

EXHIBIT A-2
STATEMENT OF WORK

June 5, 2012

Joddi Leipner
Senior Engineering Environmental Planner
Santa Barbara County Public Works
Resource Recovery and Waste Management
130 E. Victoria Street, Suite 100
Santa Barbara, California 93101

Subject: Baron Ranch Restoration Project – Request for Professional Services

Dear Ms. Leipner,

Ecological Conservation & Management, Inc. (ECM) appreciates the opportunity to provide our Scope of Work and Budget for the Baron Ranch Restoration Project – Phase IV-V (Project). ECM has prepared this proposal for the County of Santa Barbara (County), Public Works Department, Resource Recovery and Waste Management Division (RRWMD) following the guidelines provided in your email.

ECM is a California corporation whose principals have extensive experience in the management, monitoring, and conservation of California natural resources. Our staff has direct experience with the Baron Ranch Restoration and the Tajiguas Landfill Reconfiguration projects. As Vice President for Natural Resources at AECOM, Mr. Tito Marchant directed all technical work from 2007 until December 2009. During this period and under his direct oversight, AECOM completed the Biological Assessment, all regulatory permits and supporting documents including the California Red-legged Frog Management Plan, the Baron Ranch Restoration Plan and the implementation of Phase I of the restoration effort including riparian and wetland habitats.

Over the last year, ECM implemented, maintained and monitored the Phase II – III. Over 20,000 trees have been installed on approximately twenty (20) acres. The project included designing and installing a drip and overhead irrigation system that was adjusted many times to meet water conservation goals and adequate plant growth. Our latest estimate of survivorship is greater than 90 percent for all plant species, plants are growing vigorously, and there are hundreds of native plant seedling that have naturally colonized large areas of the restoration. ECM takes pride in the work we do and appreciate the opportunity to partner with the County on these complex and important projects.

To provide the most competitive budget, our proposal includes 2009 labor rates. This includes a much reduced rate for Mr. Tito Marchant, Principal Ecologist. Mr. Marchant standard hourly rate for FY 2012 is \$135 – the rate used for the current proposal is \$95 per hour. This lower rate presents thousands of dollars saved by the County. It is important to note that thus far during Phase II-III Mr. Marchant has spent approximately 20 percent more hours than included in our budget at no additional cost to the County. It is this level of commitment to the project and quality of work that makes ECM a unique company and your trusted partner.

ECM will use its home-base crew and will continue to use our Santa Barbara-based crew who has been trained to work with native plant restoration. Likewise, ECM will continue to work closely with Ag Services staff at Baron Ranch so that agricultural and restoration programs are successfully executed and managed.

We look forward continuing our working relationship and we assure you we will make these new phases another success story. You have our commitment that we will always be looking for and finding solutions that are practical and cost effective. Our approach as presented in this proposal has taken into account the information provided by the County, our recent experience with Phase II-III and the current economic challenges the County faces.

If you have any questions or comments regarding our scope and budget, please do not hesitate contacting me via phone at (858) 842-7344 or via email at: Tito.Marchant@ecologicalconservation.biz

Sincerely,

A handwritten signature in black ink, appearing to be 'Tito Marchant', written over a horizontal line.

Tito Marchant
Principal Ecologist

Ecological Conservation & Management, Inc.

BARON RANCH RESTORATION – PHASES IV & V
SCOPE OF WORK – JUNE 2012

PROJECT UNDERSTANDING

The County seeks to implement Phases IV and V of the Baron Ranch Restoration Project (Project). Phase IV of the Project involves the restoration of approximately 5.8 acres of Venturan Coastal Sage Scrub including the installation of approximately 6,000 shrubs (Table 1). The proposed 5.8-ac restoration area will consist of one continuous polygon immediately south of Drainage B. The proposed restoration area is currently dominated by invasive species including sweet fennel, poison hemlock, mustard, and common mallow. An intensive weed control program will be needed in this area to facilitate the establishment and growth of the native plants installed. Interspersed among these invasive species are native shrubs such as coyote bush and trees including willow species in mesic areas and coast live oak in more xeric soils. Avocado trees within the footprint of the restoration area will be removed. The County will retain a local nursery to provide approximately 5,700 1-gallon container plants and therefore this scope of work does not include the propagation of these containers. However, ECM will propagate the additional species from cuttings collected in Baron Ranch and will grow them until planted. These additional plants will help increase species diversity from locally collected plants and will provide replacement for those plants that may not survive during the first year. ECM will provide care to all containers until planting including maintaining containers free of weeds, providing adequate watering, and upsizing tree species depending on their growth.

