

Exhibit A
SCOPE OF WORK

TECHNICAL TASK LIST

Task #	CPR	Task Name
1	N/A	Administration
2		Watershed Characterization and Eco-Hydrology in Southern California
3		Watershed Characterization and Eco-Hydrology in Northern California
4		Remote Sensing of Local and Regional Vegetation Type Conversion

KEY NAME LIST

Task #	Key Personnel	Key Subcontractor(s)	Key Partner(s)
1	Carla D'Antonio		
2	Carla D'Antonio		
3	Max Moritz		
4	Phil Dennison		

GLOSSARY

Specific terms and acronyms used throughout this work statement are defined as follows:

Acronym	Definition
CPR	Critical Project Review
Energy Commission	California Energy Commission
PAC	Project Advisory Committee
PIER	Public Interest Energy Research
UCC.1	Uniform Commercial Code (Financing Statement)

Problem Statement

There is widespread concern that both climate change and altered fire regimes will lead to the alteration of vegetation types across California, which in turn will influence runoff amounts, stream flows and hydropower generation. Depending on the location, a climate change increase in ambient temperatures, wildfire occurrence and disease incidence, and reduction in precipitation will likely lead to altering existing native vegetation distributions and affect the amount of woody biomass available for bioenergy production. In the southern portion of the state, this vegetation type conversion is likely to be from shrubland to grassland; in northern regions, concern tends to be over

conversion of forests to shrublands. Although plants are known to affect basin hydrology and nutrient cycling, sensitivities to vegetation type (forest versus shrub versus grass) and spatial arrangement of species within watersheds are not well understood. New process-based eco-hydrological models, however, provide a tool for examining how habitat alteration and vegetation type conversion in different regions of California may affect the timing, amount, and quality of streamflows and resulting hydropower production at the watershed scale.

Goals of the Agreement

The goals of the project are to:

- Characterize representative watersheds in the Sierra Nevada Mountains and coastal southern California for vegetation analysis and application of eco-hydrology models;
- Quantify the degree to which fire, invasive species and climate change play a role in vegetation type conversion in these environments;
- Examine sensitivity of streamflows, nutrient dynamics and hydropower generation to vegetation characteristics and climate variability.

Objectives of the Agreement

The primary objective of this project is to evaluate the degree to which vegetation composition and type conversion from current distributions may influence stream flow, hydropower generation, and woody biomass availability in different regions of the state. Parameterization of an eco-hydrological model in representative watersheds of these regions should result in a more complete understanding of how vegetation treatment (or restoration) efforts can meet watershed management goals, including energy production.

TASK 1.0 ADMINISTRATION

MEETINGS

Task 1.1 Attend Kick-off Meeting

The goal of this task is to establish the lines of communication and procedures for implementing this Agreement.

The Contractor shall:

- Attend a “kick-off” meeting with the Commission Contract Manager, the Contracts Officer, and a representative of the Accounting Office. The Contractor shall bring their Project Manager, Contracts Administrator, Accounting Officer, and others designated by the Commission Contract Manager to this meeting. The administrative and technical aspects of this Agreement will be discussed at the meeting. Prior to the kick-off meeting, the Commission Contract Manager will provide an agenda to all potential meeting participants.

The administrative portion of the meeting shall include, but not be limited to, the following:

- Terms and conditions of the Agreement
- CPRs (Task 1.2)
- Match fund documentation (Task 1.7)
- Permit documentation (Task 1.8)

The technical portion of the meeting shall include, but not be limited to, the following:

- The Commission Contract Manager's expectations for accomplishing tasks described in the Scope of Work;
- An updated Schedule of Deliverables
- Progress Reports (Task 1.4)
- Technical Deliverables (Task 1.5)
- Final Report (Task 1.6)

The Commission Contract Manager shall designate the date and location of this meeting.

