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Agenda Item 11
July 7, 2010
File No. A -
600-20

AGENDA BILL

Subject: Authorization of Contract for PCR Services Corporation to prepare the Trails System Master Plan Environmental Impact Report

Initiated by: Ellen Clark, Senior Planner

BACKGROUND:

This Agenda Bill is for the Town Council to consider authorization of a consultant contract to complete the Environmental Impact Report for the Trails System Master Plan (TSMP). Completion and adoption of the Trails System Master Plan has been identified as a priority and key work program item for Fiscal Year 2010-2011. A critical component of this work effort is the completion of the required EIR.

The Town applied for and was awarded grant funds by the Sierra Nevada Conservancy (SNC), for the purposes of completing the necessary CEQA review of the TSMP. The grant funds were originally awarded in late 2008, but were frozen due to the State budget crisis. In November 2009, the Town received notice that the grant funds had been released and that the Town might proceed with the grant funded work. The grant amount of \$185,535 is adequate to address the entire scope of work for the TSMP EIR, including consultant services.

ANALYSIS/DISCUSSION:

The Trails System Master Plan is a long-range, program-level planning document that lays out the future system of trails throughout the town. It addresses both the "in-town" trail system within the Urban Growth Boundary, which generally consists of paved multi-use paths, as well as a broader system of soft-surface and other trails that extend beyond the Town limits and which include facilities on public lands. Policies and guidelines for signage and wayfinding, facilities design and location, and treatment of nodes such as trailheads and staging areas are also outlined, among other elements.

Since the most recent draft of the TSMP was published in February 2009, work by the Town and MLTPA on trails-related planning and implementation efforts, including the Sherwin Area Recreation Plan (SHARP) and signage and wayfinding program have progressed. The EIR

will cover these related project components, and will also allow for the more detailed, project level study of a number of shorter-term projects that the Town expects to move forward in the next two to five years.

Consultant Selection Process

Staff developed and issued a detailed Request for Qualifications (RFP) which was issued to approximately 20 consultant firms in May, 2010. Nine Statements of Qualifications were received, from which the Town developed a short-list of four firms who had the greatest level of relevant experience and CEQA expertise. The four firms included three who have already completed CEQA review projects for the Town (RBF, Christopher Joseph and Associates (CAJA), and PCR Services Corporation), and a fourth, AECOM, who has an extensive CEQA practice, and recently worked with the Town on the Housing Element update.

All four firms provided competitive proposals, and the top three were interviewed by staff. Based on the quality of proposals, proposed costs, and response to interview questions, staff selected PCR to complete the TSMP EIR. PCR offered a comprehensive scope of work that addressed the range of issues identified in the RFP, and offered a good range of relevant experience, including preparation of the program EIR for the General Plan update, as well as the Ski Back Trail EA and Eagle Lodge EA/EIR for the US Forest Service, and the Mammoth Creek EIR for MCWD. Although all of the proposals were close in costs, PCR offered the broadest scope of services at the lowest total cost.

Scope of Work, Costs and Schedule

PCR submitted a scope of work with their proposal, and staff subsequently worked with the firm to refine the project scope and reduce costs to the extent possible. The proposed work program and costs are included as an exhibit to the consultant agreement in Attachment A.

Staff believes the scope represents an efficient and cost effective process that will allow for all relevant issues to be addressed, will provide the appropriate level of CEQA documentation to facilitate future implementation of the TSMP, and will allow for completion of the EIR within this fiscal year.

It should be noted that the scope of work and cost estimate include some optional tasks that are not reflected in the “bottom line” budget total listed below. These optional tasks fall outside the basic scope needed to complete the EIR. One optional task is to complete additional technical studies for the SHARP study area; it is unknown at this time if these studies will be necessary. If they are, staff may return to Town Council to request an amendment to the consultant contract to allow for their completion.

The work program also includes a preliminary schedule. As shown in the schedule included in Exhibit A, the consultant anticipates that the EIR would be completed within approximately ten months of project startup. With authorization of the contract, work can start in July 2010, meaning that the EIR would be complete by April 2011.

Contract Funding

Staff is requesting that the Council authorize the consultant agreement and attached scope of work as written, which has associated costs of \$107,643, with additional authorization for the Town Manager to have an approximately ten percent contingency of the budgeted labor amount available for contract amendments without further Council authorization. This allows flexibility for addressing unanticipated minor scoping changes or response to issues that arise during the process at an administrative level. The full authorization by Council would be for \$118,407. The SNC grant is sufficient to fund the consultant contract and associated staff work on the EIR. However, due to the way in which expenditure of grant funds were projected in the FY 2010-11 budget, an increase to overall costs to the General Fund will need to be considered during the Town Council's adoption of a final budget. Please see the "Financial Considerations" discussion below for additional information.

OPTIONS ANALYSIS

Option 1: Authorize the Town Manager to execute the attached consulting agreement for PCR Services Corporation to prepare the Trails System Master Plan EIR, reflecting the scope of work shown in Exhibit A of the agreement, up to the amount of \$118,407.

Option 2: Authorize the Town Manager to execute the attached consulting agreement for PCR Services Corporation to prepare the Trails System Master Plan EIR, reflecting the scope of work shown in Exhibit A of the agreement with modifications, and a budget amount amended accordingly.

Option 3: Do not authorize the Town Manager to execute the consulting agreement to prepare the Trails System Master Plan.

Option 1 would authorize the Town Manager to approve the consultant contract and permit staff and the consultant team to begin work to develop the Trails System Master Plan immediately.

Option 2 would direct staff to renegotiate the scope of work and budget with PCR Services Corporation, in accordance with the Council's recommended changes.

Option 3 would not authorize the Town Manager to execute the attached consulting agreement with PCR Services Corporation to prepare the Trails System Master Plan EIR. Staff would then either solicit additional alternate proposals, or consider alternate approaches to complete the required CEQA review.

Options 2 and 3 would delay the initiation of the Trails System Master Plan EIR. Option 3 would result in the most significant delay.

VISION CONSIDERATIONS:

Completion of the Trails System Master Plan EIR will allow the Town to adopt a comprehensive trails plan, supporting feet-first mobility goals and a year-round destination resort based on diverse outdoor recreation. This directly implements the General Plan and General Plan Vision, addressing the strategic initiatives of creating a premier year-round resort community and a great place to live and work, which may be measured by increased visitation and resident and visitor satisfaction.

STAFFING CONSIDERATIONS:

The completion of the Trails System Master Plan is included in the FY 2010-2011 work program, including staff time to administer and manage the work of a consultant. By assigning the bulk of the work to a consultant, staff resources are available to complete other priority work program items, such as completion of the Zoning Code update and the Housing Ordinance update.

FINANCIAL CONSIDERATIONS:

The costs associated with PCR consultant contract would be paid through the grant awarded to the Town by SNC. The total grant amount is \$185,535, of which the PCR contract would account for \$118,407. The remainder of the grant is allocated to consultant services for the EIR traffic analysis (approximately \$25,000); to reimbursement of Measure R funds that were used for previous technical studies (\$15,120) and for staff time allocated to the EIR process (approximately \$27,000).

SNC will be invoiced for all consultant and staff costs incurred by the Town as the project moves forward. Staff is in the process of requesting an advance against the total grant funds, which will eliminate the gap between payment of invoices and availability of reimbursement from the grant. It will also reduce the risk to the Town in the event that funding is frozen again by the State.

The proposed FY 2010-11 budget anticipated grant funding and distribution of the grant funds but did not allocate funds for consultant services. This difference results in an overall increase in costs to the

General Fund of \$103,000. The revenue projected from fee permits may be more or less than what is actually realized in the upcoming year. If actual permit fee revenues exceed our conservative projections, these funds could partially offset the additional General Fund contribution. However the increased funding need will be evaluated during the Council's process of adopting a final budget.

ENVIRONMENTAL CONSIDERATIONS:

The requested authorization would fund the preparation of an EIR, which would fulfill the required CEQA review to allow for adoption of the Trails System Master Plan.

LEGAL CONSIDERATIONS:

None.

RECOMMENDATION:

Therefore, it is recommended that the Town Council choose Option 1 and authorize the Town Manager to execute the attached consulting agreement for PCR Services Corporation to prepare the Trails System Master Plan EIR, reflecting the scope of work shown in Exhibit A of the agreement, up to the amount of \$118,407.

Attachments:

Attachment 1. Consulting Agreement

- Exhibit A: PCR Services Corporation, Proposal for Services for the Trails System Master Plan EIR

CONSULTING AGREEMENT

This agreement made as of this _____ day of _____ 2010.

Between: Town of Mammoth Lakes ("TOWN")
P. O. Box 1609
Mammoth Lakes, CA 93546

And: PCR Services Corporation ("CONSULTANT")
One Venture, Suite 150
Irvine, CA 92618

WITNESSES THAT WHEREAS:

- A. It has been determined to be in the TOWN'S best interest to retain the professional services of a consultant to provide services for the preparation of an Environmental Impact Report for the Town of Mammoth Lakes Trails System Master Plan.
- B. CONSULTANT is considered competent to perform the necessary professional services for the TOWN.

NOW, THEREFORE, it is mutually agreed by and between TOWN and CONSULTANT as follows:

1. CONSULTANT shall furnish all of the services as described in Exhibit A, including Tasks 1 through 5, which is attached and incorporated herein by this reference. Optional tasks described in Exhibit A may be added subject to the authorization of a contract amendment by the TOWN for those additional services.
2. TOWN shall compensate CONSULTANT in the amount and pursuant to the conditions and schedule contained in Exhibit B, which is attached and incorporated herein by this reference. The maximum compensation to be paid to CONSULTANT under this agreement shall be \$118,407. This amount is to include \$107,643 for labor and related direct expenses, and \$10,764 which is a contingency, expenditure of which would require separate Town Manager approval.
3. CONSULTANT shall be responsible for the professional quality, technical accuracy, timely completion, and coordination of all reports and other services furnished by the CONSULTANT under this Agreement.
4. Any licenses, certificates, or permits required by the federal, state, district, or municipal governments for CONSULTANT to provide the services and work described in Exhibit A must be procured by CONSULTANT and be valid at the time

CONSULTANT enters into this Agreement. Further, during the term of this Agreement, CONSULTANT must maintain such licenses, certificates, and permits in full force and effect. Licenses, certificates, and permits include, but are not limited to, driver's licenses or certificates, and business licenses. Such licenses, certificates, and permits will be procured and maintained in force by CONSULTANT at no expense to the TOWN. CONSULTANT will provide TOWN, upon execution of this Agreement, with evidence of current and valid licenses, certificates and permits which are required to perform the services identified in Exhibit A. Where there is a dispute between CONSULTANT and TOWN as to what licenses, certificates, and permits are required to perform the services identified in Exhibit A, TOWN reserves the right to make such determinations for purposes of this Agreement.

