



Harris & Associates



Statement of Qualifications (SOQ)

Environmental Planning + Compliance *Transportation*

Firm Profile

Harris & Associates (Harris) has served public agencies and private clients since 1974. Our robust program of services includes environmental and regulatory compliance, engineering, program and construction management, municipal district finance services, and strategic services.

Our Environmental Planning + Compliance team is anchored by experienced directors with extensive experience preparing California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) compliance documents and supporting technical studies for a wide variety of development, transportation, and other infrastructure projects. The staff has earned an esteemed reputation for providing high-quality, legally defensible documents that are easily understood by the general public. Our team experience also includes preparing Caltrans technical studies and permit application packages for compliance with Clean Water Act Section 404/401, Endangered Species Act Section 7/10, Section 106 of the National Historic Preservation Act, Fish & Game Code Section 1602, and the California Coastal Act.



This Statement of Qualifications (SOQ) focuses on Harris' environmental planning and compliance services related to transportation projects. It also includes project examples and select personnel profiles. Harris has some of the industry's best leaders with abilities to solve your most complex challenges. The personnel included in this SOQ only scratch the surface of the pool of experts we offer to our clients. Please visit our website for more information: www.WeAreHarris.com.




COMPREHENSIVE SERVICES

-  Advisory Services
-  Asset Management
-  Civil Design
-  Climate Change + Sustainability

-  Community Development + Housing
-  Community Planning
-  Construction Management

-  Environmental Planning + Compliance
-  Municipal Engineering
-  Municipal Finance
-  Program Management

-  Risk + Resilience
-  Special District Finance
-  Water Consulting

Services

Harris' core Environmental Planning + Compliance staff each have 15–35 years of experience in CEQA and NEPA compliance, with expertise in project management, impact assessment, permitting, and technical writing. Our environmental services staff have earned an esteemed reputation for providing high-quality, legally defensible documents that are easily understood by the general public. With decades of expertise in managing complex environmental challenges, Harris has a diverse portfolio of transportation infrastructure projects, including active transportation, alternative transportation, road widening, bridge replacement, and storm damage repair projects. We have extensive experience working with Caltrans, regional transportation agencies, and City/County public works departments to manage the environmental aspects of federally, state, and locally funded transportation projects. Our in-depth knowledge of Caltrans processes and guidance, NEPA assignments under the 327 MOU, and CEQA and their relevance to Caltrans projects helps streamline the environmental review process, avoiding delays and facilitating the timely delivery of transportation projects.

Our environmental planning and compliance services include:

- CEQA/NEPA Documentation
 - Categorical Exemptions/Categorical Exclusions
 - Initial Studies/Environmental Assessments
 - Environmental Impact Reports/Environmental Impact Studies
- Caltrans Environmental Constraints Analysis and Scoping Documents
 - Preliminary Environmental Study (PES)
 - Preliminary Environmental Assessment Report (PEAR)
- Air Quality
 - Air Quality Technical Report (AQTR)
 - Air Quality Conformity Analysis (AQCA)
 - Health Risk Assessments (HRA)
 - Interagency Consultation (IAC) Memoranda
 - Modeling
- Biological Resources
 - Biological Assessments (BA)
 - Flora and Fauna Surveys
 - Habitat Assessments
 - Habitat Conservation Plans
 - Mitigation Plans and Monitoring
 - Natural Environmental Studies (NES)
 - Natural Resource Management Plans
 - Restoration Plans
 - Vegetation Mapping
 - Wetland Delineations/Aquatic Resources Delineations Reports (ARDR)

- Cultural Resources
 - Archaeological Survey Report (ASR)
 - Area of Potential Effects (APE) Maps
 - Historic Property Survey Report (HPSR)
 - Historical Resources Compliance Report (HRCR)
 - Finding of Effects (FOE)
 - Post Review Discovery and Monitoring Plans (PRDMP)
- Greenhouse Gas (GHG) Emissions
 - Modeling, Analysis, and Reports
- Hydrology and Water Quality
 - Water Quality Assessment Reports (WQAR)
 - Water Supply Assessments
- Noise
 - Modeling
 - Noise Study Reports (NSR)
 - Noise Abatement Decision Reports (NADR)
- Public Outreach
- Regulatory Compliance and Permitting
 - CDFW Section 1602, LSAA
 - Clean Water Act Section 401
 - Clean Water Act Section 404
 - Clean Water Act Section 408
 - Coastal Development Permit
 - Endangered Species Act Section 7 & 10



