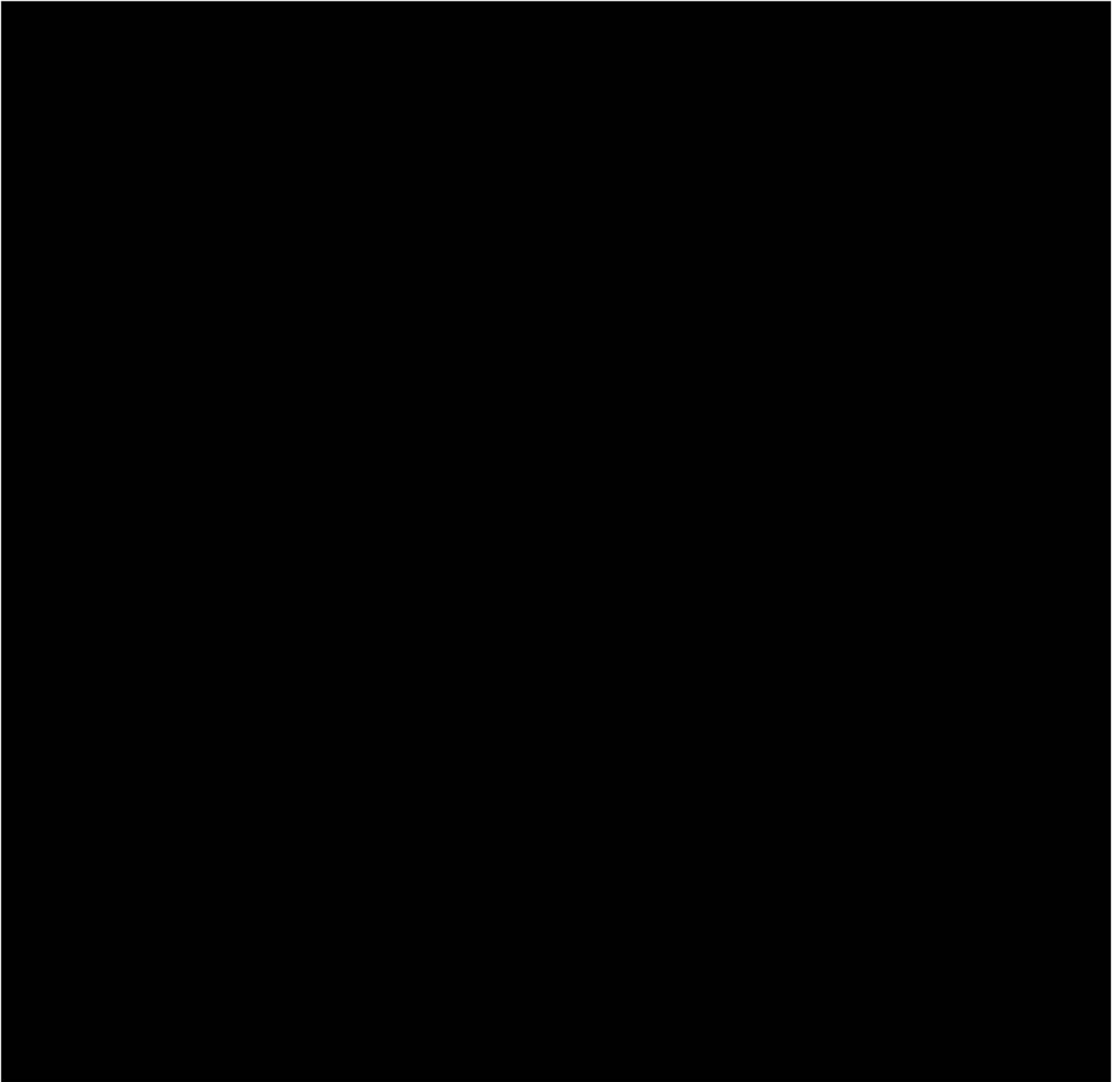


## 18.2 Network Diagram Data Element Directory

Title: Digital 395 Mid-Mile PFSA Project  
Easy Grant ID#: 5569



5 Pages

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pursuant to FOIA Exemption 4  
(5 U.S.C. § 552 (b)(4))

## Project Plan

Use the following table to list the major network build-out phases and milestones that can demonstrate that your entire project will be substantially complete by the end of Year 2 and fully complete by the end of Year 3. This is to be done at the aggregate level (combining all proposed funded service areas.)

- Indicated how the milestones listed below will demonstrate these completion objectives. The applicant should consider such project areas as: a) network design; b) securing all relevant licenses and agreements; c) site preparation; d) inside plant deployment; e) outside plan deployment; f) deployment of business & operational support systems; g) network testing; f) network operational. The applicant may provide any other milestones that it believes showcase progress.
- Project inception (Year 0) starts at the date when the applicant receives notice that the project has been approved for funding.
- In the table, provide any information (e.g., facts, analysis) to: a) demonstrate the reasonableness of these milestones; b) substantiate the ability to reach the milestones by the quarters indicated.

**Easygrants:** 5569

**Project Title:** Digital 395 Middle Mile

Time Period	Quarter	List All Relevant Milestones	Support for Reasonableness/Data Points

3 Pages

Withheld in their entirety  
pursuant to FOIA Exemption 4  
(5 U.S.C. § 552 (b)(4))

## **BTOP Comprehensive Community Infrastructure Community Anchor Institution and Network Points of Interest Detail Template**

Please complete the Anchor Institution Details worksheet by providing information on all Community Anchor Institutions that will be directly connected by the proposed network. Add rows as necessary. All Community Anchor Institutions should be given a type from the specified list. A Community Anchor Institution is considered a minority-serving institution if it is a post-secondary educational institution with enrollment of minority students exceeding 50% of its total enrollment. The "Project Role" column only requires a word or two, or a short phrase, not a detailed explanation. A detailed explanation of the role of project partners and community anchor institutions should be provided in the essay portions of the application.

Please complete the Points of Interest worksheet by providing information on all points of interconnection (passive, non-environmentally controlled points of interconnection, *e.g.* splice points, may be excluded), collocation facilities, central offices, head ends, and other centralized facilities, network access points to last mile service providers, Internet peering points, and towers. For each point of interest you may provide either a street address or geocoordinates or both. You must provide detail on what the point of interest is, whether it is already existing or would be created by the proposed project. Where more than one facility type applies, select the larger facility type. For example, if a central office houses a point of interconnection, select central office as the facility type, or if a cell site is located on a tower, select tower as the facility type. The Interconnection Available at the Facility field should be Yes if interconnection to the proposed network is available at that location, otherwise No. The brief description field is optional, but may be used to convey a better understanding of what the facility is. You may use the space provided at the bottom of the table to provide additional notes, if desired.

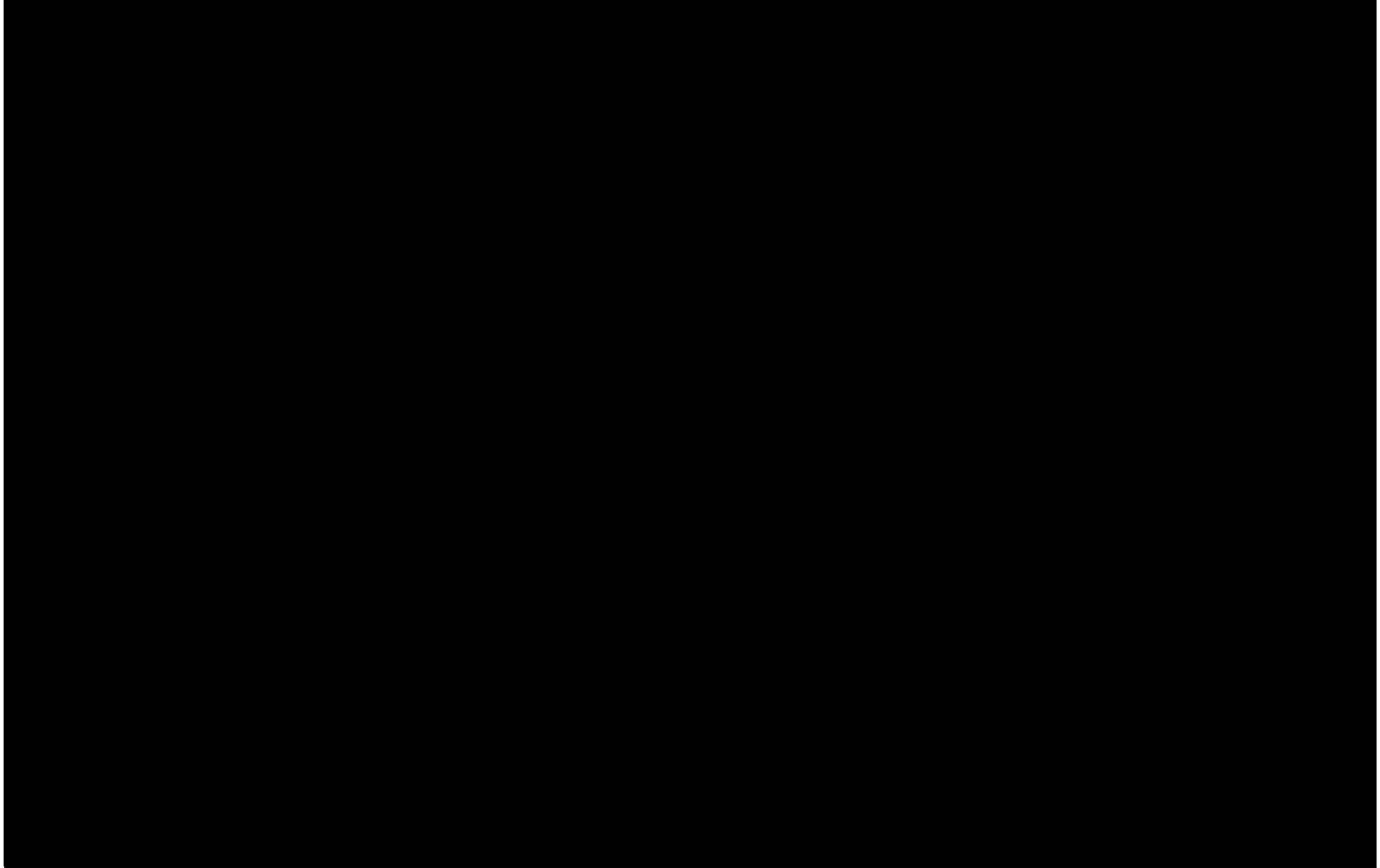
**The data provided via this template will be subject to automated processing. Applicants are therefore required to provide this upload as an Excel file, and not to convert it to a PDF prior to upload. Additionally, applicants should not modify the format of this file.**

**BTOP CCI Community Anchor Institutions Detail Template**

Title:

Easy Grants ID:

Facility Name	Organization	Address Line 1	City	State	Zip	Facility Type	Minority Serving Institution Type	Project Role
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9 Pages

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pursuant to FOIA Exemption 4  
(5 U.S.C. § 552 (b)(4))

**BTOP CCI Network Points of Interest Detail Template**

Title:

Easy Grants ID:

Facility Type	Address Line 1	City	State	Zip	Longitude	Latitude	Interconnection Available at this Location	Status in Proposed Network
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1 Page

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pursuant to FOIA Exemption 4  
(5 U.S.C. § 552 (b)(4))

