



Midpeninsula Regional
Open Space District

R-12-77
Meeting 12-29
August 22, 2012

AGENDA ITEM 11

AGENDA ITEM

Selection of the Public Participation Coordinator and Consultant Team, and Approval of the Consultant Contracting Approach for the Vision Plan

GENERAL MANAGER'S RECOMMENDATIONS

A handwritten signature in black ink, appearing to be "S. J. ...", is written over the end of the "GENERAL MANAGER'S RECOMMENDATIONS" header.

1. Select Public Dialogue Consortium as the Public Participation Coordinator and Consultant Team for the Vision Plan, based upon their qualifications and proposed methods.
2. Approve the proposed incremental consultant contracting approach, whereby Public Dialogue Consortium will be contracted under the General Manager's authority to undertake only the start-up portions of their proposed scope of work, and will work directly with the staff and Board to refine the Vision Plan public engagement process prior to Board approval of the entire consultant work scope and fee.

SUMMARY

Since the last Vision Plan informational report in late June 2012, staff has continued the process of obtaining the consultant expertise needed to prepare the Vision Plan for the Midpeninsula Regional Open Space District (District). This report describes how the recommended public participation coordinator and team were selected, and outlines an incremental consultant contracting approach to involve the District Board of Directors (Board) in refining the Vision Plan process.

DISCUSSION

The District, like many other agencies, is experiencing staffing and funding constraints that limit its ability to further its mission. With this in mind, and recognizing the ongoing need for open space preservation, importance of protecting habitat and watershed integrity, and growing demand for recreational access, the District desires to develop a Vision Plan that is consistent with the District's mission, reflects the priorities and values of the public, and is based upon scientific data and technical analysis. This Vision Plan will serve as a tool to (1) guide future acquisition and land management decisions to achieve the greatest benefit given limited resources, (2) engage the public in the District's work to a greater extent, and (3) leverage support for new funding sources, including a possible future funding measure. The Vision Plan would guide the District for the next 10 to 15 years to ensure that current and future staff and

funding resources are targeted to those projects and actions that are of highest value and provide the greatest public benefit. The project is on an aggressive timeline and is scheduled for completion in December 2013.

Public Participation Consultant Team Selection

Since the June 27, 2012 informational report and authorization to award a contract with Jodi McGraw Consulting as the Project Coordinator of the Technical Consultant Team (See reports R-12-62 and 63), staff has continued the process of obtaining the consultant expertise still needed for the Vision Plan. In late June, the District Project Management Team (PMT), led by Planning Manager Ana Ruiz and including Senior Planner Sandy Sommer, Planner III Tina Hugg, Public Affairs Manager Rudy Jurgensen, and Natural Resources Manager Kirk Lenington, prepared a Request for Qualifications and Proposals (RFQP) for the Public Participation Coordinator/Team and reviewed the material with the General Manager. The RFQP was written to solicit interest from an individual consultant or team, with expertise in both broad and in-depth public participation, media communications, and community engagement strategies, preferably for large, multi-disciplinary planning projects with a focus on open space and recreation. This RFQP process invited proposals to provide all the necessary outreach and engagement services in support of the Vision Plan Project. For this type of work, and given the aggressive schedule, the PMT estimated the proposed fees to be approximately \$150,000.

Notice of the RFQP was posted on the District's website and provided to seventeen (17) consulting firms with known qualifications and experience in this type of work. The RFQP was also sent to six different contacts known to have established networks and connections to reach other firms and increase its visibility. A mandatory pre-proposal meeting was held on July 12, 2012, which was attended by individuals representing the following firms:

| Firm | Location |
|---------------------------------------|-------------------|
| Center for Collaborative Policy | Sacramento, CA |
| Flint Strategies | Half Moon Bay, Ca |
| Kearns and West | San Francisco, CA |
| Olive Grove Consulting | Belmont, CA |
| Public Dialogue Consortium | San Francisco, CA |
| Public Policy Collaboration | San Francisco, CA |
| Reframe It, Inc | Stanford, CA |
| RHAA Royston Hanamoto Alley and Alley | Mill Valley, CA |

On July 16, 2012, the District received seven (7) proposals. After reviewing the proposals, the PMT, with the helpful outside assistance of Mark Linder, City of Cupertino Parks and Recreation Director (who is a former communications professor and public participation practioner), narrowed the candidate pool to four firms. Interviews were held on July 25, 2012, with Public Dialogue Consortium, Center for Collaborative Policy, Olive Grove Consulting, and Flint Strategies.

References were then contacted for the finalist to gain a better understanding of the strengths and weaknesses of the firm. Based on the results of the interviews, written proposals, and reference checks, staff concludes that Public Dialogue Consortium (PDC) provides the best overall skill set and experience for the Project. PDC presented a solid understanding of the project goals, was responsive to the selection criteria discussed in the RFQP and at the pre-proposal meeting,

provided a streamlined project approach, and offered new suggestions and ideas for improving the vision planning process within their scope of work.

