



Midpeninsula Regional
Open Space District

R-13-09
Meeting 13-01
January 15, 2013

AGENDA ITEM 3

AGENDA ITEM

Authorization to Amend a Contract with Jodi McGraw Consulting for a Total Not-to-Exceed Amount of \$367,034 to Lead and Conduct the Planning and Analysis for the Vision Plan

GENERAL MANAGER'S RECOMMENDATION

A handwritten signature in black ink, appearing to be "J. McGraw".

Authorize the General Manager to Amend a Contract with Jodi McGraw Consulting for a total not-to-exceed amount of \$367,034 (includes a 10% contingency on the amended portion) to lead and conduct the planning and analysis for the Vision Plan.

SUMMARY

At tonight's Study Session, the Board of Directors (Board) was given an overview of the Vision Plan process that was developed by staff with the assistance of two consultant teams: Jodi McGraw Consulting (JMC) and Public Dialogue Consortium (PDC). The purpose of this agenda item is to obtain authorization to amend the existing contract with JMC to lead the Vision Plan Planning Team and complete the planning and analysis for the Vision Plan (Phases 2 through 5). This continues the work from Phase 1 ("Getting Started"), which included preliminary scoping and data gathering. This not-to-exceed amount of \$367,034 includes \$35,738.88 for work completed in Phase 1, \$301,178 for work to be completed in Phases 2-5, and a 10% contingency of \$30,118. This not-to-exceed amount of \$367,034 is a subset of the entire Vision Plan budget that was summarized in tonight's Study Session (see Report 13-10). This report presents the planning analysis that would be performed by the Planning Team to help the District determine and prioritize where resources should be focused for greatest impact. The work associated with PDC and the community engagement portion of the project is presented tonight as a separate Agenda item (see Report 13-08).

DISCUSSION

Staff worked closely with two lead consultants, JMC and PDC, to create a robust community values-based and science-informed planning process that was presented at tonight's Study Session (see Report 13-10). JMC will be responsible for conducting the planning and analysis for the Vision Plan, which will form the scientific basis for the Plan and includes determining open space values of land within District boundaries. JMC will collaborate with PDC throughout the entire Communication, Engagement, and Public Participation (CEPP) process to incorporate public input into the analysis, and with the assistance of District staff, will be responsible for developing Plan materials that will inform the public about our region. In addition, this team will produce the following Vision Plan deliverables:

- 1) A robust GIS database that will serve as a long-term decision making support tool
- 2) A detailed memo characterizing lands within District boundaries according to proposed Open Space Themes and the planning and analysis results
- 3) Priority area maps
- 4) Draft action selection criteria
- 5) Recommended priority actions
- 6) Vision Plan content and associated graphics

JMC has assembled a team of qualified technical and planning experts who represent the broad range of themes that the Vision Plan will cover. This team consists of qualified ecologists, foresters, and agricultural, recreational, and cultural resource experts, who will provide the scientific expertise needed to create a comprehensive, science-informed plan. While available information and analyses will be incorporated where applicable, the planning and analysis proposed are specific to this project and to lands within District boundaries, and will be instrumental in creating a comprehensive and robust Vision Plan for this region.

Below are summaries describing what each team member will analyze in their planning work for the Vision Plan. Attachment 2 provides detailed information on their qualifications.

Project Lead and Ecologist – JMC (Dr. Jodi McGraw)

JMC will lead the Planning Team's work to develop the biodiversity component of the Vision Plan. This effort will involve synthesizing available existing biological data to characterize the relative land conservation value within District boundaries. JMC will also assess threats to these values resulting from habitat conversion and habitat degradation to identify priority areas and actions for land protection and stewardship.

To characterize the relative land conservation value within the District, JMC will conduct a weighted overlay analysis that integrates numerous layers of information about rare species occurrences, sensitive habitat locations, important streams and watersheds for sensitive species, and areas deemed important to maintaining landscape connectivity (e.g. wildlife corridors). JMC will then analyze this composite set of data with other available data that indicates threat based on development capacity (e.g. density credits), vulnerability (e.g. proximity to roads), and habitat degradation (e.g. erosion potential), to identify what lands are priority areas for land protection and stewardship. The biodiversity analysis will not only inform development of the Vision Plan, but also guide ongoing resource management by providing a single map that integrates the biodiversity values of the region.

Dr. Jodi McGraw has 20 years of experience conducting research, conservation planning, and habitat management and restoration in the Santa Cruz Mountains, and 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.

Forest Subconsultant – Nadia Hamey

Nadia Hamey will guide the Planning Team's assessment of District lands to identify potential management practices that retain and promote biologically diverse, resilient forest ecosystems. Working with District staff and Ecologist Dr. McGraw, Ms. Hamey will compile available forest conditions data and identify important data gaps that could be filled with additional data analysis

or future surveys. Ms. Hamey will work with District staff to formulate criteria to identify and prioritize forest restoration activities. This information will be compiled within a memo that characterizes forest lands by open space preserve or management unit and identifies the criteria for various types of forest restoration techniques.

In addition to the focused efforts on District properties, Ms. Hamey will also assist Dr. McGraw to characterize the status of timber harvest activities within District boundaries, and inform analyses to identify priority areas for fire management. As a result of her work, the District will have a greater understanding of: 1) the forest restoration opportunities and specific actions needed for improved forest health; 2) fire management opportunities to reduce fire risk and promote ecosystem resilience; and 3) the status of working timberlands within the region.

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. 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.

