

## Appendix A: Vision Plan Work Plans



Todd Dieckhoff

Long Ridge Open Space Preserve





Appendix A-1:

## Board Report (R-13-10): Consider Endorsing the Vision Planning Process

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**Prepared for:**

Midpeninsula Regional Open Space District  
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**Prepared by:**

Midpeninsula Regional Open Space District

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Midpeninsula Regional  
Open Space District

R-13-10  
Meeting 13-02  
January 15, 2013

## AGENDA ITEM 1

### AGENDA ITEM

Consider Endorsing the Vision Planning Process, including the Communication, Engagement, and Public Participation Plan

### GENERAL MANAGER'S RECOMMENDATION

Discuss, provide input to staff, and endorse the proposed Vision Planning process and the associated Communication, Engagement, and Public Participation Plan (CEPP).

### SUMMARY

The Midpeninsula Regional Open Space District (District) is embarking on an exciting new project to establish, with partner and public feedback, a District-wide vision for land preservation, resource management, public recreation, and working lands. The vision planning process will ensure consistency with the District's mission, utilize the most current scientific data and planning analysis, and reflect the priorities and values of the Board and public. The Vision Plan will allow the District to (1) prioritize future land conservation, stewardship, public access, and land management decisions so as to achieve the greatest benefit given limited resources, (2) leverage support for new funding sources, including a future capital finance program, and (3) engage the public in the District's work to a greater degree. The Vision Plan will guide the District for the next ten to fifteen years and ensure that current and future staff and funding resources are being targeted to those activities that are of highest value and provide the greatest public benefit. The Vision Plan will also serve as an update to the District's 1998 Regional Open Space Study and 1992 Master Plan, fulfilling the San Mateo County LAFCo condition of approval for the 2004 Coastal Protection Program.

Vision Plan development provides an excellent opportunity to engage and inspire the public served by the District, both by providing information about the District and by involving the community in the creation of a shared vision for the future of the District and the region's open space. A five-phase public engagement effort will be seamlessly integrated with the overall planning process, reaching out to an ever broadening circle of media, partners and stakeholders. A Community Advisory Group (CAG) will be formed and is expected to play an important role in shaping the vision by facilitating, reviewing, and interpreting public input.

The project is on an aggressive timeline and is scheduled for completion in April 2014, spanning two fiscal years. The Fiscal Year (FY) 2012-13 Planning Department budget includes \$300,000 for the Vision Plan project. To date \$60,739 has been expended. Upon Board endorsement, anticipated additional FY 2012-13 expenditures would total \$120,900, leaving \$118,361 unspent for this fiscal year. For FY 2013-14, the estimated budget would be \$610,900.

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As part of the FY 2013-14 Action Plan development, staff has estimated the level of District non-field staff involvement needed to implement the proposed Vision Plan at approximately 10% (equivalent to about 6 full-time employees). Assuming that all non-field vacant positions are filled, staff has concluded that no new permanent staff positions would be needed to undertake the Vision Plan. Instead, staff would be reassigned from other District and Department projects and additional capacity needs covered through an increase in intern hours or outside contract services.

**DISCUSSION****Background**

The District actively preserves a regional greenbelt of open space land, protects the natural environment, and provides opportunities for public recreation and environmental education for the San Francisco Peninsula and South Bay, as well as the broader Bay Area region. The District, like many other agencies, is experiencing staffing and funding constraints that limit its ability to further its mission. To address these challenges, the District's Strategic Plan calls for an Open Space Vision Plan that will: 1) prioritize lands and activities within District boundaries for conservation, public access, landscape restoration, and agriculture, to maximize the beneficial impact given the available resources; 2) enhance regional collaboration to leverage the strengths of other conservation and partner organizations; 3) build public support to create a common vision; and 4) generate wide support for future funding efforts to enhance financial and staffing resources to successfully create greater balance between the three parts of the District's mission.

As presented to the Board at the October 10, 2012 meeting (see R-12-100), the Vision Plan will utilize a community value-based planning process that integrates public values and knowledge with scientific data and expertise. The approach will benefit the District by:

- Enhancing our visibility and overall organizational sustainability
- Building alignment between the District, its partners, and surrounding communities
- Creating an informed public, who knows what the District does and feels part of it
- Defining those priorities that have the greatest public support

**Vision Plan Components**

The Vision Plan document will identify a suite of high-priority areas and actions as well as goal-oriented action selection criteria that reflect both the District's mission and community values. Inspirational imagery and compelling information that demonstrate the importance of the District's work on the Peninsula will be infused throughout the document.

The Vision Plan will include the following four major components, which are defined below and further described in Attachment 1:

| <b>Major components of the Vision Plan document</b> | <b>What it consists of</b>  |
|---|---|
| Open Space Goals                                    | Goals that reflect the District's mission and community values.<br><b>Example: Protect rare species</b> |

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|                           |  |
|---------------------------|--|
| Action Selection Criteria | Guidelines for decision making that assist in the selection of Priority Actions, and later offer a way to measure progress towards achieving the Open Space Goals.<br><b>Example: Preserve land within large intact habitat patches</b>  |
| Priority Area Maps        | Maps and GIS data displaying areas of high open space values.<br><b>Example: A map displaying areas of high biodiversity</b>   |
| Priority Actions          | Subarea-specific priority actions for land protection, land stewardship, and ecologically sensitive public access and education on the Peninsula. Forms the basis and structure for the Capital Funding Program.<br><b>Example: Control sediment within the San Gregorio Creek Watershed</b> |

Each Vision Plan component will be organized into the following themes, and reflect the District's Mission and public values (themes may be refined as part of the planning process):

- Healthy Plants, Animals, and Watersheds
- Locally Sustainable Working Lands (cultivated lands, grazing, and restoration forestry)
- Low Intensity Recreation, Health, Access to Conserved Lands, and Environmental Education
- Beauty, Scenery, Rural Character, and Cultural Resources

The Vision Plan will evaluate lands within District boundaries with each of these open space themes in mind, and identify the best places to accomplish the Open Space Goals. The Plan will feature succinct text, tables, and maps that highlight key aspects of each theme, including geographic distribution and factors influencing the sustainability (i.e. threats) of each theme. As a result of this work, the District will gain:

1. A more robust GIS database and decision support tool to assist with future project selection
2. Detailed memo characterizing lands within District boundaries according to the Open Space Themes
3. Enhanced coordination with our partners and the larger community to expand our resource network to facilitate future collaborative work

### **Vision Plan Process and Timeline**

The Vision Plan process consists of five phases of public engagement represented by the acronym SHEDD: Getting Started, Hearing the voices, Enriching the conversation, Deliberating, and Deciding. The attached CEPP describes these phases in further detail (see Attachment 2). The scientific data analysis and planning work will be seamlessly integrated into each SHEDD phase, as summarized below. The Community Advisory Group (CAG) is expected to play an important role beginning with Phase 2.

#### **Phase 1: Getting Started (July 2012 – January 2013)**

The Getting Started phase is largely complete, and has consisted of selecting and hiring two lead consultants (Public Dialogue Consortium (PDC) and Jodi McGraw Consulting) to: 1) refine the project scope of work, 2) define the integrated team of consultants needed to support the project, 3) develop the CEPP that will guide the outreach efforts, and 4) obtain Board input on and endorsement of the proposed planning process.

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Staff has worked closely with the two lead consultants to refine the vision planning process that is presented in this report. Jodi McGraw Consulting is leading the planning and analysis portion of the Vision Plan, while PDC is leading the public outreach aspects. Based upon Board input, staff made a concerted effort to reduce the number of meetings, streamline the Vision Plan process, and utilize staff resources efficiently. This report and attachments represent the Phase 1 deliverable, and the task of forming the CAG will conclude Phase 1.

**Phase 2: Hearing the Voices (January – May 2013)**

This phase is focused on building new relationships, and broadly eliciting aspirational voices to understand the public's values and vision for the future of open space in the District. This phase will incorporate a series of Community Conversations that will begin with the inner circle consisting of the District Board, CAG, and other close partners, and spread outward to an ever broadening network through a structured series of small, informal interviews. Trained student interns and potentially District volunteers will conduct the Community Conversations, documenting the general tenor of the conversation as well as inspirational quotes. Baseline polling research will inform the interview topics. As requested by the Board, interviews will strike the appropriate balance between allowing participants to imagine the future while also being grounded in the District's mission and the general Vision Plan themes. This phase will also involve new tools and materials for initiating broad public outreach and engagement, through media, email, and social networking. Further information about the CAG can be found in the November 28, 2012 Board Report (see R-12-119).

As the Community Conversations occur, the foundational planning and analysis steps will begin. During this phase, the Planning Team will synthesize and evaluate existing information, and fill any essential data gaps. The Planning Team will prepare a brief report that characterizes lands within District boundaries according to the open space themes plus any additional themes that emerge from the community conversations. This report will inform development of initial Open Space Goals, and ultimately assist in the identification of priority areas and actions.

