

Proposal for

# Elite Athlete Training Center Master Plan

CITY OF CHULA VISTA

February 17, 2026



**DUDEK**

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

# Cover Letter

January 7, 2026, Updated February 17, 2026

Courtney Chase  
Deputy City Manager  
City of Chula Vista  
276 Fourth Avenue  
Chula Vista, California 91910

**Subject: Chula Vista Elite Athlete Training Center Master Plan**

Dear Courtney Chase:

Thank you for the opportunity to submit a scope and quote to the City of Chula Vista (City), in collaboration with Elite Athlete Services (EAS), to complete a Master Plan for the Chula Vista Elite Athlete Training Center (CVEATC). We appreciate the City's and EAS's vision to enhance this world-class facility and its role in supporting Olympic, Paralympic, and elite athletes, as well as the broader community.

The Dudek Planning and Urban Design studio is built for projects like this. We are nimble, innovative, and deeply invested in the communities we serve. We thrive on complex, high-profile projects that demand both visionary thinking and pragmatic implementation. The team we have assembled for the CVEATC Master Plan excels at preparing compelling plans and implementing visions that resonate with the surrounding communities and stand the test of time. Our team will offer the City the following strengths and advantages:

**An Experienced Team.** The Dudek team brings a proven track record of experience in sports facility planning, campus redevelopment, public-private partnerships, and community engagement. Our team offers a robust portfolio of master planning experience for high-profile projects, such as the Microsoft Redmond Corporate campus, San Diego State University (SDSU) campus, University of San Diego (USD) campus, and SeaWorld San Diego. Equally important is our proven local expertise demonstrated through projects including the Rohr Wohl Specific Plan, Rohr Park Master Plan, and the Chula Vista Bayfront Master Plan. To provide the City with the best possible services, we hand-selected a team that brings all this project experience together. Dudek Project Manager Asha Bleier and Principal Gaurav Srivastava lead the Dudek Planning and Urban Design studio and will make this project a top priority. We have augmented our team with our trusted subconsultant partners, Citythinkers, for local outreach and urban design support, and with Pro Forma Advisors who specialize in objective assessments and data-driven analysis of a project's market and financial potential. Together, our qualifications allow us to bring best practices while tailoring our approach to the City's distinct landscape, priorities, and community needs. We are dedicated to integrating sustainable design principles throughout the planning process and fostering strategic partnerships to promote operational efficiency and innovation within the CVEATC campus.

## MAIN POINT OF CONTACT

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**Proven Partnership with the City of Chula Vista.** For more than twenty years, Dudek has partnered with the City on a range of transformative initiatives. Our involvement in landmark projects, such as Otay Ranch, Chula Vista Bayfront Master Plan, Rohr Wohl Specific Plan, and Rohr Park Master Plan, has provided us with a thorough understanding of the City's priorities, regulatory landscape, and the distinctive opportunities available in Chula Vista. This long-standing collaboration underscores our commitment to the City and demonstrates our ability to successfully navigate complex municipal projects.

**Innovators in Community Engagement.** Our track record includes delivering strategic planning services and robust community engagement for multifaceted municipal efforts. Our online and in-person engagement techniques are authentic, increase community ownership, build trust, and get results. We use iterative approaches, enriched by place-making and imaging tools to understand needs and support the creative planning process. These experiences position our team to effectively guide the CVEATC toward its vision of long-term excellence and meaningful community impact. We are fully prepared to leverage our knowledge and relationships to ensure the success of this Master Plan and to help realize the City's vision for this world-class facility.

We look forward to collaborating with the City and Elite Athlete Services to realize this important vision. If there are any questions about our qualifications, please contact our project manager and main point of contact, Asha Bleier, at 760.479.4858 or [ableier@dudek.com](mailto:ableier@dudek.com).

Sincerely,



**Joseph Monaco**  
President and CEO



**Asha Bleier, AICP, LEED AP BD+C**  
Project Manager

*Joseph Monaco is authorized to sign on behalf of Dudek.*

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## A. Project Understanding and Approach

The City of Chula Vista (City), in collaboration with Elite Athlete Services (EAS), seeks to develop a comprehensive Master Plan for the Chula Vista Elite Athlete Training Center (CVEATC). This initiative aims to establish a strategic vision for the 155-acre campus, ensuring its continued role as a premier destination for Olympic, Paralympic, and elite athletes while enhancing community engagement. The Master Plan will integrate expertise in sports facility planning, campus redevelopment, public-private partnerships, and stakeholder collaboration to create a framework that supports long-term growth, sustainability, and innovation.

The Dudek team will provide a customized approach to the Master Plan while leveraging our qualifications on similar efforts, such as the San Diego State University (SDSU) Mission Valley Campus Master Plan, University of San Diego (USD) Campus Master Plan, Microsoft Campus Master Plan, and more (refer to Section B, Firm Qualifications). Our approach to master planning is implementation-focused and allows flexibility to shift priorities given market conditions, with the ultimate goal of long-term economic vitality.

Our team understands that the CVEATC is a nationally recognized, world-class, multi-sport training facility that serves Olympic, Paralympic, and elite athletes, as well as the broader community. Originally designed and constructed in the early 1990s, the CVEATC has long served as a hub for athletic excellence offering world-class facilities and uniquely allowing year-round training due to the warm climate. The City is seeking to develop a Master Plan that will enhance the 155-acre campus. Our approach and scope of work will accomplish the following objectives as laid out in the request for proposals:

- Establish a long-term vision and framework for future improvements, land use, and facilities
- Evaluate opportunities for expanded training, recreation, and event programming
- Explore strategic partnerships and public-private investment opportunities
- Incorporate sustainable design principles, accessibility, and operational efficiency
- Include robust engagement with stakeholders, including City staff, EAS, National Governing Bodies, potential partners, and the public

### Scope of Work

Dudek is proposing to complete the requested services via the following outlined tasks. We have prepared this work effort to align with City objectives and our past experience on similar efforts (see Section B, Firm Qualifications). The Dudek team strength lies in our unique combination of high-profile master planning experience and our trusted local work. This dual perspective allows us to bring best practices while tailoring our approach to the City's distinct landscape, priorities, and community needs. The Dudek team is amenable to discussing any refinements or adjustments to the scope of work with the City and EAS.



#### **Task 1: Kickoff, Data Gathering, Project Meetings, and Administration**

**Kickoff and Partnering Session:** The Dudek team will schedule and conduct a project kickoff meeting with core City and EAS staff. This meeting will be structured as a half-day partnering session combined with an initial walking tour of the CVEATC. It will have multiple purposes:

- Establish roles and responsibilities, chain of communication protocols, and project coordination strategy

- Discuss (and refine as necessary) the scope of work, deliverables, schedule, and project milestones
- Obtain available client-supplied data, maps, documents, and other relevant information
- Discuss current or recent plans, programs, and other initiatives pertaining to the project area
- Discuss planning considerations through the curated lens of City and EAS staff during the walking tour. This walking tour will build off the tour provided on Monday, December 29 and will give an opportunity for our core team to take a deeper look at opportunity areas.

**Review and Discovery:** Dudek will review existing planning documents, existing conditions, building plans, building inventory, conditions assessments, and past studies and outreach.

- Review Building Plans – our team will review and compile a set of plans for all buildings on the campus - assuming we can obtain those from the client. We assume these plans would include structural, mechanical, electrical and plumbing.
- Building Inventory - we will compile these plans and develop a spreadsheet inventory with relevant information about each building, including potential evaluation and scoring of a building’s condition, programmatic value, needs and potential based on agreed upon criteria.

**Community Engagement Plan:** A robust and well-managed community outreach component begins with a clear and consistent message of collaboration and clear schedule and timeline. Therefore, the first task includes preparing a Communication and Engagement Plan (CEP) that will outline the overarching goals, define the stakeholders and the public, the role of the public and stakeholder in shaping and realizing the project, the overall timeline, and opportunities for engagement. The CEP will outline how, when, and where to engage; discuss process and protocol; and ensure accountability, effective management, and clear outcomes.

**Stakeholder Interviews:** In partnership with the City’s project manager, the Dudek team will identify and conduct up to eight interviews with users, operators, and staff. These may be focus-group or one-on-one meetings. Dudek assumes up 1 hour per interview and half hour of preparation time for each. These interviews will allow our team to learn about buildings conditions, programmatic value, functionality, and generally about how the CVEATC campus and facilities are used. This will help us establish the criteria evaluated in the building inventory described above under Review and Discovery.

**Ongoing Management and Coordination:** Dudek will coordinate and establish ongoing weekly check-in calls/virtual meetings with a core working group consisting of project staff. The City and Dudek project managers may invite other participants to this call as needed. These ongoing check-in meetings will chart completed tasks and status of ongoing work, reaffirm project milestones and deliverables, and flag any anticipated issues that may impact the schedule or budget.

**Deliverables**

- Key takeaways and summary synthesizing research, existing conditions, interview findings, CEP (two drafts) and weekly check-in calls

**Assumptions**

- Dudek will conduct weekly one-hour check-in meetings for a duration of one year.
- Dudek will conduct one-hour interviews with one half hour of preparation.



**Task 2: Analysis, Research, Ideation, and Workshop 1**

**Synthesis:** As an outcome of Task 1, Dudek will analyze and synthesize key findings. These will be supported by diagrams and graphics to effectively highlight and communicate issues, constraints, and opportunities.

**Big Ideas:** Dudek will develop and explore “big ideas” under key themes. Each of these themes will be evaluated under citywide lenses, such as expanded programming, sustainable design, strategic investments, and partnerships. The Dudek team will use this task to understand space priorities, how people using the site, and what needs to be improved. Our team will leverage our subconsultant, ProForma, to provide preliminary feedback and guidance on profitability as we explore concepts. Based on the guided walking tour and information provided thus far, opportunities may include flexible pavilions for events and corporate retreats; multi-use indoor gym; wellness-oriented food hall or public market; Olympic-themed mini golf; museum and branded retail store; and many more. However, the Dudek team does not come with any preconceived notions and will work with the City and EAS to identify the appropriate key themes, “big ideas” and opportunities. The Dudek team will conduct a profitability pressure test including pros and cons of each key theme, as well as a revenue band legend to preliminarily assess the financial viability of each opportunity; see Task 6, Fiscal Analysis.

**Ideation Workshop:** Dudek will organize and conduct Ideation Workshop 1. Attendees would include both internal and external participants:

- *Internal Engagement*
  - City (including multiple departments)
  - EAS
  - Technical experts
  - Governing bodies
  
- *External Engagement*
  - Athletes
  - Staff
  - Development/industry experts
  - Housing developers
  - Environmental groups
  - Community groups
  - Local residents

Dudek Project Manager Asha Bleier, along with Lead Planner and Outreach Facilitator Elizabeth Dickson, will manage the discussion and ensure that meeting outcomes are achieved—balancing loose brainstorming and disciplined time management. Meeting products will comprise visual notes, diagrams, and summaries. An important aspect of Dudek’s approach to the workshops is the participation and immediate feedback of our subject matter experts: Diego Velasco addressing sustainable urban design, Elizabeth Dickson addressing land use and strategic partnerships, and Ed Armstrong addressing recreation. Their feedback and insights during brainstorming sessions will keep ideation on track and have participants benefit from their learnings from similar master planning efforts.

**Deliverables**

- Workshop presentation, summary of synthesis and findings, and visual notebook of workshop outcomes.

**Assumptions**

- The City will assist in selecting and reserving the workshop location and will collaborate in the distribution of workshop announcements through the City website and other means.



### Task 3: Concept Alternatives and Workshop 2

**Alternatives Framework:** As an outcome of Task 2, Dudek will refine and translate Workshop 1 outcomes into conceptual alternatives and a framework strategy. Alternatives will be consistent with guiding principles that emerged from Workshop 1 (addressing overall themes of land use, placemaking, sustainable design, and partnerships).

