

CITY OF EUREKA

# WATERFRONT SPECIFIC PLAN

CALIFORNIA

OCTOBER 29, 2021



PROPOSAL PREPARED BY:  
**DUDEK**

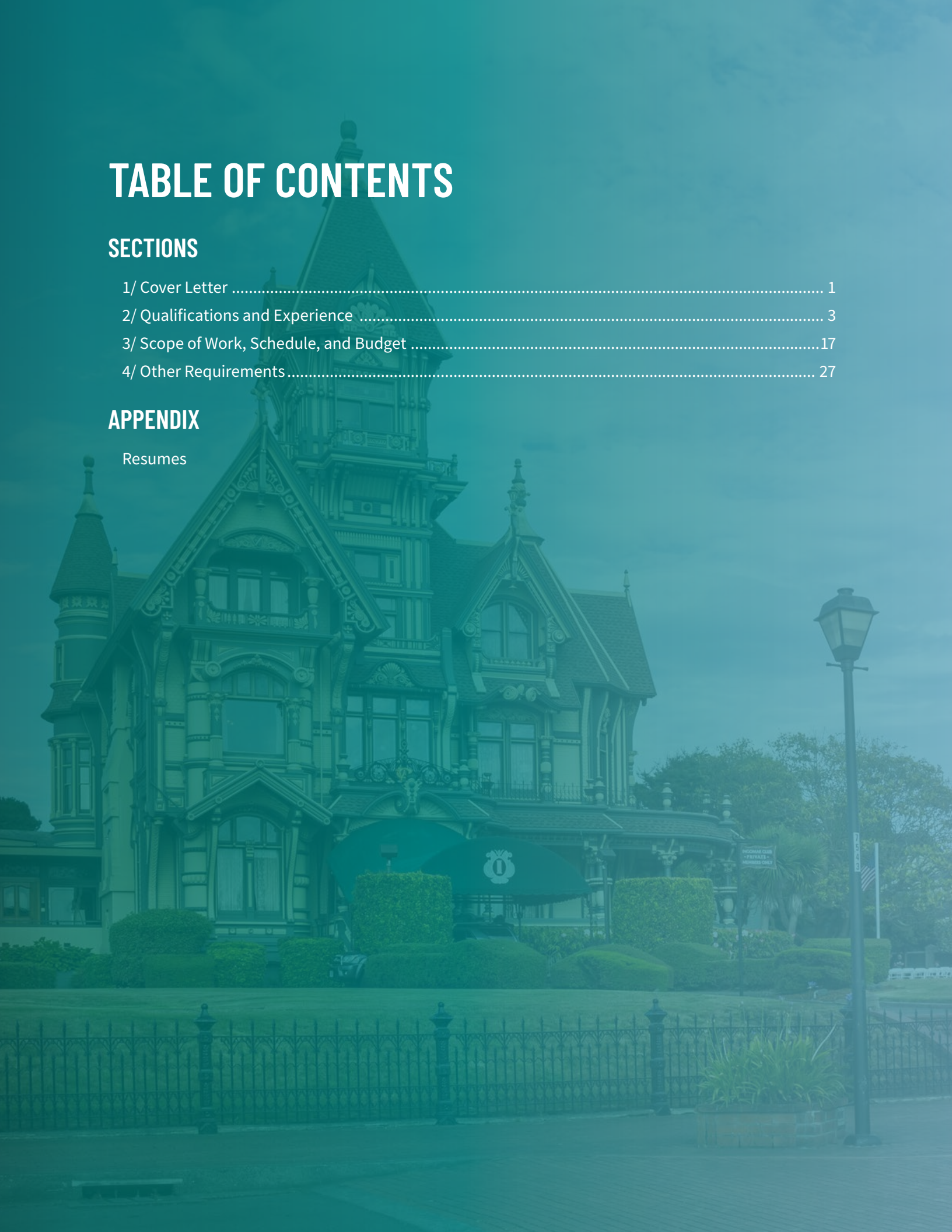
# TABLE OF CONTENTS

## SECTIONS

1/ Cover Letter .....	1
2/ Qualifications and Experience .....	3
3/ Scope of Work, Schedule, and Budget .....	17
4/ Other Requirements .....	27

## APPENDIX

Resumes



# 1. COVER LETTER

Caitlin Castellano, Senior Planner  
Development Services – Planning  
531 K Street, Eureka, CA 95501

October 29, 2021

Ms. Castellano,

Dudek is pleased to submit our proposal to support the City of Eureka (City) in developing a Waterfront Specific Plan. For over 40 years, Dudek has been committed to providing local governments with high-quality, easy-to-use, and technically sound planning and environmental documents. Our team is highly experienced at working in the coastal zone, working ports, and drafting revitalizing specific plans. Our team is passionate about creating great places and is extremely knowledgeable about the Coastal Act and the California Environmental Quality Act (CEQA). Our team includes Dudek and teaming subconsultant Crowdbrite, who brings local experience from working on projects with Humboldt County and the Humboldt County Association of Governments.

**Local Experience and Understanding.** Dudek’s Project Manager, Rose Newberry, has spent countless hours on the waterfront as a former member of the Humboldt State’s Women’s Crew Team, and knows firsthand the recreational, retail, and industrial opportunities this area has to offer. She is likely the only prospective project manager who has attended Arts Alive, almost been run over by an oyster barge, and has a very specific Los Bagels order. We understand that this plan needs to honor the historic architecture, protect shoreline habitat, and support coastal dependent uses in the planning area, as well as create new opportunities for business and prepare for the anticipated climate change effects by utilizing the work of state agencies and local citizen scientists.

**Award-Winning Plans.** Dudek’s planning and urban design team has a proven track record of success, evidenced as follows:

- Award-winning urban design, climate resilience, and environmental justice plans
- High-profile waterfront and master plans, such as the San Mateo County Harbor District Master Plan, Chula Vista Bayfront Master Plan, De Anza Cove Master Plan, and Avalon Waterfront Plan
- Updates to Local Coastal Programs (LCPs) for more than 11 local government jurisdictions across the state, including the recent Dana Point LCP
- General Plan updates for coastal cities, such as City of Pismo Beach
- New programs developed to address climate change hazards in explicit ways through San Diego Association of Governments’ (SANDAG’s) Regional Transportation Infrastructure Sea Level Rise Assessment and Adaptation Guidance and Regional Resilience Tool

**Deep Technical Understanding and Capacity.** Dudek offers a full suite of planning and environmental technical services. Our urban design and planning team will develop clear development standards to implement the goals of the City and blend community-driven, climate-robust, and cost-effective ideas into our policy recommendations. Our coastal planners will ensure compliance with the coastal act and most recent sea level rise guidance and bring over 35 years’ of direct, unparalleled California Coastal Commission (CCC) experience. Our project manager, Rose Newberry, has worked extensively in project management, specific plans, natural hazards planning, and outreach, allowing her to seamlessly integrate knowledge across the project.

**Experts in Outreach.** With Crowdbrite on our team, our online engagement techniques would be authentic, increase community ownership, build trust, and get results. We use iterative approaches, enriched by place-making and imaging tools, to understand community needs and support the creative planning process. We go beyond a simple survey and show the community how their input has real results in the plan, creating community ownership and beloved places.

**Robust, In-House CEQA Expertise.** Dudek’s CEQA professionals love cozying up next to the fire and reading recent case law. Our team is adept at right-sizing a CEQA approach to save the City money and protect from legal challenges and promoting streamlining of later activities. Dudek has experience preparing all types of environmental documents and notices and provides high-quality, legally defensible work products. We have completed more than 3,200 successful CEQA/National Environmental Policy Act (NEPA) documents, as well as state and federal environmental regulation documents for similar large-scale projects throughout California. Dudek’s robust diverse capabilities allow for the in-house preparation of technical reports and analyses, resulting in seamless coordination and efficiencies that will save the City time and money.

Dudek offers a one-stop solution for the City’s planning needs. We welcome any questions and look forward to the opportunity to further discuss our unique approach, capabilities, and proven track record with similar projects.

