



Cover Letter

City of Fort Bragg
Attn: June Lemos, MMC, City Clerk
416 North Franklin Street
Fort Bragg, CA 95437

March 10, 2023

Re: Proposal to Provide On-Call Grant Writing Services

Dear June Lemos,

Engineering Solutions Services (ESS) welcomes the opportunity to submit this proposal to provide on-call grant writing services for the City of Fort Bragg (City). Our goal is to bring in the maximum available grant funding for the City in order to be able to deliver innovative projects that enhance water supplies, reliability, conservation, and safety. **Having secured more than \$700 million** in the past ten years in a variety of projects, we bring an unmatched level of experience to identify and assist your City with developing a strategic plan and prepare winning applications 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 has earned deep-rooted relationships with funding agencies. As such, we are aware of upcoming funding opportunities and have been achieving highest awards of projects by preparing credible reports and strategizing timely submittal of applications on behalf of our clients.

Our technical team members have years of experience in project management of water resources systems, facility management, master plan development, groundwater management, permitting, and meeting regulatory requirements. In addition, we have a very qualified team consisting of Sudi Shoja, Gary Sturdivan and Tamim Atayee whose experiences encompass all aspects of FEMA/CalOES grant preparation and reimbursement requirements. Our established relationship with these agencies is an added value that will be utilized to benefit the City's projects.

As it is demonstrated in our proposal, we have a proven track record in successful award of grants for the multiple types of projects the City has listed on the website, and we would like to use our expertise to obtain maximum grant funding for the City. In addition, we have provided successful grant compliance for several projects funded by State Revolving Fund similar to the City's Regional Water Reclamation Facility Upgrades and projects funded by Bureau of Reclamation.

Here is what sets ESS apart:

- *ESS utilizes highly qualified technical team in multi-disciplines to provide the grant application writing sections that allow us to represent our*



- clients with credible reports gaining compliments from funding agencies.*
- *Our established relationships with the funding agencies and participation in development of grant guidelines, allow us to learn about upcoming grants and prepare our clients with additional information early in the game.*
 - *ESS is very cognizant of district resources and ranks the projects for award early on so that the City can make informed decisions about pursuing a grant funding.*
 - *Our time-tested process for grant administration has been a key factor in meeting audit requirements for projects up to \$280 million with multiple grant funding.*

We will use our expertise to conduct a needs assessment and leverage our relationships with the funding agencies to identify grants, and work with the City staff to secure and manage those grants. Effective, full-circle strategies like these are key to obtaining the most possible grant award funding for the City's projects.

I will serve as the program manager for this contract, and as the Principal of ESS, I am fully authorized to legally bind ESS in agreements with the City. I can be reached at (949) 637-1405 or via email at Sudi@engineeringsolutionservices.net. My project team and I look forward to working with you and all the City's staff to develop a work plan that identifies grants that meet the short- and long-term needs for funding projects and answering any questions you may have about our proposal.

Please note, ESS recognizes that the cost proposal will remain valid for a period of at least 180 days. ESS also certifies that we take no exception to the Request For Proposal (RFP) issued by the City for on-call grant writing services and the Professional Services Agreement included in the RFP. ESS also acknowledges that there were no addenda or public Q&A released for this bidding opportunity.

Sincerely,

A handwritten signature in black ink that reads "S. Shoja".

Sudi Shoja, PE,
Principal



E. Scope of Work

The ESS team believes in a full-circle approach to obtaining grant funding. This approach and the methodology behind it will encompass all aspects of the grant research, writing, and management services identified in the RFP.

ESS has provided grant management and compliance monitoring services for State and Federal funded projects on behalf of a multitude agencies in California 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 to meet the City's goals.

Task 1. Kick-Off Meeting and Funding Needs Analysis

- ESS will coordinate and arrange a kick-off meeting with the City's Project Manager and appropriate ESS staff to review and discuss the City's priority projects and potential funding opportunities.
- Conduct funding research to identify grant resources based on the kick-off meeting including but not limited to federal, state, and local agencies, as well as private foundations that fund municipalities for opportunities that match a specific the City project or program, the City's strategic goals, legislative platform, or policy objectives.
- Research grant opportunities identified by the City.
- Provide the City with a summary of potential funding opportunities relevant to its needs on an on-going basis.

