

EXHIBIT “A”

Scope of Work

The contractor will provide a policy level Vegetation and Biodiversity Management Plan (VBMP) that answers the fundamental questions of why managing for biodiversity is important, what are the best strategies for doing so, and how will those strategies be applied within Marin County open spaces. The contractor will work with the District, the Marin County Fire Department (MCFD) and other stakeholders as appropriate to provide a detailed assessment of fuel breaks and the biodiversity challenges resulting from fuel breaks, and the economic challenges/benefits to managing for biodiversity on the preserves. This means prioritizing recommended policies and monitoring protocols to allow the District to select appropriate management strategies given available resources.

A. Identify Benefits and Challenges to Managing for Biodiversity

1. Kickoff Meeting

The contractor will meet with the District in a project kickoff meeting. In this meeting both the contractor and the District will collaboratively examine the overall scope of work and agree on short-term and long-term priorities. This meeting will also be used to exchange information, background reports and GIS information developed and provided by District and will be based on a list documents generated in advance of the meeting. In this meeting concepts, benefits and challenges associated with managing open space properties in Marin County, particularly as that management affects biodiversity and public safety will be addressed. Information that has been brought forward in the MMWD study will be highlighted and considered in regards to which sections might be incorporated into the District's VBMP. The contractor will facilitate a “benefits and challenges” discussion and provide a summary of the meeting.

2. Summary of MMWD Efforts to Date

Based on the discussion topics and questions brought forward in the Kickoff Meeting, the contractor will prepare a summary of relevant findings that have surfaced in the MMWD effort.

3. Address District Challenges and Conflicting Needs

The contractor will add professional experience and information gathered from other agency experiences to the “benefits and challenges” discussion from the kick-off meeting. This combined effort will further describe District challenges and conflicting needs.

4. Utilize District GIS Database

The contractor will work with District natural resource staff to utilize and interpret the available GIS information to assess the range of landscapes and habitats in the open space preserve system. The contractor will document the natural interactions among a wide variety of influences on biodiversity at local, regional and now global scales.

5. Assess *Factors, Processes, and Practices Affecting Biodiversity*

Stephen Bakken, forestry sub-consultant, will interview District natural resource staff to review the location of sensitive natural and cultural resources within the preserves, based on existing vegetation maps, and to determine how CEQA and 5024 determinations may influence policy proposals and fuel modification prescriptions. Mr. Bakken will also discuss lessons learned in other counties.

The Contractor will assess and rank factors affecting biodiversity on District lands. The contractor will compile a list of factors affecting biodiversity, and then evaluate each based on how (predominantly negatively) they would impact biodiversity. Such a list would include for example non-native plants, non-native vertebrates, forest pests, wildfire (burning “hotter” than a natural regime), visitor-induced biodiversity problems (such as feeding of wildlife or feral animals). Within each category we might rank at a higher level of specificity, e.g., the threat factor posed by different non-native plants, based on their CallIPC rating. Finally, we would develop a simple arithmetic formula: the scale of the phenomena (say, acres of yellow star-thistle) on a 1-10 metric, times the degree of danger of spread, on a 1-5 metric. The product of those two scores would be a “Combined Threat Score” which would then be used in planning to allocate resources.

In Person Meetings:

Meeting 1: Kick-off meeting with the contractor, Loran May, and District staff.

Meeting 2: Contractor to meet with District resource managers, Superintendent, and Deputy Director to compile information regarding specific preserve challenges and other relevant data.

Deliverables:

Chapter 1: Benefits and Challenges to Managing for Biodiversity. This chapter will introduce the benefits, concepts and issues surrounding management for biodiversity. The open space system will be introduced, the values embodied in it and the inherent risks associated with managing habitats and visitor use at the urban/wildland interface. Trends and considerations described in subsequent chapters will be introduced.

Document Review:

Upon receipt of document from the contractor, the District and others as directed by District staff will review and provide comment on draft Chapter 1: Benefits and Challenges to Managing For Biodiversity, in a timely manner.

