

**Center for
Collaborative Policy**

Scope of Work and Facilitation Team

for the

**Collaborative Process Support of the
South Bay Salt Ponds
Restoration Project**

Phase I
May to September 2003

As conducted with the California Coastal Conservancy

*In association with the California Department of Fish and Game
and U.S. Fish and Wildlife Service*

CENTER FOR COLLABORATIVE POLICY

The Center for Collaborative Policy (“Center”) is a joint program of California State University, Sacramento and McGeorge School of Law, University of the Pacific. The Center offers services to parties seeking collaborative solutions for public decisions and disputes at the federal, state, regional, and local levels. The Center offers its clients services such as mediation, facilitation, conflict assessment, training in organizational design, and dispute resolution systems design.

The Center specializes in facilitating complex collaborative processes that usually span several years, involve dozens of stakeholders and address politically volatile issues. With its location in the state capitol and its track record of success, the Center is asked to manage the resolution of some of the most difficult public policy issues facing California, including governance and fiscal reform, natural resource and environmental policy, water policy stalemates, land use and growth management, and regional transportation problems.

In the spirit of the public service mission of its sponsoring universities, the Center is committed to enhancing California’s capacity for collaborative action on public policy decisions. As part of its five-year plan, the Center is currently developing technical assistance, training, and dissemination programs to assist public agencies and stakeholder groups in building their own internal capacity to engage in consensus building and collaborative public policy making.

The Center’s team of professionals, currently representing a network of more than 20 collaborative specialists, work together with research scholars to evaluate their effectiveness and to further develop the theory and practice of collaborative public policy making. Additionally, the Center provides structured opportunities for its network of facilitators and mediators to consult and advise each other on challenging projects, thereby providing a rich environment for professional growth and excellence.

South Bay Salt Ponds Restoration Project

The South Bay Salt Pond Restoration Project (“Project”) involves one of the largest wetlands restoration efforts in U.S. history, taking place in one of the most populated regions of California with a variety of interested communities and user groups, non-governmental organizations, academic institutions, and federal, state, and local governments. The Project includes a very large number of stakeholders, engaged in a variety of advisory and decision-making efforts. Each aspect of the Project will require strategically determined steps to provide opportunities for stakeholder involvement while maintaining the authorities and missions of the responsible agencies.

The Center has worked closely with the California Coastal Conservancy, U.S. Fish & Wildlife Service (USFWS), and the California Department of Fish & Game (DFG) (hereinafter referred to as the “Project Partners”) to develop a scope of work that accommodates, and is representative of the magnitude of this influential project. In support of this effort, the Center has created the following objectives for the SOW:

1. Recommend a collaborative planning approach for the Project that incorporates appropriate public participation and technical review, while maintaining the authorities and missions of the Project Partners.
2. Provide initial organizational recommendations, support and collaborative process skills enhancement to the Project Partners.
3. Develop a comprehensive public participation and outreach program that is authentic, inclusive, and collaborative.
4. Develop implementation tools and strategies that will support immediate initiation of a long-range collaborative restoration planning process.

In support of these objectives, the approved tasks for the Project are as follows:

- Task 1: Conduct a Comprehensive Situation and Organizational Assessment
- Task 2: Provide Strategic Organizational Support
- Task 3: Provide Collaborative Process Focused Consultation
- Task 4: Provide Strategic Public Participation and Outreach Support
- Task 5: Initiate Phase II of the Project

Center for Collaborative Policy Project Team

The Center's team for the Project is a highly experienced collection of specialists. The following section provides resumes of all project staff. Briefly, the team structure is as follows.

Senior Managing Mediator – Dave Ceppos (CCP Sacramento)

Role: Provide senior managing oversight and services for all technical tasks and project management activities.

Senior Mediator/Facilitator and Project Lead – Mary Selkirk (CCP Bay Area)

Role: Provide local project management and direct technical services on all tasks.

Associate Mediator/Facilitator – Austin McInerney (CCP Bay Area)

Role: Provide direct technical services on Tasks 1 and 3 and support services on Task 2.

Public Participation and Outreach Specialist – Tracy Grubbs (CCP Bay Area)

Role: Provide direct task management and technical services on Task 4 and support services on Task 2.

