

March 26, 2019

Sandra Moberly, AICP
Community and Economic Development Director
Town of Mammoth Lakes

Regarding: The Parcel Land Use Planning and Related Civil Engineering Services Proposed Scope of Work, Budget, and Target Milestones

Dear Mrs. Moberly:

The following describes a proposed work plan, budget, and target milestones for The Parcel Land Use Planning and Related Civil Engineering Services. The Consultant Team remains flexible and willing to modify the scope of work, budget, and target milestones to better fit the Town's needs or constraints.

Near-term action strategies in the Community Housing Action Plan (CHAP) include the acquisition and design of The Parcel to create a great neighborhood and increase community housing choices. The Town has acquired The Parcel, and the following scope of work represents the next step of The Parcel design.

Scope of Work

1. Project Initiation

Project initiation will kick off the conceptual land use planning and include the establishment of communication strategies, public outreach plan preparation, and will begin Team discussions on development objectives. During this task, the Consultant Team will also review previous planning documents for The Parcel.

The internal communication strategy will address communication among the Consultant Team, The Parcel Development Team, and supporting experts, while the external communication strategy will address the Town's commitment to a transparent and inclusive public process that reaches a diversity of stakeholders, including target residents of The Parcel and minority populations. The external communication strategy will build upon the Town's existing efforts (e.g., Town website, email distribution list, Bang the Table, etc.), facilitate consistent messaging and information dissemination, and be integrated with the public outreach plan. The Consultant Team is anticipated to provide content to assist the Town with external communication and project messaging.

The public outreach plan (POP) will be informed by the Town’s Public Engagement Plan, which includes identified stakeholders, an ambassador program, bilingual communication tools, and a range of outreach events (e.g., workshops, charrettes, open houses, community meetings (in multiple locations), focused employer and employee events, Council and Commission meetings, etc.). The POP will describe the objectives of each event and multiple methods to provide feedback (e.g., oral, handwritten, electronic, etc.) so participants feel comfortable giving authentic responses. Results of engagement activities will be reported in aggregate to accommodate confidentiality and inform conceptual plan development. A detailed schedule of events and meetings will be developed with the POP, clearly outlining the sequence of tasks, preparation deadlines, review timelines, and responsible parties.

At the kick off meeting (in-person), the Team will discuss communication strategies, POP, list of stakeholders, and begin discussions on development objectives and public amenities for The Parcel.

The Consultant Team will also prepare a data/document request for information and data needed or desired from the Town for the Consultant Team to proceed with work.

The Consultant Team will hold biweekly calls with The Parcel Team.

Deliverables:

- Kickoff meeting agenda and notes
- Internal and external communication strategies
- Public outreach plan (POP)
- Specific schedule of events and meetings
- Data/document request
- Biweekly call agendas and notes

2. Development Objectives

The Consultant Team will conduct one-on-one and/or small group interviews with stakeholders. Stakeholders will be identified by the Town, and the Town will schedule stakeholder interviews over two days. Up to 15 interviews will be conducted. The interviews are anticipated to include a discussion of opportunities and constraints, development objectives, and public amenity preferences. Individual and small group interviews enable the Consultant Team to gather insight that may not be able to be gathered in larger group settings. Confidentiality will be observed with results reported in aggregate, as appropriate, as it builds trust, protects stakeholders from real or perceived harm, and assures more accurate interview responses. Interviews are anticipated to include a broad cross section of community stakeholders.

After stakeholder interviews are summarized by the Consultant Team, feedback will be obtained from the Town Council (Council) and Planning and Economic Development Commission (PEDC) at a joint workshop. Community input on potential development objectives and public amenities, including prioritization, will also be gathered, and could be online (Bang the Table) or other method outlined in the POP. The Consultant Team will document the results of this input.