Contractor Deliverables:

- An Updated Schedule of Deliverables
- An Updated Gantt Chart (if included)
- An Updated List of Match Funds
- An Updated List of Permits

Commission Contract Manager Deliverables:

- Final Report Instructions

Task 1.2 CPR Meetings

The goal of this task is to determine if the project should continue to receive Energy Commission funding to complete this Agreement and if it should, are there any modifications that need to be made to the tasks, deliverables, schedule or budget.

CPRs provide the opportunity for frank discussions between the Energy Commission and the Contractor. CPRs generally take place at key, predetermined points in the Agreement, as determined by the Commission Contract Manager and as shown in the Technical Task List above and in the Schedule of Deliverables. However, the Commission Contract Manager may schedule additional CPRs as necessary, and, if necessary, the budget will be reallocated to cover the additional costs borne by the Contractor, but the overall contract amount will not increase.

Participants include the Commission Contract Manager and the Contractor, and may include the Commission Contracts Officer, the PIER Program Team Lead, other Energy Commission staff and Management as well as other individuals selected by the Commission Contract Manager to provide support to the Energy Commission.

The Commission Contract Manager shall:

- Determine the location, date and time of each CPR meeting with the Contractor. These meetings generally take place at the Energy Commission, but they may take place at another location.
- Send the Contractor the agenda and a list of expected participants in advance of each CPR. If applicable, the agenda shall include a discussion on both match funding and permits.
- Conduct and make a record of each CPR meeting. One of the outcomes of this meeting will be a schedule for providing the written determination described below.
- Determine whether to continue the project, and if continuing, whether or not to modify the tasks, schedule, deliverables and budget for the remainder of the Agreement, including not proceeding with one or more tasks. If the Commission Contract Manager concludes that the project needs a formal amendment or that satisfactory progress is not being made and the project needs to be ended, these conclusions will be referred to the Commission's Research, Development and Demonstration Policy Committee for its concurrence.
- Provide the Contractor with a written determination in accordance with the schedule. The written response may include a requirement for the Contractor to revise one or more deliverable(s) that were included in the CPR.

The Contractor shall:

- Prepare a CPR Report for each CPR that discusses the progress of the Agreement toward achieving its goals and objectives. This report shall include recommendations and conclusions regarding continued work of the projects. This report shall be submitted along with any other deliverables identified in this Scope of Work. Submit these documents to the Commission Contract Manager and any other designated reviewers at least 15 working days in advance of each CPR meeting.
- Present the required information at each CPR meeting and participate in a discussion about the Agreement.

Contractor Deliverables:

- CPR Report(s)
- CPR deliverables identified in the Scope of Work

Commission Contract Manager Deliverables:

- Agenda and a List of Expected Participants
- Schedule for Written Determination
- Written Determination

Task 1.3 Final Meeting

The goal of this task is to closeout this Agreement.

The Contractor shall:

- Meet with the Energy Commission to present the findings, conclusions, and recommendations. The final meeting must be completed during the closeout of this Agreement.

This meeting will be attended by, at a minimum, the Contractor, the Commission Contracts Officer, and the Commission Contract Manager. The technical and administrative aspects of Agreement closeout will be discussed at the meeting, which may be two separate meetings at the discretion of the Commission Contract Manager.

The technical portion of the meeting shall present findings, conclusions, and recommended next steps (if any) for the Agreement. The Commission Contract Manager will determine the appropriate meeting participants.

The administrative portion of the meeting shall be a discussion with the Commission Contract Manager and the Contracts Officer about the following Agreement closeout items:

- What to do with any state-owned equipment (Options)
 - Need to file UCC.1 form re: Energy Commission's interest in patented technology
 - Energy Commission's request for specific "generated" data (not already provided in Agreement deliverables)
 - Need to document Contractor's disclosure of "subject inventions" developed under the Agreement
 - "Surviving" Agreement provisions, such as repayment provisions and confidential deliverables
 - Final invoicing and release of retention
- Prepare a schedule for completing the closeout activities for this Agreement.