PDC is a small and lean non-profit organization with low overhead costs, committed to transforming communication for the public good. Their team has organized, designed, and facilitated public discussions, managed media relations, and conducted public engagement processes for city government and public organizations locally as well as throughout the state. PDC has a distinctive approach to working with government agencies, stakeholder groups and the general public, and they specialize in communication techniques that build trust, enable all segments of the community to be heard and respected, and to understand and learn from differences.

The proposed preliminary fees submitted by each of the interviewed consultants are provided in the table below. These preliminary fees were based upon each team's understanding of the District's RFQP, and are typically expected to change as the selected proposer works with the District to refine their scope. These figures do provide an order of magnitude for what can be expected as the final fee proposal.

| Team | Preliminary Base Proposal Fee | Percent Difference from Estimate (\$150,000) |
|---------------------------------|--------------------------------------|---|
| Public Dialogue Consortium | \$122,310 | -18% |
| Olive Grove Consulting | \$186,275 | +24% |
| Flint Strategies | \$169,700 | +13% |
| Center for Collaborative Policy | \$204,559 | +36% |

Staff initiated discussions with PDC to explore why their proposed fee was substantially lower than the other proposers. Apparently, PDC placed a lesser emphasis on the Vision Plan's media relations components than other teams. Supplementing their scope with additional media communication tasks would add approximately \$25,000 to their base fee, which is still lower than staff's initial estimate of \$150,000 and the other fee proposals. Nonetheless, at this time, staff recommends delaying the award of the full Public Participation Consultant Team contract to allow the process as described below to occur.

Consultant Contracting Approach

In order to afford the Board a greater role in refining the Vision Plan process, as is appropriate for a project this important to the organization, staff recommends approaching the consultant contracting in a participatory and incremental manner. Rather than immediately approach the Board for approval of a fixed and pre-determined consultant work scope and fee, staff recommends that Public Dialogue Consortium be contracted under the General Manager's authority to undertake only the start-up portions of their proposed scope of work (see Tasks 1, 2, and 3 of the scope of work within the attached RFQP).

This approach will allow staff, with the assistance of both the public participation and technical consultants, to work directly with the Board to review a proposed revised draft of the Vision Plan public engagement process and the technical team work plan in a structured study session format to identify the Board's questions, preferences, and concerns. This discussion would allow the Board to identify the priorities of the overall process, to understand the integration between the public participation process and technical work plan, and to have early participation in the

overall direction of the Vision Plan process. Staff anticipates holding this study session in late September, so that both consultant teams have sufficient preparation time while maintaining the overall project timeline.

The outcome of this study session would be the basis of the final Community Engagement and Public Participation Plan, which will provide the public participation structure for the entire 18-month Vision Plan project. It would also serve to frame the technical team's work plan within the overall process. Lastly, results of the study session would also determine the final consultant scopes and fees for both teams, and each entire consultant contract would return to the Board for approval at a subsequent meeting.

The advantages of this proposed consultant contracting approach are:

- The Board and staff are more aligned, empowered, and engaged in the Vision Plan start-up process.
- The District can personally "test-drive" the public participation and technical consultants before making a large investment.
- The Community Engagement and Public Participation Plan would be better dovetailed with the activities and work plan of the technical team.

FISCAL IMPACT

The Planning Department budget for FY2012-13 includes \$300,000 to cover the cost for the Vision Plan Project.

BOARD COMMITTEE REVIEW

There is no Committee business to report.

PUBLIC NOTICE

Notice was provided pursuant to the Brown Act. No additional notice is necessary.

CEQA COMPLIANCE

Retention of consultant services to conduct public outreach does not constitute a project under the California Environmental Quality Act (CEQA), and is therefore not subject to CEQA review.

NEXT STEPS

If the Board approves the proposed approach as recommended, the Public Dialogue Consortium (PDC) and Jodi McGraw Consulting would be contracted under the General Manager's authority to undertake the start-up stages of their proposed scope of work. PDC would work with staff and Jodi McGraw Consulting to prepare for a Board workshop on the Vision Plan process in late September.

Attachment:

1. Request for Qualifications and Proposals for Public Participation Services

Responsible Department Manager:
Ana M. Ruiz, AICP, Planning Manager

Prepared by:
Sandra Sommer, ASLA, AICP, Senior Real Property Planner
Ana Ruiz, AICP, Planning Manager
Tina Hugg, Planner III

Contact person:
Ana M. Ruiz, Planning Manager and Vision Plan Project Lead

ATTACHMENT 1



**Request for Qualifications and Proposals (RFQP) for a
Public Participation Coordinator and/or Team
to provide Public Participation Services
as part of the development of an
Open Space Vision Plan
for Midpeninsula Regional Open Space District**



**Mandatory Pre-proposal Meeting 2:00 PM, Thursday, July 12, 2012
PROPOSALS DUE 4:00 PM, Monday, July 16, 2012**

Mission Statement:

To acquire and preserve a regional greenbelt of open space land in perpetuity; protect and restore the natural environment; and provide opportunities for ecologically sensitive public enjoyment and education.

