



PROPOSAL

ENVIRONMENTAL SERVICES ORANGE PLAZA PASEO

CITY OF ORANGE

OCTOBER 1, 2021

2280 Historic Decatur Road, Suite 200 / San Diego, CA 92106 / 619.591.1370

DUDEK

1. Cover Letter

October 1, 2021

Marissa Moshier, Historic Preservation Planner
Community Development Department
City of Orange
mmoshier@cityoforange.org

Subject: Environmental Services Orange Plaza Paseo

Dear Ms. Moshier,

Dudek is pleased to submit a proposal for the preparation of an Initial Study/Mitigated Negative Declaration (IS/MND) for the proposed Orange Plaza Paseo for the City of Orange (City) Community Development Department. We are confident that our team, which includes Fehr & Peers, can deliver a defensible California Environmental Quality Act (CEQA) document for the project. Recently, Dudek won a contract with Laguna Beach for a project involving the permanent closure of a portion of Forest Avenue to be converted into a permanent pedestrian plaza. Our team's expertise and capabilities, detailed below, strongly reinforces our belief that Dudek is the ideal consultant for the City's project:

A Reliable, Responsive, and Dedicated Team. Dudek's project manager, Andrew Talbert, AICP, will be the City's primary point of contact. His ability to provide technical expertise, policy interpretation, client advocacy, and public outreach is unmatched. As a medium-sized firm, Dudek is small enough for our project managers to effectively make decisions, quickly draw from our pool of technical resources, and stay engaged with you from start to finish. We are also large enough that our diverse staff can tackle a spectrum of environmental challenges.

Historic Architectural Resources. The project is within the boundaries of the Plaza Historic District, which is listed in the National Register of Historic Places. Our architectural historians, Sarah Corder and Allison Lyons, meet the Secretary of the Interior's Professional Qualification Standards for both Architectural History and History, and have extensive experience conducting historical resource evaluations in consideration of National Register of Historic Places (NRHP), California Register of Historical Resources, and local-level designation criteria and integrity.

Environmental Documentation Expertise. Combining comprehensive analysis and evidence-based findings, we provide legally defensible documents that are supported by substantial evidence, none of which have ever been successfully overturned in court.

Sincerely,



Joseph Monaco
President and CEO



Andrew Talbert, AICP
Project Manager

This fee estimate is valid for 90 days from the date of this proposal; after 90 days, Dudek reserves the right to reassess the fee estimate, if necessary.

2. Project Team Organization and Key Personnel

Project Team

Dudek has an unparalleled depth of multidisciplinary staff resources that are available for assigned tasks. We will provide the City of Orange (City) with a team of specialists who have the qualifications to conduct the range of environmental assessment, surveys, monitoring and associated documentation tasks that will be required during the term of the contract.

Dudek's environmental services team will be led by Project Manager Andrew Talbert, with oversight by Principal in Charge Rachel Struglia. Mr. Talbert is based in Dudek's San Diego office and will be supported by a team of qualified experts in our Encinitas, San Juan Capistrano, Pasadena/Los Angeles and Portland offices.

Dudek (prime consultant) will be teaming with Fehr & Peers (subconsultant) to prepare the transportation analysis. Dudek and Fehr & Peers have worked together on a range of projects from small scale planning efforts to Master Plan EIR projects. Jason Pack and Delia Votsch will be leading the transportation analysis.

Following are resume summaries of key staff members who will be providing services on this project. Full resumes for the team members are provided in Appendix A and include education and pertinent experience demonstrating qualifications for this Request for Proposals (RFP).

Project Manager

Andrew Talbert, AICP

Andrew Talbert is an environmental planner with 8 years' experience in environmental analysis and the application of the California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) through the preparation of environmental documentation. Mr. Talbert has served as project manager and primary author for environmental documents for numerous projects throughout San Diego County and Southern California. Clients consist of public and private entities, and project experience includes residential specific plans, development projects, transportation improvements, and water and wastewater infrastructure.

Dudek at a Glance

- *Dudek Contact: Andrew Talbert, 760.479.4139*
- *Multidisciplinary environmental and engineering services*
- *700+ employees*
- *16 offices*
- *Founded in 1980; employee-owned corporation*
- *Top 120 U.S. Environmental Firms (Engineering News-Record, 2021)*
- *More than 160 on-call environmental contracts throughout California*
- *Silver medal in sustainability achievement (EcoVadis, 2021)*

Education

*University of California, San Diego
BA, Environmental Systems Policy*

Certifications

American Institute of Certified Planners (AICP)

Professional Affiliations

American Planning Association

Principal in Charge

Rachel Struglia, PhD, AICP

Rachel Struglia is a principal and project manager with 24 years' experience preparing CEQA/NEPA documents in both the public and private sectors. Dr. Struglia is experienced in managing CEQA documents for large infrastructure projects and has completed program environmental impact reports for the Metropolitan Water District, Orange County Sanitation District, Riverside County Community College District, North Orange County Community College District, and Coast Community College District. She has also managed general plan environmental impact reports (EIRs) and specific plans, as well as infill, residential, commercial, industrial, and school EIR projects.

Dr. Struglia leads Dudek's CEQA practice in Orange County and has the role of statewide water sector leader. In this role, Dr. Struglia focuses on water infrastructure projects, including regional conveyance and groundwater recharge projects, recycled water projects, and water treatment projects.

Education

*University of California, Irvine
PhD, Environmental Analysis
and Design, 1998*

*Arizona State University
MS, Justice Studies, 1993*

*University of Connecticut
BA, Anthropology, 1991*

*University of California,
Riverside, Extension
Certificate in Educational
Facilities Planning*

Certifications

*American Institute of Certified
Planners (AICP)*

Professional Affiliations

*American Planning Association
Association of Environmental
Professionals*

*Orange County Water
Association*

Quality Assurance/Quality Control Advisor

Caitlin Munson

Caitlin Munson is an environmental planner with 9 years' experience specializing in CEQA document preparation, including EIRs. Ms. Munson has prepared environmental documents for a variety of projects throughout California, including residential and infill development projects, colleges and universities, healthcare facilities, energy projects, water infrastructure, and transportation projects, including California Department of Transportation (Caltrans) analyses.

Ms. Munson's attention to detail, organizational skills, and technical background allow her to adapt to the challenges of a diverse range of projects. Her engineering background allows her to quickly comprehend and contribute to complex infrastructure projects. She has extensive water infrastructure project experience and assists her clients with additional analyses required as part of the grant application process. Ms. Munson's college and university project experience has been central in navigating program-level analyses. She is aware of the challenges associated with infill development and specializes in air quality and noise, which are common issue areas for these types of projects.

Education

*University of California,
San Diego
BS, Environmental Engineering*

Certifications

Engineer in Training, California

Historic Resources

Sarah Corder, MFA

Sarah Corder is an architectural historian with 18 years' experience throughout the United States in all elements of cultural resources management, including project management, intensive-level field investigations, architectural history studies, and historical significance evaluations in consideration of the California Register of Historical Resources, the National Register of Historic Places (NRHP), and local-level evaluation criteria. Ms. Corder has conducted hundreds of historical resource evaluations and developed detailed historic context statements for a multitude of property types and architectural styles, including private residential, commercial, industrial, educational, and agricultural properties. She has also provided expertise on numerous projects requiring conformance with the Secretary of the Interior's Standards for the Treatment of Historic Properties.

Ms. Corder meets the Secretary of the Interior's Professional Qualification Standards for both Architectural History and History. She has experience preparing environmental compliance documentation in support of projects that fall under the CEQA/NEPA and Sections 106 and 110 of the National Historic Preservation Act.

Education

Savannah College of Art and Design MFA, Historic Preservation, 2004

Bridgewater College BA, History, 2002

Professional Affiliations

National Trust for Historic Preservation

Los Angeles Conservancy

California Preservation Foundation

Society for Architectural Historians

Allison Lyons, MSHP

Allison Lyons is an architectural historian with 12 years' experience throughout the western United States in all elements of cultural resources management. Her expertise includes the preparation of environmental compliance documents in accordance with CEQA and Section 106 of the National Historic Preservation Act, focusing on the evaluation of historical resources and analysis of project impacts. As a historic preservation consultant, she has been involved in the preparation of numerous large-scale historic resources surveys, Historic American Buildings Survey/Historic American Engineering Record recordation, Federal Rehabilitation Tax Credit and Mills Act Historic Property Contract applications, local landmark nominations, and evaluations of eligibility for a wide variety of projects and property types throughout California. She is highly experienced in writing NRHP nominations and historic context statements for local governments.

Ms. Lyons meets the Secretary of the Interior's Professional Qualifications Standards for history and architectural history pursuant to Title 36, Part 61, of the Code of Federal Regulations, Appendix A.

Education

Columbia University, MS, Historic Preservation, 2010

Scripps College, BA, European Studies, 2006

Noise

Mike Greene, INCE Bd. Cert.

Mike Greene is an environmental specialist/acoustician with 31 years' professional experience in acoustical analysis and noise control engineering. Mr. Greene has managed, conducted, and participated in noise and vibration analyses for hundreds of transportation, commercial, industrial, and residential projects throughout California and the United States. He has conducted noise studies for industrial, infrastructure, and commercial facilities, ranging from power generation projects to hospitals, warehouses, and super-speedway facilities. Mr. Greene is experienced in the modeling of existing and future roadway noise impacts using the Federal Highway Administration's Traffic Noise Model and both SoundPLAN and CadnaA, computer software programs for prediction and assessment of noise levels near industrial facilities and other noise sources such as roadways, railways, and airports.

Education

*University of California,
San Diego
BS, Applied Mechanics, 1985*

Certifications

*Board Certified, Institute of
Noise Control Engineering
(INCE Bd. Cert.)*

County of San Diego-Approved

Professional Affiliations

*Transportation Research Board,
ADC40 Subcommittee*

Transportation (Fehr & Peers)

Jason Pack, TE

Mr. Pack began working for Fehr & Peers after receiving his degree in Civil Engineering from the University of California, Davis in 1999. He worked in the Bay Area market for over four years and worked in the Sacramento market for another five years before moving to Southern California in 2008. He has worked on a wide variety of transportation projects, from general plans and specific plans to detailed corridor, interchange, and signal coordination studies. Additionally, he has applied or developed travel demand forecast models on over 50 projects in the State of California. Jason services our clients throughout Southern California and Arizona, with projects from Bakersfield to San Diego, and Phoenix to Long Beach. Jason has had papers/presentations accepted to the TRB National Roundabout Conference, the ITE National Conference, and the California APA Conferences. Jason also teaches two classes for the ASCE national webinar series on Roundabout Feasibility Assessment and Process of Signal Coordination.

Education

*Bachelor of Science in Civil
Engineering, University of
California, Davis, 1999*

Certifications

*Licensed Traffic Engineer, State
of California (TR2402)*

3. Relevant Experience

Chapman University Villa Park Orchard Packing House

Client: City of Orange

Dates: November 2015–May 2018

Key Dudek Staff: Caitlin Munson (Environmental Planner) and Michael Greene (Noise Specialist)

Dudek prepared a memorandum to demonstrate to the City that the project was consistent with the previous Specific Plan EIR. The project would involve the adaptive reuse, demolition, and relocation of existing buildings and the construction of a new building to support the Villa Park Orchard Adaptive Reuse and West Residential Village. The proposed student housing building would entail construction of a new approximately 123,562-gross-square-foot student housing complex that would house up to 402 residents in the southern portion of the site. The proposed project would entail the rehabilitation and adaptive reuse of the original Villa Park Orchard Packing House (constructed in 1918) and the later additions (constructed after 1929). Later additions (post 1967) to the Villa Park Orchard Association Packing House would be demolished to accommodate a landscaped entrance plaza, to provide functional areas inside and outside of the building, and to restore the building to its original condition. This project was approved by the City of Orange Community Development Director on July 27, 2017. Dudek provided archaeological and paleontological monitoring services after the project was approved.

Fullerton College Master Plan EIR

Client: North Orange County Community College District

Dates: January 2016–December 2017

Key Dudek Staff: Rachel Struglia (Project Manager), Caitlin Munson (Environmental Planner), Michael Greene (Noise Specialist), Sarah Corder (Architectural Historian), Jennifer Reed (AQ/GHG Specialist), Joshua Saunders (Visual Resources Specialist)

Dudek was contracted by the North Orange County Community College District to prepare two Program EIRs for the Master Plans at Cypress College and Fullerton College. Fullerton College anticipated student growth over the 10-year planning horizon that would necessitate new instructional buildings and facilities, and renovation of existing facilities. The Fullerton College Program EIR was prepared in 2017. The North Orange Coast Community College District undertook a comprehensive improvement and building program to make upgrades and repairs to existing buildings, as well as to construct new facilities to improve the safety and education experience of those attending Fullerton College. The College proposed to implement the Facilities Master Plan to more effectively meet the space needs of the projected on-campus enrollment through the next decade and beyond, while constructing and renovating facilities to meet the District's instructional needs. Sarah Corder co-authored the cultural resources study. All buildings and structures on campus over 45 years old and/or or proposed for demolition/substantial alteration as part of the proposed project were photographed, researched, and evaluated in consideration of NRHP, California Register of Historical Resources, and local designation criteria and integrity requirements, and in consideration of potential impacts to historical resources under CEQA. As a result of the significance evaluation, three historic districts containing dozens of contributing buildings and one individually eligible building were identified within the project area. The study also entailed conducting extensive archival and building development research, a records search, Native American coordination, detailed impacts assessment, and development of mitigation measures for project conformance with the Secretary of the Interior's Standards for Rehabilitation.

Coronado Citywide Historic Resources Inventory and Historic Context Statement

Client: City of Coronado

Dates: 2019–Ongoing

Key Dudek Staff: Sarah Corder (Architectural Historian)

Dudek is currently preparing a historic context statement and historic resources inventory survey for all properties at least 50 years or older within City of Coronado limits. Following current professional methodology standards and procedures developed by the California Office of Historic Preservation and the National Park Service, Dudek will accomplish the following: 1) develop a detailed historic context statement for the City of Coronado that identifies and discusses the important themes, patterns of development, property types, and architectural styles prevalent throughout the City; and 2) conduct a reconnaissance-level survey of all properties within City limits that are at least 50 years old to identify individual properties and groupings of properties (i.e., historic districts) with potential for historical significance under City Criterion C (properties that possess distinctive characteristics of an architectural style; are valuable for the study of a type, period, or method of construction; and have not been substantially altered). To date, Dudek has conducted a public kickoff meeting, conducted local stakeholder outreach meetings, submitted a draft historic context statement to the City of Coronado for review, and began the Citywide survey component of the project.

4. Project Approach and Understanding

4.1 Project Initiation

At the outset of the project, Dudek will attend a project kickoff meeting with the City. The purpose of the kickoff meeting is to 1) compile the relevant background data and reports; 2) clearly define the proposed project for the purposes of the environmental analysis; 3) discuss the project schedule and important assumptions for achieving the schedule; 4) establish early communication among various project team members and the protocols for ongoing communication; and 5) familiarize the Dudek team with the issues and concerns that the City determines to be important issues for analysis in the environmental document.

Upon receipt of available information from the City, Dudek will prepare a comprehensive project description. Dudek will work with the City to establish a detailed description of all components of the proposed project to verify that all necessary CEQA analyses can be undertaken based on realistic and defensible assumptions. The ultimate work product will include a description of the project location and environmental setting; a description of the existing site conditions and land use designations; and a description of the proposed elements of the project. The project description will also include a statement of the proposed project's purpose and objectives, project phasing, responsible and interested agencies, and a list of required permits and approvals. Included within the project description will be graphics to depict the regional and vicinity locations, site plans, and other illustrations to assist the reader in understanding the proposed project. Dudek assumes that once finalized, the project description will remain stable and therefore allow for technical analyses to be initiated.

4.2 Preparation of Technical Analyses

Technical Analyses

Aesthetics. While significant impacts to scenic vistas, scenic highways, and day and nighttime views due to lighting and glare, are not anticipated, the introduction of new safety barriers/features and outdoor dining and space elements could seasonally affect the Plaza viewscape corridor and/or create temporary conflicts with scenic quality regulations applicable to the project site and the Plaza Historic District.

Dudek will evaluate conceptual plans and design palettes developed by the City and designers for the project. Project components will be assessed for potential impacts in accordance with the City of Orange Local CEQA Guidelines. As stated above, the focus of the aesthetics analysis will be potential effects (temporary) to the Plaza viewscape corridor and scenic quality regulation conflicts. To establish an aesthetics baseline and document the Plaza viewscape corridor, Dudek will conduct one photographic inventory of the site and surrounding area. Photographs will be included in the MND aesthetics assessment and will support the characterization of existing conditions and view quality. Effects to the viewscape corridor will be informed by the existing character and quality of the viewscape, dominance of project components, and view interruption/degradation associated with seasonal introduction of project components to the viewscape. The impact analysis in the MND will include a list of local scenic quality regulations applicable to the project site and the conceptual plan and new safety barriers/features and outdoor dining and space elements will be evaluated for potential conflicts and inconsistencies. Should potentially significant impacts be identified, Dudek will work with the City and design team to express concerns and explore potential remedies that could lessen or avoid impacts.

Included in this scope is the preparation of four visual simulations in support of the aesthetics assessment and the built environment assessment. Dudek will work closely with the City and design team to develop simulations from appropriate locations. It is assumed that the City's streetscape designer will provide plans and elevations for the proposed layout. If AutoCAD drawings are not available, artistic sketches will be adequate. No standalone aesthetic assessment report is proposed. The 3-D simulations will include existing site photographs as background images and true-scale 3-D models for the project rendered onto the existing photographs. These facilities include safety barriers/features, outdoor dining and space elements, and other items to be identified by the design team. Using available topography or digital elevation map, a 3-D surface will be created for the existing terrain then imported into 3-D Studio Max. This 3-D surface will be used to camera-match the background photos to the terrain model. 3-D models will be created for all proposed facilities that would be visible from the public vantage points selected in collaboration between the City, design team, and Dudek. It is assumed that modification of existing topography (i.e., grading) will not be required and as such, all 3-D models will be placed on existing grade. Lighting will be added to the scene to match the time of day the photos were taken and to cast realistic shadows. Each view will then be rendered to a high-resolution image. The final product will be a photorealistic before-and-after simulation.

Optional Task 6: Additional Visual Simulations

If more than four visual simulations are required by the City, Dudek can provide additional visual simulations at an additional cost.

Air Quality and Greenhouse Gas Emissions. Dudek will prepare an assessment of the air quality impacts of the proposed project utilizing the significance thresholds in the City's Local CEQA Guidelines and South Coast Air Quality Management District's (SCAQMD) emissions-based thresholds. Dudek will prepare a request for any outstanding data needed to conduct the analysis and use best available information for comparable data.

Dudek will estimate criteria air pollutant emissions associated with the annual set up and removal of temporary structures using the California Emissions Estimator Model (CalEEMod). As these project activities are temporary in nature, but occur seasonally, they could be considered construction or operational emission sources. Dudek proposes to compare estimated emissions, which are anticipated to be minimal, to operational significance thresholds, which are lower than construction significance thresholds to provide the most conservative impact analysis methodology. The analysis of these short-term emissions will be based on scheduling information (e.g., overall construction duration, phasing and phase timing) and probable construction activities (e.g., construction equipment type and quantity, workers, vendor trucks) developed by the City, and/or standardized approaches. Dudek will then evaluate the significance of the emissions based on the SCAQMD operational significance criteria.

Dudek will also assess the proposed project's potential to cause or contribute to exceedances of ambient air quality standards at sensitive receptors near the proposed project using the SCAQMD's localized significance thresholds. The localized significance thresholds assessment will use the lookup table approach provided by the SCAQMD and the project emission estimates from CalEEMod.

As the project is a seasonal street closure project, it is assumed the project would not increase the number vehicle trips, vehicle miles traveled (VMT), or otherwise result in a net change in long-term operations (any potential changes would be speculative). Therefore, Dudek will qualitatively evaluate the impacts of the project during operation. Dudek will also qualitatively evaluate whether traffic pattern changes associated with the project could lead to potential exposure of sensitive receptors to substantial localized concentrations of air pollutant emissions, specifically carbon monoxide "hot spots." The qualitative assessment will be based on the traffic report prepared for the proposed project and applicable screening criteria recommended by the SCAQMD or Caltrans. For budgetary purposes, it is assumed that no quantitative carbon monoxide hotspot modeling will be required. In addition, Dudek will qualitatively evaluate health effects of criteria air pollutant emissions. We assume that a construction and/or operational health risk assessment is not required. Details of the analysis (i.e., daily criteria air pollutant emission calculations) will be included in an appendix to the IS/MND; no standalone report is proposed.

Dudek will estimate the GHG emissions associated with the proposed project using CalEEMod based on the same methodology utilized in the air quality analysis. The SCAQMD GHG CEQA Significance Threshold Working Group has proposed options lead agencies can select from to screen thresholds of significance for GHG emissions in land use projects; however, no thresholds have been formally adopted. Our budget assumes that a simple emission-based threshold can be used, such as the SCAQMD recommend 3,000 metric tons of carbon dioxide equivalent per year for all land use types and will work with the City to identify the appropriate approach.

At the local level, the City has not adopted a qualified climate action plan or a qualified GHG reduction plan that can be used for a CEQA streamlining analysis. Nonetheless, Dudek will discuss how the proposed project complies with state regulations (Assembly Bill [AB] 32 and CARB's Scoping Plan). Dudek will also provide a qualitative analysis that will evaluate whether or not the project-generated GHG emissions would impede the attainment of the 2030 and 2050 reduction goals identified in Senate Bill [SB] 32 and Executive Order S-3-05, respectively. Details of the analysis (i.e., annual GHG emission calculations) will be included in an appendix to the IS/MND; no standalone report is proposed.

Cultural Resources - Historic Built Environment. Dudek's professionally qualified cultural (built environment) resources staff will prepare support of the project in conformance with CEQA and all applicable local municipal guidelines and regulations. The location of the Orange Plaza Paseo project along Glassell Street is within the boundaries of the Plaza Historic District, a historic district listed on the NRHP in 1982. Street closures such as the Orange Plaza Paseo project have low potential to cause material impairment to a commercial historic district; however, the closures may change spatial relationships and obscure views that convey historic significance and define the connection between people and their historic built environment. As such, a detailed analysis of the potential impacts the Orange Plaza Paseo project would have on the historic district and its contributing features is essential to the project's success in adapting a historic place for current demands. Of particular concern for project planners are views of the Plaza Park site as seen from the 100 blocks of North and South Glassell Street. The Plaza Park is an individually designated local historic site as well as a contributing feature of the NRHP district.