**Alternatives Workshop:** Dudek will organize and conduct Alternatives Workshop 2 to share and discuss the conceptual alternatives framework and to identify preferred approaches and ideas for further refinement. This workshop will present conceptual alternatives and focus on identifying space utilization needs, priorities, and programming.

#### Deliverables

- Conceptual site and design illustrations, draft alternatives framework, and summary of Workshop 2 (preferences and priorities)



### Task 4: Preferred Concepts Framework and Master Plan Document

**Preferred Alternative and Master Plan:** As an outcome of Task 3, the Dudek team will assemble and prepare a preferred alternative that includes a framework of priorities and preferences. This will become the basis of the Master Plan. This task also includes preparation of two drafts of the Master Plan. A key focus of the master plan effort will be the preparation of an Implementation chapter that focuses on guidance for the successful implementation, including phasing plan, strategic partnerships and public-private investment opportunities. Additionally, this task includes a City Council workshop, a Parks and Recreation Commission meeting, a Planning Commission meeting, and an additional City Council meeting. These workshops and meetings will be scheduled at appropriate times in collaboration with City staff and the project team. The Dudek team will provide a slide deck and presentation materials for these meetings, and will be available for questions.

#### Deliverables

- Illustrative site plan, renderings, phasing strategies, and a framework that consists of a summary workbook consolidating visuals and narrative descriptions of the preferred alternative. Up to two drafts of the Master Plan.
- City Council workshop, Parks and Recreation Commission meeting, Planning Commission meeting, City Council meeting

#### Assumptions

- Dudek will provide two drafts of the Master Plan, as well as an initial framework draft. If additional drafts are necessary, the Dudek team can prepare them at an additional cost.
- This scope of work does not include supporting technical studies, such as utilities and fire access. Dudek can prepare them at an additional cost.



### Task 5: CEQA CEQA Clearance

#### Subtask 1 CEQA Kick-Off and Project Description

Dudek will attend one CEQA kickoff meeting with representatives from the City and EAS to confirm the approach to CEQA documentation. Dudek will prepare support materials, including an agenda, preliminary schedule, and

comprehensive data needs list. The purpose of the meeting is to compile the relevant background data and reports, clearly define the project description, discuss important assumptions for achieving the project schedule, confirm all anticipated discretionary actions, confirm communication and protocols for ongoing coordination, and discuss issues and concerns that the City determines to be important issues for the CEQA analysis. For purposes of this proposal, Dudek assumes an Initial Study/Mitigated Negative Declaration.

Using available information from the project team, Dudek will prepare a draft project description for use in the IS/MND and for continuity among technical studies, including the following:

- Overview summary of Project
- Long-term operations activities
- Maps of the project location and any conceptual plans or renderings for the key project components
- A list of responsible agencies, discretionary actions, and required permit approvals

One round of comments from the City will be addressed, and the revised Project Description will be incorporated into the IS/MND under Task 3.

#### **Deliverables**

- Agenda, IS/MND schedule, and meeting minutes from the kickoff meeting
- Project description to the City: One (1) electronic copy (Microsoft Word)

#### **Assumptions**

- One (1) round of review/revisions on the Project Description based on consolidated comments from the City.
- Once finalized, the CEQA Project Description will remain stable and therefore allow for technical analyses to be initiated.

### **Subtask 2 Initial Study**

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Upon completion of the CEQA Project Description, Dudek will prepare an Administrative Draft Initial Study (IS) while using the City-approved checklist format that is consistent with the procedural and substantive provisions of Section 15063 and Appendices of the CEQA Guidelines. Dudek will provide the City with an Administrative Draft Initial Study for review and comment in electronic format. It is assumed that comments from the City and EAS will consist of consolidated comments. One round of revision is assumed to complete this task.

#### **Deliverables**

- One (1) round of document review/revision based on consolidated comments from the City and EAS: Draft/Revised Administrative Initial Study to City: One (1) electronic copy (MS Word only)

#### **Assumptions**

- Substantive changes to any assumptions after commencement of the analysis will require a budget augment.
- If significant impacts are identified and cannot be mitigated to a level less than significant, then an EIR would be required, which would require a scope and budget augment.
- If it is determined that technical reports or modeling are required, Dudek will provide a scope and budget augment.

### **Subtask 3 Mitigated Negative Declaration**

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Based on final comments received from the City, Dudek will revise the Administrative Draft Initial Study to produce the Screencheck Draft IS/MND. It is anticipated that comments received on the Screencheck Draft IS/MND will be minimal or editorial, and no substantive revisions would be required. Once all staff comments have been addressed, Dudek will prepare the public review IS/MND for a 30-day review period.

Dudek will prepare a Notice of Intent (NOI) to adopt an IS/MND and a Notice of Completion (NOC) that will accompany the distribution of the IS/MND. Upon City sign-off on the public review IS/MND, Dudek will print and provide the City with copies in the following quantities and formats: five (5) printed hard copies with technical appendices on thumb drives, one (1) electronic copy in Microsoft Word, and one (1) electronic Web-ready copy in PDF format. Dudek assumes the public review mailing list will be provided by the City. Dudek will upload the NOC, NOI, and IS/MND to the State Clearinghouse.

#### **Deliverables**

- Screencheck Draft IS/MND (MS Word/PDF)
- Public Review Draft IS/MND to the City: One (1) electronic copy (Microsoft Word and PDF)
- NOI to the City: One (1) electronic copy (Microsoft Word)
- NOC to the City: One (1) electronic copy (PDF)
- Upload to State Clearinghouse: One (1) electronic copy (PDF)

#### **Assumptions**

- The City will be responsible for posting and distributing the NOI, and for publication and any associated fees of the NOI in a local newspaper

### **Subtask 4 Final MND (Responses to Comments and MMRP)**

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Once the public review period is closed, Dudek will compile all comments received on the Draft IS/MND and, collectively with the City, determine whether any revisions are required for the Final IS/MND. Dudek will prepare the Final IS/MND, including a summary of the public comments on the Draft IS/MND and any changes resulting from those comments. Dudek will assemble the Final IS/MND and provide the necessary copies and digital files to City staff to take through the hearing process to certification. Dudek assumes that there will be one round of administrative review for the Final IS/MND before finalizing the documents for certification. The Final IS/MND will be submitted to the City for distribution. It is assumed that copies for the City Council will be provided electronically.

Dudek will prepare an MMRP for the proposed Project in compliance with Section 21081.6 of CEQA. The MMRP will be prepared in a matrix format; will provide the timing and entity responsible for completing each mitigation measure; and will include the City department or individual responsible for verifying that the mitigation measure has been implemented. Dudek will prepare and file the Notice of Determination (NOD) with the County Clerk within 5 days of certification of the Final IS/MND.

#### **Deliverables**

- One (1) round of document review/revision based on consolidated comments from the City: Draft/Final Responses to Comments and MMRP to the City (MS Word and PDF)
- Draft and final NOD to the City

**Assumptions**

- This task assumes up to 20 hours of professional staff time for Draft/Final Responses to Comments) to address the public comments received. No new technical analyses or changes to quantified modeling is included. If additional effort is required, a budget augment will be requested.
- This task does not include response to comments on letters that may be received after close of the public review period but received prior to the public hearing.
- Dudek assumes the City will be responsible for any applicable filing fees (i.e., County Clerk posting fee and California Department of Fish and Wildlife filing fee).



**Task 6: Fiscal Analysis**

Pro Forma Advisors (Pro Forma) will provide targeted economic, financial, and implementation advisory services to support preparation of the CVEATC Master Plan. The scope is intentionally streamlined and focused on delivering practical, decision-oriented guidance that informs land use planning, partnership strategy, and long-term feasibility without requiring detailed design or engineering inputs.

The work will begin with a concise review of existing plans, background materials, and publicly available data, including the prior Master Plan and relevant City policies. Pro Forma will establish a high-level economic and market context for the CVEATC, focusing on its role within the City’s regional economy. This task will also include a brief benchmarking review of comparable elite athlete training campuses and sports-oriented projects to identify relevant economic drivers, operational models, and redevelopment precedents. Placer.ai will be leveraged to attain near real-time understanding of the CVEATC’s ability to attract visitors in comparison to the identified benchmark facilities.

Building on this baseline, Pro Forma will evaluate the financial and operational implications of preliminary land use and program concepts as they emerge from the planning process. This assessment will be conceptual in nature and will focus on relative capital intensity, lifecycle cost considerations, and financial characteristics of major program elements (e.g., training facilities, event venues, community uses, and commercial or partnership components). The objective is to identify risks, constraints, and sensitivities that should inform master planning decisions. Within this framework, Pro Forma’s role is to:

- Evaluate concepts through a financial feasibility lens;
- Identify cost implications;
- Assess revenue drivers and desired operational models;
- Highlight financial risks, sensitivities, and constraints; and
- Provide order-of-magnitude financial characteristics to inform planning decisions.

Pro Forma will then assess potential financing strategies and public–private partnership opportunities appropriate for the Master Plan and the City’s fiscal capacity. This will include a screening of potential public funding sources, private investment and partnership structures, and alternative delivery models such as ground leases, concessions, or joint development arrangements. The analysis will focus on identifying viable pathways for implementation, clarifying potential roles of the City and private partners.

Finally, Pro Forma will prepare a planning-level assessment of economic and fiscal impacts associated with redevelopment of the CVEATC. This will include order-of-magnitude estimates of economic activity, employment, and visitor spending effects, as well as high-level fiscal considerations for the City, based on reasonable

assumptions and clearly stated limitations appropriate to a master planning effort. The results will be structured for direct inclusion in the Master Plan and for use in stakeholder and decision-maker discussions.

This planning-level feedback ensures that concepts advancing through the Master Plan process are grounded in economic reality without providing detailed modeling before program parameters are defined. However, Pro Forma Advisors can provide detailed optional add-on tasks should the City require additional analysis. These could include:

1. **Detailed Operating Pro Forma Modeling:** Pro Forma Advisors will prepare detailed, multi-year operating projections to evaluate revenue potential, cost structure, and overall financial performance. This analysis would include revenue modeling by source operating expense estimates by major category, and calculation of net operating income and coverage metrics over a 10-year stabilization horizon. Assumptions will be clearly documented and tested through sensitivity scenarios to assess performance under conservative, base, and upside conditions. The objective is to provide decision-grade insight into operating sustainability, required subsidy levels (if any), and long-term profitability potential to inform implementation and partnership strategy.
2. **Detailed Fiscal Impact Modeling:** Pro Forma Advisors will prepare a comprehensive fiscal impact analysis to estimate the net revenues and costs to the City associated with redevelopment. This task would include multi-scenario modeling of key municipal revenue streams (e.g., property tax, sales tax, transient occupancy tax, lease revenues, and user fees), phased buildout assumptions, and operating cost considerations for City services. The analysis would distinguish between one-time and recurring revenues, estimate timing of fiscal flows over a 10–20 year horizon, and evaluate net fiscal impacts under conservative, base, and upside scenarios. The objective is to provide decision-makers with a clear understanding of long-term fiscal sustainability, funding capacity, and potential budget exposure associated with implementation alternatives.
3. **Public-Private Partnership Financial Structure:** Pro Forma Advisors will evaluate and model alternative delivery and partnership structures to support implementation of the Master Plan. This task would include comparative analysis of City-led development, ground lease structures, concession agreements, joint ventures, and other public-private arrangements. For selected scenario, Pro Forma will prepare cash flow allocation models identifying revenue sharing, capital responsibilities, operating risk distribution, and return expectations by party. The analysis will assess financial feasibility, funding gaps, and risk transfer considerations, and outline the fiscal and policy implications for the City. The objective is to clarify viable partnership pathways, align incentives between public and private stakeholders, and support informed negotiation and implementation strategy.