Once the results of development objectives input and prioritization have been reported, an internal Team charrette (The Parcel Development Team and supporting experts) will be conducted to develop a framework for the development of conceptual site plans based on input received. The internal charrette will include a discussion of potential housing types, circulation and multi-modal networks and options, issues related to physical and environmental constraints, and alignment with Walk, Bike, Ride and the Downtown Revitalization Action Plan (e.g., Missing Middle Housing Strategy, building prototypes). A site tour would occur, weather permitting. Rough preliminary concepts or portions of concepts would be sketched out during the internal charrette, which is anticipated to occur over one day. The purpose of the rough preliminary concepts is to facilitate public engagement efforts, including the public charrette (see next task).

The Consultant Team will hold biweekly calls with The Parcel Team.

Deliverables:

- Stakeholder interview questions and summary memo
- Council/PEDC presentation and summary memo
- Community outreach material and summary memo
- Internal charrette agenda and notes
- Biweekly call agendas and notes

3. Land Use Plan Concept Alternatives

A four-day charrette will be used to develop land use plan concept alternatives and obtain input to guide the development of a preferred alternative. A charrette is an opportunity to engage the public in the visioning process and create detailed design solutions with specific direction for future entitlement efforts. Including a comprehensive team of experts is necessary to move quickly through the refinement of concepts that are viable from market and engineering perspectives. The charrette effort will produce up to three alternative land use concepts for The Parcel. Alternatives will include concepts for circulation and multi-modal infrastructure, housing products and densities, public amenities, and how development would relate to nearby land uses and other planning efforts (e.g., Walk, Bike, Ride and Downtown Revitalization Action Plan). The Consultant Team will include 3-dimensional studies, conceptual architecture, and rendered perspectives (street level and aerial), which allow the public to get a “feel” of potential future development and can help build support. The charrette is anticipated to include an opening presentation, focused meetings with agency partners and key stakeholders, open studios (public welcome to view and comment on work being produced), and a final presentation. Visual preference materials for housing types, public amenities, and multi-modal infrastructure and facilities could also be included, as well as door-to-door interviews with minority business owners or other groups. An “Affordable Housing Development 101” presentation by Novin Development, Corp. could be included during the charrette to educate the community on developing affordable housing, including methods and sources of funding and financing.

Community input on each concept alternative, which may include ranking of the alternatives, will be conducted during the charrette and could be online (Bang the Table) immediately following the charrette. The Consultant Team will document the results of this input.

The Consultant Team will hold biweekly calls with The Parcel Team.

Deliverables:

- Charrette materials
- Three land use plan concept alternatives
- Community outreach material and summary memo
- Biweekly call agendas and notes

4. Preferred Conceptual Land Use Plan

Based on the community feedback provided in the previous task, the Consultant Team will coordinate with The Parcel Development Team, supporting experts, and key stakeholders to prepare the preferred conceptual land use plan and an accompanying narrative summary. The preferred conceptual land use plan will include an analysis of existing conditions and housing needs, a detailed narrative and drawings of proposed circulation and multi-modal infrastructure, housing products (addressing type, size, tenure, and affordability levels) and densities, and public amenities. It will also describe and illustrate how The Parcel development will relate to nearby land uses (single-family, multi-family, lodging, and commercial uses), public transit, and other planning efforts (e.g., Walk, Bike, Ride and Downtown Revitalization Action Plan). The Consultant Team will coordinate with The Parcel Development Team's supporting experts to ensure the preferred conceptual land use plan is economically viable.

The preferred conceptual land use plan will be presented to the Council and PEDC for discussion at a joint workshop. Also, separate community input on the preferred conceptual land use plan will be offered and could be online (Bang the Table) or other method outlined in the POP. The Consultant Team will document the results of this input.

The Consultant Team will hold biweekly calls with The Parcel Team.

