



City of Calabasas

On-Call Environmental Review & Planning Support Services



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On-Call Environmental Review & Planning Support Services

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April 29, 2022

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

Subject: Request for Qualifications, Environmental Review & Planning Support Services

Dear Ms. Hernandez:

Since 2014, Environmental Science Associates (ESA) has provided the City of Calabasas (City) with environmental documentation services with an experienced and dedicated team of professionals led by our Los Angeles (LA) office. We are eager to continue our relationship with the City as an on-call consultant. We look forward to providing the City with comprehensive environmental services, responsive, cost-effective, and schedule-conscious project management, a deep bench of technical expertise and creative problem-solving, and the delivery of a superior product for all projects.

ESA fosters and manages the teamwork and coordination required to provide effective interdisciplinary environmental and community planning services, and we organize to facilitate collaboration. Practitioners lead complex projects using ESA's California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA). They have completed thousands of projects in Southern California. Specialized environmental technical groups support our CEQA and NEPA practitioners by preparing detailed impact analyses and standalone reports on air quality and health risk, biological resources and regulatory permitting, climate change and sustainability, cultural resources, geology and soils, hazards and hazardous materials, historic resources, hydrology, and water quality, planning and zoning, noise and vibration, traffic, and tribal/cultural resources. In addition, ESA has a robust in-house geospatial and technology services group employing cartographic design, visualizations, and geodata tools to collect, manage, and display project data to supplement our technical reports.

We've assembled a highly qualified team balancing technical and creative skills with practical knowledge and experience. Our leadership team is in ESA's LA office; they work on a variety of local infrastructure and private development projects, including the Santa Susana Field Laboratory Remediation Environmental Impact Report (EIR), the Presidential Substation EIR, the Water Supply Projects EIR, the Moorpark Desalter, the 1235' Backbone Improvements Initial Study/Mitigated Negative Declaration (IS/MND), and the Raznick Mixed-Use Development EIR/MND.

Tamseel Mir, project director, will provide oversight, quality assurance, and control. Our project manager Kimberly Comacho is experienced with the City, local policies, and procedures and will be the point of contact. Kimberly will oversee tasks, schedule/budget management, and adjust staff resources within the ESA team to ensure the on-call contract receives the necessary staffing to complete the projects within a time-sensitive schedule. She can be reached at (213) 542-6042 or kcomacho@esassoc.com. Our LA office is a short drive from City, and we are available to address the City's environmental needs. We appreciate this opportunity to continue providing environmental on-call consulting services for the City. Don't hesitate to contact me at (213) 542-6044 or tmir@esassoc.com with questions.

Sincerely,

Tamseel Mir
Project Director

Kimberly Comacho
Project Manager

Section 2

Firm's Qualifications



Firm Profile

Environmental Science Associates (ESA) is an environmental science and planning firm of more than 525 professionals throughout 21 West Coast and Southeast offices. ESA is an S-Corporation and one of California's leading 100 percent employee-owned environmental consulting firms.

ESA has unsurpassed experience providing multidisciplinary environmental support services to municipal and private clients. For more than 50 years, ESA has provided its clients with environmental documentation and consultation to ensure compliance with the California Environmental Quality Act (CEQA), the National Environmental Policy Act (NEPA), and other local, regional, state, and federal regulatory statutes. Our firm offers a depth of staff resources and expertise across a breadth of technical disciplines to successfully analyze the array of environmental issues associated with various project types.

Our environmental planners have the technical command of CEQA and NEPA necessary to prepare strategically designed compliance documentation. They are supported by technical specialists in the fields of air quality, archaeology, biology, geology/environmental hazards, geographic information systems (GIS), greenhouse gas (GHG) emissions, historic resources, hydrology, landscape architecture, noise and vibration, paleontology, sustainability and climate, traffic, tribal cultural resources (including Assembly Bill [AB] 52 facilitation), and water quality to prepare the necessary technical analyses to support varying levels of CEQA and NEPA documentation, including water supply assessments according to Senate Bill (SB) 610.

With a reputation for integrity and objectivity, ESA is often employed to address projects where sound documentation and meticulous attention to detail are critical. We are committed to providing consulting services at the best value, and we pride ourselves on our proven ability to meet project goals while maintaining schedule and cost-efficiency.

Understanding of the Work

The City of Calabasas is seeking to establish a shortlist of environmental consultants from which it can draw to assist the City with preparing CEQA documentation (and, presumably, NEPA documentation should the need arise) and certain technical analyses. Based on our experience with the City and the information provided in the RFQ, we can expect a good amount of the work to involve tree surveys and assessments. ESA understands that selection by the City will lead to the provision of services on an “on-call” or “as-needed” basis. ESA understands that the nature of an on-call contract may require a rapid response, depending on the nature of the project, and ESA is poised to respond within hours if needed. Projects will also often demand expertise in various disciplines throughout work. To this end, ESA will commit its highly qualified in-house resources and appropriate subconsultants, when necessary, to support the City for the assignment from the initial request through notice of completion. Furthermore, ESA understands that in addition to preparing the appropriate CEQA (and/or NEPA document), the proposed services will include attendance at any public meetings, public hearings, and, if necessary, court hearings or settlement conferences relating to projects with the City.

Familiarity with Local Conditions & Issues

Open Space Preservation

ESA understands that in October 2021, the City committed to becoming a 100 percent green power city by adopting green initiatives to improve the environment, reduce GHGs, and use natural resources more efficiently. The goal is to upgrade existing facilities, promote environmentally responsible development, and increase community awareness and outreach. The City hopes to create a better local economy by promoting environmental leadership that creates healthy urban forests accomplishing a better quality of life for its residents, a healthier community with less trash, better public transportation, more open space, and reduced utility costs.

Some of the current program initiatives include:

Program Name	Program Purpose
Property Assessed Clean Energy (PACE) Program	A federally funded program for Los Angeles County, private property owners allow residents to use their homes' equity to finance energy efficiency and water-saving improvements.
Non-Residential Green Building Ordinance	All new non-residential development requires a "Certified" or "Silver" rating using the Leadership in Energy and Environmental Design (LEED) v.2.0 rating system.
Mixed-Use Development Ordinance	Mixed-Use development constructed on infill parcels or existing developed areas as part of a revitalization plan will enable Calabasas to maintain and enhance its existing natural environment and boost the City's social, physical, and economic well-being.
Watershed Management	Reduce or eliminate pollutants from stormwater and urban runoff and enhance the water quality of our local watersheds. These activities include stream restorations, water quality monitoring, capital improvements, public education and outreach, and regulatory activities.

Wildfires

The threat of California wildfires is on the rise, and in 2018, the Camp Fire became the deadliest California wildfire in history, killing 85 people. Also, in 2018, the Woolsey Fire tore through LA and Ventura Counties burning nearly 100,000-acres on the Santa Susana Field Laboratory property. Hundreds of structures were destroyed or damaged, with estimated damages costing at least \$6 billion. Damages from the Woolsey fire included over 80% of federal parkland leading to the indefinite closure of the Santa Monica Mountains National Recreation Area and Malibu Creek State Park, which were host to a rich history of cultural resources and local horseback riding, bird watching, hiking, mountain biking, rock climbing, fishing, and picnicking.

In early 2021 California state officials warned there was already a 700 percent increase in fires for the wildfire season. It could be the worst season in state history due to dry winters and springs from the ongoing drought, increasing temperatures across the state, and low live fuel moisture. Wildfires are ranked on vegetation, fire history, and topography, and California has more than 75 communities where 90 percent of its residents live in very high-risk areas. These extremely fire-prone cities include Calabasas and Bell Canyon. As shown in the picture to the right, all of Calabasas is located within the very-high ranking for wildfire risks.



Figure 1 - Capital Public Radio, Sacramento, CA, 20 December 2021, <https://www.capradio.org/articles/2021/12/20/after-years-of-delays-california-says-updated-and-expanded-wildfire-hazard-maps-are-on-their-way/>

ESA has the in-house expertise to support the City's wildfire planning and prevention efforts. Currently, we're developing a long-term invasive plant management plan to guide the treatment and removal of invasive plants to promote the recovery of habitat areas from the devastating Woolsey Fire for the Conejo Open Space Conservation Agency.

Calabasas Housing Discussion

The California Department of Housing and Community Development (HCD) requires all Southern California Association of Government (SCAG) jurisdictions to submit a final adopted housing element update. ESA is aware the City is currently expected to provide a minimum of 354 new housing units in the General Plan's Housing Element Update. The 354 units will consist of 132 very-low-income, 71 low-income, 70 moderate-income, and 81 above-moderate-income. The City has identified 12 potential sites consisting of 85-acres that could accommodate up to 1,019 units; however, the proposed land is not ideal for residential development because it lacks roads and sewers and presents safety issues. Two locations include a private parking lot next to City Hall in Old Town and the Avalon Calabasas apartments at Las Virgenes and Los Hills roads.



On March 30, 2022, during a special meeting, City Planner Tom Bartlett explained the housing element updates, including additions to city responsibilities, site inventories, and a breakdown of city programs furthering fair housing. Based on HCD's comments, the City will be tasked with updating its housing element to secure approval of the proposed units, balancing public

engagement and progress towards achieving their housing unit requirements.

ESA has a proven record of successfully completing Housing Element updates, including preparing the environmental analyses required under the CEQA for jurisdictions throughout California. We've evaluated the cities' housing programs' status, conducted the housing assessment and needs analyses, analyzed housing resources and characteristics, and reviewed and advised on the land inventory available for new housing in these cities, many of which were built-out communities. The Housing Element scopes also included evaluating constraints on housing production in each city; advising staff on recent Housing Element update requirements, updating goals, policies, and programs; and preparing the CEQA document analyzing the Housing Element at a programmatic level.