**Deliverables**

- All findings summarized into a concise technical report

**Assumptions**

- Pro Forma will provide one draft of the technical report.



**OPTIONAL Task 7: Additional Community Outreach**

The following additional, optional tasks are included should the City and EAS wish to develop a more robust outreach programming to cast a wider net:

**Subtask 7.1 Marketing and Digital Engagement**

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Our team can create a project webpage hosted on the City’s website to provide visually rich informational materials, a calendar of project activities, FAQs, and other community-building tools. Building upon digital engagement activities, Dudek can work with City staff to develop a survey, digital engagement activities, as well as informational materials for the project website.

**Subtask 7.2 Community Events**

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The Dudek team can work with City staff and EAS to identify appropriate tabling events, “popping” into existing community events and meeting people where they are in the City, such as farmers markets, street fairs, or other community events. Dudek can facilitate up to three community tabling events/pop-ups and prepare appropriate materials to support the events. These events would bring awareness of the project and engage the community in convenient and innovative ways. Our team uses a variety of materials and tools to make the most of every engagement opportunity. These events may include posters, mapping activities, sticker dot exercises, interactive installations, and other means of gathering input. A community tabling event may also be replaced by an additional community open house workshop if the City prefers.

**Subtask 7.3 Interested Party Engagement**

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The Dudek outreach team can facilitate two additional 45- minute focused neighborhood conversations/listening sessions. These neighborhood conversations provide valuable benefits to the process, such as revealing key opportunity areas; gaining valuable feedback; and building trust and conducting community members for information sharing and garnering community support.



**OPTIONAL Task 8: CEQA Technical Studies**

While details for expanded training, recreation, and other programming are not known at this time, for purposes of our scope of services for compliance with the California Environmental Quality Act (CEQA), we have assumed that any future expansion on the CVEATC campus would be limited to the developed footprint of the current campus. Specifically, vegetated slopes and canyon bottoms within the current boundary of the CVEATC would not be developed as a result of CVEATC Master Plan identified improvements. Furthermore we assumed preparation of a Mitigated Negative Declaration (MND) as described in Task 5, CEQA.

Depending on the details and planning of the site, these additional optional technical studies identified herein may be required to support the MND.

**Subtask 8.1 Biological Resources**

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**Biological Reconnaissance Survey**

Prior to conducting field surveys, Dudek will review the review the California Natural Diversity Database (CNDDDB), City’s Multiple Species Conservation Plan Subarea Plan, U.S. Fish and Wildlife Service (USFWS), and San Diego Geographic Information Source (SanGIS) databases to identify special-status species that are known to occur or may potentially occur within the project study area. Dudek will also identify the limits of the City’s Multi-Habitat Preserve Area (MHPA) and determine if the project is considered adjacent.

Dudek will conduct a general biological reconnaissance survey in order to create a baseline biological resources map of vegetation communities present and any special-status species locations observed during the survey. Vegetation communities within the Project area identified for direct impacts and a 100-foot buffer (Biological Study Area) will be mapped and identified. Vegetation communities within the Biological Study Area will be mapped on a 100-scale topographic/aerial photographic field map, based on a Holland (1986) classification system and revised Holland (Oberbauer 2005 and 2008).

#### **Assumptions**

- Four (4) person days would be needed to complete the reconnaissance survey.
- The entire site is safely accessible to field personnel.

#### **Biological Resources Technical Report**

Dudek will prepare a biological resources technical report (BRTR) for the project that will answer the CEQA threshold questions for biological resources and to facilitate coordination with the resource agencies for permit applications. The report include a description of the project and Biological Study Area, will describe biological resource survey methods, summarize survey results, and include analysis of the potential significance of impacts resulting from the Project with associated avoidance and mitigation measures, as applicable.

The BRTR will include a discussion of the survey methodology according to the appropriate protocol and adequacy of the surveys for the study area. Vegetation communities and special-status botanical and wildlife resources will be described in terms of their regional significance and potential presence on the site, including an estimate of any observed special-status species' population size and condition. A description of each vegetation community mapped within the study area will include information found in a literature review (Oberbauer et al. 2008, etc.) as well as project-specific data recorded in the field, such as general species composition, a brief description of location, and any notes pertaining to habitat quality or level of disturbance.

All botanical and wildlife resources observed or with potential to occur on site will be analyzed. Additionally, species with any reasonable potential to constrain the project will also be addressed. A table summarizing the special-status plant and wildlife species that could occur in the project vicinity, but which have no reasonable potential to occur or otherwise constrain the project, will be included but not discussed further.

Graphics will be included that show all plant and wildlife species encountered and identified will be recorded to include as an appendix to the report.

The BRTR will include an impacts analysis based on one (1) iteration of the project design with an assessment of the significance of the impacts, and assignment of applicable project design features and/or avoidance and mitigation measures. Proposed compensatory mitigation requirements for impacts to sensitive resources will be discussed in terms of the regional planning efforts and state and federal laws and guidelines. Figures will be prepared to illustrate the location of the study area, extent of each vegetation community mapped within the study area, locations of any special-status plant or wildlife species observed, and the proposed project impacts. A draft of the BRTR will be provided to the client prior to submittal.

#### **Deliverables**

- Draft version of the BRTR (Microsoft Word and PDF files)
- Compiled final PDF version of the BRTR, including one (1) round of response to City comments (Microsoft Word and PDF files)

**Assumptions**

- This scope does not include a formal aquatic resources delineation or focused species surveys. Should either of these tasks be required based on specific improvement plans identified in the Master Plan, Dudek can prepare a separate scope of work.
- The client will review the draft BRTR once and provide one round of comments.
- A complete project description would be provided with sufficient detail to analyze impacts to biological resources.
- GIS files of all direct (permanent and/or temporary) project impacts would be provided.
- It is assumed that there would be no substantial changes to the project description prior to initiation of substantial work on the BRTR.
- This scope includes one (1) round of review by the City and revisions to the report.
- This scope assumes that no permitting assistance is required. If determined to be required, Dudek can provide a separate scope and fee for permitting assistance.

**Subtask 8.2 Cultural Resources**

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Dudek understands that the City is lead agency on this project for purposes of CEQA compliance. At this point, no federal nexus has been identified that would require compliance with Section 106 of the National Historic Preservation Act (NHPA). Should compliance with Section 106 of the NHPA be required at a later date, Dudek will prepare a separate scope of work and budget for Section 106 compliance documentation and support. Dudek’s cultural resources inventory will include a California Historical Resource Information Systems (CHRIS) records search, Native American Heritage Commission (NAHC) Sacred Land Files (SLF) search, intensive pedestrian survey, and report preparation.

**Records Search**

Dudek will begin by conducting a California Historical Resources Information Systems (CHRIS) records search of the project area of potential effect (APE) and a 1-mile radius at the South Coastal Information Center (SCIC), which will house cultural resource records for San Diego County. The purpose of the records search is to identify any previously recorded cultural resources that may be located within the project area. In addition to a review of previously prepared site records and reports, the records search will also provide information on historical maps of the project APE, ethnographies, the National Register of Historic Places (NRHP), the California Register of Historical Resources (CRHR), the California Historic Property Data File, and the lists of California State Historical Landmarks, California Points of Historical Interest, and Archaeological Determinations of Eligibility. Finally, a review of historical maps and aerials will be conducted to better determine the history of land use and disturbance within the project APE.

**Deliverables**

- None

**Assumptions/Caveats:**

- Direct fees for the SCIC records search will not exceed \$1,000.

**Native American Coordination**

**Sacred Lands File and Inquiry Letters**

Dudek will contact the California Native American Heritage Commission (NAHC) for a review of its Sacred Lands File (SLF). The NAHC will determine whether any NAHC-listed Native American sacred lands are located within or adjacent to the project APE. With permission from the client, Dudek will prepare and mail a letter to each of the NAHC-listed contacts, requesting that they contact us if they know of any Native American cultural resources within or immediately adjacent to the project APE. This process is to inform the cultural resources inventory and does not constitute consultation with tribes.

**Assumptions**

- No more than 20 Native American contacts will require contact; however, the exact number may vary
- Assembly Bill (AB) 52 formal consultation or other tribal outreach, if required, will be conducted by the City. Should the City desire assistance during the tribal consultation process, we will be pleased to provide an augmented scope and cost for the City’s review and authorization.

**Pedestrian Survey**

Upon completion of background research and confirmation if notification is required, Dudek will conduct a pedestrian survey of the approximately 155-acre project APE (APNs 643-040-2800, 643-040-2500, 643-040-2700, 643-040-2600) for cultural resources (including both prehistoric and historic archaeological resources). Dudek will subcontract a Kumeyaay Native American monitor from Red Tail Environmental who will participate in the survey. This task will consist of an intensive-level pedestrian survey, conducted by the Dudek archaeologist and Kumeyaay Native American monitor, for all accessible portions of the project APE.

**Assumptions**

- The survey will be negative for archaeological resources (i.e., no newly discovered archaeological resources will be encountered, and no previously recorded resources will require updates). Therefore, it is assumed that no archaeological resource evaluations will be conducted, nor will any artifacts be collected during the survey. Should any new archaeological resources be encountered during the survey requiring recordation, we will work with the City to augment this scope and cost as appropriate. Dudek assumes that the survey will require two qualified archaeologist and one Kumeyaay Native American monitor working one day to complete.

**Cultural Resources Survey Report**

Dudek will prepare a cultural resources technical letter report that will summarize the results of the records searches, Native American coordination, background research, and cultural resources survey. The report will discuss the project description, regulatory framework, all sources consulted, research and field methodology, setting, and findings. In addition, the report will discuss the project’s potential to impact cultural resources under CEQA and will provide mitigation measures and recommendations as appropriate.

The draft cultural resources letter report will be presented electronically, in pdf format. The estimated schedule for completion of the draft cultural resources letter report is 6 to 8 weeks from Notice to Proceed (NTP).

**Deliverables**

- Draft and Final Cultural Resources Survey Report (PDF; electronic submittal)

### Assumptions/Caveats

- No more than one (1) round of comments from the City will require response for the cultural resources survey report.

## Subtask 8.3 Fire Protection Planning

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### Data Review

Dudek will compile the most recent digital information including site and grading plans for incorporation into the fire protection analysis, fuel modification plan, site's fire behavior models and GIS exhibits. Dudek will evaluate the site plan to determine potential code compliance issues.

### Site Risk Assessment

Dudek will conduct site specific risk assessment and field data collection that will be used for completing the overall project risk assessment and fire behavior modeling analysis. Among the field tasks that will be completed are:

- Vegetation measurements and mapping refinements
- Fuel load analysis (current and historic)
- Topographic features documentation
- Photograph documentation
- Off-site land uses and fuel status
- Confirmation/verification of hazard assumptions
- Access/egress documentation
- Post field data processing and organization

### Fire Behavior Modeling

Dudek will conduct fire behavior modeling as part of this scope; fire behavior modeling is a cost-effective means for determining priority hazard areas, graphically portraying them in the FPP, and determining/supporting suitable defensible space distances and/or other measures that would provide fire protection. A Dudek fire behavior modeler for this Project would help substantiate and inform determination of the area's fire environment and wildfire that it may produce in terms of flame lengths and fire intensity utilizing BehavePlus (V 6.0). Fire behavior modeling can help substantiate the risk presented by specific conditions of the project area and help determine the type of fuel modification and structural enhancements that will be required to reduce the potential fire hazard. We will prepare one model exhibit indicating each fire behavior model run throughout the site. We anticipate modeling up to four locations representing different fuel types around the project perimeter and on the adjacent lands as dictated by our site observations. We will also provide a model that indicates the post-project, fuel modification zone fire behavior reductions.