Sincerely,

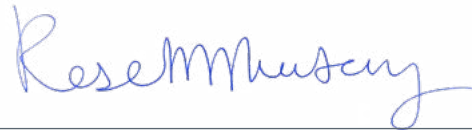


---

**Joseph Monaco**

President/CEO

Joseph Monaco is an officer authorized to sign on behalf of Dudek.



---

**Rose Newberry, AICP**

Project Manager

# 2. QUALIFICATIONS AND EXPERIENCE

## MEET DUDEK

---

Dudek is a California-based corporation founded in 1980 with 16 nationwide offices, including three in Northern California and one in Oregon. We are staffed by more than 700 planners, scientists, civil engineers, contractors, and support staff, with experts in comprehensive planning, zoning, and the preparation of environmental impact reports (EIRs). We assist public and private clients on a range of projects that improve and evolve our communities, infrastructure, and natural environment. From planning, design, and permitting through construction, we move projects forward through the complexities of planning, regulatory compliance, budgetary and schedule constraints, and conflicting stakeholder interests. As a midsized firm, we provide the personal service of project managers who stay with your project from start to finish, combined with the breadth and depth of capabilities characteristic of larger firms to meet the City’s project requirements. Our project managers are empowered to be problem solvers with the ability to make decisions in a timely fashion to maintain project momentum. We are proud of our low employee turnover; our staff’s long tenure means the project manager you see at the bidding stage will likely be with you at project completion.

### Specific Plan Experience

Dudek has an extensive portfolio of preparing award winning specific plans for communities across California at a variety of scales—both rural and urban. At every scale, we emphasize the importance of rigorous analysis in successful problem solving and demonstrate that accurately defining the problem is the crucial foundation to solving it. We also understand that the level of public involvement and buy-in to a planning process can determine the success of a plan. In rural communities, we take extra measures to reach the “hard to reach” populations to ensure that everyone has the opportunity to hear and be heard throughout the planning process. Our team of planners, urban designers, and community outreach specialists work collaboratively with experts across each of our disciplines to provide the following services:

- Technical expertise across the full spectrum of planning and environmental issues
- Streamlined, efficient planning process management without compromising quality work products
- A dedicated staff that is committed to this contract from start to finish
- Strong written and oral communication skills into every deliverable

### California Environmental Quality Act

Dudek has one of California’s largest, most experienced teams for CEQA document preparation. Our environmental planners have prepared CEQA documents for a variety of large and small development, restoration, and conservation projects throughout the state. 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 legally challenged. We conduct technically sound assessments and manage environmental review processes in a streamlined, compliant, and straightforward manner. Dudek’s environmental experts work collaboratively with clients, local, regional, state, and federal agencies, and the public to clearly define project objectives, address concerns, and outline appropriate processes. We apply practical CEQA knowledge to comply with current laws, regulations, and case law. Our planners help clients creatively solve regulatory challenges within financial and scheduling constraints. We produce complete CEQA documents done right the first time. Our environmental planners work with our in-house technical publications editors and graphic designers to prepare high quality documents that are clearly organized and easily interpreted by the public, agencies, and individuals responsible for future project development.

## 2. QUALIFICATIONS AND EXPERIENCE

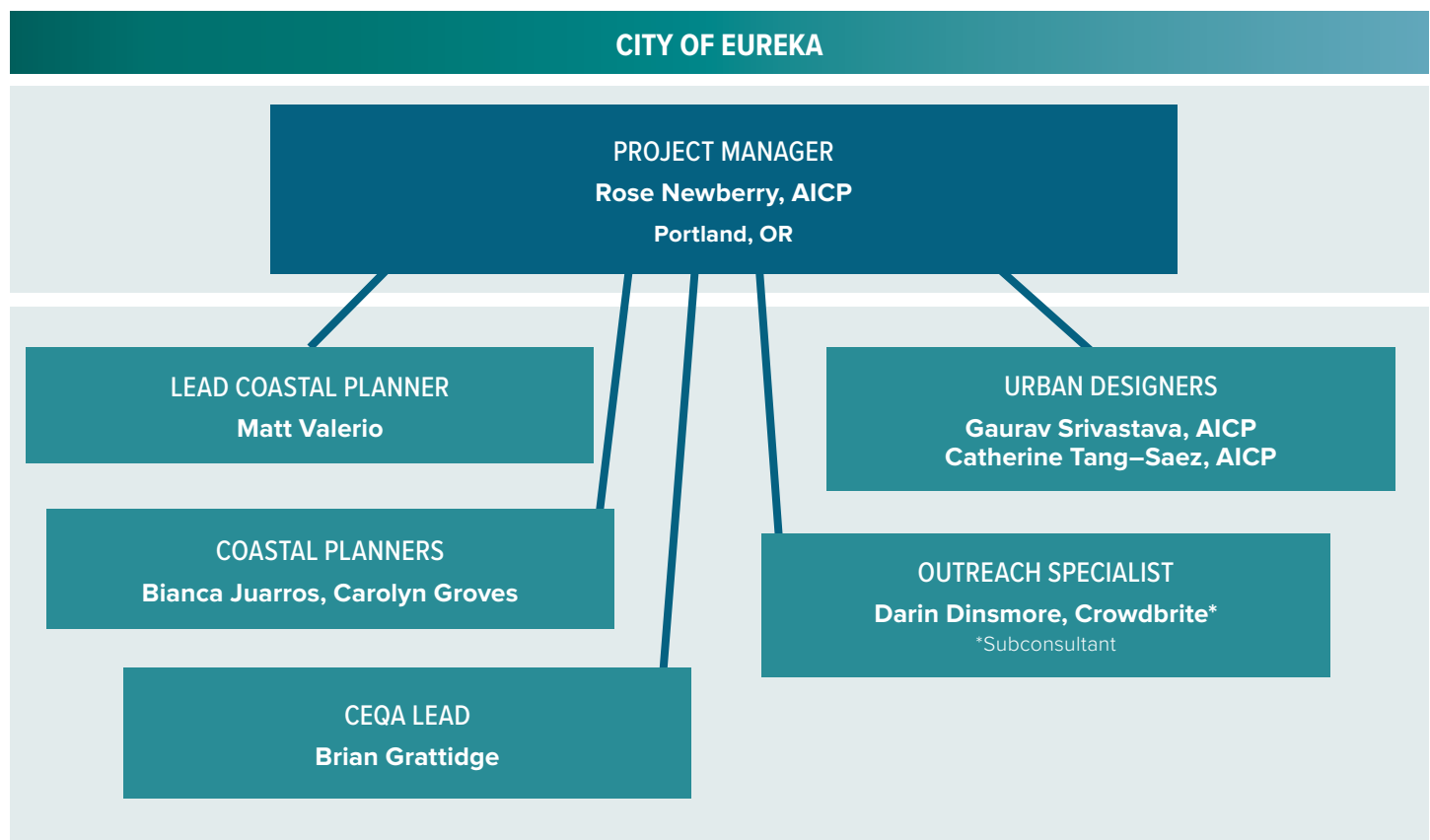
### Crowdbrite, Subconsultant

The Crowdbrite team provides consulting services and new online and mobile solutions to improve stakeholder/public engagement and team collaboration. Darin Dinsmore, Crowdbrite’s President and CEO, is an urban planner and landscape architect with more than 20 years’ experience in community planning and economic development. Mr. Dinsmore’s award-winning projects have transformed communities and neighborhoods. He designs and delivers multi-stakeholder decision making processes and helps leaders make informed decisions. Mr. Dinsmore’s clients include all levels of government and public agencies. He implemented the innovative Planning for Prosperity program in California, which won the American Planning Association (APA) Daniel Burnham Award, as well as the Tahoe Prosperity Plan, which won an APA award for best practices. Since launching their Crowdbrite Collaborate tool and approach in 2011, Crowdbrite has completed more than 70 comprehensive multi-stakeholder projects and engaged more than 37,500 people in person—and many more online. Crowdbrite has pioneered new participatory techniques, including the first crowdsourced economic plan for California. Their unique hands-on approach involves both online and in-person engagement connected with a complete and integrated technology platform.

