



PROPOSAL

ENVIRONMENTAL REVIEW SERVICES

CITY OF CALABASAS

APRIL 29, 2022

621 Chapala Street / Santa Barbara, CA 93101 / 805.963.0651

DUDEK

Cover Letter

April 29, 2022

Mari Hernandez, City Clerk
 City of Calabasas
 100 Civic Center Way
 Calabasas, California 91302

Subject: Qualifications for Environmental Review Services

Dear Ms. Hernandez:

Dudek is pleased to submit this statement of qualifications to provide on-call planning and environmental services to the City of Calabasas (City). Our interest in performing specialized work on behalf of the City is rooted in our commitment to serve and contribute to our own local communities.

Dudek has a long history of supporting local jurisdictions in California and has successfully served numerous local agency clients on the Central Coast since the opening of our Santa Barbara Dudek office in 1995. Our team members live and work in the communities we serve, and our services are intentionally customized to the unique needs and requests of our clients and the communities we support. Dudek currently serves more than 180 on-call contracts throughout the State of California providing as-needed environmental and engineering consulting services. As a result, we have completed over 3,200 environmental documents in compliance with the California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA). Due to our firm’s medium size and flat structure, we provide dedicated and responsive services across all of our fields and disciplines. Our job is to support your programs to ensure compliance with state and federal guidance.


DUDEK AT A GLANCE

- 41 years in business
- California corporation; employee-owned
- Multidisciplinary environmental and engineering services
- 12 California offices, including, Santa Barbara
- 700+ employees
- Dun & Bradstreet 92% rating for reliability, timeliness, and responsiveness
- More than 180 on-call contracts throughout California

Sincerely,



Joseph Monaco
 President and CEO



Jane Gray
 Project Manager

Joseph Monaco is authorized to sign on behalf of Dudek.

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Table of Contents

SECTIONS

Cover Letter.....	i
Firm’s Qualifications.....	1
Proposed Subconsultant Team.....	5
Technical Approach.....	11
Fee Schedule.....	17
References.....	19

TABLE

1	Fee Schedule.....	17
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Firm's Qualifications

Dudek History

Dudek is a California-based environmental and engineering consulting firm with offices nationwide staffed by more than 700 planners, scientists, civil engineers, contractors, and technical experts. We help our clients address challenges related to infrastructure, planning, and the environment to drive project progress and create lasting results.

With analyses based in science and ethics, Dudek offers solutions that encompass the project lifecycle and anticipate future needs. Our professionals find practical, cost-effective approaches to help you achieve your project-specific and overall goals. We work to build your trust, which allows us to offer constructive and durable project solutions.

THE DUDEK ADVANTAGE

Dudek understands that consultants need to represent the values and reflect the identity of the communities we work in. Our staff live where we work and take pride in contributing to the local workforce and in supporting local communities. The primary location for the management and completion of work for the City of Calabasas (City) on-call consulting services contract will be our Santa Barbara office. Dudek staff in Santa Barbara are familiar with the City and regularly coordinate with all the local, state, and federal agencies with jurisdiction in the Central Coast that the City could be working with. These agencies include the County of San Luis Obispo, the San Luis Obispo Air Pollution Control District, the Central Coast Regional Water Quality Control Board, the California Coastal Commission, California Department of Fish and Wildlife (CDFW), U.S. Fish and Wildlife Service, and the U.S. Army Corps of Engineers.

We assist private and public clients on a range of projects that improve and evolve our communities, infrastructure, and natural environment. From planning, design, and permitting through construction, we move projects forward through the complexities of regulatory compliance, budgetary and schedule constraints, and conflicting stakeholder interests.

Our professionals find practical, cost-effective approaches to help you achieve your specific project goals. We work to build your trust, which allows us to offer constructive solutions with your project's long-term success in mind.

Our team focuses on the following:

Community Planning: We enhance community livability and development with cost effective and sustainable planning. Our planners, designers, climate adaptation, forestry, wildfire, and mobility specialists bring holistic problem solving and science into each plan and project.

DUDEK SERVICES

- *Agency Permitting*
- *Biological Surveys and Monitoring*
- *CEQA/NEPA Compliance*
- *Coastal Planning/Permitting*
- *Cultural Resources*
- *Civil Engineering*
- *Construction Management*
- *Environmental Planning*
- *Habitat Restoration and Management*
- *Hazardous Materials Testing*
- *Hydrology*
- *Urban Forestry*
- *Wildfire Protection Planning*
- *Water Conservation Planning*
- *Water Infrastructure Planning and Design*

Regulatory Compliance: Our scientists and planners have established strong working relationships with the local staffs of state and federal regulatory agencies. Our knowledge of agency expectations, interagency agreements, and local regulations involving your project are vital for keeping projects moving forward and obtaining final approvals.

Natural Resource Management: We provide science-based analysis for preserve design and species survey methodologies, coupled with habitat planning, permitting, design, and installation expertise.

