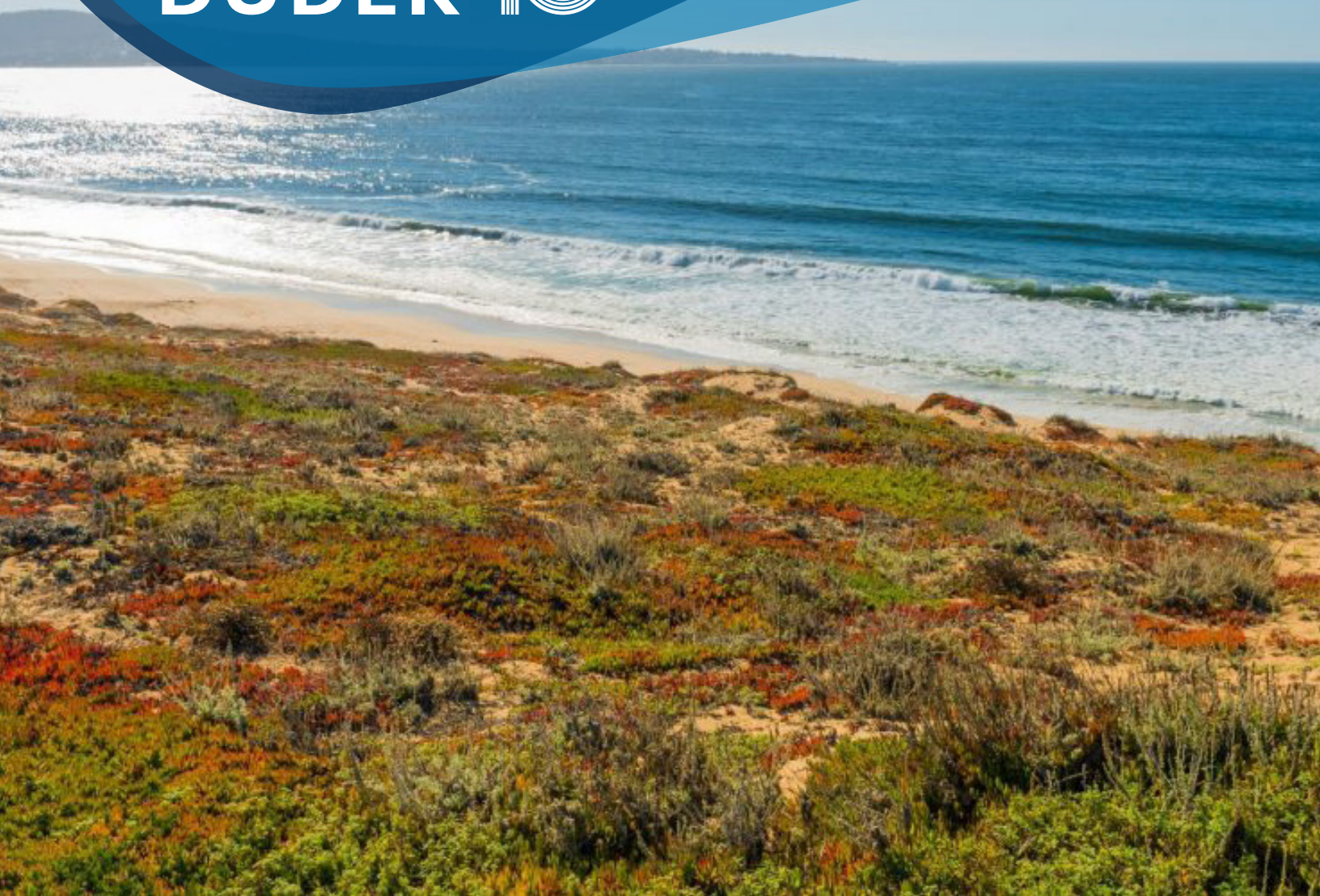


EXHIBIT 3-A

DUDEK40 



PROPOSAL

Grant Administration for Proposition 1 Round 1 IRWM
Grant to the Monterey Peninsula, Carmel Bay, and South
Monterey Bay Planning Region

PREPARED FOR

Monterey Peninsula Water Management District

November 18, 2020

Section 1

Cover Letter

November 18, 2020

Maureen Hamilton, Water Resources Engineer
Monterey Peninsula Water Management District
5 Harris Court, Building G
Monterey, California 93940

Subject: Proposal for Grant Administration for Proposition 1 Round 1 Integrated Regional Water Management Grant to the Monterey Peninsula, Carmel Bay, and South Monterey Bay Planning Region

Dear Ms. Hamilton,

Providing grant administration consulting services to the Monterey Peninsula, Carmel Bay, and South Monterey Bay Planning Region for the Monterey Peninsula Water Management District (MPWMD) requires a knowledgeable and experienced grant team that is well-versed in managing and administering federal, state, and regional grants. We administer and manage grants for various jurisdictions and special districts, leading projects from conception to completion.

Dudek is well equipped to perform the following tasks under this contract:

- Grant administration
- Invoicing
- Reporting

Our expert grant team brings the following advantages to the MPWMD:

Extensive IRWM Program Experience. Dudek has been working within the Integrated Regional Water Management (IRWM) Program since its inception through Proposition (Prop) 50 until today. Our staff have experience with the State Board's previous IRWM grants, and since 2006 and 2007, we have worked with the California Department of Water Resources' (DWR) requirements for IRWM Plans, programming, and grant applications. Our team understands the depth, breadth, and vision associated with IRWM Plans, which we are well equipped to facilitate.

Grant Administration Expertise. Our team has experience managing complex water-related state and federal grant programs. Through this experience, we have learned that a key requirement for successful grant administration is a clear organizational framework with lines of communication defined among team members. Dudek has developed a proven management plan that has led to successful project implementation and timely grant close out. In addition to successfully securing competitive grant funding, the proposed project team works closely within interdisciplinary teams on various programs and projects.

Primary Contact Person

Jane Gray, Project Manager
621 Chapala Street
Santa Barbara, California 93101
805.308.8531
jgray@dudek.com

Organization Information

Type: Corporation
Years in Existence: 40

Dudek currently performs grant administration services for Santa Barbara County, IRWM Disadvantage Community Involvement Grant, Prop 1, which involves gathering progress reports and invoice information for the grant report, as well as reviewing for consistency and eligibility and working with all involved parties.

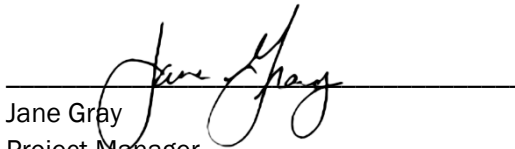
California Focus on Water Issues. Dudek has worked with agencies and municipalities to address engineering and environmental issues related to water throughout California for 40 years. We are a California-based environmental and engineering consultant with nationwide offices and more than 600 planners, scientists, civil engineers, contractors, and support staff. We assist clients on a range of projects that improve and evolve our water infrastructure, communities, and natural environment.

We look forward to contributing to the MPWMD's vision of providing funding support for programs and projects, in addition to managing grant funding opportunities. Please contact Project Manager Jane Gray with any questions at 805.308.8531 or jgray@dudek.com.

Sincerely,



Joseph Monaco
President/CEO



Jane Gray
Project Manager

Joseph Monaco is authorized to bind Dudek.

Signature Page

Exhibit A

SIGNATURE PAGE

ISSUE DATE: October 26, 2020
RFP EXTENSION DATE: NA

RFP: GRANT ADMINISTRATION PROPOSITION 1 ROUND 1 IRWM GRANT TO THE MONTEREY PENINSULA REGION

PROPOSALS ARE DUE IN THE DISTRICT OFFICE BY 2:00 P.M., LOCAL TIME, ON: Wednesday November 18, 2020	MAILING ADDRESS: Monterey Peninsula Water Management District 5 Harris Court, Building G Monterey, CA 93940
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QUESTIONS ABOUT THIS RFP #10340 SHOULD BE DIRECTED TO
Maureen Hamilton, mhailton@mpwmd.net, (831) 658-5622 or (831) 242-0191

Consultant MUST INCLUDE THE FOLLOWING IN EACH PROPOSAL:

ALL REQUIRED CONTENT AS DEFINED PER SECTION 7.1 HEREIN

This Signature Page must be included with your submittal in order to validate your proposal.
Proposals submitted without this page will be deemed non-responsive.

CHECK HERE IF YOU HAVE ANY EXCEPTIONS TO THIS SOLICITATION.

Consultant MUST COMPLETE THE FOLLOWING TO VALIDATE PROPOSAL

I hereby agree to furnish the articles and/or services stipulated in my proposal at the price quoted, subject to the instructions and conditions in the Request for Proposal package and the identified exceptions. I further attest that I am an official officer representing my organization and authorized with signatory authority to present this proposal package.

Company Name: Dudek Date 11/18/2020

Signature:  Printed Name: Joseph Monaco

Street Address: 605 Third Street

City: Encinitas State: CA Zip: 92024

Phone: (760) 942-5147 Fax: (760) 632-0164 Email: hello@dudek.com

Receipt of Signed Addenda

Addendum No.1

MONTEREY PENINSULA WATER MANAGEMENT DISTRICT

ADDENDUM NO. 1

TO

REQUEST FOR PROPOSALS

FOR GRANT ADMINISTRATION SERVICES

GENERAL

Scope

The following revisions are made to the Request for Proposals and its attachments for the subject project.

This Addendum (including attachments), dated November 13, 2020, includes 5 pages.

ADDITIONAL INFORMATION

Questions will be accepted until 12:00 p.m. on Tuesday September 17, 2019.

REVISIONS

Item No. 1

A new signature page is provided in Exhibit A. The submission date has been corrected from the erroneous date of November 17, 2020 to the correct date of Wednesday November 18, 2020.