## PROJECT TEAM

Figure 1 provides our team organizational structure and lines of communication. Brief biographies for key personnel follow, and full team resumes are provided in Appendix A.

Figure 1. Organizational Chart



## Rose Newberry

Dudek | Portland, OR

### PROJECT MANAGER

Rose Newberry (ROSE NEW-beh-ree; she/her) is a project manager with 7 years' experience with a range of planning documents including specific and master plans. Ms. Newberry has extensive experience helping communities identify straight-forward, trackable, and affordable policy to achieve a range of planning goals. Ms. Newberry's plans transparently weave together community outreach, legal requirements, natural science, and City goals. Ms. Newberry creates visually interesting plans that use info-graphics and accessible language that are easy to use by City staff, developers, and community members. Ms. Newberry's intimate knowledge of the waterfront and experience leading multidisciplinary teams make her uniquely qualified to lead this planning effort.



#### Relevant Project Experience

*San Mateo Harbor District Master Plan*

*Pismo Beach General Plan*

*San Diego State University Mission Valley Campus Guidelines*

*SeaWorld Specific Plan*

## Matthew Valerio

### COASTAL PLANNING LEAD

Matt Valerio has 20 years' experience in environmental planning specializing in coastal, port, improvements, and redevelopment projects and programs. With extensive project management experience, his expertise involves environmental document preparation, California Coastal Act (CCA) permitting, and planning. Mr. Valerio also specializes in facilitating clients with innovative projects and plans navigate processes, helping clients and agency approvers discern the unique approval process for novel projects and policy consistency or revisions. He has extensive experience coordinating with state agencies, special districts, and other consultants; meeting tight deadlines and budgets; and working with teams and independently to provide high-quality documents that withstand public scrutiny and potential litigation. Mr. Valerio has expertise in the CCA and Master Plans. He has coordinated and managed planning projects, including climate action plans, Restoration and Renewable Energy Initiative, Sustainability Planning, and Improvements Programs. Mr. Valerio is an active member of the Association of Environmental Professionals and presents on panels at professional conferences.



#### Relevant Project Experience

*San Mateo County Harbor District Master Plan*

*Mission Bay Park Master Plan Update*

*Chula Vista Bayfront Master Plan*

*San Diego Unified Port District Port Master Plan Update*

## 2. QUALIFICATIONS AND EXPERIENCE

### Guarav Srivastava, AICP

#### URBAN DESIGN LEAD

Gaurav Srivastava (GORE-uv shree-VAAS-thuv; he/him) is an urban designer with 17 years' experience. Mr. Srivastava leads Dudek's urban design practice and has authored plans that range from grassroots neighborhood visions to comprehensive downtown redevelopments. His award-winning work, for both private and public-sector clients, is driven by twin passions: to reduce the footprint of human habitation via compact redevelopment of city centers, and to always reinforce the importance of the pedestrian experience as the defining experience of cities. Mr. Srivastava is adept at facilitating workshops and shaping discussions before a variety of audiences.



#### *Relevant Project Experience*

*Avalon Vision Plan Catalina Island  
Burbank Complete Streets Plan  
South Colton Livable Corridors Plan  
Mira Mesa Community Plan Update,  
San Diego*

### Brian Grattidge

#### CEQA LEAD

Brian Grattidge is an environmental land use planner with more than 23 years' experience. As a consultant, Mr. Grattidge has worked extensively in the areas CEQA and NEPA compliance as a senior project manager. His project experience includes a wide range of residential, commercial, industrial, mining, and infrastructure projects. He has assisted clients with airport compatibility planning, development review, environmental permitting, specialized planning studies, and project management. Prior to his consulting work, Mr. Grattidge was a member of the Governor's Office of Planning and Research, where he prepared the 2003 update of the General Plan Guidelines, assisted with the 2003 CEQA Guideline Amendments, contributed to the 2003 draft Environmental Goals and Policy Report, provided CEQA support and technical training, and coordinated state review of environmental documents. Prior to his appointment to the Governor's Office of Planning and Research, Mr. Grattidge was a planner at the City of Woodland.



#### *Relevant Project Experience*

*Lincoln Special Unit Development B  
Northeast Specific Plan EIR, City of  
Lincoln  
Carson Creek Specific Plan/  
Heritage Unit 3 (contract planner),  
El Dorado County  
City of Ukiah Draft Climate Action  
Plan, City of Ukiah  
California State University, Chico,  
CEQA Consulting Services*



## Catherine Tang Saez, AICP

### URBAN DESIGNER

Catherine Tang Saez (KATH-er-in TAYNG SIGH-ez; she/her) is a senior urban designer and certified planner with 14 years' experience in urban design, urban planning, and architecture. Ms. Saez works at the intersection of design and policy to create vibrant, sustainable, and healthy communities. Ms. Saez specializes in preparing site feasibility studies, community vision plans, new city master plans, transit-oriented development plans, streetscape plans, complete street plans, Specific Plans, community/area plans, development standards, design guidelines, themed entertainment master plans, and office master plans.



### *Relevant Project Experience*

*Avalon Vision Plan Catalina Island  
Burbank Complete Streets Plan  
South Colton Livable Corridors Plan  
Mira Mesa Community Plan Update,  
San Diego*

## Carolyn Groves

### COASTAL PLANNER

Carolyn Groves (CARE-uh-lin GROWVS; she/her) is a coastal planner with over 7 years' professional experience in environmental planning, specializing in coastal permitting and policy. While working at the California Coastal Commission, Ms. Groves analyzed and processed numerous Coastal Development Permits and LCP Amendments for development throughout the Counties of Santa Barbara, Ventura, and Los Angeles. In addition to her experience with CCA compliance, CEQA/NEPA compliance, and LCP development and implementation, Ms. Groves has a background in coastal habitat restoration and marine conservation. Ms. Groves works with clients to identify and mitigate environmental concerns, address climate change issues, and efficiently navigate the regulatory permitting process. Additionally, she is fluent in written and verbal Spanish.



### *Relevant Project Experience*

*San Mateo Harbor District Master Plan  
Dana Point Harbor Hotels Sea Level Rise Planning  
Dana Point Local Coastal Program Amendment  
City of Pismo Beach Local Coastal Program Update*

## 2. QUALIFICATIONS AND EXPERIENCE

### Bianca Juarros

#### COASTAL PLANNER

Bianca Juarros (bee-ON-kah WAH-roze; she/her) is a coastal planner with 4 years' experience in coastal and urban planning, as well as a background in environmental and public policy. Ms. Juarros has expertise in a broad range of environmental sectors, including coastal permitting and compliance. With a background in the enforcement division of the CCC's South Coast District, Ms. Juarros is knowledgeable about a variety of coastal resource issues. She has experience working on coastal development projects and land use planning in California's coastal region. Ms. Juarros also has experience conducting outreach, drafting permit applications for regulatory agencies, and assisting with General Plan element updates.



#### *Relevant Project Experience*

*Pismo Beach General Plan/Local Coastal Program Update*

*Campus Improvements, MiraCosta Community College District*

### Darin Dinsmore

#### PUBLIC OUTREACH LEAD

Darin Dinsmore, Crowdbrite President and CEO, is an urban planner and landscape architect with

over 20 years' experience in community planning and economic development. His award-winning projects have transformed communities, and neighborhoods. Darin designs and delivers multi-stakeholder decision making processes and helps leaders make informed decisions. His clients include all levels of government and public agencies. He implemented the innovative Planning for Prosperity program in California, which won the APA Daniel Burnham Award and the Tahoe Prosperity Plan, which won an APA award for best practices.