1. PURPOSE OF RFQP

Midpeninsula Regional Open Space District (District) is seeking to hire a creative Public Participation Coordinator to lead a Public Participation Team that will provide public engagement and communications services throughout and in support of the development of the District's Open Space Vision Plan (Vision Plan). At this time, the District is seeking proposals to fill either the Public Participation Coordinator role only, or to provide the Coordinator as well as a full Team.

The District is preparing a Vision Plan that will serve as a tool to guide its decisions on land acquisition, recreational use, and land stewardship so as to achieve the largest, most beneficial impact given funding and staffing realities. The Vision Plan project area includes the entire District jurisdiction and its Sphere of Influence, stretches 550 square miles, and encompasses 17 cities from San Carlos to Los Gatos and from Sunnyvale to the San Mateo County coast.

The development of the Vision Plan requires the services of two Project Coordinators (PCs). One PC, who has been separately hired, will lead a technical team to handle the GIS data analysis and prioritization of project tasks (Technical Coordinator) while a second PC, and the subject of this RFQP, will lead a Public Participation Team to assist with partner and public participation project tasks (Public Participation Coordinator).

Prospective individuals and/or teams must have experience in public and strategic communications, media relations, public engagement services, meeting facilitation, state-of-the-art social media methods of government communication ("open innovation"), and public affairs.

The Public Participation Coordinator for the Public Participation Team is expected to:

- Serve as day-to-day project manager for the public participation and engagement components of the planning effort.
- Advise the District regarding the overall public participation and engagement approach and process that best meet District goals.
- Report to and interface with the District's internal Project Management Team to coordinate consultant and staff activities.
- Lead a professional team of public engagement consultants to perform the communications, public engagement, and outreach scope of work outlined in this RFQP. As mentioned above, proposals need not include teams at this time. If teams are not yet identified as part of the proposal, a team will need to be assembled separately with District coordination and direction.
- Interface and coordinate with the project's Technical Coordinator to receive and, as needed, repackage important technical information and analysis in a manner that is well received and understood by the general public.

- Together with Technical Team members, create a two-way dialogue between citizen stakeholders and the District about the future of the conservation, stewardship, and ecologically sensitive public enjoyment and education on the Peninsula.
- Assist with the preparation of the Vision Plan document, focusing on the public participation process, public input, and document formatting and editing.

2. DISTRICT BACKGROUND

The District was first formed in 1972 in northwestern Santa Clara County by voter initiative to purchase, permanently protect, and restore lands forming a regional open space greenbelt, preserve unspoiled wilderness, wildlife habitat, watershed, viewshed, and fragile ecosystems, and provide opportunities for low-intensity recreation and environmental education. Since then, District boundaries have been expanded to include southern San Mateo County (southern boundary of Pacifica to the Santa Cruz county line) and a small northern portion of Santa Cruz County. The District is working to complete a continuous greenbelt of permanently preserved open space by linking its lands with other public parklands. The District also participates in cooperative efforts such as the Bay Trail, Ridge Trail, and Skyline-to-the-Sea Trail, which are regional trail systems in the Bay Area that include District lands. The District has permanently preserved over 60,000 acres of mountainous, foothill, and bayland open space, creating 26 open space preserves. District boundaries include the following cities and unincorporated areas: Atherton, Cupertino, East Palo Alto, El Granada, Half Moon Bay, Los Altos, Los Altos Hills, Los Gatos, Menlo Park, Montara, Monte Sereno, Moss Beach, Mountain View, Palo Alto, Pescadero, Portola Valley, Redwood City, San Carlos, San Gregorio, Saratoga, Stanford, Sunnyvale, and Woodside.

The District is divided into seven geographic wards of approximately equal populations (approximately 100,000 residents in each ward), each represented for a four-year term by an elected member of the Board of Directors. District staff currently consists of approximately 105+ employees in six departments: Administration, Operations, Planning, Public Affairs, Natural Resources, and Real Property.

Funding is primarily received via a small share of the annual total property tax revenues collected within District boundaries, not including the San Mateo County Coastside. This amounts to approximately 1.7¢ per \$100 of assessed property value, which currently provides approximately \$32 million in tax revenue. Other revenue sources may include federal and state grants, interest and rental income, donations, and note issues.

