Appendix B: Assessment Interview Questionnaire

South Bay Salt Pond Restoration Project
Stakeholder and Organizational Assessment
Interview Questionnaire

I. Project Purpose, Goals, and Organizational Structure

The State of California and the Federal government have embarked on the restoration of 15,100 acres of recently acquired salt ponds in the South San Francisco Bay (Attachment A). Acquisition of the South Bay salt ponds provides an opportunity for landscape-level wetlands restoration, improving the physical, chemical, and biological health of the San Francisco Bay. The South Bay Salt Pond Restoration Project (Project) will integrate restoration with flood management, while also providing for wildlife-oriented public access, recreation, and education opportunities. The Project will restore and enhance a mosaic of wetlands, creating a vibrant ecosystem. Attachment B provides a more detailed description of the Project's guiding principles and goals as defined by the Project Partners (described below).

The long-term restoration planning process is being managed collaboratively by the California Coastal Conservancy (Conservancy), U.S. Fish & Wildlife Service (USFWS), and California Department of Fish and Game (DFG), hereafter referred collectively as the "Project Partners". USFWS and DFG will be the landowners/managers and will be responsible for planning and conducting the interim stewardship of the salt ponds (maintenance of levees and management of water) while the long-term restoration planning is taking place. The Project's current management structure, developed by the Project Partners, is graphically depicted and described in Attachment C. The planning process, including the role of public participation, may be revised pending the outcome of this assessment.

II. Assessment Purpose, Methods, and Intended Outcomes

To help structure the long-term restoration planning process, the Project Partners are undertaking an assessment to elicit the interested and affected community's issues and concerns (both substantive and procedural) regarding the restoration process.

A professional, neutral facilitation team, including Dave Ceppos, Mary Selkirk, and Austin McInerny, from the Center for Collaborative Policy (Center) (http://www.csus.edu/ccp/), will gather information for the assessment through interviews with a representative set of relevant stakeholders. All participants will be asked identical questions from an interview questionnaire (Attachment E) created by the Center, the Conservancy, USFWS, and DFG. In addition, publicly submitted responses to the questionnaire (which is available from the project website http://www.southbayrestoration.org/), will inform the assessment.

The assessment process is an important early step in the overall restoration planning process of designing wetlands and recreational facilities at the South Bay Salt Ponds sites. The interview provides key stakeholders with an opportunity to speak candidly about the project

and to their concerns. Interview will take approximately 45-90 minutes. Space has been provided on the questionnaire for interviewees to write notes concerning issues that they want to discuss in the interview. Interviewees may, if they desire, complete the questionnaire in writing and return via e-mail to amcinerny@ccp.csus.edu.

All interviews will be confidential. Results will be summarized into an Assessment Report that will be made available to project participants. Comments will not be attributed to specific individuals. Information gathered through the assessment will be qualitatively evaluated to identify key themes and develop recommendations. The end product will be a public report summarizing assessment findings and a proposed planning process design. In particular, the assessment report will cover the following topics:

- Who should be involved in developing the restoration plan and what are appropriate roles for different participants;
- Identification of the major issues requiring resolution;
- Stakeholders' goals, objectives, and general visions for the Project;
- Historic and current, interpersonal and organizational relationships among stakeholders;
- Appropriate public participation and outreach techniques for the various stages of the restoration planning process;
- Roles of local government in the planning process;
- Identification of what, if any resources, stakeholder organizations can provide to the Project;
- Discussion of appropriate decision-making and governance tools for the Project; and
- Potential barriers to a successful outcome.

III. Initial List of Core Stakeholders for Interviews

Based on recommendations provided by the Project Partners, an initial list that represents a range of stakeholders has been developed (Attachment D). These individuals/organizations will be invited to provide input into the stakeholder assessment through an interview. As the interview process proceeds, additional candidate interviewees might be identified and invited to participate.

In addition, the questionnaire is being made publicly available on the Project's website for the public to review. Any member of the public who wishes to respond to the assessment questions electronically is encouraged to do so. Any unique responses received will be incorporated into the assessment report.

