:	Contract Number: $12 - 12 - 076$
D1.	Fiscal Year :: FY 2011-12
D2.	Budget Unit Number (plus -Ship/-Bill codes in paren's) : 054
D3.	Requisition Number:
D4.	Department Name: Flood Control
D5.	Contact Person: Matt Naftaly
D6.	Phone: 568-3542
<u>K1.</u>	Contract Type (check one): [] Personal Service [] Capital Project/Construction
K2.	Brief Summary of Contract Description/Purpose: IRWMP update
K3.	Original Contract Amount
K4.	Contract Begin Date: October 11, 2011
K5.	Original Contract End Date: December 31, 2013
K6.	Amendment History (leave blank if no prior amendments):
110.	Seq#EffectiveDateThisAmndtAmtCumAmndtToDateNewTotalAmtNewEndDate Purpose (2-4 words)
	\$ \$ \$
K7.	Department Project Number:
B1.	Is this a Board Contract? (Yes/No): yes
B2.	Number of Workers Displaced (if any) N/A
B3.	Number of Competitive Bids (if any): N/A
B4.	Lowest Bid Amount (if bid) \$
B5.	If Board waived bids, show Agenda Date:
B6.	and Agenda Item Number #
B7.	Boilerplate Contract Text Unaffected? (Yes / or cite $\P\P$) :
$\frac{57.}{\text{F1.}}$	Encumbrance Transaction Code: 1701
F2.	Current Year Encumbrance Amount: \$
F3.	Fund Number
F4.	Department Number : 054
F5.	Division Number (if applicable) 07
F6.	Account Number : 7460
F7.	Cost Center number (if applicable):
F8.	Payment Terms: Net 30
V1.	Vendor Numbers (A=uditor; P=urchasing):
V2.	Payee/Contractor Name: RMC Water and Environment
V2.	
V4.	Mailing Address
V5.	City State (two-letter) Zip (include +4 if known): Santa Monica, CA 90404 Telephone Number
V6.	Contractor's Federal Tax ID Number (EIN or SSN):
V7.	Contact Person Kathy Caldwell
V8.	Workers Comp Insurance Expiration Date:
V9.	Liability Insurance Expiration Date[s] $(G=enl; P=rofl)$:
	Professional License Number #
	Verified by (name of County staff):
V 12.	Company Type (Check one): [] Individual [] Sole Proprietorship [] Partnership [] Corporation
signa	rtify: information complete and accurate; designated funds available; required concurrences evidenced on ture page.
Date	: Authorized Signature:

Co of SB Std Terms Ver 10-01-01)

BC 12-076

AGREEMENT FOR SERVICES OF INDEPENDENT CONTRACTOR

THIS AGREEMENT (hereafter Agreement) is made by and between the Santa Barbara County Water Agency, a political subdivision of the State of California (hereafter COUNTY) and RMC Water and Environment having its principal place of business at 2400 Broadway, Suite 300, Santa Monica, CA 90404 (hereafter CONTRACTOR) wherein CONTRACTOR agrees to provide and COUNTY agrees to accept the services specified herein.

NOW, THEREFORE, in consideration of the mutual covenants and conditions contained herein, the parties agree as follows:

- 1. <u>DESIGNATED REPRESENTATIVE.</u> Matt Naftaly at phone number (805) 568-3542 is the representative of COUNTY and will administer this Agreement for and on behalf of COUNTY. Kathy Caldwell at phone number (310) 566-6460 the authorized representative for CONTRACTOR. Changes in designated representatives shall be made only after advance written notice to the other party.
- 2. **NOTICES.** Any notice or consent required or permitted to be given under this Agreement shall be given to the respective parties in writing, by first class mail, postage prepaid, or otherwise delivered as follows:

To COUNTY:

Thomas D. Fayram, Santa Barbara, County Flood Control & Water Conservation District, 123 E. Anapamu Street, Suite 240, Santa Barbara, CA 93101

To CONTRACTOR: Kathy Caldwell, RMC Water and Environment, 2400 Broadway, STE 300, Santa Monica, CA 90404

or at such other address or to such other person that the parties may from time to time designate. Notices and consents under this section, which are sent by mail, shall be deemed to be received five (5) days following their deposit in the U.S. mail.

- 3. **SCOPE OF SERVICES.** CONTRACTOR agrees to provide services to COUNTY in accordance with EXHIBIT A attached hereto and incorporated herein by reference.
- 4. <u>TERM.</u> CONTRACTOR shall commence performance on October 11, 2011 and end performance upon completion, but no later than December 31, 2013 unless otherwise directed by COUNTY or unless earlier terminated.
- 5. **COMPENSATION OF CONTRACTOR.** CONTRACTOR shall be paid for performance under this Agreement in accordance with the terms of EXHIBIT B attached hereto and incorporated herein by reference. Billing shall be made by invoice, which shall include the contract number assigned by COUNTY and which is delivered to the address given in Section 2 NOTICES. above following completion of the increments identified on EXHIBIT B. Unless otherwise specified on EXHIBIT B, payment shall be net thirty (30) days from presentation of invoice.
- 6. <u>INDEPENDENT CONTRACTOR</u>. CONTRACTOR shall perform all of its services under this Agreement as an independent contractor and not as an employee of COUNTY. CONTRACTOR understands and acknowledges that it shall not be entitled to any of the benefits of a COUNTY employee, including but not limited to vacation, sick leave, administrative leave, health insurance, disability insurance, retirement, unemployment insurance, workers' compensation and protection of tenure.
- 7. **STANDARD OF PERFORMANCE.** CONTRACTOR represents that it has the skills, expertise, and licenses/permits necessary to perform the services required under this Agreement. Accordingly, CONTRACTOR shall perform all such services in the manner and according to the standards

observed by a competent practitioner of the same profession in which CONTRACTOR is engaged. All products of whatsoever nature, which CONTRACTOR delivers to COUNTY pursuant to this Agreement, shall be prepared in a first class and workmanlike manner and shall conform to the standards of quality normally observed by a person practicing in CONTRACTOR's profession. CONTRACTOR shall correct or revise any errors or omissions, at COUNTY'S request without additional compensation. Permits and/or licenses shall be obtained and maintained by CONTRACTOR without additional compensation.

- 8. <u>TAXES.</u> COUNTY shall not be responsible for paying any taxes on CONTRACTOR's behalf, and should COUNTY be required to do so by state, federal, or local taxing agencies, CONTRACTOR agrees to promptly reimburse COUNTY for the full value of such paid taxes plus interest and penalty, if any. These taxes shall include, but not be limited to, the following: FICA (Social Security), unemployment insurance contributions, income tax, disability insurance, and workers' compensation insurance.
- 9. **CONFLICT OF INTEREST.** CONTRACTOR covenants that CONTRACTOR presently has no interest and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of services required to be performed under this Agreement. CONTRACTOR further covenants that in the performance of this Agreement, no person having any such interest shall be employed by CONTRACTOR.
- 10. **RESPONSIBILITIES OF COUNTY.** COUNTY shall provide all information reasonably necessary by CONTRACTOR in performing the services provided herein.
- 11. OWNERSHIP OF DOCUMENTS. COUNTY shall be the owner of the following items incidental to this Agreement upon production, whether or not completed: all data collected, all documents of any type whatsoever, and any material necessary for the practical use of the data and/or documents from the time of collection and/or production whether or not performance under this Agreement is completed or terminated prior to completion. CONTRACTOR shall not release any materials under this section except after prior written approval of COUNTY.

No materials produced in whole or in part under this Agreement shall be subject to copyright in the United States or in any other country except as determined at the sole discretion of COUNTY. COUNTY shall have the unrestricted authority to publish, disclose, distribute, and other use in whole or in part, any reports, data, documents or other materials prepared under this Agreement.

- 12. <u>RECORDS, AUDIT, AND REVIEW.</u> CONTRACTOR shall keep such business records pursuant to this Agreement as would be kept by a reasonably prudent practitioner of CONTRACTOR's profession and shall maintain such records for at least four (4) years following the termination of this Agreement. All accounting records shall be kept in accordance with generally accepted accounting practices. COUNTY shall have the right to audit and review all such documents and records at any time during CONTRACTOR's regular business hours or upon reasonable notice.
- 13. <u>INDEMNIFICATION AND INSURANCE.</u> CONTRACTOR shall agree to defend, indemnify and save harmless the COUNTY and to procure and maintain insurance in accordance with the provisions of EXHIBIT C attached hereto and incorporated herein by reference.
- 14. <u>NONDISCRIMINATION</u>. COUNTY hereby notifies CONTRACTOR that COUNTY's Unlawful Discrimination Ordinance (Article XIII of Chapter 2 of the Santa Barbara County Code) applies to this Agreement and is incorporated herein by this reference with the same force and effect as if the ordinance were specifically set out herein and CONTRACTOR agrees to comply with said ordinance.
- 15. **NONEXCLUSIVE AGREEMENT.** CONTRACTOR understands that this is not an exclusive Agreement and that COUNTY shall have the right to negotiate with and enter into contracts with

others providing the same or similar services as those provided by CONTRACTOR as the COUNTY desires.

16. **ASSIGNMENT.** CONTRACTOR shall not assign any of its rights nor transfer any of its obligations under this Agreement without the prior written consent of COUNTY and any attempt to so assign or so transfer without such consent shall be void and without legal effect and shall constitute grounds for termination.

17. TERMINATION.

- A. <u>By COUNTY.</u> COUNTY may, by written notice to CONTRACTOR, terminate this Agreement in whole or in part at any time, whether for COUNTY's convenience or because of the failure of CONTRACTOR to fulfill the obligations herein. Upon receipt of notice, CONTRACTOR shall immediately discontinue all services effected (unless the notice directs otherwise), and deliver to COUNTY all data, estimates, graphs, summaries, reports, and all other records, documents or papers as may have been accumulated or produced by CONTRACTOR in performing this Agreement, whether completed or in process.
- 1. For Convenience. COUNTY may terminate this Agreement upon thirty (30) days written notice. Following notice of such termination, CONTRACTOR shall promptly cease work and notify COUNTY as to the status of its performance.

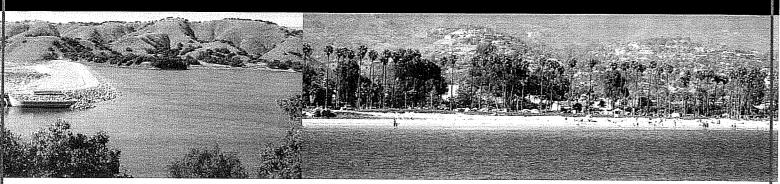
Notwithstanding any other payment provision of this Agreement, COUNTY shall pay CONTRACTOR for service performed to the date of termination to include a prorated amount of compensation due hereunder less payments, if any, previously made. In no event shall CONTRACTOR be paid an amount in excess of the full price under this Agreement nor for profit on unperformed portions of service. CONTRACTOR shall furnish to COUNTY such financial information as in the judgment of COUNTY is necessary to determine the reasonable value of the services rendered by CONTRACTOR. In the event of a dispute as to the reasonable value of the services rendered by CONTRACTOR, the decision of COUNTY shall be final. The foregoing is cumulative and shall not effect any right or remedy which COUNTY may have in law or equity.

- 2. For Cause. Should CONTRACTOR default in the performance of this Agreement or materially breach any of its provisions, COUNTY may, at COUNTY's sole option, terminate this Agreement by written notice, which shall be effective upon receipt by CONTRACTOR.
- B. <u>By CONTRACTOR.</u> Should COUNTY fail to pay CONTRACTOR all or any part of the payment set forth in EXHIBIT B, CONTRACTOR may, at CONTRACTOR's option terminate this agreement if such failure is not remedied by COUNTY within thirty (30) days of written notice to COUNTY of such late payment.
- 18. <u>SECTION HEADINGS.</u> The headings of the several sections, and any Table of Contents appended hereto, shall be solely for convenience of reference and shall not affect the meaning, construction or effect hereof.
- 19. <u>SEVERABILITY.</u> If any one or more of the provisions contained herein shall for any reason be held to be invalid, illegal or unenforceable in any respect, then such provision or provisions shall be deemed severable from the remaining provisions hereof, and such invalidity, illegality or unenforceability shall not affect any other provision hereof, and this Agreement shall be construed as if such invalid, illegal or unenforceable provision had never been contained herein.
- 20. <u>REMEDIES NOT EXCLUSIVE.</u> No remedy herein conferred upon or reserved to COUNTY is intended to be exclusive of any other remedy or remedies, and each and every such remedy,

- to the extent permitted by law, shall be cumulative and in addition to any other remedy given hereunder or now or hereafter existing at law or in equity or otherwise.
- 21. <u>TIME IS OF THE ESSENCE.</u> Time is of the essence in this Agreement and each covenant and term is a condition herein.
- 22. <u>NO WAIVER OF DEFAULT.</u> No delay or omission of COUNTY to exercise any right or power arising upon the occurrence of any event of default shall impair any such right or power or shall be construed to be a waiver of any such default or an acquiescence therein; and every power and remedy given by this Agreement to COUNTY shall be exercised from time to time and as often as may be deemed expedient in the sole discretion of COUNTY.
- 23. <u>ENTIRE AGREEMENT AND AMENDMENT.</u> In conjunction with the matters considered herein, this Agreement contains the entire understanding and agreement of the parties and there have been no promises, representations, agreements, warranties or undertakings by any of the parties, either oral or written, of any character or nature hereafter binding except as set forth herein. This Agreement may be altered, amended or modified only by an instrument in writing, executed by the parties to this Agreement and by no other means. Each party waives their future right to claim, contest or assert that this Agreement was modified, canceled, superseded, or changed by any oral agreements, course of conduct, waiver or estoppel.
- 24. <u>SUCCESSORS AND ASSIGNS.</u> All representations, covenants and warranties set forth in this Agreement, by or on behalf of, or for the benefit of any or all of the parties hereto, shall be binding upon and inure to the benefit of such party, its successors and assigns.
- 25. <u>COMPLIANCE WITH LAW.</u> CONTRACTOR shall, at his sole cost and expense, comply with all County, State and Federal ordinances and statutes now in force or which may hereafter be in force with regard to this Agreement. The judgment of any court of competent jurisdiction, or the admission of CONTRACTOR in any action or proceeding against CONTRACTOR, whether COUNTY be a party thereto or not, that CONTRACTOR has violated any such ordinance or statute, shall be conclusive of that fact as between CONTRACTOR and COUNTY.
- 26. <u>CALIFORNIA LAW.</u> This Agreement shall be governed by the laws of the State of California. Any litigation regarding this Agreement or its contents shall be filed in the County of Santa Barbara, if in state court, or in the federal district court nearest to Santa Barbara County, if in federal court.
- 27. **EXECUTION OF COUNTERPARTS.** This Agreement may be executed in any number of counterparts and each of such counterparts shall for all purposes be deemed to be an original; and all such counterparts, or as many of them as the parties shall preserve undestroyed, shall together constitute one and the same instrument.
- 28. <u>AUTHORITY.</u> All parties to this Agreement warrant and represent that they have the power and authority to enter into this Agreement in the names, titles and capacities herein stated and on behalf of any entities, persons, or firms represented or purported to be represented by such entity(ies), person(s), or firm(s) and that all formal requirements necessary or required by any state and/or federal law in order to enter into this Agreement have been fully complied with. Furthermore, by entering into this Agreement, CONTRACTOR hereby warrants that it shall not have breached the terms or conditions of any other contract or agreement to which CONTRACTOR is obligated, which breach would have a material effect hereon.
- 29. **PRECEDENCE.** In the event of conflict between the provisions contained in the numbered sections of this Agreement and the provisions contained in the Exhibits, the provisions of the Exhibits shall prevail over those in the numbered sections.

Agreement for Services of Independent of and RMC Water and Environment.	Contractor between the Santa Barbara County Water Agency
IN WITNESS WHEREOF, the par executed by COUNTY.	ties have executed this Agreement to be effective on the date
	SANTA BARBARA COUNTY WATER AGENCY
	By: Chair, Board of Directors
	Date:
ATTEST: CHANDRA L. WALLAR CLERK OF THE BOARD By: Deputy	CONTRACTOR RMC Water and Environment By: Hayhere Al Male Title: VICE-PRESIDENT
APPROVED AS TO FORM: DENNIS A. MARSHALL COUNTY COUNSEL	APPROVED AS TO ACCOUNTING FORM: ROBERT W. GEIS, CPA AUDITOR-CONTROLLER
By: Vedlette Deputy County Counsel	By:
Dept: 054 Fund: 3050 Acct: 2460 Program: 3013	APPROVED AS TO FORM: RAY AROMATORIO, ARM, AIC RISK MANAGER
	By: MananeRayon

SECTION ONE | APPROACH AND SCOPE OF SERVICES

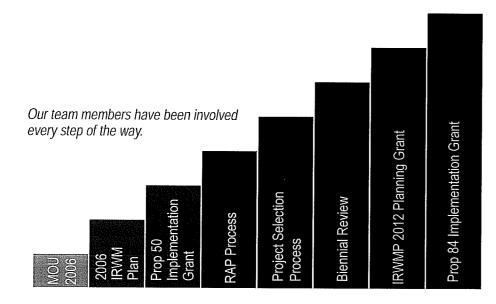


Project Approach

Introduction

Stakeholders in the Santa Barbara Integrated Regional Water Management (IRWM) Region have been collaborating since 2006 on integrated regional water management planning. This regional collaboration has led to several achievements that provide the underpinning for future IRWM planning. Achievements include the 2007 IRWM Plan and its Biennial Update, over \$28 million in grant funding, and completion of the Regional Acceptance Process (RAP). While these achievements provide a strong foundation, new opportunities lie ahead to substantially improve both the IRWM Plan and increase the usefulness and relevancy of regional planning.

The RMC Water and Environment (RMC) team, which includes Dudek and GEI Consultants, has worked side-by-side with the Santa Barbara County IRWM Region from the very beginning. Our team knows the IRWM process, understands the history of the region, has earned the respect of stakeholders, and is comfortable navigating multiple and sometimes conflicting regional interests.