5. CONSULTANT hereby indemnifies and holds harmless TOWN its officers, employees and agents from any and all liability or claim of liability, including attorneys' fees, arising by reason of personal injury, death or property damage and resulting from CONSULTANT'S negligence, recklessness or willful misconduct in the performance of its duties and obligations under this Agreement.
6. CONSULTANT shall procure and maintain for the duration of this Agreement insurance against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work hereunder by the CONSULTANT, his agents, representatives, or employees.

Minimum Limits of Insurance

CONSULTANT shall maintain limits no less than:

- A. General Liability: \$1,000,000 per occurrence for bodily injury, personal injury and property damage. If Commercial General Liability Insurance or other form with a general aggregate limit is used, either the general aggregate limit shall apply separately to this project/location or the general aggregate limit shall be twice the required occurrence limit.
- B. Automobile Liability: \$1,000,000 per accident for bodily injury and property damage.
- C. Employer's Liability: \$1,000,000 per accident for bodily injury or disease.
- D. Error and omission liability: \$1,000,000 per occurrence.

Verification of Coverage

CONSULTANT shall furnish the TOWN with original endorsements effecting coverage required by this clause. The endorsements are to be signed by a person authorized by that insurer to bind coverage on its behalf. All endorsements are to be received and approved by the TOWN before work commences. TOWN reserves the right to require complete,

certified copies of all required insurance policies, including endorsements effecting the coverage required by these specifications.

- A. All original documents, records, drawings and other material prepared by CONSULTANT under this Agreement, shall become the exclusive property of TOWN and shall not be used in any manner without prior consent of TOWN. Any reuse of such documents, records, drawings, and other material by TOWN on any project other than covered by the Scope of Services as described in Exhibit A, shall be TOWN'S sole risk and without liability to CONSULTANT.
7. The performance of services under this Agreement by certain professionals is significant to TOWN. CONSULTANT shall assign the persons listed In Exhibit A to perform the professional services in and shall not add or remove persons from the list without the written consent of TOWN. CONSULTANT shall not subcontract any tasks under this Agreement without obtaining advance written approval of TOWN.
8. CONSULTANT shall not assign or transfer any interest in this Agreement without the prior written consent of TOWN, and any attempt to do so shall render this Agreement null and void.
9. Either CONSULTANT or TOWN may terminate this Agreement with thirty (30) days advance written notice.
10. If the CONSULTANT abandons the work, or fails to proceed with the work and services requested by TOWN in a timely manner, or fails in any way as required to conduct the work and services as required by TOWN, TOWN may declare the CONSULTANT in default and terminate this Agreement upon five (5) days written notice to CONSULTANT. Upon such termination by default, TOWN will pay to CONSULTANT all amounts owing to CONSULTANT for services and work satisfactorily performed to the date of termination.
11. This Agreement and its Exhibits are the entire understanding of the parties, and there are no other terms or conditions, written or oral, controlling this matter.
12. CONSULTANT agrees that it has no interest, and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of the work and services under this Agreement.
13. This Agreement shall be governed by the laws of the State of California.
14. CONSULTANT is an independent contractor and hereby agrees and warrants that no agency relationship, either express or implied is created by the execution of this Agreement.
15. All invoices submitted by CONSULTANT shall include the original or amended contract total, amount of current invoice, amount of all prior invoices, amount

remaining on contract, percent of work completed and remaining by task. Where CONSULTANT is working under multiple contracts or agreements, a separate invoice shall be submitted for work performed under each contract or agreement.

16. If any portion of this Agreement or application thereof to any person or circumstance shall be declared invalid by a court of competent jurisdiction, or if it is found in contravention of any federal, state, or district statute, ordinance, or regulation, the remaining provisions of this Agreement, or the application thereof, shall not be invalidated thereby and shall remain in full force and effect to the extent that the provisions of this Agreement are severable.
17. This Agreement may be modified, amended, changed, added to, or subtracted from, by the mutual consent of the parties hereto, if such amendment or change is in written form and executed with the same formalities as this Agreement, and attached to the original Agreement to maintain continuity.
18. Any notice, communication, amendments, additions, or deletions to this Agreement, including change of address of either party during the terms of this Agreement, which CONSULTANT or TOWN shall be required, or may desire, to make, shall be in writing and may be personally served, or sent by prepaid first class mail to, the respective parties as follows:

TOWN:

Robert Clark, Town Manager
Town of Mammoth Lakes
P.O. Box 1609
437 Old Mammoth Road, Suite R
Mammoth Lakes, CA 93546

CONSULTANT:

Jay Ziff, Director of Environmental Planning
PCR Services Corporation
One Venture, Suite 150
Irvine, CA 92618

IN WITNESS WHEREOF, the parties have executed this Agreement as of the day and year first above written.

TOWN OF MAMMOTH LAKES

Dated: _____

By: ROBERT F. CLARK, Town Manager

Dated: _____

CONSULTANT

PROPOSAL



TRAILS SYSTEM MASTER PLAN ENVIRONMENTAL IMPACT REPORT

June 2010



June 28, 2010

Ellen Clark, Senior Planner
Community Development Department
TOWN OF MAMMOTH LAKES
Post Office Box 1609
437 Old Mammoth Road
Mammoth Lakes, California 93546

**RE: REVISED PROPOSAL TO PREPARE AN ENVIRONMENTAL IMPACT REPORT FOR
THE PROPOSED TOWN OF MAMMOTH LAKES TRAILS SYSTEMS MASTER PLAN**

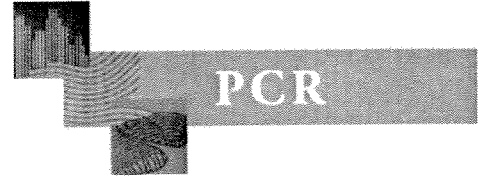
Dear Ms. Clark:

PCR Services Corporation (PCR) appreciates the opportunity to submit the enclosed revised proposal, which was originally submitted to the Town on May 20, 2010, to prepare an Environmental Impact Report (EIR) for the proposed Town of Mammoth Lakes Trails Systems Master Plan. Our submittal has been prepared based on the Request for Proposal dated May 5, 2010, our knowledge of the area, review of available documentation and recent conversations and correspondence with the Town regarding our original proposal submittal. The PCR team offers the collective experience, depth of knowledge, support resources, specialized expertise, and product delivery systems to ensure the successful and timely completion of thorough, defensible documentation

We have enjoyed our working relationship with the Town as a part of our existing on-call status and have worked in the Town on an on-going basis for the last five years. We are strongly positioned to continue to assisting the Town with its anticipated environmental review needs. In this regard, we hope you will keep the following key attributes of PCR:

- Proven experience in the preparation of trails and recreation related projects subject to environmental review through our work on the Mammoth Mountain Ski Back Trail, the La Verne Wilderness Area Management Plan, and the Monrovia Hillside Wilderness Preserve and Hillside Recreation Area projects.
- Previous experience preparing environmental documents for the Town itself, as well as local applicants and jurisdictions including the Mammoth Community Water District, U.S. Forest Service, Mammoth Mountain Ski Area.

Ellen Clark, Senior Planner
Community Development Department
TOWN OF MAMMOTH LAKES
June 28, 2010 - Page 2



- Environmental planners with experience preparing all levels of National Environmental Policy Act (NEPA) and California Environmental Quality Act (CEQA) documentation for private and public clients regarding mountain area recreation projects. Our planners are supported by a team of in-house technical specialists in biological services, air quality & climate change, acoustics, archaeology, paleontology, and historic resources.

Please feel free to direct any questions and correspondence to the undersigned at (949) 753-7001. Thank you for considering the PCR team.

Sincerely,
PCR SERVICES CORPORATION

A handwritten signature in black ink, appearing to read "Mike Harden".

Mike Harden
Principal Planner

A handwritten signature in black ink, appearing to read "Jay Ziff".

Jay Ziff
Principal, Director of
Environmental Planning & Documentation

Enclosure

PROPOSAL

TRAILS SYSTEM MASTER PLAN ENVIRONMENTAL IMPACT REPORT

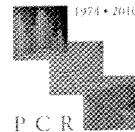
Submitted to:

TOWN OF MAMMOTH LAKES
COMMUNITY DEVELOPMENT DEPARTMENT
437 Old Mammoth Road
Mammoth Lakes, California 93546
Attention: Ellen Clark, Senior Planner



Submitted by:

PCR SERVICES CORPORATION
One Venture, Suite 150
Irvine, California 92618
Tel: 949.753.7001
Contact: Mike Harden, Principal Planner



June 2010

I. PROPOSAL

	Proposal	
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PCR Services Corporation (PCR) appreciates the opportunity to submit this proposal to provide environmental consulting services for the proposed Mammoth Lakes Trails System Master Plan project in the Town of Mammoth Lakes. This proposal serves as a follow-up to the Request for Proposals dated May 5, 2010, conversations with Town Staff and a review of available information. Included in this proposal is a brief overview of PCR, a summary of the proposed project as we understand it, our project approach, a scope of work to complete the environmental review process as set forth by the California Environmental Quality Act (CEQA), anticipated fees and direct costs, and a general schedule for completion of our services.

PROJECT UNDERSTANDING

The proposed project consists of the trails system as presented in the Town’s Draft Trails System Master Plan (TSMP), Sherwins Area Recreation Plan (SHARP) and related planning documents.