IV. Assessment Schedule

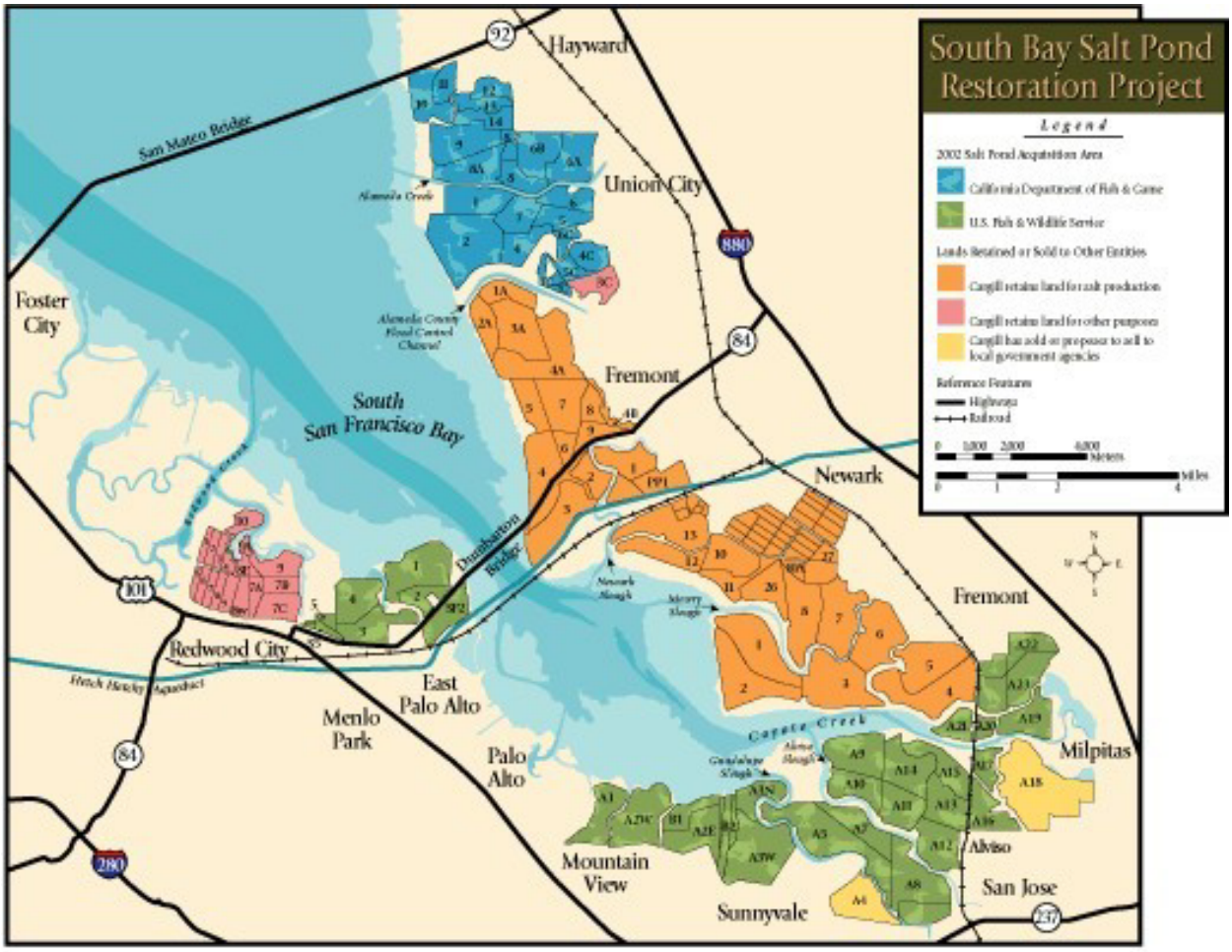
The assessment will proceed in three phases over the next four months: (1) design, which includes identifying which stakeholders to interview and key questions to be answered, (2) conducting the interviews, and (3) preparing and refining the Assessment Report, which includes a review by the Project Partners.