Deliverables: Arrange a kick off meeting with the City's project manager and relevant City personnel and create a funding strategy matrix with recommendation for City Projects with financial breakdown and timeline with pertinent information for funding pursuits.

Task 2. Grant Funding Research and On-Call Grant Research

- Review projects and project components for applicability to grants as directed by the City. This will include the priority projects identified by the City and any identified grants during the funding needs analysis.
- Research applicable grants and prepare grant summaries based on review of grant application guidelines.
- Communication with funding agencies for clarification and guidance.

Deliverables: Grant summaries that align with City priorities and projects upon review of grant guidelines.



Task 3. Grant Proposal Development

- Identify projects and analyze components that not only meet the funding requirements but are likely to rank high for award.
- Prepare support letters, resolutions and staff reports on an as-needed basis following the City's preferred style.
- Compose grant proposals on behalf of the City as directed, including all technical sections, preparation of budget and schedule, preparation of exhibits such as graphs and schematics, coordination with the City staff and compiling demographic data and other necessary items for grant applications.
- Develop timelines and checklists to ensure timely grant completion and submission.
- Submit grant applications for review and comments by the City's project management team.
- Prepare Disadvantaged Community (DAC) related documentation using required funding agency portals.
- Grant submission on behalf of the City.

Deliverables: Support letters, resolutions, staff reports, DAC related documentation, budget documents, schedules, project schematics, final grant applications, and timelines for all above items to meet grant deadline. All documents will be provided in requested City format.

Task 4. Grant Management, Administration, and Monthly Reports

- Review the draft award agreements to identify all the general and specific requirements.
- Assist with the preparation and submittal of post-award reports and reimbursements that are required under the terms of the grant.
- Develop schedules and timelines for each funded project.
- Track Disadvantage Business Enterprise (DBE) requirements, perform American Iron and Steel (AIS) certification process, monitor Davis Bacon federal labor compliance requirements.
- Participation in regulatory audit sessions.
- Project Manager - Monthly Reporting.

Deliverables: Reporting specific to funding program activities.

Task 5. Optional Additional Services

- Provide design review and prepare specification sections to meet the terms of grant agreement and guidelines.
- Assist 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.

Deliverables: CEQA compliance and technical documents.

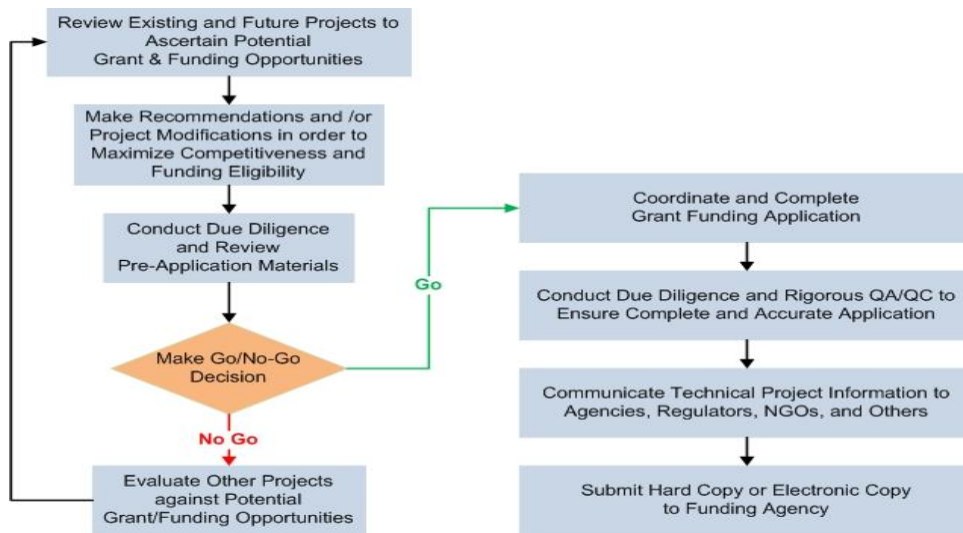


Our goal is to bring in the highest possible amount of funding for the City. To achieve this goal, ESS brings its extensive experience and a highly qualified team to work closely with the City's Project Manager to mold the City's project components, to maximize eligibility and ranking under various funding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

1. Kick-Off Meeting and Funding Needs Analysis

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, likely 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:



Kick-Off Meeting and Identification of Appropriate City Projects for Funding

Once a Notice to proceed has been identified, 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 the categories specifically mentioned in the RFP and Capital Improvement Projects. Sudi will serve as a Project Manager and the point of contact for ESS. 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's 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.

