AGREEMENT FOR CONSULTANT SERVICES

PREAMBLE

THIS AGREEMENT is dated for identification on 2nd day of December 2025 by and between TOWN OF LOS GATOS, a California municipal corporation, ("Town") Dudek, ("Consultant"), identified as an S Corporation and whose address is 687 S Coast Highway 101, Suite 110, Encinitas, CA 92024. This Agreement is made with reference to the following facts.

I. RECITALS

1.1 The Town desires to engage Consultant to provide Development of an Urban Forest Plan.

1.2 The Consultant represents and affirms that it is willing to perform the desired work pursuant to this Agreement.

1.3 Consultant warrants it possesses the distinct professional skills, qualifications, experience, and resources necessary to timely perform the services described in this Agreement. Consultant acknowledges Town has relied upon these warranties to retain Consultant.

II. AGREEMENTS

2.1 Scope of Services. Consultant shall provide services as described in that certain Proposal sent to the Town on October 30, 2025 , which is hereby incorporated by reference and attached as Exhibit A.

2.2 Term and Time of Performance. This contract will remain in effect from December 8, 2025 through December 31, 2027. Consultant shall perform the services described in this agreement as described in Exhibit A.

2.3 Compliance with Laws. The Consultant shall comply with all applicable laws, codes, ordinances, and regulations of governing federal, state and local laws. Consultant represents and warrants to Town that it has all licenses, permits, qualifications and approvals of whatsoever nature which are legally required for Consultant to practice its profession. Consultant shall maintain a Town of Los Gatos business license pursuant to Chapter 14 of the Code of the Town of Los Gatos.

2.4 Sole Responsibility. Consultant shall be responsible for employing or engaging all persons necessary to perform the services under this Agreement.

2.5 Information/Report Handling. All documents furnished to Consultant by the Town and all reports and supportive data prepared by the Consultant under this Agreement are the Town's property and shall be delivered to the Town upon the completion of Consultant's services or at the Town's written request. All reports, information, data, and exhibits prepared

or assembled by Consultant in connection with the performance of its services pursuant to this Agreement are confidential until released by the Town to the public, and the Consultant shall not make any of the these documents or information available to any individual or organization not employed by the Consultant or the Town without the written consent of the Town before such release. The Town acknowledges that the reports to be prepared by the Consultant pursuant to this Agreement are for the purpose of evaluating a defined project, and Town's use of the information contained in the reports prepared by the Consultant in connection with other projects shall be solely at Town's risk, unless Consultant expressly consents to such use in writing. Town further agrees that it will not appropriate any methodology or technique of Consultant which is and has been confirmed in writing by Consultant to be a trade secret of Consultant.

2.6 Compensation. Compensation for Consultant's professional services shall be **$243,810.00,** inclusive of all costs. Payment shall be based upon Town approval of each task.

2.7 Billing. Billing shall be monthly by invoice within thirty (30) days of the rendering of the service. Invoices shall be based on percentage of work complete for each task. Invoices shall include the total fee for the task, the percentage of work complete, the charge for the current invoice and the overall charges to date for the project. A summary of tasks completed shall be provided.

Payment shall be net thirty (30) days. All invoices and statements to the Town shall be addressed as follows:

Invoices:

Town of Los Gatos

Attn: Accounts Payable

P.O. Box 655

Los Gatos, CA 95031-0655

Email (preferred): AP@losgatosca.gov

2.8 Availability of Records. Consultant shall maintain the records supporting this billing for not less than three years following completion of the work under this Agreement. Consultant shall make these records available to authorized personnel of the Town at the Consultant's offices during business hours upon written request of the Town.

2.9 Assignability and Subcontracting. The services to be performed under this Agreement are unique and personal to the Consultant. No portion of these services shall be assigned or subcontracted without the written consent of the Town.

2.10 Independent Contractor. It is understood that the Consultant, in the performance of the work and services agreed to be performed, shall act as and be an independent contractor and not an agent or employee of the Town. As an independent contractor he/she shall not obtain any rights to retirement benefits or other benefits which accrue to Town employee(s). With prior written consent, the Consultant may perform some obligations under this Agreement by subcontracting but may not delegate ultimate responsibility for performance or assign or transfer interests under this Agreement. Consultant agrees to testify in any litigation brought regarding the subject of the work to be performed under this Agreement. Consultant shall be compensated for its costs and expenses in preparing for, traveling to, and testifying in such matters at its then current hourly rates of compensation, unless such litigation is brought by Consultant or is based on allegations of Consultant's negligent performance or wrongdoing.

2.11 Conflict of Interest. Consultant understands that its professional responsibilities are solely to the Town. The Consultant has and shall not obtain any holding or interest within the Town of Los Gatos. Consultant has no business holdings or agreements with any individual member of the Staff or management of the Town or its representatives nor shall it enter into any such holdings or agreements. In addition, Consultant warrants that it does not presently and shall not acquire any direct or indirect interest adverse to those of the Town in the subject of this Agreement, and it shall immediately disassociate itself from such an interest, should it discover it has done so and shall, at the Town's sole discretion, divest itself of such interest. Consultant shall not knowingly and shall take reasonable steps to ensure that it does not employ a person having such an interest in this performance of this Agreement. If after employment of a person, Consultant discovers it has employed a person with a direct or indirect interest that would conflict with its performance of this Agreement, Consultant shall promptly notify Town of this employment relationship, and shall, at the Town's sole discretion, sever any such employment relationship.

2.12 Equal Employment Opportunity. Consultant warrants that it is an equal opportunity employer and shall comply with applicable regulations governing equal employment opportunity. Neither Consultant nor its subcontractors do and neither shall discriminate against persons employed or seeking employment with them on the basis of age, sex, color, race, marital status, sexual orientation, ancestry, physical or mental disability, national origin, religion, or medical condition, unless based upon a bona fide occupational qualification pursuant to the California Fair Employment & Housing Act.

III. INSURANCE AND INDEMNIFICATION

3.1 Minimum Scope of Insurance:

i. Consultant agrees to have and maintain, for the duration of the contract, General Liability insurance policies insuring him/her and his/her firm to an amount not less than: two million dollars ($2,000,000) combined single limit per occurrence for bodily injury, personal injury and property damage.

ii. Consultant agrees to have and maintain for the duration of the contract, an Automobile Liability insurance policy ensuring him/her and his/her staff to an amount not less than one million dollars ($1,000,000) combined single limit per accident for bodily injury and property damage.

iii. Consultant shall provide to the Town all certificates of insurance, with original endorsements effecting coverage. Consultant agrees that all certificates and endorsements are to be received and approved by the Town before work commences.

iv. Consultant agrees to have and maintain, for the duration of the contract, professional liability insurance in amounts not less than $1,000,000 which is sufficient to insure Consultant for professional errors or omissions in the performance of the particular scope of work under this agreement.

General Liability:

i. The Town, its elected and appointed officials, employees, and, agents are to be covered as insured as respects: liability arising out of activities performed by or on behalf of the Consultant; products and completed operations of Consultant, premises owned or used by the Consultant. This requirement does not apply to the professional liability insurance required for professional errors and omissions.

ii. The Consultant's insurance coverage shall be primary insurance as respects the Town, its elected and appointed officials, employees, and agents. Any insurance or self-insurances maintained by the Town, its officers, officials, employees or volunteers shall be excess of the Consultant's insurance and shall not contribute with it.

iii. Any failure to comply with reporting provisions of the policies shall not affect coverage provided to the Town, its officers, officials, employees or volunteers.

iv. The Consultant's insurance shall apply separately to each insured against whom a claim is made or suit is brought, except with respect to the limits of the insurer's liability.

3.2 All Coverages. Each insurance policy required in this item shall be endorsed to state that coverage shall not be suspended, voided, cancelled, reduced in coverage or in limits except after thirty (30) days' prior written notice by certified mail, return receipt requested, has been given to the Town. Current certification of such insurance shall be kept on file at all times during the term of this agreement with the Town Clerk.

3.3 Workers' Compensation. In addition to these policies, Consultant shall have and maintain Workers' Compensation insurance as required by California law and shall provide

evidence of such policy to the Town before beginning services under this Agreement. Further, Consultant shall ensure that all subcontractors employed by Consultant provide the required Workers' Compensation insurance for their respective employees. As required by the State of California, with Statutory Limits, and Employer's Liability Insurance with limit of no less than one million dollars ($1,000,000) per accident for bodily injury or disease.

3.4 Indemnification. The Consultant shall save, keep, hold harmless and indemnify and defend the Town its elected and appointed officials, agents, employees and volunteers from all damages, liabilities, penalties, costs, or expenses in law or equity that may at any time arise or be set up because of damages to property or personal injury received by reason of, or in the course of performing work which may be occasioned by a willful or negligent act or omissions of the Consultant, or any of the Consultant's officers, employees, or agents or any subconsultant.

IV. GENERAL TERMS

4.1 Waiver. No failure on the part of either party to exercise any right or remedy hereunder shall operate as a waiver of any other right or remedy that party may have hereunder, nor does waiver of a breach or default under this Agreement constitute a continuing waiver of a subsequent breach of the same or any other provision of this Agreement.

4.2 Governing Law. This Agreement, regardless of where executed, shall be governed by and construed to the laws of the State of California. Venue for any action regarding this Agreement shall be in the Superior Court of the County of Santa Clara.

4.3 Termination of Agreement. The Town and the Consultant shall have the right to terminate this agreement with or without cause by giving not less than fifteen days (15) written notice of termination. In the event of termination, the Consultant shall deliver to the Town all plans, files, documents, reports, performed to date by the Consultant. In the event of such termination, Town shall pay Consultant an amount that bears the same ratio to the maximum contract price as the work delivered to the Town bears to completed services contemplated under this Agreement, unless such termination is made for cause, in which event, compensation, if any, shall be adjusted in light of the particular facts and circumstances involved in such termination.

4.4 Amendment. No modification, waiver, mutual termination, or amendment of this Agreement is effective unless made in writing and signed by the Town and the Consultant.

4.5 Disputes. In any dispute over any aspect of this Agreement, the prevailing party shall be entitled to reasonable attorney's fees, including costs of appeal.

4.6 Notices. Any notice required to be given shall be deemed to be duly and properly given if mailed postage prepaid, and addressed to:

Town of Los Gatos
Attn: Town Clerk
110 E. Main Street
Los Gatos, CA 95030

Dudek
687 S Coast Highway 101, Suite 110
Encinitas, CA 92024

or personally delivered to Consultant to such address or such other address as Consultant designates in writing to Town.

4.7 Order of Precedence. In the event of any conflict, contradiction, or ambiguity between the terms and conditions of this Agreement in respect of the Products or Services and any attachments to this Agreement, then the terms and conditions of this Agreement shall prevail over attachments or other writings.

4.8 Entire Agreement. This Agreement, including all Exhibits, constitutes the complete and exclusive statement of the Agreement between the Town and Consultant. No terms, conditions, understandings or agreements purporting to modify or vary this Agreement, unless hereafter made in writing and signed by the party to be bound, shall be binding on either party.

IN WITNESS WHEREOF, the Town and Consultant have executed this Agreement.

Town of Los Gatos by:	Dudek by:
_____	_____
Chris Constantin, Town Manager	Joseph Monaco , President & CEO

Recommended by:

_____
Nicolle Burnham,
Director of Parks and Public Works

Approved as to Form:

_____
Gabrielle Whelan, Town Attorney

Attachments:

A - Los Gatos Proposal_10-30-2025 (1)

Exhibits List

A - Los Gatos Proposal_10-30-2025 (1)

Exhibit A

Los Gatos Proposal_10-30-2025 (1)

Proposal for

October 30, 2025

URBAN FOREST MANAGEMENT PLAN

TOWN OF LOS GATOS

Prepared by:

DUDEK

COVER LETTER

October 30, 2025

Tyler Thomas
Superintendent – Parks and Public Works
Town of Los Gatos
41 Miles Avenue
Los Gatos, CA 95030

Subject:Proposal Updates for the Town of Los Gatos Urban Forest Management Plan

Dear Tyler:

Following the proposal interview for the Town of Los Gatos Urban Forest Management Plan (UFMP), Dudek has updated the scope and created a cost estimate for the UFMP project based on correspondence with Town staff. The updates to the scope from the original proposal include the following:

- **Task 4.1 Tree Inventory Sustainability Assessment:** the scope for this task was expanded to include conducting the sustainability analysis for up to 14 neighborhood or census block boundaries, rather than just conducting the analysis on a Town-wide basis.
- **Task 4.8 (Optional) Neighborhood-Specific Tree Planting Palettes:** we have added this new optional task to develop neighborhood- or district-specific tree planting palettes for up to 7 different boundaries.
- **Task 4.9 (Optional) Wildland Urban Interface Assessment:** we have added an additional subtask under this optional WUI task titled Task 4.9.2 Tree Maintenance in the WUI Best Practices, where we would provide guidance sheet with WUI street and park tree management best practices.

The remaining tasks and scope from the original proposal have not been changed.

A budget for the project is now included in the proposal as Appendix B on page 34. The budget for all tasks, including the optional tasks, is $243,810. If excluding the optional tasks, the budget is $208,170.

Thank you for considering our proposal and we look forward to collaborating with you on this project.

Sincerely,

Kevin Cullinen

Kevin Cullinen
Urban Forestry Project Manager

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1 PROJECT APPROACH

1 PROJECT APPROACH

Dudek understands that the Town of Los Gatos (Town) is seeking qualified consultants to assist in the development of an urban forest management plan (UFMP). Dudek breaks down urban forest management planning into four main principles, as presented in **Figure 1**.

Figure 1. UFMP Principles

The following principles are essential in creating an effective UFMP:

- **People:** Ensuring that the values and perspective of the Town staff, elected officials, and community are reflected in the final UFMP
- **Policies, Standards, and Integration:** Creating alignment with broader Town goals and standards that can be consistently applied by current and future town staff
- **Urban Forest Resource:** Analyzing the publicly managed tree inventory and Town-wide canopy cover to ensure long-term tree retention and growth
- **Urban Forest Management:** Understanding the human and financial resources needed to manage a sustainable urban forest

The following scope of work reflects how Dudek will integrate these planning principles into developing the Town's UFMP.

PEOPLE

People are at the heart of every urban forest. Town staff contribute institutional knowledge, long-term perspective, and a deep commitment to public service, while residents, business owners, and local organizations bring diverse lived experiences and priorities. Together, their insights ensure that the UFMP is grounded in operational realities, aligned with community values, and responsive to historic inequities in urban forest access and investment.

Task 1: Town Information Gathering, Team Meetings, & Project Management

TASK 1.1 STAFF INTERVIEWS

The Dudek team will begin with a series of structured interviews with Town staff to ensure that the UFMP is grounded in the Town's operational realities and informed by those who steward the urban forest daily. These conversations will be tailored to each department's role in urban forestry and will focus on identifying current practices, challenges, and opportunities for improvement. We anticipate that up to eight meetings will be required for this task.

TASK 1.2 RIDE ALONG

Dudek will conduct a ride along for one day with the appropriate Town staff to gain firsthand insight into the day-to-day operations, workflows, and site-specific conditions. Dudek sees this as a foundational first step towards developing a real-world understanding of the urban forest, adding greater depth and nuance to our analysis.

TASK 1.3 PROJECT TEAM MEETINGS

We propose monthly virtual meetings between the Dudek team and Town staff to maintain alignment throughout the project. These meetings will be used to share progress updates, review draft materials, and ensure that the UFMP remains responsive to Town priorities. Following the project kickoff meeting, we will work with Town staff to establish a cadence and format that fits with the Town's availability.

