



Integrated Regional Water Management (IRWM) Round 1 Grant Application

PREPARED FOR

Monterey Peninsula Water Management District

March 15, 2019

Cover Letter

March 15, 2019

Larry Hampson, District Engineer
Monterey Peninsula Water Management District
5 Harris Court, Building G
Monterey, California 93940

Subject: Integrated Regional Water Management Round 1 Grant Application

Dear Mr. Hampson,

Dudek is pleased to submit this proposal to the Monterey Peninsula Water Management District (MPWMD) for generation of an Implementation Application in conformance with the California Department of Water Resources' (DWR's) Proposal Solicitation Package (PSP) for Round 1 Integrated Regional Water Management (IRWM) Funding under Proposition (Prop) 1.

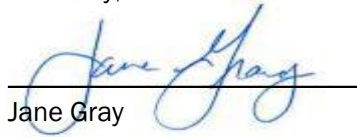
Dudek is aware that this grant application must be responsive to DWR's requirements, be complete and thorough to garner a high score, and result in a fully funded award. Dudek has worked on successful and fully funded IRWM grant applications for a number of IRWM Regions throughout the IRWM program under Props 50, 84, and 1. Our team understands the complexity of the application as well as the level of effort and communication required to generate a technically accurate, internally consistent, and compelling application that meets the DWR's standards. The tasks outlined in the scope of work herein describe our methodical approach to preparing an application that will represent the MPWMD region and the Project Proponents well.

Elizabeth Geisler, located in our Santa Cruz office, will coordinate with the Monterey Peninsula, Carmel Bay, and South Monterey Bay IRWM Regional Water Management Group (RWMG) for development of the IRWM Grant Application. She is available for in-person meetings and has existing relationships with MPWMD staff and other RWMG members. Over the past ten years, she has worked on a variety of projects in the Monterey region with MPWMD, the City of Monterey, California American Water Company (CalAm), and others, and has a strong understanding of the region's water resources and environmental challenges and objectives.

Dudek has been working on IRWM planning and programming issues since 2005, and Jane Gray has been working within the Central Coast Funding Area since 2007. Ms. Gray has worked with the San Luis Obispo County IRWM Region on various Prop 84 rounds of funding as well the IRWM Plan Update completed in 2014. She has worked on applications and projects in the Santa Barbara IRWM Region from Prop 50 to the present. She has been involved in two IRWM Plan updates and has been active within the Santa Barbara IRWM on the Disadvantaged Community Involvement (DACI) Grant.

We thank you for offering us this opportunity. Please contact Elizabeth Geisler at 831.600.1413 or by email at egeisler@dudek.com, or contact Jane Gray at 805.308.8531 or by email at jgray@dudek.com with any questions or comments.

Sincerely,



Jane Gray
Senior Project Manager II/Regional Planner



Elizabeth Geisler
Deputy Project Manager and Grant Project Support

Understanding of Scope of Work/Approach

Dudek understands that Integrated Regional Water Management (IRWM) and IRWM Grants occupy a unique space within the planning and funding universe. IRWM Plans are time- and energy-intensive endeavors, and grant applications are large undertakings that represent a culmination of extensive project development processes involving many stakeholders and public input. Moreover, as IRWM projects implement the IRWM Plan, a successful application must effectively convey the importance of projects to the region’s goals as well as the California Department of Water Resources’ (DWR’s) statewide goals.

For Proposition (Prop) 1 Funding, DWR has chosen to require mandatory pre-application meetings with funding areas. Subsequent to the Monterey Peninsula, Carmel Bay, and South Monterey Bay IRWM Regional Water Management Group’s (RWMG) project solicitation and selection, it is our understanding that MPWMD and the Project Proponents will meet with DWR to obtain feedback on projects and to solicit guidance. It is our understanding that Dudek would provide readiness for the meeting with DWR, and Elizabeth Geisler would attend the mandatory pre-application meeting with the project proponents and a representative/representatives from the RWMG or the MPWMD.

