

City of Palm Desert



Proposal to Provide  
Grant Writing and Advocacy Services

July 15, 2024

Submitted By:



Engineering Solutions Services  
23232 Peralta Drive, Suite 112  
Laguna Hills, CA 92653  
(949) 797-6055



## Table of Contents

A. Cover Letter.....	1
B. Experience and Technical Background.....	2
Background.....	2
References.....	4
Subcontractors.....	8
C. Firm Staffing and Key Personnel .....	9
D. Proposed Method to Accomplish the Work.....	33
E. Fee Schedule.....	53



## A. Cover Letter

Joe Barron  
Senior Contracts and Grants Analyst  
73510 Fred Waring Drive  
Palm Desert, CA 92260

July 15, 2024

### **Re: Proposal to Provide Grant Writing and Advocacy Services**

Dear Mr. Barron,

Engineering Solutions Services (ESS) welcomes the opportunity to provide grant writing and advocacy services for the City of Palm Desert (the City). Our goal is to bring in the maximum available grant funding for the City. **Having secured more than \$788 million** in the past twelve years for a variety of projects, we bring an unmatched level of experience to identify and assist the City with developing a strategic plan, prepare winning grant applications, and policy and stakeholder advocacy services to ensure an expedited and successful funding award.

**What sets ESS apart is that we are not just a funding company but former municipal managers with technical and funding expertise that have earned deep-rooted relationships with funding agencies.** As such, we are aware of upcoming funding opportunities and have been achieving the highest awards for projects by preparing credible reports and strategizing timely submittal of applications on behalf of our clients. In addition, the ESS team is comprised of a diverse collection of technical experts in transportation, infrastructure development and maintenance, sustainability, parks and recreation, community planning, community and economic development, affordable housing, Federal Emergency Management Agency (FEMA), planning, habitat conservation, and other municipal project types.

We are aware of the City's primary project types identified in the City's Adopted Capital Improvement Plan (CIP) and Request for Proposal (RFP) and, as it is demonstrated in our proposal, we have a proven track record in successful award of grants for the classifications of projects the City has listed. We will use our expertise to conduct a needs assessment and leverage our relationships with the funding agencies to identify grants, and work with City staff to secure those grants. We are also proficient in grant management and meeting compliance requirements of Federal and State funding. Effective, full-circle strategies like these are key to obtaining the most possible grant award funding for the City's projects. We will also provide advocacy services to increase visibility to potential funders, stakeholders, and policymakers for the City's projects.

I will serve as the project manager and point of contact during proposal evaluation and during the contract period. As the Principal of ESS, I can bind ESS to this contract with the City. I can be reached at (949) 637-1405 or via email at [Sudi@engineeringsolutionservices.net](mailto:Sudi@engineeringsolutionservices.net). My project team and I look forward to working with you and answering any questions you may have about our proposal. We acknowledge the receipt of Addenda 1 and the Questions and Answers.

Sincerely,

Sudi Shoja, PE, Principal, Engineering Solutions Services, Inc.  
23232 Peralta Drive, Suite 112  
Laguna Hills, CA 92653



## B. Experience and Technical Background

### Background

#### Our Clients

Served as prime or sub-consultant

City of Indian Wells

City of Palm Springs

City of Perris

City of Hemet

City of Downey

City of Norco

Chino Basin WCD

San Bernardino MWD

SBCTA

OCTD

City of Santa Ana

City of San Clemente

City of Seal Beach

City of Laguna Beach

City of Lake Forest

City of Laguna Woods

City of Newport Beach

City of Laguna Niguel

City of Irvine

City of Tustin

County of Orange

City of Long Beach

Port of Long Beach

City of Redondo Beach

County of Los Angeles

Long Beach Water  
Department

Central Basin Municipal  
Water District

Santa Clarita Valley Water  
Agency

City of Sacramento

Turlock Irrigation District

Olivenhain Water District

San Diego County Water  
Authority

City of Carlsbad

City of Oceanside

Engineering Solutions Services, Inc. (ESS) was founded by Sudi Shoja, PE, a former City Engineer who has more than 30 years of experience in managing Capital Improvement Programs and Water and Sewer programs of over \$100 million. She founded ESS in 2012 with the goal of assisting local entities in achieving their goals in funding and compliance, program management, quality assurance/quality control (QA/QC), and project delivery. She leverages her successful experience in transforming the agencies where she worked from losing funding to securing maximum grant funding possible, meeting the various funding agency requirements, and serving as an example for successful audit processes. As a result, she has earned a reputation that gained ESS our impressive repeat client list in a short timeframe.

ESS is comprised of former agency personnel who are thoroughly familiar with the intricate details of various funding requirements and excel at strategic planning for clients to maximize the potential for securing grants, successful management for meeting the requirements, obtaining proper authorization and reimbursements and positive audit process of the projects. ESS is certified as a Woman Business Enterprise (WBE), and Small Business Enterprise (SBE) with 12 employees at its Laguna Hills, CA office. ESS is a S-Corporation in California. **What sets ESS apart is:**

- **ESS has a proven track record in successful award of over \$788 million in a variety of federal, state, local, and private funding sources.**
- **Successful grant applications to LPP, FHWA, DOT, ATP, SB1 and other transportation funding.**
- **Federal Highway Administration (FHWA) identified the ESS grant application as one of the best and posted the package on their website.**
- **A proven track record in obtaining grants for park development, acquisition, and urban greening projects through the CA Department of Parks and Recreation and Caltrans.**
- **ESS has been providing successful grant compliance on a \$280 million San Bernardino County Transportation Authority project that consists of more than 11 different funding sources.**
- **Established relationship with various funding agencies to gain information to assist our clients.**
- **Successful in obtaining funding for planning and design for various projects including utilities, hazard mitigation, climate adaptation, water master plans, etc.**
- **Successful award of Safety Action Plan for multiple clients**



- **Award of multiple grants for each cycle from Bureau of Reclamation for a variety of water and energy efficiency projects in the past decade.**
- **Leading Consultant for preparation of grants for FEMA/CalOES funding including sea level rise, flooding and seismic retrofit projects.**

We understand that the City is seeking a qualified firm to provide full grant services including an in-depth needs assessment, grant research and identification, preparation of complete and timely submissions, administration, monthly progress reporting, and advocacy. ESS is a multi-disciplinary grant funding company comprised of technical experts and former agency personnel. Our team is one of the leading consultants in preparation of successful grants for the Department of Transportation (DOT), California Department of Transportation (Caltrans), California Department of Parks and Recreation (CA DPR) and many other federal and state funding agencies.

We have the unique ability to distill and convey complex project information into funding agencies' specific formats for grant applications. Our experience in coordinating, managing, and writing different types of applications has led to successful procurement of funding for many clients. Similarly, our experience with grant administration has enabled us to see another side of grant acquisition, wherein we can capitalize on this knowledge. ESS has been utilizing its established process and experienced staff to provide successful grant funding for similar agencies.

ESS fully understands the inner workings of the regional and municipal government process. Comprised of former government engineering and traffic managers, we have been confronted with many of the same design, budget, schedule, and project-delivery challenges that face our client governments. This understanding allows our people **to think like public agencies** and address the challenges they are facing with proactive, well-planned, cost-efficient, and innovative solutions tailored to your needs. We approach every project strategically and scale our resources to fit the agency and scope of work.

Our services include: **Funding Strategy Development, Grant Research, Grant Writing, Fund Administration, Grant Administration & Fund Compliance, and Advocacy Services**

**ESS specializes in various funding resources, such as:** California Department of Parks and Recreation Land and Water Conservation Fund, Recreational Trail Program, DOT Safe Streets and Roads for All (SS4A), DOT Bridge Investment Program, Congestion Relief Program, Highway Safety Improvement Program (HSIP), FHWA Charging and Fueling Infrastructure, Environmental Protection Agency Clean and Heavy Duty Vehicles, Caltrans Clean CA Local Grant Program, Community Project Funds, DOT Active Transportation Program (ATP), Rebuilding American Infrastructure with Sustainability and Equity (RAISE), Railroad Crossing Elimination Program, Reconnecting Communities and Neighborhoods, FEMA Building Resilient Infrastructure and Communities, Hazard Mitigation Grant Program, CALFIRE Urban Community and Forestry, Department of Water Resources Urban Community Drought Relief, US Bureau of Reclamation Environmental Water Resources, CA Natural Resources Agency Environmental Enhancement and Mitigation, Urban Greening, Youth Community Access, CA Department of Parks and Recreation Outdoor Recreational Legacy Program (ORLP), Department of Housing and Urban Development, CA State Library, local tax measures,



Proposition 1B, Proposition 84, Community Development Block Grant (CDBG), and numerous other grants

**We are committed to being accountable and sharing ownership of the product and service.**

We believe that successful projects are the result of a well-managed and motivated team. Our team members possess a proven ability to establish and implement best practices, maintain continuity and flexibility, and deliver timely responses. We offer accessibility to a network of experts to address unique needs.

**We believe in doing the job right the first time.** Our commitment to providing excellent customer service has gained us repeated clients and contracts. We understand the challenges and requirements of municipal governments since many of our staff have held senior and executive management positions with California cities, including Public Works Directors, City Engineers, Capital Project Managers, and Construction Managers. This background and experience are important because document preparation will require a high level of interaction with the state project managers.

ESS is the right team to provide consulting services for identifying and securing grants, finalizing funding agreements and monitoring funding compliance. We work as your partner, incorporating grant funding conversations in the process of each project as early as

**We strive to *exceed* expectations, not just meet them.**

possible in order to maximize the potential for planning grant funding as well as implementation grand funding. Proprietary tools, such as our Work Plan Structure (WPS), in conjunction with our team's extensive experience and relationships with funding agencies, make this process easy.

Furthermore, ESS has deep-rooted connections with personnel from several State and Federal funding agencies, which allows ESS to provide valuable information such as funding priorities to our clients. **We have established relationships with the following agencies that allow us to be your best advocates to receive funding:**

- DOT/FHWA
- FEMA/CalOES Pre-Disaster Mitigation and Hazard Mitigation Planning
- Caltrans – various Districts
- AQMD
- CARB
- EPA
- US Energy Commission
- CA Department of Parks and Recreation
- California Natural Resources Agency
- Various Conservancies/Non-profit advocacy organizations

## References

As demonstrated in our scope of work and approach, our key services at ESS align directly with all services identified in the RFP. We understand that the City several key transportation, streets, traffic, facilities, parks and open space, community development, planning, police and fire improvements and vehicle purchasing projects in the City's CIP. ESS team members bring their extensive experience in developing and managing CIP programs to develop successful grant applications on behalf of our clients.

The below table provides a quick glance of our experience in preparation of grant applications for similar projects:





*Proposal to Provide  
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Agency	Projects	Funding Sources	Value (millions)
City of Arvin	WWTP upgrade, RW	DWR, BOR, CalRecycle	\$ 30.80
City of Belvedere	Sea Level Rise, Erosion Control	Dept of Parks, FEMA/BRIC	\$ 26.00
City of Carlsbad	Parks, SCADA, Street Impr.	CPF, CalRecycle, ATP, HSIP, SWRCB	\$ 14.80
Central Basin Municipal Water District	Multiple RW Projects	SWRCB, Prop 13,68	\$ 19.90
Chino Basin Muni Conservation District	Channel Diversion	BOR, MWD	\$ 1.00
City of Colton	Reservoir	FEMA/CalOES	\$ 6.00
City of Commerce	Traffic Signal Coordination	HSIP	\$ 1.00
Coachella Valley Water District	AMI, Stormwater	WIFIA, FEMA, BOR	\$ 58.50
County of San Diego	Drought Resiliency Planning	DWR	\$ 0.13
City of Downey	Water Quality	SWRCB	\$ 8.00
EVMWD - JRC	RW, Treatment, Water Repl	Community Project Fund	\$ 4.90
Desert Water Agency	Water/Energy Efficiency	BOR	\$ 0.60
City of Fort Bragg	Water Supply Pipeline & Reservoir	DWR/SWRCB	\$ 19.50
City of Hemet	Flood, Energy, Water, Sewer, Traffic	SWRCB, LPP, HBP, Prop 68	\$ 28.00
City of Indian Wells	Stormwater	DWR, CFP	\$ 5.80
City of Irvine	Multiple Projects	ATP, HSIP	\$ 2.00
City of Long Beach	Complete Street Project	LPP	\$ 2.88
Long Beach Water Department	Parks, AMI, Wells, RW, Security	BOR, SWRCB, FEMA	\$ 7.75
Mission Springs Water District	Water/Energy Efficiency	BOR	\$ 0.30
City of Newport Beach	Emergency Management	FEMA/Cal EMA	\$ 9.00
Olivenhain Water District	AMI	BOR	\$ 0.50
Orchard Dale Water District	Seismic Retrofit	FEMA/CalOES	\$ 3.00
City of Palm Springs	WWTP, Cogen Project	SWRCB SRF/GPR	\$ 37.00
City of Petaluma	AMI, RW	DWR	\$ 11.65
City of Redwood City	RW & AMI	SWRCB	\$ 7.00
San Bernardino Associated Government	Energy/GHG Reduction	TIRCP/DOT	\$ 39.20
San Bernardino Municipal Water Department	RW, Water & Sewer	FEMA, SWRCB, BOR, DWR	\$ 33.30
City of Sacramento	Parks, Water & Sewer, SW	EPA, Parks, BOR, SWRCB	\$ 13.10
City of Santa Ana	RW, Energy, Water, Sewer, Parks	Various	\$ 76.76
Santa Clarita Valley Water Agency	AMI, Wells, PFAS	BOR, Title XVI, FEMA	\$ 9.36
City of San Clemente			\$ 0.13
City of Seal Beach	Sand Replenishment	Community Projects	\$ 16.10
South Coast Water District	Water & Sewer	SRF, BOR	\$ 103.00
Turlock Irrigation District	Parks, water/energy, Dams	Parks Dept, FEMA, BOR	\$ 20.00
City of Tustin	Multiple Projects	ATP, HSIP	\$ 3.00
Valley Sanitary District	WWTP & RW Expansion	WIFIA, Prop13 & 68	\$ 45.84
City of Vista	Sewer, Streets	Prop 84, EPA, HSIP, SWRCB	\$ 64.00
City of Wildomar	SW, Bike Trails, Streets	FEMA/CalOES, ATP, HSIP	\$ 2.70
Water Replenishment District	Sea Water Intrusion, PFAS	BOR, DWR, SWRCB	\$ 2.06
San Diego County Water Authority	Utility Protection, Seismic Retrofit	FEMA	\$ 50.00
Monterey One Water	Sea Level Rise	FEMA	\$ 3.10
City of Huntington Beach	Trail Restoration	CA Department of Parks and Recreation	\$ 0.38
<b>TOTAL</b>			<b>\$ 788.05</b>