Our Staff



Harris has a 40+ person Environmental Planning + Compliance team. Our environmental services team members are seasoned professionals, who have worked on both the public and private sides of environmental consulting. We offer a combination of capabilities, experience, and personnel to tackle any project.

Our staff is very active and well-connected in the environmental professional field, and has specific education and credentials needed to address project-specific technical analysis. Our staff stays up to date on the latest regulations and trends and utilizes this knowledge to help avoid delays or revisions on projects. Our wide range of services and connections with our environmental teaming partners enables us to pivot quickly and address issues that may arise. To supplement our in-house expertise, Harris has strong relationships with subcontractors across California who are experts in their respective disciplines.

Our team members are experts in CEQA and NEPA documentation, Caltrans processes, regulatory permitting, GIS and graphics, and the technical disciplines of air quality, GHG emissions, biological and cultural resources, noise, and water quality. Most importantly, the Harris team members are committed to providing quality, personalized service for each and every project.

Experience & Expertise



Project Awards

- City of Santa Cruz, Coastal Rail Trail Segments 8 and 9 EIR
 - 2023 Outstanding Environmental Analysis Award, Association of Environmental Professionals
- City of San Diego, Midway Pacific Highway Community Plan Visual Impact Analysis
 - 2022 Amendment Outstanding Technical Study Award, AEP
- City of Santee, Cannabis Business Ordinance IS/MND
 - 2022 Outstanding Environmental Analysis Document Award, AEP
- City of Santee, Fanita Ranch Development EIR
 - 2020 Outstanding Environmental Analysis Award, AEP
- City of Solana Beach, Solana 101 Mixed-Use Redevelopment EIR
 - 2018 Outstanding Environmental Analysis Award, AEP
- Santa Cruz County Regional Transportation Commission, North Coast Rail Trail EIR
 - 2018 Merit Award for Environmental Analysis Document, AEP

Harris' staff have worked on a wide variety of transportation and development projects throughout California. Our team has provided comprehensive environmental compliance and documentation for numerous bike, pedestrian, road, highway, bridge, and infrastructure projects. We are involved in all phases of transportation project delivery, from preparing scoping documents (PES/PEAR) in the Project Initiation Document (PID) phase, to preparing environmental documents and supporting technical studies in the Project Approval and Environmental Document (PA&ED) phase, to preparing permit applications in the Plans, Specifications and Estimates (PS&E) phase, and providing environmental compliance and mitigation monitoring during construction. Harris technical staff have developed strong working relationships with resources agency staff and have experience consulting on a variety of projects. For all our project work, Harris consistently demonstrates expertise in navigating environmental regulations, ensuring compliance, and supporting the successful execution of transportation infrastructure initiatives.

Some of our most notable projects are detailed on the following pages.



Harris Projects

North Coast Rail Trail

Santa Cruz County
Regional Transportation Commission

The 7.5-mile pedestrian/bicycle trail project extends along the Santa Cruz Branch Rail Line through agricultural land and open space with sensitive natural resources in the coastal zone on land owned by State Parks in Santa Cruz County. The project is Segment 5 of the larger Monterey Bay Sanctuary Scenic Trail (MBSST) Master Plan, which includes a continuous 50-mile, multi-use trail extending the length of Santa Cruz County. Harris managed the EIR and prepared the Air Quality, Greenhouse Gas Emissions, Land Use, Noise, Public Services/Utilities, and Recreation analyses.