The RMC core team members - Kathy Caldwell, Jane Gray and Rob Almy - have personally partnered with the Region and its successes every step along the IRWM path from initial plan development beginning in 2006, to Proposition 50 and 84 applications completed this year. RMC's overall experience with 16 other IRWM Regions, as well as directly with DWR, will also help provide a statewide context to complement this local experience.

PROPOSAL FOR







Relevant and Technically Sound IRWM Plan

- IRWM Plan in conformance with **DWR Prop 84 Standards**
- · Database that is web-based and GIS-enabled
- Robust stakeholder outreach process
- New sections including climate change
- · Improved benefits evaluation and prioritization of projects
- Target setting linked to objectives



Streamlined Project Development and Selection

- Realistic targets linked to objectives
- Enhanced stakeholder participation
- Stakeholder utilization of user-friendly data base to update and integrate project info
- · Project building to actualize regional objectives
- Streamlined project ranking process
- · Peer review of project readiness and benefits



Added Value Beyond IRWM Plan

- · Increased regional collaboration
- · Database that is expandable to other regional data needs
- · Website to inform Cooperating Partners of relevant grant opportunities
- · Links to other planning efforts in region and state
- · Proactively influence State planning

RMC h County

- 1. An
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RMC w Region manner

as developed an approach that focuses on meeting the needs of the Santa Barbara Region by providing three key goals.	
region as promised allocated	
n updated and technically strong Plan that is relevant and valuable to the region streamlined project development, and selection process	
means to deliver value to the region and its constituents beyond the IRWM Plan itself vill build upon our experience with both statewide IRMWPs as well as the Santa Barbara to implement strategies that will achieve these goals in an effective and efficient r. Our approach is described further below.	
COPOSAL FOR onsultant Services for the Santa Barbara County Integrated Regional Water Management Plan Update	

Relevant and Technically Strong IRWM Plan

The Santa Barbara IRWM Region is required to update its IRWM Plan according to DWR Proposition 84 Standards (as outlined in the Proposition 84 & 1E IRWM Guidelines).

- 1. Governance and Region Description
- 2. Goals and Objectives
- 3. Resource Management Strategies and Integration
- 4. Project Review and Prioritization Process
- 5. Impacts and Benefits, Plan Performance and Monitoring
- Data Management
- 7. Finance
- 8. Technical Analysis
- 9. Relation to Local Water and Land Use Planning
- 10. Stakeholder Involvement and Coordination
- 11. Climate Change

RMC will help the Region meet DWR Plan Standards.

The RMC team will enhance the technical basis of the Region's IRWM Plan by not only meeting all DWR standards but by refining the Plan's objectives, setting achievable targets that align with objectives, developing an accessible and useful project database, and conducting a robust and effective stakeholder outreach process.

Refine Objectives

Regional objectives will be updated by the Cooperating Partners (CPs) while taking into account Program Preferences and Statewide Priorities. The 2007 Plan identified eight regional objectives that included:

- Increase water reuse and water conservation measures to increase and extend existing water supplies
- Improve operational efficiency, transfers, and supply reliability
- Increase water supply in the least costly, most efficient, and most reliable manner
- Improve management of groundwater basins through conjunctive use
- Improve flood management to protect people, property, and ecosystems
- Improve water quality
- Improve quality of groundwater, stormwater runoff, agricultural water runoff, and treated water discharges to regional water bodies
- Improve water management to protect and restore ecosystems and wildlife habitat

The process to revise objectives will include an open discussion of the wide range of salient issues playing out in the region. Some of those issues might be the potential impact of the Santa Maria River steelhead in-stream flow study on operations of Twitchell Dam, the impact of



There are many influences that should be considered when setting objectives.

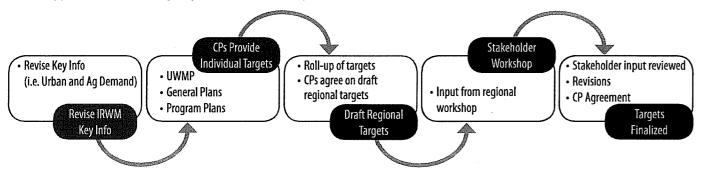
applied fire retardant to waterways where imperiled species are located (Draft EIS/EIR recently released by the US Forest Service suggests restrictions on use) evolution of water quality regulations, and sedimentation of reservoirs. The Plan and its objectives will be informed by this discussion.

In addition, the Prop. 84 Guidelines require that objectives be measurable. Metrics and targets must be used to determine if the objective is being met as the IRWM Plan is being implemented. Metrics will be established (i.e. acre-feet for supply target) and targets set for each objective.



The Cooperating Partners will agree on a process to establish regional targets. The process will be initiated after the RMC team updates relevant plan information including urban and agricultural water use and demand figures. The Cooperating Partners will review documents such as 2010 UWMPs, city general plans, stormwater management programs, water conservation programs, and water supply plans. Draft targets will be identified by each Cooperating Partner for their respective agency or city. Those targets will be rolled up into overall regional targets for each objective, reviewed by the Cooperating Partners, and presented at a stakeholder workshop. Consideration will be given to the funding available to support projects, as targets need to be attainable and realistic. Projects that move the region toward achieving targets would be given priority in the project selection process. Targets, while not enforceable, will guide regional project development.

RMC's approach to developing targets is a streamlined process.



GIS-Based Project Database

The Region has committed to establishing a data management system that will set up a process to collect, store, and provide access to project information. The term data in this context refers to project information provided by project proponents, not data generated as a result of project operations (i.e. performance or monitoring data). Designing and getting a project database up and running will be an early priority as it is essential for streamlining the project selection process. RMC has already designed and developed a database platform that can be tailored to the needs of the Santa Barbara County Region within the budget identified in the planning grant application. The system can provide links to other data management systems (i.e. UWMPs, County rate studies, groundwater reports, salt and nutrient planning, and recycled water planning) on its home page or "dashboard". More details on the project database are provided below in the Streamlined Project Development and Selection Section.

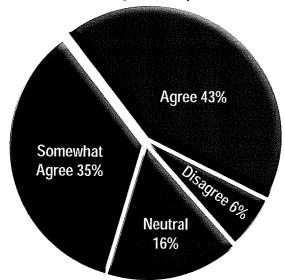
Robust Stakeholder Outreach Process

The RMC team will conduct robust stakeholder outreach that maximizes the opportunities for all stakeholders (agencies, districts, jurisdictions, NGOs, DACs, private companies, institutions, and individuals) to give meaningful input in shaping the IRWM Plan, determining needs, constraints and objectives, and developing projects. The process will reach "out" and reach "in." It will reach "in" to the Cooperating Partners - the stakeholders most involved in the process. The Cooperating Partners recently have found the process to be fatiguing, overly complicated, and costly. The process will reach "out" by redoubling efforts to expand the active stakeholder list (including all categories of stakeholders required in the Guidelines), connecting to inactive stakeholders, regularly communicating to stakeholders and the media. Targeted outreach to the agricultural community, use of an internet survey to gauge the relevancy of IRWM planning to regional stakeholders, the new user-friendly GIS-based project database, and a series of public workshops will seek to reinvigorate the IRWM process emphasizing the benefits of IRWM planning.

PROPOSAL FOR

The RMC team has the talent to lead the stakeholder outreach process for the region as a whole. Over the last three years, Dudek (our subconsultant) has led outreach and increased the membership of the Steering Committee to include NGOs and expanded the Cooperating Partner and overall stakeholder lists. New relationships and partnerships have been forged with the Native American community, agricultural and ranching community, Los Padres National Forest, elected officials at the local and State level, NGOs and independent special districts.

Do you think the 2007 San Diego IRWM Plan Addresses the Region's Key Water Issues?



RMC received the meaningful results from the San Diego IRWM Region Survey.

General outreach will be launched early in the process with an online survey that will be made available to all Santa Barbara IRWM stakeholders for a two week period. The survey will include questions regarding many aspects of the IRWM process including planning, stakeholder outreach, project solicitation and selection, governance and financing, and the Cooperating Partners. The survey questions will be drafted by the RMC team and approved by the RWMG Steering Committee. This survey will provide valuable feedback on the usefulness and relevancy of the IRWM program, inform the Stakeholder Outreach Plan (SOP), and guide the planning process.

The RMC team approach to extending outreach into the region will be documented in the SOP. The SOP will be prepared in conformance with DWR's Guidelines and as outlined in the Work Plan of the recent Prop. 84 Planning Grant application. The SOP will build upon the existing organizational structure and conduct significant outreach to other Stakeholders who have not previously been as activated in the stakeholder process.

Focus group meetings will target communities and stakeholders underrepresented in the IRWM process, such as the agricultural community. The meetings will weave these stakeholders into the IRWM fabric, assist them in developing their own capacities, and engage them in an ongoing water dialogue regarding their water experiences, challenges, concerns and ideas for solutions to the obstacles facing the Region and the State.

While Santa Barbara regional agricultural interests have shown limited historical interest in IRWM planning, the RMC team feels that it is important to make a substantial effort to engage this important group. At least one focus group, co-sponsored by the Farm Bureau, will be conducted to identify the nexus between agricultural and IRWM interests. The focus group meeting will replace a project selection meeting that in turn will be combined with a public workshop. Potential topics to be discussed include project partnering opportunities that could leverage available funding (NRCS, USDA, USBR, etc.), identification of key issues and concerns facing the community, opportunities for IRWM planning to support agriculture, and collaboration and alliance building to further mutual goals (e.g. water conservation and water quality). A second agricultural focus group session, co-sponsored by the Cachuma Resource Conservation District, will be incorporated into an already scheduled project selection workshop. It will identify geographic areas with priorities and opportunities. Projects with multibenefit strategies will be encouraged along with action items for project development. The RMC team will conduct the same number of outreach meetings as identified in the Prop. 84. Planning Grant Workplan (the schedule provides additional details).

SECTION ONE Approach and Scope of Services

(1-5)

Climate Change

The Plan will comply with guidelines on climate change including to describe, consider, and address the effects of climate change on the region and disclose, consider, and reduce when possible green house gas (GHG) emissions as projects are developed and implemented.

Since the original 2007 IRWM Plan, DWR has made a tremendous amount of data available on the topic. RMC will take the following steps to comply with DWR requirements:

- Draw upon existing information to conduct a general vulnerability assessment that will estimate the potential impacts, including those with the greatest likelihood, in a quantitative manner
- Identify adaptation strategies (i.e. increase irrigation efficiency in urban landscaping and cropland) and mitigation strategies (i.e. reducing energy use associated with water treatment and transportation) for these impacts and rank them as far as greatest potential benefit to region
- Create a mechanism that discloses and considers GHG emissions for evaluating projects against these needed strategies



Potential impacts due to climate change will be addressed in the Plan update.

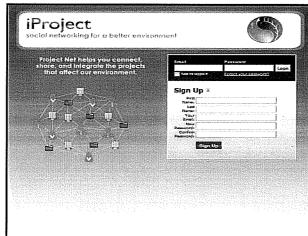
Streamlined Project Development and Selection Process

It is projects that bring life to the IRWM Plan. Projects take words and transform them into tangible actions. Projects garner grant funding and move the region toward reaching targets and objectives. Therefore, it is essential that the process employed to develop and select projects be as efficient as possible. RMC has developed the initial approaches outlined here but will seek feedback from the Cooperating Partners on how best to conduct project development and selection. Project development was referred to as project "building" during the IRWM Plan Biennial Review in 2010.

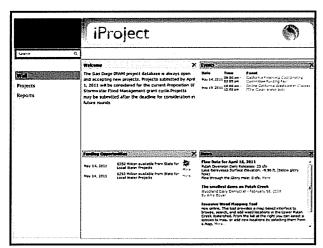
GIS Project Database

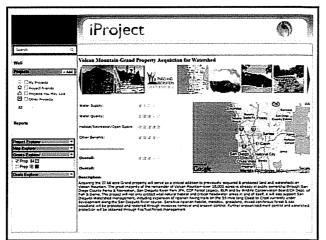
Designing and getting a project database up and running will be an early priority as it is essential for streamlining the project selection process. The application will be developed to identify and maintain a database of projects that can be periodically reviewed and analyzed for compliance with the objectives and targets established in the IRWM Plan. The database will greatly enhance the Region's ability to inventory, review, and integrate projects. Having a working system in place early will improve the project review, prioritization, and selection process.

RMC has experienced a great amount of success in the development and use of web-based project databases in several regions. The format of the project database can be tailored to meet the needs of the Santa Barbara Region,



RMC's innovative project database system designed specifically for IRWM Regions could be implemented quickly to support project development and quality.





RMC's improved user interface to upload and display project information will encourage project understanding and integration.

but since the basic platform is already developed, it can be done cost effectively. The user-friendly system will allow stakeholders to easily enter project data and access other project data. The interface will also help achieve considerable cost-efficiency over the current method of integrating or reviewing projects. The attributes of this interface are multifold and include the following aspects.

- Through the use of geo-referencing projects, stakeholders can visually see the regional distribution and types of projects within the whole Region or within their local area.
- Projects groupings can also be viewed based on varying characteristics such as objective, project status, or proponent.
- The ability to access a project location and type will facilitate collaboration, integration, and identification of multiple benefits.
- Project data can be peer-reviewed for reasonableness and accuracy in a transparent fashion and be available in one place for review by all Cooperating Partners.
- The database is dynamic and allows for version control and consistent understanding of current project or project list status by all stakeholders.
- The interface allows the administrator to select criteria to suit the needs of grant scoring guidelines and enable projects to be ranked and re-ranked based up changing guidelines or funding programs.
- All edits and comments made by stakeholders on projects will be stored in the database to track how the project evolves as it progresses through the selection process.
- Facebook-like feature allows stakeholders to view projects and inform project proponents that they are interested in or "like" their project, thereby increasing the potential for intra- or inter-regional coordination and support.

Streamlined Project Development and Selection

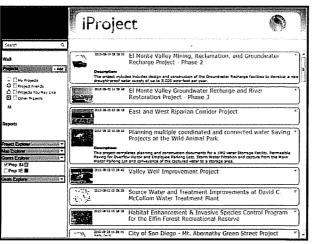
Project development will take center stage as we begin the planning process and will be an on-going, priority effort. The RMC team will begin facilitating project development by asking stakeholders to submit project information into the new database. Once completed, the team will create a draft list of the most promising projects that meet regional objectives and are likely to score well during a project selection process. Projects are likely to be highly ranked if they are ready-to-go, integrated, achieve results in the most economical or efficient manner, and

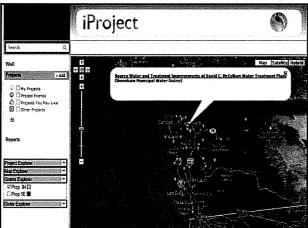


have multiple benefits. This draft list will be reviewed by the Cooperating Partners. This narrowing to a draft list will allow IRWM Program participants to devote the necessary resources and time to building the projects with more potential into comprehensive projects with quantifiable, significant, and multiple benefits. Developing projects will also include working with our agricultural partners to put forth one or more conservation or water quality project.

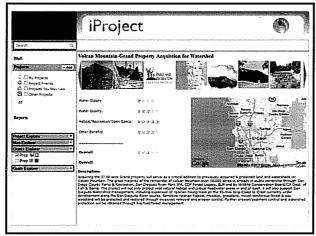
Once these projects are further developed the RMC team recommends implementing a more streamlined project selection process that includes:

- A shortened five month time frame to complete the selection process (the 2010 Project Selection Process took seven months)
- Combining the final project selection workshop (to discuss public feedback and how it will be incorporated, project ranking, appeal process, and approve the final list) with one of the later public stakeholder outreach workshops will eliminate one workshop from the project selection process. The deleted workshop will be replaced by an agricultural focus group meeting.
- Asking Cooperating Partners to conduct peer review of project information and claimed benefits by submitting comments or questions through the project database to project proponents asking for clarification, thereby reducing review and discussion time at workshops.





Mapping and other tools in our database system better illustrate the project itself and nearby projects. Users can "link" projects together by geography, water management area, or type to illustrate integration and get real-time updates on projects of interest.



Users or reviewers in our system can post and track comments and questions about projects. The system also delivers information for upcoming funding opportunities for each project.

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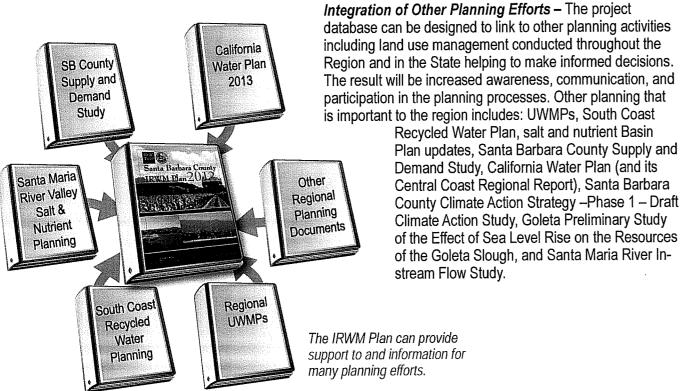
Added Value Beyond the IRWM Plan

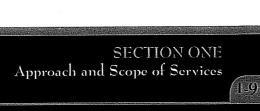
The Santa Barbara County IRWM Region must find value in the IRWM planning exercise beyond the Plan itself to maintain the interest and motivation of stakeholders. Having the IRWM process with its broad stakeholder base in place provides a forum for dialogue and decision-making on a range of issues including how to access other funding available to meet State regulatory requirements. The IRWM project database can also be built upon at a later stage to provide a countywide repository for consistent and regularly updated information relative to regional needs and accomplishments that will assist in making informed decisions about objectives and resource management.

Planning and Funding to Meet State Regulatory Requirements

Increasingly, State agencies are moving regulatory requirements down to the local level and making funding available through the IRWM process, as evidenced by salt and nutrient planning required for Basin Plans by 2014 by the SWRCB. Funding to begin salt and nutrient planning for the region is provided through the DWR Prop. 84 Planning Grant planning process underscoring the importance of participating in the IRWM process.

