

City of Santa Cruz  
Tenant Protections Stakeholder Task Force  
Stakeholder Assessment Process  
**EXHIBIT A**

**SCOPE OF SERVICES**

**1 Introduction**

The following description of services (DOS) is for California State University Sacramento (Sacramento State), Consensus and Collaboration Program (CCP) to conduct an assessment of conditions and provide strategic process design consultation to the City of Santa Cruz (City) in its efforts to convene a stakeholder “Task Force” to address potentially: housing, rent stabilization, landlord rights and /or tenant protection. More specifically, the Task Force is envisioned to be a diverse collection of stakeholders that have advocated various, and at times conflicting perspectives about how the City should address and manage these topics.

**2 Project Understanding**

Issues related to housing in the City have been the subject of intensive work in recent years by elected officials, City staff and affected stakeholders. Within the past year, the work conducted by City’s Housing Blueprint Subcommittee and stakeholder participants illustrated the commitment by the City to address these issues, and the significant interest of stakeholders to be involved. Concurrent to this process was the citizens’ initiative Measure M that was placed on the November 2018 ballot and did not pass, and a local election of three new members to the Santa Cruz City Council (Council).

Throughout 2018 and into 2019, there have been a series of Council discussions on these topics including significant stakeholder participation at said meetings. As stated above, Measure M did not pass. However, the Council has indicated that the issue of housing stability is of critical importance and has recently directed staff to bring forward a proposal on how associated stakeholders can be convened in a stakeholder process charged with developing workable, mutually supportable solutions.

In response to this direction, staff have requested guidance from CCP on how to ensure that the Task Force is selected in an effective way, that a diversity of voices are involved, and that the City is asking the right questions and considering all conditions to develop a process that will be effective to create consensus and produce durable policies.

**3 Services**

Task 1 – Research Background Information

CCP will review a range of information as a means to inform subsequent steps. This will include but not be limited to:

- Recent and historic City information (e.g. staff reports and memoranda, departmental reports, City Council meeting minutes and videos, City website, etc.);
- Measure M and historical background, social media, websites, etc. related to it;
- Traditional media and social media about the topic (including comments from the public), and
- Reasonably available research on the topics

City of Santa Cruz  
Tenant Protections Stakeholder Task Force  
Stakeholder Assessment Process  
**EXHIBIT A**

Task 2 – Identify and Invite Assessment Participants

CCP will work with the City to identify a representative but not exhaustive list of potential interview participants. That said, CCP has the neutral right and responsibility to interview stakeholders based on best professional judgement and separate from direction by the City and other interested parties. Given the circumstances around this topic, the participants will likely include a reasonable cross-section of local opinion leaders and advocates about the topic, City Council members and City staff. For cost estimating purposes CCP assumes up to 32 separate interviews will be conducted (see Section 4 below for further assumption descriptions).

Following identification and confirmation of target interview participants, CCP and the City will prepare an initial announcement/invitation message (to be sent by the City) to inform target stakeholders about the interview process, its purpose, timeframe, etc. and to introduce Sacramento State and CCP as the neutral third party carrying out the effort. A subsequent introduction letter will be written and sent by CCP to introduce the project manager/principal investigator (PI), describe the process and start scheduling interviews.

Task 3 – Prepare Interview Questionnaire(s)

CCP will prepare one or more standardized questionnaires to be used in stakeholder interviews. Some different questions will likely be posed to elected officials and staff than those posed to community participants (see below for description of process). Questions will test and assess several variables such as, but not limited to:

- Specific focus and limitations of topics to be addressed by the Task Force;
- Existence (or lack thereof) of stakeholder leaders that can effectively represent similar stakeholders' perspectives;
- Stakeholder resources and willingness to participate in the proposed Task Force;
- Types and breadth of influence that stakeholder leaders have;
- City resources and commitment to support the process with staff and physical/financial resources
- City leadership cohesiveness on the topic and the necessary outcomes of the Task Force;
- Existence (or lack thereof) of initial and long-range options to be mutually considered;
- Alternatives / incentives that stakeholders need / have to achieve (or not achieve) mutually supported solutions;
- Availability of reputable and defensible information to be used in the stakeholder process (e.g., academic research, examples from other local governments, etc.), and
- Willingness of participants to review and use reputable and defensible information to try and create mutually supported outcomes.

City of Santa Cruz  
Tenant Protections Stakeholder Task Force  
Stakeholder Assessment Process  
**EXHIBIT A**

Task 4 – Schedule and Conduct Interviews

Given the history and complexity of the topic, CCP will conduct interviews individually and in-person as much as feasible. CCP will interview all City Council members first. The outcomes of these interviews will frame the content for the interviews of stakeholders and City staff.

The purpose of individual interviews is to ensure that each participant can and will speak candidly and apart from influences of other speakers / observers. When necessary and beneficial, interviews may be conducted in small group settings to maximize participation and minimize costs (as long as confidentiality is not impeded). Lastly, there might be a benefit for the CCP PI to conduct joint discussions between opinion leaders from different sides of the topic to test options / ideas for the proposed collaborative process.