**Grant Writing Services City of Indian Wells, CA**

ESS has been working closely with the City’s Public Works Department to identify potential projects and grant opportunities for funding. ESS has been responsible for preparing and submitting applications for the following successful grant awards:



Grant Amount	Funding Agency	Program	Projects
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<b>\$5,000,000</b>	Community Project Funds	Community Project Funds	Channel Lining Project
<b>\$200,000</b>	FHWA	SS4A	Safety Action Plan
<b>\$600,000</b>	Department of Water Resources	Prop 68	Channel Project

**REFERENCE:**

**Dina Purvis, Public Works Manager**

**760-346-2489, [dpurvis@indianwells.com](mailto:dpurvis@indianwells.com)**

**Grant Writing, & Compliance Services, City of Santa Ana Public Works Department, Santa Ana, CA**

ESS was selected to provide needs assessment, grant identification, grant writing and compliance services for the City of Santa Ana’s Water and Sewer services Department. ESS started by reviewing the City’s CIP and unfunded projects and developed a funding plan by identifying grants. To date, ESS has prepared successful applications for a variety of utilities, streets and parks for the following projects:



<b>Grant Amount</b>	<b>Funding Agency</b>	<b>Program</b>	<b>Projects</b>
<b>\$387,000</b>	U.S. FTA	All Stations Accessibility Program (pending)	ADA Improvements at Regional Transportation Center
<b>\$2,199,000</b>	California Dept. of Transportation	Clean California Grant Program Cycle 2	Walnut Street Urban Greening Project
<b>\$2,250,000</b>	California Natural Resources Agency	Land and Water Conservation Fund	Flower Street Park
<b>\$1,500,000</b>	Bureau of Reclamation	Water Energy Efficiency	AMI System
<b>\$3,000,000</b>	Bureau of Reclamation	Drought Contingency	3 Well Projects
<b>\$3,500,000</b>	IRWM	SAWPA	Well design and construction
<b>\$75,000</b>	SWRCB	Prop 13	Water Recycling Master Plan
<b>\$25,200,000</b>	SWRCB	DWSRF, CWSRF	AMI, Septic to Sewer, Well Rehabilitation
<b>\$100,000</b>	IRWM	SAWPA	Well design
<b>\$400,000</b>	Bureau of Reclamation	Irrigation Improvements	Residential Rebates
<b>\$2,500,000</b>	SWRCB	CWSRF	Septic to sewer





<b>\$300,000</b>	CalOES	Community Power Resiliency	Emergency Generator
<b>\$1,000,000</b>	CARB	Alternate Fuel Program	CNG Fueling Station
<b>\$1,000,000</b>	SCE	Charge Ready	EV charging Stations
<b>\$300,000</b>	Bureau of Reclamation	Water Energy Efficiency	Hydropower Modifications
<b>\$500,000</b>	Bureau of Reclamation	Water Energy Efficiency	Solar Panel Installation
<b>\$200,000</b>	Bureau of Reclamation	Small Water Efficiency	Turf Removal Rebate
<b>\$1,500,000</b>	Bureau of Reclamation	Drought Resiliency	PFAS Treatment Plant

**REFERENCE:**

**Nabil Saba, PE / Executive Director of Public Works**

**714-647-3380, [nsaba@santa-ana.org](mailto:nsaba@santa-ana.org)**

**Grant Identification and Writing Services, City of Carlsbad, CA**

ESS was selected for the as-needed grant writing services for the City and has been successful in award of over \$14.8 million in the last two years. ESS coordinated with U.S. Congressional Representative, Mike Levin’s office and the City of Carlsbad in preparing an application for its Veterans Memorial Park Project under the Community Project Funds funding opportunity. The Project was a high priority project for the City and its residents as the Project commemorates veterans and provides several recreation facilities. ESS assisted the City in identifying and developing a project description that highlighted eligible funding elements for the City’s Veterans Memorial Park Project. ESS prepared the budget, schedule, and public outreach efforts that ranked the project for award. The Project was submitted to Community Project Funds in 2022 and was completed in March 2022. ESS has acquired funding through community project funds, SWRCB’s CWSRF, and FHWA’s HSIP program for the projects listed below.



<b>Grant Amount</b>	<b>Funding Agency</b>	<b>Program</b>	<b>Projects</b>
<b>\$9,000,000</b>	Community Project Funds	Annual Allocation - 2022	Veterans Park
<b>\$5,000,000</b>	Community Project Funds	Annual Allocation - 2021	Neighborhood Revitalization
<b>\$4,600,000</b>	SWRCB	CWSRF	SCADA System
<b>\$4,000,000</b>	NOAA, DOT, EPA	PROTECT, ICARP,	Road realignment, climate change impact mitigation



\$1,200,000	FHWA	HSIP	Multiple Projects
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**REFERENCE:**

**Jason Haber / Intergovernmental Affairs Director**

**442-339-2958, [Jason.Haber@carlsbadca.gov](mailto:Jason.Haber@carlsbadca.gov)**

**Grant Writing Services, Long Beach Water and Public Works Departments, Long Beach, CA**

ESS has been providing grant assistance services for each of the listed agencies that started with a needs assessment and review of the agency’s CIP projects and unfunded projects. ESS presented a funding strategy and matching opportunities to projects that was approved by the Long Beach Water Department (LBWD). ESS has secured funding for LBWD from CalOES, and the Bureau of Reclamation funding programs. Additionally, ESS provided grant writing services for the City’s Public Works department which ESS secured funding from FHWA as noted below.



Grant Amount	Funding Agency	Program	Projects
\$2,800,000	FHWA	HSIP, LPP	Street Widening & Pedestrian Improvements
\$300,000	CalOES	Community Power Resiliency	Generator Procurement
\$1,500,000	BOR	WEEG	AMI
\$4,200,000	BOR	DRP	4 Wells
\$75,000	FEMA	Training	Emergency Response Training
\$1,970,000	BOR	Title XVI	2 Recycled Water Projects

**REFERENCES:**

**Water Resources: Dean Wang, PE / Water Resources Manager, 562-570-2311, [dean.wang@lbwater.org](mailto:dean.wang@lbwater.org)**

**Public Works: Keith Hoey, PE, Assistant City Engineer  
562-570-6586, [keith.hoey@longbeach.gov](mailto:keith.hoey@longbeach.gov)**

**Subcontractors**

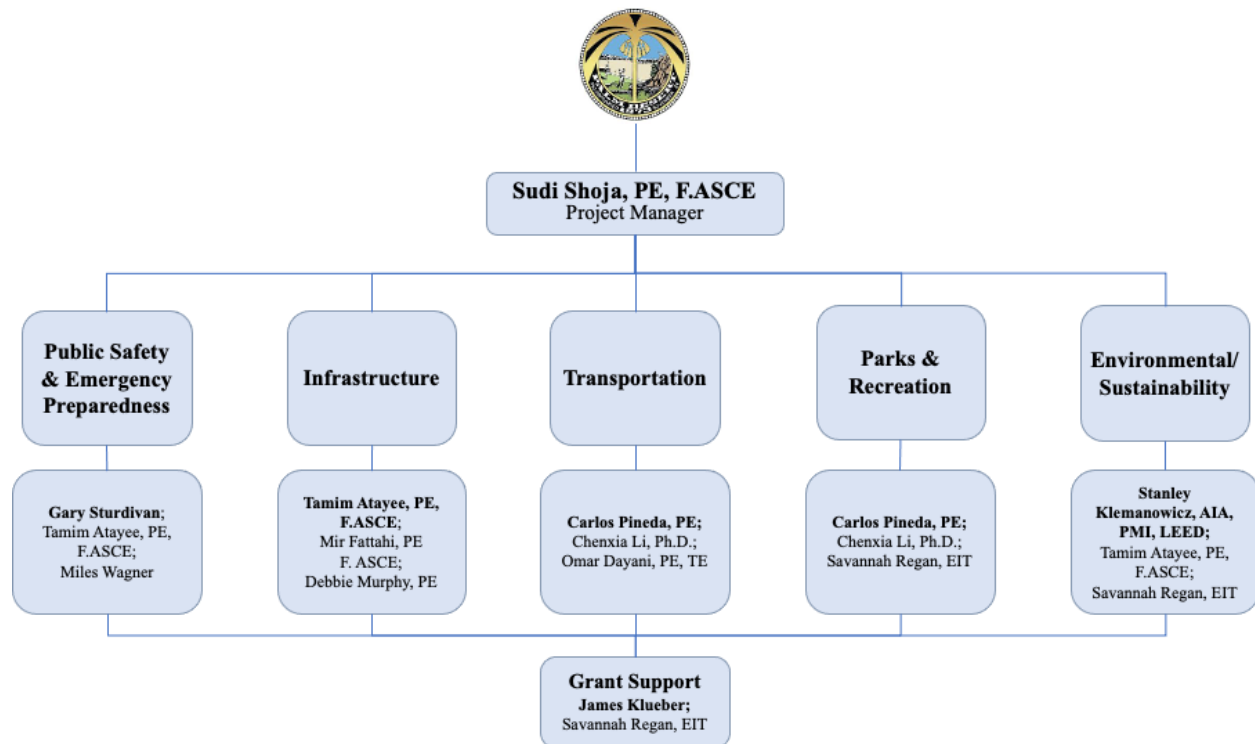
ESS is not proposing any subcontractors for this opportunity.



## C. Firm Staffing and Key Personnel

ESS will assign the staffing based on the requested project needs, grant funding source, and staff expertise and will receive the City's approval before assigning work to individuals. Sudi Shoja, will be the City's Project Manager/main point of contact and will assign the Project to the appropriate technical expert based on the grants need to prepare grant applications. James Klueber oversees all grant compliance related efforts such as reimbursements, and reporting. They will be available to the extent of the proposed project duration and will not be removed or replaced without written communications with the City. Technical experts will be brought in on an as needed basis.

Please see the below Organization Chart for key personnel and as-needed technical experts proposed to provide the scope of services identified in the RFP. Resumes for ESS' key personnel can be found below.





## **Sudi Shoja, PE, F. ASCE, Project Manager**

Sudi brings more than 40 years of municipal engineering, grant and fund management experience. She has an **extensive experience in securing and managing various federal, state and local funds**, gaining successful audits in all cases. She has been responsible for budgeting, scheduling and implementation of annual funds of over \$100 Million for various agencies. Moreover, she has also held **numerous leadership positions** and served on committees with regional and local government, professional associations and philanthropic organizations to advance regional planning, transportation, policy issues and local interests.

**Education:** M.S., Civil Engineering, Purdue University, 1983

B.S., Civil Engineering, Purdue University, 1979

**Registration:** Professional Engineer CA, 42958, 1986

**Years of Experience:** 40

The following are a sample of Sudi's success stories since 2012:

- Analysis of project information for the County of Orange resulted in submittal of two applications and award of an **additional \$1.2 Million** in HSIP funds.
- Identified Green Project Reserve (GPR) application for City of Palm Springs to bring in more than \$1.1 Million in grant funding.
- Award of over **\$47 Million** in greenhouse gas (GHG) reduction since 2016
- The 2012 HSIP Grant written for County of Orange was considered one of the **best examples** by Federal Highway Administration (FHWA) and posted on their website.

### **Relevant Experience**

#### **City of Carlsbad Grant Writing Services, Carlsbad, CA**

Responsible for meeting with various department directors and management staff to discuss projects and identify applicable grant funding. Develop funding strategies for every department, review project elements to match grant details. Prepare grant application packages for roadway alignment, climate change impacts, bikeway, pedestrian walkway and safety improvements along major city streets, procurement of a generator for City's Safety Center and implementation of the supervisory control and data acquisition (SCADA) system.

#### **Grant Writing Services, Multiple Projects, City of Hemet Water Department, Hemet, CA**

Responsible for preparation of grant application packages for more than \$10 million in grant and \$18 million in SRF loan for Automated Water Metering, master plans, water distribution system upgrades and sewer collection system on behalf of the City. Also responsible for program management, public works staff augmentation, and traffic engineering for the City.

#### **As-Needed Grant Writing Services, Public Works Agency, City of Santa Ana, Santa Ana, CA**

Responsible for identification of grant funding opportunities, preparation of a funding strategy that identified over \$42.4 million in grant funding. Responsible for successful grant applications and compliance-management services for grants from BOR, SWRCB, and SAWPA, CalOES, and LWCF. Additionally, Sudi and the ESS team acquired \$2.2 million for a urban greening project through Caltrans's Clean California Grant Program Cycle 2.

#### **Redlands Passengers Rail Program, San Bernardino, CA**

Responsible for fund management and grant writing for the \$280 million project. Grants submitted for TIRCP received over \$9. Sudi has prepared multiple other grants for DOT, FRA and FTA and manages all of the required reporting. Project management for all funding related





### **I-5 Widening Segment II – OCTA, CA**

Project Manager for preparation of the drainage report and structural evaluation for segment II of this 6.5-mile corridor improvement that adds several adding lanes on each direction including auxiliary lanes and ramp improvements.

### **OCTA – Master Plan of Highway (MPAH), Multiple Agencies, CA**

Preparation of multiple applications for MPAH Improvements, Measure M, and Growth Management Area Improvements for various arterials and intersections in cities of Santa Ana, Huntington Beach, Villa Park, and Lake Forest. Coordination with Caltrans and other neighboring jurisdictions.

### **As-Needed Grant Writing Services, City of Long Beach Public Works and Water Department, Long Beach, CA**

Responsible for identification of grant funding opportunities, preparation of a funding strategy and preparation successful grant applications for Bureau of Reclamation Drought Resiliency and Water Energy Efficiency Grant Programs, and Title XVI and compliance-management services for the Department. ESS has identified and applied for grants over \$10.8 million since 2018. ESS has also been responsible for successful award of \$2.8 million in LPP funds for the complete street improvements.

### **Grant Writing and Management Services, Seismic Retrofit of Steel Reservoirs and Drinking Water Line Replacement, FEMA/CalOES Hazard Mitigation Grant Program and DWSRF, San Bernardino Municipal Water Department,**

Responsible for preparation and submission of FEMA/CalOES HMGP grant application and management for Seismic Retrofit of Steel Reservoirs (\$5.6 million) and preparation of DWSRF applications and management for Seismic Retrofit of Steel Reservoirs (\$8.6 million) and Drinking Water Line Replacement (\$11.2 million) projects.

### **Grant Writing Services, City of Sacramento, CA**

Responsible for preparation of grants for a groundwater well, sump station rehabilitation, median landscaping, flood mitigation and stormwater project for a variety of State and Federal funding opportunities. Sudi's involvement in this contract has led to the successful award of several projects for the City to date.





## **Gary Sturdivan, Hazard Mitigation Planning Expert**

Gary has a vast knowledge in Emergency Management, Emergency Preparedness, Hazard Mitigation Planning, Vulnerability Assessment Planning, and updates, as well as Federal Emergency Management Agency (FEMA) documentation, FEMA reimbursement and has an extensive background with State Revolving funding, FEMA, and DHS Funding Programs.