B. Assess Regional Trends and Practices

1. Evaluate Existing Local Management Plans

The District will review the management plans and background documents described in the RFP.

Stephen Bakken will review the county fire history and the proposed fuel break system developed for District preserves. He will review the Shelterbelt report, and consult with District and MCFD staff regarding the effectiveness, and cost of construction and maintenance of fuel modification zones to date. Mr. Bakken will query local state and federal wildland management agencies regarding their fuel

treatments. He will then use this information to develop a suite of potential management strategies for each type of fuel modification zone (fuel breaks, SPLATs, defensible space and ingress/egress routes).

2. Evaluate Existing Biodiversity and Effectiveness of Recent Planning on District Lands

With the use of the District's GIS, the contractor, will establish a baseline regarding natural resource information for each of the District's preserves. To evaluate existing biodiversity, the contractor will utilize existing vegetation and related habitat maps, identified areas of invasive species, disease vectors, locations of special status species, District and MCFD's efforts to manage vegetation, and similar efforts by adjacent land management and fire agencies. This will essentially become a report on the status of biodiversity on District lands.

The contractor will describe and map to the extent possible the status of each preserve in regards to the main concerns for vegetation management. Utilizing the information generated in the GIS analyses and in interviews with District resource managers and other staff, the contractor will present the level of concern for each preserve. They will present this as a matrix table, which will be keyed to a narrative discussion for the more important concerns. The matrix table will show the risk for each major factor, and will be developed by conferring with District staff, and individuals from other agencies to be determined by District. It is expected that we will be able to quickly and comprehensively identify the key issues that need to be addressed for each preserve. When we get to developing potential strategies, this will allow us to identify what strategies apply to each preserve.

In Person Meeting:

Meeting 3: Contractor, District Superintendent, and resource managers will participate in a GIS supported meeting to evaluate challenges to managing for biodiversity on a preserve by preserve basis.

Deliverables:

1. A document outlining findings from evaluation of local plans.
2. A GIS Analysis of Existing Biodiversity, including a draft report on the Existing Status of Biodiversity on District lands, and the effectiveness of recent management strategies and planning efforts conducted on those preserves.

Document Review:

Upon receipt of documents from the contractor, District staff, and others as directed by District staff, will review and provide comment on the document outlining findings from evaluation of local plans, and the GIS Analysis of Existing Biodiversity, in a timely manner.

3. Assess Regional Trends

We will further investigate the literature and confer with pertinent agencies to provide a report on regional trends that will provide a solid framework for our discussions with the District.

3(a) Assess Regional Trends in Wildfire Prevention

The contractor will assess current trends in fuels and fire management. A particular focus will be on the effective placement of fuel clearance and fuel breaks, and the methods for creating fuel breaks that result in the highest level of resistance to non-native species invasion and resiliency to disturbance of the native plant communities. This assessment will be informed by the report recently completed by Shelterbelt Builders, Inc. which evaluated fuel break construction and maintenance on District lands. The contractor team will conduct a review of local and Bay Area agencies fuel management policies and success. This report will summarize the approach of agencies such as the MMWD, East Bay Regional Park District, Mid-Peninsula Regional Open Space District, local State Parks, San Francisco Water Department, and East Bay Municipal Utility District (EBMUD).

Stephen Bakken will work with Ray Moritz, a Marin County based arborist, during this assessment of the fuel break system. He will confer on an ongoing basis with staff of the MCFD and other pertinent fire protection agencies. If the assessment indicates that the proposed fuel break system might be modified for either resource protection or reduction in impacts to biodiversity, Mr. Bakken will confer with MCFD staff regarding feasibility of possible modifications of the fuel break system.

3(b) Assess Regional Trends in Vegetation and Biodiversity Management

To assess regional trends, the contractor will evaluate plans that are in place or in preparation by other large resource management agencies in the Bay area. The contractor will describe which agencies have adopted biodiversity management as part of their programs, and how have they confronted the issues in the Bay Area and beyond.