Dudek's team of experienced architectural historians will prepare the cultural resources technical report analyzing the potential impacts of the long-term street closure of the Orange Plaza Paseo project on the Plaza Historic District. Dudek's analysis will review project plans for conformance with the Secretary of the Interior's Standards for the Treatment of Historic Properties, Rehabilitation. The following tasks serve to provide an assessment of impacts to historical resources (built environment) in conformance with CEQA and all applicable local municipal guidelines and regulations. Dudek's team of architectural historians will work closely with the Aesthetics and Visual Impacts team to identify important views of the Plaza Park from Glassell Street and analyze potential impacts to these views in both the Cultural Resources and Aesthetics sections of the IS/MND. Aesthetics and Visual Impacts will generate the images and graphics simulations. Images and graphic simulations may also be used for the Optional Task 6: Stakeholder Meeting.

Historical Resources Field Survey. Dudek will complete a survey of historical resources within a built environment study area established based on potential impacts under CEQA to damage, destroy, or alter in any way built environment buildings, structures, or historic districts considered CEQA historical resources. It is anticipated that the built environment study area will encompass the project location along North and South Glassell Street, Plaza Park, and the built environment resource with street frontage along the roundabout surrounding Plaza Park. The survey will be conducted by a qualified cultural resources specialist who meets the Secretary of the Interior's Professional Qualifications Standards for both architectural history, working no more than 1 field day. The built environment component of the survey will entail taking detailed notes and photographing contextual views of Glassell Street and the Plaza Park site. Field notes will include documentation of character-defining features, including spatial relationships and alterations, as well as the overall existing conditions of the historic district. The survey will be restricted to the public right-of-way and include only exteriors of the buildings and sites.

Background Research. Dudek assumes an update of the Plaza Historic District documentation will not be necessary to provide an analysis of project impacts. Dudek will utilize as much prior documentation as possible in the preparation of technical work in support of the MND. Dudek assumes a complete development history and building permit research for the Plaza Park, and additional contributing buildings and features of the historic district will not be required. To determine if the proposed project has the potential to impact historical resources, Dudek will begin by reviewing the local and NRHP documentation of the Plaza Historic District. Dudek will use existing documentation as well as historic aerial and archival resources to develop an understanding of the history of the Plaza Historic District and define the spatial relationships and views that convey the historic significance of the district and the Plaza Park.

Historical Resources Technical Report. Dudek will prepare a historical resources technical report addressing the built environment in support of the MND. This report will summarize the results of the background research and historical resources field survey. The technical report will include a description of the district and a summary of the Plaza Historic District's significance and eligibility for listing on the NRHP. The report will discuss the proposed Orange Plaza Paseo project description, regulatory framework, all sources consulted, research and field methodology, setting, and findings. The report will discuss the proposed project's potential to impact historical resources under CEQA and, if necessary, will provide mitigation measures and recommendations as appropriate. If Dudek sees any need for updating evaluation information on designated historical resources, this will present in a Management Recommendations section of the report. The technical report will include a delineation of study areas for the built environment. The technical documents and any applicable forms, including prior documentation of cultural resources in the proposed project area, will be bound together along with any other required documentation. It is assumed that this report will require no more than one round of revision.

Assumptions:

- For the purposes of this analysis, it will not be necessary to update the photographs, descriptions, or evaluations for the Plaza Historic District or its contributing features. No additional evaluation under NRHP, California Register of Historical Resources, or Local Criteria will not be required.
- The project designer will provide all of the required project design graphics and project site details in geographic information system (GIS) or CAD format along with parcel data as needed for analysis.
- Visual simulations must be complete before the analysis of the potential impacts to historical resources. Dudek will use the same visual simulations as Aesthetics to complete our analysis of the potential impacts to historical resources.
- The City will provide copies of all existing recordation and evaluation documentation related to the NRHP district.
- Dudek will be able to utilize historic context information and resource documentation presented in previous reports documenting the existing NRHP district. No background research to develop a historic context or significance evaluation will be necessary.
- Historical Resources Technical Report Deliverable will be limited to one (1) draft and one (1) final version of the report that will be provided in electronic versions only.

- Comments on the draft technical report will be editorial in nature and not require additional field survey, research, or subsequent resource analysis. There will be only one (1) round of comments.
- A separate scope and cost can be prepared upon request should assistance with mitigation implementation be necessary.

Native American Consultation Support. Based on information provided in the RFP, a standalone archaeological resources report does not appear to be required. The project would not result in any earth disturbance and the ground surface is entirely paved or otherwise obscured by built environment elements. Dudek's archaeological resources analysis will be summarized within the Cultural Resources section of the IS/MND. Dudek will contact the California Native American Heritage Commission (NAHC) for a review of their Sacred Lands File. The NAHC will determine if any NAHC-listed Native American sacred lands are located within or near the project location. In addition, the NAHC will provide a list of Native American contacts for the project who should be contacted for additional information. Dudek will draft letters meeting the requirements of AB 52 project notification. If required, Dudek will additionally mail these letters via USPS Certified Mail to all Tribal contacts identified by the City as on their AB 52 list, and/or all NAHC-listed contacts. Dudek will assist with reviewing and responding to any responses received from the contacted Tribes. It is assumed that no more than 20 letters will be sent to Tribes and three virtual meetings will be had with the City and/or Tribes with regard to AB 52 and Tribal Cultural Resources. Dudek will include a record of compliance with AB 52 within the IS/MND. It is assumed that no South Central Coastal Information Center search or standalone archaeological or Tribal Cultural Resources reports will be required.

Noise and Vibration. Outdoor noise emissions from operation of stationary-type sound sources associated with the project may include sound reinforcement (e.g., speakers) for events or background music at outdoor dining and retail areas resulting from implementation of the Project. Although roadway traffic noise exposure to project occupants is not required by CEQA, the City's General Plan Noise Element (2014) assumes a significant noise impact would occur if either of the following two conditions were met: (1) where the existing ambient noise level is less than 65 dBA, a project related permanent increase in ambient noise levels of 5 dBA Community Noise Equivalent Level or greater; and (2) where the existing ambient noise level is greater than 65 dBA, a project related permanent increase in ambient noise levels of 3 dBA Community Noise Equivalent Level or greater.

This assessment of outdoor ambient noise increase would include consideration of acoustical contribution due to increased pedestrian traffic (i.e., speech from crowds moving through the project area) and according to Table N-3 of the Noise Element, exterior areas of commercial land uses within the Old Towne Mixed Use "15" (OTMU-15) areas do not have applicable exterior noise limits.

Dudek will prepare and submit a data request for identifying information needs associated with the proposed project, the response to which should enable subsequent noise and vibration analyses to proceed. Dudek will perform a brief field survey during daytime, evening, and early nighttime hours to measure outdoor ambient sound pressure levels at up to six nearby off-site publicly-accessible locations, thus collecting empirical data to quantify and help characterize baseline acoustical conditions for the project vicinity in support of impact assessment per applicable local standards and expectations. While these investigator-attended short-term measurements will typically be no more than 15 minutes in duration each and conducted with an American National Standards Institute Type 1 or 2 sound level meter, at its discretion Dudek may deploy up to four additional unattended long-term (e.g., up to 24-hours in duration) sound level meter-based sound pressure levels monitors at sample representative project and off-site noise-sensitive receptor locations.

Using available project information and City response to the above-referenced data request, we will perform the following predictive analyses at up to six representative receptors:

- a. Construction noise using the Federal Highway Administration Roadway Construction Noise Model or a comparable methodology.
- b. Construction vibration using Federal Transit Administration or Caltrans guidance.
- c. With Federal Highway Administration or Federal Transit Administration methodologies at Dudek's discretion and using average daily traffic or trips and/or peak-hour volume data provided by others, we will predict proximate roadway traffic noise for an "existing" scenario (with applicable comparison to the measured outdoor ambient sound pressure levels data collection), along with additional scenarios for existing-plus-project, cumulative, and cumulative-plus-project cases.
- d. Using methodology at Dudek's discretion, and based on International Organization for Standardization 9613-2 sound propagation algorithms and reference data, non-transportation noise from stationary sources (e.g., on-site electrical generators, outdoor speakers) and up to three (3) event-related scenarios, as follows:
 - i. No special event, but increased pedestrian traffic present and elevated speech noise contributions to the existing project environment
 - ii. In addition to d.i, above, a special event occurring during daytime or nighttime hours at a specific site location within the project area (e.g., on a portion of the temporarily blocked Glassell Street) and including a live band with sound reinforcement and a quantity of spectators
 - iii. As described in d.ii, above, but with sound abatement or noise mitigation installed to reduce noise emissions to levels in compliance with relevant standards.

At its discretion, Dudek may combine the predictive analyses of items c and d above into a comprehensive model and use appropriate computer software. If predicted noise and vibration attributed to proposed project construction or operation are expected to exceed relevant standards and policies, we will recommend conceptual options for noise/vibration control and/or sound attenuation that—if implemented properly by others—would be expected to reduce exceedances to compliant levels. The regulatory background, summarized outdoor ambient noise environment description, analysis methodology and results, findings of potential impacts, and proposed conceptual project design features (or mitigation measures) will be summarized in draft technical report submitted electronically to the City for review. This task assumes up to two rounds of review of the report by the City.

Traffic and Transportation. Dudek will partner with Fehr & Peers to prepare a traffic technical memorandum for the project.

Task 1: Data Collection. The redistribution of traffic due to the creation of the Orange Plaza Paseo will be studied to understand how vehicle volumes will change. As Glassell Street is currently closed to vehicle traffic, the evaluation of the street closure on traffic patterns would rely on historic data. Fehr & Peers would purchase big data from Streetlight Data, which would capture volumes on Glassell Street prior to COVID-19 and the closure of Glassell to vehicles. Fehr & Peers would purchase big data vehicle volumes at up to 15 roadway segments (including both segments of Glassell Street which are currently closed to vehicles). We will work with the Project team and City staff to select the roadway segments for inclusion in the study.

Task 2: Forecast Volumes and Modeling. Fehr & Peers would refine and update the latest version of the Orange County Transportation Analysis Model (OCTAM) to better reflect the roadway network and land uses around Glassell Street in Old Towne Orange. This will enable a detailed analysis of the redistribution of traffic with the seasonal closure of Glassell Street. Fehr & Peers will use this updated version of OCTAM to produce Existing (2021) and Future Year (2045) roadway volume forecasts with and without the closure of Glassell on the 15 study segments selected in Task 1. Roadway volume summaries, including figures and tables, will be prepared, and shared with the project team to inform air quality, noise, and GHG analysis, and to be shared with key decision makers and local residents.

Task 3: Vehicle Miles Traveled Assessment. As the proposed seasonal closure of Glassell Street would not provide new roadway vehicle capacity to the City of Orange roadway network, it is not expected that the seasonal closure would induce VMT and require transportation CEQA assessment. Fehr & Peers will confirm this expectation after reviewing the data and volumes generated in Tasks 1 and 2. Fehr & Peers would document this finding in the technical memorandum.

Task 4: Active Transportation Assessment. Fehr & Peers will review active transportation facilities on the 100 blocks of North and South Glassell Street including bikes, pedestrians, and transit. It is our understanding OCTA bus routes 56 and 59 access Glassell and would require re-routing and the relocation of bus stops. We will evaluate what, if any, inconsistencies with existing and planned active transportation infrastructure the seasonal closure of Glassell Street would have.

Task 5: Documentation. Fehr & Peers will summarize our findings in a technical memorandum. Fehr & Peers will respond to one round of consolidated comments from the project team and City staff.

Task 6: Meetings. Fehr & Peers will attend up to one meeting with City staff and the project team. Fehr & Peers will also attend up to two public hearings to discuss the findings and results.

4.3 Draft Mitigated Negative Declaration

Administrative Draft MND. Consistent with the City of Orange Local CEQA Guidelines, Dudek will prepare one administrative draft version of the IS/MND for review and comment by the City. The Administrative Draft IS/MND will identify potentially significant environmental impacts associated with the project, and, if required, feasible mitigation measures recommended to reduce adverse impacts to less than significant. Environmental setting, impact analyses, and substantiating documentation will be provided to support all responses and conclusions, including the inclusion of concise tables and high-quality, full-color figures. The findings of all technical analyses will be summarized and incorporated into the Administrative Draft IS/MND to support the significance determinations. All environmental impact areas outlined in City of Orange Local CEQA Guidelines will be discussed and analyzed. Following one round of review of and comment on the Administrative Draft IS/MND by the City, we will make one round of revisions, as required. It is our intent that these revisions will satisfactorily address all prior comments on the Administrative Draft IS/MND, and only minor editorial refinements and simple clarifications will be required. We assume all submittals will be electronic with up to two hardcopies of technical studies/appendices provided.

Screencheck Draft MND. Following a second round of City review and comment, a Screencheck version of the Draft IS/MND will be submitted electronically to City staff for one final review prior to making the document publicly available. As such, it is assumed that this review by the comment will only be necessary to ensure that all previous comments have been addressed to the satisfaction of the City, and no additional comments will be made. No hardcopies are included in this task.

Public Review Draft MND. Upon authorization by the City, Dudek will finalize the public review version of the Draft IS/MND. Dudek will also prepare the Notice of Intent (NOI) to adopt a proposed MND. The City will publicly distribute the NOI to the County Clerk and to residents located within the project notification radius. Dudek will distribute the NOI to responsible agencies (up to 30 hardcopies). Three hard copies of the Draft IS/MND will include technical appendices on a CD affixed to the back cover of the document, which will be distributed to the City. We will also create an optimized, Web-ready PDF of the Draft IS/MND for the City to post online. Dudek will post the IS/MND to the State Clearinghouse CEQAnet website.

4.4 Response to Comments and Mitigation Monitoring and Reporting Program

Dudek will provide responses to comments from all agency and public comments that raise substantive environmental issues associated with the draft MND. The responses will be thoughtful, thorough, and will be provided as part of an appendix to the MND along with the Mitigation Monitoring and Reporting Program (MMRP). Based on the nature of the proposed project, it is anticipated that no more than 10 comments (requiring 20 labor hours) will be received by the City in relation to the proposed project (note that a single comment letter may include several comments). If an irregular/unanticipated number of comments are received beyond the number identified herein, if letters from attorneys (which are often lengthy and detailed) are received, or if letters requiring new analysis or changes to the project description are received, we will work with the City to revise our scope of work. This task assumes the provision of up to 15 bound hardcopies of the Final MND with technical appendices on CD.

Dudek will also draft a Notice of Determination (NOD) as part of this task. The City will file the NOD. This scope and budget does not include the NOD California Department of Fish and Wildlife and County Clerk filing fees.

4.5 Meetings, Coordination, and Project Management

The Dudek project manager and appropriate team members will conduct a monthly call to discuss project status and deliverables, as needed. In addition to the kickoff meeting, discussed in Task 1 above, the Dudek project manager will also attend one in person meeting to discuss comments on the Screencheck draft of the MND, and one City Council meeting. This task also includes time for the Dudek project manager to oversee the IS/MND's budget, scheduling, and implementation, as well as organizing and overseeing preparation of the document. The project manager will be responsible for facilitating completion of each task on time and within the contracted budget while verifying that the product meets the City's needs. As outlined in Section 5, Dudek anticipates a 9-month schedule to complete the project.

Optional Task 7: Stakeholder Meeting

If required by the City, Dudek project manager and appropriate technical experts will attend one in person, group meeting with City staff and Plaza stakeholders to scope potential environmental concerns prior to preparing technical studies. Fehr & Peers can prepare materials for and attend one meeting with key stakeholders to present the findings of the study or discuss environmental concerns.

5. Project Schedule

Task	Date
Consultant Selection	September 30, 2021
Contract Awarded	October 8, 2021
Kickoff Meeting	Week of October 18, 2021
Dudek submits Data Needs Request to City	October 29, 2021
Dudek receives Conceptual Design Plans and Data Needs Request from City	November 22, 2021
Dudek drafts Project Description and submits to City	November 22–December 1, 2021
City reviews Project Description and provides feedback to Dudek	December 1–December 10, 2021
Dudek prepares Administrative Draft MND, submits to City	December 13, 2021–January 25, 2022
City review of Administrative Draft MND, provides comments to Dudek	January 26–February 9, 2022
Dudek revises MND, provides Screencheck Draft MND to City	February 10–February 17, 2022
City review of Screencheck Draft MND	February 17–February 24, 2022
Dudek produces MND for Distribution	February 24–February 28, 2022
MND Public Review Period (30 days)	March 1–March 30, 2022
Dudek prepares Final MND, submits to City for review	March 31–April 21, 2022
City review of Final MND, provides comments to Dudek	April 22–May 6, 2022
Dudek to revise Final MND	May 9–May 13, 2022
City Council Hearing	June 14, 2022

Appendix A

Resumes

Andrew Talbert, AICP

ENVIRONMENTAL PLANNER

Andrew Talbert (*AN-droo TAL-bert; he/him*) is an environmental planner with 7 years' experience in environmental analysis and the application of the California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) through the preparation of environmental documentation. Mr. Talbert has served as project manager and primary author for environmental documents for numerous projects throughout San Diego County and Southern California. Clients consist of public and private entities, and project experience includes residential Specific Plans, development projects, transportation improvements, and water and wastewater infrastructure.

Project Experience

Development

Sunbow II Phase 3 Environmental Impact Report, Lennar Homes, City of Chula Vista, California. Project manager of an Environmental Impact Report (EIR) for a planned residential community in the Sunbow area of eastern Chula Vista. The project involves the development of several hundred multifamily residential homes, open space preserve areas, passive and active recreational uses, and associated circulation and infrastructure improvements. The project requires a General Plan Amendment, Sunbow General Development Plan Amendment, Sunbow II Sectional Planning Area Plan Amendment, rezone, and Multiple Species Conservation Program boundary line adjustment. Key issues are biological resources, air quality, and land use.

Village 2 and Village 7 Supplemental EIR, Baldwin and Sons, City of Chula Vista, California. Project manager for a Supplemental EIR (SEIR) for increasing residential density within two approved and partially developed master planned communities within Otay Ranch in the City of Chula Vista. The SEIR covers specific planning areas within Village 2 and Village 7 to increase the number of residential units and add further specification to mixed-use and commercial uses. This SEIR is tiering off of a previous SEIR for Village 2 certified in 2014 and the original EIR for Village 2 certified in 2006.

North River Farms EIR, Integral Communities, City of Oceanside, California. Served as deputy project manager and primary author of an EIR for a large master planned residential, commercial, and agricultural community in Oceanside, California. The EIR analyzed conversion of existing agricultural lands, a General Plan Amendment and zoning amendment, and a planned development.

Sunrise San Marcos EIR, Integral Communities, City of San Marcos, California. Served as project manager and author for an EIR involving a Specific Plan for residential development on the borders of San Marcos, Escondido, and unincorporated County of San Diego lands.



Education

University of California,
San Diego
BA, Environmental
Systems Policy

Certifications

American Institute of
Certified Planners (AICP)

Professional Affiliations

American Planning
Association

Valley View Mitigated Negative Declaration, Land Development LLC, City of Carlsbad, California. Project manager for a Mitigated Negative Declaration (MND) involving an industrial office development in the City of Carlsbad. The project is located on a site with dense biological habitat that slopes away from the primary roadway. The project involves a General Plan Amendment to divide the site and redesignate approximately half of the site as open space.

Trails at Carmel Mountain Ranch, New Urban West, City of San Diego, California. Assisted in the preparation of several EIR sections, including land use. The project involved the infill redevelopment of an existing golf course to multifamily residential land uses, open space, and recreational uses in the community of Carmel Mountain Ranch in San Diego.

Village 8 West Addendum, HomeFed, City of Chula Vista, California. Primary author of an addendum to the Village 8 West Sectional Planning Area Plan and Tentative Map Final EIR. The addendum covered a slight reduction of single-family dwelling units while also substantially increasing the proposed high-density residential units and reconfiguring proposed park areas.

Village 3 Addendum No. 2, HomeFed, City of Chula Vista, California. Primary author of an addendum to the Otay Ranch University Villages Project Comprehensive Sectional Planning Area (SPA) Plan Amendment Final EIR. The addendum also addressed changes to the Final EIR for the SPA Plan for Otay Ranch Villages 2, 3, and a portion of 4. The project changes address increasing residential density in various planning areas within Village 3 and add an additional neighboring parcel from the adjacent planning area into the overall Village 3 SPA.

Arjons Road Marijuana Production Facility, Marty Reed, City of San Diego, California. Assisted in the processing of a Conditional Use Permit application for a Marijuana Production Facility in San Diego, California. The permits were the first of their kind in the City of San Diego, with limited numbers granted. The permit was issued in September 2018.

Newland Sierra, County of San Diego, California. Assisted in the preparation of an EIR for a controversial large master planned community within the County of San Diego. Sections included alternatives, traffic, land use, cultural resources, and hydrology.

Pyramid Construction Asphalt Plant, Imperial County, California. Assisted in the preparation of an Environmental Assessment and Finding of No Significant Impact under NEPA for a batch asphalt processing plant on an existing and active mine.

West Oaks MND, Integral Communities, City of Carlsbad, California. Served as deputy project manager and primary author of an MND for a multifamily residential project within the City of Carlsbad. The project site is located on industrial zoned land adjacent to a creek.

Persea Project EIR, Orion-Pacific, City of Vista, California. Served as deputy project manager and author for a focused EIR involving redevelopment of an existing, mostly vacant lot into multifamily residential.

Otay Ranch Village 4, Chula Vista, California. Acted as project manager and primary author for a master planned residential community in the Otay Ranch area of Chula Vista, California. The project involved development of more than 300 residential units adjacent to Wolf Canyon Preserve.

Eastlake Self-Storage, RQL Construction, Chula Vista, California. Served as project manager for environmental services for a self-storage and recreational vehicle/boat storage project in the Eastlake community of Chula Vista.

Solana Highlands Multi-Family Development EIR, City of Solana Beach, California. Assisted in the preparation of the EIR for the Solana Highlands project located in Solana Beach, California. The project involved the phased demolition of an existing apartment complex and construction of new multifamily units. Key issues included visual resources and traffic. Sections prepared included hazards and noise.

Warner Ranch Specific Plan EIR, WHP Warner Ranch LP, Pala Reservation, San Diego County, California. Assisted in revisions to the Warner Ranch Specific Plan EIR. The project is located near the Pala Reservation and involves construction of single-family and multifamily residential units, a fire station, and several parks. Key issues included land use, water supply, traffic, and hazards.

Mission Beach Residence EIR, City of San Diego, California. Assisted in preparation of the Master EIR for the Mission Beach Residences and Santa Barbara Place Residences projects located in the Mission Beach community of San Diego, California, including visual resources, geology, historical and paleontological resources, energy, mineral resources, public services, and public utilities. The projects involved two adjacent residential developments at the site of a former school.