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DAVID CEPPOS - Senior Mediator/Facilitator – Senior Program Manager

Special Skills and Experience:

Dispute resolution, mediation, and natural resource planning specialist. Comprehensive background in public involvement and facilitation, focusing on consensus-based, stakeholder-driven, resource management solutions involving business, agricultural, environmental, tribal, and urban users. Considerable experience in watershed planning, ecological assessment, hydrology, hazardous waste management, and habitat restoration.

PROJECT EXPERIENCE:

Upper Klamath Basin Working Group Restoration Planning Process - U.S. Bureau of Land Management (BLM) and US Institute for Environmental Conflict Resolution (USIECR). Project Manager for a consensus-based planning process resulting in a final restoration planning approach for the contentious Upper Klamath Basin during the recent water crisis of 2001-2002. The Working Group is a federally authorized collection of appointed stakeholders including seven federal agencies various local municipalities and state agencies, three Klamath Indian Tribes, key environmental groups, and assorted local interests, including commercial fisheries and the ranching and farming community.

Combined Array for Research in Millimeter-Wave Astronomy (CARMA) - U.S. Forest Service [USFS] / University of California. Facilitator and process designer for a collaborative public participation process for a NEPA/CEQA environmental review for the proposed CARMA research facility (an array of 23 radio astronomy antenna dishes) to be located in the Inyo National Forest. Developed and co-led focused meetings with representatives from the Big Pine Paiute Tribe and the Lone Pine Paiute-Shoshone Tribe. Dave and co-worker Austin McInerney received a letter of commendation from the Inyo Forest Supervising Ranger for their work on the project.

Lake Tahoe Basin Environmental Improvement Program (EIP) Constraints and Opportunities Assessment – U.S. Army Corps of Engineers (USACE). Lead facilitator and lead collaborative process designer for the assessment of EIP functionality. The project included over 20 local, state, and federal agencies involved in the regulating, funding, and/or implementing of projects in the Lake Tahoe basin to achieve the environmental thresholds outlined in the EIP and the Bi-State Compact. The project included conducting a situation assessment, conducting initial workshops to discuss and define constraints and culminated in joint workshops that merged all agencies to discuss and define opportunities and next steps.

Santa Rosa / San Jacinto National Monument Federal Advisory Committee (MAC) - USFS, BLM, USIECR. Project manager and senior facilitator and collaborative process designer for the MAC's efforts to create a set of planning recommendations to BLM and USFS staff regarding the development of their Joint Land and Resource Management Plan.

BLM National Planning Training Program - BLM National Training Center (NTC). Course designer and lead instructor for the national planning training program currently being delivered throughout the U.S. to BLM planning staff. Areas of focus included general land use planning, BLM and related federal agency planning procedures, and collaborative processes.

Headwaters Forest Reserve Management Plan – BLM, Eureka CA. Leader of the collaborative public participation program, lead facilitator/mediator for the collaborative planning process, and part of resource planning team for the development of the Reserve Management Plan

Yolo Bypass Management Strategy - Yolo Basin Foundation / CALFED. Project manager, lead facilitator, and process designer for the consensus-based development of a long-range management strategy for over 115 stakeholders representing water users, landowners, state and federal regulatory agencies, four cities, and two counties. This project received the California Governor's Environmental and Economic Leadership Award for 2000.

Lower Butte Creek Program – The Nature Conservancy, Ducks Unlimited and California Waterfowl Association. Program manager, lead facilitator, and process designer for the design, implementation, and management of a public involvement program and dispute resolution process convening 16 diverse public and private water and land user stakeholders groups representing over 120 individual agricultural and managed wetland habitat landowners to develop consensus-based anadromous fish passage solutions, riparian and aquatic habitat assessments, and agricultural land use, and watershed assessments along the lower Butte Creek in Sutter and Butte Counties, California.

Clear Lake Basin Management Plan - Lake County Planning Department. Project Manager, lead facilitator, and process designer for the stakeholder-driven development of a long-range basin-wide management plan and associated NEPA/CEQA for Clear Lake. This project includes 25 key organization stakeholders and over 200 private agricultural, commercial, and residential landowner stakeholders.

