



VWRA



PROPOSAL

VWRA INTERCEPTOR HYDRAULIC MODELING AND RISK ANALYSIS UPDATE

VICTOR VALLEY WATER RECLAMATION AUTHORITY

APRIL 15, 2026

3600 Lime Street, Building 2 / Riverside, CA 92501 / 951.300.2100

DUDEK

1. Executive Summary

April 15, 2026

Latif Laari
Victor Valley Wastewater Reclamation Authority
20111 Shay Road
Victor Valley, California 92394

Subject: Proposal for VVWRA Interceptor Hydraulic Modeling and Risk Analysis Update

Dear Mr. Laari:

Dudek brings proven experience delivering wastewater planning, hydraulic modeling, and capital improvement strategies for public agencies throughout California, with a long history of direct support to the Victor Valley Wastewater Reclamation Authority (VVWRA or Authority). Our team has completed interceptor capacity studies, risk analyses, system modeling, and long-range planning efforts that align closely with the Authority's objectives of protecting system reliability, managing growth, and prioritizing cost-effective capital investments. We provide practical, data-driven solutions that support regulatory compliance, operational resilience, and defensible long-term planning.

Continuity with the 2021 Interceptor Risk Analysis. Dudek served as the lead consultant for VVWRA's **2021 Interceptor Risk Analysis**, which established the hydraulic model, risk evaluation framework, performance criteria, and initial capital improvement recommendations that this Request for Proposals (RFP) is intended to update and extend. The proposed project team for this effort is the **same core team that performed the 2021 analysis**, providing direct continuity in technical judgment, modeling assumptions, data interpretation, and documentation. This continuity allows Dudek to efficiently integrate updated 2026 flow monitoring data, recalibrate and convert the existing hydraulic model, and perform comparative analyses that are consistent with the prior study while reflecting current and future system conditions.

Grounded in the Victor Valley Region. Dudek has supported VVWRA for more than a decade and understands the regional infrastructure, governance structure, and planning context that influence Authority decision-making. Our familiarity with the interceptor system, historical and current flow conditions, and prior studies allows us to build efficiently on existing work while maintaining continuity in assumptions, methodologies, and documentation. This regional knowledge informs recommendations that reflect local growth patterns, system constraints, and operational realities.



**DUDEK
AT A GLANCE**

Multidisciplinary environmental
and engineering services

21
OFFICES

45+
YEARS IN BUSINESS

TOP 125
US ENVIRONMENTAL FIRMS
Engineering News-Record 2024

1,000+
EMPLOYEES

100%
Employee-
Owned

TOP 54
CA DESIGN FIRM
Engineering
News-Record 2023

TOP 51
TRENCHLESS
DESIGN FIRM



Experience with Integrated Planning and Analysis. A defining strength of Dudek's approach is our ability to evaluate wastewater infrastructure within a broader, systemwide planning framework. We have delivered numerous Master Plans, capacity studies, and risk-based analyses that integrate hydraulic modeling, flow monitoring data, facility evaluation, and asset condition considerations. Our multidisciplinary teams apply consistent, transparent methods to identify vulnerabilities, assess performance under future scenarios, and develop prioritized capital improvement programs (CIPs) that balance near-term needs with long-term objectives.

From Analysis to Implementation. Dudek combines boutique-level client service with the depth of a statewide practice. Our engineers, modelers, planners, geographic information system (GIS) specialists, and construction support staff deliver clear, defensible work products that are ready to advance into design and implementation. By focusing on actionable recommendations, phased improvements, and realistic cost and schedule considerations, Dudek helps the Authority translate technical analysis into informed decisions that support reliable operation of the interceptor system over time.

We appreciate the opportunity to partner with the Authority on this important project. Please contact **Elizabeth Caliva, PE**, at ecaliva@dudek.com or **760.479.4114** with any questions.

Sincerely,



Joseph Monaco
President and CEO

Elizabeth Caliva, PE
Project Manager

Joseph Monaco is authorized to sign on behalf of Dudek. He is authorized to execute legal documents on behalf of Dudek. Dudek acknowledges the receipt of all addenda, including addendum No. 1 issued on 3/16/2026 and No. 2 issued on 3/27/2026.



2. Table of Contents

SECTIONS

1	Executive Summary	i
3	Identification of Proposer	1
4	Staffing Resources	3
5	Fiscal Stability	6
6	Experience and Technical Competence	24
7	Proposed Method to Accomplish the Work.....	31
8	Fee Proposal	34
9	Insurance.....	36
10	Litigation	37
11	Other Information	39

TABLES

1	Required Information	2
2	Other Team Qualifications	5
3	Consultant References.....	25

FIGURES

1	Dudek Team Organization	3
2	Dudek Proposed Schedule	33

APPENDIX

A	Full Proposed Schedule Detail
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3. Identification of Proposer

Dudek is a **100% employee-owned**, California-based environmental and engineering consulting firm with more than 1,000 professionals nationwide and deep experience supporting public wastewater agencies. Dudek provides comprehensive in-house services spanning master planning, hydraulic modeling, risk and capacity analysis, design support, permitting, construction management, and inspection. Our work for water and wastewater agencies emphasizes practical, cost-effective solutions that balance regulatory requirements, budget constraints, and long-term system performance.

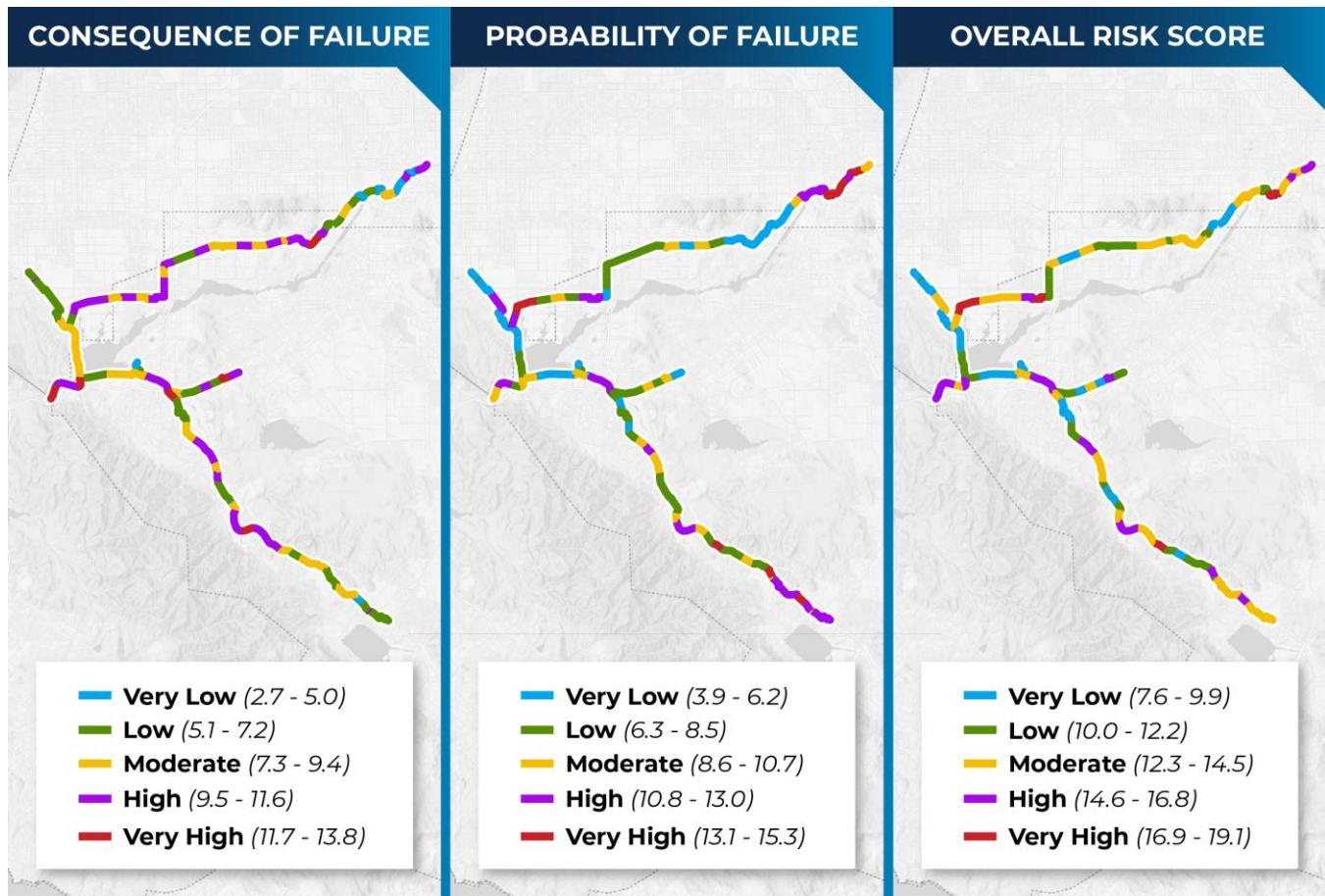
Dudek has **decades of experience delivering interceptor system planning and analysis**, including GIS-based hydraulic modeling, flow monitoring evaluation, infiltration and inflow assessment, and risk-based capital planning. Our multidisciplinary teams integrate engineering, modeling, geographic information system (GIS), asset management, and operational expertise to evaluate system performance under existing and future conditions and to identify prioritized improvements that reduce risk and improve reliability. This approach supports development of defensible, implementable capital improvement programs (CIPs) that align with agency planning horizons and operational realities.

