



Midpeninsula Regional
Open Space District

R-15-142
Meeting 15-24
September 23, 2015

AGENDA ITEM 10

AGENDA ITEM

Santa Cruz Mountains Stewardship Network Memorandum of Agreement

GENERAL MANAGER'S RECOMMENDATIONS

A handwritten signature in dark ink, appearing to be "GMA".

Authorize the General Manager or his designee to sign on to the Memorandum of Agreement for the Santa Cruz Mountains Stewardship Network.

SUMMARY

The Santa Cruz Mountains Stewardship Network (Network) is a region-wide and cross sector collaboration of organizations committed to practicing effective stewardship on lands they manage and coordinating their efforts with other land stewards to enhance stewardship effectiveness on a regional level. Initially convened in late 2014 by the Sempervirens Fund, the Network began with 23 members, and worked collaboratively to select a foundation-funded facilitating consultant team. With the help of the consultant team, Converge, the Network has held two multi-day meetings in March and June, 2015, focused on understanding each partners' goals and opportunities for stewardship collaboration, developing a Memorandum of Agreement, developing a governance structure for the Network, and identifying initial potential collaborative stewardship projects. A goal of the Network is to have each partner sign on to the Memorandum of Agreement (Attachment 1) at the next Network meeting on September 29-30. The General Manager's recommendation is for the District to formally participate in the Network by signing on to the Memorandum of Agreement. The Network is an opportunity to formalize and enhance collaborative efforts the District is already pursuing in order to follow its strategic plan and fulfill its Vision Plan and Measure AA projects. The Memorandum of Agreement does not obligate the District to provide any funding for the Network at this time, nor does it commit the District to provide funding or staff resources for projects that are not already part of the District's current Budget and Action Plan or Vision Plan. Any future funding requests related to the Network would be reviewed at that time and authorization requested from the Board as appropriate.

DISCUSSION

Formation of the Network

In 2015 the Sempervirens Fund completed a Conceptual Area Protection Plan for the Santa Cruz Mountains area. Fifteen partner public agency and nonprofit landowners and land managers, including the District, worked for more than two years researching conservation values of the area and, in the process, learned that the Santa Cruz Mountains is managed by more than 25 different agencies and non-profit organizations through a wide array of land management strategies focused on individual units of land but lacking larger landscape level coordination.

Building on this planning effort, the Sempervirens Fund secured funding through the S.D. Bechtel Jr. Foundation and the Bay Area Conservation Initiative of the Resources Legacy Fund to plan and create a more coordinated network of land management partners. To begin this process, Sempervirens released a Request for Proposals in mid-2014 for consultant services to facilitate the formation and establishment of a stewardship network. Sempervirens also invited dozens of organizations to participate in the network. Representatives from these agencies held group interviews of consultant teams in September 2014. Converge, a team of consultants specializing in systems and design thinking and organizational and network strategy, was selected and began designing a network formation process. At the time of consultant selection, Sempervirens also confirmed the list of Network participants initially willing to commit time to the formation effort. Original Network participants are listed in Attachment 2. *It is important to note that the Network will not be limited to this original list; the Network will be developing a governance structure/processes to guide the evolution of the Network, such as Network management, funding, membership criteria and coordination of collaborative stewardship projects.*

Network Activities

Converge began by individually interviewing the designated representatives from the participating organizations in order to understand the organizations and the individuals representing them. The General Manager designated Kevin Woodhouse, Assistant General Manager over Visitor & Field Services and Natural Resources, as the District's representative. In Converge's experience across the country and internationally, they have learned that effective networks depend on individual, as well as organizational relationships. They advocate the Network should be a combined commitment of the organization and the individual representing each organization, that trust between organizations grows from the personal commitments, and consistent participation, between the representatives. If an individual representative changes jobs within or between organizations and can no longer participate in the Network, then his/her Network representation role should be handed off to a new participant.

