



Statement of Qualifications for the Lemoore Walmart Project

City of Lemoore ■ May 2011



Michael Brandman Associates
2444 Main Street, Suite 150
Fresno, California 93721

Table of Contents

Table of Contents	i
Introduction.....	1
Firm Description	2
Related Experience	3
Overview	3
Certifications and Licenses.....	3
Professional Registrations	3
Permits	3
Certifications	4
Large-Scale Retail Project Experience.....	4
Project Personnel	9
Experience and Approach to Legal Challenges Related to Large-Scale Retail EIRs	14
Legally Challenged Environmental Documents and Disposition.....	14
Quality Control Infrastructure	15
Project Management Tools	15
Editorial and Production Process	15
Appendix A: Resumes.....	Error! Bookmark not defined.

Introduction

On the basis of our comprehensive knowledge of large-scale retail projects, including those involving Walmart stores, and in addition to our exemplary record of Environmental Impact Report (EIR) legal defensibility over the past 28 years, Michael Brandman Associates (MBA) offers the City of Lemoore (City) relevant experience with large-scale retail projects as highlighted below:

- **MBA and our team members have extensive experience with Walmart projects.** MBA staff are currently working on numerous large-scale retail and Walmart applications throughout the state. We understand the challenges associated with Walmart projects; Staff assigned to this effort have directed or managed over 30 EIRs related to “large-scale” retail projects, including Walmart’s.
- **MBA has an exemplary record of legal defensibility.** As it pertains to the numerous CEQA documents and EIRs prepared for Walmart projects, or other large-scale retail projects for that matter, MBA has never been successfully challenged. Recently, the courts upheld our EIRs prepared for the Walmarts in Del Norte County and the City of Suisun City. In many cases, such as those in the Cities of Los Banos and Patterson, litigation has been averted entirely because of MBA’s strict adherence to regulatory content and processing requirements.
- **MBA has been called upon to repair environmental documents prepared by other firms.** MBA has repaired numerous Walmart Mitigated Negative Declarations (MNDs) and EIRs prepared by other firms that have been legally challenged and found to be inadequate by the courts. For example, our EIRs for two highly controversial Walmarts in Bakersfield and one in American Canyon, were found to be adequate by the court and addressed the court’s concerns related to the documents previously prepared by other firms. We truly understand what is necessary to successfully prepare an EIR and to assist in its overall entitlement efforts for large-scale retail projects.
- **The MBA management team is highly experienced in managing complicated, schedule-driven projects.** Jason Brandman, Executive Vice President, is recognized in the industry for his consistent ability to deliver high-quality projects on time and within budget under very demanding circumstances. Grant Gruber has extensive commercial retail experience including a large number of Walmart projects.
- **MBA is committed to maintaining the necessary technical and staff resources our projects.** MBA understands the complexity of large-scale retail projects as well as their potential for controversy in areas such as urban decay, transportation, air quality, noise, alternatives, etc. As such, MBA can assemble a team with a wide range of expertise to specifically meet the needs of our clients and to provide sufficient capacity to ensure that the project schedule is met; assigned staff will be committed to the project through its completion. In 2010, MBA successfully completed six Walmart efforts and we continue to have the capacity to meet the City of Lemoore’s project milestones.
- **The MBA team is accessible.** MBA prides itself on being readily available for its clients: communication is the hallmark of MBA’s services. Our staff is connected to our clients via telephone, e-mail, cell phone (with e-mail capability), and fax; we are available to attend or lead daytime and evening meetings.

Firm Description

Incorporated in 1982, MBA has provided hundreds of public agencies and private development clients throughout California with contract environmental and natural resource management services. Our disciplinary specialties include environmental planning, regulatory compliance, natural resource management, cultural resources management, replanting and restoration services, air quality services, and water resource management.

MBA serves clients in the western United States with a staff of almost 80 professionals from offices located in Fresno, San Ramon, Irvine, Palm Springs, Sacramento, and San Bernardino. Our client base is comprised of local land developers, contractors, homebuilders, private- and public-sector agencies, engineers, financial institutions, law firms, military, and academic institutions.

The MBA team consists of environmental resource leaders who possess vast knowledge of environmental regulations, laws, and compliance issues complemented by an in-depth technical understanding of their individual disciplines. MBA staff has a unique understanding of the complexities of managing projects with diverse challenges, including scheduling and logistics, public relations, long-term field efforts, and multifaceted legal and agency compliance issues. As a testament to our skill level, MBA staff is called upon to provide expert testimony, instruct at technical seminars, or lead conferences. To ensure we remain current with environmental issues and stay involved in the communities we serve, MBA staff is actively involved in professional associations, legislative activity, and scientific research forums.