**In the last 10 years, Gary has been responsible for successful write up and completion of 62 Hazard Mitigation Plans that received California Office of Emergency Services (CalOES) and FEMA approval.** He has also written 12 Emergency Response Plans in the last 7 years. Gary has an established relationship with CalOES & FEMA review team members.

Gary was a member of the USGS planning team for Golden Guardian 2008 and is one of the signers of the document and California, Shake Out. Gary has served as the Region 6 Chair of CalWARN and was the Vice-Chair of the CalWARN State Steering Committee for 6 years. Gary was also the editor of the American Water Works Association G-440 Emergency Planning Standard that was adopted by the National Institute of Standards and Technology and was the first Editor of the AWWA M-19 rewrite committee, which was released in 2016. Gary was a Beta Tester for the AWWA J-100 Risk Analysis and Management for Critical Asset Protection (RAMCAP), On-line training Module and Manual. The J-100 RAMCAP was later adopted by the U.S.E.P.A and FEMA as the tool for Risk Analysis and Management for critical Asset Protection. Gary has participated in the Southern Operation Center on various occasions and in the State Operations Center on two occasions. Gary used the FEMA HSEEP tools to organize the water/wastewater agencies in Riverside and San Bernardino Counties during the Statewide Golden Guardian exercise's starting in 2008. Gary is a speaker at various conferences throughout the nation on emergency issues, including speaking in front of the Department of Interior, with Secretary Kenneth Salazar and department heads at USGS headquarters in Washington D.C.

**Education:** B.S., Business Management and Business Administration, University of Phoenix – 2001

**Years of Experience:** 24

**Certifications:**

- FEMA ICS 100, 200, 700 and 800, Trainer
- FEMA ICS 300 and 400 Certified Trainer
- FEMA EOC Position Specific Certified Trainer
- California, Water Treatment Operator T-1
- California Water Distribution Operator D-1
- California Certified Trainer in G-611, "Water Desk Training"
- AWWA J-100 RAMCAP Certified
- ANSI/AWWA Standard G-440

### **Relevant Experience**

#### **COVID-19 Cost Recovery Reimbursements, City of Colton, Mission Springs Water District, Twentynine Palms Water District, and Hi-Desert Water District**

Assisted the above listed agencies with COVID-19 cost recovery applications for funding provided through the Coronavirus Aid, Relief, and Economic Security (CARES) Act. All applications are still pending approval by the various federal agencies.

#### **Director of Safety/Regulatory Affairs/Emergency Management and Grants, East Valley Water District, Highland, CA**

- Secured 42 FEMA Hazard Mitigation Grants totaling \$38,000,000 in FEMA grant funding's, over an 8-year period.



- Managed and directed CalOSHA Safety Programs to ensure District's compliance with all Federal, State, local laws, and regulations.

**FEMA/CalOES Grant Writing, City of Colton, San Bernardino Municipal Water Department, Orchard Dale Water District, CA**

- Led the effort to secure funding for each of the above agencies
- Negotiated the grant amount for the Orchard Dale Water District that resulted in an increase of \$1.5 million

**Hazard Mitigation Plans, Grant Writing and Training, Yucaipa, CA**

- Hazard Mitigation Plans. American Water Infrastructure Act (AWIA)
- Hazard Mitigation and PDM grants
- FEMA Training ICS- 100, 700, 300, 400, 200, 800. Emergency Response Planning

**Local Hazard Mitigation Plans, Cities of Colton, Twenty-Nine Palms, and Villa Park CA**  
Responsible for successful preparation of Hazard Mitigation Plans that received CalOES and FEMA approval within the scheduled time and budget.

**Local Hazard Mitigation Plans/Grant/Training, Bighorn Desert View Water Agency, CA**

- Secured Hazard Mitigation Grant for the Agency
- Responsible for successful preparation of a Hazard Mitigation Grants that received an award of \$ 2.5 Million to capture flood water run-off to re-charge the underground aquifer
- Responsible for award of funding to Mitigate freezing and flooding to water wells and booster stations in the amount of \$100,000.

**Local Hazard Mitigation Plans/Grant/Training, Hi-Desert Water District, Yucca Valley, CA**

- Secured Hazard Mitigation Grant for Hi-Dessert Water that allowed the Agency to write and obtain an approved Hazard Mitigation Plan
- Prepared the Hazard Mitigation Plan for District
- Completed Emergency Response Plan that received the Board of Directors approval

**Local Hazard Mitigation Plans/Grant/Training, Multiple Agencies, Twentynine Palms Water District, Contra Costa Water District, Cucamonga Valley Water District, Yucca Valley, CA**

- Successful preparation of Hazard Mitigation Plan that received CalOES and FEMA approval
- Prepared Emergency Response Plan (ERP) that received Board of Directors approval
- Trained District staff on the use of the ERP. Conducted FEMA 100, 700, 300 and 400 certification training and conducted an Emergency Response Table-Top exercise.
- Conducted FEMA Training classes and conducted a Table-Top Emergency Response Exercise



## **Miles Wagner, FEMA/CalOES GIS Specialist**

Mr. Wagner has over 40 years of emergency management experience in law enforcement, emergency management, Red Cross services, and geological investigations. Mr. Wagner has served at several key positions such as the Emergency Services Officer of San Bernardino County, the Sergeant Deputy Sheriff at the Washoe County Sheriff's Department, as the Support Services Supervisor at the City of Colton Police Department, and as a member of the Board of Directors for American Red Cross of the High Desert Chapter. He has complimented these experiences by also becoming a Certified Emergency Management Specialist, a Geographic Information Services Specialist, an instructor with the California Specialized Training Institute, an Operations SOG/ConOps Developer, and HSEEP Developer.

Mr. Wagner has led numerous emergency response campaigns as the Emergency Services Officer including the 2003 Bark Beetle Emergency, the 2003, 2005, 2007, 2009, and 2016 Fire storms, 2003-2020 winter weather events, and 119 additional real-world emergency operations since 2003 with each event lasting an average of eight days.

### **Relevant Experience**

#### **Cyber Security Funding, multiple agencies: County of San Diego, San Diego Water Authority, Elsinor Valley Water District, City of Carlsbad, CA**

Miles has been reviewing and assisting the above agencies to prepare to benefit from State grants.

#### **Emergency Services GIS Specialist**

Mr. Wagner has been responsible for creation and development of the Geographic Information System (GIS) Unit within the Office of Emergency Services. This program provides GIS services during normal operations as well as OES activations within the County. The GIS Unit also provides GIS support to federal Incident Management Teams upon request outside the County. Systems to allow rapid and comprehensive damaged structures and infrastructure are under development and in the field-testing stage. Among many, his experience includes mapping the San Fernando Earthquake and the Salt Wells Valley/Paxton Ranch Earthquake Sequence surface rupture, field exploration in the Calabasas and west Los Angeles areas, and threat and hazard analysis for Washoe County, Nevada and San Bernardino County, CA.

#### **Plans and Guidelines Development**

Mr. Wagner has authored several Plans and Guidelines for several programs within San Bernardino County including:

- The FEMA required Multijurisdictional Hazard Mitigation Plan (Updated and approved by FEMA every five years) requiring coordination between five separate jurisdictions during the planning and writing process. Additional coordination was conducted with other political jurisdictions within the County to ensure their MJHMP's are updated every five years.

**Education:** B.A. Business Administration, Trinity College and University - 1991, A.A. Geology and Criminal Justice – Pasadena City College, 1972

**Years of Experience:** 40+

**Affiliations:**

- Certified EOC Responder
- Federal MIT Member
- ESRI Conference Presenter



- Department Emergency Operations Plan (DEO) development and implementation. This program requires all County departments to develop a Department Emergency Operations Plan, train and maintain key personnel to operate within the DEOP during emergencies, and conduct other activities related to the DEOP. Development requires coordination between key Department personnel and OES during the year to ensure plans are maintained and updated. Training materials are developed, and training of participating staff is performed. Programs, policies, laws, and regulations are reviewed and recommendations for changes are made.
- The Flood Area Safety Taskforce Standard Operating Guidelines (FAST). FAST is updated at least twice a year. This program ensures key County Departments and other cooperating state, and federal agencies are prepared to respond to and assist the residents of the County during potential flood incidents.
- The Fire Management Assistant Grant Program (FMAG) Standard Operating Guidelines. This SOG guides the completion and submission for a FMAG grant in the early stages of a potentially significant wildland fire. FMAG when approved can reimburse County Fire for up to 75% of fire suppression costs.
- The original Family Disaster Guide in 2005 for the Bark Beetle Emergency in San Bernardino County. This guide is updated and republished as needed by San Bernardino County.
- StormReady certification from the National Weather Service. This program provides a discount for those persons purchasing flood insurance through the National Flood Insurance Program. StormReady was first approved in 2008 and is renewed every three years.

Mr. Wagner also has over 50 years for experience as a first responder in emergency management, law enforcement, and fire services. His experience includes 119 Real world EOC activations or incidents since May 2003 and many exercises. Incidents worked include Fire, Controlled Burn, EQ, Flooding, High Winds, Hospital Evacuation – Hazmat, Insects/Drought, Pandemic, Power Outage - Excessive Heat, Pre-Planned Event, Satellite Reentry, Terrorist Attack, Traffic Incident, Train Derailment Virulent Bird Disease, and Water Contamination.

### **Sergeant Deputy Sheriff**

Experience included supervising and training deputies, field training, review of field performances, reports and other written work products and conducting annual employee performance evaluations. He was also instrumental in forming the Crime Analysis Unit for the Department. This 3-year project resulted increasing functionality of crime analysis unit (CAU), developing patterns, and recommending strategies to apprehend offenders.



## **Tamim Atayee, PE, F. ASCE, Infrastructure Funding Expert**

Tamim is a registered professional engineer with 31 years of experience. Tamim works as a technical expert for grant applications that involve expertise in hydraulics, hydrology, water resource engineering, flood hazard mitigation, scour, sediment transport and stormwater management. He is a skilled designer and a capable manager and has authored many technical papers. Tamim is experienced in both numerical and physical modeling of hydraulic problems and has, amongst other things, developed hydrology and hydraulics software used as standards in the industry. As a subcontractor to the Western US Technical Evaluation Contractor to FEMA, he reviewed several map revision processes, such as Letters of Map Revisions, for projects that impacted flood hazard areas. On the other end of the process, as the technical representative for applicants, he successfully secured approval of several map revisions for land developers, public agencies, and mine property owners.

Tamim's expertise and knowledge assist us in preparation of high-quality technical reports for grant applications that result in minimal comments and expedited review of applications.

The following are Tamim's experiences and skills:

- Expert in preparing FEMA related grants
- Technical expertise that lend to writing highly qualified & credible reports for grant applications
- Trusted expert working with various Caltrans districts GPR application
- Extensive experience in hydraulics, hydrology, water resource engineering, flood hazard mitigation, scour, sediment transport and storm water management.

### **Relevant Experience**

#### **FEMA Grant Applications, San Bernardino Municipal Water Department, San Bernardino, CA**

Responsible for review of agency documents and preparation of a successful grant application for four water steel tanks. Preparation of technical sections and interpretations to match the funding. Development of required technical documents for the Benefit Cost analysis.

#### **FEMA Grant Applications, City of Colton, and Orchard Dale Water District, CA**

Responsible for review of agency documents and preparation of a successful grant application for seismic retrofit of the water tank. Preparation of technical sections and interpretations to match the funding. Development of required technical documents for the Benefit Cost analysis.

#### **Education**

MS Civil Engineering – Water Resources,  
The George Washington University

BS Civil Engineering, Old Dominion  
University

**Registered Professional Engineer –**  
California, Colorado, Virginia

**Years of Experience: 31**

#### **Professional Affiliations & Awards:**

- Instructor of Excellence (2009, 2010, 2011, 2012)
- National Highway Institute Fellow (F.ASCE)
- American Society of Civil Engineers (ASCE)
- Distinguished Engineering Educator Lifelong Learning Award,
- Outstanding Engineering Merit Award, Orange County Engineering Council
- Outstanding Engineer of Merit Award, American Society of Civil Engineers, Orange County Branch
- Outstanding Civil Engineer in Community Service, American Society of Civil Engineers, Los Angeles Section
- California Emergency Services Association (CESA)





**FEMA Grant Applications, Coachella Valley Water District, Coachella Valley, CA**

Responsible for review of agency documents for the two regional storm drain projects and preparation of successful phase I grant applications. Preparation of technical sections and interpretations to match the funding. Development of required technical documents for the Benefit Cost analysis.

**Flood Assistance Grant Program, City of Wildomar, Wildomar, CA**

Prepared Benefit Cost Analysis (BCA), technical reports, cost estimate and all back up documentation to prepare two successful application for stormwater projects.

**Sustainability Grants, Port of long Beach, Long Beach, CA**

Responsible for preparation of technical documents and all the necessary justifications for a sustainability grant funded by Homeland Security. Review of agency documents, preparation of cost estimates, back up documents, exhibits and other information as needed.

**Storm Water Grants, Turlock Irrigation District, Turlock, CA**

Technical expert in development of successful grant application for District's priority project in the amount of \$16.5 million. Review of District documents and recommendations and preparation of grant sections to meet the funding goals.

**Otay River Bridge, San Diego, CA**

Provided hydrologic, hydraulic and scour engineering services to assist with the design of the new State Route 125 Toll Road Bridge over Otay. The objective of the project was to characterize the hydraulics and scour potential and develop countermeasures to sustain the erosive forces to which the bridge substructure would be subjected.

**Alta La Jolla Restoration, San Diego, CA**

Responsible for independent assessment of the hydrologic, hydraulic and channel stability of outlet channel of a storm drain system in the private development, Alta La Jolla in San Diego, California. The objective of the project was to characterize the drainage and develop a concept to stabilize the eroded outlet channel.

**Caltrans Drainage Law & floodplain Issues Course Development & Delivery, CA**

Responsible for development of two one-day courses and delivery to various Caltrans Districts in the state. Class material was developed for highway designers to discuss hydrology and hydraulic & identify issues pertaining to floodplains and effective discharge, minimize liability to public agencies short courses for FHWA, and Caltrans.

**Caltrans Expert Services, San Bernardino Office of Caltrans San Bernardino County, CA**

Provided expert witness services for a successful conclusion including forensic analysis of the historical records for hydrology, hydraulics and sediment transport for the flood damage analysis of Lobecks Pass in a lawsuit case against Caltrans by Pacific Gas & Electric Company.





## **Carlos Pineda, PE, Infrastructure Funding Expert**

Carlos is a registered civil engineer in the State of California with over 38 years of experience in civil engineering and project management. He has extensive experience working for both private and public sectors. His private sector design experience covers a wide range of projects including residential master planned communities and “in tract” residential improvements. His public works design experience covers a wide variety of projects including the improvement of major arterials, secondary highways and collectors, flood control and drainage projects, ADA retrofit, and safe routes to school projects.

