utility based on the revised project limits and the rationale for not reissuing the NOI/NOP.

Technical Studies – We understand that four administrative draft technical studies were completed, but require updating to address changes to the project, and that work has started for some but not all of the other technical reports. The following issues are priority concerns:

- **Air Quality –** The NCC is included in the adopted 2011 Regional Transportation Plan (RTP) as a two- to six-lane expressway from SR 99 to SR 120/108. A new RTP is scheduled for adoption in 2014. Air quality conformity with the applicable State Implementation Plan will be based on the RTP that is in effect at the time of the conformity determination. As part of the conformity determination, project-level conformity will be evaluated, based on traffic modeling conducted for the project.
- **Biology –** Existing information indicates approximately 40 vernal pools were identified in recent surveys, including 20 pools not previously identified in dry season surveys. In addition, California Tiger Salamander (CTS) surveys are on hold pending sufficient wet season rainfall. Based on existing, accessible data, it is not clear what surveys have been completed for vernal pool branchiopods and California tiger salamander or the nature of the results. Due to the timing of potential surveys, and their impact to the overall PA/ED schedule, **the ability to quantify impacts of the proposed alignments to these species is critical to developing contingency plans in the event of adverse weather conditions and/or survey negative results.** Upon receipt of this quantifiable data from ICF, Parsons will be able to work with JPA staff on the benefits, risks, costs and tradeoffs of continuing vs. discontinuing surveys.
- **Community Impacts –** As a new expressway, the NCC has the potential for influencing growth and creating economic impacts to existing businesses and agricultural properties. Additionally, direct impacts to properties will create access issues that must be addressed from a design standpoint and regarding environmental impacts and mitigation measures. Parsons will analyze these access issues and provide alternative access solutions early on, to confirm the revised project limits and adequately inform property owners and stakeholders of potential changes.

Parsons will identify local agricultural access options to confirm environmental study limits.

Agency Consultation – We understand that consultation has begun pursuant to the NEPA and Clean Water Act Section 404 integration process. It is critical to consult with the signatory agencies of the NEPA/404 Memorandum of Understanding to establish agreement regarding key project considerations during environmental review, which may include reaffirming the project's purpose and need and range of alternatives in light of the revised project definition. Additionally, continuing consultation with the U.S. Fish and Wildlife Service under Section 7 of the Federal Endangered Species Act and initiating consultation with the State Historic Preservation Officer under Section 106 of the National Historic Preservation Act will be important to maintaining project momentum and ultimate agency approvals.

Responsiveness to Comments – Our experience working on projects with public controversy and a high likelihood of legal challenge has given us a keen understanding of the need for a bullet-proof draft EIS/EIR, thorough responses to public comments in the final EIS/EIR, and providing ongoing opportunities for public involvement to minimize controversy and build consensus for the project.

CURRENT STATUS OF ENVIRONMENTAL TECHNICAL TASKS

ENVIRONMENTAL TECHNICAL TASKS	UNDERSTANDING COMPLETED PREVIOUS SR 99 TO SR 120 FREEWAY/EXPRESSWAY LIMITS	APPROACH NEW SR 219 (TULLY ROAD) TO SR 120 EXPRESSWAY LIMITS
Verify logical termini	Logical termini identified for previous project limits.	Confirm logical termini/independent utility, pursuant to FHWA criteria, based on the revised project limits.
Description of Alternatives	Alternatives Screening Plan completed 5/30/12.	Refine alternatives to be evaluated in technical studies.
Natural Environment Study (NES)	Draft report started, not completed.	Review, update work done to date based on changes to alternatives, complete protocol surveys for California Tiger Salamander and vernal pool branchiopods, as required, and complete unfinished chapters.
Wetlands Report	Wetland delineation has been done. Notes from 4/10/12 meeting with Corps of Engineers provided. No report provided.	Review 4/10/12 meeting notes; review and update wetland delineation based on changes to alternatives. Prepare report and append to NES.
Biological Assessment	Fairy shrimp surveys conducted. No report provided.	Prepare after field studies are completed and append to NES.
Botanical Survey	Surveys conducted, no report provided. Shelf life issue (2 years).	Update older data & as needed based on changes to alternatives.
Community Impact Analysis (CIA)	Property list and Assessor's parcel information provided. No information on whether any work was done on the CIA.	Assess land use and access, farmland, growth, social, economic, relocation and displacement, and environmental justice impacts. Prepare report.
Air Quality, Energy	No work done.	When traffic data are available, conduct analyses and prepare reports.
Hazardous Waste, Archaeology, Paleontology	Administrative draft reports completed.	Review and update based on changes to alternatives.
APE map or report	Caltrans approved 12/9/11.	Review and update based on changes to alternatives.
Historic Resources Evaluation Report	DPR forms were completed for a large number of properties, but no report prepared.	Review work done to date, prepare additional DPR forms if needed based on changes to alternatives, prepare report.
Historic Property Survey (HPSR) Report, Finding of Effect (FOE)	Provided Historic County parcel maps, aerial photos, Sanborn fire insurance maps: 1877-1957.	Evaluate eligibility of properties for the National Register of Historic Places and prepare HPSR. Initiate Sec. 106 consultation with SHPO through Caltrans. Evaluate impacts and prepare FOE.
Noise Study Report (NSR), Noise Abatement Decision Report (NADR)	Field data provided. No report provided.	Collect new data due to changes in land use and alternatives. When traffic data available, evaluate impacts, prepare NSR. Abatement considerations in NADR.
Visual Impact, Floodplain, Water Quality, Energy	No work done.	When ESL and description of alternatives are available, conduct analyses and prepare reports, including visual simulations at key locations.
Consultation with US Fish and Wildlife (FWS)	FWS approval to conduct CTS wet season surveys 3/12, CTS survey proposal to FWS (2013), internal drafts.	Review and update survey proposal based on changes to alternatives, coordinate with FWS.
NEPA/404 Integration	Consultation initiated with signatory agencies.	If needed, reaffirm purpose and need and the range of alternatives.