3(c) *Economic Considerations and Trends, and Financing Opportunities*

The contractor will review other local and regional vegetation management plans' cost estimates, including the Shelterbelt report, to develop appropriate program costs for evaluating VBMP program elements. The costs and efficacy of existing and proposed management strategies will be assessed for our VBMP recommendations.

The contractor will assess the costs of our prioritized VBMP recommendations and identify the other resource benefits that are expected to be associated the future VBMP implementation. These benefits will be clearly identified and compared to the future conditions that may be expected without VBMP implementation.

WebEx Meeting:

Meeting 4: Presentation of Regional Trends Assessment and consideration of desired future conditions for District Preserves.

Deliverables:

Draft Regional Trends Assessment that evaluates approaches to fuels and fire management, economic trends and trends in vegetation and biodiversity management for cost effectiveness, risk factors and other resource benefits and impacts.

Document Review:

Upon receipt of document from the contractor, the District and others as determined by District staff, will review and provide comment on Regional Trends Assessment in a timely manner.

4. Synopsis of Biodiversity Goals, Strategies and Plans

To prepare the VBMP for the District, we will expand on reviews of other agencies' goals, strategies, and plans. We will prepare a comparison of the various approaches, concentrating on goals, strategies, and plans that have a similar resource setting, management issues, and available resources as the District preserves. This material will be used to inform the team and the District when developing strategies for the VBMP.

5. Assess Challenges in and Strategies for Addressing Climate Change)

Team members will continue to review the literature and confer with outside experts who are examining climate change and its effects on local biodiversity (e.g., Stu Weiss of Creekside Center for Earth Observation). We will describe the most current modeling that describes what the climatic conditions in the county will be as well as predictions of changes in vegetation type. The VBMP will discuss the predicted range of changes resulting from GCC as well as from increasing nitrification of the preserves .

In Person Meeting:

Meeting 5: Contractor to meet with District staff to clarify goals, strategies and timing of vegetation management activities. This should consider the relationship between District lands, and adjacent public lands, and potential partnerships with those public agencies that might be forged..

WebEx Meeting:

Meeting 6: Presentation of findings in the Trends and Practices Assessment including desire of District to consider potential strategies to address climate change.

Deliverables:

Draft Chapter 2 – Assessment of Trends and Practices. This chapter will combine the previous reports including; Evaluation of Existing Local Management Plans; Assessment of Regional Trends; Synopsis of Biodiversity Goals, Strategies and Plans, and; Challenges to Addressing Climate Change. In this chapter the contractor team will establish the 'biodiversity baseline' for the District preserves, evaluate the effects of current practices and discuss the recent findings and future trends affecting management for biodiversity.

Document Review:

Upon receipt of document from the contractor, District staff will review and provide comment on draft Chapter 2: Assessment of Trends and Practices, within a timely manner.

C. Update District Goals and Objectives

This portion of the overall effort and the subsequent chapter will update goals and objectives from the 1995 Plan and will look at challenges to meeting these goals.

1. Discuss Goals, Objectives and Criteria for Prioritization of Strategies (Meeting 7)

The contractor will use the information developed in the previous tasks to inform the discussions with the District and the County stakeholders, specifically the MCFD and possibly the Public Works Department, since the latter is developing watershed management plans throughout Marin. The contractor will prepare a white paper summarizing collected information, then in a collaborative approach (meeting 7), we will discuss Goals, Objectives and Criteria for Prioritization of Strategies.

Goals and objectives must recognize the basic responsibilities of land management. The new goals and objectives will vary from the 1995 Plan based on the information ascertained through interviews, document review, and GIS analysis regarding changed conditions, new threats, climate change, new or revised techniques, and what is practical given possible available resources.

2. Prepare Draft Goals and Objectives

Results of Meeting 7 (above) will be synthesized by the contractor to prepare a set of Draft Goals and Objectives. Also based on prior tasks, this draft document will include a discussion of the current and future challenges with regard to meeting these goals and objectives.

3. Core Agencies to Review Draft Goals and Objectives

Draft Goals and Objectives (developed above) will be reviewed and adjusted by District staff and potentially other County Stakeholders. The contractor will distribute this document and be available to respond to questions during Core Agency review.

