



- submitted by email -

September 17, 2021

George Thomson, Parks & Open Space Manager  
City of Goleta, Public Works Department  
130 Cremona Drive, Goleta, CA 93117

**Re: Proposal to Prepare Update to the Lake Los Carneros Management Plan**

Dear Mr. Thomson,

Wood Environment & Infrastructure, Inc. (Wood) is pleased to submit this proposal to assist the City of Goleta (City), Public Works Department with preparation of the update to the Lake Los Carneros Management Plan (Management Plan). We have brought together an outstanding team with unmatched qualifications to prepare the Management Plan, including experienced project managers, recreation and land use planners, park/trail design and landscape rendering specialists, visual communication designers, biologists with deep familiarity of the City's natural resources, and hydrologists and engineers with experience in urban dam/reservoir design, safety, and maintenance. Our team is experienced working together and with the City to prepare effective, high-quality recreation planning documents that reflect community concerns and needs through robust and meaningful public outreach programs. Our team is excited about this opportunity to assist the City with this project to facilitate planning of beneficial recreational services while also managing and protecting sensitive natural resources and ensuring public safety.

Should you have additional questions, or need clarification on the enclosed proposal, please feel free to contact Ms. Erika Leachman in Wood's Santa Barbara office at or [erika.leachman@woodplc.com](mailto:erika.leachman@woodplc.com). Ms. Leachman and I are both authorized to represent the firm in discussions regarding this proposal. We look forward to working with you.

Respectfully submitted,

A handwritten signature in black ink, reading "Aaron Goldschmidt".

Aaron Goldschmidt, Vice President  
Wood Environment & Infrastructure, Inc.  
104 West Anapamu Street, Suite 204A  
Santa Barbara, CA 93101  
Tel: (805) 962-0992



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## A. Qualifications

### Company Profile

Wood Environment & Infrastructure, Inc. (Wood) is an international engineering services company with more than 60,000 employees worldwide. Our California offices support more than 500 employees providing environmental planning consulting and infrastructure services, including Wood's Environmental Planning Group headquartered in Santa Barbara and supported by technical staff in San Diego, Riverside, Los Angeles, and Irvine. We specialize in land use, recreation, and environmental planning, including regional planning, parks, recreation, and trails, and environmental impact analyses, including the preparation of California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA)-compliant documents for a wide range of local and state agencies. We have substantial experience with complex planning programs and development projects in Southern California, including parks and visitor-serving uses and destinations serving local and regional needs. We also have strong in-house expertise in parks and trail development projects, sustainable development, energy and infrastructure demand projections, multi-modal transportation, and noise and air quality modeling.



### Experience with Recreation Planning

Wood has substantial recent experience preparing planning documents for park and recreational facilities. We have experience preparing high-quality planning and environmental documents for local agencies, including ongoing work for the County on the *Santa Barbara County Countywide Recreation Master Plan* and Environmental Impact Report (EIR), as well as past work completed on the *Goleta Beach County Park Managed Retreat Project EIR* and *Adaptive Management Plan*. We specialize in recreational open space and trails projects, including the *Ellwood Mesa Open Space and Trails* Mitigated Negative Declaration (MND), the *Franklin Trail* land use permitting, and the *Baron Ranch Trail* MND.

Wood is prepared to produce a thorough, objective, and legally sustainable planning document that would withstand public and agency scrutiny and guide well informed decision-making. Our recent work for the County of Los Angeles on the *Puente Hills Regional Park Master Plan and Program EIR* included extensive public outreach and environmental planning services for this 1,300-acre regional park. Currently, we are teamed with park and recreation planning and design firms to prepare the *Parks and Open Space Master Plan* and Program EIR for the City of El Monte and the *Los Angeles Zoo Vision Plan* and Program EIR for the City of Los Angeles. We also recently supported the City of Santa Monica on the *Airport Park Expansion Project EIR*, and the City of Los Angeles on the *Griffith Observatory Circulation and Parking Enhancement Plan* MND.

As demonstrated through past and ongoing project performance, we provide management and oversight of experts to provide for high quality planning documents and analysis. Brief overviews of several relevant complex projects are provided below.

**Table 1. Wood Project Experience**

<p><b>Santa Barbara Countywide Recreation Master Plan &amp; EIR</b>  <b>County of Santa Barbara, California</b></p> <p>Wood is preparing a Countywide Recreation Master Plan and Program EIR for Santa Barbara County, in coordination with the County's 8 cities and recreational service providers. The plan would identify existing and planned recreational facilities, provide detailed demographic analysis, address unmet recreational needs, and propose a comprehensive set of recreation improvements throughout Santa Barbara County. Wood is assisted by Design Workshop in the assessment of demographics and associated recreational needs. The Plan would also include detailed analysis of funding options and Wood is providing grant acquisition support to the County and interested cities. The project would include review of park, open space, and trail improvements throughout Santa Barbara County, including new or realigned trails and bikeways to improve connectivity between neighborhoods and existing or potential parks. Our team is working to identify disadvantaged communities to ensure that adequate recreational facilities are provided. Our team supported the County of Santa Barbara in hosting an initial recreational summit in Buellton attended by civic leaders, staff, and recreational service providers. The draft Countywide Recreation Master Plan is under development and would be guided by a Steering Committee. Plan development includes extensive public outreach, including multiple workshops, development of a website and use of social media. The Program EIR would be designed to streamline environmental review for planned or future park and trails projects throughout the County and within incorporated cities.</p>
<p><b>Goleta Beach Adaptive Management Plan and Coastal Development Permit Amendments</b>  <b>County of Santa Barbara, California</b></p> <p>Wood is providing environmental planning, permit assistance, construction management, and adaptive management planning services to address beach erosion, shoreline protection, and sea level rise at Goleta Beach County Park. Our team prepared the award-winning Goleta Beach Managed Retreat Project EIR and managed emergency actions during the 2015-2016 El Nino, including use of soft shoreline protection strategies such as use of coble and sand filled geotextile cells and assessing the effectiveness of cobbles and beach nourishment for shoreline protection, along more traditional "hard" approach such as use of rock revetments. Our team is also overseeing long-term managed retreat and/or park relocation planning for this low-lying coastal park. We have overseen wave runup and sea level rise modeling and identified adaptive management responses. We obtained a \$250,000 grant from Caltrans to assess ultimate shoreline position in 2100, including potential for relocation of the entire park and design options for threatened portions of Highway 217.</p>
<p><b>Famosa Slough Eutrophication Monitoring and Coastal Development Permit</b>  <b>City of San Diego, Planning Department, California</b></p> <p>Wood prepared CDP Application for the Famosa Slough Eutrophication Monitoring Project involving the recurring inspection and maintenance of Famosa Slough, a 37-acre impaired water body listed on the Clean Water Act Section 303(d) list for eutrophication, which has been caused by excessive nutrients. The scope of work involved the preparation and submittal of a CDP application to the California Coastal Commission and preparation of an associated CEQA Notice of Exemption for maintenance activities involving the removal of algae mats during periods of "excessive" algal blooms. Wood biological technical staff conducted a biological reconnaissance survey of the Project area to</p>

determine project impacts on endangered, threatened, rare, or otherwise sensitive species and biological resources known to the area. Following review and comment by the California Coastal Commission, the biological assessment prepared by Wood was revised to incorporate defined buffer distances to be maintained for wildlife in the slough, most notably for Light-footed Ridgeway's rail and other migratory/nesting birds.