Following the individual interviews and information gathering, Converge facilitated two multi-day meetings. The first occurred in March 2015 and over the course of two days focused on building relationships between Network members and identifying shared values and the need for and benefits of collaboration. The second multi-day meeting occurred in June and over the course of three days focused on specifying and organizing the work of the Network. Major outcomes of the second session included:

- A draft Memorandum of Agreement;
- The formation of three "Impact Teams" focused on leverage points where collaboration is anticipated to achieve more than any organization could achieve on its own:
 - Building public awareness about the importance of stewardship;
 - Identifying sources of funding for stewardship projects and the Network;
 - Identifying and coordinating potential collaborative stewardship projects;
- Selection of the Network's Core Team to head up its governance, including leading an effort to hire a Network Coordinator;
- Identification of 14 initial stewardship projects with potential for collaboration among network members;

More detail about each of these outcomes is provided in Attachment 3, the "Convening 2 Report."

The final multi-day meeting of the formation phase of the Network is scheduled for the end of September, with the following objectives:

- Sign the MOA;
- Clarify and evolve the work of the Core and Impact Teams;
- Refine and agree on network organization and governance issues;
- Develop a two-year timeline for the Network's development;
- Clarify funding requirements to sustain the Network.

Memorandum of Agreement

The Network MOA (Attachment 1) is consistent with the District's mission, strategic plan, Vision Plan, and focus on delivery of Measure AA projects. Restoration and ongoing stewardship of public lands is a critical District mission focus. In addition, the priority focus areas identified in the Preamble to the MOA are also priority areas explicit in the District's Vision Plan:

- Enhancing Water Quality and Watershed Health
- Managing Invasive Plant and Animal Species
- Maintaining Biodiversity and Endangered Species
- Climate Change Adaptation
- Monitoring, Research, and Education
- Access to Public Lands
- Strong Human Communities and Citizen Engagement

Furthermore, collaboration with partner agencies and development of landscape level conservation values is the focus of Goal #1, Objectives 1 and 2, of the District's FY 2015-16 Strategic Plan, which states, "Promote, establish, and implement a common conservation vision with partners – build and strengthen collaboration with partners, and implement an integrated approach to conservation on the Peninsula, South Bay, and San Mateo Coast."

Although signing of the MOA and participation in the Network does not obligate the District to provide funding for the Network at this time, it should be noted that there is the possibility in the future that the Network may request financial contributions in the future to fund Network coordination, depending on the outcome of grant/foundation funding searches. However, any future funding requests related to the Network would be reviewed at that time and authorization requested from the Board as appropriate.

District Benefits from the Network

As listed in Appendix B to Attachment 3, the District has two major Action Plan projects that could immediately benefit from, or add value to, collaboration with partners through the Network. First, the District's project to plan a demonstration forestry project can benefit from the expertise of many of the partner agencies that have experience with this type of work. Second, the District's collaborative work to restore and open Mt. Umunhum to public access can serve as an example of collaborative stewardship, and as a focal point to increase awareness about the importance of stewardship. Mt. Umunhum is a prominent vista point for the entire Santa Cruz Mountains Region, and could be featured as a stopping point for stewardship focused educational tours that are being planned by the Network's "Awareness" Impact Team.

Numerous other projects in Appendix B are issues with which the District is already involved with partner agencies or even has internal expertise to lend value to other agencies' efforts.

Network & Other Collaborations

The District is currently involved in other collaborations and specific partnerships on specific projects. One example is a collaboration, called the "Peninsula Working Group," with the Peninsula Open Space Trust, the Golden Gate National Recreation Area, California State Parks, San Mateo County Parks, the California State Coastal Conservancy, and the San Francisco Public Utilities Commission. There is overlap between this collaboration and the Network, and both sides have begun discussions about how to reduce overlap, either by merging efforts, or specifying focus points of each group to not be redundant. One of the objectives of the Network's MOA is to "leverage existing activities and resources and avoid duplication of stewardship efforts." Although a solution to this overlap has not been identified at this point, the topic will be actively discussed by both groups. All of the agencies that overlap between the Network and the Peninsula Working Group are aware of this discussion, and agree that the Network's momentum at this formative stage should not be slowed by trying to resolve the overlap prior to Network participants signing the MOA.

BOARD COMMITTEE REVIEW

This item has not been previously reviewed by a Committee.

PUBLIC NOTICE

Public notice of this Agenda Item was provided as required by the Brown Act. No additional notice is required.

CEQA COMPLIANCE

No compliance is required as this action is not a project under the California Environmental Quality Act (CEQA).

