

## Scope of Work Checklist

The Scope of Work is the official description of the work that is to be completed during the contract. **The Scope of Work must be consistent with the Project Timeline. Applications with missing components will be at a competitive disadvantage.** Please use this checklist to make sure your Scope of Work is complete.

The Scope of Work must:

- Use the Fiscal Year 2017-18 template provided and in Microsoft Word format
- List all tasks and sub-tasks using the same title as stated in the project timeline
- Include task and sub-task numbers in accurate and proper sequencing; consistent with the project timeline
- List the responsible party for each task and subtask and ensure that it is consistent with the project timeline (i.e. applicant, sub-applicant, or consultant)
- Include a thorough Introduction to describe the project and project area demographics, including a description of the disadvantaged community involved with the project, if applicable
- Include a thorough and accurate narrative description of each task and sub-task
- Include a task for a kick-off meeting with Caltrans at the start of the grant
- Include a task for procurement of consultants, if consultants are needed
- Include a task for invoicing
- Include a task for quarterly reporting to Caltrans
- Include detailed public participation and services to diverse communities
- Include project implementation/next steps
- List the project deliverable for each task in a table following each task and ensure that it is consistent with the project timeline
- EXCLUDE environmental, complex design, engineering work, and other ineligible activities

## **SCOPE OF WORK: Town of Mammoth Lakes Climate Adaptation and Resiliency Strategies and General Plan Update**

**INTRODUCTION:** Mammoth Lakes is a resort community of approximately 8,200, located in Mono County in California's Eastern Sierra region. The town contains over half of the County's population, and is the County's primary employment and service center. Mammoth Lakes and the region are renowned for their spectacular natural setting, summer, and outdoor recreation opportunities. The Town's boundaries encompass approximately 24 square miles; of this, all but approximately four square miles, defined by an Urban Growth Boundary, are public lands, primarily under the ownership of the US Forest Service (USFS). Located at approximately 7,800 feet, Mammoth Lakes experiences warm, arid summers and cold, snowy winters (average annual snowfall around 300 inches), creating unique challenges for development. The Mammoth Mountain Ski Area (MMSA) is located within the Town's Municipal Boundary and includes 3,500 skiable acres, 28 lifts, a base elevation of 7,953 feet, and a top elevation of 11,053 feet. MMSA has one of the longest ski seasons in North America, which averages from November to June.

The Town provides core services including public works (snow removal), recreation, community development, and police services. There are several special districts in town that provide services including water, sewer, and fire protection.

The proposed project is focused on developing climate adaptation and resiliency strategies that will inform the General Plan Update to incorporate Senate Bill 379 requirements. The project includes creation of a Climate Change Action Team which will help guide the process and involve local stakeholders in this important process. A vulnerability assessment will be prepared and upon completion of the vulnerability assessment, adaptation strategies will be developed. Adaptation goals, policies, and implementation measures will inform and update of the General Plan to reflect recommendations developed through the process.

The entirety of Mammoth Lakes is identified as a Low-Income Community per AB 1550. Disadvantaged communities and in particular low-income communities will be the most vulnerable to climate change impacts and will be addressed in the vulnerability assessment and adaptation strategies that will be developed.

**RESPONSIBLE PARTIES:** The responsible parties include the Town of Mammoth Lakes, consultant(s), and the Climate Change Action Team. See further descriptions below.

### **OVERALL PROJECT OBJECTIVES:**

- Convene Climate Change Action Team with local and regional stakeholders and state agencies.
- Prepare climate change vulnerability assessment of key transportation systems, community infrastructure, structures, functions, and populations that are potentially susceptible to each climate change exposure with a focus on transit-dependent populations, low-income communities, and disadvantaged communities.
- Develop adaptation strategies to increase both physical and social resilience of the community's transportation system, other infrastructure, structures, functions, and populations to climate change.
- Draft General Plan adaptation goals, policies, and actions to address the climate change impacts and adaptation strategies developed.

## 1. Project Startup

**Task 1.1: Kick-Off Meeting.** Caltrans and Town Staff meeting, including review of upcoming work tasks and schedule, information needs and expectations, and finalize Town Staff team and assignments. Town staff will use this meeting to review progress on local planning initiatives which are related to the project, including the Mono County Local Hazard Mitigation Plan. Town staff will prepare meeting notes to document the group discussion and assignments.

