October 17, 2023

Special Meeting

Item #2d. - Update on the Eastern Sierra Climate and Communities Resilience Project (ESCCRP) (Mammoth Donut)

EXHIBIT "A"
SCOPE OF SERVICES

Phase I: Project Initiation

Project Management

Successful project initiation will build from a strong foundation of project management and CONSTANT is committed to providing the Town with a coordinated team for executing this important project. Our staff will use a proven project management approach that emphasizes applying knowledge, skills, tools, and best practices in AAR writing to exceed customer expectations. Our project management processes provide a direct link between the CONSTANT Project Manager and the Town Project Manager while maintaining strong and consistent lines of communication between the other staff. We believe that this partnership will ensure that the Town gets the most robust access to resources, while maintaining agility and efficiency. Below, we further describe the project management approach that will be used to successfully shepherd the AAR and IP to conclusion.

Project Management Plan (Work Plan)

Through our 19 years of project management experience, CONSTANT has perfected our management approach, creating a strategy for success for each project – our Project Management Plan (PMP). As per our company's best practices and the Project Management Institute, the PMP will serve as our "road map" to carry out the effort, capturing the entire project end-to-end, covering all tasks. Our comprehensive PMP includes the Project Work Plan (i.e., schedule and approach), communication strategies, risk mitigation plan, and the like. Information from the PMP will also be available electronically via our online project management platform, SharePoint, to which the Town Project Manager will have 24/7 real-time access throughout project duration.

Quality Management

CONSTANT will ensure that all deliverables and services provided for this effort align with the Town's standards and any quality assurance surveillance plans (QASPs). Our staff will implement our comprehensive Quality Assurance Quality Control (QAQC) Plan at the deliverable level. QAQC efforts will address technical requirements (e.g., compliance with Federal and State mandates or guidance), project reporting channels, schedules and milestones, and other unique project requirements (e.g., grant requirements). Performance standards for timeliness, depth of content, professional quality, technical accuracy, data quality and accuracy, meeting logistics (e.g., use of Microsoft Teams or Zoom to host virtual meetings), and data and records management will be incorporated. This plan translates corporate-approved overarching quality assurance policies and procedures into specific guidance and procedures to enable the CONSTANT team project personnel to deliver quality services and products consistently.

Coordination Across Tasks

The complexity of this contract necessitates comprehensive workload distribution from the corporate level to individual tasks. To ensure a workload distribution that optimizes

quality and efficiency, CONSTANT relies on our standardized project management procedures and tools outlined herein. Internally, CONSTANT's Director of Operations, Jayson Kratoville, has visibility into company-wide workload and uses Unanet®, Work Breakdown Structures, and regular check-ins with staff and management to anticipate bottlenecks across all company projects, to shift staff internally to support deadlines, and to hire proactively and bring in surge support to fill anticipated needs.

Additional Management Tools

CONSTANT proposes the following management tools for use throughout the project, however all elements of project management can be modified at the discretion and direction of the Town:

- **Online, Real-Time Project Management Systems:** CONSTANT has implemented two (2) project management systems, SharePoint and Unanet, that enable us to provide enhanced project management capability. SharePoint tracks tasks, milestones, and risks across all projects and deliverables, while Unanet tracks timekeeping, expenses, and budgets.
  - SharePoint will be used to establish a secure project team collaboration website that can be accessed by the Town. The site will serve as a document repository, allowing designated users to access current and archived documents throughout the project.
- **Regularly Scheduled Project Team Meetings:** Virtual bi-weekly (twice per month) update meetings will be conducted with CONSTANT and the Town Project Manager and other persons as appropriate to ensure schedule, cost, and the overall program goals are being achieved and open lines of communication maintained. Additionally, CONSTANT will be accessible Monday through Friday by email or phone call.
- **Internal Team Meetings:** CONSTANT will engage in regular internal meetings with our staff to ensure that deliverables are tracked and managed.

Project Communications

The following table identifies project management/communication tools or methods and best practices, which will be used in the performance of this project.

Table 1. Project communication tools ensure consistent information channels between CONSTANT's Project Management team and the Town Project Manager.