The District's 26 open space preserves range from 55 to over 18,000 acres and 24 are open to the public free of charge, 365 days a year from dawn until one half-hour after sunset. The diverse ecosystems at the preserves include redwood, oak, and fir

forests, chaparral-covered hillsides, riparian corridors, grasslands, and wetlands along San Francisco Bay. Open space preserves are generally kept in a natural condition to best protect the environment and wildlife habitat, and are developed with only the amenities needed to provide public access for low-intensity recreation. Improvements may include parking areas, restrooms, signed trails for hiking, bicycling, and equestrian use, and an occasional picnic table. The District offers 220 miles of trails, ranging from easy to challenging terrain. All trails are open to hiking and many are open to bicycles and horses. Leashed dogs are allowed on some preserves, including one off-leash area at Pulgas Ridge Open Space Preserve. The District also provides a number of trails that are suitable for people with varying degrees of physical ability. These “easy access” trails are appropriate for visitors with wheelchairs, strollers, children, or for anyone desiring a less-strenuous open space experience.

3. PUBLIC ENGAGEMENT SERVICES IN SUPPORT OF THE VISION PLAN

A. Need and Expectations for the Overall Vision Plan Effort

The District, like many other agencies, is experiencing limitations in funding to further its mission. With this in mind, and recognizing the ongoing need for open space preservation, importance of habitat and watershed integrity, and demand for public recreational access, the District desires to develop a Vision Plan that is consistent with the District’s mission, utilizes scientific data and technical analysis, and reflects the priorities and values of the public. This Vision Plan will function as a decision support tool to (1) guide future acquisition and land management decisions so as to achieve the biggest 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 as a tool and resource document for the District, but also as a tool for local conservation partners to inform conservation choices and investments at a regional level. As such, this Plan will promote interagency coordination and 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 utilize the best available data to analyze existing conditions, including natural and cultural resources, wildlife corridors, trails and public access facilities, important vista points and viewsheds, agricultural uses and prime agricultural land, and demographics. Data on future climate change impacts and population growth will also be analyzed. This assemblage of information will help highlight opportunities, constraints, and trends to guide development of the Vision Plan. The Technical Coordinator and Team will lead the data analysis portion of the project. The public participation and engagement effort, which will be led by the Public Participation Coordinator, will need to translate this information and incorporate substantive public participation into the process.

The Vision Plan will be designed as an adaptive document that will be updated over time 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. Finally, the Vision Plan will be used to support future funding opportunities by describing conservation, stewardship, and public access priorities that are consistent with the District's mission, meet long-term District needs and goals, and are considered of great value to partners and local communities.

The Vision Plan would cover the following key elements, all of which are of major interest to the District, and identify the goals, strategies, and actions to best achieve the desired impacts for each element:

- Resource Stewardship
- Biodiversity and Landscape Connectivity
- Watershed Integrity
- Cultural Resources
- Recreation and Healthy Communities
- Working Lands
- Viewsheds

Each Vision Plan element would build upon similar, prior work of other organizations. For example, the Biodiversity and Landscape Connectivity element would use the analysis completed by the Upland Habitat Goals Project and Bay Area Critical Linkages Project as a starting place to identify the resource conservation priorities for the District's study area. Likewise, the Recreation and Healthy Communities element would incorporate regional trail planning efforts such as San Mateo and Santa Clara Counties' Trail Plans, and the Trail Plans for the Bay Area Ridge Trail and Bay Trail, as a starting place to explore public access priorities.

The vision planning process is expected to arrive at selection criteria and prioritizations for each Vision Plan element based on public and partner input and Board direction, and considering the data analyzed to date. Selection criteria will need to be consistent with District policies and will be used as a tool to prioritize the various actions and projects that will have been identified for the Vision Plan study area. The selection criteria and prioritized action and project list will need to be packaged in a way that helps convey a narrative to the public that helps explain how these actions and projects together will improve the quality of life for Bay Area residents and respond to the needs, desires, and goals of the larger community. The purpose is to allow the public to clearly understand the tangible benefits and implementable projects and actions that would be gained by the Vision Plan to motivate public support for and endorsement of the Vision Plan itself, and any funding proposals that may come in the future.

The Vision Plan project study area will encompass the District's entire jurisdictional area plus its Sphere of Influence. Certain types of analysis, such as that needed for

landscape connectivity, may look beyond the study area and into surrounding, adjacent lands as deemed appropriate (refer to Attachment D: Project Organizational Structure).

B. Needs and Expectations for Public Participation Services

Professional services are needed to identify and implement the strategies and activities that best achieve the desired public and partner participation, and result in high levels of support for the District's Vision Plan.

The relationship between the Public Participation Team (led by the Public Participation Coordinator) and the Technical Team (led by the Technical Coordinator) will need to be two-way. The Public Participation Team will be tasked with translating technical information so that the public can understand it, as well as soliciting, gathering and interpreting public input so that the Technical Team can address expressed needs.

1. Public Involvement

The District would like to have meaningful public involvement in the creation of the Vision Plan and recognizes that active participation and engagement by stakeholders will inspire support and excitement for the Vision Plan, for potential future funding requests, and ultimately for the District's future. For this reason, the District seeks a robust, creative process for public participation, communication, and engagement.