All Housing Element updates met the State Department of Housing and Community Development (HCD) requirements and were adopted by their respective city councils by the revision due dates assigned by HCD, including certification of associated CEQA documents.

ESA's On-Call Environmental Consultation Experience

ESA appears on the prequalified lists of more than two dozen Southern California public agencies, including the Cities of Calabasas, Camarillo, Carson, Covina, Long Beach, Los Angeles, Oxnard, Pasadena, Santa Monica, and Ventura, as well as the Counties of Orange, Los Angeles, and San Bernardino. These arrangements vary in their application, from rotating lists, all-compete lists, or qualified sole source projects/tasks for both City- and applicant-initiated projects. ESA thrives under each arrangement and has maintained numerous longstanding on-call relationships with local public agencies.

In many cases, ESA has signed a master services agreement specifically to reduce response time to short-notice requests and facilitate project assignments with a quick turnaround. In the case of our biological and archaeological disciplines, ESA has often received a notice to proceed and initiated documentation or field surveys within 24 hours to meet protocol species survey deadlines, respond to accidental discovery during construction, or provide a rapid response after wildfires. In the case of our Community Development

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Department, our depth of staff resources—more than 25 environmental planners locally—allows us to mobilize immediately upon the receipt of a notice to proceed to meet the requested project deadlines.

ESA will lead the work performed under this contract through its Los Angeles office with support from its four other Southern California locations: Camarillo, Pasadena, Irvine, and San Diego. Our local team comprises more than 130 staff members, including environmental planners, scientists, and engineers with experience in Calabasas and the greater metropolitan area. This deep bench of staff allows us to successfully serve on-call contracts and their potential for multiple, concurrent task orders and quick mobilization for on-the-ground field services.

Because we are seamlessly integrated across our various offices, staff from offices beyond Southern California can augment our capacity if additional resources are needed.

Because of our deep technical expertise and our familiarity with the requirements of the City of Calabasas through more than a decade of work together, the ESA team is poised to work efficiently and expeditiously in response to task orders or requests for proposals received from the City, as we have demonstrated in the past.



Core Services

In the interest of space, we have emphasized our overall environmental planning team, including our work in planning, zoning, and visual impact analysis, and the physical sciences (i.e., air quality, arboriculture, biological resources, cultural resources, geotechnical/hazards, hydrology, noise, and traffic). The following section briefly summarizes ESA's overall experience with the scope of services outlined in Section 3 of the RFQ in alphabetical order following environmental documentation. We are not addressing the full complement of CEQA Guidelines Appendix G topics.

While we can address most of these assessments in-house, ESA may supplement its team with niche experts if a more in-depth technical analysis is required for some of these areas. We have identified our trusted subconsultants and experts under those specific headings.

Environmental Documentation

ESA has prepared thousands of environmental documents according to CEQA and NEPA requirements. More than 50 local agencies trust us to provide as-needed environmental planning and documentation. We have over 25 local environmental planners with the technical command of CEQA and NEPA necessary to prepare strategically designed compliance documentation in our Southern California locations. ESA is known for, and excels in, preparing environmental documents and notices in compliance with CEQA and the CEQA Guidelines, including, but not limited to Initial Studies; draft negative declarations, mitigated negative declarations (MNDs), and environmental impact reports (EIRs); final negative declarations, MNDs, and EIRs; and notices of preparation, intent, and determination. ESA's in-house technical experts are well-versed and experienced in addressing all environmental topics and checklist questions considered in Appendix G of the State CEQA Guidelines. Experts in air quality support our environmental planners, archaeology, biology, geology, environmental hazards, GIS, GHG emissions, historic resources, hydrology, noise and vibration, paleontology, sustainability and climate, traffic, tribal cultural resources (including AB 52 facilitation), and water quality. Supported by this multidisciplinary team of in-house subject matter experts, ESA prepares the necessary technical analyses to support everything from a categorical exemption/categorical exclusion to an

EIR/environmental impact statement (EIS). With a reputation for integrity and objectivity, ESA is employed to address everything from developing a single structure to complex, high-profile regional planning projects.

In addition to delivering an environmental document, ESA also adds related meetings and hearings, processes and files the necessary notices with the appropriate agencies, and performs any necessary public outreach and engagement services.

Visual Impact Studies. ESA routinely evaluates the effects of projects on aesthetics and visual resources for purposes of CEQA documentation. Impacts depend on the project's size and scale, environmental conditions, the character of the sites and surroundings, designated visual resources, and existing scenic views or vistas. ESA has in-house landscape architecture specialists and GIS analysts who collaborate in preparing photographic and topographic visual simulations of project components to demonstrate the impacts of new physical structures on existing aesthetic resources and viewsheds from publicly accessible vantage points or scenic roadways. ESA regularly prepares digital imagery and before-and-after simulations of individual project facilities based on preliminary concepts and footprints and can augment its team with trusted teaming partner VisionScape Imagery. ESA can also prepare shade and shadow analyses to determine impacts on public spaces from large buildings.

Planning & Zoning. ESA's community planning team helps clients achieve their goals by identifying truly integrated solutions that solve their planning, design, environmental, and economic challenges. We provide clients with practical knowledge and experience from past successes in creating and implementing policies, designs, and strategies to improve communities' livability, sustainability, and image. We help clients advance effective and meaningful planning through collaborative engagement with the community, decision-makers, project proponents, regulatory agencies, and other stakeholders throughout the process. Our plans enhance a community's unique character and are recognized for their innovation, effectiveness, and understanding of local issues and values.

ESA's team of senior-level community planners works with our environmental planners and scientists throughout the firm to bring proven experience in preparing General Plans, Specific Plans, and integrated solutions for various community planning issues. In developing plans that map a path from vision to reality, we can realize the client's desired outcome while protecting critical resources and achieving sustainable results. Project approval and implementation is our goal, and in achieving that goal, we consider long-term planning, community attributes, stakeholder objectives, and cost.

Air Quality, Greenhouse Gas Emissions, and Climate Change

ESA's Air Quality Services Group will provide a full range of air quality services and reporting to the City, including emissions quantification and dispersion modeling, health risk assessments related to airborne pollutants, including diesel particulate emissions; GHG emissions calculations and inventory; and carbon footprint analysis. Our services include feasibility studies, compliance documentation, regulatory services, stationary source permitting, emissions inventory/reduction plans, air toxics inventory reports/plans, agency negotiations (e.g., South Coast Air Quality Management District, California Air Resources Board), risk management plans, peer review, and litigation support. Our team of air quality specialists uses the latest software and technology, which allows them to develop economically feasible and technically practical solutions for the most challenging project circumstances.

ESA's scientists and engineers have been at the forefront of assessing and analyzing global greenhouse gas emissions since the Global Warming Solutions Act of 2006 (AB 32). Using the latest tools and data sources (e.g., California Emissions Estimator Model [CalEEMod], The Climate Registry, California Air Pollution Control Officers Association [CAPCOA], and custom-built tools), our professionals provide expert advice and analyses to guide clients across all market sectors through the compliance process required by AB 32. In addition to numerous studies and analyses, the ESA team is skilled in developing scientifically sound solutions to reduce emissions of

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heat-trapping gases and evaluate sustainability practices effectively and feasibly. ESA's experience with climate action plans includes the development of the climate adaptation strategies for the Southern California Council of Governments Southern California Regional Climate Adaptation Framework for 191 cities in six counties throughout the region.

Arboriculture

ESA staff is qualified and credentialed by the American Society of Consulting Arborists, California Board of Forestry and Fire Protection (i.e., Registered Professional Forester), International Society of Arboriculture (ISA), and the California Department of Fish and Wildlife to perform floral and tree inventories, habitat assessments, vegetation classifications, and rare plant surveys. Through decades of experience, we are well versed in the applicable local ordinances and state and federal regulations governing these resources, including the County of Los Angeles Oak Tree Ordinance.

Our ISA-certified arborists and ISA-qualified tree risk assessors and horticulturalists have extensive experience conducting a plan-check review for municipalities, including tree surveys and arborist reports in and around Ventura and Los Angeles Counties. They have firsthand experience and knowledge of the urban forest in the City of Calabasas, having reviewed dozens of arborist reports for the City and assisting with implementing the Tree Protection Ordinance. The team also assists code enforcement departments with tree violation cases that require expert witness testimony and appraisals to estimate damage incurred during unpermitted tree pruning or removal activities and guidance on implementing tree mitigation.

Biological Resources

ESA's Southern California Biological Resources Group includes more than 30 full-time in-house specialists, providing a full range of biological resources capabilities with extensive experience and knowledge of flora and fauna in and around the City of Calabasas, which includes habitat assessments, wildlife biology, botany, fisheries, aquatic ecology, wetland science, regulatory permitting and compliance, mitigation planning, and habitat restoration. We routinely design and carry out baseline investigations and field surveys supporting CEQA analyses, effectively managing projects, and communicating critical information to clients, regulatory personnel, and the public. Our biology team has experience servicing on-call contracts for numerous municipalities and government agencies in Southern California.