Tool/Method	Description
Easy-to-use web-based collaboration site	• SharePoint serves as a communications tool and document share/repository to allow for efficient document management. • The site provides access to current and past versions of documents and allows visibility into project status at any time by members of the project team and other designated personnel.
Project Status Reports	• CONSTANT will provide monthly status reports to the Town Project Manager that will provide a summary of accomplishments, gaps, upcoming activities, an updated timeline, and budget.
Meeting Minutes	• CONSTANT will distribute meeting minutes within three (3) business days of each meeting. The meeting minutes will also include a list of action items as a result of the meeting.

Tool/Method	Description
PMP	• CONSTANT's PMP will include a Work Plan summary, the project timeline and schedules, key stakeholders and contact information, management tools, risks and mitigations, and quality assurance procedures.
Benchmarked QAQC Program	• CONSTANT's QAQC Program will ensure that deliverables meet the highest standards in terms of content and value-add. A complete QAQC will be submitted alongside the PMP.
Final Close-Out Report	• CONSTANT will produce a final closeout report to include a summary of the project and recommended next steps.

Secure Client Approval

CONSTANT will ensure that the Town Project Manager reviews and approves all documentation prior to distribution and presentation. Additionally, CONSTANT will coordinate project meetings with other Town calendars as is possible to make sure that it is consistent and coordinates with the commitments of stakeholders who may be involved in other related efforts.

Risk Management

CONSTANT understands that developing an AAR at this juncture is critical to ensuring that information and data is not lost; as time progresses, it is more difficult for stakeholders to remember elements of response accurately and comprehensively, and documentation may become more difficult to locate. However, developing an AAR amidst continued recovery efforts also brings risks. CONSTANT's Project Manager will work with the Town Project Manager to ensure that project risks are actively identified, analyzed, and managed throughout the project. Risks will be identified and planned for in the PMP to minimize their impact.

A sample of risks for this project that we have identified and crafted potential solutions for include:

- Ongoing response to the storm and/or a simultaneous complex emergency(ies) occurs that causes a shift in the availability of the Town personnel or a shift in project needs.
  - a. CONSTANT will work with the Town to identify a minimum threshold of oversight for each deliverable within the project management schedule.
- Feedback from stakeholders is slow or does not come in.
  - b. CONSTANT will proactively reach out to those who have been identified to provide feedback via phone and email. For any stakeholders who have not been responsive, the Town Project Manager will be notified to assist in facilitating contact.
- Condensed project timeline limits research, development, and/or delivery of products.
  - c. We will aggressively manage project scope to ensure timely completion of all deliverables, while also ensuring no increase in scope without an appropriate increase in timeline.

Project Kickoff Meeting

To initiate the project, CONSTANT will build from the implementation of project management processes and will conduct a virtual Project Kickoff Meeting with Mammoth Lake stakeholders including the Project Manager. The purpose of the Project Kickoff Meeting is to introduce CONSTANT, confirm that the project is underway, provide an overview, present a draft PMP to include the Work Plan for validation, identify key stakeholders to participate in surveys, interviews, and debriefing(s), clarify the main subject areas to be covered in the AAR and IP in alignment with the Town's identification of specific preparedness and response activities, and review the proposed timeline for completing the AAR and IP. CONSTANT will also discuss potential development of a Project Overview Flyer during the meeting as described below. CONSTANT will develop a presentation and agenda to guide the meeting and will craft meeting minutes for distribution post-meeting to describe CONSTANT and Town action items and meeting outcomes.

SharePoint Development

During the meeting, CONSTANT will request that the Town starts to upload documentation from the continued response to the established SharePoint site as further outlined in **Documentation Review**.

Project Overview Flyer

CONSTANT recommends that we develop a Project Overview Flyer for distribution to internal and external stakeholders identified to participate in surveys, interviews, and debriefing(s) prior to their engagement. The purpose of the Project Overview Flyer is to introduce CONSTANT, describe the project and its purpose, and explain some ways in which stakeholders may be contacted to contribute to the report. Developing and distributing the Project Overview Flyer at this juncture will allow stakeholders to be aware of upcoming requests and to ask any questions about the process before being provided with an ask to attend an event or answer a survey.