4. Finalize Goals and Objectives

The contractor will revise Draft Goals and Objectives document which will form Chapter 3 of the Final Plan.

In Person Meeting:

Meeting 7: Contractor to host a workshop with District staff, and others as determined by District staff, to review draft set of goals and objectives.

Deliverables:

1. Support materials for workshop including presentation of draft goals and objectives
2. Draft and Final Chapter 3: Goals and Objectives

Document Review:

Upon receipt of document from the contractor, District staff will review and provide comment on draft Chapter 3: Goals and Objectives, in a timely manner.

D. Develop Recommended Strategies for Management of District Lands

The contractor will evaluate strategies for use on District lands that reflect the revised goals and objectives brought forward in the previous tasks. We will build on the strategies being developed for MMWD and make adjustments based on unique conditions and different challenges, available resources, and different priorities.

1. Compare Potential Strategies with Those of Other Agencies (Meeting 8)

In preparation for Meeting 8, the contractor will summarize proposed strategies that we will review with the District in the process of developing broader policies for resource management. Strategies from other agencies consulted up to this point will be included in this process.

The following describes the contractor's general approach to developing potential management strategies.

- Evaluate various approaches to monitoring biodiversity.
- Confirm that actions taken to facilitate recreational access, and minimize wildfire risk, do not cause loss of or damage to sensitive resources that might subsequently require mitigation or restoration.
- Consider strategies which may include developing a list of BMPs for preserve maintenance, construction, and fuel break projects to prevent the spread of invasive plants.
- Examine vegetation types on the preserves that have been adversely affected by the suppression of fire and the type succession that has occurred as a result of the disruption of natural fire regimes. The contractor will consider specific strategies for the vegetation types most at risk and those that stand a reasonable chance for restoration over the next 15 years.
- Examine strategies which include developing and implementing a program to protect wetlands and other aquatic resources.
- Consider methods for eradicating highly invasive weeds from quality habitats.
- Identify high quality habitats that may have one or more of the following characteristics:
 - Low levels of non-native plant cover
 - Low levels of human-caused disturbance
 - Large extent of undisturbed habitat with low levels of non-native plant cover
 - Has been identified as an important climate change buffer (e.g., climate change refugia, plant/animal migration corridors)
- Examine strategies that may include removing seeding plants of broom and other priority weeds from identified high quality habitats.
- Prioritize which weed populations that should be addressed first.

- Consider developing and implementing an Early Detection Rapid Response (EDRR) plan, which would detail how new invasions will be identified, reported, and treated and developing a weed spread prevention program. This effort will consider:
 - Herbicide transport and use restrictions to be included in the IPM program;
 - Heavy equipment use;
 - Power equipment use;
 - Propane flaming restrictions; and
 - Prescribed burning restrictions.
- Consider eradication of high priority weeds from habitats that are not high quality.
- Prioritize development of plans and projects to restore habitats degraded by factors such as fire suppression, historic logging and grazing, construction of roads and other improvements (beginning with high quality habitats).
- Examine strategies for minimum impact fuel management in the preserves and at the preserve boundaries; such as the creation and maintenance of strategic fuel breaks and Strategically Placed Area Treatments (SPLATs) to facilitate wildfire containment, and defensible space zones around structures at risk.
- Evaluate fuel management strategies with respect to cost, impact to natural/cultural resources, liability, and fossil carbon expenditures before making policy and prescription recommendations.

2. Description of Relative Costs for Implementing Alternative Strategies

As we develop strategies we will evaluate relative costs of alternative approaches to management of vegetation for both biodiversity and public safety. MMWD has already developed a basis method for estimating costs for weed eradication or with information provided by Shelterbelt Builders and Brenton VMS. We will use this information and any subsequent updates produced as part of the MMWD Update. These cost estimates will be developed to a level where comparisons can be made between implementing one set of strategies versus another.

Fiscal costs will then be compared to costs to human health, man-made improvements, and environmental resources. Our team is committed to preparing a plan that can be used to implement future projects. It is essential that the plan be grounded in the fiscal reality of what can actually be accomplished.