Table 1 Habitat Acreage by Phase

Phase	VCSS	SWS	CLOW	Total
IV	5.8			5.8
V	0.4	4.8	1.7	6.9
Total	6.2	4.8	1.7	12.7
VCSS: Venturan Coastal Sage Scrub , SWS: Southern Willow Scrub, CLOW: Coast live oak woodland				

Phase V includes the restoration of three (3) vegetation communities totaling approximately 6.9 acres and consisting of 4.8 acres of Southern Willow Scrub (SWS), 1.7 acres of Coast Live Oak Woodland (CLOW), and 0.4 acres of Venturan Coastal Sage Scrub (VCSS)(Table 1). Each vegetation community will be installed according their hydrology and soil preference. The 4.8 acres of SWS restoration will take place in and around two drainages. Approximately 3.7 acres will be restored along the south and north banks adjacent to Drainage A and approximately 1.1 acres will be restored in Drainage C. The 1.7 acres of CLO restoration will be implemented in two discrete polygons. One polygon, of approximately 0.9 acres, will be located adjacent to the SWS restoration on the south side of Drainage A. The second polygon, of approximately 0.8 acres, will be located on the south end and immediately east of the main road at Baron Ranch.

This polygon will be adjacent to the Southern Coast Live Oak Riparian Forest restoration implemented during Phase II of the Project and will connect this native forest on the west to the existing VCSS to the east. Avocado trees within the footprint of the restoration areas will be removed. Approximately, 7,000 container plants will be needed for all three vegetation communities (Table 2). The County will retain a local nursery to provide approximately 4,000 plants in 1-ga containers and deliver them to Baron Ranch by July 2013. ECM will propagate the remaining 3,000 containers (willow and coast live oak) collected from Baron Ranch and provide care to all 7,000 containers until they are planted in fall 2014. Care for containers will include maintaining containers free of weeds, providing adequate watering, and upsizing container size as needed.

Table 2 Strategy for Container Material Procurement by Phase

Phase	Required Material	Nursery	ECM
VI	6,000	5,700	300
V	7,000	4,000	3,000
Total	13,000	9,700	3,300

The County has requested ECM to provide a scope and budget including the implementation of Phases IV and V, and the maintenance and monitoring for Phases I through V through June 2015. Phase IV is scheduled to be implemented in fall 2012 and Phase V in fall 2013. Maintenance and monitoring of these new phases, as well as, for Phases I through III will be provided through June 2015. This scope of work assumes a project start date of August 1st 2012 to allow for adequate site preparation of the VCSS restoration site in Phase IV. Upon approval, the current contract will be amended to reflect the revised scope and budget contain herein and the extension of the length of the contract through June 2015. ECM will continue invoicing monthly as percent complete and based on the revised lump-sum agreement. Job classification rates included in the proposed budget are based on a lump-sum, two-year contract that include the implementation of Phase IV and Phase V. Changes to the scope in which this budget is based on may change the overall Project costs. It should be noted that the proposed budget uses the same rates for key personnel as those used in the original contract from 2010. ECM has made every effort to utilize synergies and economies wherever possible as well as use the experienced gained during the last two years to generate a scope that is thorough and competitive.

TASK 1 IMPLEMENTATION

Site Preparation

Under this task ECM proposes to: 1) delineate areas for restoration totaling, approximately, 5.8 acres for Phase IV and 6.9 acres for Phase V; 2) coordinate orchard tree removal within the designated restoration areas; and 3) implement site preparation activities including control and removal of invasive plants species. The site for the VCSS is dominated by invasive species

and their control will require treatment prior to planting. The treatment may include: mowing, herbicide application, disking, and crushing of vegetation. A map showing location and acreage of the resulting polygons for each vegetation community will be submitted to the County for approval prior to the initiation of restoration activities

Once polygons have been established and acreages confirmed, ECM will identify and tag orchard trees that may need to be removed. As in previous phases ECM will work together with Baron Ranch Ag Services staff to cut and remove selected trees. It is anticipated that approximately 100 orchard trees will be removed as part of Phases IV and V. Site preparation will also include an initial control and removal of invasive plant species within all restoration areas during August and September and will continue as needed while implementation in fall. Trash and debris that may be found within restoration areas will be removed by Baron Ranch Ag Services staff prior to the initiation of restoration activities.

Planting and Irrigation System Installation

ECM proposes to follow the planting guidelines outlined in the Baron Ranch Restoration Plan and the experienced gained during implementation of previous phases of the project. ECM will use a hydraulic-powered auger with a large bit for digging holes for trees. Digging large holes with an auger aerates soil, significantly improves water percolation and makes the construction of a large basin around each tree much easier. As needed, ECM will import soil with higher nutrient content and/or better drainage properties as was done during previous phases. This methodology, while being labor intensive, proved to be crucial in the success of Phase II.