# 18.5 Management Team Resumes and Organization Chart

Digital 395 Middle Mile

Easy Grant ID: 5569

## California Broadband Networks, Inc.

*Parent / Subsidiary Organizational Chart*

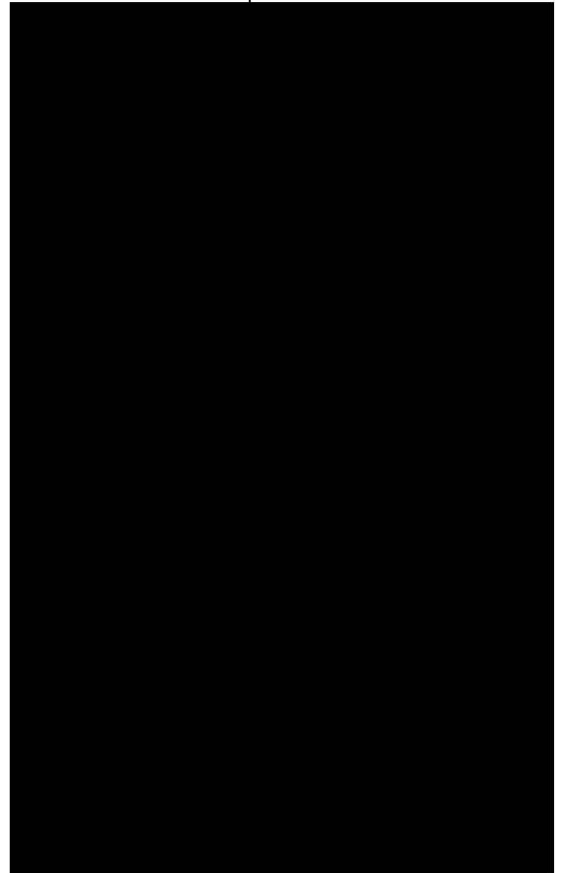
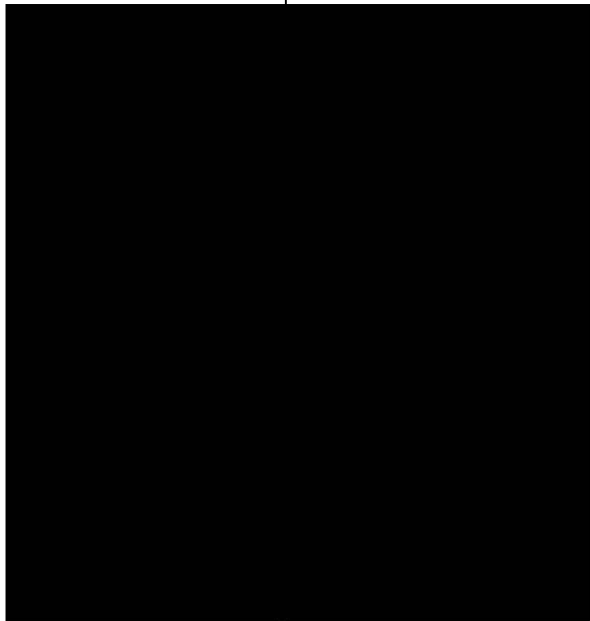
### California Broadband Cooperative, Inc.

*California 501C-12 Corp.*

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**BOARD OF DIRECTORS (7 Total)**

- County of Inyo (1)
- County of Kern (1)
- County of Mono (1)
- CA State Agency (1)
- Local Agency (1)
- Service Provider (1)
- Inyo Networks (1)



Wholesale Customers and  
Service Providers

# DETAILED NOTES ON ORGANIZATION

**California Broadband Cooperative, Inc.:** BTOP Applicant and will be the service provider for the PFSA. As a 501C-12 Not-for-Profit Telephone Cooperative, CBC will own and operate the asset as a Public-Private Partnership. Initially there are seven charter seats on the Board of Directors, representing each one of the local counties, the State of California, service providers purchasing services from the network, wholesale customers (Anchors), and the network management company under contract to operate it. CBC is a newly formed organization without a current customer base.

[REDACTED] Serves as Prime Contractor to project manage, engineer, and construct the project. [REDACTED] contractor specializing in network engineering, network component fabrication; as well as providing consulting and general management services. It has extensive fiber optic deployment experience in California as a major fiber contractor for [REDACTED] and other smaller companies/agencies, including building networks for native American tribes under federal and state funding. The Principals of the company has considerable experience in many aspects of the telecommunications industry.

[REDACTED] Under a labor contract with Communications Workers of America (CWA), it provides all field labor to install, test and commission networks for [REDACTED] and other unaffiliated customers of [REDACTED]

[REDACTED] A Certificated Telephone Corporation, with a CPCN issued by the California Public Utilities Commission. [REDACTED] is under contract with CBC for its first five years of operations. There are overlapping employees and management between [REDACTED] [REDACTED] to insure familiarity with the network and enable a seamless transition from construction to operation. Although Inyo Networks operates a Network [REDACTED] elsewhere today, [REDACTED] is operational, these responsibilities for Digital 395 will be transferred into the local region. Once Digital 395 is commissioned, [REDACTED] will select the most qualified employees constructing Digital 395 to maintain on-going operations in the Eastern Sierra. This will contribute to the on-going economy of the region.

## Management Resumes: Summary

To support Digital 395 the construction project, Praxis Associates has assembled an extraordinarily experienced, competent management team. As the attached resumes demonstrate, most members of this team have worked together in some capacity at [REDACTED]. On average, the team has over 25 years industry experience in the planning, construction and operation of carrier grade networks. Given their diverse professional backgrounds, they worked together on numerous projects relating to emerging technologies, start-up organizations, as well as the development or operations of scaled networks. Most recently, the team has been involved with Praxis Associates in the development of fiber optic networks throughout California. With complementary skills, members of the team have proven to work together well.

A review of accomplishments on the attached resumes will also show that the team is experienced building and managing large projects and data networks. Robert Volker, California Broadband Cooperative's [REDACTED] which initially deployed a [REDACTED] undersea and terrestrial fiber optic network linking the Hawaiian Islands. Michael Ort, [REDACTED] industry experience, leading some of the largest implementation projects at [REDACTED] then overseeing the deployment of several major client projects for [REDACTED]. Together over the past four years, since [REDACTED], Volker and Ort have designed and built FTTP networks to some 35,000 homes throughout the California for [REDACTED]. Similarly, [REDACTED] Construction and Engineering team in southern California with [REDACTED] project scale. As Executive Director for [REDACTED] developed and implemented a [REDACTED] long-haul network in southern California. Dr. Johnson, CAO, is an experienced business consultant specializing in developing administrative systems, quality control, and performance management in several industries, most notably in telecommunications where several Fortune 500 companies were his clients. [REDACTED] with Dow Chemical, with extensive experience in oversight of large-scale projects. Mark Davis has extensive experience in data communications, most recently with [REDACTED] where he was widely deployed on client networks. Diana Thompson has been an experienced marketing strategist and training specialist in the telecommunications field. Mr. [REDACTED] has over 35 years of diverse telecommunications engineering experience and, as has [REDACTED] managed large construction and engineering organizations. Finally, both Joseph Couto and William Schwedler, are experienced in first-line telecommunications OSP construction and contract management.

[REDACTED] Senior Program Manager with [REDACTED] a very well-regarded California environmental consultancy, has extensive experience with the California environmental requirements, particularly as they relate to telecommunications. Dr. Freeberg recently completed an environmental project for an extensive [REDACTED] deployment in the Mojave Desert – very close to the site of Digital 395.

In sum, the team has extensive experience working telecommunications and large-scale programs that are equal in size and scope to the proposed Digital 395 project. Single telecommunications projects like Digital 395 are rare, but the work previously performed by this team in their various capacities qualifies them to complete Digital 395 on time and on budget.

## **ROBERT W. VOLKER**

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Robert Volker has over 28 years of telecommunications experience in the Local, Long Distance and Internet Service Provider markets. His areas of focus include General Management, Network Construction, Sales, Marketing, Product Development, and Business Operations.

Mr. Volker's specific project experience includes the following:

Cofounded Praxis Associates Inc. and Praxis Optical Networks Inc. to provide consulting, engineering and OSP construction services for the telecommunications industry. Since 2005, the Praxis Companies have designed and constructed over 35,000 Fiber to the Premise (FTTP) units for AT&T California. In addition to their work with ATT, the Praxis Companies recently completed a \$1.5MM rural grant FTTP construction project that was jointly funded by the California Public Utilities Rural Telecommunications Infrastructure program and the Rural Utilities Service Community Connect Broadband program. The project was delivered on budget and on time.

General Manager of Pacific LightNet Inc, a Hawaii based CLEC's turnaround and emergence from Chapter 11 bankruptcy. Rapidly performed a situational assessment and established an emergency triage plan for the Company. Acute problem areas addressed included customer retention, employee relations, deferred network maintenance, poor service quality, rising service costs and outstanding receivables. Within eight months the Company reached EBITDA breakeven and currently remains in operation as an independent firm. The reorganization and turnaround were all accomplished without any additional capital investment from the ownership group.

While at KPMG Consulting led the strategic analysis that evaluated the regulatory viability and operational impacts of utilizing RBOC unbundled network elements in the New York market for Savvis Inc, National CLEC/ISP. This analysis subsequently led to the development of a nationwide implementation plan that significantly reduced the client's cost of goods sold while improving overall competitiveness by introducing a new tier of low cost broadband services.

While at KPMG Consulting consulted on broadband product development targeting digital subscriber line technologies for several CLECs and ISP's. These engagements focused on the timely execution of the product development process with an emphasis on DSL installation and operational methods and procedures.

For a GST Telecommunications led the planning, construction and operation of a three year, \$50M network development project. The project consisted of over 500 Km of diverse media network that included microwave, terrestrial, and undersea fiber optic cable. Also included in the project was the construction/integration of over 30 network Points of Presence along with the implementation of Frame Relay, ATM, SS7 and Class 4/5 Central Office switching.

For the KPMG-Cisco Systems alliance, developed and deployed EF&I solutions in the ILEC and MSO marketplace focusing on integration of networks with next-generation operational support systems. The initiative involved extensive data communications planning and development with Cisco and KPMG Systems Integration teams.

As an Independent Contractor consulted to numerous Internet B-to-B and B-to-C start-ups and Communication Service Providers on strategic direction, business case development and project implementation for electronic commerce integration, IP telephony, collocation and international

telecommunications services development. Other projects included the merger and acquisition assessment of several Internet related companies in the Pacific Rim Region.

For a Pacific Bell, led a team that was responsible for the development of a consumer broadband service product line that was integrated into a state of the art broadband services network platform. Development activities included identification of architectural and performance requirements; evaluation of competitive products, market segmentation and sizing that supported a successful market introduction.

For CRC Communications, as Regional Vice President, developed CLEC and ILEC properties in Central California, following a company acquisition. The initiative involved tripling the company's footprint, commissioning central offices and negotiating interconnect agreements with telecommunications incumbents, power companies and CLECs.

Developed strategic and business plans for a Pacific Bell's entry into the data communications marketplace. Project scope included analysis of data communications market structure, competitor capabilities and existing product portfolio. Project recommendations resulted in the formation of a stand-alone business unit within the corporation.

For Kauai Internet developed and implemented a comprehensive business plan that analyzed major trends in the industry, conducted statistical analysis and developed strategic business operating models that were used to determine market entry and long term positioning.

Prior to Co-founding Praxis Associates, Mr. Volker was President and Chief Operating Officer for Pacific LightNet Inc. in Hawaii. Other experience includes: senior management positions at Pacific Bell, KPMG-Peat Marwick Consulting, and GST Telecommunications. Mr. Volker has a BA in Marketing from Kent State University and has completed the Bellcore Advanced Technology Innovation program at Carnegie Mellon University.

#### EMPLOYMENT HISTORY

Date	Position	Company
2005-Present	COO	Praxis Associates, Inc.
2001-2004	President/COO	Pacific LightNet Inc.
2000-2001	V.P. CLEC Operations	Country Road Communications (CRC)
1998-2000	Senior Manager	KPMG Consulting
1995-1998	Regional Vice President	GST Communications, Inc. (Hawaii)
1981 -1995	Director	ATT (formerly Pacific Bell, SBC)

**MICHAEL T. ORT, Ph.D.**  
*President and CEO*  
*Praxis Associates, Inc.*  
*1101 Nimitz Avenue*  
*Vallejo, CA 94592*  
*Office: (707) 551-8220 / Fax: (707) 552-8120*  
*e-mail: mort@praxisfiber.com*

### **SUMMARY OF QUALIFICATIONS**

- Experienced business leader with multi-disciplinary skills, able to rapidly build effective teams.
- Well-rounded telecommunications background with over 33 years of management experience in key telecommunications “disciplines” including Network Creation, Marketing, Product Management, Finance, Operations, Technology Assessment and Strategic Planning.
- Strong skills in leading projects requiring out-of-the-box thinking in the framing and solving of "hard" problems; typically working at "the edge" with new initiatives, emerging technologies and business boundary expansions.
- Expert knowledge and experience in the introduction of new and emerging network and information technologies for business innovation.
- Pragmatic, results-oriented record with Industry-leading clients on both large and small-scale projects that range from strategic plans and special studies to the design and implementation of large scale networks.
- Substantial consulting experience working with leadership teams in telecommunications and “high tech” sectors, including both start-ups and Fortune 100 clients.