#### *Relevant Project Experience*

*Imagine Humboldt!*

*Connect McKinleyville*

## PROJECT EXPERIENCE

### San Mateo County Harbor District Master Plan

Dudek is providing a comprehensive guide that will focus San Mateo County Harbor District activities at Pillar Point Harbor and Oyster Point Marina/Park in a relevant, responsive, and realistic manner for decades to come. The Master Plan will support the San Mateo County Harbor District in navigating and defining the best possible use of its land and water resources and in identifying and achieving capital improvement projects that are aligned with community values. The Master Plan process included a survey of all water and landside San Mateo County Harbor District assets and robust public outreach including four virtual public workshops, online survey, in-person pop-up events, canvassing, and one-on-one stakeholder interviews. Pillar Point and Oyster Point are well-used San Mateo County Harbor District destinations by residents, visitors, and commercial fisherman, and it was critical to both the District and the project team to ensure community values and desires were taken into consideration when developing the capital improvement-focused Master Plan.

#### CONTRACTING AGENCY

San Mateo County Harbor District, 504 Avenue Alhambra, El Granada, California 94018, James B. Pruett, General Manager, o: 650.583.4962, c: 650.822.4144, jpruett@smharbor.com

#### RELEVANT SERVICES

Coastal Planning, Master/Specific Planning



### Mission Bay Park Master Plan Update

The project is to develop a program to improve water quality and habitat function throughout Mission Bay, the largest aquatic park in the continental United States, which provides marinas, hotels, boating access, various watercraft docks, slips, extensive public park areas, multi-use trails, and amenities, as well as a seaward facing portion protected by a seawall and breakwaters. The scope includes planning consistency for preliminary engineering design several water quality improvement projects, habitat expansion projects, seawall rehabilitation, and improvements to infrastructure for pedestrians and cyclists throughout Mission Bay. In addition, Dudek has undertaken comprehensive signage redesign, through public participation using in-person and online/social media-based platforms to select and refine designs. The program also includes bay-wide assessments for potential needs or opportunities for additional habitat improvement opportunities and shoreline restoration. The Dudek team conducted extensive baseline studies for biological and cultural resources, as well as for stormwater treatment improvements, infrastructure, landscaping, lighting, and signage needs. The program is set by the City Charter and conducted in a transparent manner through the public Mission Bay Improvement Zone Funding Oversight Committee. The designs, baseline studies, assessments,, and public engagement will inform a Program EIR and programmatic permitting, including from the Regional Water Quality Control Board, CCC, and U.S. Army Corps of Engineers.

#### CONTRACTING AGENCY

City of San Diego, Public Works Department and Planning Department, 202 C Street, San Diego, California 92101, James Arnhart, Project Officer II, City of San Diego Engineering and Capital Projects Department, 619.533.5275, jarnhart@sandiego.gov, Alyssa Muto, City of San Diego Director of Environment and Mobility Planning; 619.533.3103; amuto@sandiego.gov

#### RELEVANT SERVICES

Coastal Planning, Master/Specific Planning, CEQA Analysis



## 2. QUALIFICATIONS AND EXPERIENCE

### De Anza Cove Master Plan

The project addresses regional recreation needs, water quality, and hydrologic improvements to safeguard the viability of marsh areas in the De Anza Cove area. Dudek is working with the City of San Diego to address shoreline issues and formulate an action plan can be implemented over time and adapt to changes in both climate and legislation. Dudek is also preparing the EIR and working closely with city staff to create policies as part of the master plan update that help to provide a self-mitigating plan.

#### CONTRACTING AGENCY

San Diego County, 1600 Pacific Highway, Room 355, San Diego, California 92101, Heidi Vonblum, Deputy Director, Planning Department, vonblumh@sandiego.gov, 619.446.5363

#### RELEVANT SERVICES

Coastal Planning, Master/ Specific Planning, CEQA Analysis



### Sea World Master Plan

Dudek is preparing SeaWorld's 2021 Master Plan Update to set forth the long-range conceptual development program, development parameters, and project review procedures for the future renovation of the entire leasehold area for SeaWorld Adventure Park (SeaWorld) for the next 20 to 25 years. SeaWorld is a nationally known tourist attraction that provides economic benefits to the San Diego region. Changes in consumer preferences require the ability to shift priorities within a short time frame and to maintain its long-term economic vitality. The Dudek team is working with SeaWorld on policies and development standards to revitalize the park and continue to improve and provide facilities that meet the public's needs and desires. Dudek is also preparing the CEQA environmental documentation and technical studies. Issues such as traffic, parking, coastal setbacks, public access, and water quality were addressed.

#### CONTRACTING AGENCY

SeaWorld San Diego, 500 Sea World Drive, San Diego, California 92109, Darlene Walter, Vice President of Engineering, darlene.walter@SeaWorld.Com, 619. 266.3626

#### RELEVANT SERVICES

Coastal Planning, Master/ Specific Planning, CEQA Analysis



## Chula Vista Bayfront Master Plan

Dudek contracted with San Diego Unified Port District (Port) to revise and re-circulate a complex, high-profile EIR for the Chula Vista Bayfront Master Plan, a large-scale master plan for redeveloping 550 acres of bayfront property. The development comprised a resort conference center, a residential/retail area within the Harbor District, and park and natural open-space areas, as well as associated infrastructure, including streets, utilities, fire stations, etc. The site includes state tidelands and uplands under the Port's jurisdiction, as well as uplands under the City of Chula Vista's jurisdiction. Dudek led consultants from the Port, the City of Chula Vista, and other projects in completing the CEQA process for the Chula Vista Bayfront Master Plan in accordance with the Port and City's CEQA guidelines. The Port Commission and Chula Vista City Council approved the Chula Vista Bayfront Master Plan and a final EIR, allowing development of the waterfront property, which has been in limbo for more than 30 years.

### CONTRACTING AGENCY

Port of San Diego, 3165 Pacific Hwy, San Diego, CA 92101, Jason Giffen, Vice President of Planning & Environment, [jgiffen@portofsandiego.gov](mailto:jgiffen@portofsandiego.gov), 619.686.6473

### RELEVANT SERVICES

Coastal Planning, Master Planning, CEQA Analysis



## Avalon Waterfront Plan

Santa Catalina Island occupies an iconic place in the imagination of Californians. It attracts more than 1 million annual visitors from Southern California and across the globe. Gaurav Srivastava, while employed with a previous firm, authored a Vision Plan for Avalon, the island's only town, basing its recommendations on the community's expectations and aspirations for its waterfront. It maximized local access to the water's edge while also identifying opportunities and activities to further its tourism-based economy. The plan proposed a network of waterfront and interior parks, integrated world-class resort facilities, and an overall character that balances the needs of and appeals to local residents and tourists alike. The plan further outlines a sustainable approach in optimizing Santa Catalina's infrastructure needs and updating it with a new vision that will guide its development for the coming decades. One of the most ambitious goals of the vision requires Catalina to be self-sufficient by 2030, with no fuel imports and no waste exports.

### CONTRACTING AGENCY

Santa Catalina Island Company, 4 Park Plaza, STE 470, Irvine California 92614, J Paul DeMyer, VP of Real Estate, 310.510.2000 ext. 1415, [jpdemyer@scico.com](mailto:jpdemyer@scico.com)

### RELEVANT SERVICES

Urban Design, Master/Specific Planning



## 2. QUALIFICATIONS AND EXPERIENCE

### Pismo Beach General Plan

Dudek is leading an update of the City’s combined General Plan and Local Coastal Plan (GP/LCP). Dudek reviewed the existing GP and worked with the City and community leaders to determine an appropriate vision for the GP. Dudek staff then collected applicable background data and consolidated it into user-friendly, graphic fact sheets to guide the elements and quickly communicate the key issues and opportunities to the public. The Dudek team also prepared a vulnerability assessment and adaptation plan to address sea level rise and other coastal and climate hazards and impacts on the City. Dudek is completing updates to the City’s Land Use, Conservation Open Space, Safety, and Noise elements pursuant to both State and Coastal Act requirements. For the Land Use Element, Dudek created tailored goals, policies, and actions for each of the City’s ten distinct planning areas. For the combined Conservation and Open Space Element, Dudek created goals, policies, and actions for the City’s many coastal and hillside resources. For the Safety Element, Dudek created climate-adaptation policy that addressed sea level rise, bluff retreat, and wildfire. Dudek is preparing goals, policies, and programs to create a GP/LCP that proactively responds to state law, climate change, and the desires of the community to retain a safe, resilient, and small-town beach community.