Draft Trails System Master Plan

The TSMP includes various elements that will guide the development of a comprehensive trail system within the Town of Mammoth Lakes. The TSMP envisions an integrated system of infrastructure and programs that support recreation and mobility simultaneously, by seamlessly connecting homes, hotels, businesses, recreation nodes, and backcountry experiences between the Town of Mammoth Lakes, the Mammoth Mountain Ski Area Mountain Bike Park, and surrounding federal lands overseen by the United States Forest Service (USFS). This vision is consistent with the Town’s Feet First Strategy, which emphasize feet first, public transportation second, and car last in planning the community transportation system. In addition to new trails, paved pathways, signage and wayfinding and associated amenities the TSMP includes recommendations for other improvements such as sidewalks, crosswalks, bus stops, bike lanes, bicycle parking, summer maintenance, and snow removal.

The TSMP incorporates two distinct but related planning components. The first component of the TSMP discusses trails within the Town’s Urban Growth Boundary (UGB), which generally includes a system of paved, multi use paths (MUPs). The second component of the TSMP describes trails outside of the UGB, primarily on USFS land, which are included in the Soft Surface Trails Concept (SSTC) (Attachment A of the TSMP). The future trail system recommendations presented in Chapter 4 of the TSMP address both of these components, and related aspects such as interface areas, nodes and activity centers such as trailheads connected by the trail system, and issues of system-wide operation and conceptualization. Each of these components is discussed in further detail below.

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In-Town Trails System (Within UGB)

The nucleus of the trail system within the UGB (approximately 4 square miles) consists of a system of sidewalks, on-street bicycle facilities, and paved trails. The trails network also includes very limited soft-surface trails within the UGB, including a private foot trail through the Snowcreek Meadow.

The Town of Mammoth Lakes adopted a Trail System Plan in May of 1991. A key element of the trail system envisioned in the 1991 Trail System Plan was the Main Path "loop" that loops around and through the town, including some sections on USFS land, and a series of future/alternative "connector" trails. Since 1991, a number of major sections of the Main Path and some connectors have been completed, with others remaining to be built. The key remaining gaps in the system are along Main Street and Old Mammoth Road. The TSMP includes plans to complete remaining sections of the Main Path and in-town connectors, and four extensions of the in-town MUP system outside of the UGB.

Recreation Nodes are also a key element of the existing trails network. Recreation nodes are a geographic location of existing or potential significance for outdoor recreation, which facilitate recreational experiences. At many of these locations, residents and visitors already congregate (and disperse) in pursuit of recreational opportunities both within and beyond the Town's UGB. In some cases a node may represent a point where a recreational experience starts (i.e. where you get off the bus or park your car). In other cases, the node may represent a point of transition in an ongoing recreational experience (i.e. from a paved MUP to narrow foot path). The TSMP identifies and categorizes recreation nodes based on the level of amenities provided. The categories are portals, parks, trailheads and access/egress points. The TSMP provides recommendations for upgrading amenities at some existing recreation nodes as well as creating new recreation nodes.

With regard to bicycle facilities and sidewalks, the Town has in place a General Bicycle Plan (adopted in 1995 and updated in 2008) and Sidewalk Master Plan (adopted July 2003). These two plans have established the basis for the Town's system of pedestrian and bicycle facilities, many of which remain to be completed, that complement the trail system within the town's urbanized center. The TSMP opted to incorporate recommendations for on-street bicycle facilities, since these are an integral part of the overall non-vehicular circulation system. Further, a recurring theme in the outreach efforts of the TSMP was the need for a more bicycle-friendly environment in the summer. The recommendations reflect updates and refinements to the facilities described in the 2008 General Bikeway Plan, which will likely be updated to reflect the TSMP recommendations. The TSMP also includes recommendations for pedestrian facilities, including specification of a preferred sidewalk to roadway ratio, and for location of sidewalks on major and minor roads. However, the TSMP suggests these as advisory only, to be considered and adopted as part of the Town Mobility Plan, which is currently under development.

Soft Surface Trails Concept (Outside of UGB)

Generally, the recreational trails experience begins and ends within the UGB. To help define the interface potential between the UGB and the public lands outside the boundary and enhance the recreational trails experience outside of the UGB (within the Town boundaries), the SSTC was developed and is included as Attachment 1 to the TSMP. The soft-surface trails planning area is loosely defined as a "donut" around the Town's UGB that encompassed those trails and lands that could be easily accessible from the UGB. The planning area does not, however, include the Lakes Basin or any lands managed by Mammoth Mountain Ski Area (MMSA).

The SSTC presents a series of conceptual alignments (also shown in the body of the TSMP) for trails outside of the UGB. Some of these alignments have been carried forward from the 1991 Trails Plan, and some of which are newly proposed as part of the SSTC. Issues surrounding existing conditions in the Shady Rest area were identified by the community as a key issue for recreational trail use outside of the UGB, especially in winter. This plan provides some options and opportunities for potential modifications at Shady Rest, as well as recommendations for creating recreational opportunities in other areas to alleviate congestion at Shady Rest.

The SSTC anticipates that all of the conceptual alignments will be further vetted through additional planning, as has been the case with the SHARP process for trails within the Sherwin Area (see below).

Signage and Wayfinding

Chapter 5 of the TSMP describes concepts and guidelines for signage and wayfinding components of the non-motorized transportation network. The Town has been working with consultants and Mammoth Lakes Trails and Public Access (MLTPA) to complete further design development and planning for implementation of the TSMP's Chapter 5 recommendations. Among the products of this effort will be a "standards manual" for signage and wayfinding.

Design Guidelines and Other Chapters

Chapter 6 of the TSMP includes Design Guidelines for various trails system components that might be implemented. Most recommendations are design-oriented, intended to improve safety conditions for users.

In addition to the above, the TSMP includes separate chapters that provide guidance for operations and maintenance guidelines (Chapter 7), and an implementation chapter (Chapter 8).

Long Range Vision Ideas

It should be noted that the TSMP, in addition to the above recommendations, includes three long range vision"ideas that are intended as conceptual recommendations. These concepts include central parkways along Main Street and Meridian Boulevard, addition of bike lanes along Sherwin Creek Road (a USFS road), and a paved MUP along Mammoth Creek Road (also operated by USFS). The latter two concepts are articulated further in the SHARP.

Sherwin Area Recreation Plan

The SHARP project area lies on USFS land that is also within the municipal boundary of the Town of Mammoth Lakes. The SHARP includes 29 projects, which include new trails, use modifications on some existing USFS roads (e.g. to convert motorized roads to non-motorized use only), and related recreation improvements such as staging areas. The USFS is currently working to prioritize the project list, and to initiate more detailed site planning for near term projects. Currently, the SHARP identifies five summer and five winter priority projects. USFS approval will be required for any of these projects, and going forward, USFS may be the lead on project implementation.

PROJECT APPROACH

PCR's approach to this EIR is a direct outgrowth of our experience working on projects of similar environmental setting, character and importance as the proposed project. PCR understands that the some of the proposed components of the TSMP are in part conceptual and other components are considered to be more definitive with a higher priority for implementation. That is, certain trail components are considered to be projects that the Town will implement in the short-term (i.e., next 2-3 years). With this understanding, those aspects of the project that are not clearly defined will be evaluated programmatically in the EIR. However, with regard to those aspects that more definitive, the EIR will address these aspects with as much detail as possible so that future environmental documentation needs are reduced to the extent feasible. Our overall goal with the EIR will be to provide as much analysis as is warranted and feasible given the level of project detail, with the document structured in a manner that will support tiering and incorporation by reference, and will avoid or reduce the need for subsequent environmental analysis (NEPA or CEQA).

At the onset of the project, it will be vital that PCR work closely with Town Staff to develop a project description that appropriately identifies the TSMP components that can be analyzed in detail in the EIR. The project description will include comprehensive information on definitive/high priority projects so they can be addressed with a "project-level"of analysis to the extent feasible.

Although some of the project components would be located within USFS property, the Forest Service has indicated that formal NEPA review of the TSMP is not required at this time, since

the USFS will not be adopting the TSMP. Instead, the USFS will treat the TSMP as a study document, and will undertake the necessary NEPA review of project components as they move forward at a future date. With this understanding, the EIR will be constructed, to the extent possible, to utilize study protocols and other information typically incorporated by the Forest Service into its NEPA documents. Again, this strategy will minimize and streamline subsequent NEPA environmental analysis.

Our review of the TSMP revealed that the in-town trails system for which the TSMP described includes recommendations at a relatively high level of specificity. The trails system described in the UGB contains a thorough analysis and evaluation of existing conditions, public input/surveys, gap analysis and potential recommendations for future implementation. Thus, the focus of the EIR analysis will be on the future trail system recommendations (Chapter 4), which includes the definitive/high priority projects mentioned above. While the in-town trails system environmental analysis will be highly detailed, the review of the pedestrian facilities recommendations will be cursory, since they will be studied in greater detail as part of a future planning process. However, if certain major sidewalk improvement projects are identified (i.e., sidewalks along Main Street, Old Mammoth Road, Meridian Boulevard, Minaret Road, etc.), they will be analyzed in more detail similar to the trail system components. Similarly, the potential impacts of the various recommendations related to on-street bicycle facilities will be evaluated to the extent feasible given what is known regarding the specific projects (i.e., bike lanes on Main Street, Forest Trail and Meridian Boulevard).

In contrast to the in-town trails system, the out of town trails system described in the SSTC is early in development. The potential concepts identified have not been publicly vetted and are viewed as catalysts for beginning the in-depth analysis and discussions needed to address trail systems needs in the Sherwins. Thus, the environmental analysis of the SSTC trail system will be developed at a higher programmatic level when compared to the in-town trails system. The SHARP also is viewed as a working document that will be refined by the Forest Service. However, the SHARP does include five priority summer and winter projects, which if sufficiently defined by the Town and Forest Service, may be feasible to discuss in detail within the EIR.

The other components of the TSMP, including recommendations for implementation of the signage and wayfinding program, design guidelines, and other sections (i.e., operations and maintenance) are generally expected to have no or less than significant impacts. However, to the extent that components are incorporated into Town standards, or used to inform the design of and type of facilities, they will be considered in the CEQA analysis. Also, with regard to the long range vision ideas in the TSMP, as stated above, the contemplated bike lanes along Sherwin Creek Road and a paved MUP along Mammoth Creek Road are included in the SHARP. The two parkway concepts (along main Street and Meridian Boulevard) are much more conceptual in nature, and as such, they are not anticipated to be the subject of detailed study in the EIR.