OUTREACH

Our over-arching objective for public outreach is to maintain and build the trust and credibility that has been established to-date by the public outreach team. Our approach includes the following activities to support that goal:

Continue the Community Focus Group – The Community Focus Group (CFG) has been a valuable resource to solicit stakeholder input and truth information items that will be taken to the public. Parsons' key staff and Judith Buethe Communications have teamed together on similar corridor projects, and will reunite our resources to continue the effective use of the CFG.

General Public meetings – Our approach includes three general public outreach meetings to occur at three key milestones. Meeting milestone No. 1 will provide information on the re-scoped project, and should occur in fall 2013. Our proposed location for the meeting is in Riverbank. This is an especially important meeting, as it allows the new team to demonstrate a seamless transition and solid plan moving forward. Milestone No. 2 is proposed several months prior to the public release of the Draft EIS/EIR to pave the way for a smooth public process during circulation of the Draft EIS/EIR.

PROJECT FUNDING AND IMPLEMENTATION

Across the country, public agencies struggle with the same critical uncertainty: how to fund and deliver critical transportation improvements in this increasingly competitive world economy? To make it even more challenging, how do we do this in a sustainable fashion, improving our environment and creating sustainable long-term and dependable employment opportunities in the future?

Stanislaus County, with other regional partners and the state, have collaborated in a successful manner to prepare for the development of the NCC project through strategic relinquishments and legislative efforts to preserve previous programming commitments to the region through the inclusion of SR 108 into the interregional and intercounty road system.

Additionally, the County came extremely close to enacting a Transportation Sales Tax measure in 2008, narrowly missing the two-thirds threshold by a few hundred votes. Local measure funding must be examined as a part of this project. Moreover, it is anticipated there will be strong legislative interest in addressing elements of the state constitution that require local special taxes to achieve a supermajority to pass in the coming year, which if successful in reducing the required voter threshold, may make a renewed Self Help tax effort more acceptable. Building off of this programming platform, the Parsons Team will focus our efforts on developing a preliminary funding and marketing strategy, which will include an analysis of local state and federal funding options, as well as alternative funding options, such as Public Private Partnership and user fee options, and will help the JPA craft an attractive and marketable portfolio of projects along the corridor and maintain a high state of competitive readiness, able to anticipate, adjust, and successfully compete for funding.

An example of one of Parsons' recent success stories is the SR 91 TIGER/TIFIA award in 2011. Greg Oslund led the development of the bring-to-market strategy for the SR 91 Corridor Improvement project in Riverside County, which received a $20 million grant to support $435 million in federal credit assistance under the TIFIA Program. Greg brings valuable lessons learned that were critical to the TIGER/TIFIA award, and that will be applied to the NCC project.

Staff Organization

The organizational chart on page 7 displays the Parsons team. Key staff, who bring continuity, project knowledge, and critical experience, are highlighted, and their individual experience is summarized on the pages immediately following. Our team includes subconsultant support for both the PA/ED and PS&E phases, to provide the JPA will full service support.

ORGANIZATIONAL CHART

NCC JPA
Colt Esenwein, PE

PRINCIPAL-IN-CHARGE
Gregory Oslund, PE

PROJECT MANAGER
Trin Campos, PE

QUALITY ASSURANCE/ QUALITY CONTROL
Civil – John Kenyon, PE
Environmental – Karla Nicholas

DEPUTY PROJECT MANAGER
Mike Higgins, PMC

ENGINEERING
Lead – Bruce Tafoya, PE

ROADWAY DESIGN
Max Manzano, PE
Brent Lemon, PE [8]

STRUCTURES APS
John Bishop, SE
Lance Shrey [8]

GEOTECHNICAL
Ben Crawford, PG, GE [2]

TRAFFIC ANALYSIS
Rabindra Puttagunta
Eddie Barrios [3]

DRAINAGE/SWDR
Analette Ochoa, PE [10]

RIGHT-OF-WAY
Steve Long [9]

UTILITY/IRRIGATION DISTRICT COORDINATION
William Kull [4]

SURVEYS/MAPPING
Dylan Crawford [7]
Joe Feyder, PLS [12]

ENVIRONMENTAL
Lead – Jeff Bingham

ENV. DOCUMENTATION/WATER QUALITY/FLOODPLAIN
Laura Prickett

BIOLOGY/NEPA 404
Jeff Bray [1]

COMMUNITY/FARMLAND IMPACTS/SECTION 4(F)
Greg King

CULTURAL/HISTORIC/PALEO
Historic – Carrie Chasteen
Archaeo – Andrew Pulcheon [1]
Paleo – Brooks Smith [1]

AIR QUALITY
Tung-Chen Chung, PhD [1]

LAND USE/PLANNING
Brynna McNulty

NOISE
Areg Gharabegian, PE

VISUAL/AESTHETICS
Jeffrey Lormand, RLA

HAZARDOUS WASTE/ MATERIALS
ISA – Dennis Brown, PhD

SUPPORT SERVICES

PUBLIC OUTREACH
Mike Higgins
Judith Buethe [6]

IMPLEMENTATION
Mark Watts [11]
Chris Clark, PE

STRATEGIC REGULATORY GUIDANCE
Mary Gray

VALUE ANALYSIS
Martin Hsu [5]

RAIL COORDINATION
Dave Wemmer, PE

LEGEND

Key Staff
1. LSA Associates
2. Crawford Associates
3. Fehr & Peers
4. Giuliani & Kull, Inc.
5. Martin Y. Hsu, PE, CVS & Associates, Inc.
6. Judith Buethe Communications
7. O'Dell Engineering
8. Quincy Engineering, Inc.,
9. Overland, Pacific & Cutler, Inc.
10. WRECO
11. Smith, Watts & Company, LLC
12. R.E.Y. Engineers, Inc.