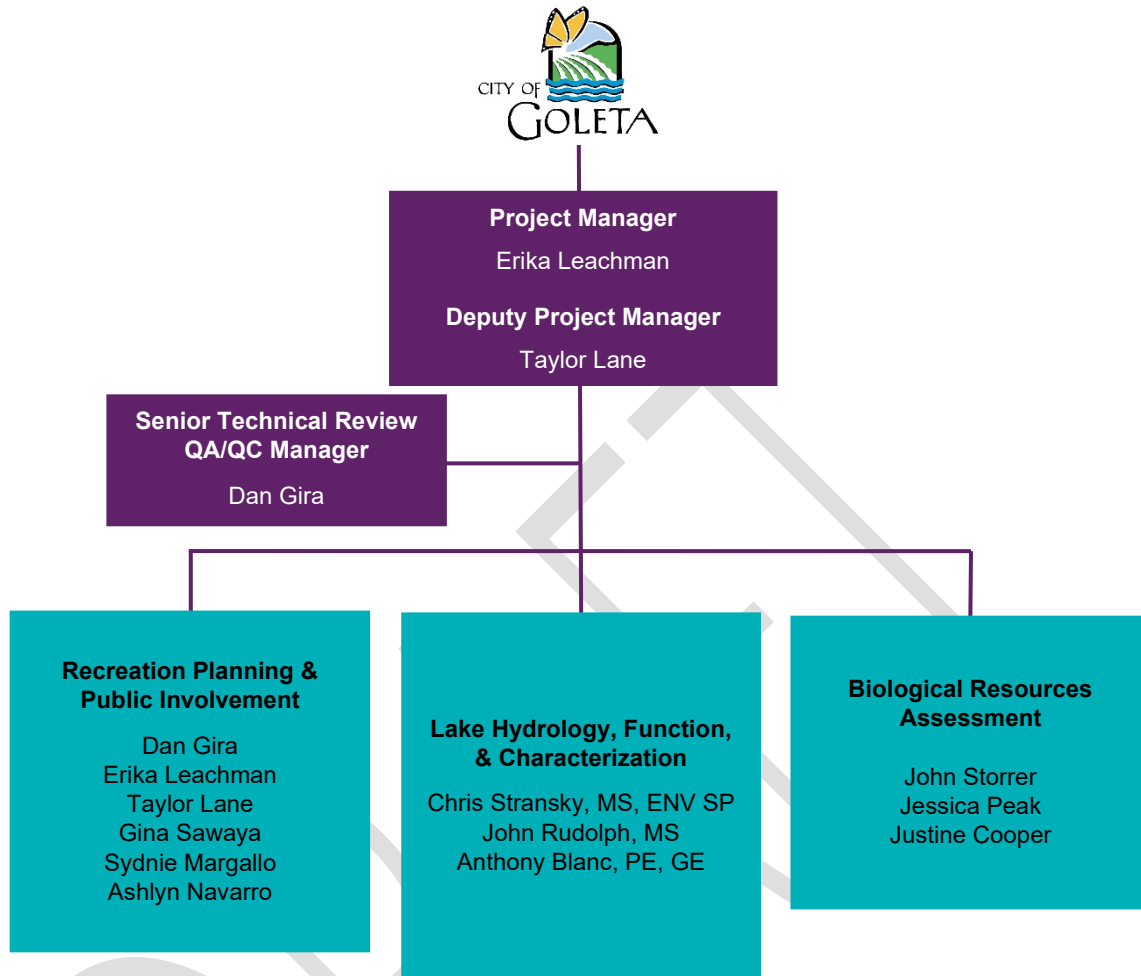
## Staffing

Wood is well qualified to assist the City with preparation of the Management Plan. Our team would be led by Erika Leachman as Project Manager and Taylor Lane as Deputy Project Manager. Erika and Taylor are experienced working with the City, including most recently preparing the EIR for the Calle Real Hotel Project. Our team includes RRM Design, an experienced park and recreation planning and design firm, to support our team of recreation planners with park/trail design and landscape rendering services. Our team also includes Storrer Environmental Services, a local professional consulting firm specializing in biological assessments and intimately familiar with local natural resources, to support our team with the assessment of biological resources, development of a restoration program as part of the Management Plan, and identification of additional solutions to addressing aquatic habitat concerns. We are also supported by a skilled in-house cultural resources specialists, hydrologists, engineers, graphic designers, GIS specialists, and cartographers all with recent experience working on parks and recreation planning projects.

The project organizational chart is provided below, followed by short biographies of key staff members that include a summary of experience on similar projects. The organizational chart shows primary support staff associated with the planning phase, though some staff would support multiple phases. Ms. Erika Leachman, as the project manager, would provide oversight and direction on all planning phases with a core team in our Santa Barbara office. Wood Santa Barbara planning staff would provide support in all planning tasks, as well as the planning and public meetings.

*"The Santa Barbara County Long Range Planning Division would like to acknowledge the outstanding consulting services provided by [Wood], including recent preparation of a high-quality EIR for the Cannabis Land Use Ordinance and Licensing Program and assistance with implementation and permitting approaches for the County."*

*Dan Klemann, Deputy Director,  
County of Santa Barbara*



**Erika Leachman – Project Manager; Principal Planner, and Public Process Lead:** Ms. Leachman has 16 years of land use, park, recreation, trails, and environmental planning experience and has managed several multiple large complex planning projects in southern California. Ms. Leachman is currently the Project Manager for the *Countywide Recreation Master Plan* for the County of Santa Barbara and has prepared greenbelt and park plans for suburban communities. She manages the *Goleta Beach Adaptive Management Plan* and *Coastal Development Permitting* efforts for the County of Santa Barbara, including long range planning for park facilities threatened by coastal hazards and climate change. Ms. Leachman provided quality control for the *Griffith Observatory Circulation and Parking Enhancement Plan IS/MND* and is currently the Project Manager for the *Los Angeles Zoo Vision Plan Program/Project EIR*, which includes detailed habitat assessment and mapping, along with analysis of the adequacy and quality of Zoo infrastructure and pond water quality. She assisted with

*"I'd like to acknowledge Erika Leachman [and team] ...for their excellent strategic support and expertise, which resulted in preparation of an outstanding EIR within an expedited schedule."*

*Dan Klemann, Deputy Director,  
County of Santa Barbara*

development of alternatives for the *Puente Hills Landfill Regional Park Master Plan and Project/Program EIR*, which addressed in detail required infrastructure development for this new 1,300-acre park, including trails, water features, and recreation amenities. She is adept with timeline and budget management and coordination of teams of technical experts and subconsultants for large-scale projects. She is expert with public outreach for public planning processes and has provided presentations at over 100 public hearings and workshops. Ms. Leachman is noted for her attention to detail, thoroughness, timeline management, and ability to coordinate project teams.