Cultural & Tribal Resources

Archaeological, Historic, and Paleontological Resources. ESA's Cultural Resources Group provides a full breadth of in-house historic architectural resources, ethnographic resources, and paleontological resources, including archival research and literature reviews; field surveys; testing and evaluation; data recovery; Section 106 of the National Historic Preservation Act (NHPA) mitigation and monitoring plans; construction monitoring; and treatment of prehistoric and historic period archaeological sites/discoveries, including prehistoric and historic human remains. ESA staff includes qualified staff who meet or exceed the US Secretary of the Interior's Professional Qualification Standards (Title 36 Code of Federal Regulations Section 61) in archaeology and history. Many of our archaeologists are registered professional archaeologists, and paleontologists are members of the Society of Vertebrate Paleontology. Our cultural resources specialists service several on-call contracts with municipalities, often serving as on-call historic preservation specialists to determine the significance or ensure compliance with the secretary of the interior standards or as on-call archaeologists and paleontologists available for third-party review rapid response during accidental discovery.

Tribal Resources. ESA's Southern California cultural resources team is well versed in AB 52 tribal consultation and has helped public agencies navigate the nuances in this process since its implementation in 2015. In addition to understanding the law's requirements, our team has excellent comprehension of strategic

approaches and essential decision points that impact the success of the AB 52 process. Additionally, our staff has led over a dozen trainings for local and state lead agencies and other groups interested in understanding how to implement the statutes associated with the bill. The trainings are geared to providing lead agencies with the tools and know-how to make fully informed, legally defensible decisions. The training curriculum generally includes the statutory requirements of implementing AB 52, strategic approaches to consultation, substantive evidence, tribal cultural resources, approach to tribal cultural resources in CEQA documents, and when and how to address tribal mitigation requests in CEQA documents.

Geographic Information Systems/Geospatial Technology

ESA's Geospatial Group works closely with our project teams to strategize and solve complex issues. The geospatial services team is equipped with sophisticated data collection tools, including unmanned aerial systems (drones)—operated by Federal Aviation Administration–certified pilots—across all regions, and an array of the latest software and geographic information system (GIS) technology to monitor and analyze project-related events. Additionally, ESA offers the City a real-time, scalable mobile data collection and reporting system to support compliance and construction monitoring projects from planning through completion. The system is built on cloud infrastructure for efficient data transfer from the field to the cloud-hosted database using secure application programming interfaces. This value-added approach to data collection allows us to efficiently collect data in the field and have the results immediately accessible to the City via an online map interface.

Geotechnical & Hazards/Hazardous Materials

Geotechnical. ESA's staff regularly reviews and integrates technical reports to develop impact analysis for environmental documentation. In the event technical reports are not provided by the City or a project applicant, ESA would call upon a trusted subconsultant like Ninyo & Moore or Geosyntec to provide such analysis to provide geology, soils, and geotechnical support for CEQA documents, as well as technical review of reports to ensure consistency with city regulations and adequacy of evaluation methods. With extensive knowledge of the earth's processes, our geology/soils team will enable the City to make informed decisions about where and how to develop, how to plan for future hazards, and how best to restore natural and beneficial processes.

Hazards & Hazardous Materials. Hazardous materials within a project site can affect implementing a project plan's overall cost and schedule. If groundwater is affected, it can result in additional coordination efforts and approvals by the California Department of Toxic Substances Control (DTSC) and the Regional Water Quality Control Board (RWQCB). It can also render a project no longer eligible for a categorical exemption under CEQA. Understanding the potential presence of hazardous materials early in the environmental review process is critical to project success. Our team has extensive experience researching state and local records, resulting in efficient and comprehensive data collection. In addition to preparing hundreds of hazards and hazardous materials CEQA analyses, the ESA team also has extensive experience in conducting Phase I environmental site assessments compliant with the American Society for Testing and Materials standards to generate the baseline data as needed. Additionally, our unmatched experience working with DTSC as the regulatory agency responsible for cleanup activities gives us unique insight into strategies for agency coordination and the development of procedures, project solutions, and mitigation measures where needed. If a detailed technical analysis is needed, ESA would call upon a trusted subconsultant like Ninyo & Moore or Geosyntec to provide in-depth analysis.

Hydrology

ESA combines rigorous science and practical engineering solutions to solve complex water resource challenges. Our solutions are grounded in a deep understanding of natural processes, facilitating enduring results with multiple benefits. Our team of scientists and engineers is unified by our dedicated understanding of—and

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appreciation for—natural systems. Our water quality experts have produced hydrologic and pollutant load modeling for stormwater management and bring experience in developing resource-based water quality targets throughout the United States. Our team also provides integrated stormwater management and pollution prevention services for transportation, infrastructure, and other municipal projects. Our certified stormwater specialists help prepare stormwater pollution prevention plans that focus on the erosion control and monitoring for construction projects to identify specific best management practices to be implemented. Our team also designs best management practices needed to comply with National Pollutant Discharge Elimination System municipal separate storm sewer system (MS4) permit requirements. Our team brings experience in evaluating and presenting multimedia and biological monitoring results that fully integrate the data to draw scientific conclusions that determine program effectiveness and compliance for total maximum daily loads (TMDLs) and MS4 permits.

Noise & Vibration

ESA provides comprehensive noise consulting services and understands the sensitivity of noise associated with the construction and operation of projects for adjacent sensitive receptors, which typically include residences and schools. ESA's Noise Services Group can provide expert assistance in preparing noise assessments associated with a broad range of project types. Noise assessments can include on-site noise measurements, residential noise studies, community noise surveys; traffic noise analyses; construction noise measurements, and mitigation. Our team knows how to identify and customize the technical analysis required for each project. We are also adept at analyzing vibration impacts associated with drilling projects; such noise and vibration can disrupt neighboring sensitive receptors overnight and require special construction methods to mitigate impacts.

Traffic & Transportation

ESA provides analyses of traffic impacts associated with construction and operation activities for all projects as part of the CEQA analysis. ESA would use these traffic analyses as the foundation for the ultimate determination of impacts, significance conclusions, and required mitigation measures in CEQA documents. The severity of traffic impacts resulting from a given project is dependent upon the size and scale of the project; construction methods, materials, and disposal requirements that dictate construction-related vehicle trips; length of construction schedules; surrounding land uses, development types, sensitive receptors, roadway sizes/capacities, and access points; and operational characteristics that result in new passenger, employee, or delivery vehicle trips. To augment ESA's in-house capabilities, we often team with a traffic engineering firm, such as Fehr & Peers, specializing in providing transportation planning and traffic engineering services to public- and private-sector clients.

Calabasas On-Call Contract Experience

Since 2009, ESA has provided a suite of services under our on-call contracts with the City of Calabasas. These services include CEQA document preparation, geotechnical studies, biological assessments and other technical reports, review of proposed projects and documentation from other jurisdictions, and compliance monitoring and reporting for approved mitigation measures. ESA has also assisted the City's Code Enforcement Department with oak tree damage assessments and has reviewed dozens of tree reports prepared by a City-approved arborist, conducted tree



appraisals, and provided expert witness testimony to the City for a code enforcement civil suit. ESA was selected by the City for multiple contract terms and completed more than 100 task orders. Projects include the MNDs for the Viewpoint School, Tennis Courts, Park Project, the Raznick Mixed-Use Project, and the 3101 and 3111 Old Topanga Canyon Road Developments.

Similar/Local On-Call Project Experience

The following table highlights a selection of local work—Los Angeles and Ventura County on-call contracts—involving similar communities and project types. For additional project experience narratives, please see **Section 6 - References**.

City of Agoura Hills, On-Call Arborist Services
<p>ESA has provided on-call arborist services to the City of Agoura Hills for both City- and non-City-initiated projects since 2015. Under this contract, ESA's senior arborist provides oak tree damage assessments, reviews tree reports prepared by City-approved arborists, and reviews all conditional use permit (CUP) and oak tree permit (OTP) applications and submittal packages for proposed development projects and site plans to verify consistency with the City's Oak Tree Ordinance and Municipal Code and prepared project-specific conditions of approval for planning staff reports. ESA's arborists also assist the City's Code Enforcement Department with oak tree damage assessments, monitor oak trees within the city right-of-way for the Public Works Department, and review CUP and OTP applications and submittal packages for the Planning Department for non-city-initiated development projects.</p>
City of Thousand Oaks, On-Call Environmental Services
<p>ESA is preparing an initial study/MND for a multiple-phase business park expected to be an essential piece of the City's economic strategy catering to emerging and expanding industries. Located in Thousand Oaks' Rancho Conejo Specific Plan No.7, the project includes 15 industrial buildings ranging in size up to 93,000 square feet on nearly 50 net acres. ESA's in-house staff are conducting noise, air quality assessments, cultural and paleontological resource assessments, and biological resources assessments for the proposed project, including technical studies focused on providing baseline conditions for the initial study/MND. In 2019, ESA was reselected for three years as the City's professional environmental engineering on-call, and we are currently preparing a negative declaration and an EIR.</p>
City of Oxnard, On-Call Environmental Services
<p>ESA was selected as one of four on-call consultants for the 2020–2023 term to provide environmental review services for the City's land use development projects. Currently, ESA is working on the following task orders under this on-call:</p> <ul style="list-style-type: none"> • Electronic Billboard Ordinance: ESA is preparing an MND for an amendment to the City of Oxnard Code to allow digital display billboards adjacent to US 101 city. The amended ordinance would limit the placement of the digital display billboards to within 400 feet of the right-of-way for US 101 and no less than 100 feet from any property zoned for residential. The primary issues associated with implementing the ordinance include aesthetics, light and glare, and construction impacts. • Riverpark Boulevard Electronic Billboard: ESA is preparing an MND to construct and operate an electronic billboard adjacent to US 101. The proposed billboard would be located within the Riverpark Specific Plan area. The top of the sign would be 60 feet in height. The primary issues associated with implementing the ordinance include aesthetics, light and glare, and construction impacts. • Ventura Road Electronic Billboard: ESA is preparing an MND to construct and operate an electronic billboard adjacent to US 101 and the Santa Clara River. The proposed billboard would be located within the Riverpark Specific Plan area. The top of the sign would be 80 feet in height. The primary issues associated with implementing the ordinance include aesthetics, light and glare, and construction impacts.
City of Santa Monica, On-Call Environmental Services
<p>ESA has performed dozens of projects for the City of Santa Monica, both as a prequalified environmental consultant (since its inception in 2011) and as the on-call historic preservation consultant (since 2002). Through these work efforts, ESA has developed an intimate understanding of the City's environmental documentation procedures and requirements, familiarity with staff, and in-depth knowledge of local environmental issues and public concerns. We have prepared CEQA compliance documentation (Categorical Exemptions and MNDs) for condominium and hotel projects, infill and redevelopment projects; EIRs for the Downtown Parking Program; MNDs and EIRs for infrastructure improvements and developments on the Santa Monica Pier; MNDs and addenda for medical facilities; and most recently the EIR for the highly controversial Miramar Hotel Redevelopment project.</p> <p>The high-profile nature of the Miramar project was a mix of an engaged constituency, historical issues, coastal zone, and housing, the components that all or in part define many of our projects in the city. The project would redevelop the renowned Miramar Hotel and the Second Street Parcel. The project would preserve the Hotel Parcel's on-site historical resource and add a hotel with 312 guest rooms and amenities, up to 60 market-rate condominium units, and ground-level retail uses. The Second Street Parcel would be redeveloped with up to 48 affordable housing units.</p>