Planning Area 12 EIR Addendum, SunRanch Capital Partners LLC, Chula Vista, California. Prepared an addendum to the previously certified EIR for a project located in the Otay Ranch area of Chula Vista, California. The addendum involved modifications to the approved commercial site to include a larger park site and a multifamily residential component. Key issues included noise impacts to newly proposed noise-sensitive land uses and utilities infrastructure.

Otay Ranch Village 2, Baldwin & Sons LLC, Chula Vista, California. Prepared various sections of the SEIR, including environmental setting, land use, transportation, noise, water quality and hydrology, geology and soils, public services, housing and population, significant irreversible changes, effect found not to be significant, and alternatives. Project involved land use density changes at Otay Ranch Village 2 due to a proposed increase of approximately 1,500 dwelling units. This SEIR tiered off the Otay Ranch Villages 2, 3, and a portion of Village 4 SPA Plan EIR prepared by another consulting firm in 2006 for the City of Chula Vista.

North County Environmental Resources Recycling EIR, Hilltop Group Inc., Escondido, California. Prepared the aesthetics, air quality, noise, and traffic sections of the EIR for the North County Environmental Recycling Services project located near Escondido, California. The project involves development of a construction waste recycling facility. Key issues included noise, traffic, and aesthetics.

Mission Oceanside Biological Services and EIR, Oceanside Project Owner LLC, Oceanside, California. Served as primary preparer and analyst of the EIR for the Villa Storia residential project located in Oceanside, California. The project is adjacent to the San Luis Rey Mission and located with the Mission San Luis Rey Historic District. Key issues included transportation and traffic, due to the surrounding land uses, and limited access and visual character, due to location.

Inns at Bridgecreek EIR, James Eleopoulos, Oceanside and Carlsbad, California. Served as deputy project manager and primary author for the Inns at Buena Vista Creek project located in Oceanside and Carlsbad, California. The project involves development of hotel land uses adjacent to Buena Vista Lagoon, State Route 78, and several large-scale commercial land uses. Key issues included aesthetics, biological resources, land use, and traffic.

Bonita Glen MND, Silvergate Development, Chula Vista, California. Served as deputy project manager and primary author of an MND for a multifamily residential project in the Otay Ranch area of Chula Vista. The project received strong opposition from the public, noting key issues such as traffic, parking, and loss of open space.

Gateway Grand, Integral Communities, Escondido, California. Served as primary author of an MND for an infill residential project located in downtown Escondido. The project involved demolition of the old police station that was no longer in use.

Mariner's Cove Redevelopment, Aimco, San Diego, California. Acting as senior reviewer for an EIR for a project involving the redevelopment of an apartment complex in the Ocean Beach community of San Diego. The project would involve demolition of an existing 500-unit apartment complex and construction of 772 new dwelling units and other open space amenities.

Education

Chula Vista Elementary School Otay Ranch Village 3, Chula Vista Elementary School District, Chula Vista, California. Primary author for a CEQA 15162 analysis for the specific design development of an elementary school within Village 3 in Chula Vista. The 15162 analysis involved a substantial conformance review ensuring that the school was adequately addressed by the Final EIR for the Otay Ranch University Villages Project, and associated mitigation monitoring and reporting program with respect to potential noise impacts.

Chula Vista Elementary School Otay Ranch Village 2, Chula Vista Elementary School District, Chula Vista, California. Primary author for a CEQA 15162 analysis for the specific design development of an elementary school within Village 2 in Chula Vista. The 15162 analysis involved a substantial conformance review ensuring that the school was adequately addressed by the Final SEIR for the Otay Ranch Village 2 Comprehensive SPA Plan Amendment and its associated mitigation monitoring and reporting program.

San Diego State University Engineering and Interdisciplinary Sciences Building, Gatzke, Dillon, and Ballance, San Diego, California. Prepared a population and housing technical report for the project, which involved demolition of old facilities and construction of new facilities that would result in an increase in the student and staff population at San Diego State University. The population and housing technical report analyzed the impact of the new student and staff population on the surrounding community.

Energy

Solar Energy Project, San Diego County, California. Assisted in the EIR preparation for a solar energy project located just north of the U.S./Mexico International Border in eastern San Diego County. Key issues included biological resources, water quality, and fire hazards.

Renewable Energy Ordinance Program EIR, County of Los Angeles, California. Prepared several EIR sections for the Los Angeles County Renewable Energy Ordinance, including land use, recreation, and utilities. The project involved a proposed ordinance to streamline permitting of small- and large-scale renewable energy development projects within Los Angeles County. The EIR provided both a project- and program-level analysis.

Municipal

Utilities Undergrounding Program EIR, City of San Diego Transportation and Stormwater Department, San Diego, California. Deputy project manager and author for a Program EIR (PEIR) covering a citywide program to underground existing utility infrastructure. The PEIR addressed extensive cultural and biological impacts on a regional basis.

Mission Bay Park PEIR, City of San Diego Public Works, San Diego, California. Acting as deputy project manager for a large-scale programmatic water quality improvement project for the whole of Mission Bay Park in San Diego, California. This project involves a multiyear approach beginning with development of Preliminary Engineering Reports, various technical studies, and eventually a PEIR. The project includes numerous components spanning the entire park, including shoreline restoration, wetlands and habitat restoration/expansion, seawall rehabilitation, bike and pedestrian connections, sea level rise abatement, and various maintenance tasks.

El Corazon Trails Phase II, City of Oceanside, Oceanside, California. Project manager for the second phase of trails development within the El Corazon Specific Plan area of Oceanside. Studies include a biological and cultural resources assessment in support of a CEQA addendum.

Central Park Buildout, City of Santa Clarita, Santa Clarita, California. Primary author of an MND involving the planned expansion of Central Park in the City of Santa Clarita. The project involves development of new sport fields, a new basketball court, restroom facility, parking lot, dog park, and exercise staircase.

Bidwell and El Rancho Verde Park, Hayward Area Recreation and Park District, City of Hayward, California. Served as senior reviewer for an MND prepared for the redevelopment of an existing elementary school as a public park and improvements to an existing park. The project spanned two park locations in different land use jurisdictions but covered by the same Master Improvements Plan.

R-4 and R-5 Zone Change and Emergency Shelter Overlay Project CEQA Studies, City of Fontana, California. Assisted in preparation of the public services and utilities sections of the Draft MND. The City of Fontana proposes to rezone various land parcels to multifamily medium- to high-density residential, multifamily high-density residential, and a new Emergency Shelter Overlay District. The project was analyzed at a programmatic level because development was not proposed, although its implementation would guide future projects in the area.

Transportation

Bradley Road Improvements at Salt Creek, NV5, Riverside County, California. Served as primary author and assistant project manager for a roadway improvement project along Bradley Road in Menifee, California. The project involved raising the current roadway out of the existing floodplain by constructing a bridge.

North Park Mid-City Regional Bikeway, Kimley-Horn & Associates Inc., San Diego, California. Served as primary analyst and preparer of the MND for the Robinson Avenue portion of the North Park Mid-City Regional Bikeway Project located in San Diego, California. The project involves bicycle roadway improvements and construction of a pedestrian/bicycle-only bridge.

Water/Wastewater

Environmental Services Master Services Agreement, San Diego County Water Authority, San Diego County, California. Serving as deputy contract manager for an as-needed environmental services contract for the San Diego County Water Authority. Dudek performs a variety of services to assist in the agency in planning, implementing, and maintaining the region's water infrastructure system. Work includes CEQA impact review and compliance strategy advising, biological resources surveys, wetlands permitting, habitat mitigation planning, and post-construction habitat restoration monitoring. The compliance team provides environmental monitoring services during construction of Capital Improvement Program projects, as well as operations and maintenance activities occurring in environmentally sensitive areas.

North County Pump Stations, San Diego County Water Authority, San Diego County, California. Primary author and deputy project manager for a CEQA Addendum involving water infrastructure improvements, including pump station upgrades, new water pipeline alignments, and a new pressure-reducing station under the control of the Valley Center Municipal Water District under the Water Authority's Emergency Storage Project.

As-Needed Environmental Services, City of San Diego Public Utilities Department, California. Serving as assistant project manager on a large as-needed contract for the City of San Diego Public Utilities Department. Duties include managing numerous task order requests, invoicing, and proposals related to water and wastewater infrastructure projects.

San Luis Rey Water Reclamation Facility Recycled Water System, City of Oceanside, California. Prepared and coordinated a constraints analysis for a project tiering off of a PEIR involving the alternative siting of water reclamation facilities and pipelines throughout Oceanside. Serving as the environmental project manager and primary author of an addendum to the PEIR, with consideration of numerous environmental constraints and existing mitigation requirements for a citywide water project.

San Diego Pure Water Program, City of San Diego Public Utilities Department, California. Assisted in the preparation of a PEIR for the San Diego Pure Water Program for the City of San Diego Public Utilities Department. The project involves reservoir augmentation with recycled water and includes several new advanced water treatment facilities, pump stations, and water and wastewater pipelines that span multiple cities and unincorporated areas of San Diego County that would provide a new source of water supply to the region.

North City Project: Pure Water Program, City of San Diego Public Utilities Department, California. Served as assistant project manager and analyst for a joint project EIR and Environmental Impact Statement (EIS) for the City of San Diego Public Utilities Department and the U.S. Bureau of Reclamation. The North City Project is the first phase of the San Diego Pure Water Program for reservoir augmentation with recycled water and involves several pump stations; expanded water treatment facilities; a new advanced water treatment facility; water, wastewater, and brine pipelines; a landfill gas pipeline; and renewable energy facility. The joint EIR/EIS analyzed two alternatives at an equal level and spanned multiple cities and unincorporated areas of San Diego County.

Coronado Golf Course Modernization Project, City of Coronado, California. Served as project manager for a proposed water reclamation facility and golf maintenance complex within the City of Coronado municipal golf course. The project involves the diversion of wastewater, development of the reclamation facility, construction of a new storage pond, and modification of several golf course holes and recycled water distribution pipelines throughout city streets.

E Reservoir Replacement and Pump Station, Vista Irrigation District, County of San Diego, California. Served as project manager for a reservoir replacement project located just outside of Vista in unincorporated San Diego County. The project involves demolition of an existing partially buried water reservoir tank and construction of a new, larger tank and pump station.

Flume Replacement Alignment Study, Vista Irrigation District, San Diego County, California. Serving as project manager for an alternative alignment study for Vista Irrigation District's existing 11-mile-long flume that currently travels from Dixon Lake west to Vista Irrigation District's service area. The study involves the initial creation of numerous alternative alignments to partially or fully replace the existing flume, ultimately leading to a conceptual design of a chosen alignment.

Sisk Dam Safety Modifications SEIR, Department of Water Resources, Merced County, California. Preparing an SEIR to a previously prepared EIS/EIR completed in 2019 for safety improvements to the B.F. Sisk Dam at the San Luis Reservoir in Merced County. The SEIR is focusing on specific changes to the previously approved project, including new campground improvements and changes in construction assumptions.

Perris Seepage Project, Department of Water Resources, Perris, California. Serving as deputy project manager for the Final EIR phase for a project involving the creation of water wells near the existing dam at the Perris Reservoir to control groundwater seepage.

Fish Creek Weir, Department of Water Resources, Los Angeles County, California. Served as senior reviewer for the drafting of an MND for an in-kind replacement of an existing weir structure within a creek in the Angeles National Forest to allow for continued operational water flow control.

State Revolving Fund Loan Support, San Elijo Joint Powers Authority, Encinitas, California. Served as project manager and primary author for two related but separate wastewater and recycled water projects for San Elijo Joint Powers Authority. The two projects involved recycled water pipelines and improvements to a water reclamation facility. Documentation also included CEQA-Plus for the application for state loan support. Additional later support involved preparation of an addendum to the original CEQA documentation.

Sewer Master Plan, Rincon del Diablo Municipal Water District, Escondido, California. Assisted in the preparation of an EIR for a controversial wastewater project within an unincorporated area of North County San Diego. The project involved Rincon del Diablo Municipal Water District activating latent powers to become a sewer agency through the Local Agency Formation Commission process.

Pacific Coast Highway 101 Sewer Pump Station and Sewer Force Main Improvements, City of Encinitas, California. Assisted in preparation of an MND for the City of Encinitas. Project involved the rehabilitation of a sewer pump station and relocation of a proposed pipeline using horizontal directional drilling. The pump station is located within Cardiff State Beach and the proposed pipeline would travel under the inlet to the San Elijo Lagoon and terminate near a residential roadway.

Wastewater Facilities Rehabilitation Projects, Moulton Niguel Water District, Laguna Niguel, California. Served as primary preparer and analyst of the Initial Study/MND for the Moulton Niguel Water District. The project proposes to install replacement line for a segment of Moulton Niguel Water District's Plant 3 effluent transmission main that travels under San Juan Creek Channel. A similar project was previously proposed but failed due to potential impacts to sensitive areas within the creek. The current project would avoid such impacts by micro-tunneling underneath the creek, not requiring any work inside the creek.

Rachel Struglia, PhD, AICP

PRINCIPAL IN CHARGE

Rachel Struglia (*RAY-chul STROOL-yuh; she/her*) is a principal and project manager with 23 years' experience preparing California Environmental Quality Act (CEQA)/National Environmental Policy Act (NEPA) documents in both the public and private sectors. Dr. Struglia is experienced in managing CEQA documents for large infrastructure projects and has completed program environmental impact reports (PEIRs) for Metropolitan Water District, Orange County Sanitation District, Riverside County Community College District, North Orange County Community College District, and Coast Community College District (CCCD). She has also managed general plan environmental impact reports (EIRs) and specific plans, as well as infill, residential, commercial, industrial, and school EIR projects. Dr. Struglia leads Dudek's CEQA practice in Orange County and has the role of statewide water sector leader.

Select Project Experience

Costco/Vineyard II Retail Development Project EIR, City of Murrieta, California (2018–2020). Served as project manager for a new retail center, with Costco Wholesale as the anchor, located at the intersection of I-215 and Clinton Keith Road. The 26.3-acre vacant site includes construction and operation of 225,362 square feet of new development, including a Costco Wholesale and gas station, and, in adjoining parcels, standalone retail, fitness center buildings and in-line stores, one casual dining restaurant with drive-through and window service, one drive-through fast-food restaurant, and 1,215 parking spaces. The project was approved by Planning Commission, appealed to and unanimously approved by City Council, then threatened with litigation that ultimately was not challenged. The EIR was certified in October 2020.

Five Lagunas Addendum to the City of Laguna Hills General Plan EIR, City of Laguna Niguel, California (2015–2016). Served as project manager for an Addendum to the City of Laguna Hills General Plan EIR for the Five Lagunas project. The Addendum was prepared pursuant to CEQA Guidelines Section 15164. The project is within the scope of the previously certified General Plan EIR, which adequately describes the proposed uses, activities, and development intensity/density for the purposes of CEQA. The project includes the redevelopment of the existing Laguna Hills Mall property through the demolition of approximately 449,000 square feet of the existing mall, renovation of the remaining portions of the mall, construction of approximately 410,000 square feet of new commercial space, construction of 988 multifamily dwelling units within three buildings, and construction of ancillary infrastructure, parking, utility, and landscaping improvements.



Education

University of California, Irvine

PhD, Environmental Analysis and Design, 1998

Arizona State University MS, Justice Studies, 1993

University of Connecticut BA, Anthropology, 1991

University of California, Riverside, Extension

Certificate in Educational Facilities Planning

Certifications

American Institute of Certified Planners (AICP)

Professional Affiliations

American Planning Association

Association of Environmental Professionals

Orange County Water Association

Village at Laguna Hills Addendum to the City of Laguna Hills General Plan EIR, City of Laguna Hills, California (Ongoing). Served as project manager for the fifth Addendum to the City of Laguna Hills General Plan EIR for the Village at Laguna Hills project. The Addendum was prepared pursuant to CEQA Guidelines Section 15168. The project is within the scope of the previously certified General Plan EIR, which adequately describes the proposed uses, activities, and development intensity/density for the purposes of CEQA. The project includes a revised redevelopment plan for the existing Laguna Hills Mall property which reduces the amount of retail space in response to market conditions, increases the amount of office space, increases the residential units from 988 to 1,500, includes a 150-room hotel, and includes construction of ancillary infrastructure, parking, utility, and landscaping improvements.

Santa Monica City Yards Master Plan EIR, City of Santa Monica, California (2018–2019). Served as project manager for an EIR for the City of Santa Monica to evaluate the reconfiguration of a 14.7-acre parcel known as “City Yards,” with new buildings and streetscape and enhanced sustainability features. The project is located within an industrial use zone across from the Bergamot Arts Center. Historically, the project site was used for clay mining operations until the City of Santa Monica acquired the project site in 1947 for a new municipal landfill, which is resulting in subsidence. The same buildings constructed in the 1940s have continued to house the City’s maintenance operations, resulting in inefficient use of space and on-site circulation as more city operations functions were added over the years. The Master Plan seeks to reconstruct the City Yards with new buildings in a new configuration to meet the needs of the City, optimize on- and off-site access through an improved streetscape, and enhance environmental sustainability. One of the challenges of the Master Plan was how to phase the project in order to keep operations of the City Yards ongoing during construction over a 10-year period. While the City initially only sought approval for Package A, which included the first three phases of construction, the comprehensive EIR assessed all 10 phases of construction. Impacts were assessed at a project level in order to minimize the need to do multiple CEQA documents for subsequent phases, and for defensibility of the analyses overall so that cumulative impacts were properly accounted for. The project was approved and the EIR for the proposed project was certified by the City’s Planning Commission in January 2019.

IS/MNDs, City of Downey, California (2013–2018). Acted as project manager for several projects that redeveloped commercial frontage along Firestone Boulevard in the City of Downey. These projects included a new Jack In The Box restaurant, a block rezoning project to bring the zoning into conformance with the uses along Firestone Boulevard and which also included a condominium development, a new Aldi market, and a new 140-room Marriott hotel. This work was completed for the City of Downey from 2013 to 2018.

Fullerton College Facilities Master Plan PEIR, North Orange County Community College District, Fullerton, California (2015–2017). Served as project manager for a Program EIR for the Facility Master Plan at Fullerton College under Measure J. The College anticipated student growth over the 10-year planning horizon that would necessitate new instructional buildings and facilities and renovation of existing facilities. The PEIR for Fullerton College included in-depth analysis of historic properties on and adjacent to campus, noise, traffic, and parking. The project was approved and the EIR certified in 2017.

Sherbeck Field Improvements Project EIR, Fullerton College (2017–2019). Served as project manager for the Sherbeck Field Improvements Project EIR, which was very controversial due to the athletic field’s proximity to existing residences. Significant and unavoidable impacts in the EIR included noise, recreation, and traffic. A key issue was community college district immunity from local regulations under Government Code Section 53094. The EIR for Sherbeck Field was certified in November 2019, and a Reduced Project Alternative was selected by the Board of Trustees. The project was ultimately not litigated.

Caitlin Munson

ENVIRONMENTAL ANALYST

Caitlin Munson (*KATE-lin MUHN-son; she/her*) is an environmental planner with 8 years' experience specializing in California Environmental Quality Act (CEQA) document preparation, including environmental impact reports (EIRs). Ms. Munson has prepared environmental documents for a variety of projects throughout California, including residential and infill development projects, colleges and universities, healthcare facilities, energy projects, water infrastructure, and transportation projects, including California Department of Transportation (Caltrans) analyses.

Ms. Munson's attention to detail, organizational skills, and technical background allow her to adapt to the challenges of a diverse range of projects. Her engineering background allows her to quickly comprehend and contribute to complex infrastructure projects. She has extensive water infrastructure project experience and assists her clients with additional analyses required as part of the grant application process. Ms. Munson's college and university project experience has been central in navigating program-level analyses. She is aware of the challenges associated with infill development and specializes in air quality and noise, which are common issue areas for these types of projects.



Education

University of California,
San Diego
BS, Environmental
Engineering

Certifications

Engineer in Training,
California

Project Experience

Development

Torrey Highlands EIR, San Diego, California. Served as project manager for the EIR for a 450,000-square-foot office campus. The project would construct three office buildings comprised of a 180,000-square-foot, six-story building; a 120,000-square-foot, four-story building that would include a 5,000-square-foot fitness center (including shower facilities); a 150,000-square-foot, five-story building; an amenity building that would include a 3,850-square-foot café; and a 180,000-square-foot, seven-story parking garage with one level below grade and surface parking.

North River Farms EIR, Integral Communities, City of Oceanside, California. Served as assistant deputy project manager of an EIR for a large master planned residential, commercial, and agricultural community in Oceanside, California. The EIR analyzed conversion of existing agricultural lands, a General Plan Amendment and zoning amendment, and a planned development.

Modelo Project EIR, City of Commerce, California. Prepared alternatives analysis for the proposed Modelo Project. The project involves the demolition of the existing Veterans Memorial Park (which is currently in an advanced state of disrepair) and an adjacent vacant parcel and the redevelopment of the project site to accommodate a mixed-use development. The project would include the construction of 850 residential units, 165,000 square feet of commercial uses, a 77,050-square-foot community center, a 5,000-square-foot museum, and approximately 4.75 acres of parks and open space.

Downey 140-Unit Hotel Mitigated Negative Declaration (MND), City of Downey, California. Served as project manager for the 140-unit hotel MND. The project involved the construct a four-story, 88,850-square-foot hotel on a 2.58-acre site. The project required a Specific Plan Amendment (SPA) to the Lakewood/Firestone Specific Plan (SP) to allow for the development of a four-story, 60-foot-high hotel and to allow for ancillary alcohol sales in conjunction with the operation of a hotel.

Firestone/Newville/Pangborn General Plan and Zone Change MND, City of Downey, California. Prepared the MND for a General Plan Amendment and zone change application to resolve General Plan and zoning ordinance inconsistencies and allow for the development of multifamily residential units. The MND included an analysis of the maximum development potential within the planning area.

Aldi Supermarket Initial Study (IS)/MND, City of Downey, California. Prepared the MND for a single-story, 18,557-square-foot supermarket in the City of Downey. The project required a SPA to the Lakewood/Firestone SP to allow for the development and operation of the supermarket, with incidental alcohol sales.

Education

Chapman University SP EIR, City of Orange, California. Project manager for preparation of the subsequent EIR for Chapman University's SP update. The SP update serves as Chapman University's Master Plan for growth and development within the City of Orange, California. Key issues addressed in the EIR include traffic, parking, noise, air quality/greenhouse gas emissions, cultural and historic resources, population and housing, public services and utilities, land-use planning, and aesthetics. The City of Orange is the lead agency for the EIR process, and the Dudek team coordinated closely with Chapman University and City of Orange.