Access to Other Funding Opportunities –The RMC Team is well-informed regarding grant and loan opportunities available for various types of projects. Our team will communicate such opportunities to project proponents at workshops, meetings, and on the database dashboard. The project database can be designed to track multiple grant sources and match them using criteria such as project type and readiness-to-proceed to priority projects within the database. An example would be linking an agricultural conservation project to the Agricultural Water Enhancement Program that provides financial and technical assistance to farmers and ranchers to support conservation of ground and surface water and improve water quality on agricultural lands. Additional funding could be leveraged through the SWRCB Water Recycling Funding Program for further development of the South Coast Recycled Water Development planning.





Proactively Influence State Planning - Instead of only taking direction from the State, the IRWM Plan process gives the region the tools (such as information and schedule of the California Water Plan schedule and the standing through the IRWM Plan) to influence and give feedback to the State regarding policy, planning, and regulatory actions. For example, the California Water Plan 2013 will include a Central Coast Regional Report. Input from the Santa Barbara County IRWM Region can be facilitated by the County and coordinated with the IRWM Plan 2012. The Cooperating Partners could create a sub-committee to work with the State to review and edit the California Water Plan 2012.

In addition, RMC is assisting DWR with developing a strategic plan to advance the IRWM program from a funding program to statewide planning methodology. By providing timely input, the Santa Barbara County IRWM Cooperating Partners will be in a position to help guide DWR on IRWM Program planning.

Ease Administrative Burden on Managing IRWM Program – Managing the IRWM program requires substantial effort on the part of the Santa Barbara County Water Agency. With the potential of seven new projects (recently recommended for implementation funding by DWR through the Prop. 84 IRWM Program), on top of 15 Prop. 50 projects, the burden will be further increased. RMC has unique experience helping set up and run several IRWM programs as well as creating management strategies, systems, and tools. As part of an initial kickoff meeting, RMC will share these experiences and help the Water Agency develop a strategy that looks ahead to the future management challenges for the Santa Barbara County IRWM Program.

The project database is a tool that can be built upon to link into a database containing the DWR required monitoring and performance data. This database system can also be used to show how the IRWM process and its projects are meeting project and regional targets. For example, a conservation project in the City of Santa Barbara may report that it has successfully conserved 300 acre-feet of water which would move the IRWM Region 300 acre-feet closer to its conservation target.

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Scope of Services

RMC proposes to provide the consultant services to the Santa Barbara County IRWM Region as stated in the Work Plan (revised 4/26/11 per DWR contract requirements) with some exceptions and clarifications as noted below. The Work Plan as recently revised is included at the end of this section.

Clarification of Services (Revised 9/9/2011)

SERVICES	DESCRIPTION
Task 2: Project Review Process	The RMC team will initiate project development prior to the formal project selection process. Project development will begin after the project list is updated by stakeholders. RMC will add an additional Live Meeting conference call dedicated to the topic. Project development will be incorporated into the Kick-Off Meeting.
Task 2.2: Kick-off Meeting	Project proponents will be asked to use the new project database to provide project information prior to beginning the selection process to enable projects to be reviewed and sorted by a variety of criteria.
Task 2.3: Workshop #1	Workshop #1 will be renamed PRP (Project Review Process) Workshop #1. In addition to the existing task description, Cooperating Partners will be asked to conduct peer review of project information and claimed benefits. They will submit questions through the Web-based interface to project proponents asking for clarification or verification of info, thereby reducing review and discussion time at workshops.
Task 2.5: Workshop #2	Workshop #2 will be renamed PRP Workshop #2. A second agricultural focus group session, cosponsored by the Cachuma Resource Conservation District, will be incorporated into this already scheduled project selection workshop.
Task 3.4: Public Workshop #1	This workshop will be combined with task 2.4. The workshop is replaced by the first focus group meeting.
Task 4.5: Maintain the DMS The responsibilities for maintenance of the DMS will be explored by the RWMG. The RWMG will select, but not necessarily implement, the best approach for maintaining the DMS.	RMC will initially host the database (a link will be provided on IRWM website) during the development of the IRWM Plan. This responsibility will end on the date that the Plan is submitted to DWR. In anticipation of that deadline, the RWMG will identify how and by whom the database will be hosted and managed and how it will be funded.
Task 5.2: Evaluate Potential Effects of Climate Change on the Region	This proposal specifically proposes conducting a general vulnerability assessment that draws upon existing information to estimate the potential impacts, including those with the greatest likelihood, in a quantitative manner.

SECTION ONE Approach and Scope of Services

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Work Plan Tasks (Revised 4/26/11)

Task 1: Update Existing IRWM Plan to Prop 84 Standards

IRWM Plan 2012 will update the existing plan to IWRM Plan Standards as listed in Appendix C of the Guidelines. The plan also will incorporate progress made by the RWMG and stakeholders in their biennial update of the existing plan. Progress was made in several areas that will be incorporated into IRWM Plan 2012: (1) governance where a revised MOU enables full participation by NGOs (Heal the Ocean is now a member and participates on the Steering Committee); (2) project selection process where the region proactively conducted a transparent, public process to create an updated Master Project List and evaluate projects for implementation funding, (3) the identification of conflicts, issues, objectives and appropriate resource management strategies during the project selection process, and (4) stakeholder outreach that included seeking participation of new stakeholders and increased participation of DACs.

Deliverables: IRWM Plan updated to IRWM Plan Standards per Appendix C of the Guidelines delivered to DWR by agreed upon date.

Task 1.1: Gather and Analyze Planning or Management Documents Relevant to Updating Existing IRWM Plan

This task includes identifying documents that are pertinent to updating the IRWM Plan. Those documents may come from the following sources: (1) the Santa Barbara County region; (2) local agencies, cities or organizations; (3) other regions, the State of California or federal government; and (4) other organizations. These documents will inform on such topics as data management, climate change, reduction of GHGs, recycled water, salt and nutrient management, measuring project performance, economic analysis, etc.

Deliverables: Technical memorandum summarizing documents pertinent to updating the IRWM Plan

Task 1.2: Update Select Sections of the 2007 Santa Barbara County IRWM Plan All of the sections of the 2007 Santa Barbara County IRWM Plan have been reviewed to determine the type and level of revision needed to make the IRWM Plan compliant with new standards. The review and revision necessary for the sections listed below is detailed in the Background Section of this application (p. A3-41, How the Plan Meets Current IRWM Plan Standards).

- Governance
- Region Description
- Objectives
- Resource Management Strategies
- Integration
- Impact and Benefit
- Plan Performance and Monitoring
- Finance
- Technical Analysis
- Relation to Local Water Planning
- Relation to Local Land Use Planning
- Coordination

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Several sections (Project Review Process, Stakeholder Involvement, Data Management, and Climate Change) are not listed above because they are included as separate work plan tasks (tasks 2, 3, 4, and 5). Projects that were reviewed during the Project Selection Process (2009-10) will be included in update of these sections. There is a Master List of projects that number over 100 projects that will be listed and projects that were selected to be included. Those projects were: Secondary Water Efficiency System Project, Leak Watch — Radio Water Conservation Metering Project, Goleta Sanitation District Wastewater Treatment Plant Upgrade, San Jose Creek Capacity Improvement and Fish Passage Project, Lompoc Valley Regional Leak Detection, Central Coast Water Authority Pipeline Erosion Damage Repair, and Guadalupe Recycled Water Feasibility Study.

Deliverables: All sections of the IRWM Plan updated to IRWM Plan Standards per Appendix C of the Guidelines

Task 2: Project Review Process

The project review process will utilize an integrated and multi-benefit approach to project selection. The process will adhere to Prop 84 guidelines, employ a transparent and interactive group decision-making process and support tools, encourage the participation of all regional stakeholders, conduct several workshops, and strive to reach the broadest possible consensus among stakeholders. The project review process will be guided by the RWMG and RWMG Steering Committee and employ the services of an experienced facilitator and expert on Multi-Objective Decision-Making (MODM). This process will be open to all stakeholders and RWMG members. Projects may be submitted by RWMG members or NGOs that partner with a RWMG member. The process will include four meetings, which include the kick-off meeting, two workshops, and one stakeholder workshop specifically for public information and input. Projects will only be considered eligible if they are compliant with CEQA requirements, are "ready-to-go," if the project is in an approved plan, and if permitting is underway and achievable.

Deliverables: Technical memorandum documenting the Project Review Process

Task 2.1a DAC and Stakeholder Outreach

While there are five recognized DACs in the IRWM region that are directly involved in the RWMG, not all of them are able to participate in a process as time consuming as the project selection process. RWMG staff will contact the DACs to encourage participation and offer to represent their views and potential projects to the group as a whole. DACs may partner with other RWMG agencies to increase the resources available to execute DAC projects. RWMG staff will provide meeting notes to DAC and follow-up on items of interest to the DAC. In this way, DAC interests will be represented and their water management needs will be communicated to the region as a whole. RWMG staff will assist DACs in determining the best strategy for meeting project review requirements, such as scopes of work, schedules and budgets for proposed projects. This approach has been employed successfully in development of IRWM Plan 2007. It is the goal of the region to have DAC projects vying for funding in each round of implementation grant funding.

Deliverables: Technical memorandum documenting the DAC and Stakeholder Outreach Process utilized in the Project Review Process as described above

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Task 2.1b Stakeholder Outreach

Stakeholder outreach will be executed as described in Task 3.

Deliverable: Technical memorandum Stakeholder Outreach Process utilized in the Project Review Process as described in Task 2.1a.

Task 2.2: Kick-off Meeting

The kick-off meeting will initiate the project review process and the RWMG and stakeholders will be invited to participate. The meeting goals will include: review DWR Guidelines; establish team standards (team vision, purpose goals, team member responsibilities, operating guidelines, etc.); provide background on multi-objective decision-making approach to project selection, scoring and ranking; identify current regional issues and conflicts and objectives, and review process for submission of projects to Master Project List (requires less information) and Priority Project List (requires more detailed information).

Deliverables: Meeting notes documenting accomplishments, participants, and agenda of the Kick-Off meeting

Task 2.3: Workshop #1

This RWMG workshop will be open to participation by all stakeholders. This task will involve the following subtasks and meeting goals: overview of kick-off meeting; update regional needs and objectives; select appropriate Resource Management Strategies (RMS) based on achieving regional objectives; review of lists of submitted projects; discussion of developing projects to better meet regional objectives, Program Preferences, and Statewide Objectives; discussion of meeting project goals in more efficient/effective manner and alternative project approaches that reduce GHGs and incorporate climate change considerations; review of project information forms; multi-objective decision-making approach to scoring and ranking projects, and review of draft scoring of projects completed by the consultant with input from Project Proponents.

Deliverables: Meeting notes documenting agenda, accomplishments, participants, and action items of the workshop.

Task 2.4: Public Information and Input Workshop

The public will be invited to this workshop one month in advance. It will be held in the early evening in a central location to encourage broad participation. The public workshop will review Guidelines, status of Project Review Process to date; seek feedback on regional issues, conflicts, and objectives; multi-objective decision-making approach to scoring and ranking projects; review project list; review draft scoring of projects; discuss future opportunities for public input and methods of communicating input; schedule for completion of draft and final IRWM Plan.

Deliverables: Meeting notes documenting agenda, accomplishments, participants, and action items of the workshop.

Task 2.5: Workshop #2

Workshop #2 is a RWMG workshop that is open to participation by all stakeholders. The workshop agenda will include: review draft scoring of Priority Projects; complete final scoring of projects; review scoring using alternative weighting approaches; distribute draft project scoring sheet to entire RWMG for feedback. Steering Committee will review RWMG member feedback and re-score projects, if necessary.

Deliverables: Meeting notes documenting agenda, accomplishments, participants, and action items of the workshop.

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Task 3: Stakeholder and DAC Involvement

Strategies will be developed with the goal of increasing stakeholder and DAC involvement in the project selection process. While there is a relatively broad list of stakeholders, including DACs, with a tradition of participation, other organizations will be targeted such as the South Coast Habitat Restoration, Santa Ynez Band of Chumash Indians, San Luis Obispo and Santa Barbara Counties Agricultural Watershed Coalition, Tri-County Fish Team, Land Trust for Santa Barbara, and Sustainable Conservation. Outreach also will expand to include electrical power suppliers, self-supplied water users, and other community organizations. This outreach will be conducted by the RWMG and IRWM staff.

To increase DAC involvement, the region will identify opportunities, constraints and anticipate potential challenges that DACs have encountered and may encounter in the IRWM process. In addition, the region will identify ways to successfully empower and integrate DACs and work toward outcomes that benefits their interests in the region. The region will research census data for the entire region to ensure that areas are identified as DACs, if the status is warranted.

The region will examine ways to improve its communications with DACs. The region will endeavor to keep in contact with DAC representatives to give them updates on the IRWM process, IRWM meeting notes and notices, and encouraged them to participate. The RWMG will explore how to assist DACs if they do not have the resources to participate. For example, the RWMG members can assist DACs in determining the best strategy for meeting project review requirements, such as scopes of work, schedules and budgets for proposed projects. In the past, DAC communities have partnered with other DACs or non-DACs on projects. It is the goal of the region to have DAC projects considered for funding in each round of implementation grant funding.

Deliverables: Technical memorandum documenting stakeholder and DAC outreach efforts and level of involvement in the process.

Task 3.1a: Update of DAC Section of the Outreach Plan

This task updates the existing plan to include future opportunities for public input into the IRWM process. The DAC Outreach Plan will include a critique of the 2007 IRWM Plan Stakeholder Outreach Plan. The processes used for identifying stakeholders, building participation, assisting DACs, addressing water management issues, geographical representation and stakeholder interests, and outreach to other regions will be reviewed and updated.

Deliverables: Technical memorandum outlining suggested updates to the DAC section of the Stakeholder Outreach Plan

Task 3.1b: Update Overall Stakeholder Outreach Plan

This task updates the existing plan to include future opportunities for public input into the IRWM process. The Outreach Plan will include a critique of the 2007 IRWM Plan Stakeholder Outreach Plan. The processes used for identifying stakeholders, building participation, assisting DACs, addressing water management issues, geographical representation and stakeholder interests, and outreach to other regions will be reviewed and updated. Plan will include actions to increase DAC participation in RWMG meetings.

Deliverables: Technical memorandum (TM) outlining suggested updates to the Stakeholder Outreach Plan. TM 3.1a will be combined into TM 3.1b.



Task 3.2a: Update List of DACs

This task includes review of the existing DAC stakeholder list by the RWMG with consideration given to the expanding DAC stakeholder outreach required by Prop 84 Plan Standards. The list will be updated based on feedback of the aforementioned stakeholders. Solicit input from RWMG and current stakeholders on the following: (1) opportunities for further outreach; (2) strategies to target more active DACs involvement; and (3) existing vehicles/organizations that can be utilized for more effective communication/dissemination of information.

Deliverables: Updated list of DAC stakeholders

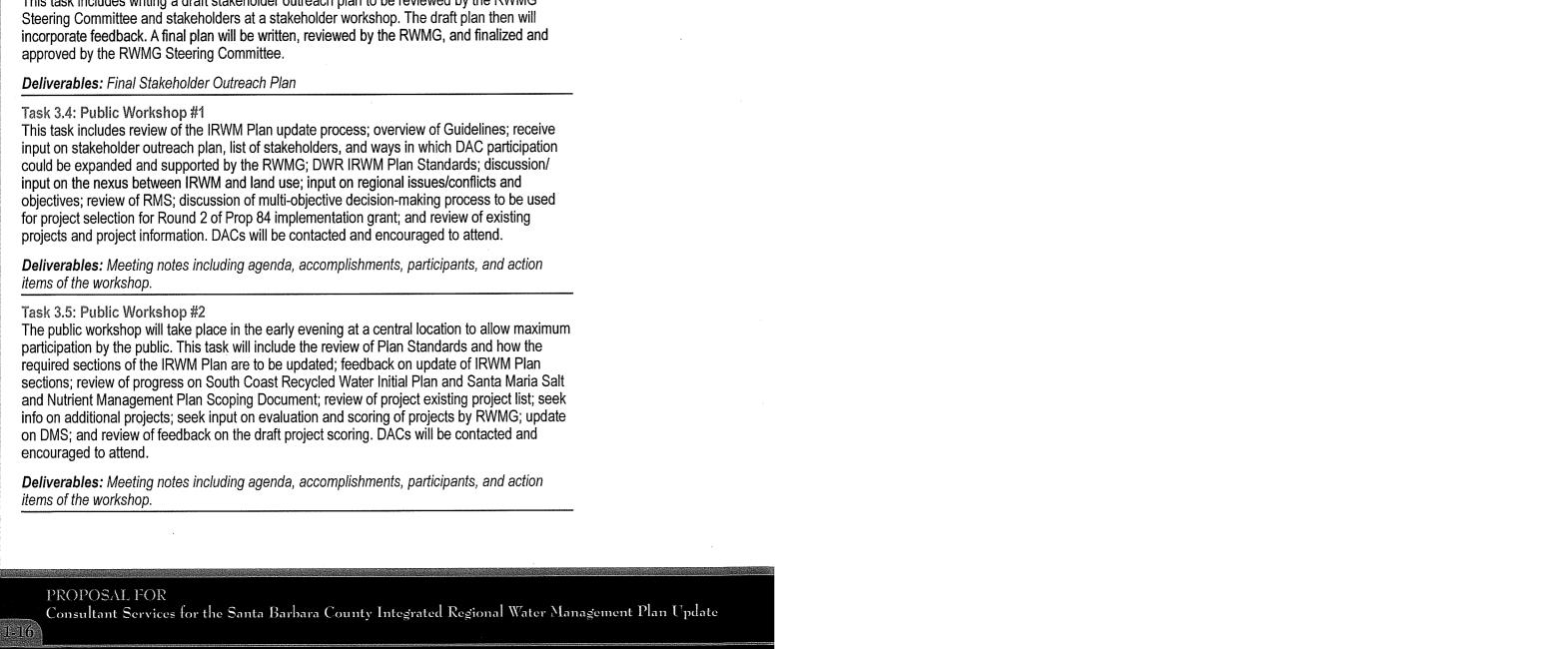
Task 3.2b: Update List of Stakeholders

This task includes review of the existing stakeholder list by the RWMG with consideration given to the expanding stakeholder outreach required by Prop 84 Plan Standards. The list will be updated based on feedback of the aforementioned stakeholders. Solicit input from RWMG and current stakeholders on opportunities for further outreach and existing vehicles/organizations that can be utilized for more effective communication/dissemination of information.