Based on our conversations and correspondence, it is our understanding that the RWMG will likely have a total of four projects, one to two of which will directly benefit a Disadvantaged Community (DAC). Three of the projects are stormwater focused and one involves the distribution of recycled water.

Project Title (Project Proponent)	Description
Del Monte Manor Park Low Impact Development (LID) Improvements Project (City of Seaside)	A stormwater-focused project located within an affordable family rental housing complex that will reconstruct a portion of an existing drainage basin with stormwater capture and treatment facilities. The project aims to mitigate flooding issues and improve water quality and aesthetics.
Ramona Avenue Stormwater Runoff Infiltration Project (City of Monterey)	A stormwater-focused project that would implement infiltration features at multiple locations within a Monterey neighborhood to capture and treat stormwater runoff that currently flows into Laguna Grande Lake.
West End Stormwater Management Improvements (Sand City)	A stormwater-focused project that includes retrofit of two existing streets to integrate LID features that will address multiple city needs, including flood control, water quality, receiving water protection, and regulatory compliance.
Coe Avenue Recycled Water Distribution Pipeline (Marina Coast Water District)	A recycled water project that involves construction of a new recycled water distribution main to bring water to athletic fields, parks, and common landscape areas where potable water is currently used for irrigation.

Dudek is experienced and skilled in the preparation and successful delivery of multi-faceted projects and grant applications with interdependent parts that must be carefully crafted and well-articulated. Dudek will prepare a thorough, technically accurate and compelling application that contains the following requisite attachments:

1. Authorization and Eligibility Requirements
2. Proposal Summary
3. Project Information Forms
4. Work Plan
5. Budget
6. Schedule
7. Disadvantaged Community
8. Economically Distressed Areas
9. Tribe

Scope of Work

Task 1. Kick-Off Meeting with MPWMD

Our team will work directly with MPWMD staff and Project Proponents over the course of the generation and submittal of the grant application. Once we have received a Notice To Proceed, Dudek will organize a kick-off meeting with MPWMD staff to accomplish the following:

- Collect all relevant documents germane to all projects;
- Agree to a schedule for Dudek and MPWMD staff to have check-in meetings (in person or via conference calls) on application development;
- Discuss the timeline for application development; and
- Establish a draft application completion date to facilitate review, agree on roles and responsibilities, and confer on the method and strategy for drafting application components.

Task 2. In-Person Meetings with All the Project Proponents

Recognizing the differential support and staffing each entity has, Dudek will schedule an in-person meeting with each of the Project Proponents to accomplish the following: outline the overall timeline for application development, including dates for Dudek to submit a complete draft and final application to the Project Proponent, leaving enough time to edit, incorporate feedback, and final submittal; discuss roles, responsibilities, and expectations; provide the Project Proponent with a detailed project tracking sheet that will outline each component of the application as it relates to needed information or that will be generated; and deadlines for each. At each initial Project Proponent meeting, the team will schedule a series of team meetings and identify a point person or team for clear communication between meetings to streamline the process and ensure that information is gathered in a timely manner and efficiently incorporated into the grant application. Dudek will request full agreement for Project Proponents on the roles, responsibilities, and timeline prior to closing the in-person meetings. Based on the anticipated number of projects, Dudek expects to hold four in-person meetings with Project Proponents.

Task 3. Preparation for and Attendance at the Mandatory Pre-Application Meeting with DWR

Dudek will work with MPWMD and the Project Proponents to generate materials and a presentation for the mandatory pre-application with DWR. Dudek will attend the mandatory meeting with the Project Proponents and a representative from the MPWMD or the RWMG. Feedback from DWR received at the mandatory pre-application meeting will be incorporated into the Round 1 Application.