- Responsible Party: Town of Mammoth Lakes

**Task 1.2: Consultant Contracting.** Town staff to prepare necessary RFP(s) and initiate contracting with consultants to be used for development of plan components (vulnerability assessment; adaptation and resilience goals, policies; implementation measures; etc.). Staff will provide a copy of the executed consultant contract to Caltrans for their files.

- Responsible Party: Town of Mammoth Lakes
  - **Task 1.2.1: Kick-Off Meeting with Consultant.** Staff and the consultant will hold an in person kick off meeting to meet the team and discuss the project and its scope. Consultant will be required to travel to Mammoth Lakes for this task. Consultant will organize travel and accommodation within state per diem rate.
  - Responsible Party: Town of Mammoth Lakes, Consultant

**Task 1.3: Climate Change Action Team.** Form an action team which will include residents, business owners, property owners, Caltrans, Mammoth Mountain Ski Area, United States Forest Service, Mammoth Lakes Fire Protection District and other local agencies and districts.

- Responsible Party: Town of Mammoth Lakes, Consultant
  - **Task 1.3.1. – Identify Action Team Participants.** Town Staff to identify local stakeholders, select, and invite to participate in action team. Stakeholders to include residents, business owners, property owners, Caltrans, Mammoth Mountain Ski Area, United States Forest Service, Mammoth Lakes Fire Protection District and other local agencies and districts.
  - Responsible Party: Town of Mammoth Lakes
  - **Task 1.3.2. – Action Team Meeting #1.** Town staff to organize and hold first action team meeting. Consultant will be required to travel to Mammoth Lakes for this task. Consultant will organize travel and accommodation within state per diem rate. The consultant will prepare meeting notes to document the meeting.
  - Responsible Party: Town of Mammoth Lakes, Consultant

Task	Deliverable
1.1	<i>Kick off meeting with Caltrans District 9 staff. Meeting notes.</i>
1.2	<i>Executed consultant contract(s)</i>
1.2.1	<i>Meeting notes</i>

1.3	<i>Action team formation</i>
1.3.1	<i>Action team participant list</i>
1.3.2	<i>Meeting minutes</i>

## 2. PREPARATION OF VULNERABILITY ASSESSMENT

**Task 2.1: Exposure:** Identify the climate change effects that the Town of Mammoth Lakes will experience. A list of the changes projected for each climate impact for 2050 and the end of the century, including the degree of change (difference from current conditions) and the location of the change will be prepared.

- Responsible Party: Consultant

**Task 2.2: Sensitivity:** Identify the key transportation systems, community infrastructure, structures, functions, and populations that are potentially susceptible to each climate change exposure with a focus on transit-dependent populations, low-income communities, and disadvantaged communities identified using U.S. EPA Environmental Justice Screening and Mapping Tool, California Health Disadvantage Index, and California Department of Public Health Climate Change and Health Profile Report for Mono County. A list of potentially affected community resources will be prepared.

- Responsible Party: Consultant

**Task 2.3: Potential Impacts:** Analyze how the climate change exposure will affect the transportation system, community structures, functions, and populations (impacts). A list of potential impacts, each rated low, medium, or high will be prepared.

- Responsible Party: Consultant

**Task 2.4. Adaptive Capacity:** Evaluate the community's current ability to address the projected impacts. The current capacity for the community to address each of the potential impacts assessed and rated low, medium, or high will be prepared.

- Responsible Party: Consultant

**Task 2.5. Risk and Onset:** Adjust the impact assessment to account for uncertainty, timing, and adaptive capacity. Each potential impact rated low, medium, or high based on certainty and rated near-term, mid-term, and long-term based on onset will be prepared as a part of this task.

- Responsible Party: Consultant

**Task 2.6. Action Team Meeting #2:** Town staff and consultant(s) will hold Action Team Meeting #2 to review the vulnerability assessment findings. Consultant will be required to travel to Mammoth Lakes for this task. Consultant will organize travel and accommodation within state per diem rate. Action team meeting notes and recommendations will be prepared.

- Responsible Party: Town of Mammoth Lakes, Consultant

**Task 2.7. Community Workshop:** Town staff and consultant(s) will hold a Community Workshop to review the vulnerability assessment findings. Consultant will be required to travel to Mammoth Lakes for this task. Consultant will organize travel and accommodation within state per diem rate. The Community workshop sign in sheet, notes, and public comments will provide documentation for the workshop.

- Responsible Party: Town of Mammoth Lakes, Consultant

**Task 2.8. Agency Review.** Town staff will hold a meeting with Caltrans to review the vulnerability assessment findings, action team/community workshop outcomes, and to identify any additional analysis, information or other considerations needed to move to adaptation strategy development. Consultant will participate via phone. If necessary, more than one agency meeting related to this task will be held. Staff will prepare meeting notes to document the meeting and Caltrans recommendations.