Deliverables: Updated list of general stakeholders

Task 3.3: Finalize Stakeholder Outreach Plan

This task includes writing a draft stakeholder outreach plan to be reviewed by the RWMG



Task 3.6: Public Workshop #3

This task includes review RWMG feedback on final project scoring; review of public comments on draft IRWM Plan; review of Round 2 Implementation Grant schedule and process; schedule for completion and submittal of IRWM Plan. DACs will be contacted regarding the meeting date, location and topics. Their questions or issues will be conveyed to the group upon their request.

Deliverables: Meeting notes including agenda, accomplishments, participants, and action items of the workshop.

Task 3.7a: Update DAC section of Stakeholder Outreach Plan

The Stakeholder Outreach Plan will be updated to include review of actual DAC participation and suggested actions for future consideration to increase the amount and quality of DAC participation.

Deliverables: Technical Memorandum summarizing action DAC participation and suggestions for future participation.

Task 3.7b: Update of Stakeholder Outreach Plan

Review of efficacy of original Stakeholder Outreach Plan, stakeholder participation and suggested actions for future consideration increase the amount and quality of overall stakeholder participation.

Deliverables: Technical Memorandum (TM) summarizing action DAC participation and suggestions for future participation. TM 3.7a will be subsumed into the TM for this subtask.

Task 4: Establish Data Management System

The objective of this task is to establish a DMS, which will set up a process of data collection, storage, and dissemination to IRWM participants, stakeholders, the public, and the State. The type of data that will be included for dissemination may include technical information such as designs, feasibility studies, reports, and information gathered for a specific project in any phase of development including the planning, design, construction, operation, and monitoring of a project. This task will also include cross referencing of existing data in various databases, such as:

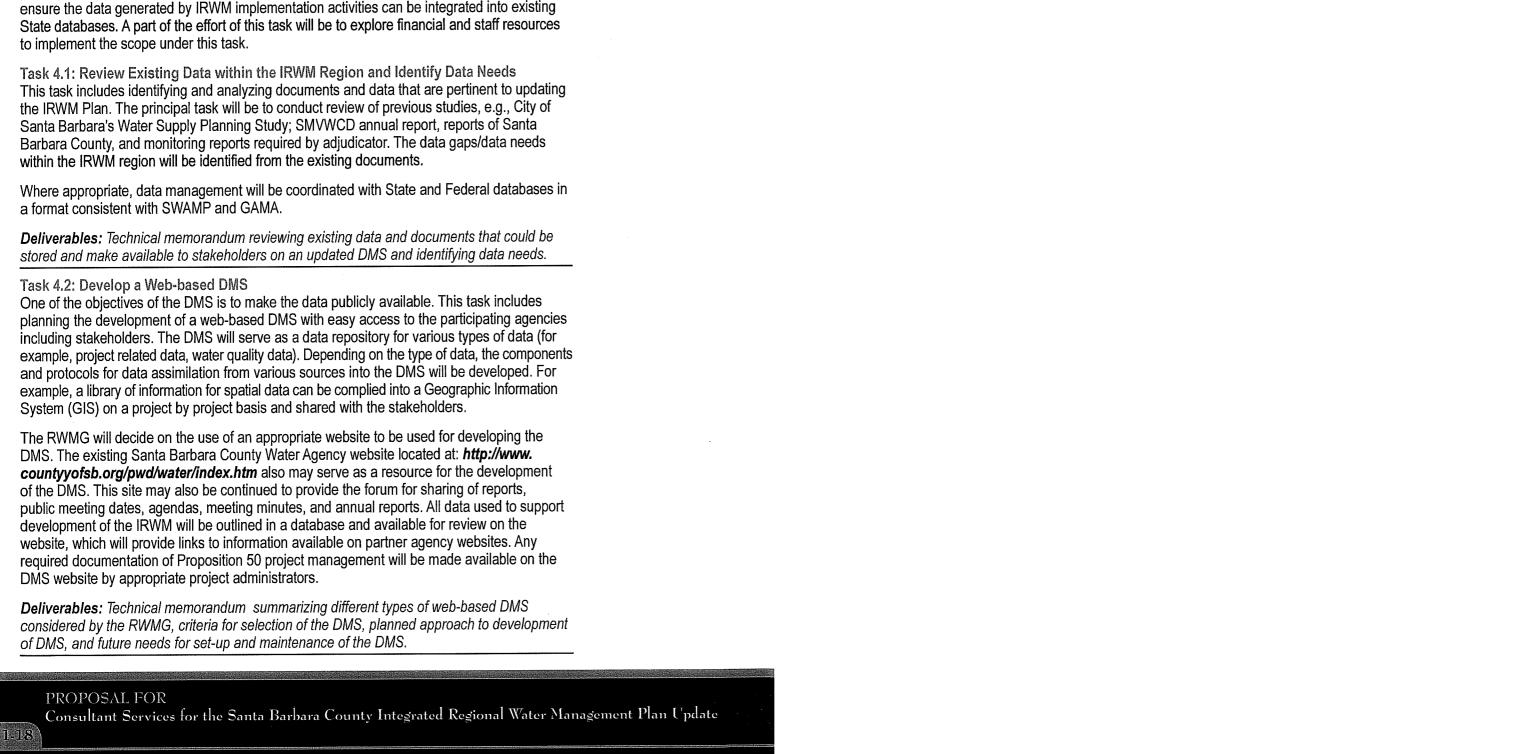
- The WDL that DWR maintains for the state, which stores data from various monitoring stations, including groundwater level wells, water quality stations, surface water stage and flow sites, rainfall/climate observers, and water well logs (http://wdl.water.ca.gov/).
- The SWAMP created by SWRCB has standards required for any group collecting or monitoring surface water quality data, using funds from Propositions 13, 40, 50, and 84 (http://www.swrcb.ca.gov/water_issues/programs/swamp).
- The GAMA program is maintained by the SWRCB and provides a comprehensive assessment of water quality in water wells throughout the State. GAMA has two main components, the California Aquifer Susceptibility (CAS) assessment and the Voluntary Domestic Well Assessment Project. The CAS combines age dating of water and sampling for low-level volatile organic compounds to assess the relative susceptibility of public supply wells throughout the State. Because water quality in individual domestic wells is unregulated, the program is voluntary and will focus, as resources permit, on specific areas of the State. Constituents to be analyzed include nitrate, total and fecal coliform bacteria, methyl tert-butyl ether, and minerals (http://www.swrcb.ca.gov/gama).
- DWR maintains the Integrated Water Resources Information System (IWRIS), which is a data management tool for water resources data and not a database. IWRIS is a web based GIS application that allows entities to access, integrate, query, and visualize multiple sets of data simultaneously (http://www.water.ca.gov/iwris/).

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 California Environmental Resources Evaluation System (CERES) is an information system developed and maintained by the California Natural Resources Agency to facilitate access to a variety of electronic data describing California's rich and diverse environments.

The DMS as proposed in the 2007 Santa Barbara IRWM Plan needs improvements to include or better provide access to more local water-related information. Currently, Santa Barbara County maintains existing water resources-related and IRWM-related data on the Santa Barbara County Water Agency website located at: http://www.countyofsb.org/pwd/water/ index.htm. This site also provides the forum for sharing of reports, public meeting dates, agendas, meeting minutes, and annual reports. In-depth data are not currently stored on the website and the GIS capabilities are not explored extensively.

The objective of the DMS for IRWM Plan 2012 is to store project related data and make it publicly available, to ensure efficient use of available data, stakeholder access to data, and to ensure the data generated by IRWM implementation activities can be integrated into existing



Task 4.3: Establish Typical Data Collection Technique

For data gathering a common data collection protocol will be developed to keep the web-based DMS up-to-date. The protocol will describe the use of common and compatible methods for data gathering, monitoring, and reporting formats. A data collection technique will be developed in such a way that, if feasible, any update on the website will be communicated automatically to participating or select stakeholders to bring their attention to the changes made on the data bank.

Deliverables: Technical memorandum summarizing approach to keeping DMS up-to-date, protocols and formats for stakeholder communications, data gathering, monitoring, and reporting.

Task 4.4: Develop Procedure for Adding Data to the DMS

Separate account login information and the website links will be set up to provide access to the DMS for all the stakeholders. Guidelines for uploading the information to the DMS will be developed. Stakeholders will access the website to retrieve information, contribute data, or review data using their account login information.

Deliverables: Technical memorandum identifying procedure to stakeholder access to the DMS.

Task 4.5: Maintain the DMS

The responsibilities for maintenance of the DMS will be explored by the RWMG. The RWMG will select, but not necessarily implement, the best approach for maintaining the DMS. This task has the following goals:

- Develop guidelines for maintaining the DMS system
- Develop guidelines for updating information as it becomes available
- Develop guidelines for updating calendar of meetings and workshops to inform the stakeholders for the upcoming events
- Develop guidelines for encouraging participation from various stakeholders
- Develop guidelines for resolving any data management related issues

Deliverables: Technical memorandum outlining guidelines for maintaining the DMS as noted above.

Task 4.6: Data Quality Assurance/Quality Control

Quality assurance/quality control (QA/QC) of data is a task that involves reviewing the quality of data. This task includes outlining an approach for validation or quality assurance/quality control measures that might feasibly be implemented by the RWMG for data generated and submitted for inclusion into the DMS.

Deliverables: Technical memorandum describing QA/QC approach to validating data entered into the DMS.

Task 4.7: Data Sharing

This task includes a protocol preparation on how data collected for IRWM project implementation will be transferred or shared between members of the RWMG and other interested parties throughout the IRWM region, including local, State, and federal agencies. The data saved in the DMS will be distributed to the stakeholders. Efforts will be made to keep compatibility with the State databases including SWAMP, WDL, GAMA program, CEIC, and the CERES.



RWMG and public workshops will serve as the primary venue for information sharing. Other settings where information can be shared include quarterly project progress meetings, monthly agency coordination meetings, e-mail subscription lists, and monthly e-mail newsletters. These forums will serve to continue to facilitate the ongoing data sharing between stakeholders as well as the expansion of the existing Water Agency data warehousing activities.

Deliverables: Technical memorandum outlining process for data sharing

Task 5: Climate Change

The region will incorporate climate change into its planning process. The tasks below outlines expected steps to be taken that will provide a sufficient level of analysis to bring the region into compliance with current standards. This level of analysis may be more qualitative at the beginning but will develop quantitative approaches in the future. Along with DWR, the region recognizes that funding constraints, limited availability of adaptation tools and conflicting federal policies may hinder preparation for climate change. As new information and tools become available, the region will employ an adaptive management approach to updating the IRWM Plan on an informal basis.

Task 5.1: Gather and Analyze Adopted Policy and Legislation Dealing with Climate Change This task includes review of policy and legislation including Executive Order S-3-05 and the California Global Warming Solutions Act of 2006 (AB 32) (foundation for California's response to climate change), Senate Bill 97 (initiated formal changes to CEQA Guidelines for climate change analysis), and Executive Order S-13-08 (sea level rise study). Publications that will be reviewed include, but are not limited to, the Climate Change Scoping Plan (CARB, 2008), Managing an Uncertain Future: Climate Change Adaptation Strategies for California's Water (DWR, 2008), 2009 California Climate Adaptation Strategy (CNRA, 2009), and IRWM Climate Change Document Clearinghouse (DWR, 2010). The region will review and integrate documents and policy s they become available.

Deliverables: Technical memorandum identifying documents reviewed.

Task 5.2: Evaluate Potential Effects of Climate Change on the Region
This task will include examining potential and likely impacts of climate change on the region.
Imported SWP water supply may be impacted due to a reduction in snowpack in areas of origin.
Climate change may impact water supply - specifically river flow with changes in the amount, intensity, timing, quality and variability of runoff and recharge. Other impacts may be experienced on the ecosystem, agriculture, forests, infrastructure, flooding and drought, and on coastal areas and the Delta. The initial assessment of impacts will be estimated based on available information and studies. As improvements in methodology occur, future revisions of the IRWM Plan 2012 will contain less qualitative and more quantitative analyses of climate change impacts.

Deliverables: Technical memorandum evaluating potential effects of climate change to the region

Task 5.3: Identify Appropriate "No Regret" Adaptations to General Effects of Climate Change

The region will identify and evaluate "no regret" adaptations that could be utilized to combat climate change. "No regret" adaptations are those that make sense in light of current water management challenges and in addition help with climate change. Examples of such adaptations to be considered include water use efficiency, recycled water, and ecosystem enhancement projects. "No regret" adaptations will be considered in the context of regional objectives and RMS.

Deliverables: Technical memorandum identifying and evaluating "no regret" adaptations that could be undertaken by the region to combat potential climate change

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Task 5.4: Examine Methods of Factoring Climate Change into Resource Management Strategies, Project Development, and the Project Selection Process During development of the IRWM Plan, the region will examine methods of factoring climate change into RMS, project development, and the project selection process. While climate change may be a factor in some existing RMS, the planning process will research identifying and utilizing other RMS. The task also will include development of approaches to incorporating energy efficiency strategies into projects. The project selection process will incorporate additional scoring benefits to projects that have climate change attributes. The RWMG will agree on the types of projects that should be undertaken in the short-term to be less vulnerable to climate change in the region.

Deliverables: Technical memorandum identifying how climate change adaptations and energy efficiency strategies were factored into project development and project selection processes

Task 5.5: Utilize California Climate Vulnerability Assessment and Tools under Development to Assess Risk and Identify Suitable Adaptation Measures DWR expects that the California Climate Vulnerability Assessment and other tools (that will become available in the future) will enhance the region's ability to assess risk and evaluate approaches of adapting the region's water management system to climate change. The region will seek this information by attending appropriate workshops and subscribing to climate change sources of information. The RWMG will utilize existing tools to assess risk and develop suitable adaptation strategies.

Deliverables: Technical memorandum reviewing how the California Climate Vulnerability Assessment and other tools, including workshops and various sources of information, could enhance region's ability to assess risk and evaluate adaptation approaches.

Task 5.6: Review Approaches to Mitigating Climate Change and Reducing GHG Emissions by Reducing Energy Consumption

The region recognizes that climate change can be mitigated by reducing energy consumption. The end goal is to develop and select projects that are designed to reduce energy consumption as well as meet other IRWM Plan objectives. To that end, this task will review examples of end use water consumption (e.g. pumping water) in general and end use water consumption in the region and levels of energy consumption for each. When considering and evaluating regional projects, the plan will consider the benefit of using a project-level analysis as a means of disclosing and evaluating GHG emissions for project alternatives. A project-level GHG emissions analysis consists of the following: (1) estimate GHG emissions from the project; (2) establish significance criteria; (3) identify those project components that may support carbon sequestration; and, (4) if applicable, explain how the project may help in the adaptation to effects of Climate Change. This task will evaluate the costs and resources required to perform project-level analysis. Also considered will be all known applicable BMPs or other mitigation measures regarding energy efficiency that will reduce GHG. It is understood that DWR plans to require that future projects (not Round 1 projects) be CEQA climate change compliant.

Deliverables: Technical memorandum reviewing what would be required for the region to be CEQA climate change compliant and how the region intends to factor in energy efficiency in the evaluation of projects

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Task 6: Planning Studies

There are two regional planning studies will be developed as part of preparation of IRWM Plan 2012. Each will be attached to the IRWM Plan 2012 as appendices, and their results will be incorporated directly into the Plan 2012 itself.

The "Groundwater Basin Assessment in Support of a Salt and Nutrient Management Plan" project will serve as a model for a regional salt and nutrient management plan. The City of Santa Maria and the Twitchell Management Authority have cooperated in the scoping, planning, and funding (provided matching funds for this grant application) of the Groundwater Basin Assessment.

The "South Coast Subregion Recycled Water Development Plan" is a study to support the increase of recycled water use in the South Coast sub-region. South Coast sub-region agencies and Heal the Ocean have been discussing ways to increase water recycling for over a year. After several meetings, consensus and support coalesced around a regional, cooperative approach to jointly study the opportunities and constraints, as a first step to most effectively expand recycled water use.

Task 6.1: Groundwater Basin Assessment in Support of Salt and Nutrient Management Plan The Groundwater Basin Assessment in Support of Salt and Nutrient Management Plan (Plan) focuses on initial development of a Salt and Nutrient Management Plan for the Santa Maria Groundwater Basin that could improve surface and groundwater quality, as well as address the various requirements in effect. Development of a Salt and Nutrient Management Plan for groundwater basins is a requirement of the State Water Resources Control Board (SWRCB) as stated in the SWRCB Recycled Water Policy adopted in 2009. Although the Basin has been adjudicated, water quality is not well addressed the resulting order. In addition, although this assessment is focused on the Santa Maria Basin will serve as a model for other areas in the Region. Thus development of this salt and nutrient management plan will address several state-wide and Regional IRWM Objectives.

A list of the tasks included in the scope of work for Task 6.1 follows:

Task 6.1.1: Establish Collaborative Process

- Task 6.1.1.1 Develop a Collaborative Process for Discussions
- Task 6.1.1.2 Conduct Salt/Nutrient Plan Workshop for In-Basin Interests

Deliverables: Technical memorandum reviewing how a collaborative process was established, and meeting notes from workshop.