**Taylor Lane – Deputy Project Manager:** Mr. Lane has 7 years of environmental planning and project management experience with specialization in land use and recreation planning, CEQA, NEPA, and public policy development, including multiple parks-related projects and urban infill development in southern California. He is currently serving as the Deputy Project Manager for the *Countywide Recreation Master Plan* for the County of Santa Barbara and the *Los Angeles Zoo Vision Plan Program/Project EIR* for the City of Los Angeles. On these projects, Mr. Lane helps to oversee public outreach, technical subconsultant, and production of all documents. Mr. Lane's technical expertise includes assessments for parks and recreation-related impacts, including for the *Airport Park Expansion Project EIR* for the City of Santa Monica and the *Calle Real Hotel EIR* for the City of Goleta, analyzing the relationship between personal transportation, public transportation, and alternative transportation methods. He is expert with recreation pop-up workshops and tabling to conduct in-person, onsite outreach to interested parties and park users. Mr. Lane has facilitated studies of biological resources and water quality, assessing potential impacts to onsite and downstream resources and developing robust mitigation and management strategies.

**Dan Gira – Senior Advisor, QA/QC:** Wood's Land Use & CEQA Program Manager and a senior project manager, Mr. Dan Gira, has over 34 years of experience with land use, park, recreation open space, trail, and environmental planning. He has broad experience with managing teams for complex projects. He managed preparation of multiple plans for large open spaces, community parks, and dozens of miles of trails. Mr. Gira is currently Project Principal for the *Countywide Recreation Master Plan* for the County of Santa Barbara. He provided senior land use planning and CEQA review services for the *Puente Hills Landfill Regional Park Master Plan and Project/Program EIR*, including development project alternatives. He has managed preparation of community plans for Santa Barbara County, including the Goleta Community Plan, many of which addressed open space and habitat management. These plans addressed multiple large planned open spaces ranging from 800 to 1,300 acres in size, including design of neighborhood and community parks and regional trail systems totaling more than 50 miles in length. Mr. Gira managed the *Griffith Observatory Circulation and Parking Enhancement Plan IS/MND* for RAP and is currently Project Principal for the *Los Angeles Zoo Vision Plan Program/Project EIR*.

*"Peery Park was a much longer-term project than originally anticipated.... Erika & Dan were with us 100% through the whole thing. I found everyone at [Wood] very straightforward and easy to work with and I would use them again anytime..."*

*Amber Blizinski, AICP, Principal Planner, City of Sunnyvale*

**Support Staff:** As one of the world's largest engineering firms, Wood has extensive support services available to ensure quality product delivery. This includes additional in-house technical staff and strategically selected subconsultant team members to provide technical assessments to inform the Management Plan Update (Table 2).



**Table 2. Key Technical Staff**

<b>Wood Staff Members</b>	
<b>Chris Stransky, MS, ENV SP</b> Senior Scientist Environmental Toxicology	<ul style="list-style-type: none"> <li>➤ 26 years of experience of aquatic science and water toxicology experience</li> <li>➤ Specialist with water treatment processes, ambient lake water conditions, and algal bloom impacts</li> <li>➤ MA, Marine Ecology, BA Aquatic Biology</li> </ul>
<b>John Rudolph, MS</b> Lake Ecology and Water Quality Lead	<ul style="list-style-type: none"> <li>➤ 20 years of experience of aquatic science and lake management experience</li> <li>➤ Specialist with lake ecology, water quality monitoring, and surface water treatment to reduce harmful algal blooms</li> <li>➤ MA, Fisheries Science</li> </ul>
<b>Anthony Blanc, PE, GE</b> Principal Engineer	<ul style="list-style-type: none"> <li>➤ 31 years of geotechnical engineering experience</li> <li>➤ Experience with dam construction, characterization, safety, and hazard management</li> <li>➤ BS, Civil Engineering</li> </ul>
<b>Gina Sawaya</b> <i>Environmental Analyst &amp; Public Outreach Specialist</i>	<ul style="list-style-type: none"> <li>➤ 4 years of experience</li> <li>➤ Science communication specialist and experienced community engagement specialist</li> <li>➤ Recreation planner for the Countywide Recreation Master Plan</li> <li>➤ Prepared effective marketing and outreach materials for environmental projects</li> <li>➤ Experience with biological resource impacts and climate change</li> <li>➤ BA, Biology and Environmental Science</li> </ul>
<b>Sydney Margallo</b> <i>Environmental Analyst</i>	<ul style="list-style-type: none"> <li>➤ 3 years of experience</li> <li>➤ Deputy Project Manager for the <i>Beach Cities Health District Healthy Living Campus</i> EIR.</li> <li>➤ Lead analyst for the <i>Los Angeles Zoo Vision Plan Program/Project</i> EIR</li> <li>➤ Hydrology and land use specialist for CEQA documents</li> <li>➤ BS, Environmental Management and Protection (Policy Concentration) with Minor in City and Regional Planning</li> </ul>
<b>Ashlyn Navarro</b> <i>Environmental Analyst</i>	<ul style="list-style-type: none"> <li>➤ 2 years of experience</li> <li>➤ Key analyst for the <i>Beach Cities Health District Healthy Living Campus</i> EIR</li> <li>➤ Key analyst for the <i>Los Angeles Zoo Vision Plan Program/Project</i> EIR, including recreation, land use, and wildfire</li> <li>➤ Performed detailed inventory of parks and recreation facilities in cities and unincorporated areas for the <i>Santa Barbara County Recreation Master Plan</i></li> <li>➤ BA, Environmental Studies</li> </ul>
<b>Aaron Johnson</b> <i>GIS Specialist</i>	<ul style="list-style-type: none"> <li>➤ 14 years of experience</li> <li>➤ Expert in large-scale GIS land use and impact assessment analyses</li> </ul>



<b>Storror Environmental Services Staff Members</b>	
<b>John Storror</b> Principal Biologist	<ul style="list-style-type: none"> <li>➤ More than 40 years of experience as a biologist specializing in Santa Barbara County</li> <li>➤ Author for four conservation management plans for open spaces in Santa Barbara County</li> <li>➤ Specialist with habitat assessments and restoration planning and management</li> </ul>
<b>Jessica Peak</b> Botanist	<ul style="list-style-type: none"> <li>➤ 13 years of experience in botanical sciences</li> <li>➤ Expert with rare plant and wildlife surveys and biological resource assessments</li> </ul>
<b>Justin Cooper</b> Field Biologist	<ul style="list-style-type: none"> <li>➤ 6 years of field biology experience</li> <li>➤ Specializing nesting bird surveys, resource mapping, and monitoring and reporting.</li> <li>➤ Assisted with restoration monitoring</li> </ul>
<b>RRM Design Staff Members</b>	
<b>Brian Hannegan, ASLA</b> Landscape Architect	<ul style="list-style-type: none"> <li>➤ 30 years of experience as a landscape architect and park and trail designer</li> <li>➤ Experience with robust public outreach processes</li> </ul>
<b>Eric Koberle</b> Trail Designer/Wayfinding	<ul style="list-style-type: none"> <li>➤ 4 years of experience with trail design for parks and multiuse transportation systems</li> </ul>
<b>Amanda Seibel</b> Park Designer	<ul style="list-style-type: none"> <li>➤ 18 years of experience in park design and visualization</li> </ul>