### **REPRESENTATIVE PROJECTS AND ACCOMPLISHMENTS**

#### **Telecommunications – Network, Technology and Operations**

- Co-founded and led Praxis Associates, Inc., which developed an innovative solution for the design and installation of Fiber-to-the-Premises (FTTP) networks. Under California statewide contract with ATT, deployed network to 35,000 housing units in over 300 housing subdivisions) between 2006-2009.
- For Google, consulted and designed Fiber networks for special study and beta applications.
- For Tule River Indian Reservation, developed state and RUS grant applications. Administered grants, designed and constructed FTTP network on 57,000 acre reservation.
- For CRC Communications, General Manager, developing CLEC and ILEC properties in California, led company’s first FTTP deployment by ILEC in California..
- For Cisco Systems, coordinated market entry effort for interactive video in the European Cable market space. Project environment was international, involving multiple business units of the client’s company and several tiers of suppliers and integrators in the U.K. Required integration of hardware and software in a highly political environment involving emerging standards, technologies and tight schedules.
- For Globalstar, Qualcomm, and Airtouch, led consulting team to formulate systems testing of a satellite-based wireless network and operational support system.
- For GTE, led KPMG consulting team to assess systems and formulate merger strategy for IT operations at Bell Atlantic and GTE.
- For PacTel Enterprises and SBC, Director of Strategy – Emerging Technologies, responsible for assessing the market application of emerging communications technologies such as: Internet applications, videoconferencing, wireless LANS, broadcast (CATV) video, energy management, home automation and home gateways.

## **Telecommunications – Business Planning and Strategy**

- In the SBC / Pacific Bell merger, led team responsible for integrating staffing models, budgets, performance metrics and other key administrative elements for creating combined Operations for 13 states. Process was subsequently used for implementing all subsequent SBC-AT&T mergers.
- For Pacific Bell, formulated strategic and operating plans for several new major business initiatives based on emerging technologies in the following areas: Enhanced Services (voice mail/e-mail), data communications, digital video services, and Internet services.
- For Pacific Bell, repositioned a mature (\$160MM) product line by leading a cross-functional team of 30 product managers and product reps. Broad responsibilities ranging from market strategy, to pricing, regulation, process restructure, market communications, and training (affecting 15K employees and 12MM customers)
- For Pacific Telesis, principle architect of company's Five Year plan, introducing a new business model that allowed the company to introduce disruptive technologies while managing its core business of mature products.
- Developed Capital and Expense budgeting methodologies for Pacific Bell operations following AT&T divestiture.

## **Management and Business Consulting**

- Developed e-business and Wireless Internet strategies for emerging and established firms while serving as Director of Business Consulting for Groundswell, a start-up e-business consultancy of 190 employees. In this role, developed consulting methodologies and provided technical sales support.
- Formulated plan, staffed and launched KPMG's Cable Industry practice. Effort involved developing market plans, managing alliances, staffing, and product development.
- Led KPMG's West Coast "World-Class IT Practice," which formulated IT strategy for conventional and new media communications clients.
- For the COO and CFO of a Fortune 100 Communications firm, led company-wide effort to restructure the company's Governance processes in order to clarify decision-making authority and processes.
- For the CIO of a leading software manufacturer, led merger team in a major systems and network integration effort. The merger was international in scope and simultaneously involved systems upgrades for Y2K conformity. The methods used were designed to serve as a "Best Practices" model for the company's subsequent mergers.
- CLIENTS INCLUDE: AT&T, Chevron, Cisco Systems, CRC Communications, DHL, GST Communications, GTE, Globalstar, Entresphere, Netscape, Nevada Bell, Pacific Bell, Pedestal Networks, SBC, Synopsis

## **EDUCATION**

- **Ph.D.** – University of California, Los Angeles
- **M.A.** – University of California, Los Angeles
- **B.A.** – University of California, Santa Barbara

## **EMPLOYMENT HISTORY**

<b>Date</b>	<b>Position</b>	<b>Company</b>
2002 – Present	President and CEO	Praxis Associates, Inc.
2009 – Present	President and CEO	Inyo Networks, Inc.
2001-2002	General Manager, California CLEC Operations	CRC Communications
2000-2001	Director, Business Consulting/Strategic Marketing	Groundswell
1997-2000	Senior Manager/Director, (Systems Integration, IT Strategy)	KPMG Consulting
1991-1997	Director, (various Marketing and Strategy positions)	Pacific Bell / SBC
1978-1990	Manager and Team Leader	Pacific Bell
1976-1978	Consulting Engineer	K&B Engineering
1972-1976	Various Teaching and Research Positions (while in graduate school)	UCLA



## Ian E. McNeill

(H) [REDACTED] (M) [ianmcneill@sbcglobal.net](mailto:ianmcneill@sbcglobal.net)

### Skills Summary

- Telecom Outside Plant (OSP) Construction and Engineering: subject matter expertise in long range planning, loop electronics, feeder administration, Construction operations, Capital / Expense budget management.
- Strong verbal and written communication; including effective negotiation skills, technical writing, and representation of business in public / regulatory forums.
- Management with consistent focus on service and cost results execution.
- Leadership that engages all members of the team, recruits accountability, and seeks to secure the discretionary efforts of the work force.
- Creative strategic thinking with ability to transition concepts into practical build designs.

### Professional Experience

Telcordia Technologies, Inc., Piscataway, New Jersey, through ATS Solutions, Ocean, New Jersey

- Principal Client Consultant – June, 2008 to Present

AT&T, Inc. (Formerly SBC Communications, Inc., and Pacific Telesis Inc.), San Ramon, California

- Executive Director, Southern California Construction & Engineering – October, 2006 to May, 2007
- Executive Director, Project Lightspeed – January, 2005 to October, 2006
- General Manager, North Construction & Engineering – December, 2001 to January, 2005
- Executive Director, Loop Planning and Pronto Project Management – October, 1997 to December, 2001
- Regional Manager, Los Angeles Construction & Engineering – January, 1993 to October, 1997
- Director, Integrated Systems Management – November, 1991 to January, 1993
- Director, LEIS PM and OSPE Support - *rotational assignment at Bell Communications Research (Bellcore) Inc., Morristown, New Jersey* - October, 1988 to November, 1991
- Staff Manager, Outside Plant Support – October, 1984 to October, 1988
- OSP Engineer, Loop Planner – May, 1979 to October, 1984

Other

- Contract OSP Engineer to Pacific Telephone – 1976 to May, 1979
- Construction Lineman, CATV Splicer, CATV service maintenance – 1972 to 1976

### Technical Highlights

- Current position consists of consulting role creating and documenting decision support and inventory software system proposals for potential AT&T sale; satellite imagery with web based geo links and fiber planning applications currently under study.
- Company subject matter expert (SME) witness in 2003 California Public Utilities Commission UNE-P Proceedings.
- Company SME witness in 1998 CPUC DSL technical proceedings and subsequent CPUC Staff inquiries
- 1992 sales presentations in Australia yielded eventual sale of Bellcore Engineering applications to Telecom Australia.
- Member of 1997 SBC Outside Plant Engineering and Capital Management Merger Initiatives, including lead of sub group that developed seven state Loop Planning Guidelines.
- Staff Manager assignment included project management of LEIS System implementation in Pacific, including oversight of Information Systems Organization hardware and software activities, development of methods to support introduction of new digital pair gain technologies, development of guide for use of digital microwave radio in loop applications, and evolved role as Planning and Feeder Administration subject matter expert.
- Planning, Feeder Administration, Loop Electronics Coordination, and OSP Engineering responsibilities for several wire centers in the Napa/Fairfield area in Northern California.

- Led local team in introduction of LROPP, SLC-96 DLC technology, and Feeder Administration.
- Acquired first hand knowledge of difference in business results associated with reactive versus proactive capacity management
- Experienced the essential aspect of Outside Plant Engineering and Outside Plant Construction collaboration in the effective and efficient build and maintenance of plant.
- 1983 loan assignment to Northern California VP Staff yielded surge in Digital Pair Gain deployment in Bay Area.

### **Management and Leadership Highlights**

- Lightspeed position included launch of the Fiber to the Node initiative in California and Nevada, build of the West project management team, collaboration with Company Legal and External Affairs in dealing with strong resistance from municipalities, tempering construction and engineering activities with delayed equipment and guidelines field readiness, and negotiating various labor vendor support contracts.
- Field operations leadership roles in Los Angeles and Northern California included C&E organizations of between 425 to 800 employees, 12 to 18 direct report Area Managers, Capital budgets ranging from \$60 million to \$150 million annually, and expense budget ranging from \$12 million to \$30 million. Consistent focus on process and execution improvements, continuous improvement of Network Health measures, collaboration with I&R, Specials, Sales, and other internal functional units, strong execution of HI-CAP delivery, productive Local Union interaction, and engaging the folks doing the real work.
- North C&E Turf, while experiencing access line loss and volumes erosion like rest of Business, continued to experience heavy subdivision tract and rural line growth. Continued focus on biggest customer service bang for the buck for \$150 million plus capital program and capability building of relatively inexperienced work force yielded year over year execution improvements. This group "got it done".
- Loop Planning / Pronto assignment started with build of new organization mandated by SBC merger launch. Twelve Area Managers, 200 Loop Planners, and 100 associates in 10 planning turfs in California and Nevada took responsibility for the plan and trigger of \$330M capital feeder program. Collaboration with C&E yielded ongoing statewide re-stabilization of feeder infrastructure. Strong support role in ADSL roll out included development of simplified, efficient loop qualification process and concept of GIS mapping tool to provide CLEC loop qualification data to enable company to meet parity requirements without yielding access to legacy systems. Planning team entrenched in development of PRONTO strategy and packaging of business case for the Corporation, resulting in addition of four directors and six field C&E director dotted line reports to project manage the execution of the build milestones.
- Los Angeles C&E period best characterized by initial downsizing of core business while meeting customer base requirements and still pursuing growth opportunities, followed by a shift from shrinking operation into ramp up associated with recovery of California economy, all the while maintaining best in company network health results. Re-organization of loop electronics ordering, billing, and inventory functions yielded strong efficiency gains. Revitalized planning and feeder administrations functions which eroded with early 90's personnel retirements. Various budget management improvements. Customer focused responses to unique technical product requirements of Entertainment Industry.
- Bellcore assignment consisted of direct supervision of 20 Members of Technical Staff responsible for system requirements and extended oversight of actual software development efforts. Focus on rigor of software requirements process that also has to be responsive to the consensus needs of seven Regional Holding Company owners. Influenced improved listening effort of Bellcore technical managers to RHC client needs.