### **Relevant Experience**

#### **Trail Restoration Project, City of Huntington Beach, CA**

Carlos has been responsible for successful development of a conceptual plan for the Shipley Park trail project that met the approval of the Parks Board members. Carlos then prepared the application for the California Department of Parks and Recreation

#### **Multiple Parks and Recreation Projects, City of Santa Ana, CA**

Responsible for preparation of cost estimates and narratives for successful grant application for multiple projects for the City resulted in funding from LWCF and Urban Greening funding.

#### **LOSSAN Corridor, Peer Review, Hydrology & Hydraulics, San Diego, CA**

As part of RailPros Team, Carlos has been providing peer review on Civil engineering plans for several portions of the LOSSAN Corridor project.

#### **Metro- Metrolink Station Location Studies, Los Angeles, CA**

ESS served as a sub consultant and provided site study and study the utility constraints involved. This study included four stations and multiple alternatives for each location. The utility study included coordination with various stakeholders such as cities, and SCE. ESS also prepared a grant strategy for Metrolink.

#### **Recycling Water Projects, Central Basin Municipal Water District, CA**

Responsible for preparation of 3 application packages for cities of Downey, Southgate and Bell Gardens. Developed cost estimate and the grant application for submittal on behalf of the agency.

#### **Senior Project Manager – Community Development/Transportation (Stantec)**

As a Senior Project Manager, he was responsible for the marketing of Engineering Services to municipalities and other private clients such as developers, builders, and architects. Responsible for the management of Projects including close coordination with clients and with the Project team, responsible for executing the project, producing, and submitting deliverables and meeting the budget and schedule established in the contract.

Supervised engineers in the preparation of Plans, Specifications and Estimates (PS&E) for the construction of Civil Engineering projects, including residential subdivisions, public works projects and community parks. Provided Quality Assurance and Quality Control for the Projects. Also,

**Education:** MS, Civil Engineering – Structures, California State University, Long Beach

MBA, Business Administration, University of Phoenix

BS Civil Engineering (Cum Laude), Virginia Polytechnic & State University, Blacksburg, Virginia

**Years of Experience:** 38+

#### **Registrations:**

- Professional Engineer, California (38639)
- LEED Accredited Professional, U.S. Green Building Council
- Qualified Stormwater Pollution Prevention Plan Practitioner (California)
- Qualified Stormwater Pollution Prevention Plan Developer (California)



provided clients with engineering support during the Construction Phase of the projects, including responding to RFI's, plan revisions, review of submittals etc.

**Sample Projects:**

- Butterfield Stage Road Phase III Improvements, Temecula
- Lincoln Park ADA and Landscape Improvement Project, Pomona
- Boys and Girls Parking Lot Improvements, San Clemente
- Camino De Los Mares Improvements, San Clemente
- Cress Street Sidewalk and Retaining Wall Improvements, Laguna Beach
- Queda Way Drainage and Retaining Wall Improvements, Laguna Beach
- Village Pond Park Improvements, Lake Forest
- NW Open Space Park, San Juan Capistrano
- Avella Apartments, Irvine, The Irvine Company
- Los Serranos Infrastructure Improvements -Safe Routes to Schools Program Phase 3, Chino Hills
- Project Manager for Various CIP Projects for the City of Pomona

**Director of Engineering (CivilSource)**

As a Director of Engineer was responsible for the marketing of Engineering Services to municipalities and other private clients. Responsible for the management of Projects including close coordination with clients and with the Project design team, responsible for executing the project, producing, and submitting deliverables and meeting the budget and schedule established in the contracts. Supervised engineers in the preparation of Plans, Specifications and Estimates (PS&E) for the construction of Civil Engineering Public Works projects. Responsible for providing quality assurance and quality control for all projects. Also, provided clients with engineering support during the Construction Phase of the projects, including responding to RFI's, plan revisions, review of submittals etc. Assisted in providing civil engineering assistance to Cities as part of Staff Augmentation, this included providing engineering advice and plan checking for ongoing permit applications.

**Sample Projects:**

- Cerritos Avenue Widening Project, City of Cypress.
- SR2S Hermosa View Improvements, Hermosa Beach
- Retaining Wall Improvements – Moulton Parkway, County of Orange
- Mermaid St. Sidewalk and Retaining Wall Improvements, Laguna Beach
- Project Manager for Various Projects for the City of Laguna Woods. – Staff Augmentation



## **Omar Dayani, PE, TE, Transportation Funding Expert**

With more than 32 years of project management experience, Omar has completed more than \$200 Million worth of capital improvement projects and received numerous project awards for his efforts while serving as the Traffic Engineer for the City of San Marcos.

He has strong managerial skills and proven experience in traffic engineering practices, as well as capital improvement and land development procedures and guidelines. He developed one of the most advanced traffic management and traffic signal systems in the state. Omar is well-versed in managing projects with federal, state and local funding. He is also experienced with federal, state and local grant programs and the appropriate processes by which to prepare various grant applications.

Omar is a skilled problem-solver who elevates his teams and consistently brings feasible and creative solutions to project leadership. He has extensive experience conditioning and reviewing land development projects and scoping various CIPs. He has established excellent working relationship with City staff, adjacent public agencies, Caltrans, SANDAG (MPOs), major developers, contractors and resource agencies in the region. He is also knowledgeable in storm water and water-quality programs and design.

**Education:** B.S., Civil Engineering, West Virginia Institute of Technology, WV

**Registration:**

- Registered Civil Engineer, California, 59972
- Registered Traffic Engineer, California, 16171
- Professional Transportation Operation Engineer, California

**Years of Experience:** 32+

**Memberships:**

- American Public Works Association (APWA)
- American Society of Civil Engineers (ASCE)
- WTS International (WTS)
- Construction Management Association of America (CMAA)
- California Emergency Services Association (CESA)

### **Relevant Experience**

#### **LA Metro Highway Program Support Services, Los Angeles, CA**

Funding Consultant to provide funding strategies, prepare grant application packages and monitoring of grants.

#### **City of Carlsbad, Carlsbad, CA**

Preparation of multiple roadway improvement grant applications including HSIP, PROTECT, NOAA, and ICARP for road realignment, pedestrian and bike safety projects, climate change mitigation projects.

#### **As-needed Traffic Engineering Services – Multiple Cities, CA**

Provided traffic engineering services including design of federally funded projects, plan check of development projects, review of citizen requests, preparation of grant applications on an as-needed basis for cities of Hemet, Wildomar and Villa Park.

#### **As-Needed Consulting Services, San Diego Association of Government, San Diego, CA**

Responsible to provide funding strategies, prepare grant application packages and monitoring of grants.



### **City of San Marcos, CA**

- Successfully managed and prepared numerous federal, state and local grant requests obtained more than \$60 Million in federal and state grants for the City of San Marcos. Managed numerous special projects such as Inland Rail Trail, and Creekside Marketplace.
- Management of the Traffic Engineering Section and all related activities.
- Managed more than 175 capital improvement projects ranging from ITS and shopping centers and street improvements to rail and rail trails.
- Serving as the City Traffic Engineer with extensive involvement in traffic circulation elements, ITS projects, traffic signal systems including design and operation of traffic signals, central monitoring systems, traffic signal adaptive systems, and wireless and fiber optic interconnect.
- In charge of traffic safety issues and preparation of reports and monthly presentations to the City Commission.
- Representing the City of San Marcos at SANDAG, Caltrans, NCTD, County of San Diego and other adjacent Jurisdictions, establish good working relationship with key members of San Diego County's public and private sectors.
- Prepared and reviewed numerous technical reports such as traffic studies and reports to the City Council and various commissions.
- Prepared annual capital improvement projects (CIP) budget for five years.

### **City of Poway, CA**

- Prepared numerous federal, state and local grant applications.
- Managed more than 45 capital improvement projects including reclaimed water system, water treatment plant, water reservoirs and other specialty capital project.
- Served as construction manager for numerous Capital Improvement Projects. In-house designed several relatively complex projects.
- Managed the AutoCAD and Soft Desk design activities.
- Assisted the traffic engineer with traffic safety and traffic circulation issues, and was assigned to Land Development section for two years



## **Stanley Klemanowicz AIA, PMI, LEED, Facility and Energy Conservation Funding Expert**

Stan brings more than 25 years of hands-on experience in architectural design and project delivery within time and budget on many public and private projects. As a Leadership in Energy and Environmental Design (LEED) Professional, he has directed sustainability and led project teams in exceeding desired green building accreditation levels. He has been responsible for completion and approvals of ongoing design and value-engineering, preparation of construction documents, permitting, and funding details. Stan's extensive experience in the design field has allowed him to be a technical expert for all energy-related grant pursuits. Stan has been dealing with various utility providers and Air Quality Management District (AQMD) and other funding agencies directly and has first-hand knowledge of the available grants and their requirements. The following are a sample of Stanly's experiences and skills:

- Expertise in evaluation of facility design improvements to meet funding requirements.
- Responsible for design and renovation of facilities to obtain LEED Platinum and Gold
- Proven track record in providing Construction Management & funding

**Education:** BS, Architecture, The City University of New York

**Registration:** Licensed Architect, CA, NY, NJ

**Years of Experience:** 25+

### **Memberships:**

- American Institute of Architects (AIA)
- National Council of Architectural Boards (NCAB)
- National Institute of Building Sciences (NIBS)
- United States Green Building Council (USGBC)
- Commissioner: City of Redondo Beach, Uniform Codes Commission (UCC)
- Project Management Institute (PMI)

### **Relevant Experience**

#### **Funding Resources Consultation Applications**

Federal and State funding, IRS EP Act 2005 Tax Credit, Utility company rebate and incentives.

#### **Statewide Utility Companies Energy Efficiency Program**

Savings by Design on behalf of Southern California Gas Company and Los Angeles Department of Water & Power, and Integrated Demand Side Management with Southern California Edison.

#### **Capital Improvement Program, City of Santa Monica, California**

Project Manager responsible for design and delivery of multiple capital improvement and major maintenance projects embracing State and City sustainability guidelines including: Police/fire headquarters, city hall, renovations, civic auditorium city pool, senior housing, parks facilities and animal shelter.

#### **California Task Force on Court Facilities, Los Angeles County**

Directed on-site surveys and evaluations of thirty courthouses in Los Angeles County for physical condition, life-safety, code compliance, functionality, security, accessibility, and space requirements as prerequisite for development of capital construction budget for master planning and new construction.



**Modernization Project - Los Angeles Unified School District (LAUSD)**

Responsible for design development and validation of project scopes and budgets, design and construction documents, DSA submittals, and project delivery methodology. Directed pre-construction efforts for 300 Measure K and BB Bond modernization projects of existing facilities with an aggregate value of projects exceeding \$50 million. Developed project delivery system for JOCS (Job Order Contract System), where over 100 projects were initiated in less than a year. Managed architect/engineer teams.

**Port of Los Angeles – Pier 400, Los Angeles, CA**

On-Site Project Manager, responsible for oversight of the design-build process for the design and construction of 18 office and gate facilities at the largest proprietary marine cargo terminal in America. Facilities included corporate offices, operations, and maintenance buildings. Cost of facilities exceeded \$60 million. Total cost of project - \$900 million.

**Construction Administration – LEED Silver Project Hollywood, CA**

Senior Construction Administrator for the Hollywood W Hotel & Residences, the largest LEED Silver project in Los Angeles County, a luxury hotel and residential development valued over \$360,000,000. Managed and directed the architectural design team of over fifteen consultants. Responsible for completion and approvals of ongoing design and value-engineering, preparation of construction documents, permitting, submittal reviews, requests for information, change orders, field observation, and project closeout.





## **Mir T. Fattahi, PE, F. ASCE Infrastructure Funding Expert**

Mir brings extensive experience in securing and managing grants of more than \$20 Million from the BOR, CA SWRCB & DWR. He is highly knowledgeable on water and sewer related funding pursuits and has successfully secured and managed funding and project implementation on behalf of various agencies.

He is experienced in directing projects and staff in fast-paced, results-oriented environments. Mir is an articulate communicator able to elicit outstanding performance from a diverse array of professionals. He has been highly successful in developing synergistic relationships to bring projects to completion on time and under budget, in part because of his strong leadership, organization, and communication skills.

Mir has more than 35 years of extensive experience in all facets of water and sewer engineering, planning, design and project management; budgeting, scheduling, contract administration, change order management, claim analyses and mitigation; biddability/ constructability review, development and implementation of quality assurance and control (QA/QC) procedures. He has led and managed major Capital Improvement Program (CIP) infrastructure projects in water/wastewater including recycled water for various agencies in Southern California.

**Education:** MS, Civil Engineering, CA State University Long Beach, CA, 1992

**Years of Experience:** 35

**Registration:**

- Registered Professional Engineer in CA 59465; Certified Cross Connection Control Specialist – USC
- General Engineering Contractor License “A” (#969080)
- Principals of Supervision
- Supervisor’s Academy Cross Connection Control – Certified by USC Foundation.
- Traffic Control, Trenching and Excavation

### **Relevant Experience**

#### **As-Needed Grant Writing Services, Coachella Valley Water District, Coachella Valley, CA**

Involved in preparation of successful applications to WIFIA for funding over \$50 Million for two projects and a successful application for Advanced Metering Infrastructure (AMI) demonstration project from BOR Funding.

#### **Grant Writing Services, Multiple Projects, City of Hemet Water Department, Hemet, CA**

Preparation of grant application packages for more than \$10 Million in grant and \$18 Million in SRF loan for Automated Water Metering, master plans. water distribution system upgrades and sewer collection system on behalf of the City.

#### **Storm Water & Recycling Grants, City of Downey, CA**

Identification & application of successful \$4 Million for stormwater quality project that ranked one of the highest for funding and a submittal of a grant application for a recycling project.

#### **Recycled Water Program, Project Manager/Engineer, Simi Valley, CA**

Project Manager/Engineer in charge of preparation of plans and specifications for recycled water connections, preparation of engineer’s report, cross connection testing and report, site supervisor training and issuance of certificate for Ventura County Waterworks District No. 8, City of Simi Valley.



**Recycled Water Program, Project Manager/Engineer Fontana, CA**

Project Manager/Engineer in charge of preparation of plans and specifications for local lateral connections, preparation of engineer's report, cross connection testing and report, site supervisor training and issuance of certificate for Fontana Water Company.

**Water and Reclaimed Water Systems, Project Manager Aliso Viejo, CA**

Project Manager responsible for design and preparation of construction plans, specifications, and cost estimates for Oak Grove water and reclaimed water systems. The project consists of approximately 10,000 acre-feet (AF) of water and reclaimed water pipelines designed for the Moulton Niguel Water District to be constructed in the community of Aliso Viejo. PVC and Ductile Iron Pipes were specified for this project.