Infrastructure Development: We have in-depth experience managing projects where science, regulatory requirements, and community and stakeholder interests converge. We guide clients through analysis, permitting, and implementing private development and public infrastructure projects.

Environmental Consulting and Permitting

Dudek has one of California's largest, most experienced teams for CEQA and NEPA document preparation. Our environmental planners have prepared and processed CEQA/NEPA documents for a variety of large and small development, restoration, and conservation projects throughout the state, including general plan updates. Our staff has an impressive working knowledge of Regional Water Quality Control Board requirements, as well as extensive experience working with various agencies, including the California Department of Transportation (Caltrans), CDFW, U.S. Army Corps of Engineers, and the County of San Luis Obispo, San Luis Obispo Air Pollution Control District.

Dudek is invested in the concept that strong regulatory knowledge and application at every level, from our CEQA/NEPA specialists to our discipline/technical experts, is essential to providing an excellent and defensible end product for our clients. Dudek's environmental technical experts work collaboratively with clients, local, regional, state, and federal agencies, and the public to clearly define project objectives, address concerns, and outline appropriate processes while working within the necessary regulatory framework. From planning, design, and permitting through construction, we help move projects forward through the complexities of regulatory compliance, budgetary and schedule constraints, and conflicting stakeholder interests.

Dudek has a full suite of environmental consulting staff and an especially robust staff of cultural and natural resource matter experts on staff capable of providing our clients all manner of studies, assessments, analysis, permitting, construction mitigation implementation and monitoring, data recovery, habitat restoration, and many more services. We have a deep understanding of local, state, and federal regulations that we draw on to assist clients with nuanced, resource-specific approaches to project implementation. Our environmental consultants have extensive experience working with small to large municipal agencies and are experts at implementing current and long-range planning programs and projects requiring a full range of complex, responsible, and varied professional, programmatic, administrative, and technical work,

Combining comprehensive analysis and evidence-based findings, we provide legally defensible documents that are supported by substantial evidence, none of which have ever been successfully overturned in court. We conduct technically sound assessments and manage environmental review processes in a streamlined, compliant, and straightforward manner. We produce complete CEQA/NEPA documents done right the first time. Our environmental consultants work with our in-house technical publications editors and graphic designers to prepare high-quality documents that are clearly organized and easily interpreted by the public, agencies, and individuals responsible for future project development.

We leverage our experience from thousands of California municipal projects and provide public agencies the following advantages:

- **All consultants are experienced project managers.** All consultants at Dudek are provided the training, mentoring, and practical experience to ensure they have the skill set to not only provide our clients with expert level consulting services, but to manage any project large and small with an organized, responsive, complex, solution-based, fiscally sensitive, and overall professional approach.
- **We are proactive.** We stay ahead of the curve to avoid our municipal clients being surprised by regulatory, stakeholder, or legal issues during the environmental review process.
- **We provide strategic counsel.** We draw upon our wealth of experience to advise on environmental and engineering issues that may impact cost, schedule, stakeholder concerns, or legal challenges.
- **We work for you.** We are strong client advocates who have maintained excellent relationships and reputations with regulatory agencies.
- **We are a one-stop shop.** Our project managers can draw on the resources of more than 700 Dudek environmental and engineering professionals working throughout the United States to respond quickly and effectively as needs arise during a project.

Planning

Dudek provides comprehensive planning and urban design services to public- and private-sector clients. Our team of city planners, policy planners, and urban designers have experience working collaboratively with experts across disciplines to update General Plans. We work on plans both large and small, seeking out complex planning challenges and utilizing our collaborative and analytical strengths to balance and prioritize competing objectives within the disciplines of urban design, land use, infrastructure, sustainability, and transportation. Our team's planners and designers strive to establish enduring relationships between people and their environment and develop a sense of belonging, while respecting cultural, environmental, and economic constraints. By emphasizing technically sound analysis, a community-driven process, and action-oriented solutions, we craft plans to support and fulfil a community's sustainable, long-range vision.

Our depth and breadth of experience means we can quickly assemble and mobilize the appropriate level of service to match your project needs and budget. Our 700+ person in-house team includes American Institute of Certified Planners (AICP)-certified environmental planners, CDFW- and U.S Fish and Wildlife Service-certified biologists, registered professional archaeologists, registered environmental assessors, and technical specialists capable of performing the full suite of referenced services. As a midsized firm, we provide the personal service of project managers who stay with your project from start to finish, combined with the breadth and depth of capabilities characteristic of larger firms in order to meet your project's requirements. Our project managers are empowered to be problem-solvers with the ability to make decisions in a timely fashion to keep project momentum moving forward. We are proud of our low employee turnover. Our staff's long tenure means the project manager you see at the bidding stage will likely be with you at project completion.

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Proposed Subconsultant Team

The Dudek team is ideally suited to provide the City with planning and environmental consulting services due to our extensive compliance and documentation experience, relationships with local and regional agencies, and an understanding of local habitat, species, natural resources, and environmental challenges. Our knowledge of environmental laws facilitates project planning and environmental processes that are legally sound and reflective of appropriate community interests and environmental effects.