Although we believe that the project's potential for significant impacts is limited given the nature and scope of the physical improvements being proposed, PCR's approach to environmental documentation will place special emphasis on addressing typical concerns that we have come to be familiar with based on our previous work experience in the Town (see SOQ), particularly during preparation of the General Plan EIR. The extent of analysis proposed will vary for individual environmental issues based on the level of anticipated public concern, the effort necessary to effectively and defensibly demonstrate that impacts are less than significant or can be reduced to less than significant levels through mitigation, and the effort necessary to minimize subsequent (tiered) environmental documentation.

Based on our review of project materials and issues identified by the Town in its RFP, we generally concur with the 11 key issues recommended for evaluation in the EIR. While the range of appears fairly large on the surface, this conservative range of issues is appropriate to ensure that environmental review, research, and analysis in subsequent environmental documentation is minimized to the extent feasible. The issues that could receive a high degree of public attention include aesthetics, biological resources, water quality, noise and traffic, as these are routinely important issues for the Town. In particular, issues regarding aesthetics, noise, and traffic will be the primary concerns for residents located near or adjacent to trail components. PCR has experience addressing all of these issues due to our work on previous EIRs in the Town, including the General Plan EIR. For the analysis of water quality, flooding and hydrology, we have enlisted the services of Triad-Holmes Associates. Triad-Homes will provide important technical expertise in evaluating water resources issues, particularly for definitive/high priority projects. Triad-Homes is well suited for this work given their previous experience in the Town and knowledge of recent regulatory changes in the Lahontan Region. Generally, the environmental analysis will be responsive to the context within which the project is proposed, its overall scope, the range of proposed entities and the potential sensitive uses and interested parties that will directly interface with the project components (i.e., residents adjacent to trail components).

The EIR will include mitigation measures that would either a) be incorporated as recommendations or directives in the Final TSMP when it is adopted, or b) be applied to future projects developed under the TSMP, so as to minimize or avoid potential environmental impacts. Incorporation of performance standards in mitigation measures for less defined future projects will also be important to improve the utility of the EIR and the ability to incorporate the measures by reference into future project-level documents if they are warranted.

PCR will utilize its experience with recent projects in the Town, in particular the Town's General Plan EIR, to create schedule and cost efficiencies. All of our in-house technical divisions, including air quality, acoustics/noise, cultural resources, and biological resources have experience with these issues through previous EIR work in the Town. We expect that our in-house peer reviews of the Biological Resources and Cultural Resources technical studies will be swift and efficient given our technical expertise and knowledge of the area and local issues. Further, our

air quality and noise divisions are sensitive to the local issues that residents adjacent to trail components may have with construction and operation of trail components. With regards to other issues, we will utilize existing baseline information contained in previous studies (i.e., General Plan EIR) to streamline the environmental review process where such information remains viable. PCR will supplement the existing baseline condition information to provide an in-depth technical analysis to satisfy the concerns of interested parties and provide a legally defensible EIR document.

SCOPE OF WORK

In accordance with CEQA requirements, PCR will complete the environmental review process for the project through preparation of an EIR with the Town of Mammoth Lakes as the Lead Agency. The table below lists the tasks required for the timely completion of the environmental review process. Following the table is a description of each of these separate tasks.

TASK	TASK DESCRIPTION
1	Project Initiation/Prepare Project Description
2	Initial Study and Notice of Preparation
3	Draft EIR
4	Responses to Comments and Final EIR
5	Meetings and Management Coordination

Task 1: Project Initiation/Prepare Project Description

As part of this first task, PCR will attend a kick-off meeting with the Town to review data needs, discuss specific issues of concern, and the project schedule. In addition, PCR will prepare a data needs memorandum listing information required to complete the EIR process with the Town of Mammoth Lakes. As part of the data needs request responses from the Town, PCR assumes that the Town will provide a complete description of the definitive/high priority trail projects to be addressed in the EIR with a "project-level" of analysis to the extent feasible. The number of specific trails projects to be identified is not known at this time. However, we assume that up to five individual trail projects will be identified. For each of the definitive/high priority trail projects, it is assumed that existing technical information (i.e., biological resources, cultural resources, etc.) is available to evaluate the environmental impacts of these projects.

During this task, PCR will work with Town staff to initiate any needed coordination with local agencies, particularly the Forest Service, to determine expectations and any special analysis requirements that will assist with future NEPA documentation. PCR will also, as necessary,

initiate contact with other interested and responsible agencies to determine any preliminary issues.

PCR will conduct a site visit of the Town to review conditions at project locations identified in the TSMP and other related planning documents. PCR will work with Town Staff to assemble relevant background studies, regulatory documents, etc. PCR will also coordinate with Town's GIS manager to obtain necessary GIS data layers.

Upon receipt of necessary project information identified on our data needs list and consultation with the appropriate local agencies, PCR will prepare a detailed draft Project Description for Town review, which will be incorporated into the Initial Study and EIR, as appropriate. Upon receipt of Town comments on the Project Description, PCR will make necessary revisions. PCR assumes that two iterations of the Project Description will be required.

Products

- Data Needs List
- First Draft Project Description
- Final Project Description (1 electronic copy)

Task 2: Initial Study and Notice of Preparation

PCR will prepare the Initial Study package for the project that will consist of an Initial Study Checklist accompanied by specific explanations of the checklist determinations and the project description described above. The Initial Study checklist and Explanation of Checklist Determinations will identify issues that will be analyzed in the EIR and, importantly, substantiate why other issues will not require further study. The term "checklist" connotes direct questions simply answered by checking empty boxes. This image does not describe the Initial Study Checklist, which is comprised of many technical questions in 18 broad categories, each of which must be addressed with a data and/or logic based analysis. For each environmental issue addressed in the Initial Study Checklist, it will be determined whether the project would result in no impact, a less than significant impact, a less than significant impact with mitigation or a potentially significant impact. The EIR will address in detail the issues for which a potentially significant impact is identified.

Based on our current understanding of the project, we assume that issues regarding Agricultural Resources, Mineral Resources, and Population and Housing will require minimal analysis in the Initial Study to substantiate that no or less than significant impacts would occur with project implementation. For issues regarding hazardous materials (excluding wildland fires), applicable regulatory requirements and references to applicable TSMP management guidelines or strategies intended to minimize environmental impacts will be incorporated to conclude a no or less than

significant impact. As part of the hazards analysis, existing CO₂ hazards at Horseshoe Lake will be addressed in terms of exposure to trail users.

Given the size and scope of the project, the project's impacts regarding public services (schools and police) and utility/service systems will be appropriately documented. The nominal increase in service and utility requirements will be assessed and references to applicable TSMP management guidelines or strategies intended to minimize environmental impacts will be incorporated to conclude that no or a less than significant impact would result. However, potential impacts regarding fire protection services may warrant further analysis in the EIR. Our experience on other trails projects has revealed that the public may perceive an increase risk of wildland fires with increased trail use in forested areas. Thus, the EIR would discuss how increased trail use does not significantly increase the potential for fire wildland fires. Also, the issue of water supply in the Town is routinely a key public concern for many projects. Thus, this issue may warrant study in the EIR to fully disclose impacts and minimize subsequent environmental review.

As the above referenced issues are anticipated to be scoped out during the Initial Study, the remaining issues to be evaluated in the EIR include: Aesthetics, Air Quality, Biological Resources, Cultural Resources, Geology and Soils, Greenhouse Gas Emissions, Hazards (Fire Safety-Wildland Fires), Hydrology/Drainage/Water Quality, Land Use and Planning, Noise, Public Services (Fire, Parks, and Maintenance), Recreation, Utilities (Water Supply) and Traffic. Task 3, below, provides the scope of work to be completed for these issues in the EIR.

Given that the EIR will be evaluating a significant number of issues, the Initial Study will not provide extensive analysis and will focus on what are expected to be easily supported findings for those issues not carried forward for evaluation in the EIR.

PCR acknowledges that the precise scope of the EIR will not be known with certainty until the Initial Study and public scoping process, described below, are completed. Should the Initial Study and public scoping process reveal that additional issues beyond those stated above need to be addressed in the EIR, PCR will immediately notify the Town to discuss changes to the scope of work and any budget limitations.

Once drafted, PCR will submit the Initial Study package to the Town for review. Upon review by the Town, PCR will make any necessary changes to the Initial Study package. It is assumed that there will be moderate revisions to the Initial Study. Included in such revisions may be modifications to the list of environmental issues to be discussed in the Draft EIR. PCR assumes that two (2) rounds of Town comments will be provided.

As part of this task, PCR will also prepare a Notice of Preparation (NOP) of a Draft EIR for review by the Town. In accordance with CEQA and Town requirements, the NOP will include a brief description of the project, a list of the probable environmental effects of the project and the date, time and location of the public scoping meeting. PCR will need assistance from the Town

in coordinating the scoping meeting location. Once the NOP is signed by Town staff, PCR will distribute the NOP to the Town's standard mailing list via certified mail to begin the 30-day public comment period. During the NOP comment period, the Initial Study will also be made available by Town staff for public review.

In addition, PCR assumes that a public scoping meeting will be held and thus, a Notice of a Public Scoping Meeting will be incorporated into the NOP. As an optional task, PCR will attend and facilitate the public scoping meeting at the request of the Town.

Products

- Draft Initial Study Package for Town Review (5 hardcopies and 1 electronic copy)
- Final Initial Study Package based on Town Comments (30 bound hardcopies and 50 CD-ROM copies)
- CDs containing Draft Initial Study (for State Clearinghouse and as requested by the Town)
- Draft Notice of Preparation (1 electronic copy)
- Final Notice of Preparation (80 hardcopies and 1 electronic copy)

Task 3: Draft EIR

PCR will prepare an Administrative Draft EIR that will analyze the project's potential environmental impacts. This task will represent the largest part of PCR's effort in completing the environmental review process for the project. PCR will design a Draft EIR that will reflect the scope of issues determined by the Initial Study, additional relevant issues raised within NOP comments, and how to approach key environmental issue areas. The Draft EIR will include all statutory sections required by CEQA, including a summary, project description, environmental setting, and impact analyses for each environmental issue to be addressed that will include mitigation measures and an analysis of cumulative effects. The EIR will also address areas of controversy, effects found not to be significant, growth inducement, alternatives, significant irreversible environmental effects, significant and unavoidable environmental effects, references, and organizations and persons consulted. PCR assumes that up to five (5) alternatives, including a No Project Alternative as required under CEQA and No Project/Existing TSMP Alternative will be addressed in the Draft EIR.