Deliverables/Meeting for Phase 1

The following CONSTANT deliverables or meetings will result from Phase 1: Project Initiation:

- Develop a PMP that is comprised of the Work Plan and QAQC Plan for review by the Town.
- Coordinate and facilitate a virtual Project Kickoff Meeting. Develop meeting materials, including an agenda, presentation, and minutes.
- Set up a secure SharePoint Site that is accessible to the Town and will serve as a document repository.
- Craft a Project Overview Flyer that introduces CONSTANT, describes the project and its purpose, and explains some ways in which stakeholders may be contacted to contribute to the report.
- To ensure ongoing coordination throughout the project, facilitate bi-weekly check-in meetings, provide monthly written status reports, and provide a project closeout report to be presented during a closeout meeting.

- Implement project management tools and systems to support project conduct.

CONSTANT anticipates the following actions for the Town Project Manager during Phase 1: Project Kickoff:

- Attend a Project Kickoff Meeting hosted by CONSTANT. During the meeting, discuss the response objectives to be explored in the AAR.
- Provide feedback on the PMP prior to its finalization.
- Upload an initial batch of documentation to the SharePoint site.
- Identify list of and contact information for Town and external personnel to be engaged in various data collection activities.

Phase II: Data Collection

To create an AAR and IP that is accurate and recommendation-oriented, it is imperative that a comprehensive system be used to gather information on challenges incurred, response actions taken, outcomes, and ongoing activities. CONSTANT will use a multi-pronged approach to collect information to inform the AAR and IP. CONSTANT will gather data through a variety of methods, including documentation review, surveys, debriefings, and interviews, and will organize and code findings to ensure they are adequately synthesized and included in the report. This will ensure that findings are properly attributed to the appropriate subject areas. It will also ensure that CONSTANT remains a neutral evaluator and facilitator based on the data collected to form key findings from common themes and patterns. Below, CONSTANT describes our approach to data collection.

Documentation Review

CONSTANT will initiate data collection by reviewing relevant documents (e.g., status updates, the Town EOP and annexes, incident reports, open-source information, etc.) that were developed and utilized to respond effectively. We will also review documentation such as previous AARs from exercises and real-world responses to disasters in the region, capability assessments and evaluations, continuity plans, Emergency Operations Center (EOC) plans, and any other supporting department policies and standard operating procedures (SOPs). Incident dashboards, communications logs, press releases, social analytics, response and recovery photos, and other applicable documentation as desired by the Town can also be submitted.

We will also review documentation developed during response that will include incident action plans (IAPs), situation reports, resource requests, incident logs, memos about response, as well as training and exercise calendars and similar documents from external partners and agencies that were involved in the storm response. This information will allow us to perform an analysis of preparedness, response, and recovery activities, craft an incident response timeline, and form an understanding of stakeholders, processes, technologies, and capabilities.

CONSTANT's technical staff will be engaged at this juncture. Knowing that each agency's mission differs, it is important for our staff to be able to look at the incident "through their lens" to perform a comprehensive analysis of events, decisions, and results. Having discipline-specific staff engaged as part of the documentation review means

that we are getting the breadth and scope of information we need to perform an analysis of preparedness planning and its use in response.

Develop and Disseminate Survey

CONSTANT will seek opportunities to collect information as efficiently as possible through multiple data collection methodologies. This includes using online survey tools to develop unique surveys, incorporating specific, targeted questions designed to gather insightful feedback from specific stakeholders in a manner that is minimally invasive. Utilizing a survey provides a forum for a wider audience to have the opportunity to contribute to the report and also ensures that a diverse range of stakeholder perspectives are captured, including groups representing historically underserved communities and minority populations.

CONSTANT recommends that survey participants represent a wide variety of responders including EOC staff or personnel from Town departments, Elected Officials, Stakeholder Partners (i.e., community-based organizations, non-profit organizations, heath care entities, local jurisdictions, school districts, critical infrastructure partners, business representatives, volunteers), and impacted communities. Unique questions for the survey will be thoughtfully crafted in accordance with the audience and reviewed with the Town Project Manager prior to survey distribution. This is one area where our experts provide value; we will leverage their expertise to develop customized questions for each survey group so that we can accurately drill down on issues specific to each. CONSTANT recommends that most questions are closed-ended to expedite analysis, with an open-ended question provided for each survey at its conclusion to allow stakeholders to provide any additional information.