- ✓ ***Review of City of Hemet's bond options and developing a funding strategy resulted in savings of more than \$13.5 million 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.***
- ✓ ***ESS was able to qualify the Santa Clarita Valley Water Agency for \$30 million for Title XVI recycled water 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, and award of additional \$1.2 million for a street improvement project.***

Deliverable(s):

- Arrange a kick-off meeting with the City's and ESS's relevant personnel.
- Recommendation for Project Priority List with financial breakdown and timeline with pertinent information for funding pursuits.

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 water and sewer projects, as well as facility improvement and parks projects and energy savings for municipal facility updates. 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.



Projects	Funding Sources	Amount
Water Infrastructure		
	DWR	No maximum
	Reclamation - WaterSMART	\$7 million
	Reclamation - Title XVI	\$30 million
	SWRCB	No maximum
	EPA	Varies
	FEMA	No maximum
	Natural Resources Agency	Varies
Waste Water Infrastructure		
	SWRCB	No maximum
	Reclamation - Title XVI	\$30 million
	DWR	No maximum
	EPA	Varies
Parks, Recreation, CV Starr		
	CA Dept of Parks & Recreation	Varies
	Boating & Waterways	\$5 million
	Recreational Trail Program	\$2 million
	Outdoor Equity Grants	\$700,000
	Regional Parks Program	\$3 million
	Land & Water Conservation	Varies
Transportation & sustainability		
	State	Varies
	DOT/Caltrans	Varies
	Environ Enhancement & Mitigation	\$1 million
	SS4A	\$30 million
	ATP	No maximum
	CA Climate Resiliency	\$200,000
	CalRecycle	Varies
	Clean CA	\$3 million
	Coastal Conservancy	Varies
	MSRC	Varies
Selected Projects from above		
	Community Project Funds	Varies

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.

We have established relationships with the following funding agencies:

- DOT/Caltrans/FHWA
- FEMA/CA Office of Emergency Services (CalOES) Pre-Disaster Mitigation and Hazard Mitigation Planning
- Department of Transportation
- Caltrans – various Districts
- US Bureau of Reclamation
- Ocean Protection Council (Prop 68)
- State Water Resources Control Board
- US Department of Commerce – Economic Development Administration
- California Department of Water Resources
- CA Public Utilities Commission
- EPA
- US Energy Commission
- AQMD
- Various Conservancies and non-profit advocacy organizations
- California Department of Parks and Recreation


We understand that the City has several key projects outlined in the City’s Capital Improvement Plan and priorities listed in the RFP. ESS team members bring their extensive experience in developing and managing CIP programs to develop successful grant applications on behalf of our clients.

- ✓ ***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 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 applicable projects:



 Local, State, and Federal Funding Opportunities							
Program	Total Allocation	Funds Offered this Round	Purpose	Eligible Projects	Status	Anticipated Timeline	Notes
SWRCB Stormwater Implementation Grants/ Proposition 1	\$200M	\$80M	Multi-benefit SW projects that respond to climate change, & are included in an adopted SW Resource Plan or IRWMP facilities	Implementation projects including but not limited to: Green infrastructure; SW capture; SW treatment	Round 1 OPEN	TBD 2018: Round 2 solicitations for implementation grants	Planning grant 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; Watershed restoration/protection	In development	TBD: Round 1 solicitation for implementation grants	Public comment period ended April 8, 2016

We will evaluate the projects, review eligibility and potential project ranking, and provide recommendations to the City's 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 the 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.

2. Grant Funding Research and On-Call Grant Research

ESS conducts weekly grants research and signs up for funding opportunity announcements for programs that align with client priorities. ESS will provide the City with a Grant Summary for all applicable funding programs identified during the kick-off meeting and as ESS is under contract with the City. Grant summaries contain information about program goals, eligible project types, funding match requirements, due dates, and evaluation criteria.