Four CAG meetings (two of which are preserve tours) and two Board meetings will occur during this phase. The final results will be:

- Initial list of Vision Plan themes (see page 3 for examples)
- Initial list of Open Space Goals
- Detailed memo that characterizes lands within District boundaries

**Phase 3: Enriching the Conversation (June – September 2013)**

The Enriching the Conversation phase of the CEPP is focused on enhancing, clarifying, and expressing the District's perspective, and synthesizing public input to shape the major Vision Plan components (i.e. open space themes, goals, action selection criteria, and priority actions). The enrichment aspect includes educating the public about the District, reflecting back what was previously heard, obtaining feedback on topics of primary importance to the District, and enhancing the understanding of open space as part of quality of life.

Once open space themes and goals are finalized, the development of Action Selection Criteria will begin. The Criteria will consist of decision making guidelines that will be used to select the Priority Actions in the next phase, and will later measure the progress on achieving the Open Space Goals. The CAG will be closely involved in developing the Criteria.

Once the Criteria are finalized, the planning and analysis team will integrate community input and other available information to create spatial data layers that depict the various open space



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values, and otherwise illustrate the Vision Plan themes and Open Space Goals via Priority Area Maps, which will be used to identify Priority Areas and Actions in the next phase.

The planning and analysis team will then determine the potential actions that could be undertaken by the District and its partners to accomplish the Open Space Goals. The Criteria, Priority Area Maps, and consultants and staff knowledge will be used to create the initial set of potential actions.

Three CAG meetings (one of which is a preserve tour) and one Board meeting will occur during this phase. The final results will be:

- Full list of Vision Plan themes
- Full list of Open Space Goals and values
- Full List of Action Selection Criteria
- Priority Area Maps
- Draft list of potential actions

**Phase 4: Deliberating (October – December 2013)**

The Deliberating phase involves assessing and prioritizing the information developed throughout the Vision Plan process so far. This phase will address a challenging, but critical, question: What actions are most important to accomplish the Goals, given limited resources and competing interests? By establishing Priority Actions, rather than identifying specific projects, the District will retain flexibility in its annual work planning. Those Priority Actions that are beyond the District's current means could become the basis for a District Capital Finance Program, if so desired.

The public will be invited to attend one of three large meetings spread throughout the District as well as participate online to learn about how prioritizing different open space goals can affect Priority Actions. They will consider possible outcomes and priorities, and then rank their relative importance.

One CAG meeting, three large public meetings, and one Board meeting will occur during this phase. The final results will be:

- Prioritized List of Open Space Goals
- List of Priority Actions

**Phase 5: Deciding (January – April 2014)**

This final phase involves documenting the Vision Plan process as well as further synthesizing public input and technical data into a draft summary Vision Plan that can be circulated for feedback. After CAG and Board input is received and incorporated on the initial draft, a final wave of public outreach will occur to disseminate the first public draft of the Plan with feedback elicited via multiple ways. The project team will incorporate public input and move the Vision Plan document to final Board approval.

This phase includes two CAG meetings and two Board meetings. The final results will be:

- Summary Vision Plan document with the final Priority Actions
- GIS Database

**R-13-10****FISCAL IMPACT****Consultant Services**

With the proposed consultant services to complete Phases 2 through 5 of the Vision Plan process (discussed further in Agenda Items 2 and 3 at tonight's meeting, see R-13-08 and R-13-09), the total consultant services costs to complete the Vision Plan process as outlined above would be as follows:

## Public Dialogue Consortium

|  |           |
|--|-----------|
| Phase 1 (FY12-13)                      | \$25,000  |
| Phases 2 through 5 (FY12-13 and 13-14) | \$180,000 |
| 10% Contingency (FY12-13 and 13-14)    | \$18,000  |
| <hr/>                                  |           |
| Not-to-Exceed Total Amount:            | \$223,000 |

## Jodi McGraw Consulting

|  |           |
|--|-----------|
| Phase 1 (FY12-13)                      | \$35,739  |
| Phases 2 through 5 (FY12-13 and 13-14) | \$301,178 |
| 10% Contingency (FY12-13 and 13-14)    | \$30,117  |
| <hr/>                                  |           |
| Not-to-Exceed Total Amount:            | \$367,034 |

**District Staffing and Direct Costs**

As part of the FY 2013-14 Action Plan development, staff has estimated the level of District non-field staff involvement needed to implement the proposed Vision Plan at approximately 10% (equivalent to about 6 full-time employees). Assuming that all non-field vacant positions are filled, staff has concluded that no new staff positions would be needed to undertake the Vision Plan. Instead, staff would be reassigned from other District and Department projects and additional capacity needs covered through an increase in intern hours or outside contract services.

The following table describes the approximate level of Vision Plan support expected by department:

| <i>Department</i>                   | <i>Total Hours</i> | <i>% Time*</i> | <i>Equiv. Staff**</i> |
|-------------------------------------|--------------------|----------------|-----------------------|
| Administration:                     | 218                | 1%             | 0.1 FTE               |
| Controller:                         | 29                 | 0.25%          | 0.05 FTE              |
| General Counsel:                    | 43                 | 1%             | 0.02 FTE              |
| Natural Resources:                  | 1076               | 6%             | 0.5 FTE               |
| Office of the General Manager:      | 890                | 11%            | 0.4 FTE               |
| Operations (Management staff only): | 518                | 4%             | 0.23 FTE              |
| Planning:                           | 4044               | 19%            | 2.0 FTE               |
| Public Affairs:                     | 3667               | 16%            | 1.6 FTE               |
| Real Property:                      | 2122               | 20%            | 1.0 FTE               |
| <b>TOTAL</b>                        | <b>12,607</b>      |                | <b>5.9 FTE</b>        |

\* % Time = Total percentage of time for the entire department; is a factor of the total number of full time employees in each department

\*\*FTE = Full time employee

Two lead staff from the Planning and Real Property Departments would devote a substantial portion of their time to the Vision Plan project, taking them away from normal assignments and requiring a reduced Department workload. To avoid an adverse impact on other District key projects, staff recommends temporarily backfilling these two employees during FY13-14 by

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increasing GIS Intern hours in the Planning Department, and providing for potential contract staff (i.e. outside contract services) in the Real Property Department. The cost of temporary backfilling is shown row 3 in the table below.

**District Budget**

The Vision Plan will span several fiscal years. Taking consultant costs, direct costs, and the cost of temporary employee backfilling into account, the cost implications by fiscal year of the Vision Plan as outlined in this report are shown in the following table:

|   | <b>FY12-13<br/>Expenditures<br/>To Date</b> | <b>Remaining FY12-<br/>13 Budget<br/>Expenditures</b> | <b>Estimated<br/>FY13-14<br/>Budget</b> | <b>TOTAL</b>     |
|---|---|---|---|------------------|
| <b>Consultant Costs</b>                 |   |   |   |                  |
| Public Dialogue Consortium              | \$25,000                                    | \$46,000  | \$152,000                               | \$223,000        |
| Jodi McGraw Consulting                  | \$35,739                                    | \$48,400.00   | \$282,900                               | \$367,039        |
| <b>Direct Costs</b>                     |   |   |   |                  |
| Online Public Engagement<br>(Mindmixer) |   | \$10,000  | \$10,000                                | \$20,000         |
| Graphic Design                          |   | \$2,500   | \$2,500                                 | \$5,000          |
| Mailing                                 |   | \$6,000   | \$10,000                                | \$16,000         |
| Meetings                                |   | \$3,000   | \$17,000                                | \$20,000         |
| Document Printing                       |   |   | \$6,500                                 | \$6,500          |
| Map Printing                            |   | \$200   | \$1,000                                 | \$1,200          |
| <b>Employee Backfill</b>                |   |   |   |                  |
| Planning Intern                         |   | \$4,800   | \$19,000                                | \$23,800         |
| Contract Planner                        |   |   | \$110,000                               | \$110,000        |
| <b>TOTAL:</b>                           | <b>\$60, 739</b>                            | <b>\$120,900</b>                                      | <b>\$610,900</b>                        | <b>\$792,539</b> |

The FY12-13 Planning Department budget includes \$300,000 for the Vision Plan project and is sufficient to cover the work anticipated to occur during the remainder of this fiscal year, as shown in the following table:

|   |             |
|---|-------------|
| FY12-13 Vision Plan Approved Budget         | \$300,000   |
| FY12-13 Expenditures to Date                | \$(60,739)  |
| Anticipated Additional FY12-13 Expenditures | \$(120,900) |
| <hr/>                                       |             |
| FY12-13 Budget To Remain Unspent            | \$118,361   |

**BOARD COMMITTEE REVIEW**

No Board Committee review was needed for this item. The full Board continues to remain apprised of ongoing Project progress and next steps.

**PUBLIC NOTICE**

Notice was provided pursuant to the Brown Act. Notice was also sent to the interested parties list for this project.

**R-13-10****CEQA COMPLIANCE**

Endorsement of the Vision Plan planning process and the CEPP does not constitute a project under California Environmental Quality Act (CEQA), as it will not result in a direct physical change in the environment [CEQA Guidelines Section 15060(c)(2)].

**NEXT STEPS**

Upon Board endorsement and after incorporating Board input, staff will begin work on the Vision Plan as outlined. Initial efforts will include formation of the CAG, including Board ratification of the final list of participants.

