

Attachment
SMMC Item 13
February 25, 2008

Materials compiled by: C. McLane, 2/19/08

**SANTA MONICA MOUNTAINS CONSERVANCY
GRANT APPLICATION**

Project Name: Green Solution Project Study, Phase II	Amount of Request:		
Applicant Name: Community Conservancy International	Total Project Cost: \$230,000-\$240,000		
	Amount of Match:		
	SMMC Fund Source(s):		
	Source of Match:		
Applicant Address: 2554 Lincoln Blvd. Suite 223 Venice, CA 90291 Phone: 310-398-8584 Fax: 310-398-8564	Project Address:		
	County	Senate District	Assembly District
	Los Angeles		
	Email: efeldman@ccint.org		
Grantee's Authorized Representative:			
Esther Feldman, President		310-398-8584 x1	
<i>_____ Name and Title</i>		<i>_____ Phone</i>	
Person with day-to-day responsibility for project:			
Esther Feldman, President		310-398-8584 x1	
<i>_____ Name and Title</i>		<i>_____ Phone</i>	
Brief Scope of Work (60 words maximum):			
This project will develop five concept designs for Green Solution Projects on specific public school and vacant land sites within the Upper Los Angeles River Watershed to maximize benefits to both water quality and communities. These Green Solution concept designs will be on the highest priority sites meeting hydrologic, land conservation and community demographic criteria, and will integrate water quality improvements aimed at naturally cleaning polluted runoff with creation of new parks, habitat and open space.			
Funding Source Applied for:			
Narrative/Detailed Project Description: Green Solution Projects Study, Phase II: Upper Los Angeles River Watershed			
Summary			
Community Conservancy International's Green Solution Project Study , Phase I, demonstrated that significant and wide-spread opportunities exist on public lands in L.A. County to address serious polluted runoff problems that harm human health and the environment, while re-greening the heavily-urbanized landscape in the county by creating new networks of park, recreation, habitat and other open space lands. This is the first time that this type of quantitative analysis has been done. Until CCI's Green Solution Project study, the conventional assumption made about the viability of improving water quality using natural "Green Solutions" in L.A. County was that this approach was not really feasible, as very little land was believed available for these types of solutions. The CCI Team found that there are between 1,694 and 3,490 acres on 1,893 parcels of public lands currently suitable for Green Solution Projects in the Upper Los Angeles River Watershed, and that conversion or retrofit of these publicly-owned lands would address 33% of the polluted runoff problem in the watershed that can be dealt with by Green Solutions – while also creating badly-needed park, habitat and other green open space amenities for surrounding communities.			

Phase II of the Green Solution Projects Study will build on the work conducted in Phase I by focusing on public lands within the Upper Los Angeles River Watershed suitable for Green Solution Projects. The Phase II study will develop site-specific concept designs for Green Solution Projects – integrating park and habitat with water quality improvements aimed at naturally cleaning polluted runoff - on the highest priority specific sites that meet strict hydrologic, land conservation and community demographic criteria. Phase II will integrate hydrologic, land conservation, open space and community demographic data to carefully analyze, prioritize and rank for Green Solution Projects nearly 400 school and vacant public lands throughout the Upper Los Angeles River Watershed. The sites chosen for development of Green Solution Project concept designs will be representative of sites throughout the Upper Los Angeles River Watershed and will be chosen for maximum replicability to produce the greatest possible benefits to both water quality and to communities.

What are Green Solution Projects?

“Green Solution” Projects are park, habitat, and recreation lands that function as water quality treatment areas as well as providing a wide range of park, open space and other benefits. **Green Solution Projects** naturally clean up polluted urban and stormwater runoff by “unpaving” impervious concrete and asphalt areas and retrofitting existing pervious areas throughout urbanized Los Angeles County to naturally capture, filter and clean runoff, while creating a network badly-needed new and restored habitat, parks, recreation and other open space lands.

Why are Green Solution Projects so Critical?

L.A. County’s waters are in serious danger. All of the 51-mile length of the Los Angeles River - and most of its tributaries – are in violation of the U.S. Clean Water Act. Nearly every river, stream, lake, bay, beach and ocean in the county suffer from polluted runoff, and nearly all are in violation of the U.S. Clean Water Act, which sets water quality standards intended to protect human health and marine and aquatic life. There are nearly 100 different pollutants found in various combinations throughout L.A. County’s rivers, streams and lakes, along all of the county’s beaches and in its bays and ocean, and the impacts of this polluted water on beaches, the ocean, aquatic and marine life and human health have been well documented. High bacteria counts in the county’s stormwater and daily urban runoff cause serious illnesses and thousands of beach closures every year. In 2005, L.A. County had the worst beach water quality record in the state.