Section 3

Proposed Consultant Team

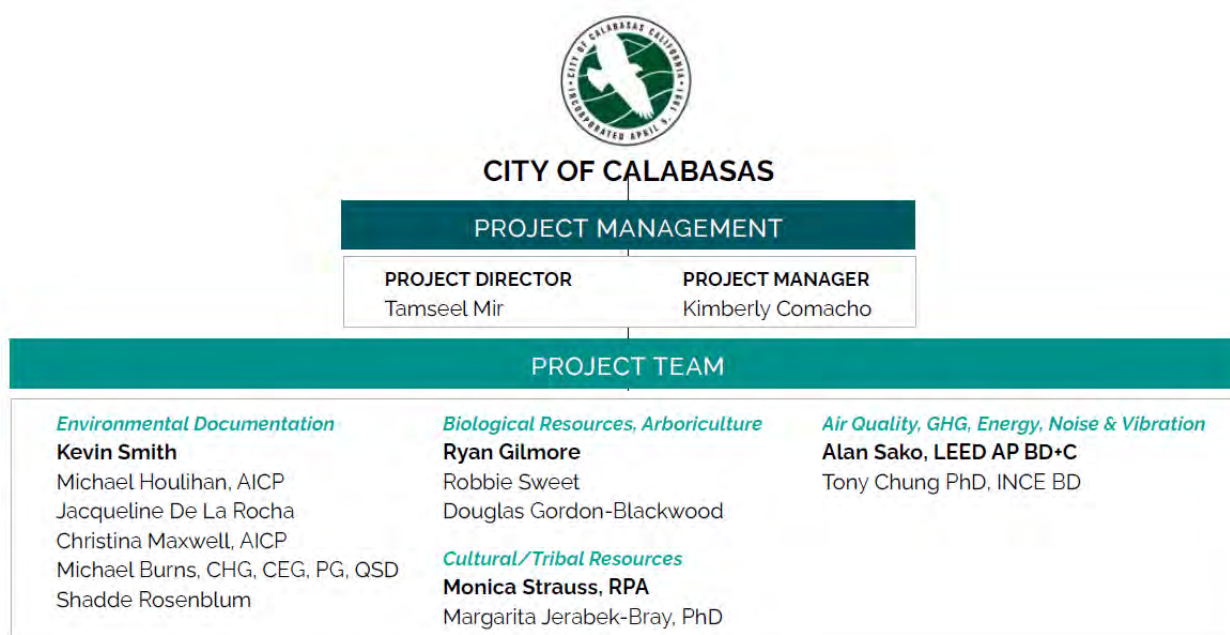
Project Management Team

ESA’s contract will be led by a management team composed of Kimberly Comacho as project manager and Tamseel Mir as project director. As presented in the Organization Chart below, they will be supported by a core team of personnel dedicated to supporting each project that arises from this contract. Kimberly and the team will also have the support of a team of in-house environmental planners, scientists, engineers, and resource specialists drawn from ESA’s Southern California Region of more than 130 staff members when needed.

Kimberly will serve as the primary point of contact for this on-call contract. As the project manager, she will oversee the project team and the project budget and schedule throughout the project’s life and be available as a resource to other managers who may lead projects. She may manage the project or delegate an appropriate core team member, depending on the expertise required for the project. Given the as-needed nature of the contract and the potential for overlapping work orders, expedited service requests, and project-specific nuances, Kimberly will review the project’s needs with the City and, considering the nature of the assignment and desired timeline, will assign the appropriate team member to lead the task and will staff the project with in-house and subconsultant personnel, according to the task’s technical requirements.

Tamseel will be the project director of the contract to assist Kimberly with strategic guidance and quality assurance and control services, as needed. As workload demands evolve, she is an ESA regional planning business group director with authority to commit the staffing resources necessary for each project.

Figure 2 - Organizational Chart



In the interest of space, resumes for Kimberly and Tamseel can be found in **Attachment 1 – Resumes** and introductory biographies and credentials for the remainder of the core team are presented at the end of this section. Resumes for the entire team can be provided upon request.



Kimberly Comacho | Project Manager

Kimberly is a principal planner with over 15 years of experience managing and performing technical analysis for a diverse range of land use, transportation, and community planning projects in compliance with CEQA. As a seasoned senior project manager, she is accustomed to working with public agencies, applicants, projects attorneys, and large project teams. She has honed her ability to lead projects with numerous stakeholders and contributors while maintaining document quality and project schedule. Her grasp of the CEQA Guidelines and legislative updates like Senate Bill (SB) 375 gives her the background necessary for preparing newer documents like sustainable communities’ environmental assessments and categorical exemptions to streamline the CEQA process for her clients. In addition to her project-specific work, Kimberly has experience planning and policy documents such as zoning ordinances and General Plans and the program-level CEQA documentation necessary for clearance. **Kimberly has similar experience leading on-call environmental consulting contracts for the cities of Long Beach, Baldwin Park, and Carson.**



Tamseel Mir | Project Director

Tamseel is the ESA’s Southern California Community Development Group director and has more than 20 years of CEQA/NEPA experience; she leads all project planning and environmental review phases for residential, institutional, recreational, mixed-use, and infrastructure projects for various on-call contracts and projects and is a committed client-focused leader overseeing the delivery of high-quality documentation.

Tamseel uses innovative strategies to provide clients with legally defensible environmental documents for complex projects. Tamseel has similar project experience as the project director for on-call environmental services contracts with the City of Thousand Oaks and the Los Angeles Department of Public Works Bureau of Engineering.

Project Team

Team Qualifications	
<p>Kevin Smith <i>Environmental Documentation: CEQA or NEPA Documentation</i></p> <p>Years of Experience: 15</p> <p>Education: BS, Natural Resource Management, Environmental Management</p>	<p>Kevin is an environmental planner specializing in preparing CEQA and NEPA documents; processing environmental permits with agencies such as the US Army Corps of Engineers, California Department of Fish and Wildlife, California Coastal Commission, and the Regional Water Quality Control Board; and entitlement applications with cities, counties, and other lead agencies, as well as project management and client and agency coordination. He has worked on various issues, including land use, biological resources, traffic, aesthetics, noise, archeology, and environmental mitigation. Kevin has participated in master plans, utility projects, multi-use developments, visual analyses, environmental restoration, coastal development, and redevelopment projects. Kevin has provided similar services for the CEQA Old Topanga Area Project for the City of Calabasas and served as the project manager for the County of Los Angeles on the CEQA Compliance Strategy for the United Rock Pit Acquisition Project and Santa Clarita Valley Water Agency’s On-Call CEQA Services contract.</p>