The project should maintain a high level of transparency, cultivate relationships with the surrounding communities, and increase support for the Vision Plan and subsequent funding measure by incorporating public involvement early in the planning process and continuing with public participation throughout the life of the project. The goal is to incorporate collaborative public involvement that goes beyond the basic requirements of public participation by creating opportunities for the public and the District to exchange information and provoke thoughtful discussions.

The District seeks the input and expertise of a Public Participation Coordinator to design and help implement a process that covers the range of increasing levels of public participation shown on the attached diagram (refer to Attachment E: IAP2 Spectrum of Public Participation). In this way, participation would be both broad and in-depth.

The Public Participation Coordinator would work with the District to determine how best to convene and involve a diverse stakeholder and community group to provide feedback throughout the vision planning process. This Community Forum could be comprised of representatives from the District, partner organizations, resource agencies, major landowners, and community leaders to advise the Vision Plan development and to solicit early input. The Public Participation Coordinator would advise and assist the

District in starting up the Forum, and participate in the administration and management of this group. Although District staff would be the primary facilitators of the meetings, the Public Participation Coordinator would provide facilitation support. Staff would work with the Public Participation Coordinator to develop clear guidelines, expectations for public involvement, ground rules, a defined set of tasks, and a timeline for this community engagement group. District staff and the Public Participation Coordinator would also develop a list of recommended community group participants for the Board to consider and approve.

2. Partner Involvement

The District's key partners (refer to Attachment B), are an important factor that enables the District to deliver its mission. The District's success in the future will in part depend upon its ability to unite its partners, coordinate mutual key activities, and leverage the key resources that they provide. The Vision Plan is regarded as part of this process. For this reason, the District also seeks a creative process for partner participation, communication, and engagement.

3. District Board Involvement

The Vision Plan is a top priority for the District's Board of Directors, all of whom have expressed a keen desire to stay fully informed and engaged throughout the plan's development. Involving the Board at key decision-making points and frequently informing them of the work progress are essential to project success. The Board will need to be kept abreast of public engagement activities throughout the planning process.

4. Project Management Team

Working directly with the General Manager, the District Project Management Team (comprised of internal staff) will serve as the oversight and feedback mechanism for the Vision Plan, monitoring effectiveness and guiding adaptation during the process to achieve the greatest benefit for the District. The Project Management Team will oversee and direct the Public Participation Coordinator and Team's work.

5. Communications Collateral

The Public Participation Team will be responsible for the public and media communications collateral prepared during the planning process, and will provide significant assistance in final report preparation. Ideally, sections of the final report will be prepared as the process unfolds, rather than waiting until the end to document the process. It is anticipated that highly technical sections such as chapters focusing on data findings and analysis will be prepared by the Technical Team while other sections that relate directly to the public engagement process will be prepared by the Public Participation Team. As such, with multiple report authors preparing the document, the Public Participation Coordinator will need to be able to help reconcile writing

styles to ensure the document is cohesive and has ease of flow and readability.

D. Funding Measure

Simultaneously with the Vision Plan project, the District is pursuing a separate but closely linked effort to find new sources of outside funding to help pay for both the implementation of the Vision Plan and for the District's ongoing land preservation, restoration, and public access work. As part of this effort, the District is considering a potential future funding measure that may be part of a future ballot. The Vision Plan project provides an excellent opportunity to inform the public about the District and to engage the public in shaping and supporting the future of the District. Therefore, progress will be carefully monitored to ensure that the information and deliverables produced will help successfully shape such a potential funding effort.

4. GENERAL APPROACH

The District will direct the Vision Plan process with the assistance of the Public Participation Coordinator and a separately-contracted Technical Coordinator. Prospective proposers for the public engagement piece may either submit proposals that solely cover the work of the Public Participation Coordinator, or may submit proposals that include the full Public Participation Team upfront. If a team is not included in the proposal, the Public Participation Coordinator will be responsible for assisting the District in hiring an expert Public Participation Team after discussing and confirming with the District the assistance needed to complete the project (part of Task 1). Either approach would be considered a valid response to this RFP.

If the hiring of a separate team is required, information and assistance will be provided by District staff regarding public hiring requirements and District practices (includes the release of the RFQP, selection based on qualifications and approach, and contract approval by our Board of Directors). The Public Participation Coordinator will be responsible for leading the expert Public Participation Team and under the direction of the Project Management Team, will handle all communication, coordination, delegation of work assignments, and tracking/review of deliverables (see Attachment D for an initial organizational structure of the Project Team, including all key project participants).

The Public Participation Coordinator will also be responsible for tracking and, in conjunction with the District, deriving meaning from the feedback that is received from the District's major partners, stakeholder groups, and the larger community to inform and adjust the planning process and the development of the District's Vision Plan.