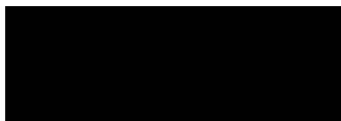
### **Education**

Bachelor of Arts – Biochemistry Major  
University of California  
Berkeley, California

### **Specialized Training**

Strategic Corporate Finance, Kellogg School of Business, Northwestern University  
Leading Organizational Change, Darden School of Business, University of Virginia

Patrick B. Coons



[pcoons@praxisfiber.com](mailto:pcoons@praxisfiber.com)

## Summary of Qualifications and Experience

- 1 Over 30 years experience in the telecommunications industry, 20 of those years in operations management. Most recently operated as Executive Director for QWEST.
- 2 Familiar with all aspects of the telecommunications industry, including direct management experience in operations, sales, budgeting, results, external affairs and public relations.
- 3 Proven track record both as a leader, developer and mentor of competent leaders (a number of who began as technicians or first-line managers, and are now successful middle managers and/or senior directors for SBC and QWEST.
- 4 Start-up experience both inside and outside of the telecommunications field.
- 5 Hands-on experience in organizational development and change management.
- 6 Extensive participation in civic activities. Served as a Telecom Advisor for the Council on California Competitiveness (frequently known as the Ubberoth Commission) and Advisor to the Chairman of the Planning Committee for the Trustees of the California State University System.

## Telecommunications Employment History

### **Qwest Communications, Phoenix AZ**

2003-2006

#### **Area Manager**

Duties include creating an environment of trust and mutual respect. All areas of Telecommunications. Service/Cost, Safety, Revenue Generation. Created a call center for VDSL. Ran the call center for Special Services.

### **QWEST Communications, Southern California**

2000-2002

#### **Executive Director**

Duties include: Responsible for the QWEST CLEC start-up in Southern California. Managed all aspects of design, engineering, equipment, permitting and construction of a Sonnet ring that encompassed approximately 260 miles (from north Los Angeles County to San Diego). Organized & executed a start-up concept that manufactured a revenue stream of \$100 million in less than two years. Assignment required staffing & training three full organizations and managing sales team. Responsible for new customer installation, repair and maintenance of switch and associated equipment.

### **Pacific Bell, Orange County, CA**

1996-2000

#### **Area Manager, Network/Operations, Orange/Riverside LFO**

Duties include: Team building, Organizational health. Safety. Service/Cost.

Installation/Repair/Maintenance. Quality. Managed approximately 12 supervisors and over 200 non-salaried technicians. Recognized in 1999 as the highest results manager in California. Responsible for an annual budget of over \$13 million. Helped the organization realize \$2.6 million in employee-generated revenue (target was \$800,000).

**Pacific Telesis, Los Angeles, CA**

1994-1996

**Director/External Affairs**

Duties include: Liaison between local, state, federal legislators and Pacific Bell. Positively influence state and federal legislators regarding bills, construction of Sonnet Fiber Network and issues concerning Pacific Bell. Created a strong bond between cities & counties and Pacific Bell. Areas of influence were from West Los Angeles (Valley) to Santa Barbara County. Enabled Pacific Bell to receive several corporate awards for "Good Neighbor Policies". Conducted public speaking engagements at city council meetings and a myriad of organizations.

**Pacific Bell, Compton, Inglewood, CA**

1991-1994

**Manager, Installation/Repair/Maintenance/Maintenance Center and MLAC**

Duties include: Safety Service/Cost. Quality. Supervised ten + supervisors and over 80 non-salaried technicians, Maintenance Administrators and Facility Administrators. Created a successful self-directed work team that became involved in their own process improvement programs. Recognized by the Vice-President, GM, Division Manager and District Manager for a successful project.

**Pacific Bell, various locations**

1976-1991

Responsible for various first-line management duties, including staff and line assignments in approximately equal parts. Performed analytical and training activities while on staff, while line positions covered all the principal activities associated with installation and maintenance of outside plant. Service technician duties include: installation and repair of residence small business and coin telephones

**Other Involvements and Activities**

President Fieldstone Estates HOA

Committee to Elect Governor Wilson

Committee to Re-Elect Governor Wilson

Committee to Re-Elect Congressman Rhorbacher

Committee of Strategic Air Command VIP Committee

**Education**

Torrance High School, 1969

El Camino College, 1969-1970 general studies

Various Technical training courses during tenure at Pacific Bell.

# J. Richard Johnson

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## CONTRACT CAO AND ORGANIZATION EFFECTIVENESS EXECUTIVE

**Managerial Finance/Cost Accounting | Organizational Effectiveness  
Statistical Control/Metrics**

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**Telecom • Oil and Gas • Manufacturing • IT**

---

**Highly accomplished Change Management and Administrative Systems Design Specialist** with excellence in team alignment, process improvement, waste and cost reduction, project management, and driving bottom-line growth for small, midsize, and Fortune 100 companies. Leader in organizational development, management and staff training, performance management and employee engagement. Holds professional certifications and memberships; authored and presented several publications in organizational psychology and economics.

- Organizational Development
  - Project Management
  - Operations Improvement
  - Team Alignment
  - Statistical Process Control
  - Cost Accounting and Finance
- 

### PROFESSIONAL EXPERIENCE

**CHANGE MANAGEMENT CONSULTANT**, Expressworks International, Inc., Santa Cruz, CA, 2007-present. Led change management project, and developed and delivered communications plans surrounding two large-scale change projects for this network of change management consultants. Key projects and accomplishments:

- **Tengizchevroil**: Provided direction and guidance to project team delivering electronic document management system to this Chevron-led consortium of oil companies in Kazakhstan.
  - Jump-started stalled project within 3 month's time by engaging professionals to redefine project scope and priorities, breaking a political gridlock and shortening project lead time
  - Led project organization "re-branding" effort to restore credibility with stakeholders
  - Initiated shut-down of "rogue" data bases to streamline document management
  - Provided guidance and direction to competency development team to create LMS-based training in the use of new systems
  - Led mass communications effort to generate demand for training in, and use of, the new systems
- **CalPERS**: Consulted Enterprise Transition Management Team for this 2,000 employee provider of retirement and health benefits for California public employees.
  - Designed and wrote step-by-step transition management guides for three levels of management to support the retraining of over 1,000 employees.
  - Developed decision and prioritization tools to assist management in making rational trade-offs between meeting training objectives and continuing to achieve ongoing operational goals.

**ORGANIZATIONAL EFFECTIVENESS CONSULTANT/CONTRACT EXECUTIVE**, J. Richard Johnson, Ph.D., Los Angeles, CA, 1985-2006. Provider of consulting services in change management and team building, statistical process control, process improvement, and large-scale training and development programs. Also took interim executive assignments. The following are some key accomplishments:

- **Pacific Bell**: Provided guidance and direction to team of 26 professionals entrusted with large-scale change effort.
  - Designed and monitored system-wide training effort, including series of workshops for 20,000 hourly employees and their managers to inform and secure alignment around corporate strategy, operational and customer service goals, and to develop craft-level skills.
  - Used survey research and focus interview methods to audit and evaluate training effectiveness.
  - Developed and implemented change agent training workshops for facilitators.

- Drove Customer Service Index from 88% to 96% in 18 months.
- **Pacific Bell/SBC Communications:** Consulted corporate staff in the identification and solution of revenue leakage problem.
  - Created probability model of leakage problem, estimated its extent, and developed metrics and control tools to identify primary sources and to monitor corrective activities.
  - Developed related training materials and policies affecting 10,000+ technicians and their managers.
  - Developed and led train-the-trainer workshops to prepare facilitators to deliver training to the technicians in diverse geographic locations.
  - Successfully recovered over \$100M in revenue.
- **Nova Knits (Madagascar):** Served as consultant to Chief Operating Officer for this offshore manufacturer of knitwear with 4,000 employees and annual revenues of over \$20M USD. Served as interim COO during his absence.
  - Improved product mix through development of marginal costing tools.
  - Created new department—Operations Planning and Analysis—and recruited and trained its first department head.
  - Worked with operations executives to introduce new succession planning and management development policies.
  - Profits increased by 26% within a year as a result of these changes.
- **Allogis:** Worked with officers of DHL Worldwide to launch this affiliate company.
  - Aided in redefining, specifying, and developing Allogis' strategic fit, its product offerings, and its internal communications plan to allay senior management concerns over a conflict of interests.
  - Designed and facilitated summit meeting of top DHL operations executives to resolve the key issues.
  - Allogis subsequently became DHL's logistics arm.
- **Global Valley Communications:** Worked as consultant to the President, assisting in turnaround effort for this Central California independent telephone company with 100 employees.
  - Developed business planning process and performance management policies, practices, and metrics from scratch.
  - Taught process improvement methods; identified and trained internal champion; among other improvements, DSL installation defect rates declined by 80% within 3 months.
- **SBC Communications:** Led 37-member interdisciplinary project team in first phase of development of single web presence for high-end users who wished to conduct transactions—installation, maintenance, and network surveillance—online. Completed project three weeks ahead of schedule.

*Served in similar roles for other companies in manufacturing, telecommunications, and the public sector. Served prior role as Compensation Analyst and HR Generalist for Beckman Instruments, Inc. of Fullerton, CA, and pioneered the Organizational Development function there.*

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## EDUCATION AND CREDENTIALS

### **Ph.D. Degree in Sociology**

*Subdiscipline: Organizational Behavior*  
University of California—Los Angeles

### **M.A. Degree in Sociology**

*Focus on Theory, Methods, and Small Group Dynamics*  
University of California—Los Angeles

### **B.A. Degree in Sociology**

*Studies included social theory, organizational psychology, economics, and philosophy*  
University of California—Los Angeles

### **Certifications:**

Chevron Capital Stewardship and Organizational Capability (a world-class project management methodology)  
Personal Coaching – Noble Purpose Partners

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## PROFESSIONAL MEMBERSHIPS

Organizational Development Network ♦ Noble Purpose Partners

### PUBLICATIONS AND PRESENTATIONS

Johnson, J. Richard. "**Sociological Foundations of Organizational Development.**" Forum. Pacific Sociological Association Conference, San Francisco, CA. April 1995.

Johnson, J. Richard. "**The Artifacts of Hidden Action: Quantitative Evidence of Worker Dissimulation.**" Forum. Pacific Sociological Association Conference, San Francisco, CA. April 1995.

Johnson, J. Richard. "**The Impact of Governance Systems on Human Capital Efficiency.**" Forum. Society for Applied Sociology Conference, San Diego, CA. October 1995.

Johnson, J. Richard. "**The Dangers of Innovation.**" Forum. Society for Applied Sociology Conference, San Diego, CA. October 1995.

Johnson, J. Richard. **Engagement.** Antcp. Pub. Spring 2010. ms.

## Financial Management, Accounting and Auditing

### Professional Experience:

#### Manufacturing and Management Accounting

- Vice President of Finance for a manufacturer of mechanical handling equipment designed for use on offshore oil platforms. Annual sales were approximately \$50 million. Responsibilities included all financial and accounting services for the corporation and several supporting legal entities. (Two years.)
- Location Controller for a commercial printing business with annual sales exceeding \$20 million. Responsibilities included all financial and accounting services performed at the location. (July – September 2006.)
- Site Controller for a 5 billion-pound per year petrochemical manufacturing facility comprised of 14 different production units and employing 1400 people. Responsibilities included all financial and accounting services performed at the site. Also managed the site's Materials Management Services organizations, which included the purchasing, receiving and plant MRO stores functions. (Two years.)
- Division Accounting Manager that led a team of 16 accounting professionals and support personnel for a corporate division with annual sales of more than \$1 billion. Responsibilities included month-end financial closing and reporting, product and inventory exchange/conversion agreement accounting, sales accounting and customer invoicing. (Two years.)
- Business Controller for a business that developed, manufactured and marketed synthetic crystals for electronic and semi-conductor applications in commercial and government markets. Responsibilities included leading a team of 17 professional and administrative personnel in the performance of all accounting, information technology, procurement and plant storeroom services for the business. (Seven years.)
- Performed the activities of Plant Accountant for several product lines at a large manufacturing facility. Responsibilities included the development of product cost standards, job order and process cost analysis, annual operating budgets, monthly forecasts, inventory accounting, invoice auditing and payroll timekeeping. (Three years.)

#### Internal Audit

Planned, supervised and performed financial, operational and contract audits for domestic and international business units of a global manufacturing corporation. Also performed special investigation audits and reviews. Audit emphasis was directed at monitoring and evaluating internal controls and business processes as well as substantiation of account balances in the financial records. Areas of financial audit experience include income statement and balance sheet accounts, manufacturing and inventory costing. Operational audit experience includes purchasing, inventory control, shipping, receiving, plant maintenance, plant engineering and sales office processes. (Five years.)