Agricultural Subconsultant – Sustainable Agriculture Education (SAGE)

SAGE will be primarily responsible for synthesizing information about cultivated agriculture and livestock grazing operations, and developing criteria for priority actions to promote sustainable agriculture in the region. A critical aspect of this work will include evaluating and identifying the District's specific role in local, sustainable agriculture. To achieve these planning objectives, SAGE will implement the following tasks: 1) compile and analyze existing agricultural conditions data, including agricultural resources, demographic data, and challenges/opportunities; 2) facilitate outreach and community feedback; 3) guide the analysis to characterize open space values of agriculture; 4) develop draft action selection criteria for, and then identify, priority agricultural activities and areas; and 5) develop the agricultural component of the Vision Plan.

This information will increase the understanding of agriculture within District boundaries and help inform what actions the District can take, in partnership with other agencies and organizations, to sustain agriculture into the future. By integrating this analysis with that of other open space values, the Planning Team will identify the distinctive attributes and contributions of natural lands and working lands that collectively comprise open space in the region.

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).

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

The cultural team will create a picture of the prehistoric and historic period land use by utilizing their personal knowledge, notes, and easily-accessible references. The end product will be two spatial databases for prehistoric and historic resources showing site locations and a basic

description of each site. These databases are not intended to be exhaustive of the District's area, but instead offer an enhanced understanding of local cultural resources. Groups of known sites within the region would be tied together with a cohesive narrative describing how they fit within the larger San Francisco Bay Area. After finishing the general site locations and regional narratives, the cultural resource experts will complete three tasks: 1) provide information on the sites' preservation capabilities, protection requirements, and interpretation opportunities; 2) select sites that highlight the best examples of cultural resources within the District; and 3) create a general guide for stewardship activities related to cultural resources that includes wide-ranging criteria for stewardship and management actions for both existing and undiscovered sites.

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. Mr. Hylkema (prehistoric archaeologist) has 32 years of professional archaeological experience with an emphasis in Native American cultural history and prehistory. The Project Manager for Pacific Legacy is Hannah Ballard who has over twelve years experience in Cultural Resources Management and sixteen years experience in prehistoric and historic period archaeology in California including projects in Santa Cruz Mountains, on Stanford lands and in Santa Clara County.

Recreation Subconsultant – Alta Planning + Design

Alta Planning + Design (Alta) will work with PDC to understand community values around public access, low-intensity recreation, and education. Alta will design and create maps and materials that will help the public and stakeholders participate effectively in the Vision Plan process. They will develop targeted questions to extract information on what type of visitor experiences are most valued and analyze the feedback to develop goals and action selection criteria that reflect these values. They will analyze existing data to create maps that identify ideal locations for recreation that reflect these community values. Alta will create maps, tables, and text to provide narrative descriptions of the factors that influence access, recreation, and education on District lands for the final Vision Plan document.

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 Principal-in-Charge Randy Anderson has over 15 years experience in recreation planning.

FISCAL IMPACT

Several efficiency and cost-saving strategies have been implemented in the development of this scope of work. First, staff worked closely with JMC's subconsultant team to reduce the scope of work to the minimum tasks required to develop useful products and deliverables for the studies requested of them. Second, whenever possible, consultants will be relying heavily on existing data as the foundation for their analysis. Third, staff will be conducting a number of tasks internally to reduce print and consultant costs. These include the creation of all final cartographic products, the printing of the majority of maps for public meetings, and the conducting of all planning and analysis for the scenic beauty theme (see Report 13-10 for discussion on Vision Plan themes).

JMC's proposed contract amendment and a 10% contingency to complete Phases 2 through 5 of the Vision Plan process is described in the table below. A contingency has been included in the

project budget to provide funds for additional, unanticipated analysis that may arise from public input, to respond effectively to the public and in a timely manner to maintain the project’s aggressive schedule. The contingency would not be in JMC’s base contract, and it would only be used if additional services were approved and authorized by the General Manager.

Below is a summary of the contract amount for Phases, and 2 through 5. Based on staff research, this dollar amount is comparable to similar planning efforts around the Bay Area.

Jodi McGraw Consulting	Amount
Phase 1 (FY 12-13)	\$35,738.88 (completed)
Phases 2 through 5 (FY12-13 and 13-14)	\$301,178
10% Contingency (FY 12-13 and 13-14)	\$30,118
Not-to-exceed total amount:	\$367,034

BOARD COMMITTEE REVIEW

No Board Committee review was needed for this item. The full Board has remained apprised of Project progress and had provided direction at key steps.

PUBLIC NOTICE

Notice was provided pursuant to the Brown Act.

CEQA COMPLIANCE

Retention of professional consultants to provide planning and analysis services 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 approval and input, JMC will begin the next phase of tasks as described in detail under “Hearing the Voices” in Attachment 1. Staff will return to the Board with results when this phase is complete.

Attachment(s)

1. Planning Team Tasks to Prepare the Vision Plan for Midpeninsula Regional Open Space District
2. Planning Team Qualifications

Responsible Department Head:
Ana Ruiz, Acting Assistant General Manager

Prepared by:
Casey Hiatt, GIS Administrator
Alex Roa, GIS Technician

Contact person:
Casey Hiatt, GIS Administrator

FINAL DRAFT

*Planning Team Tasks to Prepare the
Vision Plan for
Midpeninsula Regional Open Space District*



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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.

<p>BOX 1: Project Phases</p> <p>Hearing the Voices (January –May 2013)</p> <p>Enriching the Conversation (June-September 2013)</p> <p>Deliberating (October-December 2013)</p> <p>Deciding (January – May 2014)</p>
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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

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.