Fullerton College Master Plan Program Environmental Impact Report (PEIR), North Orange County Community College District (NOCCCD), Orange County, California. Served as the deputy project manager for preparation of the PEIR to the Facilities Master Plan. NOCCCD undertook a comprehensive improvement and building program to make upgrades and repairs to existing buildings, as well as to construct new facilities to improve the safety and education experience of those attending Fullerton College. Fullerton College proposed to implement the Facilities Master Plan to more effectively meet the space needs of the projected on-campus enrollment through the next decade and beyond, while constructing and renovating facilities to meet NOCCCD's instructional needs.

Cypress College Master Plan PEIR, NOCCCD, Orange County, California. Served as the deputy project manager for preparation of the PEIR to the Facilities Master Plan. Implementation of the Facilities Master Plan would involve the construction of new academic, auxiliary, and recreational uses, and the demolition of existing buildings and facilities. Approximately 1,100 net parking spaces would be created from construction of a new parking structure and reconfiguration of existing lots. Parking Lots 1 through 9 would be reconfigured with 90-degree parking stalls to increase efficiency; entries/exits for all parking lots would be reconfigured to improve visibility and traffic flow; pedestrian walkways, crosswalks, and connections for pedestrian safety would be incorporated; clear and directional wayfinding signage would be provided; and options for photovoltaic canopy-covered parking lots to increase shade and reduce heat island effect would be included.

Norco College Veterans Resource Center MND, Norco, California. Served as project manager for the MND. The proposed project would involve the construction of an approximately 2,500-square-foot, 19-foot-high Veterans Resource Center building on the southeastern portion of the Norco College campus. The center would include five office spaces, open work stations/study area and laptop space, a restroom for employees and students, lounge seating, and a utility room. The project would also include a 1,000-square-foot outdoor covered deck and BBQ area.

MiraCosta Community College District, San Diego County, California. Served as deputy project manager for the Oceanside Campus Facilities Master Plan EIR and the addendum to the Master Plan EIR, and contract manager for planning support for the San Elijo campus. Dudek prepared the EIR for the Oceanside campus to meet the

needs of projected enrollment and program forecasts for the campus. Dudek is currently providing environmental compliance support for the implementation of this EIR. For the San Elijo campus, our team is providing coastal planning support services.

El Camino College Music Building Addendum, Los Angeles County, California. Served as project manager for the Music Building Addendum Project. The existing music and art and behavioral science buildings are located towards the center of the college campus. Under the proposed project, the music and art and behavioral science buildings would be demolished and a new 66,580-square-foot music building would be constructed in the location of the existing art and behavioral science building. This document was tiered from the certified 2012 Facilities Master Plan Final Subsequent EIR.

San Diego Unified School District As-Needed Services, San Diego County, California. Served as project manager for the as-needed services contract. Prepared an MND, addendums, and notice of exemptions and associated technical studies for five campuses.

San Diego State University Engineering and Interdisciplinary Sciences Building, Gatzke, Dillon and Balance, San Diego, California. Prepared the Public Services and Utilities and Energy Conservation Technical Report to support the MND. The project involved the construction of a new, five-story building for the College of Engineering and Interdisciplinary Sciences. The need for the building stemmed from outdated facilities and growth in enrollment in the engineering disciplines. The new building will provide state-of-the-art research facilities to attract significant research projects and funding. The project also involved the demolition of multiple facilities and renovation of existing facilities.

Orange Coast College Vision 2020 Master Plan, Coast Community College District, Orange, California. Served as the lead analyst in preparation of the PEIR for the Vision 2020 Facilities Master Plan. The master plan included campus growth, improvements to several existing buildings and service departments of the university, and demolition of a grouping of historically significant structures designed by Richard Neutra. Extensive public comment and outreach was received, primarily related to the growth anticipated, as well as the plan to demolish historic structures. Due to public comment received on the Draft EIR, Coast Community College District chose to further evaluate historic resources and associated preservation alternatives, which were disclosed in a recirculated Draft EIR.

Golden West College Vision 2020 Master Plan, Coast Community College District, Huntington Beach, California. Served as the lead analyst in preparation of the PEIR for the Vision 2020 Facilities Master Plan. Implementation of the Vision 2020 Facilities Master Plan would involve the construction and renovation of academic buildings, including a criminal justice training center, cosmetology building, physical education outdoor labs, and the development of a gymnasium facility in partnership with the Boys & Girls Club.

Healthcare

Kaiser Permanente Los Angeles Medical Center Project EIR, City of Los Angeles, California. Prepared the alternatives and public services analysis for the medical center EIR. The project would replace existing facilities at the medical center campus and new buildings on adjacent parcels of land. The project is proposed to be implemented in three phases and would include new and replacement medical office buildings, procedure centers, and parking structures on the project site.

Santa Monica 20th Street Wellness Center EIR, City of Santa Monica, California. Prepared energy analysis for the approximately 72,812-square-foot medical research and development and clinical/medical office space wellness center located in the City of Santa Monica. The proposed project would include the construction of a new three-story building adjacent to an existing historic Tudor-style building, which would be partially preserved in its current condition, and partially renovated/adaptively reused as part of the wellness center. The proposed wellness center

would provide medical-related research and development uses and clinical/medical office space in the City of Santa Monica's Healthcare Mixed Use District.

Riverside Community Hospital Expansion Project, City of Riverside, California. Prepared the energy conservation EIR section for the proposed project. The 22.5-acre site includes an existing hospital campus. The primary reason for the proposed expansion of Riverside Community Hospital is to build new facilities that will alleviate noncompliant seismic concerns associated with existing hospital buildings and to meet seismic retrofit requirements as required by Senate Bill 1953. A site master plan was developed and includes both short-term and long-range planning goals that cover construction over a 30-year period. An SP that superseded the Downtown SP was prepared. The EIR provided both project- and program-level analysis.

Canyon Springs Healthcare Campus SPA, City of Riverside, California. Prepared the utilities and service systems and energy conservation EIR sections for the development of a hospital, medical office buildings, parking structures, senior housing, independent living, assisted living, and skilled nursing facility site located within the Canyon Springs Business Park SP. Since the current Canyon Springs Business Park SP does not allow the majority of proposed project uses in the proposed Canyon Springs Healthcare Campus, an SPA is included as part of the project.

Infrastructure

System Infrastructure Protection PEIR, Metropolitan Water District of Southern California, Orange, California. Aided in the preparation of the IS and the noise and utilities services sections of the PEIR. The Distribution System Infrastructure Protection Program would involve the preparation and implementation of the Operation and Maintenance Manual and the design, construction, operation, and maintenance of Capital Investment Plan projects for the conveyance and distribution system within the Metropolitan Water District's Orange County Operating Region.

Ladd Canyon Bridge Replacement Project MND, County of Orange, California. Served as project manager for the CEQA and Caltrans National Environmental Policy Act (NEPA) compliance process. Prepared MND and Preliminary Environmental Study checklist pursuant to the instructions outlined in the Caltrans Local Assistance Procedures Manual, Exhibit 6-B. Managed the preparation of technical studies to support the Caltrans NEPA compliance process. The project involves the replacement of an existing bridge with a precast concrete bridge located 2.2 miles east of Santiago Canyon Road.

Huntington Beach Seawater Desalination Plant, Poseidon Resources, Huntington Beach, Orange County, California. Prepared technical analyses for a 50-million-gallon-per-day seawater desalination plant located at the AES Huntington Beach Generating Station. The Supplemental EIR was approved in 2017; however, additional technical analyses have been prepared as requested by the California State Lands Commission and Regional Water Quality Control Board.

Temescal Valley Water Reclamation Facility MND, County of Riverside, California. Served as project manager for the CEQA process. The proposed Temescal Valley Water Reclamation Facility expansion project would include various improvements, which would increase the capacity of the plant from 1.575 million gallons per day to 2.25 million gallons per day. The improvements would include the addition of primary sedimentation tanks, three new sequencing batch reactors, two new filters, waste-activated sludge thickening, new aerobic digesters, and removal of existing grit facilities. Significant piping demolition and construction would be required to accommodate these improvements.

Haynes Generating Station Units 3 Through 6 Demolition Project, Los Angeles Department of Water and Power, Los Angeles, California. Served as deputy project manager and prepared IS/MND for the demolition of the existing steam boiler generators located at the Haynes Generating Station.

Zone E Recycled Water System Expansion, Santa Margarita Water District (SMWD), Orange County, California. Prepared CEQA analysis for the installation of a recycled water line to serve the Hidden Ridge community within the SMWD service area and the Skyridge community within the Trabuco Canyon Water District. This would allow for the delivery of up to 70 acre-feet per year of additional tertiary-treated recycled water to dedicated irrigation customers within the SMWD and Trabuco Canyon Water District service areas. The proposed recycled water line would receive water from the SMWD's recycled water system, including water that could be stored at Upper Oso Reservoir.

Recycled Water Expansion Project, El Toro Water District, Lake Forest, California. Prepared CEQA and CEQA-plus analysis for the expansion of the existing recycled water distribution system. The expansion would allow for delivery of up to 300 acre-feet per year of additional tertiary-treated recycled water to existing dedicated irrigation customers within the El Toro Water District service area.

Morena Reservoir Outlet Tower Replacement Project, City of San Diego, California. Prepared the air quality and GHG technical memoranda for the Morena Reservoir Outlet Tower Replacement Project. This proposed project will replace the existing outlet tower to meet current seismic and California Department of Water Resources Division of Safety of Dams requirements. The air quality analysis discussed impacts that would result from construction of the proposed project in comparison to the federal General Conformity de minimis thresholds. The analysis also included blasting emission calculations associated with the use of ammonium nitrate to remove loose boulders and rocks from the project site. The GHG emissions analysis compared construction emissions to the City of San Diego's interim screening threshold.

69th and Mohawk Pump Station Project, City of San Diego, California. Prepared the air quality technical memoranda for the 69th and Mohawk Pump Station Project. This project involves the demolition of the existing 69th and Mohawk Pump Station, which is out of service. A new pump station will be built to replace the demolished structures and will involve light grading and construction on the approximately 9,700-square-foot project footprint. Along with the pump station installation, approximately 7,000 linear feet of new and replaced pipeline will also be installed. The air quality analysis discussed impacts that would result from construction of the proposed project in comparison to the federal General Conformity de minimis thresholds.

Addendum No. 1 to the Reservoir Management System (RMS) and Chlorine Analyzers and Reservoir Mixers/Samplers at Domestic Water Reservoirs MND, Irvine Ranch Water District, Orange County, California. Prepared addendum for the installation of an RMS at the Foothill Zone 6 Reservoir and the Portola Zone 8 Reservoir to address degraded water quality in the existing potable water reservoirs. The MND evaluated the potential effects on the environment from constructing an RMS and Chlorine Analyzer and Reservoir Mixer/Samplers at 19 reservoirs. The addendum addressed the replacement of the Chlorine Analyzers and Reservoir Mixer/Samplers at Portola Zone 8 and Foothill Zone 6 with an RMS and other minor modifications.

Carlsbad Desalination Third Addendum to EIR Biological Survey and Monitoring, Poseidon Water LLC, California. Discussed proposed project modifications to the Macario Canyon pipeline alignment and facilities additions and assessed their environmental impact.

Jennifer Reed

AIR QUALITY SPECIALIST, ENVIRONMENTAL PLANNER

Jennifer Reed is an air quality specialist/environmental planner with 14 years' experience. Ms. Reed leads Dudek's air quality services team, and has been responsible for the management, research, and analysis of projects subject to compliance with the California Environmental Quality Act (CEQA) and the National Environmental Policy Act (NEPA). She has completed numerous environmental documents in support of a diverse range of public and private developments. Ms. Reed specializes in air quality, greenhouse gas (GHG) emissions, health risk assessment (HRA), and energy technical analyses, and continues to be on the forefront of evolving science, emissions modeling computer programs, and regulatory framework.

Ms. Reed has prepared air quality and GHG assessments for a wide variety of development projects throughout California, including large residential projects, commercial and retail projects, industrial projects, mixed-use developments, colleges and universities, healthcare facilities, energy projects, water and wastewater infrastructure, and transportation improvements, including California Department of Transportation (Caltrans) air quality analyses. Additionally, she has considerable experience in project planning and regulatory compliance pursuant to the California Coastal Act (CCA) and has experience in project management, land-use permit processing, constraints analysis, development feasibility studies, due diligence investigations, and various other land-use planning projects.



Education

*University of California,
Santa Barbara
BA, Environmental
Studies, 2007
BA, Geography, 2007*

Professional Affiliations

*Association of
Environmental
Professionals
Air and Waste
Management Association*

Project Experience

Montclair Plaza Expansion CEQA Review, Best, Best and Krieger LLP, Montclair, California. Contributed to the air quality and GHG sections for a proposed commercial infill redevelopment project in the city of Montclair. The project proposes redevelopment and expansion of Montclair Plaza, an indoor, two-story shopping mall that opened in 1968 and was last renovated in 2008. The applicant's goal is to revitalize and increase the gross leasable area of the current shopping center site for greater walkability and a more upscale shopping experience.

Five Lagunas Project, Merlone Geier Management LLC, Laguna Hills, California. Prepared the air quality and GHG emissions assessment that analyzed potential impacts associated with redevelopment and reconfiguration of uses within an approximately 68-acre portion of the approximately 240-acre Urban Village Specific Plan area of the City at the Laguna Hills Mall. The project included the redevelopment of the existing mall property through the partial demolition and reconstruction of the southern portion of the central mall building, the construction of new commercial spaces on development pads (decreasing department store and retail space, but increasing restaurant, health club, cinema, and flex retail/medical office uses), and development of high-density multifamily dwelling units.

Orange County Sanitation District Facilities Master Plan, Project No. PS17-08. Preparing the air quality, GHG emissions, and energy sections of a Program EIR for the Sanitation District's 2017 Facilities Master Plan. The analysis covers projects included in a 20-year Capital Improvement Program to ensure that the Sanitation District can sustain its infrastructure, meet future regulatory requirements, and continue to provide a reliable service to the

public. These include facilities at Reclamation Plant No. 1 in Fountain Valley, Treatment Plant No. 2 in Huntington Beach, the sewer collection system, and improvements at various pump stations. All 75 project- and program-level projects were evaluated quantitatively at either a project-level or representative project approach.

California Air Resources Board (CARB) Southern California Consolidation Project, Department of General Services (DGS), Riverside, California. Contributed to the air quality and GHG emissions analysis for the consolidation and relocation of CARB's motor vehicle emissions standards development and testing to an 18-acre campus style facility. The new campus, which will be a national and international center for air pollution and climate change research, is designed to accommodate approximately 460 employees and will include approximately 800,000 square feet of testing space, chemistry laboratory space, office/administrative space, and facilities and support space (e.g., warehouse, shipping and receiving area, and vehicle wash areas). Key issues for the project were air quality and greenhouse gases, due to vehicle miles traveled for the employees traveling to the new campus and CARB's goal to achieve net zero energy for the project. In addition to employee vehicle emissions, emissions were estimated for vehicle testing, vehicle fueling, fuel storage, boilers, a fuel cell plant, an emergency generator, chemistry laboratory, and miscellaneous operations that generate criteria air pollutant, GHGs, and toxic air contaminant emissions. A net carbon storage and sequestration analysis for the project was conducted.

Concord Bay Area Rapid Transit (BART) Station Air Quality, NCE, Contra Costa County, California. Prepared an Air Quality Conformity Analysis for the project, which proposes to improve bicycle and pedestrian access to the Downtown Concord BART station. The project includes corridor enhancements along five roadways in Downtown Concord to provide last mile bicycle and pedestrian connections to the Concord BART station from the east, south, and west, and would also include bicycle detection at multiple signals, two enhanced crosswalks, and a raised intersection. This report is provided all information needed to support a full project-level conformity determination.

Rincon Trail Project, City of Carpinteria, California. Deputy project manager and lead environmental analyst for preparation of an IS and MND to assess a 1-mile segment of the Carpinteria Coastal Vista Trail in eastern Santa Barbara County. The Rincon trail is located along Carpinteria Bluffs, on lands within the jurisdictions of the City of Carpinteria and the County of Santa Barbara, and it extends within the Union Pacific Railroad and Caltrans rights-of-ways. As part of the 1,200-mile California Coastal Trail, the Rincon segment will provide a hiking and biking connection between Santa Barbara and Ventura Counties and will improve safety and access to the Santa Barbara Channel shoreline.

Distribution System Infrastructure Protection Program Environmental Impact Report (PEIR), Metropolitan Water District of Southern California (MWD), Orange County, California. Prepared the air quality and GHG emissions analyses for the Program EIR for the Orange County region Operations and Maintenance (O&M) Plan and Capital Investment Plan. The EIR includes analyses for approximately 300 facility sites in Orange County.

Los Angeles County Housing Element Update Program Environmental Impact Report (EIR), Los Angeles County, California. Contributing to the air quality, GHG emissions, and energy analysis for the County's Housing Element Update for the 2021-2029 planning period. The analysis evaluates the net change in emissions and associated potential impacts resulting from implementation of the land use and zoning changes to provide additional housing opportunities within the County.

Globemaster Corridor Specific Plan EIR/EIS, City of Long Beach, California. Prepared the air quality, GHG emissions, and energy analysis for Phase 2 of the C-17 Transition Master Plan, which provides a framework for development and improvement of the former Boeing C-17 site, Cherry Avenue corridor planning, and surrounding area.

Sarah Corder, MFA

HISTORIC BUILT ENVIRONMENT LEAD

Sarah Corder (SARE-uh COR-der; she/her) is an architectural historian with 17 years' experience throughout the United States in all elements of cultural resources management, including project management, intensive-level field investigations, architectural history studies, and historical significance evaluations in consideration of the California Register of Historical Resources (CRHR), the National Register of Historic Places (NRHP), and local-level evaluation criteria. Ms. Corder has conducted hundreds of historical resource evaluations and developed detailed historic context statements for a multitude of property types and architectural styles, including private residential, commercial, industrial, educational, and agricultural properties. She has also provided expertise on numerous projects requiring conformance with the Secretary of the Interior's Standards for the Treatment of Historic Properties.

Ms. Corder meets the Secretary of the Interior's Professional Qualification Standards for both Architectural History and History. She has experience preparing environmental compliance documentation in support of projects that fall under the California Environmental Quality Act (CEQA)/National Environmental Policy Act (NEPA), and Sections 106 and 110 of the National Historic Preservation Act.

Project Experience

Los Angeles Department of Water and Power Century Trunk Line, Los Angeles Department of Water and Power, City of Los Angeles, California.

Dudek was retained by Los Angeles Department of Water and Power (LADWP) to prepare an Avoidance and Protection Plan for Air Raid Siren No. 150. The resource is eligible for the NRHP and CRHR and as a City of Los Angeles Historic-Cultural Monument under Criteria A/1/1 and C/3/3 for its association with World War II and Cold War military infrastructure, and is an historical resource under CEQA. Responsibilities included co-authorship of the Avoidance and Protection Plan, on-site implementation of protection measures, on-site monitoring, and pre-construction field survey, (2020–Present)

The Meadows at Bailey Canyon Specific Plan Project, City of Sierra Madre, Los Angeles County, California. Dudek was retained by NUWI Sierra Madre LLC to complete a historical resources technical report for The Meadows at Bailey Canyon Specific Plan Project. A portion of the proposed project included a section of the Mater Dolorosa Retreat Center property located at 700 North Sunnyside Avenue. The Mater Dolorosa Retreat Center contains four buildings, seventeen historic-age structures, five modern structures, and multiple landscape elements including paths, trails, stairs, contemplative spaces, and historic aged trees. As a result of this study, the Mater Dolorosa Retreat Center property does not appear eligible for listing in the NRHP, CRHR, or as a City of Sierra Madre Landmark due significant alterations that have compromised the integrity of the property as a whole. Responsible for co-authorship of the report, archival research, and field work. (2020-2021)



Education

*Savannah College of Art and Design
MFA, Historic Preservation, 2004
Bridgewater College
BA, History, 2002*

Professional Affiliations

*National Trust for Historic Preservation
Los Angeles Conservancy
California Preservation Foundation
Society for Architectural Historians*

Pacific Coast Commons Specific Plan Project, City of El Segundo, Los Angeles County, California. Dudek was retained by the City of El Segundo to complete a cultural resources technical report for the Fairfield Inn & Suites property (525 Sepulveda Boulevard) within the Pacific Coast Commons Specific Plan Project area. Dudek evaluated the Fairfield Inn & Suites property and found it not eligible for listing in the NRHP, CRHR, or at the local level due to a lack of significant historical associations, architectural merit, and physical integrity. Responsibilities included archival research, architectural field survey, and co-authorship of the technical report. (2020)

8850 Sunset Boulevard Project, City of West Hollywood, Los Angeles County, California. Dudek was retained by the City of West Hollywood to complete a Cultural Resources Technical Report and Environmental Impact Report (EIR) for the 8850 Sunset Boulevard Project. The proposed project consisted of the demolition of existing buildings and the construction and operation of a new mixed-use hotel and residential building on a property along the south side of Sunset Boulevard, extending the full city block between Larrabee Street and San Vicente Boulevard, in the City of West Hollywood. Responsibilities included archival research, field survey, significance evaluations, and co-authorship of the report. (2020)

740-790 East Green Street Mixed-Use Project, City of Pasadena, Los Angeles County, California. The proposed project involves the demolition of five commercial buildings in order to accommodate the development of a new three- to six-story mixed-use building. Dudek prepared a cultural resources technical report that included the results of a pedestrian survey of the project site by a qualified architectural historian, building development and archival research, development of an appropriate historic context for the project site, and recordation and evaluation of five commercial properties over 45 years old for historical significance and integrity in consideration of NRHP, CRHR, and City of Pasadena designation criteria and integrity requirements. Responsibilities included archival research, field survey, and co-authorship of the report. (2020)

Carol Kimmelman Sports and Academic Center Project, City of Carson, California. Dudek was retained to conduct a cultural resources study on the Victoria County Golf Course and associated recreation buildings for the proposed Kimmelman Sports and Academic Center. Conducted a record search, a pedestrian survey, archival and building development research, NRHP and CRHR evaluations, and impacts analysis. All golf course components associated with the Victoria County Golf Course were found not eligible under designation requirements. (2018)

The Santa Monica City Yards Master Plan Project, City of Santa Monica, California. The City of Santa Monica retained Dudek to complete a cultural resources study for the proposed City Yards Master Plan project site located at 2500 Michigan Avenue. The study involved evaluation of the entire City Yards site, including two murals and a set of concrete carvings, for historical significance and integrity. As a result, the City Yards and its associated public artwork was found ineligible under all designation criteria. Responsibilities included building permit research and co-authorship of the technical report. (2017)

LADWP West Los Angeles District Yard Project, City of Los Angeles, Los Angeles County, California. Dudek was retained by LADWP to complete a cultural resources study for a project that proposes demolition of five LADWP-owned administrative buildings and warehouses at the West Los Angeles District Headquarters located at 12300 West Nebraska Avenue. Dudek evaluated the yard for historical significance in consideration of NRHP, CRHR, and City of Los Angeles Historic-Cultural Monument criteria and integrity requirements. Responsibilities included field survey and archival research. (2017)

Allison Lyons, MSHP

SENIOR ARCHITECTURAL HISTORIAN

Allison Lyons (*AL-ih-suhn LYE-ons; she/her*) is an architectural historian with 12 years' experience throughout the western United States in all elements of cultural resources management. Her expertise includes the preparation of environmental compliance documents in accordance with the California Environmental Quality Act (CEQA) and Section 106 of the National Historic Preservation Act, focusing on the evaluation of historical resources and analysis of project impacts. As a historic preservation consultant, she has been involved in the preparation of numerous large-scale historic resources surveys, Historic American Buildings Survey/Historic American Engineering Record recordation, Federal Rehabilitation Tax Credit and Mills Act Historic Property Contract applications, local landmark nominations, and evaluations of eligibility for a wide variety of projects and property types throughout California. She is highly experienced in writing National Register of Historic Places (NRHP) nominations and historic context statements for local governments.