Task 4. Grant Application Development

Dudek will work with MPWMD and the Project Proponents to generate an application that will effectively demonstrate the need and importance of each project in achieving the Region's goals as laid out in MPWMD's IRWM Plan and in contributing to DWR's statewide priorities. Dudek understands that clearly articulating the nexus between individual project components and larger regional and statewide priorities is critical to producing a highly competitive application. Dudek will make sure that materials for each project are internally consistent, accurate, and articulated to maximize scoring. Dudek will complete the following tasks to submit a complete, comprehensive, and competitive application:

Task 4.1 Information Gathering. Dudek will work closely with each Project Proponent to acquire all necessary project information, including a detailed budget, timeline, and scope of work. The timeline for acquiring this information is discussed under Task 2. Dudek will update the project tracking sheet provided to each Project Proponent throughout this process to make certain that all materials are received in an effective and timely manner and include all the requisite information and detail.

Task 4.2 Grant Generation and Editing. Dudek will synthesize information and data required to generate thorough, complete, and technically competent application material for each project individually and for the application as a whole. Dudek will assist as needed with all required components and approvals, including generating disadvantaged community, economically distressed area, and tribe attachments as required. With a full staff of technical experts, Dudek has a deep understanding and knowledge of what it takes to secure grants, and we can supplement with additional services and expertise, as needed. Dudek will prepare technical analyses, including a cost-benefit analysis, air quality and greenhouse gas emission reduction analysis, and other analyses as required. Our grant experts will prepare a draft application package, including all materials and attachments for each project. In addition to ensuring accuracy and internal consistency, Dudek will focus on maximizing project-level and application-level scoring based on the criteria identified in the PSP. Dudek's technical editing team will review all draft application materials to verify that they are clear, internally consistent, and error free.

Prior to submitting the Draft Application materials to MPWMD and the Project Proponents for review, Dudek will prepare an audit of the Application. We will use the Table 4 Scoring Criteria located in the PSP to guide the audit and to identify areas where our professionals have determined either more information is needed or where a finer point needs to be made. Once the audit is complete, our staff will revisit the areas of the application that need work, if any, and then finalize a Draft Review for Comment. The Project Proponents and MPWMD will have a one-week period to review and comment on the draft application.

Task 4.3 Grant Finalization and Submittal. Once we receive draft application package comments, the Dudek team will prepare a final application for submittal, verifying that the exact application specifications are met, including page limit, font size, format, file size, naming convention, and inclusion of all required documents and certifications. Dudek will submit the application through GRanTS and send the required email to DWR to notify them that the final application is ready for review as stipulated in the PSP.

Task 5. Grant Funding Agency Coordination and Application Follow Up

Dudek's successful relationships with funding agencies are a result of our relationships over time with agencies and program staff as well as an understanding of the program and PSP goals. Our staff has been working in the IRWM program since 2005, and we have consistently been communicating with DWR staff, the Roundtable of Regions, and other decision-makers. We communicate with staff at the regional offices and with those in Sacramento.

Task 5.1 Application Follow Up. Dudek will stay in contact with DWR as needed during their application review. We will be available to answer any questions and provide any necessary follow-up material as well as stay abreast of any changes in the review and associated award timeline. Dudek will provide regular updates regarding the status of the submitted application and will be available to answer questions from Project Proponents as needed throughout the application review process.

Task 5.2 Application Debrief. Dudek will follow up with DWR regarding the review and scoring of the submitted application as requested by MPWMD. In the event that the application is not awarded full funding, Dudek will discuss any feedback from the funding agency with Project Proponents and determine whether DWR made any errors in scoring that should be corrected.

Task 6. Project Management

Dudek's Project Manager Jane Gray will maintain regular communication with the MPWMD project manager and Project Proponents throughout the project, and she will provide responses within 24 hours. Additionally, all involved Project Proponents will be able to reach Dudek team members by office or cell phone at any time. Ms. Gray will use a schedule-tracking tool to track important milestones and will email a monthly progress report and invoice to the MPWMD project manager. This monthly progress report will include a list of tasks completed during the past month, anticipated tasks during the coming month, a summary of and update on the project schedule, and any outstanding scope of work issues.