In addition, a Fire History Exhibit will be prepared with the use of GIS indicating the number of fires that have burned in the area since documentation was initiated (late 1800's). The exhibit will be a color-graphic portraying fire perimeter throughout the project area and within its vicinity. This information will be incorporated into our analysis and recommendations.

**Deliverables**

- GIS Fire Behavior Modeling Exhibit (electronic submittal)

**Fire Protection Plan Preparation**

Dudek will prepare an FPP summarizing Project details and code compliance per Chula Vista Fire Department (CVFD) format. We will utilize an FPP standard that includes the components necessary to evaluate risk, provide measures to mitigate that risk and support the project’s compliance with fire protection requirements. FPPs effectively memorialize risk-based requirements of projects with input and final approval by the Fire Authority Having Jurisdiction (FAHJ). Goals of the project’s FPP are to minimize and mitigate fire issues created by the project and to reduce the impact the project may have on the local fire protection delivery system. For the proposed project, it is anticipated that the FPP will be used to document the projects’ conformance with codes, particularly regarding fuel modification zone provisions, road and circulation design, emergency access, and water supply, amongst others. The FPP will detail provisions for alternative materials and methods for providing the same practical effect for project features that cannot comply strictly with the code. Our goal will be to avoid changes in the project footprint or creating additional, unanalyzed impacts to the extent feasible. Based on our experience over the last few years, we also propose to provide an analysis that can be utilized within the EIR’s Wildfire Chapter to address the project’s potential impacts on the environment and existing communities. This section will address how the provided features that protect the project provide a dual benefit of protecting against on-site fires escaping to off-site habitats.

The FPP will include sections addressing the following components:

- Introduction: Site and project descriptions, applicable codes/existing regulations
- Setting and Risk Assessment: site characteristics and fire environment
- Fire Behavior Modeling Analysis
- Emergency Response and Service
- Roads and Circulation: road design, emergency access/egress, secondary egress
- Building Construction Requirements
- Fire Protection Requirements: water supply, hydrants, fire protection systems
- Defensible Space and Vegetation Management: fuel modification zones, maintenance requirements
- Mitigation Measures: consistent with the unique problems resulting from the location, topography, geology, flammable vegetation, and climate of the proposed site
- Exhibits: Project location, Site plan, Fire Hazard Severity Zones, Fire History, Fire Behavior Analysis, Fuel Modification Plan
- Evacuation (wedding facilities have special considerations)
- Offsite Impact Analysis and Conclusions
- Alternative Materials and Methods: proposing measures for “same practical effect” for non-conformance, if necessary

**Deliverables**

- Draft Fire Protection Plan (PDF file; submitted electronically)
- Revised Submittal Draft Fire Protection Plan (PDF file; submitted electronically)
- Final Fire Protection Plan (PDF file; submitted electronically)

**Assumptions**

- Scope includes one review, comment, and revision cycle with the City and one review, comment and revision cycle with the CVFD.
- The draft FPP will be submitted electronically for City review. A pdf file of the FPP will be submitted for CVFD review and the final FPP will be an electronic submittal, if requested. Dudek assumes up to 4 hours for responding to client team and CVFD comments.
- Extensive comments that require additional time may require additional budget to complete.

**Subtask 8.4 Noise**

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**Project Information Review and Request for Information**

Dudek will review available current information on the Project—including its locations of up to five (5) contemplated major new/renovated structures or facilities and thus construction areas and their distances with respect to offsite nearest noise-sensitive receivers (NSR). Dudek will prepare and send to the City (or authorized partner [e.g., EAS] or third party) a data request (including questions and suggested modeling input assumptions), the prompt and detailed response to which will facilitate predictive modeling that supports the noise impact assessment.

**Existing Noise Measurements**

Because Section 19.68.030.B.4 of the City’s municipal code allows its default (Table III) exterior noise limits to be replaced by—if higher—measured outdoor ambient sound levels, a Dudek field investigator will perform attended sound level monitoring on publicly-accessible property at up to eight (8) representative “short-term” (ST, 15 minutes duration each) onsite and/or offsite survey locations during daytime hours. Such positions are likely to include or functionally represent the nearby offsite residential neighborhoods in the vicinity of the CVEATC including Sweet Gum Place, Black Gum Court, New Hope Community Church, Athens Road, Paseo Carina, and Cielo Circulo. Additionally, Dudek will deploy up to two (2) “long-term” (LT, 25 consecutive hours duration each) unattended sound pressure level (SPL) monitors to quantify and help characterize the baseline sound environment for the Project study area, including trends in changing sound levels over the course of a typical diurnal cycle due to influence from transportation routes (State Route 125 and local roadways), water treatment facilities, Otay Lake area park and commercial operations, and residential community activities. These SPL readings will be measured using instruments that satisfy the relevant American National Standards Institute (ANSI) standards for a Type 1 or Type 2 sound level meter (SLM).

**Roadway Traffic Noise Modeling**

Using existing and projected future traffic volume data from publicly available sources (e.g., San Diego Association of Governments [SANDAG] Transportation Forecast Information Center [TFIC]) and a Project traffic impact analysis (TIA) prepared by others for input (and thus not part of this proposed noise scope), Dudek will apply the Federal Highway Administration (FHWA) Traffic Noise Model (TNM, RD-77-108 or newer using “Calveno” curves) or a comparable method at its discretion to estimate traffic noise levels at up to four (4) distinct perpendicular distances from each of up to four (4) nearby roadway segments (e.g., Olympic Parkway, Lake Crest Drive, Wueste Road, and Otay Lakes Road) for each of six (6) cases: existing, existing-plus-Project, future-year build-out (FYB), FYB+Project, Master Plan full build-out year (MPF), and MPF+Project. For purposes of this proposed traffic noise assessment, up to all five (5) of the planned near-term new or renovated facilities associated with Project implementation would—in aggregate—comprise “Project” volumes at the FYB year. The subsequent Project volumes at the MPF year would be another aggregate quantity; in other words, unless requested as an Additional

Service, we will not look at traffic noise impacts for individual new site-specific facilities implemented under the Master Plan.

**Stationary Source Operations Noise Modeling**

Outdoor noise emission to the offsite community from each of up to five (5) new near-term onsite facilities as a result of Project implementation will be predicted with an International Organization of Standardization (ISO) 9613-2 sound propagation prediction technique applied at Dudek discretion, with results compared to applicable standards. The modeling will consider, as appropriate, major anticipated noise-producing stationary (e.g., outdoor-exposed heating, ventilating, air-conditioning [HVAC] system components) sources and low-speed vehicle or parking lot movements. Average speech noise from expected onsite participants and spectators associated with hosted events or training activities at these new Project-attributed facilities will be included as appropriate. Output will be both tabulated for a set of up to eight (8) offsite NSR and graphically depicted as iso-pleths (a.k.a., “noise contours”) or color-coded adjoining annular regions of decibel ranges (e.g., 5 dB wide) across and beyond the Project site out to a distance of approximately 1,000 feet. Unless requested to be modeled with similar technique as an Additional Service, aggregate noise emission from existing onsite facilities will be considered “existing conditions” and be represented by SPL measurements.

**Construction Noise Evaluation**

Noise associated with construction activities associated with each of up to five (5) aforementioned Project implemented new/renovated facilities will be predicted with an FHWA Roadway Construction Noise Model (RCNM) emulator, with results at up to two (2) nearest and/or representative offsite NSR compared to applicable standards. This task will also predict ground-borne vibration from Project construction activities with methodology per California Department of Transportation (Caltrans) or Federal Transit Administration (FTA) guidance. Construction traffic noise will be evaluated in a manner similar to that proposed in the Roadway Traffic Noise Modeling task above, with emphasis on roadway segments along up to two (2) routes expected to bear the majority of Project construction worker, material delivery, and truck haul vehicle traffic.

**Deliverables**

- Draft Construction Noise Evaluation (Word; electronic submittal)
- Final Construction Noise Evaluation (PDF; electronic submittal)

**Assumptions/Caveats**

- Response to one round of comments from City review is included.

***Subtask 8.4.1 Noise: Community to Project Analysis***

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Because CEQA noise and vibration impact significance criteria, as of January 2019 and aside from potential aviation noise exposure, examine only potential impacts from the Project to the community and not vice versa, this optional task would evaluate interior background noise levels, resulting from intrusion of offsite exterior roadway noise, at up to a total of fifteen (15) sample inhabited indoor spaces (associated with one or more new near-term facilities implemented as a result of the Project) to assess consistency with relevant California Building Code (CBC) and/or City standards. The analysis methodology, prediction results and recommendations for any exterior-to-interior sound insulation features will be compiled into a detailed “Acoustical Study”.

**Deliverables**

- Draft Community to Project Analysis (Word; electronic submittal)

- Final Community to Project Analysis (PDF; electronic submittal)

**Assumptions**

- Response to one round of comments from City review is included.

***Subtask 8.4.2 Noise: Land Use Compatibility Analysis***

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Because CEQA noise and vibration impact significance criteria, as of January 2019 and aside from potential aviation noise exposure, examine only potential impacts from the Project to the community and not vice versa, this optional task would evaluate future exterior noise levels at up to a total of fifteen (15) onsite representative locations (e.g., proximate to facades or windows of newly occupied dwelling units or office spaces) as may be predicted from completion of Task 3 from the Scope of Work and based on monitored levels from performance of Task 2 from the Scope of Work. If these outdoor areas associated with one or more new near-term facilities implemented as a result of the Project does not appear to be within the “Clearly Acceptable” noise exposure zone as defined by the City’s General Plan, a Land Use Compatibility Acoustical Study (LUCAS) will present an acoustical analysis of exterior noise reducing features made possible by the Project’s architectural (or landscape) design, or acoustical upgrading, to yield onsite exposure levels that would be compatible with “Clearly Acceptable” noise thresholds.

**Deliverables**

- Draft Land Use Compatibility Analysis (Word; electronic submittal)
- Final Land Use Compatibility Analysis (PDF; electronic submittal)

**Assumptions**

- Response to one round of comments from City review is included.

***Subtask 8.4.3 Noise: Onsite Noise Source Analysis***

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Because CEQA noise and vibration impact significance criteria, as of January 2019 and aside from potential aviation noise exposure, examine only potential impacts from the Project to the community and not vice versa, this optional task would evaluate exterior noise level exposures at up to a total of fifteen (15) representative newly occupied patio or balconies attributed to onsite outdoor-exposed HVAC sources and parking activities (e.g., low-speed vehicle movements) for the new near-term facilities (studied in Task 4) and implemented as a result of the Project and assess compliance with relevant City noise ordinance and General Plan requirements. The analysis methodology, prediction results and recommendations for any sound attenuation or noise control upgrades will be compiled into a detailed “Onsite Noise Acoustical Study” (ONAS).

**Deliverables**

- Draft Onsite Noise Source Analysis (Word; electronic submittal)
- Final Onsite Noise Source Analysis (PDF; electronic submittal)

**Assumptions**

- Response to one round of comments from City review is included.

**Subtask 8.5 Transportation**

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Dudek’s in-house transportation planners will prepare a CEQA-level transportation analysis that will address the project’s impacts using the vehicle miles traveled (VMT) metric per Senate Bill 743 (SB 743). Dudek will use the City’s Traffic Study Guidelines (TSG) (Adopted June 10, 2020, Revised January 2022) and project specific information to determine if the proposed project would be screened out or require a detailed VMT analysis.

Dudek will submit a Project Information Form (PIF) outlining scope of the VMT analyses to the City's Traffic Engineer for approval. Based on project characteristics, Dudek will use SANDAG's SB 743 maps and project's operational characteristics to determine whether the project would screen out or require a detailed analysis. An optional task to conduct a detailed VMT analysis is provided below (see Task 5.2.5.1).