Deliverable(s):

- Grant program summaries for all applicable funding programs on an on-going basis.

3. Grant Proposal Development

Once a funding source and a pursuit have been identified, ESS will arrange for a meeting and will come prepared with a Work Plan Structure (WPS), which is a matrix of the funding application parameters. ESS prepares a WPS for all funding pursuits based on the detailed analysis of the Notice of Funding Opportunity (NOFO). 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
- Matching funds
- Maps and pictures
- City’s prior grant management record
- Evaluation criteria



- Technical reports: Benefit Cost Analysis, Environmental Reports, Life Cycle Analysis
- 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
1.0	Introduction			
3.0	General Reporting			
3.2	Project Description Template	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	Project Identification	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	Purpose of the Project	Succinctly describe the specific ways that the proposed major transit investment will address the problems identified in the corridor.		Week 1
3.3.6	Merits of the Project	Describe how the project addresses the Purpose for the Project more effectively compared to other alternatives		week 1 -2
3.4	Project Maps	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	Map Details: Stations	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	Map Details: Legend	A legend, scale and compass.	ESS	Week 1
3.6	Operations and Maintenance Costs	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	Capital Costs		ESS	Week 2
4.3	Cost Effectiveness	Need to put in Trip information; Horizon Year; the project's annualized federal share. See Page 16-17: FY18 Reporting Instructions for the Section 5309 Small Starts Criteria.	ESS/City	Week 2

Targeted Approach for Maximum Scoring on Evaluation Criteria

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's Project Manager to identify the potential gaps, analyze alternatives, and recommend resolutions to minimize their impact. With this approach, ESS has added value for our clients:

- ✓ **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.**



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.

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

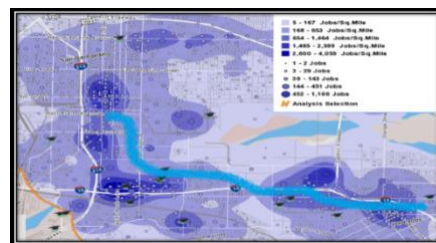
Using a targeted approach to analyze objectives and match goals to opportunities provides us with the details we need for our writing-to-win approach. Once a funding strategy is in place, the next challenge is to create a winning application. ESS brings its proven track record in creating an application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

- ✓ **ESS application was ranked as one of the best and posted on FHWA website. FHWA asked Sudi for input and used the format created by ESS in a grant application as a requirement for future cycles.**
- ✓ **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, resulting an award of over \$9 million.**
- ✓ **For another project, ESS used an AQMD pollution map as a base and plotted all of the appropriate, completed energy-efficiency projects.**

Disadvantaged Communities

Many funding opportunities allocate a certain percentage of the funding to projects benefiting DACs and therefore, it is imperative that the need and applicability is effectively demonstrated. For example, grants funded by the Department of Water Resources have historically allocated a percentage of the 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 benefits. This identification must be based on geographic, socioeconomic, public health, and environmental hazard criteria (Health and Safety Code Section 37911).



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



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.***

Quantitative Analysis and Technical Reports

Depending on the grant requirements, ESS will work with the City's 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.

- ✓ ***Complex FEMA applications prepared by ESS have been approved by CalOES for funding.***
- ✓ ***ESS prepared a successful and highly technical grant application for San Bernardino County Transportation Authority, providing detailed GHG reduction calculations, trip generation interpretations, and 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, support letters of a grant application are 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’s 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):

- 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 DWR’s Grants Review and Tracking System (GRanTS), the State Water Resources Control Board’s Financial Assistance Application Submittal Tool (FAAST), and the federal government’s www.grants.gov website and the online submittal platforms for IRWM, BOR and some parks grants.

BOR ✓	BMS ✓	FAAST ✓	IRWM ✓	GranTS ✓	Grants.gov ✓
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Furthermore, our team routinely performs grant management and administration services for funding by various agencies that utilize some of the same portals.

Deliverable(s):

- Successful grant application packages for the City’s records.
- Submittal confirmations for the City’s records.