Local and Regional Experience. Dudek has supported the Victor Valley Wastewater Reclamation Authority (VWRA or Authority) on numerous planning, modeling, and engineering initiatives and understands the regional infrastructure, governance structure, and long-term planning context that influence Authority decision-making. Our familiarity with the VWRA interceptor system, historical and current flow data, and prior studies allows us to efficiently build on existing work and maintain continuity in assumptions, methodologies, and documentation.

Integrated Utility Planning Expertise. A defining strength of Dudek's approach is our ability to evaluate wastewater infrastructure within the broader context of regional utility systems. We routinely prepare integrated Master Plans and system studies that assess capacity, condition, and risk; evaluate operational and capital alternatives; and establish phased improvement programs. By applying consistent, data-driven methods that combine hydraulic modeling, facility evaluation, and risk-based prioritization, Dudek helps agencies develop clear, internally consistent plans that are ready to guide decision-making through design and implementation.

Dudek Provides a Variety of Multidisciplinary Services:

- Master Planning
- Feasibility Studies
- Infrastructure Planning and Design
- Hydrogeologic Services
- Groundwater Sustainability Plans
- Construction Management and Inspection
- Water and Wastewater Treatment Evaluation
- Hydrologic and Hydraulic Monitoring
- Pipeline Design
- Reservoir Design and Rehabilitation
- Lift Station and Pump Station Design
- Municipal Infrastructure Design
- Site Assessments, Including Groundwater Sampling and System Evaluations



Example risk graphic developed by Dudek for the Santa Ana Watershed Project Authority Brine Line Criticality Analysis

Table 1 presents the required information specified in the Request for Proposals (RFP).

Table 1. Required Information

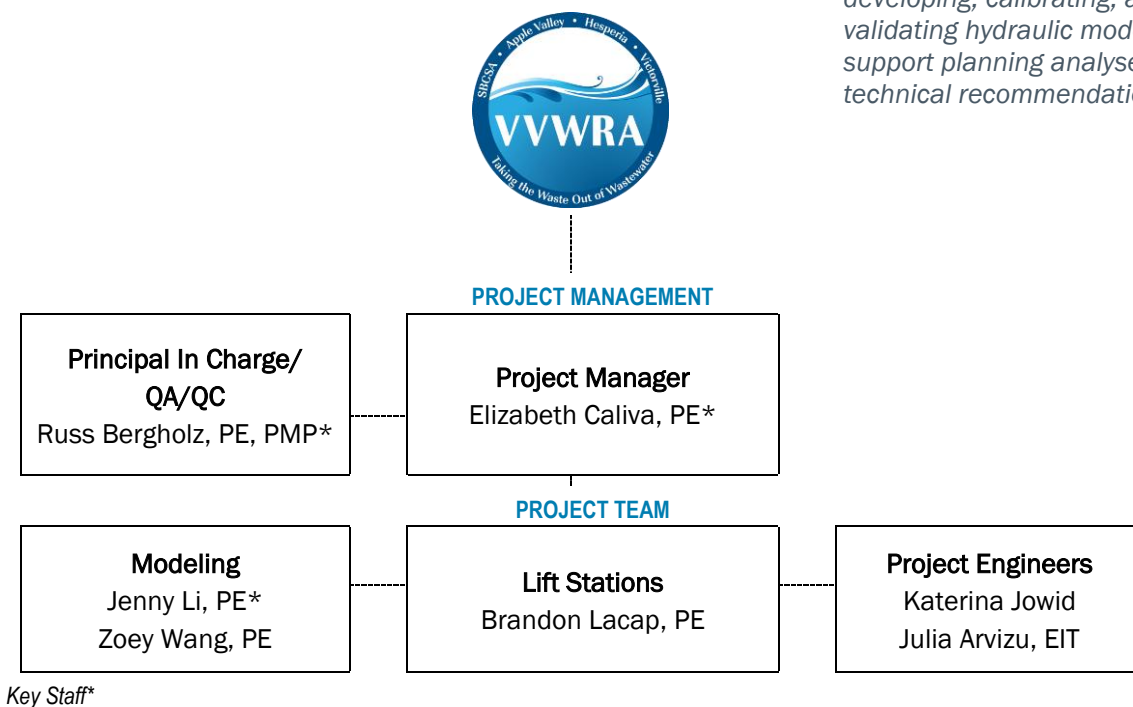
RFP Prompt	Response
Legal Name and Address	Dudek, 687 South Coast Highway 101, Suite 110, Encinitas, California 92024
Legal Form of Company	S-Corporation
Parent Company	N/A
Name, Title, Address, and Telephone Number of Main Contact	Elizabeth Caliva, PE, Project Manager, 687 South Coast Highway 101, Suite 110, Encinitas, California 92024, 760.479.4114
California Business License Number	C1210012

4. Staffing Resources

a. Firm Staffing and Key Personnel

Our team includes experienced professionals with strong backgrounds in project management, engineering, hydraulic modeling, and quality assurance. **Figure 1** illustrates the proposed seven staff members who will work on this project; however, Dudek can nimbly draw from over 1,000 staff across multiple disciplines, as needed, to get the job done on time and within budget. Brief team biographies for key personnel follow, as well as other team qualifications in **Table 2**. Full resumes are available upon request.

Figure 1. Dudek Team Organization



DUDEK STAFF PRINCIPALLY RESPONSIBLE FOR THIS PROJECT

Elizabeth Caliva, PE, Project Manager will be responsible for planning work and managing the scope, schedule, and budget.

Russ Bergholz, PE, PMP, Principal in Charge will be responsible for providing executive oversight of the QA/QC program, ensuring all deliverables meet VVWRA standards, regulatory requirements, and Dudek's internal quality protocols.

Jenny Li, PE, Modeling Technical Lead will be responsible for developing, calibrating, and validating hydraulic models to support planning analyses and technical recommendations.



Elizabeth Caliva, PE
PROJECT MANAGER

Education

University of California, Berkeley
MS, Water Resources and Water
Quality Engineering
BS, Environmental
Engineering

Certifications

Professional Civil Engineer (PE),
CA No. 64331

Professional Affiliations

WaterReuse Association

Relevant Projects/Experience

- *Interceptor Risk Analysis | VVWRA*
- *Regional Inflow and Infiltration Study | VVWRA*
- *Sanitary Sewer Master Plan Update | CITY OF PALMDALE*
- *Water and Sewer Master Plan Updates and Rate Studies | CITY OF EL CENTRO*
- *Sewer Master Plan Update | CITY OF CORONA*
- *Wastewater Master Plan | CITY OF LAGUNA BEACH*
- *Sewer Master Plan and GIS Update | CITY OF CHINO*



Russ Berholz, PE, PMP
PRINCIPAL IN CHARGE / AQ/QC

Education

University of California, Davis
BS, Civil Engineering

Licenses and Certifications

Professional Civil Engineer (PE),
CA No. 59395

Project Management Institute
(PMP) No. 1472209

Professional Affiliations

American Public Works Association
California Water Environment
Association
Water Environment
Federation

Relevant Projects/Experience

- *Interceptor Risk Analysis | VVWRA*
- *Regional Inflow and Infiltration Study | VVWRA*
- *Water and Sewer Master Plan Updates and Rate Studies | CITY OF EL CENTRO*
- *Wastewater Master Plan | CITY OF LAGUNA BEACH*
- *Sewer Master Plan and GIS Update | CITY OF CHINO*