## Attachment(s)

1. Description of Vision Plan Components
2. Communication, Engagement, and Public Participation Plan

## Responsible Department Head:

Ana Ruiz, Acting Assistant General Manager

## Prepared by:

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Sandy Sommer, Senior Real Property Planner  
Alex Roa, GIS Technician

## Contact person:

Ana Ruiz, Acting Assistant General Manager

## Attachment 1. Description of Vision Plan Components

| Major components of the Vision Plan document | What it consists of  | How it will be developed  | How it will guide District work  |
|--|--|---|--|
| 1. Open Space Goals                          | <p>Goals that reflect the District's mission and community values.</p> <p>Example: Protect rare species</p>  | <p>Open space goals will be developed with the District Board of Directors (Board), Community Advisory Group (CAG), staff and public participation. Staff will draw upon District Policy during the creation of the goals. The public, CAG, and Board will prioritize the open space goals by evaluating the tradeoffs and implications of accomplishing each goal.</p> | <p>Assist in the selection of the Priority Actions</p>   |
| 2. Action Selection Criteria                 | <p>Guidelines for decision making that offer a way to measure progress towards achieving the Open Space Goals.</p> <p>Example: Preserve land within large intact habitat patches.</p>  | <p>Action Selection Criteria will be developed with Board, CAG, staff and public participation. Staff will draw upon District Policy during the creation of the criteria. The public, CAG and Board will prioritize the criteria by evaluating the tradeoffs and implications.</p>  | <p>Assist in the creation of the Priority Area Maps; Assist in the identification of Priority Actions; Guide future project selection and, over time, direct District resources towards the outcomes the public values the most.</p>   |
| 3. Priority Area Maps                        | <p>Maps and GIS data displaying areas of high open space values.</p> <p>Example: A map displaying areas of high biodiversity</p>   | <p>GIS analysis/ scientific study; public participatory mapping</p>   | <p>Assist in locating where projects should occur and in developing the Priority Actions</p>   |
| 4. Priority Actions                          | <p>Subarea-specific priority actions for land protection, land stewardship, and ecologically sensitive public access and education on the Peninsula.</p> <p>Examples: Control sediment in San Gregorio Creek Watershed; Provide additional family friendly recreation opportunities on the San Mateo Coastside</p> | <p>The prioritized open space goals, criteria, priority area maps and expert staff knowledge will be used to determine priority actions. Priority Actions will be refined during the public deliberation process.</p>   | <p>These priority actions will guide the District's work over time and structure the Capital Funding Program to focus on the places that best accomplish the open space goals and achieve the highest valued outcomes. By establishing general, high-level priority actions, rather than identifying site-specific projects, the District will retain flexibility in its annual work planning.</p> |





Appendix A-2:

## Communication, Engagement, & Public Participation Plan

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**Prepared for:**

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**Prepared by:**

Midpeninsula Regional Open Space District in collaboration with  
Public Dialogue Consortium

December 2012

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## BACKGROUND

In 2011, the Midpeninsula Regional Open Space Planning District's (District) Strategic Plan called for the development of a Vision Plan to articulate the specific priorities, goals, and broadly-defined activities the District will undertake in the next 10 to 20 years. This Vision Plan will be consistent with the District's mission, utilize scientific data and analysis, and reflect the priorities and values of the public. It will allow the District to (1) prioritize future land conservation, stewardship, public access, and land management decisions so as to achieve the greatest benefit given limited resources, (2) leverage support for new funding sources, including a possible future funding measure, and (3) engage the public in the District's work to a greater degree.

The Open Space Vision Plan will be designed not only for the District, but also as a tool for local conservation partners to inform conservation choices and investments at a regional level. As such, the Vision Plan will promote inter-organizational coordination, and will leverage private and public funds to accelerate the pace of, and maximize the impact on, land conservation, resource stewardship, and recreational access. The Vision Plan will be designed as an adaptive document to be updated as new information is collected and conditions or needs change. It will also serve as an update to the District's 1998 Regional Open Space Study and 1992 Master Plan.

The development of the MROSD Vision Plan provides an excellent opportunity to engage and inspire the public served by the District. It is an opportunity to provide information about the District and to integrate the community into the creation of a shared vision for the future of MROSD and the region's open space.

## PURPOSE AND OVERVIEW

The purpose of this document is to outline a Communication, Engagement, and Public Participation Plan (CEPP), an integral part of the

overall Vision Planning effort. The CEPP will detail the actions the District would take to cultivate relationships with key stakeholders and the surrounding communities, educate and include the public in the activities and mission of MROSD, and increase support for the Vision Plan by incorporating public involvement throughout the life of the project, ensuring the transparency of the vision planning process.

The CEPP would enable collaborative public involvement that invites innovative ideas and articulates public values, priorities and recommendations, to inform and influence the final Vision Plan.

Meaningful, creative, and robust public involvement in the planning process requires strategies and activities designed to garner both broad and in-depth input and feedback to inform the final Vision Plan. The CEPP organizes these strategies and activities into a five-phase process represented by the acronym SHEDD: **Getting Started, Hearing the voices, Enriching the conversation, Deliberating, and Deciding.** SHEDD is an approach to public dialogue work that the Public Dialogue Consortium (the District's consultant) has effectively used to enable diverse communities and organizations to engage in productive communication that leads to meaningful action.

Critical to the development and effective implementation of the CEPP is its seamless integration with the overall planning process. Each CEPP phase aligns with a corresponding Planning Team work plan phase. Outreach and planning are integrated to form a vision planning process that integrates public values and knowledge with scientific data and expertise. (See Appendix B)

The five CEPP phases are described below, followed by a description of the three outreach methods that would be implemented throughout all phases.

## FIVE PHASES OF COMMUNICATION, ENGAGEMENT, AND PUBLIC PARTICIPATION

The CEPP phases are sequential, however, they do not have clear and distinct boundaries; rather, the phases overlap and flow together. The description below shows the sequence and timing of the CEPP in the planning process and outlines the focus of each phase, and the types of activities involved.

### Summary Table:

Five Phases of the CEPP

| Phases   | What it consists of   | How it Supports Vision Plan   |
|--|---|---|
| Phase 1<br>Getting Started<br>9/12-1/13            | Setting up outreach and engagement infrastructure, including a Community Advisory Committee.  | Creates conditions for engaging stakeholders and public in Vision Plan.   |
| Phase 2<br>Hearing the Voices<br>1/13-5/13         | Engaging stakeholders, including the public, in “community conversations” to learn what is most important to them in relation to open space.                  | Gathers public aspirations, values and preferred actions. Also increases public awareness of the District’s work and the Vision Planning Process. |
| Phase 3<br>Enriching the Conversation<br>6/13-9/13 | Synthesizing public input, disseminating input from community conversations, and providing information to enhance public knowledge about the District’s work. | Produces draft Open Space Goals, Action Selection Criteria, and potential Priority Actions informed by public aspirations and values.             |
| Phase 4<br>Deliberating<br>10/13-12/13             | Public deliberating on question: What actions are most important to accomplishing goals, given limited resources and competing interests?                     | Produces a list of Priority Actions and Priority Areas based on broad public input.   |
| Phase 5<br>Deciding<br>1/14-4/14                   | Drafting, disseminating for feedback, revising and finalizing a Vision Plan document.   | Results in a Vision Plan that reflects public and partner input, and is Board approved.   |

### Phase One: Getting Started

*September 2012 –  
January 2013*

The initial planning phase has already started, and is focused on creating the optimal conditions for engagement by building the infrastructure and capacity that is critical to gain the desired public and partner participation, and building high levels of support for the District Vision Plan and the District itself.

This capacity-building work began with the internal conversations and processes that led to an initial short-term contract with the Public Dialogue Consortium (PDC). As part of this initial

effort, the team held several workshops with the District Board and staff.

The Getting Started phase will continue to engage the broader public as the District staff, supported by the PDC, sets up the infrastructure – including products, tools and procedures -- to enable the implementation of the three CEPP Approaches described below: Productive Partnerships, Broad Outreach, and Engagement. It requires on-going coordination between the District staff, the PDC, and the Planning Team, all of whom will meet regularly throughout the vision planning process.

**Phase Two:** *January - May 2013*  
**Hearing the  
Voices**

This phase of the CEPP is focused on building new relationships and broadly eliciting aspirational voices to begin to understand the public's values and vision for the future of open space in the District. This phase involves reaching out to an ever broadening circle of partners and stakeholders who will be encouraged to work with the District throughout the Vision Planning Process. Some of these partners and stakeholders will be asked to participate in a Community Advisory Committee (CAC) to advise the District Board and actively participate in shaping the process and the final product.

This phase is about hearing the values, visions and aspirations of diverse stakeholders, including the general public, through *Community Conversations*. These conversations will begin with the inner circle consisting of the District Board, Community Advisory Committee and other close partners. A keystone tool for this phase of the CEPP will be the *Community Conversations protocol*. This protocol includes a simple introductory text and set of questions that will be used to structure and guide public input across a range of populations, contexts, and modalities using interviews, small group conversations and technology tools. As requested by the District Board, *Community Conversations* will strike the appropriate balance between allowing participants to imagine the future while also being grounded in the District's mission and the general themes of most interest to the District. The flexibility of the protocol will allow the District to invite the public into open-ended conversations about what is most important to them while providing the structure to focus and aggregate the many voices that will be heard. This phase also involves creating tools and materials for initiating broad public outreach and engagement through media, email, and social networking.