Task	*Start*	*End*
Design Assessment	May 5	May 23
Conduct Interviews	June 2	June 30
Prepare and Refine Assessment Report	July 1	August 15

V. Assessment Interview Questions

Please review the questions presented in Attachment E prior to the actual interview and use the space that is provided on the questionnaire to write notes concerning issues that you want to discuss in the interview. Your initial review of the questionnaire will help expedite the actual interview.

Attachment A
South Bay Salt Pond Restoration Project
Area Map



Note: a higher resolution map is available on the project website:
http://www.southbayrestoration.org/

Attachment B

SOUTH BAY SALT POND LONG-TERM RESTORATION PLAN

MISSION, GOAL, GUIDING PRINCIPLES, AND OBJECTIVES

DRAFT May 1, 2003

Mission: To prepare a scientifically sound and publicly supportable restoration and public access plan that can begin to be implemented within five years

The overarching goal of the Long-Term Restoration Plan is the restoration and enhancement of wetlands in the South San Francisco Bay while providing for flood management and wildlife-oriented public access and recreation.

Guiding Principles for the South Bay Salt Pond Long-Term Restoration Plan

1. The Long-Term Restoration Plan is based on the best available science, and independent scientific review is an integral part of its development and implementation.
2. The Long-Term Restoration Plan is developed through an inclusive and open process that engages all stakeholders and interest groups.
3. Numerous federal, state and local agencies are partners in the Long-Term Restoration Plan and their views are considered fully.
4. The Long-Term Restoration Plan is a flexible plan that is based on the concept of adaptive management - recognizing that information gathering is part of implementation and that modifications will be made in the future based on that information.
5. The Long-Term Restoration Plan is implemented in phases, including achieving early, visible successes.
6. The Long-Term Restoration Plan emphasizes naturally sustaining systems and integrates habitat development actions at the landscape scale to provide South Bay ecosystem-level benefits.
7. Development of the Long-Term Restoration Plan will consider costs of implementation and monitoring so that planned activities can be effectively executed with available funding.

Attachment B, contd.