## B. Technical Approach, Understanding, and Work Plan

### Project Understanding

Wood understands the City seeks to prepare an Updated Lake Los Carneros Natural and Historical Preserve Management Plan (Management Plan; Project) that identifies and prioritizes the need for maintenance and improvement to critical infrastructure, habitats, and recreational amenities. This Management Plan would facilitate and reflect guidance to maintain, protect, and improve the historical, natural, and recreational resources and programs offered at Lake Los Carneros. As a framework for the Management Plan, the plan would include analysis of existing conditions, needed improvements/maintenance, and robust community outreach to provide the basis for developing management strategies and policies, recommended improvements, and longer-term solutions to existing programs. Wood understands that the key objectives of the Management Plan would be to address at a minimum the following issues:

- **Recreational Improvements**, including improvements to enhance recreational enjoyment of Lake Los Carneros, provide opportunities for hiking, wildlife viewing, fishing, provide opportunities for public education of the City/Preserve's natural and historical resources (e.g., interpretive/educational signage), and improve public understanding and enforcement of park rules;
- **Trail Improvements**, including designation of a formal trail system with interpretive signage and wayfinding, improvements to circulation within Lake Los Carneros, and preliminary design concepts for improvement/replacement of the existing wooden footbridge to address public safety;
- **Access/Circulation**, including identification of improvements to enhance ingress/egress to Lake Los Carneros, public parking, and maintenance vehicle access;
- **Habitat Restoration**, including activities to protect, enhance, and restore natural upland and lowland habitats that support regionally and locally important/sensitive species, and protect and enhance corridors for the movement of wildlife within Lake Los Carneros and to surrounding undeveloped areas;
- **Dam Safety and Enhancement**, including identification of critical improvements to increase public safety, provide safe public access to/across the dam, and enhance attractiveness/viability of recreational fishing on the lake;
- **Invasive Species Removal/Control**, including identification of regular management/maintenance activities to remove select terrestrial and aquatic non-native species (e.g., ornamental trees, bullfrogs), and mosquito/vector control via chemical, mechanical, and/or biological methods;
- **Water Supply**, including identification of regular management/maintenance activities for sediment removal (e.g., dredging), select harvesting of aquatic vegetation (e.g., tule control), and potential identification of methods to ensure more reliable lake levels;
- **Water Quality**, including improvements to the existing aeration system to better address eutrophication and dissolved oxygen levels in the lake to reduce fish die-off, reduce urban stormwater runoff and inflow of sediments/pollutants, improve aquatic habitat, and enhance opportunities for recreational fishing;
- **Wildfire Control/Fuel Management**, including identification of regular management/maintenance activities to reduce risk of wildfire, such as weed abatement and select

tree removal;

- **Neighborhood Compatibility**, including identification of management goals, objectives, and strategies for ensuring compatibility with surrounding residential neighborhoods and agricultural operations and avoid conflicts between surrounding neighborhoods and visitors of Lake Los Carneros.

A key element of this effort would be close coordination between the City and stakeholders, as well as engagement with the public and surrounding neighborhoods to ensure the Management Plan addresses the needs and interests of the public for management of Lake Los Carneros and its natural resources and recreational benefits. Based upon preliminary review and research, potential interested parties and stakeholders may include, but not be limited to, Healthy People Healthy Trails, Santa Barbara Audubon Society, Goleta Valley Historical Society, South Coast Railroad Museum, California Department of Fish and Wildlife, Santa Barbara County Trails Council, Lake Los Carneros Swim Club, U.S. Army Corps of Engineers, U.S. Fish and Wildlife Service, Department of Water Resources, City Parks and Recreation Committee, and residents of the Lake Los Carneros North and East neighborhoods.

An additional critical element of the Project would be the identification of priority improvements and management/maintenance activities that could feasibly be implemented by the City to meet natural and recreational needs at Lake Los Carneros, while also balancing competing needs throughout the City and the City's financial resources. The purpose of the Management Plan would be to identify and designate a priority for improvements and management/maintenance activities, as well as appropriate implementation strategies and funding mechanisms to ensure success of the Management Plan. Our team is expert with identifying grant opportunities for funding parks and recreation improvements.

Adherence to sound project management principals and quality assurance/quality control (QA/QC) would be a key focus throughout the execution of all phases and tasks identified in this scope. We would work as an extension of City staff to facilitate the planning process, conduct thorough technical analysis, and prepare a highly accessible Management Plan for the City.

## Background

Located in the City north of Los Carneros Road and adjacent to the historic Rancho La Patera & Stow House, the Lake Los Carneros Natural and Historical Preserve (Lake Los Carneros) consists of a 140-acre regional open space, as well as a 22-acre man-made reservoir, providing both passive and active recreational opportunities in the form of hiking paths, picnic areas, and wildlife viewing. Included at Lake Los Carneros is the historic Stow House Museum and Goleta Train Depot Railroad Museum, both of which are listed on the National Register of Historic Places and designated as Local Historic Landmarks under the City's General Plan/Coastal Land Use Plan (GP/CLUP) (Figure 1).

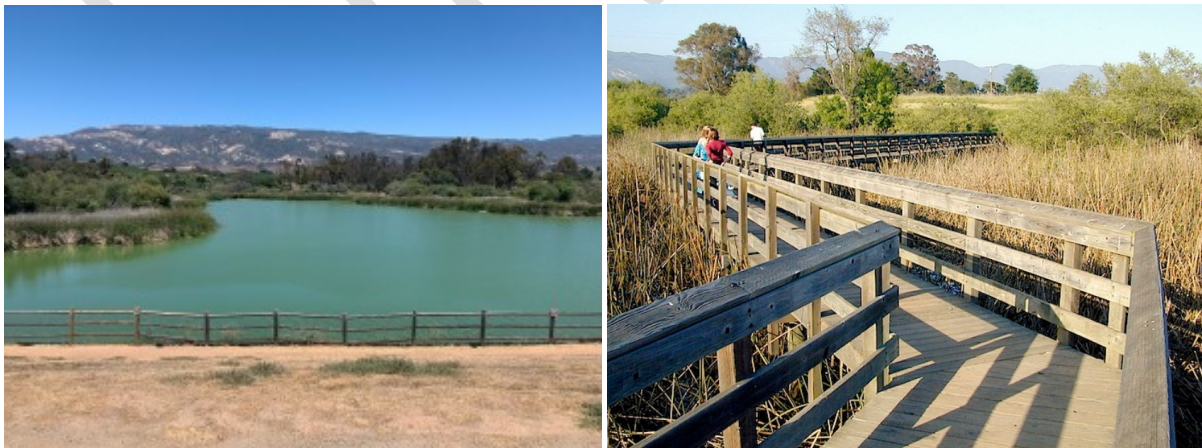


Lake Los Carneros is a popular 140-acre open space and regional park centered on a 22-acre reservoir. Surrounding neighborhoods have direct access to the public trails from several trailheads. Photos: John Wiley, explore-santa-barbara-county.com