Jenny Li, PE
MODELING TECHNICAL LEAD

Education

University of California,
Los Angeles
BS, Civil and Environmental
Engineering

Certifications

Professional Civil Engineer (PE),
CA No. 97684

Relevant Projects/Experience

- *Interceptor Risk Analysis | VVWRA*
- *Regional Inflow and Infiltration Study | VVWRA*
- *Sanitary Sewer Master Plan Update | CITY OF PALMDALE*
- *Water and Sewer Master Plan Updates and Rate Studies | CITY OF EL CENTRO*
- *Sewer Master Plan Update and Program Environmental Impact Report | CITY OF CORONA*

Table 2. Support Team Qualifications

Personnel Name, Role, Years of Experience	Education and Certifications	Relevant Project Experience
Brandon Lacap, PE Lift Stations 15 Years' Experience	▪ BS, Civil Engineering ▪ PE, CA No. C87211	▪ Wastewater Master Plan Update, Olivenhain Municipal Water District ▪ Wastewater Master Plan, City of Laguna Beach ▪ Water and Sewer Master Plans, City of El Centro
Zoey Wang, PE Modeling 11 Years' Experience	▪ MS, Civil and Environmental Engineering ▪ BS, Hydrology and Water Resources Engineering ▪ PE, CA No. C87599	▪ Water and Sewer Master Plans and Rate Studies, City of El Centro ▪ Sewer Master Plan Update, City of Compton ▪ Wastewater Master Plan, City of Laguna Beach
Katerina Jowid Project Engineer 4 Years' Experience	▪ MS, Environmental Engineering ▪ BA, Environmental Science and Engineering	▪ Sanitary Sewer Master Plan Update, City of Palmdale ▪ Wastewater Master Plan, City of Laguna Beach ▪ Sewer Rehabilitation Planning, City of Los Angeles
Julia Arvizu, EIT Project Engineer 3 Years' Experience	▪ BS, Civil Engineering ▪ EIT CA, No. 178986	▪ Water and Sewer Master Plans and Rate Studies, City of El Centro ▪ 16-inch Transmission Main Project, Ramona Municipal Water District ▪ SSMP Updates and Audits, County of San Bernardino

b. Subcontractors/Subconsultants

Dudek will be providing all services in-house without the use of subcontractors or subconsultants.



Dudek offers collective expertise and the ability to successfully deliver on your objectives.



5. Fiscal Stability



BMO BANK N.A.
4400 MacArthur Blvd, Ste 600
Newport Beach, CA 92660

October 23, 2024

Re: Bank Reference

To Whom It May Concern:

The purpose of this letter is to confirm Dudek has maintained a commercial relationship at BMO Bank N.A. since 2021.

- Line of Credit: XXX0002, high 7 figure commitment and availability

Feel free to provide this Bank Reference letter to any of your clients and vendors you feel appropriate.

Should you or anyone in receipt of this letter have any questions, my contact information is below.

Thank You,

Stephanie Flores

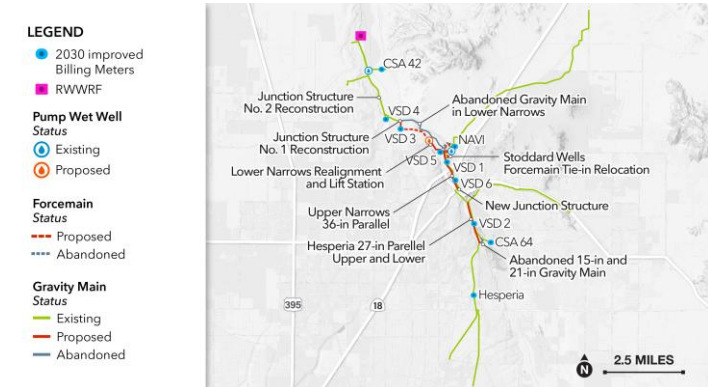
Stephanie Flores
Commercial Banking Client Delivery Specialist
(949) 247-5686
stephanie.flores@bmo.com

6. Experience and Technical Competence

a. Experience

i. Dudek is Well-Positioned to Meet the Goals and Fulfill the General Functions of the RFP

Dudek is exceptionally well positioned to meet the goals and fulfill the general functions of VVWRA's Interceptor Hydraulic Modeling and Risk Analysis Update. Dudek served as the lead consultant for VVWRA's **2021 Interceptor Risk Analysis (Phase 1)**, which established the foundational hydraulic model, risk framework, performance criteria, and initial set of prioritized capital improvement recommendations that form the basis for the current update effort. As a result, Dudek brings direct institutional knowledge of the interceptor system configuration, modeling assumptions, flow data interpretation, risk evaluation methodology, and CIP development approach that the RFP explicitly seeks to update and extend.



Dudek has supported VVWRA for over a decade.

Building on more than a decade of experience supporting VVWRA with interceptor planning, hydraulic modeling, risk analysis, and capital improvement planning, Dudek has a comprehensive understanding of the Authority's system, data resources, and long-term planning objectives. This experience allows Dudek to efficiently integrate updated 2026 flow monitoring data, recalibrate and convert (or rebuild) the existing hydraulic model, and perform comparative analyses that maintain continuity with the 2021 study while reflecting current and future system conditions. Dudek's expertise in large-diameter interceptor modeling, flow monitoring analysis, and risk-based capacity assessment enables the delivery of defensible, transparent, and actionable results that directly support informed decision-making and refinement of VVWRA's 10- and 20-year CIP.

Dudek is fully capable of utilizing **AquaTwin Sewer** and comparable hydraulic modeling platforms and has extensive experience with model conversion, calibration, and documentation to support long-term agency use.

ii. Past Experience of Staff

The proposed Dudek project team is the **same core team that led and executed VVWRA's 2021 Interceptor Risk Analysis (Phase 1)**. As a result, key staff bring direct familiarity with the interceptor system configuration, hydraulic model structure, flow monitoring datasets, calibration approach, risk evaluation framework, and capital prioritization methodology that the RFP is intended to update and extend.

Team members have hands-on experience developing, calibrating, and applying large-diameter interceptor hydraulic models using permanent and temporary flow monitoring data to evaluate dry- and wet-weather performance, future growth conditions, and system vulnerabilities. This experience includes direct involvement in translating technical modeling and risk assessment results into defensible, clearly documented capital

improvement recommendations and planning-level cost estimates, while maintaining consistency with previously adopted assumptions and performance criteria. By retaining the same project team from Phase 1, Dudek is able to efficiently perform comparative analyses between the 2021 and 2026 conditions, minimize rework, and ensure continuity in technical judgment, documentation, and decision-support outputs. Collectively, the proposed staff's experience aligns directly with the scope, objectives, and evaluation criteria of the RFP. **This continuity of staff supports a streamlined project startup, consistent interpretation of results, and a defensible evolution of VVWRA's interceptor risk profile and CIP.**

iii. Years in Business

Dudek was founded in 1980 and has conducted business continuously for more than **45 years**. The firm has well over 4 years' experience providing the required scope of services for public clients, including wastewater agencies, water districts, and regional authorities throughout California, **including long-standing work for the Authority.**

iv. Five References

The following references can speak directly to Dudek's experience. Each reference has firsthand knowledge of our work on interceptor planning, hydraulic modeling, risk analysis, and CIP development comparable in scope and complexity to the services requested in the RFP.

Table 3. Consultant References

Dates of Service and Contract Amount	Organization Name and Contact Name	Contact Information (Telephone Number and Email)
Interceptor Capacity Study (2019) and Interceptor Risk Analysis (2020)		
9/2018–7/2021 \$301,410	VVWRA Latif Laari, Environmental Compliance Manager	760.246.8638 llaari@vvwra.com
Description of Work Performed Dudek developed and calibrated a new hydraulic model of VVWRA's interceptor system, evaluated current and projected flows, and identified system deficiencies to support the creation of a new financial rate model. The project resulted in over \$120 million in project needs to accommodate 2030 PWWF estimates. As a result of the analysis, the Authority embarked on a regional inflow and infiltration (I&I) study to evaluate where I&I can be reduced to improve system capacity prior to commencing costly system upgrades. Dudek supported the Authority and its member agencies with the 3-year Regional I&I Study between 2021 and 2024.		
Wastewater Master Plan		
8/2024–12/2025 \$822,451	City of Laguna Beach Ulises Escalona, Senior Project Manager	949.497.0792 uescalona@lagunabeachcity.net
Description of Work Performed Dudek recently completed this project that included field surveying, lift station and stormwater diversion structure condition assessments, flow metering, and developing a sewer hydraulic model to assess the capacity and condition of the City's 97-mile collection system and 26 lift stations. The project resulted in a prioritized, phased 20-year CIP based on these assessments, and the City gained a strategic, data-driven roadmap to guide short- and long-term infrastructure investments.		
Sewer Master Plan Update and Program Environmental Impact Report		
6/2024–Ongoing \$899,335	City of Corona Alan Zhang, CIP Supervisor	951.773.1104 alan.zhang@coronaca.gov
Description of Work Performed Dudek is serving as the prime consultant for the City of Corona's Sewer Master Plan Update, the first comprehensive update since 2005. The work includes systemwide hydraulic modeling of approximately 440 miles of gravity sewer, evaluation of 15 lift stations and 3 wastewater reclamation facilities, and detailed condition and capacity assessments to address aging infrastructure and projected growth. Dudek is		