Coastal Rail Trail Segments 8 and 9

City of Santa Cruz

The 2.2-mile bicycle and pedestrian system includes improving an existing Class IV on-street bicycle system and sidewalk along the Santa Cruz Beach Boardwalk and constructing a new multi-use trail through heavily developed commercial and residential areas and over the Santa Cruz Harbor in the coastal zone. In addition to preparing the CEQA EIR, the Harris team prepared the Caltrans PES and technical studies for air quality, biological resources (NES), cultural resources (HPSR, ASR, HRER), noise, traffic, and visual resources; as well as the Section 4(f) and 6(f) studies

Coastal Rail Trail Segments 10 and 11

County of Santa Cruz

The 4.5-mile new multi-use bicycle and pedestrian trail extends along the Santa Cruz Branch Rail Line through developed residential, commercial areas and sensitive habitat in the unincorporated coastal zone. The Harris team prepared the Caltrans PES; technical studies for air quality, biological resources (NES), cultural resources (HPSR, ASR, HRER), noise, traffic, and visual resources; the Community Impact, Relocation Impact, and Section 4(f) Memoranda; and the CEQA EIR which analyzed multiple alternatives at an equal level of detail.





San Lorenzo River Parkway

City of Santa Cruz

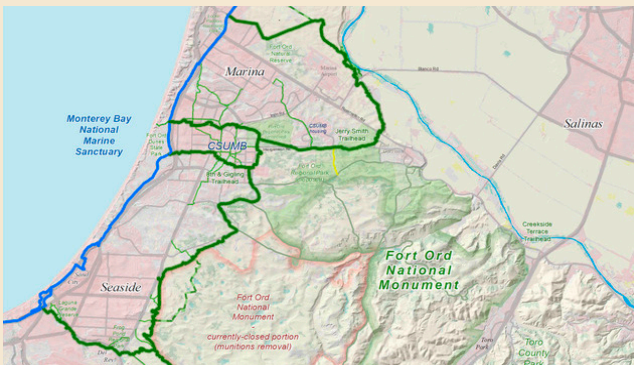
The project replaced a 4-foot-wide wooden walkway, located across the span of the San Lorenzo River Trestle Bridge, with a 10-foot-wide concrete multi-use path. The trestle path is part of both the City's San Lorenzo River Parkway program and Segment 8 of the Santa Cruz Coastal Rail Trail Project. The project won awards for importance in the community and unique low-weight cantilever design. Harris worked with project engineers to develop construction techniques to minimize potential environmental impacts and prepared the CEQA IS/MND.



Lee Road Trail Project

City of Watsonville

The project provides connection between the Pajaro Valley High School and existing and planned bicycle/pedestrian facilities along Lee Road, extending through City and unincorporated land in the coastal zone, including a new bridge under the submerged portion of Lee Road. The Harris team prepared the Caltrans PES; technical studies for biological resources, cultural resources, noise, and Section 6(f); and the CEQA IS/MND.



Fort Ord Regional Trail and Greenway

Transportation Agency for Monterey County

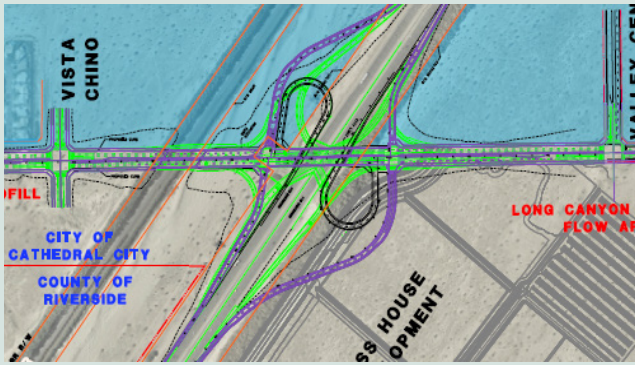
Harris was part of the consultant team that prepared the CEQA/NEPA environmental documentation for TAMC's FORTAG project, a 30-mile network of paved trails located within former Fort Ord, Marina, Seaside, Del Rey Oaks, and Sand City. Harris prepared Caltrans technical studies for Air Quality, Noise, and Water Quality and corresponding EIR analyses.