The Dudek team presented in this proposal is fully committed and available for this contract. With current workloads ranging from 60% to 80%, our selected team will promptly proceed with any new City task order. Team members can commit substantial effort (up to 100%) to the task when it is necessary for the success of a project.

To provide one channel for clear communication, Jane Gray will serve as the contract manager and point of contact for the City. Ms. Gray has experience managing projects for municipalities and has extensive experience managing large as-needed contracts. Drawing from decades of experience managing many as-needed contracts for public agencies across the state, Dudek's project management team will carefully select project managers and technical specialists for each project based on their expertise and experience as each project arises. This approach will provide the City with locally experienced, reliable, and responsive project managers, staff continuity, rapid response capabilities, and an efficient and cost-effective use of staff. All projects, regardless of their size, will be staffed with the team best suited to meet the City's needs.

Given Dudek's depth of experience and diverse array of in-house technical specialists, Dudek is confident in its capability to complete high-quality and technically sound environmental documents with the project team identified herein. As such, Dudek does not anticipate the use of subcontractors under this contract. However, Dudek maintains a strong working relationship with many local environmental subcontractors, and is open to teaming with other consultants, as required or requested by the City.

Brief biographical summaries of the qualifications and expertise of the management team follows.

Jane Gray

Jane Gray is a regional planner, environmental specialist, and project manager with 26 years' project management and environmental planning experience, specializing in regional planning documents, water resources' planning and project development, CEQA documentation and entitlement work, policy analysis, land use planning, grant writing, and management. Ms. Gray has a diverse and nuanced planning background, and delivers a high caliber of work. She has worked as a project manager, analyst, and environmental planner for non-governmental entities, public agencies, and private firms and corporations

***As a midsized firm,
we provide the
personal service of
project managers
who stay with your
project from start
to finish.***

Ann Sansevero, AICP

Ann Sansevero is a certified project manager and a certified planner through AICP. Ms. Sansevero has 35 years' experience in the field of environmental assessment and land use planning, with a broad range of experience in the management and preparation of CEQA and NEPA documents, other types of planning and environmental studies, and regulatory and land use permitting applications for public projects. Her areas of expertise include environmental planning, project management, CEQA/NEPA compliance, regulatory and coastal permitting, land use planning and design, sustainability, differential site assessments, and mitigation monitoring and reporting.

Stephanie Strelow

Stephanie Strelow has 43 years' experience as an environmental and land use planner, specializing in CEQA and NEPA documents. Ms. Strelow has served the Monterey Bay and Central Coast regions, providing clients with environmental analysis, resource management, and land use planning services. She has prepared more than 450 environmental, planning, and resource management studies and reports, and has managed multidisciplinary teams for major regional projects in central California and the Monterey Bay area. Ms. Strelow has worked on a diverse range of private and public projects of various sizes and complexity, including highly controversial projects. She has served as project manager for several on-call planning and environmental contracts, including contracts with the Cities of Carmel, Monterey, Gilroy, Santa Cruz, and Capitola, town of Los Gatos, Monterey County, and University of California, Santa Cruz.

Nicholas Lorenzen

Nicholas Lorenzen is an analyst with 6 years' environmental planning experience, including environmental research, CEQA document preparation, impact assessment, and field research. Mr. Lorenzen also has compliance experience with stormwater management, in particular Stormwater Pollution Prevention Plan implementation.

Carolyn Groves

Carolyn Groves is a coastal planner with 4 years' professional experience in the environmental field, specializing in coastal planning, permitting, and policy. With over a year's experience as a California Coastal Commission analyst in the South Central Coast District Office, Ms. Groves analyzed and processed numerous Coastal Development Permits and Local Coastal Program Amendments for development throughout the Counties of Santa Barbara, Ventura, and Los Angeles. In addition to her experience with California Coastal Act compliance, CEQA/NEPA compliance, and Local Coastal Program development and implementation, Ms. Groves has a background in coastal habitat restoration and marine conservation. Ms. Groves works with clients to identify and mitigate environmental concerns, address climate change issues, and efficiently navigate the regulatory permitting process. Additionally, she is fluent in written and verbal Spanish.

Claudia Flores

Claudia Flores is an environmental planner specializing in water resources management. Her 4 years' experience in private and public agencies and academia honed her skills to work with a variety of communities and agencies in California and the southeast and undergirds her knowledge in water system governance and policy implications. In addition to her policy work, Ms. Flores' interdisciplinary background includes working on groundwater, water quality and usage, and water finance projects that focus on data collection and analysis. Ms. Flores' on-site research on water access in Uganda helped her further assess the importance of this resource in all types of projects.

Heather McDaniel McDevitt, RPA

Heather McDaniel McDevitt is an archaeologist and cultural resources lead with 17 years' cultural resource management experience throughout North America, with a specialized focus in California. Ms. McDevitt has served as a principal investigator, lab director, and project manager in the public and private sector on all manner of projects, including surveys, testing, site significance evaluations and recordation, data recovery, and laboratory analysis. Her technical expertise encompasses vertebrate and invertebrate analysis, human osteology, geographic information system (GIS), and ground penetrating radar.