Dudek will complete the Transportation CEQA Appendix G Checklist in the projects' CEQA document. This includes the project's consistency with applicable plans and policies related to circulation, consistency with Section 15034 (b), evaluation of hazards due to geometric design features and adequacy of emergency access. Dudek will identify the criteria used to determine significance; identify any direct and cumulative impacts resulting from the proposed project and include appropriate mitigation measures that may be required. Dudek will also qualitatively analyze the transit, pedestrian, and bicycle facilities that serve the project site and evaluate whether the project decreases the performance or safety of such facilities.

#### **Deliverables**

- Presentation of transportation analysis to be wholly within the EIR (Task 5.3).

#### **Assumptions**

- The project would not add new access driveways or modify the circulation system in the vicinity of the existing CVEATC.
- This scope assumes three rounds of review of the transportation section by the City for the draft and final CEQA document, preparation of written responses to comments received during the public review period and incorporate necessary changes into the Final Environmental Document.
- This scope does not include preparation of a Local Mobility Analysis (LMA) for non-CEQA based on levels of service (LOS) metric. Should the City Traffic Engineer require additional non-CEQA analyses, Dudek will prepare the scope of work and request a budget augment.

### **Subtask 8.5.1 Transportation: Vehicle Miles Traveled Analysis**

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Dudek will review methodologies used for analyzing similar land uses and select the most appropriate methodology and metric for a detailed VMT analysis. The project site is within Census Tract 133.20 and the SANDAG Travel Demand model can be used to determine if the project would result in an increase in total VMT in the region. Alternatively, SANDAG's SB 743 maps can be used to determine the project VMT for employees and operational data can be used to determine the project VMT for visitors. Appropriate significance threshold from the City's Traffic Study Guidelines will be used to determine if the project would result in a VMT impact. If required, Dudek will identify project design features and mitigation measures to reduce project's VMT.

#### **Deliverables**

- The results of the VMT analysis and mitigation measures, if any, will be documented in a technical memorandum.

#### **Assumptions/Caveats**

- This scope assumes one round of review from the City.

## B. Firm Qualifications

### Dudek

The Dudek team brings **decades of experience in campus, parks and recreation master planning**, sustainability planning, outreach and engagement and a broad range of in-house environmental services. Our team’s extensive collaborative experience with Master Plans, sustainability plans and other long-range planning efforts situate us as leading experts prepared to successfully accomplish the City’s project objectives efficiently.

### Planning and Urban Design Studio

Dudek planners and designers provide master planning and urban design services that help public- and private-sector clients create compelling places. We strive to establish enduring relationship between people and their environment and develop a sense of belonging while respecting cultural, environmental, and economic constraints.

Our team of city planners, policy planners, and urban designers works collaboratively with clients on plans both large and small. By quickly leveraging our comprehensive in-house technical expertise, we can balance and prioritize urban design, land use, infrastructure, sustainability, and transportation objectives to address short- and long-term planning challenges. 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 plans without broad-based community support are unlikely to succeed. Consequently, we carefully tailor work products and community outreach efforts to be inviting, engaging, and user-friendly for the communities they serve. Our plans are realistic, bold, and stand the test of time.

Our **Planning and Urban Design studio** is a boutique service at Dudek. We provide a personalized approach to each project and challenge, combined with the breadth and depth of capabilities characteristic of the larger Dudek firm to meet your needs. We consider our size to be a tremendous asset to our clients because it allows us to provide superior levels of customer service. As an employee-owned firm, we are empowered to be nimble problem solvers, innovative thinkers, and collaborators to tackle some of the most pressing issues being faced by our cities, regions, and state. We are proud of our low employee turnover; our staff’s long tenure means the project manager you see at the bidding stage will be with you at project completion.

## Citythinkers

Citythinkers is a California Corporation based in San Diego, California and founded in 2019. They have professional staff trained in engineering, architecture, and urban planning with more than 25 years’ experience in the field.

In the past five years, the firm has completed more than 50 projects and maintains an active workload of 10 to 15 projects per year. The firm’s work ranges in scale and scope from campus plans to Master Plans, zoning codes, streetscape design, design guidelines, resiliency Master Plans, and community outreach. Their current work includes complex, large-scale projects, such as the Midway Rising Specific Plan and the USD Campus Plan.

Citythinkers collaborate with private-sector and public-sector clients and have a track record of **successfully approved, award winning work** for several cities in the region, including San Diego, National City, El Cajon, Encinitas, Vista, and Imperial Beach, among others. Citythinkers has current work in the City of Chula Vista, leading the development of a Specific Plan for the former Rohr Industries site.



### CORE SERVICES

- *Campus and Master Planning*
- *Development Feasibility Analysis*
- *Specific Plans*
- *Visioning*
- *Urban Design and Design Standards*
- *Zoning and Form-Based Codes*
- *Policy and Land Use Planning*
- *3D Visualizations and Renderings*
- *Community Engagement*

## Master Plans and Specific Plans

Diego Velasco and Gaelle Brasseur bring extensive experience writing and illustrating Master Plans and Specific Plans across the San Diego region, with more than five Master Plans/Specific Plans completed in the past five years. They have delivered two Master Plans in the South Bay region (one for the City of National City for a 760-acre mixed-use village around the 24th Street Transit Center and another for a private-sector client at the National City Park Apartments). **Citythinkers recently completed work with Dudek on the Rohr-Wohl Specific Plan at the Chula Vista Bayfront.** The team is also leading the Specific Plan for the Midway Rising redevelopment at the San Diego Sports Arena.

In their experience, they have learned that master planning requires a mix of visionary thinking and pragmatic implementation. This is why all their plans have gained successful approval, and many have been recognized with awards.

## Relevant Project Experience

The strength of the Dudek team lies in our unique combination of high-profile master planning experience—Microsoft Redmond Corporate Campus, SDSU, USD, and SeaWorld San Diego—and our trusted local work on the Rohr Wohl Specific Plan, Rohr Park Master Plan, and the Chula Vista Bayfront Master Plan. This dual perspective allows us to bring proven best practices while tailoring our approach to the City’s distinct landscape, priorities, and community needs.

**SDSU MISSION VALLEY CAMPUS MASTER PLAN (DUDEK)**

**Client:** SDSU, subconsultant to Gatzke, Dillon & Ballance

Dudek Project Manager Asha Bleier and Planners Elizabeth Dickson and Erika Van Sickel prepared the Master Plan, environmental planning, and permitting for the SDSU Mission Valley Campus. The master planning effort aimed to expand SDSU’s 169-acre education, research, entrepreneurial, technology, and athletics programs on an approximately 169 acres – formerly known as Qualcomm Stadium. The project included approximately 84 acres of open space, active and passive parks and recreation fields; the 34-acre River Park and trails; 1.6 million square feet of campus uses for education, research, entrepreneurial, and technology programs; a new, multipurpose 35,000-seat stadium; approximately 4,600 residential homes for students, faculty, and staff, including market-rate, workforce, and affordable homes; two hotels with approximately 400 hotel rooms; 95,000 square feet of community-serving retail space; and associated infrastructure, utilities, facilities, and other amenities.



Dudek completed the project under a highly compact schedule dictated by the SDSU planned home-opener football game on September 3, 2022. The project presented numerous challenges besides the rigid timeframe for completion, including concerns of archaeological sensitivity; managing the confluence of the Murphy Canyon Creek and the San Diego River to address flood control, habitat mitigation, and active park planning; management of a hazardous materials plume; wildlife movement; and protection of a substantial resource for roosting bats; amongst other issues. The project also included extensive outreach to stakeholders and the community, including two public workshops and numerous focused meetings and one-on-one interviews.

**UNIVERSITY OF SAN DIEGO MASTER PLAN (CITYTHINKERS)**

**Client:** USD

The USD Master Plan updates and amends the 1996 Master Plan and Conditional Use Permit (CUP) under which the university had been operating for decades. The new plan anticipates an increase in Full-Time-Equivalent student population from 7,000 to 10,000 students. In a three-year process that included hundreds of meetings with campus stakeholders and the Linda Vista Community, Diego Velasco of Citythinkers led the effort to develop space projections and analysis, determine campus utilization priorities, direct future growth in a pattern that supports a quality campus environment, and preserves the

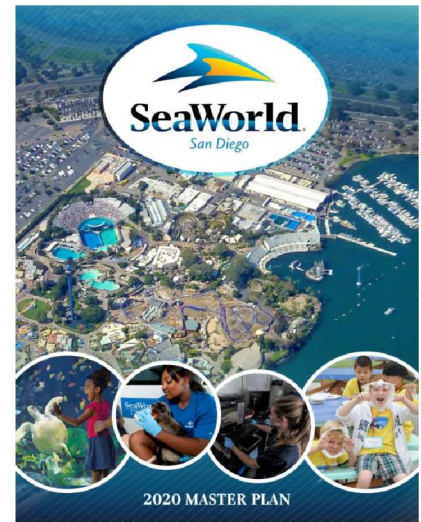


beauty and structure of the campus. The plan provides for extensive upgrades to the campus’ circulation network, natural open space, gathering areas, and architecture. The Master Plan and CUP were approved unanimously by City Council in 2017 and have served the university well as it continues to bring projects forward. Key roles included urban design, land use planning, campus planning, space analysis and utilization, growth projections, project management and coordination of extensive consultant team, entitlements management, and processing of the CUP for the campus. Diego performed these roles while service as principal-in-charge at M.W. Steele Group.

**SEAWORLD MASTER PLAN (DUDEK)**

**Client:** SeaWorld San Diego

Dudek Project Manager Asha Bleier led the team in preparation of the SeaWorld San Diego Master Plan and supporting environmental documentation. 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. In order to maintain its long-term economic vitality, Dudek collaborated with SeaWorld in the preparation of the 2020 Master Plan to improve and provide facilities that meet the public’s needs and desires. The 2020 Sea World Master Plan sets forth the long-range conceptual development program, development parameters, design guidelines and implementation procedures for the future renovation of the entire leasehold area for SeaWorld Adventure Park (SeaWorld) for the next 20 to 25 years.



**MICROSOFT CAMPUS MODERNIZATION MASTER PLAN (DUDEK)**

**Client:** City of Redmond, Washington

Dudek Principal in Charge Gaurav Srivastava was the lead urban designer at his former place of work for Microsoft’s Redmond headquarters, which is globally associated with the firm’s origins and success. The bike-and-walk-only Master Plan manifests Microsoft’s vision for its physical legacy, its aspirations for the built environment, and the programmatic requirements of its business operations. The campus modernization programming included three million square feet of new construction spread over 18 new buildings on 72-acre site. About 20 acres of the site are dedicated to open space and programmed with a mix of active and passive recreational uses. Public amenities include retail shops, restaurants, running and walking trails, sports facilities, and green spaces.



**CHULA VISTA ROHR WOHL SPECIFIC PLAN (DUDEK)**

**Client:** City of Chula Vista

Dudek and Citythinkers recently prepared a Master Plan and environmental clearance to guide improvements to Rohr Park in the City of Chula Vista, including strengthening linkages to regional trails, enhancing native

vegetation and habitat within the park, and improving park amenities for lesser served groups. The project includes public workshops and pop-up events, development of alternative and preferred improvement plans, cost estimates for implementation of proposed improvements, and recommendations for maintenance and management. The Dudek team has conducted site assessments; prepared existing conditions, opportunities, and constraints memorandum; conducted three of six public workshops; and is preparing alternative plans for park improvements to meet the City’s needs over the next 10 years.

**CHULA VISTA ROHR PARK MASTER PLAN (DUDEK)**

**Client:** City of Chula Vista

Dudek is currently preparing a Master Plan to guide improvements to Rohr Park in the City of Chula Vista, including strengthening linkages to regional trails, enhancing native vegetation and habitat within the park, and improving park amenities for lesser-served groups. The project includes public workshops and pop-up events, the development of alternative and preferred improvement plans, cost estimates for the implementation of proposed improvements, and recommendations for maintenance and management. To date, Dudek has conducted site assessments; prepared an existing conditions, opportunities, and constraints memorandum; conducted three of six public workshops; and is preparing alternative plans for park improvements to meet the City’s needs over the next 10 years.