CALFED Terrestrial and Amphibious Monitoring Plan (TAMP). Project manager, lead facilitator and process designer. Developed an outreach and feedback process for the TAMP. Designed three technical workshops for over 60 regional scientists to assess and provide feedback on the TAMP. The workshops were focused respectively on three geographic/ecosystem designations.

Upper Putah Creek/Middletown Watershed Management Plan – USACE and East Lake Resource Conservation District. Project Manager and lead facilitator for the development of a watershed management plan for the upper Putah Creek in Lake County, California. Activities have included planning and facilitation for town meetings, workshops, and subsequent key stakeholder meetings including over 60 general public and 10 key organization stakeholders. Also oversaw the development of a watershed management plan proposal, and analysis of issues such as flood-damage reduction, water-supply, stream bank protection, conveyance capacity, environmental restoration, recreation, Native American and other cultural resources.

Naval Air Station Moffett Field, Sunnyvale, California - U.S. Navy. Task manager and lead environmental planner in a comprehensive analysis of future land use. The goal of this project was to develop a risk assessment-based analysis of future land use likelihood, following the Navy's decommissioning of the facility. Developed an innovative matrix-based land use model to assess "trend paths" for numerous demographic and physiographic criteria that have the greatest effect on land use decisions in the communities and regions surrounding military facilities. The model was used to support long-range, risk assessment-based alternatives and assumptions for environmental exposure scenarios.

Indonesian Comprehensive Environmental Master Plan, Batam, Indonesia Indonesian Ministry of Research and Technology. Environmental planning specialist for an environmental master plan for island archipelago designated as an "enterprise zone." Developed a data management system, and a value-based use and functions matrix through which numerous levels of ecological, geographic, demographic and industry-based data could be analyzed.

EPA Site Assessment (Superfund) Branch, Region 4, Field Investigation Team, Atlanta, GA. State Section Leader for Florida. Responsible for multi-phase site investigations of hazardous waste areas in the southeastern United States. Responsible for management of staff schedules, technical staffing, document review, and coordination with EPA Section Chief for hazardous waste site investigations conducted in Florida. Led wetland-related activities such as delineation, plant identification, ecological assessment, remote sensing data analysis, and Clean Water Act issues in coastal and freshwater environments.

Education:

Bachelor of Landscape Architecture, University of Florida, Gainesville, Florida, 1985.
Post-Baccalaureate Research, Environmentally Related Behavior, University of Florida, Gainesville, 1985

Experience:

Center for Collaborative Policy - July 2002 to present: senior program manager, Senior facilitator/mediator.

Jones & Stokes. – 1997 to July 2002: senior facilitator/mediator, senior natural resources planner, senior project manager.

Tetra Tech EMI – 1992 to 1997: facilitator/mediator, natural resources planner, project manager, wetlands program coordinator.

U.S. EPA, Region IV – 1988 to 1992: State Section Leader (Florida), Superfund Division. Facilitator/ADR specialist. Environmental scientist.

EDAW, Inc. - 1985 to 1988: facilitation support staff. Landscape architect. Environmental planner.

Professional Memberships:

Society of Wetland Scientists

International Association for Public Participation
Society of Ecological Restoration
Association for Conflict Resolution

Certifications/Licenses:

Approved Practitioner: U.S. Institute for Environmental Conflict Resolution
Licensed Landscape Architect, License Number 870, State of Georgia.
Licensed Landscape Architect, License Number 4282, State of California

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MARY LORD SELKIRK- Senior Mediator/Facilitator

Special Skills and Experience:

Environmental policy and collaborative problem solving and conflict resolution specialist, with a special focus on water and natural resources. Extensive background in public involvement and facilitation, focused on consensus-based, multi-stakeholder processes. Broad experience in mediation, strategic planning, group problem solving and organizational development.