5. SCOPE OF WORK

As part of the scope of work listed below, the District is seeking creative assistance and advice from the Public Participation Coordinator to improve upon the suggested

approach and arrive at a new, more effective, and more innovative scope of work. The tasks listed below would be overseen and managed by the Public Participation Coordinator, but not necessarily directly performed by the Public Participation Coordinator. This proposed scope is being provided so that prospective Public Participation Team consultants can work with the prospective Public Participation Coordinator for proposal purposes and anticipate the entire process leading up to project completion. If proposals do not at this time include a Public Participation Team, the first task will be to refine the scope of work and to proceed with the hiring of the Public Participation Team.

Proposers will note that each step of the vision planning process will require oversight and confirmation from the District and may need to be adjusted at any time based on District needs.

Task 1: Project kick-off and agreement on goals, methodology, schedule, and deliverables

Meet with District Project Management Team and the Technical Coordinator to initiate project and discuss recommended refinements to project scope, process, goals, expectations, and timeline. Identify project participants and confirm recommended roles of each. Confirm project study area boundaries. Confirm assistance needed and if necessary, assemble and hire Public Participation Team. Discuss expectations and goals for the development of a Communications, Engagement, and Public Participation Plan (see Task 3). Discuss formation of a manageable, diverse Community Forum comprised of representatives from the District, partner organizations, resource agencies, landowners, and community members to advise the Vision Plan development and to solicit early input. Discuss any other community engagement tools and groups that should be formed and used for the project.

DELIVERABLE: Annotated meeting minutes; if not part of original proposal, hiring of Public Participation Team.

Task 2: Draft a detailed project work plan

Drawing upon the initial kick-off meeting, the Public Participation Coordinator will coordinate with the Technical Coordinator and the District Project Management Team to draft a detailed work plan with a timeline and deliverables. The work plan will delineate roles and responsibilities of all project personnel and provide a schedule of future meeting dates and proposed goals for each meeting.

DELIVERABLE: Draft project work plan that includes an outline of the Vision Plan scope of work and schedule. Assist with presenting the draft work plan to the Board of Directors.

Task 3: Communications, Engagement, and Public Participation Plan
A Communications, Engagement, and Public Participation Plan (CEPP) is required as part of the Public Participation Coordinator’s project deliverables. The CEPP should identify creative methods for reaching out effectively to a broad cross-section of the population, including diverse ethnic communities, the elderly, youth, non-English speakers, and other under-represented groups. Methods and tools should support to the extent possible the District’s desire that citizens’ voices be heard, that the Vision Plan be well understood, and ultimately, that the Vision Plan be supported and endorsed by residents, stakeholders, elected officials, community organizations, and private sector entities. These methods and tools may include the creation of a user-friendly participation website, activities that foster relationships with grassroots organizations, or social media and news media tools. The public process must balance listening with information, education, and engagement. Another important component of the visioning process will be the engagement of partners. Clear and effective communication and involvement from the District’s partners are also critical. The CEPP should describe programmatic activities and effectively and strategically time critical participation opportunities. Upon preparation, the CEPP shall be incorporated into all subsequent tasks and schedule milestones.

DELIVERABLE: Prepare a draft Communications, Engagement, and Public Participation Plan. Assist with presenting the draft CEPP to the Board of Directors.

Task 4: Finalize Work Plan and CEPP
Based on Board and District Project Management Team direction, finalize the draft project work plan and draft CEPP.

DELIVERABLE: Final project work plan and CEPP.

Task 5: Implement the CEPP Plan
Throughout the vision planning process, implement the various methods and tools identified in the CEPP Plan to ensure robust public and partner communications, engagement, and public participation. Work with the District’s Project Management Team and Public Affairs Department staff, as needed, to facilitate implementation. Implementation will need to include the Public Participation

Coordinator's active participation at the various public, community, and Board meetings, as well as annotation of meeting minutes.

DELIVERABLE: Implementation of the various components of the CEPP Plan (ongoing throughout planning process).

Task 6: Preparation of the Draft Vision Plan Document

Using all of the information gained to date, including all input and direction, as well as the selection criteria and list of priority projects developed by the Technical Team, assist with the preparation of the Draft Vision Plan document, focusing on the public participation process and feedback received. Also, assist with editing the technical chapters to ensure that the document is cohesive and written in a way that can be easily understood by the general public. Assist with presenting the Draft Vision Plan to the full Board of Directors at a public hearing.

DELIVERABLE: Development of a Draft Vision Plan that describes its intent, methodology, findings, and results, and includes a prioritized list of properties, actions, and projects with associated costs and schedules. Distribute and present Draft Vision Plan document to the Community Forum for review and feedback. Revise Draft Vision Plan accordingly and help present revised Draft Vision Plan to the full Board of Directors at a public hearing for review and consideration.