Dudek acknowledges this addendum.


Joseph Monaco, President/CEO

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Section 2. Project Experience and References

Dudek's comparable project references include the following.

Grant Administration

Santa Barbara County, IRWM Disadvantage Community Involvement Grant, Proposition 1

Location: Santa Barbara County

Size: \$80,000

Date Completed: Ongoing

Project Owner: Santa Barbara County Water Agency

Reference Contact Information: Matt Young, 805.568.3546, mcyoung@cosbpw.net

On behalf of the Santa Barbara County Water Agency (Water Agency), Dudek works with all project proponents, subconsultants, and vendors to collect and assemble invoices and progress reports; supports the project proponents; and audits and compiles all quarterly invoicing requirements. Dudek prepared a master schedule for invoicing and reaches out to project proponents two weeks before the Santa Barbara County Integrated Regional Water Management (IRWM) invoicing deadline to remind entities of the needs, provide support, and work with each of them to review and compile materials before review by the Water Agency and ultimate submittal to the Grantee, the Regional Water Management Foundation. Dudek has worked with the project proponents, the Water Agency, the Regional Water Management Foundation, and California Department of Water Resources (DWR) on grant amendments and work products.

Santa Barbara County, IRWM Round 1 Implementation, Proposition 1

Location: Santa Barbara County

Size: \$53,330

Date Completed: Ongoing

Project Owner: Santa Barbara County Water Agency

Reference Contact Information: Matt Young, 805.568.3546, mcyoung@cosbpw.net

On behalf of the Santa Barbara County Water Agency, Dudek is working with all project proponents and the Water Agency to compile all quarterly invoicing requirements. Dudek prepared a master schedule for the invoicing and has coordinated on contractual issues and initial compliance items. On an on-going basis, Dudek reaches out to project proponents two weeks before the Santa Barbara County IRWM invoicing deadline to remind entities of the needs, provide support, and work with each of them to review and compile materials before review by the Water Agency and ultimate submittal to DWR.

Santa Clarita Valley Water Agency, IRWM Implementation Grant, Proposition 84

Location: Santa Clarita, California

Size: \$200,000

Date Completed: Ongoing

Project Owner: Santa Clarita Valley Water Agency

Reference Contact Information: Rick Viergutz, 661.513.1260, rviergutz@scvwa.org

Dudek coordinates and gathers progress report information and invoice documentation for the Proposition (Prop) 84 grant through DWR on a quarterly basis. We verify receipt of all proper information from Santa Clarita Valley Water Agency (SCVWA) staff in a timely manner, compile all documents, review materials and costs for accuracy and eligibility, and submit the finalized packet to SCVWA for report to DWR.

Santa Clarita Valley Water Agency, Sustainable Groundwater Planning Grants, Rounds 2 and 3 Proposition 1

Location: Santa Clarita, California

Size: \$1,307,265

Date Completed: Ongoing

Project Owner: Santa Clarity Valley Water Agency

Reference Contact Information: Rick Viergutz, 661.513.1260, rviergutz@scvwa.org

Dudek coordinates and gathers progress report information and invoice documentation for the Prop 1 grant through DWR on a quarterly basis. We coordinate with SCVWA staff; thoroughly review and edit documentation; and compile all required materials in a quarterly submittal packet.

Audits

Proposition 50 and Proposition 84, Round 1 Grant Audits

Location: Santa Barbara County

Size: \$25-million grant

Date Completed: Ongoing

Project Owner: Santa Barbara County Water Agency

Reference Contact Information: Matt Young, 805.568.3546, mcyoung@cosbpw.net

Dudek has supported the Santa Barbara County Water Agency with two audits:

Proposition 50

As an independent entity, Dudek supported Santa Barbara County on an audit of the \$25 million Prop 50 Grant, including 14 projects and 15 project proponents with four Disadvantaged Communities (DACs) among the parties audited. Work tasks entailed record discovery and recovery, coordination, documentation compilation, and audit materials delivery with all project proponents, their subconsultants, and their other vendors. Dudek coordinated with four separate County divisions, the State Water Resources Control Board, and the State Department of Finance.

Round 1, Proposition 84

As an independent entity, Dudek supported Santa Barbara County in the State Department of Finance's audit of the DWR's Division of Finance throughout the Prop 84, Round 1 audit. Dudek 's work tasks entailed coordination, documentation compilation, and audit materials delivery with all project proponents, their subconsultants, and their other vendors.

Section 3. Key Staff Persons

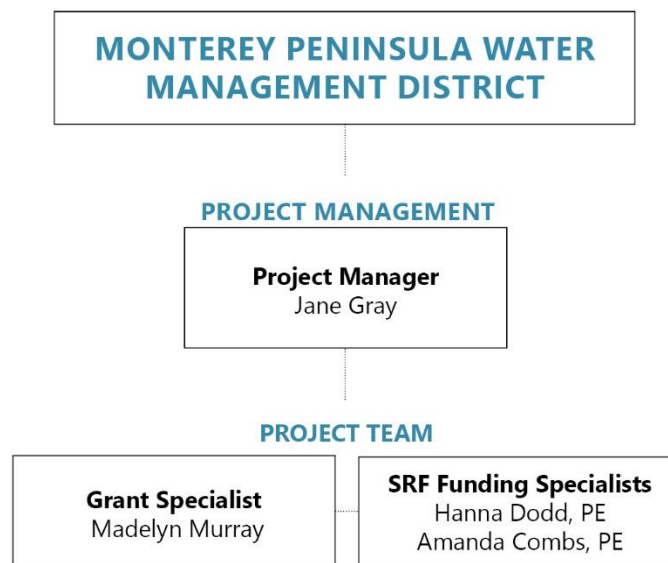
We are expert grant administrators and have extensive experience administering funding for agencies and municipalities. We have a deep understanding of water and wastewater resources, recycling/reclamation, groundwater sustainability, hazard mitigation, flooding, climate adaptation and resilience, sea-level rise, hydrology issues, sustainable development, transportation, open space and habitat restoration, urban greening, and public outreach and stakeholder engagement; as well as knowledge of local, state, and federal programs, which position us well to support the Monterey Peninsula Water Management District (MPWMD).

Dudek’s project manager and primary contact, Ms. Jane Gray, has 25 years’ project management experience and will serve as the MPWMD’s main point of contact and project manager. She has extensive knowledge of bond laws, grant funding guidelines, and regulations. During Ms. Gray’s many years successfully managing grants, she has cultivated strong relationships with agencies administering grants at the federal, state, and local levels.

Our team has proven expertise providing a full range of grant administration services, including negotiating favorable grant terms and/or extensions, coordinating with project proponents to submit materials necessary for successful grant reimbursement, and developing templates and forms specific to each project and grant program to verify that contract terms are met in a timely manner.

Figure 1 illustrates the project organization and responsibilities of the Dudek team. Brief biographies for key personnel follow. Focused resumes are provided in **Appendix A**.

Figure 1. Organizational Chart



Project Manager**Jane Gray**

Ms. Gray is a regional planner, environmental specialist, and project manager with 25 years' project management and environmental planning experience, specializing in water/wastewater planning and permitting, agricultural resource and policy planning, policy analysis, land use planning, project development and entitlement services, and grant writing and management. She has a diverse and nuanced planning background, having worked as a project manager, analyst, and environmental planner for nongovernmental entities, public agencies, and private firms and corporations. Ms. Gray has been responsible for projects varying from small-scale development and infrastructure planning in developing economies to private residential and commercial developments throughout California.

Ms. Gray brings acumen, efficacy, and a customized approach to efficient service delivery. Her ability to skillfully negotiate the often-disparate interests involved in projects and bring about consensus is an asset in any situation. Ms. Gray has organizational expertise, technical aptitude, planning proficiency, and competency in facilitating projects through contentious issues and fractious communities. Her relevant grant writing experience includes:

- County of Santa Barbara, Grant Writing Support Services for Prop 84 (IRWM Plan) and Contract Management and Administration
- Santa Barbara County Water Agency, IRWMP Grant Administration Staff Support Prop 50
- San Luis Obispo County, Prop 84 IRWM Grant Applications and Prop 84 Drought Round Grant Application
- City of Guadalupe, Prop 84 Management and Administration
- Castaic Lake Water Agency, Grant Administrative Services
- City of Long Beach Water Department, On-Call Grant Services—various grants
- Midpeninsula Regional Open Space District, On-Call Grant Services—various grants
- San Mateo County, On-Call Grant Writing Services—various grants
- Montecito Water District, On-Call Grant Writing Services—various grants
- County of Santa Barbara Water Agency, Counties with Stressed Basins, Groundwater Sustainability Grant
- Joshua Basin Water District, Title XVI U.S. Bureau of Reclamation (USBR) WaterSMART Grant
- Joshua Basin Water District, Grant Writing Services for California Department of Public Health, USBR, and State Revolving Fund Projects
- City of Guadalupe, Grant Writing Services
- City of Santa Barbara, On-Call Grant Services
- City of Guadalupe, Grant Administration and Processing Services
- Cuyama Community Services District, On-Call Grant Writing Services and Grant Management and Administration

Education

*Universität Dortmund, Germany
MS, Regional Planning
and Management*

*State University of
New York, Buffalo
BS, Social Work*

Professional Affiliations

*Second District Santa Barbara
County Supervisorial Appointee to
the Agricultural
Advisory Committee*

*Member, Central Coast Regional
Water Quality Control Board
(Region 3)*

Grant Specialist

Madelyn Murray

Madelyn Murray is an environmental analyst with two years' experience in environmental research and grant support. Ms. Murray provides diligent support on numerous grant applications and plan updates. She also helps agencies identify appropriate grant opportunities for their projects. Her relevant grant administration experience includes the following:

- Monterey Peninsula Water Management District, IRWM Prop 1 Round 1 Grant
- Santa Ana Watershed Project Authority, IRWM Prop 1 Round 1 Grant
- Santa Barbara County Water Agency, IRWM Prop 1 Round 1 Grant
- Santa Clarita Valley Water Agency, Prop 84 Round 1 Grant Administration
- City of Long Beach Water Department, On-Call Grant Services–various grants
- Midpeninsula Regional Open Space District, On-Call Grant Services–various grants
- San Mateo County, On-Call Grant Writing Services–various grants
- San Diego State University, Prop 68 Urban Flood Protection Grant
- Santa Barbara County DAC Involvement Grant Needs Assessment and Administration
- Cosumnes, American, Bear, Yuba Region, IRWM Plan Update 2020
- Santa Clarita Valley Water Agency, Groundwater Sustainability Plan Grant Administration
- Indio Water Authority, On-Call Grant Services–various grants

Education

*University of California,
Santa Barbara
BA, Environmental Studies with
Ecology Emphasis*

State Revolving Fund Funding Specialists

Hanna Dodd, PE

Hanna Dodd is a project engineer with 7 years' experience focused on water resources and water and wastewater infrastructure, including water and wastewater treatment and facilities design analyses, as well as infrastructure planning. Ms. Dodd has experience providing application support for State Revolving Fund (SRF)-funded sewer pipeline rehabilitation programs, pipelines, pump stations, and treatment facilities. Her relevant experience includes the following:

- City of South Pasadena, SRF Loan Support for Wastewater Rehabilitation Program
- Crestline Sanitation District, SRF Application Assistance
- San Elijo Joint Powers Authority, SRF Loan Support for Various Recycled Water Projects

Education

*Stanford University
MS, Civil and Environmental
Engineering
California Institute of Technology
BS, Mechanical Engineering*

License/Certifications

PE, CA No. 88525

Professional Affiliations

*Caltech Sustainability Council
Reinventing the Nation's Urban
Water Infrastructure Center
(ReNUWIt)
Society of Women Engineers
WateReuse*

Amanda Combs, PE

Amanda Combs is an accomplished civil/environmental engineer with 11 years' experience in water and wastewater infrastructure design. She has experience in a variety of municipal water and wastewater projects, including SRF-funded sewer pipeline rehabilitation programs, pipelines, pump stations, water storage, and treatment plants. Her experience includes providing a full range of engineering services from conceptual planning, preliminary design, final design, to construction phase services. Ms. Combs's relevant experience includes:

Education

*Virginia Polytechnic Institute and State University
MS, Environmental Engineering
BS, Civil/Environmental Engineering*

Certifications

PE, CA No. 67287

- City of South Pasadena, SRF Loan Support for Wastewater Rehabilitation Program
- San Elijo Joint Powers Authority, SRF Loan Support for Various Recycled Water Projects
- City of Vista, Sewer Rehabilitation Project, Coordination and Compliance for the SRF-Funded Sewer Rehabilitation Project

Section 4. Litigation History

The following is Dudek's summary of legal claims in the last five years as well as contract terminations involving professional consulting services.

City of Carlsbad vs. Ledcor Construction Inc.

On June 13, 2016, the City of Carlsbad filed a civil complaint in California Superior Court, County of San Diego, against Ledcor Construction Inc. Dudek was named as a co-defendant. The project architect, RRM Design Group, was also later named as a defendant. The suit was related to construction of the City's First Responder Training Center. Dudek served as construction manager for the City on the project. Dudek denied any liability in the matter. The matter has been resolved between the City and Dudek and was dismissed in August 2019.

Terra Lago Community Association v. Indo Land Ventures, LLC, et al.

On November 12, 2015, Terra Lago Community Association sued Indio Land Ventures for alleged construction defects arising out of the construction of a residential development complex located in Indio, California. Dudek was named as one of many cross-defendants for its role in preparing the lake-liner design; the other parties were involved in various construction aspects of the lake. Dudek did not participate in any supervision or other construction management activities. Plaintiff initially demanded \$25,275 to settle the claims against Dudek, and their claims ultimately resolved in full for \$10,000. The parties executed a settlement and release agreement which the Court approved, and the case was dismissed.

Contract Termination

In 2019, the City of Santa Barbara terminated a contract with Dudek's Santa Barbara office for Design and Preliminary Environmental Review for the Santa Barbara Police Station Project. Subsequent to that termination, and after contracting with a different Dudek team, Dudek was able to complete work for this project to the City's satisfaction. Furthermore, the City has continued to enter into new contracts with Dudek for projects.

Section 5. Project Understanding and Methodology

Understanding

Dudek understands that the MPWMD seeks a qualified grant administrator to perform grant administration for Prop 1 Round 1 IRWM Grant to the Monterey Peninsula, Carmel Bay, and South Monterey Bay Planning Region.

Dudek understands that IRWM Program occupies a unique space within the planning and funding universe. IRWM Plans are time- and energy-intensive endeavors that represent the sophisticated water challenges and opportunities of our diverse communities, and grant applications are large undertakings that represent a culmination of extensive project development processes involving many stakeholders, public input, and equity considerations. As IRWM projects implement the IRWM Plan, a successful application must effectively convey the importance of projects to the region's goals as well as DWR statewide goals. The work of marrying the Plan and Projects are what the bulk of IRWM practitioners do in implementing, dialoguing, and innovating.

Moreover, we recognize the importance of the IRWM program in the context of the large goals of the State of California in achieving a sustainable water future. The forum that the IRWM offer is complementary and synergistic to urban water management planning, conservation goals, water action planning, and the Sustainable Groundwater Management Act. In fact, IRWM goals and programming sit at the confluence of these efforts, while also innovating on issues related to vulnerable and disadvantaged communities; climate resilience; environmental and economic justice; tribal and cultural water concerns, needs, and water supply; and ecosystem restoration.

Methodology

Task 1 Agreement Administration: Disseminate grant compliance information to the three Local Project Sponsors (LPS) and the Administrative staff responsible for implementing the projects contained in the State Grant Agreement, and obtain and retain evidence of compliance (e.g., California Environmental Quality Act/National Environmental Policy Act documents, reports, monitoring compliance documents, and labor requirements).

The Administration of the Grant Agreement commences with the compliance grant requirements outlined in the grant agreement. As part of Dudek's responsibilities, we will ensure that continuing eligibility is maintained. Dudek will work with the Grantee project proponents/LPS managers on the following conformance related issues for initial and continuing eligibility:

- a. California Environmental Quality Act/National Environmental Policy Act documents;
- b. Required reports;
- c. Monitoring compliance documents; and
- d. Labor requirements.

Dudek understands that part of the administration task is ensuring that all information that is submitted or requested by DWR is curated and documented. Dudek staff maintains meticulous records to ensure that grants are as audit-proof as possible. In the event that there is an audit, however, Dudek will ensure that MPWMD is prepared. Dudek has participated in two previous state audits: one with the State Water Resources Control Board and one that involved DWR. Given this experience, we are well aware of the importance of complete and well documented files and a thorough administrative record. Dudek exercises due diligence in this task and will maintain and supply MPWMD with a complete administrative record at the close of the project as well as provide all materials to MPWMD on a quarterly basis.

Deliverables:

- Records or communication between Dudek, LPS managers/sponsors, MPWMD, and DWR, including, but not limited to emails, meeting agenda, meeting minutes or summaries, task lists, and actionable item lists
- Checklist of documentation requirements and verification of submittal and acceptance by DWR

Task 2 Invoicing: Coordinate all invoicing and payment of invoices. Once the Compliance items have been received by DWR, DWR typically has a call with the team to discuss expectations for the scheduled grant and deliverables. Accordingly, Dudek will prepare an overall schedule that will take into consideration the time needed for the project proponents/LPS managers to compile invoices; the time that Dudek needs to review, audit, and coordinate with the project proponents/LPS managers; as well as the time MPWMD needs to review and authorize submittal to DWR. Dudek will share this master schedule with MPWMD and upon approval, share with the LPS managers. At the same time the schedule is shared, Dudek will schedule a project kickoff call to talk with the LPS managers to establish relationships; answer questions about the invoicing protocols; and discuss required materials, eligible and ineligible costs; expectations, and any concerns. In addition to the master schedule, a tailored schedule will be provided to each of the LPS managers to track milestones and project deliverables.

The coordinating and invoicing of all invoices occurs contemporaneous to the progress reporting. To ensure that all eligible invoices are paid, Dudek will reach out to the LPS managers two weeks prior to the internal due date to remind them of the quarter and the reporting deadline, and to request vendor invoices. Once invoices are received by each of the LPS managers, Dudek staff will review to ensure the costs are eligible, properly represented, and match the work that is being reported on in the progress report. If any questions arise, Dudek staff will coordinate with LPS managers to resolve outstanding items. Consistency and eligibility of invoice expenses will be reviewed in light of the work completed, the reporting time period, requirement for backup documentation, and compliance with the grant agreement. Once verified, all costs will be entered into the DWR spreadsheet, will be batched per project with the progress reports, and will advance to MPWMD for review. Should MPWMD have any questions, comments, or follow-up, Dudek will work with the LPS managers to address items; if there are questions for Dudek, our staff will work with alacrity to answer questions and address items.

Deliverables:

- Draft and Final Invoices and Associated Backup Documentation as well as any relevant emails or correspondence with the LPS managers and/or DWR on Invoices, items of clarification, eligibility, etc.
- Records of communications between DWR and/or LPS managers, including emails, meeting summaries, site visits notes, field inspections, etc.

Task 3 Progress Reports and Project Completion Reports: Obtain data for progress reports from individual project managers, assemble and submit progress reports to the state.