John Davis IV

John Davis IV is a senior biologist with 25 years' experience, specializing in biological resource assessments, special-status plant and wildlife species surveys, habitat restoration, and environmental regulations, permitting, and compliance. Mr. Davis IV's expertise is in identification and risk management of potential biological constraints for a diversity of land use projects, including energy, infrastructure, residential, commercial, and restoration projects. He has effectively assisted clients with project design and agency negotiations, produced defensible biological technical reports, and managed and coordinated the biological resources sections of CEQA and NEPA documents. Mr. Davis IV represents Dudek on several qualified biologist lists, including the Counties of San Luis Obispo, Santa Barbara, and Riverside, and he is recognized as a qualified biologist by the Significant Ecological Area Technical Advisory Committee for Los Angeles County.

Heather Moine

Heather Moine is an environmental scientist/biologist with 17 years' experience performing special-status species surveys, nesting bird surveys, general biological assessments, biological monitoring, habitat restoration, construction monitoring, wetlands delineations, water quality sampling, permit preparation and implementation, and CEQA/NEPA document preparation. In addition, Ms. Moine has experience preparing habitat restoration plans, U.S. Fish and Wildlife Service biological assessments, biological technical reports, due diligence/biological constraints reports, initial study biological assessments specific to the County of Ventura, nesting bird letter reports, watershed plans, annual restoration monitoring reports, invasive species management reports, and focused special-status species reports. She has performed wetland delineations for the U.S. Army Corps of Engineers, Regional Water Quality Control Board, CDFW, and California Coastal Commission jurisdictions, and prepared associated wetland delineation reports.

Adam Poll, LEED AP BD+C

Adam Poll is an environmental specialist with 16 years' experience, trained in organizational greenhouse gas (GHG) accounting, which provided a thorough understanding of the Western Research Institute/World Business Council for Sustainable Development GHG Protocol Corporate Standard, while referring to the ISO 14064: Part 1 international standard for GHG inventories. Mr. Poll is experienced in GHG accounting principles, defining applications for GHG inventories, designing and developing GHG inventories, establishing GHG boundaries for an organization, identifying emission sources, tracking emissions over time, recalculating, establishing a base year, setting GHG reduction targets, managing inventory quality, preparing GHG inventory reports, and preparing for verification.

Perry Russell

Perry Russell is a geologist with 36 years' experience, including more than two decades specializing in completing geology/soils, hydrology/water quality, hazards/hazardous materials, and utilities sections for CEQA and NEPA documents. Mr. Russell has also completed erosion control studies, geologic hazards surveys, and Phase I Environmental Site Assessments. His CEQA experience includes college campus master plans, commercial developments, large-scale residential developments, water supply projects, on- and off-shore telecommunication cable projects, wind farm projects, oil field development projects, a nuclear power plant project, and large-scale port-redevelopment projects (including joint CEQA/NEPA projects). His NEPA experience has included projects for the U.S. Navy, U.S. Marines Corps, U.S. Air Force, U.S. Army, U.S. Department of Energy, U.S. Bureau of Reclamation, and Bureau of Indian Affairs.

LiSa Valdez

Lisa Valdez a senior transportation planner with 23 years' experience in transportation planning and analysis, including managing the development of long-range transportation plans, multimodal mobility plans, and transportation analyses for public and private clients throughout the U.S. Her expertise includes traffic impact analyses, freight, corridor, and parking demand studies, and transportation demand management plans. Ms. Valdez is experienced in CEQA, NEPA, and Fixing America's Surface Transportation Act compliance. She has led technical analyses for large-scale transportation infrastructure and commercial renewable energy projects, as well as multimodal statewide, regional, and local transportation plans and studies. Ms. Valdez is skilled at collaborating with multidisciplinary teams to effectively guide projects through complex national, state, and local regulatory processes.

Spenser Lucarelli

Spenser Lucarelli is a senior GIS analyst with 24 years' experience in geospatial technologies in both the private and public sectors. Mr. Lucarelli has been responsible for project management and coordination, spatial modeling/analysis, data development, and map production. His experience includes database development and management, light detection and ranging (LiDAR) analysis, spatial analysis, spatial model building, and online web applications. Mr. Lucarelli has assisted in the preparation of habitat conservation plans, biological resources technical reports, environmental impact reports (EIRs), and program EIRs.