Figure 1. Organizational Chart



Project Manager

Jane Gray

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

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

Education

Universität Dortmund, Dortmund, Germany
MS, Regional Planning and Management
State University of New York, Buffalo
BS, Social Work

Professional Affiliations

Second District Santa Barbara County Supervisorial Appointee to the Agricultural Advisory Committee
Gubernatorial Appointee to the Central Coast Regional Water Quality Control Board (Region 3)

Her relevant grant writing experience includes:

- Montecito Water District, On-Call Grant Writing Services
- City of Antioch, Northeast Antioch Annexation Grant Services
- San Mateo County, On-Call Grant Writing Services
- County of Santa Barbara, Prop 1E Stormwater Flood Management Grant Applications, Round 2
- County of Santa Barbara, Grant Writing Support Services for Prop 84 IRWM Plan and Contract Management and Administration
- Joshua Basin Water District, Title XVI U.S. Bureau of Reclamation WaterSMART Grant
- San Luis Obispo County, Prop 84 IRWM Grant Applications and Prop 84 Drought Round Grant Application
- City of Guadalupe, Prop 84 Management and Administration
- Joshua Basin Water District, Grant Writing Services for California Department of Public Health, U.S. Bureau of Reclamation, and State Revolving Fund Projects
- CLWA, Grant Administrative Services
- City of Guadalupe, Grant Writing Services
- City of Santa Barbara, On-Call Grant Services
- City of Guadalupe, Grant Administration and Processing Services
- Cuyama Community Services District, On-Call Grant Writing Services, and Grant Management and Administration
- Santa Barbara County Water Agency, IRWMP Grant Administration Staff Support Prop 50

Deputy Project Manager and Grant Project Support

Elizabeth Geisler

Elizabeth Geisler is a trained watershed scientist and biologist with 10 years' experience in the Monterey Bay and San Diego regions. Specifically, Ms. Geisler has experience in stormwater, water quality, hydrology and hydraulics, stream restoration, field biology, environmental compliance, and quality control. She has a diverse work history ranging from the public sector, to construction, and environmental consulting. As a result, Ms. Geisler brings a unique perspective and skill set that supports effective collaboration with regulatory representatives, stakeholders, and clients in both public and private sectors. Her relevant water resources/stormwater and regional experience includes:

Education

California State University (CSU), Monterey Bay

MS, Coastal and Watershed Science and Policy

University of California (UC), Santa Cruz BS, Molecular, Cell, and Developmental Biology

- City of Monterey, Stormwater/Trash Amendment Planning Support
- San Jose Water, Raw Water Intake Bypass Flow Study
- Santa Clara Valley Open Space Authority, Pajaro River Top of Bank Delineation
- Santa Clara Valley Habitat Agency, San Felipe Creek Restoration Project
- San Clemente Dam Removal and Carmel River Reroute Project (Pre-Dudek)
- Monterey Peninsula Regional Park District, Frog Pond Wetland Preserve Enhancement Study (Pre-Dudek)
- National Oceanic and Atmospheric Administration/United States Geological Survey, San Clemente Dam Removal Sediment Transport Study (Pre-Dudek)
- Monterey Peninsula Water Management District (MPWMD), Carmel River Monitoring and Mitigation Program (Pre-Dudek)

Grant Project Support

Sheldon Leiker

Sheldon Leiker is an environmental scientist with 8 years' experience in biology and an in-depth understanding of environmental permitting/compliance, stormwater, natural resource management, watershed science, data management, field biology, and GIS. Ms. Leiker has public and private sector experience in both California and the Southeastern United States, bringing a unique perspective to natural resource management. She specializes in coastal and watershed science and policy. Her relevant water resources/stormwater and regional experience includes:

- San Clemente Dam Removal and Carmel River Reroute Project (Pre-Dudek)
- National Oceanic and Atmospheric Administration/United States Geological Survey, San Clemente Dam Removal Sediment Transport Study (Pre-Dudek)
- Santa Lucia Conservancy, Santa Lucia Preserve Stream Flow Monitoring Project (Pre-Dudek)

Education

*CCU Monterey Bay
MS, Coastal and Watershed
Science and Policy
University of Georgia
BS, Avian Biology*