#### Projects and System Implementations / Conversions

- Performed the activities of a Subject Matter Expert on a merger transition team which successfully converted and transitioned Union Carbide's supply chain material master data from the SAP R3 environment to Dow Chemical's SAP R2 system. Also actively participated on a team that successfully converted and moved the SAP R3 supply chain master data of a European automotive parts manufacturer to Dow Chemical's SAP R2 system. (Two years.)
- Performed the role of Subject Matter Expert on a corporate-wide SAP system implementation team. Specifically worked on the eight-member Finance and Controlling Team which led the successful design, configuration and implementation of corporation's SAP Finance and Controlling modules. (Three years.)
- Actively participated on a 25-member corporate-wide Financial Services Best Practices team sponsored by the Chief Financial Officer. Project team successfully led the effort of streamlining the financial organization's work processes by focusing organizational and individual effectiveness around value-added activities. (One year.)

#### Supply Chain Data Management

Organized, staffed and led a nine-member department that successfully supported the implementation of the more than 15,000 supply chain materials in SAP. Subsequently, led the newly formed organization to develop and implement business processes to accurately maintain the supply chain material master data in the SAP Materials Management module. (Three years.)



## **Positions Held:**

<b>PRAXIS ASSOCIATES, Inc., Chief Financial Officer</b>	2009 - current
<b>TSC OFFSHORE CORPORATION, Vice President of Finance</b>	2007 – 2009
<b>CENVEO CORPORATION, Location Controller</b>	2006 part year
<b>H &amp; R BLOCK OF HOUSTON, Tax Preparer</b>	2004 season
<b>UNION CARBIDE CORPORATION, a Wholly Owned Subsidiary of The Dow Chemical Company: <i>Subject Matter Expert – SAP R3</i>, Supply Chain Process &amp; Systems, Houston, TX</b>	2001 - 2003
<b>UNION CARBIDE CORPORATION: <i>Mgr. Supply Chain Material Master Data – SAP R3</i>, Planning Through Delivery, Houston, TX</b>	1998 - 2001
<b><i>Finance and Controlling Team Member</i></b> , SAP R3 Implementation Project, Danbury, CT	1995 - 1998
<b><i>Site Controller</i></b> , Solvents, Intermediates, Monomers Business, Texas City, TX	1993 - 1995
<b><i>Project Team Member</i></b> , Corporate Controller's Group, Danbury, CT	1992 - 1993
<b><i>Division Accounting Manager</i></b> , Industrial Chemicals Division, Houston, TX	1990 - 1992
<b><i>Business Controller</i></b> , Crystal Products, Industrial Chemical Division, Vancouver, WA	1983 – 1990
<b><i>Senior Auditor</i></b> , Corporate Internal Audit Department, Chicago, IL	1978 – 1983
<b><i>Plant Accountant</i></b> , Carbon Products Division, Cleveland, OH	1975 – 1978

## **Certifications and Education:**

CMA	Certified Management Accountant
CPA	Certified Public Accountant, non-practicing, Ohio
BS	Bachelor of Science, Accounting, Bowling Green State University, Ohio

## **R. W. (Ray) Anderson**

**Email: [rayanderson1344@sbcglobal.net](mailto:rayanderson1344@sbcglobal.net)**

### **Highlights of Qualifications**

46 years of telecommunications experience in all aspects of outside plant telephony engineering, network design, business planning, capital budgeting and strategic marketing. Specifics include:

- \* Designing and implementing outside plant telephony distribution and feeder networks,
- \* Structural design for aerial, underground and building networks,
- \* Special service and private network design and operation,
- \* Carrier equipment and fiber cable design for PTP and distributed network,
- \* Capital budgeting for multi-year network construction programs,
- \* Business and product planning for a sizable telecom firm,
- \* Computer applications for technical design, planning and general business use,
- \* NPV economic modeling for capital project design and selection

### **Praxis Associates, Inc., 2005-Present**

#### **Engineering Manager**

Field engineering and coordination for residential and commercial fiber networks, Cost control, project management, inter-agency and construction coordination.

### **Country Road Communications (CRC) 2004-2005**

#### **Managing Director – Planning & Marketing**

Managed groups for strategic aspects of Business. Including:

- Network planning and design,
- Capital investment and budgeting,
- Product development and delivery,
- Technology choice and initiatives,
- Inventory control and logistics.

### **Advanced Fibre Communications, CA 1995-2003**

#### **Application's Engr./Director Sales Operations**

Designed, bid and presented access telephone systems for telephone Companies. Revenue forecasting, account managing and sales technical support.

**ATT (Formerly Pacific Bell, SBC), California, 1964-1995**  
**District Mgr. - Engineering Manager - Staff Manager - Engineer**

Functions and Responsibilities:

- Technical design
- Field design
- Economic comparisons
- Data analysis
- Department leadership – Engrg. & Operations
- M&P development
- Regulatory advising
- Network design
- Budgeting and controlling

Significant Projects

- Hardened Coax CA Link
- Divestiture Planning
- FTTH Introduction
- Fiber Reperscription
- Business Transformation (Evans Telephone/CRC)
- San Francisco Bay Fiber Deployment
- Engr. Force Sizing (PacBell/SBC Merger)
- Remote Cabinet Vendor Selection (PacBell)

**Education**

AA – Bus., SBVC – San Bernardino, CA

BA – English, CSUSB – San Bernardino, CA

MBA, Sonoma State University – Rohnert Park, CA

Data Communications Certificate (23 Units) – SBC/Champlain College, VT

Telecommunications Evolution – Bell System Center for Technical Education

## MARK S. DAVIS

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### SUMMARY OF QUALIFICATIONS

Results-oriented team leader with 32 years of telecommunications experience, adept at building and motivating cross-functional teams to design creative technology solutions and programs. Proven Track Record in Product and Program Definition, Development, Global Rollout and Delivery

Successful track record in working with highly matrixed and virtual product and project teams to develop and drive strategic business plans, achieving outstanding results. Highly experienced in go-to-market launch process and programs—market analysis, product positioning, new product launches and life-cycle management. Strong communications and interpersonal skills. Successful in quickly building complex technology platform expertise. Great customer relationship and customer support skills. Successful acquisition integration team leader. Highly experienced in data center development and network management.

### BUSINESS SKILLS

- 
- Strong, analytical problem solver with a common-sense and pragmatic solutions orientation
  - Highly developed process-management, problem-resolution and customer-service skills
  - Strong, effective manager of up to 50 technical and staff personnel
  - Proven ability to multi-task in fast-paced environments
  - Outstanding organizational skills
  - Exceptional communication and presentation skills
  - Deep understanding of customer operational environments – data center and branch office environments

### TECHNICAL SKILLS

- 
- IP networking design
  - IP Network Implementation
  - Routing and Switching
  - Network Management
  - Call Center Design and Operation

### PROFESSIONAL EXPERIENCE

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#### CONSULTANT

2009-Present

**Inyo Networks, Inc.**, – Vallejo, California

Providing Middle and Last Mile broadband network infrastructure to City, County, Regional and State governments in the western United States

**Senior Consultant, Responsibilities include** - Last mile infrastructure design and implementation, Network Operations Center (NOC) design and operation. Projects include;

- **Digital 395 Project (Broadband Internet Service from Barstow CA. to Carson City, NV.)**
- **Eastern Sierra Broadband Project**

#### CISCO SYSTEMS

1997-2009

Worldwide leader in networking for the Internet, providing hardware, software and service products to enterprise and commercial businesses, service providers and consumers.

**Senior Manager, Service Supply Chain, Acquisition Integration, San Jose, California**

Responsibility included Service Supply Chain readiness for the following acquisitions.

- **Reactivity**
  - **Cognio**
  - **Broadware**
  - **Navini**
  - **Richards-Zeta**
  - **Linksys**
- Led a highly successful, award winning, matrixed team spanning numerous organizations to successfully integrate Linksys product lines into Cisco SSC support processes and systems.
  - Development of a Service Supply Chain acquisition integration “play book” for future Cisco acquisitions.
  - Developed and implemented the communications program for global theater support of acquisition planning and integration.
  - Implemented processes in support of new “competitive” Small Business Pro service levels.

#### **Senior Service Delivery Manager, Cisco Remote Operations Service, Austin, Texas**

- Customer Relationship Management for Merrill Lynch ATP Project (33,000 IP phone deployment)
- Developed customer requested reporting functions – 7 periodic reports detailing daily issues to monthly trending and analysis
- Created a supporting shift coverage to enhance customer satisfaction
- Developed Problem Management program to identify “chronic” network and telephone issues. Discovered and resolved 7 bugs in the Merrill Lynch deployment
- Led the initial (winning!) Support Service Requirements development for a new Merrill Lynch IP phone deployment in Jacksonville, FL.
- Created a customer training program to empower the Merrill Lynch Help Desk.
- Created a cross company process for support of Level 1 – 3 service requests
- Developing a tool set to provide the Merrill Lynch “War Room” with the ability to reset Unity passwords and pin numbers at the point of call.
- Cisco representative to Merrill Lynch’s “Contingency Planning” team for IP Telephony

#### **Senior Manager, Services Marketing, San Jose, California**

- As services marketing team leader, led development and global rollout of family of core and advanced services products. The latest of which was the Cisco XR12000 product.
- Developed initial user and partner requirements for Cisco’s Adaptive Network Care program. This program embraced the networking elements of the IBM “Autonomic Computing” initiative. This was the initial “SmartCare” program.
- Developed and evangelized the “go to market” for Adaptive Networking Care a new service platform, giving Cisco first-mover advantage in a new support technology arena
- Led design and implementation of critical, revenue-generating global service programs for customers and partners including:
  - Cisco Onsite Advantage
  - Cisco Network Operations Center - Build
  - Cisco Network Operations Center - Outsource
  - Cisco Security Posture Assessment for Service Providers
  - Cisco Operations Outsource (Network Monitoring and OSS/BSS out tasking)
  - Cisco Network Inventory Program
  - Cisco Service Level Agreement Program
  - Cisco Interactive Mentor Services
  - Partner Certification for NOC and EF&I support

- Provided ongoing account team support for high profile network operation services center deals
- Managed team of 17 individual contributors

## **PACIFIC BELL CORPORATION**

**1978-1997**

Provider of voice and data telecommunications products and services for consumers and businesses including local, long distance, DSL, wireless, data networks and satellite television.

### **Director, Network Technical Operations (45 engineers, systems administrators and programmers), Concord, California**

- Developed web support technologies saving hundreds of dollars per frame relay order
- Developed and implemented the program to institute flow through provisioning of Frame Relay Services
- Managed technical support team for Frame Relay, ATM and DSL network operations
- Provided EMS design and support for ;
  - Cascade
  - Newbridge
  - HPOV
- Led development of Customer Network Management (CNM) frame-relay system service
- Led design and implementation of strategic customer care (CRM) system, Task Master II
- Developed complete suite of network management and reporting tools for evaluation and deployment. The first “web” based systems used for automated ordering of services.
- Using Concord Network Health System, developed comprehensive corporate-wide network performance reporting system used in Pacific Bell’s Frame Relay network operation centers
- Developed the Network Operation Centers for both Frame Relay and ATM service offerings including
  - Environmental and physical support,
  - network security and
  - disaster avoidance

### **Director, Data Communications Group (9 Engineers), San Ramon, California**

- Developed the Managed Data Network Services offering as an out-tasking service
- Led design and implementation of LAN management center ( This later became the Pacific Bell Internet Service support center)
- Business development for medical record storage opportunity between EMC and Pacific Bell.
- Developed Network Modeling services for Pacific Bell’s marquee customers
- Pacific Bell’s representative to the Corporation for Open Systems

### **Staff Manager, Data Communications Group (47 Engineers and Cars), San Ramon, California**

- Managed installation and support for LAN, WAN, EMSs and private-line communications
- Led design and implementation of Data Network Trouble Analysis Center ( Pacific Bell’s first LAN NOC)
- Managed data network design and optimization for marquee customers including California State Lottery Association, Apple Computer and Lockheed
- Operations planning for consumer broadband and frame relay

## **EDUCATION**

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PMP Certification process underway

Master of Science, Telecommunications Management, Golden Gate University - underway

Bachelor of Arts, Political Science and Justice Administration, Brigham Young University

Certification, Advanced Communications Technologies, University of California, Berkeley

Certification, Advanced Technology Innovation, Carnegie Mellon University

# DIANA THOMPSON

[dianajean3@sbcglobal.net](mailto:dianajean3@sbcglobal.net)

## MARKETING STRATEGY/BUSINESS DEVELOPMENT

### Summary of Qualifications:

Dynamic, top-performing professional with outstanding records of achievement and 21+ years diverse experience in business and marketing in the areas of project management, strategic planning and analysis, business development, and sales and service support.