Experience of the Project Manager & Team

Trin Campos, PE
Project Manager

YEARS OF EXPERIENCE
29

EDUCATION
BS, Civil Engineering
Executive Leadership Program, California State University Sacramento

REGISTRATION
California Professional Engineer, Civil, #43835

BASIS FOR SELECTION

Trin Campos has more than 29 years of experience in transportation project management, planning, design, and construction, with expertise in Caltrans' organization, design standards, and project delivery process. He is a former Caltrans (22 years) Project Manager, Design Office Manager Consultant Contract Manager, Maintenance Engineer, and Design Project Engineer. While at Caltrans, Trin was a Project Manager, Design Manager, and Project Engineer on six major state route re-alignment projects similar to the NCC project. Trin will bring his direct NCC project experience serving as the Engineering Lead and Deputy Project Manager over the past 4.5 years (2008 to 2013), which includes the CTC State Route Adoption, Public Scoping, Alternative Development, and initial technical studies, that will provide the Parsons Team the continuity needed to finish the PA/ED phase.

RELEVANT PROJECT EXPERIENCE

I-80 at Truckee River Canyon; Sierra and Nevada Counties, CA | Project Manager | Trin was responsible for the PS&E of a $73 million interstate PCC reconstruction project at the California/Nevada state line. The project design included complex stage construction traffic handling plans with temporary freeway detours, coordination with the Nevada DOT and Caltrans, a narrow roadway section, and extreme seasonal weather constraints.

SR 99 Tudor Bypass; Sutter County, CA | Project Manager and Design Manager | Trin was responsible for the Project Study Report (PSR), Project Report (PR), NEPA/CEQA documents, CTC State Route Adoption, and PS&E to widen SR 99 from a two-lane to four-lane expressway/highway from Yuba City to the SR 99/70 junction. This project included interim safety improvements and a PSR for planning and programming improvement project segments along the SR 99 corridor.

SR 70 East Nicolas Bypass; Sutter County, CA | Project Manager and Design Manager | Trin was responsible for the preliminary engineering, PR, and final PS&E (segment 1) for the upgrade of SR 70 to a four-lane freeway from Marysville south to the SR 70/99 junction. The project included a new freeway alignment and CTC Route Adoption.

SR 108 New Freeway/Expressway Alignment and State Route Adoption, NCC; Stanislaus County, CA | Deputy Project Manager and Engineering Lead | Trin led the design team and coordinated all of the technical studies in the delivery of the PR for a new freeway/expressway corridor alignment and CTC State Route Adoption. Trin also provided continuous project coordination with Caltrans' District staff and local agencies, including the Stanislaus County and the cities of Modesto, Riverbank, and Oakdale.

SR 132 New Freeway/Expressway Alignment; Stanislaus County, CA | Project Engineering Lead and Deputy Project Manager | Trin led the design team and coordinated all of the technical studies in delivery of the Draft PR for new 5-mile state route freeway/expressway on a new alignment. Extensive project coordination was provided with Caltrans Central Region (District 6 – Design & Environmental staff) and local agencies, including the Stanislaus County, the City of Modesto, and StanCOG.

Michael Higgins, PMC
Deputy Project Manager

YEARS OF EXPERIENCE
16

EDUCATION
BS, Civil Engineering

CERTIFICATION
Project Manager Certification

BASIS FOR SELECTION

Michael Higgins is a Project Manager with 16 years of experience in transportation project delivery, with a specific focus on securing environmental approvals for regionally significant transportation improvements. His project experience includes project management, environmental coordination, and NEPA/CEQA review and compliance for various transportation projects, from intersection and signal improvements, to interchange reconstruction and freeway bypass alternatives

RELEVANT PROJECT EXPERIENCE

SR 12/88 Improvement Project (Lockeford Bypass); San Joaquin County, CA | Deputy Project Manager | Michael served as Deputy Project Manager during the PA/ED phase of this project, which alleviated congestion and improved safety in Lockeford and Clements. Michael worked with these two communities, as well as Caltrans, San Joaquin County and SJCOG, to identify and evaluate context-sensitive solutions along the corridor. Alternatives evaluated ranged from Main Street and local circulation improvements to a 9-mile bypass expressway on a new alignment. Michael and Judith Buethe collaborated on an intensive stakeholder outreach program to gather input from affected groups in these two communities to identify and evaluate context-sensitive solutions that balanced the needs of regional travel and local access. The project's environmental efforts included detailed analysis of impacts to California Tiger Salamander, Vernal Pool Fairy Shrimp, and impacts to farmland acreage and access.

Navy Drive Corridor Improvements; Stockton, CA | Project Manager | Michael is serving as Project Manager to complete NEPA/CEQA environmental approvals and final design to replace the two-lane swing bridge across the San Joaquin River with a new four-lane removable span bridge. The project widens approximately 3,000 feet of Navy Drive from two to four lanes. Parsons teamed with LSA and took over environmental documentation from a previous firm and, within 30 months, prepared new traffic analyses, updated the need and purpose, prepared new technical studies, and secured environmental approval. Parsons is currently preparing final design and the project is scheduled for construction in spring 2014.

Port of Stockton Expressway Improvements; Stockton, CA | Project Manager | Michael served as the Project Manager to replace the existing Port of Stockton Expressway/BNSF at-grade crossing with a new two-lane overcrossing that included widening of the expressway and local road connections. Construction of the project was completed in August 2012. Michael was instrumental in securing BNSF conceptual approval and CPUC authorization for the new grade separation in less than 10 months. Parsons provided full services to include assisting the Port with successfully procuring more than $10.5 million in Highway Rail Crossing Safety Account funds; obtaining approval of the BNSF Railroad construction and maintenance agreement; expedited environmental approval with Caltrans District 10; preparation of all funding and delivery applications for the California Transportation Commission and Caltrans.