Planting densities will emulate natural vegetation communities and will vary from approximately 600 to 1,000 plants per acre. Planting densities will also depend on micro-site conditions including soil type and hydrology. ECM proposes to install approximately 6,000 containers in Phase IV and approximately 7,000 in Phase V. Planting will be done in sections so that once a section is completed the irrigation pipes from the main line will be installed and tested before moving into the next section. This proposed approach fulfills several objectives: it ensures that plants are watered soon after planting; that the system is working as designed; and it allows the tractor to move freely around the planting area without breaking irrigation pipes, sprinklers or drip systems. To reduce the germination of invasive species, plants installed in the restoration sites will receive two to four inches of weed-free mulch to be provided by the County if available.

ECM will inspect the existing irrigation system with Ag Services staff to determine points of connection for the different planting sites, as well as, to assess sufficient water pressure. ECM will determine the number of plants to be installed at each site and determine the number and location of sprinkle heads and/or drip system. The VCSS restoration site has not been under irrigation and thus will require a more extensive system because there is not a existing irrigation system to expand from. Because of the high cover of invasive species in this area, a drip irrigation system will most likely be installed.

ECM will provide a ninety (90) day warranty from the time of installation for all planted containers. Any dead plants within this time frame will be replaced at no cost.

TASK 2 MAINTENANCE

The primary maintenance activities include the control of invasive species, ensuring that plants are growing and healthy, and that the irrigation systems are operational. Maintenance will typically follow horticultural visits when the sites are surveyed and maintenance priorities are set. Based on our experience at Baron Ranch we expect infestations of poison hemlock, sweet fennel, castor bean, tobacco tree, common mallow and mustard species to be the primary non-native plants of concern. These plants will be controlled with herbicide early on in their development and hand pulled later in the season as the density of these plants decreases. No invasive plant species will be allowed to set seed within the restoration areas. Irrigation frequency will be closely monitored and adjusted so that the plants receive adequate water for growth while at the same time every effort will be made to conserve water resources. Coordination with Ag Services staff will continue to be crucial to provide water for restoration project, as well as, the orchard.

Under this Scope of Work, maintenance activities for Phase I through V will be conducted from January 1, 2013 through June 30, 2015. Our experience with the Project has showed us that weeds continue to germinate and grow even in areas that were previously maintained by Ranch staff. ECM has spent considerable effort over and beyond the available budget to keep invasive plants from establishing within Phase II and III restoration areas. This effort will continue to be needed during subsequent phases. In addition, as noted earlier, Phase IV will be implemented in an area dominated by invasive species. ECM is aware of budget restrictions the County faces and will therefore make a commitment to properly maintain all restoration areas within the proposed budget although we may incur in additional costs to meet this goal.

TASK 3 MONITORING, REPORTING, PROJECT MANAGEMENT & COORDINATION

ECM's Restoration Project Manager will qualitatively and quantitatively evaluate project success in relation to the project performance criteria and submit annual reports documenting project progress.

Monitoring

The monitoring program will focus on documenting the progress of the Project including: native vegetation cover, nonnative vegetation cover, species diversity, and natural recruitment. Monitoring will include horticultural and quantitative botanical inspections. Monthly horticultural monitoring visits will qualitatively assess the health of the plant material and the overall condition of the restoration site. Monthly emails will be sent to the County summarizing the results from these visits and will include priority maintenance activities, recommendations, and a brief summary of existing conditions. Representative photographs will be included in these monthly emails. The plant material (container plants and seeded areas) will be inspected in order to characterize the growth and establishment of the plant material with emphasis placed on signs of stress, mortality, pathogens, or disease. The growth stage will also be described to record when and if installed species are flowering and setting seed. Similarly, evidence of natural recruitment will be recorded. Photo points, landscape photographs taken at the same

location overtime to document progress, will be taken to provide a consistent frame so that differences over time can be easily seen. ECM will establish six (6) to eight (8) photopoints throughout the restoration area for Phase IV and V. GPS coordinates will be taken of each photo point.

Botanical monitoring will provide quantitative data concerning vegetative plant cover estimates, percent survival, and tree height to monitor changes in the restoration effort over time. Methods of survey will include point-intercept transects for estimating cover. Tree height will be calculated by measuring the tree heights from approximately 20 percent of all installed coast live oak trees in the southern coast live oak riparian forest and woodland areas. Average tree height for other species, including arroyo willow, narrow-leaved willow, and western sycamore will be based on sampling approximately 10 percent of the installed trees per species. Three (3) botanical monitoring efforts will be conducted during the growing season (between April and June) in 2013, 2014, and 2015. The monitoring data will be included in the annual monitoring reports.