MBA's goal is to provide cost-effective, technically sound, and legally defensible products; we emphasize high levels of client and agency communication and concise verbal and written presentations of project information. We have grown our business based upon our ability to meet the needs of clients in multiple locations and circumstances. Our offices are located in established and burgeoning geographic areas, linked through our communication infrastructure. Staff assigned to a specific project can access company-wide professional resources who are employed in specialized fields through e-mail, cell phones, and hand-held Blackberries to accommodate immediate requests for information. Our project management philosophy revolves around an infrastructure of communication and assigning appropriately skilled resources to implement our project scope. The repeat business we receive from our many valued clients is a result of our focused customer service philosophy.

Related Experience

Overview

Since 1982, MBA has completed environmental and planning documents for over 6,000 projects, many of which involved complex and controversial issues. We have prepared a full range of CEQA/NEPA planning documents for a variety of projects including mixed-use retail, industrial, commercial, golf courses, residential subdivisions, planned communities, transportation facilities, schools, landfills, dams, reservoirs, correctional facilities, and waste treatment facilities. Additionally, we provide regulatory compliance, natural resource management, cultural resources management, restoration planting and maintenance, air quality, and water resources management services

MBA understands the importance of providing our clients with professional, solution-oriented, cost-effective, and timely service. Our environmental planners have the technical credibility required for drafting high-quality documents that meet client expectations and agency requirements.

Certifications and Licenses

MBA's highly qualified and experienced technical staff hold the following professional registrations, permits and certifications, many of which may be required to efficiently meet project needs:

Professional Registrations

- California Professional Geologist #6698 (**Tula Economou**)
- California Registered Civil Engineer #C44305 (**Pamela Cosby-Brandman**)
- California State Bar Association (**Paul Mead**)
- Nevada Registered Civil Engineer #06889 (**Pamela Cosby-Brandman**)
- Registered Environmental Assessor with the California Department of Toxic Substances Control (REA) #07926 (**Frank Coyle**) #08240 (**Trevor Macenski**), #06517 (**Al Martinez**)
- Registered Environmental Mediator Panel of the American Arbitration Association (**Pamela Cosby-Brandman**)
- Register of Professional Archaeologists #11821 (**Ken Lord**), #10085 (**Wayne Bonner**), #11614 (**Michael Dice**), #11138 (**Carrie Wills**)
- Registered Archaeologist, Orange County (**Wayne Bonner, Michael Dice**)
- Registered Archaeologist, Riverside County - # 100 (**Ken Lord**), #102 (**Wayne Bonner**), #101 (**Michael Dice**)
- State of California Department of Real Estate, License #01453065 (**Charles Holcombe**)

Permits

- Federal 10(a)(1)(A) permit #TE-019947-03 California Gnatcatcher, Quino Checkerspot Butterfly, Listed Fairy Shrimp (**Scott Crawford**)
- Federal 10(a)(1)(A) Permit #TE-018909-03 El Segundo Blue Butterfly, Quino Checkerspot Butterfly, California Gnatcatcher, San Bernardino Kangaroo Rat (**Kelly Rios**)
- State of California Bureau of Land Management Cultural Use Permit #CA-07-06 (**Ken Lord, Michael Dice, Wayne Bonner, Carrie Wills**)



- California Department of Fish and Game Scientific Collecting Permit #801034-02 (**Scott Crawford**), #801077-05 (**Kelly Rios**)

Certifications

- California Department of Fish & Game Flat-Tailed Horned Lizard Certification (**Scott Crawford, Kelly Rios**)
- California Department of Fish & Game Desert Tortoise Egg Handling and Burrow Construction Certificate (**Scott Crawford, Kelly Rios**)
- Certified Administrative Professional (**Jayne Ingram**)
- Certified Arborist #WE-8790A (**Diana Lloyd**)
- Certified Environmental Mediator, American Arbitration Association (**Pamela Cosby-Brandman**)
- Certified in USACE Wetland Delineation Technique (**Scott Crawford, Kelly Rios, Diana Lloyd, Paul Mead**)
- Certified Notary Public #1789330 (**Ann Berg**), # 1803999 (**Jayne Ingram**) #1796440 (**Kina Mundy**)
- Certified Planner (**Pamela Cosby-Brandman, Randy Chafin, Tom Holm, Mike Houlihan, Margaret Partridge**)
- Certified Project Manager (**Charles Holcombe**)
- Certified Wildlife Biologist – San Diego County (**Ken Lord**)
- Certified Wildlife Biologist – San Bernardino County (**Scott Crawford, Kelly Rios**)
- Certified Wetland Delineator (**Scott Crawford, Kelly Rios, Diana Lloyd, Trevor Macenski, Paul Mead**)

Large-Scale Retail Project Experience

Fresno North Expansion EIR, Fresno. MBA is currently preparing an EIR that evaluates the proposed expansion of an existing Walmart store in the City of Fresno. The existing 199,000 square-foot Walmart would be expanded by approximately 32,000 square feet. The primary departments to be expanded include grocery sales and support and general merchandise. The expanded Walmart store will operate 24 hours a day, seven days per week. The primary issues of concern include aesthetics, air quality, noise, traffic, and urban decay.