Buena Vista Drive Rehabilitation

Santa Cruz County

The County of Santa Cruz proposes full depth reclamation to improve Buena Vista Drive between Highway 1 and the Buena Vista landfill, raising the elevation where necessary to address flooding issues, replacing culverts, and widening the roadway and adding turn lanes for safety. Harris conducting cultural resources studies, working closely with the design team to minimize impacts to biological resources (including California red-legged frogs), and preparing the CEQA IS/MND.



Da Vall/I-10 Interchange

City of Cathedral City

This project constructed a new interchange at Da Vall Drive at Interstate 10, including bridges over I-10 and the Union Pacific Railroad (UPRR), as well as street widening and improvements along Da Vall Drive. (Additional components included utility relocations, right-of-way acquisition, flood control improvements, and the installation of traffic signals and ramp metering.) Harris provided engineering design services and prepared the Caltrans PEAR.



Harkins Slough Road Bicycle/ Pedestrian Improvements

City of Watsonville

The project includes safety improvements along Harkins Slough Road and several other roadways leading to and surrounding four elementary schools, two middle schools, and Pajaro Valley High School. The improvements include new a two-way Class IV bike path and sidewalk improvements on the Harkins Slough Road Bridge leading to the high school. Harris prepared the Caltrans PES, Caltrans CEQA Checklist, and Categorical Exemption/Exclusion memorandum.



Roadway Improvement Projects

City of Fresno

(On-Call Engineering/Environmental Services)

Harris prepared Caltrans technical studies (AQ, CIA/ RIM, Cult Res, Noise, Water Quality) for the Clinton Ave Widening Project, and prepared the CEQA/NEPA documentation for Parkway Drive Realignment, Granville/Behymer Avenue Safety Improvement, Church/Walnut Safety Improvement, and the Blackstone Avenue Smart Mobility Project.



Willow Pass Road Diet and Rehabilitation

City of Concord

(On-Call Engineering/Environmental Services)

Harris provided design and environmental services for the 2-mile project, which included pavement rehabilitation and bicycle/pedestrian safety improvements. Harris prepared the Caltrans PES, Categorical Exemption/Exclusion, and NEPA/CEQA Revalidation.



University Drive Widening

City of Irvine

Harris provided roadway design and environmental oversight services for this important widening project along a busy corridor. A portion of University Drive is within CCC jurisdiction, requiring a Coastal Zone Development (CDP) permit. Harris' in-house environmental services staff provided oversight and QA/QC review of the CDP application and other relevant CCC submittals to ensure mitigation measures identified in the environmental documentation for the project were included.



Borden Road Bridge

City of San Marcos

Harris assisted the City of San Marcos with completion of environmental permitting requirements for the Borden Road Bridge project. This included coordination with the regulatory agencies to finalize the Long Term Management Plan and Conservation Easement documentation.



Intermodal Transportation Center Master Plan

City of Salinas

The Salinas Intermodal Transportation Center Master Plan (ITCMP) will be used to create a shared vision among the community and officials, encourage implementation by partner agencies, and provide clearly defined parameters for future development of transit-oriented uses. Harris was contracted to prepare an Existing Conditions Assessment and conduct Community/Stakeholder engagement outreach activities for development of the Master Plan.



24th Street Transit Oriented Development Overlay (TODO)

City of National City

A primary objective of the 24th Street Transit Oriented Development Overlay (TODO) is to achieve better alignment between transit infrastructure, public realm enhancements, and land uses in the area through transit-oriented development and Smart Growth infill development. The project is a land use overlay that does not amend the land use designations or zoning for the study area. To comply with CEQA, Harris prepared an EIR Addendum tiered from the 2012 General Plan Update Program EIR.



HSIP Cycle 10 Pedestrian Safety Improvements

City of Soledad

(On-Call Engineering/Environmental Services)

Harris provided design and environmental services for pedestrian safety improvements at various intersections near Main Street Middle School and Soledad High School. Environmental services included preparing a Caltrans Preliminary Environmental Study (PES) and CEQA Categorical Exemption with Supporting memorandum.