NEXT STEPS

If authorized by the Board, the District will sign the Memorandum of Agreement with the Santa Cruz Mountains Stewardship Network at the upcoming September 29-30 Network meeting.

Attachments:

1. Memorandum of Agreement – Santa Cruz Mountains Stewardship Network
2. List of Initial Network Participants
3. Network Convening 2 Report

Responsible Manager:
Steve Abbors, General Manager

Prepared by:
Kevin Woodhouse, Assistant General Manager

Santa Cruz Mountains Stewardship Network

Preamble

The mission of the Santa Cruz Mountains Stewardship Network is to help cultivate a resilient, vibrant region where human and natural systems thrive for generations to come.

The Santa Cruz Mountains region has a long history as a place of significant cultural, biological, and environmental diversity which supports many native plant and animal species found nowhere else on Earth. Those who love and value this important region share a rare opportunity and responsibility to protect this unique ecological and cultural heritage and the ways of life it sustains.

The Santa Cruz Mountains region, as we define it, extends from the San Francisco Bay area, south to the Pajaro River and is bounded to the east by the Santa Clara Valley and the Pacific Ocean to the west. The region is comprised of a diverse array of ecosystems which include diverse natural features ranging from ridge tops to alluvial fans, old growth forests, saltwater lagoons, marshes, mudflats, and intertidal zones. Ownership and land use varies from park and open space preserves to privately held timber and agricultural lands interspersed with both rural and urban communities.

Good land stewardship occurs on both public and private lands, “preserved” and “working” lands. The act of stewardship toward land is based on the concept that landowners and land managers take good care of the land for its own sake and for the future, and not only for short-term personal gain. Effective stewardship of a large landscape or region requires an approach that promotes a wide range of beneficial uses or values, including but not limited to ecological, recreational, aesthetic, spiritual, cultural, and economic.

The Network will help coordinate stewardship efforts at the landscape and local scales. Some of the specific priority areas we agree are critical include:

- Enhancing Water Quality and Watershed Health
 - Managing Invasive Plant and Animal Species
 - Maintaining Biodiversity and Endangered Species
 - Climate Change Adaptation
 - Monitoring, Research and Education
 - Access to Public Lands
 - Strong Human Communities and Citizen Engagement
-

Santa Cruz Mountains Stewardship Network

Memorandum of Agreement

This Memorandum of Agreement establishes the Santa Cruz Mountains Stewardship Network, a region-wide and cross-sector collaboration of individuals and organizations who are committed to practicing effective stewardship on their own lands and coordinating their efforts with other land stewards to enhance stewardship on a regional level.

Stewardship Network participants agree that effective land stewardship on a regional level is characterized by:

- Emulating or enhancing natural ecosystem functions
- An active, varied, “mosaic” approach that identifies and promotes a wide range of benefits or conservation values
- Experimenting with a range of stewardship practices as appropriate
- Consistent monitoring and evaluation, adjusting land practices to improve results
- Co-operative efforts and the sharing of critical information
- Identifying and communicating the acceptable and unacceptable thresholds of threat or hazard, and the consequences of action versus inaction
- Responsible and responsive regulation that does not unduly hamper stewardship efforts
- The availability of sufficient resources to achieve long-term goals

Accordingly, participants agree that their primary objectives for forming and joining the Stewardship Network are to:

- Build trust and strengthen relationships within and across sectors and jurisdictional boundaries
 - Value diverse perspectives and approaches to stewardship, exploring together what constitutes best current and future stewardship practices
 - Sense and respond to emergent challenges
 - Identify critical obstacles that hamper stewardship efforts and develop strategies for improving effectiveness
 - Collaborate where individual and regional stewardship goals converge
 - Leverage existing activities and resources and avoid duplication of stewardship efforts
 - Share information in order to enhance knowledge and promote best practices that support long term sustainability
 - Inform other landowners, the public at large, potential project funders, regulators, and legislators about the importance and value of effective stewardship for enhancing the health of the Santa Cruz Mountain region
 - Recognize and support landowners and private businesses who are advancing stewardship goals and are using best practices
 - Ensure adequate resourcing for long term stewardship efforts
 - Educate and recruit future stewards of the land
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The Undersigned, while not legally bound, share the intention to support the primary objectives of the Santa Cruz Mountains Stewardship Network as outlined above. Participating members of the Stewardship Network sign on behalf of their organization as an authorized representative.