PCR will work with the Town to create a comprehensive set of project objectives within the Project Description and to identify alternatives to the project. Project objectives play a key role in the CEQA process as they are the basis for considering or rejecting alternatives to the proposed project. Alternatives to the project are of primary importance in an EIR as they are required to be included under CEQA as a way to reduce or eliminate the significant impacts of a project and are also carefully reviewed and considered by the public and decision-makers.

The scope of the environmental impact analyses in the Draft EIR will be determined by the Initial Study and may be modified to include additional topics based on comments received during the NOP comment period. Based on PCR's understanding of the project, our long-standing history of experience in preparing EIRs in the Town of Mammoth Lakes in general, we anticipate that the Draft EIR will analyze the following environmental issue areas.

- Aesthetics/Visual Resources
- Air Quality
- Biological Resources
- Cultural Resources
- Geology/Soils
- Greenhouse Gas Emissions
- Hazards (Fire Safety - Wildland Fires)
- Hydrology/Water Quality
- Land Use/Planning
- Noise
- Public Services (Fire, Parks, Maintenance)
- Recreation
- Transportation/Traffic (Traffic, Parking, and Access)
- Utilities/Service Systems (Water Supply)

The project team's analytic approach and scope for each of the environmental issues is presented below.

PCR will submit the Administrative Draft EIR to the Town for review. Based on our experience with the Town, we anticipate that 2 round(s) of Town comments will need to be incorporated before sending a proof Draft EIR copy to the Town. Upon approval of the proof copy by the Town, PCR will produce the Draft EIR and prepare a Notice of Completion and a Notice of Availability. PCR will distribute the Draft EIR to a list of agencies and organizations agreed to by the Town. That list will include the State Clearinghouse, the County Clerk, Responsible Agencies, local libraries, etc. PCR will also send copies of the Notice of Availability to all individuals who commented on the NOP or attended the scoping meeting, as well as other individuals and agencies on the Town's standard mailing list. PCR will also prepare files for posting the Draft EIR on the Town's website and produce CDs of the Draft EIR for Town distribution.

TECHNICAL SCOPE FOR DRAFT EIR

From PCR's understanding of the project, the outline below presents the suggested organization of the Draft EIR.

Appendices to the Draft EIR will include the Notice of Preparation (NOP), comments received on the NOP and other documentation determined to be relevant by the Town. A brief discussion of the technical work program to be undertaken for each topic listed in the outline is as follows.

TRAILS SYSTEM MASTER PLAN DRAFT EIR OUTLINE	
	Executive Summary
1.0	Introduction
2.0	Project Description
3.0	Basis for Cumulative Analysis
4.0	Environmental Impact Analysis
	A. Aesthetics
	B. Air Quality
	C. Biological Resources
	D. Cultural Resources
	E. Geology and Soils
	F. Greenhouse Gas Emissions
	G. Hazards (Fire Safety – Wildland Fires)
	H. Hydrology, Drainage and Water Quality
	I. Land Use and Planning
	J. Noise
	K. Public Services (Fire, Parks, Maintenance)
	L. Recreation
	M. Transportation/Traffic
	N. Utilities (Water Supply)
5.0	Alternatives
6.0	Other Mandatory CEQA Considerations
7.0	Persons and Organizations Consulted
8.0	Bibliography

Executive Summary

The Executive Summary is intended to provide a quick understanding of the key conclusions set forth in the EIR regarding environmental impacts and mitigation measures. The Executive Summary will include a table identifying all of the issues evaluated, their impacts, corresponding mitigation measures, and the level of impact significance after mitigation.

1.0 Introduction

The Introduction will identify the purpose of the EIR, the statutory provisions of the CEQA Guidelines that are applicable to preparation of the EIR, a summary of the CEQA-required environmental review process, responsible and trustee agencies, and format of the EIR. To the

appropriate extent, this section will also formulate the purpose and need for project, so that subsequent NEPA environmental review can utilize this information.

2.0 Project Description

The Project Description will consist of three subsections: Location and Boundaries, Statement of Objectives, and Project Characteristics, as described below. PCR assumes that the majority, if not all, graphics to be included in the Project Description will be based on graphics provided by the Town, including graphics made available from the Draft TSMP.

(1) Location and Boundaries

The Location and Boundaries subsection will provide a description of the existing conditions, size, boundaries, and location of the project at the local and regional level. Supporting graphics will be provided.

(2) Statement of Project Objectives

A Statement of Project Objectives subsection will define the objectives and underlying purpose of the project. It is assumed that these objectives will be developed by the Town, with input to be provided by PCR, and will most likely reflect recreational planning, environmental, and economic goals. The Statement of Project Objectives, in conjunction with an identification of the project's significant impacts, will provide the basis for selecting a reasonable range of project alternatives to be evaluated within the EIR.

(3) Project Characteristics

The Project Characteristics subsection will provide an overview of the project and describe its specific attributes. A site plan of the Project Area provided by the City and other relevant graphics, if available, will be included as appropriate. This subsection will also state the time frame for project construction and operation, required discretionary actions and approvals, agencies expected to use the EIR, and any federal, state or local environmental review, and consultation requirements related to the CEQA process.

3.0 Basis for Cumulative Analysis

This section will describe the relevant sections of the CEQA Guidelines that require an EIR to analyze a project's potential for cumulative impacts. Included in this section will be a list and map of cumulative projects. The list of cumulative projects will be developed in consultation with the Town.

4.0 Environmental Impact Analysis

For each issue identified in the Initial Study as potentially significant, this section will provide an analysis based on the following structure: Environmental Setting, Methodology, Thresholds of Significance, Impacts, Mitigation Measures, Cumulative Impacts, and Level of Significance after Mitigation. The assessment of environmental impacts will be consistent with CEQA and the CEQA Guidelines. Each section will also be constructed, to the extent possible, to utilize study protocols and other information typically incorporated by the Forest Service into its NEPA documents. The following is an overview of the approach proposed to address each environmental issue area in the EIR.

A. Aesthetics

Specific issues to be addressed in this analysis include the visual compatibility of new trail components with existing natural and manmade environments. PCR will evaluate the potential the project components to have an impact on aesthetics and views. PCR's evaluation of the project's potential impacts on aesthetics will define baseline conditions by describing the existing visual quality of the project area and identifying valued focal or panoramic views and aesthetic features. The section will describe applicable regulations, policies, and guidelines governing views and aesthetic considerations. The evaluation will emphasize the potential for the project to introduce new trails or features that would detract from the aesthetic quality of the area or conflict with applicable design guidelines, remove features that contribute to the aesthetic character of the area, or obstruct or diminish valued views from public right-of-ways. Further, the section will evaluate the potential for the project to create new sources of light and glare that would adversely affect day or nighttime conditions in and around the project area. Because the EIR is a program-level document, no computer simulations are included in this scope of work.

B. Air Quality

Building on our knowledge and prior related experience, PCR's in-house specialists will prepare the air quality analysis for the proposed project. The section will discuss the regulatory setting and describe the existing environmental conditions, such as ambient air quality and identification of nearby sensitive receptors. A qualitative analysis of construction pollutant emissions consistent with the Great Basin Unified Air Pollution Control District (GBUAPCD) guidelines will be performed. The potential for impacts from odors and toxic air contaminants during construction will be qualitatively discussed.

A quantitative analysis of the change in direct and indirect operational criteria pollutant emissions will be prepared. A general analysis of operational regional criteria emissions will be performed for the project using the URBEMIS2007 emissions modeling software. Operational emissions from activities such as off-road vehicles and snowmobiles will be analyzed for the project completion year. This generalized analysis will allow for tiering to account for minor

changes to the project and provide flexibility. Tiering would involve slight modification of the original modeling run or demonstrating that emissions are in the general envelope of the Program EIR.

The section will provide an assessment of the project's consistency with the GBUAPCD's Air Quality Management Plan (AQMP) for PM10 in the Town of Mammoth Lakes focusing on vehicle miles traveled (VMT), the General Plan, and other applicable local and regional plans.

C. Biological Resources

In the assessment of existing biological resources and project-related impacts, as well as the formulation of mitigation measures for potentially significant impacts, PCR will rely on the information documented in the General Biological Resources Report being prepared for the project. PCR's in-house biologists will conduct a peer review of the report and provide a Memorandum with comments on the report. It is assumed that comments will be minor and that the report analysis and findings will be generally adequate to incorporate into the EIR. PCR is not proposing any focused surveys at this time, nor are we proposing to conduct a reconnaissance of the study area to verify findings of the report. In addition, our preliminary review of the report indicates that the analysis is generally limited to a discussion of biological resources impacts occurring in the area encompassing the Draft Parks and Recreation Plan and the Draft TSMP. Thus, it does not appear that impacts within areas encompassing the SHARP, and potentially the SSTC are adequately addressed. Based on our conversation with Town Staff, the Town and PCR will consult with the Forest Service to determine the availability of any reports, documentation, etc. within areas encompassing the SHARP and/or SSTC to provide a basis for assessing biological resources impacts within these areas. At this time, PCR assumes that information will be provided to adequately address biological resources impacts in areas not included in the study area of the General Biological Resources Report.

Optional Task – Biological Resources Assessment for the SHARP Area

Should biological resources information not be available for the SHARP area, PCR will conduct the necessary field investigations to adequately characterize baseline conditions for the SHARP study area and address potential impacts to those resources, as well as formulate mitigation measures, as needed, in a biological resources assessment technical report. The scope of this optional task will include a review of available documentation including, but not necessarily limited to the 2007 General Plan EIR, current editions of the California Natural Diversity Data Base and California Native Plant Society Inventory of Rare and Endangered Plants, and vegetation mapping PCR has recently completed in the area for the Mammoth Community Water District. The review of existing and available information will be followed by a reconnaissance of the SHARP area to map vegetation and habitats on a current aerial photograph (to be made available by the Town). PCR will compile a compendium of plant and

animal species observed or expected. Focus will be placed on the proposed alignments and locations of trail and recreation elements. In addition, the emphasis of the assessment will be on potential impacts to sensitive and/or regulated resources, including vegetation/habitats and plant and wildlife species of concern to State and federal resource agencies. PCR's objective in this regard will be to provide adequate CEQA analysis for the implementation of the SHARP with mitigation for potentially significant impacts thoroughly and clearly described and discussed. It should be noted, however, that whereas areas of potential constraint (e.g., regulatory jurisdiction and suitable habitat for sensitive species) will be identified, the optional scope does not include a jurisdictional delineation or focused surveys.