Proposed Consultant Team

Team Qualifications	
<p>Michael Houlihan, AICP <i>Environmental Documentation: CEQA or NEPA Documentation</i></p> <p>Years of Experience: 30</p> <p>Education: BS, City, and Regional Planning</p>	<p>Michael is an environmental planner highly experienced in environmental services and a team leader who can stimulate teamwork, camaraderie, and productivity. His expertise is in providing high-quality documents by resolving issues as they arise and through proactive and responsive communication. With over 30 years of industry experience directing, managing, and preparing environmental documentation within Southern California, he has led numerous project teams in completing environmental processes and many high-profile projects. These projects included planned communities, water/wastewater infrastructure, community land use planning, residential/commercial developments, parks/schools, transportation/circulation improvements, and energy facilities. Michael is currently providing similar services as the project director for the Orange Coast Water District's CEQA Consulting Services Support Project and California City's On-Call Environmental Services and served as the project director for the City of Fontana On-Call Environmental and Planning Consultants contract.</p>
<p>Jacqueline De La Rocha <i>Environmental Documentation: CEQA or NEPA Documentation</i></p> <p>Years of Experience: 9</p> <p>Education: BS, Environmental Policy Analysis and Planning</p>	<p>Jacqueline is an environmental planner experienced in managing CEQA documents of all levels within the Southern California region, specifically Los Angeles County. She has expertise in the preparation of air quality, GHG, and energy technical reports, as well as analyses of a variety of topics, including geology and soils, hazards and hazardous materials, hydrology, public services, tribal cultural resources, water supply, and infrastructure, wastewater, and solid waste. Jacqueline is currently providing similar services as the project manager on 8631 Hayden Place CEQA Documentation Project for the City of Thousand Oaks On-Call Professional Consulting Services and the City of Carson On-Call Environmental contracts.</p>
<p>Christina Maxwell, AICP <i>Environmental Documentation: CEQA or NEPA Documentation</i></p> <p>Years of Experience: 7</p> <p>Education: BA, Environmental Studies (Summa Cum Laude)</p>	<p>Christina is an experienced project manager and environmental planner. She is skilled in managing and preparing environmental documents for compliance with CEQA and NEPA, emphasizing transportation, land use, and development projects. She is accustomed to leading and working with multidisciplinary teams on complex and controversial projects for public and private clients. Christina is certified through the American Institute of Certified Planners (AICP). She is knowledgeable in planning and environmental regulations related to transportation, infrastructure, and development projects, including Caltrans guidance for environmental document preparation, the Caltrans Local Assistance procedures, local zoning ordinances, general plans, specific plans, habitat conservation, and natural communities conservation plans, and the California Coastal Act. Christina is currently providing similar services serving as project manager on the Morningside Highschool MND for the Inglewood Unified School District and producing a CEQA document for the 7250 Carson Street Project for the City of Long Beach.</p>
<p>Michael Burns, CHG, CEG, PH, QSD <i>Environmental Documentation: Geotechnical, Hazards/Hazmat, Hydrology/Water Quality</i></p> <p>Years of Experience: 30</p> <p>Education: BS, Geology</p> <p>Certifications: Certified Hydrogeologist (CHG), No.280, CA, Certified Engineering Geologist (CEG), No.1846, CA, Professional Geologist (PG), No.4532, CA, Qualified SWPPP Developer (QSD) #PG4532</p>	<p>Michael is a highly skilled and effective project manager with more than 30 years of experience in the environmental and geological sciences. He provides expert services in CEQA and NEPA planning and permitting; site characterization for geological resources, hydrology, water quality, and Superfund sites; soil and groundwater remediation, groundwater banking, water rights; remedial investigation/feasibility studies; litigation support; and property assessments. His projects include municipal and regional water supply, industrial and manufacturing facilities, airports, levees, landfills, refineries, research and development facilities, hazardous waste management, vineyards, and commercial properties. Michael will be providing similar services for the Metropolitan Water District of Southern California as the On-Call Environmental Services Project program manager and has recently completed services for the California Department of Water Resources On-Call Environmental Services contract.</p>
<p>Shadde Rosenblum <i>Environmental Documentation: Traffic/Transportation</i></p> <p>Years of Experience: 21</p> <p>Education: Master's degree, Urban & Regional Planning BA, International, and Regional Studies</p>	<p>Shadde is an environmental planner with experience providing analytical and technical leadership for various transportation planning projects throughout the United States and abroad. These efforts include transit, bridge, highway, and airport projects. Shadde took on various responsibilities, including project management and coordination, active participation in public outreach activities, preparing environmental documents following state and national regulations, and traffic and transit operations analyses. Shadde has prepared numerous traffic and transportation sections for environmental documentation throughout Los Angeles County for redevelopment, infill, and mixed-use projects.</p>

Team Qualifications	
<p>Ryan Gilmore <i>Biological Resources, Arboriculture</i></p> <p>Years of Experience: 21</p> <p>Education: Master’s degree, Urban & Regional Planning</p> <p>BA, Anthropology</p> <p>Certifications: International Society of Arboriculture, Board Certified Master Arborist - Municipal Specialist - #WE-9009-BM, International Society of Arboriculture, Tree Risk Assessment Qualified, American Society of Consulting Arborists – Tree and Plant Appraisal Qualification</p>	<p>Ryan is a biologist and urban forester with professional consulting experience in the environmental field throughout California. His general biological responsibilities include field surveys for habitat evaluation, rare plants, nesting birds, burrowing owls, bighorn sheep surveys, least Bell’s vireo, resource constraints analysis, construction monitoring, and biological report writing. He specializes in restoration and urban forestry. In restoration, he has extensive experience with habitat mitigation planning, potential mitigation site field evaluations, vegetation mapping, and writing sections of habitat mitigation and monitoring plans. His urban forestry experiences include the assessment and inventory of native woodlands, managing and monitoring the relocation and preservation of trees on development sites, urban tree health assessments including tree decay studies, global positioning system mapping, construction monitoring, data analysis, hazardous tree assessments, invasive pests studies (goldspotted oak borer & invasive shothole borer), and preparation of various arboricultural reports, including urban forestry management plans, street tree management plans, and native tree restoration plans. He has provided on-call arborist services for multiple municipalities and large land managers. Ryan is currently providing similar services as a key biologist for the City of Menifee’s On-Call Planning Professional Services, the California Department of Water Resources’ On-Call Environmental Compliance Support Services, and the City of Carson’s On-Call Environmental Services contracts.</p>
<p>Robbie Sweet <i>Biological Resources, Arboriculture</i></p> <p>Years of Experience: 13</p> <p>Education: BS, Environmental Science, and Resource Management</p> <p>Certifications: California Native Plant Society Certified Field Botanist, The International Society of Arboriculture, Certified Arborist. WE-13505A</p>	<p>Robbie is an experienced biological consultant conducting protocol-level surveys, monitoring various construction projects (inclusive of environmental compliance), and conducting population studies for various special-status wildlife species throughout California. Robbie’s species experience includes the arroyo toad, blunt-nosed leopard lizard, California’s least tern, least Bell’s vireo, southwestern willow flycatcher, southwestern pond turtle, western burrowing owl, and the western snowy plover. He has overseen various restoration implementation and monitoring efforts requiring extensive knowledge of plant taxonomy and agency-accepted survey techniques. Robbie has conducted numerous biological resources assessments and focused on rare plant surveys. He has also completed numerous tree inventories and impact assessments throughout various jurisdictions, including the Cities of Agoura Hills, Calabasas, Thousand Oaks, Los Angeles, and the Counties of Los Angeles, Riverside, and San Diego. Robbie has similar experience working with the City of Calabasas as a lead biologist for the 23504, 24400, and 24460 Calabasas Road Tree Assessment projects and the On-Call Environmental Review Services contract.</p>
<p>Douglas Gordon-Blackwood <i>Biological Resources, Arboriculture</i></p> <p>Years of Experience: 14</p> <p>Education: BS, Botany</p>	<p>Douglas is a biologist with experience in biological resources consulting, habitat restoration, and arboriculture. His background includes extensive survey experience for biological resource assessments, habitat and vegetation mapping, nesting bird surveys, restoration site assessments, arboricultural assessments, invasive species eradication, and biological compliance monitoring. He has conducted or supervised biological surveys and mapping plant communities, jurisdictional areas, and wildlife throughout Southern California. He has acted as a lead biologist on several large utility, development, and transportation projects throughout Southern California. Douglas has a similar experience as the deputy project manager for the Orange County Public Works On-Call Biological Support Services and Irvine Ranch Water District for On-Call Biological Monitoring and Permitting Services contracts.</p>
<p>Monica Strauss, RPA <i>Cultural Resources: Archaeology/ Paleontology, Tribal Resources</i></p> <p>Years of Experience: 25</p> <p>Education: MA, Archaeology</p> <p>BA, Anthropology</p> <p>Certifications: Register of Professional Archaeologists #12805</p>	<p>Certified by the Register of Professional Archaeologists, Monica has 25 years of experience in projects involving archaeological resources, historic buildings and infrastructure, landscapes, and tribal cultural resources, including traditional cultural properties. Monica has completed hundreds of cultural resources projects throughout Southern California and the greater Southwest. She assists clients in navigating cultural resources compliance issues in the context of CEQA, NEPA, and NHPA Section 106. She maintains excellent relationships with agency staff and tribal representatives. Monica understands local resources, issues, and policies and is readily available to meet with City staff on any project needs. Monica has similar experience providing services for the City of Calabasas on the On-Call Environmental Review Services and Archaeological Resources Mapping. Additionally, Monica serves as the project director for the City of Los Angeles Department of Public Works On-Call Specialty Services (Cultural Resources) Contract.</p>