- 14 years telecommunications experience at ATT (Formerly Pacific Bell)
- Led a 20 member interdisciplinary project team to develop corporate direction and strategy as well as an implementation plan for the entire company of 80,000 employees.
- Trained over 1,000 sales and marketing managers, vendors and consultants
- Managed annual budgets ranging from \$6 million to \$12 million.

### Professional Experience:

**PRAXIS ASSOCIATES** 2009-2010

*Business Development/Marketing Strategy*, Vallejo, CA

Created marketing plan and served as core team member in developing business strategy for \$1.2M California Broadband project.

**J & D RENNOVATIONS** 1998-2005

*Owner and Project Coordinator*, Alamo, CA

Managed coordination of large remodeling projects, overseeing all contractors from design through construction.

**ATT (Pacific Bell)** 1984-1998

*Performance Development Manager/Human Resources*, San Ramon, CA

- Designed, created, and implemented a strategic business plan and comprehensive sales process for a sales and marketing force with no prior training or business model in place. This program was adopted for use throughout the entire organization, improving productivity and sales results.
- Standardized processes and evaluations; created measurements, performance requirements and job responsibilities for all titles; developed sales tools, and standardized customer contracts for our Sales and Marketing Organization. This created focus and clarity, and lowered cost of sale 20%.
- Created order in a disorganized sales department by conducting needs analysis, identifying critical issues and gaps in capabilities, and creating a strategic/implementation plan I successfully presented to upper management.

*Channel Strategy Manager*, San Francisco, CA

- Established strategic direction and developed new markets with vendors and consultants, managing these relationships. This resulted in an expanded customer base, improving competitive positioning and revenue.
- Developed and managed contracts with vendors and consultants as well as annual business plans from vision through action plans, including measurements, analysis of investment alternatives, and competitive analysis.
- Core member of business and market assessment team



***Product/Brand Manager, ATT, San Francisco, CA***

- Brand Manager for data communications products.
- Expanded product line and created product plans which included analyzing market opportunities and developing goals and tactics.
- New product development

***Project Manager, San Ramon, CA***

Coordinated and managed exhibit events at tradeshow, including the creation of advertising and messaging. Increased direct purchases 25%.

***Sales Manager, ATT, San Diego, CA***

Managed 9 Sales Account Managers and provided sales support, bringing their sales from 8<sup>th</sup> to 2<sup>nd</sup> place.

***Training Manager, ATT, Oakland, CA***

Developed programs and instructed customized workshops for over \$5,000 employees, including training on demarcation and data products.

**Experience in Other Industries:**

***Independent Contractor, AMI, San Diego, CA***

Pioneered sales and marketing program for College Park Hospital, negotiating partnership agreements with local businesses.

***Market Analysis, Formulabs, San Diego, CA***

Explored untapped markets of industrial product line, nearly tripling sales

**Education:**

M.B.A. Business Marketing, San Diego State University, Cum Laude  
B.S. Social Science, Cal Poly, San Luis Obispo, Magna cum Laude

## Joe Couto

### Areas of Expertise:

- 15 years telecommunications experience
- Broad range of OSP (Outside Plant) construction experience including: Construction Manager/Maintenance/Splicing/Service Technician
- Contract Administration
- Job estimation
- Wide range of knowledge and experience in OSP fiber/copper tools and equipment

### Work Experience:

**2007 to Present – Praxis Associates.** Construction manager. Supervisor, bids, Quality control, maintenance, trouble shooting, and field engineering state wide for ATT fiber to home builds. Native American fiber builds for RUS grant projects.

**2004 to 2007 - Cal Com Systems,** Construction Manager for Sprint and Nextel Cell Sites. Construction Manager functions included, site acquisition constructability acceptance, build design with engineer and surveyor, apply for all permits required for build, order all material from tower to shelter, work with utility companies for power and Telco, create bid package, manage and supervise build of cell site. Build area was all of California and south Oregon

**2002 to 2004 - Pacific Net Work Systems:** Construction manager. Lead Fiber splicer, ribbon and single fibers and Coax Splicer for Sure West and Comcast over build in Bay Area and Sacramento

**1999 to 2002 – TAD Telecom,** Team supervisor and out side plant Journeyman Maintenance and Splicing Technician. Fiber optic splicing, T1 provisioning and testing, DSL provisioning and testing, straight copper reclaim, cable transfers, construction splicing, storm damage.

**1996 to 1999 – S.G. Barber Construction.** Cooper Splicing Technician, construction manager, contracting for Pac Bell, bay area.

**1986 – Lyon Ventures Construction Inc:** General Contractor, construction manager / superintendent / carpenter for hospitals and pharmaceutical company's in the bay area. Stanford Hospital, San Francisco Children's Hospital, Genetic, Chiron, Berlex

### Education:

High School diploma

**HIGHLIGHTS OF QUALIFICATIONS**

- Highly successful in coordinating and implementing several projects and task simultaneously
- Experience in dealing with diversity of customers and all levels of organization
- Quality conscious, creative, hardworking, dependable employee
- Team player
- 37 years of telecommunications experience

**TECHNICAL SKILLS and TRAINING**

- Passed ESM Exam 12/99
- Trained in BIC Engineering responsibilities include complying to CPUC Tariffs and Customer Billing
- Successfully completed Basic Engineering Training in 2000
- Attended Joint Pole Training implementing skills in accurately responding to other utilities
- Successfully completed Engineering for Economics training to provide SBC with the best solutions for Engineering projects
- Fully trained in ARES/Work Print and JAM utilizing data bases and producing Field Drawings

**KNOWLEDGE, SKILLS AND ABILITIES**

- Participated in Monthly Engineering Project Reviews to improve Quality of Jobs
- Ability to Supervisor Construction Crew coordinating and scheduling underground projects for Central Valley area
- Experience in Construction duties including operation of equipment, vehicles, splicing operations and 46 type work

**EMPLOYMENT HISTORY**

2007 - Present	Praxis Associates – OSP and Project Engineer in Central California. Duties included verifying pre-field routes for various California Broadband Projects.
2006-2007	Progressive Communication Services – OSP Inspector Duties included: Inspection and contract enforcement for AT&T facilities
1999-2005	Pacific Bell – OSP Engineer Duties included: conditioning outside plant for ISDN, DSL and LEC projects. Additional experience as BIC Engineer and Route Manager. Retired and relocated to Techachapi
1992-1999	Pacific Bell –Contract Administrator. Responsible for all contracted construction. From 1994 to 1996 also had lineman responsibilities.
1990-1992	Pacific Bell – Supervisor for Valley placing crew Duties included: Coordination and negotiation in placing underground facilities in Bakersfield, Fresno, Modesto and Visalia
1973-1990	Pacific Bell – Lineman/Splicer (copper and fiber OSP networks) Duties included: Driving and operating vehicles and equipment for construction assignments

## LARRY FREEBERG, PH.D.

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Senior Program Manager

Dr. Freeberg is a senior program manager with more than 30 years of technical experience in the environmental industry, predominantly in the transportation, telecommunications, energy, public works, and military facilities sectors. Dr. Freeberg's early career involved extensive federal government and military project management for hazardous and toxic materials control and remediation, underground storage tank removal, and fuel contaminant remediation. He has managed projects involving extensive nationwide construction and environmental compliance and has experience with biological and archaeological surveys, permitting, restoration monitoring, and construction mitigation. His expertise includes CEQA/NEPA evaluations and technical studies, EIR/EIS document preparation, environmental permit acquisition and compliance, and program/project management. His involvement ranges from planning, regulatory agency coordination, through the approval and implementation stages of permits to ensure full compliance with state and federal regulations including: A USACE 404 permits, Regional Water Quality Control Board 401 Certifications, and CDFG 1602 Agreements. He is certified by the California Department of Transportation to prepare Storm Water Pollution Prevention Plans and the Wetlands Training Institute to perform wetlands delineations.

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### Key Strengths

27 Years of Experience in Southern California  
Extensive experience on linear projects for CEQA/NEPA compliance

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### Relevant Experience

**Environmental Assessment/Initial Study/Mitigated Negative Declaration, Fiber Optic Cable Installation, Victorville, CA to Las Vegas, NV, San Bernardino and Clark County – AT&T, sub to Forkert Engineering & Surveying, Inc.** Project Manager. The project involves permitting applications,

conducting biological surveys, vegetation mapping and jurisdictional delineations. Conducted general biological reconnaissance surveys to map the vegetation communities, to document the existing biological resources and to assess the habitat for its potential to support sensitive plant and wildlife species. Identified and delineated areas of the project site that fell under USACE Sec 404 jurisdiction, CDFG Sec 1602 jurisdiction. Permitted biologists conducted presence/absence surveys for the federal- and state-listed threatened desert tortoise in accordance with protocol set-forth by the USFWS.

**Environmental Services for Two Segments of Fiber-Optic Cable Installation in California – Level 3 Communications.** Responsible for a full range of environmental permitting services and construction mitigation monitoring in support of two fiber-optic cable installation projects in central/ southern California. The first cable installation project followed a coastal route from San Luis Obispo to Los Angeles, for a total of 244 miles. The second project followed a desert route from Bakersfield to Cajon Pass, for a total of 143 miles. Responsible for environmental documentation and permitting, such as wetland delineation, biological and cultural resource surveys, protection of threatened and endangered plant and animal species, Section 404 permits, Section 401 water quality certifications, and Section 1601 Streambed Alteration Agreements. In addition, both archaeological and biological monitors oversaw permit compliance, agreements, and project mitigation conditions during the cable installation. The construction monitoring responsibilities also included compliance inspection and reporting for a SWPPP, erosion and sediment control plan, fire prevention and response plan, spill contingency plan, and mitigation and reporting plan. The regulatory coordination responsibilities required working with the U.S. Fish and Wildlife Service (USFWS), California Department of Fish and Game (CDFG), and U.S. Army Corps of Engineers (USACE), as well as other local, state, and federal agencies.

## Relevant Experience (Continued)

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### Education

Ph.D. and M.S., Oceanography,  
Texas A&M University; 1976,  
1971

B.S., Chemistry, Walla Walla  
College; 1963

### Registration

Security Clearances – DOE  
Level Q (inactive), DOD Top  
Secret (inactive)

Wetland Delineation Training,

Wetland Training Institute, 1998

Horizontal Directional Drilling

Inspector Training, Missouri

Western State College, 2001

Caltrans 24-Hour SWPPP

Training, 2003

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### **Environmental Services for a 245-Mile-Long Segment of Fiber-Optic Cable Installation, Various Counties in California – AT&T Communications.**

Project Manager. Provided a full range of environmental permitting and construction monitoring services in support of a fiber-optic cable project in central/southern California. The new fiber-optic cable crosses four counties in central coastal California, from San Luis Obispo to Los Angeles. A total of approximately 245 miles of fiber-optic cable were permitted. Approximately 75 percent of the buried fiber-optic cable system will be located within railroad rights-of-way, with the rest being located within highway rights-of-way. The goal for completion of the project is the end of 2007. Chambers Group is responsible for environmental documentation and permitting, such as California Environmental Quality Act (CEQA) compliance, wetland delineation, biological and cultural resource surveys, and protection of threatened and endangered plant and animal species. In addition, both archaeological and biological

monitors will oversee the compliance with permits, agreements, and project mitigation conditions during the cable installation. The regulatory coordination responsibilities have required working with the USFWS, CDFG, and USACE, as well as with other local, county, state, and federal agencies. Implementation plans to ensure compliance with the Environmental Impact Report (EIR), State of California permits, and various counties are in preparation, and compliance monitoring will be conducted during construction. The implementation plans include a SWPPP, Erosion and Sediment Control Plan, Fire Prevention and Management Plan, Biological Mitigation Monitoring Plan, Spill Prevention and Contingency Plan, Revegetation Plan, and Cultural and Paleontological Resources Monitoring Plans.