In coordination with Task 2, Dudek will reach out to the LPS managers two weeks prior to the internal due date to remind them of the quarter and the reporting deadline, and to request a progress report that supports the work of the vendor invoices. Once progress reports are received by each of the LPS managers, Dudek staff will review to ensure discussions are relevant, milestones are cited, invoices match the work that is being submitted through the invoices.

The Project Completion and Grant Completion Reports will be prepared in accordance with DWR specifications which stipulate that the Grantee shall prepare and submit to DWR a separate Project Completion Report for each project as well as a Grant Completion Report. The Project Completion report is to be submitted within ninety (90) calendar days of project completion and a description of actual work done, including the following:

- Any changes or amendments to each project;
- A final schedule showing actual progress versus planned progress; and
- Copies of any final documents or reports generated or utilized during a project.

The project completion report will also include, if applicable, certification of the final project by a registered civil engineer. The project completion reports will draw largely on the progress reports, but will provide DWR with a complete overview of the projects, discuss any changes and/or modifications, and provide a comparison to the project/plan as originally scoped and discussed in the grant application. Within this context, we will be able to provide DWR with a clear and accurate assessment of project outcomes, goals achieved, as well as lessons learned.

Upon completion of all projects under the Grant Agreement, a Grant Completion Report will be prepared and submitted to DWR within ninety (90) calendar days of submitting the Project Completion Report for the final project, with specific components included as outlined below. The Grant Completion Report will include the actual reimbursement status, a brief description of each project completed, and a summary of the overall accomplishments associated with the IRWM Implementation Grant, including how the projects have furthered the goals of the IRWM Plan. It will draw largely on the progress reports, but will provide DWR with a complete overview of the project, discuss any changes and/or modifications, and provide a comparison to the project/plan as originally scoped and discussed in the grant application. It is understood that final reimbursement funds for the last project to be completed as part of this Grant Agreement will not be disbursed until the Grant Completion Report is submitted to and approved by the state, and as such, Dudek will ensure this task is completed in a timely manner.

The Executive Summary will consist of a maximum of ten pages and will summarize information for the grant as well as the individual projects. The Grant Completion Report serves as a compendium for the entire grant process. At a minimum, this Report will contain a brief discussion of each project completed and how they achieved IRWM Plan objectives and/or Regional goals and whether the level, type, or magnitude of benefits of the project are comparable to the original project proposal; any remaining work to be completed and mechanism for their implementation; the benefits to DAC and/or Economically Disadvantaged Area (EDA) as part of this Grant Agreement if a DAC or EDA Cost Share Waiver was approved for a project; and a summary of final funds disbursement for each project.

Deliverables:

- Quarterly Progress Reports
- Draft and Final Project Completion Reports
- Draft and Final Grant Completion Report
- Records of Communications

Project Management Approach

Ms. Gray will serve as the project manager for this project. Her philosophy for this contract is based on lessons learned from years of grant projects. Drawing on knowledge from these projects, she makes decisions that enable continuous project momentum and include cost and schedule controls. Her proven project management approach involves the following aspects.

Defined Lines of Communication

Effective project management requires careful communication with MPWMD and among project participants. Dudek believes that the most effective project manager aids the continuous flow of information, instructions, and guidance on a regular basis. Ms. Gray will remain personally involved in any grant project she manages for MPWMD. Working as a team with other technical discipline leaders, she will keep all task orders on schedule and within budget and will maintain the highest level of quality for all deliverables. She will communicate project status updates with other members of the Dudek team and with MPWMD by doing the following:

- Serving as the single point of contact;
- Establishing regular meetings with the MPWMD project manager to discuss project milestones, activities, and issues;
- Holding regular project management meetings with key project staff to coordinate work efforts, check on task completion, and review budget conformance;
- Updating the project scope, schedule, work progress reports, and inventories of available data, as necessary, so all team members are aware of information that may affect their work products and schedules; and
- Coordinating with MPWMD at strategic junctures for public input.

Project Management Tools

The management team will work together to meet these communication goals and to keep the project on schedule and within budget using the following:

- **Project Kickoff Meeting.** The management team will attend a project kickoff meeting with key team members. This meeting will be critical to the ultimate success of the project, as it provides an opportunity for all parties to discuss the project, review the scope, and formalize key assumptions. This meeting will also offer an opportunity to confirm document format requirements, points of contact, status report details, and any other logistical, technical, or procedural concerns. We approach every project with the understanding that attention on the front end can save substantial time and costs in the long run.
- **Dedicated Lines of Communication.** After the kickoff meeting, Ms. Gray will distribute a key contact list to all team members, identifying communication protocols and contact information.
- **Master Deliverables List.** Dudek will prepare a master deliverables list with key document development milestones, such as draft deliverables for review, review periods, and possible meeting dates with MPWMD to resolve comments, if needed. Dudek uses online meeting tools for collaborative document revisions with MPWMD staff and efficient resolution of comments, if needed. Dudek will manage and update the master deliverables list, make it available to all team members, and communicate accurate status updates to the team. Using this tool, Dudek will provide the MPWMD project manager with up-to-date status reports as requested.

- **Schedule and Budget Tracking.** The management team will use a schedule-tracking tool to meet important milestones for task orders issued under this contract. Similarly, we will use Deltek Vision to track all budget line items and deliver an accurate monthly balance for each.
- **Progress Reports.** Ms. Gray will prepare regular progress reports that will include a list of tasks completed during the period, a list of tasks anticipated during the coming period, a project schedule update, a summary of the schedule, and any outstanding scope of work or information request issues.

On Time and within Budget

Dudek has a reputation for consistently delivering projects on time and within budget. We rise to the challenges of meeting tight timelines and, in doing so, have developed an expertise in critical path management, fast-track scheduling, efficient staffing, and workload management. We have achieved this record of on-time performance through the consistent application of several fundamental strategies. These strategies include early identification of methodologies to be used, determination of existing issues, implementation of an interactive process, and use of consistently applied administrative systems.

Ms. Gray will provide regular status updates to MPWMD that identify work completed, work underway, and any needs for project data or information.

Quality Assurance/Quality Control

Senior Technical Oversight and Administrative Management

Dudek's quality assurance/quality control (QA/QC) program consists of senior staff oversight and administrative management. We are committed to engaging in clear communication and cooperation with MPWMD, holding regular conference calls, and preparing agendas to assist teams in clarifying any issues and proceeding with the work in a unified manner. We use "check-in meetings" with our project teams to allocate resources properly and according to the MPWMD schedule constraints. When working on several concurrent projects, we identify areas where information sharing can reduce the time, budget, or work needed to produce deliverables.

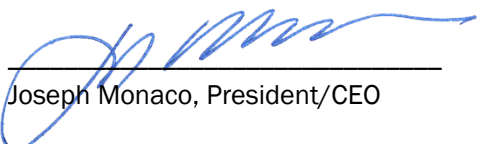
The intensity with which we carry out our QA/QC process is the foundation for our success. We follow three principles:

- Do it right the first time. The more accurate the deliverable, the better the control.
- Complete the project within budget and on time. Close schedule and cost monitoring keep the project on track.
- Avoid surprises. Understand client needs and keep clients apprised of any potential issues or changes through clear and consistent communication.

Dudek's professional services are based on these sound principles. We review our work products for completeness, accuracy, and coordination in accordance with our internal QA/QC process. A quality work product is one that meets the requirements of our client contract and is prepared in accordance with accepted standards of professional practice.

Signed Statement

Dudek confirms that our proposal is inclusive of all elements necessary to complete the described work within the period of the execution of the Agreement.

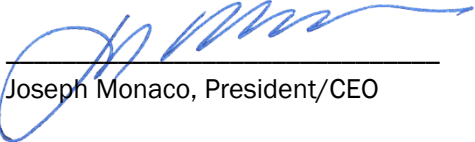


Joseph Monaco, President/CEO

Section 6. Pricing and Schedule

Signed Statement

Dudek's proposal is inclusive of all elements necessary to complete all goals, tasks, and project deliverables within of the period for execution of the Agreement.



Joseph Monaco, President/CEO

Budget

Table 1 outlines Dudek's proposed budget for the project, and **Figure 2** lists our 2021 hourly rates.

Table 1. Proposed Budget

Project Team Role:		Senior Specialist IV	Analyst IV	Technical Editor I	Total Dudek Hours	Dudek Labor Costs	Other Direct Costs	Total Fee
Team Member:		Jane Gray	Madelyn Murray	Technical Editor I				
Billable Rate:		\$230	\$110	\$115				
Task 1	Agreement Administration:	2	8		10	\$1,340		\$1,340
Task 2	Invoicing:	24	600		624	\$71,520		\$71,520
Task 3	Progress Reports and Project Completion Reports:	24	320	12	356	\$42,100		\$42,100
Total Base Hours and Fee		50	928	12	990	\$114,960	\$0	\$114,960
<i>Percent of Hours (Base)</i>		5%	94%	1%				

Figure 2. Dudek 2021 Rate Sheet

**DUDEK
2021 STANDARD SCHEDULE OF CHARGES**

ENGINEERING SERVICES

Project Director	\$295.00/hr
Principal Engineer III	\$275.00/hr
Principal Engineer II	\$265.00/hr
Principal Engineer I	\$255.00/hr
Program Manager	\$240.00/hr
Senior Project Manager	\$240.00/hr
Project Manager	\$235.00/hr
Senior Engineer III	\$230.00/hr
Senior Engineer II	\$220.00/hr
Senior Engineer I	\$210.00/hr
Project Engineer IV/Technician IV	\$200.00/hr
Project Engineer III/Technician III	\$190.00/hr
Project Engineer II/Technician II	\$175.00/hr
Project Engineer I/Technician I	\$160.00/hr
Senior Designer	\$180.00/hr
Designer	\$170.00/hr
Assistant Designer	\$165.00/hr
CADD Operator III	\$160.00/hr
CADD Operator II	\$150.00/hr
CADD Operator I	\$135.00/hr
CADD Drafter	\$125.00/hr
CADD Technician	\$115.00/hr
Project Coordinator	\$140.00/hr
Engineering Assistant	\$120.00/hr