Los Banos Walmart Expansion EIR, Los Banos. MBA prepared an EIR that evaluated the proposed expansion of the existing Los Banos Walmart store as well as the associated development of three commercial retail outlots. The existing 109,000 square-foot Walmart would be expanded by maximum of 69,300 square feet and be upgraded to a Supercenter that would operate 24 hours a day and retail groceries and general merchandise. The three commercial retail outlots would total 69,900 square feet and would be developed on the west side of the Walmart parking lot. Issues of concern include aesthetics, agricultural resources, traffic, and urban decay. The Los Banos Planning Commission certified the EIR and approved the project in October 2010.

Patterson Plaza EIR, Patterson. MBA prepared an EIR that analyzed the proposed development of a 178,000 square-foot retail center that would be anchored by a Walmart store on 16.75 acres in the City of Patterson. The Walmart store would total 158,000 square feet and be surrounded by three commercial retail outlots with a development potential of



20,000 square feet. Issues of concern include air quality, noise, traffic, and urban decay. The Patterson City Council certified the EIR and approved the project in 2010.

Kerman Walmart EIR, Kerman. MBA prepared an EIR that that evaluated a proposed 184,000 square-foot retail center in the City of Kerman (Fresno County). The center would be anchored by a 160,000 square-foot Walmart and feature 24,000 square feet of smaller retail and restaurant uses. Issues of concern include agricultural resources, air quality hydrology and water quality, noise, public services, and water supply. The Kerman Planning Commission recommended certification of the EIR and approval of the project in January 2011.

Wasco Center Walmart EIR, Wasco. MBA is currently preparing a Subsequent EIR (SEIR) for the construction of a Walmart located within the incorporated limits of the City of Wasco approximately eight miles west of State Route (SR) 99 on SR 46 (Paso Robles Highway) in north-central Kern County. The SEIR is being prepared to assess the environmental impacts associated with the proposed modification to the approved, but not yet constructed, 112-acre Wasco Center. This modification is proposed on 17 acres of the 112-acre Wasco Center. The 17-acres include an approved “Large Box Retail” use that would have a build-out square footage of 158,000. The 112-acre Wasco Center was assessed in a Mitigated Negative Declaration approved in 2008. The proposed project includes the construction of a Walmart, operating 24 hours a day, seven days a week, within the 17-acre site. The primary environmental issues associated with the project include traffic, air quality, noise, greenhouse gas, and urban decay.

Del Rio Commercial Area Specific Plan EIR, Atascadero. MBA is preparing an EIR that will evaluate a specific plan encompassing approximately 39 acres in Atascadero. The Specific Plan seeks to guide the development of two developments with a total development potential of 260,000 square feet and 50 dwelling units. One of the developments would be anchored by a 129,000 square-foot Walmart and feature two outlots totaling 10,000 square feet. The other would feature smaller retail and restaurant uses with a total development potential of 120,900 square feet. The Specific Plan requires a General Plan Amendment. Issues of concern include cultural resources, hydrology and water quality, noise, traffic, and urban decay.

Oroville Walmart EIR, Oroville. MBA prepared an EIR that analyzed the development of a proposed 200,000 square-foot Walmart on 20 acres in Oroville. As part of the project, an existing, smaller Walmart store in Oroville would close. Issues of concern include biological resources, hydrology and water quality, traffic, and urban decay. The Oroville City Council certified the EIR and approved the project in December 2010.

Rohnert Park Walmart Expansion EIR, Rohnert Park. MBA prepared an EIR that evaluated a proposed expansion of an existing Walmart store in Rohnert Park, which would include an upgrade to Supercenter status. The existing 131,000 square-foot Walmart would be expanded to 171,000 square feet. As part of the expansion, the store would retail groceries and operate 24 hours a day. Issues of concern include noise, traffic and potential urban decay impacts from the closure of competing businesses. The Rohnert Park City Council certified the EIR and approved the project in July 2010.

Sonora Walmart Expansion EIR, Sonora. MBA prepared an EIR that analyzed a proposed expansion of an existing Walmart store in Sonora. The existing 130,000 square-foot Walmart

would be expanded to 157,000 square feet and would be upgraded to operate 24 hours a day and retail groceries. Issues of concern include noise and potential urban decay impacts from the closure of competing businesses. The Sonora Planning Commission certified the EIR and approved the project in June 2010 and the project received final approval from the Sonora City Council in October 2010.

Del Norte County Walmart Expansion EIR. MBA prepared an EIR for a proposed 87,000 square-foot expansion of an existing 77,000 square-foot Walmart store in unincorporated Del Norte County. As part of the project, the store's existing parking lot would be expanded and its storm drainage system would be upgraded to accommodate additional runoff. Issues of concern included biological resources, water quality, and urban decay. The Del Norte Board of Supervisors certified the EIR and approved the project in August 2008. Following approval, a local activist organization filed suit against the EIR and approvals. A Del Norte County trial court upheld the adequacy of the EIR and approvals in 2009.