Certifications

*FAA Part 107 Remote Pilot
Certificate (UAS/drone license)*

Grant Specialists

Zoë Carlson

Zoë Carlson is an environmental specialist/planner with more than 10 years' experience specializing in watershed management, science, strategic planning, facilitation, and grant management. She also has extensive experience with stakeholder engagement in watershed management, IRWM, and sustainable groundwater management. Ms. Carlson specializes in working with organizations on developing funding strategies to align priority projects with regional, watershed, and grant funding priorities. Her relevant grant management experience includes:

- Los Angeles/Ventura County IRWM Disadvantaged Community Involvement Grant Proposal Development
- Ventura River Watershed, Watershed Coordination and IRWM Project Development,
- Santa Clara River Watershed, Watershed Coordination and IRWM Project Development
- Resource Conservation District of Santa Cruz County, Integrated Watershed Restoration Program Grant Management and Program Implementation
- Grant Funding Workshops, Watersheds Coalition of Ventura County
- Ventura County Watershed Protection District, Agricultural Water Use Efficiency Grant Management

Education

*UC Santa Barbara
MESM, Environmental Science and
Management
CSU Monterey Bay
BS, Earth Systems Science and
Policy*

Certifications

*Management Practices, UC Santa
Barbara*

Madelyn Murray

A recent UC Santa Barbara graduate, Madelyn Murray brings passion, drive, and creativity to her new position at Dudek. She has been involved in numerous campus projects at UC Santa Barbara and spent a summer in the Wildlands Studies Australia Program. While at the Center for Resource Solutions, Madelyn reviewed renewable energy claims and critically evaluated compliance with Green-e program rules, enforced carbon offset market standards, and expanded knowledge of renewable energy markets and consumer-protection issues. Her relevant grant management experience includes:

Education

*UC Santa Barbara
BA, Environmental Studies with
Ecology Emphasis*

- Santa Barbara County Disadvantaged Community Involvement Grant Needs Assessment and Administration
- Santa Clarita Valley Water Agency Prop 84 Round 1 Grant Administration
- CABY Region IRWM Plan Update 2019

Technical Editor

Laurel Porter

Laurel Porter is a board-certified technical editor with more than 30 years' editorial experience. She has worked on a variety of environmental documents, including environmental impact reports, resource management plans, multiple species habitat conservation plans, biological technical reports, initial studies/mitigated negative declarations, and other California Environmental Quality Act documents. Ms. Porter specializes in editing large, complex, technical documents for private and government clients.