ENVIRONMENTAL SERVICES

Project Director	\$245.00/hr
Senior Specialist IV	\$230.00/hr
Senior Specialist III	\$220.00/hr
Senior Specialist II	\$200.00/hr
Senior Specialist I	\$190.00/hr
Specialist V	\$180.00/hr
Specialist IV	\$170.00/hr
Specialist III	\$160.00/hr
Specialist II	\$145.00/hr
Specialist I	\$130.00/hr
Analyst V	\$120.00/hr
Analyst IV	\$110.00/hr
Analyst III	\$100.00/hr
Analyst II	\$90.00/hr
Analyst I	\$80.00/hr
Technician V	\$100.00/hr
Technician IV	\$90.00/hr
Technician III	\$80.00/hr
Technician II	\$70.00/hr
Technician I	\$60.00/hr
Compliance Monitor	\$95.00/hr

DATA MANAGEMENT SERVICES

GIS Programmer I	\$185.00/hr
GIS Specialist IV	\$160.00/hr
GIS Specialist III	\$150.00/hr
GIS Specialist II	\$140.00/hr
GIS Specialist I	\$130.00/hr
Data Analyst III	\$100.00/hr
Data Analyst II	\$90.00/hr
Data Analyst I	\$80.00/hr
UAS Pilot	\$100.00/hr

CONSTRUCTION MANAGEMENT SERVICES

Principal/Manager	\$195.00/hr
Senior Construction Manager	\$180.00/hr
Senior Project Manager	\$165.00/hr
Construction Manager	\$155.00/hr
Project Manager	\$145.00/hr
Resident Engineer	\$145.00/hr
Construction Engineer	\$140.00/hr
On-site Owner's Representative	\$140.00/hr
Construction Inspector III	\$130.00/hr
Construction Inspector II	\$120.00/hr
Construction Inspector I	\$110.00/hr
Prevailing Wage Inspector	\$135.00/hr

HYDROGEOLOGY/HAZWASTE SERVICES

Project Director	\$285.00/hr
Principal Hydrogeologist/Engineer II	\$265.00/hr
Principal Hydrogeologist/Engineer I	\$250.00/hr
Sr. Hydrogeologist IV/Engineer IV	\$235.00/hr
Sr. Hydrogeologist III/Engineer III	\$220.00/hr
Sr. Hydrogeologist II/Engineer II	\$205.00/hr
Sr. Hydrogeologist I/Engineer I	\$190.00/hr
Hydrogeologist VI/Engineer VI	\$180.00/hr
Hydrogeologist V/Engineer V	\$170.00/hr
Hydrogeologist IV/Engineer IV	\$160.00/hr
Hydrogeologist III/Engineer III	\$150.00/hr
Hydrogeologist II/Engineer II	\$140.00/hr
Hydrogeologist I/Engineer I	\$130.00/hr
Technician	\$100.00/hr

DISTRICT MANAGEMENT & OPERATIONS

District General Manager	\$195.00/hr
District Engineer	\$185.00/hr
Operations Manager	\$160.00/hr
District Secretary/Accountant	\$120.00/hr
Collections System Manager	\$135.00/hr
Grade V Operator	\$125.00/hr
Grade IV Operator	\$110.00/hr
Grade III Operator	\$100.00/hr
Grade II Operator	\$75.00/hr
Grade I Operator	\$70.00/hr
Operator in Training	\$65.00/hr
Collection Maintenance Worker	\$75.00/hr

CREATIVE SERVICES

3D Graphic Artist	\$180.00/hr
Graphic Designer IV	\$160.00/hr
Graphic Designer III	\$145.00/hr
Graphic Designer II	\$130.00/hr
Graphic Designer I	\$115.00/hr

PUBLICATIONS SERVICES

Technical Editor III	\$145.00/hr
Technical Editor II	\$130.00/hr
Technical Editor I	\$115.00/hr
Publications Specialist III	\$105.00/hr
Publications Specialist II	\$95.00/hr
Publications Specialist I	\$85.00/hr
Clerical Administration	\$90.00/hr

Forensic Engineering – Court appearances, depositions, and interrogatories as expert witness will be billed at 2.00 times normal rates.

Emergency and Holidays – Minimum charge of two hours will be billed at 1.75 times the normal rate.

Material and Outside Services – Subcontractors, rental of special equipment, special reproductions and blueprinting, outside data processing and computer services, etc., are charged at 1.15 times the direct cost.

Travel Expenses – Mileage at current IRS allowable rates. Per diem where overnight stay is involved is charged at cost.

Invoices, Late Charges – All fees will be billed to Client monthly and shall be due and payable upon receipt. Invoices are delinquent if not paid within 30 days from the date of the invoice. Client agrees to pay a monthly late charge equal to 1% per month of the outstanding balance until paid in full.

Annual Increases – Unless identified otherwise, these standard rates will increase 3% annually.

The rates listed above assume prevailing wage rates does not apply. If this assumption is incorrect Dudek reserves the right to adjust its rates accordingly.

Work Schedule

Table 2 outlines estimated periods of time and will be updated consistent with the execution of the grant agreement and actual project schedules. Dudek presumes no less than 42 months.

Table 2. Proposed Work Schedule

Task	Start Date	End Date
Grant Administration	January 2021	June 2023
Task 1 – Agreement Administration	January 2021	June 2023
Task 2 – Invoicing	January 2021	June 2023
Task 3 – Progress Reports	January 2021	June 2023

Timeline

The internal Dudek timeline will adhere to the final project timeline as agreed upon in the DWR Grant Agreement. DWR will require quarterly invoicing, and it is Dudek's standard procedure on all invoicing that we will work with the client to determine whether a 2-, 3-, or 4-week window is needed to complete and submit invoices to DWR. Our process is to ensure a period of one (1) week for review and authorization of invoice and progress reporting for MPWMD prior to DWR submittal. Prior to MPWMD review, Dudek will have a period of one (1) week to review invoices and coordinate with the LPS managers. The LPS managers will be given a two-week notice prior to the internal submittal deadline to allow for them to compile invoices and prepare a progress report. Dudek will work with all LPS managers and provide support as necessary and appropriate.

Section 7. Exceptions

Exception to MPWMD Solicitation for Grant Administration Proposition 1 Round 1 IRWM Grant

Dudek would like to propose the following change to the MPWMD Sample Agreement. However, we understand that submitting exceptions does not obligate MPWMD to revise the Agreement.

Page 16 of 25, Section II. Compensation (D. Late Performance Penalty):

Revise the liquidated damages clause as follows:

~~In the event Consultant is unable to perform satisfactory work within sixty (60) days of the date such work is due pursuant to Exhibit C, Work Schedule, MPWMD SHALL withhold twenty percent (20%) of the fees which would otherwise be payable pursuant to the Fee Schedule set forth in Exhibit B, and SHALL reduce the maximum payment stated in Section II, Paragraph C of this Agreement by twenty percent (20%). Said reductions shall be deemed liquidated damages for the untimely performance of work required by this Agreement, and the Consultant shall be deemed to have waived any claim for such fees by reason of his/her failure to perform in a timely fashion.~~

In the event Consultant is unable to perform satisfactory work within sixty (60) days of the date such work is due pursuant to Exhibit C, Work Schedule, MPWMD SHALL terminate the contract.

Section 8. Appendix

Key Personnel Resumes

Jane Gray

Project Manager

Jane Gray is a regional planner, environmental specialist, and project manager with 23 years' project management and environmental planning experience, specializing in water/wastewater planning and permitting, agricultural resource and policy planning, policy analysis, land use planning, project development and entitlement services, and grant writing and management. Ms. Gray has a diverse and nuanced planning background, having worked as a project manager, analyst, and environmental planner for non-governmental entities, public agencies, and private firms and corporations. She has been responsible for projects varying from small-scale development and infrastructure planning in developing economies to private residential and commercial developments throughout California.

Ms. Gray brings an effective and customized approach to efficiently deliver services. Her ability to skillfully negotiate the often-disparate interests involved in projects and bring about consensus is an asset in any situation. Ms. Gray has organizational expertise, technical aptitude, planning proficiency, and competency facilitating projects through contentious issues and fractious communities.

Education

*Universität Dortmund,
Germany
MS, Regional Planning and
Management*

*State University of
New York, Buffalo
BS, Social Work*

Professional Affiliations

*2nd District Appointee to the
County Agricultural Advisory
Committee*

*Vice Chair, Central Coast Regional
Water Quality Control Board*

Selected Project Experience

IRWM Program Management and Development for the Santa Barbara Countywide IRWM Region. Provides overall program management and coordination of more than 30 agencies and nonprofits of the RWMG in regional benefit planning, programming and project development. Coordinates and manages the public stakeholder process and all public outreach efforts associated with the IRWM program for the over 120 stakeholders. Organizes leads and facilitates monthly RWMG meetings, coordinates and facilitates watershed meetings, coordinates and facilitates public workshops, coordinates guest speakers and presenters. Is the Roundtable of Regions Representative and representative to the Central Coast Funding Area as well as the representative to the Bond Coalition and the DACI workgroup.

Santa Barbara Countywide IRWM Plan Update 2019. Prepared a complete update to the Santa Barbara IRWM Plan in conformance with the 2016 and 2019 DWR Guidelines, including generation of surveys, formation and facilitation of sub-committees, stakeholder and public outreach and public workshops.