Gregory Oslund, PE
Principal-in-Charge

YEARS OF EXPERIENCE
25

EDUCATION
BS, Civil Engineering

REGISTRATION
California Professional Engineer, Civil, #49941

BASIS FOR SELECTION

Greg Oslund has 25 years of experience in the planning, approval, design, management, and oversight of transportation projects. He has dedicated his career to developing a comprehensive understanding of the project development phases required for projects encompassing project initiation; planning, programming, project approval, and environmental documents; designs and PS&E; utility coordination and permitting; and right-of-way acquisition and engineering support during construction.

RELEVANT PROJECT EXPERIENCE

Port of Stockton Expressway Improvements; Stockton, CA | Principal-in-Charge | Greg oversaw the environmental documentation (NEPA/CEQA) and PS&E for the new railroad overhead and approach roadway.

TriLink (SR 239) Corridor Study; Contra Costa County, CA | Senior Advisor | Greg led the initial scoping and alternative development for the corridor feasibility study, environmental analysis, and preliminary engineering for a proposed expressway and freeway.

Route 88 Bypass Study; Lockeford, CA | Project Manager | Greg managed the corridor study and EIR/EIS for a proposed expressway around Lockeford. He led the team that prepared the feasibility and environmental studies, which was originally scoped as a full bypass around Lockeford and Clements.

Bruce Tafoya, PE
Engineering Lead

YEARS OF EXPERIENCE
26

EDUCATION
MS, Real Estate Development
BS, Civil Engineering

REGISTRATION
California Professional Engineer, Civil, #46868

BASIS FOR SELECTION

Bruce Tafoya has more than 26 years of civil engineering experience involving highway, public works, and land development engineering and related disciplines that include rail, traffic, drainage, geotechnical, and structural engineering. He has prepared planning documents, such as project study reports, project reports, and mandatory and advisory fact sheets; and reviewed environmental documents, including technical study reports and right-of-way acquisition and easement documents.

RELEVANT PROJECT EXPERIENCE

Bakersfield Program Management; Bakersfield, CA | Corridor Manager/Program Management Consultant Quality Manager | Bruce coordinates the effort of large consultant teams that oversee the delivery of four simultaneous transportation projects, from initial planning and environmental documents through final design.

SR 22 Design-Build Program Management Services; Orange County, CA | Civil Manager | Bruce provided oversight for the design of the project to ensure all applicable Caltrans', federal, and regulatory requirements were followed; all established project management policies and procedures were followed; and the design was consistent with the approved design documents and contract.

Jeffery Bingham
Environmental Manager

YEARS OF EXPERIENCE
35

EDUCATION
MS, Environmental Studies
BA, Anthropology

BASIS FOR SELECTION

Jeff has 35 years of experience working in environmental planning and impact assessment. He has prepared innumerable Environmental Impact Statements, Environmental Impact Reports, Environmental Assessments, findings of no significant impact, Initial Studies, Negative Declarations, Categorical Exemptions and Exclusions, and Mitigation Monitoring Plans adhering to CEQA and NEPA requirements. Jeff was formerly the Chief of Environmental Planning for Caltrans District 7 and Section 106 Compliance Coordinator for the California SHPO.

RELEVANT PROJECT EXPERIENCE

SR 1 Corridor Improvements; Santa Cruz, CA | Project Manager | Jeff oversees the preparation of an EIR/EA and technical studies for the addition of HOV lanes, auxiliary lanes, and improvements to nine interchanges along 8.5 miles of Route 1.

TriLink (SR 239) Corridor Study; Contra Costa County, CA | Environmental Lead | Jeff is preparing the feasibility study and PSR, with an option for PA/ED, for SR 239, a legislatively approved but not constructed route in the state highway system.

City of Bakersfield TRIP Projects; Bakersfield, CA | Environmental Director | Jeff is advising the City of Bakersfield on environmental documentation, consultant oversight, and program management related to transportation projects under CEQA and NEPA. He is also working cooperatively with Caltrans and FHWA to deliver the City's $1 billion TRIP projects in an expedited manner.

First Street Viaduct and Widening EIS/EIR; Los Angeles, CA | Project Manager | Jeff oversaw preliminary engineering, the environmental document, and final design phases for the widening of the historical 1st Street Viaduct over the Los Angeles River for the City of Los Angeles Bureau of Engineering. Key impacts consist of adverse effects on historical properties, business and residential relocations, traffic congestion, and visual effects on the historical viaduct.

SR 79 Realignment Study; Riverside County, CA | Environmental Lead | Jeff was the Environmental Lead for a 10-mile Bypass Study and PSR/PDS to realign SR 79 through Hemet, San Jacinto, and Riverside County. Preliminary environmental constraints were identified, the purpose and need statement was developed, and biological surveys were conducted for endangered species and critical habitats. Impacts included biological resources, vernal pools, floodplain, and socioeconomics.

Route 120 Bypass Tier 1 EIS/EIR; Oakdale, CA | Environmental Lead | Jeff prepared the draft Section 4(f) evaluation and provided quality control review of EIS/EIR technical reports for construction of a northerly freeway bypass around the severely congested Route 120/108 corridor through Oakdale in Stanislaus County.

SR 68 Corridor Tier 1 EIS/EIR; Monterey, CA | Environmental Lead | Jeff managed the preparation of Tier 1 EIS/EIR technical studies for an 11-mile freeway corridor in Salinas and Monterey. This project involved extensive coordination with the U.S. Army BRAC staff at Fort Ord, the U.S. Army Corps of Engineers, and the BLM.