Walters Road West EIR, Suisun City. MBA prepared an EIR for a 227,000 square-foot commercial retail project located on 20 acres in the eastern portion of Suisun City at the intersection of SR-12 and Walters Road. The project would be anchored by a 215,000 square-foot Walmart store and also include an 8,000 square-foot sit-down restaurant and a 12-pump gas station with a 4,000 square-foot convenience store. Issues of concern included airport land-use compatibility, traffic, and urban decay. The Suisun City Council certified the EIR and approved the project in February 2008. Following approval, a local activist organization filed suit against the EIR and approvals. A Solano County trial court upheld the adequacy of the EIR and approvals in 2008 and an appellate court did the same in 2010.

Highland Avenue Walmart Expansion Project EIR, San Bernardino. MBA is preparing an EIR analyzing a proposed expansion of an existing Walmart store in San Bernardino. The existing 125,000 square-foot Walmart would be expanded to 171,000 square feet. The expanded store would retail general merchandise and groceries and operate 24 hours a day. Issues of concern include air quality and noise impacts on a nearby mobile home park, traffic, and potential urban decay impacts from the closure of competing businesses. The Draft EIR was released in March 2009.

Gosford Village Shopping Center EIR, Bakersfield. MBA prepared an EIR for the development of approximately 700,000 square feet for various retail commercial and service uses. The project is anchored by seven major large-format retail tenants, including a Walmart Supercenter. The major anchor buildings comprise a total of approximately 569,000 square feet. Several smaller retail pads (53,000 square feet) are situated along Gosford Road. Additionally, several small fast-food pads were built as part of the plan, totaling 13,000 square feet. A gas station is situated toward the southern end of the property near Harris Road. Issues of concern included air quality, traffic, and urban decay.

Panama Lane Shopping Center EIR, Bakersfield. MBA prepared an EIR for the development of two major buildings (one is a Walmart Supercenter), a satellite pad and gasoline fuel station for a total of 379,196 square feet of gross building area on 37.52 acres. The project included the extension of Colony Street, additional intersection signal upgrades, and a drainage dump constructed at the northeast area of the site and subsequent projects such as land division. In 2002, the City of Bakersfield as the lead agency, prepared an EIR for the proposed project. Subsequent to the approval and certification of the EIR in February 2003, Bakersfield Citizens for Local Control (BCLC) filed a CEQA challenge, which resulted in the

decertification of the EIR in December 2004. Specifically, the Appellate Court (Court) ruled that the EIR neglected to address and/or adequately analyze the project's impacts on urban decay, air quality health effects, biological resources (kit fox habitat), and cumulative impacts. MBA was retained by the City to prepare a project-level EIR in accordance with the Court ruling. Issues of concern included air quality, noise, and urban decay.

Redlands Crossing Project, Redlands. MBA was contracted to prepare an EIR for a 310,000 square-foot commercial retail center in the City of Redlands. The project is located on a 33.3-acre site near State Route 210, proposed construction includes a 235,000 square-foot Walmart Supercenter, and nine smaller outparcels totaling 75,000 square feet. Issues of concern include air quality, land use, noise, traffic congestion, and the potential for urban decay from closure of competing businesses.

Wildomar Gateway, Wildomar. MBA was contracted to prepare an EIR for a 234,000 square-foot Walmart Supercenter project in the City of Wildomar in Riverside County. The project is located on a 25.38-acre site near Interstate 15 and consists of a 195,000 square-foot Walmart Supercenter and five smaller outparcels totaling 39,000 square feet. Issues of concern included air quality, biological resources, noise, traffic congestion, utility improvements, and the potential for urban decay from closure of competing businesses. Note that at the time MBA performed the work, the City of Wildomar had not yet been incorporated and the County of Riverside acted as the lead agency.

Napa Junction Mixed-Use Project, American Canyon. MBA prepared an Addendum to the MND for Phase II of the Napa Junction Mixed-Use Project in American Canyon. The project consists of a three-phase commercial retail and residential development on SR-29 and Phase II included a Walmart Supercenter. The original MND was the subject of a legal challenge and was found to be inadequate by a state judge in 2006. MBA was retained by the City of American Canyon to correct the inadequacies in the document. The judge ruled in May 2007 that the Addendum to the original MND adequately corrected the inadequacies and allowed the project to move forward. Issues of concern included public services, traffic, and urban decay. The Walmart Supercenter opened in September 2007.

Ripon Tower Center, Ripon. MBA was retained to prepare an EIR for the Ripon Tower Center retail project on 26.45 acres in the City of Ripon. The proposed project included major retail tenants, a fuel center, and six additional retail pads. The project was proposed to be anchored by a 225,307 square-foot Walmart Supercenter situated parallel to the diagonal boundary of the site. The smaller tenants were comprised of convenience-oriented retail and restaurant businesses. Issues associated with the project included aesthetics, agricultural resources, air quality, biological resources, cultural resources, geology/soils, hazards and hazardous materials, hydrology and water quality, land use and relevant planning programs, noise, public services and utilities, traffic and circulation, and economic/urban decay.