Education

*UC Irvine
BA, Music*

Certifications

*Board of ELS Certification
UC San Diego Copyediting
Certificate*

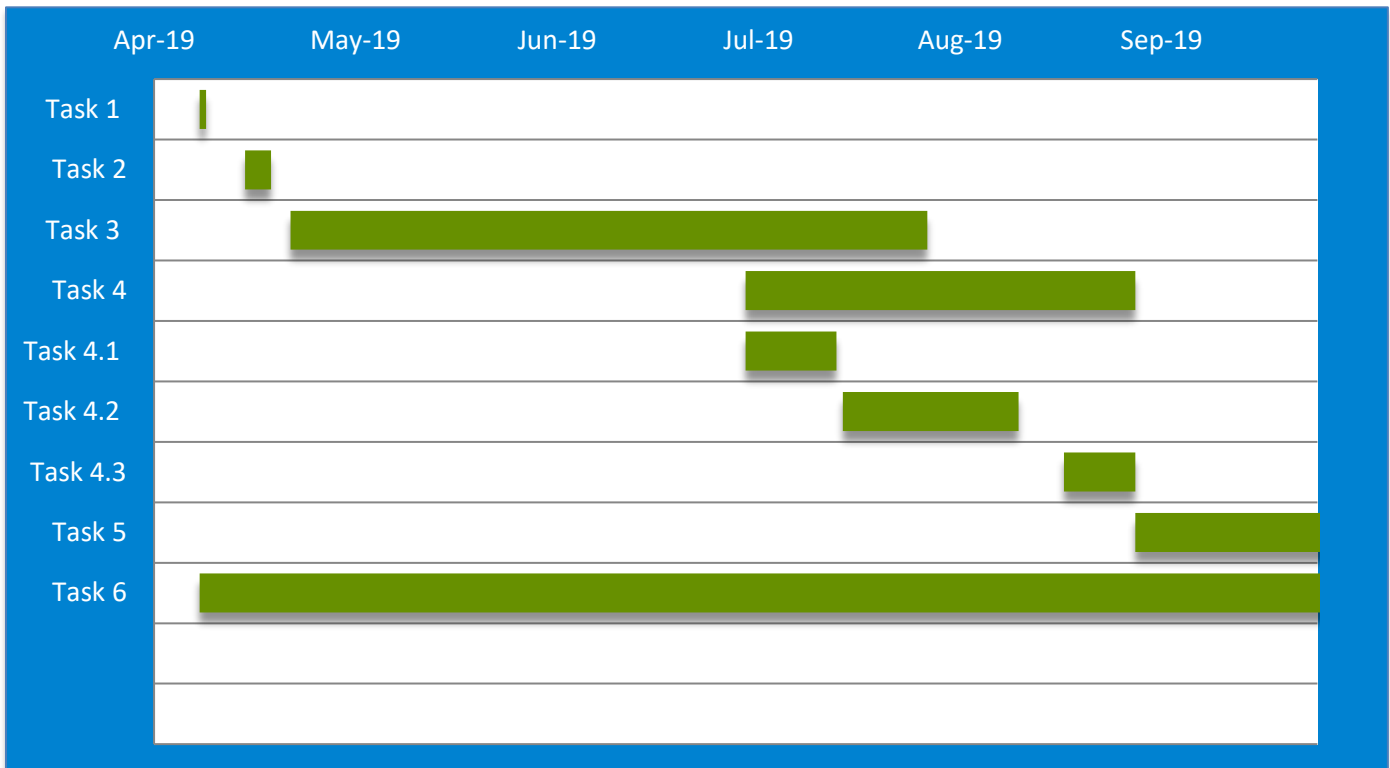
She has participated in and led editorial and writing teams remotely, using online meeting applications, shared status sheets, and conducting conference calls to coordinate team efforts. Ms. Porter's primary goal on any project is ensuring that the client's message comes across clearly, directly, and on time, with a keen focus on achieving a cohesive, accessible style and meeting agency and client requirements. Relevant water/wastewater experience includes:

- Metropolitan Water District of Southern California Foothill Feeder Repair and Future Inspections Project Supplemental Environmental Impact Report
- Metropolitan Water District of Southern California Distribution System Infrastructure Protection Program Environmental Impact Reports (multiple operating regions)
- Buena Vista Creek Maintenance Supplemental Environmental Impact Report
- Vallecitos Water District Rock Springs Sewer Replacement Project Initial Study/Mitigated Negative Declaration

Schedule

Dudek has provided a general schedule and presumes work to commence in April and potentially end in August. We anticipate the work leading up to the pre-application meeting to occur between April and June, and work on the application to immediately follow the mandatory pre-application meeting in June or July and end in August with submittal of a complete and competitive application to DWR. Dudek will prepare a detailed schedule once the final PSP has been released, the date of the mandatory prep-application has been decided, and in consultation with the MPWMD. Dudek staff is 100% dedicated to the MPWMD application and all resources will be focused on this effort once it is undertaken.

Project Schedule



Management Practices

Senior Technical Oversight and Administrative Management

The Dudek team has established a project management structure that will ensure guidance, rigorous policy and technical oversight, and administrative management of all aspects of the environmental clearance process. Our Project Manager Jane Gray will oversee all day-to-day operational aspects of the work and will be the regular point of contact for the MPWMD and Dudek staff throughout the project.

Project Management Tools

Ms. Gray is an experienced, responsive project manager who will put MPWMD first. She will communicate project status, issues, and concerns and will keep the project tasks on schedule and within budget. Ms. Gray will use the following management tools:

Kick-off Meeting. A kick-off meeting will occur at commencement of the contract to establish relationships and, more specifically, define the overall roles, responsibilities, and goals for the MPWMD. Two key staff members will attend the kick-off meeting.