The Regional Water Quality Control Board and other water quality experts believe that much of the toxins, bacteria and other pollutants carried by stormwater and daily urban runoff could be permanently addressed by directing these polluted waters to a network of new and well-designed “green” areas throughout L.A. County: restored habitat, parks, recreation lands and other natural open space that would allow soil and plants to naturally filter and clean water and pollutants as well as providing a wide range of badly needed recreation and other benefits.

Green Solution Projects Study, Phase II:

Development of Concept Designs on Specific Sites in Upper L.A. River Watershed

In Phase I of the Green Solution Projects Study, the Community Conservancy International (CCI) team’s county-wide research and analysis produced some very exciting findings. CCI found that there are between 1,694 and 3,490 acres on 1,893 parcels of public lands currently suitable for Green Solution Projects in the and Upper Los Angeles River Watershed, and that conversion or retrofit of these publicly-owned lands would address 33% of the polluted runoff problem in the watershed that can be dealt with by Green Solutions – while also developing badly-needed new park, habitat and recreation or other open space. Until CCI’s Green Solution Project study, the conventional assumption made in examining how to improve water quality using natural “Green Solutions” in

L.A. County was that this approach was not really feasible as very little land was believed available for these types of solutions. Since CCI's research and analysis were done for the entire county, the Phase I results provide an overview. Phase II will develop Green Solution designs on the highest priority and most practical sites in key land use categories, so that the SMMC and MRCA can move forward in implementing Green Solution Projects that can provide the greatest possible water quality improvement and land conservation/open space benefits in the Upper L.A. River Watershed.

In this second phase of the Green Solution Projects Study, the Community Conservancy International (CCI) team will conduct a detailed analysis and prioritization of public school and vacant lands deemed suitable for Green Solutions within the Upper Los Angeles River Watershed. Working with GeoSyntec, a hydrology engineering firm known for its pioneering work in Green Solutions, and with GreenInfo Network, a Geographic Information System (GIS) firm specializing in public lands, CCI will develop an integrated approach to combine important community demographic, park and open space deficit, habitat and trail connectivity data with hydrology, storm drain, pollutant loading and other water quality data. This new methodology will allow us to evaluate, rank and prioritize public school and vacant lands suitable for Green Solution Projects, select the highest priority sites for development of preliminary Green Solution concept designs, and to produce for the SMMC and MRCA a cross-tabulated index of prioritized and ranked property, hydrology, community, land conservation and water quality improvement data to assist in project implementation and in meeting the requirements established by Propositions 50 and 84.

More About Green Solutions

Green Solution Projects focus on unpaving and converting concrete and impervious areas to a variety of park, recreation, habitat and other open space uses, as well as retrofitting and improving existing under-utilized park lands so that these lands can act as natural catchment, filters and water storage. These Green Solution Projects can make urgently-needed and lasting water quality improvements in the polluted waters of the Los Angeles River, and can provide many multiple benefits, including:

- create badly-needed new park, habitat and open space in heavily urbanized areas
- reduce runoff volumes
- allow water to be stored and recycled for later use as irrigation
- filter out infection-causing bacteria
- filter out other pollutants
- address flooding issues
- improve water quality in rivers, lakes, beaches, San Pedro Bay and ocean waters

Green Solution Projects are proving to be one of the most effective and cost-efficient ways to make lasting water quality improvements consistent with the requirements of the Regional Water Quality Control Board. While providing park and recreation opportunities in heavily urbanized and park-poor areas and restoring important natural habitat, Green Solution Projects can also be effective "water recyclers", and can reduce the effects of drought caused by global warming by catching, storing and re-using stormwater to water parks and landscaping or to sustain restored natural habitat lands.

Attachments:

Map of polluted waters in L.A. County

Map of Green Solution Project opportunity sites on public lands, L.A. County

Green Solution Project maps for Upper Los Angeles River Watershed:

- suitable public lands by ownership, size and land use

All dates are from execution of grant by both parties.