Originally part of Rancho La Patera, much of Lake Los Carneros was historically utilized for agricultural production, and an earthen-fill dam was constructed to double the water storage capacity of the then existing natural wetland to support expanded agricultural operations. Through a series of improvements over the past century, the earthen-fill dam was modified to increase the capacity of the reservoir to its final size of approximately 31 acres of water surface area and 300 acre-feet of maximum storage capacity; however, over the years, sediment inputs and reduction of inflows has resulted in a decline in the lake's surface area and natural wetlands. By 1960, much of Rancho La Patera south of Cathedral Oaks Road had been converted from agriculture to residential housing. In 1963, 13 acres of land bordering La Patera Lane was donated to become Stow Grove County Park (present day Rancho La Patera & Stow House) and in 1974 the remaining Lake Los Carneros was acquired by the County of Santa Barbara as a regional park. Following incorporation of the City of Goleta in 2002, the City took over ownership of Lake Los Carneros and manages it today as one of the City's largest open spaces. The central features of Lake Los Carneros are an extensive network of hiking trails, the 22-acre man-made freshwater lake and associated riparian vegetation that supports an extensive bird population, as well as the historic Rancho La Patera & Stow House and Goleta Train Depot Railroad Museum.

Under the County's previous ownership, several planning efforts to maintain a balance between the biological and recreational uses of Lake Los Carneros have been undertaken. These efforts included preparation of the 1978 *Lake Los Carneros Limnological and Management Study* and associated 1983 Addendum, the 1986 *Lake Los Carneros Master Plan*, the 1987 *Lake Los Carneros Natural and Historical Preserve Study*, and the 1999 *Lake Los Carneros County Park Updated Management Plan*.

Today, the City continues to manage Lake Los Carneros under the now 22-year-old 1999 *Lake Los Carneros County Park Updated Management Plan*. Of the two most recent plans/studies for Lake Los Carneros, the 1987 *Lake Los Carneros Natural and Historical Preserve Study* provided: a summary of historical setting of Lake Los Carneros; a list of broad goals and objectives of the Master Plan; an inventory of natural, cultural, historic, and visual resources existing at Lake Los Carneros; opportunities for improvement of public enjoyment and use of the lake, restoration of habitat, entries to Lake Los Carneros, and circulation through the preserve; and preliminary concepts for design of proposed opportunities and improvements.



The Management Plan would identify critical improvements and management actions for enhancing recreational opportunities, as well as nature resources at Lake Los Carneros, including quality of water of the lake to support opportunities for fishing, habitat restoration, and improvement of trails. Photos: The Monarch Press 2021 (pictured left); Santa Barbara County Trails Council 2009 (pictured right).





wood.

LAKE LOS CARNEROS  
NATURAL AND HISTORICAL PRESERVE

FIGURE  
1

The 1999 *Lake Los Carneros County Park Updated Management Plan* provided an update to the 1987 *Lake Los Carneros Natural and Historical Preserve Study* and evaluated several maintenance activities for enhancing biological and recreational resources at Lake Los Carneros. Namely, these included management recommendations related to four activities: 1) tule control; 2) control of sediment input and sediment removal; 3) mosquito/vector control; and 4) maintenance of water quality for aesthetic and recreational (fishing) purposes. In addition to these plans and studies, in recognition of the absence of a formally adopted trail system, the Santa Barbara Council Trails Council in 2009 prepared the *Lake Los Carneros Trail Management, Rehabilitation and Interpretive Program Review*, which provides the City with guidance in the formulation of a trail management plan for Lake Los Carneros.

However, over the years, the City's ability to implement many of these management strategies, maintenance activities, and improvements has been constrained due to competing needs throughout the City and constrained financial resources. Recently, the City has also identified several new significant maintenance and enhancement needs for Lake Los Carneros, including improvement of water quality, provision of fishing opportunities at Lake Los Carneros, trail improvements, fuel management to reduce the risk of wildfire, and upland habitat restoration that are not included or identified in the prior plans and studies. For instance, in Summer 2020, the City had to close the wooden footbridge due to public safety hazards resulting from extensive wood rot and compromised integrity of support posts. Further, absence of a formal parking lot for visitors of Lake Los Carneros may result in vehicles parking along residential streets or at the Lake Los Carneros Swim Club, creating potential conflicts with surrounding

neighborhoods and property owners. For these reasons, the City seeks to prepare a comprehensive, updated management plan for Lake Los Carneros to serve as the City's guiding document to prioritize needed maintenance and improvements to critical infrastructure, habitats, and recreation amenities.

## Summary of Work Plan

Wood's approach would involve close coordination with City staff and the public to develop a Management Plan to be adopted by the City Council for improvements to and maintenance of Lake Los Carneros. The City envisions this project to be a collaborative partnership involving the City, interested stakeholders, surrounding neighborhoods, and the public. The Scope of Work involves the following tasks.

### Task 1: Project Kick-off and Background Research

Our team views the kick-off process as critical to successful completion of the Management Plan. Effective kick-off would be essential to this project to establish key relationships that would persist through the life of the project. It is also the first opportunity to comprehensively discuss the interplay between potentially diverse interests in the outcomes of Lake Los Carneros management, allowing the Management Plan team to forecast potential issues.

Upon authorization to proceed, our team would mobilize to perform background research into available guidance, existing studies and data, and review of the current plan's methodology in preparation for an engaging and productive kick-off meeting. Our team would collect and review available data, including relevant prior plans and planning effort materials (e.g., the Lake Los Carneros Emergency Action Plan), all available past surveys and technical studies (e.g., prior geotechnical, biological, and cultural resource reports such as those prepared for the previous 1999 Management Plan), past public workshop materials, related staff reports, and past decision-maker actions. We would prepare an initial data needs list and establish a project master contact list.

Our team would facilitate a kick-off meeting with City staff. The agenda would guide discussion of key objectives and components of the project and our scope of work, existing data and reports, and Management Plan update methodology, including schedule and deliverables. We would perform initial goal setting, establish team communication protocols and logistics, and refine initial public outreach focus and approach. We anticipate a working meeting with City staff followed by a field visit to conduct initial observation of Lake Los Carneros, review existing issues and concerns with City staff, identify potential areas of improvement, and collect photos. Our Project Manager, Deputy Project Manager, and Senior Technical Advisor would attend the kick-off meeting.

We would prepare an agenda, meeting notes, initial data request list for City staff, and an updated Project schedule.