Master Schedule and Tracking. Dudek will prepare a schedule and tracking sheet for each discrete grant that will identify key document and process milestones, such as deliverable dates for sections, administrative draft materials, review periods, and conference calls or meetings dates, should any meetings be necessary. Dudek also has online meeting tools available to allow collaborative document revisions with MPWMD and efficient resolution of comments, if needed. Dudek will routinely provide MPWMD with up-to-date status reports.

Monthly Progress Report. Ms. Gray will submit a monthly progress report and invoice to MPWMD. This report will include a list of tasks completed during the past month, anticipated tasks during the coming month, and any outstanding scope of work or information request issues.

The Dudek team has prepared and will carry out a project management plan emphasizing the following key elements:

- Continuous communication
- Development of a detailed work program
- Rigorous and frequent review of schedule and project costs
- Quality assurance (QA)

Continuous Communication. In practice, effective project management is the result of constant and careful attention to the daily demand for communication—communication among project participants and communication with the client. Dudek believes that the most effective project manager is the one who facilitates continual information, data, instructions, and guidance flow. Dudek’s technical experts will report findings to Ms. Gray, who will in turn communicate information to MPWMD. In addition, at least one member of the project management team will review each document or work product. This ensures that all work products will be consistent, accurately reflect the scope of the proposed project, and appropriately maintain internal consistency and highly competitive written applications. We will use meetings and conference calls as needed during application preparation to facilitate discussion of issues, reviews of preliminary and administrative drafts, and timely completion of each task.

Ms. Gray will maintain a continual level of communication with MPWMD by:

- Serving as the single point of contact
- Regularly communicating with the MPWMD key contact regarding project milestones, activities, and potential issues
- Holding regular project management meetings or conference calls as necessary with key project staff
- Updating, as necessary, the project description, schedule, work progress reports, and inventories of available data so that team members are aware of information that may affect the work products and schedules
- Coordinating with MPWMD at strategic junctures

Detailed Work Program. Dudek believes it is crucial to clearly identify and document the needs, expectations, and issues to be resolved, as well as the products and services, in a detailed work program. The work program becomes the single most important document defining the conduct of work and the approach/methodology to be followed in evaluating potential impacts. The project management team will use the scope of work to monitor the progress of activities and to ensure that each team member (including other consultants) is performing the work in a manner mutually agreed upon with MPWMD.

Cost and Schedule Control. Dudek employs a variety of computerized project management systems to oversee project costs and schedule adherence. We use our regular project team meetings as a tool for maintaining continuous communication. These meetings are also invaluable in closely monitoring cost and schedule performance. Dudek's project management team will be provided with weekly reports of labor hours expended on a project and biweekly reports of labor and other direct costs. Ms. Gray will also review and approve invoices for other direct cost expenses. Any charges that substantially vary from the budget contained in the detailed work program can be withheld by the project manager to maintain cost controls.

The dedication of a core staff for projects and the experience of the project management team assigned for this project will enable us to complete work on schedule. Dudek has a well-earned reputation for managing a team of consultants to complete quality work on accelerated schedules. Our experienced staff, well-defined procedures, and strong appreciation of our clients' needs and expectations have contributed to successful completion of the most challenging goals and daunting schedules.

Quality Assurance. Dudek's QA begins with our highly qualified professional staff and project managers. Ms. Gray will serve as the project manager and the primary point of contact throughout the life of the contract. She will be responsible for coordinating all work products, Dudek team assignments, and staff assignments for this project. Ms. Gray will also be a key member of the Dudek team, participating in meetings and project management tasks.

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.
- **Complete the project within budget and on time.** Close schedule and cost monitoring keeps the project on track.
- **Avoid surprises.** Understand the client's needs and keep them apprised of any potential issues or changes through clear and consistent communication.

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

Quality work products occur more frequently with quality management practices. It is essential that our projects be staffed with personnel who are appropriately qualified to perform the respective assignments and that the grant applications are reviewed by likewise qualified staff. The time and budget necessary for proper quality control must be provided; if they are not, quality control must be performed regardless.