Proposed Consultant Team

Team Qualifications	
<p>Margarita Jerabek-Bray, PhD <i>Cultural Resources: Historic Resources</i></p> <p>Years of Experience: 30+</p> <p>Education: PhD, Art History MA, Architectural History Certificate of Historic Preservation BA, Art History</p>	<p>Margarita is a regional expert on Southern California architecture. She has prepared a broad range of environmental documentation and conducted preservation projects throughout the Los Angeles metropolitan area and Ventura, Orange, Riverside, San Bernardino, and San Diego Counties. Margarita’s experience in architectural history preservation projects includes projects under on-call contracts with Hermosa Beach and Santa Monica. In addition, she is on the prequalified consultant lists for various Southern California cities, including Los Angeles, Long Beach, and Laguna Beach. She is an expert in evaluating, managing, and treating historic properties for compliance with Sections 106 and 110 of the NHPA, NEPA, Section 4(f) of the Department of Transportation Act, CEQA, and local ordinances and planning requirements. Margarita regularly performs assessments to ensure conformance with the Secretary of the Interior’s Standards for the Treatment of Historic Properties and assists clients with adaptive reuse/rehabilitation projects by providing preservation design and treatment consultation, agency coordination, legally defensible documentation, construction monitoring, and conservation treatment. <i>Margarita has similar experience providing services for the City of Los Angeles Recreation and Parks On-Call, City of Long Beach On-Call Historic Preservation Contract, and Santa Monica On-Call Historic Preservation Contract.</i></p>
<p>Alan Sako, LEED AP BD+C <i>Air Quality, GHG, Energy, Health Risk, Noise & Vibration</i></p> <p>Years of Experience: 20</p> <p>Education: BS, Atmospheric, Oceanic & Environmental Science</p> <p>Certifications: US Green Building Council, LEED Accredited Professional (BD+C), 2014</p>	<p>Alan is an air quality, climate, and acoustics specialist who is experienced in preparing and managing air quality and climate change analyses, performing ambient air quality impact analyses and health risk assessments for CEQA and NEPA documents, and providing air quality permitting and compliance support. He has a proven record of successfully navigating numerous stakeholders’ environmental issues and arriving at solutions for complex air quality, GHG, noise, and hazards issues. He is an expert at using current air pollutant dispersion and emissions modeling programs. In addition, Alan has developed risk management plans, off-site consequent analyses, and environmental analyses for anhydrous ammonia at the Wellhead Electric Company power facility in Panoche, California, and the Tapia Water Reclamation Facility near Calabasas. <i>Alan has similar experience providing air quality services for Calabasas City for 23480 Park Sorrento and the Avalon Bay Residential Environmental Constraints Study.</i></p>
<p>Tony Chung, PhD, INCE BD <i>Noise & Vibration</i></p> <p>Years of Experience:</p> <p>Education: PhD, Mechanical Engineering MS, Mechanical Engineering BS, Mechanical Engineering</p> <p>Certifications: Urban Airshed Model Regional Air Quality Modeling, University of California, Irvine; FHWA Highway Noise Analysis Certificate, University of Louisville; Noise Control for Building & Manufacturing Plants Certificate, Broadband Noise/San Francisco Accredited Professional (BD+C)</p>	<p>Tony has conducted over 1,500 CEQA/NEPA-related and standalone noise studies for community and transportation noise analyses. He has conducted more than 120 acoustic analyses on building interior and exterior sound and vibration isolation for hospitals, condominiums and apartment complexes, office buildings, performing arts centers, and schools throughout California and the United States. He has conducted and supervised field measurement, modeling, and data analysis tasks, evaluating noise impacts from construction, vehicular traffic, and long-term stationary source operations. Other types of noise sources evaluated include trains, airplanes, industrial operations, and gun range noise. <i>Tony has similar experience working for the City of Menifee’s On-Call Planning Professional Services, San Diego Unified School District’s On-Call CEQA Services, and serves as the project manager for the City of Fontana On-Call Environmental and Planning Consultants contracts.</i></p>

Section 4

Technical Approach

The City is seeking to establish a bench of environmental consultants from which it can draw to assist with managing the environmental review and planning support services for community development projects requiring CEQA documentation, such as negative declarations, MNDs, or EIRs when the City faces time constraints, or the project faces specific issues it cannot solve on its own. ESA understands that selection by the City will lead to the provision of services on an “on-call” or as-needed basis. ESA understands the nature of an on-call contract may require a rapid response, depending on the nature of the project, and ESA is poised to respond within hours if needed. Projects, such as residential, industrial, commercial, mixed-use, transit-oriented development, and infrastructure, will often demand expertise in various disciplines throughout work. To this end, ESA will continue to commit its highly qualified in-house resources and appropriate subconsultants (if needed) to support the City for the assignment from the initial request through the end of the assignment. Furthermore, ESA understands that in addition to preparing the appropriate CEQA (and/or NEPA) document, the proposed services will include attendance at any public meetings, public hearings, and, if necessary, court hearings or settlement conferences relating to projects with the City.

CEQA Document Project Approach

Equal in importance to relevant project experience is understanding the CEQA process, so environmental documentation is prepared in the most efficient, prudent, and legally defensible manner to ensure project success. To this end, ESA intends to employ its mastery of CEQA, knowledge of the City, and experience on similar projects to serve this contract.

The following section does not address procedural details, as the contents and requirements of an EIR, for example, are outlined in the CEQA Guidelines (Sections 15122 through 15131), but instead focuses on our conceptual approach to preparing environmental documentation and the critical steps and necessary communication to ensure the proper scoping, time and cost efficiencies, and high-quality, technically sound documentation that is ESA’s hallmark. While each project will bring its own unique needs and blend of technical issues, the application of these elements will be constant.

Project Understanding/Team Formation

ESA has the resources and a committed, technically diverse team with the ability to respond quickly and efficiently to the diverse types of projects expected from an on-call environmental services contract. Upon receiving a task order/RFP, the project director will review the project needs, considering the nature and complexity of the project and desired timeline, and assign the most appropriate project manager from the proposed team. In consultation with the project director, the project manager will develop the project team based on the project’s critical issues and any additional sensitive issues for the City. When necessary, the project manager will match individual expertise and experience with the project needs to craft the appropriate project team drawn from in-house discipline leaders and appropriate subconsultants.

As an essential first step for all environmental documentation, ESA will engage in discussions with the City and/or project applicant to better understand the project. Our ability to provide an accurate scope and cost and ultimately prepare a comprehensive and detailed environmental analysis will depend on a complete understanding of the project. To achieve this, ESA engages in an extensive literature review process to identify

Technical Approach

and assess available records for the project/study area. Based on our previous experience and knowledge of the City, experience on similar projects, and the results of our research, ESA will prepare a thoughtful and cost-competitive proposal to perform an environmental review.

Project Kickoff

ESA understands that a project is not always fully designed at project kickoff, but given our experience, ESA is confident we can propose conservative yet realistic assumptions to move a project forward. Upon authorization to proceed, the selected project manager and key ESA team members (as necessary) will meet with the City to further our understanding of the project, define key parameters of the environmental analysis, discuss any areas of particular concern, obtain updated project plans and related documents, and confirm the project schedule and communication protocols. Following the meeting, ESA will collect and develop baseline information for use in the environmental analysis. ESA will work with the City and/or applicant to develop a well-informed and accurate project description upon completing data collection. The project description will serve as the foundation of the environmental document. The ESA team will work closely with the City and/or applicant to ensure it is comprehensive and accurate.

Determining the Level of Documentation and Technical Analysis

Once the project description is finalized, to whatever degree it can be finalized at project kickoff, ESA will work with the City and/or project applicant and other project team members to confirm the anticipated level of documentation. ESA prides itself on balancing the need for legally defensible technical analysis with economic and scheduling realities. We employ the “right hammer for the right nail” approach and make every effort to ensure that the environmental documentation is scoped correctly from the start, thus avoiding superfluous or unnecessary analyses. Our expertise in applying CEQA and local thresholds informs our ability to scope out specific issues from the start. In other cases, given the involvement of legal teams on many of our projects, there may be instances where a more comprehensive level of documentation (i.e., EIR) is deemed appropriate, considering a project or site history, level of interest, or controversy. ESA’s value to the City is our ability to design a process and environmental documentation to thwart litigation as an opponent’s strategy.

Technical Analysis

As mentioned earlier, once the project has been fully defined, the ESA team will begin identifying the technical issues that require a complete analysis and those that can be scoped out in the initial study (or EIR as allowed for in CEQA Guidelines Sections 15063 and 15128. In addition to avoiding unnecessary analyses, prudent exclusion of issues can reduce the time and money expended. Moreover, to ensure legal defensibility and suitable analysis considering time and cost constraints, ESA often performs a screening analysis of the issue areas that often trigger an EIR by exceeding or nearing significance thresholds. This is a valuable tool in cases where a project may be just above or uncomfortably close to the significance thresholds for construction impacts or maximum daily thresholds. This preliminary analysis considers different project variables (e.g., construction materials, construction machinery, construction hours/days) to identify potential areas for revision. These proposed revisions are project design features, which are proactive measures suggested to the City and/or applicant to reduce the project’s potential impact to below significance thresholds.

ESA’s ability to effectively determine, scope, and design a specific document stems from our in-house disciplines’ breadth and depth to address most of the topics addressed in the Initial Study Checklist. ESA’s technical experts are recognized leaders in their respective fields who develop creative solutions to emerging and urgent environmental concerns. These experts will act as an extension of City staff to assist in preparing best-in-class studies and guidance on a range of issues, including healthy communities, health risks, land use compatibility, and the assessment of GHG and climate change under CEQA. ESA’s in-house technical experts can

support the City through standalone reports supporting categorical exemptions and negative declarations or MNDs and technical analyses to support larger environmental review efforts.

Communication

ESA stresses the importance of effective and efficient communication with the City, the applicant, and our written documents throughout the environmental review process. The technical analyses are written and integrated into the environmental document clearly and concisely to be easily understood by the layperson, which often decreases the number of comments received during the public comment period. We recognize that the public's ability to readily understand the proposed project will facilitate their understanding of its potential impacts and reduce the possibility of misunderstanding or objection, thus helping to streamline the public comment period.

Project Management

As discussed in **Section 3 – Proposed Consultant Team**, Kimberly will be the day-to-day point of contact for the City; she will lead projects or assign a project manager, delegate tasks to technical staff, and oversee the completion of tasks and milestones throughout the project's life. As project director, Tamseel will provide strategic guidance, enforce quality assurance (QA)/quality control (QC) procedures, and assign and adjust staffing levels. Our project managers have prepared and led numerous CEQA (and NEPA) documents. The discussion below highlights the mechanisms we employ to ensure the successful delivery of high-quality documents: our quality assurance/quality control process, budget control methods, and project schedule maintenance.