Once survey questions are solidified with the Town Project Manager, CONSTANT will format the survey in SurveyMonkey or Microsoft Forms, perform a pre-test, craft and vet survey distribution language to be provided with the survey link, and distribute the survey to appropriate stakeholders based on lists provided by the Town as will be discussed during the Project Kickoff Meeting. CONSTANT recommends that the survey for impacted communities is distributed by the Town through existing communications channels (newsletters, Town website, social media, etc.) to maximize responses. Ideally, the survey will be developed and distributed prior to the debriefing and interviews, to provide CONSTANT with initial discussion points not gauged from documentation review, and would remain open during debriefing and interview conduct to provide a forum for stakeholders to provide anonymous feedback.

Data from the survey will be organized into recurring themes and presented to the Town Project Manager. The online survey serves two (2) purposes: 1) it provides mechanisms for a wide net of stakeholders to contribute to the AAR, and 2) it enables the CONSTANT team to identify what large and sensitive issues are being expressed for potential incorporation into debriefing and interview discussions and/or to supplement and validate findings gathered through documentation review and interview/debriefing conduct.

Individual and Small Group Interviews

The debriefing(s) will provide extensive information for the AAR and IP from a wide variety of stakeholders. To supplement and/or receive clarification on data collected already, receive in-depth perspectives from key responders, and/or reach individuals or groups who could not attend the debriefing, CONSTANT will also coordinate and host a series of individual and small group interviews. CONSTANT recommends that the interviews are held virtually.

Draft and Final Interview/Survey Questions for Each Interview

While scheduling is under way, CONSTANT will develop draft baseline interview questions that will be codified in facilitator and participant guides to lead discussions. Specific interview questions will vary based on the interviewee, however, these interviews will largely focus on obtaining the following information for the AAR: 1) review of major events that drove response/recovery actions, 2) discussion of self-identified areas for improvement as well as key strengths, and 3) ongoing or recent improvements made since the incidents. We will provide the draft baseline questions to the Town to review and approve before updating final versions of the questions.

Individual Interviews

Once the list of key stakeholders who should be engaged in an individual interview is developed and questions solidified within the facilitator and participant guides, CONSTANT will conduct key informant interviews with individuals identified by the Town that have unique knowledge and insight to glean further detail on efforts. This will include Town Staff, EOC Management Staff, Section Chiefs, and other individuals deemed necessary. CONSTANT will provide a facilitator and notetaker for each interview. We recognize that, to determine the root cause and applicable recommendations, supplemental in-depth and follow-up interviews with key stakeholders may be required.

Small Group Interviews

In addition to individual interviews, small group virtual interviews will be held with individuals, agencies, and organizations unable to attend the debriefing. CONSTANT will monitor registration to the debriefing and work with the Town to identify key stakeholders who need to be provided an opportunity to give detailed insights that will inform the AAR. Depending on the individuals being interviewed during a small group interview and their response roles and functions, CONSTANT will utilize both the facilitator and participant guides crafted for the debriefing and the individual interviews to tailor the discussion accordingly. As with the individual interviews, CONSTANT will provide at least one (1) facilitator and one (1) notetaker for each small group interview. Depending on group size, CONSTANT can provide additional facilitators and notetakers should breakout rooms be used.

Deliverables/Meeting for Phase 2: Data Collection

The following CONSTANT deliverables or meetings will result from Phase 2: Data Collection:

Debriefings and Interviews

Performing documentation review and distributing a survey will provide the CONSTANT team with a strong foundation of knowledge of the Town's processes, procedures, and capabilities utilized to response to the 2022/2023 Winter Storm Emergency incidents, and impressions of how response and recovery operations were assessed by various stakeholders. However, review of documentation and survey responses is no substitute for direct discussions with stakeholders who performed the response and recovery activities. As such, CONSTANT will organize and conduct debriefings and a series of virtual interviews to provide an opportunity for stakeholders to be led through facilitated discussions of the response, an analysis of actions and outcomes, and identification of strengths and areas for improvement.

CONSTANT will request that the Town identifies potential participants for the debriefing and interviews during the Project Kickoff Meeting, and can work with the Project Manager to finalize the list. However, candidates for the small-group interviews may be determined at a later date depending on debriefing registration.