TASK 1.4 PROJECT MANAGEMENT AND QUALITY ASSURANCE

Dudek Project Manager Kevin Cullinen will track work progress, budgets, schedules, and deadlines throughout the duration of the project. He will lead the Dudek team on analysis parameters and Town priorities to ensure high-quality deliverables. He brings extensive experience collaborating with various organizations and will provide effective, timely project management for the Town, the Dudek team, and partnering entities.

Deliverables

- Dudek will conduct eight interviews with Town staff.
- Dudek will participate in one ride along with Town staff.
- Dudek will facilitate monthly project team meetings, providing an agenda, follow-up meeting notes, and action items for the Town and Dudek team.

Task 2: Community Engagement

TASK 2.1 COMMUNITY ENGAGEMENT PLAN

Dudek's approach to public engagement is rooted in accessibility, relevance, and creativity. We aim to meet people where they are, whether that is at a community event, in a park, or online, and create opportunities for meaningful input that feels approachable and worthwhile.

Dudek will partner with the Town in developing a community engagement plan that best serves the community and the Town. Dudek will leverage the Town's takeaways during previous plan development projects, like the 2040 General Plan. Depending on how the Town evaluates the success of its prior engagement activities, we will either model our approach on those efforts, draw from Dudek's extensive experience leading UFMP engagement, or pivot to a creative alternative tailored to the Town's needs. Dudek will draft and submit a public outreach plan to the Town that will summarize all the planned outreach and engagement events and presentations within 3 months of the project kickoff meeting.

Dudek recognizes that generational and cultural differences influence how community members engage with information and provide feedback. To ensure inclusive participation, our engagement strategy spans a wide spectrum of outreach, from traditional methods like paper surveys and newspaper advertisements to contemporary tools such as emoji-based surveys and social media outreach. Outreach materials will be multilingual.

TASK 2.2 IN-PERSON MEETINGS

Dudek will provide technical and facilitation support for each in-person engagement event. To maximize the value of each visit, in-person events will be strategically paired with other project tasks outlined in this proposal.

Three initial in-person events will be held during the information gathering phase. These events will be designed to collect input, build relationships, and spark curiosity about the Town's urban forest. Each session will feature the following:

- Interactive displays tailored to local tree species and canopy trends
- Hands-on activities such as "Tree Story Stations" where residents can share personal experiences with trees in their neighborhoods
- Multilingual materials (English and other prominent languages in the Town of Los Gatos) and guided discussions facilitated by Dudek staff trained in inclusive engagement
- Hard-copy surveys and visual preference boards that capture feedback from residents who may not engage online

Each event will be hosted in a different part of town to ensure geographic equity and to reach a diverse cross-section of residents. Locations will be selected in collaboration with Town staff to align with existing community events or venues with high engagement potential.

A fourth in-person event will be held during the public comment period for the draft UFMP. This session will present the following:

- Key findings from the inventory and canopy assessment
- The draft vision, guiding principles, and proposed strategies
- Opportunities for residents to ask questions, provide feedback, and submit written comments

Throughout the engagement process, residents will be invited to share their experiences with tree planting and maintenance on private property, as well as their observations of Town tree management. These insights will directly inform the UFMP's recommendations for stewardship, equity, and long-term sustainability.

TASK 2.3 TECHNICAL ADVISORY COMMITTEE MEETINGS

Urban forest management within any town includes multiple actors across all levels of town staff, elected officials, community organizations, and community members, each playing a different role in creating a healthy urban forest. Dudek will assist the Town in assembling a technical advisory committee (TAC), designed to bring individuals together, and provide the community with a role in creating a UFMP that addresses the community's needs. TAC members would be selected based on criteria developed by Dudek and the Town and in partnership with local partner organizations, to verify that a broad range of interested parties are represented. The objectives of the TAC meetings will be to develop a vision statement for the UFMP, understand community priorities, inform long-term goals and actions, and provide comment on draft versions of the UFMP. Three virtual TAC meetings will be held throughout the development of the UFMP to complete these goals and objectives. Dudek will facilitate these meetings and share relevant research and information to assist in developing the UFMP goals.

- A shared vision for the Town's urban forest
- Priority issues to address in the UFMP
- Short-, medium-, and long-term goals
- Public education needs and opportunities
- Feedback on the UFMP public draft

TASK 2.4 ONLINE SURVEY

Online surveys generally result in significantly higher public input than surveys conducted during in-person engagement and offers a broader range of input on specific questions of importance to the Town. To gather the maximum amount of public feedback, Dudek will develop and host an online survey using the Esri Survey 123 platform in both English and the second most prominent language spoken in the Town. Questions will consist of topics related to urban forest values, perceived benefits of trees, understanding of the current Town urban forestry ordinances and tree removal process, and ways the Town can support community tree planting efforts. Demographic questions will be included to ensure that the survey is equitably distributed and representative of the Town's community members. Hard copies of the survey will be printed out and made available at the in-person meetings. A second version of the survey will be created to engage the younger population and will utilize an emoji-based, "one click", mobile-friendly format. Results of the surveys will be compiled in an electronic file, summarized, and included in the UFMP.

TASK 2.5 MEDIA AND SUPPORTING MATERIALS

The Dudek Marketing and Graphic teams will prepare outreach materials that will communicate project insights and goals through infographics. Using input from key stakeholders and the Town, we will identify strategic media outlets for these outreach materials, such as local newspapers and television news outlets, YouTube, Instagram, Facebook, X (formerly Twitter), LinkedIn, TikTok, or the Town's website, to engage the public in the UFMP process.

TASK 2.6 TOWN WEBPAGE

Dudek will create educational infographics and provide project updates to be added to the Town's website to further enhance community education about the value of the Town's trees and encourage participation in the Town urban forest program. Dudek's web design services will help enhance urban forestry's online presence and serve as a hub for all project updates, meeting notifications, UFMP documents, education materials, and urban forestry resources for residents.

Deliverables

- Community engagement plan
- Coordination and attendance at four in-person community events, and three virtual TAC meetings
- Online survey (English and Spanish) and summary of results
- Outreach materials for community events (English and Spanish)
- Social media content on UFMP process and public engagement opportunities
- Community feedback report summarizing the statistical results of the in-person and virtual meetings and online survey
- Webpage for UFMP and related project information

POLICIES, STANDARDS, & INTEGRATION

Urban forest practices are guided by municipal codes, zoning ordinances, maintenance standards, and planning documents. This context helps ensure that the UFMP aligns with current regulations and identifies opportunities for policy updates or new ordinances.

Task 3: Policy and Standards

TASK 3.1 REVIEW OF CODES, POLICIES, & ORDINANCES

Codes, policies, and ordinances are tools for encouraging accountability among private property owners and aligning individual actions with broader community goals. The level and effectiveness of regulation can vary widely between cities, and even well-intentioned ordinances may fall short of addressing on-the-ground realities. Over time, all comprehensive frameworks require refinement to stay relevant and effective, especially in the face of challenges like staff turnover, shifting council priorities, and inconsistent community compliance.

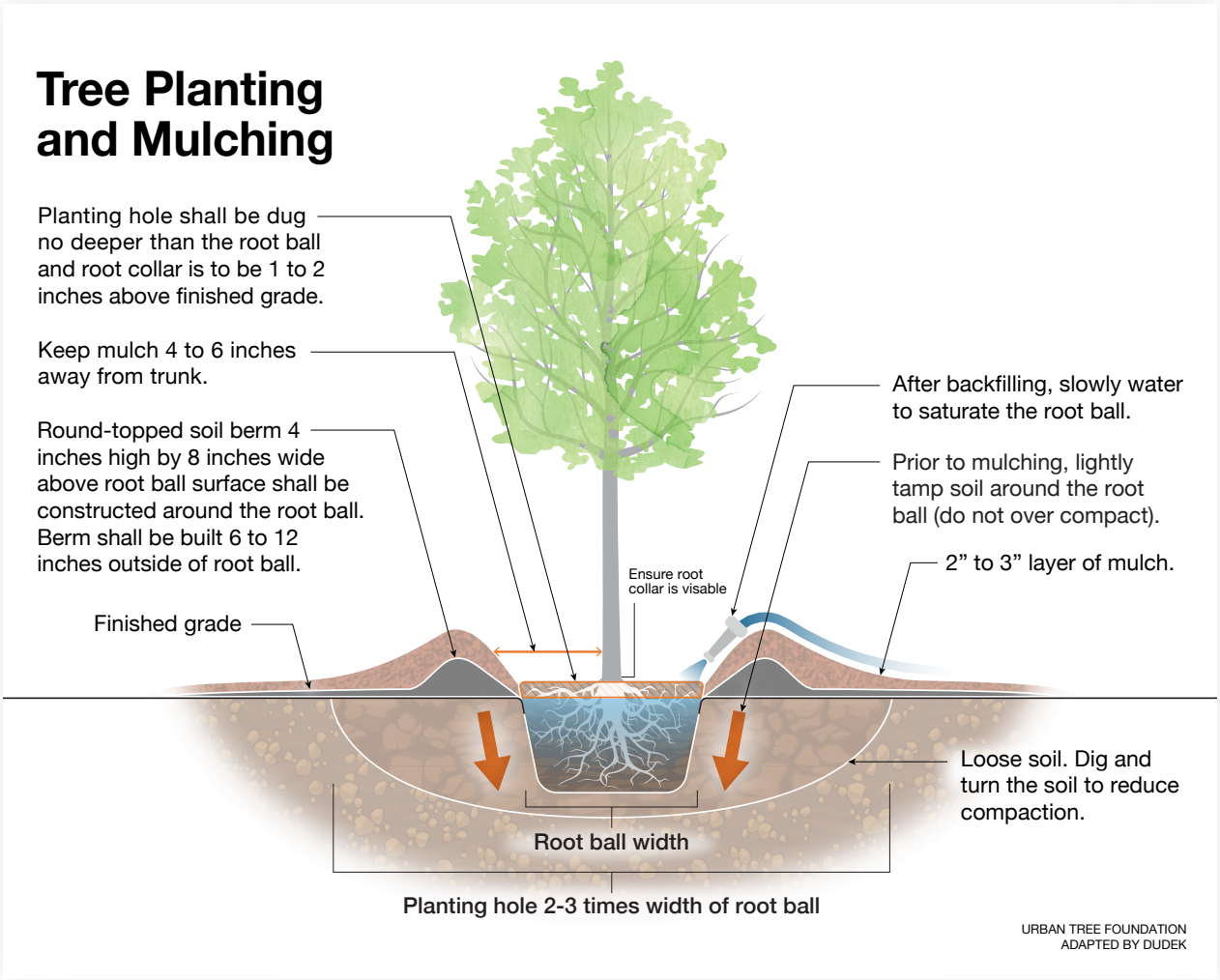
Dudek will review all relevant Town codes, policies, and ordinances that pertain to trees, the urban forest, and interconnected goals of the Town. This would include documents like the Town Municipal Code, Landscaping Policy, and Hillside Development Standards & Guidelines. After the review, we will provide recommended updates, edits, and areas for improvement. In addition to updating that outward-facing regulatory language, we also use our staff interviews to examine the internal processes of project review, code compliance practices, and implementation programs to ensure that the procedures outlined in the code are realistic and aligned with staff capacity. This dual focus helps ensure that the Town's urban forest policies are well-written and are implementable and resilient over time.

TASK 3.2 SPECIFICATIONS AND STANDARDS REVIEW

For this task, Dudek's International Society of Arboriculture (ISA) Certified Arborists will review existing Town standards related to urban forestry, which may include tree planting, pruning, and spacing requirements for Town-maintained trees. The goal is to ensure that current practices are efficient, systematic, and aligned with industry standards in arboriculture and urban forestry. Our evaluation will focus on maximizing the long-term value of the urban forest while minimizing maintenance costs, liability risks, and inefficiencies. We anticipate up to two revision cycles with the Town before providing the final updated standards and details.

Deliverables

- Ordinance review with comments and suggested changes for relevant codes, policies, and ordinances
- Summary document of the code, policy, and ordinance review containing a description of the document and table highlighting the existing policy, the recommended edit, and how that will improve urban forest management
- Recommendations to improve the internal processes to manage permits, implement codes, and enforce policies
- Updated Town standards and details for tree management practices



URBAN FOREST RESOURCE

A clear understanding of the urban forest can be synthesized through the analysis of aerial imagery, lidar data, and tree inventory data. This provides baseline conditions for canopy cover and inventory sustainability that informs the goals and metrics the town will use to measure progress towards a sustainable urban forest.

Task 4: Urban Forest Resource Assessment

TASK 4.1 TREE INVENTORY SUSTAINABILITY ASSESSMENT

Dudek will begin by leveraging the Town's existing tree inventory data to develop a comprehensive understanding of the urban forest's current composition and performance. This includes analyzing species-specific metrics, such as prevalence, condition ratings, and maintenance history, as well as evaluating how individual species perform relative to others in terms of health condition and maintenance needs. Dudek will then assess broader urban forest indicators, including species diversity, age distribution, canopy coverage, and other sustainability factors, such as climate adaptability and pest vulnerability. This assessment will be conducted for up to 14 neighborhood or census block boundaries. Dudek will also use i-Tree Eco to quantify ecosystem services on a town-wide basis. The result of this analysis will inform strategies the Town can implement to maintain an urban forest resilient to known and unanticipated threats to trees.

Findings from this analysis will also inform the development of a recommended species list (Task 4.6) tailored to the Town's goals, balancing biodiversity, climate resilience, and long-term maintenance efficiency. This list will serve as a strategic guide for future planting efforts across streetscapes, parks, and other public spaces.

TASK 4.2 CANOPY COVER ASSESSMENT

Dudek understands that the Town has access to aerial imagery that is approximately 3–5 years old. Dudek will work with the Town to review the available imagery and assess its suitability for the canopy assessment. Dudek will also identify and evaluate additional datasets, such as publicly available 2024 National Agriculture Imagery Program (NAIP) imagery, other recent satellite or aerial imagery, and the 2020 lidar dataset available for the area, to determine the most appropriate dataset or combination of datasets for the analysis. This approach will help ensure that the assessment reflects current conditions and supports reliable results.

Based on the selected imagery, Dudek will either develop a new land cover classification or utilize an existing high-resolution land cover dataset to identify and quantify tree canopy. Dudek will calculate total canopy acreage and percent cover across up to five geographic boundaries of interest, such as Town limits, census tracts, landscape maintenance districts, parks, or other areas identified by Town staff.

TASK 4.3 HISTORICAL CANOPY CHANGE ASSESSMENT

Dudek will evaluate changes in tree canopy over time by comparing current canopy conditions with a historical dataset, to be selected in coordination with the Town. This high-level assessment will quantify canopy gain or loss and identify spatial trends, providing valuable context for understanding past management outcomes and informing future planning efforts. This analysis will also help to assess the impacts of development on Town-wide canopy cover, areas that are vulnerable to potential canopy loss, and recommended strategies to maintain canopy cover in these areas.

TASK 4.4 CANOPY COVER TARGET

Dudek will conduct a preliminary analysis to support canopy cover goal setting. This will include estimating potential canopy gains from continued growth of existing town-managed trees and planting at currently identified vacant sites. In addition, Dudek will conduct a Possible Planting Area (PPA) analysis to identify locations that are biophysically suitable for future tree planting. The analysis will consider land cover constraints and planting feasibility. These estimates will help the Town explore phased or long-term canopy cover targets. Following this analysis, Dudek will evaluate the budget required to achieve different canopy goals, recommend a feasible canopy target, and estimate the number of trees that would need to be planted over time to reach that goal.

TASK 4.5 PRIORITY PLANTING

Dudek will assess priority planting areas by integrating canopy cover, heat exposure, and socioeconomic data, land use, and available planting areas. The Town is estimated to have relatively high canopy (~40%) and has low CalEnviroScreen scores, a combination of findings that may suggest few urban forestry-related environmental burdens in the Town compared to other California cities. Targeted planting can still address localized heat and support long-term canopy resilience. This assessment will directly support the development of targeted planting strategies and long-term implementation planning.