Jeff Bray
Biology/NEPA 404

YEARS OF EXPERIENCE
18

EDUCATION
BS, Wildlife Biology

BASIS FOR SELECTION

Jeff Bray is a Principal Biologist at LSA with 18 years of experience with biological resources and wetlands projects throughout California, which include numerous bridge, interchange, and corridor projects within the San Joaquin Valley and with Caltrans Districts 6 and 10. At LSA, Jeff Bray manages project teams and budgets, coordinates with clients and regulatory agencies regarding permitting strategies and mitigation requirements, and performs peer reviews. He also conducts biological studies and prepares technical reports, performs jurisdictional delineations, obtaining 401/404, 1600 permits, coordinates Section 7 consultations, and manages construction monitoring projects.

RELEVANT PROJECT EXPERIENCE

SR 120/McKinley Avenue Interchange; Manteca, CA | Assistant Task Manager | Jeff oversees the preparation of the NES, San Joaquin County Multi-Species Habitat Conservation and Open Space Plan (SJMSCP) coordination and mitigation, jurisdictional delineation, and botanical surveys, for the construction of a new interchange in Manteca.

Route 65/Lincoln Bypass; Lincoln, CA | Assistant Task Manager | Jeff oversaw the preparation of the NES, biological assessment, Section 7 consultation (fairy shrimp, VELB, anadromous fish), wetland delineation, botanical surveys, Habitat Mitigation and Monitoring Plan, and 404/401 and 1602 permitting for a 13-mile freeway bypass west of Lincoln.

Judith Buethe
Public Outreach

YEARS OF EXPERIENCE
32

EDUCATION
BS, Applied Behavioral Sciences
MPA, Public Administration

BASIS FOR SELECTION

Judith Buethe has more than 32 years of private- and public-sector experience in public relations, event coordination, and consensus building. She designs and implements effective strategic public outreach and education programs, project team communication plans, public meetings and open houses, newsletters, direct mail campaigns, advertising, cross-cultural communications, social marketing, stakeholder identification, and media relations; produces events (up to 4,000 people); oversees focus groups, consensus development programs, and large-scale meetings and hearings; coordinates websites and social media; and staffs hotlines. She has effectively served as a hearing officer and worked closely with Caltrans District 10's staff on many projects. She has designed and managed regional surveys and programs to satisfy environmental justice requirements. She has also worked to satisfy CEQA/NEPA requirements on many projects.

RELEVANT PROJECT EXPERIENCE

Judith has supported major improvement projects on interstates, state highways, and roadways, such as the NCC Route Adoption; SR 99 Hammett-Kiernan; SR 132 Expressway; Eleventh Street Corridor Study; Lammers Road/I-205 Interchange; Eleventh Street/Grant Line Road Roundabout; I-5/French Camp; I-5/Sperry Road Extension; SR 99/Arch Road to SR 120; I-5 North Stockton Corridor; SR 99/Hammer; and I-5/March Lane.

TEAM QUALIFICATIONS

PARSONS Parsons is one of the foremost transportation planning, engineering, and construction firms in the world. We have developed a strong local, national, and worldwide reputation since our founding in 1944. With global headquarters in Pasadena, and offices throughout central and northern California, we maintain a strong, permanent presence throughout the state. Our firm has successfully delivered innovative highway, road, and bridge projects that are of high-quality, completed on time, and within budget.

We have a wealth of experience working effectively and successfully with Caltrans Districts 6 and 10. Our commitment to quality has afforded Parsons the opportunity to attract the best transportation professionals in the industry. Our statewide presence enables us to assemble a team that is responsive to, and supportive of, the specialized needs of Stanislaus County and the JPA for the NCC project. Parsons has brought together a strong, local team of industry leaders and experts to provide the JPA with unparalleled depth of corridor and environmental experience.

Our subconsultants, office locations, and role in the NCC project are provided below.

SUBCONSULTANT FIRM	LOCATION	ROLE
LSA	**LSA Associates, Inc.** 4200 Rocklin Road, Suite 11B Rocklin, CA 95677	Environmental Support Services
Crawford & Associates, Inc. Geotechnical Engineering, Design and Construction Services	**Crawford and Associates, Inc.** 1165 Scenic Drive, Suite B Modesto, CA 95350	Geotechnical Engineering
FEHR PEERS	**Fehr & Peers** 100 Pringle Avenue, Suite 600 Walnut Creek, CA 94596	Traffic Analysis
GK Surveying & Engineering GIULIANI & KULL, INC	**Giuliani & Kull, Inc.** 440 S. Yosemite Avenue Oakdale, CA 95361	Utility/Irrigation District Coordination
mha, inc.	**Martin Y. Hsu, PE, CVS & Associates, Inc.** 64305 Silver Star Avenue Desert Hot Springs, CA 92240	Value Analysis
Judith Buethe Communications	**Judith Buethe Communications** 445 West Weber Avenue, Suite 221 Stockton, CA 95203	Public Outreach
O'DELL ENGINEERING	**O'Dell Engineering** 1165 Scenic Drive, Suite B Modesto, CA 95350	Local Surveys/Mapping
QUINCY ENGINEERING	**Quincy Engineering, Inc.** 3247 Ramos Circle Sacramento, CA 95827	Roadway and Structures Engineering (PS&E)
OVERLAND PACIFIC & CUTLER, INC.	**Overland, Pacific & Cutler, Inc.** 8950 Cal Center Drive, Suite 102 Sacramento, CA 95826	Right-of-Way
WRECO	**WRECO** 1814 Franklin Street, Ste 608 Oakland, CA 94612	Drainage/SWDR
Smith, Watts & Company, LLC	**Smith, Watts & Company, LLC** 80 Ninth Street, Suite 1560 Sacramento, CA	Funding Strategy
R.E.Y. ENGINEERS, INC. Civil Engineers / Land Surveyors	**R.E.Y. Engineers, Inc.** 905 Sutter St., Ste. 200, Folsom, CA 95630	Corridor Surveys/Mapping (PS&E)