D. Cultural Resources

In the assessment of existing cultural resources and project-related impacts, as well as the formulation of mitigation measures for potentially significant impacts, PCR will rely on the information documented in a General Cultural Resources Report being prepared for the project. PCR's in-house archaeologists and/or historians will conduct a peer review of the report and provide a Memorandum with comments on the report. It is assumed that comments will be minor and that the report analysis and findings will be generally adequate to incorporate into the EIR. PCR is not proposing to conduct a reconnaissance of the study area to verify the findings of the report. In addition, our preliminary review of the report indicates that the analysis is generally limited to a discussion of cultural resources impacts occurring in the area encompassing the Draft Parks and Recreation Plan and the Draft TSMP. Thus, it does not appear that impacts within areas encompassing the SHARP, and potentially the SSTC are adequately addressed. Based on our conversation with Town Staff, the Town and PCR will consult with the Forest Service to determine the availability of any reports, documentation, etc. within areas encompassing the SHARP and/or SSTC to provide a basis for assessing cultural resources impacts within these areas. At this time, PCR assumes that information will be provided to adequately address cultural resources impacts in areas not included in the study area of the General Cultural Resources Report.

Optional Task – Cultural Resources Assessment for the SHARP Area

Should cultural resources information not be available for the SHARP area, PCR will conduct a program-level cultural resource assessment of the SHARP study area to assess impacts and identify mitigation measures pursuant to CEQA. The scope of this assessment will include cultural and paleontological resource record searches and a Sacred Lands File search (and follow-up Native American consultation) to identify known resources within the SHARP study area and surrounding vicinity. The results will also provide a basis for assessing the sensitivity of the study area for additional and buried resources. PCR will then conduct general field surveys that will serve to assess the existing conditions (such as the level of disturbance and current condition of any known resources) of the SHARP study area. These field surveys will not include focused

site-specific surveys. PCR will then prepare a technical report that will reflect the results of the program-level assessment and recommend mitigation measures to address potentially significant impacts. The report will also provide archaeological and paleontological sensitivity maps, if warranted, based on the results of the program-level assessment.

E. Geology and Soils

Trail components could be subject to a range of geologic phenomena, such as earthquakes or earthquake-induced events, which could expose people and property to hazards, such as seismic ground shaking, liquefaction, and other unstable conditions. PCR’s evaluation of geotechnical/seismic issues will include a review of relevant geotechnical and geological literature and maps, including reports and maps from the United States Geological Survey, the California Division of Mines and Geology, and United States Department of Agriculture – Soil Conservation Service. PCR will also review and describe relevant local, regional, state and federal standards and regulations that apply to geology and soils. The section will evaluate the potential for impacts associated with fault rupture, seismic ground shaking, seismic-related ground failure such as liquefaction, landslides, soil erosion, etc., based on existing studies and available information. Of particular relevance will be trail components that may occur within areas of steep slope and the potential for erosion or landslide hazards.

F. Greenhouse Gas Emissions

In response to growing scientific and political concern with global climate change, California has adopted a series of laws to reduce atmospheric GHG emissions associated with land uses within the State, starting in 2006 with the Global Warming Solutions Act, also known as AB 32. State agencies have developed a scoping plan for meeting the goals of AB 32 and recently released guidelines regarding the treatment of GHGs under CEQA which took effect on March 18, 2010. In general, the guidelines allow Lead Agencies to determine if a quantitative or qualitative analysis is most appropriate, and to establish specific significance criteria. However, the GBUAPCD has not yet promulgated formal numeric GHG significance thresholds. The California Air Pollution Control Officer’s Association (CAPCOA) has proposed a threshold of 900 metric tons per year, below which a project’s emissions would be determined to have a less-than-significant impact, and PCR is proposing to use that threshold for this project.

PCR will calculate direct and indirect emissions that would result from operation of the proposed project, including emissions from mobile sources such as snowmobiles or off-road vehicles, and will prepare an analysis in accordance with the latest guidelines. In addition, PCR will also provide qualitative discussion of those project features (to be provided by the Town) which will help reduce GHG emissions, consistency with the State’s Climate Action Team (CAT) strategies for reducing GHG emissions.

G. Hazards (Fire Safety – Wildland Fires)

This section of the EIR will evaluate the potential for wildland fires to occur within the project area and address whether the project will increase the risk of wildland fires in the project Area. Further, the analysis will include an evaluation of potential project impacts on fire protection services. The section will document existing conditions for fire stations that serve the project site; identify existing constraints to service and relevant plans or proposals for new fire stations or increases in staffing and equipment, and; evaluate the project’s conformance with applicable regulations and standards. Additionally, the analysis will assess the increase in demand for fire protection and the ability of Mammoth Lakes Fire Protection District and the California Department of Forestry and Fire Protection or other mutual aid agencies, as necessary, to serve the project and maintain adequate levels of service.

H. Hydrology, Drainage and Water Quality

To assist in the in the assessment of impacts regarding hydrology, drainage and water quality, PCR is proposing to retain Triad/Holmes Associates (THA) as a sub-consultant. THA’s scope of work will be as follows:

- THA will review the location of all trails for significant Hydrologic features, such as waterways, steep slopes, storm drainage systems and areas with potential for flooding, and potential permit considerations. Drainage analysis will be general and will be based on the Town Storm Drainage Master Plans and Drainage Design Manuals. Based on this review, THA will prepare a Water Quality Spreadsheet that defines specific issues (i.e., flood hazard potential, slope issue, stream crossings, etc.) related to Hydrology, Drainage and Water Quality. The Spreadsheet will reference a map with a grid system that identifies each of the trails analyzed.
- In a technical memorandum, THA will identify Best Management Practices (BMPs) to be utilized during and after construction of the proposed trail components. An emphasis will be made on BMP’s to limit long term erosion. Specific issues of consideration that could affect BMP requirements will be noted in the Water Quality Spreadsheet. Mitigation measures will be noted as required.
- THA’s scope of work will be limited to minimize costs and redundancy of PCR work. THA scope of work does not include development of drawings or specific designs. Work product will be developed from available information provided by the Town of Mammoth Lakes.

PCR will incorporate the technical input provided by THA, as stated above, collect available baseline water quality data for the project area, and describe existing conditions, including drainage patterns, flows, and water quality for the project area. The section will identify existing and planned drainage systems that would serve the project area and document any known

constraints to off-site drainage facilities. PCR will review and describe relevant local, regional, state, and federal standards and regulations related to hydrology and drainage. The impact assessment will evaluate changes in hydrology and drainage resulting from increases in impervious surfaces; flooding-related hazards; and water quality impacts during construction of trail components and buildout of the trail system.

I. Land Use and Planning

PCR will summarize and discuss the project’s consistency with applicable local, regional, state and federal plans, policies, regulations and guidelines. Further, the section will assess the compatibility of the proposed trail components and associated activities with surrounding areas based on potential impacts associated with traffic, air quality, noise, and aesthetics.

J. Noise

PCR’s in house noise/acoustics staff will prepare an evaluation of potential noise impacts associated with the project. The noise section of the EIR will provide a discussion of local plans, regulations, ordinances and guidelines related to community noise and ground borne vibration. The existing noise environment (baseline condition) will be characterized by identifying and mapping noise-sensitive land uses (i.e., residential). Site ambient noise measurements will be conducted at up to ten short-term monitoring locations during peak traffic hours to establish ambient noise levels in proximity to potentially affected noise sensitive land uses. Construction-related impacts will be evaluated based on typical construction noise levels. A qualitative assessment of construction vibration, including effects from heavy construction equipment on sensitive receptors (i.e., residences), will also be provided. The scope of services for the noise section does not include post construction noise and vibration monitoring and analysis.

Operational noise impacts from project trail components, related activities and vehicular sources, as appropriate, will be evaluated. If is determined necessary through consultation with Town Staff to assess traffic noise impacts using a roadway noise computer prediction model [anticipated to be based on the Federal Highway Administration (FHWA) traffic noise prediction model (FHWARD-77-108) methodologies and criteria] up to two short-term (15-minute) noise measurements with simultaneous traffic counts along the analyzed roadway segments will be conducted, if necessary, to calibrate the sound prediction model to more accurately reflect local conditions. In addition, a quantitative evaluation of noise impacts from off-highway vehicle/snowmobile uses will be provided. Mitigation measures, if determined necessary, may include performance standards, changes in the design, location or orientation of proposed trail components, or, restrictions in the hours and types of project activities. Mitigation design is not included in this scope of work.

K. Public Services

The analysis of public services will address the delivery of fire protection services to the project area. A cross-reference will be provided to the Hazards (Fire Safety-Wildland Fires) section of the EIR for this evaluation. PCR's evaluation of potential project impacts on park and maintenance services/facilities will identify applicable Town plans and policies as they relate to the provision of park and maintenance services; identify any existing facility or service constraints; identify any relevant plans for new or expanded park and maintenance facilities or services; and evaluate potential impacts on park and maintenance services/facilities taking into account the provision of the proposed TSMP.

L. Recreation

The analysis of recreation impacts will assess the project's potential to increase the use of existing recreational facilities and whether substantial physical deterioration of the facilities would occur or be accelerated. Secondary or indirect impacts to recreation facilities associated with USFS land will be discussed as the project will potentially increase access to and use of USFS facilities. The impact assessment will determine whether increased trail use would decrease the recreation user experience or result in on-going or increased conflicts among trail users. PCR will consult with the Town and USFS during the scoping process to discuss potential indirect impacts to USFS facilities.

M. Transportation/Traffic

PCR will document the potential for the proposed project to result in transportation, circulation, parking and emergency access impacts based on the analyses and findings to be contained in a traffic study prepared by LSC Associates. The traffic section of the EIR will summarize the traffic analysis and will evaluate impacts associated with the addition of project-generated traffic; determine the amount and adequacy of available parking; and assess site access and related circulation issues (e.g., emergency access and safety issues and hazards related to proposed circulation improvements including vehicular and pedestrian access, and parking).