**DAVIS PARKS AND COMMUNITY SERVICES MASTER PLAN (DUDEK)**

**Client:** City of Davis, Parks and Community Services Department

Dudek prepared a Master Plan for the City of Davis for the operation, maintenance, and development of new and ongoing programming, recreational facilities, and infrastructure. As part of the planning effort, the Dudek team conducted a robust outreach engagement program. The community outreach included in-person tabling events, meetings, site visits, in-person interviews, a communitywide survey, workshops, the facilitation and development of technical memoranda, a needs assessment, and the strategic Master Plan. Our in-house graphic design team also created logos, branding, infographics, and an Esri



*Dudek developed a StoryMap for public*

StoryMap for the public outreach effort. We are leading the projects, coordinating and managing work products, managing subconsultants, and ensuring a high caliber of deliverables.



### Pickleball Courts

The popularity of pickleball has exploded in the Davis community over the last decade. To keep pace with current community interest, the City of Davis has created 14 new pickleball courts where residents of all ages can "dink"!

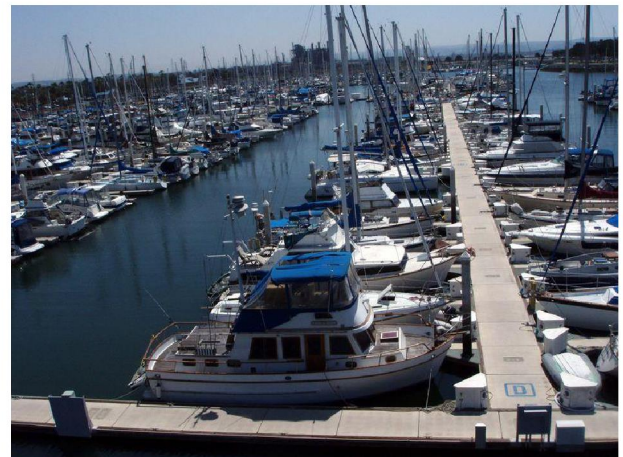
**Pickleball**

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**CHULA VISTA BAYFRONT MASTER PLAN (DUDEK)**

**Client:** City of Chula Vista

Dudek contracted with the San Diego Unified Port District (Port) to execute complex environmental planning and clearance 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.



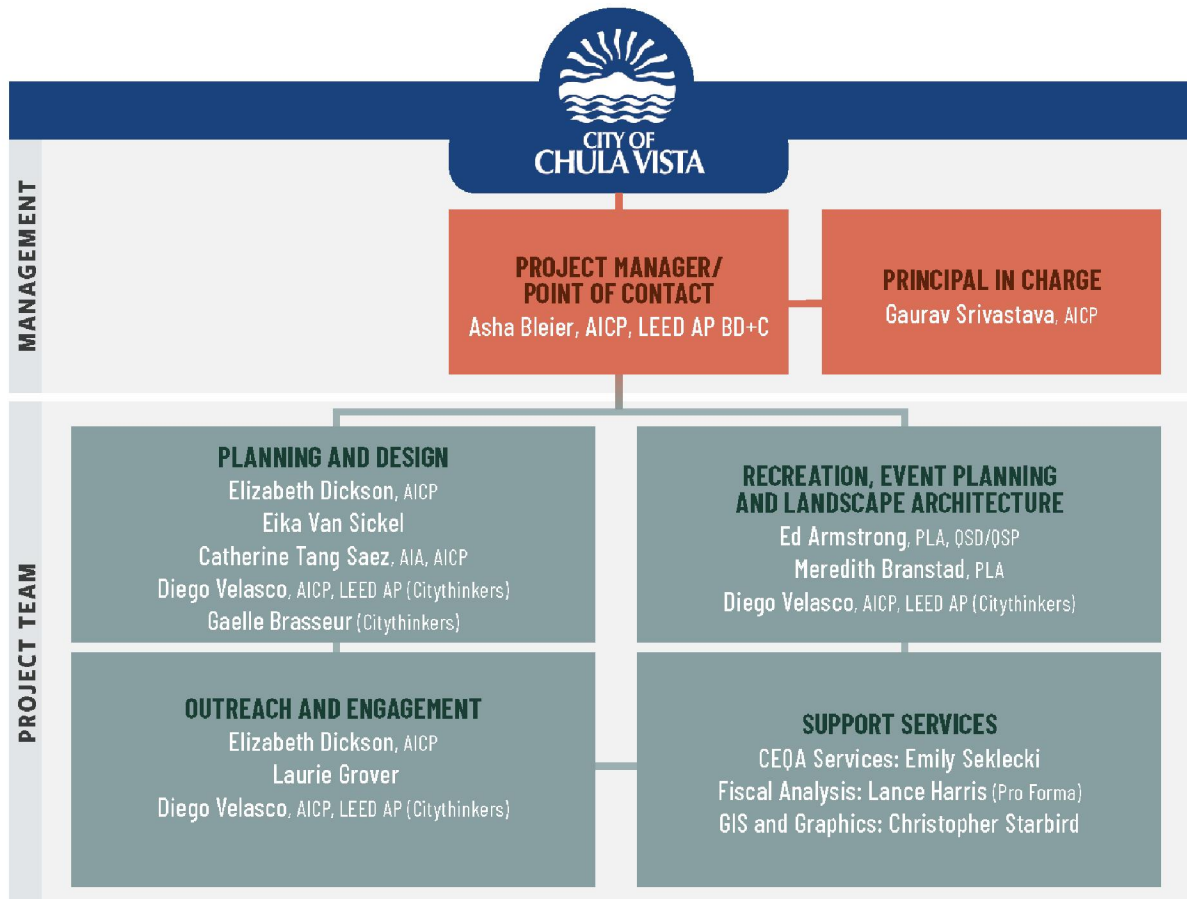
## Team Qualifications

The Dudek team is ideally suited to support the City in developing the CVEATC Master Plan. Our extensive experience in compliance, documentation, and project delivery, combined with strong relationships with local and regional agencies, ensures that our planning, civil engineering, and landscape architecture services are informed by a deep understanding of the area's unique needs. Our experts will guide the Master Plan's development in a way that is both legally sound and responsive to the interests and needs of the Chula Vista

community, ensuring that the facility’s future aligns with best practices in sustainability and community engagement.

**Figure 1** outlines proposed lines of communication for this contract, followed by brief biographies for key personnel. Full resumes are available upon request.

*Figure 1. Dudek Team Organization*



## Key Personnel

### **Asha Bleier, AICP, LEED AP BD+C**

#### **Project Manager (Dudek)**



Asha Bleier is a principal planner with 21 years’ experience managing complex planning and development projects throughout California. Asha leads Dudek’s Planning and Urban Design studio. Her multidisciplinary expertise includes a full range of planning efforts, such as regional and General Plans, master plans, resilience planning, and design guidelines. Asha’s background in design, development, and sustainability allows her to make sound policy recommendations relative to the interaction between users and their built environments. She is skilled at managing large, multidisciplinary teams; developing creative strategies for complex projects; and facilitating

meaningful dialogue among stakeholders and the public.

*Relevant Projects/Experience*

- SDSU Campus Master Plan
- SeaWorld San Diego Master Plan
- Rohr Park Master Plan



**Gaurav Srivastava, AICP**

**Principal (Dudek)**

Gaurav Srivastava is an urban designer with 23 years’ experience. Gaurav 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. Gaurav is adept at facilitating workshops and shaping discussions before a variety of audiences. He is an accomplished project manager and experienced at directing complex, multidisciplinary teams. In addition, Gaurav serves as a visiting lecturer and teaches urban design at the University of California, Los Angeles’ Luskin School of Public Affairs.

*Relevant Projects/Experience*

- City of Santa Clarita Old Town Newhall Specific Plan
- City of Redmond Microsoft Campus Modernization Master Plan
- City of Fullerton Housing Incentive Overlay Zone

**Elizabeth Dickson, AICP**

**Planning and Design, Outreach and Engagement (Dudek)**



Elizabeth Dickson is a planner with 10 years’ experience specializing in long-range planning, community planning, housing policy development, zoning codes, and the analysis and creation of tools that facilitate and incentivize development. Elizabeth’s diverse range of experiences includes General Plan updates and amendments, housing element updates, community plan updates, community planning, housing incentive program development, and updates and amendments to zoning codes. She has experience working collaboratively with local community groups, navigating California State legislation, and developing implementation-focused policies and ordinances that promote housing accessibility and affordability.

Elizabeth has spoken as a panelist at multiple conferences for the American Planning Association (APA). Her expertise in housing data analysis led her to serve as a panelist at the Institute for Innovative Governance’s 2019 Forum on Housing and Inequality in San Diego.

*Relevant Projects/Experience*

- SDSU Campus Master Plan
- SeaWorld San Diego Master Plan
- City of Newport Beach General Plan Update



**Erika Van Sickel**

**Planning and Design, Outreach and Engagement (Dudek)**

Erika Van Sickel is an urban planner with 6 years’ experience in land use policy and code in both the public and private sectors. Erika places a special emphasis on improving the interaction between users and their built environments and has experience performing bilingual community outreach and data analysis for the purposes of identifying conditions and challenges in a broad range of communities. Her multidisciplinary background in design, development, and sustainability allows her to make critical decisions on each project’s impact to the community and environment.

*Relevant Projects/Experience*

- City of Eureka Waterfront Specific Plan
- City of Pismo Beach General Plan
- SDSU Master Plan



**Diego Velasco, AICP, LEED AP**

**Planning and Design, Outreach and Engagement (Citythinkers)**

Diego Velasco is Principal and Founder of Citythinkers, an integrated and cross-disciplinary planning, urban design, and research firm based in San Diego, California. With 25 years’ experience in both urban planning and architecture, he maintains a comprehensive and interdisciplinary approach to design that makes him versatile and diverse in his skills. His planning work ranges in scale and scope from master planned communities to General Plans, community plans, zoning codes, streetscape design, design guidelines and community outreach. His work in architecture focuses on urban, infill housing and mixed-use.

Diego is involved in his community on several levels. He was Section Director of the San Diego APA from 2023–2024, a board chair of Urban Land Institute (ULI) San Diego/Tijuana, a mentor in the ULI–Young Leaders Partnership Forum, and a member of Lambda Alpha International. He was the 2014 President of C-3 (Citizens Coordinate for Century Three), was an elected member of the Centre City Advisory Committee from 2009 to 2010, a panel member of the Move San Diego Alliance, and a speaker at National and San Diego APA and ULI events. Diego is currently a lecturer in the Urban Studies and Planning Department at the University of California at San Diego, where he has taught for more than seven years.

*Relevant Projects/Experience*

- USD Master Plan
- California State University San Marcos Space Utilization Study
- Rohr-Wohl Specific Plan



**Gaelle Brasseur**

**Planning and Design (Citythinkers)**

Gaelle is a French architect and urban planner established in San Diego since 2014. Working closely with Diego Velasco, she has had the opportunity to develop large-scale Master Plans, Specific Plans, design guidelines, and campus plans for the City of San Diego, USD, and other cities in the Southern California region.

A creative and sensitive designer, she previously led large urban planning and transportation projects development for more than ten years in Europe, Asia, Africa, and Middle East for renowned French firms AREP and EGIS Group.

Just prior to coming to the United States, she had the opportunity to be part of the creation of the new Business Line “My City by EGIS” and led a cross-functional team (urban and landscape designers, transport and mobility engineers, sociologists, and programming experts) toward delivering innovative, sustainable, and integrated solutions for new city planning, neighborhood revitalization, and Transit Oriented District in France and worldwide.