TASK 4.6 STREET TREE LIST

Dudek will update the Town's tree list to reflect species best suited to thrive in Los Gatos, drawing on findings from the current conditions assessment, existing research, staff observations, and Dudek's regional experience. We recognize that tree species vary widely in their spatial, environmental, and maintenance needs, and we strongly support the International Society of Arboriculture's "Right Tree, Right Place" principle. Guided by this approach, we will develop a species list that is both ecologically appropriate and user-friendly, enabling a wide range of users to identify the right tree for the right site.

TASK 4.7: URBAN FOREST RESOURCE REPORT

A comprehensive Urban Forest Resource Report will be prepared, detailing all results and methodologies included for the assessment of the tree inventory and canopy cover analysis. This report will provide a thorough overview of the current state of the tree inventory and canopy coverage, as well as results from the canopy growth analysis, guiding future tree canopy goals, assessing tree equity, and addressing climate change impacts through urban forestry. This report will serve as an addendum to the UFMP and will be crafted as a public-facing communication tool. It will outline how tree planting will be prioritized throughout the Town, presenting a clear and targeted plan based on available planting spaces.

Deliverables

- Urban Forest Resources Report
  - » Tree Inventory Sustainability Assessment results
  - » Town-wide canopy cover assessment
  - » Canopy cover by five geographic boundaries
  - » Canopy cover change analysis
  - » Priority Planting Area analysis
  - » Recommended canopy cover goal
  - » Recommendations to achieve canopy cover goal
  - » Identified priority areas to increase canopy cover
- Street tree list
  - » Species-specific conditions
  - » Available as a printable document
  - » Uploaded to SelecTree for easily accessible details for each recommended tree list
  - » A “Do Not Plant” list that includes invasive or otherwise undesirable species

Assumptions

- The Town will provide the most recent public tree inventory data in shapefile and/or Excel format.
- The Town will provide available aerial imagery to support the canopy assessment.
- The Town will provide relevant spatial data in shapefile format, including Town boundaries, landscape maintenance districts, parks, and any other geographic boundaries of interest.

TASK 4.8 (OPTIONAL): NEIGHBORHOOD- SPECIFIC TREE PLANTING PALETTES

Dudek will leverage the Town’s current inventory alongside the Townwide species list (described in Task 4.6) to develop up to 7 neighborhood- or district- specific tree planting palettes. These palettes will reinforce neighborhood identity through cohesive aesthetics while enhancing species diversity at the Townwide scale. Dudek will work with the Townwide species list, tree inventory data, and incorporate the Town’s on-the-ground experience to ensure that the trees recommended are well suited for the sites present in each neighborhood or district.

Deliverables

- A one-page summary of the methods used to determine tree species for each palette.
- Planting palettes will be delivered as spreadsheets.
- Dudek will submit one draft version and one final version of each planting palette.
- Upon delivery of the first draft species list, Dudek will host one, one-hour online meeting with Town staff to review the recommended species list.
- Upon Town review, discussion, and any edits, Dudek will submit final version of the Town’s spreadsheet, that includes 2 or more recommended species per site.

TASK 4.9 (OPTIONAL) WILDLAND URBAN INTERFACE ASSESSMENT

Task 4.9.1 Trees Species Assessment

Urban forest management and wildland–urban interface (WUI) maintenance often intersect in complex ways, with fire safety guidelines sometimes conflicting with standard arboricultural practices. Dudek will conduct a wildfire hazard assessment of the Town's tree inventory to proactively reduce risk in mapped WUI and Fire Hazard Severity Zones (FHSZ).

Using the Town's geographic information system (GIS)-based tree inventory and publicly available WUI/FHSZ datasets (e.g., California Department of Forestry and Fire Protection), Dudek will evaluate each species' relative fire hazard—low, medium, or high—based on established sources, such as SelecTree, University of California Agriculture and Natural Resources, U.S. Forest Service Fire Effects Information System, and regional fuel modification lists. Dudek will identify high-hazard species located within WUI or FHSZ areas and recommend phased replacement with more fire-resistive alternatives. Our analysis will include a curated list of suitable replacement species, considering fire resistance, site conditions (e.g., water use, planting space), and long-term viability. Results will be summarized in a tree replacement plan, including species, quantities, locations, and a recommended implementation schedule. This plan will be integrated into the UFMP and formatted for clarity, primarily in a table format.

Once the tree species assessment is completed, Dudek will use the Town's tree inventory GIS data to filter for the species identified as high-hazard and create a GIS feature layer and static map(s) that flag high-hazard species and recommended replacements. This will allow Town staff to compare those hazard tree locations against CAL FIRE Fire Hazard Severity Zones and the Town's pending fire spread modeling and evacuation hazard layers. An interactive version of this map will be added to the Story map in Task 6.8.

Task 4.9.2 Tree Maintenance in the WUI Best Practices

We understand that wildfire risk isn't limited to one element, such as species, rather it is a combination of elements including separation between adjacent vegetation, proximity to roadways, structures, and electrical utilities, and building construction. Therefore, management of the Town's urban forest in the WUI should also include fire agency and industry best practices for managing wildfire risk related to tree care and tree placement. Dudek will incorporate into the WUI assessment a review of the applicable defensible space requirements and wildfire risk reduction guidance for the Town's urban forest including trimming and removal guidelines, spacing recommendations based on separation between structure, power lines, and adjacent vegetation, and addressing conflicts between UFMP goals and satisfying property insurance requirements.

Deliverables:

- Table of the results of the WUI Assessment of Tree Species in the Town Tree Inventory, including replacement species for high hazard species
- WUI Street and Park Tree Management Guidance Sheet(s)

URBAN FOREST MANAGEMENT

A community's urban forestry program must have the necessary human and financial resources to maintain trees in a safe and healthy condition so community members can receive the full environmental benefit that trees provide.

Task 5: Urban Forest Management Assessment

TASK 5.1 BUDGET, STAFFING, AND EQUIPMENT ANALYSIS

Understanding the Town's staff capacity to implement and sustain its urban forest goals is central to this planning effort. Our team will evaluate the current staffing structure, including roles, responsibilities, and interdepartmental coordination, to identify strengths and gaps in operational capacity. This analysis will be informed by staff interviews, the ride along, a review of organizational charts and job descriptions, comparisons with other cities, and findings from existing literature. We will also assess the Town's current budget allocations for tree-related activities, such as planting, maintenance, risk management, community engagement, and equipment expenditures. Budget allocations will be analyzed alongside the level of service that the Town is providing. The analyses will identify opportunities to reallocate resources, pursue external funding, or phase in new investments over time. The resulting recommendations will be practical and scalable, offering a clear path toward a more resilient and self-sustaining urban forestry program.

TASK 5.2 TECHNOLOGY ASSESSMENT

Dudek will evaluate the Town's current use of technology in managing its urban forest, including the use of Cartegraph Asset Management software, GIS data layers, work order management systems, and mobile data collection tools. Our team will assess the level of integration across these systems, the frequency of updates, and how effectively the tools support coordination across departments and data-informed decision making.

We will identify opportunities to optimize or expand the use of existing technologies based on the Town's goals, staffing capacity, and resources. Recommendations may include enhancements to inventory tracking, improved alignment between GIS and work order systems, or adoption of scalable tools such as cloud-based platforms, mobile applications, or public-facing dashboards. We will also outline emerging technologies that could be incorporated over time, including advanced tree risk assessment software, 3D tree modeling, remote sensing of temperature and soil moisture, and the use of artificial intelligence (AI) to support efficient and informed decision making.

TASK 5.3 INFRASTRUCTURE ASSESSMENT AND GUIDELINES

Urban forest management often intersects with infrastructure systems both above and below ground. Dudek will evaluate the Town's existing relationships with utility providers and infrastructure owners, including electric, water, telecommunications, and underground services. Our goal is to understand how current coordination practices affect tree health, planting and removal decisions, long-term canopy goals, and utility providers' ability to effectively provide essential services.

We will review relevant policies, permitting processes, and communication protocols to identify areas for improvement. For example, we may examine how tree planting near overhead lines is managed, or how root conflicts with underground utilities are addressed. Based on this review, we will provide practical recommendations to improve coordination, such as standardized planting setbacks, joint review procedures, or shared mapping tools that help avoid conflicts before they occur.

Our approach emphasizes proactive collaboration, recognizing that infrastructure plays a major role shaping the urban forest. We will use previous experience in developing systematic decision-making processes to address tree and infrastructure conflicts. By aligning goals, developing and improving communication, the Town can reduce risk, streamline operations, and support a healthier, more resilient canopy.

TASK 5.4: URBAN FOREST MANAGEMENT REPORT

Dudek staff will use the analyses performed in Task 5 to document the Town's current budget, management, and operational procedures involving trees and will identify any major challenges posed by current management practices or by local environmental and climate constraints affecting the Town's tree canopy. We will then provide a summary of our analysis and a comparison with the urban forestry programs of other cities, make recommendations for altering the maintenance strategies based on best practices, and provide justification for the recommended revisions. Dudek will use the analysis to develop best management practices and a potential list of funding opportunities specifically for the Town.

Deliverables

- Urban Forest Management Report
  - » Flow chart of governance structure
  - » 5-year budget analysis and cost-per-tree management task
  - » Potential urban forest funding mechanisms
  - » Recommendations for integrating technology
  - » Recommendations to manage trees and infrastructure conflicts
  - » Overall recommendations to improve the Town urban forest program

Assumptions

- The Town will provide data/documents for analysis, including existing Town documents and plans, budgetary information, tree ordinances, and work records.

THE PLAN

A strong UFMP connects today's canopy with the community's long-term goals, balancing bold ideas with practical steps.

Task 6: UFMP Development

TASK 6.1 UFMP OUTLINE

Rather than applying a predefined structure, our team will work closely with Town staff to shape the UFMP's outline around local priorities, operational realities, and community input. We approach each plan as a unique opportunity to reflect the character and needs of the place it serves. Through early collaboration, we will co-develop a framework that ensures the UFMP best addresses the Town's needs and goals.

TASK 6.2 STRATEGIC PLAN FRAMEWORK

Based on our comprehensive analyses, data synthesis, interviews, and community engagement activities, Dudek will create an actionable strategic plan for the Town's urban forest that will guide its long-term vision. The strategic plan will follow a logical order and will include the following:

- **Vision:** A statement will be created to establish a vision for the future of the urban forest. This statement will verify that there is a common understanding of the UFMP outcome.
- **Guiding Principles:** Dudek will further refine the vision statement into specific categories based on Town, working group, and community member values.
- **Goals:** Dudek will identify the outcomes that the Town seeks to achieve for each guiding principle. Goals will be specific, measurable, attainable, realistic, and time sensitive.
- **Actions:** Dudek will identify specific tasks that contribute to the goals and that need to be completed to achieve the vision of the UFMP.

TASK 6.3 IMPLEMENTATION PLAN

Dudek will prioritize the strategic plan into timeframes agreed upon with the Town for which actions it will tackle first. Typical timeframes occur in year one priorities, and then short-term (Years 2–5), medium-term (Years 5–7), and long-term (Years 7–10) priorities. Each action will be assigned to a specific department that will be responsible for implementation and estimated cost. Year one priorities will also be provided with supplemental information to support implementation. This could include things like grant funding options for tree planting and care or ordinance development guidelines.

TASK 6.4 MONITORING PLAN

The UFMP is an adaptive document that necessitates periodic review to verify that goals and actions remain realistic and obtainable based on changes to the Town's environmental and economic conditions. One component of the monitoring plan will layout actions that should be taken in periodic intervals to track progress of implementing the UFMP and if goals and priorities are still relevant to current conditions. This may include recommendations like when to replicate the canopy cover analysis, inventory sustainability analysis, and other general updates to the UFMP.

Dudek also recommends using the Community Assessment and Goal-Setting Tool created by Vibrant Cities Lab as a main component of the monitoring plan. The tool provides a clearly defined process to measure and define successful implementation of UFMP goals and objectives. **Vibrant Cities Lab** is a collaboration of the United States Forest Service, American Forests, and the National Association of Regional Councils, and serves as an online hub of urban forest and tree research, best practices, and planning tools (http://vibrantcitieslab.com). The Community Assessment and Goal-Setting Tool is based on research on urban forest sustainability and establishes criteria and indicators to measure urban forest sustainability. The tool enables the user to continuously monitor measurable outcomes to determine progress toward completing goals.

TASK 6.5 ADMINISTRATIVE DRAFT

Dudek will prepare an administrative draft of the UFMP for internal review by Town staff. This version will include all core components of the UFMP, such as preliminary findings, draft recommendations, and a working outline of implementation strategies. The administrative draft is designed to facilitate focused feedback and discussion before the UFMP is released for public comment.

This draft will be informed by our full suite of analyses, staff interviews, ride-alongs, community engagement, policy review, resource assessment, and management assessment. As we develop the draft, our team will connect insights across these efforts, identifying key themes that reflect both the technical realities of urban forest management and the lived experiences of those who interact with the Town's trees. These findings will guide our recommendations. Dudek will incorporate Town input to refine the document's tone, organization, and content, ensuring the plan is aligned with local priorities and ready for broader community review.

The administrative draft will be delivered as a formatted document for internal review. While this version will focus on content development, we will also begin identifying opportunities for visual storytelling, such as graphics and maps, that will later be adapted for both the final printed plan and the digital story map. This ensures a smooth transition into both the final printed and digital versions of the plan.

TASK 6.6 PUBLIC DRAFT

The public draft will incorporate edits from Town staff and will be made available for a 30-day public review period. Dudek will coordinate with the Town to broadcast the draft on its website and other relevant media channels. Dudek will also provide a dedicated email address and clear instructions for submitting comments.

Dudek will prepare the public draft of the UFMP in pdf format using Adobe In-Design To support public understanding and engagement, this version may include draft maps, conceptual visuals, and layout elements that preview the final design direction. These preliminary graphics will help convey key findings and recommendations while allowing flexibility to adjust based on community feedback.

TASK 6.7 FINAL DRAFT

Following the public comment period, Dudek will finalize the UFMP in both print and digital formats. The final UFMP will include fully developed graphics, custom maps, and visual summaries that reflect the Town's priorities and incorporate public input. The printed version will be professionally formatted for clarity and long-term use, while the digital story map will serve as an interactive, publicly accessible platform for ongoing education and outreach.

This phased approach to visual development ensures that design resources are used efficiently and that all visual content aligns with the final, community-informed direction of the UFMP.

TASK 6.8 STORY MAP

Mirroring the timeline of the UFMP final draft document development, Dudek GIS and graphic experts will create an interactive and educational Story Map that can be hosted on the Town's existing ArcGIS Online account. Unlike a traditional plan document, a Story Map deeply engages the reader through dynamic text, figures, and interactive maps. This storytelling method will allow residents to learn in an interactive way about the Town's urban forest, including urban forest sustainability, equity of tree distribution, current tree canopy level, and recommendations from the UFMP to meet the Town's urban forestry goals.

TASK 6.9 DELIVERY TO COMMISSION AND TOWN COUNCIL

Following the completion of the final UFMP, Dudek will support Town staff in presenting the UFMP to both the appropriate commissions and the Town Council. Depending on Town needs and processes, our team may prepare a concise, visually supported presentation that highlights the UFMP's key findings, community-informed vision, and recommended strategies. We will tailor the presentation to align with the Town's priorities and the interests of each audience, ensuring clarity and relevance.

Dudek will coordinate with staff in advance to confirm presentation format, timing, and any specific areas of focus. Presentation materials will draw from the final UFMP and story map and include high-quality visuals. Dudek will attend in-person meetings for delivery to a commission as well as the Town Council and will respond to questions and support Town staff in facilitating discussion and next steps.