PROJECT EXPERIENCE:

Association of Bay Area Governments (ABAG) CALFED Task Force. Ms. Selkirk was instrumental in launching this joint local government/water district/stakeholder CALFED Task Force in the Bay area. She facilitated joint agreements on the Task Force operating rules including its decision-making process and agreements on how to proceed jointly in the following areas of CALFED regional implementation:

- improvement of regional water management
- integration of the CALFED Ecosystem Restoration Program with the Bay's Comprehensive Conservation and Management Plan
- representation of the Bay in the interim CALFED governance structure
- consensus on CALFED governance
- consensus on program-wide and regional CALFED funding for ecosystem, watershed, water management and water quality improvements
- consensus on federal and state legislation pertaining to CALFED
- consensus on implementation of Proposition 50 funding

Tri Valley Business Council Agricultural Water Task Force. Ms. Selkirk is senior facilitator and collaborative process consultant for this multi-stakeholder Task Force whose mission is to develop a consensus plan for enhancement of irrigated and other forms of agriculture in a rapidly growing suburban area in the East Bay area of northern California. She conducted an in-depth conflict assessment that provided the basis for the recommended collaborative process design now under way by this Task Force.

California Department of Water Resources Integrated Storage Investigation Conjunctive Water Management Program

As senior collaborative specialist, Ms. Selkirk initiated and managed the first phase of DWR-sponsored collaborative processes to develop locally supported new groundwater and conjunctive management projects in basins around the state. She hired and supervised a team of public policy facilitators, developed stakeholder assessment tools, facilitated stakeholder meetings in each basin, conducted conflict assessments, developed conflict resolution design processes and trained DWR staff and consultants in collaborative negotiation.

CALFED Bay Delta Program. As a special assistant to the Executive Director, Ms. Selkirk facilitated numerous formal and informal agency and stakeholder groups working on many aspects of the CALFED Program. She helped to create many of these groups and facilitated multi-stakeholder consensus on many topic areas including the following:

- Development of the first single blueprint and conflict resolution design for the CALFED Ecosystem Program that was incorporated into the programmatic Record of Decision
- Sites Reservoir partners consensus on project purpose for the Sites Reservoir environmental documentation process.
- selection process for the first CALFED Ecosystem Restoration Program science panel
- stakeholder input on the initial structure and elements of the Ecosystem Restoration Program
- local impacts to be addressed in the CALFED water transfers policy/program
- elements of the first CALFED water management strategy
- preliminary features and principles for CALFED regional implementation
- selection of the 2000 CALFED restoration program projects.

Trust for Public Land. Ms Selkirk developed and facilitated a multi-stakeholder workshop to reach consensus on the essential elements of a decision for developing and carrying out water acquisitions for conservation use. Proceedings of the workshop were published by the Water Education Foundation.

California State Resources Agency Legacy Project. Ms Selkirk facilitated multi-agency consensus on the key elements for the Legacy Project's wetlands mapping and inventory project for the state.

East Bay Regional Park District. Ms. Selkirk provided ongoing mediation services and conflict resolution training to this large public agency.

Experience:

Center for Collaborative Policy, 2000-present

Public policy facilitator (independent), 2000-present

CALFED Bay-Delta Program, 1997-2000

Organizational and employee assistance consultant, East Bay Regional Park District, 1979-1997

Private practice of psychotherapy, organizational development and mediation, 1977-1997

Lecturer, UC Berkeley School of Public Health, 1987

Instructor, California Graduate School of Marital and Family Therapy, 1985

Trainer, Institute for Labor and Mental Health, 1979-1981

Therapist, Teen Hope Foundation, 1976-77

Program evaluator, Contra Costa Mental Health Services, 1975-76

Grant writer, School of Community Service and Public Affairs, University of Oregon, 1974-75

Education:

M.P.H., University of California, Berkeley, 1981

M.A., Counseling Psychology, University of Oregon, 1974

B.A. Oberlin College, European History, 1971

Public Service:

Member, CALFED Bay Delta Advisory Council, 1995-97

Board of Directors (elected), East Bay Municipal Utility District, 1995-98.

Board of Directors, Friends of the San Francisco Estuary, 1996-2003

Board of Directors, International Medical Relief Fund, 1983-1995

Professional License:

California Marriage and Family Therapist, #MFC-16621 (since 1981)

Affiliations:

Member, Association for Conflict Resolution

American Public Health Association

California Association of Marriage and Family Therapists

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AUSTIN MCINERNY – Associate Mediator/Facilitator – Resource Planner

Special Skills and Experience:

Developing and managing public involvement and outreach programs to support planning, design, and construction of environmental restoration and infrastructure projects. Develops educational and awareness campaigns to inform the public; builds consensus on environmentally sensitive projects; facilitates multi-agency coordination on federal, state, and local projects; and prepares technical reports on the effectiveness of public involvement and outreach processes.