As the Hearing the Voices phase progresses, the Planning Team would work with the rest of the

Project Team to review, interpret and utilize public input helping to inform the focus of their work. This *learn as we go* approach also enables the Project Team to adapt the Community Conversations protocol as needed to focus on gaps in the types of input that is being elicited or to provide clarification. This iterative process will likely overlap with the next phase of the CEPP, Enriching the Conversation.

**Phase Three:** *June-September 2013*  
**Enriching the  
Conversation**

The Enriching the Conversation phase focuses on enhancing, clarifying and synthesizing public input to shape the Vision Plan, including the Open Space Goals, Action Selection Criteria, and Priority Actions. The CAC will play a pivotal role in this process and will have working sessions at the beginning and end of this phase. The enrichment aspect includes educating the public about the District, reflecting back what was previously heard, obtaining feedback on those topics of primary importance to the District, and enhancing understanding of open space as part of quality of life. Depending on the clarity and breadth of public input provided thus far, targeted interviews and/or surveys via the web, phone, text messages and print media may be needed to successfully develop Open Space Goals and Action Selection Criteria; and to draft Priority Actions that meaningfully reflect diverse public perspectives.

This phase would incorporate close coordination between the Public Engagement Team members and the Planning Team members. This coordination will ensure that the Vision Plan reflects public values and is based on scientifically-sound analysis.

**Phase Four:** *October-December 2013*  
**Deliberating**

The Deliberating phase will involve assessing and prioritizing the information developed throughout the Vision Plan process so far. This phase will

address a challenging, but critical, question: *what actions are most important to accomplishing goals, given limited resources and competing interests?* Public deliberation brings people into conversations about the identified options so they can express their priorities while hearing and considering different trade-offs. In this phase, the public will be invited to attend one of at least three large meetings where they will learn about how prioritizing different open space goals can affect priority actions, work in small facilitated discussion groups, and use keypad voting technology to express their priorities.

In addition to the public meetings, the public will be invited to participate online in this phase of the Vision Planning Process. On a Mindmixer website, the public will have access to the same information that will be shared in meetings, comment on discussion boards, and express their priorities through a survey tool.

This phase also involves a second broad wave of public outreach efforts which will include working through the networks of the Community Advisory Committee members and other partners; using the media, email, and social networking; and implementing community-focused public outreach activities.

Planning Team members will be active participants in this phase of the CEPP, which will utilize mapping tools developed by the team. Planning Team members will present data both face-to-face and online; and they will work with the rest of the team to interpret the output of the public deliberation. During the Deliberating phase, team members will also provide the planning expertise needed to produce the final Vision Plan document: a MROSD-focused decision-making tool that is thoroughly grounded in public values as well as scientific data and analysis.

### **Phase Five: Deciding** *January – April 2014*

The final phase of the CEPP, Deciding, involves first creating a draft Vision Plan that will document the Vision Plan process and synthesize public input and planning data. The draft will initially be circulated to all Vision Plan process participants. After the Community Advisory Committee and the Board review the draft and the Project Team incorporates their input, it will be disseminated to the public and the District will elicit feedback using a range of modalities. The Project Team will then incorporate public input and present the Vision Plan document for final Board approval.

## **THREE APPROACHES TO COMMUNICATION, ENGAGEMENT, AND PUBLIC PARTICIPATION**

Three approaches to effective communication, engagement and public participation are woven together throughout all phases of the CEPP. They include:

- **Productive Partnerships**  
*Working through sustained relationships with individuals and organizations focused on the elements of the District's mission*
- **Broad Public Outreach**  
*Reaching and engaging diverse populations in the Vision Planning process*
- **Public Engagement and Input**  
*Utilizing various strategies and tools for involving diverse populations in the Vision Planning process*

Similar to the phases, these approaches do not have hard boundaries; they intersect and build upon one another, forming a cohesive and comprehensive strategy.

## Productive Partnerships

*Working through sustained relationships with individuals and organizations focused on open space*

The District's leaders know that its key partners are important to the delivery of its mission. The District's success in the future will depend, in part, upon its ability to collaborate and work creatively with its partners to leverage resources. The Vision Planning process provides an excellent opportunity to strengthen partnerships while tapping into the expertise, communication tools, and networks that partner organizations can contribute. Ultimately, the relevance and potential impact of the process and the final Vision Plan can increase significantly with each key partner that actively participates.

### Involving Partners

The PDC will work with the District staff to invite partner organizations to participate in the Vision Planning Process. Partners may choose to participate by:

- Referring individuals and/or assisting with introductions for Vision Planning process Community Conversation interviews.
- Hosting a small group Vision Planning process Community Conversation.
- Receiving partner-targeted email updates as well as general newsletters. These would include press releases and specific requests for input.
- Incorporating information and invitations to engage into their newsletters, listservs, and/or blogs.
- Disseminating targeted surveys.
- Hosting a large public meeting during the Deliberating phase of the Vision Planning process.
- Sponsoring snacks or facilitating outreach meetings or Community Conversations.

### Community Advisory Committee (CAC)

As discussed under the description of the Hearing the Voices CEPP phase, some partners and stakeholders will be invited to serve as members of the Community Advisory Committee, which is a key strategy in the Productive Partnerships approach. The 20 to 25 selected representatives will be asked to participate for the duration of the Vision Planning process to provide advice, articulate their visions, goals and objectives, and to provide referrals and introductions to other leaders and potential participants. The goal is to build sustained relationships with individuals and organizations that continue after the Vision Planning process to support ongoing collaboration with the District. This subject is further discussed in the MROSD November 28, 2012 Board Report.

## Broad Public Outreach

*Reaching and engaging diverse populations in the Vision Planning process*

Communications messaging and materials for broad public outreach will be developed and utilized throughout the Vision Planning process. Outreach efforts will be designed to 1) educate the public about the Vision Planning process and MROSD, 2) invite the public to provide input, and 3) to receive and respond to public inquiries.

The use of communication tools and technologies described below will be coordinated to form a comprehensive plan for broad, consistent public outreach. Materials will be tailored to reach specific populations and translated as needed. Relevant planning and scientific data will be incorporated into outreach efforts using non-technical language and clear, thorough explanations using methods designed to elicit meaningful feedback.

### Media & Publicity

Media relations are a key component of the Vision Planning process, and will be used to increase public awareness of, and support for, MROSD and its mission. The communications effort will

focus on developing productive, active relationships with media outlets that will promote coverage through feature stories, editorials, op-ed pieces, news reports, and other District references. The entire Vision Planning process outreach effort will use a consistent approach to develop and reinforce key messages.

Timely, compelling story pitches will be developed to generate media interest throughout the Vision Planning process. These pitches will be tailored to target specific outlets and contacts, including online media, traditional media organizations such as community newspapers and other, population-specific content providers, supported by language translations as needed. A top ten list of priority media contacts will be identified as part of a broader effort that will include approximately 50 media contacts, building upon existing District media relationships.

#### **Branding the Vision Planning Process**

District staff will work collaboratively with the MROSD Board and the CAC to generate an inspirational, descriptive brand for the Vision Planning process. This distinct title will anchor public outreach materials and will be designed to capture attention and generate recognition.

#### **Broad Public Outreach through Websites & Social Media Networks**

The MROSD website ([www.openspace.org](http://www.openspace.org)) will be regularly updated to provide timely Vision Plan information and promote participation. It will include summary data, specific quotes, compelling stories, photos and videos as well as links to additional sources and options for engagement.

The MROSD website will also route visitors to a separate, interactive Vision Planning process-specific platform for online participation. This online platform will focus on inspiring meaningful public participation using maps and other information tools, surveys, questions to prompt public response; it will also provide opportunities to rank or vote on alternatives and to post ideas, comments or questions. The District is currently using MindMixer for this purpose, which is also

expected to be employed for the Vision Planning process.

Social media networks – including Twitter, Facebook, blogs, LinkedIn, and Yelp -- will be integrated into the communication and outreach plan to enhance public relations, provide public education and outreach, encourage public engagement, and receive public input.

#### **Newsletters/ListServes/Email Lists**

Newsletters will be produced to 1) educate the public about the District and the Vision Planning process, 2) invite and inspire the public to participate in the Vision Planning process using interview questions, surveys, and maps, and 3) to inform the public of future activities and opportunities for participation.

Email (e.g. Mail Chimp) will be utilized to regularly update and invite the public to participate in MROSD activities during the Vision Planning process. Continuously expanding email and mailing lists and developing databases will be a priority throughout the Vision Planning process for online and hard-copy newsletter distribution. Monthly updates will be sent out via email. Newsletters, possibly distributed quarterly in conjunction with the District newsletter, will be mailed to those not on an email list. Partner organizations will be engaged and invited to share monthly newsletters (or portions of it) with their email lists, leveraging existing relationships and communication resources.

#### **Print Materials**

Hard-copy materials, including flyers, and posters will be developed and distributed at MROSD preserves as well as community events such as Farmers Markets and street fairs. Flyers will also be disseminated through the Community Conversations interviews and meetings (see below) and through partner organizations.

### **Engagement and Participation**

*Utilizing various strategies and tools for involving diverse populations in the Vision Planning process*

Engaging broad and in-depth public participation will require creative, focused effort throughout the Vision Planning process. Various methods will be employed to invite and inspire meaningful and useful public engagement, with a focus on gathering and synthesizing input and feedback from diverse populations.