Santa Ana Watershed Project Authority (SAWPA) OWOW Plan Update 2019. Completed an update to the SAWPA OWOW Plan in conformance with the 2016 DWR Guidelines, including generation of surveys, Climate Change and Adaptation Planning, formation and facilitation of sub-committees, stakeholder and public outreach and public workshops, GIS services and coordination with DWR.

CABY Region IRWM Plan Update. Preparing a complete update to the CABY IRWM Plan in conformance with the 2016 DWR Guidelines. This entails coordination with the CABY JPA and RWMG as well as stakeholders and Tribes, auditing and writing sections of the Plan, preparation of a Draft, Responses to Public Comments and preparation of Final Plan for submittal to DWR.

Grant Writing for IRWM Round 1 Implementation of Proposition 1, Santa Ana Watershed Project Authority.

Provided coordination and grant writing for 11 regional projects in the North Orange County and Santa Ana Watershed Project Authority IRWM regions. The application was submitted to the California Department of Water Resources on November 1st and was fully awarded.

Grant Writing for IRWM Round 1 Implementation of Proposition 1, Monterey Peninsula Watershed Management District, Monterey, California.

Providing coordination and technical grant writing for four (4) regional projects in the Monterey Peninsula IRWM region. The application will be submitted to the California Department of Water Resources on December 20th and was fully awarded.

Grant Writing for IRWM Round 1 Implementation of Proposition 1, Santa Barbara County IRWM Region, Santa Barbara County, California.

Providing coordination and technical grant writing for three (3) regional projects in the Monterey Peninsula IRWM region. The application will be submitted to the California Department of Water Resources on December 20th and was fully awarded.

Public and Stakeholder Communication, Engagement and Facilitation for the formation of a Groundwater Sustainability Agency in the Montecito Groundwater Basin, Montecito Water District, Santa Barbara County, California.

Prepared a Communication and Engagement Plan (CEP), conducted extensive public and stakeholder outreach and community engagement, coordinated workshops and to form and establish a GSA for the Montecito Groundwater Basin, which at the time the effort begun was not required to form a GSA.

Public and Stakeholder Engagement Manager for the Montecito Basin GSA, Montecito, California.

After completing successful public and stakeholder engagement for the formation of the GSA, is currently spearheading the public and stakeholder engagement for the development of a Groundwater Sustainability Plan for the Montecito Basin GSA, including preparation of a Communication and Engagement Plan, a Stakeholder Advisory Committee, a Technical Advisory Committee and public workshops.

Grant Writing for Round 3 of the Sustainable Groundwater Management Grant Program, Montecito Groundwater Basin Groundwater Sustainability Agency, Montecito, California.

Provided technical assistance, overall coordination and grant writing services for the development and submittal of a Round 3 application for the agency's Groundwater Sustainability Plan and associated projects to support the GSP. The application was submitted to the California Department of Water Resources and received full award.

Grant Writing for Round 3 of the Sustainable Groundwater Management Grant Program, Carpinteria Valley Water District, Carpinteria, California.

Provided technical assistance, overall coordination and grant writing services for the development and submittal of a Round 3 application for the Groundwater Sustainability Plan for the Carpinteria Valley Water District, which is forming a Groundwater Sustainability Agency. The application was submitted to the California Department of Water Resources in early November and received full award.

Grant Writing and Administration, Sustainable Groundwater Planning Grant Program under Prop 1 for Santa Barbara County, California.

Wrote a successfully awarded grant application for the Santa Barbara County Water Agency for GSA formation for two priority basins in Santa Barbara County, and is also leading the administration and management of the grant and complying with all grant requirements. Leading the public and stakeholder outreach and engagement as well as facilitation of local agencies working toward formation of a GSA.

Public and Stakeholder Engagement Manager for the Creek and Watershed Management Plan, City of Goleta.

Providing community engagement and facilitation services for the duration of the Plan development related to public meetings and workshops, Technical Advisory Committee meetings and other community outreach events and forums. This includes coordination of language appropriate support services, generation of meeting and workshop materials, meeting minutes, agenda and presentations.

Public and Stakeholder Engagement and Facilitation for the formation of a Groundwater Sustainability Agency in the Cuyama Valley, Santa Barbara County Water Agency, Santa Barbara County. Wrote a successfully awarded grant for formation of a Groundwater Sustainability Agency (GSA) in the Cuyama Groundwater Basin. Prepared a Communication and Engagement Plan (CEP), conducted extensive bilingual public and stakeholder outreach and community engagement, coordinated bilingual materials and workshops and coordinated monthly, year-long negotiations and meetings with 4 counties, which overlie the Cuyama Valley Basin as well as the Cuyama CSD, Cuyama Basin Water District to develop a voting structure, formation documents and establish a GSA for the Cuyama Valley Groundwater Basin.

Public and Stakeholder Engagement and Facilitation for the formation of a Groundwater Sustainability Agency in the San Antonio Creek Valley, Santa Barbara County Water Agency, Santa Barbara County. Wrote a successfully awarded grant for formation of a Groundwater Sustainability Agency (GSA) in the Santa Antonio Creek Valley groundwater basin. Conducted public and stakeholder outreach, agricultural interests, and community engagement, coordinated the Los Alamos Community Services District and the Santa Barbara County Water Agency to develop a voting structure, formation documents and establish a GSA for the San Antonio Creek Valley Groundwater Basin.

Grant Writing for the Santa Ynez Band of Chumash Indians. Provided technical assistance, overall coordination and grant writing services for the development and submittal of an application for update of the Tribe's recycled water plant. The grant was successfully award.

On-Call Grant Writing Services, City of Long Beach Water Department, California. Providing ongoing grant writing services as well as grant and project scoping for the City of Long Beach Water Department. Successfully awarded applications have been prepared for state grant programs.

IRWM Support Services, Public and Stakeholder Engagement for the 2014 IRWM Plan Update and On-Call Grant Services for IRWM Projects, San Luis Obispo County California. Provided IRWM support for the County's 2014 IRWM Plan Update, including public and stakeholder outreach, community engagement, update of Plan sections and on-call grant writing services for San Luis Obispo County.

On-Call Grant Writing Services, Midpeninsula Regional Open Space District, California. Providing ongoing grant writing services as well as grant and project scoping for the Midpeninsula Regional Open Space District.

On-Call Grant Writing Services, San Mateo County, California. Providing ongoing grant writing services as well as grant and project scoping for San Mateo County and various divisions from Sustainability to Flood Protection to Climate Change among other projects. Applications have been prepared for state and federal grant programs, including SB 2, Props 1 and 68, CalOES/FEMA, Department of Conservation, Department of Water Resources and others. Dudek has prepared numerous successfully awarded applications.

On-Call Grant Services, Water and Wastewater Divisions of Public Works, City of Santa Barbara, California. Assessed priority projects for the city and alignment with relevant state and federal grant programs. Served as liaison for various funding organizations and entities and the city for successful project presentation. Prepared grant applications for the city's Water and Wastewater Divisions, advocates on behalf of the projects, and carries them through to funding realization.

On-Call Grant Writing Services, Joshua Basin Water District, Joshua Tree, California. Provided the District with successfully awarded grant funding applications and is currently providing ongoing grant writing services as well as grant and project scoping for the District.

Grant Manager and Proposition 50 Grant Administration, City of Guadalupe, California. Managed and administered the grant funds received by the city for the Wastewater Treatment Plant Improvement project under Proposition 50. Complies with all reporting requirements and interfaces with the county, state, and RWQCB on project-related issues and waste discharge requirements and compliance.

Carpinteria Stormwater Management Plan (SWMP), City of Carpinteria, California. Responsible for project management and preparation of the City of Carpinteria's SWMP, as well as leadership and implementation of the city's first-year permit requirements under the NPDES Small Municipal Separate Storm Sewer Systems General Permit.

Grant Manager, Cuyama Community Services District, New Cuyama, California. Managed and administered the grant funds received by the district for two projects funded under Proposition 50. Prepared project assessment evaluation plans, quality assurance project plans, and other requirements of the state contract. Prepared and submitted all invoices and supporting documentation in fulfillment of the state contract requirements, and assists in determination of grant-eligible work tasks and project scoping. Interfaced with the county, state, and RWQCB on project-related issues, including the National Pollutant Discharge Elimination Systems (NPDES), waste discharge requirements, and compliance. Interfaced with the California Department of Public Health on water system compliance and other grant opportunities for the district.

Madelyn Murray

Environmental Analyst

Madelyn Murray is an environmental analyst with experience in environmental research and grant support. Ms. Murray provides diligent support on numerous grant applications and plan updates. She also helps agencies identify appropriate grant opportunities for their projects.

Education

*University of California,
Santa Barbara
BA, Environmental Studies
(Ecology emphasis), 2018*

Project Experience

Grant Administration for Proposition 84 and Proposition 1, Santa Clarita Valley Water Agency (SCVWA), California. Quarterly administration services involve the coordination and gathering of progress report information and invoice documentation for Proposition 84 and Proposition 1 grants through DWR. This involves ensuring receipt of all proper information from the SCVWA staff in a timely manner, compilation of all documents, and submittal of a finalized packet to the SCVWA for report to DWR.

Grant Administration for IRWM Disadvantaged Community Grant, SBCWA, California. Carrying out administration services and research support for the Disadvantaged Community Involvement (DACI) Program through the DWR's IRWM Grant. Grant writing and additional support for the Santa Barbara Countywide coordination efforts for Round 1 Implementation Grants are underway. Researching and recording information on limited water-related resources in DAC communities. Additional efforts have included thorough research and extensive outreach to organizations throughout Santa Barbara County, culminating in the creation of a region wide Needs Assessment document.

Grant Administration for Groundwater Sustainability Plan, Yucaipa Groundwater Basin, California. Support for this project includes grant administration tasks, grant funding identification and support, and reporting to the Department of Water Resources.