Deliverables:

- Written documentation of meeting agreements and all pertinent information
- Schedule for completing closeout activities

REPORTING

See Exhibit D, Reports/Deliverables/Records.

Task 1.4 Quarterly Progress Reports

The goal of this task is to periodically verify that satisfactory and continued progress is made towards achieving the research objectives of this Agreement.

The Contractor shall:

- Prepare progress reports which summarize all Agreement activities conducted by the Contractor for the reporting period, including an assessment of the ability to complete the Agreement within the current budget and any anticipated cost overruns. Each progress report is due to the Commission Contract Manager within 10 working days after the end of the reporting period. Attachment A-2, Progress Report Format, provides the recommended specifications.

Deliverables:

- Quarterly Progress Reports

Task 1.5 Test Plans, Technical Reports and Interim Deliverables

The goal of this task is to set forth the general requirements for submitting test plans, technical reports and other interim deliverables, unless described differently in the Technical Tasks. When creating these deliverables, the Contractor shall use and follow, unless otherwise instructed in writing by the Commission Contract Manager, the latest version of the PIER Style Manual published on the Energy Commission's web site:

<http://www.energy.ca.gov/contracts/pier/contractors/index.html>

The Contractor shall:

- Unless otherwise directed in this Scope of Work, submit a draft of each deliverable listed in the Technical Tasks to the Commission Contract Manager for review and comment in accordance with the approved Schedule of Deliverables. The Commission Contract Manager will provide written comments back to the Contractor on the draft deliverable within 10 working days of receipt. Once agreement has been reached on the draft, the Contractor shall submit the final deliverable to the Commission Contract Manager. The Commission Contract Manager shall provide written approval of the final deliverable within 5 working days of receipt. Key elements from this deliverable shall be included in the Final Report for this project.

Task 1.6 Final Report

The goal of this task is to prepare a comprehensive written Final Report that describes the original purpose, approach, results and conclusions of the work done under this Agreement. The Commission Contract Manager will review and approve the Final Report. The Final Report must be completed on or before the termination date of the Agreement. When creating these deliverables, the Contractor shall use and follow,

unless otherwise instructed in writing by the Commission Contract Manager, the latest version of the PIER Style Manual published on the Energy Commission's web site:

<http://www.energy.ca.gov/contracts/pier/contractors/index.html>

The Final Report shall be a public document. If the Contractor has obtained confidential status from the Energy Commission and will be preparing a confidential version of the Final Report as well, the Contractor shall perform the following subtasks for both the public and confidential versions of the Final Report.

Task 1.6.1 Final Report Outline

The Contractor shall:

- Prepare a draft outline of the Final Report.
- Submit the draft outline of Final Report to the Commission Contract Manager for review and approval. The Commission Contract Manager will provide written comments back to the Contractor on the draft outline within 10 working days of receipt. Once agreement has been reached on the draft, the Contractor shall submit the final outline to the Commission Contract Manager. The Commission Contract Manager shall provide written approval of the final outline within 5 working days of receipt.

Deliverables:

- Draft Outline of the Final Report
- Final Outline of the Final Report

Task 1.6.2 Final Report

The Contractor shall:

- Prepare the draft Final Report for this Agreement in accordance with the approved outline.
- Submit the draft Final Report to the Commission Contract Manager for review and comment. The Commission Contract Manager will provide written comments within 10 working days of receipt.

Once agreement on the draft Final Report has been reached, the Commission Contract Manager shall forward the electronic version of this report for Energy Commission internal approval. Once the approval is given, the Commission Contract Manager shall provide written approval to the Contractor within 5 working days.

- Submit one bound copy of the Final Report with the final invoice.

Deliverables:

- Draft Final Report
- Final Report

MATCH FUNDS, PERMITS, AND ELECTRONIC FILE FORMAT**Task 1.7 Identify and Obtain Matching Funds**

The goal of this task is to ensure that the match funds planned for this Agreement are obtained for and applied to this Agreement during the term of this Agreement.