Nonetheless, once potential participants are identified for the debriefing and interviews, CONSTANT's team will work with Town staff to procure contact information to facilitate distributing the Project Overview Flyer, and later, scheduling interviews and debriefings. Individual interviews and smaller group interviews will be scheduled through Microsoft Teams. CONSTANT will conduct outreach to identified interviewee(s) to find an agreeable time for interview, while also keeping in mind that the interviews need to be completed expeditiously.

The debriefings will be scheduled through a registration portal to allow for easy communication and RSVP tracking for a larger group. We will work with the Town to choose the date and time in coordination with existing Town calendars to ensure that as many people as possible can participate in the larger format session while again understanding that the session needs to be completed quickly. We can also offer options for virtual participation to maximize attendance.

Debriefings

Debriefings can provide a forum for staff to deliver insight and feedback regarding general strengths and areas for improvement in preparedness, response, and recovery as well as breakout room sessions to discuss area-specific issues including the damage assessment process, EOC operations, alert and warning, logistics, situation status, equity, and crisis communications.

CONSTANT will coordinate direct scheduling of the debriefing(s). As the logistical elements are being coordinated, CONSTANT will begin crafting the debriefing(s) materials that will format and structure the event. This includes an agenda, a presentation deck, a facilitator guide, and a participant guide. Specialized discussion points will be crafted within the facilitator and participant guides for the large plenary session and each topic specific discussion to ensure each discussion of area-specific issues is productive and provides information that could inform the AAR. All materials will be provided to the Town Project Manager for review and approval prior to finalization and distribution. CONSTANT envisions that the materials developed provide structure for the event as further described below.

- Perform a documentation review, evaluating relevant documents to understand roles and responsibilities, processes, and capabilities and technologies. Documentation will also be used to develop the incident response timeline.
- Develop draft questions and distribution language for a survey, to be finalized after Town review. Disseminate the survey to stakeholders identified by the Town. Analyze results within the AAR.
- Organize and facilitate an After Action Debriefing(s), supported by a lead facilitator and facilitators/notetakers. Utilize a registration platform to manage invitations and RSVPs. Develop a presentation, facilitator guide, and participant guide to structure the event and each topic specific debriefing. Provide a summary of the debriefing as informed by notes.
- Organize and facilitate individual virtual interviews with key stakeholders identified by the Town. Interviews will be one (1) hour in length and supported by a facilitator and notetaker. Develop facilitator and participant interview guides.
- Organize and facilitate small group virtual interviews with stakeholders who are unable to attend the debriefing. Interviews will be one (1) hour in length and supported by at least a facilitator and a notetaker depending on final attendance. Modify facilitator and participant guides as required for audience.

CONSTANT anticipates the following actions for the Town Project Manager during Phase 2: Data Collection:

- Verify personnel to be engaged in surveys, debriefing, and/or individual or small group interviews.
- Provide access to documentation and photos.
- Provide feedback on draft and final data collection materials (survey questions, debriefing and interview guides) in an agreed upon timeline.

Phase III: AAR Development & Finalization

Based on the information collected during Phase 2, CONSTANT will produce a comprehensive yet easily digestible AAR and IP that is reflective of the qualitative and quantitative information gathered and comprehensive analysis. CONSTANT will provide iterative deliveries of AAR content in overlap with Phase 2 to allow the Town to provide additional insights where clarification may be needed.

AAR Outline Delivered Electronically

CONSTANT will first craft an outline for the AAR. The outline will include heavy annotation so that the Town can see the concepts that will be included under each heading and subheading and make adjustments as needed. Based on our understanding of the project and the Town's desired components, CONSTANT includes a sample table of contents for the report that would be edited depending on preparedness, response, and recovery areas identified to be focused on within the AAR.