Education

Columbia University,
MS, Historic Preservation,
2010
Scripps College,
BA, European Studies,
2006

Ms. Lyons meets the Secretary of the Interior's Professional Qualifications Standards for history and architectural history pursuant to Title 36, Part 61, of the Code of Federal Regulations, Appendix A.

Project Experience

Los Angeles Department of Water and Power Century Trunk Line, Los Angeles Department of Water and Power, City of Los Angeles, California. Dudek was retained by Los Angeles Department of Water and Power to prepare an Avoidance and Protection Plan for Air Raid Siren No. 150. The resource is eligible for the NRHP and California Register of Historical Resources and as a City of Los Angeles Historic-Cultural Monument under Criteria A/1/1 and C/3/3 for its association with World War II and Cold War military infrastructure, and is a historical resource under CEQA. Ms. Lyons is serving as a senior architectural historian, providing quality assurance/quality control for the Post-Construction Monitoring Report. (2021–Present)

8730 Sunset Boulevard Billboard Project Historical Resource Assessment Report, City of West Hollywood, California. The 8730 Sunset Boulevard Billboard Project consists of installation and operation of a new billboard and associated façade improvements at the existing "Sunset Towers" building. The Sunset Towers building at 8730 Sunset Boulevard was constructed in the 1950s and 1960s over the course of two phases. A smaller building was constructed on the northern portion of the parcel between 1957 and 1959. Dudek was retained by the City of West Hollywood to complete this Historic Resource Assessment, an intensive-level evaluation, as part of the environmental review of the proposed project in compliance with CEQA. This study included an intensive survey of the exterior of the Sunset Towers building by a qualified architectural historian; building development and archival research; development of an appropriate historic context; and evaluation of the Sunset Towers building for historical significance and integrity in consideration of NRHP, CRHR, and City of West Hollywood Cultural Heritage Preservation Ordinance designation criteria. Ms. Lyons served as a senior architectural historian and main author of the Historic Resource Assessment of the Sunset Towers building. (2021)

As-Needed Historic Research Consultant On Call Services, Coronado, California. Dudek is currently working with the City of Coronado Community Development Department to provide historic preservation services on an as-needed basis. Services scoped under the current contract include historic resources surveys; archival research; preparation of evaluation reports in consideration of National Register of Historic Places, California Register of Historical Resources, and City of Coronado designation criteria; attendance at Historic Resource Commission and City Council hearings; and review of projects for conformance with the Secretary of the Interior's Standards for Rehabilitation. Since January 2019, Dudek has completed 20 work orders for the city. Ms. Lyons serves as a senior architectural historian for the historical resource evaluation task orders and is responsible for quality assurance/quality control of specific deliverables. (2021–Present)

North Beach Historic District National Register of Historic Places Nomination and Plaque Program, San Clemente, California. Founded in 1925, San Clemente was one of the first new master-planned towns in California. The North Beach Historic District occupies a prominent location as the historic northern tip of the City of San Clemente along North El Camino Real. The North Beach Historic District was listed on the National Register of Historic Places at the local level of significance under Criterion A in the areas of Community Planning and Development and Entertainment/Recreation. The district features five historic contributing resources designed in the Spanish Colonial Revival style with a period of significance between 1927-1946. Ms. Lyons served as project manager for the National Register of Historic Places nomination of the district and a concurrent, Certified Local Government (CLG) grant-funded project with the City of San Clemente to create content and designs for signage across the district and informational postcards featuring historic images. (2020)

Athens Park Aquatics Facility Renovation Project Historical Resource Treatment Plan and Impacts Analysis (Secretary of the Interior's Standards Compliance Review), Los Angeles, California. The County of Los Angeles proposed a rehabilitation project at the Aquatics Facility at Athens Park, a park determined eligible for listing in the National Register of Historic Places. Ms. Lyons worked with the architect for the project on two phases of work. In advance of the development of project plans, Ms. Lyons prepared a Preservation Plan for the Aquatics Facility to establish the opportunities and constraints for the rehabilitation. After project plans were prepared, Ms. Lyons reviewed the project plans for compliance with the Secretary of the Interior's Standards for Rehabilitation and made recommendations for modifications to ensure the project plans complied with the Standards. (2020–2021)

Rives Mansion Rehabilitation Project Historical Resource Treatment Plan, Impacts Analysis (Secretary of the Interior's Standards Compliance Review), and Construction Monitoring, Downey, California. Working with the City of Downey, Ms. Lyons collaborated with the project architect for a renovation and rehabilitation project at the Rives Mansion, a historic mansion and walnut farm. In advance of the development of project plans, Ms. Lyons prepared a Preservation Plan for the property to establish the opportunities and constraints for the rehabilitation. After project plans were prepared, Ms. Lyons reviewed the plans for compliance with the Secretary of the Interior's Standards for Rehabilitation and made recommendations for modifications to ensure the project plans complied with the Standards. Ms. Lyons also performed periodic construction monitoring. (2019–2021)

Times Mirror Square Rehabilitation Project Historical Resource Evaluation and Impacts Analysis (for CEQA), Los Angeles, California. Times Mirror Square comprises buildings and additions constructed for the Los Angeles Times and Time Mirror companies in downtown Los Angeles. The buildings were constructed over several decades. Ms. Lyons worked on several aspects of documentation of Time Mirror Square, including writing historic context sections on the history of the Los Angeles Times, Times Mirror Company, and prominent individuals associated with the company for the CEQA report and Historic Structure Report. Ms. Lyons also assisted with the Historic American Buildings Survey (HABS) documentation of the complex that was completed to fulfill a mitigation measure. (2017)

Josh Saunders, AICP

VISUAL RESOURCE SPECIALIST

Josh Saunders (*JOSH SAHN-ders; he/him*) is an environmental analyst with 16 years' experience in the research, coordination, and preparation of environmental documents subject to the California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA). Mr. Saunders provides analytical, technical, and project management support on a variety of projects and environmental topics, including land use and recreation resource analyses. Since joining Dudek, Mr. Saunders has specialized in the preparation of aesthetic and visual resource analyses.

In collaboration with Dudek analysts, planners, registered landscape architects, and design professionals, Mr. Saunders documents existing landscape conditions, assesses potential impacts, and depicts and characterizes anticipated visual change. Mr. Saunders has extensive experience performing aesthetic investigations, landscape evaluations, and impact analyses in urban environments throughout Southern California. Mr. Saunders's capabilities include field investigations and existing setting documentation; sensitive receptor and key observation point/key view identification; preparation of focused aesthetic memoranda; preparation of detailed analyses and technical reports in accordance with CEQA Appendix G thresholds and/or established regional or local guidelines. Mr. Saunders also works collaboratively with Dudek's design professionals to prepare photo-realistic visual simulations.

Project Experience

Development

Promenade on Forest Avenue MND, City of Laguna Beach, California. Serving as project manager for the MND that will evaluate potential environmental effects associated with the proposed permanent closure of Forest Avenue between South Coast Highway and Glenneyre in the downtown area of Laguna Beach. As proposed, the segment of Forest Avenue would be closed for vehicular traffic to create a safe, permanent pedestrian plaza that would accommodate outdoor dining, shopping, and outdoor events. Conceptual alternatives examining a minimal design and full conversion to a pedestrian promenade are currently in preparation by the design team (environmental tasks are slated to begin in Winter/Spring 2022).

Robertson Lane Specific Plan EIR, City of West Hollywood, California. Served as lead aesthetics analyst for the project EIR that evaluated the construction of a proposed multi-use, three- to nine-story, approximately 262,000-square-foot hotel in West Hollywood. As proposed, the project would demolish several of the existing on-site structures, or portions of the structures, and construct the new hotel. Key issues in the aesthetics analysis included obstruction of existing views, demolition of a historic use, and bulk and scale contrasts with adjacent one- to three-story commercial and residential uses.



Education

*New School of
Architecture + Design
MS, Architecture
(Landscape Architecture
concentration)*

*University of California,
San Diego
BA, Urban Studies and
Planning*

Certifications

*American Institute of
Certified Planners (AICP)*

Professional Affiliations

*American Planning
Association*

*Association of
Environmental
Professionals*

Del Mar Resort Specific Plan EIR, City of Del Mar, California. Provided technical support and served as visual resources lead for the EIR that evaluated environmental impacts associated with construction and operation of a new resort atop a prominent oceanside bluff in north Del Mar. The project includes a multiple-building resort complex, including a resort hotel, residential resort villas, two restaurants, a ballroom, banquet facilities, public access amenities, a spa and fitness center, swimming pools, and an underground parking structure. Primary issues encountered in the preparation of the visual resources report included obstruction of private ocean views from elevated vantage points in Solana Beach, the introduction of multistory development atop a prominent and well-known landform, and changes to the relatively quiet and low-profile development character of north Del Mar.

Orange Coast College Facilities Master Plan Project, Coast Community College District, Costa Mesa, California. Aesthetics lead for the program EIR that evaluated environmental impacts associated with the facilities master plan, which sought to provide the building space to meet the District's instruction needs and SDSU, the academic mission of the campus. The facilities master plan identified several existing on-campus structures to be renovated, modernized, or demolished and reconstructed. Evaluated proposed building and infrastructure improvements for potential effects to existing off-site views and for compatibility with the established visual character of the Orange Coast College campus and surrounding area.

College Boulevard Improvement Project, City of Oceanside, California. Served as EIR project manager and lead analyst for the City-initiated improvement project that proposes the widening of an approximately 1-mile-long segment of College Boulevard from a four-lane to a six-lane major arterial. The project also proposes curb/gutter improvements and as-needed relocation of utilities to accommodate the widened roadway segment; installation of retaining walls; and relocation of bike lanes, lighting, and sidewalks in various locations along College Boulevard between Waring Road/Barnard Drive and Marcella Street and between Olive Drive and Old Grove Road. Major environmental topics discussed in the project EIR include right-of-way acquisition and traffic and air quality impacts in comparison to the General Plan Circulation Element, which envisions widening College Boulevard to the full six lanes (the project would retain the four-lane configuration of the road south of Olive Drive). The project EIR was certified by the City Council in May 2020.

Mike Greene, INCE Bd. Cert.

ENVIRONMENTAL SPECIALIST/ACOUSTICIAN

Mike Greene is an environmental specialist/acoustician with more than 30 years' professional experience in acoustical analysis and noise control engineering. Mr. Greene has conducted and participated in noise and vibration analyses for hundreds of transportation, industrial, commercial, and residential projects throughout California and the United States. He has conducted noise studies for industrial and commercial facilities, ranging from power generation projects to hospitals and super-speedway facilities. Mr. Greene is experienced in the modeling of existing and future roadway noise impacts using the Federal Highway Administration's (FHWA) Traffic Noise Model (TNM®) and with the use of both SoundPLAN and CadnaA, computer software programs for prediction and assessment of noise levels near industrial facilities and other noise sources such as roadways, railways, and airports.

Project Experience

Orange Corporate Yard HUD EA, Orange County Department of Housing and Community Development, Orange, California. Served as noise task manager. Development of a vacant lot into a 62-unit affordable 71,358 square feet housing community consisting of 18 two-bedroom units and 44 three-bedroom units. The project was partially funded using HUD project-based vouchers and HUD HOME funds, requiring the project to undergo NEPA review. Prepared the HUD noise analysis using the Department's DNL Calculator noise estimation tool, peer-reviewed a subsequent applicant-prepared noise report and summarized the results in a brief noise memo. The NEPA review was successfully completed in time for the project to receive HUD funding.

Las Flores Enhanced Water Reliability Project, Orange County, California. Task Manager. Dudek conducted the noise and vibration analysis of the proposed project, which is adjacent to residences. These residences could be impacted by noise and/or groundborne vibration during pipeline construction activities. Additionally, the proposed recycled water booster pumping station could impact adjacent residences during construction and operation. The existing ambient noise environment was characterized with noise measurements at noise-sensitive receiver locations in the project vicinity. Noise measurements were conducted using a sound level meter classified as Type I or Type II by the American National Standards Institute (ANSI) and in accordance with ANSI protocol for community noise measurements. Potential short-term construction noise and vibration impacts on nearby noise-sensitive land uses were evaluated based on construction equipment data and noise modeling methods developed by the Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA), respectively. Noise from operation of the project (i.e., pumps and motors) as well as occasional maintenance activities, was assessed using equipment noise data provided by the project engineers. Analysis and mitigation measures was incorporated into the noise section of the IS/MND, with technical backup data provided in an appendix to the project's IS/MND. Similar project work prepared for other water districts throughout Orange County, Los Angeles County and other parts of Southern California.



Education

*University of California,
San Diego
BS, Applied Mechanics,
1985*

Certifications

*Board Certified, Institute of
Noise Control Engineering
(INCE Bd. Cert.)*

*County of San Diego-
Approved*

Professional Affiliations

*Transportation Research
Board,
ADC40 Subcommittee*

8850 Sunset Boulevard EIR, City of West Hollywood, California. Serving as noise task manager/analyst for the EIR for a new mixed-use commercial and residential building on the Sunset Strip. The new 15-story building would include 115 hotel guestrooms, a new nightclub space (replacing the existing Viper Room building), 31 market-rate condominiums, and 10 income-restricted units. Nearby land uses include an elementary school, entertainment venues, multifamily residential buildings, offices, and other commercial uses. Key issues evaluated in the noise section included potential noise impacts at nearby noise-sensitive receivers (residences, an adjacent hotel and a school).

Rory M. Shaw Wetlands Park Project, Los Angeles County Public Works, California. Serving as task manager for noise and vibration. Dudek is preparing CEQA documentation for the conversion of a 46-acre, non-operating, inert construction debris landfill into a constructed wetlands park. The park would provide flood control, habitat, recreation, and water quality enhancements, including a 21-acre detention pond, 10 acres of wetlands, and 15 acres of recreational space. The proposed project would include recreational amenities, including a soccer field, exercise station, tennis courts, basketball courts, and a picnic pavilion. As part of the project's environmental analysis, issues of concern included potential noise and vibration effects from proposed deep dynamic compaction (DDC) activities, as well as proposed changes involving soil import/export, on-site and off-site rock crushing and other construction activities.

Cartwright Family Apartments HUD EA, Orange County Department of Housing and Community Development, Irvine, California. Served as noise task manager. Conversion of a vacant four-story commercial building into a 60-unit affordable housing community for families including Permanent Supportive Housing units designed to accommodate households who meet the Mental Health Services Act eligibility criteria whom are experiencing homelessness. The project was partially funded using HUD project-based vouchers, requiring the project to undergo NEPA review. Prepared the HUD noise analysis using the Department's DNL Calculator noise estimation tool, and summarized the results in a brief noise memo. The NEPA review was successfully completed in time for the project to receive HUD funding.

Orange County Sanitation District Facilities Master Plan, Project No. PS17-08. As task manager, oversaw and assisted in the noise and vibration analysis and reporting for the project's Program EIR for the Sanitation District's 2017 Facilities Master Plan. The analysis covers projects included in a 20-year Capital Improvement Program to ensure that the Sanitation District can sustain its infrastructure, meet future regulatory requirements, and continue to provide a reliable service to the public. These include facilities at Reclamation Plant No. 1 in Fountain Valley, Treatment Plant No. 2 in Huntington Beach, the sewer collection system, and improvements at various pump stations. All 75 project- and program-level projects were evaluated quantitatively at either a project-level or representative project approach.

Ladd Canyon Bridge Replacement Project MND, County of Orange, California. Served as task manager of the noise analysis for the CEQA and Caltrans National Environmental Policy Act (NEPA) compliance process. Prepared MND noise section pursuant to the instructions outlined in the Caltrans Local Assistance Procedures Manual. The project involves the replacement of an existing bridge with a precast concrete bridge located 2.2 miles east of Santiago Canyon Road.

Plano Forcemain CEQA Services, Santa Margarita Water District, Irvine, California. Prepared the noise and vibration analysis for the relocation of the Plano lift station force main from underneath Tijeras Creek onto a new bridge crossing the creek. The bridge would be built within the District's existing 100-foot wide permanent easement. The project would also include the construction of a new lift station and 3-inch to 6-inch diameter sewer line in the Cañada Vista Park for new sewer service at the park.

Dennis Pascua

SENIOR TRANSPORTATION PLANNER

Dennis Pascua is a senior transportation planner and Dudek's transportation services manager with 28 years' experience in transportation planning/engineering throughout California. Mr. Pascua has successfully managed a variety of projects for local agencies and private developers, including traffic and circulation impact analyses and parking demand studies in both highly urbanized and rural areas. He is highly experienced with California Environmental Quality Act/National Environmental Policy Act and transportation topics and policies surrounding vehicles miles traveled, active transportation, context sensitive solutions, and complete streets. Mr. Pascua also offers an international perspective, having managed transportation planning projects in the Philippines, Japan, and the United Arab Emirates.



Education

*University of California, Irvine
BA, Social Ecology
(Environmental Analysis and Design)*

Professional Affiliations

*Institute of Transportation Engineers
Association of Environmental Professionals
American Planning Association*

Project Experience

Municipal

Orange County Sanitation District Facilities Master Plan Project, No. PS17-08, Orange County, California. Managed the in-house Transportation team that prepared programmatic- and project level traffic analyses for the Program EIR for the Orange County Sanitation District Facilities Master Plan. The traffic analyses consisted of trip generation and VMT analyses for programmed projects included in a 20-year Capital Improvement Program to ensure that the Sanitation District can sustain its infrastructure, meet future regulatory requirements, and continue to provide a reliable service to the public. It is composed of projects necessary to upgrade, replace, and rehabilitate aging facilities across the Sanitation District's system in central and northern Orange County. These include facilities at Reclamation Plant No. 1 in Fountain Valley, Treatment Plant No. 2 in Huntington Beach, the sewer collection system, and improvements at various pump stations. The project area spans 15 cities as well as jurisdictional areas in the County of Orange.

LADWP On-Call Environmental Services, Los Angeles, California. Managed the in-house team that prepared Traffic Impact Analysis (TIAs) for the following projects prepared under an on-call contract with the City of Los Angeles Department of Water and Power (LADWP), the nation's largest municipal utility: Power Plant 1 and Power Plant 2 Transmission Line Conversion; Tujunga Central Groundwater Station; North Hollywood Groundwater Station; De Soto Avenue Trunk Line Replacement; De Soto Water Tanks; and Van Norman Complex Vegetation and Maintenance Projects. The TIAs prepared, or currently being prepared, involve the analysis of construction-related traffic and potential lane closures on major public thoroughfares. Construction mitigation measures include the preparation of a Construction Traffic Management Plan that includes traffic control plans for roadway construction, and transportation demand management for construction worker traffic. Dudek has also coordinated with the Department of Transportation and Bureau of Engineering on those projects.

LACSD On-Call Environmental Services, Los Angeles County, California. As part of an on-call contract with the Los Angeles County Sanitation Districts (LACSD), Mr. Pascua managed the TIA for the Stormwater Capture System at

Puente Hills Material Recovery Facility in County Sanitation District No. 2 to meet the Industrial General Permit's industrial stormwater requirements. The project would primarily involve construction of a proposed basin and supporting conveyance facilities (piping) that would involve grading, excavating, and fencing. The TIA analyzed the potential traffic impacts for the temporary construction phase of the project, which would generate construction-related traffic (due to construction workers, vendor trucks, and haul trucks) to and from the project site.

Land Development

Ball Road Basin EIR, Anaheim, California. Managed and prepared the traffic impact analysis (TIA) for the rezoning of 19 acres of Open Space (an existing empty/unused groundwater basin) to General Commercial uses on Orange County Water District property in the City of Anaheim. Transportation issues for this project include coordination with Caltrans and the adjacent City of Orange. The study area consists of over 40 intersections and 30 roadway segments, including the SR 57 freeway from I-5 to SR 91. The Anaheim Transportation Analysis Model (ATAM) was used for this analysis. In addition, Caltrans operations analyses were conducted for freeway mainline lanes, freeway on-ramp metering, and merge-diverge segments.

Montclair Place District Specific Plan, Montclair, California. Managed the in-house Transportation team that prepared the Traffic Impact Analysis (TIA) that identified potential project-related traffic impacts associated with the buildout of the Montclair Place District Specific Plan (MPDSP), on an approximately 104.35-acre project site in downtown Montclair. The TIA was prepared per the requirements of the City, San Bernardino County Transportation Authority (SBCTA), and Caltrans requirements; and, included a vehicle miles traveled analysis per Senate Bill 743 (SB 743). The TIA comprised a study area of 60 intersections spread over four cities and two counties. A key feature of the MPDSP would provide for the construction of a pedestrian-oriented, mixed-use downtown district, with structured parking facilities through a series of planned phases. At buildout of the MDPSP, the following uses would be operating on the project site: 5,366 mid-rise residential units; 955 high-rise residential units; 331,056 square feet (SF) of general office; 201,452 SF of medical offices; a 250 room hotel; 74,030 SF of civic uses; 1,170,853 SF shopping center uses; 72,682 SF of retail uses; and, a 109,836 SF movie theater.

Recreation

Marsh Park Access Evaluation and Recommendations, Mountains Recreation and Conservation Authority, Los Angeles, California. Conducted an evaluation of the existing access conditions at the driveways in Marsh Park in the City of Los Angeles. The project was intended to address safety concerns at the park access including obstructed sight distance, failure of vehicles to yield to bicyclists and pedestrians, and lack of visibility for drivers to see when park gates are closed. Provided recommendations to improve safety for park users including placement of stop signs, reflective markers for park gates, and signage to alert drivers to the presence of pedestrians. Recommendations were made consistent with guidance provided in the California Manual of Uniform Traffic Control Devices.