The costs to obtain and document match fund commitments are not reimbursable through this Agreement. While the PIER budget for this task will be zero dollars, the Contractor may utilize match funds for this task. Match funds shall be spent concurrently or in advance of PIER funds during the term of this Agreement. Match funds must be identified in writing, and the associated commitments obtained before the Contractor can incur any costs for which the Contractor will request reimbursement.

The Contractor shall:

- Prepare a letter documenting the match funding committed to this Agreement and submit it to the Commission Contract Manager at least 2 working days prior to the kick-off meeting:
 1. If no match funds were part of the proposal that led to the Energy Commission awarding this Agreement and none have been identified at the time this Agreement starts, then state such in the letter.
 2. If match funds were a part of the proposal that led to the Energy Commission awarding this Agreement, then provide in the letter:
 - A list of the match funds that identifies the:
 - Amount of each cash match fund, its source, including a contact name, address and telephone number and the task(s) to which the match funds will be applied.
 - Amount of each in-kind contribution, a description, documented market or book value, and its source, including a contact name, address and telephone number and the task(s) to which the match funds will be applied. If the in-kind contribution is equipment or other tangible or real property, the Contractor shall identify its owner and provide a contact name, address and telephone number, and the address where the property is located.
 - A copy of the letter of commitment from an authorized representative of each source of cash match funding or in-kind contributions that these

funds or contributions have been secured.

- Discuss match funds and the implications to the Agreement if they are significantly reduced or not obtained as committed, at the kick-off meeting. If applicable, match funds will be included as a line item in the progress reports and will be a topic at CPR meetings.
- Provide the appropriate information to the Commission Contract Manager if during the course of the Agreement additional match funds are received.
- Notify the Commission Contract Manager within 10 working days if during the course of the Agreement existing match funds are reduced. Reduction in match funds may trigger an additional CPR.

Deliverables:

- A letter regarding Match Funds or stating that no Match Funds are provided
- Letter(s) for New Match Funds
- A copy of each Match Fund commitment letter
- Letter that Match Funds were Reduced (if applicable)

Task 1.8 Identify and Obtain Required Permits

The goal of this task is to obtain all permits required for work completed under this Agreement in advance of the date they are needed to keep the Agreement schedule on track.

Permit costs and the expenses associated with obtaining permits are reimbursable under this Agreement. Permits must be identified in writing before the Contractor can incur any costs related to the use of the permit(s) for which the Contractor will request reimbursement.

The Contractor shall:

- Prepare a letter documenting the permits required to conduct this Agreement and submit it to the Commission Contract Manager at least 2 working days prior to the kick-off meeting:
 1. If there are no permits required at the start of this Agreement, then state such in the letter.
 2. If it is known at the beginning of the Agreement that permits will be required during the course of the Agreement, provide in the letter:
 - A list of the permits that identifies the:
 - Type of permit
 - Name, address and telephone number of the permitting jurisdictions or lead agencies

- Schedule the Contractor will follow in applying for and obtaining these permits.
- The list of permits and the schedule for obtaining them will be discussed at the kick-off meeting, and a timetable for submitting the updated list, schedule and the copies of the permits will be developed. The implications to the Agreement if the permits are not obtained in a timely fashion or are denied will also be discussed. If applicable, permits will be included as a line item in the progress reports and will be a topic at CPR meetings.
- If during the course of the Agreement additional permits become necessary, then provide the appropriate information on each permit and an updated schedule to the Commission Contract Manager.
- As permits are obtained, send a copy of each approved permit to the Commission Contract Manager.
- If during the course of the Agreement permits are not obtained on time or are denied, notify the Commission Contract Manager within 5 working days. Either of these events may trigger an additional CPR.