I. Executive Summary
   a. Broad summary of incident
   b. AAR purpose
   c. Key Findings Overview
      i. Major Successes
      ii. Major Challenges
      iii. Observations
II. Table of Contents
III. Introduction
   a. Thanks and Acknowledgements
   b. Scope
   c. Data Collection Methodology
   d. Organization of the AAR
IV. Incident Overview
   e. Overview of the 2022/2023 Winter Storm Emergency Incidents
   f. The impact of the 2022/2023 Winter Storm Emergency Incidents on the Town of Mammoth Lakes
   g. California's Winter Storm Response
   h. Timeline
V. Analysis of Findings and Recommendations
   a. Section Overview. Under each section listed below, the following will be included: a summary of events and actions taken, a discussion of successes/strengths of response, discussion of challenges/areas for improvement of response, assessment based on response and recovery core capabilities, recommendations for corrective actions proposed, and supporting graphics/data (photos, survey graphs, quotes from

responders, infographics, etc.). **Please note that this represents sample subject areas that could be reviewed within the AAR, and they would finalized with the Town Project Manager.**

    i. Preparedness

    ii. Emergency Protocols

    iii. Incident Management

    iv. Coordination and Communication

    v. Public Information

    vi. Emergency Alerts and Warnings

    vii. Community Impacts

    viii. Continuity of Operations

    ix. Financial Recovery

VI.   Long Term Concerns

VII.   Conclusion

VIII.   Appendices

    b. Survey Data Summary

    c. Acronyms

    d. References

    e. Key Contributors

The IP will be formatted as a separate document, and will contain IP matrices which assign responsible parties and timeframes for implementing recommended actions.

Draft AAR Delivered Electronically

We believe that it is very important for the Town to review the draft from an early stage to provide comments on the ways that findings are being depicted. To that end, following the approval of the report outline, CONSTANT will provide a 70% draft of the AAR and IP. This draft will provide an account of incident activities, identify areas of near- and long-term improvement, and present a road map for improvements that are still needed that builds from root cause analysis. This draft will also include draft concepts of graphics, callouts, figures, and tables. We will provide the AAR and IP first to the Town Project Manager to review for accuracy, political sensitivities, and to help inform the direction of the After Action Meeting. We will incorporate any adjustments that need to be made to the draft AAR at this juncture and note any areas that need to be further clarified or discussed during the After Action Meeting.

After Action Meeting

A select group of key stakeholders who attended the debriefing will be reengaged to review the draft AAR including the IP during an After Action Meeting organized and facilitated by CONSTANT. The approved draft AAR will be shared with participants in advance of the meeting date. We will ensure that the lead facilitator is intimately familiar with the draft AAR contents and prepared for the discussions.

During the meeting, CONSTANT will highlight key findings and outcomes in the AAR and solicit feedback for the updated IP with emphasis on ensuring that the IP serves as a consolidated and actionable plan of what areas for improvement the Town should prioritize given the response effort. Our goal will be to review, validate, and obtain support for the actions outlined in the IP. CONSTANT recommends that all senior leaders from the Town be engaged at this juncture to provide feedback on the contents of the AAR and IP before they are finalized. If they are unable to attend the meeting, feedback can be provided via email.

The After Action Meeting will be approximately two (2) hours long, guided by an agenda and presentation crafted by CONSTANT, and led by a facilitator and back-up facilitator/notetaker. CONSTANT will provide a summary of the AAR Review Meeting. Registration will be completed through our registration platform as with the debriefing.

Final AAR

Based on the AAR Review Meeting and offline feedback, CONSTANT will refine and revise the AAR and IP. Any ambiguities in revision will be vetted with the Town Project Manager. The approved document will be professionally formatted for style, graphics, 508 compliance, and other aesthetics to align with the Town's desired formatting.

During the finalization process, CONSTANT will discuss potentially crafting a public version of the AAR given the likely significant public and media interest in the findings of the report. If pursued, we will develop and submit the public-facing version of the report to the Town Project Manager to ensure the information selected to comprise the report is appropriate.

Deliverables/Meeting for Phase 3: AAR Development and Finalization

The following CONSTANT deliverables or meetings will result from Phase 3: AAR Development and Finalization:

- Iteratively craft an AAR Outline, draft of the AAR and IP, and final AAR and IP.
- Organize and facilitate an After Action Meeting. Provide materials for the meeting, including a presentation, agenda, and a summary.

CONSTANT anticipates the following actions for the Town Project Manager during Phase 3: AAR Development and Finalization:

- Provide feedback on drafts in agreed upon timeline.
- Identify key stakeholders to be invited to the After Action Meeting.