Palo Colorado Road Emergency Repair

County of Monterey

(On-Call for Engineering/Environmental Services)

Harris provided environmental services for this complicated and important roadway and culvert repair project. Palo Colorado Road and the Rocky Creek culvert were severely damaged in winter storms, cutting off residential access. Harris led the environmental compliance, regulatory permitting, and mitigation monitoring for the emergency project. Staff prepared a jurisdictional delineation, impact assessment, and mitigation plan for sensitive species.



California High-Speed Rail Construction Package 1

California High Speed Rail Authority

Harris is actively involved with the construction management of the California High Speed Rail Project, the largest active transportation project in the United States. The Project passes through rivers and habitat that is suitable for special-status species such as the California Tiger Salamander, Swainson's Hawk and the San Joaquin Kit Fox. The Harris environmental team works to ensure that the project remains in compliance with all environmental permits.



Indian Canyon Drive Widening and UPRR Replacement

City of Palm Springs

Harris is providing environmental monitoring and compliance for this \$40M bridge replacement project in Riverside County. The team was instrumental in securing emergency regulatory permits from the RWQCB and USACE for the project due to the flooding of the site in the Whitewater River from Hurricane Hilary. Our expert team of biologists also provided compliance monitoring for project regulatory permits, including Incidental Take of endangered species.

Key Personnel



Diane Sandman, AICP

*Senior Vice President /
Consulting Division President*

Diane has built a distinguished career as an expert in environmental planning and compliance for projects across California. Her extensive experience includes managing NEPA and CEQA compliance, overseeing technical studies, and ensuring regulatory adherence for a diverse array of public infrastructure improvements, such as road widening, bridge replacements, and airport rehabilitation projects. Diane's roles have often involved complex coordination with federal, state, and local agencies, including Caltrans, FAA, and USACE, to secure necessary permits and approvals. She has a proven track record of addressing critical environmental issues, such as biological and cultural resource protection, while providing detailed quality control over deliverables.

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**Ryan Binns, PMP,
ENV SP**

*Vice President / Environmental
Planning + Compliance*

Ryan brings 24 years of experience with the preparation and oversight of CEQA and NEPA documentation, as well as supporting technical reports for biological resources, cultural resources, air quality, and noise analyses. Ryan has managed environmental compliance for a wide range of transportation infrastructure projects, including road improvements, bridge replacements, and aviation developments. He has worked extensively with federal, state, and local agencies, ensuring adherence to regulatory requirements while balancing ecological preservation with project objectives. Ryan is skilled in coordinating multidisciplinary teams, including in-house specialists and subconsultants, to deliver high-quality environmental documents for transportation initiatives.

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Kate Elliott

*Director / Environmental
Planning + Compliance*

Kate has over 30 years of experience managing CEQA and NEPA environmental compliance documentation for transportation and infrastructure projects. Her transportation portfolio includes pedestrian and bicycle trails, roadways, bridges, and other mobility-focused infrastructure. She has successfully led large, multidisciplinary teams through the complexities of transportation projects, often navigating controversial or sensitive issues. Kate's expertise extends to managing environmental documentation, including EIRs, Initial Studies, and technical reports for projects such as rail trails, complete streets, bridge improvements, and roadway expansions.

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Shahira Ashkar, RPA

*Transportation Project Director
/ Environmental Planning +
Compliance*

Shahira has nearly 30 years of experience in environmental consulting, primarily focused on transportation and planning projects in California. Her extensive background includes managing multidisciplinary transportation projects, with a strong emphasis on preparing CEQA and NEPA documents. Shahira has significant experience working on federally funded projects and with Caltrans, where she developed a deep understanding of the Caltrans processes and regulatory requirements. Her expertise extends across a wide variety of transportation-related projects, including roadway improvements, bridge replacements, interchange upgrades, and highway planning efforts. Shahira is also a registered professional archaeologist.

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Darin Neufeld, AICP

*Director / Environmental,
Sustainability, and Planning*

Darin has over 16 years of experience in environmental planning and project management, eight of those working for lead agencies. He specializes in CEQA compliance and has experience with master-planned communities, commercial/retail, industrial, renewable energy, climate action planning, and long-range planning projects. Darin has managed complex and controversial projects including general plan amendments, community plans, climate action plans, and large-scale renewable energy projects. For six years, Darin managed the CEQA process for the County of San Diego Planning & Development Services Department. He oversaw the review and production of CEQA documents while managing 32 staff in his role as Chief of Departmental Operations.