### Task 1 Deliverables

- Project kickoff meeting and field visit with agenda and meeting notes
- Background research and initial data collection
- Strategic schedule for the Management Plan update process and requirements, including communication protocol

## Task 2: Technical Studies

Our team would prepare several technical studies to inform the existing physical conditions of the Preserve, necessary management/maintenance actions, and preliminary design concepts for key improvements. These studies would assess biological resources, archaeological/historical resources, and lake function, structure, and water quality. Subtasks to prepare the proposed technical studies and associated field work are described below.

### Task 2.1 Biological Resources Assessment

Our team, supported by SES, would prepare a Biological Resources Assessment that describes the quality and extent of natural resources present at Lake Los Carneros. Field surveys and background review would provide the basis for the Biological Resources Assessment. Based upon review of prior Master/Management Plans, Lake Los Carneros contains several native upland and lowland plant communities that provide nesting, foraging, and breeding habitat for a rich diversity of species, particularly birds. In addition, portions of site are mapped as Environmentally Sensitive Habitat (ESH) on the City's GP/CLUP. To accurately assess biological conditions at Lake Los Carneros, our team would ground truth the distribution and condition of resources and provide updated maps and description of conditions existing at Lake Los Carneros. Specifically, this would involve the following:

- Conduct up to two (2) days of fieldwork to collect data for the Project area. Work would be conducted by SES's senior biologist/botanist and project biologist familiar with sensitive plant and wildlife species in the region. Field surveys would focus on confirming the distribution and contribution of resources as described and mapped in the 1999 *Lake Los Carneros County Park Updated Management Plan* and refinement of the limits of ESHs, as necessary. Field surveys would evaluate degraded habitats for restoration potential and would note the evidence of recreational impacts on habitats (e.g., trampling of vegetation, soil erosion).
- Prepare a Biological Resources Assessment presenting the results of the field surveys. The assessment would build upon the information contained within the 1999 *Lake Los Carneros County Park Updated Management Plan* and the Lake Los Carneros Emergency Action Plan. Updated vegetation maps would be provided to reflect current conditions. The Biological Resources Assessment would also present recommendations for future resource management under the new Management Plan. These recommendations may include opportunities for habitat restoration, trail siting and maintenance, and vegetation management for fire hazard abatement.

#### Task 2.1 Deliverables

- One (1) electronic copy (MS Word and PDF) of the Biological Resources Assessment for one round of City review prior to incorporation into the Draft Plan.

### Task 2.2 Cultural and Historical Resources Inventory

Wood cultural resources staff, under the direction of our Senior Archaeologist, Dr. Scott Sunell, PhD, RPA, would prepare a Cultural and Historical Resources to document the history of Lake Los Carneros, identify any potential constraints, and make appropriate recommendations for management/maintenance actions (e.g., closure of trails affecting area of known resources, interpretive/education signage). Preparation of the Cultural and Historical Resources Inventory would include:

- Review available public domain information, including conducting an Archaeological Records Search



at California Historic Resources System, Central Coast Information Center, Santa Barbara Museum of Natural History and review of existing literature prepared for the Project area.

- Request a Sacred Lands Inventory Search maintained by the Native American Heritage Commission.
- Document and map cultural or historic resources which are known to exist in the Project area. The location of potential highly sensitive resources would be kept confidential. A narrative description of the cultural and historical constraints and applicable local, state, and federal regulatory policies and development standards would accompany the maps.
- Evaluate the potential for management/maintenance activities to disturb known or potential cultural and historic resources.
- Provide recommendations for actions to be implemented as part of the Management Plan for ensuring the protection of such resources.

### **Task 2.2 Deliverables**

- One (1) electronic copy (MS Word and PDF) of the Cultural and Historic Resources Inventory for one round of City review prior to finalization and incorporation into the Draft Plan.

### ***Optional Task: Phase I Archaeological Study and Pedestrian Level Surveys***

Our team believes that sufficient literature exists to characterize and describe known resources or the potential presence of unknown resources at Lake Los Carneros. However, a complete Phase I Archaeological Survey completed via intensive pedestrian surveys may be completed as an optional task under this scope of work. The scope, cost, and additional details regarding this optional task would be subject to further coordination with City staff.

### **Task 2.3 Lake Los Carneros Hydrologic Technical Memorandum**

Wood hydrological and geological technical staff would prepare a technical Lake Los Carneros Hydrology and Water Quality Technical Memorandum. This analysis would document existing hydrologic functions of the lake, including lake capacity and surface area during varying climactic conditions, surface water inflows, lake functions, and water quality. The Lake Los Carneros Hydrologic Technical Memorandum would characterize the conditions of the lake and known issues affecting its recreational and biological value such as seasonal algal bloom and eutrophication, surface water pollution, sedimentation, and invasive species. The analysis would incorporate available lake structure information from the Lake Los Carneros Emergency Action Plan, including dam structure and design, safety and inundation evaluation, and maintenance requirements. The technical memorandum would identify any potential constraints, identify potential impacts management/maintenance activities may have on lake functions, and make appropriate recommendations for management/maintenance actions to improve lake functions and address known issues (e.g., replacement of existing aeration pumps, sediment removal). Preparation of the Lake Los Carneros Hydrologic Technical Memorandum would include:

- [Insert details of report scope]

### **Task 2.3 Deliverables**

- One (1) electronic copy (MS Word and PDF) of the Lake Hydrology and Water Quality Technical Memorandum for one round of City review prior to finalization and incorporation into the Draft Plan.

### Task 3: Public Outreach Program

Our team would design and manage a public outreach program to establish and maintain an ongoing relationship with interested parties to receive input for the key goals and outcomes of the Management Plan. The public outreach program would also ensure the public is involved at appropriate milestones throughout the planning process.

Public outreach activities would identify key interest groups and stakeholders to assist in developing the City's goals and implementation strategies for the Management Plan. Public outreach efforts would include gathering of diverse public input, understanding public needs; identifying where such needs are met or deficient; integrating public input into the Management Plan, including its goals, objectives, and actions; identifying priorities of the public for proposed improvements; and continue to engage the public and refine the Management Plan throughout the public hearing process. To achieve this, the public outreach program would include:

- Development of a Public Outreach Plan (POP) early in the process to establish public and community engagement protocols, including methods of public participation (e.g., pop-up events, virtual public workshop, brochures, etc.). The POP would detail measures to engage the public and stakeholders and establish project milestones along a proposed timeline that would guide the outreach effort and would include approaches taken to notice opportunities for public participation.
- Identification of stakeholders who may have interest in the Project, including, but not be limited to, Healthy People Healthy Trails, Santa Barbara Audubon Society, Goleta Valley Historical Society, South Coast Railroad Museum, California Department of Fish and Wildlife, Santa Barbara County Trails Council, Lake Los Carneros Swim Club, U.S. Army Corps of Engineers, U.S. Fish and Wildlife Service, Department of Water Resources, City Parks and Recreation Committee, and residents of the Lake Los Carneros North and East neighborhoods. A comprehensive stakeholder and contact list would be prepared to identify relevant contacts from each stakeholder group to be involved in preparation of the Management Plan and frequently notified of Project status and updates.
- Outreach strategies would include in-person, outdoor pop-up events, virtual public workshops, an online survey, development of a Project webpage, use of social media (e.g., Facebook, Instagram, etc.), and other more creative methods for engaging the public, as set forth below:



Wood staff recommends conducting pop-up events at Lake Los Carneros and local shopping centers to gather direct input from the public. During the pandemic, this approach has proven to yield outstanding participation and positive feedback for projects such as the Countywide Recreation Master Plan

- Up to four (4) in-person tabling events and pop-up booths at Lake Los Carneros and in nearby areas promoting greater interface with the public (e.g., Camino Real Marketplace Farmer's Market, Fairview Center) as determined safe and appropriate to engage the public, promote participation in online surveys, and collect feedback on the Management Plan.
- Up to two (2) virtual public outreach workshops to facilitate broad-based public input. Each virtual public outreach workshop would involve a presentation with tools and methods utilized to facilitate public input and engaging conversations (e.g., break-out rooms, Slido questionnaires, idea boards). All comments received would be recorded and tabulated.
- A website and/or an amended City webpage would be developed for the Project. The website could include an online survey that would be developed with an accessible set of questions regarding the recreational needs at Lake Los Carneros, desired improvements, and priorities of the public, as well as questions to help identify known issues.
- Social media outreach would build upon established agency Facebook pages or establishment of a new Facebook page; use of Instagram may also assist to target youth audiences.
- Outreach may include organization of a poetry, photography, or other creative media contest, to encourage park-goers to showcase their appreciation for Lake Los Carneros, highlight the diverse range of uses and activities offered, and demonstrate the value that Lake Los Carneros provides to the community.
- A record of all public outreach efforts would be recorded on an ongoing basis to provide details for the Management Plan.

Wood would provide meeting materials (sign-in sheet, agenda, and PowerPoint presentation), a facilitator, and meeting minutes for each meeting. The meetings and workshops would either be held virtually or in-person depending on COVID-19 pandemic-related restrictions. Wood is experienced conducting virtual workshops using various forums such as Team Live, Zoom, or similar platforms. For all workshops, Wood would work with the City to schedule workshop dates, develop agendas, and publicize the workshops through public notices, press releases, emails, and website and social media postings. Our team would develop a "fact sheet" that can be emailed or printed to share with interested parties. Our team would provide all noticing materials and messages and the City would be responsible for coordinating the release of all press releases, website and social media postings, and official notices. Wood would then help the City in facilitating the public workshops and incorporate public input from the workshops into the Management Plan.



Our team is expert in facilitating stakeholder meetings and community workshops for complex projects and long-range planning efforts, including virtual workshops during the COVID-19 pandemic. Input gathered during these meetings and workshops would be used to inform the management strategies and designs in the updated Management Plan.

### Task 3 Deliverables

- Public outreach plan
- Stakeholder contact list
- Meeting materials (sign-in sheet, agenda, and PowerPoint presentation), a facilitator, and meeting minutes for each meeting
- Four (4) in-person outdoor tabling/po-up events and two (2) virtual public workshops
- Online survey with hardcopy version if needed
- Noticing, fact sheet, press releases, website, and social media postings (i.e., social media calendar)
- Compilation of written and verbal public comments

### Task 4: Lake Los Carneros Management Planning

Our team would work closely with City staff to develop options/concepts and recommendations for the plan components, as well as to identify the basic goals and objectives for management and improvement of Lake Los Carneros. Development of options/concepts and recommendations would be informed by recommendations provided by the technical studies identified in Task 2 and input received from public and stakeholder outreach conducted in Task 3. Based on our understanding of the Project, Wood has identified the following issue areas that options/concepts, recommendations, goals, and objectives would be targeted towards addressing:

- Recreational Improvements
- Trail Improvements
- Access/Circulation

- Habitat Restoration
- Species Removal/Control
- Water Supply
- Water Quality
- Wildlife Control/Fuel Management
- Dam Safety and Enhancement
- Neighborhood Compatibility

Once initial concepts have been identified, the Wood team would work with the City to draft detailed descriptions of each option/concept and recommendation, and supplement with photos to help support the purpose and need for proposed improvements. Wood's subconsultant RRM Design Group would provide concept maps and drawings/design renderings for relevant proposed improvements (e.g., trail design and wooden footbridge replacement) that would be incorporated into the Management.

A key consideration in the development of each concept/recommendation would be the prioritization of each concept/recommendation. Identification of priority improvements would better allow the City to incorporate these improvements as part of its Capital Improvement Program, pursue and acquire funds for project implementation, and balance timing implementation and funding with other key existing and future City improvements. Further, prioritization may be informed by City General Plan policies. As such, our team would work closely with City staff to determine key measures that may enhance Lake Los Carneros while achieving General Plan goals for recreation, biological resource protection, and safety.

This task would include up to three (3) working meetings with City staff to identify the initial list of option/concepts and recommendations, refine descriptions and concept drawings/architectural renderings, and identify improvement prioritization. Once the design options/concepts and recommendations have been refined and approved by City staff, the options/concepts and recommendations would be incorporated into the Draft Management Plan (Task 5).

#### **Task 4 Deliverables:**

- One (1) electronic version of initial design options/recommendations (MS Word) for one (1) round of edits by City staff.
- One (1) electronic version of refined design options/recommendations and concept drawings/architectural renderings (MS Word and PDF) for one (1) round of final edits by City staff.

#### **Task 5: Draft Management Plan**

Our team would collaborate closely with City staff to develop the Administrative Draft Management Plan. The Administrative Draft Management Plan would collate the results of Tasks 1-4 above into clear chapters that present the goals, objectives, policies, concepts, management/maintenance actions, priority improvements, and funding mechanisms/opportunities. An integral part of this task includes the preparation of maps, plans, graphics, and other supporting figures to create an accessible user-friendly document. The Administrative Draft Management Plan would provide sufficient detail regarding the size, description of features, and locations of proposed recreation improvements, management/maintenance activities, programs and amenities, supported by maps, tables and graphics to permit consideration by decision-makers and the public and would be organized to be accessible to the public, stakeholders, and City decision-makers.

The Administrative Draft Management Plan would be revised based on internal review by the City to



develop the Draft Plan, including a digital screencheck copy for final agency review prior to publication. The screencheck review ensures incorporation of all agency comments. Wood would incorporate any final comments and publish the proofed Draft Plan for City review. The Draft Plan would be published for review by the public, stakeholders, and City decision-makers, and appropriate workshops/hearings would be organized to present the findings of the Draft Plan and facilitate review and feedback (see Task 3).

#### **Task 5 Deliverables:**

- One (1) electronic version of the Administrative Draft Plan (MS Word and PDF) and appendices to City staff for one (1) round of edits from review and comment on the Administrative Draft Plan
- One (1) electronic copy of the screencheck Draft Plan (MS Word and PDF) to City staff for one (1) round of edits.
- One (1) electronic copy and five (5) hardcopies of the Draft Plan (MS Word and PDF) with accompanying CDs and a version suitable for upload to the City website for publication.