Availability of the Manager and Team Inter-Availability/Efficacy

The Parsons Team's key staff are fully committed to the NCC project, JPA, and supporting stakeholders to successfully deliver the project's PA/ED phase. Our Project Manager, Trin Campos, has spent the last 4.5 years laser-focused on the delivery of Stanislaus County projects, and will maintain his commitment throughout the life of this project. Our Deputy Project Manager, Mike Higgins, is a life-long Central Valley resident and, as a former Caltrans District 10 and StanCOG employee, has focused his project delivery career on projects within Caltrans District 10. Our management team's proximity to Caltrans' and the County's offices enables us to respond to project issues and impromptu situations with maximum efficiency. The table below includes the availability and physical locations of our key staff and technical support. As shown, Parsons' project management team will lead the PA/ED efforts from our Sacramento office, with support from our Walnut Creek, San Jose, and San Francisco offices. With more than 100 planning and engineering transportation professionals located in these offices, our key staff in Sacramento are supported by, and can tap into the lessons learned from, the unmatched corridor expertise that Parsons brings from more than 60 years of providing specialized transportation planning and engineering services in California.

Our team's interavailability and efficacy is multiplied by the fact that our key management, environmental, and engineering leads are all Parsons staff. This naturally makes our team more responsive and client-focused than teams with firms providing segregated services. Additionally, our project experience includes successful collaboration with LSA, where we have proven our ability to deliver CEQA/NEPA environmental approvals through Caltrans on expedited time frames.

AVAILABILITY AND LOCATION OF THE PARSONS TEAM

TEAM MEMBER	LOCATION	AVAILABILITY
Trin Campos	Sacramento	80%
Mike Higgins	Sacramento	70%
Bruce Tafoya	San Jose	75%
Jeff Bingham	San Francisco	70%
Jeff Bray	Rocklin	50%
Judith Buethe	Stockton	50%
Greg Oslund	Sacramento	40%
John Kenyon	Walnut Creek	30%
Karla Nicholas	San Francisco	40%
Max Manzano	Oakland	80%
Brent Lemon	Sacramento	60%
John Bishop	Sacramento	70%
Lance Shrey	Sacramento	60%
Ben Crawford	Modesto	50%
Rabindra Puttagunta	Sacramento	65%
Eddie Barrios	Walnut Creek	55%
Analette Ochoa	Oakland	50%
Steve Long	Sacramento	50%

TEAM MEMBER	LOCATION	AVAILABILITY
William Kull	Oakdale	50%
Dylan Crawford	Modesto	45%
Joe Feyder	Folsom	55%
Laura Prickett	San Francisco	70%
Greg King	San Francisco	65%
Carrie Chasteen	Pasadena	50%
Andrew Pulcheon	Rocklin	55%
Brooks Smith	Rocklin	50%
Tung-Chen Chung	Rocklin	60%
Brynna McNulty	San Francisco	55%
Areg Gharabegian	Pasadena	50%
Jeffrey Lormand	Denver	60%
Dennis Brown	Walnut Creek	65%
Mark Watts	Sacramento	40%
Chris Clark	Sacramento	35%
Mary Gray	Sacramento	65%
Martin Hsu	Desert Hot Springs	50%
Dave Wemmer	San Francisco	40%

Experience with Similar Projects

SR 239 Project, Phase 1
Contra Costa County, CA

CLIENT
Contra Costa Transportation Authority

RELEVANT SERVICES
- Expressway on new alignment
- Caltrans District 10 coordination
- Facilitation and consensus-building with multiple stakeholders
- Analysis of potential demand for public transit, ridesharing, and pedestrian and bikeway facilities
- Identification of project delivery and funding strategies

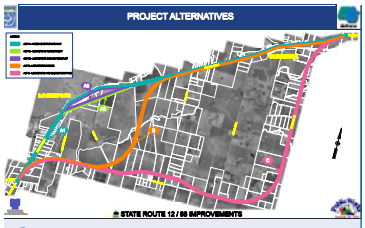
Contra Costa County selected Parsons to perform a feasibility study and prepare a Project Study Report for SR 239, a legislatively approved but not constructed route in the state highway system. The 15-mile- to 25-mile-long highway would connect SR 4 in Brentwood, Contra Costa County, with I-205, west of Tracy in San Joaquin County.

The objective of the feasibility study is to determine the ultimate concept and alignment for the route in the context of the regional transportation network that includes parts of Contra Costa, San Joaquin, and Alameda counties. The study area includes the City of Brentwood and the unincorporated community of Byron in Contra Costa, and the City of Tracy and the unincorporated community of Mountain House in San Joaquin County.

Parsons' services include facilitation and consensus-building with multiple participants and stakeholders; development and use of a multi-county travel demand forecasting model; identification of alternative highway alignments; analyzing potential demand for public transit, ridesharing, pedestrian, and bikeway facilities; identification of potential project delivery and funding strategies; identification of likely environmental issues and constraints; and preparation of a feasibility study report and of a Project Study Report - Project Development Support (PSR-PDS).

Parsons' contract was transferred from Contra Costa County to Contra Costa Transportation Authority (CCTA) in early 2012.

SR 12/88 Corridor Improvements
Lockeford, CA



CLIENT
San Joaquin Council of Governments

RELEVANT SERVICES
- PA/ED phase
- Multi-agency coordination
- Stakeholder engagement and meeting facilitation
- Expressway on new alignment
- California Tiger Salamander/ Vernal Pool mitigation strategies
- Caltrans District 10 coordination

SR 12/88 is an important transportation corridor between Route 99 and the foothill communities and recreation opportunities located in the foothills east of Stockton. The highway experiences significant congestion, particularly where it passes through historical downtown Lockeford. Working in close collaboration with the San Joaquin Council of Governments (SJCOG) and Caltrans, Parsons' key staff managed the PA/ED phase of this project that alleviated congestion and improved safety in Lockeford and Clements. Parsons worked with these two communities, as well as Caltrans, San Joaquin County and SJCOG, to identify and evaluate context-sensitive solutions that balanced the needs of interregional travel and local access. Evaluated alternatives ranged from Main Street and local circulation improvements to full bypass and realignment.