- Responsible Party: Town of Mammoth Lakes, Consultant

Task	Deliverable
2.1	<i>A list of the changes projected for each climate impact for 2050 and the end of the century, including the degree of change (difference from current conditions) and the location of the change.</i>
2.2	<i>A list of potentially affected community resources.</i>
2.3	<i>A list of potential impacts, each rated low, medium, or high.</i>
2.4	<i>The current capacity for the community to address each of the potential impacts assessed and rated low, medium, or high.</i>
2.5	<i>Each potential impact rated low, medium, or high based on certainty and rated near-term, mid-term, and long-term based on onset.</i>
2.6	<i>Action team meeting notes and recommendations.</i>
2.7	<i>Community workshop sign in sheet, notes, and public comments.</i>
2.8	<i>Agency meeting and meeting notes.</i>

### 3. Adaptation Strategy Development

**Task 3.1 Prioritize Adaptive Needs:** Based on the vulnerability assessment, prioritize the adaptive needs. Potential impacts will be divided into three categories: (1) develop strategies, (2) evaluate further, and (3) monitor.

- Responsible Party: Consultant

**Task 3.2 Identify Strategies:** Identify strategies to address the highest priority adaptation needs. A strategy or set of strategies will be prepared to address each adaptation need identified for strategy development.

- Responsible Party: Consultant

**Task 3.3 Evaluate and Prioritize:** Prioritize strategies based on the projected onset of the impact, projected cost, co-benefits, and other feasibility factors. The strategies will be evaluated for the benefit to disadvantaged and vulnerable communities including transit-dependent populations who are either too young, too old, cannot afford or do not have access to an automobile or rely on transit

to reach their destinations. A strategy or set of strategies will be prepared to address each adaptation need identified for strategy development.

- Responsible Party: Town of Mammoth Lakes, Consultant

**Task 3.4 Phase and Implement:** Develop an implementation plan that includes phasing of strategies and a monitoring system to assess effectiveness. The implementation plan will include clear recommendations on incorporation of adaptation strategies into the General Plan.

- Responsible Party: Town of Mammoth Lakes, Consultant

**Task 3.5 Action Team Meeting #3:** Town staff and consultant(s) will hold Action Team Meeting #2 to review the draft adaptation strategies and to discuss implementation into the General Plan. An implementation plan and monitoring program will be prepared for each of the identified strategies. Consultant will be required to travel to Mammoth Lakes for this task. Consultant will organize travel and accommodation within state per diem rate.

- Responsible Party: Town of Mammoth Lakes, Consultant, Action Team

**Task 3.6 Community Workshop:** Town staff and consultant(s) will hold a Community Workshop to review the draft adaptation strategies and to explain how those strategies will be incorporated into the General Plan. Consultant will be required to travel to Mammoth Lakes for this task. Consultant will organize travel and accommodation within state per diem rate. Community workshop sign in sheet, notes, and public comments will document the Community Workshop participants and discussion.

- Responsible Party: Town of Mammoth Lakes, Consultant

**Task 3.7 Agency Review.** Town staff will hold a meeting with Caltrans to review the draft adaptation strategy recommendations, action team/community workshop outcomes, and to identify any additional analysis, information or other considerations needed to move to adaptation strategy development and General Plan Update. Consultant will participate by phone. If necessary, more than one agency meeting related to this task will be held. Staff will prepare meeting notes to document the meeting and Caltrans recommendations.

- Responsible Party: Town of Mammoth Lakes, Consultant

Task	Deliverable
3.1	<i>Potential impacts divided into three categories: (1) develop strategies, (2) evaluate further, and (3) monitor.</i>
3.2	<i>A strategy or set of strategies to address each adaptation need identified for strategy development.</i>
3.3	<i>For each strategy identified define the implementation timing: near-term, mid-term, and long-term.</i>
3.4	<i>An implementation plan and monitoring program for each of the identified strategies.</i>
3.5	<i>Action team meeting notes and recommendations.</i>
3.6	<i>Community workshop sign in sheet, notes, and public comments.</i>
3.7	<i>Agency meeting and meeting notes.</i>

#### 4. Draft Adaptation Goals and Policies

##### Task 4.1: Prepare Draft Adaptation Goals, Policies, and Actions

**Task 4.1.1: Administrative Draft Goals, Policies and Actions.** Town staff and consultant(s) to prepare Administrative Draft Goals, Policies, and Actions for incorporation into the General Plan.