(OPTIONAL) TASK 6.10 UFMP IMPLEMENTATION SUPPORT

Following the completion of the UFMP, Dudek will provide support to Town staff for an additional one-year period to assist with accomplishing year one priority tasks as outlined in the implementation plan.

Deliverables

- UFMP outline
- Strategic plan
- Monitoring plan
- Administrative draft UFMP (Word document)
- Public draft UFMP (PDF and Word document)
- Final UFMP (PDF)
- UFMP digital story map
- Presentations at up to six Town council meetings

Assumptions

- Town staff will provide comments on the administrative draft within a 30-day period.

2 QUALIFICATIONS OF THE FIRM

2 QUALIFICATIONS OF THE FIRM

Qualifications of Project Personnel

EXPERIENCED CONSULTANT TEAM

The Dudek team contributes an external lens and specialized expertise in urban forestry, providing an objective third party assessment to develop findings that translate into actionable strategies.

Led by Project Manager Kevin Cullinen and Senior Urban Forester Ryan Allen, the Dudek team has been carefully selected to provide the specific expertise needed to complete the scope of services outlined in the Request for Qualifications (RFQ), which requires the multidisciplinary expertise of wildfire protection, transportation planning, emergency management, and climate resilience. The staffing plan outlines each team member's roles, responsibilities, and time commitments to ensure seamless coordination and execution.

Table 1. Dudek Personnel Role, Education, and Certifications

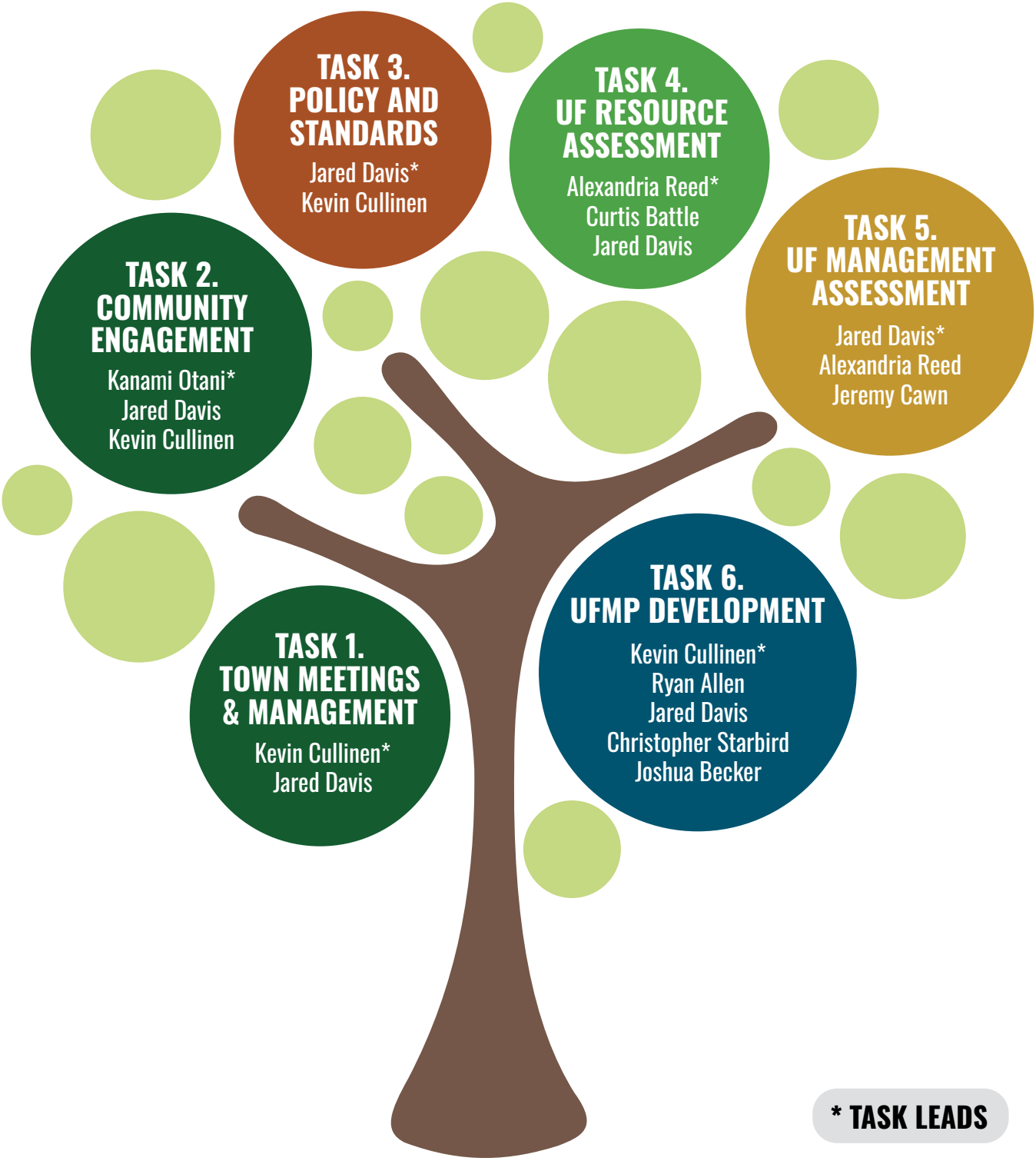
STAFF AND ROLE	EDUCATION AND CERTIFICATIONS
Kevin Cullinen Project Manager	• 12 years' experience • University of California, Santa Cruz BA, Environmental Studies, minor in Earth Sciences • Certified Professional in Erosion and Sediment Control (CPESC) • Part 107 Licensed Drone Pilot
Ryan Allen Senior Urban Forester	• 17 years' experience • Pepperdine University BA, Communications (Creative Writing emphasis) • International Society of Arboriculture (ISA) Urban Forest Professional • ISA Certified Arborist • ISA Tree Risk Assessment Qualification (TRAQ) Arborist
Alexandria Reed Data Specialist	• 8 years' experience • University of California, Santa Barbara Master of Environmental Data Science (MEDS) BS, Environmental Studies
Jared Davis Analyst	• 6 years' experience • University of Colorado, Boulder BA, Biology and Environmental Studies • ISA TRAQ Arborist • ISA Certified Arborist • California Naturalist • Wilderness First Aid • Firefighter Type II

STAFF AND ROLE	EDUCATION AND CERTIFICATIONS
Kanami Otani Analyst	• 8 years' experience • California Polytechnic State University, Pomona BS, Nutrition Science • ISA Certified Arborist • ISA TRAQ Arborist • Urban and Community Forestry Society (UCFS) Municipal Forestry Institute Graduate • Western Chapter ISA, Tree Care for Birds and Other Wildlife Certificate
Sadie Julin Analyst	• 4 years' experience • Oregon State University BS Natural Resources, Summa Cum Laude • Portland Community College Associate of General Studies Degree • ISA Certified Arborist • ISA TRAQ Arborist
Christopher Starbird Analyst	• 21 years' experience • University of California, Santa Barbara BA, Geography
Jeremy Cawn, RPF Fire Protection Specialist	• 12 years' experience • Northern Arizona University Professional Certification, Fire Ecology and Hazardous Fuels Management • Southern Illinois University BS, Forestry (Natural Resource Management) • ISA Certified Arborist • ISA Urban Forest Professional • ISA TRAQ Arborist • Registered Professional Forester (RPF) • NFPA Certified Wildfire Mitigation Specialist • AFE Certified Wildland Fire Manager

STAFF AND ROLE	EDUCATION AND CERTIFICATIONS
Curtis Battle GIS Specialist	• 15 years' experience • San Diego State University MS, GIScience, BA, Geography • Mesa College AS, Geographic Information Systems Specialist
Joshua Becker Graphics	• 24 years' experience • Cabrillo College AS, Fire Protection Technology • San Jose State University Design coursework

Figure 2 outlines proposed lines of communication for this contract, followed by brief biographies for key personnel. Focused resumes are provided in **Appendix C**.

Figure 2. Dudek Team Organization



Firm Information

Dudek offices are staffed by more than 900 planners, scientists, civil engineers, contractors, and technical experts. We help our clients address challenges related to infrastructure, planning, and the environment to drive project progress and create lasting results. We are a California-based company with our headquarters located in Encinitas, California, and our local contracts include successful and impactful evacuation and climate resilience projects throughout the state.

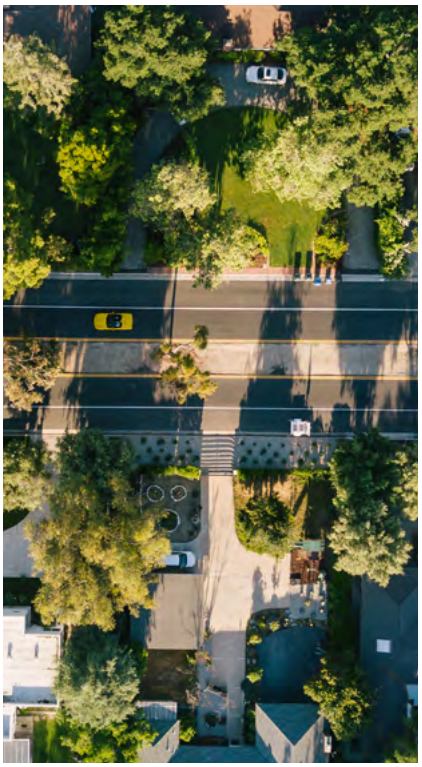
THE DUDEK TEAM

From comprehensive urban forestry plans that effectively communicate technical content to inclusive approaches and community engagement, the Dudek team presented in this proposal has the desired qualifications from the Town's RFQ:

- Urban forestry expertise and planning
- GIS and mapping
- Inclusive community engagement
- Visual storytelling and graphics

DUDEK AT A GLANCE

- **Legal Structure:** Corporation
- **Area of Expertise:** Multidisciplinary Environmental and Engineering Services
- **Length of Time in Business:** 45 years
- **Number of Employees:** 900+ employees
- **100% employee-owned**



Key Personnel Relevant Experience

The Dudek team specializes in UFMPs, community engagement, arborist reports, urban planning, plant health management, environmental data visualizations, and graphic design. **Table 1** outlines select relevant types of projects that demonstrate our capability to perform the services outlined in the RFQ and to meet the Town's needs. Regarding cost control, Dudek delivered all projects on time and within budget.

Table 2. Relevant Experience and Similar Projects

PROJECT TYPE	PROJECT EXAMPLES (2019-2025)	RELEVANCY TO THE TOWN'S UFMP
Urban Forest Management Plans	29 completed or in progress, including: • Community Forest Management Plan, San Jose, CA • Urban Forest Plan, Alameda, CA • Urban Forest Master Plan, Pleasanton, CA • Community Forest Management Plan, County of Los Angeles, CA • Urban Forest Management Plan, Irvine, CA	• Canopy cover assessment • Budget and staffing analysis • Community engagement • Inventory assessment • Strategic plan • In-Design graphic final PDF • Project webpage
Tree Program Reviews and Analyses	11 completed or in progress, including: • Tree Watering Study, Pasadena, CA • Urban Forest Finance Study, City of Los Angeles, CA • Tree Manual Review and Update, Claremont, CA • Urban Forest Analysis, Portland, OR	• In-depth analysis on specific topic • Detailed research • Interviews with city staff • Program evaluations with specific recommendations
Tree Ordinance Development	5 completed projects, including: • Ordinance Update, San Mateo County, CA • Ordinance Update, Hayward, CA • Ordinance Update, Hillsborough, CA	• Analysis of permit review process • Simplifying complex policies • Determining appropriate fees and enforcement policies • Community engagement
Urban Forest Council Strategic Plans	1 completed project, including: • Strategic Plan, Urban Canopy Collaborative, San Francisco Bay Area, CA	• Online survey for Council members • Leading and facilitation of an in-person working group meeting • Strategic Plan
City On-Call Arborists	8 cities in total, including: • Walnut Creek, CA • Pacifica, CA • Encinitas, CA (City Arborist) • Pasadena, CA	• Expert arboriculture knowledge • Understanding permit application process • Written reports • Coordination with city staff

Quality and Cost Control

Dudek's quality assurance/quality control (QA/QC) process includes review by a technical editor, reducing the time spent on document version changes. We create legally defensible environmental documents using thorough data collection, applying in-depth project analysis, and carefully addressing challenges as they arise. Senior Urban Forester Ryan Allen will conduct QC for deliverables, facilitating the production of clear, objective, and accurate documents.

For budget control, we use the Deltek Vantagepoint accounting system, a web-based cost-tracking system that tabulates costs weekly. This software will provide Kevin with the necessary information to manage the project's financial progress, such as total labor costs and expenses to date, available budget remaining, and staff hours. Our team has a reputation for consistently delivering projects on time and within budget. We rise to the challenges of completing work within the constraints of tight timelines, and in doing so, have developed expertise in critical path management, fast-track scheduling, efficient staffing, and workload management.

Management and Organization Capabilities

Dudek maintains an organizational structure that empowers project managers to be decision makers and entrepreneurs. Internal administrative processes are kept to a minimum, limiting internal bureaucracy and enabling project managers to be flexible and responsive to client needs. Dudek takes pride in our responsive culture and flat management structure, which offers operational flexibility that proves useful when serving municipal contracts.

Project Management Approach

Effective project management requires clear and consistent communication with the Town and among project participants. Dudek believes that the most effective project manager routinely initiates the continuous flow of project information, instructions, and guidance. Kevin will remain personally involved in any task order for the Town. Working as a team with other technical discipline leaders, he will keep all task orders on schedule and within budget and will maintain the highest level of quality for all deliverables. He will communicate project status updates with other members of the Dudek team and with the Town by serving as the single point of contact; hold monthly meetings with the Town project manager to discuss project milestones, activities, and issues; hold regular project management meetings with key project staff to coordinate work efforts, check on task completion, and review budget conformance; and coordinate with the Town at strategic junctures for public input.

3 REFERENCES

3 REFERENCES

Table 3. References

CONTACT INFORMATION	CLIENT
Sarah Hosterman, Landscape Architect • 925.931.5514 • shosterman@cityofpleasantonca.gov	City of Pleasanton 200 Old Bernal Pleasanton, CA 94566
Bharat Singh, Planning Services Manager • 650.363.4000 • bsingh@smcgov.org	County of San Mateo 400 County Center Redwood City, CA 94063
Bradley Albert, Parks and Community Services Director • 559.585.2500 • balbert@hanfordca.gov	City of Hanford 315 North Douty Hanford, CA 93230

4 SAMPLE PROJECTS

4 SAMPLE PROJECTS

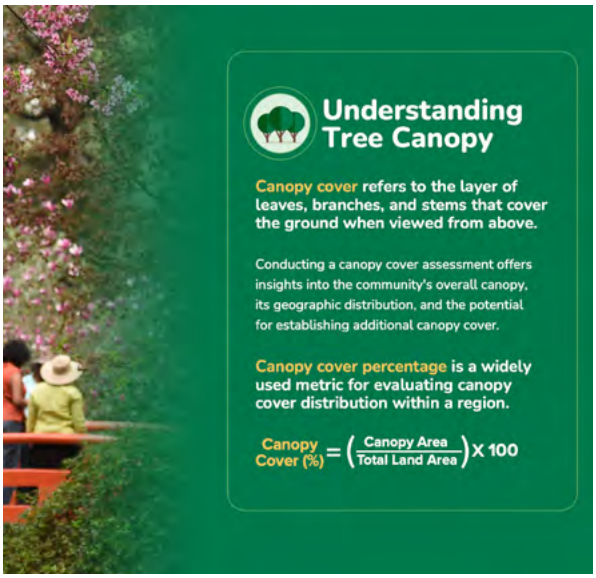
In the last 5 years, Dudek has completed, or is now in the process of completing, UFMPs for 29 cities on the west and east coasts. The following projects demonstrate our capability to perform the services outlined in the RFQ and to meet the Town's needs.