Tasks / Milestones:	Budget:	Start Date	Completion Date
1 Refinement of Phase I Analyses	21,063	Month 1	90 days
1.1 Report on Project Design to Safeguard Public Health	8,380	Month 1	120 days
2 Geospatial Analysis of Land & Community Demographic Datasets; Develop Ranking	24,493	Month 1	120 days
3 Identify Water Quality Improvement Potential of Candidate Parcels	6,970	Month 3	30 days
4 Green Solution Project Prioritization of Candidate Parcels	30,529	Month 5	90 days
5 Develop Concept Designs for Site-Specific Green Solution Projects	16,206	Month 8	120 days
6 Produce Written & Electronic Materials & Final Report	49,574	Month 10	60 days
7 Project Direction, Data Management, Meetings & Correspondence	52,651	Month 1	End of project
Project Expenses & Contingency	20,813		
Total	235,680		12 months

Acquisition Projects: APN(s): N/A

Acreage: N/A

I certify that the information contained in this Grant Application form, including required attachments, is accurate.



Signature of Authorized Representative

February 14, 2008

Date

Community Conservancy International
Green Solution Project, Phase 2 -- Santa Monica Mountains Conservancy
Upper Los Angeles River Watershed
BUDGET by Task Detail

Task #	Task	Total
I.	Refinement of Phase I Analyses	
I.A	Review Phase I subwatershed consolidation	2,701
I.B.	Review slope and multiple land use exlusions	3,211
I.C	Perform in-depth statistical analysis of top ranking land uses	11,765
I.D	Prepare internal status report	3,386
	Total Task I	21,063
I.1.	Report on Project Design to Safeguard Public Health Safety	8,380
	Total Task I.1	8,380
II.	Geospatial Analysis of Additional Datasets and Development of Ranking Matrices	
II.A	Obtain and analyze multi-objective, non-water quality related spatial data	7,181
II.B	Develop methodology for quantifying attributes of parcels with respect to spatial data analyzed	6,040
II.C	Incorporate additional hydrographic data and revise treatment area ratios (TARs)	8,036
II.D	Develop ranking matrices; screen and prioritize parcels for potential GSP implementaiton	8,236
	Total Task II	29,493
III.	Identify Water Quality Improvement Potential of Candidate Parcels	
III.A	Develop pollutant load indices	3,883
III.B	Develop catchment prioritization index (CPI) to identify high priority subwatersheds	3,087
	Total Task III	6,970
IV.	Green Solution Project Prioritization of Candidate Parcels	
IV.A	Develop relative weights for parcel attributes and develop prioritization methodology	9,749
IV.B	Implement parcel screening/prioritization methodology	7,155
IV.C	Adjust parcel ranking as appropriate	4,123
IV.D	Prepare technical memorandum	9,502
	Total Task IV	30,529
V.	Develop Concept Designs for Specific Green Solution Projects for Selected Parcels	
V.A.	Meetings with SMMC and specific city staff	5,586
V.B.	Develop project concepts for specific parcels, five total	13,245
	Total Task V	16,206
VI.	Produce Written and Electronic Materials and Final Report	
VI.A	Prepare draft final report	16,480
VI.B	Address comments and prepare final report; produce printed version	10,390
VI.C	Develop and produce maps, visual and electronic materials and powerpoint presentations	8,951
VI.D	Prepare master database and sorting indeces for all candidate parcels; develop maps and index key	7,503
VI.E	Prepare electronic version of final report; distribute report, printed and electronic versions; prepare web-based materials	3,030
VI.F	Prepare and compile all final deliverables	3,220
	Total Task VI	49,574

Task #	Task	Total
VII.	Project Direction, Data Management, Meetings and Correspondence	
VII.A	Project direction, administration and coordination of subcontractors	10,034
VII.B	Monthly conference calls and meetings	27,040
VII.C	Presentations to and Coordination with SMMC	8,435
VII.D	Additional meetings	7,142
	Total Task VII	52,651
Expenses		
	Project Expenses	16,517
	Contingency	4,297
	Total Expenses	20,814
	Total Tasks and Expenses	\$ 235,680

**Green Solution Project, Phase II:
Upper Los Angeles River Watershed
Santa Monica Mountains Conservancy**

**Scope of Work
2-14-08**

I. Refinement of Phase I Analyses

For this task, certain analyses conducted during Phase I will be re-evaluated and assumption modifications will be made as deemed appropriate. Below is a list of subtasks that will be completed as part of this refinement. All analyses are limited to public parcels within the Upper L.A. River Watershed.