#### CONTRACTING AGENCY

City of Pismo Beach, 760 Mattie Road, Pismo Beach, California 93449; Matt Downing, Planning Manager, 805.773.7044, mdowning@pismo beach.org

#### RELEVANT SERVICES

Coastal Planning,  
Comprehensive Planning



### Dana Point Local Coastal Plan

Dudek is working with the City of Dana Point to develop Land Use Plan policies and Implementation Plan measures that address coastal hazards, sea level rise, and shoreline development in accordance with CCC’s latest sea level rise policy guidance and based on findings from the city’s Sea Level Rise Vulnerability Assessment. The project includes updates to the Public Safety Element, relevant Specific Plans such as the Dana Point Harbor Revitalization and District Regulations and the Monarch Beach Resort Specific Plan, and Zoning Code Coastal Overlay and Floodplain Overlay Districts. In addition, Dudek supports the city with public outreach, including public workshops focused on sea level rise vulnerabilities and the LCP update process, as well as preparation of a survey to gather additional public feedback. Ultimately, Dudek will assist City of Dana Point staff at local and CCC hearings as well as in preparation of the LCP amendment submittal for CCC review and certification. The update process is funded, in part, by two grants from CCC.

#### CONTRACTING AGENCY

City of Dana Point, 33282 Golden Lantern, Dana Point, California 92629, John Ciampa, Senior Planner; 949.248.3591; jciampa@danapoint.org

#### RELEVANT SERVICES

Coastal Planning,  
Comprehensive Planning



## San Diego State Mission Valley Campus Guidelines

The Mission Valley Campus Guidelines set a vision and standards for the private and public development of housing, professional office, campus, and recreational uses. The Mission Valley Campus is one of the largest redevelopment projects in San Diego County and serves as an important expansion of San Diego State University. Prepared vision, planning, and development regulations for the redevelopment of the Qualcomm Stadium site into the San Diego State University Mission Valley Campus. Ms. Newberry, specifically, facilitated outreach events, developed a vision plan, defined land use districts and uses, and crafted specific development standards for a variety of uses.

### CONTRACTING AGENCY

Gina Jacobs, Associate Vice President, Mission Valley Development, San Diego State University, 619.594.4563 (office), 619.813.3581 (mobile), gina.jacobs@sdsu.edu

### RELEVANT SERVICES

Master/Specific Planning, CEQA Analysis



## City of Burbank Complete Our Streets Plan

Dudek prepared the City of Burbank's Citywide Complete Streets Plan called the Complete Our Streets Plan ([www.CompleteOurStreets.com](http://www.CompleteOurStreets.com)). With a strong focus on urban design and the city's built form, the plan analyzed the entire city street network and proposed improvements through prioritized projects to address the needs of street users of all modes, ages, and abilities, including pedestrians, bicyclists, individuals with disabilities, electric scooters, rideshare users, transit users, and automobile users. The plan placed a special emphasis on highlighting the interplay between the public realm and built form and its importance to successful and welcoming places. Connectivity within Burbank's urban core, disadvantaged communities, transit districts, and neighborhood schools is prioritized. The Complete Our Streets Plan identified future goals and policies, cataloged existing street infrastructure conditions, identified new infrastructure standards, and developed design guidelines and an implementation plan for future complete streets projects in the City of Burbank. The plan identified benchmarks to improve safety, sustainability, health, equity, connectivity, and economic vitality to build better neighborhoods.



### CONTRACTING AGENCY

City of Burbank, 275 East Olive Avenue Burbank, California 91502, Hannah Woo, Senior Transportation Planner, 818.238.5270, hwoo@burbankca.gov

### RELEVANT SERVICES

Master/Specific Planning, Urban Design, Mobility Planning



## 2. QUALIFICATIONS AND EXPERIENCE

### South Colton Livable Corridor Plan

Dudek provided urban design, land use planning, market analysis, and community outreach services in support of the South Colton Livable Corridor Plan. South Colton is a mixed residential-industrial neighborhood adjacent to downtown Colton, but separated by a rail corridor. Long disinvested, yet resilient, residents with few resources have used a do-it-yourself approach to neighborhood design combined with their imagination and resourcefulness to alter landscapes in ways that are intimate in scale and personal in nature. The South Colton Livable Corridor Plan aims to strengthen these grassroots tactical urbanist approaches and create guidelines and policies that will provide a regulatory framework for formalizing complete streets, creating amenities, inviting mixed-activity investment, and developing new housing.



#### CONTRACTING AGENCY

City of Colton, 650 North La Cadena Drive  
Colton, California 92324; Mark Tomich, Planning Director; 909.370.5185; mtomich@coltonca.gov

#### RELEVANT SERVICES

Master/Specific Planning, Urban Design, Mobility Planning



### Imagine Humboldt!, Crowdbrite

Crowdbrite performed community engagement for a scenario planning project with Humboldt County called Imagine Humboldt. Engagement occurred strategically throughout the planning process. Initial in-person meetings and an online survey were performed to collect community values. Upon receiving feedback from these meetings, a second round of meetings as well as an online open house tool were developed by Crowdbrite to present the ideas, projects, and best practices associated with each scenario and collect community feedback. Maps, handouts, and graphics were utilized at these meetings to easily communicate the scenarios to the public and relate them to quality of life measurements. The feedback gathered through this community engagement process identified the preferred scenario and solicited questions and concerns. Crowdbrite's community engagement was integral to future project identification and grant competitiveness.

#### CONTRACTING AGENCY

Humboldt Council of Governments; 611 J Street, Eureka, California 95501; Marcella May, Executive Director, 707.444.8208, Marcella.clem@hcaog.net

#### RELEVANT SERVICES

Community Engagement





## Connect Mckinleyville, Crowdbrite

Crowdbrite is in the process of developing a website for community-based infrastructure design. This website will present the various conceptual designs for Capital Improvement Projects in Mckinleyville and to solicit community input. This website will offer an interactive look at existing conditions with an easy to understand explanation of the issues that the current infrastructure poses. Options for future infrastructure designs would also be presented on this website, with discussions of the opportunities each design might pose. Preferences, questions, and concerns will all be gathered on this website.

### CONTRACTING AGENCY

Humboldt County; 825 5th Street, Eureka, California 95501; Thomas K. Mattson, Director of Public Works 707.445.7491, tmattson@co.humboldt.ca.us

### RELEVANT SERVICES

Community Engagement





# 3. SCOPE OF WORK, SCHEDULE, AND BUDGET

## Task 1: Develop Work Plan and Project Management

At the City’s direction, the Dudek team will participate in a project kickoff meeting with City staff and agency partners to accomplish the following:

- Meet the key team members, clarify roles, and verify that team members have a common understanding of the project and overall approach to the work program and deliverables
- Discuss and refine our scope of work and schedule, including our community engagement framework and strategy.
- Collect data and establish protocols for communication and data transfer throughout the work effort.
- Work collaboratively to discuss potential project pitfalls and issues and to identify upfront strategies to address those issues.
- Share aspirations and establish relationships that will last through the life of the project.
- Draft initial Guiding Principles that will be used to assess project goals and success.

The Dudek team will arrange recurring team meetings throughout the life of the project to ensure the projects schedule is maintained, the development of the plan and equity tools is useful to the County, and any potential issues are addressed proactively.

### Deliverables:

Attendance at one (1) kickoff meeting and monthly check-ins (18)

### Assumptions:

All meetings will be virtual

### Role of City Staff:

Meeting attendance

Providing relevant data from previous planning efforts

Identification of other City or agency staff that should be included on relevant meetings

## Task 2: Community Engagement

### Task 2.1 Public Meetings

Dudek will prepare agendas and presentations for and virtually present at the five public meetings outlined in the RFP. Dudek will coordinate with Crowdbrite to prepare interactive outreach materials for the public meetings. Dudek will work with project staff to understand the objectives of each meeting and public noticing deadlines as applicable.