Southeast Fresno Walmart Expansion Air Quality Analysis, Fresno. MBA is under contract with CEI Engineering Associates for the proposed expansion of an existing 125,811 square-foot Walmart to 205,138 square feet and the development of 4 outlot parcels with 34,800 square feet of retail/commercial space located in southeast Fresno. MBA is providing environmental compliance services and coordination with the SJVAPCD for the proposed project to comply with SJVAPCD Rule 9510 - Indirect Source Review. Compliance with Rule 9510 entails completion of an Air Impact Assessment Application and associated analysis.

Walmart Truck Fleet Emission Methodology. MBA prepared the methodology for determining the emission reductions available due to the use of Walmart’s clean delivery truck fleet at Walmart projects. The methodology was approved by the SJVAPCD for use in determining Rule 9510 emission credits for all Walmart projects in the San Joaquin Valley. The methodology accounted for average trip length from Walmart distribution centers and change in fleet composition and truck emission regulations over time.

Visalia Walmart Ambient Air Quality Analysis and Rule 9510 Indirect Source Review Compliance Services. MBA is under contract with CEI Engineering to prepare Rule 9510 Air Impact Assessments (AIA) and Ambient Air Quality Analysis for the Visalia Walmart Expansion project. The project consists of the expansion of the existing Walmart store by 54,857 square feet. The AIA application and ambient air quality analysis have been submitted.

Kerman Walmart Rule 9510 Indirect Source Review Compliance Services. Under contract to CEI Engineering, MBA prepared the Air Impact Assessment (AIA) application for a proposed 184,000 square-foot retail center in the City of Kerman (Fresno County). The center would be anchored by a 160,000 square-foot Walmart and feature 24,000 square feet of smaller retail and restaurant uses.

Los Banos Walmart Expansion Indirect Source Review Compliance Services. Under contract to CEI Engineering, MBA prepared the Air Impact Assessment (AIA) application for the proposed expansion of the existing Los Banos Walmart store as well as the associated development of three commercial retail outlots.

Patterson Walmart Indirect Source Review Compliance Services. Under contract to CEI Engineering, MBA prepared the Air Impact Assessment (AIA) application for the proposed Patterson Walmart that was part of the larger Patterson Plaza Shopping Center. The project consists of a 158,000 square foot Walmart and 20,000 square feet of restaurant and retail space on 16.75 acres.

Mitchell Ranch Shopping Center Project City of Ceres Indirect Source Review Compliance Services. Under contract to Greenberg Farrow, MBA prepared the Air Impact Assessment (AIA) application for the proposed Mitchell Ranch Shopping Center in the City of Ceres. The project consists of a 299,830 square foot shopping center on 26.3 acres anchored by a Walmart Store. The Walmart Store includes 185,668 square feet of indoor uses and a 5,762 square foot outdoor garden center. .

Lodi Walmart Air Quality and Climate Change, Lodi. MBA was under contract with Doucet & Associates for the Air Impact Assessment Application and associated analyses for a shopping center project located in the City of Lodi to comply with SJVAPCD Rule 9510 - Indirect Source Review. The project is the proposed Lodi Shopping Center located on a 36-acre site at the southwest corner of West Kettleman Lane/State Route 12 and Lower Sacramento Road in west Lodi. The project includes approximately 399,966 square feet of commercial retail uses. The primary user will be Walmart, which will occupy approximately 226,868 square feet of floor area, including approximately 70,000 square feet for grocery sales, 19,889 square feet for a garden center, and 6,437 square feet for an auto service shop. A total of 13 buildings of various sizes will be constructed on the site to accommodate retail, service, and restaurant uses. MBA also prepared an air quality analysis to assess the project’s contribution to climate change.



Project Personnel

MBA understands the value of assigning quality leadership and experienced resource staff to complete projects within schedule and budget.

MBA has assembled a project team that can provide a wide range of cost-effective, timely, high-quality technical services that meet environmental regulations and agency requirements. The selection of team members, both in-house staff and subconsultants, is based upon four key factors:

- Technical expertise in issue areas of particular concern to the City
- Prior experience with similar projects in Northern California
- Ability to comply with schedule constraints
- A demonstrated ability to effectively communicate and present technical information to the public

MBA's project team includes experts in key environmental fields who provide the technical credibility to successfully produce the necessary technical studies and finalize a comprehensive environmental document. Professional technical analyses are essential to ensure the environmental document is deemed credible, objective, and technically sound in the eyes of the lead agency and the public.

Of equal importance to the technical ability of the team members is their previous experience working on complex and controversial projects, which ensures that they are capable of producing the highest quality work product. Key strengths associated with an MBA project team include:

- Established working relationships between team members
- Technical expertise in areas specific to the project
- Ability to assign key management and senior staff immediately on contract award with the intent of meeting the client's schedule requirements

Brief biosketches for key team personnel are provided below.