Josh Saunders, AICP

Josh Saunders is an environmental analyst with 17 years' experience in the research, coordination, and preparation of environmental documents subject to CEQA and NEPA. Mr. Saunders provides analytical, technical, and project management support on a variety of projects and environmental topics, including land use and recreation resource analyses. Since joining Dudek, Mr. Saunders has specialized in the preparation of aesthetic and visual resource analyses. In collaboration with Dudek analysts, planners, registered landscape architects, and design professionals, Mr. Saunders documents existing landscape conditions, assesses potential impacts, and depicts and characterizes anticipated visual change. Mr. Saunders has extensive experience performing aesthetic investigations, landscape evaluations, and impact analyses in urban and rural environments throughout Southern California and has recent experience in Mojave and Sonoran Desert landscapes. Mr. Saunders is well-versed in Federal Highway Administration visual impact assessment and Bureau of Land Management visual resource management guidelines and methodologies and has been approved by the County of San Diego Planning and Development Services Department to prepare visual analyses for privately initiated projects. Mr. Saunders's

capabilities include field investigations and existing setting documentation, sensitive receptor and key observation point/key view identification, preparation of focused aesthetic memoranda, preparation of detailed analyses and technical reports in accordance with CEQA Appendix G thresholds and/or established regional or local guidelines, regulatory setting research, characterization of impacts and visual effects in a succinct, understandable style, and development of appropriate and successful mitigation measures. Mr. Saunders also works collaboratively with Dudek's design professionals to prepare photo-realistic visual simulations.

Ryan Allen

Ryan Allen is an urban forester with 14 years' experience providing strategic environmental planning to organizational programs. Mr. Allen's work deepens the positive impact on the communities he serves and increases organizational capacity. Mr. Allen has experience working with elected officials and staff and building and maintaining strategic partnerships.

Dana Link-Herrera

Dana Link-Herrera is an urban forestry and wildfire planner with 7 years' experience and a strong foundation in environmental and urban planning. Located in Ventura and working out of the Santa Barbara office, she has a diverse background in natural resource management, environmental analysis, permitting support, community outreach and CEQA/NEPA. Ms. Link-Herrera provides research, writing, analysis, and project management support on a variety of project types in rural, suburban, and urban communities. She has experience working with federal, state, and local agencies, as well as with public universities and tribal communities. She works collaboratively with Dudek's certified arborists, fire planners, and licensed foresters to prepare urban forest management plans, fire protection plans, community wildfire protection plans, and technical analyses in accordance with CEQA/NEPA and local/regional policies. She is experienced in conducting site visits and field work, interpreting data to provide comprehensive canopy cover analyses, completing regulatory setting research, reviewing and developing plans/policies/ordinances, and performing community outreach. Ms. Link-Herrera is skilled at synthesizing technical information into planning documents and reports and provides a comprehensive approach to environmental planning.

Steve Taffolla

Steve Taffolla is a technical editor and Dudek's Publications group director with 14 years' professional editorial experience, specializing in the preparation of complex, multidisciplinary environmental documents. Mr. Taffolla is a leader in the field of document accessibility, ensuring that Dudek's work products comply with the Rehabilitation Act of 1973 and California Assembly Bill 434. He understands the requirements of the Web Content Accessibility Guidelines and helps clients meet these standards in their documents. Mr. Taffolla has been the principal technical editor for numerous CEQA and NEPA documents, technical reports, and habitat conservation plans.

Melanie Betlach

Melanie Betlach is a seasoned graphic designer with 21 years' experience creating visually captivating work. Capabilities range from publication layout, illustration, print work (including brochures, large banners, and signage), Microsoft Word and PowerPoint templates/optimization, and brand extension. Ms. Betlach has extensive experience working with government and public agencies, including the City of San Marcos, Western Municipal Water District, and City of Menifee. As the graphics team leader, Ms. Betlach's goal is to maximize usability and interaction with marketing collateral, whether it be print or digital.

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Technical Approach

Techniques and Methodologies

CONDUCT SURVEYS AND INSPECTIONS IN THE FIELD

Our team has the ability to identify, describe, classify, and assess vegetation communities and habitat types, environmental conditions, and the potential for special-status species to occur in identified habitats. The experience and technical expertise of our biologists and botanists covers a wide range of geographic locations and bioregions. A qualified biologist(s) will conduct focused surveys between May and August, depending on the target plants and during the time of year and weather conditions when the detection of the plants is most likely. Special-status species occurrences will be mapped utilizing GPS technology and reflected on an aerial photo base map.

SPECIALTY ARBORIST SERVICES

Inventory and Impact Analysis

We conduct GIS-based tree/canopy inventories and impact analyses, and develop customized, strategic mitigation plans that focus on restoration and enhancement rather than replacement tree planting alone. Our inventory process utilizes the latest GPS technology, data dictionaries, and a practiced protocol to inventory quickly and efficiently, collect attribute information, and map small or large tree populations. When individual tree inventory is not required or needed, we utilize GIS to assist with oak woodland or canopy acreages.

Restoration

Our urban foresters and arborists work with in-house landscape architects, plant ecologists, horticulturists, and habitat restoration specialists to design and implement projects throughout California's oak woodlands. Dudek's habitat restoration team works with our foresters to cost-effectively couple site-specific oak ecology with project constructability and long-term sustainability.