**Start: Month 1
Complete: 90 days**

A. Review Phase I sub watershed consolidation

During Phase I, the county's over 2,600 hydrologic units were consolidated into 120 subwatersheds to reduce the computational expense of geoprocessing data at the County-wide scale. For this focused effort, higher resolution subwatersheds are necessary for the more detailed analyses being proposed. Therefore, the county's hydrologic units for the Upper L.A. River Watershed will be re-evaluated as deemed appropriate for the Phase II analyses. The results will be summarized.

B. Review parcels previously excluded due to slope and multiple land uses.

The previous analysis excluded parcels having less than 50% of a single land use or having a land area with more than 50% slopes greater than 20%. Larger parcels (>10acres) that were excluded will be examined to determine if they merit inclusion at this more refined level of analysis.

C. Perform in-depth analysis of each land use group to develop statistically valid percent range of land suitable for Green Solution projects

Selected land use categories (vacant, elementary, middle and high schools, and colleges) will be analyzed on a parcel-specific basis for estimating land suitability/availability for Green Solutions projects and treatment area ratios (TARs).

Specific parcels for each of the four selected land uses will be randomly sampled and analyzed in detail to develop a refined percent range of land suitable/available for Green Solution projects by land use category. If the coefficient of variation of estimated percent of land availability is less than one with the first 10 parcels analyzed, no additional parcel sampling will be evaluated for that land use. Otherwise, parcels will be resampled until either the coefficient of variation is less than one, or a maximum of 10% of the total number of parcels per land use category have been sampled. Based on the number of public parcels in the Upper L.A. River Watershed, it is assumed that between 50 and 70 public parcels will be reviewed, so a maximum of 60 has been assumed for budgeting purposes for this effort. The percent of land suitable for Green Solution BMPs and the Treatment Area Ratios (TARs) for those Green Solution BMPs by land use category will then be updated based on this in-depth analysis.

D. Prepare internal status report

A brief (3~5 page) status memorandum will be developed that summarizes the parcel screening process and the procedure for estimating land availability and treatment area ratios. The results will be summarized by land use and by watershed with maps, charts, and tables.

I.1. Prepare Report on Project Design to Safeguard Public Health

A white paper will be prepared that discusses the various public health issues involved in the use of Green Solution Projects to improve water quality of surface runoff, including discussion of constituents typically found in surface runoff, design parameters that can be used to protect public health, and some examples of Green Solution BMPs on public lands.

**Start: Month 1
Complete: 120 days**

II. Geospatial Analysis of Land Conservation, Park, Habitat, River, Trail Connections, Park Deficit and Community Demographic Datasets and Development of Ranking Matrices

These additional spatial data sets will be obtained and a methodology will be developed to integrate this information to screen and prioritize the top ranking parcels in each of the five land uses identified above for Green Solution Projects.

**Start: Month 1
Complete: 120 days**

A. Obtain and analyze multi-benefit, non-water quality related spatial data.

Geospatial attributes for the candidate parcels based on these data will be developed. Only data that is readily available in a GIS-compatible format will be used. Data sets may include the following:

1. Demographics: ethnicity, age, income, youth density, population density
2. Park, recreation and open space deficit
3. Trail and river connectivity – adjacency to existing
4. Natural habitat
 - Adjacency and/or proximity to existing habitat
 - sensitive habitat areas to protect/avoid (e.g., historic wetlands)

NOTE: This assessment will only use data from Green Visions if provided in GIS format by end of month one of project by SMMC.

B. Develop methodology for quantifying and integrating the above attributes of particular parcels with respect to spatial data analyzed

Various spatial metrics, such as density of parks within a subwatershed, will be developed to quantify the properties of particular parcels with respect to these additional data. Recommend evaluation criteria for excluding parcels from the candidate parcel list for potential Green Solution Projects.