Table 3. Consultant References

Dates of Service and Contract Amount	Organization Name and Contact Name	Contact Information (Telephone Number and Email)
developing a prioritized, phased CIP and preparing a program-level environmental document to streamline implementation of recommended improvements and support long-term system reliability and regulatory compliance.		
Sewer Risk Assessment		
10/2023–1/2025 \$275,140	City of Encinitas Elmer Alex, Principal Engineer	760.633.272 ealex@encinitasca.gov
Description of Work Performed Dudek prepared the City of Encinitas Sewer Risk Assessment and Improvement Implementation Plan, compiling and analyzing systemwide condition and performance data to develop a multivariable likelihood-and-consequence-of-failure model. The effort resulted in a prioritized, geographically grouped 10-year CIP with detailed cost estimates to guide proactive rehabilitation, asset management, and long-term budgeting.		
Water and Sewer Master Plans and Cost of Service Rates Study		
8/2024–Ongoing \$1,239,186	City of El Centro Abraham Campos, Public Works Director/City Engineer	760.336.8520 acampos@cityofelcentro.org
Description of Work Performed Dudek is assisting the City of El Centro with its first water and sewer Master Plans in over 17 years, focusing on realistic growth projections and aging infrastructure assessments and developing a prioritized 20-year CIP. While the Master Plans are completed, the Rate Studies are ongoing.		

v. Local Experience and Knowledge of Authority’s Operations

Dudek provides immediate continuity and system knowledge based on prior Authority model updates and risk analysis.



b. Project Specific Experience

i. Three Most Relevant Service Contracts Within the Past Five Years

The following project descriptions demonstrate our proven performance in delivering cost-effective, successful projects.

INTERCEPTOR CAPACITY STUDY AND INTERCEPTOR RISK ANALYSIS

Client: VVWRA

Dudek's Role: Prime Consultant

Dollar Value of Services: \$301,410

Dollar Value of Fee: \$301,410

Description of Services: Dudek supported VVWRA with an Interceptor Capacity Study and subsequent Interceptor Risk Analysis to evaluate system performance, accommodate projected growth, and inform long-term capital planning. Dudek developed and calibrated a hydraulic model to assess dry- and wet-weather conditions, identify capacity constraints, and prioritize interceptor improvements using a risk-based framework. The study identified more than \$120 million in needed improvements to reliably convey projected peak wet-weather flows and directly supported VVWRA's capital planning and rate-setting efforts. Findings also led to initiation of a regional I&I reduction program, which Dudek continued to support through a multi-year Regional I&I Study.

Staffing: Elizabeth Caliva (Project Manager), Russ Bergholz (Principal in Charge), Jenny Li (Hydraulic Modeling), Brandon Lacap (Condition Assessment)

Duration of Providing Services: September 2018–July 2021

Relationship to Client: Dudek served as VVWRA's prime consultant and trusted technical advisor for the Interceptor Capacity Study and Risk Analysis, working closely with Authority staff to align technical findings with operational and planning priorities. Dudek's role continued through the subsequent Regional I&I Study, providing continuity from system evaluation through implementation planning.

Contact Name, Position, Entity Telephone, Fax, and Email Address: Latif Laari, Environmental Compliance Manager, VVWRA, 760.246.8638, Fax: N/A, llaari@vwwra.com



SEWER MASTER PLAN UPDATE AND PROGRAM ENVIRONMENTAL IMPACT REPORT

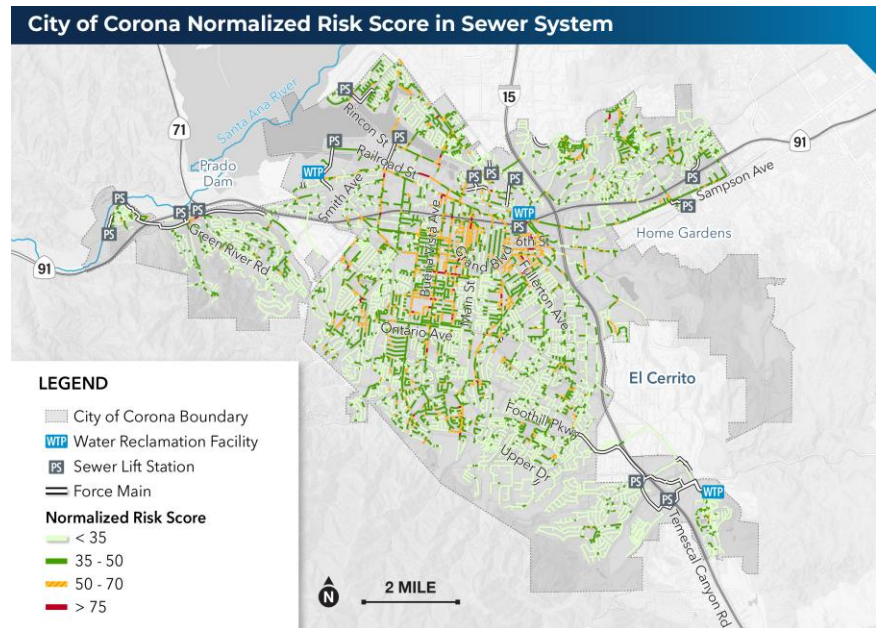
Client: City of Corona

Dudek's Role: Prime Consultant

Dollar Value of Services: \$899,335

Dollar Value of Fee: \$899,335

Description of Services: The City of Corona is updating its Sewer Master Plan for the first time since 2005 to address aging infrastructure and continued growth. Dudek is serving as the prime consultant for the 2025 Sewer Master Plan Update, providing capacity analysis, condition assessment of pipelines and lift stations, and preparation of a program environmental impact report (EIR) to support streamlined implementation. The updated plan will deliver a phased roadmap for capital improvements to support reliable service and long-term system performance.



Dudek created this graphic to easily communicate risk score to the City.

Staffing: Elizabeth Caliva (Project Manager), Russ Bergholz (Principal in Charge, QA/QC), Jenny Li (Hydraulic Modeling and Analysis), Shannon Brown (Pipeline Condition Assessment/Risk Modeling), Brandon Lacap (Lift Station Evaluations), Joe Schneider (Electrical, Instrumentation and Controls), Katerina Jowid (Project Engineer), Ken Muntz (Condition Assessment), Matt Hayden (Condition Assessment), Rachel Struglia (Program EIR)

Duration of Providing Services: June 2024–Ongoing

Relationship to Client: Dudek is serving as the City of Corona's prime consultant for the Sewer Master Plan Update and program EIR, providing project management, hydraulic modeling, condition assessment, and development of a phased CIP. Dudek works closely with City staff to deliver technically defensible, regulatory-compliant recommendations that support long-term system performance and growth.