Grant Writing for IRWM Round 1 Implementation of Proposition 1, Monterey Peninsula Water Management District (MPWMD), California. Provided support on data-gathering, grant writing, and content review for four (4) regional projects in the Monterey Peninsula IRWM region, all successfully awarded. Served as a contact for applicant agencies for all questions and comments, and carried the application through finalization and submittal.

Grant Writing for Integrated Regional Water Management (IRWM) Round 1 Implementation of Proposition 1, Santa Ana Watershed Project Authority (SAWPA), California. Provided support to SAWPA for preparation in submitting a successfully awarded application for 11 regional projects in the funding region. In addition to reviewing and coordinating the data-gathering and reporting requirements associated with each project, served as a liaison with the Department of Water Resources (DWR) on resolving issues and questions throughout the updated process. Additional support has included leading numerous weekly calls and attending the Pre-Application meeting with DWR.

Grant Writing for IRWM Round 1 Implementation of Proposition 1, Santa Barbara County Water Agency (SBCWA), California. Provided support on data-gathering, grant writing, and content review for three (3) projects submitting in the Santa Barbara County IRWM region, all successfully awarded. Served as a contact for applicant agencies for all questions and comments, and carried the application through finalization and submittal.

SGMA Stakeholder Communication and Engagement, Santa Ynez River Valley Groundwater Basin, California. Facilitating communication and engagement with stakeholders and members of the public for the Western Management Area and Central Management Area of the Santa Ynez River Valley Groundwater Basin.

SGMA Outreach and Communication, Ojai Basin Groundwater Management Authority, California. Assisting in the implementation of the Outreach and Engagement Plan and facilitating communication with stakeholders and the public during public workshops.

Grant Analysis and Plan Writing Support for Indio Transformative Climate Communities (TCC) Round 3, Indio, California. Providing background research and writing plan content on funding opportunities, relevant grants, and feasible projects with associated information and recommendations. Additionally, Ms. Murray provides technical assistance insight on projects and funding from experience with grants.

Grant Analysis and Plan Writing Support for Bakersfield Transformative Climate Communities (TCC) Round 3, Bakersfield, California. Providing background research on funding opportunities, past grants, and other requirements. Accumulating relevant data and writing portions for the TCC grant support and Plan, especially pertaining to affordable housing and municipal code.

On-Call Grant Writing Services, Indio Water Authority, California. Providing grant writing and project scoping services for Indio Water Authority. Maintaining project option database to connect with grant opportunities.

On-Call Grant Writing Services, Midpeninsula Regional Open Space District, California. Providing ongoing grant writing services and support as well as grant and project scoping for Midpeninsula Regional Open Space District. Maintaining project option database to connect with grant opportunities. Applications have included Proposition 68 Wildlife Conservation Board Wildlife Corridor Program Pre-Application and Proposition 1 Round 13 State Coastal Conservancy Grant.

Grant Writing for California Natural Resources Agency Urban Flood Protection Grant of Proposition 68, San Diego State University (SDSU), California. Researched funding opportunities for a proposed project. Provided high levels of support through gathering information, documentation, and project components for preparation in submitting an application to the California Natural Resources Agency.

On-Call Grant Writing Services, Long Beach Water District, California. Providing ongoing grant writing and project scoping services for Long Beach Water District. Maintaining project option database to connect with grant opportunities. Applications have included State Coastal Conservancy Climate Ready Round 6 Grant and California Environmental Protection Agency Environmental Justice Small Grant.

On-Call Grant Writing Services, San Mateo County, California. Providing grant writing services for multiple agencies within the San Mateo County. Applications have included the Proposition 68 Department of Conservation Grant for a Climate Action Plan update, Proposition 68 Recreational Trails and Greenways Grant, and the SB 2 Planning Grants Application.

IRWM Plan Update, CABY, California. Providing support in the update of the Cosumnes, American, Bear, and Yuba (CABY) Region's IRWMP update to comply with Department of Water Resource 2016 Guidelines. Narrative editing, background research, and high-level content checks were the primary tasks associated with the update. Providing high-level audits for completion and compliance for every major draft.

CalOES FEMA Hazard Mitigation Grant Applications, Carpinteria Valley Water District, California. Gathered information and generated applications for two separate Hazard Mitigation Grant Program projects. Compiled and reviewed materials for submittal to CalOES FEMA.

Relevant Previous Experience

Center for Resource Solutions. Served as Green-e marketing compliance associate. Reviewed marketing materials, renewable energy claims, and critically evaluated compliance with Green-e program rules. Enforced carbon offset market standards. Expanded knowledge of renewable energy markets and consumer-protection issues. (2018)

The Cheadle Center for Biodiversity and Ecological Restoration (CCBER). Served as student worker. Worked with members of the CCBER staff to maintain restoration sites around UCSB's campus. Performed non-native plant identification and removal, native plant identification and planting, seed collecting, transplanting young seedlings, other various tasks with site restoration research and maintenance. (2017-2018)

Hanna Dodd, PE

Project Engineer

Hanna Dodd is a project engineer focused on water resources and water and wastewater infrastructure. Included in her experience is water and wastewater treatment and facilities design analyses as well as infrastructure planning. Ms. Dodd's expertise includes water and wastewater infrastructure design and asset management as well as writing funding applications to fund water infrastructure projects.

Education

*Stanford University
MS, Civil and Environmental
Engineering, 2015*

*California Institute of Technology
BS, Mechanical Engineering, 2013*

License/Certifications

*Professional Civil Engineer (PE),
CA No. 88525*

Professional Affiliations

*Society of Women Engineers
WateReuse*

Project Experience

State Revolving Fund (SRF) Application Assistance, San Elijo Joint Powers Authority, Encinitas, California. Project engineer. Ms. Dodd assisted the San Elijo Joint Powers Authority with a California State Revolving Fund (SRF) loan application for the expansion of their recycled water pipeline system as well as purchase of more advanced water treatment equipment for more reliable recycled water production at their wastewater treatment facility.

SRF Application Assistance, Crestline Sanitation District, Crestline, California. Project manager. Ms. Dodd managed the creation of the California State Revolving Fund (SRF) loan application for the upgrades of Crestline Sanitation District's Huston Creek Wastewater Treatment Plant including adding a primary clarifier, backup generator, tricking filter recirculation pumps, and a sludge dewatering building.

FY 2012/2013 Sewer Lining & Repair and SRF Loan Support, City of South Pasadena, California. Project engineer. Ms. Dodd worked with a team of Dudek engineers to prioritize the use of a State Revolving Fund Loan to rehabilitate and replace the City of South Pasadena's aging sewer collection system. Her activities included pipeline condition assessment review, coordination of the collection of utility location information, and identifying the construction areas requiring specific planning prior to construction (traffic control, historic site preservation, etc.)

FY 2019/2020 Annual Citywide Sewer Rehabilitation Project, City of Encinitas, California. Project engineer. Ms. Dodd assisted the City of Encinitas with prioritization of City funds to rehabilitate and replace the City's aging sewer collection system. Her activities included pipeline condition assessment review, coordination of the collection of utility location information, and preparation of design deliverables.

Wastewater Treatment and Collection System Master Plan, Crestline Sanitation District, Crestline, California. Served as project engineer and modeler. Utilized a series of workshops to facilitate a CoFA to identify the most critical and high-risk failure scenarios at all three of the District's WWTP's and two lift stations, as well as the root cause of those failures. Performed a thorough process evaluation on each unit process of all WWTP's to determine processes capacity and performance in comparison to design criteria and industry standard ranges. Dudek prepared a sewer hydraulic model of the District's collection system and pump stations, as well as capture flow meter data to calibrate the model to determine existing and build-out sewer hydraulic capacity. The project culminated in a comprehensive list of Capital Improvement Projects, prioritized by risk, and paired with available funding opportunities.

Recycled Water Feasibility Study, Borrego Water District, Borrego, California. Project engineer. The District needed to reduce pumping in the Borrego Groundwater Basin by 70 percent. Ms. Dodd performed an alternatives analysis between, expanding the existing collection system to convey sewage to the existing WWTP for recycled water production or collecting sewage from individual communities (currently on septic systems) to convey to new satellite package treatment plants for recycled water production. A final report was submitted to the State of California Water Resources Control Board.

Planning & Preliminary Design of Upper and Lower San Luis Rey WRF Recycled Water System and Final Design of Lower SLRWRF RW System, City of Oceanside, California. As project engineer, Ms. Dodd analyzed potential recycled water customer demand data, using the data to develop an InfoWater hydraulic model of a proposed recycled water conveyance system. Ms. Dodd's team analyzed model pipeline alignments to determine the best alignment in the preliminary design. Modeling results were used in the City's multiple funding applications.

Recycled Water Distribution System Preliminary Design, Rainbow Municipal Water District, Rainbow, California. Working as project engineer, Ms. Dodd helped with a preliminary design and cost estimate an equalization basin. She also researched potential funding opportunities for Rainbow Municipal Water District's proposed recycled water treatment plant and distribution system. She summarized her design and findings in a Preliminary Design Report (PDR).

Chromium III Reoxidation, Joshua Basin Water District, Joshua Tree, California. Ms. Dodd organized field equipment and performed field studies at three (3) of Joshua Basin Water District's drinking water wells that contained Cr(VI) to study how stannous chloride reduction of Cr(VI) to Cr(III) could be reoxidized by sodium hypochlorite back to Cr(VI). The results from the field studies were submitted to the California State Water Resources Control Board Division of Drinking Water (DDW). This study was also funded by DDW.