Organization _____

Name _____ Title _____

Signed _____ **Date** _____

Organization _____

Name _____ Title _____

Signed _____ **Date** _____

Organization _____

Name _____ Title _____

Signed _____ **Date** _____

Organization _____

Name _____ Title _____

Signed _____ **Date** _____

Organization _____

Name _____ Title _____

Signed _____ **Date** _____

As of June 2015, the Santa Cruz Mountains Stewardship Network is comprised of one or more representatives from each of the following organizations:

Amah Mutsun Tribal Band of Ohlone/Costanoan Indians
Big Creek Lumber
CAL FIRE San Mateo – Santa Cruz Unit
Cal Poly Swanton Pacific Ranch
California Department of Parks and Recreation
Girl Scouts of Northern California
Land Trust of Santa Cruz County
Midpeninsula Regional Open Space District
Monterey Bay National Marine Sanctuary
Peninsula Open Space Trust
San Lorenzo Valley Water District
San Mateo County Parks Department
San Mateo County Resource Conservation District
Santa Cruz County Board of Supervisors Office
Santa Cruz County Parks Department
Santa Cruz County Resource Conservation District
Save the Redwoods League
Sempervirens Fund
Stanford University Jasper Ridge Biological Preserve
Terrestrial Biodiversity and Climate Change Collaborative (TBC3)
UC Berkeley Department of Anthropology
UC Santa Cruz Natural Reserves
US Bureau of Land Management



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www.ConvergeForImpact.com

Santa Cruz Mountains Stewardship Network

Report on Convening 2 June 3 – 5, 2015

Prepared by
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New York – Seattle – Portland
July 2015

Santa Cruz Mountains Stewardship Network

Convening 2 Report

June 3 – 5, 2015

I. Overview of Network Progress Through Convening 2

The second convening of the Santa Cruz Mountains Stewardship Network (formerly known as Stewardship 5.0) took place on June 3 – 5 at the Sequoia Retreat Center in Ben Lomond, California. The meeting brought together 24 leaders from local, state, and federal agencies, nonprofits, academia, business, community, and tribal groups.

The mission of the Santa Cruz Mountains Stewardship Network is to ensure the resilience of natural and human systems throughout the Santa Cruz Mountains region for the next 100 years by coordinating collaborative stewardship efforts at the landscape and local levels.

The first network convening in March 2015 focused on building relationships between network members that would sustain the network over time, on exploring areas of shared understanding and values, and on identifying the need for and the benefits of collaboration. Participants left the March convening with agreements to craft a shared definition of stewardship and explore questions about network structure and funding before the second network convening in June.

Whereas the first convening was primarily devoted to building relationships, the second convening focused on identifying and organizing the work of the network. In several facilitated sessions, participants also raised and discussed issues that are critical to the network's health and evolution, thereby deepening trust among network participants.

Principal outcomes of the second convening include:

1. Broad agreement on a draft **Memorandum of Agreement (MOA)**, with detailed suggestions to be incorporated into a final version. The final version will be distributed to the network a month before the third convening, where it will be signed by participants.
2. Formation of three **Impact Teams** that are focused on critical leverage points, or areas where the network as a whole can accomplish more than any organization could accomplish on its own. The teams are focused on building public awareness of the need for stewardship, on identifying sources of funding for stewardship and for the network, and on identifying and coordinating collaborative stewardship projects.
3. Selection of the network's **Core Team**, which will guide the evolution of the network, as well as make and communicate key governance decisions about network management, funding, membership criteria, and collaborative opportunities and projects.
4. Identification of 14 initial **stewardship projects** with potential for collaboration among network members.
5. Inauguration of two **technology platforms** as tools for centralized online communication and collaboration.

6. Agreement on various critical aspects of **network structure and governance**, such as the need for a Network Coordinator, decision making processes, budgetary requirements and funding, membership criteria, and meeting frequency, among others.