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**William (Bill) Halligan,
Esq.**

*Senior Director / Environmental
Planning + Compliance*

An environmental practitioner and attorney with more than 30 years of experience in private- and public-sector planning, Bill has prepared hundreds of environmental documents for a range of projects throughout California. Throughout his career, Bill has leveraged his specialty in land use and environmental law to help agencies continually withstand legal challenges related to CEQA. Bill also provides third-party review for legal adequacy of EIRs prepared by other consultants. His diverse background provides him with a unique understanding of planning and zoning law, CEQA, and NEPA. As a key member of AEP's Legislative Review Committee, Bill works directly with the State Legislature on proposed legislation related to CEQA.

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Emily Mastrelli

*Director, Natural Resources
/ Environmental Planning +
Compliance*

With 17 years of experience in biological resources consulting, Emily leads the Natural Resources practice at Harris. She supervises field work, technical document production, impact analysis, and regulatory permitting. In the field, Emily specializes in ornithology and desert tortoises, and is an authorized desert tortoise biologist. She is also experienced with venomous and non-venomous snakes, butterflies, amphibians, reptiles, vernal pool branchiopods, and small mammals. Emily has led numerous projects involving threatened and endangered species, holding permits for species like California least tern, California gnatcatcher, and Quino checkerspot butterfly. She excels in leading biologists at all levels and providing clients with high-quality work.

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Donna Beddow, RPA

*Manager, Cultural Resources
/ Environmental Planning +
Compliance*

Donna is a senior archaeologist with over 20 years of experience managing or being a member of multi-disciplinary teams. She specializes in cultural and tribal cultural resources and has extensive experience with Native American consultation, including AB 52, SB 18, and Sacred Lands. She has reviewed and prepared cultural resources studies and CEQA documents for both private and public development projects. Donna has managed highly complex projects involving sensitive or difficult environmental issues and has resolved major project issues and public controversies through applicant engagement and coordination with the public and Tribes. Her master thesis was used as the model for the County of San Diego's Guidelines for Determining Significance for Cultural Resources.

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Sharon Toland

*Principal Technical Specialist
/ Environmental Planning +
Compliance*

Sharon is an environmental analyst specializing in air quality, greenhouse gas, and noise analyses in support of CEQA/NEPA documents. She has prepared Air Quality and Noise studies to Caltrans specifications and has conducted studies for a variety of project types including transportation and roadway, general and specific plans, university development, multi-use development, coastal development, planned communities, redevelopment, and other infrastructure. Sharon has more than 17 years of experience conducting impact analyses, using the CalEEMod and AERMOD air quality models and conducts noise analyses using survey equipment, including ANSI Type I and Type II noise level meters, as well as the FHWA Traffic Noise Model, FHWA Roadway Construction Noise Model, and Federal Transit Administration CREATE Noise and Vibration Model.

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A Few Words From Our Clients

“Thank you for your top-grade responsiveness and excellent project management. We appreciate your polished work products, your diligent task tracking, and your caution in making sure that every millimeter of our environmental document is legally defensible. You’re a consultant super-hero, and it’s a comfort to know that our complicated and controversial project is in such trustworthy, thorough, and capable hands.”

Cory Caletti, Senior Planner/Rail Trail Program Manager, Santa Cruz County RTC



"I would like to extend my appreciation for the environmental documentation work you performed on several City projects...I appreciate your hard work, focus and efficiency. For the Santa Cruz Rail Trail project (Segment 7), your early input on environmental constraints led to design modifications which reduced environmental impacts, streamlined the environmental and permitting process, and will ultimately save the City both time and money."

Christophe Schneider, Asst. Public Works Director, City of Santa Cruz

"I especially appreciate your experience and insight into the permitting process with the various state and federal agencies... Harris staff consistently brings a high level of professionalism, experience, skill, collaboration, and resourcefulness to the project team."

Enrique Saavedra, Assistant Public Works Director, Monterey County



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