COMMUNITY FOREST MANAGEMENT PLAN

Click to view LA's CFMP

Client: County of Los Angeles

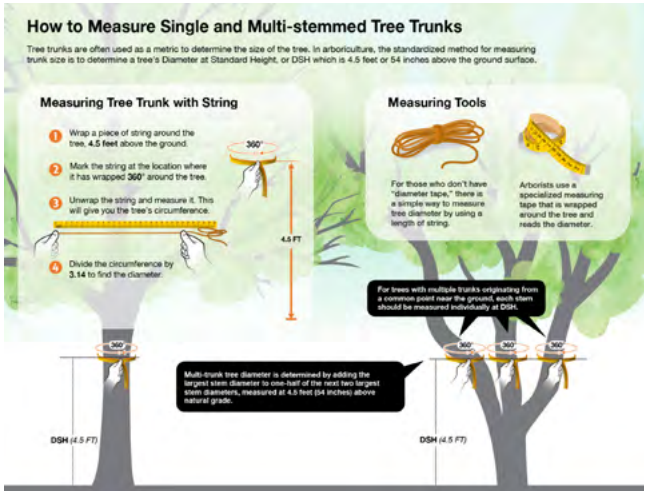
Description: Dudek developed a comprehensive, Countywide community forest management plan (CFMP) with special considerations to providing equitable community engagement and technical support to a large geographic area with various education and engagement levels. As part of the CFMP, the Dudek GIS specialist utilized 2020 high-resolution aerial imagery and a machine learning image processing system to develop a landcover classification product for the entire 4,200 square miles of the County of Los Angeles (County). The analysis integrated adjusted canopy cover values, referred to as canopy level, and social, economic, and cultural factors, known as social sensitivity level, derived from the County Climate Vulnerability Assessment analysis. These elements were combined to create a prioritization index called "canopy need." Each of the 121 unincorporated County communities was categorized as having low, medium, or high canopy need based on the combination of canopy level and social sensitivity level. This information will be used by the County to prioritize resources for tree planting, establishment care, and maintenance to the communities most in need of canopy cover and increased resilience to climate change and pollution hazards. Strategies were also developed to increase workforce development utilizing urban forestry. Recommendations embodied County of Los Angeles goals to support economic opportunity and community development through urban forestry investments and efforts. The final product was delivered both as a Community Canopy Profiles book and as an interactive web map on the management plan website designed and built by Dudek.



TREE ORDINANCE UPDATE

Click to view San Mateo's Tree Ordinance Update

Client: County of San Mateo

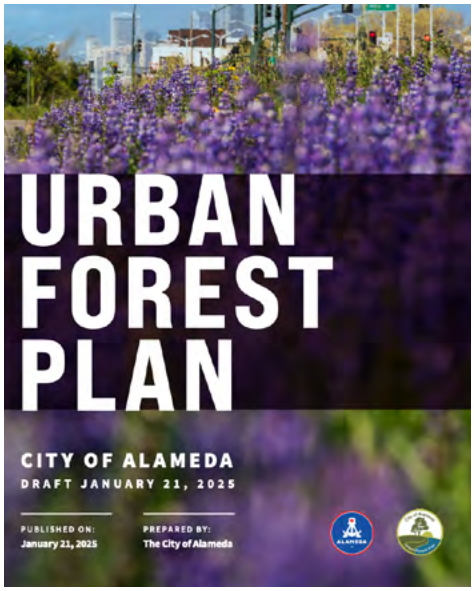


Description: Dudek completed the update to the County's tree ordinance that was adopted in October 2024. This ordinance update will help the County to better preserve trees when possible and ensure sufficient replacement of trees that require removal. Dudek has provided specific recommendations for amendments to the County's municipal code that apply to the tree removal ordinance and any others involving tree protection. Development of the recommendations were based on promoting sustainable urban forestry practices and drawing from information gathered during the review, analysis, and community engagement completed by Dudek, which included County staff, boards, the California Coastal Commission, a steering committee, and community members. To accompany the ordinance, Dudek helped the County build a companion website that includes a unique web application to help applicants through the permitting process step by step while simultaneously providing County planners with the crucial information they need to process permits more efficiently.

URBAN FOREST PLAN

Click to view Alameda's Urban Forest Plan

Client: City of Alameda

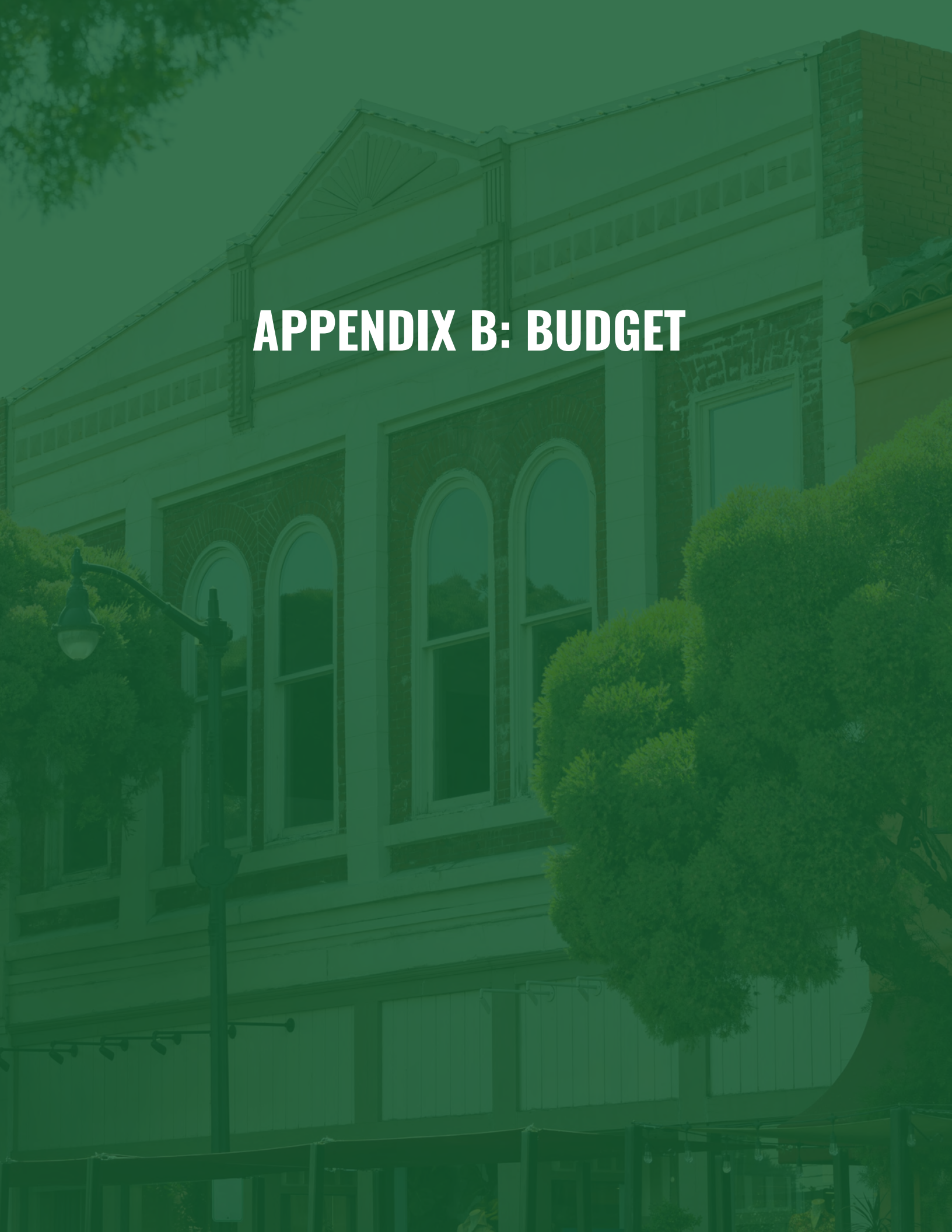


Description: Dudek is in the process of completing the Urban Forest Plan (UFP) for the City of Alameda that focuses on addressing threats to the urban forest specific to the community. This includes an analysis of the conflicts between overhead utility lines and trees and providing a thorough review of state regulations to manage trees under high voltage lines. This resulted in a recommended list of tree species appropriate to plant under high voltage lines and recommendations for tree management. Additionally, the UFP addresses how climate change is raising ground water levels and how that will impact tree health on the island city. The project created actionable strategies to address these and other urban forest improvements needed to create a sustainable urban forest. A robust community engagement process supported the development of these strategies, including a working group, in-person and virtual engagement events, an online survey, and resources on the city-hosted project webpage.

APPENDIX A: SCHEDULE

Schedule

Tasks	Months																								
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27
Task 1: Town Information Gathering, Team Meetings, & PM																											
Task 1.1: Staff. Interviews (8)		Dept. Interviews (8)																									
Task 1.2: Ride-Along		Ride Along																									
Task 1.3: Project Team Meetings	Kickoff	Monthly Meetings –>																									
Task 1.4: Project Management and Quality Assurance	Project Management and QA/QC																										
Task 2: Community Engagement																											
Task 2.1: Community Engagement Plan	CE Plan																										
Task 2.2: In-Person Meetings (4)			Mtg 1	Mtg 2	Mtg 3								Mtg 4														
Task 2.3: TAC Meetings (3)			TAC 1	TAC 2	TAC 3																						
Task 2.4: Online Survey		Draft Survey	Online Survey Open			Results																					
Task 2.5: Media and Supporting Materials		Social Media and Supporting Materials –>																									
Task 2.6: Town Webpage		Webpage & Support –>																									
Task 3: Policies and Standards																											
Task 3.1: Review of Codes, Policies, and Ordinances		Codes, Policies, Ordinances Review				Recommendations																					
Task 3.2: Specifications and Standards Review			Specs and Standards Review																								
Task 4: Urban Forest Resource Assessment																											
Task 4.1: Tree Inventory Sustainability Assessment			Tree Inventory Sustainability Assmt.																								
Task 4.2: Canopy Cover Assessment				Canopy Cover Assmt.																							
Task 4.3: Historical Canopy Change Assessment					Historical Canopy Change																						
Task 4.4: Canopy Cover Target						Canopy Target																					
Task 4.5: Priority Planting					Planting Opps / Priority																						
Task 4.6: Street Tree List					Tree Species List																						
Task 4.7: Urban Forest Resource Assessment Report					Resource Assmt. Report																						
Task 4.8: (OPTIONAL) Neighborhood-Specific Tree Planting					(OPTIONAL) Tree Planting Palettes																						
Task 4.9: (OPTIONAL) WUI Asessement							(OPTIONAL) WUI Assessment																				
Task 5: Urban Forest Management Assessment																											
Task 5.1: Budget, Staffing, and Equipment Analysis				Budget / Staffing / Equip. Analysis																							
Task 5.2: Technology Assessment						Technology Assmt.																					
Task 5.3: Infrastructure Assessment and Guidelines						Infrastructure Assmt. & Guidelines																					
Task 5.4: Urban Forest Management Assessment Report																											
Task 6: Strategic Framework and UFMP Development																											
Task 6.1: Outline								Outline																			
Task 6.2: Strategic Plan Framework								Strategic Plan																			
Task 6.3: Implementation Plan								Implementation Plan																			
Task 6.4: Monitoring Plan								Monitoring Plan																			
Task 6.5: Administrative Draft									Administrative Draft																		
Task 6.6: Public Draft												Public Draft															
Task 6.7: Final Draft														Final Draft													
Task 6.8: Story Map														Story Map													
Task 6.9: Delivery to Commission & Town Council												Presentations			Presentations												
Task 6.10: (OPTIONAL) UFMP Implementation Support																(OPTIONAL) UFMP Implementation Support											



APPENDIX B: BUDGET

Budget

Dudek Labor Hours and Rates																
	Project Team Role:	Senior Specialist III	Specialist III	Analyst V	Specialist III	Specialist I	Specialist IV	GIS Analyst V	GIS Analyst IV	Creative Services IV	Technical Editor II	TOTAL DUDEK HOURS	DUDEK LABOR COSTS	OTHER DIRECT COSTS	TOTAL FEE
	Team Member:	Ryan Allen	Kevin Cullinen	Jared Davis	Kanami Otani	Alexandria Reed	Jeremy Cawn	Christopher Starbird	Curtis Battle	Joshua Becker	Kathryn Landoe				
	Billable Rate:	$250	$195	$165	$195	$175	$200	$220	$200	$185	$145				
Task 1	**Town Information Gathering and Team Meetings**														
1.1	Staff Interviews	2	12	12	2							28	$5,210		$5,210
1.2	Ride Along		4	4								8	$1,440	$105	$1,545
1.3	Project Team Meetings	8	30	16	8	6	2					70	$13,500		$13,500
1.4	Project Management and Quality Assurance	12	24									36	$7,680		$7,680
	Subtotal Task 1	**22**	**70**	**32**	**10**	**6**	**2**					**142**	**$27,830**	**$105**	**$27,935**
Task 2	**Community Engagement**														
2.1	Community Engagement Plan	1	1	1	5							8	$1,585		$1,585
2.2	In-Person Meetings		16	24	16							56	$10,200	$420	$10,620
2.3	Technical Advisory Committee Meetings		4	16	16							36	$6,540		$6,540
2.4	Online Survey	1	4	2	8			12				27	$5,560	$50	$5,610
2.5	Social Media and Supporting Materials		8	4						12		24	$4,440	$300	$4,740
2.6	Town Webpage		6	8				8				22	$4,250		$4,250
	Subtotal Task 2	**2**	**39**	**55**	**45**			**20**		**12**		**173**	**$32,575**	**$770**	**$33,345**
Task 3	**Policy and Standards**														
3.1	Review of Codes, Policies, and Ordinances	2	16	32								50	$8,900		$8,900
3.2	Specifications and Standards Review		4	12								16	$2,760		$2,760
	Subtotal Task 3	**2**	**20**	**44**								**66**	**$11,660**		**$11,660**
Task 4	**Urban Forest Resource Assessment**														
4.1	Tree Inventory Sustainability Assessment		4			32						36	$6,380		$6,380
4.2	Canopy Cover Assessment		6			40			54			100	$18,970		$18,970
4.3	Historical Canopy Change Assessment		2			12						14	$2,490		$2,490
4.4	Canopy Cover Target		4			8						12	$2,180		$2,180
4.5	Priority Planting		4			8						12	$2,180		$2,180
4.6	Street Tree List	1	4	14		6						25	$4,390		$4,390
4.7	Urban Forest Resource Assessment Report	1	6			24						31	$5,620		$5,620
	Subtotal Task 4	**2**	**30**	**14**		**130**			**54**			**230**	**$42,210**		**$42,210**
Task 5	**Urban Forest Management Assessment**														
5.1	Budget, Staffing, and Equipment Analysis	2	8	2	2							14	$2,780		$2,780
5.2	Technology Assessment	1	4	6		2		2				15	$2,810		$2,810
5.3	Infrastructure Assessment and Guidelines	1	4	6	2							13	$2,410		$2,410
5.4	Urban Forest Management Assessment Report	2	8	24	2							36	$6,410		$6,410
	Subtotal Task 5	**6**	**24**	**38**	**6**	**2**		**2**				**78**	**$14,410**		**$14,410**
Task 6	**UFMP Development**														
6.1	UFMP Outline	1	8									9	$1,810		$1,810
6.2	Strategic Plan Framework	2	16		2							20	$4,010		$4,010
6.3	Implementation Plan	1	10		2							13	$2,590		$2,590
6.4	Monitoring Plan		6									6	$1,170		$1,170
6.5	Admin Draft	8	36	24	10	10						88	$16,680		$16,680
6.6	Public Draft	6	26	12	6	4				42	16	112	$20,510		$20,510
6.7	Final Draft	2	16	4		2				16	12	52	$9,330	$400	$9,730
6.8	Story Map	1	12	8	2	12		48		8		91	$18,440		$18,440
6.9	Delivery to Commission & Town Council	1	12	4								17	$3,250	$420	$3,670
	Subtotal Task 6	**22**	**142**	**52**	**22**	**28**		**48**		**66**	**28**	**408**	**$77,790**	**$820**	**$78,610**
	Total Hours	**56**	**325**	**235**	**83**	**166**	**2**	**70**	**54**	**78**	**28**	**1097**			
	Total	**$14,000**	**$63,375**	**$38,775**	**$16,185**	**$29,050**	**$400**	**$15,400**	**$10,800**	**$14,430**	**$4,060**		**$206,475**	**$1,695**	**$208,170**
	Percent of Hours (Base)	***5%***	***30%***	***21%***	***8%***	***15%***	***0%***	***6%***	***5%***	***7%***	***3%***				
Optional Services															
Task 4	**Urban Forest Resource**														
4.8	(OPTIONAL) Tree Planting Plan	1	4	24		6			6			41	$7,240		$7,240
4.9	*(OPTIONAL) WUI Assessment*														
4.9.1	Tree Species Assessment		4	24			30		8			66	$12,340	$70	$12,410
4.9.2	Tree Maintenance in the WUI/Best Practices		4	8			8					20	$3,700		$3,700
	Subtotal Task 4	**1**	**12**	**56**		**6**	**38**		**14**			**127**	**$23,280**	**$70**	**$23,350**
Task 6	**UFMP Development**														
6.10.	(OPTIONAL) UFMP Implementation Support	2	30	8	16	4	4					64	$12,290		$12,290
	Subtotal Task 6	**2**	**30**	**8**	**16**	**4**	**4**					**64**	**$12,290**		**$12,290**
	Total Optional + Base Hours and Fee	**59**	**367**	**299**	**99**	**176**	**44**	**70**	**68**	**78**	**28**	**1288**	**$242,045**	**$1,765**	**$243,810**
	Percent of Hours (Optional + Base)	***5%***	***28%***	***23%***	***8%***	***14%***	***3%***	***5%***	***5%***	***6%***	***2%***				