#### **Community Conversations Protocol**

Community Conversations interview questions and small group conversations questions will be developed collaboratively for interviews and surveys with partners and diverse groups. The Community Conversations Protocol will include an introduction to MROSD activities, mission, and the Vision Planning process.

#### **Concentric Circles Approach**

As a top priority, the Vision Planning process will use a Concentric Circles networking approach to expand the number of participants, and to ensure access to diverse and critical populations. The Board, partners and the Community Advisory Committee, as well as other participants, will be encouraged to provide connections and introductions with a range of individuals, community leaders and organizations that are representative of diverse populations. Trained, supported Outreach and Engagement Interns (see below) will interview referred individuals or small groups and request additional referrals to individuals and community-based organizations to encourage participation in the Vision Planning process.

#### **Outreach & Engagement Interns**

Student interns from San Jose State University and San Francisco State University will be selected, trained and supervised by PDC in the use of the Community Conversations Protocol to assist with relationship building, data collection, and documentation of partner/public input during the public engagement process. Interviewees will be selected through referrals and contacts identified through the Concentric Circles Approach. Interns will collect photos, video and public input and

Vision Planning process information to use in media and social media channels.

#### **Phone/Text Message Outreach**

Voicemail and text messaging will be used to allow for participation by those who do not have access to web-based technology, and to provide an additional avenues for public input. Information about how to participate via text message and voice mail will be disseminated through print materials as well as other media and publicity channels.

#### **Public Forums**

Extensive public participation will be integral during the fourth CEPP phase, Deliberating, as described above on page 6. During this phase, the public will use the values-based Action Selection Criteria, developed using public from Phase Two of the CEPP (see page 5), to prioritize Open Space Goals and rank Priority Actions. In three public forums, hosted in different locations within the District, the public will learn about how prioritizing different Open Space Goals can affect Priority Actions, work in small facilitated discussion groups, and use keypad voting technology to express their priorities.

#### **Preserve Tours**

As part of the Vision Planning process, the number Docent and staff guided tours of the MROSD preserves may be increased and the public outreach about the tours will be expanded. The MROSD Preserve Tours can offer an excellent opportunity to engage the public in brief conversations based on the Community Conversation Protocol and to encourage participation in the Vision Planning Process more broadly in addition to educating the public about the work of the District. The District staff will also host three preserve tours for the CAC.

#### **Strategies to Include Diverse Voices**

Strategies for inviting diverse public voices into the vision planning conversation are desirable for educational purposes, and to elicit broad public

participation and input. The “grassroots” efforts articulated below support the activities specified in the media and publicity section.

- Create handouts for preserve visitors (for example, 2nd graders visiting Deer Hollow Farm, other student groups and field trips, organized user groups, etc.) to take home and invite parent/family/friend participation and engagement through mail in surveys, websites, phone/text, and public forums.

- Identify non-open-space-related public places in the region to interview/survey individuals and build contact lists (for example libraries, community/cultural centers, school events, churches, outdoor shops & groups, retirement & independent living centers etc.).
- Identify regular community group meetings and methods to invite member participation.
- Identify community leaders who are willing and able to invite participation.

## BOARD, STAFF AND CONSULTANT ROLES

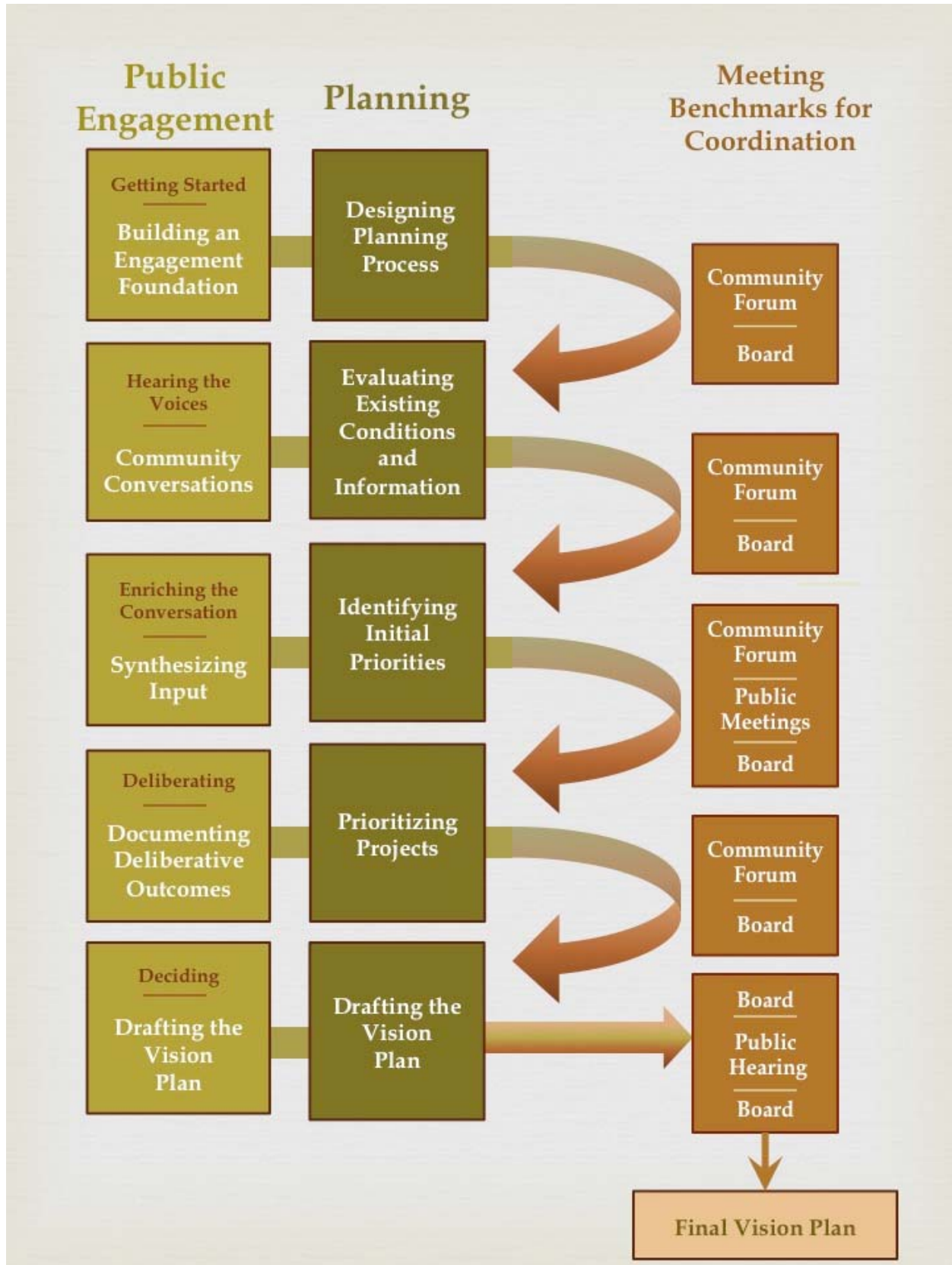
It is important to clarify that this document articulates the District’s CEPP as a component of the entire planning process; the District Board will direct its implementation. The Board will meet at least once within each phase of the process to guide implementation, and the plan assumes that individual Board members will be involved in many CEPP activities, particularly the Community Advisory Committee that will be formed as the CEPP is initiated.

The Public Dialogue Consortium has been selected to work with the District staff to assist in

the development and implementation of the CEPP. The full Project Team includes the District staff, PDC, and Jodi McGraw Consulting. PDC will lead the public participation efforts as defined in the CEPP, and Jodi McGraw Consulting is leading the Planning Team. This document outlines how the work of the Planning Team integrates with the CEPP (see Appendix A). However, it does not explicitly define the role of the PDC as it is assumed here that PDC will be involved in assisting the District staff in all phases of the CEPP. A separate detailed work plan outlines specific PDC activities.



APPENDIX A: DIAGRAM OF INTEGRATED PLANNING PHASES



**APPENDIX B: SUMMARY TABLE OF CEPP ACTIVITIES**

| <b>SHEDD</b>                                       | <b>Partnerships</b>   | <b>Outreach</b>   | <b>Engagement</b>   | <b>Core CEPP Implementation</b>  |
|--|---|---|---|--|
| Phase I<br>Getting Started<br>9/12-1/13            | Identify & clarify CAC<br>Develop plan for partner communication.   | Branding and message development<br>Research media targets  | Set-up Vision Planning process<br>Technology Tools and Processes for Outreach and Engagement  | Project Team meeting schedule<br>Coordination between CEPP & planning team.  |
| Phase 2<br>Hearing the Voices<br>1/13-5/13         | CAC Meetings:<br>2 meetings and 2 tours; referrals for engagement; advise on outreach; review technical & public input data.<br>Work with partner organizations networks for outreach.        | Targeted Media Relations/Publicity<br>Website/social network outreach<br>Email newsletters (2)<br>Flyers, posters, brochures                                  | Community Conversation<br>protocol: Aspirations, Values, Priorities<br>Train Student Interns.<br>Conduct interviews, small group meetings, and technology-based Community Conversations | Ongoing collaborative documentation & interpretation of Community Conversations input<br>Board Study Sessions (3/13 & 5/13)  |
| Phase 3<br>Enriching the Conversation<br>6/13-9/13 | CAC Meetings (monthly):<br>2 meetings and 1 tour; advise on Vision Plan goals and criteria based on public input and technical data; identify data gaps.<br>Update Partner Communication Plan | Update Media stories & messages incorporating Phase 2 public input.<br>Website/social network outreach using public input from Phase 2.<br>Email newsletter   | Online discussions around Phase 2 public input<br>Targeted engagement to fill data gaps: interviews and surveys   | Merge public input & technical planning data to produce Vision Plan goals and criteria.<br>Board Study Session (9/13)<br>Develop materials and processes for deliberation phase. |
| Phase 4<br>Deliberating<br>10/13-12/13             | CAC meeting (1):<br>(10/13) Develop initial list of Priority Actions; Advise on tools and processes for public deliberation; advise on outreach for public meetings.                          | Targeted Media Relations/Publicity<br>Email newsletters (9/13; 12/13)<br>Flyers and posters<br>Work with Partner organizations networks for outreach efforts. | Website deliberation tools with texting & voicemail options<br>Large Public Deliberation Meetings (3 in 10-11/13) using small discussion groups and keypad voting.                      | Merge public input and technical planning data<br>Board Study Session (12/13)  |