Task 6.1.2: Gather Data and Develop Data Management Protocol in Coordination with IRWM and County of Santa Barbara GIS-based data base requirements

- Task 6.1.2.1 Identify Constituents and Other Data Needs
- Task 6.1.2.2 Gather Existing Data
- Task 6.1.2.3 Develop Data Management Protocol and GIS themes
- Task 6.1.2.4 Summarize and Evaluate Existing Data and Identify Data Gaps
- Task 6.1.2.5 Coordinate with both the County of Santa Barbara and IRWM data management system(s) by providing all data regarding the project as required by the data management systems

Deliverables: Technical memorandum summarizing existing data, data needs, process for gathering data, data management and GIS protocols, and process for coordinating with the County of Santa Barbara data bases.

PROPOSAL FOR

Task 6.1.3: Develop Conceptual Model

Task 6.1.3.1 Review existing Salt and Nutrient analysis models

Task 6.1.3.2 Describe Basin Characteristics

Task 6.1.3.3 Describe Current Management

Task 6.1.3.4 Conduct Preliminary Basin Analysis

Deliverables: Technical memorandum describing existing salt and nutrient analysis models, Basin characteristics, current Basin management, and preliminary analysis.

Task 6.1.4: Review and Propose Updates to Existing Monitoring Plans

Deliverables: Technical memorandum summarizing process of reviewing existing monitoring plans and proposed updates to plans

Task 6.1.5: Develop Goals and Objectives

Task 6.1.5.1: Develop Institutional Goals and Objectives for Phase 1 Plan

Task 6.1.5.2: Develop Quantitative Goals and Objectives for Phase 1 Plan

Deliverables: Technical memorandum summarizing process for developing goals and objectives and final goals and objectives

Task 6.1.6: Develop Draft Phase 1 Salt and Nutrient Plan

Task 6.1.6.1: Develop Draft Phase 1 Plan (final plan is not a part of this scope)

Deliverables: Copy of final Draft Phase 1 Plan

Task 6.1.7: Project Management

Deliverables: Technical memorandum identifying steps in and products of project management

Task 6.2: Santa Barbara County/South Coast Sub-region Recycled Water Development Plan The South Coast Watershed Sub-region will conduct a study to identify technical, institutional, political and social opportunities to increase the use of recycled water and address related constraints for implementation. This study coordinates with two IRWM Statewide Priorities, specifically "drought preparedness" and "use and reuse water more efficiently" and will serve to further the following Santa Barbara Region IRWM objectives: reduce water demand, increase water supply, and improve water quality. Currently, water not recycled is discharged to the ocean as treated sewage effluent.

Building on recent and current recycled water planning activities in the Sub-region, the Recycled Water Development Plan will consider the findings of previous studies as well as current thinking and discussion among the Sub-region water agencies from a regional perspective. As recognized in the Guidelines, applying a regional approach to recycled water planning can provide a process for developing strategies that result in synergies and efficiencies in the utilization of financial and water resources. Opportunities will be sought to potentially restructure or integrate previously envisioned local projects to maximize regional objectives, and potentially provide multiple benefits to multiple stakeholders. This study will identify the opportunities and constraints of advancing recycled water generation and use in the South Coast sub-region, and will describe next steps toward implementing cost-effective, feasible projects as elements of the Region's water management portfolio. The study will include the topics that are outlined in the SWRCB Water Recycling Program Funding Guidelines, Appendix B, to ensure that it is eligible for grant or low interest loans from the



SWRCB http://www.waterboards.ca.gov/water_issues/programs/water_recycling_policy/docs/final_wrfpguidelines071508.pdf.

A summary of the tasks included in the scope of work follows:

Task 6.2.1 Initiate Stakeholder Process

A stakeholder process will be coordinated through the IRWM Plan 2012 outreach process. Stakeholders will be identified using existing contact lists, by regional environmental groups, and announcements of initiation of the planning effort on the South Coast.

Deliverables: Technical memorandum on how the stakeholder process was established

Task 6.2.2: Literature Review

Review previous pertinent study reports that describe recycled water planning and project implementation efforts for the South Coast sub-region obtained from the Cooperating Partners.

Deliverables: Technical memorandum describing literature reviewed

Task 6.2.3: Regulations Summary

Describe pertinent federal, state and local recycled water regulations and policies that affect recycled water system planning for the South Coast subregion.

Deliverables: Technical memorandum identifying pertinent regulations and policies that may impact the planning process

Task 6.2.4: Existing Sewage Treatment and Recycled Water Systems

For each of the four systems in the South Coast sub-region (i.e., City of Santa Barbara, Montecito, Carpinteria, and Goleta), summarize existing recycled water infrastructure, including source water, treatment methods, daily/seasonal ranges of flow, site layout/constraints, delivery systems (storage, conveyance and pumping), end users and associated recycled water use quantities and flow patterns (daily, seasonal), as well as point-of-use treatment, if applicable.

Deliverables: Technical memorandum describing existing sewage treatment and recycled water systems of the four existing South Coast systems

Task 6.2.5: Potential Customers

For each of the four systems described in Task 6.2.4 identify potential customers (urban, agricultural and industrial) that are not currently served with recycled water. In conjunction with information from previous market surveys conducted for some of the South Coast water agencies, current potable water use will be analyzed to identify potential opportunities for replacement with recycled water. In addition, expanded use of recycled water by existing customers will be explored.

Deliverables: Technical memorandum identifying potential customers, potential expanded use by existing customers and the analysis of potential opportunities for replacement with recycled water.

Task 6.2.6: Treatment Needs

For each of the recycled water end user opportunities identified in Task 6.2.4, identify treatment needs, i.e., levels of treatment required and options available to achieve these treatment levels) to meet the water quality requirements assumed or established through direct communications with the potential end users.

Deliverables: Technical memorandum that builds on the 6.2.5 deliverable technical memorandum by identifying treatment required to meet water quality requirements of end users.

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Task 6.2.7: Distribution Needs

Based on the findings of tasks 6.2.5 and 6.2.6, broadly identify the potential distribution system needs, i.e., conveyance, storage, pumping, to provide recycled water to the candidate end users.

Deliverables: Technical memorandum that broadly identifies potential distribution system needs

Task 6.2.8: Potential Projects

Identify potential projects for near-term implementation. Characterize project benefits to the subregion and evaluate projects based on an assessment of these benefits. Identify performance measures for each project to determine how IRWM objectives would be met. Identify project status and potential needs for additional study and evaluation such as a cost/benefit analysis, hydraulic modeling, groundwater modeling, etc., as needed to further advance the project.

Deliverables: Technical memorandum identifying potential projects (that could be implemented in the near-term) with project performance measures, project status, and needs for additional study.

Task 6.2.9: Project Constraints

Identify environmental, political, social constraints associated with the projects indentified in Task 6.2.8 for both the sub-region in general and for specific agencies associated with specific potential projects.

Deliverables: Technical memorandum identifying potential constraints

Task 6.2.10: Study Report

Prepare draft and final report that will include an executive summary and consolidation of findings of the TMs prepared for tasks 6.2.1 through 6.2.9.

Deliverables: Draft and final report with executive summary

Task 6.2.11: Project Oversight and Management

Conduct project management and coordination activities to manage scope, budget and schedule.

Deliverables: Technical memorandum summarizing project management activities

Task 7: Write Draft IRWM Plan

The RWMG will manage the drafting of the Santa Barbara County IRWM Plan 2012. The drafting of the IRWM Plan 2012 will be preceded by the updating of required plan elements and additional planning studies. Those elements include the following:

- Compliance with IRWM Plan Standards (governance, region description, objectives, RMS, integration, impact and benefits, plan performance and monitoring, finance, technical analysis, relation to local water planning, relation to local land use planning, and coordination).
- Project review process (establishes a Master Project List, a Priority Project List, and list of projects (final priority projects) that will seek implementation funding in Prop 84, Round 2.
- Stakeholder involvement plan (to include a series of public workshops and other public outreach to inform public stakeholders and seek and incorporate appropriate feedback from the public).
- DMS.
- Climate change.



Planning studies regarding recycled water on the south coast and a groundwater basin assessment in support of an initial salt and nutrient plan.

Comments from the public and the RWMG on these elements will be incorporated into the Draft Plan. The Draft Plan will be reviewed by the RWMG and stakeholders.

Deliverables: Draft IRWM Plan updated to IRWM Plan Standards per Appendix C of the Guidelines

Task 8: Prepare Final IRWM Plan

Task 8.1: Incorporate Comments on Draft Plan from Public and Stakeholders Group: The Final Plan will be made available for public review. It will include any updates to the projects lists, including the final priority projects seeking implementation funding in Round 2, updates by the RWMG, and additional public input from the Draft Plan.

Deliverables: Technical memorandum documenting any changes to the project lists or updates by the RWMG and a list of public comments and how comments were considered or incorporated.

Task 8.2: Incorporate Comments on Draft Plan from RWMG:

The Prop 84 Regional Coordinator and RWMG Steering Committee will review the Final IRWM Plan 2012 and submit comments that will be incorporated into the document.

Deliverables: Final Plan

Task 8.3: Preparation of Final Plan

The Final IRWM Plan 2012 will incorporate comments and changes from the public, the IRWM Regional Coordinator, the RWMG, and the RWMG Steering Committee. The Final IRWM Plan 2012 will be made available on the County of Santa Barbara IRWM website and at the County of Santa Barbara Water Agency.

Deliverables: Final IRWM Plan and link to website where Final IRWM Plan is made available

Task 9: Adopt Plan

This task involves seeking the endorsement and adoption of the Final IRWM Plan – 2012 from the County Board of Supervisors and RWMG agencies and organizations.

Deliverables: Copy of formal adoption of Final IRWM Plan by the Santa Barbara County Board of Supervisors

Task 10: Quarterly and Final Reports

During the development of the IRWM 2012 Plan project time period, quarterly reports and a final report will be prepared. The quarterly reports will include the following:

- Quarterly invoices to the Cooperating Partners
- Progress reports and status of each task (including percent completed)

The reports also will include summary of activities performed and the next steps. Any changes to the proposed work plan will be noted. In addition, an overall grant progress summary will be included.

The final report will include a summary of the status of the tasks along with the accomplishments.

Deliverables: Submittal of quarterly invoices and progress reports

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Task Number and Description	Deliverables		
Task 1: Update Existing IRWM Plan to Prop 84 Standards	Deliverables: IRWM Plan updated to IRWM Plan Standards per Appendix C of the Guidelines delivered to DWR by agreed upon date		
Task 1.1: Gather and Analyze Planning or Management Documents Relevant to Updating Existing IRWM Plan	Deliverables: Technical memorandum summarizing documents pertinent to updating the IRWM Plan		
Task 1.2: Update Select Sections of the 2007 Santa Barbara County IRWM Plan	Deliverables: All sections of the IRWM Plan updated to IRWM Plan Standards per Appendix C of the Guidelines		
Task 2: Project Review Process	Deliverables: Technical memorandum documenting the Project Review Process		
Task 2.1a: DAC Outreach	Deliverables: Technical memorandum documenting the DAC Outreach Process utilized in the Project Review Process		
Task 2.1b: Stakeholder Outreach	Deliverable: Technical memorandum documenting Stakeholder Outreach Process		
Task 2.2: Kick-off Meeting	Deliverables: Meeting notes documenting accomplishments, participants, and agenda of the Kick-Off meeting		
Task 2.3: Workshop #1	Deliverables: Meeting notes documenting agenda, accomplishments, participants, and action items of the workshop		
Task 2.4: Public Information and Input Workshop	Deliverables: Meeting notes documenting agenda, accomplishments, participants, and action items of the workshop		
Task 2.5: Workshop #2	Deliverables: Meeting notes documenting agenda, accomplishments, participants, and action items of the workshop		
Task 3.1a: Update of DAC Section of the Outreach Plan	Deliverables: Technical memorandum outlining suggested updates to the DAC section of the Stakeholder Outreach Plan		
Task 3.1b: Update of Stakeholder Outreach Plan	Deliverables: Technical memorandum outlining suggested updates to the Stakeholder Outreach Plan		
Task 3.2a: Update List of DACs	Deliverables: Updated list of DAC stakeholders		
Task 3.2b: Update List of Stakeholders	Deliverables: Updated list of stakeholders		
Task 3.3: Finalize Stakeholder Outreach Plan	Deliverables: Final Stakeholder Outreach Plan		
Task 3.4: Public Workshop #1	Deliverables: Meeting notes including agenda, accomplishments, participants, and action items of the workshop		
Task 3.5: Public Workshop #2	Deliverables: Meeting notes including agenda, accomplishments, participants, and action items of the workshop		



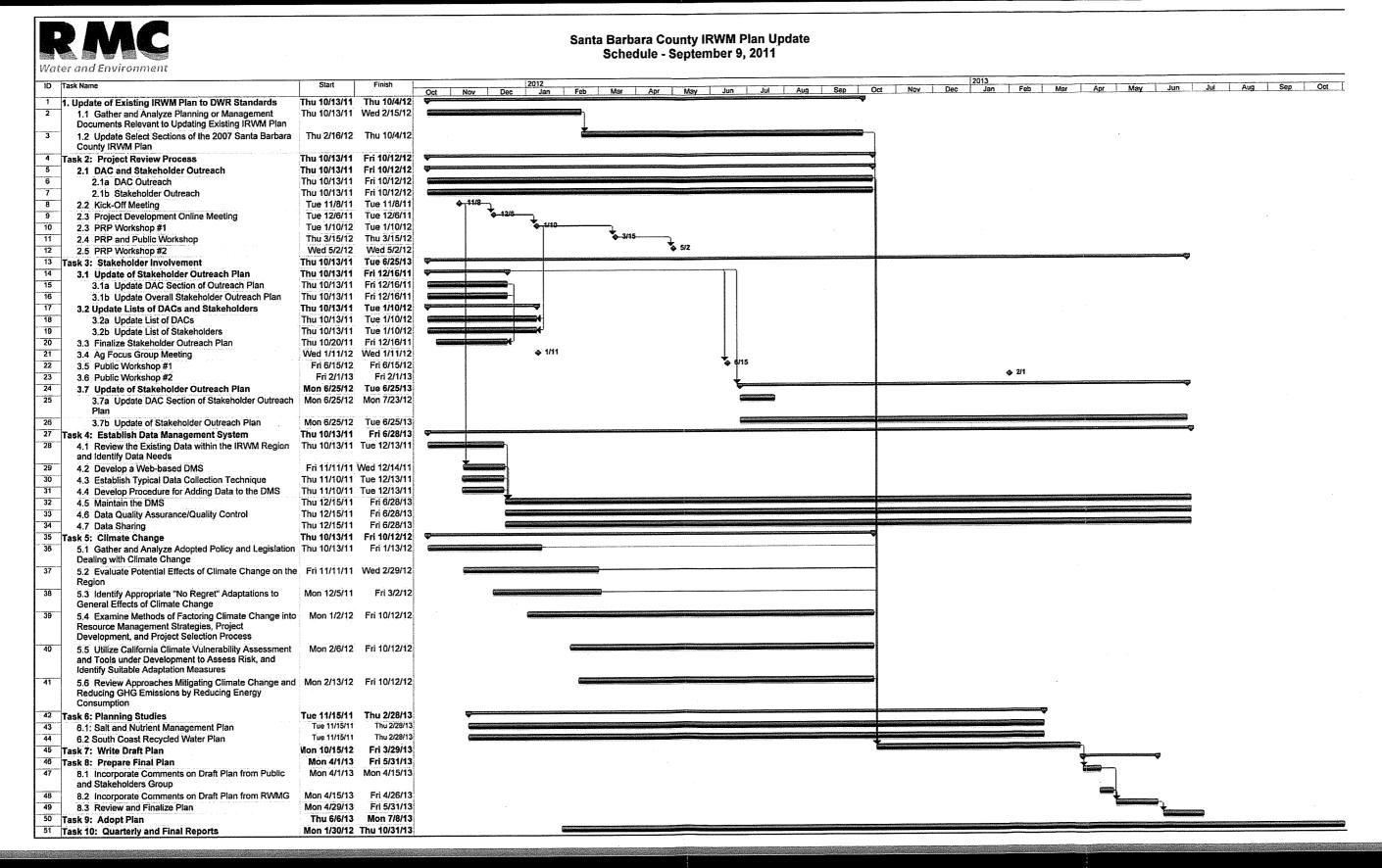
Task Number and Description	Deliverables
Task 3.6: Public Workshop #3	Deliverables: Meeting notes including agenda, accomplishments, participants, and action items of the workshop
Task 3.7a: Update DAC section of Stakeholder Outreach Plan	Deliverables: Technical Memorandum summarizing action DAC participation and suggestions for future participation
Task 3.7b: Update of Stakeholder Outreach Plan	Deliverables: Technical Memorandum (TM) summarizing participation and suggestions for future participation. TM 3.7a will be subsumed into the TM for this subtask
Task 4.1: Review Existing Data within the IRWM Region and Identify Data Needs	Deliverables: Technical memorandum reviewing existing data and documents that could be stored and make available to stakeholders on an updated DMS and identifying data needs
Task 4.2: Develop a Web-based DMS	Deliverables: Technical memorandum summarizing different types of web-based DMS considered by the RWMG, criteria for selection of the DMS, planned approach to development of DMS, and future needs for set-up and maintenance of the DMS
Task 4.3: Establish Typical Data Collection Technique	Deliverables: Technical memorandum summarizing approach to keeping DMS up-to-date, protocols and formats for stakeholder communications, data gathering, monitoring, and reporting
Task 4.4: Develop Procedure for Adding Data to the DMS	Deliverables: Technical memorandum identifying procedure to stakeholder access to the DMS
Task 4.5: Maintain the DMS	Deliverables: Technical memorandum outlining guidelines for maintaining the DMS as noted above
Task 4.6: Data Quality Assurance/Quality Control	Deliverables: Technical memorandum describing QA/QC approach to validating data entered into the DMS
Task 4.7: Data Sharing	Deliverables: Technical memorandum outlining process for data sharing
Task 5.1: Gather and Analyze Adopted Policy and Legislation Dealing with Climate Change	Deliverables: Technical memorandum identifying documents reviewed
Task 5.2: Evaluate Potential Effects of Climate Change on the Region	Deliverables: Technical memorandum evaluating potential effects of climate change to the region
Task 5.3: Identify Appropriate "No Regret" Adaptations to General Effects of Climate Change	Deliverables: Technical memorandum identifying and evaluating "no regret" adaptations that could be undertaken by the region to combat potential climate change