**Recycled Water Program, Inland Empire Utilities Agency (IEUA), Project Manager, Chino, CA**

Program manager of the Agency's Recycled Water Program. Under his direction the recycled water use increased from 15,000 to 37,000 AFY in 2.5 years with a target of 50,000 AFY by the end of 2012. The program involved site investigation, preparation of retrofit plans, preparation of engineering report, and testing. Users of Recycled Water include farmers, schools, industrial entities, golf courses, parks, and commercial office landscape areas.

**As-Needed Grant Writing Services, Water and Sewer Department, City of Santa Ana, CA**

Participation in identification of grant funding opportunities, preparation of successful grant applications for BOR, SWRCB, Santa Ana Watershed Authority and many more. Also, assisted with compliance-management services for the City.

**Three Application Packages for Sewer Improvement Projects, City of Laguna Beach, CA**

Preparation of applications and coordination with State project managers to obtain approval for securing \$10 Million funding on behalf of the City. Projects involve upgrade of sludge export force main, treatment facility upgrades, and sewer line rehabilitation throughout the City.

**Water, Sewer and Reclaimed Water Transmission Pipeline Design, Project Manager, Laguna Hills, CA**

Project Manager in charge of the design, contract document preparation and construction management of the Wood Canyon water, sewer, and reclaimed water facilities for the Moulton Niguel Water District. The project consisted of 3 miles of water transmission pipeline, 2 miles of reclaimed water transmission pipeline, and 3 miles of gravity and force main sewers. Several pipe materials, including CML&C steel pipe, DIP and PVC pipe were specified based upon design requirements.



## **Chenxia Li, Federal Funding Expert**

Chenxia has over 20 years of experience and an extensive background in the capital planning process and in developing long-range capital improvement programs including regional and agency-wide transportation planning. She has successfully secured and managed various federal, state, and local funding measures including FTA/FRA/FEMA/Caltrans, Highway Rail Crossing Safety Account (HRCSA), Highway Safety Improvement Program (HSIP), High Priority Projects (HPP), Transportation community and many other grants.

**Education:** Ph.D. in Planning, University of Southern California, 1992

Master of City Planning, University of California at Berkeley, 1985

Bachelor of Engineering, Tongji University, Shanghai, China 1982

**Years of Experience:** 20+

Chenxia has been responsible for performing policy and financial analyses, negotiating agreements with FTA/FRA and other funding agencies, as well as the preparation and presentation of reports to agency board of directors.

Chenxia is highly skilled in identifying appropriate measures, policies and procedures to comply with federal, state, regional, and county laws, regulations, and environmental mandates.

### **Relevant Experience**

#### **San Bernardino GHG reduction Strategy, TIRCP 2018 Grant Application Package, San Bernardino County Transpiration Authority, San Bernardino, CA**

Responsible for development of a successful grant application package for two significant projects in the region, meeting with CalSTA, preparation of GHG reduction and all write up.

#### **Redlands Passenger Rail Project, San Bernardino County Transpiration Authority, San Bernardino, CA**

Funding expert responsible for preparation of TIRCP, PTC and FTA grants for the \$280 million project. Facilitated meetings with grant funding agencies, prepared agendas and presentation topics. Researched the available documents and prepared successful grant application packages. Advised on negotiations, grant agreements, and reporting needs.

#### **Grants Manager, San Diego North County Transit District (NCTD), Oceanside, CA**

Responsible for final QA/QC during the BOR WaterSMART Drought Resiliency Projects grant writing process and assisted with various research, mapping, and grant writing tasks in order to submit the application promptly. Worked on 4 applications simultaneously and submitted all applications successfully and on-time. Each application was for \$2 million in federal grant funding.

- Administered NCTD grant programs and managed grant staff. Performed strategic, programmatic, and detailed grants management of NCTD's federal, state, and local grant programs.
- Coordinated with the San Diego Association of Governments (SANDAG) to forecast grant revenues for five-year capital improvement program. Developed recommendations to assign the grant funds to the capital and planning projects.
- Worked with the Federal and State funding agencies for grant application/amendments/closeout. Managed grant programs for requirements compliance.



- Maintained grant database using the JD Edwards system to ensure accuracy and grant compliance.
- Prepared the required project progress reports, financial status reports, and grant closeout reports. Ensured timely processing grant billings; reviewed the project expenditures against the approved project scope and in compliance with federal, state and local funding requirements; and validated appropriateness of supporting documents and justifications.
- Developed and revised grant management procedures and the board finance policies.
- Responsible for the SAFE schedule and the required single audit schedules.
- Prepared responses to the FTA Triennial Review and Enhanced Technical Capacity Review.

### **Grants and Strategic Development Planner, Southern California Regional Rail Authority (SCRRRA)**

- Coordinated with FTA/FRA/FEMA/Caltrans on the grant administration, led FRA/Caltrans quarterly reviews, analyzed Federal and State transportation policies and funding programs, and communicated with staffers on grant issues.
- Worked with Engineering Department and Program Management Office on the programmatic issues pertaining to the capital rehabilitation and improvement projects, and prepared grant applications by closely working with the stakeholders. Participated in monthly project managers' meetings, worked with all necessary parties to ensure implementation of grant-funded projects in compliance with the grant requirements and grant contract provisions.
- Administered Federal and State grants; prepared the grant fact sheets to disseminate grant information; tracked contract commitments and expenditures; prepared project progress and financial reports; responded to the grantors' inquiries concerning grant compliance issues; performed the grant closeouts; and responded to the audit requests.
- Tracked grant balances; reviewed proposed changes to the project scope to ensure consistency with the funding agreements; reviewed and validated the eligibility of project budget reallocations by fund source and by project; and ensured the grant records being updated with a documented audit trail.
- Performed timely and comprehensive analysis of capital budget versus actual expenditures at the project level and program level, and performed monthly, quarterly, and year-end reconciliations.
- Maintained detailed grant records on all capital projects to ensure accuracy and integrity of the accounting records in the Oracle Financial System and reconciled the grant records.
- Participated in various cross-functional meetings and task forces within the agency to address capital budgeting, financial analysis, allocation initiatives, and other funding and capital activities.

### **Senior Capital Planning Specialist, Alameda-Contra Costa Transit District, CA**

- Worked with project managers to develop project scope, budget, financial plan, and delivery schedule to ensure the award of grants; prepared environmental documents for categorical exemptions; and managed the grants by closely working with the funding



agencies to ensure implementation in compliance with the grant requirements and the government regulations.

- Led agency's capital planning process and developed long-range capital improvement programs (Regional Transportation Plan, county's State Transportation Improvement Program, Countywide Transportation Plan and Measure B Reauthorization Expenditure Plan) and short-range capital plans.
- Administered agency's federal grant programs (2006-2011) and state grant programs (1995-2010); developed grant proposals, prepared grant applications, coordinated with the funding agencies to expedite award of grants; and performed post- award grant management.
- Communicated regularly with the agency Board of Directors and Executive Staff regarding funding issues, prepared and presented reports and Board items, and performed policy and financial analyses at the request of the Board Directors and General Manager.
- Provided fiscal oversight of the grant implementation, set up grants in the PeopleSoft Financial System, tracked funding commitments, reviewed and validated requisitions, monitored grant expenditures and balances at project level and in aggregate to ensure grant implementation on budget and on schedule, prepared project progress reports and financial reports.



## **James Klueber, Senior Grants Analyst**

James started his career as an analyst specializing in various water resource investments and is very familiar with Californian water law, water systems, federal/state/local management plans, and water infrastructure. He is a team player and brings his can-do attitude to work every day. Currently, his primary role at ESS is to provide grant compliance monitoring, QA/QC support for all grant applications and funding opportunities. His work ethics coupled with his passion for helping build stronger communities is demonstrated in his work and aligns with our ideals and qualities at ESS.

### **Education:**

MS, Environmental Sciences & Management, Cal Poly San Luis Obispo, CA (2023)

BS, Environmental Economics & Policy, U.C. Berkeley, CA (2018)

**Years of Experience: 6**

James is highly skilled in identifying appropriate measures, policies and procedures to comply with federal, state, regional, and county laws, regulations, and environmental mandates.

### **Relevant Experience**

#### **Local Partnership Program (LPP) Grant, City of Carlsbad and Long Beach, CA**

Responsible for final QA/QC during the LPP grant writing process and assisted with various research, mapping, and other tasks in order to submit the application fully and promptly.

#### **FEMA/CalOES Grant Applications, Cities of Pasadena, Sacramento, Belvedere, Oceanside, CA**

Responsible for preparation of supporting documentation and estimates for a variety of projects including seismic retrofit of Dam structures, City Hall and parking structure, bridge, reservoirs, and a sea wall project that met the approval of CalOES.

#### **BOR WaterSMART Drought Resiliency Grant, Long Beach Water Department, Santa Clarita Valley Water Agency, City of Santa Ana, City of Sacramento, CA**

Responsible for final QA/QC during the BOR WaterSMART Drought Resiliency Projects grant writing process and assisted with various research, mapping, and grant writing tasks to submit the application promptly. Worked on 4 applications simultaneously and submitted all applications successfully and on-time. Each application was for \$2 million in federal grant funding.

#### **BOR WaterSMART Water Energy and Efficiency, Santa Clarita Valley Water Agency, Olivenhain Municipal Water District, Desert Water Agency, City of Santa Ana, San Bernardino Municipal Water District**

Responsible for final QA/QC during the BOR WaterSMART Water Energy and Efficiency grant writing process and assisted with various research, mapping, and grant writing tasks to submit the applications fully and promptly. He worked on 6 applications simultaneously for this opportunity. Applications ranged from \$500,000 - \$2 million federal grant funding.

#### **Department of Water Resources, Multibenefit Drought Grants Program, City of Petaluma, Fort Bragg and San Bernardino Municipal Water Department.**

James assisted the City of Petaluma, Fort Bragg, and San Bernardino with several Department of Water Resources Multibenefit Drought Grant applications. The City of Petaluma received





funding for a recycled water line implementation project and an Advanced Metering Infrastructure project totaling \$11.5 million in funding. SBMWD received \$2 million in funding for an Advanced Metering Infrastructure Project and City of Fort Bragg received \$20 million for two conveyance and storage projects.

**Drinking Water State Revolving Fund Compliance Services, Santa Clarita Valley Water Agency**

Responsible for SWRCB SRF compliance requirements for a \$3.9 million water transmission line project including reimbursement requests, progress payments, AIS, DBE, and prevailing wage requirements.

**Clean and Drinking Water State Revolving Fund, Cities of Sacramento and Carlsbad, Valley Sanitary District, CA**

James has prepared and submitted CWSRF and DWSRF applications via FFAST to upgrade various components of wastewater and water systems ranging from \$4.5 - \$35 million projects.



## **Savannah Regan, Project Engineer/Grant Support**

Savannah graduated from San Diego State University in May 2022 with a B.S. in Environmental Engineering. Savannah is proficient in grant research and analysis of complex grant guidelines to match with project elements. She is now applying her engineering background for technical writing to assist ESS on various State and Federal grant applications, cost estimates, and QA/QC measures. She is the lead project engineer for all water or environmental based projects. Savannah is also skilled in 2-D and 3-D drawings and providing grant related supporting documents.

**Education:** BS, Environmental Engineering, San Diego State University, San Diego, CA

**Years of Experience:** 3

### **Relevant Experience**

#### **Multiple Parks and Recreation Projects, City of Santa Ana, CA**

Savannah has been responsible for submittal of multiple applications for grants including Urban Greening, LWCF, Clean California, Environmental Enhancement and Mitigation Program, and habitat conservation fund.

#### **Bridge Rehabilitation Projects, Cities of Long Beach, Pico Rivera and Oceanside, CA**

As the project engineer, she was responsible for assistance with the technical writing of the City's applications for the Department of Transportation's Bridge Investment Program.

#### **Multiple roadway projects, City of Carlsbad, Carlsbad, CA**

As the project engineer, she has been responsible for assistance with a variety of projects such as pedestrian safety, roadway realignment, mitigation of climate change impacts. In addition, she was responsible for drafting CAD drawings for the street's existing and proposed typical sections.

#### **Shipley Nature Center Trail Restoration Project, City of Huntington Beach, CA**

As the project engineer, she was responsible for preparing the City's application to the Recreation Trails Program. The application consisted of engineering, environmental sustainability, and environmental justice technical writing.

#### **Project Engineer/Grant Writer, Various Projects, City of Paradise, Seal Beach, Fort Bragg, CA**

As the project engineer, she was responsible for preparing the Cities' applications for the State Revolving Fund. This included the preparation of the Engineering Technical Report, cost estimates, and schedules.

#### **Project Engineer, Various Projects, County of San Diego, San Diego, CA**

Savannah has been the contact person for various department of the County and has successfully worked on grants for planning, transportation, sustainability, climate change, broadband, fire prevention, and parks and drought related grants.



## **D. Proposed Method to Accomplish the Work**

Our goal is to bring in the highest possible amount of funding for the City. To achieve this goal, ESS brings its extensive experience and a highly qualified team to work closely with the City's Project Manager to mold the City's project components, to maximize eligibility and ranking under various funding programs.

We have the unique ability to distill and convey complex project information into funding agencies' specific formats for grant applications. Our experience in coordinating, managing, and writing different types of applications has led to successful procurement of funding for many clients. Similarly, our experience with grant administration has enabled us to see another side of grant acquisition, wherein we can capitalize on this knowledge.

Our process ensures that City staff time is limited to as much time as they would like to be involved in the process. Our request for City staff involvement is during the kick-off meeting, providing project information, and review of draft and final application. We will research all available information before reaching out to the City staff to make sure optimum use of staff time. Below describes our detailed scope of work for each task identified in the scope of work.

### **Task 1. Funding Needs Analysis**

Once a notice to proceed has been issued by the City, Sudi Shoja will arrange a kick-off meeting with the City's Project Manager and appropriate ESS staff to review and discuss the City's project priorities, including projects specifically mentioned in the RFP and CIP. Sudi will serve as the Project Manager and the point of contact for the City. She will assign task managers and grant writers as needed (if multiple pursuits are followed at the same time) to best meet the project deadlines.

**We believe that one of our most important tasks is to work with the City to position the projects for maximum ranking for various grant opportunities.** ESS is well qualified to achieve this goal as our staff not only been responsible for similar activities in their former positions, but they also have developed strong relationships with the funding agencies that allow us to learn about funding goals for future cycles and present them to our clients.

Working with the City Project Manager, we will review and discuss the current status of projects, available funding, established priorities, project planning and design status, management preferences and regulatory requirements. With our thorough knowledge of available and historical funding opportunities and our technical expertise in managing similar programs, we will be able to recommend a strategy and ranking of projects for funding pursuits. Based on our experience, we will also be able to offer cost-saving measures such as multi-year grants on a program level in lieu of individual projects that will reduce the regulatory burden of managing various funding agreements and the cost of preparation of applications and compliance monitoring.