Appendix A: Vision Plan Work Plans

| SHEDD   | Partnerships  | Outreach  | Engagement  | Core CEPP Implementation   |
|---|---|---|---|--|
| <p>Phase 5</p> <p>Deciding</p> <p>1/14-4/14</p> | <p>CAC meetings (1/14, 3/14): Advise on Vision Document and outreach for public input on drafts; advise on final drafts.</p> <p>Solicit Partner organization input on Vision Document</p> | <p>Targeted Media Relations/Publicity</p> <p>Email newsletter (2/14)</p> <p>Disseminate draft vision plan via website &amp; partner organizations</p> | <p>Website, social media, texting and voice mail discussion of Vision Document.</p> | <p>Iterative drafts of Vision Document influenced by public input.</p> <p>Board Public Hearings (2/14; 4/14)</p> |





Appendix A-3:

## Planning Team Tasks to Prepare the Vision Plan

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**Prepared for:**

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December 2012

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## Planning Team Work Plan

As technical coordinator for the Planning Team, Jodi McGraw will lead work by the Planning Team Consultants to integrate public input with scientific information to develop the Vision Plan. The work plan outlines tasks for each of the four phases of the Community Engagement and Public Participation (CEPP) Plan (Box 1). For each phase, the first task specifies the data synthesis, analysis, and other plan preparation work that the Planning Team Consultants will conduct to develop the Vision Plan, while the second task describes how the Planning Team Consultants will collaborate with members of the Process Team to obtain and interpret community input. Together, the tasks will integrate scientific information and community input to identify priority areas and actions through this stepwise planning process (Figure 1).

### Planning Team Roles

As described in greater detail in the task outlined below, and as outlined in Table 3, the Planning Team Consultants will work alongside District staff and interns serving on the Planning Team, who will play a critical roles in the planning process, including:

- Providing existing data and information about the District and the broader region
- Conducting specific GIS data development tasks and analyses (Task 1.2)
- Preparing all final project maps
- Reviewing memos outlining proposed planning approaches, in order to provide guidance
- Reviewing draft reports outlining findings, in order to provide feedback.

District staff will also be instrumental in facilitating the Planning Team Consultants' collaboration with the Process Team, to provide them with materials that will be used as part of the public engagement; assist with the interpretation of public input to develop the plan's themes, open space goals, and selection criteria; and ultimately receive community feedback on the draft Vision Plan.

## Hearing the Voices (January – May)

In the first phase of the project, the Planning Team Consultants will evaluate existing conditions within the planning area, and assist the Process Team with public engagement to identify the final Vision Plan open space themes and goals.

### Task 1: Characterize the Planning Area

*Objectives: Examine the existing conditions of the planning area which will provide the foundation for planning and generate materials that will promote effective community engagement.*

#### **BOX 1: Project Phases**

**Hearing the Voices**  
(January –May 2013)

**Enriching the Conversation**  
(June-September 2013)

**Deliberating**  
(October-December 2013)

**Deciding**  
(January – May 2014)

The Planning Team Consultants will complete work initiated in Phase 2, to synthesize and critically evaluate the existing information for the planning area, and then fill the data gaps identified as essential to planning.

### **Task 1.1: Compile and Critically Evaluate Available Information**

The Planning Team Consultants will identify and obtain all relevant spatial data and other essential information about including reports and conservation plans, which can inform planning. This work will build on work conducted during the first phase of the planning process, in which the District's in-house GIS was supplemented with data from other sources including recent planning projects, to begin to catalogue information that can be used to evaluate the known open space themes. This initial database with additional information for the known themes that is identified by the public including partners serving on the Community Forum. The database will also be expanded to include information needed to address new themes identified by the public during the Process Team's concurrent work to implement the initial phase of the CEPP.

Working closely with District GIS staff, Jodi McGraw Consulting will lead the work of the Planning Team Consultants to compile all relevant spatial data into a project GIS, featuring a topically-organized directory of GIS data (layers) and a corresponding ArcMap file (\*.mxd), and an updated excel database listing the GIS data. The GIS, which will be shared with other members of the Planning Team to facilitate their work, will be an essential tool to identify conservation priorities and preparing maps and other content needed for the CEPP Plan and the broader Vision Plan. The final project GIS will also be a key product of the project, which will facilitate Vision Plan implementation (Task 8).

As data is compiled and synthesized, the Planning Team Consultants will continue to critically evaluate sufficiency and accuracy of the available information to inform effective planning to identify priority actions for the open space goals for each theme. This analysis will be used to refine the current planning methods for each theme, which are outlined in Table 3 based upon existing data, and anticipated open space goals from the known themes.

### **Task 1.2: Develop New Information to Fill Data Gaps**

In this task, the Planning Team Consultants will synthesize existing data into composite data layers, and develop new data to fill gaps determined to be critical to planning for the various themes. Table 3 identifies data that the team developing for the known themes. This task will primarily involve processes to prepare existing spatial data for use in subsequent planning analyses (e.g. open space value analysis) and preparing maps. It will also include development of new data for themes for which there is limited relevant spatial data (e.g. cultural resources). This task will be conducted in coordination with District GIS staff, who will assist with specific GIS tasks, including digitizing cultural resource data and evaluating density credits for Santa Clara County; assistance of District GIS staff will also be instrumental to the Planning Team Consultant's successful work to correctly apply the data to the achieve the goals of the planning project.

Prior to implementing the tasks, the Planning Team Consultants will meet with District staff to review the proposed data creation methods, to ensure that the data will be most effective at meeting the planning needs.



### **Task 1.3: Prepare a Report Characterizing the Planning Area**

The Planning Team Consultants will prepare a memo that characterizes the planning area according to the themes. For each theme, the report will feature succinct text, tables, and draft maps that highlight key aspects of the theme including its open space values, their geographic distribution within the planning area, and factors influencing their persistence (i.e. threats).

The memo will serve several purposes including:

- Providing information about the planning area that will inform subsequent planning decisions, including analyses to characterize open space values, and ultimately identify priority areas and actions;
- Provide content for outreach materials prepared by the Process Team for public engagement, branding, and messaging, including to facilitate public input during the “Enriching the Conversation” phase and subsequent phases of the CEPP Plan; and
- Provide draft content that can ultimately be used by the District to prepare the Vision Plan and other project products.

*Deliverables: 1) Memo characterizing the planning area, and 2) GIS database for use in planning.*

### **Task 2: Identify the Themes and Initial Open Space Goals**

*Objectives: Facilitate initial community engagement to ensure the public is provided with information about the District needed to provide input on the Vision Plan, and that public input can most effectively be integrated in planning analyses.*

Concurrently with tasks to characterize the planning area (Task 1), the Planning Team Consultants will work with the Process Team to obtain community input during the “Hearing the Voices” phase of the CEPP Plan.

#### **Task 2.1: Support Outreach to Identify Open Space Themes and Goals through the CEPP**

The Planning Team Consultants will aid the Process Team’s work to craft the specific outreach methods including questions, outreach techniques, and data synthesis and analysis approaches, in light of the available information, and the anticipated, subsequent planning techniques. The purpose of the assistance is to ensure the public input will be most conducive to identify themes and initial open space goals; specifically, that it can be used to:

- Refine the list of themes, to ensure that the Vision Plan is addressing the important, relevant aspects of open space conservation; and
- Identify appropriate open space goals for each theme, that are most aligned with the District’s mission.

Planning Team Consultants will review and provide comments on the methods that will be used to obtain detailed input.

#### **Task 2.2: Revise Themes and Develop Open Space Goals**

The Planning Team Consultants will review the community input synthesized by the Process Team from the “Hearing the Voices” phase of the CEPP, along with the analysis of the existing conditions about the planning area (Task 1.3) to identify the final open space themes and goals. These will be outlined in a brief memo and reviewed with the Project Team and revised, as needed.

*Deliverables: 1) Comments on the initial public engagement methods, and 2) revised list of open space themes and goals.*

## **Enriching the Conversation (June - September)**

In this second phase of the project, the Planning Team Consultants will use the initial public input to characterize the relative value of open space for achieving the goals within each theme, while working with the Process Team to develop specific criteria for identifying priority actions.