PROJECT EXPERIENCE:

Upper Klamath Basin Working Group Restoration Planning Process - BLM and USIECR: Associate facilitator for a consensus-based planning process resulting in a final restoration planning approach for the contentious Upper Klamath Basin during the recent water crisis of 2001-2002. The Working Group is a federally authorized collection of appointed stakeholders including seven federal agencies various local municipalities and state agencies, three Klamath Indian Tribes, key environmental groups, and assorted local interests, including commercial fisheries and the ranching and farming community. Mr. McInerny remains the on-call facilitator for Working Group activities.

CARMA – USFS / University of California: Project Manager and lead facilitator for a collaborative public participation process for a NEPA/CEQA environmental review for the proposed CARMA research facility (an array of 23 radio astronomy antenna dishes) to be located in the Inyo National Forest. Austin also helped to develop and co-lead focused meetings with representatives from the Big Pine Paiute Tribe and the Lone Pine Paiute-Shoshone Tribe. Austin and co-worker Dave Ceppos received a letter of commendation from the Inyo Forest Supervising Ranger for their work on the project.

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Santa Rosa / San Jacinto National Monument Federal Advisory Committee (MAC) - USFS, BLM, USIECR: Lead facilitator and collaborative process designer for the MAC's efforts to create a set of planning recommendations to BLM and USFS staff regarding the development of their Joint Land and Resource Management Plan .

Guadalupe River Flood Control Project Collaborative - USACE / Santa Clara Valley Water District: Manager/Co-facilitator, Guadalupe River Flood Control Project

Collaborative, which was charged with developing an agreement on an acceptable flood control and mitigation plan for a critical reach of the Guadalupe River in downtown San Jose, California. Parties to the dialogue included the USACE, USFS, NMFS, DFG, State Water Resources Control Board, City of San Jose, Santa Clara Valley Water District and the Natural Heritage Institute, which represented various environmental groups. All parties ratified a settlement agreement that avoided litigation and allowed construction to proceed.

Agua Fria National Monument Resource Management Plan - BLM: The BLM has initiated a planning process to develop a management plan for the recently designated Agua Fria National Monument and to update the management plan for the Bradshaw Foothills-Harquahala Planning Area. In addition, as part of the management planning process, an Environmental Impact Statement (EIS) will be prepared. Austin prepared the scope of work for undertaking extensive public outreach and facilitating the collaborative planning process for the project area.

Bel Marin Keys Unit V Conceptual Plan for Wetland Restoration - California Coastal Conservancy, Novato, CA: The California State Coastal Conservancy, in cooperation with the San Francisco Bay Conservation and Development Commission and USACE is initiating development of a Conceptual Wetland Restoration Plan for the approximately 1,600 acre Bel Marin Keys Unit V property, located in southeast Marin County. The project will create both tidal and seasonal wetlands to support endangered species and other wetland dependent species. Austin managed this effort including input from a Technical Advisory Committee comprised of various federal, state, and local government agencies as well as consultants and implementation of a public outreach program.

Napa County Conservation, Development & Planning Department, Napa, CA: Managing the development of a number of separate, but related planning efforts and associated NEPA/CEQA efforts aimed at updating various conservation and vineyard replanting regulations. In addition, Austin is assisting in the scoping of an extensive Master Environmental Assessment that will be undertaken to establish baseline environmental conditions within the County of Napa.

Tijuana River National Estuarine Research Reserve - USFWS, San Diego, CA: Contributed to the preparation of a management plan for the reserve that focused on improved management of the bi-national watershed with emphasis on integration of flood protection, water quality, and habitat. Participants in this effort included the USFWS, the California Department of Parks and Recreation, San Diego County Parks and Recreation Department, California Coastal Commission, State Coastal Conservancy, local governments, and equestrian and environmental organizations.

Education:

Master of Regional Planning. Cornell University, Ithaca, New York. 1997
Bachelor of Arts in Environmental Studies with college honors. University of California at Santa Cruz. 1990

Experience:

Center for Collaborative Policy - July 2002 to present: facilitator and mediator.