Task Number and Description	Deliverables
Task 5.4: Examine Methods of Factoring Climate Change into Resource Management Strategies, Project Development, and the Project Selection Process	Deliverables: Technical memorandum identifying how climate change adaptations and energy efficiency strategies were factored into project development and project selection processes
Task 5.5: Utilize California Climate Vulnerability Assessment and Tools under Development to Assess Risk and Identify Suitable Adaptation Measures	Deliverables: Technical memorandum reviewing how the California Climate Vulnerability Assessment and other tools, including workshops and various sources of information, could enhance region's ability to assess risk and evaluate adaptation approaches
Task 5.6: Review Approaches to Mitigating Climate Change and Reducing GHG Emissions by Reducing Energy Consumption	Deliverables: Technical memorandum reviewing what would be required for the region to be CEQA climate change compliant and how the region intends to factor in energy efficiency in the evaluation of projects
Task 6.1.1: Groundwater Basin Assessment in Support of Salt and Nutrient Management Plan	Deliverables: Technical memorandum reviewing how a collaborative process was established, and meeting notes from workshop
Task 6.1.2: Gather Data and Develop Data Management Protocol in Coordination with IRWM and County of Santa Barbara GIS-based data base requirements	Deliverables: Technical memorandum summarizing existing data, data needs, process for gathering data, data management and GIS protocols, and process for coordinating with the County of Santa Barbara data bases
Task 6.1.3: Develop Conceptual Model	Deliverables: Technical memorandum describing existing salt and nutrient analysis models, Basin characteristics, current Basin management, and preliminary analysis
Task 6.1.4: Review and Propose Updates to Existing Monitoring Plans	Deliverables: Technical memorandum summarizing process of reviewing existing monitoring plans and proposed updates to plans
Task 6.1.5: Develop Goals and Objectives	Deliverables: Technical memorandum summarizing process for developing goals and objectives and final goals and objectives
Task 6.1.6: Develop Draft Phase 1 Salt and Nutrient Plan	Deliverables: Copy of final Draft Phase 1 Salt and Nutrient Plan
Task 6.1.7: Project Management	Deliverables: Technical memorandum identifying steps in and products of project management
Santa Barbara County/South Coast Sub-region Recycled Water Development Plan Task 6.2.1: Initiate Stakeholder Process	Deliverables: Technical memorandum on how the stakeholder process was established
Task 6.2.2: Literature Review	Deliverables: Technical memorandum describing literature reviewed

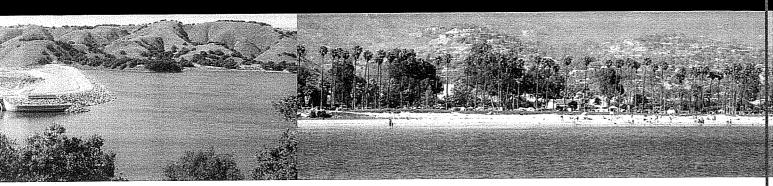


Task Number and Description	Deliverables
Task 6.2.3: Regulations Summary	Deliverables: Technical memorandum identifying pertinent regulations and policies that may impact the planning process
Task 6.2.4: Existing Sewage Treatment and Recycled Water Systems	Deliverables: Technical memorandum describing existing sewage treatment and recycled water systems of the four existing South Coast systems
Task 6.2.5: Potential Customers	Deliverables: Technical memorandum identifying potential customers, potential expanded use by existing customers and the analysis of potential opportunities for replacement with recycled water
Task 6.2.6: Treatment Needs	Deliverables: Technical memorandum that builds on the 6.2.5 deliverable technical memorandum by identifying treatment required to meet water quality requirements of end users
Task 6.2.7: Distribution Needs	Deliverables: Technical memorandum that broadly identifies potential distribution system needs
Task 6.2.8: Potential Projects	Deliverables: Technical memorandum identifying potential projects (that could be implemented in the near-term) with project performance measures, project status, and needs
Task 6.2.9: Project Constraints	Deliverables: Technical memorandum identifying potential constraints
Task 6.2.10: Study Report	Deliverables: Draft and final report with executive summary
Task 6.2.11: Project Oversight and Management	Deliverables: Technical memorandum summarizing project management activities
Task 7: Write Draft IRWM Plan	Deliverables: Draft IRWM Plan updated to IRWM Plan Standards per Appendix C of the Guidelines
Task 8.1: Incorporate Comments on Draft Plan from Public and Stakeholders Group	Deliverables: Technical memorandum documenting any changes to the project lists or updates by the RWMG and a list of public comments and how comments were considered or incorporated
Task 8.2: Incorporate Comments on Draft Plan from RWMG:	Deliverables: Final Plan
Task 8.3: Preparation of Final Plan	Deliverables: Final IRWM Plan and link to website where Final IRWM Plan is made available
Task 9: Adopt Plan	Deliverables: Copy of formal adoption of Final IRWM Plan by the Santa Barbara County Board o Supervisors
Task 10: Quarterly and Final Reports	Deliverables: Submittal of quarterly invoices and progress reports

SECTION TWO | SCHEDULE



SECTION THREE | FIRM QUALIFICATIONS



Firm Overviews

RMC Water and Environment

RMC Water and Environment (RMC) is a 130-person, California-based environmental engineering firm focused exclusively on California water. A recognized leader in water resources, integrated water supply and recycled water planning, we have specialized in local and regional strategic planning efforts for clients throughout California since our founding in 1998. Our reputation is based upon providing clients with innovative solutions that require the best technical expertise coupled with a strong, client-focused program management style.

RMC has helped build and lead more IRWM planning efforts than any other consulting firm RMC has been the state wide leader for Integrated Regional Water Management (IRWM) Program management and plan development since 2003, when we began collaborating with the California Department of Water resources (DWR) and local agencies to develop and foster the IRWMP concept. Since that time, RMC staff have worked with 17 regions in the state on all aspects of IRWM program development and implementation – including the Santa Barbara IRWM Region.

Only RMC is capable of providing a complete set of proven IRWM services. Examples include:

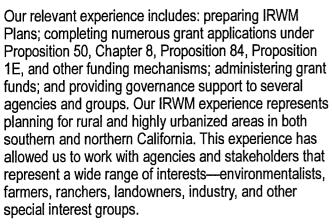
IRWM Program guidance	Coachella Valley: Completed governance, plan, DAC and tribal participation, project database, prioritization, and Prop. 84, applications in 9 months
Project development and prioritization	San Francisco Bay Area: Developed flexible project prioritization approach to respond to a variety of funding opportunities with different objectives
Database and tool development	Upper King's: Developed Integrated Water Model, Data Management System and Project Database to develop, collect and prioritize projects
Stakeholder/public outreach	San Diego: Facilitated large Regional Advisory Committee to guide the process through open, public meetings including DAC and tribal outreach
Grant applications	Antelope Valley: Prepared #2 ranked planning application in 3 weeks All: Prepared 21 applications securing \$155 million with \$200 million pending
Resource target setting	Los Angeles: Worked with multitude of stakeholders to establish regional targets that encompassed the needs of a highly diverse and populous area
Plan development	Santa Barbara: Successfully developed initial IRWM Plan as a result of well facilitated process to integrated multiple stakeholder interests and goals.

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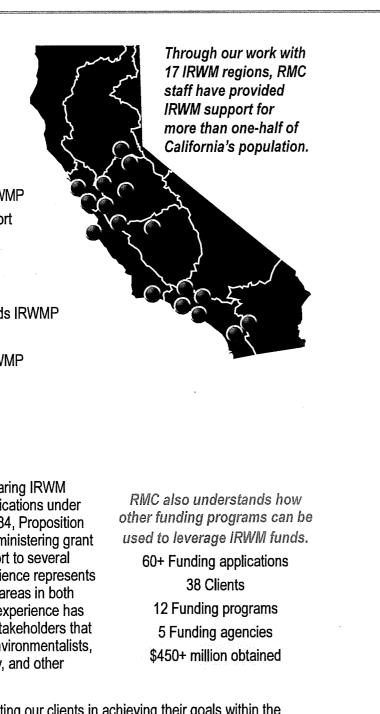


- · Coachella IRWMP
- Modesto IRWMP
- American River Basin IRWMP
- San Francisco Bay Area IRWMP
- Salinas Valley IRWMP
- Los Angeles County IRWMP
- Monterey Peninsula, Carmel Bay IRWMP
- South Monterey Bay IRWMP Support
- San Diego IRWMP
- West Basin MWD IRWMP
- East Contra Costa County IRWMP
- North Santa Monica Bay Watersheds IRWMP
- Paiaro River Watershed IRWMP
- Mokelumne/Amador/Calaveras IRWMP
- Upper Kings Basin IRWMP
- Santa Barbara IRWMP
- Antelope Valley IRWMP



As an indication of our success in assisting our clients in achieving their goals within the IRWM Planning and Proposition 84 grants processes, the table to the right is a listing of the recommendations from DWR for planning grant applications prepared by RMC staff under Proposition 84, RMC staff led the planning grant efforts for eight different Regions, all of which were recommended for the full amount of their individual planning grant requests.





Region	Funding Recommendation	Score
San Diego	\$1,000,000	51
Coachella	\$1,000,000	51
Mokelumne/Amador/Calaveras (MAC)	\$250,909	41
East Contra Costa County	\$449,843	41
Bay Area	\$842,556	43
Pajaro Valley	\$996,170	50
Antelope Valley	\$472,919	52
Santa Barbara County	\$555,737	42
Total	\$5,568,134	

Our team has the targeted technical water resource planning expertise necessary to meet regional needs.

Beyond our unique qualifications in integrated and regional management and planning, RMC is also experienced in providing highly technical support in the areas of salt and nutrient management, recycled water, climate change, economic analysis, data management, integrated supply target setting and groundwater basin management. To further complement these capabilities, RMC has teamed with Dudek and GEI to provide local expertise on the specific water resources stakeholder issues and opportunities unique to Santa Barbara County.

DUDEK

Dudek's 220 environmental specialists and civil engineers plan, design, and manage projects involving environmental planning and permitting; natural resources management; infrastructure development; and water resources management. Founded in 1980, the firm focuses solely on California and works with clients from seven offices located throughout the state. With special expertise in stakeholder coordination within Santa Barbara County and involvement with several IRWMP efforts, Dudek will provide stakeholder coordination services as part of the team.

GEI Consultants, Inc.

GEI Consultants, Inc. has built water resources planning, management and engineering as a core business. The firm delivers technical, policy and management services for multi-discipline and multi-participant water management programs. In recent years, the firm has prepared entire IRWMPs for regions, participated in several IRWMPs as technical support, and helped clients obtain State and Federal grant funding. In addition to IRWMPs, GEI works on other multi-stakeholder planning processes, such as Agricultural Water Management Plans, Regional Groundwater and Urban Water Management Plans, Nitrate/Water Quality Management Plans, and Flood Control Plans.





Relevant Project Qualifications

The following successful projects were selected as relevant examples to demonstrate our range of integrated regional water management planning and specialized technical services experience.

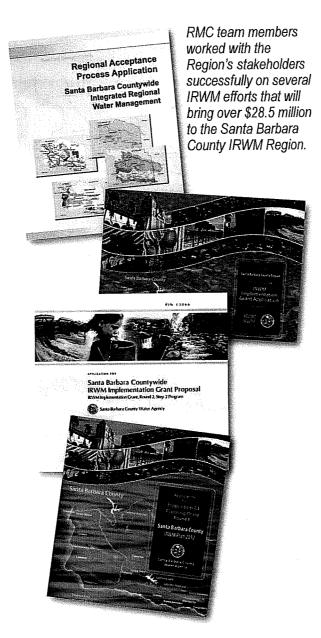
Integrated Regional Water Management Programs

Santa Barbara IRWMP | County of Santa Barbara

Reference: Matt Naftaly | Water Agency Manager | 805.568.3542

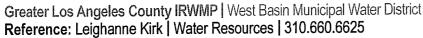
The partnership between Kathy Caldwell and the Santa Barbara County IRWM Region dates back to 2006 when Kathy teamed up with the Cooperating Partners (the Regional Water Management Group or RWMG) and the County of Santa Barbara to begin work assembling the first IRWM Plan. Since that time, Kathy has also worked with team members from both GEI and Dudek on many other accomplishments achieved by the Program.

- Completed the initial IRWM Plan that was approved by the State in 2007involving integration of multiple water resource strategies and coordination of the Cooperating Partners
- Prepared the Prop. 50 Grant Application that resulted in the maximum allowed \$25 million award from the State to fund 15 projects aimed at reducing water demand, improving operational efficiency, increasing water supply, improving flood management, improving water quality, and practicing resource stewardship
- Documented the composition of the Cooperating Partners, stakeholder participation, governance, IRWM efforts and coordination with adjacent regions resulting in State acceptance of the region through Regional Acceptance Process
- Conducted a new project selection process as part of biannual update to update the 2007 project list that included team building, public stakeholder outreach and workshops, summary of potential new Prop. 84. Guidelines, provision of project information forms to gather project data, reaching agreement on regional issues and objectives, audit of project information, and utilization of a multi-criteria decision-making tool.
- Completed a Prop. 84 Planning Grant Application resulting in approval from DWR for \$577,000 - the full amount requested
- Prepared a Prop. 84 Implementation Grant Application that DWR has recommended for full funding of over \$3 million for seven projects that improve ocean and drinking water quality, conserve water, plan for expanding recycled water use, update outdated infrastructure, and manage flooding while improving the ecosystem





RMC has worked with the Greater Los Angeles IRWM Region since 2005.



RMC has been working with over 50 agencies, municipalities, and stakeholder groups since 2005 on the Region's IRWM development process. Our team members have provided overall guidance during formation and have consistently been involved in the Region since. Accomplishments include:

- Preparing a successful \$25 million grant application to implement 13 integrated projects within the Region
- Bringing together and facilitating the decision-making process of more than 1,000 stakeholders; and helping develop project integration, benefit assessment, and prioritization methodologies
- Researching and writing sections of the initial plan involving the compilation of information on more than 1,500 projects



RMC facilitated development of an integrated habitat restoration and flood control project in a disadvantaged community in Encanto that received IRWM funding.

San Diego Integrated Regional Water Management Program | San Diego County Water Authority Reference: Mark Stadler | San Diego IRWM Program Manager | 858.522.6735

RMC has provided overall program leadership for the San Diego IRWM program since 2007, including completion and adoption of the IRWM Plan, management of an active stakeholder outreach program, and multiple grant application cycles. Project Accomplishments included:

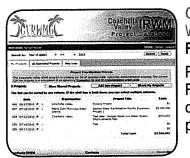
- Establishing a transparent project selection process, with quantifiable decision criteria
- Developing database that facilitates proponent involvement, project integration and prioritization
- Engaging disadvantaged communities and helping to develop projects benefitting them.
- Facilitating cost sharing and collaboration with neighboring and overlapping regions in the Funding Area
- Securing \$26M in grant funding to date

Coachella Valley Integrated Regional Water Management Program | Coachella Valley Regional Water Management Group

Reference: Arden Wallum | General Manager | Mission Springs Water District | 760.329.6448

RMC coordinated water resource management efforts that enabled the Coachella Valley Region to apply for grants tied to DWR's IRWM program. RMC assisted by preparing plan documents, grant applications, coordination stakeholder meetings and developing an outreach plan. Of particular interest was the development of a project database that provided:

- Interactive mapping with ability to view projects based on characteristics in a geographic area.
- Project sharing with defined list of users that may also edit the project
- Project ranking by system based on predetermined combination of goals and objectives
- Advanced query tools, custom reporting, high-level search tools, export of reports and project information.
- User management features to create, update, and delete user accounts, update user name, password, and profile information



RMC prepared a functional project database that facilitated project integration throughout the Region.



Integrated Basin Planning

Groundwater Reliability Improvement Program (GRIP) Alternative Analysis and Groundwater Basins Master Plan | Water Replenishment District of Southern California (Contracting Agency) Reference: Robb Whitaker | General Manager | 562.921.5521

RMC is managing a GRIP Alternatives Analysis that has evaluated more than 100 opportunities to meet a reliable source of replenishment supply for the Central and Main San Gabriel Groundwater Basins. As a companion effort, RMC is further exploring basin management at the West Coast and Central Basins for future supply augmentation as part of the Groundwater Basins Master Plan (GBMP). Project Accomplishments include:

- Developing meaningful and obtainable near- and long-term supply targets in major groundwater basins
- Generating multiple benefit projects by forming regional partnerships to integrate supply sources
- Working with stakeholders to improve project concepts and validate benefits
- Using a triple-bottom line approach to considering costs and benefits (economic, environmental, and social)

Monterey Regional Water Supply Project | California American Water Company and Marina Coast Water District, and Monterey County Water Resources Agency

Reference: Curtis Weeks | General Manager | 831.755.4860

RMC is managing a \$250-million integrated regional water supply project that involves desalination, surface water treatment facilities, conjunctive use of ground and surface water supplies, restoration of a seawater intruded aquifer, and use of landfill gas-based cogeneration facilities for electrical energy. The planning effort was designed to overcome institutional hurdles while addressing long term water supply needs for northern Monterey County. RMC's responsibilities include:

- Managing extensive stakeholder and public outreach process
- Evaluating potential for groundwater degradation from the use of subsurface storage of recycled water
- Looking at de-designation of upper aquifer from having municipal and industrial supply benefits
- Conducting groundwater modeling to look at salinity changes due to groundwater extractions



RMC modeled the relationship between regional supplies and demands to determine supply alternatives



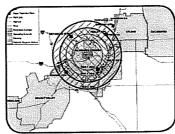
The regional supply project addressed sustainability, reliability, cost, economics, public acceptability, legal institutional acceptability, and environmental impacts

Integrated Water Supply Plan (IWSP) | City of Pomona

Reference: Tim Hampton | Sr. Water Resources Manager | 909.620.2251

RMC is developing an IWSP to provide a strategic approach to defining a long-range water supply portfolio that best meets the City of Pomona's objectives for reliability, sustainability and other benefits at optimal life cycle costs. We are also working with nearby water/ wastewater agencies to develop possible partnership arrangements to contribute to additional regional supplies. Project accomplishments included:

- Defining baseline conditions for current/planned supplies, demand management measures and operations
- Identifing innovative options for meeting projected demand reduction requirements
- Integrating supply options into comprehensive and diversified alternatives, evaluating options, and determining a solution to best meet City needs

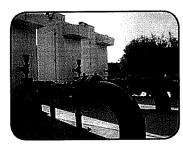


RMC is working with the City to determine feasibility of regional partnership projects

PROPOSAL FOR

"RMC has consistently provided excellent engineering services to the City of Pasadena's Water Department...RMC has given top priority to our projects."