Deliverables:

- Preferred conceptual land use plan and narrative
- Council/PEDC presentation
- Community outreach material and summary memo
- Biweekly call agendas and notes

5. Final Conceptual Land Use Plan

The Consultant Team will refine the preferred conceptual land use plan based on input from the Council, PEDC, and community to create the final conceptual land use plan, narrative, and drawings. The Consultant Team will coordinate with The Parcel Development Team's supporting experts to ensure the final conceptual land use plan is economically viable.

The final conceptual land use plan will be presented to the Council and PEDC for review and acceptance at a joint workshop.

The Consultant Team will hold biweekly calls with The Parcel Team.

Deliverables:

- Final conceptual land use plan, narrative, and drawings
- Council/PEDC presentation
- Biweekly call agendas and notes

6. Additional Services

Additional services not described in this scope of work may be desired by the Town after contract execution. The Consultant Team will provide additional services requested by the Town on a time and materials basis, up to the not-to-exceed budget amount. Hourly rates charged under this task are included in the attached budget.

Budget

Based on the proposed scope of work, the Consultant Team offers a budget estimate (attached). Should any changes to the scope of work be required, LWC will work with the Town and Consultant Team to revise the budget as needed.

Target Milestones

April/May 2019	<ul style="list-style-type: none"> • Project kickoff • Prepare Public Outreach Plan • Prepare detailed scheduled of meetings/events • Schedule stakeholder interviews
May/June 2019	<ul style="list-style-type: none"> • Stakeholder interviews • Prepare stakeholder interview summary
June/July 2019	<ul style="list-style-type: none"> • Council/PEDC Workshop #1 • Internal Team charrette • Prepare rough preliminary land use plan concepts
July/August 2019	<ul style="list-style-type: none"> • Rough preliminary concepts available to public • Charrette • Prepare preferred conceptual land use plan and narrative

September/October 2019	<ul style="list-style-type: none"> • Council/PEDC Workshop #2
October/November 2019	<ul style="list-style-type: none"> • Prepare final conceptual land use plan and narrative
November/December 2019	<ul style="list-style-type: none"> • Council/PEDC Workshop #3

Assumptions

- All deliverables that the Consultant Team will prepare are identified in the scope of work. Any studies, tasks, deliverables, reports, or meetings not specifically identified are assumed to not be included and may be addressed through the Additional Services task and budget.
- All calls and meetings that the Consultant Team will prepare for and attend are identified in the scope of work. Any calls or meetings not specifically identified in the scope of work are assumed to not be included and would be charged on a time and materials basis in addition to the proposed budget.
- The level of effort for each task is limited to the cost estimate for each task listed in the budget table. The team may reallocate budget between tasks if individual tasks are completed in less time than anticipated.
- All Town comments on Consultant Team deliverables will be provided as a single set of non-conflicting and actionable comments.
- The Town will provide a local Spanish-speaker(s) for translation services throughout the project, as needed.
- The Town will maintain the project webpage, social media, and other communication outlets for the project.
- Keyser Marston Associates will provide expected market demand and absorption to help determine housing product types, size and mix, and target affordability levels and tenure.

Sincerely,



Lisa A. Wise, President, CEO

Town of Mammoth Lakes - The Parcel, Land Use Planning and Related Civil Engineering Services
April 11, 2019

Should any changes to the scope of work be required, LWC will work with the Town and Consultant Team to revise the budget as needed.