SOUTH BAY SALT POND LONG-TERM RESTORATION PLAN

MISSION, GOAL, GUIDING PRINCIPLES, AND OBJECTIVES

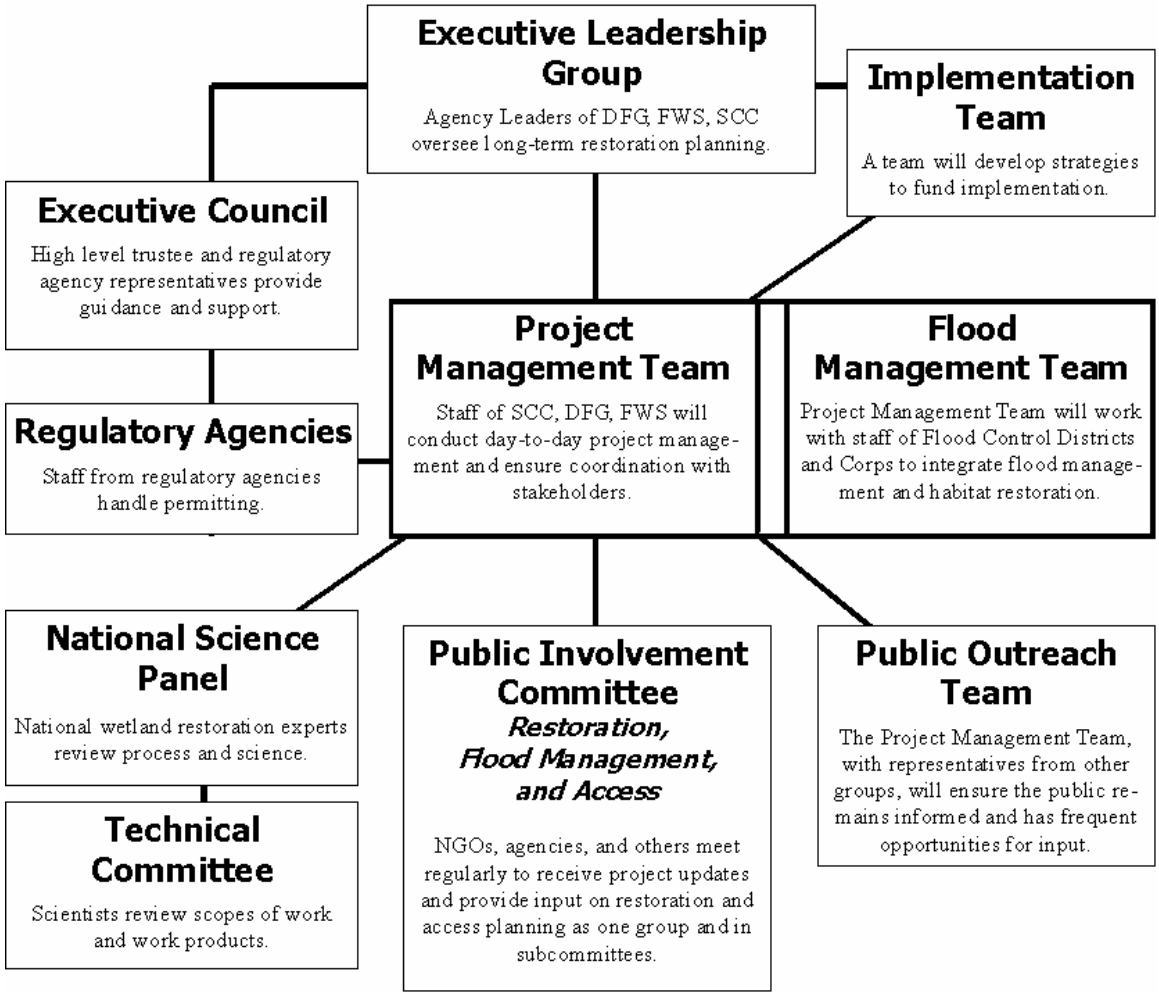
DRAFT May 1, 2003

South Bay Salt Pond Habitat Long-Term Restoration Project Objectives

1. Create or enhance habitats of sufficient size and appropriate structure to promote restoration of native special status species that depend on South San Francisco Bay habitat for all or part of their life cycles.
2. Create or enhance habitats of sufficient size and appropriate structure to maintain current migratory bird species that utilize existing salt ponds and associated structures such as levees.
3. Create habitats of sufficient size, structure, function and diversity to support increased abundance and diversity of native species in various South San Francisco Bay aquatic and terrestrial ecosystem components, including plants, invertebrates, fish, mammals, birds, reptiles and amphibians.
4. Maintain or improve existing levels of flood protection in the South Bay area.
5. Provide public access and recreational opportunities compatible with wildlife and habitat goals.
6. Maintain or improve existing levels of water quality in the South Bay, and minimize adverse effects caused by habitat conversion activities.
7. Implement design and management measures to maintain or improve current levels of vector management, control predation on special status species, and manage the spread of non-native invasive species.
8. Protect existing infrastructure.

Attachment C
South Bay Salt Pond Restoration Project
Project Management Structure

The State Coastal Conservancy, U.S. Fish and Wildlife Service, and California Department of Fish and Game have established the following general structure in order to effectively manage the large number of organizations, agencies, and individuals who will be involved in the long-term restoration planning and to actively involve the public and scientific community to produce a scientifically-sound, widely-supported plan for implementation. This general structure may be refined pending analysis of the assessment interviews.



Attachment C
South Bay Salt Pond Restoration Project
Project Management Structure, cont'd.

Description of the various components:

Executive Leadership Group, made up of the Executive Officers of the State Fish and Game, Conservancy and the California/Nevada Operations Manager of the U.S. Fish and Wildlife Service, will oversee the long-term restoration planning and resolve critical issues that may arise during planning.

Project Management Team, made up of Conservancy, U.S. Fish and Wildlife Service, and State Fish and Game staff, and consultants as needed, will conduct the day-to-day project management, following a work plan, schedule and budget, and ensure that there is adequate coordination with other project participants and other interest groups.