- Brad Boman



The RMC team is conducting five separate planning efforts on this project: Indirect Potable Reuse, Non-Potable Reuse, Satellite Treatment, System Reliability, and Long-Term Recycling Vision.



This plan is being developed in response to the State Water Resource Control Board's Recycled Water Policy.

Recycled Water & Salt and Nutrient Management Planning

Recycled Water Program | Pasadena Water and Power Reference: Brad Boman | Engineering Manager | 626.744.4278

RMC is designing a phase 1 non-potable system as well as developing a feasibility study to explore further phases of recycled water development including non-potable reuse with recycled water and groundwater replenishment. The study will be compliant with the Bureau's Title XVI program and the State's Water Recycling Facility Planning Grant Program. Project highlights include:

- Helping obtain funding for the Feasibility Study and developed funding strategy to construct the project.
- Designing non-potable system across challenging terrain
- Completing environmental documentation in compliance with State and Federal funding requirements.
- Creating hydraulic model for system with three non-potable supply points and five pressure zones

Recycled Water Master Plan | Los Angeles Department of Water and Power Reference: John Hinds | Project Manager | 213.367.1139

RMC is leading one of the most cutting edge and comprehensive recycled water planning efforts in the country to expand on Los Angeles's recycled water systems to meet the City's target of 50,000 AFY of non-potable use by 2019 and 15,000 AFY of indirect potable use. Project highlights include:

- Working with multiple agencies and stakeholders to identify non-potable reuse opportunities and recycled water demand
- Conducting recycled water conversion assessments for over 100 target customers, achieved through site visits and discussions with customer representatives
- Resolving existing system reliability issues, such as pressure surges and poor water quality.
- Identifying multiple regional opportunities and associated costs/benefits and implementation considerations

Salt and Nutrient Management Plan | City of Santa Rosa Reference: Dave Smith | Merritt-Smith Consulting | 707.237.6992

RMC is developing a comprehensive plan to identify and manage salt and nutrient inputs, help streamline permitting of recycled water projects, and provide a basis for establishing basin objectives and best practices to maintain water quality. This management plan will be integral to the long-term successful use of recycled water in the Santa Rosa Plain while sustaining the groundwater quality for future generations. RMC's responsibilities include:

- Developing of salt and nutrient analysis tools in GIS to better manage source identification and loading analysis, resulting in a more accurate interpretation of historical and projected conditions
- Designing of a program to fill data gaps and provide ongoing assessment of salt and nutrient issues
- Assembling of a Technical Working Group to provide technical input and review, and a Stakeholder Advisory Committee to obtain input from a wider group



Conservation and Integrated Flood Planning

2010 Urban Water Management Plan (UWMP) & Demand Forecast Model | West Basin Municipal Water District

Reference: Fernando Paludi | Manager of Planning and Water Resources | 310.660.6214

RMC prepared a 2010 UWMP update for WBMWD that incorporated the results of a regional demand model developed for West Basin and its customer agencies. Project highlights include:

- Determining imported water reliability in coordination with MWD IRP and UWMP
- Overseeing development of an interactive model for water demand forecasting
- Strategizing with staff on potential for local and regional target development work
- Compiling of multiple data sources to develop supply forecast

20x2020 Conservation Plan | California Urban Water Conservation Council **Reference:** Chris Brown | Executive Director | 916.552.5877

RMC worked in collaboration with CUWCC to develop an implementation strategy and assist State agencies in achieving the Governor's goal of reducing statewide per capital potable water demand by 20% by the year 2020. Project highlights include:

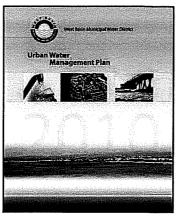
- Collecting and validating existing statewide water use and population data
- Helping to create a methodology to determine baseline and target per capita use
- Collaborating on developing recommendations for implementation of the 20x2020 program
- Preparing baseline and target technical memoranda for the final plan

Coyote Watershed Management Program and Lower Silver Creek Flood Protection Project | Santa Clara Valley Water District

Reference: Dennis Cheong | Senior Project Manager | 408.265.2607

RMC managed the planning, design, and construction of this \$400 million flood protection and watershed management program for the District over a ten-year period. The Lower Silver Creek project was designed to protect local residents from the 1% 100-year flood, minimize erosion and sediment deposition, create shaded riparian and riverine aquatic habitats for fish and other wildlife, improve maintenance road access, and beautify the stream using vegetated blocks for slope protection. Project accomplishments include:

- Providing overall project management of project to increase the channel capacity to accommodate 100-year flood flow while improving stream values and habitat
- Coordinating with regulatory agencies, local government agencies, and special interest groups to implement culvert modifications, construction of two new pedestrian bridges and two new tributary confluences
- Managing preparation of the Environmental Impact Statement/Report, permits, and NEPA and CEQA certification



RMC worked with West Basin and its customer agencies to develop conservation and supply targets.



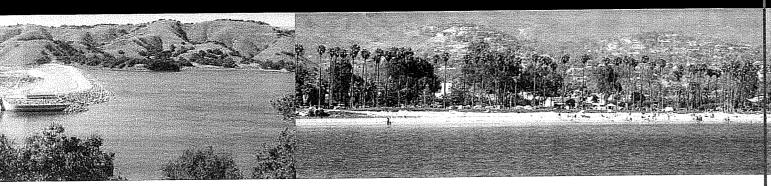
The State's 20x2020 Conservation Plan is the basis for current water conservation target requirements.



Improvements completed for Lower Silver Creek improve flood control and increase habitat and recreation benefits.



SECTION FOUR | PROJECT TEAM QUALIFICATIONS



Cooperating Partners
Client

Water Agency Project Oversight

> Principal-in-Charge/ Technical Advisor Persephene St. Charles

Project Manager Kathy Caldwell

> Stakeholder Outreach Jane Gray (Dudek)

Agricultural Outreach Sam Schaefer (GEI)

Plan Scoping and Review Robert Almy (GEI)

Database Development Saquib Najmus

Technical Support John Thayer

Project Support Dawn Flores RMC has brought together a team of professionals with specialized expertise working with the State's IRWM Program, and in particular, with the Santa Barbara IRWM Region. Our proposed project manager, **Kathy Caldwell**, has provided guidance and consultation to the region since 2006. She understands the historical context and has the experience needed to assist the region in making decisions for future.

Persephene St. Charles will serve as principal-in-charge and technical advisor, ensuring that the best RMC resources are available to meet project and client needs and to contribute the experience gained through RMC's long history of working with IRWMPs in other regions.

Kathy will manage a team that includes Jane Gray (from our subconsultant, Dudek) and Sam Schaefer (from our subconsultant, GEI) to continue their work conducting IRWM stakeholder outreach facilitation, as well as Rob Almy (from our subconsultant, GEI) who will contribute his historical knowledge of Santa Barbara County water resources issues and opportunities. New RMC team members proposed for the Region's IRWMP include Saquib Najmus, who will provide his expertise on developing interactive and tailored IRWM databases; John Thayer, who will provide his expertise in recycled water planning and design; and Dawn Flores, who has worked on supporting IRWMP development in other regions.

This section provides a brief summary of the relevant qualifications for each of our team members. More detailed resumes can be found as an appendix to our proposal, called "Resumes".



Kathy Caldwell | Project Manager

Kathy specializes in water management planning, public policy, and grant writing and has a particular focus in IRWM planning. She was the previous project manager and author for the Santa Barbara County IRWM Program and plan and currently leads RMC's client funding services. Kathy has:

- Managed consultant services for the Santa Barbara County IRWM Program to complete the biennial Plan as well as both planning and implementation grant applications
- Worked on the development of the Southern California Regional Integrated Drinking Water Quality Plan, as well as multiple Urban Water Management Plans
- Provided grant service support to agencies within Santa Barbara County



Education	Affiliations	Experience
M.A. Urban Planning and Environmental Policy		

Certificate in Hazardous Materials Management, UCLA Extension, 1994

B.A. Political Science, University of California, Berkeley, 1973

Southern California Water Dialogue

22 years

Persephene St. Charles | Principal-in-Charge, Technical Advisor

Persephene has specialized experience in integrated water resources planning and stake-holder coordination throughout California. She has a comprehensive, technical understanding of how to determine, integrate and meet water supply, water quality, wastewater/recycled water, habitat enhancement, stormwater, flood protection and watershed goals. Persephene has:

- Served as subregional manager for the Greater Los Angeles IRWM Region and facilitated both regional and subregional planning as well as preparing grant applications
- Facilitated the stakeholder management group for the San Diego IRWM Program
- Managed several integrated supply plans for clients such as the City of Pomona and led technical analysis for projects like the Strategic Resources Plan for Palmdale Water District



Education

M.A. Geography (Hydrology/ Water Resources), University of California, Santa Barbara, 2003 B.S. (Highest Honors) Physical Geography, University of California, Davis, 1995

Affiliations

American Water Resources Association

California Stormwater Quality Association

Experience

14 years



Saquib Najmus, P.E., Ph.D., PMP | Database Development

Saquib's specialty is in enterprise systems development, web application design, GISenabled systems design, computer programming, decision support systems, business requirements analysis, and project management. He has worked for numerous clients including DWR in the development of water resources modeling and database tools to meet a variety of needs. Saguib has:

- Been the lead designer and project director for the development of databases for the San Diego, Coachella and Kings' River IRMWP regions; the DWR Integrated Water Resources Information System, Grants Application Review System, and Bond Management System
- Developed the Hydrologic Database Management System for the Sacramento Groundwater Authority, the Sacramento Central Groundwater Authority, and Kings River Conservation District



Education

Ph.D. Civil Engineering, University of California, Davis, 1990

M.S. Civil Engineering, University of Kentucky,

B.S. Civil Engineering, Bangladesh University of Engineering, 1982

Registrations

Professional Civil Engineer, California, #54574 Professional Civil Engineer, Idaho,

#P-13673

Experience

25 years

John Thayer, P.E. | Technical Support

State University, San Luis Obispo, 1994

John has extensive project management and engineering experience in the design of water, wastewater, and recycled water infrastructure. His areas of specialty include wastewater treatment, design of sludge processing facilities, water treatment, pipeline design, pumping systems, groundwater hydrology, well pumping design, and recycled water treatment and distribution. John has:

- Worked with the City of Los Angeles to help determine treatment and facility needs for future development of their recycled water non-potable system as well as potential indirect potable options
- Designed water and wastewater treatment facilities and upgrades for clients throughout Southern California

determine uses and alternatives for further rec	ycled water use	
Education	Registrations	Experier
M.Eng. Geological Sciences, Cornell University, 1995	Professional Civil Engineer, California,	15 years
B.S. Civil Engineering, California Polytechnic	#59270, 1999	10 years

Worked with City of Rosamond on the development of a feasibility and facility plan to ence

> SECTION FOUR Project Team Qualifications



Dawn Flores | Project Support

Dawn is a water resources planner with skills in integrated alternative analysis, GIS and data management. She has experience in preparing a full range of planning documents including IRWMPs as well as conducting resources modeling. Dawn has:

- Worked with the Greater Los Angeles IRWM Region to assist with regional pla stakeholder meetings, project scoping and planning and implementation grant preparation
- Led modeling and technical analysis of integrated project development and ar City of Pomona and the GRIP Alternative Analysis projects
- Prepared demand and supply assessments for 2010 UWMP updates

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nalysis for
erience

Education

M.S. Environmental Science & Management (Water Resources), University of California, Santa Barbara, 2007

B.S. Physical Geography, University of California, Santa Barbara, 2003

Registrations

Expe

California Stormwater Quality Association

5 years

Jane Gray | Stakeholder Outreach

Jane Gray is an environmental specialist and project manager with over 11 years of project management and environmental planning experience, specializing in agricultural resource and policy planning, policy analysis, land use planning, and project development and entitlement services. Jane has:

- Worked as a project manager, analyst, and environmental planner for various nongovernmental and public agencies responsible for projects varying from small-scale development and infrastructure planning in developing economies to private residential and commercial development
- Been involved in multiple Prop. 50 and 84 projects, and has extensive experience in Fresno County with the agricultural community
- Conducted stakeholder outreach and guidance for the Santa Barbara County IRWM Program

M.S. Regional Planning and Management, Universität Dortmund, Dortmund, Germany, 2001

B.S. Social Work, SUNY College Buffalo, Buffalo, New York, 1995

Registrations

Experience

American Public Works Association

11 years

PROPOSAL FOR

Sam Schaefer | Agricultural Outreach

Sam Schaefer has extensive experience in water resources engineering, with an emphasis on agricultural irrigation and drainage, including the regional water quality and environmental aspects of projects. He will assist the Region by providing insight on agricultural crop water use and urban land water use, irrigation conservation management practices, and on-farm water management. Sam has:

- Provided consulting support to the Semitropic Water Bank, which provides conjunctive use and drought water management to agriculture, urban, and environmental water users
- Developed specialized expertise in on-farm irrigation operations and large scale water banking and conjunctive use projects



Education	Registrations	Experience
M.S. Water Resources Engineering, South Dakota State University, 1988	Registered Professional	

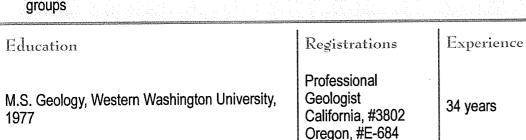
B.S. Agricultural and Biosystems Engineering, South Dakota State University, 1984 Professional Engineer California, #C66337 Colorado, #38324

27 years

Robert Almy, P.G. | Plan Scoping and Review

Rob Almy's experience includes managing water resources planning and development projects, groundwater investigations, integrated regional water management, and obtaining major grants for a wide range of water related projects. Rob will assist the RMC team in establishing a plan development strategy to bring the broadest possible stakeholder base into development of the IRWM Plan. Rob has:

- Served as Manager of the Santa Barbara County Water Agency, during which he developed close working relationships with all local water users
- Managed the development of the 2007 IRWM Plan and its successful Proposition 50 implementation grant proposal while at the Water Agency
- Developed expertise in the history of the Region's water development and understands the perspectives and concerns of the various water users and environmental advocacy groups