Energy

Gen-Tie Routes for Edwards Air Force Base Solar Enhanced Use Lease Project, Kern County, California. Managed the in-house Transportation team that prepared a traffic impact analysis (TIA) that identified potential construction-related traffic impacts associated with the proposed 230-kilovolt gen-tie route options for the Edwards Air Force Base (EAFB) solar generation site. The TIA evaluated existing traffic conditions, including roadway segment and intersection levels of service along or in proximity to the gen-tie route options; estimated trip generation and trip characteristics for construction-related activities of the gen-tie options; analyzed the potential for traffic impacts to occur as a result of construction of the gen-tie; described the significance of the potential impacts; and, identified mitigation measures, for construction-related traffic impacts.



Delia Votsch, PE

Senior Engineer

EDUCATION

Bachelors of Science, Civil Engineering,
Drexel University, 2015

PRESENTATIONS

Developing SB 743 Guidelines – APA Orange
County Chapter (2020)
Deciphering SB 743: Basics and Perspectives –
WTS Inland Empire (2020)

SB 743 and VMT – RSB ITE, 2020

Advanced CEQA Workshop – AEP, 2021

EXPERTISE

- General and Specific Plans
- Transportation Impact Analysis
- Complete Streets Planning & Design
- Travel Demand Forecasting
- Vehicle Miles Traveled
- Transportation Demand Management

REISTRATIONS

Licensed Civil Engineer, State of California
(C 90171)

ABOUT

Delia is a senior engineer with six years of experience. She is originally from Philadelphia; she began her career in the Walnut Creek office and has spent the past two years in the Orange County office. She was drawn into transportation engineering because of the potential to improve the built environment and to solve exciting and complex problems. She has managed and worked on a variety of projects. Delia brings a unique perspective of having lived and worked in different communities, with a commitment to serving those communities and her clients.

PROJECT EXPERIENCE

Old Towne Orange Parking Study (Orange, CA)

Delia is currently leading a parking study in Old Towne Orange. The study will evaluate existing and future parking demand in Old Towne Orange, including Glassell Street.

North Orange County VMT Implementation (Orange County, CA)

Delia led the SB 743 implementation for seven north Orange County cities, including the City of Yorba Linda. The project included evaluating VMT methodology, thresholds, screening criteria and mitigation related to the implementation of SB 743. Delia has led the development of a spreadsheet VMT calculator, authored multiple technical memos and given presentations to the project team.

CSU Fullerton Master Plan EIR (Fullerton, CA)

Fehr & Peers prepared a traffic study for the EIR for the CSU Fullerton Master Plan campus expansion. Delia oversaw the completion of the transportation chapter of the EIR, which included VMT assessment and a review of on-site circulation, including bikes and pedestrians.

SBCTA Countywide VMT Implementation (San Bernardino County, CA)

Fehr & Peers worked with SBCTA to support all jurisdictions in San Bernardino County, including Loma Linda, to establish consistent VMT methodology and thresholds for implementation of SB 743. Delia has prepared vehicle miles traveled (VMT) estimates using the SCAG and SBTAM models, coordinated project meetings, and prepared summary memorandums and presentations.

La Habra Neighborhood Traffic Calming (La Habra, CA)

Delia is working with the City of La Habra to identify neighborhood traffic calming needs in three neighborhoods in the City. The project includes data collection, meetings with residents of each neighborhood, development of traffic calming recommendations, and coordination with City staff.



Jason Pack, TE

Principal

EDUCATION

Bachelor of Science in Civil Engineering,
University of California, Davis, 1999

REGISTRATIONS

Licensed Traffic Engineer, State of California
(TR2402)

PRESENTATIONS

Multi-Modal Levels of Service – ULI SCIC
Innovative Interchange Designs – District 8
Professional Liaison Committee Meeting,
2011

Parking Strategies and GIS Based Parking
Analysis – SCAG Toolbox Tuesday, 2011
Roundabout Operations and Feasibility –
ASCE national webinar series, 2011 and 2012

ABOUT

Mr. Pack began working for Fehr & Peers after receiving his degree in Civil Engineering from the University of California, Davis in 1999. He worked in the Bay Area market for over four years and worked in the Sacramento market for another five years before moving to Southern California in 2008. He has worked on a wide variety of transportation projects, from general plans and specific plans to detailed corridor, interchange, and signal coordination studies. Additionally, he has applied or developed travel demand forecast models on over 50 projects in the State of California. Jason services our clients throughout Southern California and Arizona, with projects from Bakersfield to San Diego, and Phoenix to Long Beach. Jason has had papers/presentations accepted to the TRB National Roundabout Conference, the ITE National Conference, and the California APA Conferences. Jason also teaches two classes for the ASCE national webinar series on Roundabout Feasibility Assessment and Process of Signal Coordination.

PROJECT EXPERIENCE

CEQA/NEPA Assessment

Jason has completed transportation assessments for over 150 projects dictated by either CEQA or NEPA. These included impact assessment to support negative declarations, transportation sections for EIRs, and transportation sections for EISs or joint EIR/EISs.

In addition, Jason assisted in developing transportation impact analysis guidelines and a travel demand management manual for the California State University Statewide System, which is defining the state of the practice and recommended procedures for assessment of CSU projects.

Jason is also the Southern California leader in assisting jurisdictions with SB 743 implementation. Jason has been the Principal-in-Charge on all efforts out of the OC Office, including major endeavors for WRCOG, SBCTA, the CSU System, the North Orange County Collaborative. Some other example projects include the following:

- SBCTA SB 743 Countywide VMT SB 743 Implementation, CA
- CSU SB 743 Guidelines, CA
- County of San Bernardino Transportation Impact Study Guidelines, CA
- Corona SB 743 Implementation, CA
- Eastvale SB 743 Implementation, CA
- Moreno Valley SB 743 Implementation, CA
- Temecula SB 743 Implementation, CA

Specific Plans/Master Plans/Corridor Plans

Jason has completed assessment for more than 20 specific plans, master plans, and corridor plans. Key projects are identified below:

- CollegeTown Specific Plan – Assessing redevelopment of the block south of the Cal State Fullerton Campus including the closure of Nutwood Avenue, application of a streetcar through the project, and mixed-use development on the site (including Hope International University, retail, housing, and other development opportunities)
- Beach Boulevard Corridor Specific Plan - Evaluated a land use plan along Beach Blvd in Anaheim including vehicle and multi-modal capacity assessment
- MAG High Capacity Transit Corridors Sustainability Study – Evaluating the benefits of providing transit oriented development along the high capacity transit corridors in the greater Phoenix area
- Long Beach Boulevard Corridor Specific Plan – Completing the transportation recommendations and assessment for this corridor in the City of Long Beach including extensive multi-modal assessment
- Cal Poly Pomona Master Plan – Completed the transportation recommendations and assessment of the proposed University Master Plan
- Holt Boulevard Corridor Plan – Assessing the corridor in the City of Ontario to consider multi-modal opportunities along the corridor (including a Bus Rapid Transit application)
- Wine Country Community Plan – Assisted Riverside County in developing a travel demand forecasting model and evaluation of the plan for the Temecula Wine Country Area
- San Bernardino Bus Rapid Transit TOD Overlay Study – Assisting in developing transportation strategies in support of TOD along the SBx BRT system

General Plans

Jason has worked on a wide variety of General Plans throughout the state of California, including:

- City of Carlsbad
- City of Redlands
- City of Corona
- County of San Bernardino
- City of Fountain Valley
- City of Moreno Valley
- City of San Marcos
- City of Chico
- City of Saratoga
- City of Rancho Cordova

Most of these projects included Complete Street elements, extensive travel demand forecasting, and some level of multi-modal transportation assessment.

Interchange and Corridor Studies

Jason has completed the Traffic Report for numerous transportation infrastructure studies throughout California. The most notable of these studies are described below:

- Monterey Avenue Signal Coordination Study – Palm Desert
- OCTA Main Street Grade Separation Study – Orange
- OCTA Ball Road Grade Separation Study – Anaheim
- Rock Springs Bridge Study – San Bernardino County
- Avenue 66 Grade Separation Study – Riverside County
- SR-32 Project Study Report (PSR) - Chico

Travel Demand Model Development

Jason has completed applied or completed travel demand models on over 50 projects in the State. His use of models has given him an extensive understanding of forecasting and its integration with operations assessment. Some of his notable projects are summarized below:

- Temecula Wine Country TransCAD TDF Model Development
- City of Upland TransCAD TDF Model Development
- Kern COG Voyager 4-D TDF Model Enhancement
- Tulare CAG Voyager 4-D TDF Model Enhancement
- Butte County TransCAD TDF Model Development
- Grass Valley TransCAD TDF Model Development
- Rancho Cordova Sub Area TP+/MINUTP TDF Model Development
- MAG Sustainability Study – Direct Ridership Forecasting Development

Parking Assessment

Jason has completed numerous parking assessments. Key studies are identified below:

- Downtown Roseville Parking Management Plan – Developed a GIS-based shared parking model to assess parking demand in the downtown area
- Downtown Fullerton Parking Management Plan
- Cupertino City Center Shared Parking Assessment
- San Bernardino TOD Overlay Parking Code Development



DUDEK

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[DUDEK.COM](https://www.dudek.com)





COST PROPOSAL

ENVIRONMENTAL SERVICES ORANGE PLAZA PASEO

CITY OF ORANGE

OCTOBER 1, 2021

2280 Historic Decatur Road, Suite 200 / San Diego, CA 92106 / 619.591.1370

DUDEK

Dudek Labor Hours and Rates

Project Team Role:	Project Director/ Environmental	Specialist IV	Specialist IV	Analyst III	Specialist V	3D Graphic Artist	Senior Specialist II	Senior Specialist I	Senior Specialist IV	Specialist IV	Specialist I	Analyst III	Project Director/ Environmental	Specialist III	Specialist III	Specialist II	Technician IV	Senior Specialist I	Specialist I	Technician II	GIS Analyst IV	Technical Editor II	Publications Specialist II	Total Dudek Hours	Dudek Labor Costs	Subconsultant	Other Direct Costs	Total Fee
Team Member:	Rachel Struglia	Andrew Talbert	Caitlin Munson	Lilli Renier	Joshua Saunders	Paul Caligiuri	Jennifer Reed	Matthew Morales	Mark Storm	Michael Carr	Connor Burke	Pedro Vitar	Dennis Pascua	Sabita Tewani	Sarah Corder	Allison Lyons	Nicole Frank	Adam Giacinto	Linda Kry	Technician II	Andrew Greis	Technical Editor II	Publications Specialist II					
Billable Rate:	\$245	\$170	\$170	\$100	\$180	\$180	\$200	\$190	\$230	\$170	\$130	\$100	\$245	\$160	\$160	\$145	\$90	\$190	\$130	\$70	\$160	\$130	\$95					
Task 1: Project Initiation	2	16	8	16																	6			48	\$7,130		\$112	\$7,242
Task 2: Technical Analyses																												
2.1: Aesthetics and Visual Sims					32	40																		72	\$12,960			\$12,960
2.2: Air Quality and Greenhouse Gas Emissions							6	34																40	\$7,660			\$7,660
2.3: Cultural Resources																												
2.3.1: Built Environment														8	12	48								68	\$7,340			\$7,340
2.3.2: Native American Consultation Support																	8	12	8					28	\$3,640		\$230	\$3,870
2.4: Noise				8					6	39	33	10									5		2	103	\$15,090		\$100.80	\$15,190.80
2.5: Transportation		8											8	12										28	\$5,240	\$33,597.25		\$38,837.25
Subtotal Task 2		8		8	32	40	6	34	6	39	33	10	8	12	8	12	48	8	12	8	5		2	339	\$51,930		\$330.80	\$85,858.05
Task 3: Draft MND																												
3.1: Admin Draft MND		16	6	48			2	9								4	4	4	8	4	12	25	8	150	\$19,600			\$19,600
3.2: Screencheck Draft MND		8		12																		12	6	38	\$4,690			\$4,690

Dudek Labor Hours and Rates

Project Team Role:	Project Director/ Environmental	Specialist IV	Specialist IV	Analyst III	Specialist V	3D Graphic Artist	Senior Specialist II	Senior Specialist I	Senior Specialist IV	Specialist IV	Specialist I	Analyst III	Project Director/ Environmental	Specialist III	Specialist III	Specialist II	Technician IV	Senior Specialist I	Specialist I	Technician II	GIS Analyst IV	Technical Editor II	Publications Specialist II	Total Dudek Hours	Dudek Labor Costs	Subconsultant	Other Direct Costs	Total Fee
Team Member:	Rachel Struglia	Andrew Talbert	Caitlin Munson	Lilli Renier	Joshua Saunders	Paul Calliguri	Jennifer Reed	Matthew Morales	Mark Storm	Michael Carr	Connor Burke	Pedro Vitar	Dennis Pascua	Sabita Tewani	Sarah Corder	Allison Lyons	Nicole Frank	Adam Giacinto	Linda Kry	Technician II	Andrew Greis	Technical Editor II	Publications Specialist II			Fehr & Peers		
Billable Rate:	\$245	\$170	\$170	\$100	\$180	\$180	\$200	\$190	\$230	\$170	\$130	\$100	\$245	\$160	\$160	\$145	\$90	\$190	\$130	\$70	\$160	\$130	\$95			Fee		
3.3: Public Review Draft MND		8	4	8														2	2		4	8	8	44	\$5,920		\$103.50	\$6,023.50
Subtotal Task 3		32	10	68			2	9								4	4	6	10	4	16	45	22	232	\$30,210		\$103.50	\$30,313.50
Task 4: Response to Comments and MMRP		10	4	20																	2	20	12	68	\$8,440		\$172.50	\$8,612.50
Task 5: Meetings and PM	4	36																						40	\$7,100		\$224	\$7,324
Total without Optional Tasks																									\$139,350.05			
Task 6: Optional Task AES-1: Additional Visual Simulations	2	10	2													6	6							26	\$3,940	\$2,403.50	\$112	\$6,455.50
Task 7: Optional Task PM-1: Stakeholder Meeting						6																		6	\$1,080			\$1,080
Total with Optional Tasks																									\$146,885.55			



DUDEK

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DUDEK.COM



July 28, 2021, *revised September 8, 2021*

Marissa Moshier
Historic Preservation Planner
Community Development Department
City of Orange
300 E. Chapman Ave.
Orange, CA 92866



Dear Ms. Moshier:

Thank you for the invitation to prepare a proposal to prepare a streetscape design study for the two blocks of Glassell Street north and south of the historic Plaza Park. These two blocks are at the center of Old Towne Orange, which is the “heart and soul” of Orange and of immense importance to the City’s identity, economy and culture. Permanent changes to the street to increase the amount of space available for outdoor dining, retail and simple enjoyment in public space are at once a major opportunity for transformation, vibrancy and prosperity and a complex design challenge which requires a strong process and skilled team.

40 E COLORADO BOULEVARD

SUITE B

For over forty-five years, The Arroyo Group has practiced as a boutique planning and urban design firm with a particular specialty in designing and planning for the revitalization of historic downtown districts across Southern California and the Southwest. From the earliest foundations of the firm preparing the Plan for Old Pasadena and continuing today with our work across the historic citrus belt from Pasadena to Riverside, we have created places for people that build upon the unique physical attributes of a community as well as its distinctive sense of identity and history. At the end of the 2000’s, we were privileged to work with the Old Towne Orange community to prepare the Santa Fe Depot Specific Plan, which was adopted by the City Council in September 2012.

PASADENA

CALIFORNIA

91105-1902

VOICE 626 795.9771

The following pages provide a brief understanding of the services required, the associated task list and cost, resumes of key staff and example projects. While due to the response timeline, our response is brief, if you need more detailed scope of work information, additional qualifications, or have any other questions, please do not hesitate to contact me at the phone number or e-mail listed below. We are also certainly open to amending this proposal to meet the City’s needs based on discussion and agreement.

Again, thank you, and I look forward to hearing from you.

Sincerely,

Philip Burns, AICP, Principal
323.382.2402, phil@arroyogroup.com

1. Firm Profile

The Arroyo Group is a 45 year-old professional planning and urban design firm that provides services to both public and private sector clients. Planning that is responsive to the client's program, to the site, and to the larger community is a key to successful projects. At The Arroyo Group, we seek to balance diverse interests and inspired design with economic realities. We design revitalized downtowns, dynamic districts, livable neighborhoods and inviting public spaces that build on the unique physical attributes of a community as well as its distinctive identity and character.

The Arroyo Group Philosophy

The Arroyo Group derives its name and approach from the Arroyo Guild, an assembly of turn-of-the-century California architects, planners, engineers, artists, craftsmen, and performing artists who lived along the Arroyo Seco in Pasadena. Common to all their creative efforts was a careful consideration for the unique beauty and meaning of the environment in which they worked, and an overriding concern for quality, craftsmanship and detail. Their association was characterized by intense dialogue across traditional professional boundaries, and mutual respect for the contribution each could make to the other's work. The Guildsmen left a legacy of work that is to this day functional and beautiful in itself and in its setting.

Much like the Arroyo Guild, our team members work together because we have the shared belief that sensitive and workable relationships between people and the environment can be achieved today and integrated with the sound social and fiscal considerations so essential to successful design, planning and development. Our practice strives to reflect the spirit of the Arroyo Guild through a respect for quality and detail, and by tapping the wisdom and experience of individuals of varying professional and experiential backgrounds. Our concern is for the lasting value of our plans to our clients and their communities.

Most important to The Arroyo Group team is the creation of plans that respect, reflect and create a unique sense of place, and are responsible to the realities of existing and potential market demand and that meet community needs and aspirations. It is the actual revitalization of communities in which we take our greatest pride. Plans do get built.

Highlighted Projects

- The Plan for Old Pasadena, Pasadena Heritage
- Pasadena Playhouse District Streetscapes and Alley Walkways Plan, City of Pasadena
- Pasadena Civic Center/Mid-Town District Design Plan, City of Pasadena
- Santa Fe Depot Specific Plan, City of Orange
- Mission Street Conceptual Design, City of San Marino
- Glendora First/Last Mile Concept Refinement, City of Glendora
- Inglewood Transit-Oriented Development Plans, City of Inglewood
- First/Last Mile Plan for the Foothill Gold Line Extension Phase 2B, LA Metro
- Tweedy Boulevard and Hollydale Village Specific Plans, City of South Gate
- Heart of Norwalk Vision Plan, SCAG/City of Norwalk
- Old Town La Verne Specific Plan, City of La Verne

References:

- Steven Mateer, Transportation Manager
City of Glendora
(626)852-4846
smateer@cityofglendora.org
- Richard Rojas, Assistant City Manager
City of Norwalk
(562)959-5700x5368
rrojas@norwalkca.gov
- David Reyes, Planning Director
City of Pasadena
(626)744-7171
davidreyes@cityofpasadena.net



Colorado Boulevard Old Pasadena Pasadena, CA

2. Scope of Services

Understanding of the Assignment

The City of Orange has maintained two blocks of Glassell Street, from Almond Avenue to the Plaza, and from the Plaza to Maple Avenue, closed to vehicular traffic since July 2, 2020 in order to provide outdoor space for restaurants and other retail establishments affected by the COVID-19 pandemic. We understand that the resultant environment that has been created, the Orange Plaza Paseo, has been well received by the businesses, community and City Council. As a result, City Council directed staff to begin a study for longer-term options of maintaining increased outdoor dining and retail around the Plaza and on Glassell Avenue. As COVID-19 restrictions expire and pressure mounts to return to “normal,” time is of the essence in setting a framework and vision for the next step in the evolution of Glassell Avenue.

It is easy to see why the Paseo has been so successful. Located in a vibrant area with a walkable street pattern and high concentration of restaurants, bars and antique stores, Glassell Avenue nevertheless had a few weaknesses which the Paseo has addressed directly:

- Narrow sidewalks which do not possess sufficient width to allow outdoor dining, and historic buildings which cannot be modified to
- A roadway which, though not wide, is still wider than required to accommodate its traffic lanes and parking. The width of the street and presence of on-street parking on both sides reduces opportunities for crossing, focusing those only on mid-block crossings located 200'-300' from intersections
- Lack of a design feature (other than overhead banners) which distinguishes the street from others around the Plaza and encourages those in and around the Plaza to venture down the street.

Long-term, year-round retention of the Paseo as a pedestrian mall would give the City maximum design flexibility and the opportunity to address these weaknesses in a permanent and comprehensive fashion. However, permanent closure of streets to vehicles also causes challenges in terms of visibility, access and circulation pattern modifications. Many communities have struggled to maintain economic vibrancy on streets which have been converted in this fashion.

City staff has thus proposed three scenarios for evaluation:

- An annually recurring seasonal closure of the study area to vehicular traffic, allowing outdoor dining/retail in the street. Time of year and length of the seasonal closure is to be determined.
- A permanent, year-round closure of the study area to vehicular traffic, allowing outdoor dining/retail in the street.
- Expansion of the existing sidewalks and pedestrian amenities, including removal of on-street parking spaces, to allow additional area for outdoor dining/retail. Glassell Street remains open to vehicular traffic.