- Responsible Party: Town of Mammoth Lakes, Consultant

**Task 4.1.2: Agency review of Administrative Draft.** Caltrans and other agency staff will be invited to review the Administrative Draft. Staff will prepare notes to document Caltrans and other agency comments as well as a formal response to comments document.

- Responsible Party: Town of Mammoth Lakes, Consultant

**Task 4.1.3: Revisions to Administrative Draft/Preparation of Public Review Draft.** Town staff and consultant(s) to prepare Public Review Draft Goals, Policies, and Actions that will be recommended for inclusion into the General Plan. Based on agency comments, Town staff will prepare Public Review Draft.

- Responsible Party: Town of Mammoth Lakes, Consultant

**Task 4.1.4: Distribution and Public Review of Draft Goals, Policies, and Actions.** Town staff will distribute the Public Review Draft and will hold a 30-day public comment period.

- Responsible Party: Town of Mammoth Lakes, Consultant

**Task 4.2: Present Draft Goals, Policies, and Actions to Planning and Economic Development Commission:** During the public review period, Town Staff will present the draft plan to the Planning and Economic Development Commission at a public meeting. Town Staff and consultant(s) will provide advertising and promotion information, Planning and Economic Development Commission and public comments, and meeting minutes related to presentation. Consultant will be required to travel to Mammoth Lakes for this task. Consultant will organize travel and accommodation within state per diem rate.

- Responsible Party: Town of Mammoth Lakes, Consultant

Task	Deliverable
4.1	<i>Administrative draft goals, policies, and actions.</i>
4.1.1	<i>Administrative draft goals, policies, and actions.</i>
4.1.2	<i>Comments from reviewing agencies</i>
4.1.3	<i>Response to comments from reviewing agencies. Incorporation of comments in to document as appropriate. Public review draft.</i>
4.1.4	<i>Public comments on draft document.</i>

4.2

*Planning and Economic Development Commission meeting, comments, and meeting minutes.*

## 5. General Plan Update

**Task 5.1: Prepare General Plan Goals, Policies, and Actions:** Prepare General Plan Update including goals, policies, and actions as recommended in Task 3 and with feedback included from Task 4. Because the drafting and comments will have taken place in Task 4, minimal revisions are expected.

- Responsible Party: Town of Mammoth Lakes, Consultant

**Task 5.2: Public Hearing with Planning and Economic Development Commission.** Present Draft General Plan Update for consideration by the Planning and Economic Development Commission. Staff will present the General Plan Update goals, policies, and actions as well as the steps that lead to the Draft General Plan Update (i.e. Tasks 1-4). Consultant will be required to travel to Mammoth Lakes for this task. Consultant will organize travel and accommodation within state per diem rate.

- Responsible Party: Town of Mammoth Lakes, Consultant

**Task 5.3: Public Hearing with Town Council.** Present Draft General Plan Update for consideration by the Town Council. Staff will present General Plan Update goals, policies, and actions as well as the steps that lead to the Draft General Plan Update (i.e. Tasks 1-5.2). Consultant will be required to travel to Mammoth Lakes for this task. Consultant will organize travel and accommodation within state per diem rate.

- Responsible Party: Town of Mammoth Lakes, Consultant

Task	Deliverable
5.1	<i>Draft General Plan Goals, Policies, and Actions</i>
5.2	<i>PEDC Recommendation to Town Council and Meeting Minutes</i>
5.3	<i>Town Council Consideration/Approval</i>

## 6. Administration/Coordination

**Task 6.1. Project Management and Coordination.** Town staff will manage and monitor the Project, including all public outreach, Planning and Economic Development Commission, Town Council and/or other public meetings, production of deliverables, and budget.

- Responsible Party: Town of Mammoth Lakes, Consultant

**Task 6.2. Project Invoicing.** Town staff will prepare all grant invoicing pursuant to Caltrans grant invoicing requirements.

- Responsible Party: Town of Mammoth Lakes, Consultant

**Task 6.3. Quarterly Reporting.** Town staff will prepare quarterly reports and will submit to Caltrans.



- Responsible Party: Town of Mammoth Lakes, Consultant

<b>Task</b>	<b>Deliverable</b>
<i>6.1</i>	<i>Accounting Documents</i>
<i>6.2</i>	<i>Invoicing as required by grant</i>
<i>6.3</i>	<i>Quarterly reports</i>