Document Review Procedures. At the outset of the project, the Dudek technical editing team will create a project-specific style guide to verify consistency of the terms and nomenclature used in applications. This style guide will be shared with MPWMD. A technical editor will review draft written work products, following the agreed-upon style guide, and a publications staff member will be format the document.

The fundamental objectives of Dudek's QA guidelines are to verify, not only that our work products fulfill the scope of work requirements for each task, but also that the specific and unique needs of MPWMD are satisfied. All project deliverables will be reviewed by the project manager and will also receive a senior review. Other elements of our QA guidelines include procedures and protocols for procurement/subcontracting, invoicing, and contact with external agencies and organizations.

Grant Proposal Development

Dudek's key priorities in completing any application are to maximize the competitiveness of the application and to develop a work plan, associated budget, and schedule for successful completion of the identified project. Dudek will verify that the grant application fully satisfies the evaluation criteria used to score the application and rank it against others. The key elements of the application required for maximizing scoring are typically an effective project justification and a detailed work plan, as well as a defensible budget. Ensuring internal consistency within all portions of the application is one of the most important aspects of compelling and successful applications, along with succinctly articulating the need and benefits of the project vis-à-vis the grant requirements/guidelines. Procedurally, Dudek will outline a timeline for each application and prepare a draft application package, transmit the package to MPWMD, and request comments. Once comments from MPWMD are received, Dudek will prepare a final application for submittal and then submit it to the funding agency.

As appropriate, once the application(s) has been submitted, Dudek will follow up with the appropriate funding agency staff to confirm that application materials have been received. At appropriate intervals, Dudek will contact funding agency staff to inquire about review. Dudek will keep MPWMD abreast of all contact and outcomes of discussions with the funding agency.

Presentations and Meeting Attendance

Presentation and meeting attendance are vital to successful project processes, understanding, and consensus building from funding through completion. Our staff is skilled in engaging with our clients and their communities to discuss concerns in the planning and grant acquisition process. Our public presentation and outreach materials meet critical deadlines, are legally defensible, and are thoroughly reviewed internally.

Budget

Employee	Jane Gray	Elizabeth R Geisler	Zoe R Carlson	Madelyn A Murray	Laurel Porter	Hannah R Wertheimer	Todd W Anderson	Raoul B Ranoa	Kirsten Zecher	Labor Hours	Labor @ Billing Rates	DIRECT COSTS	Total
Billing Category	Senior Specialist IV	Project Engineer II/ Technician II	Specialist V	Analyst III	Technical Editor III	Technical Editor I	Senior Designer	Senior Designer	GIS Specialist IV				
% Used on job	12%	21%	8%	31%	8%	8%	4%	3%	4%				
Phase	230.00	160.00	180.00	100.00	145.00	115.00	165.00	165.00	160.00				
Task 1 - Kick Off Meeting	2	2	2	2						8	1,340	500	1,840
Task 2 - In Person Meetings	8	24		24						56	8,080	1,400	9,480
Task 3 - Preparation for and Attendance at the Mandatory Pre-Application Meeting with DWR	8	24		24	4	8	4	4	4	80	11,540	1,200	12,740
Task 4 - Grant Application Development										-	-		-
Task 4.1 - Information Gathering	10	28	16	60						114	15,660		15,660
Task 4.2 - Grant Generation and Editing	16	40	24	62	40	28	16	16	22	264	38,420		38,420
Task 4.3 - Grant Finalization and Submittal	8	12	6	20	8	16	8			78	11,160	200	11,360
Task 5. Grant Funding Agency Coordination and Application Follow Up										-	-		-
Task 5.1 Grant Application Follow Up	2	4		4						10	1,500		1,500
Task 5.2 Grant Application Debrief										-	-		-
Task 6 - Project Management	20									20	4,600		4,600
Total Hours	74	134	48	196	52	52	28	20	26	630	92,300		95,600
Total Billing	17,020	21,440	8,640	19,600	7,540	5,980	4,620	3,300	4,160		92,300	3,300	\$95,600.