Gaelle shows a particular interest in integrated approaches to urban growth and societal change, considering people and our existing environment first when building an innovative vision for our evolutionary needs.

*Relevant Projects/Experience*

- City of San Diego Community Plans
- California State University San Marcos Space Utilization Study
- Rohr-Wohl Specific Plan

**Ed Armstrong, PLA**

**Recreation, Event Planning and Landscape Architecture (Dudek)**



Ed Armstrong is a senior habitat restoration specialist and licensed landscape architect with expertise in open space/trail, park, and natural systems planning and design responsive of today's water conservation challenges. Ed has 27 years' experience in planning and design for wetland, stream, and riparian restoration projects; watershed and creek systems; regional parks, trails, and open space systems; and streetscapes, with a focus on enhancing public use while preserving and restoring natural habitat. Ed

has been involved in all phases of project development, including site assessment, conceptual design, master planning, construction drawings, cost estimates, technical specifications, construction management, phasing, and community outreach.

Ed is experienced with the permitting process, including U.S. Army Corps of Engineers, U.S. Fish and Wildlife Service, California Department of Fish and Wildlife, and other agency permits, and he has drafted operations and management plans for preserves that contain preserved, mitigated, or restored resources. Ed's extensive experience in application of computer-aided design (CAD), geographic information system (GIS), and 3D modeling software allows him to employ a variety of tools to understand important site factors. With 10 years' experience in engineering for near-earth orbit and geosynchronous satellites and groundstation networks, Ed is able to utilize a systems approach when solving complex problems.

*Relevant Projects/Experience*

- City of Davis Community Needs Assessment and Strategic Plan
- Chula Vista Rohr Wohl Park Specific Plan
- Sunrise Recreation and Park District Arcade Creek Park Preserve

**Meredith Branstad, PLA**

**Recreation, Event Planning and Landscape Architecture (Dudek)**



Meredith Branstad is a habitat restorationist with 23 years’ professional experience as a landscape architect and biologist specializing in balancing human and environmental needs. She has experience developing both public and private projects, including parks, trails, and streetscapes and commercial, residential, and utility projects.

Meredith has managed and led multidisciplinary teams through all phases of planning and design, including conceptual planning and construction document preparation, construction assistance and monitoring, recreation master planning, public outreach and meeting facilitation, habitat restoration design and success monitoring, wetland delineations, general and focused biological surveys, tree surveys and assessments, regulatory permit applications, grant writing, public education, and visual impact assessments. She has specific experience working with listed vernal pool invertebrates, giant gartersnake (*Thamnophis gigas*), California red-legged frog (*Rana draytonii*), valley elderberry longhorn beetle (*Desmocerus californicus dimorphus*), western pond turtle (*Actinemys marmorata*), nesting birds and raptors, and special-status plants.

*Relevant Projects/Experience*

- City of Davis Community Needs Assessment and Strategic Plan
- Chula Vista Rohr Wohl Park Specific Plan
- County of Santa Clara Joseph D. Grant Park Trails Expansion

**Jessica Baiza**

**Recreation, Event Planning and Landscape Architecture (Dudek)**



Jessica Baiza is an ecological designer and habitat restoration specialist with 4 years’ professional experience in landscape design. Her work focuses on natural resource conservation, wildlife habitat restoration, and the integration of ecological principles into agricultural practices. Jessica collaborates with interdisciplinary teams to develop conceptual design plans and produce construction document packages for projects in ecological restoration, recreation, open space, and urban environments.

In the field, she conducts construction observations, collects data, and prepares detailed technical field reports. Jessica also monitors long-term projects, ensuring their success by providing informed recommendations to contractors. She creates precise construction drawings for site preparation, layout, grading, irrigation, planting, and construction details using AutoCAD, Civil3D, GIS, and Land F/X software.

*Relevant Projects/Experience*

- Chula Vista Rohr Wohl Park Specific Plan

- San Fernando Valley Spineflower Habitat Manipulation and Introduction Study
- San Diego Public Utilities Department San Dieguito Watershed Habitat Restoration for Ecosystem Service Enhancement Project

**Christopher Starbird****GIS and Graphics (Dudek)**

Christopher Starbird is a GIS analyst with 22 years' experience in environmental projects for municipal, regional, and federal public agencies and non-profit organizations. Christopher uses the latest in mapping software from the Environmental Systems Research Institute (ESRI). His skills include database design, spatial analyses, 3D modeling with shade and shadow analysis, glint and glare analysis, interactive web development and design, web-based mapping, and high-quality cartographic design. Christopher has completed course work in the areas of computer programming, GIS, cartography, and field techniques in geographic research, web-based interactive map presentation, and digital graphics design.

*Relevant Projects/Experience*

- City of Indio Transformative Climate Communities Plan Public Outreach Website
- City of San Jose Community Forest Management Plan, Stakeholder Outreach Website
- University of California Los Angeles Capital Programs On-Call Contracts