Contact Name, Position, Entity Telephone, Fax, and Email Address: Nathan Armendariz, Project Manager, City of Corona, 951.279.3512 , Fax: N/A, nathan.armendariz@coronaca.gov

WATER AND SEWER MASTER PLANS AND COST OF SERVICE RATES STUDY

Client: City of El Centro

Dudek's Role: Prime consultant

Dollar Value of Services:
\$1,239,186

Dollar Value of Fee:
\$1,239,186

Description of Services: The City of El Centro is updating its Water and Sewer Master Plans for the first time in over 17 years to address aging infrastructure and more realistic growth projections. Dudek is serving as the prime consultant, leading planning, modeling, condition assessment, and development of a prioritized

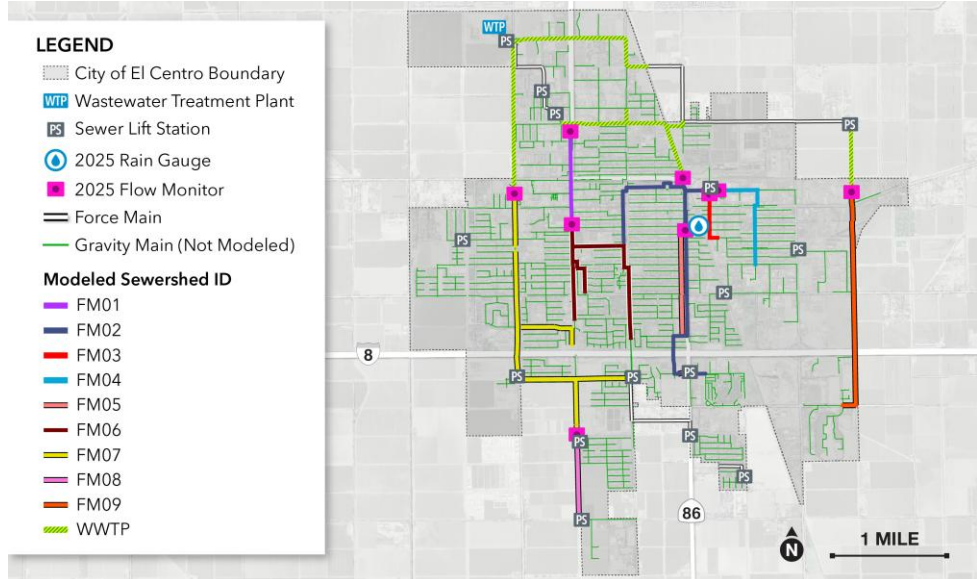
20-year CIP, with subconsultants supporting flow metering, asset condition assessment, and rate development. The updated plans will provide the City with a practical, data-driven roadmap that improves system reliability and supports long-term financial sustainability.

Staffing: Elizabeth Caliva (Project Manager/Sewer Lead), Greg Ripperger (Deputy Project Manager/Water Lead), Russ Bergholz (Principal in Charge/QA/QC Lead), Jenny Li (Sewer Hydraulic Modeling and Analysis), Zoey Wang (Potable Water Hydraulic Modeling and Analysis), Brandon Lacap (Condition Assessment), Joe Schneider (Electrical/I&C), Julie Arvizu (Public Outreach/Strategic Communications), Katerina Jowid (Project Engineer), Ken Muntz (Field Investigation/Condition Assessment Specialist)

Duration of Providing Services: August 2024–Ongoing (Master Plans Completed; Rate Studies Ongoing)

Relationship to Client: Dudek is serving as the City of El Centro's prime consultant for development of the Water and Sewer Master Plans and Cost-of-Service Rates Study, providing project management, technical analysis, and delivery of planning, modeling, and CIP components. Dudek works closely with City staff to ensure recommendations are implementable and aligned with long-term operational and financial objectives.

Contact Name, Position, Entity Telephone, Fax, and Email Address: Abraham Campos, PE, City Engineer, City of El Centro, 760.337.5182, Fax: N/A; acampos@cityofelcentro.org



We create graphics as part of master planning to succinctly convey complex ideas.

ii. Contract Terminations

Failure to Enter a Contract Once Selected

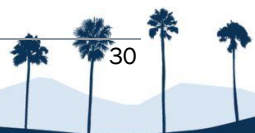
To the best of our knowledge, out of the thousands of contracts we have been awarded, we can recall only two instances in which Dudek was selected or awarded a contract but did not proceed with contract execution:

- In one instance, the procuring entity required inclusion of a unique provision that would have prevented Dudek from assisting any clients holding a property interest in a specified geographic area, regardless of whether the services to be performed were related to that property in the specific geographic area. As this provision conflicted with our obligations to existing clients and imposed overly broad limitations on future engagements, we were unable to proceed with contract execution.
- In the second instance, Dudek attempted to negotiate standard terms to ensure a balanced contract. The client refused to engage in negotiation, and the contract was not finalized

c. Technical Competence

i. In-House Resources and ii. Ability to Draw Upon Multidisciplinary Staff

Dudek combines secure, in-house, QA/QC-driven analyses with an integrated multidisciplinary team to deliver coordinated, implementation-ready solutions.



7. Proposed Method to Accomplish the Work

Project Understanding and Approach

Dudek understands that the Authority is seeking to update its Interceptor Risk Analysis to reflect current system conditions and support long-term capital planning. This effort represents the next phase of the interceptor planning framework established through the **2021 Interceptor Risk Analysis led by Dudek** and is intended to build directly on that work. The update includes integrating updated 2026 flow monitoring data, converting the existing InfoSewer model to the AquaTwin Sewer platform, and recalibrating the model to reflect current dry- and wet-weather flow conditions. The updated model will be used to evaluate both existing and future capacity under a range of flow scenarios, incorporating revised performance criteria and asset condition data to assess system risk and identify priority improvements.

Dudek's approach emphasizes **continuity, technical rigor, and collaboration**. The proposed project team is the same **core team that performed the 2021 analysis**, providing direct continuity in system understanding, modeling structure, calibration approach, and risk evaluation methodology. This continuity allows Dudek to efficiently update the hydraulic model, perform defensible comparisons between the 2021 and 2026 conditions, and reevaluate system performance using the most current data while maintaining consistency with previously adopted assumptions and documentation. Dudek will work closely with VVWRA to refine evaluation criteria, consider operational flexibility, and develop a prioritized list of capital improvement projects that reflects both updated system needs and long-term planning goals. Final deliverables will include a comprehensive technical report and a virtual presentation to the VVWRA Board, ensuring transparency, reproducibility, and alignment with the Authority's objectives.

Scope of Work

Task 1 Project Management

In addition to general project administration, QA/QC, and budget control, this task includes coordination and facilitation of one project kickoff meeting, 12 project status meetings, and one final presentation to the VVWRA Board. All meetings are assumed to be held virtually via Microsoft Teams or Zoom. Dudek will provide proactive coordination, clear documentation, and regular communication to support schedule adherence, timely issue resolution, and overall project transparency throughout the study.

Deliverables:

- Agenda and meeting notes, schedule updates, monthly progress reports, invoices, and VVWRA Board presentation materials

Task 2 Data Collection and Review

Dudek will collect and review flow monitoring data provided by the Authority, including influent flow measurements at the treatment plant, agency-specific tie-in meters, and permanent flow meters distributed throughout the interceptor system. Consistent with the methodology established during the **2021 Interceptor Risk Analysis**, this data will be analyzed to develop representative dry- and wet-weather flow curves and updated peaking factors that form the basis for hydraulic model calibration and capacity evaluation.

Newly collected flow monitoring data will be directly compared to the **2021 baseline dataset** to identify significant changes in flow patterns, trends, and system behavior that may affect updated capacity and risk findings. This comparison will consider known system changes since 2021, including collection system improvements by member agencies, implementation of subregional treatment plants, and changes in recycled water operations that influence interceptor loading. The Authority is expected to install additional flow meters and conduct monitoring over a period of approximately six months or more. Data from this monitoring effort will serve as the foundation for updating the hydraulic model and risk analysis.

Assumptions:

- Consistent with the RFP, updated flow monitoring data sufficient to support model calibration (approximately six months of data) is anticipated to be available beginning in July 2026. Dudek's schedule and approach assume calibration activities will commence upon availability of this dataset.

Task 3 Model Conversion and Calibration

This task includes conversion of the Authority's existing InfoSewer hydraulic model, originally developed and calibrated as part of the 2020 Model Update and Calibration project and subsequently utilized for the 2021 Interceptor Risk Analysis, to the AquaTwin Sewer platform. Following model conversion, Dudek will recalibrate the model using updated 2026 flow monitoring data to reflect current dry- and wet-weather conditions. Calibration will focus on achieving agreement within approximately $\pm 10\%$ of observed flow conditions, consistent with the RFP requirements. Maintaining continuity with the prior model structure and assumptions, Dudek will ensure that updates are clearly documented and that changes between the 2021 and 2026 models are transparent and reproducible, supporting direct comparison of results across planning horizons.

Assumptions:

- Model conversion assumes existing software files are accessible at the time of project execution. If the original platform is no longer functional due to discontinued vendor support, Dudek will rebuild the model in AquaTwin Sewer using the Authority's GIS and supporting datasets.

Task 4 Growth Projections and Subregional Plant Impacts

Dudek will develop future flow projections to support the updated interceptor capacity and risk analysis. This task includes coordination with each of the Authority's four member agencies through individual workshops to gather updated growth projections, supplemented by review of General Plans, Sewer Master Plans, and other relevant planning documents. Using this information, Dudek will develop near-term (10–15 year) and buildout (20–30 year) flow projections for each member agency. These projections will define the future flow scenarios evaluated as part of Task 5. The analysis will also incorporate operational impacts of subregional treatment plants, including existing and anticipated recycled water diversions, cancellation of previously proposed facilities, and other changes affecting interceptor loading, ensuring that future scenarios accurately reflect expected system demands.