Consultants will assist the project management team with such efforts as overall project management, analysis of current conditions in the project area, public participation and outreach, and flood management strategy development. Consultants will be working with the project management team in developing concepts and alternatives for restoration, public access, and flood management and analyzing the costs, feasibility and impacts of the alternatives in order to design a plan that the projects partners can carry out. Consultants will also be utilized to develop the necessary NEPA/CEQA environmental documentation, as well as to assist the partners in identifying long-term funding opportunities.

Flood Management Team, made up of South Bay flood control districts and the U.S. Army Corps of Engineers, in close cooperation with the project management team, will ensure that the overall restoration plan addresses flood management issues.

Executive Council, made up of high-level trustee and regulatory agency representatives, will provide guidance on regulatory requirements, address agency conflicts regarding restoration goals, support restoration planning through their respective agencies by ensuring their staff is available to provide needed input to the planning and permitting process, and support funding for planning and implementation of the restoration project. Regulatory agency staff will handle permitting issues and work toward resolution of agency conflicts regarding restoration goals.

Public Involvement Committee, made up of interested organizations, agencies, and individuals will meet at least quarterly to obtain project status updates, to provide input, and to support the restoration planning process.

Attachment C
South Bay Salt Pond Restoration Project
Project Management Structure, cont'd.

National Science Panel, made up of national wetland restoration experts, will be assembled at the beginning and at strategic points in the process to review the process and science used in the development of the restoration plan.

Technical Committee, made up of engineers, scientists and others with needed expertise will review the progress of restoration planning and provide guidance on technical issues in order to ensure a scientifically-sound restoration plan. Subcommittees of the Technical Committee will be created to provide guidance to the project management team on specific technical tasks and scopes of work and work products associated with those tasks.

Attachment D
Proposed Interviewees for Assessment

Note: Interview participants do not necessarily represent the full range of potential participants in the restoration planning process.

	Name	Organization
Science and Technology		
1	Phil Williams	Phillip Williams & Associates
2	Steven Ritchie	URS Corporation
3	Mike Conner	San Francisco Estuary Institute
4	Stuart Siegel	Wetlands and Water Resources
Regulatory Agencies		
5	TBD	NOAA-National Marine Fisheries Service
6	TBD	US Environmental Protection Agency
7	Loretta Barsamian and Steve Moore	San Francisco Regional Water Quality Control Board
8	Dan Buford or Jim Browning	US Fish & Wildlife Service
9	Will Travis/Steve McAdam	San Francisco Bay Conservation & Development Commission
Funding Agencies/Foundations		
10	Mary Scoonover	Resources Law Group
11	Al Wright	California Wildlife Conservation Board
12	Patrick Wright	CALFED
13	Michael McCormick, Cynthia Nielsen, and Arijs Rakstins	US Army Corps of Engineers – San Francisco District
14	Steve Thompson	US Fish & Wildlife Service
15	Bob Hight	Department of Fish and Game
16	Mary Nichols	California Resources Agency
17	TBD	Foundation funder
Landowners		
18	Robert Douglas	Cargill Salt
Local Business		
19	Ellen Johnck	Bay Planning Coalition
20	Jim Tucker	San Jose Silicon Valley Chamber of Commerce
21	Margaret Bruce & Carl Guardino	Silicon Valley Manufacturing Group
22	TBD	Sun Microsystems
23	TBD	Lam Research (Fremont)

Attachment D
Proposed Interviewees for Assessment, cont'd.