Task 7: Preparation of the Final Vision Plan Document

Assist with editing and finalizing the Vision Plan document per Board and District staff direction. Finalize graphics, photographs, text, formatting, and all other components of the Final Vision Plan document, including any attachments and appendixes. Assist with presenting the Final Vision Plan to the full Board of Directors at a public hearing.

DELIVERABLE: Assist with preparing the Final Vision Plan document, distributing digital and hard copies, and presenting the final plan at a public hearing of the full Board of Directors.

Task 8: Development of Factsheets and Other Media for Distribution

Work with the District to develop and provide suitable content and public participation products for distribution online, via email, and via mail regarding the vision planning process and the Final Vision Plan, as needed. Assume 300 hours for coordination, media/content development, and distribution.

DELIVERABLE: Throughout and following the planning process, provide content and develop discreet, targeted public participation products for distribution through appropriate channels.

6. PROJECT SCHEDULE

The Vision Plan has an intensive schedule to meet the District’s needs. The Public Participation Coordinator will need to be able to begin work quickly. As part of the work, the selected Public Participation Coordinator shall prepare a detailed project work plan and schedule to ensure the project conforms to the following Outline Schedule:

| | |
|------------|---|
| July - Aug | Data collection (text in gray indicates a Technical Team task) |
| Early Aug | Public Participation Coordinator kick-off meeting; if needed, develop and release RFQP to hire the Public Participation Team |
| Aug | If needed, hire Public Participation Team; prepare draft list of Community Forum (CF) participants; develop the Communications, Engagement, and Public Participation (CEPP) Plan |
| Late Aug | Seek Board confirmation of revised scope of work, CEPP, and list of CF participants |
| Aug - Oct | Assess data gaps; develop data findings (Technical Team task) |
| Sept | 1 st CF meeting; introduce project, schedule, goals, roles and responsibilities; discuss open space values; present CEPP, review data analysis, findings, and next steps |
| Oct | 1 st Board workshop; introduce project and present data and findings; solicit discussion on open space values, needs, constraints, priorities |
| Oct – Nov | Develop draft project selection criteria; identify potential priority sites |
| Dec | 2 nd CF meeting to review and discuss public comments to date, potential priority areas, and draft project selection criteria |
| Jan 2013 | 2 nd Board workshop to present and solicit feedback on priority areas and project selection criteria |
| Feb - Apr | Refine components of the Vision Plan; develop sub-regions, if appropriate; develop prioritization matrix and list of projects |
| Apr | 3 rd CF meeting to review sub-regions, prioritization matrix, and draft list of projects |
| Apr – May | Prepare draft Implementation Plan (Joint task) |
| May | 4 th CF meeting to review the draft Implementation Plan that includes a schedule and cost estimates |

| | |
|-------------|--|
| June | 3 rd Board workshop to present and solicit feedback on the draft Implementation Plan that identifies a prioritized project and action list by sub-region. |
| July - Sept | Refine Vision Plan; release Vision Plan for Board and public review |
| Oct | 1 st Public Hearing – Tentative Approval of the Vision Plan |
| Dec 2013 | 2 nd Public Hearing – Final Approval of the Vision Plan |

7. PROPOSAL REQUIREMENTS

Please submit proposals in hard copy or digital format (CD preferred). Fee Proposal must be submitted in a separate sealed envelope or a separate, clearly labeled file – see Item #e.

a. Mandatory Pre-proposal Meeting – Thursday, July 12 at 2:00 PM

A mandatory pre-proposal meeting will be held at the District Administrative Office on Thursday, July 12 at 2:00 PM. Prospective Public Participation Coordinator candidates are required to attend this meeting. The pre-proposal meeting is intended to review all elements of the RFQP, discuss the intent and goals of the Vision Plan, discuss expectations and the project management organizational structure, discuss the project schedule, and answer specific questions to aid with the preparation of proposals.

b. Project Execution (max 6 single-sided pages)

Provide a written statement of project approach, describing methodology, potential time and cost savings strategies, and schedule.

c. Consultant Qualifications (max 8 single-sided pages)

- Provide a statement of experience and qualifications*.
- Provide a brief overview and history of consultant work, including location(s), project experience, client and project history, number of years in business.

*For any project referenced, supply the name of the Owner/Client.

d. References

Provide a list of at least three client references from the last 5 years that have relevant knowledge concerning the consultant's ability to perform similar projects. Names, affiliations, addresses, and current telephone numbers of all references must be provided.

e. Insurance

Submit a statement of acceptance of the District's insurance and indemnification requirements, or any reservations the firm has with the requirements. Refer to Exhibit B of Midpeninsula Regional Open Space District's *Agreement for Professional Services*.

f. Professional Rates & Anticipated Fee Proposal*

In a separate, sealed envelope, or a separate, clearly labeled (“Fee Proposal”) file or email if submitted on a CD or by email, clearly identifying the proposer, provide:

- List of the professional billing rates for the proposed project; different rates may be provided to accomplish different tasks (e.g. administration, document editing, outreach, etc);
- Anticipated fee proposal based on hours required to complete the work:
 - Indicate the number of hours required and fee associated with each task;
 - Highlight any proposed fee allowances or contingencies;
 - Include all anticipated reimbursable expenses.