Assumptions:

- The fee assumes one 2-hour virtual workshop with each member agency to gather agency input on growth projections. Member agency planning data is provided in a timely manner.

Task 5 Capacity and Risk Analysis

Using the recalibrated hydraulic model (Task 3) and updated flow projections (Task 4), Dudek will evaluate interceptor system capacity and performance under six flow scenarios representing existing, near-term, and buildout peak dry- and wet-weather conditions. Results will be evaluated in direct comparison to the findings of



the **2021 Interceptor Risk Analysis** to identify changes in system performance, emerging constraints, and evolving risk drivers. Performance criteria will be developed collaboratively with the Authority and may extend beyond traditional depth-to-diameter (d/D) thresholds to allow a nuanced evaluation of short-term surcharging and operational flexibility, consistent with the Authority's risk tolerance and planning objectives.

In addition to hydraulic performance, Dudek will integrate available asset condition, location, and age data to assess risk and prioritize areas of concern. The analysis will result in refined and updated capital improvement recommendations, including reevaluation of projects identified in the 2021 study and identification of new improvements where warranted. Dudek will work closely with the Authority to ensure recommendations are cost-effective, defensible, and aligned with long-term system planning goals.

Task 6 Project Prioritization and CIP

Building on Task 5, Dudek will develop a prioritized list of capital improvement projects to address identified capacity constraints and system risks. Each recommended project will include a planning-level cost estimate and be evaluated based on risk reduction potential, system performance benefits, and alignment with the Authority's long-term planning objectives. The prioritized project list will be structured to support integration into the Authority's **10- and 20-year CIP**, including consideration of phasing, sequencing, and trigger points for implementation.

Task 7 Report Preparation

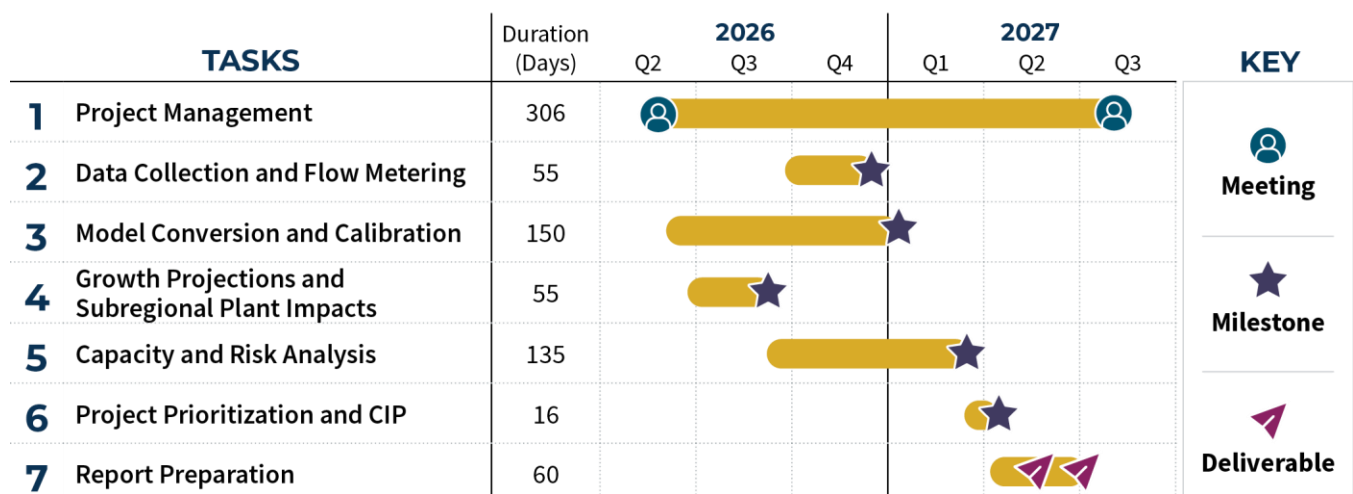
Dudek will prepare a comprehensive technical report documenting the methodology, analyses, findings, and recommendations of the Interceptor Risk Analysis 2026 Update. The report will include documentation of model updates, comparative performance evaluation, updated capacity and risk findings, and revised CIP recommendations. Supporting figures, tables, and appendices will be provided to clearly communicate results and maintain consistency with the 2021 documentation style.

Deliverables:

- Draft and Final Interceptor Risk Analysis 2026 Update (PDF), hydraulic modeling files, and supporting figures, tables, and appendices. Hard copies will be provided upon request.

Proposed Schedule

Figure 2. Dudek Proposed Schedule (full project schedule available in the Appendix)



8. Fee Proposal

Dudek Labor Hours and Rates								Total Dudek Hours	Dudek Labor Costs	Other Direct Costs	Total Fee
Project Team Role:		PIC - QA/QC	Project Manager	Modeling	Lift Stations	Project Engineers	Admin				
Team Member:		R. Bergholz	E. Caliva	J. Li, Z. Wang	B. Lacap	K. Jowid, J. Arvizu	M. Kinney				
Billable Rate :		\$330	\$300	\$270	\$285	\$220	\$165				
Task 1	Project Management										
1.1	Budget, Schedule, Invoicing		8				8	16	\$3,718		\$3,718
1.2	Meetings (KO and 12 Status Meetings Assumed)	12	24	12	4			52	\$15,540		\$15,540
1.3	Final Board Presentation	6	8	4			4	22	\$6,119	\$200	\$6,319
Subtotal Task 1		18	40	16	4		12	90	\$25,378	\$200	\$25,578
Task 2	Data Collection and Flow Metering										
2.1	Data Collection and Review		8	8		16		32	\$8,080		\$8,080
2.2	Process VVWRA Permanent Flow Metering Data	2	4	8		40		54	\$12,820		\$12,820
2.3	Develop Calibration Curves		2	4		8		14	\$3,440		\$3,440
2.4	Peaking Factor Development		4	6		12		22	\$5,460		\$5,460
2.5	Comparison to 2020 Flow Data		2	8		12		22	\$5,400		\$5,400
Subtotal Task 2		2	20	34		88		144	\$35,200	\$	\$35,200
Task 3	Model Conversion and Calibration										
3.1	Convert Model to AquaTwin Asset		4	24		16		44	\$11,200		\$11,200
3.2	Update Model with Existing Flow Data		2	8				10	\$2,760		\$2,760
3.3	Model Calibration		4	40		8		52	\$13,760		\$13,760
Subtotal Task 3			10	72		24		106	\$27,720	\$	\$27,720
Task 4	Growth Projections and Subregional Plant Impacts										
4.1	Buildout Growth Determination			8				8	\$2,160		\$2,160
4.2	Growth Curve Development - 10-Year and Buildout	4	8	16				28	\$8,040		\$8,040
4.3	Member Agency Meetings (4 Virtual Meetings Assumed)	2	8	16				26	\$7,380		\$7,380
4.4	Subregional Plant Planned Growth & Impact	4	4	8		4		20	\$5,560		\$5,560
4.5	Develop Near-Term and Buildout Flow Scenarios	2	4	8		16		30	\$7,540		\$7,540
Subtotal Task 4		12	24	56		20		112	\$30,680	\$	\$30,680

Dudek Labor Hours and Rates								Total Dudek Hours	Dudek Labor Costs	Other Direct Costs	Total Fee
Project Team Role:		PIC - QA/QC	Project Manager	Modeling	Lift Stations	Project Engineers	Admin				
Team Member:		R. Bergholz	E. Caliva	J. Li, Z. Wang	B. Lacap	K. Jowid, J. Arvizu	M. Kinney				
Billable Rate :		\$330	\$300	\$270	\$285	\$220	\$165				
Task 5	Capacity and Risk Analysis										
5.1	Develop Performance Criteria	2	4	4				10	\$2,940		\$2,940
5.2	Existing Capacity Analysis (Wet/Dry)	2	4	16		8		30	\$7,940		\$7,940
5.3	10-Year Capacity Analysis (Wet/Dry)	2	4	16		8		30	\$7,940		\$7,940
5.4	Buildout Capacity Analysis (Wet/Dry)	2	4	16	4	8		34	\$9,080		\$9,080
5.5	Improvement Project Development Scenarios	8	16	24		16		64	\$17,440		\$17,440
Subtotal Task 5		16	32	76	4	40		168	\$45,340	\$	\$45,340
Task 6	Project Prioritization and CIP										
6.1	Project Prioritization	2	4	8	2			16	\$4,590		\$4,590
6.2	Cost Estimates	4	8	16	8	16		52	\$13,840		\$13,840
6.3	CIP Project Development (10- and 20-Year)	4	8	8	4	8		32	\$8,780		\$8,780
Subtotal Task 6		10	20	32	14	24		100	\$27,210	\$	\$27,210
Task 7	Report Preparation										
7.1	Draft Report	4	16	24	8	40	4	96	\$24,339		\$24,339
7.2	Report Graphics		4	8		24		36	\$8,640		\$8,640
7.3	Final Report	4	8	16	4	16	2	50	\$13,030		\$13,030
Subtotal Task 7		8	28	48	12	80	6	182	\$46,009	\$	\$46,009
Total Non-Optional Hours and Fee		66	174	334	34	276	18	902	\$237,536	\$200	\$237,736