Deliverables:

- A letter documenting the Permits or stating that no Permits are required
- Updated list of Permits as they change during the Term of the Agreement
- Updated schedule for acquiring Permits as it changes during the Term of the Agreement
- A copy of each approved Permit

Task 1.9 Electronic File Format

The goal of this task is to unify the formats of electronic data and documents provided to the Energy Commission as contract deliverables. Another goal is to establish the computer platforms, operating systems and software that will be required to review and approve all software deliverables.

The Contractor shall:

- Deliver documents to the Commission Contract Manager in the following formats:
 - Data sets shall be in Microsoft (MS) Access or MS Excel file format.
 - PC-based text documents shall be in MS Word file format.
 - Documents intended for public distribution shall be in PDF file format, with the native file format provided as well.
 - Project management documents shall be in MS Project file format.
- Request exemptions to the electronic file format in writing at least 90 days before the deliverable is submitted.

Deliverables:

- A letter requesting exemption from the Electronic File Format (if applicable)

TECHNICAL TASKS

The Contractor shall prepare all deliverables in accordance with the requirements in Task 1.5. Deliverables not requiring a draft version are indicated by marking “(no draft)” after the deliverable name.

Task 2: Watershed Characterization and Eco-Hydrology in Southern California

The goal of this task is to characterize the vegetation and stream flows in a representative watershed in coastal southern California, for parameterization of a process-based eco-hydrological model. Results will inform a sensitivity analysis of stream water quantity and quality to potential vegetation type conversion (i.e., shrublands to grasslands).

The Contractor shall:

- Perform field sampling of vegetation to map native and non-native plant species composition at the study site.
- Examine historical data (e.g., aerial photos, agency records) to document vegetation type conversion and its drivers.
- Collect and analyze stream water samples to quantify nutrient content, flow amounts, and flow timing.
- Parameterize and validate eco-hydrological model for sensitivity analysis to vegetation type conversion.
- Assess resulting changes in runoff, hydropower generation, and biomass availability.
- Prepare a Technical Memorandum on results from watershed characterization and eco-hydrology in southern California.

Deliverables:

- Technical Memorandum on results from watershed characterization and eco-hydrology in southern California

Task 3: Watershed Characterization and Eco-Hydrology in Northern California

The goal of this task is to characterize the vegetation and stream flows in a representative watershed in the Sierra Nevada Mountains of California, for parameterization of a process-based eco-hydrological model. Results will inform a sensitivity analysis of stream water quantity and quality to potential vegetation type conversion (i.e., forests to shrublands).

The Contractor shall:

- Perform field sampling of vegetation to map native and non-native plant species composition at the study site.

- Examine historical data (e.g., aerial photos, agency records) to document vegetation type conversion and its drivers.
- Collect and analyze stream water samples to quantify nutrient content, flow amounts, and flow timing.
- Parameterize and validate the eco-hydrological model for sensitivity analysis to vegetation type conversion.
- Assess resulting changes in runoff, hydropower generation, and biomass availability.
- Prepare a Technical Memorandum on results from watershed characterization and eco-hydrology in northern California.

Deliverables:

- Technical Memorandum on results from watershed characterization and eco-hydrology in northern California

Task 4: Remote Sensing of Local and Regional Vegetation Type Conversion

The goal of this task is to compile a time series of remote sensing imagery and map vegetation type conversion. This will involve analysis of local (i.e., sub-watershed) and regional (i.e., across watersheds) vegetation patterns in space and time, for representative areas in the Sierra Nevada Mountains and in coastal southern California.

The Contractor shall:

- Acquire Landsat Thematic Mapper (TM) data for study areas in southern and northern California, cross-calibrating data for a single year with best spatial and temporal coverage.
- Use image classification techniques to map vegetation at beginning (~1985) and end (~2010) of time series.
- Quantify local and regional changes in vegetation, accounting for relationships to landscape disturbances, topography, proximity to roads, and climate characteristics.
- Prepare a Technical Memorandum on results from analysis of extent and causes of type conversion.

Deliverables:

- Technical Memorandum on results from analysis of extent and causes of type conversion