N. Utilities

PCR's evaluation of public utilities will include the project's potential impacts on water supply. PCR will consult with the Town and the Mammoth Community Water District, as necessary, and review existing water master plans and project information in order to describe existing infrastructure, current and forecasted availability of water supplies, and any constraints to supplies or conveyance systems that would affect the project. PCR will identify the potential for the project to result in impacts related to water supply based on existing plans and information. Given the nature and scope of the project, we do not foresee significant impacts regarding water

supply. However, this is an issue that can draw significant public attention, and has therefore been conservatively included in the scope of the EIR analysis for purposes of full public disclosure of impacts.

Alternatives

The EIR will include an analysis of alternatives consistent with the CEQA Guidelines and PCR's understanding of current CEQA practice. The alternatives will be based on information discussed at the project kick-off meeting and input provided by the Town. Triad/Holmes Associates will also be available to assist PCR in the formulation of project alternatives to analyze in the EIR.

It is assumed that up to five (5) alternatives, including and the mandatory No Project Alternative a No Project/Existing TSMP Alternative will be analyzed in the EIR. For each alternative, the EIR section will include a description of the alternative, a comparative analysis of the environmental impacts of the alternative versus the impacts of the proposed project, and consideration of the alternative's feasibility in relationship to the basic objectives of the project, as set forth in the EIR's Project Description. Given that the EIR is anticipated to be used as a base for subsequent NEPA environmental review, the analysis of alternatives will be evaluated in a thorough manner similar to that of the proposed project.

Other Environmental Considerations

PCR will prepare other required CEQA analysis within this chapter of the EIR, which may include: Significant Environmental Effects; Significant Irreversible Environmental Changes; Effects found to be less Than Significant and Growth-Inducing Impacts.

Persons and Organizations Consulted

This section will provide lists of the individuals responsible for or consulted during the preparation of the EIR and technical studies. A list of the references used in the preparation of the EIR will also be provided.

Bibliography

This section will provide a list of documents and sources that were used during preparation of the Draft EIR.

Products

- Administrative Draft EIR for Town Review (5 hardcopies and 1 electronic copy)
- Proof Check Draft EIR for Town Review (copies as requested by the Town)

- Draft EIR for Public Review (30 bound hardcopies and 50 CD-ROM copies)
- Notice of Availability (80 hardcopies and 1 electronic copy)
- Notice of Completion (80 hardcopies and 1 electronic copy)
- CDs containing Draft EIR (for State Clearinghouse and as requested by the Town)

Task 4: Responses to Comments and Final EIR

At the close of the public review period for the Draft EIR, PCR will coordinate with the Town to obtain all public comments. PCR will review the comments and meet with the Town to discuss issues raised and establish an approach for responding to comments. After consultation with the Town regarding the issues raised, PCR will prepare an Administrative Draft Final EIR. The Administrative Draft Final EIR will include: a summary of the project and its associated impacts; corrections and additions to the Draft EIR; a list of persons, organizations, and public agencies commenting on the Draft EIR; comments submitted regarding the Draft EIR and responses prepared to address those comments; copies of the Draft EIR comment letters. A standalone Mitigation Monitoring and Reporting Program (MMRP) will be prepared by PCR. In addition, it is anticipated that PCR will need assistance from the Town with regard to comments that are more political in nature or that are specific to the design of the project. PCR can only speculate as to the extent of public comment regarding the Draft EIR. We have assumed that a moderate level of public comments will be submitted to the City requiring responses. As discussed in the Proposed Fees section below, PCR has assigned allowances for responding to these comments.

PCR anticipates that the Town will review the Administrative Draft Final EIR two (2) times before approving its contents. Once the Town approves the Final EIR, PCR will distribute the Final EIR to the appropriate agencies and organizations based on the Town's standard mailing list and those agencies that commented on the Draft EIR and to local libraries. PCR will also prepare a Notice of Completion to be sent along with copies of the Final EIR to the State Clearinghouse and County Clerk. As with the Draft EIR, PCR will prepare electronic files for posting of the document to the Town website and will prepare CDs of the Final EIR for distribution by the Town. PCR will also, at the request of the Town, prepare and distribute a Notification of Final EIR Review Locations to a list agreed to by the Town. This notice will state the libraries where the Final EIR is available for review and the address for review of the Final EIR on the Town website. Ten days after the Final EIR is sent to commenting agencies, public hearings regarding the project can commence.

PCR will also prepare a draft Statement of Overriding Consideration, as necessary, and Findings of Fact for inclusion in Planning Commission and Town Council resolution for EIR certification.

Upon project approval, PCR will file the Notice of Determination with the County Clerk. This notice will start a 30-day statute of limitations with regard to approval of the project and certification of the Final EIR.

Products

- Administrative Draft Final EIR (5 hardcopies and 1 electronic copy)
- Proof Check Final EIR for Town Review (copies as requested by the Town)
- Final EIR for Public Distribution (30 bound hardcopies and 50 CD-ROM copies)
- Notice of Completion (copies as required for filing)
- Notice of Final EIR Review Locations (80 hardcopies and 1 electronic copy)
- Notice of Determination (copies as required for filing)

Task 5: Meetings and Management Coordination

The precise number of meetings required to complete the environmental review process for the project cannot be determined at this time. PCR has assumed that one monthly conference call meeting will occur. In addition, throughout the course of the project, coordination with the Town either by phone or e-mail will be required for technical input to the EIR and to address questions or comments regarding the EIR, particularly during preparation of the Draft EIR. As discussed above, PCR assumes that a project-kick off meeting will occur during Task 1. PCR assumes that that we will attend two (2) additional in-person meetings (staff or public meetings/workshops). PCR will also attend one public hearing before the Planning Commission and one public hearing before the Town Council for certification of the EIR. PCR assumes that one PCR staff member would attend one of the two in-person meetings and one of the two public hearings, as opposed to two staff members at all meetings. As an optional task, PCR will attend the scoping meeting the project during the NOP comment period. Additional meetings will be attended on a time and materials basis at the Town’s discretion.

PCR will also submit a monthly report outlining tasks completed and progress stating progress to completing the EIR. In addition, PCR will submit invoices in a format that meets the requirements of the Sierra Nevada Conservancy (SNC) grant.

Sub-Consultant Technical Studies

As discussed above in Task 4, PCR is proposing to retain Triad/Holmes Associates (THA) as a sub-consultant to assist in the in the assessment of impacts regarding hydrology, drainage and water quality. THA’s scope of work is described therein. THA will also be available to attend project meetings and provide input on hydrology, drainage and water quality issues throughout the course of the project. THA costs are integrated into the Tasks 1-5, above.

SCHEDULE

As indicated in the table presented on the following page, PCR estimates that the EIR process (up to project approval hearings) can be completed within approximately 10 months from authorization to proceed and receipt of necessary project information needed to complete the Initial Study and Draft EIR. Fundamental to maintaining schedule and budget is that the Project Description is unchanged throughout the process.

Based on the scope of work provided above, completion of the Draft EIR can be accomplished within approximately 6½ months, which will be followed by a 45-day public circulation period. It is forecasted that the Final EIR can be completed approximately two (2) months from the close of the public circulation period.

TRAILS SYSTEM MASTER PLAN EIR GENERAL SCHEDULE

Task Description	Timeframe
Task 1: Project Initiation/Prepare Project Description	~1 month
(a) Data Collection and Review	2 weeks
(b) Prepare Project Description	2 weeks
(c) Town review of Project Description	1 week
(d) Revise Project Description per Town Comments	1 week
Task 2: Initial Study and Notice of Preparation	~2.5 months
(a) Prepare Administrative Draft Initial Study/NOP for Town review	3 weeks
(b) Town review of Administrative Draft Initial Study/NOP	2 weeks
(c) Revise and finalize Initial Study per Town comments	1 week
(d) Distribute Initial Study/NOP and public review period	1 month
Task 3: Draft EIR	~5.5 months
(a) Prepare Administrative Draft EIR for Town review (starts at NOP mailing)	10 weeks
(b) Town review of Administrative Draft EIR	3 weeks
(c) Prepare Proof Draft EIR based on Town comments	1 weeks
(d) Town review of Proof Draft EIR	1 weeks
(e) Prepare Final Draft EIR – Public Notices	2 weeks
(f) 45-day public review period	45 days
Task 4: Responses to Comments and Final EIR	~2 months
(a) Prepare Administrative Draft Final EIR (with RTC) for Town review (starts at end of 45-day public review period)	3 weeks
(b) Town review of Administrative Draft Final EIR	2 weeks
(c) Prepare Proof Final EIR based on Town comments	1 week
(d) Town review of Proof Final EIR	1 week
(e) Prepare Final Draft EIR	1 week
(f) Distribute Final Draft EIR	3 days
Task 5: Meetings and Hearings	On-going
Task 6: Technical Studies	
Hydrology, Drainage, and Water Quality Analysis	Complete before Task 3 Initiation

The PCR project team will commit the necessary resources to ensure the preparation of the EIR and related environmental documents within the desired time frame. However, in the event that changes to the Project Description occur after it has been drafted, project information is not available or complete, changes in technical reports prepared by others, comments greatly exceed anticipated level, or if changes in the scope occur, the schedule would be affected. PCR will notify the project team at the earliest point possible if issues arise with the potential to affect the project schedule.

PROPOSED FEES

Based on our understanding of the project and the scope of work provided above, our estimated fee to prepare the EIR includes PCR labor in the amount of \$6,940 and Triad/Holmes labor in the amount of \$3,303 (with 10% mark-up), and direct expenses in the amount of \$400. Thus, the total estimated cost with direct expenses and sub-consultant fees is \$10,643. In addition, as an optional task, PCR proposes to attend the scoping meeting at a cost of \$1,078. PCR also proposes, as an optional task, to prepare a biological resources technical assessment for the SHARP area at a cost of \$7,689 (including direct expenses). Lastly, PCR proposes to prepare a cultural resources technical assessment for the SHARP area at a cost of \$2,001 (including direct expenses). The breakdown of this fee by task is provided in the spreadsheet at the end of this section. PCR reserves the right to transfer fees among line items, as budget flexibility is needed to respond to shifts in effort that invariably occur due to unexpected circumstances.