9. Insurance



CERTIFICATE OF LIABILITY INSURANCE

8/28/2026

DATE (MM/DD/YYYY)
4/7/2026

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	Lockton Companies, LLC DBA Lockton Insurance Brokers, LLC in CA CA license #0F15767 444 W. 47th St., Ste. 900 Kansas City MO 64112-1906 (816) 960-9000 kcasu@lockton.com	CONTACT NAME: PHONE (A/C, No, Ext): FAX (A/C, No): E-MAIL ADDRESS:
		INSURER(S) AFFORDING COVERAGE INSURER A : Zurich American Insurance Company INSURER B : Continental Casualty Company INSURER C : INSURER D : INSURER E : INSURER F :
INSURED	DUDEK 687 SOUTH COAST HIGHWAY 101 SUITE 110 ENCINITAS CA 92024	NAIC # 16535 20443

COVERAGES CERTIFICATE NUMBER: 23280927 REVISION NUMBER: XXXXXXXX

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☒ PROJECT ☒ LOC OTHER:	Y	N	GLO0146311	8/28/2025	8/28/2026	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000 \$
A	☒ AUTOMOBILE LIABILITY ANY AUTO ☒ OWNED ☐ AUTOS ONLY ☐ HIRED ☐ AUTOS ONLY ☐ SCHEDULED ☐ AUTOS ☐ NON-OWNED ☐ AUTOS ONLY	Y	N	BAP0146329	8/28/2025	8/28/2026	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ XXXXXXXX BODILY INJURY (Per accident) \$ XXXXXXXX PROPERTY DAMAGE (Per accident) \$ XXXXXXXX \$ XXXXXXXX
	☐ UMBRELLA LIAB ☐ EXCESS LIAB DED RETENTION \$			NOT APPLICABLE			EACH OCCURRENCE \$ XXXXXXXX AGGREGATE \$ XXXXXXXX \$ XXXXXXXX
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	N/A	WC0146330	8/28/2025	8/28/2026	☒ PER STATUTE E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
B	PROFESSIONAL LIABILITY INCLUDES POLLUTION	N	N	EEH591932835 INCL POLL	8/28/2025	8/28/2026	PER CLAIM \$2,000,000 AGGREGATE \$2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
RE: VVWRA, ITS MEMBERS, DIRECTORS, OFFICERS, AND EMPLOYEES ARE ADDITIONAL INSURED ON GENERAL AND AUTO LIABILITY, ON A PRIMARY, NON-CONTRIBUTORY BASIS, AS REQUIRED BY WRITTEN CONTRACT. WAIVER OF SUBROGATION APPLIES ON WORKERS COMPENSATION AS REQUIRED BY WRITTEN CONTRACT AND WHERE ALLOWED BY LAW. COVERAGE IS SUBJECT TO THE TERMS AND CONDITIONS OF THE POLICY.

CERTIFICATE HOLDER

23280927
VICTOR VALLEY WASTEWATER
RECLAMATION AUTHORITY
20111 SHAY RD.
VICTORVILLE, CA 92394

CANCELLATION See Attachments

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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ACORD 25 (2016/03)

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10. Litigation

Dudek Summary of Legal Claims in Last Five Years Involving Professional Consulting Services

Elsinore Valley Municipal Water District v. Water Works Engineers, LLC, et al.

On November 12, 2021, Elsinore Valley Municipal Water District (the “District”) filed a civil complaint against Water Works Engineers, LLC (WWE) in California Superior Court, County of Riverside, for alleged design defects in a water reclamation facility. The District filed a first amended complaint against WWE on September 26, 2022, for breach of contract and professional negligence. WWE subsequently cross-claimed against the construction firm as well as Dudek (and other firms) for its role as construction manager. Dudek was not involved in the design of the project and denied any liability. The Court dismissed the cross-complaint against Dudek in 2024.

Sunhi Kim vs. Golden Rain Foundation of Walnut Creek, et al.

On November 18, 2024, Golden Rain Foundation of Walnut Creek filed a Cross-complaint against Dudek in California Superior Court, County of Contra Costa, for (1) indemnification; (2) apportionment of fault; and (3) dangerous condition on public property. Dudek was serving as the on-call arborist for the City of Walnut Creek. Dudek is evaluating filing for a motion to dismiss, and should that fail, it intends to defend itself vigorously. Dudek was and remains fully insured for all of its professional services.

Keep the Funk, Inc. v. City of Santa Barbara; City Council of the City of Santa Barbara, respondents and Carolyn Groves [Dudek]; Wright Family H Limited Partnership, real parties in interest

On January 27, 2025, a group of local artists and small businesses in Santa Barbara filed suit against the City of Santa Barbara, the City Council of Santa Barbara and real parties in interest, including Dudek’s project manager, objecting to the development of a 200-room hotel in downtown Santa Barbara. Dudek serves as a professional environmental consultant to the architect for the development. The causes of action include (1) violations of CEQA; (2) Inadequate findings; and (3) project incompatibility with Specific Plan, General Plan and Coastal Land Use Plan Policies and Requirements. In early October 2025, plaintiff filed a request to dismiss Carolyn Groves/Dudek from the complaint. The Court granted the request to dismiss the Dudek project manager from the complaint in October 2025.

Marvin Donius and Rincon Mushroom Corporation of America, Inc. v. Raul A. Ramirez, in his official capacity as a Rincon Tribal Court judge; et al

On May 27, 2025, Dudek was added to a complaint in U.S. District Court, Southern District of California for: (1) violation of U.S. Constitution 4th Amendment Rights Against Unreasonable Search & Seizure of Persons & Personal Property; (2) Violation of Due Process under 5th and 14th Amendments to U.S. Constitution-Enforcing a Tribal Contempt Order Based on an Invalid Tribal Court Judgment; (3) Lack of Jurisdiction – Enforcing Tribal Contempt Order to Seize & Destroy Personal Property on Non-Indian Fee Land; (4) Trespass; (5) Conversion; (6) Trespass to Chattel; (7) Negligence; (8) Intentional Interference with Prospective Economic Advantage; and (9) Negligent Interference with Economic Advantage. The plaintiff and defendant tribe have been involved in litigation

with one another for over 18 years. Dudek’s involvement included providing oversight of a hazardous waste assessment and removal. Dudek is represented along with the tribal defendants by Rincon’s tribal counsel. Counsel filed a motion to stay these proceedings pending resolution of a motion to modify the Tribal Court Judgment that plaintiffs filed in the Rincon Tribal Civil Court.

Kara Lynn Booker v. City of Huntington Beach, MMC, Inc., Mehta Mechanical Co., et al

On October 29, 2025, Dudek was added to an ongoing lawsuit alleging negligence, willful failure to warn, and dangerous condition of public property. Dudek’s involvement was serving as the City’s on-site administrative construction management function for a public works project. Plaintiff fell into a hole at the site, injuring herself. She claims the City and consequently Dudek were negligent. Dudek is in the process of working with insurance appointed counsel to evaluate the merits and defend itself vigorously. Dudek was and remains fully insured for all of its professional services.

Requested Edits to the Sample PSA

Dudek proposes the following modifications to the Agreement for your consideration:

- Section 2: Dudek proposes replacing “its best” with “commercially reasonable.”
- Section 3.2: Dudek proposes adding the following language to the end of the paragraph:
“Consultant will not be responsible for damages or be deemed in default for delays arising from causes beyond Consultant’s reasonable control.”
- Section 8.1: Dudek proposes adding the word “negligent” before “acts, errors or omissions” and deleting “all consequential damages.” Additionally, Dudek proposes adding the word “reasonable” before “expert witness fees.”
- Section 8.2: Dudek proposes adding the following language to the end of the paragraph:
“Notwithstanding the foregoing, with respect to any professional liability claim or lawsuit, this indemnity does not include providing the primary defense of District; provided, however, Consultant shall be responsible for District’s defense costs to the extent such costs are incurred as a result of Consultant’s negligence, recklessness, or willful misconduct.”