Mike Higgins, PMC, led an intensive stakeholder outreach program to gather input from affected groups in these two communities to identify and evaluate context-sensitive solutions that balanced the needs of regional travel and local access.

Route 1 Corridor;
Santa Cruz County, CA

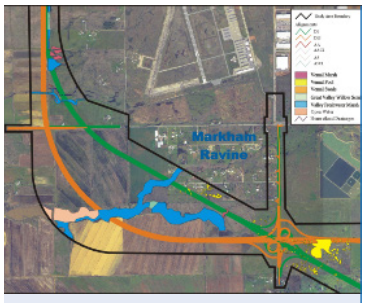
CLIENT
Santa Cruz County Regional Transportation Commission

RELEVANT SERVICES
- Hybrid Tier I and Tier II EIR/EA
- Project implementation strategies

Caltrans and FHWA, in cooperation with the Santa Cruz County Regional Transportation Commission, propose to improve SR 1 for a distance of 8.9 miles from just south of the San Andreas-Larkin Valley Road interchange to 0.3-mile north of the Morrissey Boulevard interchange, in the City and County of Santa Cruz. The project is being designed to reduce congestion, encourage carpooling and use of alternative transportation modes, and improve safety. Three build alternatives are under consideration: an HOV lane alternative, a transportation systems management alternative at the corridor planning level, and an auxiliary lane alternative on a 1-mile section at the construction level — due to the phasing of project funding.

Parsons is preparing an Environmental Impact Report (EIR)/Environmental Assessment (EA) and technical studies for the addition of mainline and on-ramp HOV lanes, auxiliary lanes, three new bicycle/pedestrian overcrossings, and improvements to nine interchanges. Key issues on this $400 million project include phasing of project implementation under limited funding scenarios; tiering of the environmental review and approval in a hybrid Tier I and Tier II EIR/EA; and environmental impacts that include visual effects, such as landscape removal and new walls, water quality effects of new impervious areas, traffic noise and sound walls, impacts to natural resources and wetlands, and air quality impacts.

Route 65 Lincoln Bypass
Placer County, CA



CLIENT
Placer County Transportation Planning Agency

RELEVANT SERVICES
- Biological studies
- Wetlands delineations
- Endangered species consultations
- Mitigation design
- Wetlands permitting

LSA has assisted Caltrans since 1997 in support of a new 13-mile freeway bypass project in western Placer County. LSA's work has included biological resources and wetlands studies as well as air quality and noise evaluations. The firm conducted detailed habitat mapping, focused surveys for special status species, and wetland delineations.

The products of this work included a NES Report and preliminary biological assessments and mitigation plans. LSA also developed a GIS database that was used extensively for the mapping and analysis of nine project alternatives.

As the project evolved, LSA revised the technical documents based on changes in the project alignment and alternatives. LSA prepared an updated alternatives analysis, biological assessments, and wetlands delineation; and assisted Caltrans with Section 7 consultations and development of mitigation. The firm recently prepared a Preserve Management Plan for the 500-acre Rockwell Ranch, which is a component of project mitigation. Currently, LSA is monitoring project construction, which began in 2008.

The project area includes extensive oak woodlands and vernal pool grassland habitats. Federal- or state-listed species in the project area include vernal pool fairy shrimp and tadpole shrimp, Valley elderberry longhorn beetle, Central Valley fall-run Chinook salmon, Central Valley steelhead, Swainson's hawk, and Boggs Lake hedge hyssop. Jurisdictional waters include vernal pools and swales, freshwater marshes, and riparian forests.

Caltrans District 6 Environmental On-Call
Fresno County, CA

CLIENT
Caltrans District 6

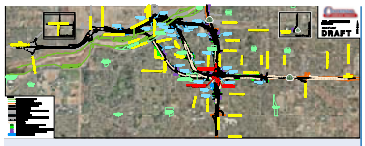
RELEVANT SERVICES
- Combined Tier I EIS/EIR for SR 180 route adoption
- Court-tested gravity model to address growth inducement concerns
- Management of multiple technical studies

Parsons has been providing on-call services on two multiyear environmental services contracts for Caltrans District 6. One of the task-order assignment was a route adoption study for a new expressway facility running approximately 45 miles through Fresno County, connecting I-5 on the west with SR 99 on the east. This was a unique project for Caltrans because it was not a typical project leading to near-term construction. The build-out period could be as long as 50 years, which gave rise to concerns about growth inducement. Parsons developed and applied a court-tested gravity model to this problem, which enabled Caltrans to conclude that the project will not be growth inducing.

Parsons produced a series of 18 technical studies, covering a full range of environmental topics, including air quality, noise, geotechnical considerations, water quality, historical resources, archaeology, paleontology, community impacts, visual impacts, biological resources, Section 4(f) evaluation, floodplain, and wetlands assessments. Parsons had prepared and submitted an administrative draft environmental impact report (EIR), which was being reviewed, when the National Environmental Policy Act (NEPA) delegation became effective. Caltrans District 6 seized the opportunity to achieve NEPA clearance, and Parsons assisted in preparing a combined Tier I Environmental Impact Statement (EIS)/EIR.

The completed EIS/EIR serves as the decision document for the California Transportation Commission to formally adopt a route for SR 180. This decision will then become a stepping-off point for Caltrans to develop individual projects as the need arises and for local governments to rely upon for local land-use planning decisions. Completion of the document occurred in 2012.

Centennial Corridor
Bakersfield, CA



CLIENT
City of Bakersfield

RELEVANT SERVICES
- Combined EIS/EIR
- Caltrans District 6 coordination
- Expressway on new alignment
- Project Report completion

The Centennial Corridor will provide a continuous route along SR 58 from I-5 to the existing SR 58, east of SR 99. The proposed route has been divided into three segments. Segment 1 is the farthest eastern segment that will connect Westside Parkway (Segment 2) to the existing SR 58 (East) Freeway. Segment 2 (known as Westside Parkway) extends from Heath Road to Mohawk Street and is currently under construction. Segment 3 extends from I-5 to Heath Road.