Jason Brandman is vice president of the Northern and Central California Regions of MBA. Mr. Brandman specializes in planning, environmental impact assessment, and public policy analysis with an in-depth understanding of issues related to hillside residential development. He has more than 24 years of experience with the management of and analysis for EIRs, Environmental Impact Studies (EIS), Environmental Assessments (EA), MNDs, Specific Plans and water/wastewater resource and hazardous material studies. He has worked on a wide range of projects: downtown revitalization plans, major mixed-use developments, large/small scale residential developments, regional transportation corridor and utility transmission line studies, and commercial and industrial developments. He has also worked on state correctional facilities and site-specific hazardous materials investigations. He is an expert in studies for land use, aesthetic analysis, transportation/ circulation, geology, hydrology, public services, utilities, and cultural resources. He holds a Bachelor's degree in Urban Geography from California State University, Fullerton.



Thomas F. Holm, MURP, AICP, vice president of Environmental Services, has served as a principal with the firm since 2002. He has more than 30 years of diverse planning and environmental **experience** on a variety of environmental, natural resource, and regulatory compliance projects. Tom has been actively involved in broad-based NEPA and CEQA-related projects throughout Southern and Central California including large master-planned communities, major public works and infrastructure, transportation corridors, water resources, and coastal projects. He has served as principal-in-charge/project director for multiple award-winning EIRs and provides management oversight and guidance to multi-disciplinary development projects statewide. A former planning commissioner and transportation/traffic commissioner, he now serves as legislative liaison and board member of the Orange County Chapter of the American Planning Association. Tom earned a Master's degree in Urban Planning from the University of California, Los Angeles, and a Bachelor's degree from the University of California, Irvine, where he majored in Political Science.

Grant Gruber has worked as CEQA practitioner with an interest in the economic, political and public policy aspects of planning since 2003. His work experience includes the preparation of CEQA documents (i.e., EIRs and MNDs). Mr. Gruber has broad CEQA experience including analysis of program level documents (General Plans, Specific Plans, Master Plans), large development projects (commercial, residential, industrial, and institutional), and small projects. Mr. Gruber's areas of emphasis include land use, agriculture resources, aesthetic and visual analysis, traffic and circulation, public services and utilities, hazards, and cultural resources. Grant majored in Environmental Sciences and earned his Bachelor's degree from the University of California Riverside.

Randy Chafin, AICP, has over 30 years of diverse public and private sector urban **and** environmental planning experience, including 24 years as a planning and environmental consultant. His expertise encompasses most aspects of the municipal planning process. He has worked extensively with other disciplines involved in the development process, including engineers, architects, environmental specialists, attorneys, landscape architects, and developers, and is well versed in California planning and environmental law. He has also worked for municipalities, consulting firms, and operated his own planning consulting practice. Randy is highly skilled at creating environmentally sustainable solutions for complex development projects through both project design and mitigation strategies. He has served as principal author and project manager for numerous environmental impact analyses, including EIRs, Initial Studies/Mitigated Negative Declarations (IS/MNDs), Environmental Assessments (EAs), and mitigation monitoring programs. As a result of his broad experience, understanding of municipal planning processes, and knowledge of other disciplines, Randy has been retained as an extension of public agency staff and project manager for numerous complex, and sometimes controversial, projects. In this capacity, he has ensured that the work of all project team members is coordinated, that all required processes are followed, and that the requirements of all regulatory agencies are met. Randy earned a Bachelor's degree in Urban Planning from California Polytechnic University, Pomona. He is an active member of the American Planning Association, the American Institute of Certified Planners, the Association of Environmental Professionals, and the Urban Land Institute where he serves on the Institute's Sacramento Council Executive Committee.

Trevor Macenski, MS, REA, has experience providing environmental impact assessment and urban and regional land use planning documents for both the public and private sectors and in analyzing projects under CEQA and NEPA along with federal, State, and local regulations. His expertise includes CWA Section 404 permit requirements; Section 7 and Section 10,



PROJECT PERSONNEL

Local Government Planning, Caltrans environmental requirements, Phase I and Phase II ESAs, Air Quality Modeling, and global climate change (AB 32 and SB 375). Trevor earned a Master's of Science degree in Environmental Science and Policy from the Johns Hopkins University and a Bachelor's of Science degree in Environmental Policy Analysis and Planning from the University of California, Davis. He is the Director of the Superior California Chapter of the Association of Environmental Professionals, which encompasses the greater Sacramento valley, and is a State of California Registered Environmental Assessor #08240.

Tula Economou, PG, is the regional manager for MBA San Ramon, has worked within the environmental consulting field, and acted as project and program manager for both public and private sector clients since 1988. She has successfully helped her clients with regulatory compliance and site closure for a variety of projects, often realizing significant cost savings. Her expertise includes environmental assessments, CEQA compliance, field hydrogeologic investigations, interpretation and analysis of hydrogeologic and chemical data for surface and groundwater, and analysis of the effects of hazardous waste disposal on surface and groundwater. She designed and implemented remedial investigations, feasibility studies and remedial action plans, as well as directed the development of Geographic Information Systems (GIS). Tula has completed a certificate program in hazardous materials management from U.C. Berkeley Extension. Tula holds a Master's degree in Geology from Vanderbilt University, a Bachelor's degree from Smith College, and is a California Professional Geologist (No. 6698).