Additionally, Dudek proposes adding the word “reasonable” before “attorney’s fees” and “expert witness fees.”



11. Other Information

a. Record of Staffing Tasks Efficiently and Completing Projects on Time and Within Budget

Commitment to Budget and Schedule

Dudek delivers cost-effective, practical solutions by applying proven interceptor planning and hydraulic modeling expertise aligned with VVWRA's operational and long-term objectives. Our approach emphasizes right-sized technical analysis that provides clear, standards-based results while making efficient use of project funds. By focusing on transparent, defensible modeling and planning methods, Dudek produces work products that directly support capital improvement, risk reduction, and informed decision-making.

Maintaining schedule and budget discipline is central to Dudek's delivery approach.

We establish clear task sequencing, milestone schedules, and coordination points at project initiation, and track progress through regular status updates and schedule reviews. Projects are managed by experienced project managers with a demonstrated record of delivering complex wastewater planning and modeling projects **on time and within negotiated budgets**, including multi-agency and data-dependent studies similar in scope and complexity to this effort. With primarily in-house technical resources and experienced project management, Dudek ensures efficient coordination, timely delivery, and consistent communication throughout the project lifecycle.



We have a strong track record of completing projects on time and within budget.

Commitment to Providing Necessary Resources

Dudek begins each assignment with a clear understanding of the Authority's goals, system constraints, and operational priorities. **Early coordination with VVWRA staff, targeted site reconnaissance, and review of available data and prior studies are used to establish baseline conditions and inform the technical approach.** Dudek develops calibrated interceptor hydraulic models, evaluates dry- and wet-weather performance, and applies a risk- and criticality-based framework to identify high-consequence assets and prioritize improvements that deliver the greatest reliability and risk reduction.

Dudek provides the staffing and technical resources needed at every stage of the project. We develop phased, implementable capital improvement strategies that include planning-level cost estimates, sequencing

STAFF COMMITMENT AND RESOURCES (% AVAILABILITY)	
Elizabeth Caliva, PE	20%
Russ Bergholz, PE, PMP	10%
Jenny Li, PE	30%
Zoey Wang, PE	35%
Brandon Lacap, PE	25%
Katerina Jowid	40%
Julie Arvizu, EIT	40%

considerations, and readiness for design and implementation. Each major milestone is supported by internal technical review to ensure recommendations are defensible and actionable.

The project manager serves as the primary point of contact and coordinates all disciplines to maintain schedule, budget, and consistency. Regular check-ins with Authority staff, documented decisions, and up-to-date schedules and progress reports ensure efficient coordination and continuity. Dudek's depth of in-house resources allows staffing to scale as needed while maintaining technical quality, availability of key personnel, and schedule control throughout the contract.

b. Description of Community Involvement

Dudek has extensive experience supporting public agencies with community involvement efforts that promote transparency and informed decision-making. **Our approach emphasizes early coordination, clear communication, and engagement strategies scaled to project sensitivity and community needs.** Dudek routinely translates complex technical information into accessible materials and facilitates public meetings, workshops, and targeted outreach.

For diverse or geographically dispersed communities, Dudek incorporates inclusive practices, such as multilingual materials and coordination with local organizations to ensure meaningful participation. Our in-house outreach, planning, GIS, and creative services teams work collaboratively to deliver consistent messaging, document feedback, and support agencies in advancing projects while maintaining strong community relationships.



We have a long-standing history of community involvement.



We have a long-standing history of providing you support.

c. Description of Previous Involvement with the Authority

Dudek has a long-standing history of supporting VVWRA with interceptor planning, hydraulic modeling, risk analysis, and related engineering and technical services. Our work with VVWRA includes the 2020 Model Update and Calibration, the 2021 Interceptor Risk Analysis, and subsequent interceptor

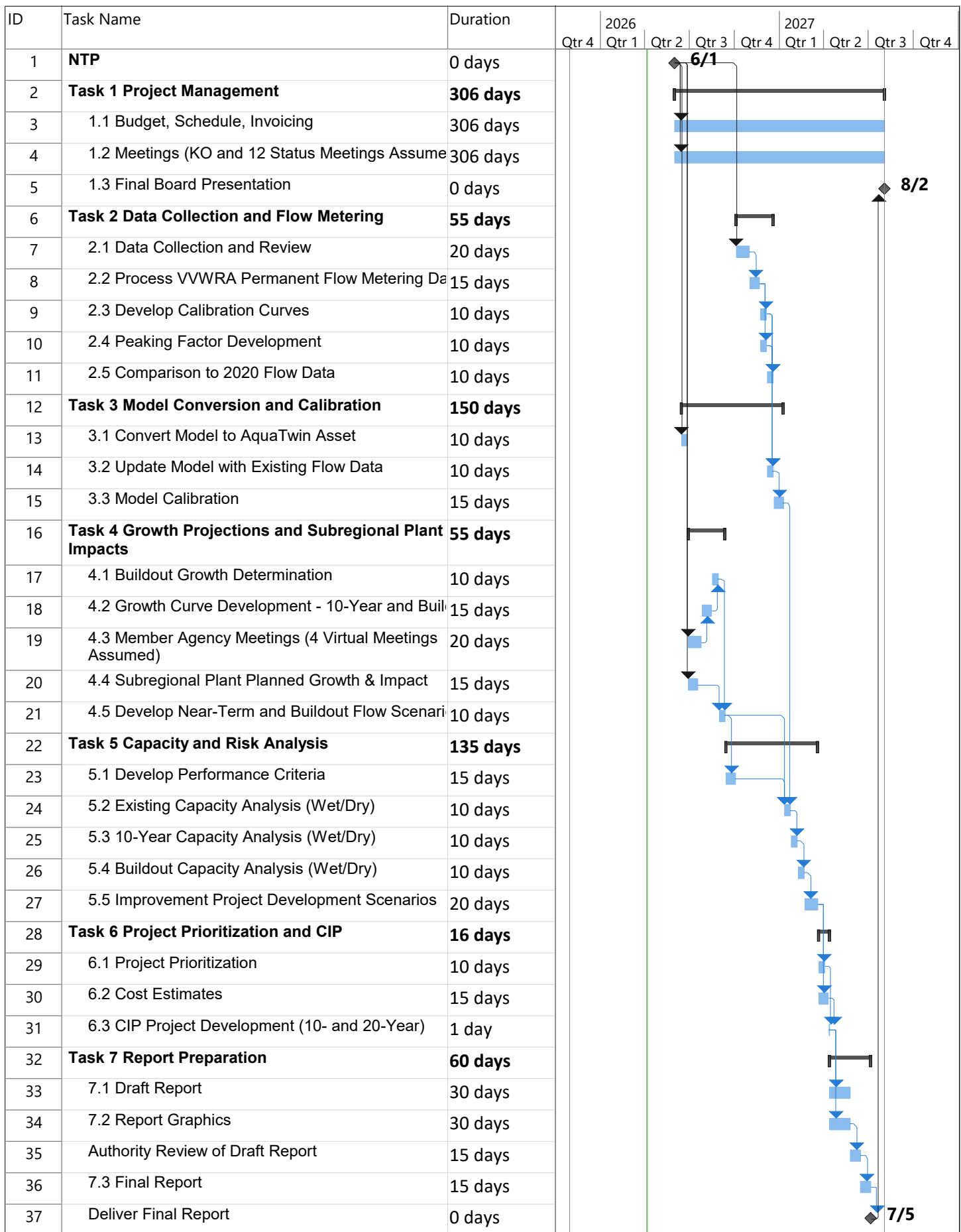
capacity, risk, and capital planning efforts, as well as regional I/I studies, design support, and construction-related services. This sustained involvement has provided Dudek with a detailed understanding of the Authority's interceptor system configuration, operational constraints, data resources, and long-term planning objectives.

Dudek's continuity across multiple generations of interceptor studies allows us to efficiently leverage existing data, hydraulic models, and previously adopted assumptions while maintaining analytical consistency and **technical defensibility**. Familiarity with VVWRA's staff, operational practices, and decision-making processes enables Dudek to deliver updates that are immediately usable by the Authority and aligned with both near-term operational needs and long-range capital improvement planning goals.



12. Appendix

Full Proposed Schedule Detail



A wireframe illustration of a mountain range, rendered in a light blue color against a dark blue background. The mountains are composed of a grid of lines, creating a 3D effect. The peaks are jagged and vary in height, with some smaller hills in the foreground and more prominent mountains in the background.

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