NGO – Environmental		
24	Ted Smith	Silicon Valley Toxics Coalition
25	Janet Hansen	San Francisco Bay Bird Observatory
26	Grant Davis & Marc Holmes	Bay Institute
27	Florence and Philip LaRiviere	Citizens Committee to Complete the Refuge
28	Mike Sellors & Craig Breon	Audubon
29	Ellie Cohen	Point Reyes Bird Observatory
30	Leo O'Brien	San Francisco Baykeeper
31	David Lewis	Save the Bay
32	Jeff Rutherford	Marine Science Institute, Redwood City
33	TBD	Sierra Club
NGO – Access & Recreation		
34	Fritz Reid	Ducks Unlimited
35	Janet McBride	Bay Trail
36	Judy Purrington	Walk San Jose
37	Jim Stallman	Regional Bicycle Advocacy Coalition
38	Russ Robinson	South Bay Yacht Club
39	Bill Gaines/Mark Hennelly/Keith Rubin	California Waterfowl
40	Larry Johmann	Western Waters Canoe Club
NGO – Community		
41	Richard P. Santos	Board of Director, District 3 Santa Clara Valley Water District
42	Tom Laine	Fisherman/local business owner
43	TBD	Community Leader
44	Frank and Janice Delfino	Hayward
State and Federal Elected Officials		
45	Senator Byron Sher and Kip Lipper	State Senator and staff
46	Senator Liz Figueroa and Liz Smith	State Senator and staff
47	Congressman Mike Honda and Eric Werwa	Congressman and staff
48	Senator Dianne Feinstein	US Senator and staff

Attachment D
Proposed Interviewees for Assessment, cont'd.

Local Government and Local Agencies		
49	John Rusmiel	Alameda County Mosquito Abatement District
50	Beth Huning	San Francisco Bay Joint Venture
51	Jim Fiedler	Santa Clara Valley Water District
52	Ralph Johnson	Alameda County Flood Control District
53	Eugene Leong	Association of Bay Area Governments
54	Chuck Reed, Councilmember	City of San Jose
55	Julie Miller, Mayor	City of Sunnyvale
56	Dan Bruinsma	City of San Jose, Env. Services Dept.
57	Gus Morrison, Mayor	City of Fremont
58	Mark Green	Mayor of Union City
Project Partners		
59	Nadine Hitchcock, Amy Hutzel, & Sam Schuchat	California Coastal Conservancy
60	Marge Kolar and Clyde Morris	USFWS SF Bay National Wildlife Refuge
61	Carl Wilcox	California Department of Fish and Game
Public Infrastructure Agencies		
62	Diane Ross-Leech & Colleague	Pacific Gas & Electric (PG&E)
63	David Kutrosky	Capitol Corridor Joint Powers Authority
64	John Martin or Greg Lyman	San Francisco International Airport

Attachment E
Interview Questions

I. Overview of the South Bay Salt Pond Restoration Project

1. What do you currently know about the Project?
2. What do you know about the organizational structure of the planning process?
3. What do you know about the Project's anticipated timeline?
4. What do you know about the Project's current participants?
5. How have you been hearing about the Project, if at all?
6. What do you know about the missions and responsibilities of the Department of Fish and Game and the U.S. Fish and Wildlife Service with regard to restoration and management of the salt ponds?

II. Interviewee's Role and Professional Background

7. What is the mission/role of your organization?
8. What is your central interest in the salt ponds of the South Bay?
9. What has been or what is your exact involvement in the Project to date?
10. What is your relationship with some of the other stakeholders involved?

III. General Restoration Plan Goals and Objectives

11. The overarching goals (see Attachment B) for the project are: 1) Restore and enhance a mix of wetland habitats; 2) Provide for flood management; and 3) Provide wildlife-oriented public access and recreation opportunities. What do you think of these goals? Is anything specifically missing? What, in your opinion, are the key restoration goals for the project?
12. After reviewing the more detailed list of goals and principles presented in Attachment B, what impressions do you have?
13. What goals do you think are NOT important?

IV. Restoration Planning Process Design

14. How well does the current management structure - described in Attachment C – facilitate achieving the professed goals and objectives described in Attachment B?
15. If the current management structure does not facilitate achieving the professed goals and objectives, what ideas do you have about how the planning should be organized?
16. What resources (i.e., technical, support staff, logistical, etc.) do you believe are necessary to support the groups and committees described in Attachment C?
17. Do you have any concerns about the use of a neutral facilitator during the restoration planning process?