C. Incorporate additional hydrographic data and revise treatment area ratios (TARs) Additional hydrographic data, as readily available in GIS format, will be incorporated into the parcel analysis effort. To the extent possible, the following data will be obtained and analyzed:

1. Proximity of candidate parcels to City of L.A. and County storm drains (using data already in hand from GreenInfo Network or Geosyntec; note that these datasets will not be integrated).
2. Catchment (subwatershed) and drainage network location and connectivity
3. General soils characterization, based on L.A. County Soils Data and the Natural Resource Conservation Service (e.g. SSURGO)
3. Topography/elevation
4. Additional Green Visions hydrologic data (if provided by SMMC at beginning of project)

Storm drain and drainage network information will be used to evaluate distance to candidate public parcels and to provide estimates of upstream drainage areas as to evaluate runoff volume that is potentially treatable. This information will primarily apply to parcels flagged for regional/sub-regional treatment solutions. The elevation data will be used to generally estimate flow directions and contributing drainage area within catchments/sub-watersheds. This information will apply primarily to parcels flagged for distributed treatment solutions. Geospatial attributes will be developed for the candidate parcels based on these additional hydrographic data. These attributes will be quantified using various metrics such as minimum distance to storm drain, tributary drainage area, and treatment area ratios.

D. Develop ranking matrices; screen and prioritize candidate parcels for potential Green Solution Project implementation

Using the information obtained above and the metrics developed to quantify the geospatial attributes, normalized rankings on a scale from 1 to 5 will be developed for the attributes of candidate parcels. Any parcels with fatal flaw attributes outside of the acceptable range will be screened from further analysis. A matrix will be developed that summarizes the attributes and relative rankings of candidate parcels for each major watershed. The need to develop criteria excluding particular types of parcels will be analyzed and developed, if necessary.

NOTE: Green Visions data will only be incorporated if provided by SMMC in GIS format by Month 2.

III. Identify Water Quality Improvement Potential on Catchment Scale and Apply to Candidate Green Solution Project Parcels

Using the pollutant loading estimating procedures in the Los Angeles County BMP Prioritization Methodology, annual pollutant loads by subwatershed will be estimated and catchment prioritization indices will be developed. Potential relative improvements to water quality with the implementation of Green Solutions projects on the screened candidate parcels will then be estimated.

**Start: Month 3
Complete: 30 days**

A. Develop pollutant loading indices

Using simple land-use based pollutant load estimation methods, pollutant loads will be estimated for subwatersheds and tributary drainage areas to candidate parcels as defined in Task II.B above. Potential load reductions will then be estimated by assuming a standard hydraulic performance of 80% annual volume capture and constant effluent concentration based on vegetated BMP monitoring data.

NOTE: This simplified water quality analysis will result only in order of magnitude estimates and are not intended for compliance purposes.

B. Develop catchment prioritization index (CPI) to identify high priority subwatersheds

Using the Los Angeles County BMP Prioritization Methodology, a catchment prioritization index (CPI) will be developed for each subwatershed as defined in Task I. The CPI accounts for pollutant loading as well as receiving water impairment (i.e., 303d list and TMDLs). The CPI will then be used to provide an additional measure of the relative priority of Green Solution project implementation.

IV. Green Solution Project Prioritization of Candidate Parcels

During this task, the parcel ranking matrices, pollutant loading estimates and CPI will be used to prioritize Green Solutions projects on the candidate parcels, by watershed. Master ranking, discussion of variables, review regional vs. local breakdowns of candidate parcels.

**Start: Month 5
Complete: 90 days**

A. Develop relative weights for parcel attributes and develop prioritization methodology

For all of the normalized attributes, relative weights will be developed based on the importance with respect to the goals and objectives of Green Solutions projects as developed in Task II. The subjectivity of these weights will require input from SMMC and other stakeholders prior to finalization. CCI and Geosyntec will develop the initial weights and SMMC will review and provide any recommended changes.

B. Implement the parcel screening/prioritization methodology

Relative parcel scores will be computed by multiplying the parcel attribute ranks by the attribute weights and summing. Parcels will then be prioritized according to their geospatial attributes. Develop summary tables of prioritization of candidate projects by various land conservation, hydrologic, and community demographic elements.

C. Adjust parcel ranking as appropriate

D. Prepare technical memorandum

A draft technical memo (~10-15 pages) will be prepared that summarizes assumptions, analyses, and results.