Robert Francisco offers more than 25 years of experience dealing with land-use planning and regulatory compliance issues. He possesses a thorough understanding of wetland permitting requirements, ecology of wetland systems, wetland restoration planning, Section 401 and 404 of the Clean Water Act, (CWA) Section 106 of the National Historical Preservation Act, and special status species issues pursuant to Section 7 and 10 of the Endangered Species Act. He is a published author, having written several articles on vernal pool creation, streambed restoration, and habitat assessment. He is a frequent lecturer throughout California on compliance issues related to the Clean Water Act (CWA) and related compliance issues. Over the years, Robert has worked on or managed Nationwide Permits and Individual Permits including the preparation of complex 404 (b) (1) alternatives analysis in support of documenting NEPA compliance. He managed CWA compliance for the Owens Lake dust control project and managed regulatory compliance for fiber optic installation with the Western United States. Robert earned his Bachelor's degree in Environmental Science with a minor in Biological Sciences from California State University, Sacramento.

Dave Mitchell, MS, has more than 18 years of experience in land use and air quality planning, including long-range planning, plan implementation, and managing large multi-disciplinary projects. Dave has served as project manager for numerous Negative Declarations, EIRs, dairy digester permits, and environmental review for multiple dairies. He also participated in developing dairy air quality research plans for the San Joaquin Valley. Dave possesses extensive experience in air quality analysis, CEQA lead agency and commenting functions, plan development, rule development, grant and incentive programs, and land use, transportation, air quality connections. His areas of expertise include CEQA compliance, regulation development, state implementation plan issues, air quality impact assessments, and air pollution control technology. Dave received his Master's degree in Geography from California State University, Fresno.



Chrystal Meier is an air quality analyst with five years of experience in both the private and public sectors specializing in rule development, rule implementation, environmental document preparation and review, emissions modeling and analysis, interagency coordination, and public education. Chrystal served as an Air Quality Specialist with the San Joaquin Valley Air Pollution Control District where she was responsible for preparation and review of technical documents and analyses. She has also provided training courses on implementation of CEQA, modeling and analysis procedures, and organized and led meetings with public agencies, interest groups and consultants. Chrystal earned her Bachelor's degree in Geography from California State University, Fresno.

Elena Nuño has five years of CEQA experience, focusing primarily on air quality analysis. She has prepared various sections of EIRs for General Plan Amendments, as well as Air Impact Assessments Applications for numerous commercial and housing projects. She also led the San Joaquin Valley Air District marketing effort for Rule 9510 compliance. She is skilled in the use of URBEMIS air quality modeling protocols. Prior to joining MBA, Elena served as a senior associate planner leading project teams. Her professional history includes working as an air quality specialist with the San Joaquin Valley Air Pollution Control District. Elena holds a Master's degree in Public Administration from California State University at Fresno and a Bachelor's degree in Geological and Environmental Services from Stanford University.

Greg Tonkovich, AICP, INCE, has over six years of experience conducting noise impact studies for the development industry. Areas of expertise include residential and commercial noise studies, transportation noise analysis and abatement, and noise level measurements. Greg's acoustical modeling skills include FHWA Traffic Noise Model (FHWA TNM), Sound32 Noise Prediction model, SoundPlan Version 6.4, Rail noise prediction, and CadnaA noise prediction software. Greg holds a Master's degree in Electrical Engineering and a Bachelor's degree in Planning and Development, both from the University of Southern California. Greg is also certified by the American Institute of Certified Planners and by the Institute of Noise Control Engineering.

Carrie Wills, MA, RPA, is a senior project archaeologist with 18 years of experience in the area of prehistoric and historic archaeology. Scope of work includes conducting pre-field assessments, archival **research**, pedestrian field surveys, site evaluation and testing, and data recovery and analysis. She has extensive experience preparing documents that comply with the California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) and evaluating and assessing historic structures located on mining, ranching, and military facilities for inclusion on the National Register of Historic Places and California Register of Historical Resources. Carrie holds a Master's and Bachelor's degree in Anthropology from California State University, Hayward. She is a Registered Professional Archaeologist.

John Baas, PhD, possesses more than 20 years of experience in natural **resource** management and outdoor recreation planning. His areas of expertise include recreation visitor research, environmental impact assessment, natural resource economics, and public involvement and communication. John has broad experience with CEQA and NEPA compliance and has prepared CEQA documents for residential or commercial development projects with the City of Fairfield, City of San Jose, City of San Ramon, City of Santa Rosa, City of Tulare, Del Norte County, San Luis Obispo County, Solano County, and the Oxnard Harbor District. He has prepared NEPA documents for the Army Corps of Engineers, Bureau of Land Management, Bureau of Reclamation, Forest Service, and the National Park Service. Prior to



PROJECT PERSONNEL

becoming an environmental consultant, John worked for the United States Forest Service as a research social scientist. John possesses a Doctorate degree from Oregon State University in Forest Resource Management, a Master's degree in Recreation Resources from Colorado State University, and a Bachelor's degree in Wildlife Biology from Colorado State University. He currently serves on the Executive Board of the National Association of Recreation Resource Planners (NARRP) and through this organization is producing an online guidance document on best practices in recreation resource planning that is hosted on the NARRP website.