The remainder of this report summarizes principal outcomes from the second convening and next steps, in the following sections:

II. Looking Ahead: Convening 3, September 29 – 30

III. Convening 2 – A Detailed Summary

Appendix A – Santa Cruz Mountains Stewardship Network – Participating Organizations

Appendix B – Collaborative Stewardship Projects

Appendix C – Convening 2 Feedback Survey Results and Comments About the Network

Appendix D – Network Evolution

II. Looking Ahead: Convening 3, September 29 – 30

The third Santa Cruz Mountains Stewardship Network convening will take place at the Hidden Villa Retreat Center in Los Altos Hills, California from September 29 at 9 AM through September 30 at 5 PM.

The aspiration is that the third convening will be the beginning of a sustained, collaborative effort in coordinated stewardship of the Santa Cruz Mountain region, and not merely the last convening in this initial cycle of grant funding.

The principal work of the third network convening will be to:

- **Finalize and sign the network's Memorandum of Agreement**, which will include the network's purpose, vision, guiding principles, and a shared definition of stewardship.
- **Continue to clarify and evolve the work of the Core and Impact Teams**, while also continuing to advance collaborative stewardship projects across the network.
- **Refine and agree on critical issues of network organization and governance** that will be key to the network's success, including organizing principles and structures needed to sustain the network, as well as required roles and responsibilities.
- **Develop a 2-year timeline for the network's development**, with a schedule of convenings.
- **Clarify funding requirements for sustaining the network**, together with a plan for identifying and accessing sources of funding.

The third convening will also continue to develop relationships and build trust between stakeholders, which is at the foundation of everything the network aspires to achieve in the near and long-term future.

III. Convening 2 – A Detailed Summary

About the Network

The Santa Cruz Mountains Stewardship Network was convened based on the understanding that impact networks have proven to be a powerful organizing mechanism for effectively engaging with systems-level challenges that are too complex to be effectively addressed by any single stakeholder.

The primary purposes of the network are to:

- Catalyze a diverse group of leaders to build relationships within and across sectors and jurisdictional boundaries
- Share information and best practices
- Identify critical needs and agree on strategies and actions to address them
- Develop funding sources to meet those needs
- Leverage efforts and resources
- Collaborate around common stewardship goals
- Avoid duplication of efforts

The Santa Cruz Mountains Stewardship Network will function as a connected community of organizations and practitioners who share information and coordinate stewardship activities across the region, thereby cultivating the ability to:

- Use a landscape-level understanding as the basis for stewardship and collaboration
- Sense and respond to emergent challenges
- Self-organize around issues and opportunities as they emerge
- Generate systemic approaches to stewardship needs and issues

Convening 2 Outcomes

Following is a detailed summary of the principal discussions and outcomes of the second convening of the Santa Cruz Mountains Stewardship Network.

1. Memorandum of Agreement

Participants reviewed a draft version of a Memorandum of Agreement (MOA), which included sections covering mission, vision, guiding principles, and a shared understanding of stewardship that had been developed by a group of participants from the first convening. The network agreed that the content of the MOA was strong, but some of the language needed revising.

One participant offered to incorporate participants' comments into a revised version that will be distributed to the network a month in advance of the September 29 – 30 convening. Participants will present the revised MOA to their organizations in preparation for signing the document in September.

2. Impact Teams

During small and whole group conversations on Days 1 and 2, participants identified critical leverage points in the region – areas where the network could have greater impact on stewardship of the Santa Cruz Mountain region than any individual organization could have on its own.

The network identified the following principal leverage points:

- **Awareness / Celebrating Stewardship**, including communication, education, outreach, and engagement to increase public awareness of the importance of good stewardship, influence political leaders, shape public policy, and attract funders.
- **Stewardship Projects**, including multi-stakeholder “boots on the ground” projects that demonstrate the benefits of collaborative stewardship, together with the development of techniques for identifying opportunities for collaboration and measuring success.
- **Resources**, including funding to sustain the network beyond the September convening, when the objectives of the initial grant will have been fulfilled and the grant funds nearly expended, as well as funding and human resources needed to implement stewardship projects throughout the region.

Participants used this analysis of critical leverage points to form three Impact Teams, for which individuals self-selected based on interest, expertise, and intersection with organizational priorities.

Each Impact Team analyzed the potentials of their focus area, including a review of such issues as the team’s purpose and mission, existing efforts, possible strategies and project ideas, potential partners, challenges and bottlenecks, funding and resources for the team’s activities, team leadership, and definitions of success by the next convening, by the end of 2016, as well as long-term success.