### Deliverables:

Agendas for each meeting

PowerPoints (or similar) visual materials

Presenting at or leading meetings as applicable

### Assumptions:

All meetings will be virtual or attended by staff

### Role of City Staff:

Meeting attendance

Communicating meeting goals at regular meetings outlined in Task 1

All relevant public noticing

### Task 2.2 Stakeholder Meetings

Dudek will conduct up to five stakeholder meetings with relevant public interest groups or individuals such as, but not limited to: Humboldt Bay Keeper, Eureka Chamber of Commerce, Eureka Main Street, and Humboldt State University. Dudek will work with City staff to identify all relevant stakeholder groups. Dudek will prepare meeting agendas, organize and run meetings, and provide follow up correspondence as necessary.

### Deliverables:

Five stakeholder meetings

### Assumptions:

All meetings will be virtual or attended by staff

### 3. SCOPE OF WORK, SCHEDULE, AND BUDGET

#### Role of City Staff:

Collaboration to identify relevant stakeholders

#### Task 2.3 Community Survey

The community survey will be a critical tool to understanding the community’s wants, needs, and concerns regarding all aspects of the waterfront. Crowdbrite will create an interactive visual survey tool to integrate with the City’s website. The visual and interactive survey will examine key land use, environmental, and design characteristics of the waterfront. The online tool will be combined with strategically located comment boxes in the community. During each phase of the project we will capture comments online throughout the planning process. These comments and survey responses would be placed in a stamped database and will be downloaded for the project team (Dudek and City) in a .csv file every 2 weeks. The survey will be reproduced for distribution through the mail and outreach meetings.

#### Deliverables:

Living online visual survey

#### Assumptions:

None

#### Role of City Staff:

Review and provide comments on Community Survey.  
Mail survey to residents, businesses, etc. as feasible.  
Announce survey at Board and Planning Commission Meetings, on County website, etc.

#### Task 3: Plan Area Profile and Background Report

A member of the Dudek team will perform a walk tours of the planning area to develop and ground truth our understanding of their character, including patterns of land use/development, mobility, the public realm, and open space. Dudek will create a photographic street-level inventory that will convey an overall sense of the places and people within the community. Dudek will supplement this with the feedback garnered at public outreach events and the community’s attachment and impressions of the planning area.

Dudek will develop a plan area profile building on the “Core Area” descriptions in the General Plan. This profile will include general land use patterns, jobs, availability of transit and mobility, historic and cultural landmarks, and parks and recreation. Dudek will perform a desktop climate change vulnerability assessment using State resources and locally prepared assessments. The background report will be visually, and data driven to show the location and access to assets in the planning area.

Dudek will prepare an opportunity and constraints analysis by reviewing the 2040 General Plan, Local Coastal Plan, and zoning code. Dudek will provide general strategies for simplifying existing plans and ideas for zoning regulations that will address issues in the community, especially in housing, access to transit, economic development, and adapting to climate change. The memo shall provide examples and/ or case studies in addressing similar issues in other local jurisdictions.

#### Deliverables:

Draft Community Profile and Background Report  
Photographic street-level inventory  
Opportunities and constraints analysis

#### Assumptions:

Dudek will respond to comments on the Background report as it is integrated into the Specific Plan  
Comments from staff will be provided in a consolidated word document in track changes

#### Role of City Staff:

Review and comments on the background report.

#### Task 4: Affordable Housing and Anti-Displacement Strategies

Dudek’s planners will prepare a gentrification and displacement study relying on rent burdened, and displacement threat data available in the Healthy Places Index and CalEnviroScreen consistent with the Office of Planning and Research (OPR) guidelines for housing equity in environmental justice. Dudek will outline the displacement risks in the planning area and provide a relevant overview of tools, best practices, and lessons learnt from the efforts of other local jurisdictions

to mitigate gentrification and displacement. It will evaluate the applicability of a range of mitigation tools including community land trusts, long-term affordability restrictions, jobs/housing linkage fees, and nonprofit and public ownership of land.

**Deliverables:**

**Draft and Final versions Affordable Housing and Anti-Displacement Strategies**

**Assumptions:**

Dudek will respond to comments on the Background report as it is integrated into the Specific Plan

Comments from staff will be provided in a consolidated word document in track changes

**Role of City Staff:**

Review and comments on the background report.

## Task 5: Conceptual development scenarios

During the second phase, the Dudek team in collaboration with County staff, will develop and test alternative future planning scenarios for each of the seven communities in the Planning Area. These scenarios will be developed via an iterative process shaped by public input. The alternatives will be measured and evaluated based on how they address and perform against the Guiding Principals developed in Task 1 and Refined in Task 2.

Dudek will build these development scenarios in Urban Footprint, which will allow the team to compare each of the following criteria between scenarios:

- Energy and water use
- Household utility and transportation costs
- Walk, bike, and transit accessibility
- Residents and jobs in hazard prone areas

**Figure 2** shows a similar analysis for a transit-oriented development scenario.

Dudek will organize the development scenarios report, by Guiding Principal and evaluate how each scenario performs. Dudek will clearly link this assessment to the initial public outreach to provide a transparent assessment on how each development scenario was assessed.

**Deliverables:**

**Three development scenarios all with a focus on vacant and underutilized sites**

**Conceptual illustrations of various land uses**



# 3. SCOPE OF WORK, SCHEDULE, AND BUDGET

Figure 2. Sustainability Dashboard

## Sustainability Dashboard

### Environment

#### Per Household Annual Energy Use

Average electricity and gas consumption in BTUs



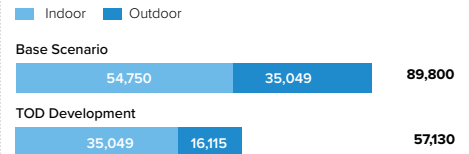
#### Per Capita Annual Residential VMT

Passenger vehicles, in miles traveled



#### Per Household Annual Residential Water Use

Average indoor and outdoor water consumption in gallons

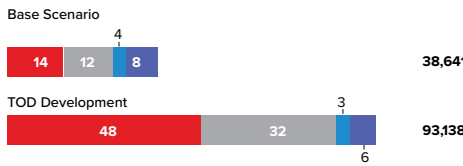


### Economy

#### Jobs by Sector

Number of Employees

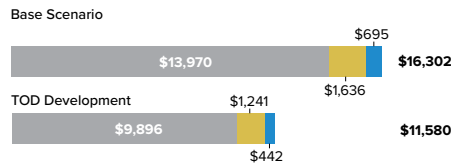
■ Retail
 ■ Office
 ■ Public
 ■ Industrial



#### Per Household Annual Auto and Utility Costs

Average in dollars

■ Passenger Vehicles
 ■ Energy
 ■ Water

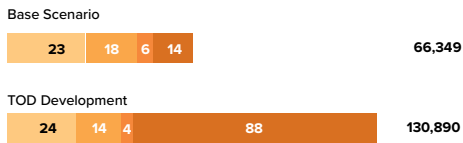


### Equity

#### Housing by type

Number of dwelling units

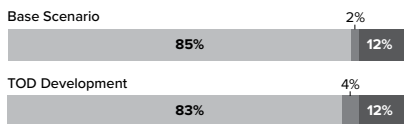
■ Single-Family Large Lot
 ■ Single-family attached
 ■ Single-family detached Small lot
 ■ Multifamily