Direct Costs

Mileage Costs					
Task	**Mileage Notes**	**Number of Miles**	**Vehicles**	**Mileage Rate**	**Cost**
1.2 - Ride Along	1 - 100 mile trip and 1 - 50 mile trip	75	2	$1	$105
2.2 - In-Person Meetings	4 trips at 100 miles & 4 trips at 50 miles	300	2	$1	$420
6.9 - Delivery to Commission & Town Council	6 trips at 100 miles	600	1	$1	$420
4.9.1 - Tree Species Assessment	1 trip at 100 miles	100	1	$1	$70

Other Direct Costs				
Task	**Item Description**	**Number of Units**	**Unit Cost**	**Cost**
2.4 - Online Survey	Translation Services for 1 language	1	$50	$50
2.5 - Social Media and Supporting Materials	Posters, flyers, and other handouts	1	$300	$300
6.7 - Final Draft	Printing cost for 10 hard copies of UFMP Final Draft	10	$40	$400

APPENDIX C: RESUMES

Kevin Cullinen

PROJECT MANAGER

Education

University of California, Santa Cruz
BA, Environmental Studies, minor in Earth Sciences, 2009

Certifications

Certified Professional in Erosion and Sediment Control (CPESC), No. 9464

Part 107 Remote Drone Pilot, License No. 4687954

Kevin Cullinen (*KEV-IN KUH-LIN-EN; he/him*) is an urban forestry project manager with 11 years' professional experience as a project manager specializing in planning, coordinating with partners, managing budgets, executing field assessments, and creating and presenting detailed reports.

He works with clients to lead urban forest management plan projects, through a dynamic community engagement process, that enable municipalities to steward equitable urban forests that are resilient into the future.

Project Experience

Urban Forest Master Plan, City of Pleasanton, California. Currently serving as the project manager for the City of Pleasanton's Urban Forest Master Plan. Tasks include organizing meetings, coordinating with field analysts to complete a full tree inventory and canopy cover analysis, reviewing current governance structure and tree practices, reviewing and updating the tree preservation ordinance, engaging the community through surveys and public outreach events, leading working group meetings, drafting a Strategic Plan with measurable urban forestry goals and actions, and leading the writing of the Urban Forest Master Plan. The final draft of the plan is set to be adopted in September of 2025. (2023 - present)

Urban Forest and Wildfire Management Plan, Parks Tacoma, Washington. Midway through the project, assumed project management responsibilities to ensure the successful completion of the Urban Forest and Wildfire Management Plan for Parks Tacoma, an independent park district serving the city of Tacoma, Washington. Organized tasks and meetings with Parks and coordinated with Dudek staff to ensure timeliness of project deliverables. Provided review and quality control on analyst written deliverables, incorporated revisions based on Parks' feedback, created maps to supplement the administrative draft, and coordinated with the Dudek production team to print and deliver the final draft of the document with appendices to Parks Tacoma staff. (2024 – 2025)

Community Forest Management Plan, County of Los Angeles, California. Provided geographic information system (GIS) mapping analysis and research of Los Angeles County climate areas used in the creation of a recommended urban tree species list. Interviewed subject matter experts on tree species selection, soil health, and water conservation. Contributed to the writing of sections in the community forest management plan for environmental equity, tree distribution, and canopy cover goals for the County. (2023 – 2024)

Urban Forestry Job Classification Analysis, City of Los Angeles, California. Within a short 3-month timeline, served as the lead project manager and conducted a review of current City urban forestry job classifications, interviewed and organized the responses of 30 staff representing 10 different City departments that have intersecting work with urban forestry, researched and summarized the urban forestry job classifications and organizational

structure of three major comparison cities, and created five new job classification descriptions to help meet the City's urban forestry and natural resource management needs. (2024)

Tree Preservation Ordinance Update, City of Hayward, California. Currently serving as the project manager for the City of Hayward's Tree Preservation Ordinance Update. Tasks include organizing and running meetings, tracking the budget and progress on project deliverables, researching and summarizing key components of comparable City ordinances, working with analysts to incorporate edits and updates to the existing ordinance, completing an ordinance companion document, and completing a canopy cover analysis. The ordinance is set for adoption in August of 2025. (2023 – 2025)

Protected Tree Ordinance Update, County of San Mateo, California. Served as the project manager for the County of San Mateo's Tree Preservation Ordinance Update. Took project over halfway through the update of the draft ordinance. Tasks include organizing and running meetings, tracking the budget and progress on project deliverables, responding to public comments, finalizing the ordinance update, coordinating with graphics and GIS staff on posting informational materials to the County website and in the creation of an interactive 'Do I Need a Permit' web application, and presenting a summary of the ordinance updates at community council and County planning commission meetings. The final ordinance was adopted by the County in October 2024. (2023 – 2025)

Urban Forest Management Plan, City of Hanford, California. Currently serving as the project manager for the City of Hanford's Urban Forest Management Plan. Tasks have included organizing meetings, coordinating with field analysts to complete a full tree inventory and canopy cover analysis, conducting department interviews, drafting a community survey and content for the City's website, tabling to gather community feedback at public outreach events, and coordinating a working group of different interested parties to inform the strategic plan for the UFMP. (2025 – present)

Ryan Allen

SENIOR URBAN FORESTER

Ryan Allen (*RY-in AL-in; he/him*) is an urban forester with 16 years' experience developing urban and community forestry programs with municipalities and community organizations. Mr. Allen's work focuses on ensuring that trees are properly managed, maintained, and preserved to help create resilient and healthy communities.

Mr. Allen's background in government relations and community organizing is coupled with a deep understanding of arboriculture and urban forestry. He uses these skills and experiences to help communities create a positive impact on their local environment and generate momentum for municipalities to make lasting changes to their urban forestry programs.

Education

Pepperdine University BA, Communications (Creative Writing emphasis), 2002

Certifications

International Society of Arboriculture (ISA) Certified Arborist, No. WE 10316A

Tree Risk Assessment Qualified

Municipal Specialist

Professional Affiliations

Oversite Executive Board Member, Los Angeles Center for Urban Natural Resources Sustainability

Project Experience

Community Forest Management Plan, County of Los Angeles, California. Dudek developed a comprehensive Countywide Community Forest Management Plan (CFMP) with special considerations to provide equitable community engagement and technical support to a large geographic area with various education and engagement levels. As part of the CFMP, a Dudek graphical information system (GIS) specialist utilized 2020 high-resolution aerial imagery and a machine learning image processing system to develop a landcover classification product for the entire 4,200 square miles of the County of Los Angeles (County). The project included coordinating multiple County departments, a technical advisory committee, subject matter experts, and community organizations in development of the CFMP through creation of the final plan.

CFMP, City of San Jose, California. Currently developing the San Jose CFMP driven by meaningful community engagement and technical expertise. Project tasks include analyzing the existing tree canopy cover using satellite imagery; conducting 17 interviews with City staff, elected officials, and interested parties; creating a project webpage and outreach video; conducting a strengths, weaknesses, opportunities, and threats analysis of current management practices; determining the condition of the City's urban forest; educating community members about urban forestry; and developing achievable short- and long-term goals.

UFMP and Street Tree Master Plan, City of Temecula, California. Dudek developed the City of Temecula's UFMP and Street Tree Master Plan, which included a tree inventory of 27,000 trees. The project included analysis of the current status of the urban forest and identified threats to current species based on predicted climate change and invasive pests/pathogens. In addition, Dudek developed a significant community education component, including an urban forest summit, pop-up outreach events, a working group, and outreach pamphlets. Other project tasks include re-establishing the City's tree maintenance policy and standards, reviewing the City's existing tree ordinance, and developing a master tree planting plan with a recommended tree species palette that received input from various interested parties and community groups. The plan aligns with the City's core steering

document, the Quality of Life Master Plan, to ensure that the UFMP will be successfully implemented. This project was awarded the California American Planning Association Inland Empire Section, 2024 Resilience and Sustainability Award of Excellence.

CFMP, Town of Mount Pleasant, South Carolina. Dudek completed the Town of Mount Pleasant's CFMP, which included a tree inventory of 1,500 trees. This project focused on several key areas that have the potential to threaten the Town's community forest, including development, invasive plants, and increased storm severity. Dudek reviewed the Town's tree protection ordinances and coastal zoning laws to develop strategies that preserve and protect the tree canopy. Identified invasive plant species and provided the Town with actions it can take to control and limit the spread of invasive plant species into the surrounding forested landscape. Additionally, Dudek prepared a storm and disaster plan in accordance with Federal Emergency Management Agency standards to ensure that the Town can recover resources post storm disaster events. Finally, Dudek provided recommendations on parking lot spacing standards, climate change threats, staffing and funding needs, and strategies to plant and increase tree canopy cover.

UFMP, City of Beverly Hills, California. Lead the development of the City of Beverly Hills' 30-year planning document to implement sustainable management practices that create a healthy urban forest canopy. Dudek also analyzed the City-managed tree population, completed a wildfire hazard assessment for an area designated a Very High Fire Hazard Severity Zone, and provided recommendations to manage a more fire safe community that will be included as a chapter of the UFMP.

UFMP, City of La Mesa, California. Lead the development of the City's UFMP document that included a thorough analysis of all management practices, a LiDAR canopy cover analysis, facilitation of an interested party working group, interviews with all relevant City staff who affect trees, and analysis of the status of the urban forest. The aim of the UFMP was to help the City of La Mesa reach the canopy cover and greenhouse gas emission reduction goals outlined in its Climate Action Plan. The California Department of Forestry and Fire Protection provided funding for the project, and project objectives will help the City achieve the outcomes of the grant.

UFMP, City of Rancho Cordova, California. Lead the development of the City's UFMP document in partnership with the City of Rancho Cordova and the Sacramento Tree Foundation. Project highlights include the development of an online survey, project webpage, and strategic tree planting plan; interviews with City staff; and a LiDAR canopy cover analysis. The project focused on development standards for new residential communities to ensure that land use planning incorporated trees into designs to create healthy tree-lined streets. The project involved determining the sustainability of the urban forest using an i-Tree analysis and an assessment of sustainability indicators. The California Department of Forestry and Fire Protection provided funding for the project, and project objectives helped the city achieve the outcomes of the grant.

Urban Forest Management Plan Preliminary Planning and Roadmap, City of Los Angeles, California. Prepared a comprehensive report on the current conditions of the City of Los Angeles urban forest and its management as the beginning phase of the City's preparation to begin an urban forest management plan (UFMP). Report development lasted 10 months and included monthly working group meetings with over 40 urban forest interested parties, extensive departmental interviews, a public survey with 2,600 responses, and the comparison of Los Angeles urban forest activities with three other municipal urban forest programs. The report analyzes current funding levels and City of Los Angeles planning documents, ordinances, policies, governance structure, and management practices against urban forest sustainability standards. The result of the analysis delivered key findings on the status of the urban forest and made recommendations on the steps the City needs to take to move toward the completion of a UFMP and implementation of sustainable practices.

Alexandria Reed

DATA SPECIALIST

Alexandria Reed (she/her) is an urban forest planner with 8 years' professional experience as an environmental consultant specializing in data-driven environmental analysis, data visualizations, compliance, and project management. Alexandria is adept at utilizing statistical analysis, geospatial tools, and machine learning techniques to inform decision makers and address complex environmental challenges. Her expertise extends to utilizing R and geographic information system (GIS) software for geospatial data analysis, enabling the calculation of tree canopy cover and the creation of customized map layers for tree inventory systems. Furthermore, Alexandria plays a pivotal role in offering technical data support for a wide range of projects, including those related to urban forestry, urban planning, wildlife distribution, water quality, and preliminary environmental analysis reports.

Education

University of California, Santa Barbara (UCSB)
Master of Environmental Data Science (MEDS), 2023
BS, Environmental Studies, 2017

Professional Affiliations

California Association of Environmental Professionals (AEP)

R-Ladies Santa Barbara

Relevant Project Experience

Ongoing Projects

Urban Forest Management Plan, City of Hanford, California. Reviewing tree inventory data to evaluate key sustainability indicators, including species diversity, age distribution, and tree condition. Summarizing findings with clear visuals and calculating canopy cover across city boundaries. Authoring a combined inventory and canopy report to support data-driven goal setting and long-term urban forest planning. (2025 – present)

Fresno Extreme Heat Analysis, County of Fresno, California. Providing technical support for a countywide extreme heat vulnerability assessment. Identifying key heat-related indicators, analyzing urban heat exposure and canopy conditions, and integrating environmental and socioeconomic datasets. Contributing to the development of a Heat Vulnerability Index and summary memorandum to inform climate adaptation and canopy enhancement strategies in disadvantaged communities. (2024 – present)

Urban Forest Management Plan, City of Irvine, California. Conducted a sustainability analysis of the City's tree inventory, evaluating species diversity, health condition, and relative performance index to assess long-term urban forest resilience. Analyzed land cover data to assess existing canopy conditions across urban, residential, commercial/industrial, and city-owned areas. Calculated the number of trees needed to achieve the city's canopy goals, incorporating growth assumptions. Authored technical sections of the Urban Forest Management Plan. (2024 – present)

Urban Forest Master Plan, City of Pleasanton, California. Analyzed the City's tree inventory and created visualizations to illustrate species composition, health distribution, and overall condition. Conducted a canopy cover change analysis using land cover and canopy data from 2012, 2018, and 2022 to identify trends over time.