Jones & Stokes. 2000 to 2002: facilitator/mediator, project manager.

CONCUR – 1997 to 2000: facilitator/mediator.

EDAW, Inc. – 1997: Planner.

Ithaca-Tompkins County Transportation Council, Ithaca, New York. – 1995 to 1996: Transit/GIS Consultant.

Sally Swanson Associates – 1992 to 1995: planning associate.

Professional Memberships:

American Water Resources Association

American Planning Association

Association for Conflict Resolution

Certifications/Licenses:

Approved Practitioner: U.S. Institute for Environmental Conflict Resolution

Member, American Institute of Certified Planners (AICP), License No. 013065 (1997)

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TRACY GRUBBS – Public Participation & Outreach Specialist – Project Manager, Mediator/Facilitator

Special Skills and Experience:

Project manager and public participation and outreach specialist. Comprehensive background in communications and public involvement planning and implementation. Considerable experience managing land use and conservation projects in California. Experience facilitating conservation, ranching/farming, business and development interests.

PROJECT EXPERIENCE:

Placer Legacy Project- Public Private Partnership between Placer County and the Sierra Business Council, Placer County, CA- Project Manager and Public Outreach Coordinator for a three-year stakeholder process which resulted in the development of a science-based program to protect open space in Placer County. The Placer Legacy program was developed by an 11- member stakeholder committee, which included local environmentalists, business owners, developers, ranchers, farmers and recreation groups. The process included monthly meetings of the stakeholder committee and associated subcommittees, a Scientific Working Group, and Inter-Agency Working Group as well as 14 public outreach forums and regular workshops with the County Board of Supervisors. The Placer Legacy program, which earned the Governor's Award for Economic and Environmental Excellence, is currently being implemented by the Placer County Planning Department.

Working Landscapes Initiative- Sierra Business Council, Sierra Valley, CA. Facilitator and Process Designer for an initiative to permanently protect private agricultural land in the Sierra Valley of California. Process included surveying the concerns of local ranch families, and facilitating regular meetings of a local steering committee. The work culminated in a one-day visioning workshop for local ranch families and an action plan to increase awareness of conservation options for local landowners. Since the project's inception, more than 35,000 acres of private ranch lands have been protected under permanent conservation easement.

Planning for Prosperity Project- Sierra Business Council, 12 County Sierra Nevada Region. Project Manager and Public Outreach Coordinator for the development of *Planning for Prosperity*, a reference guide for small town planning in the Sierra Nevada. Facilitated a 14 member steering committee of business owners to develop key principles and objectives for the 100 page publication. Responsibilities included research and writing the publication and designing and implementing a communications strategy to reach targeted audiences throughout the 12 county Sierra Nevada region. *Planning for Prosperity* earned the national Daniel Burnham Award for excellence from the American Planning Association and continues to be used by local planning commissions and elected officials and staff.

Audubon- San Francisco Bay Restoration Program. Senior Strategist for Audubon's newly created San Francisco Bay Restoration Program. Developed statewide

communications plan for the program including key themes and messages, public outreach calendar, and media and publications strategy. Also served as project manager for research initiative on wetland mitigation in San Francisco Bay.

California League of Conservation Voters (CLCV)- Statewide Communications Director for the nonpartisan California League of Conservation Voters. Designed and implemented statewide media and communications strategy for the League.

Education:

B.A. Environmental Science and Government, St. Lawrence University, Canton, New York, 1986. Graduated with Honors.

American University, Washington DC- Washington Semester Program Political Science, 1985

Experience:

Center for Collaborative Policy- Mary 2003 to present: Public participation and outreach specialist.

National Audubon - January 2001 to October 2002: Senior strategist, communications director, project manager.

Sierra Business Council- September 1994 to 2001: Director of special projects, communications director, project manager.

CA League of Conservation Voters- 1987 to 1993: Communications director.

Training:

Graduate, Sierra Leadership Seminar in Collaboration and Facilitation (Susan Carpenter) Truckee, CA. 1997

Graduate, Power Speaking, Inc., Palo Alto, CA. 1997.