V. Decision-Making during the Planning Process

18. While the ultimate decision-making responsibilities regarding the final restoration design rests with the regulatory agencies and Project Partners (Conservancy, USFWS, and/or DFG), what do you think are the key decisions that the public should be most involved in?
19. How do you think decisions should be made when there are different opinions on technical questions or on project organizational matters?
20. What role do you see the various types of stakeholders playing in potential technical debates?
21. Do you have any specific concerns about the Project and/or the Project Partners?

VI. Public Participation and Outreach during the Planning Process

22. What types of groups/individuals do you think should be involved in the planning process? Note: Interview participants do not necessarily represent the full range of potential participants in the restoration planning process.
23. What do you think the primary role of stakeholders should be in the process?
24. What types of public participation efforts and activities do you think are needed for this planning process and why?
25. From your experiences, describe a best and worst case scenario regarding public participation.
26. What types of materials do you believe are adequate for conveying project-related information to the stakeholder community? Should different stakeholders receive different materials? If so, who should receive what?
27. Are there specific groups that should be consulted at particular points in the restoration planning process? If so, what groups are most concerned with which elements of the process?
28. Which stakeholder groups, if any, do you believe lack the resources to participate in a more sustained way and how should the Project Partners address this?
29. What ideas do you have about how to engage local government in the process?
30. What should the role of media be during the process?

VII. Specific South Bay Salt Pond Technical Issues and Questions

31. Attached (see Attachment F) is a draft list of critical technical issues that the project partners anticipate will need to be addressed in the planning process. Are there any issues missing, or any you think are not important?

VIII. Role of Independent Technical Specialists

32. How should the proposed technical committee be integrated into the overall planning process?
33. What concerns, if any, do you have regarding the use of consultants in the planning process? What ideas and suggestions do you have for addressing your identified concerns?

34. Are you aware that a national science panel has been formed to provide advice on the restoration plan? What do you see as the role of a national science panel in this process?

IX. Other Questions

35. Are there any differences of opinion within your organization concerning the South Bay Salt Pond Restoration Project that might influence your organization's participation?
36. What, if any, resources might your organization be able to provide to the process?
37. What kind of time commitment are you or your organization willing to make to the planning process? For example, attending regular monthly meetings, attending quarterly meetings, staying informed via the newsletter, or providing input at annual public workshops.
38. How can the Project Partners foster wide ownership of this restoration process to avoid pitfalls?
39. In addition to the South Bay salt ponds, the project partners acquired 1,400 acres of Cargill's salt ponds at the mouth of the Napa River in the North Bay that will be undergoing a separate but parallel planning effort over the next five years. Do you have an interest in participating or being kept informed about that effort as well?
40. Bearing in mind the purpose of this interview, are there any other individuals and/or organizations - not listed in Attachment D - that you believe would be essential for us to interview?
41. Any additional comments you would like to add?

Please use the following space to provide additional comments. If appropriate, please identify which question you are expanding upon.

Attachment F

Key Technical Issues

DRAFT
5/19/03

Overarching Challenges and Opportunities

1. Landscape Scale of Project (15,100 acres)
2. Urban Setting of Project (3 million people in South Bay)

Technical Issues

1. **Developing a Preferred Mix of Habitats**
   - Tidal wetlands, managed ponds, others
   - Balance and phasing of habitat types

2. **Restoration of Tidal Wetlands**
   - Subsidence of pond bottoms (minimal to over 10 feet)
   - Sediment supply versus sediment demand
   - Source and quality of imported sediment, if needed
   - Possible effects on water quality and circulation (hydrology) during and after construction
   - Features to enhance wetland development

3. **Enhancement of Managed Ponds**
   - Water circulation so that salt does not accumulate in ponds
   - Optimal pond depths and salinities for migratory birds

4. **Integration of Flood Management Features with Habitat Restoration**

5. **Planning for Wildlife-Oriented Public Access and Recreation while protecting habitat**

6. **Management of Introduced Species**
   - e.g. introduced species of *Spartina*

7. **Minimizing the Potential for Mosquitoes**

8. **Protecting Existing Infrastructure**

9. **Planning for Monitoring/Adaptive Management**