EXHIBIT A-1
SCOPE OF WORK DETAIL

Background

The Lake Tahoe West Restoration Partnership (LTW) is an interagency, multi-jurisdictional initiative launched in 2016, with the goal of restoring and maintaining the resilience of the forests, watersheds, recreational opportunities, and communities on 60,000 acres of Lake Tahoe's west shore. LTW will help California meet its climate change goals by improving carbon sequestration and reducing the potential for large smoke emissions. LTW will also help protect Lake Tahoe's communities from catastrophic wildfire by restoring forest health to a more fire-resilient condition. LTW builds on already strong relationships among resource and regulatory agencies, and is characterized by a high degree of collaboration. Organizing agencies include the California Tahoe Conservancy, U.S. Forest Service Lake Tahoe Basin Management Unit, Tahoe Regional Planning Agency, California Department of Parks and Recreation, Tahoe Fire and Fuels Team, and National Forest Foundation. At the table with organizing agencies is a science team from the U.S. Forest Service Pacific Southwest Research Station and seven universities, as well as two stakeholder committees.

The Lake Tahoe West project is comprised of the following five phases:

- Phase 1: Landscape Resilience Assessment (completed December 2017)
- Phase 2: Landscape Restoration Strategy (projected completion August 2019)
- Phase 3: Project Planning (projected October 2019 – May 2021)
- Phase 4: Permitting (projected February 2021 – September 2021)
- Phase 5: Implementation (projected May 2021 – October 2026)

The results of the Landscape Resilience Assessment (LRA), Phase 1, suggest that the landscape is not very likely to be resilient to disturbances like fire, flooding, or drought under future climate scenarios. The LRA can be found at: https://www.nationalforests.org/assets/files/Lake-Tahoe-West-Landscape-Resilience-Assessment-V1-FINAL-11Dec2017.pdf. The Partnership will complete a science-based Landscape Restoration Strategy (LRS), Phase 2, in summer 2019, and begin project planning in fall 2019.

Overview of the Ecological and Socioeconomic Monitoring Plan

The holistic nature of LTW necessitates a comprehensive ecological and socioeconomic monitoring program. Therefore, the Conservancy seeks a consultant to lead the development of a question-driven ESMP for the LTW. The monitoring plan must be based on scientific and other relevant information, applicable to the landscape scale, and include implementation, effectiveness, and regulatory compliance indicators. The LRA and LRS already have developed a broad series of indicators of landscape resilience. Additionally, numerous scientific research and monitoring programs exist in the Basin, and these will also contribute to the ESMP. Essentially, the consultant will need to work with agencies and stakeholders to distill and build consensus around a subset of essential indicators drawn from the LRA, LRS, and existing monitoring programs. The final plan will also need to be economically feasible based on existing and/or projected agency contributions. In addition to best practices around indicator development, the ESMP will consider the need for ongoing maintenance of treatments as well as adaptive management. Finally, because LTW serves as a model for landscape resilience

throughout the rest of the Lake Tahoe Basin, the monitoring plan must be robust and flexible enough to serve as the foundation for a Basin-wide monitoring program.

Tasks and Deliverables
Applicants should demonstrate their ability and experience with the following types of work, identified in italics and described in the text that follows. Anticipated deliverables are also included.

1. Collaborative process design
The consultant will design a collaborative process that involves the existing Monitoring Team (MT), Science Team (ST), Executive Team (ET), and Stakeholder Science Committee (SSC) in developing, reviewing, and completing a draft and final ESMP. The consultant will need to integrate this work with the parallel, ongoing development of a proposed action for LTW. LTW has an overarching, preexisting work plan and strategic leadership that should aid this integration significantly. While this solicitation is on a short time-frame, project planning and development of the ESMP will begin sometime in fall 2019 following completion of the LRS, or at the latest in early 2020.

Deliverables: Work plan and timeline describing the collaborative process.

2. Facilitation and mediation including prioritization
The consultant will facilitate the MT to build consensus on the substance of the ESMP. The consultant will also work with existing facilitation support to facilitate and/or manage portions of the ST, SSC, and ET meetings focused on monitoring.

As mentioned earlier, the LRA and LRS already identify indicators of landscape resilience for the west shore. However, these exceed the financial and staff resources available for monitoring. In addition many indicators refer to long-term landscape processes, and do not account for project implementation. None of the existing LTW work focuses on regulatory compliance indicators.

The consultant will need to develop a prioritization process to structure the negotiation between teams regarding what implementation, effectiveness, and regulatory compliance indicators are most important to monitor, both before and after project implementation. The consultant will need to prioritize these indicators in relation to available and anticipated funding. The suite of indicators will necessarily involve a combination of project-level indicators and landscape-level indicators. As mentioned earlier, the consultant will need to facilitate the process, including building a consensus recommendation and mediating disputes that arise.

As part of this work, the consultant will necessarily review the large number of existing agency monitoring programs that already cover the west shore, and then analyze (A) to what extent these already cover the LTW priority indicators, as well as (B) what additional new monitoring would be required to fully cover the LTW priority indicators. The National Forest Foundation has prepared an initial inventory of existing monitoring programs, such as the Environmental Improvement Program.

Deliverables: A prioritization process memorandum, prioritization spreadsheets or other materials, high-level meeting summaries, and a draft and a final set of monitoring indicators.

3. Writing the ESMP

The consultant will produce the ESMP to assess the progress of restoring landscape resilience. The ESMP will necessarily incorporate the LTW goals, objectives, and target resilient conditions. Structurally, each indicator recommended for monitoring must include methods (reference to established methods is sufficient), frequency, geographic scope, cost, the responsible party, and thresholds that trigger the need for adaptive management. The design of each indicator should consider the need for ongoing maintenance of treatments, as applicable. The ESMP should include a process for annual monitoring data gathering and review, periodic synthesis, and more substantial collaborative adaptive management adjustments over the long-term, as well as a proposal for how to fund post-project monitoring well into the future.

While the consultant does not need to be a scientist, sociologist, or economist, they will need to provide substantive advice and input to agencies and stakeholders on ecological and socioeconomic monitoring generally. The consultant must have demonstrated experience with developing monitoring plans, and ideally with adaptive management plans. Technical experience should include implementation, effectiveness, regulatory compliance monitoring. Topical experience should at minimum include some combination of vegetation, soils, water quality, aquatic and terrestrial wildlife habitat and populations, botany, air quality, carbon dynamics, cultural resources, public safety, and public health. Ideally, topical experience would include landscape ecology and social-ecological resilience.

Deliverables: A draft and a final ESMP.