#### Travel Mode Share

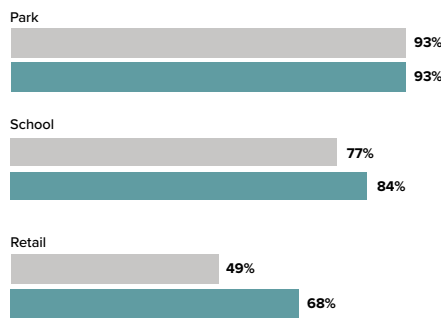
Percent of trips

■ Auto
 ■ Transit
 ■ Walk/Bike



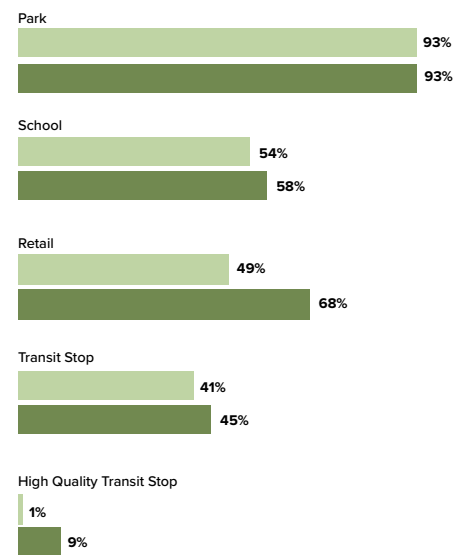
#### Transit Accessibility

■ Base Scenario
 ■ TOD Development



#### Walk Accessibility

■ Base Scenario
 ■ TOD Development



Note: Totals may not add up exactly due to rounding



## Task 6: Draft Specific Plan

The Specific Plan document will be prepared based on the information obtained in the previous tasks. The following Specific Plan outline is a general draft for scoping purposes, and consistency with OPR guidelines and California Government Code, Section 6545, statutory requirements for specific plans. The Dudek team will work with the client to refine the outline and organization of the Specific Plan as described in Task 2. This scope assumes that the Specific Plan will place emphasis on the design guidelines due to public interest, as further described below. This scope assumes that the grading, infrastructure and landscape planning will be high-level and based on preliminary conceptual site planning provided by the client. This scope also assumes that the client's civil engineer will provide the conceptual infrastructure plan. Dudek can provide this service at an additional cost.

- I. Introduction
  - a. Purpose
  - b. Organization of the Specific Plan
  - c. Project Location and Setting
  - d. Project Description
  - e. Authority
  - f. Relationship to the General Plan, Municipal Code and Other Laws
- II. Vision Statement and Guiding Principles
  - a. Introduction
  - b. Vision Statement
  - c. Guiding Principles
- III. Land Use, Affordable Housing Anti-Displacement, Mobility and Park Plan
  - a. Introduction
  - b. Definitions
  - c. Land Use Plan
  - d. Mobility Plan
  - e. Park Plan
  - f. Development Standards
- IV. Design Guidelines
  - a. Purpose and Intent
  - b. Applicability
  - c. General Guidelines
  - d. Other Applicable Architectural Guidelines

- V. Implementation
  - a. Overview
  - b. Implementation Procedures and Phasing
  - c. Subsequent Discretionary Approvals
  - d. Other Regulatory Actions
  - e. Modifications to the Specific Plan

### Deliverables:

**One (1) electronic copy of First Administrative Draft  
Second Administrative Draft, City Review Draft  
Public Review Draft  
Final Specific Plan (Word and PDF formats)**

### Assumptions:

**Comments after the first draft will be relatively minor  
Comments from staff will be provided in a consolidated  
word document in track changes  
Copies will be provided electronically**

### Role of City Staff:

**Review and comment on the plan**

## TASK 7: Identification of inconsistencies between the draft Specific Plan, the certified LCP, and the 2040 General Plan and Zoning Code.

Dudek coastal planners include former CCC staff analysts with an in-depth understanding of all aspects of California coastal laws, regulations, procedures, and policy interpretation.

Dudek's coastal planners will support development of the City's Waterfront Specific Plan (Plan) by evaluating consistency of the Plan with a) the certified LCP, which includes land use designations and coastal zoning code; b) the vision of the 2040 General Plan and in-process LCP Update, inclusive of revised land use designations and zoning; and c) CCA. During the development and consistency evaluation of the Plan, it will be particularly important to consider the following CCA/LCP topics: public access and recreation along the waterfront, visitor-serving facilities, and water-dependent uses.

### 3. SCOPE OF WORK, SCHEDULE, AND BUDGET

The City is currently processing an update to the LCP to reflect the recently adopted 2040 General Plan. The coastal consistency evaluation may be used to inform the in-process LCP Update or a future LCP Amendment. The LCP and CCA consistency analysis will be included as part of the land use analysis of the appropriate CEQA document, as applicable. Coastal consistency evaluation would not be necessary for the Expanded Plan Area, which is outside the Coastal Zone.

#### **Deliverables:**

**Consistency analysis to evaluate consistency of the Plan with the certified LCP, the vision of the 2040 General Plan and in-process LCP Update, and the CCA**

#### **Assumptions:**

**One round of review**

**Dudek will meet with staff during regular project management meetings to review the consistency analysis**

#### **Role of City Staff:**

**Review and comment on the consistency analysis**

#### **Potential Additional Work:**

Dudek coastal planners have the ability to anticipate key coastal resource issues and leverage their positive working relationships with local CCC staff to facilitate coordination and issue resolution, thereby streamlining the CCC review process for the proposed project. As such, Dudek can support the City in its ongoing effort to update its LCP. Additionally, we can coordinate the CCC review and approval process for any needed amendments to the soon-to-be updated LCP that may result from the Waterfront Specific Plan such as preparation of an LCP Amendment submittal package, CCC coordination, presentation support and meeting attendance at public meetings and CCC hearings, and more. As a part of an LCP Amendment, Dudek can also develop more tailored coastal development permitting guidance and procedures based on the specific circumstances or uses presented in the Plan, to streamline the coastal development permitting process. These services would be subject to an additional scope and fee not included in this proposal.







## TASK 8: Environmental Analysis

Upon completion of the draft Specific Plan, Dudek will conduct environmental review by completing an Initial Study checklist that considers whether the Draft Specific Plan is within the scope of the General Plan 2040 Program EIR (PEIR) and whether any significant effects would result from Implementation of the Draft Plan that were not contemplated in the PEIR. As the Draft Specific Plan will be developed using the vision of the General Plan 2040 as the genesis, it is not anticipated to result in new significant impacts or substantially more severe than those evaluated in the PEIR. As such, Dudek assumes for the purposes of this scope that an Addendum to the PEIR would be sufficient and appropriate. Dudek will complete the Initial Study and Addendum to substantiate and document the analysis consistent with CEQA Guidelines sections 15164, and 15168(c). To support the Initial Study checklist Dudek anticipates the necessity for an Air Quality/Greenhouse Gas/Energy technical study. Sufficient available technical information for geotechnical, hazards materials hydrology, noise, and transportation are assumed to be available.

In the event the Initial Study checklist reveals an unanticipated significant impact or substantially more severe impact that that presented in the PEIR, Dudek will notify the City and discern the next steps. Next steps may include Draft Specific Plan revisions or preparation of a Draft Supplemental EIR for the Draft Specific Plan, which would require negotiation of additional scope and fee for Dudek services. Those additional services would be scope to include drafting the Supplemental EIR and preparing responses to comments and a Final EIR.

Dudek will devise a CEQA Streamlining Work Plan for the City by establishing: a) an easy to navigate parameters checklist that identifies the maximum developments considered (i.e. peak construction activities, maximum noise generation, maximum heights evaluated, maximum square-feet evaluated, etc.); b) an Initial Study checklist specific to the determining development consistency

with the Specific Plan and PEIR Addendum; and c) a clear narrative on how to consider the appropriate CEQA steps subsequent to the a) and b) checklists including consideration of CEQA Guidelines sections 15152 Tiering, 15168 PEIR; 15182 projects pursuant to a Specific Plan, 15183 projects consistent with community plan or zoning, and 15183.3 streamlining for infill.