Each Impact Team developed a project timeline through the end of 2016, assigning next steps to team members. Teams also nominated an Impact Team Lead, each of whom made an initial commitment to serve through the September 29 – 30 convening, and possibly longer.

The results of each Impact Team’s planning effort is described below.

- **Awareness Campaign / Celebrating Stewardship Team**

The team identified greater public awareness about the importance of stewardship as critical to the network’s success. The team determined that the first step toward addressing this need is to educate policy makers and opinion leaders about what good stewardship looks like and the funding that effective stewardship requires.

To this end, the team proposes to design and conduct a series of tours for leaders in the public, private, and nonprofit sectors that showcase examples of successful stewardship and promote the need for a collaborative approach to addressing stewardship needs

throughout the region. The tours will draw attention to the Santa Cruz Mountains Stewardship Network as a means to promote collaboration and increase community participation in stewardship projects.

- **Stewardship Projects Team**

The Stewardship Projects Team focused on developing ways to facilitate the formation of collaborative stewardship projects. To this end, the team is researching various means to share project information across organizations to disseminate learning and best practices, overcome barriers to implementation, as well as connect researchers with stewardship projects that need monitoring and evaluation skills.

In the near-term, the network's Basecamp project management system will be used as a low-cost prototype for a project information exchange. The team will also monitor and facilitate developments in the collaborative stewardship projects identified during the convening.

- **Resources Team**

The Resources Team will develop both short-term and long-term strategies for sustaining the Stewardship Network. The team will use examples of successful collaborative stewardship to promote the network's mission to potential supporters and funders, as well as increase awareness of stewardship and the advantages of collaboration throughout the region.

Initially, the Resources Team will focus on donors who can be approached for potential funding before the September convening, using existing network projects to promote the advantages of the network's collaborative approach to stewardship.

To achieve the long-term goal of sustaining stewardship practices throughout the region, the team's first objective is to obtain funding for a Network Coordinator, essential network tools, and an awareness campaign.

3. The Network's Core Team

Participants selected a five-member Core Team to guide the network, on the assumption that the collaborative work will continue beyond the third convening in September. The Core Team has been tasked with making and communicating key governance decisions about network management, funding, membership criteria, and collaborative opportunities and projects. In addition, the Core Team will lead the effort to hire a Network Coordinator, advise and support Impact Team leads, cultivate network vitality, and ensure healthy network evolution.

4. Collaborative Stewardship Projects

On Day 3, network participants were invited to share stewardship projects for which they needed support or that have potential for collaboration. A list of projects that were presented is included in Appendix B.

This identification of collaborative stewardship projects that the group can undertake together was a particularly significant outcome of the convening, since collaboration was the fundamental purpose for which the network was originally formed.

5. Network Technology Infrastructure

On the final day of the convening, the network was trained on the Basecamp project management system (www.basecamp.com), as well as the Google Drive file sharing and collaborative document system (drive.google.com). The network continues to test both systems as tools for online communication and collaboration, and will revisit the effectiveness of each platform in September.

6. Network Governance – Discussion and Decisions

In a 2.5-hour facilitated decision-making session during the afternoon of Day 2, the network collectively considered the following issues that will be essential to the functioning and evolution of the network. The network developed consensus decisions for each issue, which will be revisited during the third convening in September 2015.

Issues considered include:

Network roles

1. Selection and responsibilities of the Network's Core Team
 - a. The Core Team will be 3-5 people, serving 2-year, staggered terms. The initial Core Team consists of Shelley Ratay, Chris Coburn, Jeff Gaffney, Marlene Finley, and Nicole Heller.
2. Selection and responsibilities of Impact Team leads
 - a. Leads will serve 1 year, rolling terms. Current Leads, at least through September 30, are:
 - i. Awareness/ Celebrating Stewardship: Terry Corwin
 - ii. Projects: Marlene Finley
 - iii. Resources: Jeff Gaffney
3. Hiring and responsibilities of a Network Coordinator
 - a. Working on the assumption that the collaborative work will continue beyond the third convening in September, the Network plans to hire a full-time Coordinator in 2016 on a 3-year contract. The Coordinator will report to the Core Team specifically and to the Network generally.