### **Environmental Services for Installation of Two Long Haul Fiber-Optic Cables – Level 3**

**Communications/AT&T.** Responsibilities included environmental documentation and permitting, wetland delineation, biological and cultural resource surveys, protection of threaten and endangered plant and animal species, Section 404 permits and 1602 Streambed Alteration Agreements. PEA preparation and submittal to CPUC as well as working with CPUC and the Applicant for acceptance of the completed PEAs.

### **Environmental Services for a 245-Mile Segment of Fiber-Optic Cable Installation in California, , San Luis Obispo, Ventura, Los Angeles County – AT&T Communications.**

Provided a full range of environmental permitting and construction monitoring services in support of a fiber-optic cable project in central/southern California. The new fiber-optic cable crosses four counties in central coastal California, from San Luis Obispo to Los Angeles. A total of approximately 245 miles of fiber-optic cable were permitted. Approximately 75 percent of the buried fiber-optic cable system will be located within railroad rights-of-way, with the rest being located within highway rights-of-way. The goal for completion of the project is the end of 2007. Chambers Group is responsible for environmental documentation and permitting, such as California Environmental Quality Act (CEQA) compliance, wetland delineation, biological and cultural resource surveys, and protection of threatened and endangered plant and animal species. In addition, both archaeological and biological monitors will oversee the compliance with permits, agreements, and project mitigation conditions during the cable installation. The regulatory coordination responsibilities have required working with the U.S. Fish and Wildlife Service (USFWS), California Department of Fish Game (CDFG), and U.S. Army Corps of Engineers (USACE), as well as with other local, county, state, and federal agencies. Implementation plans to ensure compliance with the Environmental Impact Report (EIR), State of California permits, and various counties are in preparation, and compliance monitoring will be conducted during construction. The implementation plans include a Storm Water Pollution Prevention Plan (SWPPP), Erosion and Sediment Control Plan, Fire Prevention and Management Plan, Biological Mitigation Monitoring Plan, Spill Prevention and Contingency Plan, Revegetation Plan, and Cultural and Paleontological Resources Monitoring Plans.

## Relevant Experience (Continued)

**Amplification Hut Demolition; Environmental Evaluation, Permitting, and Construction Monitoring, San Bernardino to Adelanto, San Bernardino County – AT&T Communications, sub to Forkert Engineering & Surveying.** The primary environmental concern was the potential impacts the demolition activities had on the desert tortoise (*Gopherus agassizii*) and Mojave ground squirrel (*Spermophilus mohavensis*), two protected wildlife species known to be in the Mojave Desert area of the project. Chambers Group staff surveyed the access roads and areas around each abandoned hut for the presence of desert tortoise or Mojave ground squirrel habitat. If any potential habitat for either species was found, Chambers Group also monitored the demolition of any hut located in that area.

**Fort Irwin OIS Telecommunications Project, Fort Irwin, San Bernardino County – AT&T Government Solutions, sub to Forkert Engineering & Surveying, Inc.** Chambers Group is a member of the AT&T Government Services Team that is designing and building an advanced telecommunication system at Fort Irwin in California. This complex system entails using specific radio frequencies and fiber-optic cables to communicate operations data, safety data, and emergency information from specialized sensors on each soldier, tank, and other piece of equipment to Central Command. Commanders will be able to use this information to strategically direct their resources during battlefield training exercises.

**AT&T Feasibility Study: San Luis Obispo to LA FOC Project, San Luis Obispo to Los Angeles, Los Angeles, Santa Barbara, San Luis Obispo County – AT&T, sub to Forkert Engineering & Surveying.** Chambers Group conducted a feasibility study for the re-start of the AT&T Fiber Optic Cable Project from San Luis Obispo to Los Angeles.

**Biological Services, Fiber Optic Cable Installation, Victorville to Las Vegas, San Bernardino and Clark County – AT&T, sub to Forkert Engineering & Surveying, Inc.** Chambers Group conducted general biological reconnaissance surveys to: map the vegetation communities; document the existing biological resources; and assess the habitat's potential to support sensitive plant and wildlife species. Coordinated with BLM to prepare and compose a Noxious Weed Management Plan and a Habitat Restoration Plan. Provided construction monitoring in accordance with project permits for the protection of the desert tortoise. Prepared post-construction desert tortoise monitoring and environmental compliance reports. Provided environmental awareness training for all individuals involved with the project. Conducted jurisdictional delineations from California Department of Fish and Game along the linear fiber optic line for AT&T.

**MSA for Environmental Review of Proposed New Solar Thermal Power Plants on BLM-managed Lands – U.S. Bureau of Land Management, California Desert District, sub to EarthTech.** Program Manager. Chambers Group is assisting the BLM to conduct joint technical reviews (BLM and California Energy Commission) under NEPA/ CEQA for proposed thermal solar projects. This MSA contract involves programmatic support as well as project-specific support. Chambers Group is currently conducting a peer review of the Revegetation and Reclamation Planning documents for the proposed Ivanpah Solar Electric Generating System (ISEGS) to be located near the Ivanpah Dry Lake at the California/Nevada border. The ISEGS will be constructed in three phases and provide a combined 400 MW of electricity. This technical study supports the application for a right-of-way on BLM land. Chambers Group is also reviewing and providing comments on the draft Staff Assessment/Environmental Impact Statement sections related to restoration and revegetation. The ISEGS project will assist California to develop more renewable energy projects and reduce greenhouse gas emissions in conformance with SB 1078 and AB 32.

**Biology and Water Pollution Control Plan for Gas Main Replacement, Beach Boulevard, from La Habra Boulevard to Gregory Lane – Southern California Gas Company.** Project Manager. Southern California Gas Company is replacing approximately 1,700 feet of 4" gas main in Beach Boulevard (State Route 39) between La Habra Boulevard and Gregory Lane in the City of La Habra. To ensure compliance with environmental regulations and Caltrans encroachment permit requirements, biological studies were

## Relevant Experience (Continued)

conducted and water quality protection measures developed. For biology, searches of the most recent versions of the California Natural Diversity Database (CNDDDB) and California Native Plant Society Electronic Inventory (CNPSEI) were conducted and a reconnaissance survey performed to ensure that no sensitive biological resources were likely to be affected by the project. A letter report of findings was prepared. In addition, a Water Pollution Control Program (WPCP) was prepared for the project to ensure the protection of water quality in the project area and to comply with the requirements of the Caltrans encroachment permit for the project.

**Preparation of a SWPPP for a Gas Pipeline Installation Project, Twentynine Palms, San Bernardino County – Sempra.** Project Manager for the preparation of a SWPPP for a gas pipeline installation project near Twentynine Palms. The project involved the installation of a 12-inch-diameter, 6-mile-long pipeline from Larrer North within the City of Twentynine Palms to the Twentynine Palms Marine Corps Base. The SWPPP was prepared to support the National Pollutant Discharge Elimination System (NPDES) General Permit for Stormwater Discharges associated with construction activity. The California State Water Resources Control Board (SWRCB) was the administering agency for the General Permit. Twentynine Palms is within the jurisdiction of the Colorado River Basin Regional Water Quality Control Board (RWQCB), Region 7.

**Storm Water Pollution Prevention Plans (SWPPPs) – Southern California Gas Company, Orange County.** Project Manager. Four SWPPP plans for Southern California Gas were completed, three of which were for Caltrans encroachments and therefore in compliance with their strict guidelines. Several staff have completed the new Caltrans 24-hour SWPPP training. The new regulations require a SWPPP for 1 acre, instead of the previous 5 acres.

**Environmental Consulting Services for the Ascon Property – ConocoPhillips, et al. (Cooperating Parties), Huntington Beach, California.** Senior Review. Environmental review and consultation services are being provided to a consortium of oil companies (Cooperating Parties) who are responsible for cleanup and reuse of the property. The approximately 40-acre project site is located in the City of Huntington Beach at the southwest corner of Hamilton Avenue and Magnolia Street. A number of sensitive receptors are located in the immediate vicinity, including the Edison Community Park, Edison High School, and residential uses. The project site, which is known as the Ascon State Superfund Site (Ascon), is a former industrial and oilfield waste disposal site, which operated from 1938 to 1984. Much of the waste disposed of on the site in its early years had been generated from oil drilling operations, including drilling muds, wastewater brines, and other drilling wastes. Prior to 1971, chromic acid, sulfuric acid, aluminum slag, fuel oils, styrene, and other wastes were also deposited on the site. From 1971 to 1984, inert solid wastes, such as abandoned vehicles, asphalt, concrete, metal, soils, and wood were disposed of on the site. The proposed project involved site remediation, including source removal and offsite reuse of some materials. Activities would include: (1) excavation of primary waste types, (2) excavation and offsite transport of waste materials from the styrene pit, (3) solvent extraction of liquid hydrocarbons, (4) stabilization of soils and drilling muds, (5) wastewater treatment, and (6) offsite disposal of treated materials. Approximately 700,000 to 1,500,000 cubic yards of materials are proposed to be excavated and treated to attain treatment performance standards. The cleanup is specified to ultimately allow for residential uses on site. The California Department of Toxic Substances Control (DTSC) is the Lead Agency for an Environmental Impact Report (EIR) in compliance with the California Environmental Quality Act (CEQA). Though another firm has been selected to prepare that EIR, tasks are being provided that will ensure that Cooperating Parties' (CPs) interests are considered in the CEQA Process; help to identify interests; help define issues, identify Alternatives, provide Environmental Benefits/ Constraints Analyses, and develop tracking strategy to ensure interests are carried throughout the CEQA process. As part of this effort, a technical review of CEQA contractor documents is being undertaken, along with an independent study for select issues, input on recommended methodologies put forth by DTSC and their contractor, independent evaluations (e.g., biological evaluations, HRA, odor study), and other studies as they are identified.

## Relevant Experience (Continued)

### **Natural Gas Pipeline Construction and Restoration Compliance Inspections, Nationwide – FERC.**

Acted as the Project Manager for construction and restoration compliance inspection support for the FERC Office of Pipeline Regulation on natural gas pipeline projects throughout the United States. The purpose of the inspections was to evaluate the compliance with the construction, erosion control, and restoration plans and procedures set forth by FERC, especially at environmentally sensitive areas such as wetlands and stream crossings. The Upland Erosion Control, Revegetation, and Maintenance Plan, and Wetland and Waterbody Construction and Mitigation Procedures are required under Section 2.55 (replacement), Section 157.207 (blanket certificate), and Section 284.11 (Section 311) of the Natural Gas Pipeline Act. Numerous construction and restoration inspections have been conducted in over 25 states throughout the United States.

**EIR/EIS Preparation, Hawaii – Puna Geothermal.** As the Project Manager, was responsible for the EIS and Permit to construct for the first commercial geothermal power plant in Hawaii. In addition, managed the development of an innovative closed-system concept for recombining the brine, noncompressible gases, and condensate from the plant for reinjection into the thermal aquifer. This reinjection of recombine brine, noncondensable gases, and condensate eliminated waste disposal problems, reduced the potential for the release of toxic gases, and assisted in maintaining the thermal aquifer. The development of this closed system, along with an extensive public education program, resulted in the final EIS being approved and the Permit to Construct being issued.