#### **Task 6: Final Management Plan**

Following completion of City review of the Draft Management Plan, Wood would prepare the Final Management Plan, incorporating changes into the Draft Plan based upon any comments and direction from the City. Our team would submit an Administrative Final Plan to City staff for review and comment. Following receipt of comments and edits on the Administrative Final Management Plan, Wood would prepare and submit a digital screencheck Final Plan to City staff for additional review and comment to provide staff with an opportunity to verify that comments were adequately addressed. Wood would incorporate any final City staff comments and publish the proofed Final Plan for public review and consideration by City decision-makers.

#### **Task 6 Deliverables:**

- One (1) electronic version of the Administrative Final Plan (MS Word and PDF) to City staff for one (1) round of edits.
- One (1) electronic copy of the screencheck Final Plan (MS Word and PDF) to City staff for one (1) round of edits.
- One (1) electronic copy of the Final Plan (MS Word and PDF), including a version suitable for upload to the City website for publication.

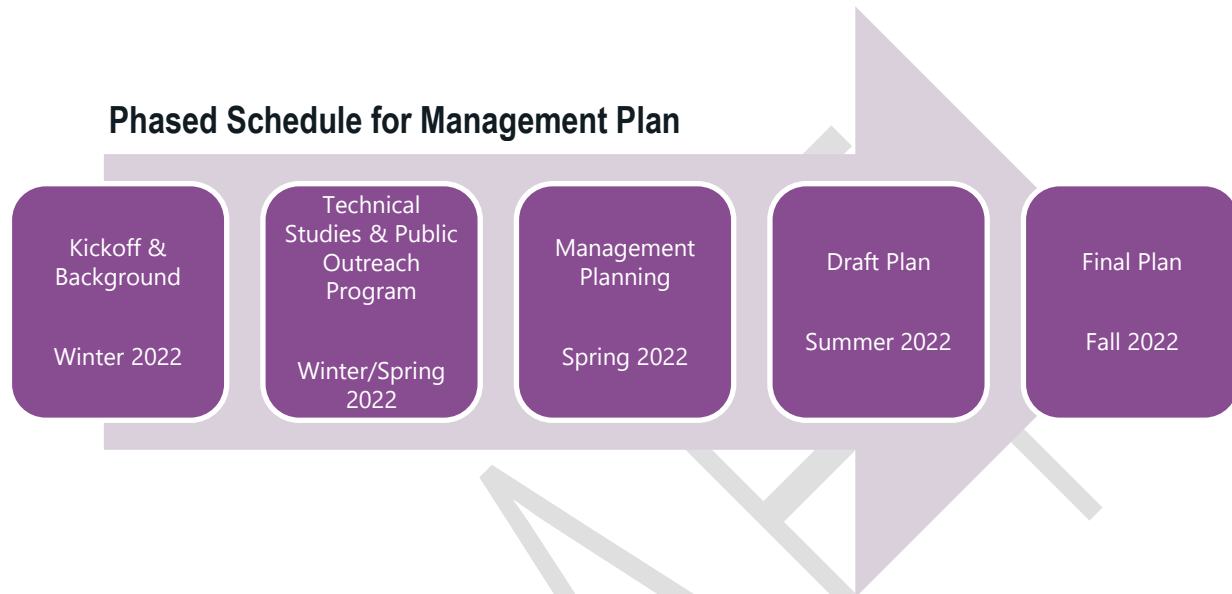
#### **Task 7: City Meetings/Hearings and Project Management**

Our team would attend up to six (6) meetings or hearings held on the Draft and Final Plan. These may include up to three (3) Planning Commission, Parks and Recreation Commission, and City Council meetings (one each) for the Draft Plan, three (3) Planning Commission, Parks and Recreation Commission, and City Council meetings (one each) for the Final Plan. For each meeting, we would prepare presentations for City staff review and use. Wood would attend additional in-person or virtual meetings on a time and materials basis.

Wood also assumes regular informal conference calls and/ or virtual meetings (e.g., Zoom, MS Teams) with City and technical subconsultant team members to discuss progress and updates approximately every 2 weeks. This task would also involve time and effort for Wood's Project Management team to coordinate with technical subconsultant team members, prepare invoices, and other administrative tasks related to management of the Project.

**Task 6 Deliverables:**

- Meeting minutes, draft agendas, and presentations.

**Schedule**

Our team proposes a phased schedule to prepare the Management Plan over approximately 9 months. Presuming the project is kicked off in winter 2022, our team would launch the public outreach program and technical studies through spring 2022. The planning tasks to develop the recommended actions and programs for the Management Plan would occur in spring 2022 and culminate in a Draft Management Plan by summer 2022. Following City review, the Final Management Plan would be prepared in fall 2022.

**Cost Proposal**

[Insert Cost Proposal]

**Proposal Assumptions**

Our team would complete the scope of services described above subject to the following assumptions.

- Electronic and/or hardcopy versions of relevant documents and available data, reports, and technical studies (e.g., available maps, GIS data, as-built plans, planning documents, etc.) would be provided in a timely manner to Wood. Delays in receipt of requested data or documents would cause a slip in schedule and an equitable adjustment in cost based on time and materials needed.
- Substantive changes to the project once analyses have begun would cause a slip in schedule and require an equitable adjustment in cost based on time and materials needed.
- Wood is not responsible for any omission of data or analyses that are not provided or identified to Wood by the City, its representatives, or contractors.
- Wood would attend and facilitate up to thirteen (13) meetings or hearings, including a kick-off meeting and field visit and six (6) decision-maker hearings, as well as up to four (4) in-person tabling events and pop-up booths and two (2) virtual public workshops. Our team would participate in conference calls as needed and is available for impromptu in-person meetings at the City Building in Goleta.



Meetings would be attended by Wood's project management team as needed. All team members are available to attend additional meetings, if necessary, at an additional time and materials cost.

- All public meetings would be recorded by City personnel for the official record.
- Wood would provide presentations at public hearings if requested.
- Any in-person background research needed would be performed in conjunction with travel for meetings.
- Surveys, detailed technical analyses, or special studies are not included. Assessment of CEQA issues is not included in this scope of work. If unanticipated technical analyses are identified during the project, Wood would prepare a supplemental scope and budget for documentation and evaluation of the resources.
- Field work would be limited to one day during project kickoff and two days in support of the biological resources assessment, plus targeted photography fieldwork during the public outreach and management planning process.
- This scope of work assumes one round of review by the City for each deliverable (i.e., Administrative Draft and Public Draft Plan). Additional rounds of review can be provided at added costs.
- Comments on internal draft document versions from the City would be submitted to our team in a single consolidated package (assumed to be in MS Word tracked changes format or Adobe Acrobat PDF comments). The budget to prepare the Final Plan assumes editorial revisions and not new analyses or recommendations.
- This scope does not include efforts to coordinate permits or regulatory correspondence or meetings with regulatory staff other than what has been specified above.
- No agency required permit or development impact fees are included as a part of the cost proposal.
- Wood retains the ability to move budgeted effort between tasks if required.

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