Network meetings and governance

4. Network meeting frequency
5. How the network makes decisions

Network membership

6. Network membership criteria, including procedures for inviting and onboarding new members
7. Organizations and individuals in the region who should be invited to participate in the network
8. How the network's continuity will be maintained when a member leaves their organization

9. Whether the same individual should always represent their organization in the network
10. Whether an alternate can represent an organization at network meetings
11. Whether participants can bring a guest or alternate to a network meeting
12. Whether the network is a “network of organizations”, or a “network of individuals”

Funding

13. Potential sources for funding the network

Communication

14. How members will communicate to their organizations about the network and its purposes
15. How the network’s objectives will be integrated into the plans of members’ organizations

Principal outcomes from this session were agreements to:

- Draft a job description for a Network Coordinator and design a hiring process
- Schedule three network convenings during 2016
- Develop a budget for anticipated network activities, including a Network Coordinator
- Form a task force to recommend policies for inviting and onboarding new members

Next Steps – Before Convening 3, September 29 – 30

Participants agreed to sustain the work of the network by completing the following tasks before the September convening:

The **Memorandum of Agreement** will be revised and distributed to network participants a month before the September 29 – 30 convening, so participants and their organizations can evaluate the document before signing it in September.

Impact Team leads will:

- Organize at least one meeting before September 29
- Post a project brief on Basecamp
- Add to-do’s and next steps on Basecamp

The **Core Team** will meet at least once before September.

The Core Team is developing a **budget proposal for the network** through 2016 and beyond.

The Converge team is drafting a **job description and hiring process for the Network Coordinator role**.

A special committee is developing a proposal about **how new members are inducted into the network**.

Appendix A: Santa Cruz Mountains Stewardship Network – Participating Organizations

As of June 2015, the Santa Cruz Mountains Stewardship Network is comprised of one or more representatives from each of the following organizations:

Amah Mutsun Tribal Band of Ohlone/Costanoan Indians
Big Creek Lumber
CAL FIRE San Mateo – Santa Cruz Unit
Cal Poly Swanton Pacific Ranch
California Department of Parks and Recreation
Girl Scouts of Northern California
Land Trust of Santa Cruz County
Midpeninsula Regional Open Space District
Monterey Bay National Marine Sanctuary
Peninsula Open Space Trust
San Lorenzo Valley Water District
San Mateo County Parks Department
San Mateo County Resource Conservation District
Santa Cruz County Board of Supervisors Office
Santa Cruz County Parks Department
Santa Cruz County Resource Conservation District
Save the Redwoods League
Sempervirens Fund
Stanford University Jasper Ridge Biological Preserve
Terrestrial Biodiversity and Climate Change Collaborative (TBC3)
UC Berkeley Department of Anthropology
UC Santa Cruz Natural Reserves
US Bureau of Land Management

Appendix B: Collaborative Stewardship Projects

June 2015

During a facilitated session of Convening 2 of the Santa Cruz Mountains Stewardship Network, participants presented projects that would benefit from the experience and expertise of other organizations in the network. Following is a list of projects presented and the resources or assistance that was requested in each case. A detailed list can be found [on Basecamp here](#).

1. **Native Stewardship Corridor** – Access to land and expertise needed to demonstrate traditional Native American stewardship practices
2. **Prescribed burn in San Vicente Redwoods** – Research capacity needed for pre- and post-burn botanical surveys and other landscape evaluations to enable others to learn about prescribed burns
3. **San Vicente Creek** – Partners sought for flood plain restoration and off-stream storage
4. **Coast Dairies and the proposed National Monument** – Expertise needed for public access planning
5. **San Vicente Redwoods** – Public access planning needed, particularly for security and recreational safety, plus archaeological evaluation of sites
6. **Swanton Ranch** – Partners sought to develop a comprehensive system for research and monitoring of forest inventory and carbon metrics
7. **Mid-Peninsula Regional Open Space District Demonstration Forest** – Input requested for project design, location selection, research and monitoring of results, and political support, including attendance at public meetings testifying to the public importance of the project.
8. **Mt. Umunhum Opening** – Partners sought for incorporating the network's vision of stewardship and collaboration into interpretive components and opening ceremonies
9. **Coho spawning in Pescadero Creek** – Partners requested for planning and hosting a coho salmon welcoming ceremony to increase public awareness
10. **Carbon farming effort** – Expertise and sites requested for converting eucalyptus trees to soil for carbon sequestration, using Marin County compost standards
11. **Monitoring the effectiveness of stewardship projects** – Expertise sought to develop strategies for monitoring the effect of stewardship and demonstration projects
12. **San Francisco garter snake** – Experience and expertise requested for permit coordination
13. **Summer camp development at Pinto Lake near Gilroy** – Partners, capacity, and funding sought to provide nature programs for low-income children in the surrounding area, and to demonstrate the effectiveness of a watershed project in the vicinity of farmed lands
14. **Multi-agency landing-pad and volunteer hub on the North Coast** – Partners sought for equipment storage and sharing to support north coast stewardship efforts such as trail development, removal of invasives, etc.