CEQA REVIEW

In our 42-year history, Dudek has prepared more than 3,300 CEQA and NEPA documents. We have a wide range of experience preparing initial studies (ISs), negative declarations/mitigated negative declarations, and EIRs under CEQA, as well as preparing environmental assessments, findings of no significant impact, and environmental impact statements (EISs) under NEPA.

CEQA COMPLIANCE MONITORING AND REPORTING

Dudek manages environmental construction projects with a skilled compliance team tailored to project location, duration, and knowledge of potential site issues and area resources. Whether facing a design recalculation or environmental compliance issue, our resourceful project managers can resolve issues quickly and simultaneously, where multiple issues arise.

Our compliance monitoring professionals specialize in renewable energy and water development projects. We complete pre-construction surveys and compliance reporting protocols in an efficient manner that meets client and regulatory standards, and we streamline the permitting process to save clients time and money. We have managed hundreds of complex construction projects coordinating with regulatory agencies, contractors, consulting firms, and municipalities.

Keys to our achieving environmental compliance success include:

An Experienced Environmental Compliance Team We have more than 20 years' experience implementing compliance monitoring programs, streamlining, and addressing issues quickly. Dudek environmental compliance monitors have multidisciplinary training, with expertise in biological species, stormwater pollution prevention plans, air emissions, spill control, weed management, fire inspections, etc.

Consistent Communication and Processing Protocols We work with clients to develop consistent communication and processing protocols for both fieldwork and compliance reporting. These protocols make sure that decisions are made efficiently to maintain fast-paced construction schedules.

Efficient Compliance Status Tracking We have developed processes so that compliance with all environmental requirements is fully documented in daily electronic reports via iForm tracking. The ability to share data collected in the field with all team members in real time increases efficiency so construction remains on schedule and all team members are fully informed of the environmental resources and potential compliance issues that may need to be addressed by the construction management team.

Practical Solutions Based on a Compliance Perspective We provide environmental monitoring and third-party environmental compliance programs for development projects. Our understanding of each party's environmental compliance interpretation during construction allows us to develop solutions to potential compliance events and implement a programmatic approach to achieve construction project milestones.

PREPARE PERMIT DOCUMENTS

Required permits can greatly affect the cost and schedule of a project. Identifying potential permits early during project planning/schematic design is critical for efficient processing of required permits. Dudek will conduct a permit evaluation at the start of each task order and coordinate with City/District staff to develop a project implementation strategy that considers permit constraints with a focus on avoidance. The evaluation will include encroachment permits for entities such as Caltrans, energy utilities, and railroads, pavement moratoriums, and environmental resource agency permits such as with U.S. Army Corps of Engineers, CDFW, and Regional Water Quality Control Board. We have relationships with staff at these agencies and are used to working with these staff to acquire permits.

In many cases, the project design can proceed in a way that minimizes or better facilitates permitting, such as utilizing trenchless construction methods for pipelines to avoid environmentally sensitive areas. Our approach to permits includes making contact with the approving entity early to inform them of the project and gather requirements and constraints and submitting complete applications in a timely manner.

MAPPING SITE DATA

Dudek understands the crucial importance of effective and efficient data management and has made it a priority to develop the most effective system of collecting, storing, organizing, and disseminating of data. Utilizing environmental data collected according to the most current regulations and federal and state guidance, we prepare impact analyses using GIS software and quality-control procedures that produce accurate, reliable results. Dudek's consulting field staff will be equipped with iPads loaded with Dudek's proprietary data collection and transfer software, which enables wireless, real-time, GPS-corrected reporting of daily field activities and initial discovery notification. This system is essential to reduce post-field reporting costs and to expeditiously disseminate information on resource discoveries as they occur, facilitating timely discussions with the City about resource treatment. The digital forms, which can include embedded photos, are sent to a predefined email distribution list once the staff member completes the form while in the field. The overall GIS database is automatically updated with mapping completed in the field. This platform enables Dudek to quickly and efficiently communicate with City staff to manage field efforts, resulting in meaningful cost savings over the life of the project.

Dudek uses password-protected mobile applications and Cloud services that are privately shared with restricted-access groups (consisting of authorized personnel only). These applications and services connect to our Cloud servers via encrypted HTTPS connections using Transport Layer Security; our Transport Layer Security certificates are kept up-to-date and use a strong hashing algorithm. We perform monthly security patching on our servers, regular internal security audits, and third-party firewall/penetration tests to maintain the integrity of our secure network. Confidential data on the Dudek network is managed by authorized Dudek staff and is disseminated to other parties only when express written consent is granted by the project manager and/or other authorizing agents.

WRITING SKILLS

Technical Writing and Editing

We produce well-organized documents that are free of editorial errors so that readers can focus on content. Our editors specialize in maintaining consistency of technical information, refining text developed in-house, reviewing figures, maps, tables, and attachments, making sure text is clear, concise, and appropriate for the intended audience, and resolving editorial inconsistencies.