PCR cannot precisely indicate the level of effort and associated fees that will be required to incorporate Town revisions to the various iterations of the Draft and Final EIR. In these instances, we have proposed allowances for these tasks. As indicated above, PCR expects a moderate level of comments on the Draft EIR and thus proposes an allowance of \$1,949 to complete the Administrative Final EIR/Responses to Comments for Town review. In the event less effort is required than provided for with these allowances, PCR will not bill the balances. Similarly, if these allowances are not sufficient to complete the First Administrative Final EIR or to incorporate Town revisions to the Draft EIR or Final EIR, PCR will request additional authorization from the Town.

Should the need arise for additional professional services beyond those set forth in the scope of services due to changes in the process or the regulatory environment, PCR will request written authorization from the Town to proceed prior to the initiation of the additional services. Factors triggering an increase in the scope of services and a revised fee may include, but are not necessarily limited to: modifications in the project after the Project Description has been drafted; analysis of technical issues other than those identified in this scope of work; revisions due to changes in the technical reports prepared by others; more team or Town comments or meetings

than contemplated; more public comments than contemplated; production of additional documents; or significant delays in the project beyond the control of PCR. As stated above, in the event that the environmental analysis identifies impacts that cannot be fully mitigated, PCR will immediately notify the team to discuss appropriate options.

Fees and charges will be billed on a monthly basis in accordance with the schedule of PCR 2010 Billing Rates and Expense Charges, presented below. Costs associated with subconsultants are included in this fee proposal. Direct expenses, including but not limited to the following, will be billed at 110 percent of actual cost: subcontractors reproduction, printing, and photographic costs; postage, delivery, telephone, and other communication costs when requested or approved by client; and project-related mileage necessarily incurred at the current rate per mile as defined by the Internal Revenue Service.

Professional time

Environmental Planning & Documentation

Director/Principal	\$98.0 0
Principal.....	\$80.00
Associate Principal.....	\$62. 00
Principal Planner.....	\$44. 00
Senior Planner II.....	\$31. 00
Senior Planner I	\$17. 00
Planner.....	\$04.00
Associate Planner.....	\$0. 00
Assistant Planner	\$7 .00
Technician	\$63.00
Intern.....	\$0.00

Biological Services

Principal/Director	\$25.0 0
Associate Principal.....	\$62. 00
Principal Biologist.....	\$44. 00
Senior Biologist II	\$31. 00
Senior Biologist I.....	\$17 .00
Biologist.....	\$04.00
Associate Biologist.....	\$0 .00
Assistant Biologist	\$7 .00
Technician	\$63.00
Intern.....	\$0.00

Air Quality, Climate & Acoustics

Director	\$162.00
Principal Engineer/Scientist	\$44.00
Senior Engineer/Scientist II.....	\$31.00

Senior Engineer/Scientist I	\$17.00
Engineer/Scientist	\$04.0 0
Associate Engineer/Scientist	\$0.00
Assistant Engineer/Scientist.....	\$7.00
Technician	\$63.00
Intern	\$0.00

Historic Resources

Director	\$162.00
Principal Historian.....	\$44.0 0
Senior Historian II	\$31.0 0
Senior Historian I	\$17.0 0
Historian.....	\$104.00
Associate Historian.....	\$0. 00
Assistant Historian	\$7. 00
Technician	\$63.00
Intern.....	\$0.00

Archeological & Paleontological Resources

Director	\$162.00
Principal Archaeologist/Paleontologist.....	\$44.00
Senior Archaeologist/Paleontologist II.....	\$31.00
Senior Archaeologist/Paleontologist I	\$17.00
Archaeologist/Paleontologist	\$04.00
Associate Archaeologist/Paleontologist	\$0.00
Assistant Archaeologist/Paleontologist.....	\$7.00
Archaeological/Paleontological Technician.....	\$63.00
Intern.....	\$0.00

Support

Senior GIS Specialist/Senior Graphics.....	\$04.00
GIS Specialist.....	\$81.00
Graphics Specialist	\$1. 00
Publications Specialist	\$2.0 0
Production Specialist.....	\$2.0 0

Direct Expenses

Direct expenses will be billed at 110 percent of actual cost, including but not limited to:

- Retention of subcontractors.
- Purchase or rental of project materials and special supplies.
- Reproduction, printing and photographic costs.

- Postage, delivery, telephone and other communication costs when requested or approved by client.
- Project-related mileage necessarily incurred at the prevailing Internal Revenue Service Standard Mileage Rates.

Billing Terms

- Unless other contractual terms are agreed upon, PCR invoices on a monthly basis and expects payment 30 days from date of invoice.
- PCR's scheduling commitments are made and taken seriously. However, PCR reserves the right to modify performance schedules in instances where payment of PCR invoices falls behind agreed-upon terms.
- PCR recalibrates its billing rates for professional time at the beginning of each calendar year and reserves the right to raise its billing rates for one or more professional categories by no more than 5 percent twelve months following project initiation.

PCR Services Corporation Proposed Budget for Mammoth Lakes Trails Master Plan EIR

Task	Director		Assoc.		Principal		Senior		Director		Senior		Assistant		Senior GIS		THA Senior		THA		Totals		
	Principal (EPD)	Principal (EPD)	Principal (EPD)	Principal (EPD)	Planner	Planner	Director (Bio)	Director (AQ)	Biologist	Biologist II	Director (AQ)	Archaeologist	Archaeologist	Archaeologist	Archaeologist	Specialist	Specialist	Project Engineer	Project Engineer	Design	Hours	Cost	
Task 1: Project Initiators/Project Description																							
Subtask 1.1: Data Collection and Review	2	6	8	10	4	117	144	144	182	104	117	117	77	104	81	72	72	4	4	2	26	\$ 3,174	
Subtask 1.2: Prepare Project Description	1	2	10	4																	18	\$ 2,427	
Subtask 1.3: Review Project Description					4																6	\$ 729	
Subtotal Task 1																					30	\$ 7,655	
Task 2: Initial Study/Preparation of Proposals																							
Subtask 2.1: Prepare Initial Study Package/PCP	4	2	12	12	6	117	144	144	182	104	117	117	77	104	81	72	72	4	4	2	27	\$ 3,119	
Subtask 2.2: Review Initial Study/PCP	2	6	6	4																	10	\$ 1,413	
Subtask 2.3: Develop Final Study/PCP					6																14	\$ 1,620	
Subtotal Task 2																					51	\$ 6,152	
Task 3: Draft EIR																							
Subtask 3.1: Administrative Draft EIR	1	5	4	4																	16	\$ 1,907	
Subtask 3.2: Project Description	1	4	4	4																	6	\$ 918	
Subtask 3.3: Analysis	1	2	12	12																	5	\$ 774	
Subtask 3.4: Air Quality	1	1	1	1																	5	\$ 250	
Subtask 3.5: Biological Resources	1	4	4	4																	30	\$ 3,976	
Subtask 3.6: Cultural & Paleontological Resources	1	4	4	4																	21	\$ 2,922	
Subtask 3.7: Geology and Soils	1	2	12	12																	15	\$ 2,350	
Subtask 3.8: Geotechnical/Glazes	1	1	1	1																	26	\$ 3,330	
Subtask 3.9: Hazards	2	4	12	12																	18	\$ 2,196	
Subtask 3.10: Hydrology & Water Quality	2	4	8	8																	20	\$ 2,676	
Subtask 3.11: Land Use & Planning	2	12	4	2																	59	\$ 7,269	
Subtask 3.12: Noise	1	4	12	12																	17	\$ 2,286	
Subtask 3.13: Public Services	1	2	9	4																	16	\$ 2,142	
Subtask 3.14: Traffic	1	4	9	4																	0	\$ 0	
Subtask 3.15: Utilities	1	4	9	4																	4	\$ 516	
Subtask 3.16: Alternatives	4	6	24	4																	54	\$ 7,170	
Subtask 3.17: Mandatories/CEQA Sections	1	4	4	4																	0	\$ 0	
Subtask 3.18: Migration Monitoring Program	2	6	12	4																	4	\$ 516	
Subtask 3.19: Final Draft EIR	2	6	12	4																	27	\$ 3,673	
Subtask 3.20: Final Draft EIR	2	4	4	4																	9	\$ 1,197	
Subtask 3.21: Database EIR/Response					6																16	\$ 1,906	
Subtotal Task 3																					451	\$ 60,807	
Task 4: Responses to Comments and Final EIR																							
Subtask 4.1: Administrative Draft Responses to Comments/Final EIR	4	8	14	2																	40	\$ 5,946	
Subtask 4.2: Final Response to Comments/Final EIR	2	6	12	1																	10	\$ 1,413	
Subtask 4.3: Final Response to Comments/Final EIR and Hearing	1	8	4	4																	16	\$ 2,034	
Subtask 4.4: CEQA Findings & SOC	2	2	8	1																	13	\$ 1,944	
Subtotal Task 4																					79	\$ 11,394	
Task 5: Meetings & Management Coordination																							
Subtask 5.1: Kick-Off Meeting/Site Visit	6	8	8	16																	18	\$ 3,006	
Subtask 5.2: In-Person Meetings (2)	8	16	16	16																	26	\$ 4,158	
Subtask 5.3: Public Hearings (2)	8	16	16	16																	26	\$ 4,158	
Subtask 5.4: Management and Coordinator	8	4	25	25																	37	\$ 5,832	
Subtotal Task 5																					107	\$ 17,235	
TOTAL PCRLABOR																							
Expenses																							
Reproduction																							
Delivery/Postage/Handling Fees																							
Transportation																							
TOTAL EXPENSES (with 10% markup)																							
Optional Tasks																							
In-House																							
Scoping Meeting	9	9	9	18																	36	\$ 3,078	
Biological Resource Assessment (Labor)					3	46	65	18	4	6											16	\$ 1,689	
Biological Resource Assessment (Direct Expenses)																							
Cultural Resource Assessment (Labor)																							
Cultural Resource Assessment (Direct Expenses)																							
Subtotal In-House																							
TOTAL OPTIONAL TASKS																							
GRAND TOTAL (without optional tasks)																							
GRAND TOTAL (with optional tasks)																							

*Dollar values are approximate, actual costs could be higher or lower. Should actual costs be higher, additional authorization will be sought prior to exceeding approved budgets.