3. Present Draft Recommended Strategies (Meeting 9)

Results of the strategy investigation described above will be synthesized by the contractor to prepare Draft Recommended Strategies. These will be presented in meeting 9 then reviewed and adjusted by District staff and potentially other County Stakeholders.

4. Final Recommended Strategies for District Review

Based on the review by District staff, and others as directed by District staff, the contractor will revise the Draft Recommended Strategies for inclusion as a Chapter in the Final VBMP.

In Person Meeting:

Meeting 8: Compare potential strategies with District's resource management needs.

WebEx Meeting:

Meeting 9: Contractor to meet with District staff to review recommended strategies, potential metrics, and relative costs for implementation.

Deliverables:

1. Compare MMWD's goals and objectives with identified needs of the District.
2. Prepare Description of Relative Costs.
3. Draft Recommended Strategies for Addressing District Needs incorporating recent trends in Biodiversity and Fire Safety Planning.
4. Draft Chapter 5: Recommended Strategies for Managing Vegetation, Biodiversity, and Fire Safety on District Lands.

Document Review:

Upon receipt of document from the contractor, District staff, and others as directed by District staff, will review and provide comment on draft Chapter 5: Recommended Strategies for Managing Vegetation, Biodiversity, and Fire Safety on District Lands, in a timely manner.

E. Develop Performance Measures and Monitoring Protocols

1. Develop Monitoring Protocols and Biodiversity Inventory

The contractor will assist the District in developing Monitoring protocols and a GIS based biodiversity inventory and condition measurement system. However, even the best and most complete data archiving may not be useful unless it informs us as to what change is occurring, at what rate, whether it is positive or negative, and what options the District has for responding.

An effective monitoring protocol forms the basis of such an adaptive management approach by providing the raw material upon which management decisions are made, while providing enough flexibility to evolve with changing management priorities. Elaborate and expensive monitoring programs requiring the full attention of highly trained technical staff will be avoided. The contractor will consider the realities of implementation at the same level of importance as the kinds of data that will be collected. Relevant thinking will be developed and presented to the District during meeting 10.

2. Evaluate Technology and Tools for Monitoring Data Collection

With the District, the contractor will evaluate the utility of technology and tools for monitoring data collection, such as the software provided by Shelterbelt, or GeoWeed, the geospatial tracking and mapping system being developed by the Sonoma Ecology Center. .

3. Prepare Draft and Final Performance and Monitoring Plan

Based on work performed in the previous tasks, the contractor will develop a draft of the Performance and Monitoring Plan. After review by District staff this document will be revised as a Chapter of the final Plan.

4. Draft Final Vegetation and Biodiversity Management Plan

As a final task, the contractor will compile all previously produced chapters and reports into a Draft Final Vegetation and Biodiversity Management Plan. After review by the District staff this document will be revised as the Final Vegetation and Biodiversity Management Plan.

WebEx Meetings:

Meeting 10 : Confirm proposed monitoring metrics and methods and establish template for collecting project information.

Meeting 11: Present Draft Performance and Monitoring Plan and discuss approach to producing draft final report.

Deliverables:

1. Review of MMWD and other agencies monitoring programs
2. Draft metrics, monitoring protocols for District actions and long-term trends
3. Draft Performance and Monitoring Plan
4. Draft Final Vegetation and Biodiversity Management Plan

Document Review:

Upon receipt of document from the contractor, District staff, and others as directed by District staff, will review and provide comment on draft Chapter 5: Performance and Monitoring Plan and the draft Final Vegetation and Biodiversity Management Plan in a timely manner.

F. Public and Stakeholder Involvement

The District will engage the public and stakeholders during the development of the Vegetation and Biodiversity Management Plan. The contractor's strategic approach to assisting the District in this task is to design a forum that reassures the community that public input is being used to provide decision makers with a sense of direction. In addition, to build support for the District's efforts, the contractor will make presentations at meetings of the Parks and Open Space Commission, and the Board of Directors of the District regarding the draft and final Vegetation and Biodiversity Management Plan.