Proofreading and Copyediting

The smallest details can make all the difference. Our copyeditors focus on correcting grammar, spelling, and punctuation errors, reviewing the table of contents and verifying cross-reference accuracy, maintaining consistent terminology and acronym use, comparing the reference list with text citations, and maintaining consistent presentation of cited references.

DOCUMENT ACCESSIBILITY

Dudek understands the accessibility requirements of Section 508 of the federal Rehabilitation Act of 1973, as amended (29 USC Section 794d), and regulations implementing that act as set forth in Part 1194 of Title 36 of the Federal Code of Regulations, and the Web Content Accessibility Guidelines 2.1, Level AA. Dudek is prepared to ensure that the firm's public-review documents are 508- and Web Content Accessibility Guidelines-compliant, and Dudek has the knowledge and experience to inform the firm's clients about the cost and scope of compliance efforts. Accessibility is a consideration at every stage; Dudek's standard in-house templates are styled to make

508 compliance relatively seamless, and 508 compliance review takes place using final PDFs after writing, editing, and formatting are complete. Dudek utilizes specialized software (CommonLook PDF and CommonLook Office) to facilitate a higher degree of compliance in a comprehensive and cost-effective manner.

PUBLIC HEARINGS

Dudek understands that it is important to facilitate successful projects from planning through completion. Dudek staff members routinely attend public meetings on behalf of our clients and serve as an extension of agency staff in many jurisdictions. In both cases, either in representing our clients or in functioning as extension of staff, our team members have strong presentation and public-speaking skills. We are adept at providing relevant, appropriate, and clear presentations that are tailored to the audience we are talking to, and are comfortable making presentations and recommendations to decision-making bodies and committees, including planning commissions and city councils. Our team members utilize the best available tools to make presentations and illustrate project concepts, project or program details, and to best communicate to decision makers, stakeholders, and public alike.

Scope of Work

PREPARATION OF ENVIRONMENTAL DOCUMENTS AND NOTICES

In the preparation of an EIR or EIR/EIS, the environmental documents only need to address potentially significant impacts. Thus, an IS may be used as part of the notice of preparation (NOP)/notice of intent (NOI) process to narrow down the scope of the EIR or EIR/EIS to focus on pertinent issues of concern. Dudek will prepare an IS/NOP or IS/NOP/NOI (the latter if an EIS is required due to federal involvement) to initiate the environmental review process and to solicit comments from agencies, organizations, and interested individuals. The IS will be based on the environmental checklist in Appendix G of the CEQA Guidelines. We will submit the administrative draft IS/NOP or IS/NOP/NOI to the City (and the federal lead agency) for review.

PREPARATION OF TECHNICAL STUDIES

Dudek will make any final changes and revisions to the IS/NOP or IS/NOP/NOI requested by City (and federal agency) staff, reproduce and distribute the documents for public review to organizations and individuals on a mailing list provided by the City, and prepare appropriate transmittal letters. We will also prepare the notice of completion (for State Clearinghouse involvement). Dudek will distribute the documents to the approved mailing list in both hardcopy and CD and/or USB/flash drive format, as directed by City staff. We will also coordinate with federal agency staff for publication of the NOI in the Federal Register, provide draft notices for distribution to area newspapers, and provide electronic versions for posting to the City website.

PREPARATION OF NOTICES

Dudek will work with the City staff to secure a mailing list, and prepare the Notice of Availability and appropriate transmittal letters. Dudek will also prepare the notice of completion (for State Clearinghouse involvement) and post the Notice of Availability with the County Clerk. Dudek will distribute the documents to the approved mailing list in both hardcopy and CD format, as directed by the City staff. Document distribution will use certified mail, regular mail, and FedEx or other form of distribution that can provide tracking records. We will also coordinate with federal agency staff for publication of the notice in the Federal Register, provide draft notices for distribution to area newspapers, and provide electronic versions suitable for posting to the City's website.

ATTENDANCE OF PROJECT HEARINGS

The project manager and key technical staff, as applicable, will be available to attend all public meetings and hearings throughout the CEQA process. We will also be ready to prepare materials and presentations for these meetings. These may include public community meetings and the City Board of Commissioners hearings on the project. We will also be available for team coordination meetings with the City staff throughout the project.

PEER REVIEW OF TECHNICAL REPORTS

Dudek will compile all comments received and evaluate comments as to their relevance in addressing project impacts. We will collaborate with the City staff on appropriate strategies to address the comments received. Dudek staff will draft responses to comments for the City staff review and make any modifications upon receiving comments from staff.

Based on the comments on the draft EIR or EIR/EIS, Dudek will prepare an administrative draft Final EIR or EIR/EIS. The Final EIR or EIR/EIS will include redline/strikeout text to highlight changes in the document, along with an errata chapter, and the comments and responses to comments.

Dudek will also prepare a draft mitigation monitoring and reporting program, which will identify the impacts, mitigation measures, timing of implementation, method of implementation, and responsible parties.