V. Develop Concept Designs for Specific Green Solution Projects for Five Selected Parcels

Start: Month 8
Complete: 120 days

Using the data sets and results of analyses from the above tasks, five high potential Green Solutions project concepts will be developed, with consideration of demographics, community need, park and recreation deficit, potential for habitat restoration and habitat and trail connectivity, and other demographic and open space criteria, as well as hydrology, distance to storm drains, size of tributary area, pollutant loading, water quality improvement need, geospatial attributes, and catchment prioritization. Two example projects will be developed for vacant lands (non-school), and one project each for the college, middle/high school and elementary school land use categories. One of the school example projects may be on a non-LAUSD school site, if the SMMC provides an appropriate contact within the selected city, and is able to assist CCI in obtaining necessary GIS-compatible storm drain, water delivery and related information within 30 days of commencement of this task.

The specific parcels will be analyzed in detail for potential project implementation. We will produce a preliminary concept design for each example, for a total of five concept designs, with emphasis on hydrology, engineering, treatment area, and Green Solution multi-benefit to be provided. Specifics to be addressed include: delivery of runoff to each site, grade differentials, soils if data is available, potential for habitat, park, trail or other recreation improvements, public access. Only readily available data will be utilized. Site visits will not be conducted and property owner agencies will not be consulted as part of this study.

NOTE: A concept site on a non-LAUSD school will be analyzed only if storm drain data is provided by that city and if the SMMC initiates the contact at an appropriate level within that city prior to commencement of this task.

A. Meetings with SMMC and coordination with city staff other than City of Los Angeles

Meet twice with staff from the Santa Monica Mountains Conservancy to review selected top-ranking parcels and draft concept designs. Coordinate by phone with staff from the non-LA City site selected by SMMC.

NOTE: This scope of work does not include any details or specifics on habitat restoration, park, recreation or any other open space improvement.

B. Develop project concepts for selected specific parcels, five total

As described above, five projects within the Upper Los Angeles River watershed will be identified for the development of specific retrofit project concepts. Retrofit project concepts will be in the form of 1-2 page cut sheets that include an aerial image with available GIS layers (e.g., parcel boundaries, storm drains, etc.) and the locations and descriptions of the specific types of multi-benefit features that could be potentially implemented. Site statistics such as ownership, estimated tributary area and land use, pollutant loads and stormwater feature design attributes would also be included. The cut sheets will also include a list of additional potential constraints that would need to be investigated further as part of a site-specific feasibility analysis.

VI. Produce Written and Electronic Materials and Final Report

**Start: Month 10
Complete: 60 days**

A. Prepare draft final report

The draft final report will include a summary of the data and methodologies used to identify and analyze the public parcels. The report would include detailed maps of subwatersheds and candidate parcels, as well as tables of statistics that summarize the estimated availability of land and need for water quality improvement. Conclusions based on the results will be summarized, and recommendations for further detailed study and site analysis will be provided. One color copy and electronic pdf document will be provided.

B. Address comments and prepare final report; produce printed version

After receiving comments on the draft final report, the project team will revise and submit the final report.

C. Develop and produce maps, visual materials, electronic, power point presentations

Throughout the project, printed and electronic materials will be developed for presentation to SMMC and for inclusion in the final report.

D. Prepare master database and sorting indices for all candidate parcels, with key attributes and relevant data. Develop map and index key for easy access sorting. Prepare maps that correlate as relevant.

E. Prepare electronic version of final report, distribute report, printed and electronic versions; prepare web-based materials

F. Prepare and compile final deliverables

VII. Project Direction, Data Management, Meetings and Correspondence

Meetings and correspondence will occur throughout the project implementation.

**Start: Month 1
Complete: 12 months**

A. Project direction, administration, and coordination of subcontractors

This task includes all emails, phone calls, filing, data tracking; meeting scheduling, meeting notes and follow up; invoicing and progress reports, budget, grant and contract management and tracking; coordination with public agencies, stakeholders; data management and tracking; and management and coordination of subcontractors

B. Monthly conference calls and monthly meetings

It is anticipated that each month, a one-hour conference call and a two to three-hour in-person meeting with the project team would be held. Team members will meet and talk via phone to address specific issues as necessary.

C. Presentations to and Coordination with SMMC

Three general project meetings and/or phone conference calls will be held with SMMC staff to coordinate with the SMMC Project Manager and Executive Officer throughout the project. This includes one prepared (powerpoint) presentation to be made to SMMC staff and one presentation to the SMMC Board of Directors.

D. Additional meetings

Up to two additional meetings or presentations to other stakeholders are also anticipated. It is assumed that these presentations would be similar to those provided to SMMC.

NOTE: Adherence to project timeline depends on timely meetings and response from SMMC where SMMC input and direction is noted as necessary.