Denitrification Upgrade Feasibility and Energy Reduction Assessment, Orange County Sanitation District, Fountain Valley, California. Project engineer. Ms. Dodd worked with The Energy Network to assess whether denitrification upgrades to the Orange County Sanitation District's (OCSD) Fountain Valley wastewater treatment plant (Plant 1) would result in significant energy usage reduction. After collecting data regarding the District's current operation of their Plant 1 secondary treatment system, Ms. Dodd used BioWin™ modeling to assess how various denitrification upgrades would affect Plant 1's effluent water quality and energy usage.

Awards

CWEA Outstanding Young Professional Award, 2016

CWEA Engineering Achievement Award, 2015 – City of South Pasadena Sewer Rehabilitation

Amanda Combs, PE

Project Manager

Amanda Combs is a project manager with 19 years' experience leading high quality water and wastewater projects, from conceptual planning, preliminary design, and final design, to construction-phase services for pipelines, pump stations, water storage, and treatment plants.

Project Experience

2016-2017 Citywide Sewer Rehabilitation Project, City of Encinitas, Encinitas, California. Lead project engineer for the first phase of a citywide sewer rehabilitation program. The project included reviewing CCTV inspection videos for 99 sewer segments to determine the recommended rehabilitation or repair strategy for each pipe. The resulting improvements included CIPP lining of approximately 28,600 lf of pipe ranging in diameter from 6-inch to 14-inch, open trench replacement of approximately 500 lf of 6-inch and 8-inch pipe, numerous in-situ and open trench point repairs of short defects, and rehabilitation of 20 manhole using cured-in-place liners and cementitious materials. The work included analysis of constructability and access constraints for pipes located outside of the street right-of-way to appropriately account for costs in contractor bids.

State Revolving Loan Fund Assistance, City of South Pasadena, Pasadena, California. Project manager responsible for securing and managing an \$11 Million SRF Loan for rehabilitation and replacement of the City's aging sewer collection system. Planned improvements include trenchless CIPP rehabilitation of approximately 28 miles of pipe and open trench replacement of approximately 2.7 miles of pipe. Responsibilities included coordination with the City and preparation of the financial assistance application including all required attachments and CEQA-Plus environmental documentation.

Hacienda Drive Trunk Sewer Rehabilitation, City of Vista, Vista, California. Project Manager for the consulting engineer and inspection services under a design-build project to rehabilitate an existing 36-inch ductile iron trunk sewer and manholes with a peak flow capacity of 10.1 MGD. The project consisted of a pre-construction phase (internal cleaning and CCTV and laser inspection of the sewer and preparation of plans and specifications for rehabilitation and bypass pumping), construction phase (temporary bypass system setup and installation and testing of CIPP liner and epoxy manhole coating), and start-up phase (preparation of as-built drawings). In addition, high pressure cleaning was added to the project during construction to address encrusted deposits at the pipe joints, providing a more uniform finished liner profile.

Sewer Rehabilitation & Replacement Program, Phase 1 and Phase 2, City of South Pasadena, Pasadena, California. Project manager for the design of both phases of the City's sewer rehabilitation and replacement program. The project included reviewing CCTV inspection videos for over 500 sewer segments to determine the recommended rehabilitation or repair strategy for each pipe. The resulting improvements included CIPP lining of approximately 160,000 lf of pipe ranging in diameter from 6-inch to 18-inch, open trench replacement of approximately 6,000 lf of 6-inch and 8-inch pipe, numerous in-situ and open trench point repairs of short defects, and other minor repairs to lateral connections and manholes. The work

Education

*Virginia Polytechnic Institute and State University
MS, Environmental Engineering, 2001*

*Virginia Polytechnic Institute and State University
BS, Civil/Environmental Engineering, 1998*

Certifications

*Professional Civil Engineer,
CA No. 67287*

included analysis of constructability and access constraints for pipes located outside of the street right-of-way so that costs could be appropriately accounted for in contractor bids. Subsequent to the design of the improvements, Ms. Combs was the project manager responsible for securing an \$11 Million SRF Loan to fund the City's sewer rehabilitation program. Responsibilities included coordination with the City and preparation of the financial assistance application including all required attachments and CEQA-Plus environmental documentation.

Design of 42-inch Los Coches Reservoir Inlet Pipe Repair, Padre Dam Municipal Water District, Santee, California.

Project manager for the design repairs to the 42-inch concrete cylinder pipe (CCP) bringing water to the Los Coches Reservoir. Because the location of the leak cannot be verified until the pipe is exposed and excavation and dewatering are the most costly project components, Dudek designed a two-step repair process. If the leak is found to in fact be in the blow-off assembly, the blow-off will be replaced. If the leak is found to be at the welded tangential outlet to the 42-inch CCP, a segment of the 42-inch CCP will be removed and replaced with a new piece of pipe with pre-fabricated outlets for the new blow-off and manway (for joint repair).

Caltrans Widening Pipeline Adjustments, Moulton Niguel Water District, Laguna Niguel, California. Project engineer. The project included water main relocation within a creek and under an I-5 overpass, protection of an existing water main passing under a bridge being widened, a sewer casing extension, and numerous miscellaneous smaller conflicts along the project corridor. Design of all components required extensive coordination with Caltrans and its design consultants. Construction work for the water main relocation was coordinated with the Caltrans overpass widening work, allowing the District's contractor to utilize the Caltrans access improvements to the site, while also reducing the number of permits required. Dudek also successfully negotiated with Caltrans to void requirement of extension of the sewer casing due to the configuration of the existing system. In all components of the project, Dudek provided the District with streamlined solutions that reduced cost and permitting complexities.

Otay II Pipeline Improvements – North Encanto Replacement, City of San Diego Water Department, California.

Project manager for the detailed design of 7,600 feet of new 42-inch-diameter CML&C and tape wrapped welded steel pipe to replace an existing aging 36-inch-diameter cast iron pipe. The project involved realigning the pipe through narrow residential streets so that the existing pipe located in backyard easements and open space could be abandoned. The design included 24-inch manway structures, abandonment of existing buried and aboveground pipe, impressed current cathodic protection, rehabilitation of pavement curb ramps, and extensive coordination with City operations for shutdown and connections to the existing transmission main and 65th & Herrick booster pump station.

Dana Point Town Center Infrastructure Improvements, South Coast Water District, Dana Point, California. Ms. Combs was the project engineer responsible for preparation of plans, specifications, and cost estimates. The project consisted of providing hydraulic modeling, preliminary design and design for multiple 8-inch and 10-inch domestic water, 8-inch through 15-inch sewer, and 8-inch recycled water pipelines throughout the Dana Point Town Center redevelopment area (primarily in and around Pacific Coast Hwy and Paseo Del Prado). In total, the project included 11,600-LF of domestic water piping and appurtenances, 3,800-LF of sewer and manholes, and 3,200-LF of recycled water piping.

15-inch Badger Plaintiff Drain Line Rehabilitation, Santa Fe Irrigation District. Project engineer for the design of 600 LF of reinforced CIPP lining to repair a broken 15-inch AC low pressure drain pipe located in an easement. The design included access and pipe closure pits on each end of the lining segment.

San Juan Creek 30-Inch Effluent Transmission Main Replacement, Moulton Niguel Water District, Laguna Niguel, California. Project engineer for the design of a new pipe under San Juan Creek to replace the existing exposed crossing pipe. Work included an analysis of trenchless construction methods and creek scour depth and preparation of plans and specifications for the selected slurry microtunneling alternative. A design depth of 45-feet was selected for the approximately 300-foot long tunnel under the Orange County Flood Control District channel. Due to the proximity of the concrete slope lining and flood control levees, shaft construction methods were limited to watertight and non-vibratory methods to protect the adjacent improvements.

Age- and Condition-related Sewer Rehabilitation Project, City of Vista, California. Assistant project manager providing design services for an extensive multi-year program to rehabilitate the city's Vista sewer basin. The first phase of rehabilitation consisted of approximately 115,000 linear feet of 8-inch- to 12-inch-diameter cured-in-place-pipe lining and rehabilitation of over 600 manholes on residential and collector streets, and within easements.

Gateway Road and Innovation Way Recycled Water Pipelines, City of Carlsbad, California. Project engineer for the design of 2,500 linear feet of 8-inch PVC recycled pipe, including six connections to the existing recycled water distribution system requiring a detailed construction sequencing plan to convert potable pipes to recycled water service and limit shutdown durations of both distribution systems.

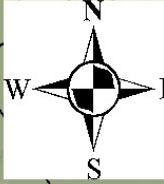
4S-I Reservoir Inlet Pipeline, Olivenhain Municipal Water District, San Diego County, California. Project engineer for the design and construction support of an 8,300-foot, 20-inch PVC water main to serve as the dedicated inlet to the 4S-I Reservoir.

Sewer Master Plan, City of Pasadena, Pasadena, California. Project engineer. Dudek provided a comprehensive evaluation of hydraulic capacity through updated flow monitoring and hydraulic modeling, as well as condition assessment and identification of improvements needed for system operation and reliability. As the City is 99% built out and historically has not experienced significant capacity issues, Dudek's approach focused efforts on identifying rehabilitation needs, quantifying specific repair methods, grouping improvement by region, and most importantly, applying prioritization of recommended improvements to address the most critical issues first. Taking a system wide perspective and focusing on key improvement areas that mitigate high risk, City staff will have confidence that the collection system will continue to operate and be maintained cost effectively.

Upper and Lower System Recycled Water System Expansion, City of Oceanside, California. Lead project engineer for planning of the City's recycled water system expansion from 100 AFY to over 4,500 AFY. Dudek refined demands in the proposed upper and lower systems and developed distribution system layouts that include five (5) reservoirs, seven (7) pump stations and 35 miles of new pipelines. As part of the project development, the team developed an operationally efficient distribution system that uses primarily storage reservoirs for sustaining pressure rather than pump stations and takes advantage of existing City-owned property for all but one facility, saving both cost and schedule.

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800.450.1818 | HELLO@DUDEK.COM

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