Quality Assurance/Quality Control

ESA takes pride in its QA/QC policy. Since its inception, ESA has developed and honed systematic processes for preparing and reviewing technical documents to ensure high-quality work. ESA's commitment to quality consists of two main components—the QA component and the QC component—both parts working in tandem to ensure that any document presented for publication is of the highest overall quality possible. ESA's QA/QC plan consists of five major review elements:

- Independent Technical Peer Review
- Technical Senior Review
- Project Manager Assembly and Review of Work Product
- Editorial Review of Work Product
- Project Director Review and Approval

By implementing the QA/QC plan, ESA provides quality work products that are thorough, technically and procedurally outstanding, and easy to understand. This process is incorporated into all project deliverables before submission to the City. It carries through the project's life, including subsequent revisions, responses to public comments, and all project materials.

Budget Control

ESA will schedule activities concurrently to shorten time frames, allowing maximum integration of multi-disciplinary technical tasking (e.g., noise, biological resources, hazards). After the schedule framework has been finalized with the City, ESA will adopt the schedule as a real-time management tool and use it with budget tracking information to monitor project performance and progress.

Cost-effective delivery of products and services is a significant component to project success and client satisfaction. Our in-house accounting system provides weekly project cost information linked to our electronic

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timesheet and vendor invoice process. Project managers will review the time billed to tasks weekly, and adjustments will be made as necessary throughout a given task's life to proactively address any potential problem areas. From time to time, additional tasks may be requested. If this occurs, out-of-scope tasks will be scoped out and presented to the City for approval before any out-of-scope effort is started.

Schedule Control and Maintenance

ESA is committed to keeping projects on schedule when circumstances are within our control. ESA understands that delays in development information during the environmental review process invariably led to an increase in the overall budget for the environmental document and income loss on the back end in the case of real estate development. ESA employs Microsoft Project as a flexible scheduling tool to address schedule maintenance. All technical tasks and subtasks and each procedural step are defined in reasonable duration and linked with other tasks/steps where interdependency must be recognized. This tool is also readily updateable to reflect changes in the schedule, should they arise, with adjustments quickly expressed in real-time. Through continuous tracking, the project manager will be able to determine whether there is any deviation from the planned schedule at any point in the process.

Section 5

Fee Schedule

Charges will be made at the category hourly rates set forth below for time spent on project management, consultation or meetings related to the project, field work, report preparation and review, travel time, etc. Time spent on projects in litigation, in depositions, and providing expert testimony will be charged at the category rate times 1.5.

Labor Category	Level I	Level II	Level III
Director	225	245	260
Managing Associate	190	205	220
Senior Associate	160	170	185
Associate	115	135	145
Project Technician	90	110	130
Arborists	155	175	200
Senior Director	275	300	--

- The range of rates shown for each staff category reflects ESA staff qualifications, expertise, and experience levels. These rate ranges allow our project managers to assemble the best project teams to meet the unique project requirements and client expectations.
- From time to time, ESA retains outside professional and technical labor on a temporary basis to meet peak workload demands. Such contract labor may be charged at regular employee category rates.
- ESA reserves the right to revise the personnel category rates annually to reflect changes in its operating costs.

Travel Expenses

- Transportation
 - Personal/company vehicle – IRS mileage reimbursement rate
 - Common carrier or car rental – actual multiplied by 1.15
- Lodging, meals, and related travel expenses – direct expenses multiplied by 1.15

Subcontracts

Subcontracted services will be invoiced at cost multiplied by 1.15.

Other

The fees above do not include sales tax. Any applicable or potential sales tax will be charged when appropriate.

Payment Terms

Unless otherwise agreed in writing, ESA will submit invoices monthly. Any unpaid balances shall draw interest at 1.5 percent per month or the highest rate allowed by law, whichever is lower, commencing 30 days after date of invoice. All invoices not contested in writing within 15 business days of receipt are deemed accepted by client as true and accurate and client thereafter waives any objection to client’s invoices, which are payable in full.

Section 6

References

City of Calabasas

Since 2009, ESA has been an environmental consultant for the City of Calabasas over two on-call contracts. As a result of these contracts, the City has called upon ESA to assist on over 100 task orders. ESA has prepared CEQA documentation, conducted geotechnical studies, biological assessments, and other technical studies, reviewed proposed projects and documentation from surrounding jurisdictions, and performed compliance monitoring and reporting for approved mitigation measures. Most of the task orders issued were for oak tree assessments. Our certified arborists conduct oak tree damage assessments for the Code Enforcement Department, review tree reports prepared by City-approved arborists and provide oak tree damage and appraisal reports. ESA's additional services under this contract include cultural, historical, and biological surveys, air quality, and greenhouse gas emissions modeling, noise and traffic analysis, and construction monitoring.

Some of the task orders issued under this contract include:

- *Viewpoint School, Tennis Court, and Park*
- *Raznick Mixed-Use Project*
- *Two Single-Family Residences Project*
- *3498 Old Topanga Road*
- *Calabasas Highlands Summit Drive Biological Assessment*
- *Village at Calabasas Addendum Review*

Tom Bartlett, AICP, City Planner, 100 Civic Center Way, Calabasas, CA 91301, (818) 224-1703

City of Thousand Oaks

In 2017, ESA was selected to be one of the City's professional environmental engineering consulting firms. Under this on-call contract, ESA is preparing an initial study/MND for a multiple-phase business park expected to be an essential piece of the City's economic strategy catering to emerging and expanding industries. ESA's in-house staff are conducting a noise and air quality assessment, cultural and paleontological resource assessment, and biological resources assessment for the proposed project, including technical studies focused on providing baseline conditions for the Initial Study/MND. In 2019, ESA was reselected for three years as the City's professional environmental engineering on-call, and we are currently preparing a negative declaration and an EIR under this contract.

Some of the projects include:

- *Arroyo Villa Apartments Expansion Negative Declaration*
- *Gateway at the Oaks & Replacement Park*
- *Arborist & Landscape Review Consulting Services*
- *Hill Canyon Regional Recreational Facility EIR*
- *Conejo Summit MND & Supporting Technical Studies*

Iain Holt, Senior Planner, 2100 Thousand Oaks Blvd, Thousand Oaks, CA 91362, (805) 449-2311

City of Oxnard

ESA has a long history of working with the City of Oxnard. Beginning in 2011, ESA has prepared comprehensive updates to the 1990 General Plan, specifically for the Open Space, Conservation, and Safety Elements. ESA's scope of work included preparing several natural resource and public health and safety sections of the General Plan Background Report and preparing the corresponding General Plan elements. ESA led the efforts in preparing a program EIR for the proposed project. As part of the project, ESA worked with City staff to update its existing CEQA Threshold Guidelines handbook. Additionally, ESA has developed an expedited building permitting program for projects that achieve energy efficiency and/or GHG thresholds.

ESA was selected as one of four on-call consultants for the 2020–2023 term to provide environmental review services for the City's land-use development projects for land-use policy or ordinance updates related to the General Plan Coastal Plan, specific plans, or City Code amendment. To date, this contract has produced three task orders.

Some of the projects ESA has worked on include:

- *Climate Action & Adaptation Plan*
- *Expedited Permitting Program*

- *General Plan & EIR*
- *On-Call Environmental/CEQA/NEPA Consulting Services*
- *On-Call Professional Environmental Services*

Kathleen Mallory, Planning & Sustainability Manager, 214 South C Street, Oxnard, CA 93030, (805) 385-8156

City of Burbank

For the past 15 years, ESA has provided environmental consulting services on numerous projects within and for the City of Burbank. We have provided CEQA/NEPA environmental documentation and have prepared numerous technical studies on projects. Our technical experts have prepared EIRs for commercial, industrial, office, and mixed-use projects to redevelop existing structures and eliminate underused buildings to create a vibrant urban community in downtown Burbank. We have assisted with residential streamlining to facilitate and expedite the construction of housing developments within the city.

Most recently, ESA won an Association of Environmental Professionals Outstanding Award for Environmental Analysis Document for the 2311 N. Hollywood Way SCEA. This was the City's first SCEA. They awarded us this contract based on our experience with sustainable community projects according to SB 375 and the promise to meet the developer's schedule. We not only met their schedule but managed to prepare a health risk assessment that considered emissions from the nearby airport, rail line, and roadways and prepared a historical study for a Google-style Unimart converted into a Fry's Electronics with a decorative spaceship, a water supply assessment, visual simulations, a noise study, and archaeological and paleontological assessments, along with air quality, GHG, and energy studies and supporting analyses, all within an expedited 3-month time frame to draft and an overall schedule of 6 months to Planning Commission.

Some of the projects ESA worked on include:

- *Burbank Town Center Mixed-Use Project EIR*
- *First Street Village Project MND*
- *Avion Project EIR and HRA*
- *Pickwick Gardens SB 35 Project Review*

Fred Ramirez, Project Manager, 150 N. Third Street, Burbank, CA 91502, (818) 238-5176

Section 7

Samples of Work

ESA has provided the following initial study/negative declaration, initial study/MND, draft EIR, and final EIR as samples of work for the City’s consideration. A brief description of ESA’s role in the projects selected for our work samples is below, and the full published documents can be found on the thumb drive provided in our proposal package. If there is any difficulty viewing the contents, please do not hesitate to contact Kimberly Comacho.