		TASK 1	TASK 2	TASK 3	TASK 4	TASK 5	TASK 6	
		Project Initiation	Development Objectives	Land Use Plan Concept Alternatives	Preferred Conceptual Land Use Plan	Final Conceptual Land Use Plan	Additional Services	TOTAL
LWC								
Principal \$250	Hours	12	32	48	32	24		148
	Cost	\$3,000	\$8,000	\$12,000	\$8,000	\$6,000		\$37,000
Senior Associate \$175	Hours	32	80	80	72	72		336
	Cost	\$5,600	\$14,000	\$14,000	\$12,600	\$12,600		\$58,800
Associate \$140	Hours	40	100	100	100	80		420
	Cost	\$5,600	\$14,000	\$14,000	\$14,000	\$11,200		\$58,800
FIRM TOTAL	Hours	84	212	228	204	176		904
	Cost	\$14,200	\$36,000	\$40,000	\$34,600	\$29,800		\$154,600
Opticos Design, Inc.								
Principal \$275	Hours	16	15	58	16	10		115
	Cost	\$4,400	\$4,125	\$15,950	\$4,400	\$2,750		\$31,625
Senior Associate \$210	Hours	0	5	9	7	0		21
	Cost	\$0	\$1,050	\$1,890	\$1,470	\$0		\$4,410
Associate \$184	Hours	45	97	110	60	36		348
	Cost	\$8,280	\$17,848	\$20,240	\$11,040	\$6,624		\$64,032
Designer \$152	Hours	6	64	120	27	40		257
	Cost	\$912	\$9,728	\$18,240	\$4,104	\$6,080		\$39,064
FIRM TOTAL	Hours	67	181	297	110	86		741
	Cost	\$13,592	\$32,751	\$56,320	\$21,014	\$15,454		\$139,131
Crabtree Group, Inc.								
Principal \$225	Hours	26	30	42	24	16		138
	Cost	\$5,850	\$6,750	\$9,450	\$5,400	\$3,600		\$31,050
Senior Project Engineer \$120	Hours	0	0	16	8	8		32
	Cost	\$0	\$0	\$1,920	\$960	\$960		\$3,840
CAD Designer \$80	Hours	0	0	8	8	8		24
	Cost	\$0	\$0	\$640	\$640	\$640		\$1,920
FIRM TOTAL	Hours	26	30	66	40	32		194
	Cost	\$5,850	\$6,750	\$12,010	\$7,000	\$5,200		\$36,810
Novin Development, Corp.								
Principal \$280	Hours	6	12	28	8	6		60
	Cost	\$1,680	\$3,360	\$7,840	\$2,240	\$1,680		\$16,800
Development Analyst \$150	Hours	8	16	30	10	8		72
	Cost	\$1,200	\$2,400	\$4,500	\$1,500	\$1,200		\$10,800
FIRM TOTAL	Hours	14	28	58	18	14		132
	Cost	\$2,880	\$5,760	\$12,340	\$3,740	\$2,880		\$27,600
Reimbursables/Direct Costs								
LWC				7.245%				\$11,200
Opticos Design, Inc.				3.450%				\$4,800
Crabtree Group, Inc.				11.546%				\$4,250
Novin Development, Corp.				19.928%				\$5,500
REIMBURSABLES/DIRECT COSTS TOTAL		\$2,747	\$5,665	\$8,687	\$4,785	\$3,866		\$25,750
PROJECT TOTAL	Hours	191	451	649	372	308		1971
	Cost	\$39,269	\$86,926	\$129,357	\$71,139	\$57,200	\$16,109	\$400,000

* Percentages identified for reimbursables/direct costs will be charged on the hourly charges in each firm's invoice regardless of when the expense is incurred by the firm. Backup (receipts, etc.) will only be provided upon request by the Town.

	LWC	ODI	CGI	NDC	Total
1. Project Initiation	\$15,229	\$14,061	\$6,525	\$3,454	\$39,269
2. Development Objectives	\$38,608	\$33,881	\$7,529	\$6,908	\$86,926
3. Land Use Plan Concept Alternatives	\$42,898	\$58,263	\$13,397	\$14,799	\$129,357
4. Preferred Conceptual Land Use Plan	\$37,107	\$21,739	\$7,808	\$4,485	\$71,139
5. Final Conceptual Land Use Plan	\$31,959	\$15,987	\$5,800	\$3,454	\$57,200
				Subtotal	\$383,891
6. Additional Services					\$16,109
Total	\$165,800	\$143,931	\$41,060	\$33,100	\$400,000

Lisa Wise Consulting, Inc.