Cultivating partnerships with other organizations

Both Sudi Shoja and our grant writers 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.



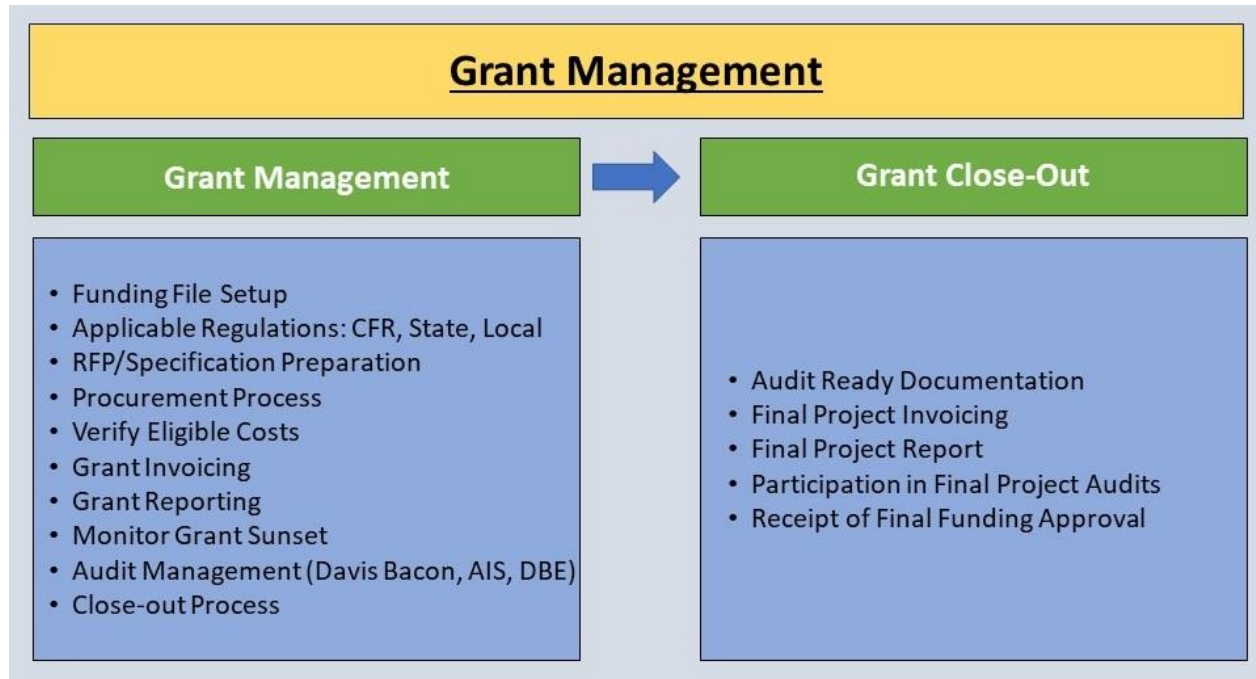
- ✓ ***We have been leading the efforts for Chino Basin Water Conservation Authority to partner with Inland Empire Utilities Agency on two application projects, recently funded by MWD.***
- ✓ ***ESS arranged for support letters from other utility agencies to support the Coachella Valley Water District grant application and coordinated the effort to obtain results of a demonstration project benefiting all agencies in hot arid regions.***

4. Grant Management, Administration, and Monthly Reports

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

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



- ✓ **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.**

Monthly Status Reports

ESS will follow the City's directions for timing and formatting of 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 that may impact the City's funding strategy plan.
- Contract control information, responsible party and items needed from the City.



Deliverable(s):

- Comprehensive status Report monthly whose contents can be customized to the City's preference.

Accountability

Simply put, we take ownership of our work. The ESS team is built on the principles of performing high quality work where the Principals are directly involved and accountable for the projects we submit. Working together, with transparency and cooperation between ESS and our clients, this overall approach to grant-writing contract projects have helped ensure our clients' success.

5. Optional Additional Services

Additional Services

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.

ESS is also available to review the project documents prior to advertisement to make sure that specifications meet all the grant requirements such as those needed for Federally funded projects or EPA labor compliance requirements.

- ✓ ***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 an expedited 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.***