Experience and Approach to Legal Challenges Related to Large-Scale Retail EIRs

The most critical factor in preparing an adequate EIR is crafting a project description that fully identifies the scope of the proposed development and activities, and sets forth parameters that will provide the basis for the impact evaluation. Such a project description will identify the geographic extent of the project, the maximum amount of development anticipated, the operational characteristics of the project (e.g., hours of operation, truck trips, etc.), objectives, and necessary approvals. It is MBA's experience that completing a stable project description early in the process allows for the expeditious and efficient preparation of both the technical studies and the EIR.

In addition to the project description, conducting thorough analysis of impacts in each topical section is essential. Opponents of large-scale retail projects will often retain experienced CEQA attorneys and consultants to review and scrutinize the details of technical studies such as air quality, noise, traffic, and urban decay. MBA has had our work scrutinized at this level and we have continually adjusted and modified subsequent work products to enhance legal defensibility.

Finally, an important aspect to preparing a defensible EIR is providing thorough and detailed responses to comments as part of the Final EIR process. As previously mentioned, large-scale retail opponents often submit detailed comments on EIRs and, therefore, being able to explain and defend one's work in a timely manner is critical to maintaining the schedule. MBA has recent experience preparing Responses to Comments documents that address hundreds of comment on tight deadlines and employs approaches such as master responses to maximize the efficiency of the process.

Legally Challenged Environmental Documents and Disposition

MBA has established an excellent record of legal defensibility for environmental documents. In most cases, however, litigation has generally been averted entirely because of MBA's strict adherence to regulatory content and processing requirements.

The CEQA process has become increasingly litigious as projects become more complex and environmental resources in California are obtaining increased protection under the law. MBA has made efforts to respond to this trend in three very important ways:

- A number of MBA staff has been involved in working closely with CEQA attorneys to provide expert testimony for a variety of CEQA projects.
- We have taken strides to retain key staff with extensive backgrounds in law and the provision of services in the preparation and/or review of the CEQA process.
- It is important to note on almost all large-scale projects in which MBA has been involved, the project applicant or lead agency routinely included special CEQA attorneys as part of a multi-faceted project team. This enabled MBA to engage in considerable interaction with these attorneys in their review and development of specific analysis included in the CEQA documents prepared for these projects.

Quality Control Infrastructure

Project Management Tools

MBA's project management approach focuses on our use of state-of-the-art technology to keep clients informed of real-time critical project information, which makes our project implementation more efficient and less costly. VISION, our fully automated web-based project management system, allows MBA project managers to coordinate and share information simultaneously among large teams, such as a calendar of project events, an on-going record of project team activities, progress reports, and a library of electronic reports. With this tool, MBA can facilitate early participation with the agencies tasked with reviewing project issues, permits, licenses, and/or opinions and substantially reduce the time and cost of communication between agencies.

MBA project managers also utilize VISION to manage project budgets. Scope of work tasks and fees can be queried into any level of subcategories desired to assess to-date expenditures and project the utilization and adherence to task budgets. VISION provides a valuable communication and reporting tool that allows project managers to remain informed and flexible if the need to redistribute task funds becomes apparent during project implementation.

MBA's communication technology is supported by a fully automated data processing and information systems network with advanced architecture and functionality. MBA uses sophisticated applications, including database, scientific/engineering, and air quality modeling programs, further enhanced by an extensive library of business, relational database, file management, budgeting, project tracking, and word processing and graphics software.

Editorial and Production Process

MBA operates a full-service production facility, which offers added value in project cost savings (typically a savings of 25 percent over outsourcing) and streamlines the publications review and output processes. Our in-house staff of word processors, editors, and graphic artists work together by sharing project information and ensuring version control to result in a cohesive product that supports the project's compliance goals.

We employ a variety of techniques to ensure the highest possible degree of quality control is applied to our projects, including but not limited to:

- Facilitating an initial review of all products and reports by word processors and technical editors for consistency and grammatical/technical accuracy
- Conducting a senior management review of technical products by the project director to provide any oversight assistance that might add an additional degree of technical quality to the document before being released to the client
- Supporting immediate file exchange through our company-wide network to ensure version control

MBA can provide a variety of data output, including printed copy, electronic transmittal via fax, e-mail, or CD. We offer our clients Web design and geographic information systems (GIS) services, color printer access, and 11- x 17-inch-printing capabilities. Software includes all current Windows, GIS, CAD, and Web design applications.