Following the review of the administrative Final EIR or EIR/EIS by City staff (and the federal lead agency), Dudek will incorporate any revisions and address comments as requested by the City (and the federal lead agency). We will submit a screencheck version of the Final EIR or EIR/EIS for final review, addressing any final revisions or comments. Dudek will compile the Administrative Record for the City as the project progresses so that we can turn over the files immediately upon project conclusion.

Dudek will also work with the City in the preparation of the findings of fact and statement of overriding considerations (if necessary). We will submit draft and final versions of these documents.

WORK UNDER THE SUPERVISION OF THE PLANNING DIVISION

Our team understands that the Planning Division is the point of contact for all project related work. The project manager will closely coordinate with the appropriate City of Calabasas team members. The Dudek project manager will be the main point of contact for the Dudek team in order to streamline communication with the City and ensure there is a consistent contact and project understanding.

PROVIDE PLANNING RELATED SERVICES

Dudek is familiar with the City of Calabasas and is presently providing on-call, extension of staff services, including reviewing projects for technical completeness and zoning code conformance, preparation of notices, and correspondence with project applicant. Dudek would be honored to continue to function in this role.

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Fee Schedule

Table 1. Fee Schedule

Personnel	Hourly Rates
Jane Gray	\$235.00/hour
Ann Sansevero	\$255.00/hour
Stephanie Strelow	\$255.00/hour
Nicholas Lorenzen	\$140.00/hour
Carolyn Groves	\$140.00/hour
Claudia Flores	\$150.00/hour
Heather McDevitt	\$185.00/hour
John Davis	\$235.00/hour
Heather Moine	\$185.00/hour
Adam Poll	\$195.00/hour
Perry Russell	\$185.00/hour
Lisa Valdez	\$210.00/hour
Spenser Lucarelli	\$165.00/hour
Dana Link-Herrera	\$150.00/hour
Josh Saunders	\$195.00/hour
Ryan Allen	\$175.00/hour
Steve Taffolla	\$165.00/hour
Melanie Betlach	\$165.00/hour

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References

CITY OF THOUSAND OAKS

Reference: Kelvin Parker, Community Development Director, 805.449.2530, kparker@toaks.org,

Project: On Call Environmental Services

Dudek has worked on complex, high-profile and swiftly moving environmental documents for the City of Thousand Oaks. Our responsibilities have included project management, preparation of technical studies, outreach, engagement, communication, planning tasks, preparation of materials for public meetings, presentations, legal notices and coordination. Our staff worked as extension of staff on specific items while also maintaining independence. The City and applicants we have worked with have been supportive and happy with the project outcomes.

CITY OF SANTA BARBARA

Reference: Sara Iza, Senior Planner at the City of Santa Barbara, 805.564.5376, siza@santabarbaraca.gov

Project: El Estero Wastewater Treatment Plant's Tertiary Filtration Replacement and Secondary Treatment Projects

Dudek provided support for CEQA/NEPA permitting of a City of Santa Barbara project. The City of Santa Barbara Public Works Department sought to make internal non-structural improvements to existing wastewater treatment plant reactor basins and demolish and rebuild a microfiltration/ultrafiltration tertiary treatment building. The plant is located near the Santa Barbara waterfront and along the Laguna Channel, placing it near sensitive riparian habitat and habitat for the tidewater goby (*Eucyclogobius newberryi*), federally listed as endangered. Dudek biologists provided a biological assessment for the site to assess sensitive biological resources potentially occurring and developed mitigation measures to avoid impacts to these sensitive biological resources, as well as performing other tasks under requirements of an existing CDFW Streambed Alteration Agreement. Relevant biological resources tasks included the assessment of habitat for special-status wildlife species (including birds) and pre-construction surveys (including nesting bird surveys). Dudek also prepared an Essential Fish Habitat Assessment and a memo regarding the tidewater goby. In addition, Dudek conducted weekly site visits to monitor construction activities compliance with biological mitigation measures and best management practices.

COUNTY OF SANTA BARBARA

Reference: Maureen Spencer, Environmental Manager, Santa Barbara County Flood Control & Water Conservation District, 805.568.3437, Mospenc@cosbpw.net

Project: San Pedro/Las Vegas Creek Improvement

Dudek prepared a complex mitigated negative declaration and supporting technical studies for this major improvement project, which involved increasing the capacity of storm flows crossing U.S. Highway 101, the Union Pacific Railroad bridges, and City of Goleta and City Santa Barbara properties. Though directed by the Flood Control District, Dudek collaborated closely with Caltrans biologists, archaeologists, landscape architects, scientists, and engineers to provide a series of investigations complying with Caltrans protocols. Dudek also coordinated with the City of Goleta and City of Santa Barbara public works and planning staff to ensure that these agencies' land use concerns were effectively addressed. Dudek provided archaeological studies that satisfied the National Historic Preservation Act Section 106 process, a natural environmental study report and biological assessment, air quality study report, air quality assessment, initial site assessment (including aerially deposited lead analyses), noise assessment, visual impact assessment, water quality assessment, and a Section 4F recreation de minimus determination.

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