600 Foothill Boulevard Mixed-Use Project IS/MND

ESA prepared the Initial Study/Mitigated Negative Declaration for the project. ESA also performed air quality/greenhouse gas and noise technical reports to support the MND. The 600 Foothill Boulevard Mixed-Use Project would demolish the existing church structure, reading room, and surface parking lot in the City of La Cañada Flintridge to construct a new three-story mixed-use structure containing 47 senior housing units, 12 non-serviced hotel units, 7,600 square feet of office uses, and one level of underground parking. The project would request a General Plan Amendment and Zone Change to implement a new Mixed-use 3 designation within the Downtown Village Specific Plan and a Conditional Use Permit to allow for the project’s construction. The project would require the removal of ten trees to facilitate site development. The project site will be preserved two large Coastal Oaks located on and adjacent. The MND and a Notice of Public Hearing were published in May 2021. ESA is currently in the process of preparing the Final MND and will support the City through the approval process.

Miramar Hotel Redevelopment Draft/Final EIR

ESA prepared the EIR to redevelop the Miramar Hotel site in Downtown Santa Monica, located within the Downtown Community Plan Area. A Specific Plan was adopted in 2017 within the California Coastal Zone boundaries. The project would redevelop the renowned Miramar Hotel (i.e., the Hotel Parcel), situated on approximately 4.4 acres and has a long and storied history. The Second Street Parcel is located across the street and provides surface parking for the hotel. ESA addressed construction effects, including noise, vibration, and health risks, given the proximity to sensitive receptors, historic resources (on- and off-site), transportation, service levels, and vehicle miles traveled. The City Council approved the project and certified the EIR in October 2020.

Whittier Narrows Diversion IS/ND

ESA supported the Districts in their needs for support in preparing environmental documentation to satisfy CEQA and/or NEPA requirements. ESA was asked to provide support in one or more resource areas or prepare the document in its entirety. The CEQA and NEPA documents subject to this contract include Initial Study (IS), Negative Declaration (ND), Mitigation Negative Declaration (MND), Environmental Assessment (EA), Environmental Impact Report (EIR), and Environmental Impact Statement (EIS). In addition to preparing environmental assessments to satisfy CEQA/NEPA compliance, ESA may also be requested to perform field surveys, sampling, training, and other tasks to implement mitigation measures during construction activities or operations.

Hansen Dam Skate Park IS/MND

ESA prepared an EA/MND for the proposed construction and operation of a 10,000-square-foot skate plaza on a one-acre property within the Hansen Dam Recreation area. The skate park was funded partly by Proposition 40 funds and would meet an identified recreational need in the community. The City of Los Angeles Department of Recreation and Park has identified an increased demand for the use and need of skateboard parks in the City and identified a parcel of land within the Hansen Dam Recreation Area ideally suited to providing space for this use. The City has a long-term lease with the US Army Corps of Engineers in the Hansen Dam Recreation Area to oversee recreational uses. The City constructed a 10,000 poured-in-place concrete skateboard park on one acre with features such as ramps, rails, “hubbas,” and other terrains. ESA worked with the City and the Corps to prepare a joint EA/MND to evaluate the project’s potential impacts. Key issues included biology surveys (tree removal and construction monitoring), historical and cultural landscapes, and noise associated with skateboarding activity. Construction was completed, and the project is now actively in use.



Attachment 1

Resumes

Kimberly D. Comacho, LEED® AP



Project Manager



EDUCATION

BS, Public Policy and Management, University of Southern California

15 YEARS' EXPERIENCE

CERTIFICATIONS/REGISTRATION

Leadership in Energy and Environmental Design Accredited Professional (LEED AP), 2008

Additional Relevant Experience

City of Pasadena, Arroyo Seco Music, and Arts Festival EIR

City of Long Beach, Addenda to the Long Beach Downtown Plan PEIR

Los Angeles County, Royal Vista Redevelopment EIR

City of Carson, 21611 Perry Street Self-Storage MND

CDU/MLK Wellness Collaborative, LLC, Campus Development CEQA Analysis

County of Kern, Carthage Solar Project EIR

County of Kern, Chalan Solar Project EIR

City of Burbank, 2311 N. Hollywood Way Initial Study/SCEA

Kimberly is a principal planner with experience managing and performing technical analysis for high visibility land use, transportation, and community planning projects in compliance with CEQA. A seasoned senior project manager, she often leads large-scale, complex projects through the environmental review process. Working with public agencies, applicants, projects attorneys, and large projects teams, she is accustomed to an iterative process for document drafting. She has honed her ability to lead projects with numerous stakeholders and contributors while maintaining document quality and project schedule. Her portfolio includes all levels of CEQA and NEPA documentation. Her grasp of the CEQA Guidelines and legislative updates like SB 375 gives her the background necessary for preparing newer documents like Sustainable Communities Environmental Assessments and Categorical Exemptions (SCEAs/SPCEs) to streamline the CEQA process for her clients. In addition to her project-specific work, Kimberly has experience with planning and policy documents such as zoning ordinances and General Plans and the program-level CEQA documentation necessary for clearance.

Relevant Experience

City of Long Beach, On-Call Environmental CEQA/NEPA Consultant Services, Long Beach, CA. ESA is a consultant to the City of Long Beach Department of Development Services as part of their On-call Environmental Services list, providing CEQA and NEPA services. The essential services will pertain to preparing EIRs, MNDs, EAs, peer reviews, and various other environmental assignments and responsibilities. Kimberly led the preparation of an Addendum to the Downtown Plan Program EIR in the City of Long Beach for the Broadway Block Project. The Downtown Plan Program EIR analyzed the potential environmental impacts that would result from the implementation of the Downtown Plan for the Broadway Block Addendum and the 3rd & Pacific Addendum.

Santa Susana Field Laboratory, Ventura County, CA. Research Analyst. The Santa Susana Field Laboratory is a former rocket engine test, nuclear, and liquid metals research facility located on a 2,849-acre portion of the Simi Hills in Simi Valley, California. Hazardous substances such as trichloroethylene and other solvents, heavy metals, and radioactive material at the field laboratory resulted in soil and/or groundwater contamination. The field laboratory is currently the focus of a comprehensive environmental investigation and cleanup program conducted by Boeing, the U.S. Department of Energy, and the National Aeronautics and Space Administration and overseen by the Department of Toxic Substances Control. ESA is preparing a PEIR that will evaluate soil and groundwater remediation activities. Because there are multiple responsible parties with separate cleanup actions, the PEIR will provide a framework for tiered environmental documents to be prepared to address the development and refinement of remediation approaches and actions.

Tamseel Mir

Project Director



EDUCATION

MA, Urban Planning,
University of California,

Los Angeles

BA, Environmental
Analysis and

Design, University of
California, Irvine

20 YEARS' EXPERIENCE

Additional Relevant Project Experience

Los Angeles Department
of Water and Power City of
Los Angeles, Western
Trunk Line MND and
CEQA+

California Department of
Transportation, I-210
Sound Wall Phase 3
Design and Environmental
Approval

Los Angeles Department
of Water and Power, City
Trunk Line South MND
and CEQA+

Genesis Real Estate
Group, Addendum to the
Met at South Coast
Multifamily Residential
Project Initial
Study/Mitigated Negative
Declaration

Los Angeles County
Department of Public
Works, Crisis Residential
Treatment Program and
Urgent Care Center
Facilities Environmental
Documentation

Tamseel is ESA's Southern California Community Development Group director and has more than 20 years of CEQA/NEPA experience. She is a committed client-focused leader overseeing the delivery of services from ESA's Southern California Community Development Group and leads all project planning and environmental review phases, including budget allocations, project team, and subconsultant oversight. Her project experience includes infrastructure, transportation, institutional, residential, recreational, and mixed-use projects for various on-call contracts and projects involving large multidisciplinary teams with several teaming partners.

Tamseel has managed federal projects requiring complex coordination and projects requiring CEQA+. She has managed the preparation of environmental documentation for local agencies within Los Angeles County, including the Department of Water and Power, Bureau of Engineering, Department of Public Works, and several municipalities.

Relevant Experience

City of Los Angeles Department of Public Works, On-Call Environmental

Documentation Services, Los Angeles, CA. *Project Manager.* Since 2006, ESA has provided the City of Los Angeles Department of Public Works, Bureau of Engineering (BOE) with on-call environmental specialty studies services focused on cultural resources, including archaeological, historic architectural, paleontological, and tribal resources tasks. Our work has included archaeological and paleontological monitoring, Phase I and Phase II archaeological studies, historic architectural resources evaluations, architectural character-defining features analyses, and paleontological resource assessments. Project types include various infrastructure projects such as sidewalk/stairway improvements, building renovation, roadway improvements, and other facility improvements. Tamseel is responsible for overall project completion and adherence to budget, task order staffing, and quality control and assurance.

City of Thousand Oaks, On-Call Professional Consulting Services, Thousand Oaks, CA.

Project Director. ESA recently joined the City's pre-qualified consultants to perform as-needed services for "unplanned, discrete small jobs or emergency work" when staff is not available or professional knowledge is needed. Tamseel is the project director of this project and will oversee overall project completion, adherence to budget, strategic advisement, and quality control of project deliverables.

City of Carson, Carson Lofts Apartment Project Administrative Draft Initial Study/Mitigated Negative Declaration, Carson, CA.

Project Manager. Tamseel prepared for the administrative draft IS/MND. The project involves the construction of a 19-unit multi-family residential community with associated improvements. The proposed residential community would consist of two three-story apartment buildings, with surface parking and common open space for each building. Environmental issues of concern include air quality and greenhouse gas emissions.