Public Meeting 1 – Education and Solicitation of Input

The first public meeting will be held early in the planning process and would begin by describing the magnitude of the problem the District and other agencies must confront. This meeting will be held after the team has had the chance to collect information that will be useful in the education process, but prior to work on revising goals and developing strategies. The contractor will present the approach to be taken in developing strategies, as well as what other Districts and agencies are doing to address their own similar challenges. The contractor will also educate the public regarding relevant opportunities and constraints in developing and implementing management strategies.

This first meeting would be designed to actively and constructively solicit questions and public input. This kind of meeting becomes an opportunity for the District to clarify misperceptions citizens may have regarding constraints, complexities, and costs of considering alternative approaches to vegetation and biodiversity management. This meeting will also be organized to encourage a collective, integrated thinking process so that all participants feel their ideas and perspectives have been honored and included. The goal for this meeting will be, if possible, to move toward consensus on plan direction and if consensus is not possible, the meeting will at least make clear the range of divergent opinions.

Public Meeting 2 – Present Preliminary Conclusions and Draft Recommended Strategies

The contractor will present the methodologies used and preliminary conclusions of the draft plan. Like the first public meeting, this session will actively solicit input from the meeting participants, but this meeting will also be designed to build support for recommended management strategies by demonstrating how original public input was incorporated into the planning process.

Public Meeting 3 – Present Draft Plan

The final meetings will be held to solicit comment on the Draft Final Vegetation and Biodiversity Management Plan. Again, the meeting will be designed to demonstrate how original public input was incorporated into the Plan with an emphasis on next steps, in terms of how the Plan and the embedded management strategies will guide the District's efforts on the ground.

Parks and Open Space Commission Meeting — Present Draft Vegetation and Biodiversity Management Plan

The contractor team will make a special presentation to the Parks and Open Space Commission at one of its regularly scheduled meetings. At this meeting, the contractor will describe their approach, the scope of their effort, the public engagement strategy, any preliminary conclusions, and desired outcomes. This will be an opportunity for commission members to be educated in much greater detail about the development of the Vegetation and Biodiversity Management Plan and to ask questions and provide feedback. The members will also have the opportunity to hear a summary, to date, of public input.

Board of Directors Meeting – Present Recommended Draft Final Vegetation and Biodiversity Management Plan

The contractor will make a special presentation to the Board of Directors of the District at one of its regularly scheduled meetings. At this meeting, the team will describe their approach, the scope of their

effort, the public engagement strategy, any preliminary conclusions, proposed management strategies, and desired outcomes. This will be an opportunity for board members to be educated in much greater detail about the development of the Vegetation and Biodiversity Management Plan and to ask questions and provide feedback. The members will also have the opportunity to hear a summary, to date, of public input.

Deliverables:

For each of the public meetings, the contractor will produce background information for distribution to participants at/prior to each meeting, prepare educational slides or other material to be used at the meeting, facilitate the meeting itself, and prepare Key Outcomes report for each meeting. The contractor assumes that the District staff will participate in meeting preparation to discuss such items as expected attendees, agenda, handouts, presentation, roles, facilitation, follow-up, etc.

G. Additional Information

The proposed scope of work, cost estimate, and schedule are based upon the following assumptions and conditions:

- All digital and hard copy information controlled by the District and relevant to the preparation of the Vegetation and Biodiversity Management Plan will be made available to the contractor within the first month of work.
- The project sites will be accessible to the members of the project team.
- District staff, its consultants, and other public agencies will respond to information requests in a timely manner.
- The District will provide one consolidated, internally consistent set of comments, originated by District staff, on administrative draft documents.
- Consultant team labor hours assigned to project meetings and hearings shall include time required to prepare for meetings, travel time to and from meetings, and any time required for follow-up activities required as a result of meetings, as well as time actually spent in meetings.
- Specific biological or cultural surveys, civil and infrastructure engineering, or architectural design services are not proposed under this contract.
- The scope of work also assumes that the District will be responsible for coordination and noticing for all meetings and workshops, hearings and document publications.