ESTIMATED BUDGET AND FEE SCHEDULE



Santa Barbara County IRWM Plan Update Proposed Budget - September 9, 2011

					RMC	Water	and En	vironm	ent				Dud	ek				GEI				
	Persephene St. Charles	Kathy Caldwell	Scott Lynch		Saquib Najmus	John Thayer	Graphics/ Admin	Total Hours	Labor Costs	ODCs .	Total*	Jane Gray	Total Labor	ODC	Total	Rob Almy	Sam Schaefer	Total Labor	Total	Total Fee**	Total Labor	County of SE Estimated Bud
Task	\$245	\$215			\$255	\$215	\$115					\$150				\$200	\$175				Hours	
1: Update of Existing IRWM Plan to DWR Standard										1												
1.1 Gather and Analyze Documents 1.2 Update Select Sections of the Plan	10 20	40 110		60 150		4	12	110 296	\$20,950 \$55,540	\$500	\$20,950 \$56.090	12	\$1,800 S0		\$1,800 \$0	20		\$800 \$4,000	\$800 \$4,000	\$24,690 \$64,890		\$17,9 \$101,9
Subtotal Task 1:	**************************************	150	.0	210	0	4	12	406	\$76,490	\$500	\$77,040	12	\$1,800	\$0	\$1,800	demokratika Zakapente	0	\$4,800	\$4,800	\$89,580		\$119,9
2: Project Review Process										1								-	ŕ			
2.1 DAC and Stakeholder Outreach 2.1a DAC Outreach									\$0		\$0	6	\$900	ĺ	\$900			\$0	\$0	\$990	6	\$9
2.1b Stakeholder Outreach		4		6				10	\$1,850		\$1,850	6	\$900	ŀ	\$900			\$0	\$0	\$2,840	16	\$3,6
2.2 PRP Kick-Off Meeting	8	16		16		2	2	44 36	\$8,700	\$150			\$300		\$300 \$300	4		\$800 \$400	\$800 \$400	\$10,075 \$7,830		\$11,2
2.3 Project Development Online Meeting 2.4 PRP Workshop #1	⁴	16 16		16		6	2	24	\$7,060 \$4,960	\$150	\$7,060 \$5,125		\$300 \$300		\$300 \$300	2		\$400	\$400	\$7,630 \$5,895		\$9,0
2.5 PRP and Public Workshop	[16		16		6	2	40	\$7,600	\$150	\$7,765	2	\$300		\$300			\$0	\$0	\$8,095		\$9,0
2.6 PRP Workshop #2	6	20 88	nggelet a tureise	20 74		6 20	2 8	54 208	\$10,590 \$40,760	\$150 \$600	\$10,755 \$41,420		\$300 \$3,300	\$0	\$300 \$3,300	2 10	0	\$400 \$2,000	\$400 \$2,000	\$11,525 \$47,250		\$11,2 \$45,0
Subtotal Task 2: 3: Stakeholder Involvement	18	88	0	14.		40		200	\$40,700	\$000	341,420	44	\$3,300	ΨU	49,300	edia Vigera		₹ 2,000	\$2,000	947 ,200	線をようしな	Service of the Co.
3.1 Update of Stakeholder Outreach Plan																						
3.1a Update DAC Section of Outreach Plan 3.1b Update Overall Stakeholder Outreach Plan				2				2 2	\$330 \$330		\$330 \$330		\$600 \$900	[\$600 \$900	2	2 2	\$750 \$750	\$750 \$750	\$2,640 \$2,970		\$ \$
3.2 Update Lists of DACs and Stakeholders				-				- 1	, , , , , , , , , , , , , , , , , , ,		V 200				Ų.	_	-	, ,	,,,,,	4-1-1-		
3.2a Update List of DACs									\$0		\$0		\$600		\$600		2	\$350	\$350	\$1,430		\$1 \$2,
3.2b Update List of Stakeholders 3.3 Finalize Stakeholder Outreach Plan		2		4				6	\$0 \$1,090		\$0 \$1,090	12	\$600 \$1,800	ł	\$600 \$1,800	2	3	\$1,050 \$925	\$1,050 \$925	\$2,970 \$5,105		\$1,
3.4 Ag Focus Group	6	10		2				18	\$3,950	\$100	\$4,060	10	\$1,500	\$160	\$1,660	_	10	\$1,750	\$1,750	\$9,736	38	\$4,
3.5 Public Workshop #1		12		6				18	\$3,570	\$100			\$1,500	\$160 \$160	\$1,660	-	6	\$1,050	\$1,050 \$1,050	\$7,816 \$8,246		\$3, \$4,
3.6 Public Workshop #2 3.7 Update of Stakeholder Outreach Plan		14		6				20	\$4,000	\$100	\$4,110	10	\$1,500	\$100	\$1,660		١	\$1,050	\$1,050	\$8,240	30	34,
3.7a Update DAC Section				4				4	\$660		\$660	4	\$600		\$600		2	\$350	\$350	\$2,090		\$
3.7b Update of Stakeholder Outreach Plan				4				4 74	\$660	eann	\$660 \$14,920	4	\$600 \$10,200	\$480	\$600 \$10,680	6	4 43	\$700 \$8,725	\$700 \$8,725	\$2,860 \$45,863		\$1, \$19.
Subtotal Task 3: 4: Establish Data Management System	6	38	0	30		0	0	湖北北湖	\$14,590	\$300	\$14,320	90	\$10,200	\$40V	\$10,000	Spin Phistic		40,7 ZJ	40,123	\$45,00 0	19.1	Benda 2000
4.1 Review the Existing Data and Identify Needs		2			5			7	\$1,705		\$1,705	8	\$1,200		\$1,200	6		\$1,200	\$1,200	\$5,665	21	\$2,
4.2 Develop a Web-based DMS		2			8			10	\$2,470	\$1,000			\$0		\$0			\$0	\$0	\$3,570		\$8, \$
4.3 Establish Typical Data Collection Technique 4.4 Develop Procedure for Adding Data		2			8 8			10	\$2,470 \$2,470		\$2,470 \$2,470		\$0 \$0		\$0 \$0			\$0 \$0	\$0 \$0	\$2,470 \$2,470		S
4.5 Maintain the DMS		2			8			10	\$2,470		\$2,470		\$0		\$0			\$0	\$0	\$2,470	10	\$2,
4.6 Data Quality Assurance/Quality Control		2			8			10	\$2,470		\$2,470		\$0 \$0		\$0 \$0			\$0 \$0	\$0 \$0	\$2,470 \$1,960		\$ \$1.
4.7 Data Sharing Subtotal Task 4:	0	2 14	Ó	0	6 51	0	0	8 65	\$1,960 \$16,015	\$1,000	\$1,960 \$17,115	8	\$1,200	so.	\$1,200	6	. 0	\$1,200	\$1,200	\$1,900	**************************************	\$19,
5: Climate Change				4,000						1												
5.1 Gather and Analyze Policy and Legislation 5.2 Evaluate Potential Effects	,	12 20		28 40	2 4			42 68	\$7,710 \$12,900		\$7,710 \$12,900		\$0 \$0		\$0 \$0			\$0 \$0	\$0 \$0	\$7,710 \$12,900		\$8, \$13,
5.3 Identify Appropriate "No Regret" Adaptations	4	8		20	7			32	\$6,000		\$6,000		\$0		\$0			\$0	\$0	\$6,000		\$4.
5.4 Examine Methods of Factoring	,	12		28	2			42	\$7,710		\$7,710		\$0	1	\$0			\$0	\$0	\$7,710	42	\$8,
5.5 Utilize Vulnerability Assessment and Tools	4	8		12				24	\$4,680		\$4,680		\$0 \$0	j	\$0 \$ 0			\$0 \$0	\$0 \$0	\$4,680 \$4,680	1	\$4, \$4,
5.6 Review Approaches for GHG Emissions Subtotal Task 5:	16	8 68	O	12 140	8	0	0	24 232	\$4,680 \$43,680	\$0	\$4,680 \$43,680	0	\$0 \$0	\$0	\$0 \$ 0	0	0	\$0 \$0	\$0 \$0	\$43,680	was a see in the second	544
6: Planning Studies																						
6.1 Salt and Nutrient Management Plan 6.2 South Coast Recycled Water Plan		130	302	21	8			16 453	\$3,760 \$96,345		\$3,760 \$96,345		\$1,350 \$2,100	1	\$1,350 \$2,100		16	\$85,400 \$0	\$85,400 \$0	\$99,185 \$98,655		\$99 \$98
6.2 South Coast Recycled Water Plan Subtotal Task 6:	0	138		21	8	0	0	469	\$100,105	\$0			\$3,450	\$0	\$3,450	413	16	\$85,400	\$85,400	\$197,840		\$197
7: Write Draft Plan													120012			Profession A.		24.462	****		of an ar	estable and a series
7 Write Draft Plan Subtotal Task 7:	32 32	84 84		100 100	12 12	4	12 12	244 244	\$47,700 \$47,700	\$0	\$47,700 \$47,700		\$2,400 \$2,400	SO.	\$2,400 \$2,400		6	\$3,050 \$3,050	\$3,050 \$3,050	\$57,050 \$57,050		\$49 \$49
8: Prepare Final Plan	Salar V. Landing	BEE UT		- JUV	36	T. C.	er(09) 1 € ₹(6)	STEE AND DESCRIPTION OF THE PERSON OF THE PE		and a contract of the contract	714L2V	STATE OF THE STATE	Paradiana VA;TVV	m-4018181 914		anning Constant of	oneth Wall he		in the second se			
8.1 Incorporate Comments on Draft Plan		20		30				50	\$9,250		\$9,250		\$0		\$0 \$0			\$0	\$0 \$0	\$9,250		\$12
8.2 Incorporate Comments on Draft Plan 8.3 Review of Final Plan	12	20 10		30 10				50 32	\$9,250 \$6,740		\$9,250 \$6,740		\$0 \$1,500		\$0 \$1,500	6		\$0 \$1,200	\$0 \$1,200	\$9,250 \$11,030		\$5, \$12,
Subtotal Task 8:		50		70	. 0	0	0	0	\$25,240	\$0			\$1,500	\$0	\$1,500		0	\$1,200	\$1,200	\$29,530		\$30
9: Adopt Plan		^							enna	6400	64 960		en		\$0			en	\$0	\$1,360	4	\$2
9 Adopt Plan Subtotal Task 9:	2	2		0	0	0	0	4	\$920 \$920	\$400 \$400	\$1,360 \$1,360		\$0 \$0	\$0	\$0 \$ 0	. 0	e o	\$0 \$0	\$0 \$0	\$1,360 \$1,360		\$2 \$2
10: Quarterly and Final Reports	A STREET, STREET, S		THE THE PERSON OF THE PERSON O		modelle II. all II. (2000 fr. ft.)			Simila Samuel						100								
10 Quarterly and Final Reports		30 30		60 60	A	ñ	48 49	138 138	\$21,870	\$400 \$400			\$0 \$0	\$0	\$0 \$0	Ö	0	\$0 \$0	\$0 \$0	\$22,310 \$22,310		\$24 \$24
Subtotal Task 10: TOTALS:	0. 116	662	302		0 79	0 28	48 80	1840	\$21,870 \$387,370				\$23,850	\$480	\$24,330	172	65	\$106,375	\$106,375	\$555,538		\$555

Notes:
*ODCs Other direct costs such as reproduction, delivery, mileage (rates will be those allowed by current IRS guidelines), and travel expenses will be billed at actual cost plus 10%.
**Subconsultants will be billed at actual cost plus 10%.

EXHIBIT B

PAYMENT ARRANGEMENTS Periodic Compensation (with attached Schedule of Fees)

- A. For CONTRACTOR services to be rendered under this contract, CONTRACTOR shall be paid a total contract amount, including cost reimbursements, not to exceed \$ 555,737.
- B. Payment for services and /or reimbursement of costs shall be made upon CONTRACTOR's satisfactory performance, based upon the scope and methodology contained in **EXHIBIT A** as determined by COUNTY. Payment for services and/or reimbursement of costs shall be based upon the costs, expenses, overhead charges and hourly rates for personnel, as defined in **Attachment B1** (Schedule of Fees). Invoices submitted for payment that are based upon **Attachment B1** must contain sufficient detail to enable an audit of the charges and provide supporting documentation if so specified in **EXHIBIT A**.
- C. **Monthly**, CONTRACTOR shall submit to the COUNTY DESIGNATED REPRESENTATIVE an invoice or certified claim on the County Treasury for the service performed over the period specified. These invoices or certified claims must cite the assigned Board Contract Number. COUNTY REPRESENTATIVE shall evaluate the quality of the service performed and if found to be satisfactory and within the cost basis of **Attachment B1** shall initiate payment processing. COUNTY shall pay invoices or claims for satisfactory work within 30 days of presentation.
- D. COUNTY's failure to discover or object to any unsatisfactory work or billings prior to payment will not constitute a waiver of COUNTY's right to require CONTRACTOR to correct such work or billings or seek any other legal remedy.

ESTIMATED BUDGET AND FEE SCHEDULE



RMC Water and Environment 2011 Standard Billing Rates

(Effective 1/1/2011)

Employee Classifications	Hourly Billing Rate
Principal Project Manager 3	\$255
Principal Project Manager 2	\$245
Principal Project Manager 1	\$235
Sr. Project Manager 3	\$225
Sr. Project Manager 2	\$220
Sr. Project Manager 1	\$215
Project Manager 3	\$205
Project Manager 2	\$200
Project Manager 1	\$195
Project Engineer 3	\$185
Project Engineer 2	\$175
Project Engineer 1	\$160
Environmental Planner/Scientist 3	\$175
Environmental Planner/Scientist 2	\$165
Environmental Planner/Scientist 1	\$155
Assistant Professional	\$130
Sr. CAD Designer	\$140
CAD Designer	\$125
Sr. Graphic Designer/Artist	\$125
Graphic Designer/Artist	\$115
Sr. Project Accountant	\$120
Project Accountant	\$110
Sr. Project Administrator	\$105
Project Administrator	\$95
Expert Witness	Rate x 2.0
Other Direct Costs	Cost + 10%
Subconsultants	Cost + 10%

The individual hourly rates include salary, overhead and profit. Other direct costs (ODCs) such as reproduction, delivery, mileage (rates will be those allowed by current IRS guidelines), and travel expenses will be billed at actual cost plus 10%. Subconsultants will be billed at actual cost plus 10%. RMC reserves the right to adjust its hourly rate structure and ODC markup at the beginning of the calendar year for all ongoing contracts.

ATTACHMENT B1



EXHIBIT C

for contracts REQUIRING professional liability insurance

INDEMNIFICATION

Indemnification pertaining to other than Design Professional Services:

CONTRACTOR shall defend, indemnify and save harmless the COUNTY, its officers, agents and employees from any and all claims, demands, damages, costs, expenses (including attorney's fees), judgments or liabilities arising out of this Agreement or occasioned by the performance or attempted performance of the provisions hereof; including, but not limited to, any act or omission to act on the part of the CONTRACTOR or his agents or employees or other independent contractors directly responsible to him; except those claims, demands, damages, costs, expenses (including attorney's fees), judgments or liabilities resulting from the sole negligence or willful misconduct of the COUNTY.

CONTRACTOR shall notify the COUNTY immediately in the event of any accident or injury arising out of or in connection with this Agreement.

Indemnification pertaining to Design Professional Services:

CONTRACTOR shall defend, indemnify, and hold COUNTY, its officers, employees, and agents harmless from and against any and all claims, demands, damages, costs, expenses (including attorney's fees), judgments or liabilities that arise out of, pertain to or relate to the negligence, recklessness, or willful misconduct on the part of the CONTRACTOR or his agents or employees or other independent contractors directly responsible to him to the fullest extent allowable by law.

CONTRACTOR shall notify the COUNTY immediately in the event of any accident or injury arising out of or in connection with this Agreement.

Without limiting the CONTRACTOR's indemnification of the COUNTY, CONTRACTOR shall procure the following required insurance coverages at its sole cost and expense. All insurance coverages are to be placed with insurers which (1) have a Best's rating of no less than A: VII, and (2) are admitted insurance companies in the State of California. All other insurers require the prior approval of the COUNTY. Such insurance coverage shall be maintained during the term of this Agreement. Failure to comply with the insurance requirements shall place CONTRACTOR in default. Upon request by the COUNTY, CONTRACTOR shall provide a certified copy of any insurance policy to the COUNTY within ten (10) working days.

1. <u>Workers' Compensation Insurance</u>: Statutory Workers' Compensation and Employers Liability Insurance shall cover all CONTRACTOR's staff while performing any work incidental to the performance of this Agreement. The policy shall provide that no cancellation, or expiration or reduction of coverage shall be effective or occur until at least thirty (30) days after receipt of such notice by the COUNTY. In the event CONTRACTOR is self-insured, it shall furnish a copy of Certificate of Consent to Self-Insure issued by the Department of Industrial Relations for the State of California. This provision does not apply if CONTRACTOR has no employees as

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defined in Labor Code Section 3350 et seq. during the entire period of this Agreement and CONTRACTOR submits a written statement to the COUNTY stating that fact.

General and Automobile Liability Insurance: The general liability insurance shall include bodily injury, property damage and personal injury liability coverage, shall afford coverage for all premises, operations, products and completed operations of CONTRACTOR and shall include contractual liability coverage sufficiently broad so as to include the insurable liability assumed by the CONTRACTOR in the indemnity and hold harmless provisions [above] of the Indemnification Section of this Agreement between COUNTY and CONTRACTOR. The automobile liability insurance shall cover all owned, non-owned and hired motor vehicles that are operated on behalf of CONTRACTOR pursuant to CONTRACTOR's activities hereunder. CONTRACTORS shall require all subcontractors to be included under its policies or furnish separate certificates and endorsements to meet the standards of these provisions by each subcontractor. COUNTY, its officers, agents, and employees shall be Additional Insured status on any policy. A cross liability clause, or equivalent wording, stating that coverage will apply separately to each named or additional insured as if separate policies had been issued to each shall be included in the policies. A copy of the endorsement evidencing that the policy has been changed to reflect the Additional Insured status must be attached to the certificate of insurance. The limit of liability of said policy or policies for general and automobile liability insurance shall not be less than \$1,000,000 per occurrence and \$2,000,000 in the aggregate. Any deductible or Self-Insured Retention (SIR) over \$10,000 requires approval by the COUNTY.

Said policy or policies shall include a severability of interest or cross liability clause or equivalent wording. Said policy or policies shall contain a provision of the following form:

"Such insurance as is afforded by this policy shall be primary and if the COUNTY has other valid and collectible insurance, that other insurance shall be excess and non-contributory."

If the policy providing liability coverage is on a 'claims-made' form, the CONTRACTOR is required to maintain such coverage for a minimum of three years following completion of the performance or attempted performance of the provisions of this agreement. Said policy or policies shall provide that the COUNTY shall be given thirty (30) days written notice prior to cancellation or expiration of the policy or reduction in coverage.

3. Professional Liability Insurance. Professional liability insurance shall include coverage for the activities of CONTRACTOR's professional staff with a combined single limit of not less than \$1,000,000 per occurrence or claim and \$2,000,000 in the aggregate. Said policy or policies shall provide that COUNTY shall be given thirty (30) days written notice prior to cancellation, expiration of the policy, or reduction in coverage. If the policy providing professional liability coverage is a on 'claims-made' form, the CONTRACTOR is required to maintain such coverage for a minimum of three (3) years (ten years [10] for Construction Defect Claims) following completion of the performance or attempted performance of the provisions of this agreement.

CONTRACTOR shall submit to the office of the designated COUNTY representative certificate(s) of insurance documenting the required insurance as specified above prior to this Agreement becoming effective. COUNTY shall maintain current certificate(s) of insurance at all times in the office of the designated County representative as a condition precedent to any payment under this Agreement. Approval of insurance by COUNTY or acceptance of the certificate of insurance by COUNTY shall not relieve or decrease the extent to which the CONTRACTOR may be held responsible for payment of

damages resulting from CONTRACTOR'S services of operation pursuant to the contract, nor shall it be deemed a waiver of COUNTY'S rights to insurance coverage hereunder.

In the event the CONTRACTOR is not able to comply with the COUNTY'S insurance requirements, COUNTY may, at their sole discretion and at the CONTRACTOR'S expense, provide compliant coverage.

The above insurance requirements are subject to periodic review by the COUNTY. The COUNTY's Risk Program Administrator is authorized to change the above insurance requirements, with the concurrence of County Counsel, to include additional types of insurance coverage or higher coverage limits, provided that such change is reasonable based on changed risk of loss or in light of past claims against the COUNTY or inflation. This option may be exercised during any amendment of this Agreement that results in an increase in the nature of COUNTY's risk and such change of provisions will be in effect for the term of the amended Agreement. Such change pertaining to types of insurance coverage or higher coverage limits must be made by written amendment to this Agreement. CONTRACTOR agrees to execute any such amendment within thirty (30) days of acceptance of the amendment or modification.