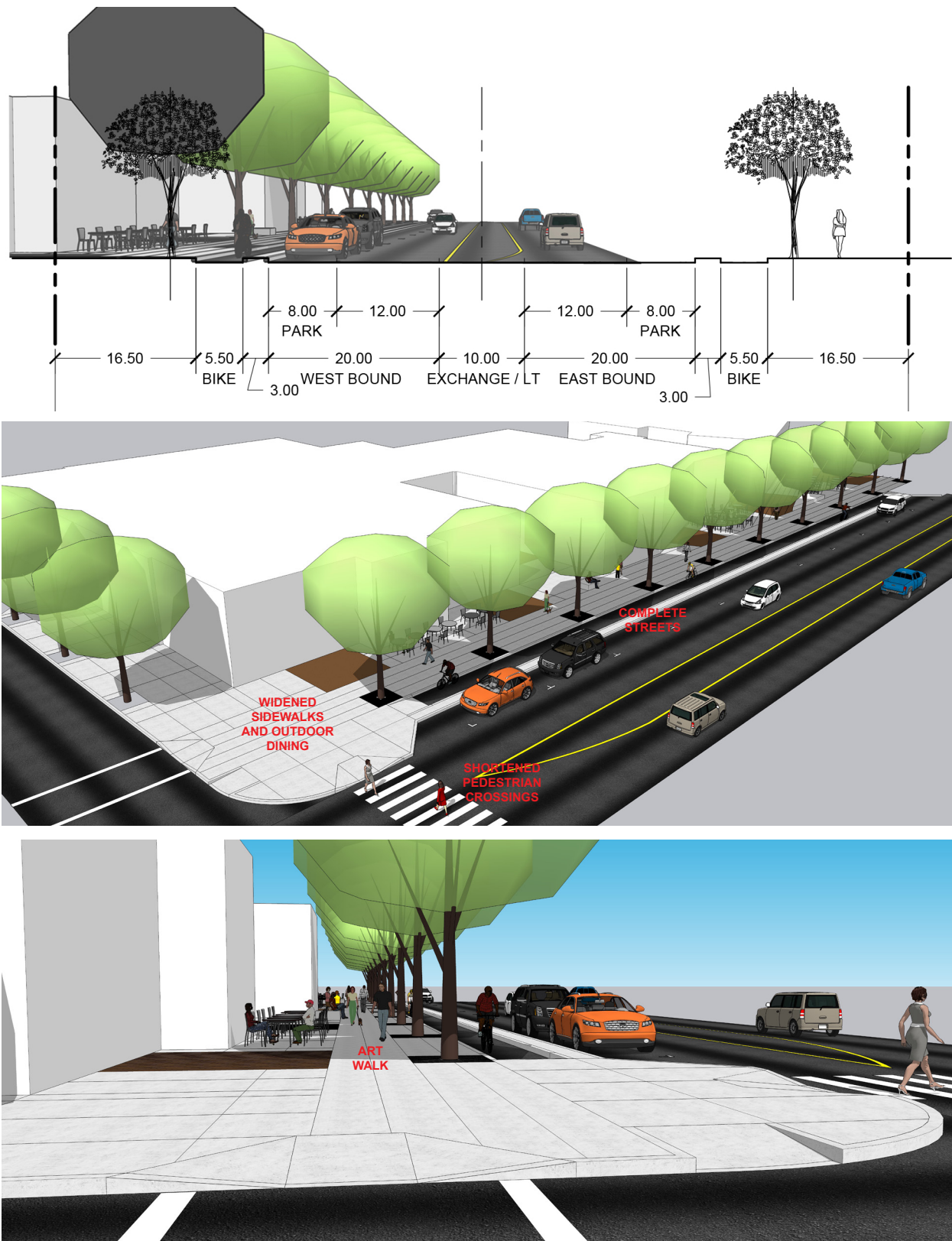
We also recommend that the City consider a shared street, potentially with one way traffic, as a variation on one of the above options to retain vehicular access and visibility while recapturing more space for people and enabling free and easy crossing of the street.

As planners and designers based in Old Pasadena and familiar with working in historic environments, we will ensure that the scenarios that we explore and develop are responsive to Old Towne's significant urban design characteristics including:

- Plaza Park as a unique traffic circle, focal point to the district, and view terminus from all portions of Glassell Street and Chapman Avenue
- The rectilinear street grid
- Orientation of buildings to Glassell Street
- The scale of the district, with a consistent building façade at the property line, one to two story heights, wide employment of awnings
- Variety of architectural styles and building materials, with most significant styles being those employed on American commercial main streets from the 1880's to 1930's
- Artifacts of and mementos to the City's citrus history

However, it is the community of Orange, in particular the Old Towne Preservation Association, which best understands what about Old Towne Orange's urban environment most resonates with the community. Through stakeholder interviews and potential engagement meetings, we intend to draw inspiration from the community to develop appropriate structures and elements for the streetscape design.

2. Scope of Services



Corridor Re-purposing Studies and Visualization

2. Scope of Services

Work Plan

Our proposed work plan is described through the Our proposed work plan is described through the task list, budget and schedule in Figure 1. The task list addresses the requirements of the scope of work described in the RFP and is further described below.

Task 1 (Project Kick-Off Meeting) will include both a kick-off meeting and discussion of an appropriate community engagement strategy. The Arroyo Group has years of experience with a broad variety of in-person and virtual community engagement methods including open houses, town hall meetings, breakout sessions, pop-up events, surveys, virtual workshops, videos and social media campaigns.

Task 2 (Site Conditions Assessment) will combine field observation with the City, historical background research, and small stakeholder group meetings or individual interviews to identify the key features of the existing historic environment to be preserved and opportunities and challenges for the three streetscape design options. We will express our findings through a memorandum with annotated historic and current photographs that will help express concepts in the presentation.

Task 3 (Streetscape Design Options) will focus on developing one annual seasonal closure option to a conceptual (10% design) level. The options will address major systems such as circulation, roadway and sidewalk areas, curbs/vertical barriers, and areas for landscaping, furniture, outdoor dining, parking, drop-off and other programs, including events. They will provide a character direction for particular streetscape elements such as lighting, furniture, paving, etc. that would be installed by the City. Our experience shows that it is best to study the design at a smaller scale in a prototypical segment, rather than focusing large amounts of energy at designing the entire corridor before the general direction is set. The smaller scale enables us to explore and express the feel and programming of the corridor at the human scale. In order to ensure that prototypical concepts can be applied across the entire study area, however, we will also prepare concept support diagrams indicating prototype application locations at the full project area scale.

In addition, our team will prepare parklet prototype designs to help streetscape dining and retail spaces expand into existing parallel parking spaces. All design features would be moveable or removeable in application and may also include new art and placemaking ideas, as well as potentially new greening and shading features. Our team will collaborate with Public Works and other relevant City departments to ensure new parklet designs include all needed safety considerations while also being aesthetical-

ly pleasing. We will develop three (3) unique concept directions exploring a range of elements, programming, and permanence. Concept plans for the parklets will express the proposed layout and arrangement of new temporary elements such as: painting / striping, site furniture, planter pots, artwork / art intent, prefabricated shade structures / umbrellas, protective vehicular barriers, raised / pedestal paving areas, and any other elements needed to complete a comfortable and unique outdoor seating space. We assume the designs will be applied to standard parallel parking space conditions only.

Parklet guidelines will be prepared to ensure clear standards of development and clear roles and responsibilities related to design and implementation of the spaces. We will draw upon previous guidelines documents and work with the City to ensure the desired regulation is clear and enforceable within the document.

Task 4 (Response to City Comments and Final Presentation) will involve the revision of conceptual design information and the application of prototypical plans to the entire study area based on City comments. A final presentation will be made to City staff.

Schedule

We have proposed a seventeen-week schedule to complete the project. However, there will be numerous points of collaboration and coordination throughout the project, so that City staff will be able to update decision-makers and other interested parties throughout:

- Field visit, identification of opportunities and constraints, and historic findings (Weeks 2-3)
- City work Session (Week 4-5)
- City Design Presentation – draft (Week 12)
- City Design Presentation – final (Week 17)

Further detail on the scope of work can be made available upon request and/or through discussion with City staff.

Management

Philip Burns, AICP, is the principal-in-charge for the project. He will oversee the overall project and guide community engagement. His resume and qualifications are given on page 8.

Lance Lowrey, ASLA is the landscape design lead and day-to-day project manager for the project. Lance is a seasoned landscape architect and project manager and will personally conduct most of the design work with support from support staff. His resume and qualifications are given on page 10.

2. Scope of Services

Figure 1 - Scope Tasks and Budget
Orange Plaza Paseo Streetscape Design Study

	Project Schedule (weeks)	THE ARROYO GROUP						TEAM
		PLANNING AND LANDSCAPE	\$175 Principal	\$175 Co-founder / Senior Design Advisor	\$135 Sr Associate - Landscape	\$100 Associate - Planning	\$100 Associate - Project Urban Designer	
TASK 1: PROJECT KICK-OFF MEETING	1							
1.1 Kick-Off Meeting		2		2		2	\$820	\$820
1.2 Community Engagement Strategy		2		2		2	\$820	\$820
TASK 2: SITE CONDITIONS ASSESSMENT	2							
2.1 Field Visit and Summary Report		4	4	8		4	\$2,880	\$2,880
2.2 Historic Info Collection and Available Data Review		2	4	8	8		\$2,930	\$2,930
2.3 Stakeholder Interviews		4		4			\$1,240	\$1,240
2.4 Historic Findings Summary Brief		2	4	4	16	4	\$3,590	\$3,590
TASK 3: STREETSCAPE DESIGN OPTIONS	8							
3.1 Project Coordination (bi-weekly meetings)		4		8			\$1,780	\$1,780
3.2 City Worksession		4		4		4	\$1,640	\$1,640
3.3 Prototype Plan and Section Studies - Option 1 (Seasonal Vehicular Closure)		1		16		16	\$3,935	\$3,935
3.4 Prototype Plan and Section Studies - Option 2 (Permanent Vehicular Closure)		0		0		0	\$0	\$0
3.5 Prototype Plan and Section Studies - Option 3 (Streetscape Expansion)		0		0		0	\$0	\$0
3.6 Street Closure Systems and Research		1		4		4	\$1,115	\$1,115
3.7 Street Furniture - Overall Strategy, Palette Selection, and Placement Studies		1	6	16		24	\$5,785	\$5,785
3.8 Signage - Application Strategies		1	4	4		4	\$1,815	\$1,815
3.9 Event & Programming Matrix		1		4		4	\$1,115	\$1,115
3.10 Concept Support Diagrams (eg programming/activity locations, circulation, etc)		1		2		4	\$845	\$845
3.11 Parklet Conceptual Design Prototypes (3 unique options)		1		16		16	\$3,935	\$3,935
3.12 Draft Parklet Guidelines		8		16		24	\$5,960	\$5,960
3.13 Draft Report		1		8		12	\$2,455	\$2,455
3.14 City Design Presentation (options)		1		2		4	\$845	\$845
TASK 4: RESPONSE TO CITY COMMENTS AND FINAL PRESENTATION	6							
4.1 Final Plan and Sections - Option 1 (Seasonal Vehicular Closure)		4		16		24	\$5,260	\$5,260
4.2 Final Plan and Sections - Option 2 (Permanent Vehicular Closure)		0		0		0	\$0	\$0
4.3 Final Plan and Sections - Option 3 (Streetscape Expansion)		0		0		0	\$0	\$0
4.4 Final Event & Programming Application Diagram		1		4		4	\$1,115	\$1,115
4.5 Final Parklet Conceptual Design Prototypes		1		16		24	\$4,735	\$4,735
4.6 Final Parklet Guidelines		4		8		12	\$2,980	\$2,980
4.7 Final Report		1		6		20	\$2,985	\$2,985
4.8 City Design Presentation (final)		4		2	4	8	\$2,170	\$2,170
4.9 Community Meeting and Summary Report		4		2	4	8	\$2,170	\$2,170
4.10 3D Renderings (one)							\$3,000	\$3,000
Total Labor Hours		60	22	182	32	228		
							\$67,920	\$67,920
Non-Labor Expenses							\$200	\$200
TOTAL							\$68,120	\$68,120
ADDITIONAL SCOPE:								
3-12 Community Meeting and Summary Report		4		2	4	8	\$2,170	\$2,170
3-13 On-Street Pop-Up Survey		4		2	4	8	\$2,170	\$2,170
3-14 Renderings (each)							\$3,000	\$3,000

Terms and Exclusions

The Arroyo Group proposes to bill for the project on a time-and-materials basis, using the hourly billing rates listed in Figure 1, **up to \$70,000**. Billing will be conducted on a monthly basis.

The following services are specifically excluded from this proposal:

- Detailed design (schematic or design development phase)
- Construction documents
- Engineering studies
- Traffic studies
- Cost estimation
- Formal determination of historic significance based on local, state or federal criteria

3. Resumes



THE ARROYO GROUP

Philip Burns, AICP
Principal

EDUCATION

BA, Urban Studies
Brown University
MA, Planning
University of Southern California

AREAS OF EXPERTISE

- Bilingual Community engagement and Public Participation
- Project Management
- Data Analysis
- Zoning
- Active Transportation

Philip Burns is managing principal and project manager at The Arroyo Group. His specialties include increasing and mediating community engagement and public participation with diverse populations, data analysis, geographic information systems and form-based codes. Philip is also experienced in the world of public realm design including active and public transportation planning, traffic calming, pedestrian treatments, bikeway design, and healthy city relationships.

Philip's project management experience includes the following projects:

- Inglewood Transit-Oriented Development Plans - Inglewood, CA
- Glendora First/Last Mile Concept Refinement - Glendora, CA
- Tweedy Boulevard Specific Plan - South Gate, CA
- Carson Neighborhood Mobility Area Plan - Carson, CA
- Metro Foothill Gold Line Phase 2B First/Last Mile Plan - SGV foothill communities

Prior to rejoining The Arroyo Group, Philip led the development of a community-driven streetscapes and open space plan in Arleta and Pacoima for the City of Los Angeles Department of Recreation and Parks. He also currently leads a campaign supporting religious organizations which seek to develop affordable housing on their land.

While a native of the San Gabriel Valley, Philip is also a former United Nations project manager and Peace Corps Volunteer in Guatemala. His friends know him as an avid transit advocate and rider who nevertheless loves a good road trip.





THE ARROYO GROUP

Raymond Spano
Co-Founder / Senior Design
Advisor

EDUCATION

Bachelor of Architecture
University of Arizona

AREAS OF EXPERTISE

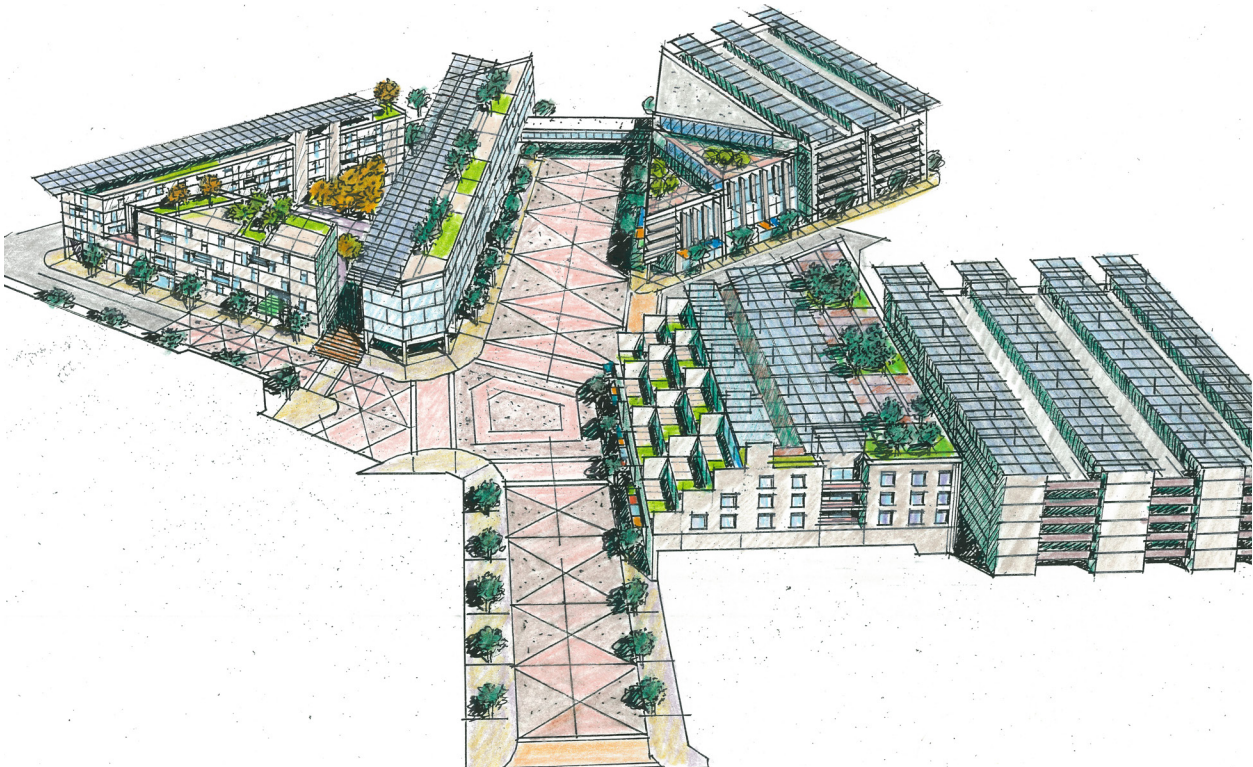
- Historic Preservation
- Adaptive Reuse
- Restaurant Operation

Raymond Spano has advised on and led historic preservation, architectural and urban design projects for The Arroyo Group since 1975. Raymond served as Principal at The Arroyo Group for twenty-seven years, during which time he was responsible for the detailed development of urban design plans and for leading the firm's architecture practice. Together with the other two founders of the firm, Raymond led the development of the Plan for Old Pasadena, identifying the structures and features which distinguished the district, made it worthy of preservation, and ultimately provided early justification for its inclusion on the National Register of Historic Places. He then designed two of the key adaptive reuse projects which catalyzed the district's revitalization – a former streamline moderne gas station converted into a restaurant with large patios for dining, and an office/restaurant/nightclub building.

Since 2002, Raymond has led his own architecture practice designing, developing and managing smaller-scale commercial and residential buildings in Old Pasadena and other local historic districts. During COVID-19, he has supported one of his largest tenants, a restaurant and bar, in advocating for the City of Pasadena to undertake a lane closure for outdoor dining and to permit modified sidewalk dining and alley dining standards.

He has most recently played an advisory role to The Arroyo Group on active projects, including preparing design guidelines and presentation sketches for the:

- Old Town La Verne Specific Plan
- Inglewood TOD Plans (Downtown, Fairview Heights, Westchester/Veterans, Crenshaw/Imperial)



3. Resumes



THE ARROYO GROUP

Lance Lowrey, ASLA
Senior Associate

EDUCATION

BS, Landscape Architecture
Colorado State University

AREAS OF EXPERTISE

- Landscape Design
- Urban Design
- Open Space Planning
- Streetscape Design

With 19 years of professional experience, Lance specializes in the fields of Landscape Architecture, Urban Design and Planning. Throughout his career, Lance has worked to deliver award-winning quality projects across a broad range of scales, project types, budgets, geographies and climates, including in desert environments.

Lance believes that the ability to craft unique and transformative design solutions aren't simply imagined but rather result directly from a process of working with clients and the project team to identify the fundamental issues, goals and desired outcomes that the project's design must address. These core outcomes become the framework to begin crafting targeted and therefore meaningful design solutions; Lance believes strongly in design with purpose.

As a member of The Arroyo Group, Lance has supported the firm's planning and streetscape projects in a wide variety of contexts. Particularly salient has been his work in developing pedestrian-priority streetscapes and complete streets plans and designs for public open spaces.

Lance's experience with The Arroyo Group includes:

- Metro Foothill Gold Line Extension 2B First/Last Mile Plan and Arrow Highway Multimodal Regional Corridor Plan, Glendora, San Dimas, La Verne, Pomona, Claremont, CA
- Glendora First/Last Mile Concept Refinement, Glendora, CA
- Compton Station Specific Plan, Compton, CA
- San Marino Mission Street Visioning and Concept Design, San Marino, CA
- Vernon Westside Specific Plan (Reimagine Vernon), Vernon, CA





THE ARROYO GROUP

Daniela Orellana
Associate

EDUCATION

Master of Urban Design
*University of California,
Berkeley*
Bachelor of Architecture
*Universidad de
Especialidades Espiritu
Santo (UEES), Ecuador*

AREAS OF EXPERTISE

- Urban Design
- Architectural Design
- Graphic Design

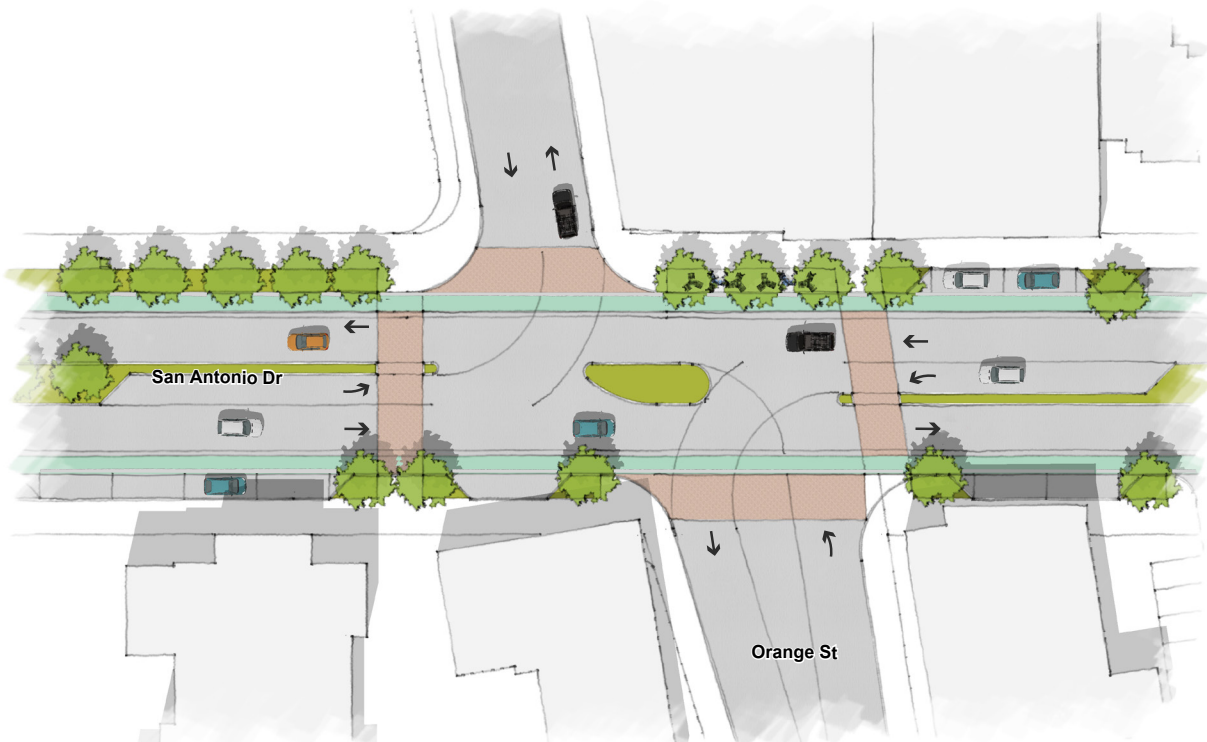
Daniela recently joined the Arroyo Group as an Urban Designer. Daniela's work involves developing strategies for revitalization, community planning and affordable housing projects. At the University of California Berkeley, she designed master plans addressing ecological challenges, water management, social equity, and cultural integration in Los Angeles and the Bay Area.

Born and raised in Ecuador, Daniela began her career as an Architect where she obtained her degree and then continued architectural studies in London and Rome. Her experience includes mixed-use development projects and a variety of scales of multifamily housing from conceptual design to construction detail phases. Daniela collaborated in the design, coordination and planning of Ciudad del Rio and the award-winning Guayaquil Riverfront Master Plan.