Appendix C: Convening 2 Feedback Survey Results and Comments

Following are the results of a feedback survey distributed after the second convening, to which 19 of the 24 participants responded.

1. The convening was relevant to my personal and professional priorities.

- Strongly Agree 11 57.9%
- Agree 8 42.1%
- Somewhat
- Disagree
- Strongly Disagree

2. I formed meaningful, new relationships or strengthened existing relationships as a result of the convening.

- Strongly Agree 11 57.9%
- Agree 8 42.1%
- Somewhat
- Disagree
- Strongly Disagree

3. The convening was well designed and facilitated.

- Strongly Agree 16 84.2%
- Agree 3 15.8%
- Somewhat
- Disagree
- Strongly Disagree

4. I believe the Santa Cruz Mountains Stewardship Network is an important and valuable collaborative effort that will help ensure the resilience of natural and human systems throughout the region.

- Strongly Agree 8 42.1%
- Agree 9 47.4%
- Somewhat 1
- Disagree
- Strongly Disagree
- Comments
 - Increasing...
 - Has good potential if enough common ground is found among between all parties, including private landowners. It will require active broad based support from all to encourage legislators and regulators to take the political risks associated with initiating change.
 - We'll see. I'm certainly going to do what is in my power to ensure that the statement is true.

Comments about the Santa Cruz Mountains Stewardship Network

- I'm inspired by the energy, ideas, skills and dedication of everyone in this group. There's tremendous potential here to harness our collective resources and amplify our impact. For the future of our region I hope we can keep this group of people and organizations connected and engaged. It's clear that our efforts need to be intentional and coordinated. Kudos to Converge for helping us see how we might make this happen.
- I feel like I have a much deeper understanding of each participant's areas of expertise and interests, which I plan to utilize more when planning future projects. The 2nd retreat really helped me to think big and think outside just what I do in my own organization. I'm inspired to do more and am pleased that the whole group has some clear goals and next steps to work on together.
- This collaboration has tremendous potential to create resource synergies and raise political awareness which could lead to future stewardship funding that will benefit people and our landscape.
- This integrative stewardship program represents the first time that indigenous people in the Santa Cruz Mountains area have had the opportunity to incorporate their perspectives on land stewardship with those of agencies and organizations capable of building more sustainable and inclusive approaches to land management.
- The ease and rapidity with which we were able to identify potential projects for collaboration was startling and encouraging.
- With limited resources and overlapping work amongst the network, this collaborative effort is invaluable to leveraging the good work we all are doing to steward our lands.

What else? Thoughts, ideas, advice, questions or feedback.

- Without the continuity and accountability managed by Converge it is unlikely this Network will advance beyond the concept stage.
- Your facilitation has been absolutely top-notch! Thanks for bringing us so far together in such a short amount of time.
- A "marketable" name would be good.
- I've been sharing a lot of information about the network with others and there is certainly interest.

Appendix D: Santa Cruz Mountains Stewardship Network Evolution

Following are the results of social network analysis surveys taken by network participants at Convening 1 in March '15 (baseline) and three months later at Convening 2 in June '15. The increasing number and strength of connections across the network between Convening 1 and Convening 2 shows the process is having a positive effect improving the number and strength of relationships between leaders across the Santa Cruz Mountains region.

Each circle represents a network participant, colored by organization-type. The connecting lines represent mid and strong connections between participants. Average path length (the average degrees of separation between any two people in the network) is a statistic representing the density of the network – the lower the average path length, the more dense the network.