**CEQA Evaluation and EIR/EIS Preparation, Los Angeles County – LAX Fuels.** Served as the Project Manager and Principal responsible for the preparation of the EIR/EIS for revamping the jet fuel system at the Los Angeles International Airport (LAX). The integration of engineering studies, an emission reduction program, and an agency/public participation program resulted in a negative declaration being obtained. The recommendations and presentation material that were prepared were the key factors in obtaining approval from the Department of Airports and the Los Angeles City Commission that an EIR/EIS was not required for CEQA/NEPA compliance.

**Environmental Permitting for a Cogeneration Facility, Los Angeles County – Parsons/Main.** Served as the Project Manager providing environmental support and permitting for a 50-megawatt cogeneration facility in southern California. Responsible for CEQA evaluation and the preparation of an IS, a wetland delineation, oak tree permitting, waste water disposal arrangements, source water permitting, a SWPPP, a Hazardous Materials Management Plan, and coordination with the numerous permitting agencies. The project was in support of an emission reduction program for a southern California utility company.

### **Petroleum Hydrocarbon Investigations and Remediation, Southern California – ARCO Company.**

Served as the Project Manager for over 50 UST sites at service stations and convenience stores in southern California. Responsibilities included preliminary investigations for subsurface contamination, site characterization, feasibility studies for remediation alternatives, remedial systems design for soil and groundwater, start-up and operation of remedial systems, Environmental and Human Health Risk Assessments, and site closure.

### **Environmental and Human Health Risk Assessments, Various Counties in California – Shell Oil Company.**

Acted as the Project Manager for the preparation of Environmental and Human Health Risk Assessments for sites with minimal subsurface contamination of petroleum hydrocarbons. Residual gasoline and diesel hydrocarbons in the soil and groundwater were evaluated for migration pathways and potential receptor impacts using federal and California state toxicological factors to determine the potential increase in the risks to human health (cancer). To date, four sites have been granted closure based on the risk assessments.



## Relevant Experience (Continued)

**Excavation and Bioremediation of Soil, Santa Barbara County – Unocal Corporation.** Served as the Project Manager for the excavation of over 1.5 million cubic yards of soil. Approximately 60,000 cubic yards of soil have been undergoing bioremediation for nitrogen compounds contamination. Other contaminants that were discovered and addressed for proper handling and/or disposal included volatile organic compounds (gasoline), long-chain hydrocarbons (oil), and chlorinated solvents.

**SPR Program, Texas and Louisiana – DOE.** As the Director of Environmental Affairs and Quality Assurance, was responsible for the environmental compliance for six crude oil storage sites and two terminals in Texas and Louisiana. Established environmental policy and provided guidance to site personnel during the initial development of the SPR Program. Also was responsible for the technical management of the offshore brine disposal systems and environmental protection of the associated coastal area.

**Kramer Junction Expansion Project Revegetation, Kramer Junction, Los Angeles County – Southern California Gas Company and Kern River Gas Transmission Company.** The Kramer Junction Expansion Project, in the vicinity of Kramer Junction, resulted in impacts to approximately 387 acres of Mojave Creosote Bush Scrub, 60 acres of Desert Saltbush Scrub, and 0.2 acre of Mojave Desert Wash Scrub under the jurisdiction of the U.S. Army Corps of Engineers (USACE), the California Department of Fish and Game (CDFG), and the U.S. Fish and Wildlife Service (USFWS). The existing revegetation restoration plan for the native habitats was implemented and biological monitoring during implementation of the Plan was provided. Site preparation included soil preparation by ripping and seeding using imprinting and hand broadcast methods. Biological monitors were provided to monitor the imprinting/seeding in areas on the project site where sensitive habitats and/or species may occur. The monitors provided are biologists who are familiar with the desert tortoise, a federally listed species, and approved by the regulatory agencies. Maintenance monitoring of the revegetation effort will be conducted on a semi-annual basis for 5 years following installation. Maintenance monitoring will include inspection of the site for erosion control, invasive weeds, and the general health of the mitigation plantings. In spring 2003, vegetation surveys were conducted of local, established communities of the type affected by the Kramer Junction Expansion Project to provide the baseline vegetative data. These surveys will form the basis for measuring the success of the revegetation project. Data will be collected on species composition, percent cover, density, and richness using point intercept and belt transects established in undisturbed habitat within the vicinity of the project. Success monitoring of the revegetation effort will be conducted annually for the 5 yearly monitoring periods. Success monitoring will include establishing transects in the revegetated areas (20 transects in Mohave Desert Creosote Bush Scrub, 10 in Desert Saltbush Scrub, and 5 in Mojave Desert Wash Scrub). The results of the success monitoring will include a comparison of the data to the baseline conditions.

**Biology, Cultural and Water Pollution Control Plan for 3,100 feet of Gas Main Replacement, Beach Boulevard, La Habra, Orange County – Southern California Gas Company.** Southern California Gas Company replaced approximately 3,100 feet of 4" gas main in Beach Boulevard (State Route 39) in the City of La Habra. To ensure compliance with environmental regulations and Caltrans encroachment permit requirements, biological and cultural studies were conducted and water quality protection measures developed. For biology, searches of the most recent versions of the California Natural Diversity Database (CNDDB) and California Native Plant Society Electronic Inventory (CNPSEI) were conducted and a reconnaissance survey performed to ensure that no sensitive biological resources were likely to be affected by the project. A letter report of findings was prepared. For cultural resources, consultation was conducted with Caltrans to define the Area of Potential Effects (APE), a complete records search and project-specific survey conducted and Archaeological Survey Report (ASR), and Historic Property Survey Report (HPSR) prepared. In addition, a Stormwater Pollution Prevention Plan (SWPPP) was prepared for the project to ensure the protection of water quality in the project area and to comply with the requirements of the Caltrans encroachment permit for the project.

## Relevant Experience (Continued)

### **Biology and Water Pollution Control Plan for Gas Main Replacement, Beach Boulevard, from La Habra Boulevard to Gregory Lane, LaHabra, Orange County – Southern California Gas Company.**

Southern California Gas Company replaced approximately 1,700 feet of 4" gas main in Beach Boulevard (State Route 39) between La Habra Boulevard and Gregory Lane in the City of La Habra. To ensure compliance with environmental regulations and Caltrans encroachment permit requirements, biological studies were conducted and water quality protection measures developed. For biology, searches of the most recent versions of the California Natural Diversity Database (CNDDB) and California Native Plant Society Electronic Inventory (CNPSEI) were conducted and a reconnaissance survey performed to ensure that no sensitive biological resources were likely to be affected by the project. A letter report of findings was prepared. In addition, a Water Pollution Control Program (WPCP) was prepared for the project to ensure the protection of water quality in the project area and to comply with the requirements of the Caltrans encroachment permit for the project.

**Aspen Products Pipeline NEPA Consulting – Snell & Wilmer.** Provided National Environmental Policy Act (NEPA) consulting services for a highbred new and existing products pipeline running from Odessa Texas to Salt Lake City Utah. The pipeline passed through Texas, New Mexico, Colorado and Utah. The Bureau of Land Management (BLM) and the U.S. Forest Service (USFS) were dual lead agencies for the Environmental Impact Statement (EIS). Snell & Wilmer were responsible for the environmental overview of the pipeline for Williams Design Services who is the parent company of Equilon Pipeline Company, a joint venture partner with Questar Pipeline Company for this venture.

### **FERC Annual (2001) Compliance Inspections of Natural Gas Pipelines Nationwide – Federal Energy Regulatory Commission (FERC), sub to Louis Berger Group, Inc.**

With project management, annual compliance inspections of natural gas pipelines are being conducted by trained Federal Energy Regulation Commission (FERC) inspectors following completion of construction through the United States. The inspections are conducted in accordance with FERC, state and local environmental requirements. FERC, through the aid of subcontractors, monitor not only the construction of natural gas pipelines to protect environmental resources, but also for up to 5 years following construction, to assure restoration of the disturbed environment. Both construct and post construction FERC inspections have been conducted by natural scientists for five years and the FERC compliance inspections will continue to be conducted again this year.

### **Environmental Consulting Services for the Ascon Property, Huntington Beach, Orange County – ConocoPhillips, et al. (Cooperating Parties).**

Environmental review and consultation services are being provided to a consortium of oil companies (Cooperating Parties) who are responsible for cleanup and reuse of the property. The approximately 40-acre project site is located in the City of Huntington Beach at the southwest corner of Hamilton Avenue and Magnolia Street. A number of sensitive receptors are located in the immediate vicinity, including the Edison Community Park, Edison High School, and residential uses. The project site, which is known as the Ascon State Superfund Site (Ascon), is a former industrial and oilfield waste disposal site, which operated from 1938 to 1984. Much of the waste disposed of on the site in its early years had been generated from oil drilling operations, including drilling muds, wastewater brines, and other drilling wastes. Prior to 1971, chomic acid, sulfuric acid, aluminum slag, fuel oils, styrene, and other wastes were also deposited on the site. From 1971 to 1984, inert solid wastes, such as abandoned vehicles, asphalt, concrete, metal, soils, and wood were disposed of on the site.

### **SWPPP - Twentynine Palms Gas Pipeline Replacement Project, Twenty-Nine Palms, San Bernardino County – Southern California Gas Co.**

SCG proposed to replace the existing 6" main with a new 12" main located between the town of 29 Palms (from Larrea Avenue) to the Marine Corps Air Ground Combat Center (MCAGCC) 29 Palms, in San Bernardino County. Equipment anticipated for this pipeline replacement included an excavator, 3 rubber tired backhoes, 3 arc welders, a water truck, a stomper, a paving machine, a

## Relevant Experience (Continued)

side boom, 3 gang trucks, a tap truck, and 3 pickup trucks. The anticipated start date for construction was February 02, 2003. The length of the replacement area was approximately 31,500 feet and an area approximately 30 feet wide may be disturbed (approximately 22 acres total disturbance). The majority of this area was within pavement on city and county roads (and a small portion on MCAGCC). The project site was located in the town of 29 Palms, in south central San Bernardino County, and on MCAGCC. Open areas were dominated by disturbed areas of Mojave creosote bush scrub supporting native creosote bush (*Larrea tridentata*), burrobush (*Ambrosia dumosa*), Mormon tea (*Ephedra nevadensis*), and non-native species such as Russian thistle (*Salsola* sp.)

**CEQA Documentation and Implementation of Mitigation Monitoring and Reporting for Sempra Energy Utilities/Southern California Gas Company Pipeline 85 Transmission and Distribution Replacement and Maintenance Project, Kern, Los Angeles County – Sempra Energy Utilities/Southern California Gas Company** Chambers Group provided environmental services relating to the construction of the Line 85 Pipeline Replacement Project. The pipeline project involved both the abandonment of existing line and the installation of new transmission lines (15 miles) and distribution lines (6.5 miles). Work occurred in Tejon Ranch for the transmission line, and occurred within public and private roadways for the distribution portion of the line. The work scope covered the complete process, from the preparation of a detailed project description, initial and continuing agency and Tejon Ranch coordination, the preparation of a Mitigated Negative Declaration (MND), the performance of all biological and cultural surveys, permitting, construction mitigation monitoring compliance with worker training, and closeout reporting.

**Feasibility Study for Fiber-Optic Cable Installation at Fort Irwin National Training Center (NTC), San Bernardino County – AT&T Government Solutions.** Provided environmental expertise in support of a feasibility study for the installation of fiber-optic cable at Fort Irwin NTC, near Barstow. The routes proposed for Phase I, the first 64-mile-long segment of the 240-mile-long program, were evaluated for their potential environmental impacts, NEPA compliance requirements, and permit requirements. Potential impacts were identified to two endangered species: a California-listed as endangered plant and the federal-listed as endangered desert tortoise. Acquisition of a Section 7 Conditional Take Permit was therefore necessary before construction could begin. Archaeological surveys could not be performed because the proposed routes were in existing dirt roads that were continually being disturbed by military vehicles, but the presence of an archaeological monitor during construction was recommended. NEPA compliance was determined to be necessary, and the preparation of an Environmental Assessment (EA) was advised.