## C. Cost Proposal

Table 1 Cost Proposal

|                          |  | Dudek Labor Hours and Rates  |                      |                              |                          |                          |                 |                         |                                    |                                   |                              |                               |                 |                            |                          |                           |                           |                         |  | Subconsultant Fees      |                 |                         |                      |                      |                  |                  |                  |
|--------------------------|--|------------------------------|----------------------|------------------------------|--------------------------|--------------------------|-----------------|-------------------------|------------------------------------|-----------------------------------|------------------------------|-------------------------------|-----------------|----------------------------|--------------------------|---------------------------|---------------------------|-------------------------|--|-------------------------|-----------------|-------------------------|----------------------|----------------------|------------------|------------------|------------------|
|                          |  | Project Manager/<br>Director | Principal            | Lead<br>Planner/Specialist I | Planner/<br>Specialist V | Planner/<br>Specialist V | Analyst V       | GIS Analyst V           | Architect/ Senior<br>Specialist IV | Landscape<br>Architect/Analyst II | CEQA/ Senior<br>Specialist I | CEQA/ Senior<br>Specialist II | CEQA Analyst IV | Biologist<br>Specialist IV | Biologist Analyst<br>III | Cultural<br>Specialist IV | Fire Senior<br>Specialist | Noise Specialist<br>III | Transportation<br>Senior Specialist<br>I | Urban Design<br>Support | Fiscal Analysis | TOTAL<br>DUDEK<br>HOURS | DUDEK LABOR<br>COSTS | City Thinkers<br>Fee | Pro Forma<br>Fee | TOTAL<br>FEE     |                  |
|                          |  | Asha Bleier                  | Gaurav<br>Srivastava | Elizabeth<br>Dickson         | Erika Kash               | Laurie Grover            | Joshua Baehr    | Christopher<br>Starbird | Edward<br>Armstrong                | Jessica Balza                     | Emily Seklecki               | Joshua Saunders               | Analyst IV      | Anna Touchstone            | Makayla Murillo          | Angela Pham               | Michael Huff              | Connor Burke            | Sabita Tewani                            |                         |                 |                         |                      |                      |                  |                  |                  |
|                          |  | Billable Rate:               | \$350                | \$275                        | \$230                    | \$220                    | \$165           | \$220                   | \$275                              | \$135                             | \$230                        | \$245                         | \$155           | \$205                      | \$145                    | \$205                     | \$375                     | \$195                   | \$230                                    |                         |                 |                         |                      |                      |                  |                  |                  |
| <b>Task 1</b>            | <b>Project Meetings and Administration</b>             |                              |                      |                              |                          |                          |                 |                         |                                    |                                   |                              |                               |                 |                            |                          |                           |                           |                         |  |                         |                 |                         |                      |                      |                  |                  |                  |
| 1.1                      | Kick Off   | 8                            | 4                    | 8                            |                          |                          |                 |                         |                                    |                                   |                              |                               |                 |                            |                          |                           |                           |                         |  |                         |                 | 20                      | \$5,740              | \$3,404              |                  | \$9,144          |                  |
| 1.2                      | Review and Discovery                                   | 4                            | 4                    | 16                           | 8                        |                          | 16              |                         |                                    |                                   |                              |                               |                 |                            |                          |                           |                           |                         |  |                         |                 | 48                      | \$10,580             | \$2,392              |                  | \$12,972         |                  |
| 1.3                      | Community Engagement Plan                              | 8                            | 4                    | 16                           |                          | 16                       | 4               |                         |                                    |                                   |                              |                               |                 |                            |                          |                           |                           |                         |  |                         |                 | 48                      | \$11,760             |                      |                  | \$11,760         |                  |
| 1.4                      | Interested Party Interviews                            | 8                            |                      | 24                           | 8                        |                          |                 |                         |                                    |                                   |                              |                               |                 |                            |                          |                           |                           |                         |  |                         |                 | 40                      | \$10,080             | \$2,530              |                  | \$12,610         |                  |
| 1.5                      | Ongoing Management and Coordination                    | 60                           |                      | 120                          |                          |                          |                 |                         |                                    |                                   |                              |                               |                 |                            |                          |                           |                           |                         |  |                         |                 | 180                     | \$48,600             | \$5,060              | \$1,725          | \$55,385         |                  |
|                          | <b>Subtotal Task 1</b>                                 | <b>88</b>                    | <b>12</b>            | <b>184</b>                   | <b>8</b>                 | <b>24</b>                | <b>20</b>       |                         |                                    |                                   |                              |                               |                 |                            |                          |                           |                           |                         |  |                         |                 | <b>336</b>              | <b>\$86,760</b>      |                      |                  | <b>\$101,871</b> |                  |
| <b>Task 2</b>            | <b>Analysis, Research and Ideation</b>                 |                              |                      |                              |                          |                          |                 |                         |                                    |                                   |                              |                               |                 |                            |                          |                           |                           |                         |  |                         |                 |                         |                      |                      |                  |                  |                  |
| 2.1                      | Research and Big Ideas                                 | 8                            | 16                   |                              | 8                        |                          |                 |                         |                                    |                                   |                              |                               |                 |                            |                          |                           |                           |                         |  |                         |                 | 32                      | \$8,960              | \$8,924              |                  | \$17,884         |                  |
| 2.2                      | Workshop #1  | 6                            |                      | 16                           | 8                        | 24                       |                 | 8                       | 4                                  |                                   |                              |                               |                 |                            |                          |                           |                           |                         |  |                         |                 | 66                      | \$15,560             | \$4,623              |                  | \$20,183         |                  |
|                          | <b>Subtotal Task 2</b>                                 | <b>14</b>                    | <b>16</b>            | <b>16</b>                    | <b>16</b>                | <b>24</b>                |                 | <b>8</b>                | <b>4</b>                           |                                   |                              |                               |                 |                            |                          |                           |                           |                         |  |                         |                 | <b>98</b>               | <b>\$24,520</b>      |                      |                  | <b>\$38,067</b>  |                  |
| <b>Task 3</b>            | <b>Concept Alternatives</b>                            |                              |                      |                              |                          |                          |                 |                         |                                    |                                   |                              |                               |                 |                            |                          |                           |                           |                         |  |                         |                 |                         |                      |                      |                  |                  |                  |
| 3.1                      | Alternatives Framework                                 | 16                           |                      | 32                           | 8                        |                          |                 |                         |                                    |                                   |                              |                               |                 |                            |                          |                           |                           |                         |  |                         |                 | 56                      | \$14,720             | \$30,130             |                  | \$44,850         |                  |
| 3.2                      | Workshop #2  | 4                            |                      | 16                           |                          | 24                       |                 |                         |                                    |                                   |                              |                               |                 |                            |                          |                           |                           |                         |  |                         |                 | 44                      | \$10,360             | \$4,623              |                  | \$14,983         |                  |
|                          | <b>Subtotal Task 3</b>                                 | <b>20</b>                    |                      | <b>48</b>                    | <b>8</b>                 | <b>24</b>                |                 |                         |                                    |                                   |                              |                               |                 |                            |                          |                           |                           |                         |  |                         |                 | <b>100</b>              | <b>\$25,080</b>      |                      |                  | <b>\$59,833</b>  |                  |
| <b>Task 4</b>            | <b>Preferred Concept and Master Plan</b>               |                              |                      |                              |                          |                          |                 |                         |                                    |                                   |                              |                               |                 |                            |                          |                           |                           |                         |  |                         |                 |                         |                      |                      |                  |                  |                  |
| 4.1                      | Framework Draft  | 32                           | 16                   | 100                          |                          |                          | 24              |                         |                                    |                                   |                              |                               |                 |                            |                          |                           |                           |                         |  |                         |                 | 172                     | \$42,560             | \$41,101             |                  | \$83,661         |                  |
| 4.2                      | Master Plan Draft #1                                   | 24                           | 8                    | 40                           | 24                       | 8                        | 60              | 16                      | 24                                 |                                   |                              |                               |                 |                            |                          |                           |                           |                         |  |                         |                 | 204                     | \$44,380             | \$5,164              |                  | \$49,544         |                  |
| 4.3                      | Master Plan Draft #2                                   | 26                           | 8                    | 48                           | 16                       | 4                        | 24              | 4                       | 4                                  |                                   |                              |                               |                 |                            |                          |                           |                           |                         |  |                         |                 | 134                     | \$32,340             | \$5,164              |                  | \$37,504         |                  |
|                          | <b>Subtotal Task 4</b>                                 | <b>82</b>                    | <b>32</b>            | <b>188</b>                   | <b>40</b>                | <b>12</b>                | <b>108</b>      | <b>20</b>               | <b>28</b>                          |                                   |                              |                               |                 |                            |                          |                           |                           |                         |  |                         |                 | <b>510</b>              | <b>\$119,280</b>     |                      |                  | <b>\$170,708</b> |                  |
| <b>Task 5</b>            | <b>CEQA</b>  | 24                           |                      | 8                            |                          |                          |                 |                         |                                    |                                   | 80                           |                               | 200             |                            |                          |                           |                           |                         |  |                         |                 | 312                     | \$59,640             |                      |                  | \$59,640         |                  |
| <b>Task 6</b>            | <b>Fiscal Analysis</b>                                 | 4                            |                      | 8                            |                          |                          |                 |                         |                                    |                                   |                              |                               |                 |                            |                          |                           |                           |                         |  |                         |                 | 12                      | \$3,240              |                      | \$42,320         | \$45,560         |                  |
|                          | <b>Total Hours</b>                                     | <b>232</b>                   | <b>60</b>            | <b>452</b>                   | <b>72</b>                | <b>84</b>                | <b>128</b>      | <b>0</b>                | <b>28</b>                          | <b>32</b>                         | <b>80</b>                    | <b>0</b>                      | <b>200</b>      | <b>0</b>                   | <b>0</b>                 | <b>0</b>                  | <b>0</b>                  | <b>0</b>                | <b>0</b>                                 | <b>0</b>                | <b>1368</b>     |                         |                      |                      |                  |                  |                  |
|                          | <b>Total</b>   | <b>\$81,200</b>              | <b>\$16,500</b>      | <b>\$103,960</b>             | <b>\$15,840</b>          | <b>\$18,480</b>          | <b>\$21,120</b> | <b>\$0</b>              | <b>\$7,700</b>                     | <b>\$4,320</b>                    | <b>\$18,400</b>              | <b>\$0</b>                    | <b>\$31,000</b> | <b>\$0</b>                 | <b>\$0</b>               | <b>\$0</b>                | <b>\$0</b>                | <b>\$0</b>              | <b>\$0</b>                               | <b>\$0</b>              | <b>\$0</b>      |                         | <b>\$318,520</b>     |                      | <b>\$113,114</b> | <b>\$44,045</b>  | <b>\$475,679</b> |
|                          | <i>Percent of Hours (Base)</i>                         | <i>17%</i>                   | <i>4%</i>            | <i>33%</i>                   | <i>5%</i>                | <i>6%</i>                | <i>9%</i>       | <i>0%</i>               | <i>2%</i>                          | <i>2%</i>                         | <i>6%</i>                    | <i>0%</i>                     | <i>15%</i>      | <i>0%</i>                  | <i>0%</i>                | <i>0%</i>                 | <i>0%</i>                 | <i>0%</i>               | <i>0%</i>                                | <i>0%</i>               |                 |                         |                      |                      |                  |                  |                  |
| <b>Optional Services</b> |  |                              |                      |                              |                          |                          |                 |                         |                                    |                                   |                              |                               |                 |                            |                          |                           |                           |                         |  |                         |                 |                         |                      |                      |                  |                  |                  |
| <b>Task 7</b>            | <b>Additional Community Outreach</b>                   |                              |                      |                              |                          |                          |                 |                         |                                    |                                   |                              |                               |                 |                            |                          |                           |                           |                         |  |                         |                 |                         |                      |                      |                  |                  |                  |
| 7.1                      | Digital Engagement/Survey                              |                              |                      | 4                            |                          | 8                        | 16              | 20                      |                                    |                                   |                              |                               |                 |                            |                          |                           |                           |                         |  |                         |                 | 48                      | \$9,720              |                      |                  | \$9,720          |                  |
| 7.2                      | Community Events                                       |                              |                      | 24                           | 8                        | 32                       |                 | 8                       |                                    |                                   |                              |                               |                 |                            |                          |                           |                           |                         |  |                         |                 | 72                      | \$16,080             |                      |                  | \$16,080         |                  |
| 7.3                      | Additional Interested Party Engagement                 | 8                            |                      | 16                           |                          |                          |                 |                         |                                    |                                   |                              |                               |                 |                            |                          |                           |                           |                         |  |                         |                 | 24                      | \$6,480              |                      |                  | \$6,480          |                  |
|                          | <b>Subtotal Task 7</b>                                 | <b>8</b>                     |                      | <b>44</b>                    | <b>8</b>                 | <b>40</b>                | <b>16</b>       | <b>28</b>               |                                    |                                   |                              |                               |                 |                            |                          |                           |                           |                         |  |                         |                 | <b>144</b>              | <b>\$32,280</b>      |                      |                  | <b>\$32,280</b>  |                  |
| <b>Task 8</b>            | <b>Optional CEQA Technical Studies</b>                 |                              |                      |                              |                          |                          |                 |                         |                                    |                                   |                              |                               |                 |                            |                          |                           |                           |                         |  |                         |                 |                         |                      |                      |                  |                  |                  |
| 8.1                      | Biological Resources                                   |                              |                      |                              |                          |                          |                 | 24                      |                                    |                                   |                              | 8                             | 40              | 64                         | 64                       |                           |                           |                         |  |                         |                 | 200                     | \$35,840             |                      |                  | \$35,840         |                  |
| 8.2                      | Cultural Resources                                     |                              |                      |                              |                          |                          |                 |                         |                                    |                                   | 8                            | 24                            |                 |                            | 28                       | 12                        |                           |                         |  |                         |                 | 72                      | \$12,200             |                      |                  | \$12,200         |                  |
| 8.3                      | Fire Protection  |                              |                      |                              |                          |                          |                 |                         |                                    |                                   | 8                            | 32                            |                 |                            |                          |                           | 40                        |                         |  |                         |                 | 80                      | \$21,920             |                      |                  | \$21,920         |                  |
| 8.4                      | Noise  |                              |                      |                              |                          |                          |                 |                         |                                    |                                   |                              |                               |                 |                            |                          |                           |                           |                         |  |                         |                 |                         |                      |                      |                  |                  |                  |
| 8.4.1                    | Noise Analysis Report                                  |                              |                      |                              |                          |                          |                 | 12                      |                                    |                                   |                              | 8                             | 52              |                            |                          |                           |                           |                         |  |                         |                 | 128                     | \$23,580             |                      |                  | \$23,580         |                  |
| 8.4.2                    | (Optional Add) Noise - Community to Project            |                              |                      |                              |                          |                          |                 |                         |                                    |                                   |                              | 8                             |                 |                            |                          |                           |                           | 56                      |  |                         |                 | 26                      | \$5,470              |                      |                  | \$5,470          |                  |
| 8.4.3                    | (Optional Add) Noise - Land Use Compatibility          |                              |                      |                              |                          |                          |                 |                         |                                    |                                   |                              | 8                             |                 |                            |                          |                           |                           | 18                      |  |                         |                 | 26                      | \$5,470              |                      |                  | \$5,470          |                  |
| 8.4.4                    | (Optional Add) Noise - Onsite Noise Source Analysis    |                              |                      |                              |                          |                          |                 |                         |                                    |                                   |                              | 8                             |                 |                            |                          |                           |                           | 18                      |  |                         |                 | 26                      | \$5,470              |                      |                  | \$5,470          |                  |
| 8.5                      | Transportation   |                              |                      |                              |                          |                          |                 |                         |                                    |                                   |                              |                               |                 |                            |                          |                           |                           |                         |  |                         |                 |                         |                      |                      |                  |                  |                  |
| 8.5.1                    | Transportation Analysis Report                         |                              |                      |                              |                          |                          |                 |                         |                                    |                                   |                              | 8                             |                 |                            |                          |                           |                           |                         |  |                         |                 | 45                      | \$12,310             |                      |                  | \$12,310         |                  |
| 8.5.2                    | (Optional Add) Transportation - Vehicle Miles Traveled |                              |                      |                              |                          |                          |                 |                         |                                    |                                   |                              |                               |                 |                            |                          |                           |                           |                         |  |                         |                 | 130                     | \$29,900             |                      |                  | \$29,900         |                  |
|                          | <b>Subtotal Task 8</b>                                 |                              |                      |                              |                          |                          |                 | <b>36</b>               |                                    |                                   |                              | <b>64</b>                     | <b>148</b>      | <b>64</b>                  | <b>92</b>                | <b>12</b>                 | <b>40</b>                 | <b>110</b>              | <b>175</b>                               |                         |                 | <b>741</b>              | <b>\$152,160</b>     |                      |                  | <b>\$152,160</b> |                  |
| <b>Task 6.2</b>          | <b>Pro Forma Modeling</b>                              |                              |                      |                              |                          |                          |                 |                         |                                    |                                   |                              |                               |                 |                            |                          |                           |                           |                         |  |                         |                 |                         |                      |                      | \$8,625          | \$8,625          |                  |
| <b>Task 6.3</b>          | <b>Fiscal Impact Modeling</b>                          |                              |                      |                              |                          |                          |                 |                         |                                    |                                   |                              |                               |                 |                            |                          |                           |                           |                         |  |                         |                 |                         |                      |                      | \$14,375         | \$14,375         |                  |
| <b>Task 6.4</b>          | <b>Public-Private Partnership Financial Structure</b>  |                              |                      |                              |                          |                          |                 |                         |                                    |                                   |                              |                               |                 |                            |                          |                           |                           |                         |  |                         |                 |                         |                      |                      | \$11,500         | \$11,500         |                  |
|                          | <b>Total Optional + Base Hours and Fee</b>             | <b>240</b>                   | <b>60</b>            | <b>496</b>                   | <b>80</b>                | <b>124</b>               | <b>144</b>      | <b>64</b>               | <b>28</b>                          | <b>32</b>                         | <b>80</b>                    | <b>64</b>                     | <b>348</b>      | <b>64</b>                  | <b>92</b>                | <b>12</b>                 | <b>40</b>                 | <b>110</b>              | <b>175</b>                               |                         | <b>2253</b>     | <b>\$502,960</b>        |                      | <b>\$113,114</b>     | <b>\$78,545</b>  | <b>\$694,619</b> |                  |

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