### **Task 3: Conduct Analyses to Characterize Open Space Values**

*Objectives: Integrate community input and other available data and information to create spatial data layers that depict the various open space values and otherwise illustrate the Vision Plan open space themes and goals.*

In this task, the Planning Team Consultants will use available information to characterize the relative open space value of land within the District for achieving the goals within each theme. This analysis will produce spatial data layers that will provide the foundation for identifying priority areas and actions based on selection criteria during the subsequent phase of the planning process.

#### **Task 3.1: Design Analyses to Characterize Open Space Values**

The Planning Team Consultants will design analyses that will be used to characterize the relative value of open space within the planning area for achieving the goals. Where spatial analyses are appropriate for the goal, and feasible based on available data, analyses will be conducted in GIS to prepare maps that indicate the relative value of land. The specific analytical techniques will vary, depending on the goal and data, but may include:

- Overlay analyses, which to illustrate the additive value of multiple co-occurring features; and
- Suitability analyses, to identify areas that are most suitable based on multiple criteria.

Where GIS-based analyses are not appropriate, open space value will be characterized through:

- Qualitative mapping, to generally delimit areas of relative value, or identify zones reflecting alternative open space values; and
- Narrative descriptions of the factors that influence open space values, which could be mapped by the District pending availability of additional spatial data.

The Planning Team Consultants will outline the proposed open space value analyses in a memo, which will be provided for review by other members of the Project Team prior to implementation, so that adjustments can be made to ensure the analyses are most effective.

### **Task 3.2: Implement Open Space Value Analyses**

The Planning Team Consultants will implement the analyses to characterize the relative value of open space within the planning area for the various themes. Table 3 outlines the anticipated analyses, which may be adjusted based on input from the public or District.

The Planning Team Consultants will then develop a brief memo including text, tables, and maps that highlight the results.

### **Task 3.3: Revise Open Space Value Analyses**

Based on feedback from the Process Team, the Community Forum, and the Board, the Planning Team Consultants will revise the open space value analyses and update the memo.

*Deliverables: 1) Draft Open Space Values memo and 2) Final Open Space Values memo*

## **Task 4: Develop Selection Criteria**

*Objectives: Use community input to formulate criteria that could be used to evaluate the relative merits of District actions.*

The Planning Team Consultants will collaborate with the Process Team during the “Enriching the Conversation” phase of the CEPP Plan to develop selection criteria for priority actions and areas of the Vision Plan.

### **Task 4.1: Draft the Selection Criteria to Identify Priority Actions**

The Planning Team Consultants will use information about the planning area and community input obtained through the “Enriching the Conversation” phase of the CEPP to draft selection criteria that will be used to identify priority actions designed to achieve the goals within each theme.

For each goal, the criteria will identify the characteristics of an action, with an emphasis on what specifically the action will accomplish to promote the overall goal. The criteria will be designed to be evaluated on a scale of relative impact, spanning from negative to high positive, with quantitative scores assigned to each category. The criteria will then be assembled in a matrix that can be used to calculate the overall value of the action for achieving the open space goals.

The draft criteria matrix will be provided to the Project Team for review and comment. JMc will then revise the criteria based on input from the Project Team.

### **Task 4.2: Review and Revise the Draft Selection Criteria**

The Planning Team Consultants will attend the meeting of the Community Forum to facilitate to review the open space value analyses and draft criteria. The Planning Team Consultants will then

revise the matrix of criteria based on feedback. JMc will then attend the Board meeting to discuss the open space value analysis and selection criteria.

*Deliverables: 1) Draft Selection Criteria matrix, and 2) Final Selection Criteria matrix*

## **Deliberating (October - December)**

In the third phase of the project, the Planning Team Consultants will apply the criteria to identify priority actions. The Planning Team Consultants will also support work by the Process Team review the priority actions with the community and deliberate on the relative priority of the open space goals within the Vision Plan.

### **Task 5: Identify Draft Example Priority Actions**

*Objectives: Use selection criteria to select priority actions that can illustrate the value of implementing the Vision Plan.*

In this task, the Planning Team Consultants will apply the selection criteria to identify a suite of draft priority actions for each of the Vision Plan open space goals. The draft priority actions will facilitate public deliberation on the Vision Plan, by providing real-life examples of the actions that might be implemented to achieve the goals based upon the criteria identified thus far during the planning process. The draft final priority actions will be revised, along with the criteria upon which they were identified, as needed, based on feedback from the community during this phase of the CEPP Plan. The final list of priority actions will be incorporated by the District into the Vision Plan to illustrate for the community what can be accomplished through its implementation.

#### **Task 5.1: Draft Example Priority Actions**

The Planning Team Consultants will use the criteria and available information about the planning area, including the results of the conservation value analysis, to identify an initial list of priority actions. Where appropriate, GIS-based analyses will be used to select priority actions using the priority area layers developed through the open space value analyses, as well as other spatial information that indicate priority geographic areas. For example, if the criteria for protecting biodiversity are to conserve areas supporting rare species that are most threatened by development, then the GIS can be used to identify areas of high value for rare species that are also subject to high threat.

Where criteria do not lend themselves to spatial analyses, the Planning Team Consultants will apply the criteria to identify general actions. Where priority action locations are specified, the team will strive to balance the geographic distribution of priority actions with the plan area.

The Planning Team Consultants will prepare a brief memo identifying the preliminary list of priority example actions which will be reviewed by the Project Team.

#### **Task 5.2: Revise Example Priority Actions based on Project Team Input**

## Planning Team Consultant Tasks

The Planning Team Consultants will revise the example priority actions based on feedback on the preliminary list provided by the Project Team. The resulting memo will contain content including maps, tables, and text that can facilitate work to attain public input during the “Deliberation” phase.

### **Task 5.3: Finalize Priority Actions based on Community Input**

Based upon input from the community through the deliberation phase (Task 6), the Planning Team Consultants will revise the priority actions. This may require additional analyses to apply adjusted selection criteria. The resulting revised priority actions will be described in the Vision Plan (Task 7).

*Deliverables: 1) Draft Priority Actions 2) Revised Draft Priority Actions, and 3) Final Priority Actions*

### **Task 6: Finalize the Selection Criteria and Priority Actions**

*Objectives: Obtain feedback from the community on the priority actions and their relative importance for the Vision Plan.*

The Planning Team Consultants will collaborate with the Process Team during the “Deliberating” phase of the CEPP, in which the public will evaluate the priority actions developed based upon the criteria, and deliberate on the relative priority of the various goals within the Vision Plan.

#### **Task 6.1: Support Community Deliberation of the Criteria and Goals**

Select Planning Team Consultants will facilitate public deliberation by:

- Assisting with design of the community meetings;
- Preparing limited additional materials electronic copies of large format maps for the community meetings; and
- Participating in the three anticipated community meetings, in order to answer questions about how they were selected based upon scientific data and public input.

#### **Task 6.2: Review Community Feedback**

The Planning Team Consultants will review the input from the community meetings to identify how it might be used to refine the priority actions or reflect their relative priority. This process will include:

- Meeting with the Project Team to discuss the input and its implications and identify possible adjustments; and
- Preparing for and attending the meeting of the Community Forum to discuss the community’s input and the options for adjustments.

This information will be used to revise the priority actions as part of Task 5.3.

*Deliverables: Draft maps for public meetings*

## **Deciding (January – April 2014)**

In this final phase, the Planning Team Consultants will develop content for use by District staff or others to develop the Vision Plan. The Planning Team Consultants will also create the project GIS database, that will serve as the decision-support tool for the project. JMc will participate in the process by which the public will review the Vision Plan, and the District Board will approve it, as part of the “Deciding” process conducted within the community.

### **Task 7: Develop the Draft Vision Plan**

*Objectives: Synthesize the planning products to develop content that can be used by the District to develop the Vision Plan.*

#### **Task 7.1: Outline the Vision Plan**

The Planning Team Consultants will create a memo identifying the specific text, tables, maps, images, and graphics that will be developed by the Planning Team Consultants for use by the District to develop the Vision Plan. The memo will be reviewed by the Project Team, and then revised based upon input received to ensure that the Vision Plan is developed to best meet the District’s needs.

#### **Task 7.2: Prepare Content for an Administrative Draft Vision Plan**

The Planning Team Consultants will develop initial draft content that can be used by the District to develop the Vision Plan, based on the final annotated outline, and provide it to the Project Team for administrative review.

#### **Task 7.3: Prepare Content for the Second Administrative Draft Vision Plan**

The Planning Team Consultants will revise the draft Vision Plan content based upon feedback received on the draft content.

#### **Task 7.4: Review the Public Draft Vision Plan**

The Planning Team Consultants will review a complete draft of the Vision Plan prepared by the District or others and provide feedback designed to ensure that it accurately reflects the process and products of the planning process. The Planning Team Consultants will provide one electronic markup of the draft Vision Plan.