Performed a tree ordinance impact assessment to evaluate how proposed changes may affect long-term canopy cover. (2023 – present)

Urban Forest Management Plan, City of Rancho Cucamonga, California. Performed a canopy cover change analysis using land cover and canopy data from 2012, 2018, and 2022 to evaluate trends in canopy and identify areas of increase or decrease. Collaborated with City staff to model planting goals and identify the number of trees needed to meet future canopy targets. Presented data-related project updates and deliverables to City staff for review. Prepared technical sections for the assessment report, detailing methodologies, findings, and recommendations. (2023 – present)

Completed Projects

Canopy Cover Assessment, City of San Diego, California. Served as Project Manager, overseeing staff, timelines, and client coordination. Directed land cover classification efforts and conducted analyses to calculate canopy coverage citywide and within defined geographic boundaries. Delivered a summary report outlining methodology and results, providing actionable insights to support urban forest planning. (2024 – 2025)

Urban Forest and Wildfire Management Plan, Parks Tacoma, Washington. Led the land cover classification effort to assess existing canopy cover within all park district-managed parks. Conducted detailed spatial analyses to break down canopy cover by individual parks and identify areas with low canopy coverage. Quantified number of trees to plant to reach canopy cover goals. (2024 – 2025)

Canopy Cover Assessment, City of Hayward, California. Conducted a citywide canopy cover assessment using land cover data to quantify baseline canopy and evaluate distribution across parcel types, council neighborhoods, census tracts, and parks. Performed spatial and statistical analysis to identify low-canopy areas. Developed estimates for the number of trees required to increase canopy, incorporating growth assumptions and projected timelines. (2023 – 2025)

Urban Forest Management Plan, City of Bell, California. Conducted a comprehensive canopy cover analysis for the densely populated, economically disadvantaged City of Bell. Utilized land cover data to produce detailed visualizations and statistical metrics, offering insightful information to shape canopy cover goals and guide future planting strategies. Developed a tailored approach to support equitable access to urban green space and mitigate the challenges posed by Bell's compact geography and limited resources. (2023 – 2025)

Urban Forest Plan, City of Alameda, California. Conducted a canopy cover increase analysis, including a visualization showing potential canopy percent increases in various areas to reach the City's 20% canopy cover goal over 30 years. The analysis determined the required acreage for planting and the total and annual number of trees needed to achieve this goal. Additionally, completed a groundwater analysis to assess species suitability for future sea level and groundwater rise, as well as relationships between groundwater depth, water use, and tree health conditions. (2023 – 2024)

Community Forest Management Plan, County of Los Angeles, California. Contributed as the data science lead for the development of the Community Forest Management Plan for the County of Los Angeles. Processed land cover data, conducted a comprehensive canopy cover analysis, and created data visualizations. Used canopy cover and socioeconomic data to assess canopy needs across the County, informing strategic canopy goals. Authored technical methodologies, resource documents, and sections of the Community Forest Management Plan. Assisted in data processing and calculation for the interactive data viewer section of a website. (2023 – 2024)

Jared Davis

ANALYST

Jared Davis (he/him) is an arborist, urban forester, and naturalist with 6 years of experience. He specializes in systems thinking, addressing the complexities of sustainable urban forests. His expertise includes analyzing municipal tree practices, updating ordinances, and interpreting arboricultural standards. Jared has led community outreach programs and collaborated with local governments on tree conservation strategies. His commitment to continuous learning keeps him at the forefront of industry advancements.

Education

University of Colorado, Boulder
BA, Biology and Environmental Studies

Certifications

TRAQ Arborist
ISA Arborist
Wilderness First Aid
Firefighter Type II
California Naturalist

Relevant Project Experience

Urban Forest Management Plan, City of Escondido, California. Deputy project manager and lead analyst for urban forest conditions reporting (2025).

On-Call Arborist, City of Pacifica, California. Permit review, code compliance, and arboricultural consulting for the City of Pacifica (2025).

Urban and Community Forestry Plan Update, City of Lake Oswego, Oregon. Authored chapters of the Urban and Community Forestry Plan update. Project included review and recommendations of city policies and management practices. (2023)

Urban Forest Management Plan, City of Fresno, California. Reviewed tree ordinances and provided recommendations for improvements. Interviewed city staff and stakeholders to provide a viewpoint of the City's urban forest from the inside. Analyzed city-contractor relationships, pruning schedules, and provided suggestions based on arboricultural best management practices. (2022)

Community Forest Management Plan, County of Los Angeles, California. Analyzed and interpreted the status of the urban forest, specializing in biodiversity, climate resilience, and tree ordinances. (2022–2024)

Tree Ordinance Update, County of San Mateo, California. Collaborated with County staff to create a balanced tree ordinance that prioritized canopy cover, native habitat, and heritage trees. (2022–Present)

Community Engagement, Urban Forest Management Plan, City of Salinas, California. Ran events to gather community and partner input. Facilitated surveys, outreach games, and educational materials. Provided analysis of community input and tree management practices. (2022)

Tree Risk Assessments, Elk Grove Regional Park, California. Surveyed over one hundred trees for risk with the International Society of Arboriculture (ISA) systematic approach. Detected trees with potential hazards and provided mitigation recommendations. (2022)

Tree Inventory, Los Angeles Department of Water and Power, Los Angeles, California. Collected field inventory data for native trees along project boundaries. (2022)

Kanami Otani

ANALYST

Kanami Otani (*Ka-NAH-mee oh-TAN-ee*; *she/her*) is a sustainability professional with 8 years' experience focused on urban forestry. Her work promotes collaboration with multiple interested parties to achieve shared urban forestry goals. Kanami has worked in numerous sectors and provides insight on the perspectives of grassroots and statewide nonprofit organizations, grant award recipients, private municipal contractors, safety and standards of the arboriculture industry, and environmental consultants. She has successfully obtained grant funding for eligible organizations, implemented local and statewide tree planting projects, created partnerships between previously siloed groups, and formed pathways for collaboration between municipalities, elected officials, educational institutions, volunteers, students, and community members through her urban forest advocacy.

Education

California Polytechnic State University, Pomona
BS, Nutrition Science, 2015

Certifications

International Society of Arboriculture (ISA) Certified Arborist, No. WE-13275A

ISA Tree Risk Assessment Qualified

Urban and Community Forestry Society (UCFS) Municipal Forestry Institute Graduate, 2024

Western Chapter ISA, Tree Care for Birds and Other Wildlife Certificate

Industry Leadership

Street Tree Seminar (STS), Board Director, 2024–Current

Urban Wood Network (UWN), Western Region Education Director, 2023–Current

Project Experience

Urban Forest Planning

UFMP, City of Irvine, California. The City of Irvine is a planned community next to a wildland–urban interface/intermix. Using the UFMP, the City will guide its community in building wildfire resilience using urban forest management. The UFMP encompasses specific priorities for the City including expanding canopy cover, preserving the City's unique character, using recycled water, and working with multiple landowners to plant the "right trees" in the "right place."

Community Forest Management Plan, County of Los Angeles, California. Ensured in-person technical support and urban forestry education was provided equitably to historically underserved communities throughout greater Los Angeles County, including youth, houseless folks, and those living in unincorporated Los Angeles County. Developed strategies to increase workforce development by utilizing urban forestry for areas including tree maintenance, urban wood, nursery availability. Recommendations embodied County of Los Angeles goals to support economic opportunity and community development through urban forestry investments and efforts.

Tree Policies and Guidelines Manual Update, City of Claremont, California. Reviewed and identified key areas to modify and update the City of Claremont's Tree Policies and Guidelines Manual to align with arboriculture industry standards. Created recommendations for City of Claremont processes that prioritize tree preservation in a transparent manner. Engaged with multiple community members and sustainability leaders to find ways to satisfy both City of Claremont needs to provide a safe urban forest and community desires to maintain large, mature trees for environmental benefits. Provided clarification and

education to both City staff and community members on arboriculture principles that determine management recommendations, including the difference between tree risk and tree health.

UFMP, City of Rancho Cucamonga, California. Identified specific community needs by working with various municipal departments, the Rancho Cucamonga Fire District, other interested parties, and community members to develop an UFMP for the City of Rancho Cucamonga. Ensured an inclusive engagement plan by conducting interviews, in-person engagement events, and citywide project meetings to capture and understand the goals for the UFMP. Developed a usable communication document for public understanding and a funding advocacy tool.

Community Forest Master Plan, Town of Mount Pleasant, South Carolina. Led efforts to create a customized plan for the Town of Mount Pleasant with considerations for needs for southern forests, expansion of canopy cover in parking lots, Federal Emergency Management Agency reimbursement plans, tree inventory collection templates, and a community engagement outreach plan to suit the Town of Mount Pleasant's unique needs.

Urban Forest Management Plan (UFMP), City of Bell, California. Led efforts to develop a plan for a geographically limited city with considerations for private property tree planting engagement and fostering community advocacy. Managed a subcontract nonprofit partner to provide equitable engagement through in-person translation services during canvassing efforts, community engagement events, and a free tree giveaway among partners.

Urban Forest Master Plan, City of Newberry, South Carolina. The City of Newberry, anticipating large-scale development, intentionally prioritized maintaining its canopy cover through development. Developers will be guided by Municipal Codes to reinvest in Newberry's urban forest and community as they work in the City. Recommendations included Tree Protection Plans, Tree Protection Zones, and Mitigation Plans to protect the City's community-unmanaged loss of canopy cover.

Urban Forestry Manual Update, City of Glendora, California. The Urban Forest Manual for the City of Glendora was updated to align with changes in organizational structure, arboriculture industry best management practices, and municipal guidelines for a safe and sustainable municipal urban forest.

UFMP, Laguna Woods Village, City of Laguna Woods, California. Developed two separate and specific customized management plans for two homeowner's associations managed by the same entity. Engaged with concerned board members to ensure management of the urban forest was guided to align with community goals to maintain and enhance the urban forest for future residents. Attended multiple in-person adoption discussions for Board of Directors.

Urban and Community Forest Plan Update, City of Lake Oswego, Oregon. Provided detailed analysis and identified gaps in current urban and community forest plan from an outside perspective. Highlighted areas for improvement to reach sustainable urban forestry goals, including utilizing mature tree stature as a canopy cover measurement and recommending investment in specific areas to reach equitable canopy cover for each community.

Urban Forest Plan, City of Alameda, California. Provided analysis on work records and cost of current urban forest maintenance. Analysis was used to determine feasible maintenance recommendations for budgeting for a growing urban forest.

Street Tree Watering Study, City of Pasadena, California. Provided financial feasibility analysis of a citywide tree watering program to determine the cost of becoming an industry-wide municipal leader in supporting tree longevity through tree watering. Recommendations on tree watering practices and partnerships for the City of Pasadena's urban forestry program were identified.

Christopher Starbird

ANALYST

Christopher Starbird (*KRIS-tuh-fer STAR-bird; he/him*) is a geographic information systems (GIS) analyst with 17 years' experience in environmental projects for municipal, regional, and federal public agencies and non-profit organizations. Mr. Starbird uses the latest in mapping software from the Environmental Systems Research Institute (ESRI). His skills include database design, spatial analyses, three-dimensional (3D) modeling with shade and shadow analysis, glint and glare analysis, interactive web development and design, web-based mapping, and high-quality cartographic design. Mr. Starbird 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.

Education

University of California, Santa Barbara
BA, Geography

Project Experience

Development

Beverly Hills Creative Office Project Environmental Impact Report, City of Beverly Hills, California. Serving as lead GIS analyst in the preparation of the project's Environmental Impact Report (EIR) aesthetics assessment for the development of up to 11 new office buildings on a vacant, linear site in the City of Beverly Hills. The proposed four- to five-story office buildings would be designed in a range of architectural styles. Buildings at each end of the site would have traditional facades with columns and cornices, and buildings toward the center of the site would have more modern architectural treatments, such as glass screen walls and steel frames. Key issues include obstruction of views to the iconic City Hall tower and compatibility of bulk and scale with the surrounding development.

Pacific Coast Commons Specific Plan EIR, El Segundo, California. Serving as lead GIS analyst for preparation of an EIR for the Specific Plan. The project would involve redevelopment of the existing surface parking lots of the Fairfield Inn & Suites and Aloft Hotel properties, as well as the commercial properties, through the adoption of a Specific Plan that allows for the development of 263 new housing units and 11,252 square feet of commercial/retail uses on approximately 6.33 acres of land located in the City of El Segundo adjacent to Pacific Coast Highway. The Pacific Coast Commons-South portion proposes a six-story residential building with commercial/retail on the ground floor and an eight-level parking garage. The Pacific Coast Commons-Fairfield Parking portion of the project proposes a four-story parking garage with commercial/retail on the ground floor. The Pacific Coast Commons-North portion proposes a six-story residential building with commercial on the ground floor that faces Pacific Coast Highway, a six-story parking garage in the central portion of property, a new fire/access road, and apartment/townhome units. The project requires a General Plan amendment, zone change, site plan review, vesting tentative tract map, and a development agreement.

Buena Vista Project EIR, Los Angeles, California. Serving as lead GIS analyst for the EIR for a 2- to 26-story mixed-use project on an 8-acre parcel, which includes residential and commercial uses consisting of approximately 1,079,073 square feet of residential floor area (920 dwelling units); 15,000 square feet of neighborhood-serving retail uses; 23,800 square feet of indoor and outdoor restaurant; and 116,263 square feet of outdoor public trellis/balcony space. The project site is located in the Central City North Community Plan Area near the Metro

Gold Line and the Los Angeles State Historic Park. The transit-priority project is proximate to a network of regional transportation facilities, including the Chinatown Metro Station. The site is located in a Methane Zone and contains remnants of previous land uses, including former oil wells and a gas station. Additionally, the site is within the boundaries of the Historic Cultural Monument No. 82, River Station Area/Southern Pacific Railroad. The project requires a General Plan amendment, zone change, site plan review, height district change, zoning administrator adjustment to reduce setback, tentative tract map, and development agreement.

Clara Oaks Specific Plan Project EIR, Claremont, California. Serving as lead GIS Analyst for the EIR for the development of 40 semi-custom home residences within an undeveloped portion of the City of Claremont's hillside area and adjacent to the Webb Schools and Claremont Hillside Wilderness Park. A county-designated Significant Ecological Area is adjacent to the project site, which is also bisected by a flood control easement. The project includes parking for access to a new trail system within the portion of the site to remain open space. The project requires new utility infrastructure, off-site improvements to Webb Canyon Road, and wet/dry utility connections. The project requires a General Plan amendment, zone change, and tentative tract map.

Centennial Specific Plan EIR and Biological Resources Technical Report GIS Services, Los Angeles County. While at another firm, served as the primary GIS specialist for the Centennial Specific Plan and Phase One Implementation Project, which involved the development of approximately 12,000 acres with approximately 23,000 residential units and up to 14 million square feet of mixed urban service and employment-generating uses in addition to a variety of commercial, industrial, natural open space, and recreational land uses. Performed GIS analysis and produced exhibits for the Program EIR and supporting Biological Technical Report. Developed and consolidated GIS, AutoCAD, and other data from numerous public and private agencies for use in analysis and cartographic products.

Tesoro del Valle Supplemental EIR, GIS Services, Los Angeles County. While at another firm, served as GIS specialist for this EIR for the proposed construction of 710 single-family residential dwelling units, a fire station site, parks and recreational amenities (i.e., clubhouse, pool, trails), and supporting roadway and utility infrastructure within Phases B and C of the Tesoro del Valle project in Los Angeles County. Coordinated and performed the GIS mapping and analysis of the project site, and developed and consolidated GIS, AutoCAD, and other data from numerous public and private agencies for use in analysis and cartographic products.