Parsons is responsible for the preliminary analysis and the environmental document, which includes the preparation of the Draft and Final Project Reports and associated environmental compliance documents. Parsons is also preparing plans, specifications, and estimates (PS&E) services for common alignment components of the build alternatives and advanced preliminary engineering for the City. Three build alternatives and a No Build Alternative are being considered. An EIR/EIS is being prepared to meet requirements of the California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA). The project requires close and comprehensive coordination with many federal, state, and local agencies. Parsons is actively managing an extensive public outreach program, which will be conducted throughout the environmental review process. Key environmental technical studies prepared by Parsons include a Visual Impact Assessment, Community Impact Assessment, Air Quality Study Report, Noise Study Report, Water Quality and Hydrology Report, and Section 4(f) Analysis. Parsons' work on the Air Quality Study Report has required detailed air quality analysis and modeling, especially for particulate matter, and is the first project to demonstrate air quality conformity using quantitative analysis methodologies.

High-Speed Train EIR/EIS, San Jose to Merced Pacheco Pass Segment; Merced to San Jose, CA

CLIENT
California High-Speed Rail Authority

RELEVANT SERVICES
- Environmental clearance and preliminary engineering for preferred alignment;
- Caltrans Districts 6 and 10 coordination

The California High-Speed Rail Authority (Authority) is developing an electric-powered steel-wheel-on-steel-rail High Speed Rail (HSR) system in California that is approximately 800 miles long, reaching from Sacramento in northern California to San Diego in the south. The system will operate at speeds of 220 mph on mostly dedicated, fully grade-separated tracks, with state-of-the-art safety, signaling, and automated train control systems. For purposes of engineering and project-level environmental review, CAHSRA has divided the proposed 800-mile HSR system into sections. It selected a 20-firm team, led by Parsons, for the 125-mile-long San Jose to Merced section.

CAHSRA and the FRA completed a final statewide program EIR/EIS in August 2005, as the first phase of a tiered environmental review process for the proposed California HSR system. The Parsons team has been contracted to identify a preferred alignment for the Bay Area to Central Valley section of the HSR system, and for environmental clearance and preliminary engineering. The selected alignment was the result of a complex programmatic comparative evaluation of hundreds of alternative alignments, and follows the Caltrain rail right-of-way, between San Francisco and San Jose along the San Francisco Peninsula, through the Pacheco Pass and via Henry Miller Road, between San Jose and the Central Valley. The work currently being performed by Parsons carries forward from the two program EIRs/EISs.

Port of Stockton Expressway Overcrossing
Stockton, CA

CLIENT
Port of Stockton

RELEVANT SERVICES
- Expedited environmental approval
- CTC funding support and compliance
- Teamed with LSA
- Caltrans District 10 coordination

Mike Higgins served as Project Manager to replace the existing Daggett Road/BNSF at-grade crossing with a new two-lane overcrossing at one of the Port's two primary entrances. Construction of the project began in July 2011 and was recently completed in August 2012.

The team, which was led by Mike and Greg Oslund, provided comprehensive management services to the Port, including assisting the Port with successfully procuring more than $10.5 million in Highway Rail Crossing Safety Account funds; obtaining approval of the BNSF Railroad construction and maintenance agreement; receiving expedited environmental approval with Caltrans District 10 in 26 months; preparing all funding and delivery applications for the California Transportation Commission (CTC) and Caltrans Local Assistance; and providing design support during project construction.

HIGH DESERT CORRIDOR ENVIRONMENTAL SERVICES;
Los Angeles and San Bernardino Counties, CA

CLIENT
Caltrans District 7

RELEVANT SERVICES
- Expressway/freeway on new alignment
- Parsons/Caltrans environmental collaboration
- QA/QC of environmental technical studies

Caltrans District 7 has hired Parsons to assist in the analysis and documentation required for the High Desert Corridor (HDC) project in upper Los Angeles County, extending into San Bernardino County. The project traverses a distance of 63 miles, connecting SR 14 in Palmdale on the west with SR 18 in Apple Valley on the east. The corridor is envisioned to be a public-private partnership that will facilitate a new major east-west goods movement corridor connecting the Victor Valley and points east with the north-south Golden State Freeway.

Parsons is assisting Caltrans' environmental staff with several technical studies, including water quality, energy, and a bike path feasibility analysis. Parsons also prepared the P&N chapter of the environmental document and will assist with additional chapters/sections of the document, as required. Parsons will also conduct a quality control review of the document, which is being authored by Caltrans' in-house staff and will assist Caltrans in managing the public outreach process and subsequent comments and responses documentation.

Fee Schedule

TEAM MEMBER NAME	ROLE IN PROJECT	RATE AND/OR RATE RANGE**
Trin Campos*	Project Manager	$241.70
Mike Higgins*	Deputy Project Manager	$171.71
Greg Oslund*	Principal in Charge	$281.41
Bruce Tafoya*	Engineering Lead	$196.18
Jeff Bingham*	Environmental Lead	$295.28
Rates by Classification	Principal Engineer	$210-270
	Sr. Civil Engineer	$165-200
	Associate Civil Engineer	$140-$185
	Engineer III	$100-$155
	Engineer II	$90-140
	Engineer I	$80-$120
	Principal Planner	$145-200
	Sr. Planner	$125-185
	Associate Planner	$75-150
	Planner	$55-$95
	CAD Support	$85-135
	Admin.	$75-100

* PARSONS KEY STAFF
** PARSONS 2013/2014 BILLING RATES, INCLUSIVE OF OVERHEAD AND PROFIT. EFFECTIVE THROUGH JUNE 30, 2014