ESS believes the City will be best served by working together to create a strategy that enables us to write winning applications that will maximize funding for the City while minimizing the administrative burden on the City staff.

- ✓ ***Developed a funding plan for the City of Santa Ana that identified more than \$25 million in grant funding in water, recycled water, and sewer projects and has delivered multiple successful grant applications for the City.***

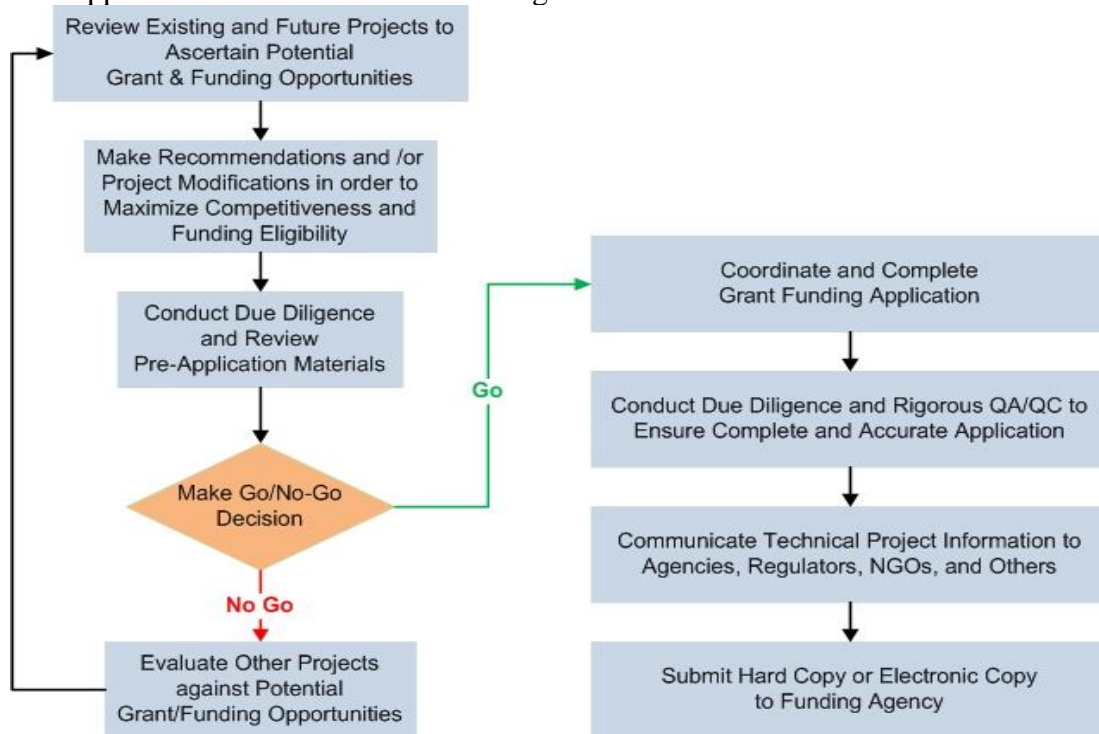


- ✓ **Review of City of Hemet’s bond options and developing a funding strategy resulted in savings of more than \$13.5million for the City. In addition, analysis of the City’s CIP program and the unfunded list of projects resulted in identification of more than \$28 million in funding.**
- ✓ **Working with the County of Orange, we recommended a strategy that resulted in submittal of an additional successful grant application for the same project, almost doubling the amount of funding County was expecting to receive.**

**Deliverable(s):**

- Recommendation for Project Priority List with financial breakdown and timeline with pertinent information for funding pursuits.

The complex and elaborate process of obtaining funding can delay the ability to act. Our comprehensive knowledge of the funding process helps us conceptualize and develop an appropriate action plan, thereby maximizing success. We will identify eligibility requirements, availability of funding, terms, conditions, and other key parameters. Our step-by-step process to a successful application is shown in the following flow chart:



**Task 2. Grant Funding Research**  
**Identification of Grant Resources**

ESS team members keep up to date with the available Federal and State level funding alternatives for many types of grants, including economic development, library improvements, parks and recreation, public safety and disaster recovery, public infrastructure capital projects/maintenance, sustainability programs, electric vehicle procurement and charging, and transportation/street rehabilitation projects. We attend various funding fairs, participate in



providing input to guidelines for funding opportunities, and are subscribed to receive notices on available funding. ESS subscribes to various grant resources and will use this service to identify funding opportunities.

**Established Relationships with Funding Agencies**

We understand that **successful grant funding consists of two-thirds planning and one-third writing**. With that in mind, we pride ourselves on our close relationships with funding agencies. Those relationships, plus appropriate and meticulous planning, allow us to obtain key information about the successful awarding of grant funds. One of the tactics used to ensure this strategy’s success is to identify opportunities for in-person meetings with the funding agency when we are initiating a pursuit. We know this approach provides results from experience.

- ✓ *ESS arranged for a meeting with BOR to discuss LBWD projects in advance of the grant application announcements.*
- ✓ *ESS was aware of the additional grant funding available to the SWRCB and as such aligned the submittal of its applications such that they were well ahead of the competition and received the due attention.*
- ✓ *When applying for stormwater grants for Coachella Valley Water District, ESS arranged a conference call with EPA staff to discuss the two top-priority projects for the District and receive key input from grant funding project managers.*

**We have established relationships with the following agencies:**

- California Department of Parks and Recreation
- US Department of Commerce – Economic Development Administration
- Caltrans/US DOT
- US Energy Commission
- CA Public Utilities Commission
- FEMA/CalOES
- Environmental Protection Agency
- Air Quality Management District (AQMD)
- Various Conservancies and non-profit advocacy organizations

Once a project prioritization list is developed, we will then use our extensive experience to match the City’s projects with the available funding options and develop a matrix of all potential funding alternatives **specifically to match the City’s projects** that will serve as a tool for the project team and the City staff to use.

As an example, our team members have been providing the available grants services for water and sewer projects to WaterReuse members on a regular basis and will continue to provide this information for this contract as well. Information could look like the following table, based on projects:

<b>Local, State, and Federal Funding Opportunities</b>							
<b>PROGRAM</b>	<b>Total Allocation</b>	<b>Funds Offered this Round</b>	<b>Purpose</b>	<b>Eligible Projects</b>	<b>Status</b>	<b>Anticipated Timeline</b>	<b>Notes</b>
SWRCB Stormwater Implementati	\$200M	\$80M	Multi-benefit SW	Impleme ntation projects	Round 1 OPEN	TBD 2018: Round 2	Planni ng grant



*Proposal to Provide  
Grant Writing and Advocacy Services*

on Grants/ Proposition 1			projects that respond to climate change, & are included in an adopted SW Resource Plan or IRWMP facilities	including but not limited to: Green infrastructure; SW capture; SW treatment		solicitations for implementation grants	solicitation closed in March (\$20M ) additional round of \$100 M for implementation grants anticipated
DWR Water Use Efficiency: CA Revolving Fund/ Prop 1	\$10M	\$10M	Sustainable funding source for urban water use efficiency projects.	Dish/clothes washer upgrades ; Water-saving plumbing fixtures; Hot-water recirculating pumps; Leak detection , irrigation upgrades ;	Solicitation opening soon	Summer 2017: Loan applications due	\$5M for loans to local agencies for water efficiency upgrades; \$5M for loans to customers for onsite projects or leak repairs
DWR IRWM: Implementation Grants/ Prop 1	\$418M state-wide \$98M for LA Region	TBD	Projects and programs that support IRWM.	Surface storage/ GW recharge; Water conveyance;	In development	TBD: Round 1 solicitation for implementation grants	Public comment period ended April





				Watershed restoration/protection			8, 2016
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We will evaluate the projects, review eligibility and potential project ranking, and provide recommendations to the City Project Manager, so that all relevant information is easily available to choose which grants to pursue.

- ✓ *Our analysis of the unfunded plans of a project for the City of Palm Springs allowed us to recommend alternative grant opportunities that resulted in submittal of two additional successful grant applications, with \$5.1 million awarded.*
- ✓ *Review of City of Downey CIP program and unfunded list of projects resulted in identification of a grant programs for the City for up to \$8 million in funding.*

**Deliverable(s):**

- Funding Matrix identifying all available funding for the City’s Projects
- Updated Funding Matrix on monthly or as-needed basis

**Task 3. On-Call Grant Research**

ESS will also perform on-call grant research for funding opportunities identified by the City to serve as potential funding sources for its projects beyond the types of Projects listed in the RFP.

**Task 4. Grant Writing/ Grant Proposal Development**  
**Reviewing Application Guidelines**

Once a funding source and a pursuit have been identified, ESS will arrange for a kick-off meeting and will come prepared with a Work Plan Structure (WPS), which is a matrix of the fund parameters and is essential to project management throughout the grant writing and submission process. ESS prepares a WPS for all funding pursuits based on the detailed analysis of the Notice of Funding Opportunity (NOFO) and funding source guidelines. The WPS identifies detailed grant fund requirements and populating it will help identify the necessary documents and resources and areas of responsibilities between team members and internal deadlines.

The WPS will also serve as a tool for both the City staff and ESS team members to track the project progress and alignment with the funding. When developing the WPS, **ESS will also note the implementation constraints** that may have an impact on selection of the project elements. For example, **most funding sources require that a grant agreement be in place prior to the start of construction.** ESS will work with the City Project Manager to identify solutions and/or assist with reprioritization of the grant applications to meet the requirements. Topics commonly found in the WPS include:

- Eligibility criteria
- Budget needs
- Project programming requirements
- Submittal requirements
- Resolutions and approval letters required from the Board of Directors
- Technical reports: Benefit Cost Analysis, Environmental Reports, Life Cycle Analysis
- Matching funds
- Maps and pictures
- the City’s prior grant management record
- Evaluation criteria



- Project readiness: CEQA status, Feasibility studies, Project design reports
- Support documentations: certifications, forms, project reports

A sample segment of a WPS appears below. It is organized for clarity and is an invaluable reference tool that is used throughout every project.

**Deliverable(s):**

- Work Plan Structure for the identified grant pursuit, such as the example below:

ItemA2:H3		Requirements	BY	Schedule
<b>1.0 Introduction</b>				
<b>3.0 General Reporting</b>				
3.2	<b>Project Description Template</b>	Project sponsors must provide descriptive information on the proposed Small Starts project and the regional public transportation system. FTA uses the information in the Project Description Template to understand the project and to establish a database of project characteristics and local contact information. All Small Starts project sponsors must submit	ESS	Week 1
3.3.1	<b>Project Identification</b>	2-3 sentences on the essential characteristics of the proposed project (location, length, termini, number of stations, hours of service and frequency by time period)		Week 1
3.3.5	<b>Purpose of the Project</b>	Succinctly describe the specific ways that the proposed major transit investment will address the problems identified in the corridor.		Week 1
3.3.6	<b>Merits of the Project</b>	Describe how the project addresses the Purpose for the Project more effectively compared to other alternatives		week 1 -2
3.4	<b>Project Maps</b>	Electronic maps must be submitted for inclusion in Annual Report on Funding Recommendations and/or posting on FTA website. Maps should be 8.5x11 and be able to be copied in grey scale. Typical orientation for N/S is portrait and E/W is landscape.		Week 1
3.4.3	<b>Map Details: Stations</b>	Stations included in the project, marked in a distinguishable manner from existing transit stations and labeled. Stations with park & ride facilities should be further distinguished from others, either via markings or labels.	ESS	Week 1
3.4.9	<b>Map Details: Legend</b>	A legend, scale and compass.	ESS	Week 1
3.6	<b>Operations and Maintenance Costs</b>	Must submit to FTA documentation summarizing how operating and maintenance costs were developed. Additionally, the following considerations apply: • System-wide and route level operating cost data (and factors) are typically available as part of ongoing operations planning.		
3.7	<b>Capital Costs</b>		ESS	Week 2
4.3	<b>Cost Effectiveness</b>	Need to put in Trip information; Horizon Year; the project's annualized federal share. <b>See Page 16-17: FY18 Reporting Instructions for the Section 5309 Small Starts Criteria.</b>	ESS/City	Week 2

- Application template and application package checklist

**Reviewing Program and Project Documents**

The first step for our targeted approach is to develop a full understanding of the project elements, project milestones, and available project reports. We will also study the previously awarded projects from the funding agencies and learn about the key points that may be overlooked for their simplicity. In developing the WPS, we will identify the primary and secondary evaluation criteria to help highlight the project strengths. We will work closely with the City Project Manager to identify the potential gaps, analyze alternatives, and recommend resolutions to minimize their impact. ESS shall ensure that all applications prepared are competitive and responsive to the screening and scoring criteria for the pursued grant. With this approach, ESS has added value for our clients:

- ✓ *ESS recommended re-strategizing of funding pursuits for four projects for the City of Santa Ana resulted in identification of additional \$10 million in grants.*
- ✓ *Review of City of Commerce projects resulted in changing the scope of work and a successful award of more than \$1 million.*



- ✓ *Detailed evaluation of the grants has enabled us to advise the agencies if the project is not competitive and resulting in cost savings by not preparing grant applications.*

In one example of a successful utility project, the technical application for the \$103 million project received no comments and was approved in record

### **WRITING-TO-WIN Approach**

What sets us apart is that our **grant writers are licensed technical experts** in this industry and therefore have the ability to **convey complex project information** into the specific format of a grant application.

Using a targeted approach to analyze objectives and match goals to opportunities provides us with the details we need for our writing-to-win approach. Once a funding strategy is in place, the next challenge is to create a winning application. ESS brings its proven track record in creating an application package that will stand out among hundreds, highlighting the project's merit in full compliance with the instructions and limitations.

This approach uses a high degree of expertise and creativity. ESS understands that impactful illustrations transform well-researched information into powerful persuasion. ESS has used the clarity of graphics and schematic drawings to show grant evaluators the client agency's expertise and vision:

- ✓ *For a Department of Water Resources grant, ESS provided pictorial highlights of the project's energy-efficiency benefits matching the goals of the grant.*
- ✓ *For a cap-and-trade grant to reduce GHG emissions, ESS replaced the executive summary with graphics highlighting projects matching the grant focus. This resulted in an award of more than \$9 million.*
- ✓ *For another project, ESS used an AQMD pollution map as a base and plotted all of the appropriate, completed energy-efficiency projects.*
- ✓ *ESS application was ranked as one of the best and posted on FHWA website. FHWA asked Sudi Shoja for input and used the table format created by ESS in a grant application as a requirement for future cycles.*

### **Compile and Review Project Information/Identify Missing Project Data**

Depending on the grant requirements, ESS will work with the City Project Manager to receive the available technical studies, environmental documents and plans and specifications. We will then use our highly experienced team members to complete the technical write-up sections of the grants. As needed, and upon the City's direction, we will be prepared to perform additional technical research and analysis to supplement the effort.