Sealed envelopes and Fee Proposal files will remain unopened until the District has ranked the proposals based on an evaluation of qualifications.

*The anticipated fee proposal will be utilized to negotiate a Time and Material, Not to Exceed (T&M, NTE) contract with the most qualified proposer.

g. Presentation and Interview (45 minutes)

The short-listed (top 3 to 4) Public Participation Coordinator/Team candidates will be asked to provide a 15 minute presentation of skills, experience, and proposed approach. A projector and screen will be available for use. Visual aids are always welcome. The remaining 30 minutes will be used for questions and answers. Interviews are tentatively scheduled for **Thursday, July 19, 2012**. Please set this day aside for possible interviews.

8. PROPOSAL AND SELECTION SCHEDULE

| | |
|---------|--|
| July 3 | Public Participation Coordinator RFQP released |
| July 12 | Pre-proposal meeting |
| July 16 | Proposals due |
| July 19 | Public Participation Coordinator interviews |
| July 25 | Public Participation Coordinator selection/Board contract approval |

9. PROPOSAL EVALUATION CRITERIA**a. Quality of Proposal**

- Consistency with project and RFQP objectives
- Demonstrating an understanding of the project
- Fulfilling proposal requirements as described in this RFQP
- Overall presentation: clear, concise & relevant

b. Project Approach

- Proposed approach to executing and coordinating a complex multi-year project
- Proposed approach to working with District staff

- Proposed strategies to reduce time and costs
- Ability to meet project schedule

c. Implementation Expertise

- Proven track record and technical ability to accomplish the District's goals
- Background, qualifications, experience and expertise on similar projects

d. Project Fee

The selection of the Public Participation Coordinator will not be based solely on the lowest anticipated fee proposal. Instead, the District intends select the best overall proposal package to achieve the project goals.

10. STIPULATIONS

a. Requests for Additional Information and Questions from the District

Upon review of the proposals and selection of the top qualified candidates, the District reserves the right to request more detailed information from one or more proposers to provide for a reliable comparison between proposals.

b. General Stipulations

The District will not be liable for any costs incurred by the proposers that are related to the RFQP process; this includes production of the proposal, interviews or presentations, travel and accommodations. The District reserves the right to request or negotiate modifications to the proposals that are deemed appropriate. All proposals received from proposers in response to this RFQP will become the property of the District and will not be returned to the proposers. In the event of contract award, all documentation produced as part of the contract will become the exclusive property of the District. The District reserves the right to reject any and all proposals and to waive minor irregularities. The District also reserves the right to seek new proposals or re-advertise if responses have not been satisfactory or for any other reason.

c. Requests for Additional Information and Questions from Consultants

Specific questions related to the RFQP must be addressed in writing to the District. Answers will then be distributed to all candidates. Please submit all requests to:

Attn: Ana Ruiz, Planning Manager
Midpeninsula Regional Open Space District
330 Distel Circle
Los Altos, CA 94022

650-691-1200
aruiz@openspace.org

11. PROPOSAL DEADLINE

Two (2) copies or CDs of each final proposal are to be submitted by **4:00 PM, PST on Monday, July 16, 2012** at the above address, to Ana Ruiz. See below for separate

email instructions. The District at its sole discretion may grant an extension to all candidates if circumstances require additional time. Responding candidates should assume that the District may initiate discussions simultaneously with all respondents.

Proposals may be hand-delivered, mailed, or delivered by courier to the above address. No facsimile will be accepted.

Proposals shall be delivered in a sealed manner and clearly marked on the outside of envelope: **“Public Participation Services Proposal - Open Space Vision Plan”**

E-mailed “PDF” proposals will be accepted with the following requirements:

- *E-mailed submittal must arrive no later than 2:00PM PST, July 16, 2012;*
- *Fee Proposal shall be submitted in clearly marked separate e-mail;*
- *Proposer must confirm that e-mailed submittal has reached the District by phone and separate e-mail no later than 30-minutes prior to the 4:00 PM hard-copy submittal deadline;*
- *(2) additional hard-copies of the Proposal and separate Fee Proposal must be submitted no later than 10:00 AM, July 17, 2012.*

12. LIST OF ATTACHMENTS

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|--------------|---|
| Attachment A | District Professional Services Agreement & Insurance requirements |
| Attachment B | List of Partner Agencies |
| Attachment C | Project Study Area |
| Attachment D | Project Organizational Structure |
| Attachment E | IAP2 Spectrum of Public Participation |