### Deliverables:

One Initial Study checklist

One Addendum

One CEQA Streamlining Work Plan

Dudek will prepare for and attend up to four (4) meetings with City staff focused on CEQA review consistency

### Assumptions:

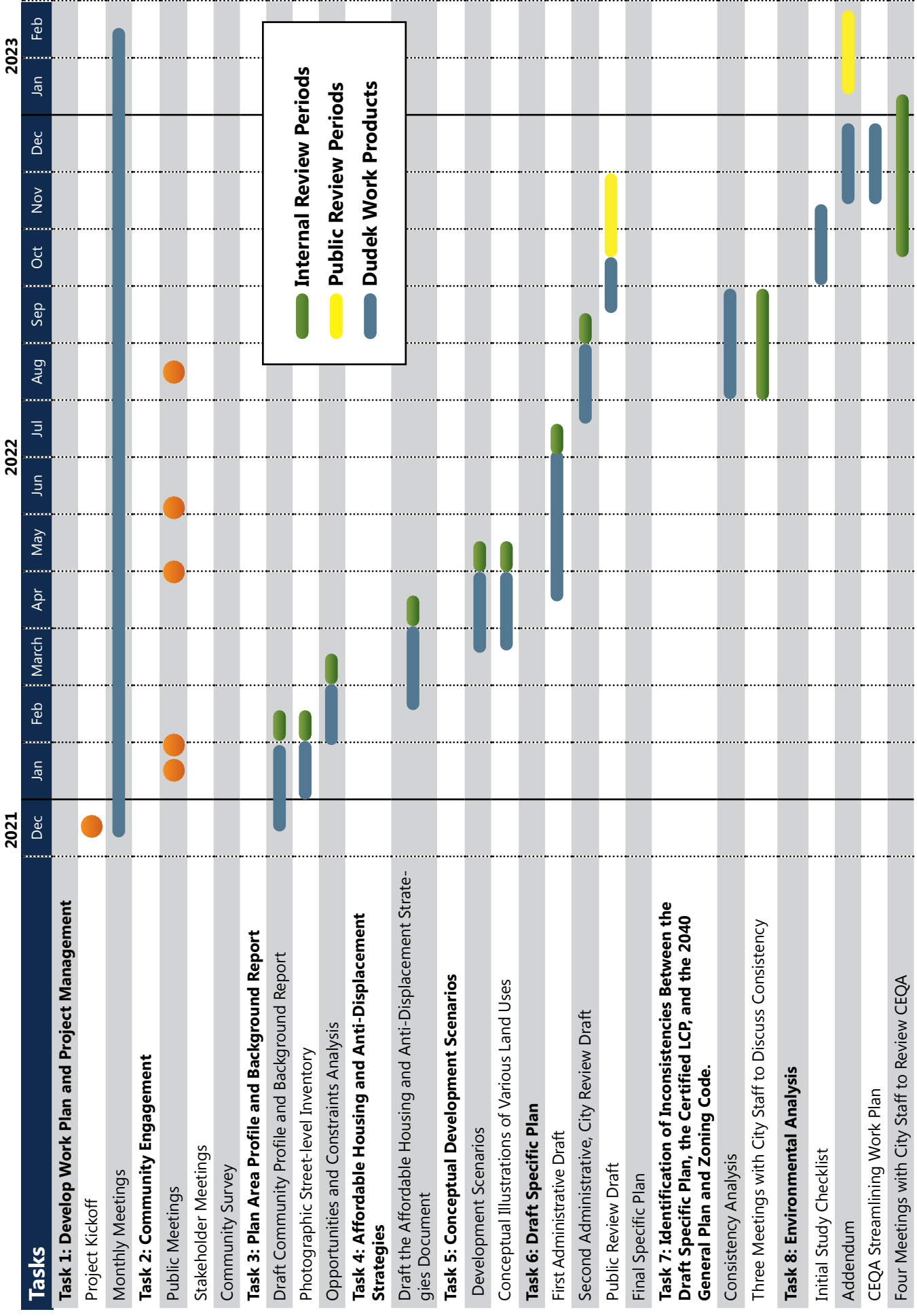
One round of review

Dudek will meet with staff during regular project management meetings to review the initial study

### Role of City Staff:

Review and comment on the consistency analysis

# SCHEDULE



## Meetings and Hearings

1. Joint Initial Planning Commission/City Council Kick-off Meeting with elected and appointed officials
2. Initial community meeting and workshop with general public
3. Public meeting to review development scenario alternative
4. Meeting with elected and appointed officials
5. Public meeting to present preferred scenario

**BUDGET**

Dudek Labor Hours and Rates																Subconsultant Fees					
Project Team Role:		Specialist II	Project Director/Environmental	Analyst V	Specialist I	Senior Specialist IV	Specialist III	Analyst III	Senior Specialist II	Analyst I	Specialist V	Specialist I	Publications Specialist II	Graphic Designer I	GIS Analyst II	TOTAL DUDEK HOURS	DUDEK LABOR COSTS	Community Survey		OTHER DIRECT COSTS	TOTAL FEE
Team Member:		Rose Newberry	Matthew Valerio	Bianca Juarros	Carolyn Groves	Gaurav Srivastava	Catherine Tang Saez	Junior Urban Desinger	Brian Grattidge	CEQA Analyst	Air Quality Specialist	CEQA Specialist	Editor	Graphic Designer	GIS			Crowdbright	Hours		
Billable Rate:		\$145.00	\$245.00	\$120.00	\$130.00	\$230.00	\$160.00	\$100.00	\$200.00	\$80.00	\$180.00	\$130.00	\$95.00	\$115.00	\$125.00						
Task 1	Develop Work Plan and Project Management	60	2				2									64	\$9,510.00				\$9,510.00
Task 2	Community Outreach																				
2.1	Public Meetings	26	2	40			2									70	\$9,380.00				\$9,380.00
2.2	Stakeholder Meetings	26		20			2									48	\$6,490.00				\$6,490.00
2.3	Community Survey	8		8			2									18	\$2,440.00	180	\$32,500.00		\$34,940.00
Subtotal Task 2		60	2	68			6									136	\$18,310.00				\$50,810.00
Task 3	Plan Area Profile	22		14	20	2	10	60					4			132	\$15,910.00			\$597.50	\$16,507.50
Task 4	Affordable Housing/Anti-Displacement Strategy	22		14		2	10	60					4			112	\$13,310.00				\$13,310.00
Task 5	Conceptual Development Scenarios	34	2	14		20	40	68					4			182	\$25,280.00				\$25,280.00
Task 6	Draft Specific Plan	45	1	20	20	40	120	240					20	40		546	\$70,670.00				\$70,670.00
Task 7	Consistency Review	12	2	16	28								1		2	61	\$8,135.00				\$8,135.00
Task 8	Environmental Anlysis	12	2						24	44	24	16	22	2	12	158	\$20,770.00				\$20,770.00
Total Hours		267	11	146	68	64	188	428	24	44	24	16	55	42	14	1391			180		
Total		\$38,715.00	\$2,695.00	\$17,520.00	\$8,840.00	\$14,720.00	\$30,080.00	\$42,800.00	\$4,800.00	\$3,520.00	\$4,320.00	\$2,080.00	\$5,225.00	\$4,830.00	\$1,750.00		\$181,895.00		\$32,500.00	\$597.50	\$214,992.50
Percent of Hours (Base)		19%	1%	10%	5%	5%	14%	31%	2%	3%	2%	1%	4%	3%	1%						



# 4. OTHER REQUIREMENTS

## DUDEK STATEMENTS

---

- i. Dudek suggests adding the following sentence to the end of Section 25 of the City's Standard Professional Services Agreement: Notwithstanding the foregoing, with respect to any professional liability claim or lawsuit, this indemnity does not include providing the primary defense of City, provided, however, Consultant shall be responsible for City's defense costs to the extent such costs are incurred as a result of Consultant's negligence, recklessness or willful misconduct.
- ii. Dudek can provide the insurance and indemnification (with additional sentence) required by the City.
- iii. Dudek will comply with City policy.
- iv. Dudek has no past, ongoing, or potential conflicts of interest with the City.
- v. Dudek will operate under a legitimate business license.
- vi. Nothing contained in Dudek's proposal is proprietary. All submitted materials are the property of the City.



# APPENDIX

## RESUMES



# DUDEK

800.450.1818  
HELLO@DUDEK.COM

DUDEK.COM