Centennial Corridor Project Draft EIR/Environmental Impact Statement and Section 4(f) Evaluation, Kern County. While at another firm, served as the lead GIS specialist on the Centennial Corridor Project Draft EIR/Environmental Impact Statement (EIS), the purpose of which is to provide continuity for traffic using State Route 58 in Kern County. The large-scale project required the mapping and analysis of biological resources, the displacement of residences, potential archaeological resources, historic resources, parkland resources, aesthetics, community disruption, and noise. Responsibilities included coordinating data collection, data management, and spatial analysis of these various resources and project components, as well as the production of more than 100 maps and graphics.

8850 Sunset Boulevard Project EIR, City of West Hollywood, California. Serving as GIS analyst in the preparation of the project EIR aesthetics analysis for a new 15-story building that would include 115 hotel guestrooms, a new nightclub space (replacing the existing Viper Room building), 31 market-rate condominiums, 10 income-restricted units, and static and digital signage. Developed a state-of-the-art shade/shadow analysis technique that used existing LiDAR (light detection and ranging) to compare the proposed structure's shadows with the shadows of existing structures and vegetation.

Jeremy Cawn, RPF

FIRE PROTECTION SPECIALIST

Jeremy Cawn (*JAIR-eh-mee KAWN; he/him*) is an urban forestry and wildfire mitigation specialist with 9 years' experience as an arborist, wildfire risk assessor, and hazardous vegetation management program manager. Mr. Cawn's arboricultural experience includes urban forest inventory and management, hazard tree assessments, pest and disease surveys, tree protection ordinance administration, new development plan review, and tree maintenance contract administration. Mr. Cawn's wildfire mitigation experience includes wildfire risk assessments, fire protection planning, defensible space inspections, and vegetation management plans. Mr. Cawn previously worked as a fire prevention inspector for the Glendale Fire Department and as an arborist and forester for New York City, the City of Claremont, and the City of Glendale. Prior to his work experience in urban forestry and vegetation management, Mr. Cawn spent 11 years working as a wildland fire fighter and a prescribed fire specialist.

Project Experience

Santa Rosa Fire Damaged Tree Evaluation, City of Santa Rosa, California. Inventoried street and park trees within the Coffey Park and Fountain Grove neighborhoods. The intent of the inventory was to identify street and park trees that were at risk of falling into the public right-of-way and would qualify for reimbursement through a Federal Emergency Management Agency (FEMA) grant. Using the tree inventory, an arborist report and several tree location maps were prepared and submitted to the city. (2022)

EDH Costco FSP, Costco Wholesale Corporation, El Dorado Hills, California. Created a Fire Safe Plan (FSP) for a proposed new commercial development. Creation of the FSP included an evaluation of the conditions at the site related to wildfire risk, an evaluation of the emergency response capabilities of the emergency services nearby, and recommendations for improving the wildfire safety of the proposed development. (2022)

City of Walnut Creek On-Call Arborist, Walnut Creek, California. Perform the duties of a municipal arborist including reviewing tree permit applications, creating tree removal and tree work permits, and evaluating park and street trees. In addition, tasks include reviewing proposed new development plans and providing comments regarding tree protection and compliance with city tree ordinances. (2021–Present)

Education

Northern Arizona University
Professional Certification, Fire Ecology and Hazardous Fuels Management, 2013

Southern Illinois University
BS, Forestry (Natural Resource Management), 2001

Certifications

ISA Certified Arborist, Municipal Specialist No. NY-5876AM

ISA Tree Risk Assessment Qualification

Registered Professional Forester (RPF), No. 3007

NFPA Certified Wildfire Mitigation Specialist

AFE Certified Wildland Fire Manager

Professional Affiliations

SoCal Fire Prevention Officers Association

International Society of Arboriculture

Association of Fire Ecologists

Relevant Previous Experience

Glendale Fire Department, Glendale, California. Served as a Fire Prevention Inspector**.** Administered the Department's Vegetation Management Program performing all of the public outreach, private and public property inspections, enforcement, and abatement contract management. Re-worked the entire program, transitioning it from a Company-led program to a Prevention-led program. Implemented a new digital inspection software and notification service. Updated the Fire Department's operational guide for the Vegetation Management Program. Provided technical expertise and guidance for the update of the City's Hazardous Vegetation Ordinance during the 2019–2020 Building and Safety code cycle. (2018–2021)

Glendale Public Works Department, Glendale, California. Served as the Arborist Technician with the primary responsibility of administering the City's Indigenous Tree Ordinance. Performed inspections for tree work permits, investigated and enforcement ordinance violations, and reviewed new construction plans for properties with protected tree species and recommended mitigation strategies. Fulfilled duties of the City's Urban Forester while that position was vacant, including the review of capital improvement projects, drafting street tree planting plans for specific neighborhoods, and updating sections of the City's Urban Forest Management Plan. (2015–2017)

Community Services Department, Claremont, California. Served as the City Arborist. As the sole City forestry expert employed by the City, managed most of the day-to-day operations for the City's urban forest, including responding to service requests from the public, managing the City's tree service contract by creating work orders, scheduling routine work zones, and establishing best work practices; performed disease and pest surveys; and planned street tree planting programs. Assisted in the creation of the City's Street Tree Watering program during the 2012–2016 drought. (2015–2017)

Department of Parks and Recreation Brooklyn Borough, New York, New York. Served as a forester. Monitored tree work performed by City tree service contractors, responded to resident service requests, evaluated street tree planting sites for tree plantings as part of the City's Million Trees Program, and performed hazard tree assessments in the areas of the borough flooded by superstorm Sandy. (2013–2014)

Presentations

"The Vegetation Management Program." Glendale Fire Department, Glendale, California, April 2021.

"Wildfire Prevention and Vegetation Management." The American Institute of Architects, Eagle Rock, California April 2020.

"Claremont trees in the drought." The University Club of Claremont, Claremont, California, June 2017.

Curtis Battle

GIS SPECIALIST

Curtis Battle is a geographic information systems (GIS) analyst with 15 years' experience serving environmental projects for municipal, regional, and federal public agencies, nonprofit organizations, and private businesses. He is proficient in a wide variety of GIS platforms and techniques, including Esri's software suite (ArcGIS Pro/ArcMap, ArcGIS Enterprise, ArcGIS Online); geodatabase construction and maintenance; quantitative geographic methods; cartography; species distribution modeling; remote sensing; Python programming; and cartography. He has provided GIS support for numerous environmental impact reports (EIRs); habitat conservation plans (HCPs); technical studies, including biological technical reports, vegetation mapping, and wildlife surveys; landcover classification modelling; and mitigation monitoring and reporting programs.

Education

San Diego State University
MS, GIScience
BA, Geography

Mesa College
AS, Geographic Information Systems Specialist

Relevant Project Experience

Urban Forest Management Plan, County of Los Angeles, California. Principal GIS analyst responsible for countywide landcover classification using high-resolution aerial imagery. Duties included employing deep learning/AI image classification techniques to analyze remotely sensed imagery. Provided additional GIS analysis and cartographic support.

Urban Forest Management Plan, City of Asheville, North Carolina. Principal GIS analyst responsible for citywide landcover classification of high-resolution aerial imagery. Duties included employing semi-automated and machine learning image classification techniques to analyze remotely sensed aerial imagery. Provided additional GIS analysis and cartographic support.

Urban Forest Management Plan, City of Pleasanton, California. Principal GIS analyst responsible for citywide landcover classification of high-resolution aerial imagery. Duties included employing semi-automated and machine learning image classification techniques to analyze remotely sensed aerial imagery. Provided additional GIS analysis and cartographic support.

Urban Forest Management Plan, City of Hayward, California. Principal GIS analyst responsible for citywide landcover classification using high-resolution aerial imagery, and lidar. Duties included using semi-automated and machine learning image classification to analyze remotely sensed aerial imagery/lidar. Provided additional GIS analysis and cartographic support.

Urban Forest Management Plan, City of Chico, California. Principal GIS analyst responsible for multi-year citywide landcover classification using high-resolution aerial imagery. Duties included employing semi-automated and machine learning image classification techniques to analyze remotely sensed aerial imagery. Provided additional GIS analysis and cartographic support.

Urban Forestry Management Plan, City of Fresno, California. Principal GIS analyst responsible for citywide tree canopy and land cover classification mapping. Duties included employing semi-automated and machine learning image classification techniques to analyze remotely sensed aerial imagery. Provided additional GIS analysis and cartographic support.

Urban Forestry Management Plan, City of Irvine, California. Principal GIS analyst responsible for citywide tree canopy and land cover classification mapping. Duties included employing semi-automated and machine learning image classification techniques to classify satellite imagery. Provided additional GIS analysis and cartographic support.

Urban Forestry Management Plan, City of Temecula, California. Principal GIS analyst responsible for citywide tree canopy and land cover classification mapping. Duties included employing semi-automated and machine learning image classification techniques to analyze aerial imagery and LIDAR. Provided additional GIS analysis and cartographic support.

Urban Forestry Management Plan, City of San Diego, California. Principal GIS analyst responsible for citywide tree canopy and land cover classification mapping. Duties included employing semi-automated and machine learning image classification techniques to classify satellite imagery. Provided additional GIS analysis and cartographic support.

San Joaquin Marsh Aerial Analysis. Served as principal GIS analyst responsible for using remotely sensed satellite, aerial, and UAS imagery to quantify changes in land cover and vegetation type and health over the 15-year period from 2006 to 2020.

City of San Diego Stadium Wetlands Restoration Project. Served as principal GIS analyst responsible for quantifying changes to on-site vegetation community composition over a 5 year period. Duties included employing automated and semi-automated image classification techniques to classify UAS imagery and lidar in order to monitor the success project restoration efforts. Provided additional GIS analysis and cartographic support.

San Timoteo Creek Habitat Monitoring Program, Yucaipa Valley Water District, Riverside and San Bernardino Counties, California. Served as principal GIS analyst using satellite and aerial imagery to remotely monitor and measure long-term changes to riparian habitat, portions of which are occupied by the state and federally listed endangered least Bell's vireo (*Vireo bellii pusillus*), within San Timoteo Creek associated with expansion of the Yucaipa Valley Water District's non-potable water distribution system between the years 2012 and 2020.

Southern Subregion Habitat Reserve Vegetation Map Update, Rancho Mission Viejo Land Trust, Orange County, California. Served as GIS analyst supporting Rancho Mission Viejo's 2017 vegetation map update for the Initial Management Action Plan. Project involved collection of high-resolution satellite and aerial imagery and lidar to derive raster products characterizing the structure of vegetation, and to evaluate vegetation change within the Habitat Reserve over the period from 2012 to present. The satellite and lidar change detection products helped biologists quantify on-site vegetation changes, assess the accuracy of boundary mapping between vegetation communities, and update the vegetation classification system used in the 2012 mapping.

Josh Becker

GRAPHICS

Josh Becker (*JAHSH BEHK-er; he/him*) is an accomplished graphic designer with 24 years' experience inspiring audiences with thoughtful, powerful design. Mr. Becker brings out the personality of each project via expertly crafted visual representation. He successfully leads design teams, fostering creativity to produce results that are unexpected and inspired. Mr. Becker's capabilities include (but are not limited to) logos, infographics, illustration, posters, fliers, reports, magazines, brochures, collateral materials, advertising, and booklets. His expertise in publication layout and art direction has earned him several awards.

Education

Cabrillo College
AS, Fire Protection Technology

San Jose State University
Design coursework

Project Experience

Community Forest Management Plan, Los Angeles County, California. Designed and produced the layout of the community forest management plan and the community canopy profiles guide. Also designed custom infographics. (2024)

Urban Forest Management Plan, City of Fresno, California. Designed and produced the layout for the City of Fresno Urban Forest Management Plan (UFMP). (2024)

Urban Forest Management Plan, Technical Assessment, and Educational Materials, City of Temecula, California. Designed and produced the layout for the City of Temecula UFMP. Designed and produced the layout and illustration for three quad-fold educational pamphlets about urban forestry practices in the City of Temecula for homeowners, business owners, and landscape professionals. (2023)

Urban Forest Management Plan, City of Salinas, California. Designed and produced the layout for the City of Salinas UFMP. (2023)

Urban Forest Master Plan, City of Downey, Department of Public Works, California. Designed and produced the layout of the City of Downey UFMP. (2019)

Community Forest Management Plan, City of San José, California. Designed and produced the layout of the community forest management plan. Also designed custom infographics. (2020)

Sustainable Groundwater Management Program/Tribal Government and Underrepresented Community Technical Assistance Program: Branding and Suite of ADA-Compliant Products, California Department of Water Resources. Designed Americans with Disabilities Act (ADA)-compliant, multilingual educational lesson plans for 10 California hydrological regions for kindergarten through high school. Created an ADA-compliant, California Department of Water Resources-branded PowerPoint template. (2023)

Climate Adaptation Plan, City of Rialto, California. Designed and produced the layout of the Rialto Climate Adaptation Plan. Also designed and produced custom iconography. (2019)

Logo and Branding, City of Willits, California. Designed a new logo and branding style guide for the City of Willits that considered the City's deep history and future growth toward the arts. (2023)

Regional Adaptation Framework, San Diego Association of Governments, California. Designed and produced the layout of this document. (2021)

On-Call Sustainable Communities Consulting Services Proposal, San Diego Association of Governments, California. Designed a 400-page, winning proposal for the San Diego Association of Governments. (2022)

San Diego State University Mission Valley Campus Master Plan/Design Guidelines, California. Designed and produced the layout of the Master Plan and guidelines. (2019)

Environmental On-Call Regional Transportation Infrastructure Sea-Level Rise Assessment and Adaptation Guidelines, San Diego Association of Governments, California. Designed and produced the layout of this document. Also designed a custom logo. (2019)

Los Angeles County Metro Area Plan, County of Los Angeles, California. Designed regional layouts, infographics, and historical timelines. (2023)

Los Angeles County South Bay Area Plan, County of Los Angeles, California. Designed brand expansion package, including a logo, a color palette, fonts, a report cover, a report flyer, and an area map. (2023)

City of Palos Verdes Estates Safety Element, City of Palos Verdes Estates, California. Designed the layout for the City of Palos Verdes Estates Safety Element. (2023)

On-Call Environmental Services for Flood Control Facilities, County of Los Angeles, California. Designed a 700-page, winning proposal in print and digital formats for the Los Angeles County Public Works. (2022)

Relevant Previous Experience

Santa Cruz Waves, California. Served as creative director. *Santa Cruz Waves* is a stylish, bimonthly, surf lifestyle magazine with a circulation of 20,000+. Conceptualized and executed all editorial design and layouts (~164 pages per issue). Redesigned publication upon coming aboard, giving it new life with a clean, striking, and dynamic look and feel. Showcased incredible photography and stories with arresting coffee-table-worthy layouts.

Freelance Art Director and Graphic Designer. Served as Art Director of *Los Gatos Magazine* (4/2016 to 4/2017) and its sister publication, *The Good Life Collection*. Designed a hardcover, national-release book (Whitman Publishing, 2016]. Worked for a large international ad agency designing business and collateral materials.

Good Times, Santa Cruz, California. Served as art director and production manager. Contributed to county's most reputable source of community journalism. Crafted artful and eye-catching covers and cover story layouts that got readers to pick up the issue, become interested in a story, and keep reading until the end. Helped to create a beloved and respected reputation in the community that led to bountiful advertisers and awards.

Awards

First Place, General Excellence (Weekly), 2006. CNPA Better Newspapers Contest.

First Place Winner, Page Layout & Design (Weekly), 2010; Honorable mention 2011, 2012, 2013. CNPA Better Newspapers Contest.

Second Place, Cover Design (Weekly), 2013, 2012. CNPA Better Newspapers Contest.

DUDEK

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