#### **Task 7.5: Participate in the Public Review Process**

The Planning Team Consultants will collaborate with the Process Team to support the process through which the public will review the draft Vision Plan, as part of the “Deciding” phase of the CEPP. Selected consultants of the Planning Team will:

- Prepare for and attending the Community Forum meeting to discuss comments on the Public Draft Vision Plan;
- Review the feedback received on the Vision Plan through the Community forum and other modalities, including comments on the District website, and identifying changes that can be made, and other responses to the comments;

- Attend the Board meeting to review the Final Draft Vision Plan (Task 7.4)

### **Task 7.6: Facilitate Preparation of the Final Draft Vision Plan**

The Planning Team Consultants will facilitate the District's work to make final revisions to the Vision Plan based on comments received from the public through the "Deciding" phase of the CEPP Plan.

*Deliverables: 1) Memo outlining Vision Plan content, 2) Draft and Revised Content for Use by the District to prepare the Vision Plan and 3) comments on the public draft Vision Plan, and 4) final content for the Final Vision Plan.*

### **Task 8: Develop the Vision Plan GIS**

*Objectives: Create a GIS database that can be integrated within the District's existing database, and facilitate use of data and maps developed for Vision Plan*

In this task, the Planning Team Consultants will create the Final Vision Plan GIS database, which will assist the District's implementation of the Vision Plan.

#### **Task 8.1: Design the Database**

The Planning Team Consultants will coordinate with District staff to design the database, to ensure that it is developed in such a way to maximize utility and ease of integration with the District's existing Conservation Atlas. Planning Team Consultants will prepare a brief memo outlining proposed database creation methods and components, which will be provided to District staff for review.

#### **Task 8.2: Develop the Draft Database**

Planning Team Consultants will prepare the draft Vision Plan database based upon the methods designed in Task 8.1. The database is anticipated to include the following:

- A single map file containing the topically organized data layers used to create the Vision Plan maps;
- A file database containing the shapefiles, rasters, and layer files in the map;
- The Vision Plan maps both as ArcGIS map files (.mxd) and images (.jpg);
- Descriptive metadata for the data produced as part of the Vision Plan;
- An excel workbook outlining information about the database, including the sources and content of data layers and their locations within the file database and map.

#### **Task 8.3: Finalize the Database**

Planning Team Consultants will provide the draft database to the District, review its contents through an on-line meeting (e.g. web-ex), and then make any adjustments needed to make it more useful to the District.

## Task 9: Project Coordination and Management

In this task, Jodi McGraw will work to coordinate and manage work the other Planning Team Consultants.

### Task 9.1: Project Meetings

In this task, the Planning Team Consultants will attend periodic meetings to coordinate their work with the District members of the Planning Team, as well as the larger Project Team including the public engagement consultant.

### Task 9.2: Project Communications

To maintain clear communications among project participants and keep the planning tasks on their designated timelines, Jodi McGraw will maintain regular contact via telephone and e-mail with the District's Planning Team Lead, Casey Cleve-Hiatt, and other consultants on the planning team.

### Task 9.3: Project Administration

Jodi McGraw will develop and administer contracts between the four other Planning Team Consultants (i.e. subconsultants); coordinate work by the subconsultants, to ensure timely delivery of high-quality products and services; and prepare monthly invoices and progress reports for the District that track the team's expenses and progress toward project milestones.

## Timeline

Table 5 outlines an anticipated 18-month timeline for completion of the project tasks and deliverables outlined above.

## Budget

Table 6 outlines the initial estimated costs for the Planning Team Consultants to implement the project tasks, based on the assumptions outlined in Table 4. Itemized costs for the recreation and cultural subconsultants are provided in the accompanying excel workbook, which also details costs for the data development for the Vision Plan (Task 1.2).



## **Attachment 2. Planning Team Qualifications**

### Project Lead and Ecologists – Jodi McGraw Consulting

With 20 years of experience conducting research, conservation planning, and habitat management and restoration in the Santa Cruz Mountains, Dr. Jodi McGraw is familiar with the biodiversity conservation values and threats within the District. Recently, she led the development of conservation plans in the region, including the Conservation Blueprint for Santa Cruz County, the Santa Cruz Mountains Linkages Conceptual Area Protection Plan, and the Santa Cruz Mountains Redwoods Conceptual Area Protection Plan. As a result of these and other projects in the region, she has working knowledge of the available data and relevant tools needed to develop a robust Biodiversity Element of the Vision Plan.

Trained as a terrestrial plant ecologist, Dr. McGraw has studied the fire ecology of natural ecosystems within the Santa Cruz Mountains. Working in collaboration with fire practitioners, Dr. McGraw has developed fire management plans including burn prescriptions and management treatments to simulate the beneficial effects of fire, in order to promote biodiversity based on an understanding of the natural disturbance regime of the ecosystems, and the practical constraints on fire management. This experience, combined with her knowledge of GIS tools for spatial analyses, will enable her to assist the District with development of the Fire Element.

### Forest Consultant- Nadia Hamey

Nadia Hamey has been a Registered Professional Forester (RPF) licensed by the State of California since 2005 with a broad background in forest management and environmental analysis. She has prepared management plans and supervised projects for a variety of governmental, private, corporate, and non-profit clients. As a forester for Big Creek Lumber Company since 2003, Ms. Hamey has developed extensive hands-on experience in implementing strategies for an array of clients with varied management goals. Of particular significance, she has developed and successfully implemented strategies that result in accelerating growth on individual trees through carefully planned thinning of young growth redwood stands, reducing dominant stem densities and gaining conditions more characteristic of old growth forests. She has also recently been acting as the property manager for the CEMEX Redwoods property, a conservation partnership that strives to preserve habitat and working forest values on a large tract of open space in north Santa Cruz County, while also planning to introduce public recreation. These experiences have allowed Ms. Hamey to gain skills which are well-suited to the tasks desired for preparation of the Open Space Vision Plan.

### Agricultural Consultant – Sustainable Agriculture Education (SAGE)

SAGE has extensive experience working on agricultural visioning, analysis and implementation planning projects in the Bay Area and beyond. Relevant experience includes: management of the Conserving Coyote Valley Agriculture Feasibility Study (2011-12); participation as the agricultural consultant in the Conservation Vision for the Santa Clara County Open Space Authority (2012-13); co-authorship of the report, Sustaining Our Agricultural Bounty: An

Assessment of the Current State of Farming and Ranching in the San Francisco Bay Area (2011); and Participation in the California Agricultural Vision process and the Bay Area Urban-Rural Round-Table (2008-2011). In addition, SAGE has on-the-ground experience developing Agricultural Parks on public and private land, and managing the pilot Sunol Water Temple AgPark on land owned by the San Francisco Public Utilities Commission. SAGE President, Sibella Kraus, who will lead the SAGE work for the District's Open Space Vision Plan, has in addition a background in the development of landmark projects, such as the Ferry Plaza Farmers Market which instigated the acclaimed Ferry Building Public Market.

Cultural Resource Consultants – Mark Hylkema and Pacific Legacy, Inc.

The Cultural Team has extensive experience in the prehistory and history of South Bay, Santa Cruz Mountains, and Peninsula regions. The team is comprised of staff from Pacific Legacy, Inc. and Mark Hylkema. Pacific Legacy team members include: Thomas Jackson, Ph.D., Principal Investigator; Hannah Ballard, M.A., Project Manager, Historical Archaeologist; and Elena Reese, M.A., Historical Archaeologist and Historian. Mr. Jackson is a Principal of Pacific Legacy, Inc., and has more than 35 years experience as a professional archaeologist in cultural resources management. Mr. Jackson meets the Secretary of Interior's standards as an archeological Principal Investigator. Ms. Ballard is a Senior Archaeologist specializing in Historical Archaeology. Ms. Ballard has over twelve years experience in Cultural Resources Management and sixteen years experience in prehistoric and historic period archaeology in California including projects on Stanford lands and in Santa Clara County. Ms. Ballard has experience with all scales of cultural resources management projects including record and information searches, historical context research, and writing, cultural landscape analysis. Ms. Reese is a Historical Archaeologist and Historian with twenty-four years experience in cultural resource management. She specializes in historical research and has extensive experience in the South Bay and Peninsula areas. Prior to her tenure at Pacific Legacy, she served as staff archaeologist for Ohlone Family Consulting and Stanford University. Mr. Hylkema (prehistoric archaeologist) has 32 years of professional archaeological experience with an emphasis in Native American cultural history and prehistory. He is currently the Santa Cruz District Archaeologist with California State Parks. Mr. Hylkema has extensive experience with South Bay, Santa Cruz Mountains and Peninsula archaeology and has conducted several previous cultural resources evaluations for the Midpeninsula Regional Open Space District. The Cultural Team is currently completing the Santa Cruz Mountains CAPP Project for Sempervirens Fund, which has many similar elements to the MROSD Vision Plan.

Recreation Consultant – Alta Planning + Design

Alta Planning + Design staff are highly experienced in designing, conducting, and supporting public participation programs including in support of high level conceptual plans or visions for large complex geographic areas. Alta Planning + Design is North America's leading firm specializing in the planning and design of bicycle, pedestrian, and trail facilities. This includes planning and design for parks, open space and greenways at every scale and stage. The Alta staff

for this project are experts in the use of GIS and related tools to collect, organize, analyze and present regional concepts for open space access and activities, and have made presentations to the California Trails and Greenways Conference on the subject. The services will be provided from Alta's Berkeley office. Principal-in-Charge Randy Anderson will provide ongoing oversight and guidance and will personally participate at key meetings and milestones. Hannah Kapell will be Project Manager, with day-to-day responsibility for coordination and management of tasks and budget.