Reporting

Two (2) annual monitoring reports are included in this scope of work and will be submitted by November 1st of 2013 and 2014. This scope of work does not include the 2015 Annual Report. Annual reports will be concise and will include graphs, figures, photographs, and tables. Each report will summarize results from the qualitative and quantitative monitoring and outline the progress made toward meeting mitigation requirements, and will identify major problems and challenges faced during the year. Adaptive management strategies implemented, conclusions and future recommendations will also be provided. ECM will finalize the report within fifteen (15) days based on one set of comments made by County staff. A final report will be submitted to the County no later than December 15th of 2013 and 2014, respectively.

Project Coordination

Mr. Tito Marchant has been working closely with RRWMD management staff, particularly with the County's Project Manager, Ms. Joddi Leipner, for the last four (4) years. We understand the importance of this project to the County and personally to Ms. Leipner. Prior to project implementation Mr. Marchant will visit the nurseries to inspect plants under propagation for this phase. After each nursery visit, Mr. Marchant will call or email Ms. Leipner and update her on the status of plants. Mr. Marchant will inspect all plants when delivered at Baron Ranch and accept only those that meet the requirements of the project and are pest free. Mr. Marchant will also coordinate with Ag Land Services to balance the needs of the restoration project and orchard including: irrigation, weed control, harvest, and pesticide application.

Project Management

ECM was founded on the idea of eliminating unnecessary layers of management and overhead that burden hourly rates and remove project principals for the day to day management that can make or break a project. Toward this end, Mr. Marchant will serve as Program Principal but also as Project Manager based on both his technical expertise and experience working with the County of Santa Barbara over the last four years. The County's project managers and

accounting staff will have direct access to Mr. Marchant through cell phone and email to ensure a same day response. He will also personally oversee the allocation of staff and resources to meet the needs of the project.

TASK 4 PLANT PROPAGATION AND GROW

Under this task ECM proposes to install a temporary shade house and irrigation system to propagate container plant material onsite. During late summer 2012, ECM will propagate approximately 300 to 500 plants collected from Baron Ranch to supplement the approximately 5,700 container plants the County will contract with a nursery for. During 2013, ECM will collect and propagate approximately 3,000 willow species and coast live oaks to be used during the implementation of Phase V (Table 2). If the County is able to purchase chaparral plants for Phase VI, ECM will be able to care and upsize up to 3,000 additional containers. The goal of this task is to reduce the cost of procurement plant material by using available space, water, and soil at Baron Ranch. Plant propagation and grow will be provided through June 2015.

**Baron Ranch Restoration
Phase IV - V Budget June 2012**

BUDGET	Job Category	Labor Costs										Total						
		Principal Ecologist	Foreman	Crew Leader	Crew	GIS	Labor	Truck/day	Equipment/day	Supplies	Direct Costs		Total Cost					
Task 1	Implementation	\$85	\$60	\$45	\$30	\$65	\$65	\$95	\$275	\$40	\$125	\$400	\$250	\$800	\$9,000	\$5,400	\$12,470	\$37,080
	Phase IV - Fall 2012																	
	Site Prep	80	160	160	240													
	Planting	120	240	240	1120													
	Irrigation	40	120	120	120													
	Sub-Total																	
	Phase V - Fall 2013																	
	Site Prep	40	80	80	120													
	Planting	120	240	240	1120													
	Irrigation	20	80	80	120													
	Sub-Total																	
Task 2	Maintenance																	
	FY 2012/2013 Phases I - IV	126	460	460	910													
	FY 2013/2014 Phases I - V	180	880	880	1550													
	FY 2014/2015 Phases I - V	160	880	880	1550													
	Sub-Total																	
Task 3	Monitoring, Reporting & Coordination																	
	FY 2012/2013 Phases I - IV	540																
	FY 2013/2014 Phases I - V	740																
	FY 2014/2015 Phases I - V	500																
	Sub-Total																	
Task 4	Plant Propagation & Grow																	
	FY 2012/2013		40	40	300													
	FY 2013/2014		40	40	300													
	FY 2014/2015		40	40	300													
	Sub-Total																	
	TOTAL	2686	3260	3260	7750	160	840,370.00	48,450.00	19,525.00	9,120.00	0,500.00	35,100.00	9,120.00	120,695.00	120,695.00	961,065.00		

The table below is an estimation of the budget per Fiscal Year (in thousands).

Task	Implementation	FY 12/13		FY 13/14		FY 14/15	
		Jul 12 - Jun 13	Jul 13 - Jun 14	Jul 14 - Jun 15	Totals		
Task 1	Implementation	150	122	122	272		
Task 2	Maintenance	100	180	180	460		
Task 3	Monitoring	60	80	80	190		
Task 4	Plant Propagation	13	13	13	39		
		323	395	395	981		