Since joining The Arroyo Group, Daniela has been involved in the following projects:

- Vernon Housing Element and Westside Specific Plan (Reimagine Vernon)
- Norwalk Firestone Corridor / San Antonio Village Vision Study
- Affordable Housing Study for Maryvale

Daniela contributed to emergency housing programs in Latin America to reduce housing vulnerability, working together among volunteer and families living in informal settlements. She believes in supporting and building community through thoughtful design.



4. Project Examples

City of Glendora, CA

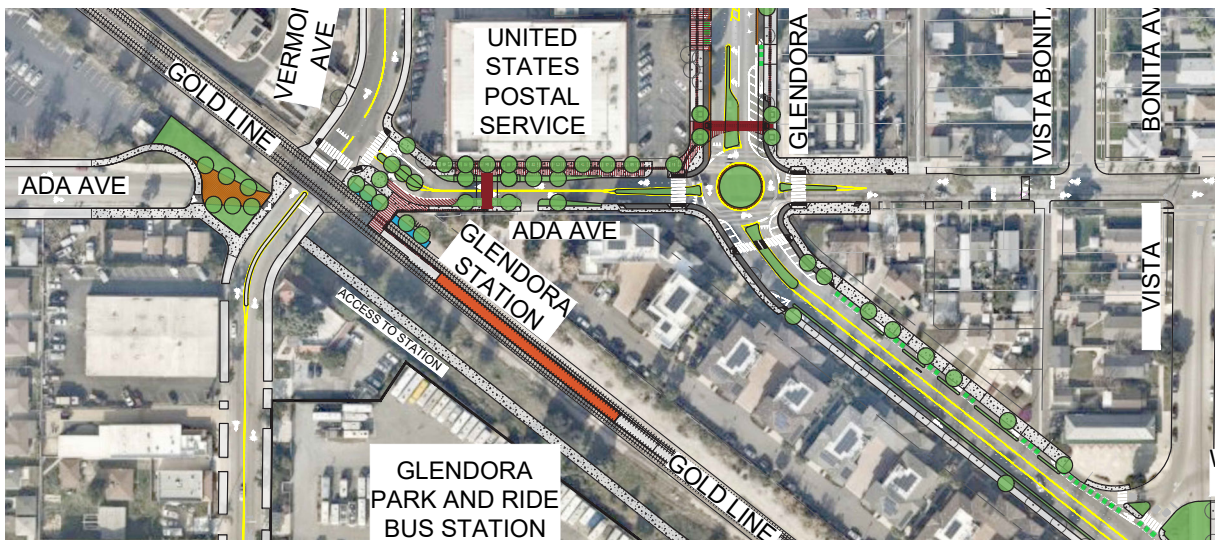
- Metro Foothill Gold Line Extension 2B First/Last Mile Plan
- First/Last Mile Concept Refinement

Reference:

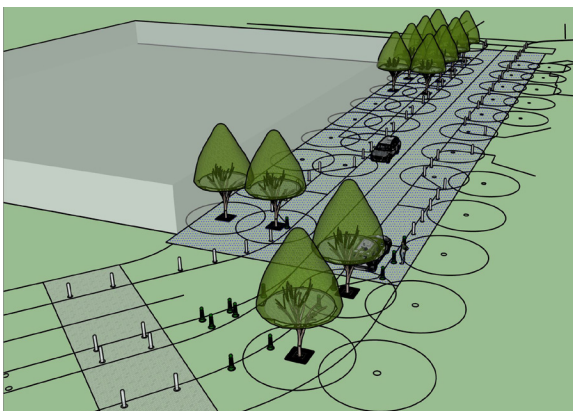
Steven Mateer,
Transportation Superintendent
smateer@ci.glendora.ca.us.
(626) 852-4846

The Arroyo Group prepared a First/Last Mile Plan for the Foothill Gold Line Extension 2B for LA Metro. The Plan was the result of community outreach which engaged over 1,500 people and over 25 meetings between LA Metro and staff of the five project corridor cities. It contains over 400 identified projects which will enhance pedestrian, bicycle, transit and pick up/drop off access to the future Metro stations. Each project is given a planning-level cost estimate and a priority ranking using different metrics.

Following the adoption of the First/Last Mile Plan by Metro in June 2019, The Arroyo Group was retained by the City of Glendora to prepare 10% design plans and renderings for grant applications for key first/last mile projects. Through a tailored and sensitive community outreach strategy, community support was garnered for a transformative design which could create Los Angeles County's first Dutch intersection and raised cycle track, while also introducing a roundabout and pedestrian-priority environments all around.



Concept plan produced by Alta Planning + Design under direction of The Arroyo Group. Renderings by The Arroyo Group.



Ada Ave - PROPOSED WOONERF (SHARED STREET) STUDY



4. Project Examples



Glendora Ave - BEFORE



Glendora Ave - PROPOSED PERMANENT



Glendora Ave - PILOT TESTING PHASE

4. Project Examples

City of San Marino, CA

- Mission Street Visioning and Concept Design

Reference:

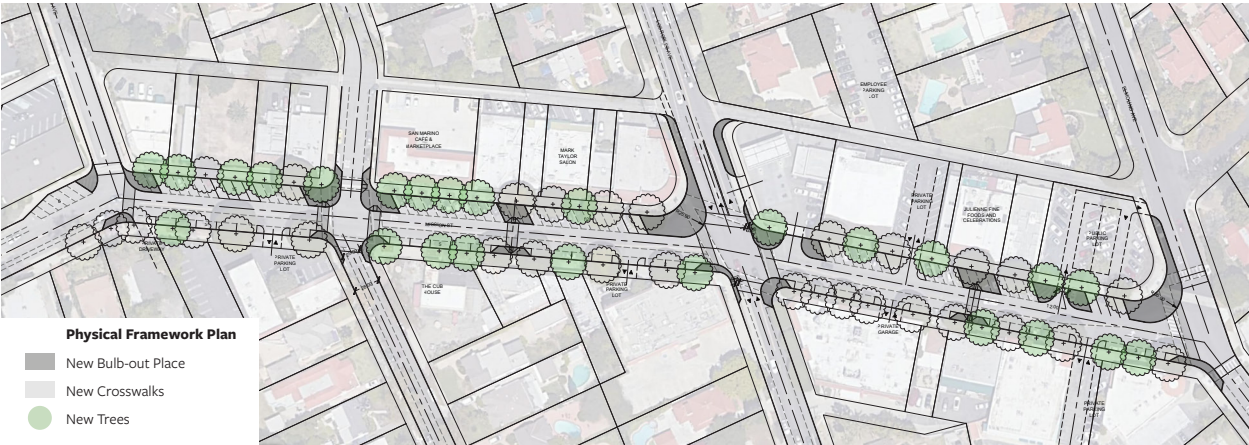
Aldo Cervantes,
Community Development
Director,
acervantes@cityofsanmarino.
org,
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Mission Street is a village-style commercial district in the City of San Marino adjacent to the cities of South Pasadena and Pasadena. Despite its pleasant pedestrian scale and comfortable tree-lined streetscapes, economic growth has stalled on the street in recent decades. The Arroyo Group team studied a range of scenarios to better connect the corridor's pedestrian strolling experience and expand sidewalk spaces for new placemaking, destination, and guest spill-out opportunities to serve local businesses. Recaptured streetscape spaces in the corridor were paired with programming and activity scenarios that studied how to best create a comprehensive and all-inclusive experience along Mission Street. A detailed look at activities and programming for the corridor was informed by the local community and through a calendar-style matrix to ensure a vision for the corridor was reaching a full range of potential user groups. A detailed cost and phasing strategy was also prepared to give the City and local decision makers a broad range of tools for near and long-term implementation of the full vision.

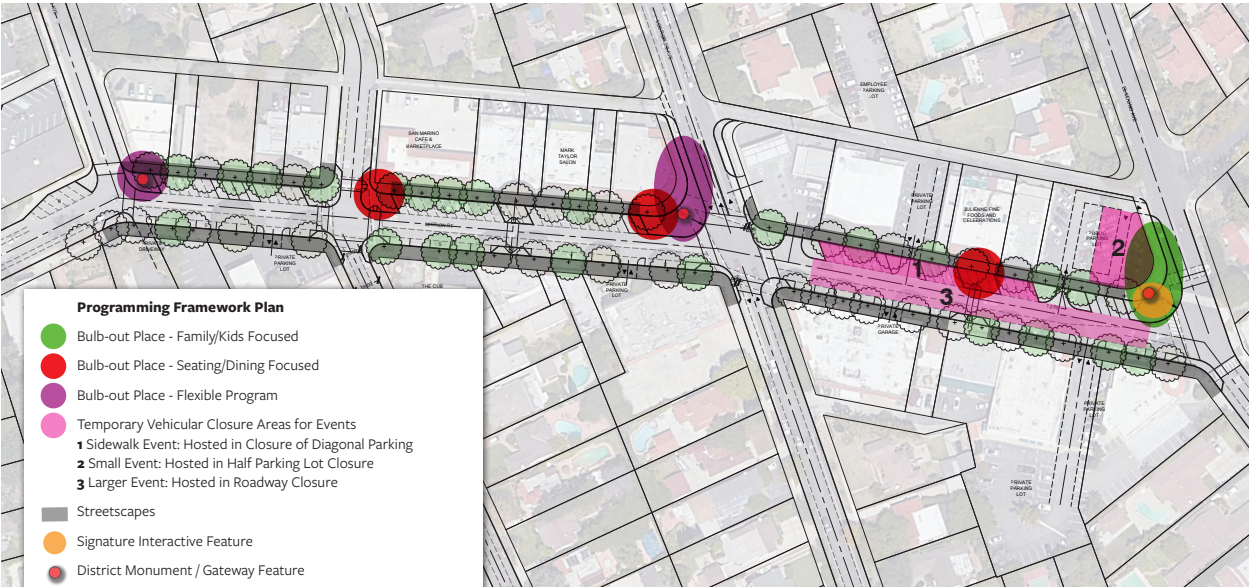


Underutilized corridor spaces re-purposed as pedestrian-focused spaces

4. Project Examples



Pedestrian Space Recapture Study



Activity and Programming Application Study

	LOCATION*	CALENDAR											USERS				
		WINTER			SPRING			SUMMER			FALL		Families with Children	Couples / Singles (Residents)	Ladies Who Lunch	Visitors from Outside	
		Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct					Nov
Holiday Events																	
4th of July Fireworks	o															x	x
Christmas Santa Event, Holiday Shopping Stroll	o															x	x
Autumn Moon Festival	o															x	x
Memorial Day Festival	o															x	x
Labor Day Festival/Walk	o															x	x
Small Businesses Saturday/Shopping Event	o															x	x
Lunar New Year	o															x	x
Mother's Day Brunch	o															x	x
Halloween Trick or Treat Walk	o															x	x
Valentines Date Night	o															x	x
Easter Brunch	o															x	x
Thanksgiving Pumpkin Carving Contest	o															x	x
New Year's Eve / Day Celebrations	o															x	x
Periodic Activities/Events																	
Farmers Market																x	x
Art Walk / Food Truck Night																x	x
Chalk Festival (Pasadena)																x	x
Wine Walk (Glendora)																x	x
Outdoor Movie Night																x	x
Temporary Ice Skating Rink																x	x
Temporary Outdoor Salon (Covid)																x	x
Outdoor Fitness Area																x	x
Arts and Crafts Shows																x	x
Small Concert and Music Shows																x	x
Outdoor Garden Show																x	x
Bike Event / Bicycle Rally																x	x

Activity and Program Summary Matrix

4. Project Examples

City of Norwalk, CA

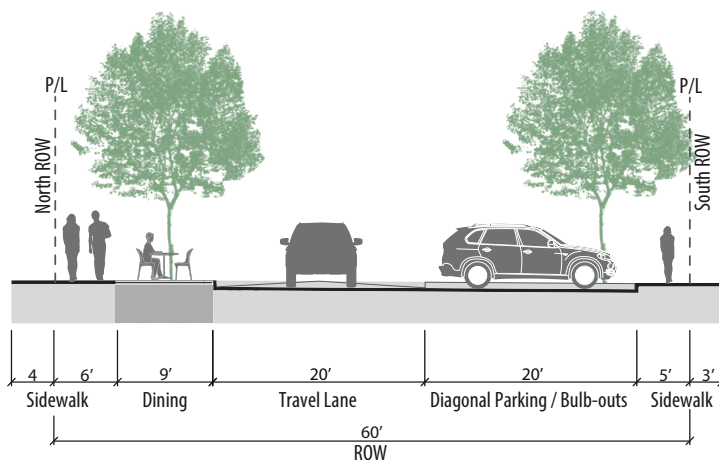
- Heart of Norwalk Vision Plan

Reference:

Richard Rojas,
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The Arroyo Group prepared the Heart of Norwalk Vision Plan, which articulated a clear, consensus-driven direction for the San Antonio Village and Firestone Corridor, two aging areas in Norwalk's core. The Plan was based on a broad, comprehensive and meaningful outreach process conducted during the middle of the COVID-19 pandemic. Included was a consistent social media campaign with over 700 followers and 3,000 post likes and comments; a paper and online survey reaching 363 households; four engaging videos with over 3,000 reproductions; and almost 100 participants in online workshops. The Plan uncovered the desire of Norwalk's population, particularly the large youth and young adult population, to have higher-quality commercial amenities and experiences located within a vibrant, mixed-use setting.

Putting form to the community's desire and operating within the context of economic realities, the Plan establishes two centers to the Heart of Norwalk – the Front Street Historic District, an entertainment district with ample space for outdoor dining and enjoyment in a historic setting, and the Town Square District, a mixed-use commercial center focused on a community gathering space. The two centers are linked by San Antonio Drive, an iconic complete street corridor, and supported by new residential and public transit opportunities along the Firestone Corridor. The Plan was adopted unanimously by City Council and is forming the basis for a current Specific Plan effort.



Front Street - Existing Corridor

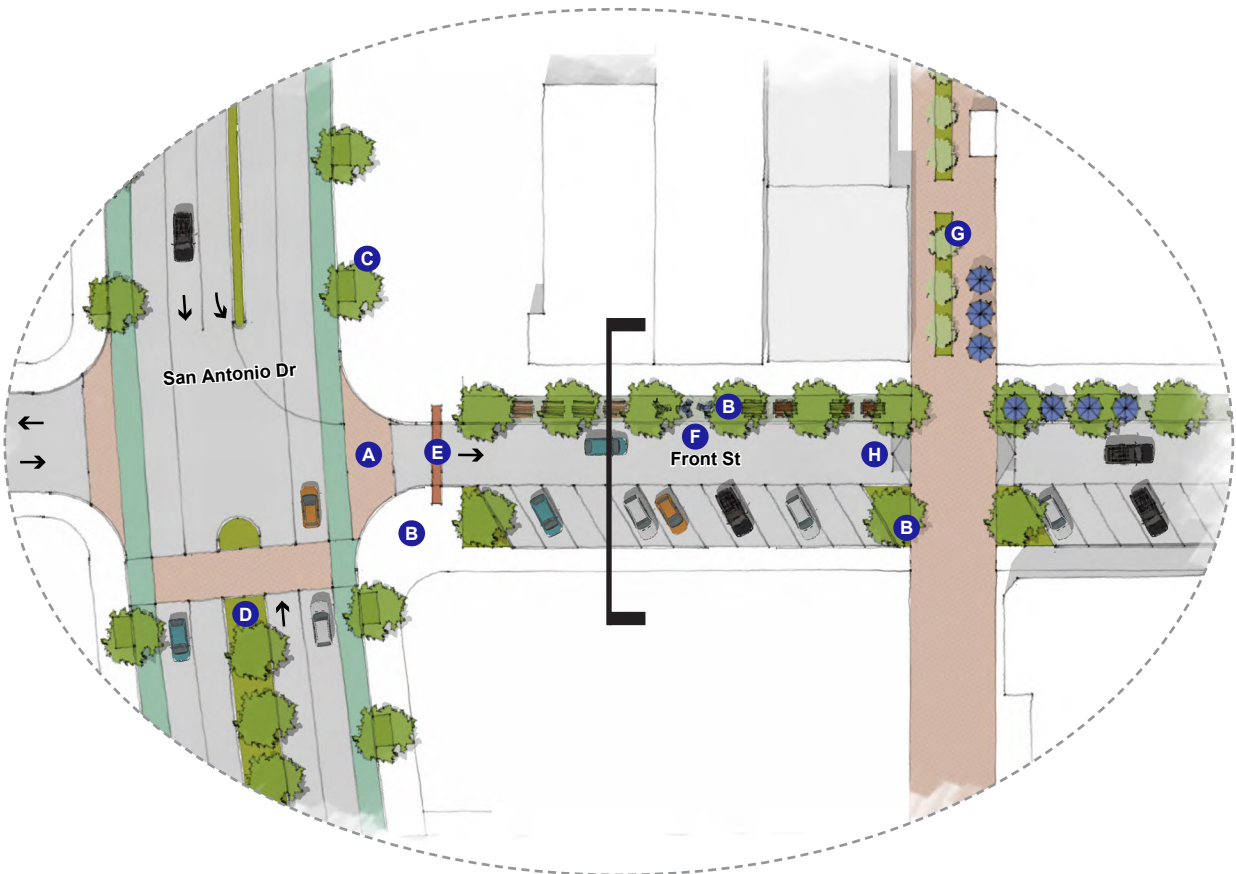


Historic Front Street - Proposed Corridor Vision

4. Project Examples



Front Street Historic District - Overall Vision Sketch



Historic Front Street - Proposed Vision Plan

4. Project Examples

City of Pasadena, CA

- **Plan for Old Pasadena** - *National Trust for Historic Preservation's Great American Main Street Award, International Downtown Association Places Award*
- **Pasadena Playhouse District Streetscapes** - *APA Los Angeles Chapter Planning Project Award*
- **Pasadena Civic Center/Mid-Town Design District Project** - *APA Los Angeles Chapter Planning Project Award*
- **South Lake Avenue Streetscape Concept Plan**

Reference:

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As a Pasadena-based firm, The Arroyo Group's involvement in the City of Pasadena has been extensive. Over the last four decades, we have been instrumental in creating and enhancing the four districts within Downtown Pasadena – Old Pasadena, Pasadena Playhouse District, Pasadena Civic Center/Mid-Town District, and South Lake Avenue – shaping the physical, social and economic environment of Downtown Pasadena.

Save our History – Working in tandem with Pasadena Heritage, The Arroyo Group and other key activist organizations, were instrumental in saving Old Pasadena from large scale demolition and replacement with multi-story office towers. As the team leader for the Plan for Old Pasadena, The Arroyo Group defined uses, parking and circulation approaches which led to the revitalization of this derelict yet significant historic district. The plan envisioned specialty retailing, entertainment and residential uses to complement and link with the three other districts of Downtown Pasadena. The plan proposed activation of the district's alley walkways, creation of mid-block pass-throughs and shared parking facilities to create a vibrant and interesting pedestrian environment. Today, more than three decades later, Old Pasadena is a premier local, regional and national destination with an eclectic and exciting mix of retail and entertainment tenants as well as a growing residential population.

The Power of an Idea – In the historic Playhouse District, our team advanced the vision for creating a system of paseos and courtyards throughout the district – a concept that captured the imagination of the city leaders, community and developers alike. Twelve years after the adoption of the streetscape plan, this vision is evidenced in the development of multiple private development projects with paseos and private courtyards that have become an integral part of the spatial experience of the Playhouse District.



The Arroyo Group's urban design concepts for activating alleys and creating a system of mid-block pass throughs, paseos, and courtyards reinvigorated Old Pasadena and the Playhouse District, both of which have become vibrant pedestrian-oriented destinations.

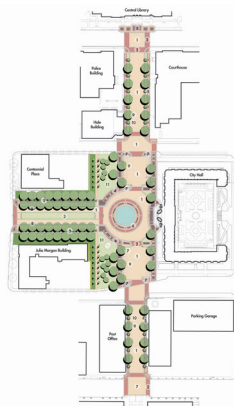
4. Project Examples

In spite of being anchored by the Pasadena Playhouse, the Playhouse District was in serious need for revitalization and identity. Our Plan transformed the district into a vibrant, mixed-use area of arts, cultural and commercial activities with new theaters, galleries and museums. The Streetscape Plan provided unique thematic imagery that is appropriate for a theater district with landscape, street lighting, signage, public art, and street furniture design elements, giving it the needed identity before the long-term revitalization could occur. This project won a \$1.4 million MTA grant for implementation.

Protect and Enhance – The Civic Center/Mid-Town District Design project is located in the unique and most significant part of Pasadena – where the City’s commercial and civic corridors, Colorado Boulevard and Garfield Avenue respectively, meet. Site of a 1920’s City Beautiful Plan, the Civic Center District has the Beaux-Arts Pasadena City Hall, Myron Hunt-designed Pasadena Central Library and Pasadena Civic Auditorium, as its anchors. The Design Plan restores the City Beautiful cross-axis of Garfield Avenue with Colorado Boulevard across Paseo Colorado, which replaced the enclosed mall, Plaza Pasadena.

Working with a Task Force comprised of stakeholders and interested citizens, The Arroyo Group and the rest of our multidisciplinary team developed a Design Plan and an Urban Design Framework which included recommendations for streetscape design, public art elements, and designs for the City Hall’s forecourt, Centennial Square – the primary public space in Pasadena in front of City Hall. A pedestrian-friendly, pleasant, and traffic-calmed Centennial Square will become a spontaneous gathering space as well as a site for organized large-scale group events and will strengthen community. Implementation of these improvements is ongoing and is in part funded by a MTA \$2.8 million grant.

Celebrate the Architecture - The Arroyo Group led a team that was retained by the South Lake Business Association (SLBA) to continue the ongoing revitalization efforts for South Lake Avenue. One of four established districts in Downtown Pasadena, South Lake Avenue used to be the premier shopping district in Pasadena and is anchored by a Macy’s (formerly Bullock’s) department store. With the emergence of other retail districts in and around Pasadena, South Lake has been in need of a physical and economic facelift. Several of the Plan’s recommendations for improvements in various elements of the public realm have been implemented. These include street furniture such as benches, trash receptacles, bicycle racks, planter boxes, tree grates, and median planting. Other long-term improvements have been initialized with the formation of a property-based business improvement district and implementation of an aggressive retail recruitment strategy.



Along South Lake Avenue, The Arroyo Group’s streetscape recommendations are being implemented through an active Business Improvement District, which was an integral part of the team’s planning process.



The urban design plan for the Civic Center/Mid-Town District reestablishes the City Beautiful cross-axis of Garfield Avenue with Colorado Boulevard, and sites Centennial Square, a grand pedestrian space, as a forecourt to City Hall.