The ESS engineering team has been directly responsible for implementation of various CIP programs for transportation and street improvements, water and sewer projects and facility management and will bring their expertise to articulate the technical information of the grants.

Our expert grant writers will review the project documents to highlight the project's strengths matching the grant goals to achieve maximum ranking of the application. ESS will compile and/or develop all relevant project information and exhibits, including but not limited to project cost estimate, funding plan, narrative, project's benefits, and other information and data, graphics, maps, charts, tables or photos pertinent to the funding program requirements and



evaluation criteria in order to produce a competitive application. ESS will also identify any missing information and/or data needed from the City in order to complete the project application.

- ✓ *The complex FEMA applications prepared by ESS have been approved by CalOES for funding by FEMA.*
- ✓ *ESS prepared a successful and highly technical grant application package for San Bernardino County Transportation Authority, providing detailed GHG reduction calculations, trip generation interpretations, and available technologies for alternative fuel that resulted in a \$30 million award.*

### **Budget Analysis and Construction Planning**

The ESS team will assist the City in identifying qualifying information to meet grant requirements for budgeting and construction planning. Budgets need to demonstrate project flexibility and scalability to make the grant applications more attractive **and create opportunities to apply again even after a successful application's award**. Some areas of focus will include:

- Qualifying matching funds
- Budget scalability
- Scheduling details
- Implementation requirements for allocation purposes

### **Support Letters**

Often, this aspect of a grant application is given only cursory attention and proves to be invaluable. At ESS, these potentially undervalued areas are key endorsements that ESS crafts in close cooperation with clients. ESS will recommend stakeholders to contact and will draft focus points that align with key ideas in the narrative and grant criteria so that support letters send strong, targeted messages.

### **Grant Application Review and Approval Process**

For every project, **ESS will assign a QA/QC manager**, which is an important factor of a successful grant application. We will use our internal grant checklist to ensure the application package is ready for submittal. This process will follow the WPS and an internal guide for editorial quality. To ensure grant applications are completed efficiently, ESS will arrange a meeting with the City Project Manager to answer questions, finalize budget, and schedule concerns and to further align the project with the grant goals and objectives. All final grant application packages will be submitted to the City for review and approval prior to submittal to the granting agency.

### **Deliverable(s):**

- Draft grant application package for City's input
- Final grant application package for submittal
- Status report on grant applications submitted



**Technology**

Many funding agencies have online grant submittal and management tools, including the DWR Bond Management System (BMS), California’s Grants Review and Tracking System (GranTS), the State Water Resources Control Board’s Financial Assistance Application Submittal Tool (FAAST), the federal government’s [www.grants.gov](http://www.grants.gov) website and the online submittal platforms for IRWM.

BOR	BMS	FAAST	IRWM	GranTS	Grants.gov
✓	✓	✓	✓	✓	✓

Furthermore, our team routinely performs grant management and administration services for funding by various agencies that utilize some of the same portals.

**Deliverable(s):**

- Submitted application packages for the City’s records
- Submittal confirmations for the City’s records

**Cultivating partnerships with other organizations**

Both Sudi Shoja and ESS’s Project Managers have extensive experience in managing multi-jurisdictional projects on behalf of various agencies. They have been able to create synergy between different clients to benefit all agencies and winning applications. After submittal of each grant application ESS stays in close communication with funding agency project managers to learn about the application status and provide any additional information to enhance project clarity.

- ✓ *We have been leading the efforts for Chino Basin Water Conservation Authority to partner with Inland Empire Utilities Agency on two application projects, recently funded by MWD.*
- ✓ *ESS arranged for support letters from other utility agencies to support the Coachella Valley Water District grant application and coordinated the effort to obtain results of a demonstration project benefiting all agencies in hot arid regions.*
- ✓ *ESS worked directly with Cal OES’ project manager on behalf of Turlock Irrigation District that resulted in successful application approval for \$17 million grant.*

**Deliverable(s):**

- Record of conversation with funding agencies
- Response to questions asked by funding agencies

**Disadvantaged Communities**

Many funding opportunities allocate a certain percentage of the funding to projects benefiting disadvantaged communities (DACs) and therefore, it is imperative that the need and applicability is effectively demonstrated. For example, grants funded by the federal government must meet the Justice40 Initiative which aims to provide at least 40% of available funding to benefit the DACs. Claiming benefits to DACs requires documentation and substantiation of meaningful benefits, as well as explanation of the methodology used for assuring accomplishment of those

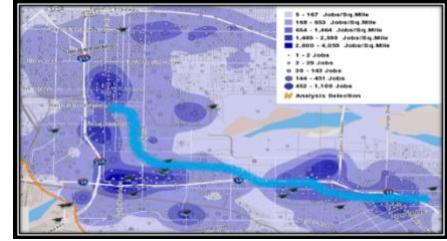
*Demonstration of low-earning jobs in cities of San Bernardino and Redlands for a successful award of more than \$9.2 million*





benefits. This identification must be based on geographic (i.e., CEJST mapping tool), socioeconomic, public health, and environmental hazard criteria (Health and Safety Code Section 37911).

ESS is acutely familiar with researching geographic equity and the degree to which the City's DACs would benefit from a project. ESS will work with the City staff to identify projects in these communities and highlight the benefits in order to win the grant funding.



✓ *A successful application for San Bernardino County Transportation Authority demonstrated 41 DACs in the area.*

## **Task 5. Grant Administration** **Grant & Contract Management Support**

### **1. Grant Management Support**

ESS has provided grant management and compliance monitoring services for federal projects on behalf of several agencies since the start of our company. As you will read in the subsequent sections, ESS's approach to grant management and compliance monitoring is holistic and ensures that all management and compliance tasks are met efficiently and promptly. Our approach can be broken down into the below general tasks which are as follows:

1. Grant Management and Development of Work Plan Structure (WPS) for each phase
2. Compliance with all applicable federal, state, and local regulations
3. Technical Narratives for basis of the projects including scope of work as it corresponds to the funding requirements, damages incurred, cost and schedule.
4. Develop templates for project reporting needs to streamline the process.
5. Reimbursement Requests for all eligible costs and all the FEMA required forms.
6. Progress Reports as need to include narratives on scope of work, budget, and schedule.
7. Grant closeout process
8. Record retention and audits

### ***Kick-off Meeting and Development of WPS for Grant Management and Compliance***

Summary of our general services for grants management is presented below:

Once a notice of intent to award has been issued, ESS will arrange for a meeting and will come prepared with a WPS, which is a matrix of Federal (e.g., Buy America), State, and local compliance parameters. ESS prepares a WPS for all grant fund management efforts based on the detailed analysis of the grant guidelines and the executed agreement. The WPS identifies detailed grant fund requirements and populating it will help identify the necessary documents and resources, and areas of responsibilities between team members and internal deadlines. The WPS will also serve as a tool for both the City and ESS to track the required information and timing for full alignment with the funding conditions.

Topics commonly found in the WPS include:

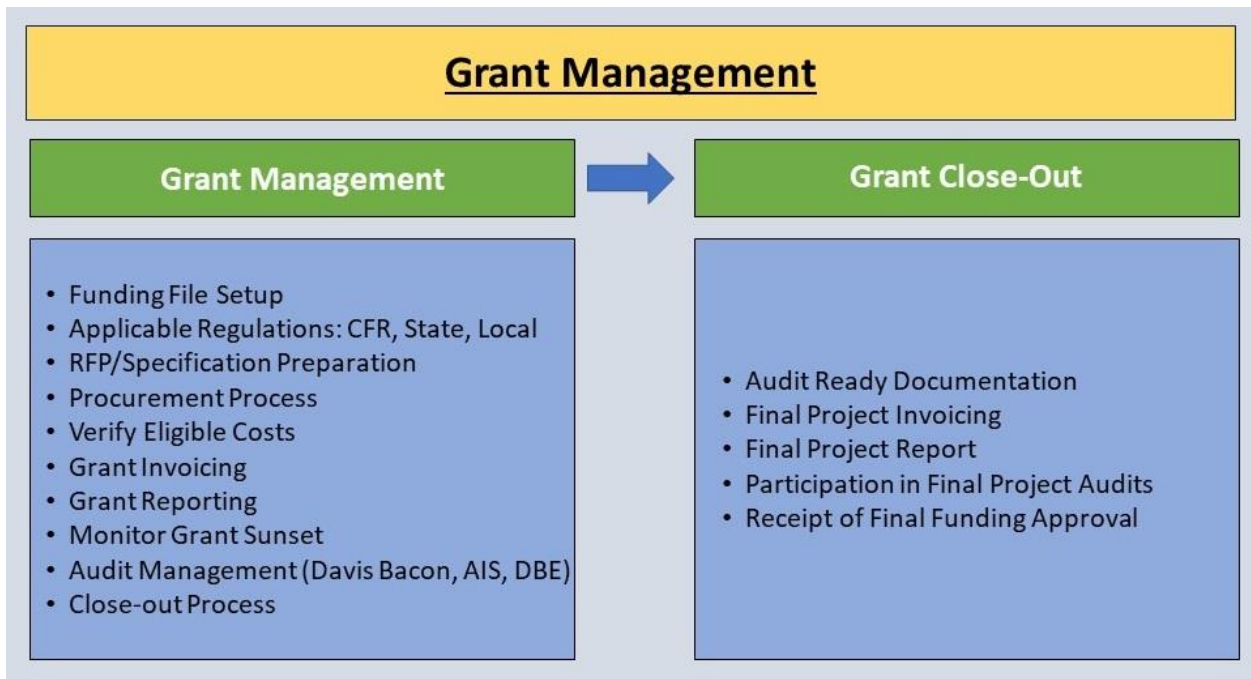
1. **Funding:** Funding agreement and related correspondence, and deadlines
2. **Internal Controls:** grant policies and/or internal control procedures





3. **Contracts:** advertising for the construction contract, contractor selection process and contracts, and all related documents
4. **Invoices:** Original vendor requests, identification of eligible and ineligible budget items, required back up documents, change orders, approvals, reimbursement requests
5. **Accounting Records:** Receipts, deposit slips, cancelled checks, bank statement ledgers for receipts and disbursements.
6. **Administration Costs:** Contract and City personnel working on the project, timesheets, payrolls and supporting documents.
7. **Schedule:** Project timeline, progress reports and reimbursement due dates leading to the grant deadline along with timelines for receiving the back-up documents
8. **Other:** other related items such as photo documentation and as-builts
9. **Meetings:** ESS will propose monthly conference calls to learn about project status, update the schedule and budget as needed and review upcoming deadlines

A sample segment of a WPS is below. It is organized for clarity and is an invaluable reference tool that is used throughout the project compliance period. We will add the information gained at the kickoff meeting to the WPS. We will also request a meeting with the funding agency's grant representatives to discuss expectations and next steps. We will repeat these meetings periodically and specifically after the first submittal to gain feedback and restructure our process if needed.



### **Grants Agreement Assistance**

Many funding agencies including BOR require substantiation of cost estimates provided in the application and confirmation for the proposed milestones. ESS will work with the City and funding Agency's Grants Specialists to develop the agreement terms to meet the Project goals while meeting agency requirements.

### **NEPA Clearance**



If desired, ESS team members are available to assist with NEPA process that needs to be completed before the start of the construction **Deliverable(s)**:

- Work Plan Structure for the grant with tabs for agency records
  - Meeting agendas
  - Meeting minutes and updated WPS according to the input received in the meetings.
- ✓ *ESS provided a thorough review of agreements with BOR for LBWD, identifying the sections that need to be added to construction documents.*
- ✓ *ESS has been providing compliance-monitoring and reimbursement services for City of Palm Springs' \$29 million wastewater treatment projects. In the final audit by the SWRCB, ESS was complimented by the auditors and received full approval of its processes.*
- ✓ *ESS has been providing successful grant compliance on a \$280 million San Bernardino County Transportation Authority project that consists of more than 11 different funding sources.*

## **2. Compliance with Grants Conditions, Federal, State, and City Regulations**

### ***Compliance with Grant Conditions, Federal, State, and City Regulations***

#### ***Bid Procurement Assistance***

ESS team members are thoroughly familiar with the requirements of all the funding programs' policy and agreement details. ESS has experts on the Code of Federal Regulations (CFR) requirements and ESS will guide the procurement and other compliance measures to be followed throughout the life of the project. They will provide the required narratives to be included in the procurement documents and will review the final package before their release. Prior to advertising for the construction bids:

- ESS will provide the specification sections that need to be included in the bid documents.
- ESS will verify if a new Federal Wage Determination is issued within 10 days of the bid opening and prepare an addendum as needed.
- ESS will assist in preparation of responses regarding questions that may come up during bidding

#### ***Contract Award***

ESS will use its extensive experience in construction management to assure a successful award of the contract:

- Provide a comprehensive review of the bids for labor compliance, and good faith effort to assist in the assessment of contractor's responsiveness.
- Review the bid package for compliance with other funding agency's requirements such as BABA and the required certifications.
- Conduct contractor eligibility check before contract award.



**Deliverable(s):**

- Specification sections and addenda as needed.
- Bid review results.

- ✓ **Our experience as former agency managers coupled with our expertise in managing BOR and other federally funded projects will guarantee full compliance for the project.**

***Grant Management***

As mentioned in the previous section, ESS will work with the funding agency to ensure that all grant requirements are identified and achieved through a multistep process.

***Pre-Construction Meeting***

We will request to be added to the pre-construction meeting agenda and will come prepared to provide the contractor and the construction management team with relevant information about the state/federal compliance and discuss a process to meet all the requirements.

ESS will also support the City in other related requirements such as getting approval for Project sign.

**Deliverable(s):**

- Documentation process for compliance with AIS, DBE and prevailing wages
- Review of Project sign template

***Reimbursement Requests***

ESS is thoroughly familiar with the types of information needed to complete the semi-annual progress report, reimbursement requests. Depending on the grant agreement details, we are prepared to start the reimbursement process by:

1. Process the budget forms that need to be approved by the funding agency's management to allow for processing the reimbursements.
2. Process the reimbursement request for planning and engineering expenses if stipulated in the agreement
3. ESS will request a copy of the invoices approved by the construction management team.
4. ESS will review the invoices for eligible vs. ineligible expenditures and prepare reimbursement forms accordingly and submit for City review and signature. ESS will request the appropriate back up documents for all the eligible costs such as approved change orders.

**Deliverable(s):**

- Draft Reimbursement Requests for review and signature
- Submittal of finalized reimbursement requests to funding agencies.

- ✓ **ESS has been processing reimbursement requests for a \$50 million SRF funded project without receiving comments or delays in payment for an agency with limited cash flow.**

***Progress Reports***



As it is demonstrated in this proposal, ESS team members have extensive experience preparing progress reports on behalf of various agencies. We will utilize our hands-on project management process to develop the progress reports in a professional and consistent manner meeting the funding agency's requirements.

The following will be our proposed approach to receiving, storing and organizing information, and submitting progress reports, however, we remain flexible to meet the City's preferred process:

1. ESS will request a copy of the weekly meeting minutes prepared by the construction management team.
2. We will then draft a progress report based on the information gained from the weekly meeting minutes, approved progress payment and change orders.
3. ESS will then set up a conference call with the City's Project Manager to ask questions and review the categories on the template to gain additional information to complete the draft report accordingly. This meeting time will allow all the questions to be answered in the most efficient manner versus over several correspondences. Following this process has proven to relieve our clients from dedicating extensive time to provide detailed information.
5. ESS will finalize the progress report based on the City's comments. All progress reports will need to have a complete photo documentation that will be added to the final document.
6. We will review the draft final form for compliance with all funding agency requirements. ESS will then send the final draft version to the City for review and approval.
7. Once the progress report is approved by the City, ESS will request a signature and will submit the documents to the funding agency. All project progress reports will be submitted through the respective online portal or unique submission process.

ESS will create an archive of all the submitted documents and any review comments that may be received from the funding agency. The progress reports are due semi-annually and require the following information: a summary of progress including a description of progress since the last report, percent construction complete, percent contractor invoiced, and percent schedule elapsed; a description of compliance with environmental requirements; a listing of change orders including amount, description of work, and change in contract amount and schedule; and any problems encountered, proposed resolution, schedule for resolution, and status of previous problem resolutions.

### ***Environmental Compliance***

ESS will review the environmental documents and include all the compliance measures in the WPS for tracking purposes. ESS will note the documentation for meeting the compliance requirements as they are developed and keep all the records that will be used in progress reports, final close out and audit sessions.

### ***Schedule for Report Submission***

The WPS will include a schedule for submission of the required progress reports, final reports, and invoices. This schedule will also include dates for reminder notices that will be sent to City staff for the required information to meet the grant deadlines.

### **Deliverable(s):**



- Checklist of information needed to complete draft Progress Reports will be sent with reminders for upcoming deadlines
  - Draft progress reports with updates on environmental process
  - Finalize progress reports and submit to the funding agency
- ✓ **ESS will take the full responsibility for all timelines and reminders to meet the grant requirements.**
- ✓ **ESS Project Managers bring their extensive experience on similar projects to create the project documents and develop accurate and credible progress reports.**

### ***AIS requirements***

ESS will also review all updated AIS requirements and will identify all project components that are required to comply with AIS based on the contractor's cost items and components. ESS will continuously check submittals of project components to ensure that all relevant steel products have the required AIS certificates and will communicate De Minis requirements for minor components in the project.

### **Deliverable(s):**

- List of Project components that are required to comply with AIS and provide template of required AIS certificate
- Continuous monitoring of Project submittals to ensure products purchased have the required AIS certificates

### ***Labor Compliance to meet Federal Requirements***

While the project has to meet federal requirements, it also has to abide by the State Department of Industrial Relations requirements. ESS will review the contract documents for applicable wage determination and will discuss posting the required information on site with the project inspectors. Certified Payrolls including all subcontractors will be requested. In addition, contractors will be required to provide documentation about apprentice certifications and labor union agreements as needed.

ESS will coordinate with the City inspector and provide all the forms and reminders to perform the monthly interview of all labor classifications.

### **Deliverable(s):**

- Review certified payroll, fringe benefits, and various labor unions for the contractor and the subcontractors on the project to meet the wage determination applicable to the project
- Review of employee interview & comparison with certified payroll
- Follow up on any incompliance or inconsistencies. ESS will set up tracking documents and will let the construction management team know of any non-compliance matters in a timely manner.
- ESS will support the team in filling out the required forms as needed.

### ***Project Closeout***

ESS will prepare the closeout documents according to the funding agency's closeout guidance. ESS will work with the agency to facilitate a site inspection visit so they can prepare an inspection report. ESS will also include copies of audit reports performed to date as part of the



closeout documentation. Environmental compliance and its documentation will be another key subject for the project closeout. In summary, ESS will prepare for the closeout from the kickoff meeting and will compile the information and documentation collected through the life of the project to complete the closeout document. ESS will make sure that all the funding agency comments (if any) are addressed within the designated time.

### ***Project Documentation***

As it is noted above, the WPS will include all the project compliance requirements including Federal, State and City requirements, environmental compliance measures along with details and checklists for progress reports, reimbursement requests and project closeout.

The WPS will guide both the City staff and ESS in meeting all the requirements and provide a timeline for managing the grant agreement. Using this comprehensive checklist developed by our federal funding agency experts will allow us to notify the City of any issues in a timely manner and reconcile as needed.

Depending on the City's preferences, ESS will create a secured shared-drive folder to provide access for all the documents. Additionally, ESS will format the shared-drive folders to meet the federal level audit requirements enforced by funding agencies to ensure optimal organization. Documents will need to be submitted electronically to agencies and record of all submission records will be filed and reported to the City's Project Manager at submission. The respective online portal will be used for submittal of all reimbursements and reports.

### **Deliverable(s):**

- Filing system and access information
- Submittal confirmations for reports and reimbursement records
- Final transfer of grant records to the City in the desired format

### ***Audit Preparation and Support***

As noted above, we will start setting up a successful and stress-free audit from our kick-off meeting. WPS will guide us on where to locate the applicable documents.

Upon notice of an audit request, ESS will communicate with the funding agency to learn about the preferred method of reviewing documents: electronic or hard copy submittals. Based on their response, ESS will prepare Audit Books (if paper copies are preferred) for each project that will contain the up-to-date information for the audit. Our detailed filing system will allow us to be ready for an audit session at any given time. We will also utilize our audit check list to review the documents needed and prepare for the meeting. Below are some of the details that will be provided:

1. **General Grant Requirements:** internal controls, organization charts, City procurement policy, grant policies and/or internal control procedures.
2. **Grant Agreements:**
  - Grant Agreement: Fully executed grant agreement and amendments (if any).
  - Correspondence with the funding agency.
3. **Project Specific Documents:**





- Solicitation process documentation, detailing history of the process, and selection process.
  - Price/cost analysis, final budget approval form and supplemental documents, final agreement(s), consultant, and construction contracts. Contracts need to include required contract provisions.
  - Environmental compliance and documentation of mitigation measures
  - Progress Reports: submitted package along with all the backup documents.
  - Reimbursement Requests: submitted reimbursement records along with all back up documents and confirmations. Cash Documents: receipts, deposit slips, cancelled checks, and bank statements, Accounting Records: ledgers for receipts and cash disbursements.
  - Project Completion Reports for approval of work, copies of completed studies and construction documents, final payments and as-builts for the construction phase.
  - Contractor Invoices: records of all submitted invoices and records of payments by the City
  - Backup Documents: original vendor requests, identification of eligible and ineligible budget items, back up documents, approvals, reimbursement requests
- ✓ **ESS was complimented by SWRCB and Federal auditors during an audit session for the \$29 million wastewater treatment plant for the City of Palm Springs**

### ***Quality Assurance/Quality Control (QA/QC)***

Quality Assurance begins with our highly qualified professional staff and project managers. Sudi Shoja will serve as the project manager and the primary point of contact throughout the life of this contract. She will be responsible for coordinating all work products, ESS team assignments, and staff assignments for this project. Although our QA process is not unique, the intensity with which we carry out our QA 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
- **Avoid surprises:** Keep our clients apprised of any potential issues or changes through clear and consistent communication.
- **Complete the project within budget and on time:** Close schedule and cost monitoring keeps the project on track.

As discussed above, ESS personnel have been responsible for similar work as employees and as consultants. This ensures that all work products will be consistent, accurately reflect the scope of the proposed project, and appropriately maintain internal consistency and accuracy. We will use meetings and conference calls as needed during document development to facilitate discussion of issues, reviews of preliminary and administrative drafts, and timely completion of each task. We value the opportunity to serve as your consultant and our commitment to exhibit an exceptional level of transparency, ethics, and customer service is reflected throughout this proposal. Also included in this commitment is our pledge to solicit feedback regularly from the agency staff.



**Methods that help assure quality include:**

1. ESS uses a proactive method to develop a WPS to outline all the compliance requirements, identify the necessary documents and resources, areas of responsibilities between team members and internal deadlines. The WPS will also serve as a tool to track the project progress and alignment with the funding by both City and ESS staff members.
2. Progress meetings and issuance of meeting minutes: ESS expects that the City will make staff roles clear and inform ESS of any preferences in how staff are contacted.
3. Established process for review and final approval of submittals with ample time for the City's staff.
4. Status report that will include updates on submitted reports and reimbursements.
5. ESS staff are trained to track their time spent on every project accurately and in 15 minutes durations.
6. As a matter of course, ESS includes in all on-call contracts a monthly report that itemizes areas our client would like to see summarized, along with invoices indicating actual times spent.
7. ESS conducts a post-submittal review of the process with City staff to receive input on the completed process and to modify approach to gain maximum efficiency and client satisfaction. We propose to have a review session after the first semi-annual report submittal.
8. ESS will follow up with the funding agency on all submittals and revisit our process as needed.

ESS also conducts annual surveys from its clients to find out on how to better serve them. Some of the comments received are shared earlier in this proposal.

**Task 6. Monthly Reports**

ESS will follow the City's directions regarding timing and formatting of monthly status reports and will revise it based on the input received from staff. The status reports in general will identify the following:

- Status of grant applications under development.
- Submitted grant application details such as amounts, submittal dates and expected notices of funding.
- Action items and timelines for tasks needing completion.
- Upcoming grant funding opportunities relevant to each project.
- Updates on any legislative items or funding opportunity guidelines affecting the City's funding strategy plan.
- Contract control information, responsible party and items needed from the City.
- Time spent on tasks undertake during the previous month.
- Any other information requested from the City.

**Deliverable(s):**

- Comprehensive status report on a monthly basis or as requested by the City.



### **Task 7. Advocacy Services**

ESS is also well equipped to provide the advocacy services the City is seeking for this contract. Specifically, ESS will conduct research and analysis of policy issues that relate to the City's mission and priority projects. ESS will also develop policy positions and advocacy materials to support the City's objectives. Finally, ESS will also development and implement the advocacy strategy to build relationships with key stakeholders including funders, policymakers, and community leaders.

#### **Deliverable(s):**

- Develop advocacy materials to support the City's objectives and build relationships with key stakeholders.

### **Task 8. Additional Services (Optional)**

ESS staff are fully capable of bringing their extensive experience in design and construction of water utilities to provide additional services as needed. As former agency personnel, ESS team members are fully prepared to support the City's Project Manager with all required analysis, reports, design review and specification sections, cost estimating, preparation of staff reports, and resolutions as needed. Specifically, ESS can provide the following additional services.

- Provide design review and prepare specification sections to meet the terms of grant agreements and guidelines.
- Assists in preparation of required California Environmental Quality Act (CEQA)
- Prepare technical documents to support the grant applications and/or prepare RFP for technical services needed.

Our goal is to bring in the highest possible amount of funding for the City. To achieve this goal, ESS brings its extensive experience and a highly qualified team to work closely with the City's Project Manager to mold the City's project components to best fit funding opportunities priorities, to maximize eligibility and ranking under various funding programs. ***SWRCB announced project readiness as a criterion for higher ranking 30 days prior to grant deadline. ESS staff used their technical expertise to prepare specifications on behalf of four agencies that all received the highest ranking and the requested funding.***

- ✓ ***In a rushed grant application for the City of Santa Ana, ESS was tasked with preparation of all the grant requirement documents including CEQA, cost estimates and direct coordination with SCE and City's consultants to finalize the technical reports for a successful award from BOR on a hydropower improvement project.***



**First-Year Schedule and Deliverables**

<b>Task/Milestone</b>	<b>Schedule</b>	<b>Key Deliverables</b>
Funding Needs Analysis	Will occur within first 2 weeks of contract execution	<ul style="list-style-type: none"> <li>• Funding priority matrix</li> </ul>
Grant Funding Research	On-going throughout contract duration. ESS conducts grant research on weekly basis.	<ul style="list-style-type: none"> <li>• Grant summaries once NOFO is released.</li> </ul>
On-Call Grant Research	On-going throughout contract duration.	<ul style="list-style-type: none"> <li>• Grant summaries once NOFO is released.</li> </ul>
Grant Writing / Grant Proposal Development	On-going throughout contract duration. ESS will provide a more detailed schedule once a grant is pursued as schedules will vary depending on the grant pursued.	<ul style="list-style-type: none"> <li>• WPS based on funding guidelines and agendas for meetings.</li> <li>• All supporting documents (draft support letters, resolution, project location and DAC benefit maps, budget template in agency format).</li> <li>• Draft of full grant application responses based on information provided by City</li> <li>• Full grant application package and grant confirmation.</li> </ul>
Grant Administration	On-going throughout contract duration.	<ul style="list-style-type: none"> <li>• WPS based on grant agreement</li> <li>• Labor compliance tracker</li> <li>• Draft progress reports for City’s review</li> <li>• Reimbursement request packages for City’s review and signature.</li> </ul>
Monthly Reports	Monthly reports.	<ul style="list-style-type: none"> <li>• Monthly reports based on requested information from City.</li> </ul>
Advocacy Services	On-going throughout contract duration	<ul style="list-style-type: none"> <li>• Advocacy materials to provide to stakeholders such as funding agencies.</li> </ul>
Additional Services	On-going throughout contract duration	ESS can provide as-needed technical services to bolster grant applications such as environmental attachments (ie CalEEMOD), technical write-ups, and other technical documents.



## E. Fee Schedule

ESS proposes an annual not-to-exceed cost proposal of \$70,000 based on the below hourly rates. The annual cost is broken down based on the following assumptions:

**Funding Needs Analysis and Grant Strategy:** \$6,000

**Funding Research (On-going and on-call):** \$7,200 (\$600 per month)

**State Grants:** \$30,000 (Assumes 2 state grants written costing \$15,000 each)

**Federal Grant:** \$26,800 (Assumes 1 federal grant written (not from FEMA/CalOES)).

**Total:** \$70,000

All ESS staff track hours to 15-minute increments so we can provide fair and accurate cost for the tasks assigned.

Cost increases will follow City’s policy and the acceptable escalation rates.

<b>Fee Schedule</b>	
<b>Position</b>	<b>Hourly Rate</b>
Principal	\$218
Project Manager	\$208
Senior Associate	\$188
Associate	\$166
Support Associate	\$140
Technical Experts	\$225-280
<b>Reimbursable</b>	<b>Cost</b>
Reproduction	Cost
Courier Services	Cost
Transportation	Cost