Task 5 - Prepare an Outcomes and Recommendations Report and Presentation to the City Council

Based on information collected during the interview process, CCP will prepare an Outcomes and Recommendations Report (Report). Such reports commonly include the following general information:

- Process Description - Summary of participants interviewed, interview questions, dates of the effort, and similar items
- Findings – Summary of perspectives provided by interview participants including key themes and trends that emerged and that will likely influence the process. No comments are ever attributed to any interview participant. Input is aggregated into the themes and trends described above
- Analysis – CCP analysis and best professional assessment of conditions, and the themes and trends influencing current and future conditions.
- Recommendations - CCP will advise if a multi-party, facilitated process such as a task force is appropriate and potentially beneficial (or not). CCP will also present a proposed “process design” and preliminary cost estimate / labor effort for a subsequent stakeholder process, identifying potential areas of success and concern.

As stated above, all participants will be identified as having been interviewed. However, to protect confidentiality, specific comments from any participant will not be attributed to a speaker. Rather, all input will be aggregated to identify key themes and trends from these discussions without identifying the original speaker. Further, in keeping with the necessary neutral role of the Sacramento State and CCP, no stakeholder nor funding entity will be provided editing and oversight authorities of CCP’s work on the Report or any other deliverables.

Simultaneous to preparing the Report, CCP will also prepare a presentation to be delivered to the City Council regarding the assessment outcome and recommendations. The timing of this presentation and the release of the Report will be addressed between CCP and the City’s Project Manager upon completion of the assessment.

Task 6 – Prepare Proposed Work Plan and Convening Approach

City of Santa Cruz  
Tenant Protections Stakeholder Task Force  
Stakeholder Assessment Process  
**EXHIBIT A**

Using the recommendations from Task 5, CCP will work with City staff to prepare a proposed Task Force work plan and convening approach. The work plan will take the recommendations from Task 5 and apply them to an operational schedule and “critical path” of steps that need to be addressed prior to Meeting 1 of the Task Force, and then for some to-be-determined period of time after the first meeting.

While it is impossible to forecast the specific nature of this work plan and process schedule prior to completion of the assessment, items that are commonly included in the early stages of such a process include:

- Develop a “Charter” or similar governance document that defines the “rules of engagement” of the Task Force including topics such as:
  - Purpose and “charge” of the group (as defined by City leadership)
  - Roles and responsibilities of group members, staff, the facilitator and consultants (if applicable),
  - Communication protocols that members will commit to,
  - Membership descriptions including the use of alternates, members selection and replacement (if needed), and similar.
  - Decision-making protocols describing how the group will deliberate, make decisions, and memorialize when decisions can / cannot be achieved
- Initial schedule of events / meetings
- List of potential, initial outcomes from the process
- Role of and interaction between Council members, City staff, and Task Force members
- Identified speakers / presenters and the schedule of when they will participate,
- Public process and how that will be integrated with the Task Force’s work.
- Meeting locations and associated logistics.

#### Task 7 – Project Management

CCP will ensure management of the budget and project and to maintain consistent communication with the City about the project. Service will include:

- Conduct at least monthly phone updates with the City Project Manager project conditions
- Prepare and submit monthly progress reports to the City Project Manager by the 15th day of the calendar month following project activity.
- Prepare and provide invoices.
- Track billing and payments status and communicate information on project burn rates as needed.

#### **4 Budget Assumptions**

- Up to 20 interviews will be conducted with representative stakeholders. Assuming that CCP also interviews the seven City Council members, a set of representative City staff and the potential for small group meetings associated with the interview process, the following cost estimate assumes a total number of 32 interviews of various scales.

City of Santa Cruz  
Tenant Protections Stakeholder Task Force  
Stakeholder Assessment Process  
**EXHIBIT A**

- All interviews will be done in person in Santa Cruz unless deemed infeasible due to scheduling conflicts. City administrative staff will contact interview participants and coordinate interview dates, times and locations with an intent to consolidate all interviews to be held at a standard location (e.g. a City administrative building or similar).
- Interviews will be scheduled in a cluster of dates and times such that CCP staff can travel to the City and conduct as many interviews in a row as possible, thus avoiding additional travel expenses.
- Related to this, CCP assumes that stakeholder interviews will be coordinated as much as possible to consolidate consecutive interview dates to minimize travel costs. The cost estimate assumes 5 trips between Sacramento and Santa Cruz with associated travel expenses (lodging, per diem, and mileage or rental car). Trips may range from 1 – 4 days in length depending on how many interviews can be scheduled and accommodating for meetings with staff and a presentation to the Council.
- Each interview will take up to 1.5 hours. Internal written summary of each interview will take up to an additional .5 hour / interview. Subsequent time will be spent preparing the draft and final Report and presentation and the planning work described in Task 6. Lastly, the cost estimate assumes the CCP PI will present CCP's conclusions / recommendations in person to the Council.
- Roundtrip travel between Sacramento and Santa Cruz will be up to 6 total hours.
- CCP staff travel and per diem expenses will be reimbursed by the City at prevailing State rates, as specified in the budget.
- With City Project Manager approval, CCP may move hours between practitioners, and/or between tasks, and/or between labor hours and other direct costs.
- CCP will submit invoices for payment by the City for work already performed. No tasks will be invoiced in anticipation of work to be performed. CCP will bill on a time-and-materials basis to ensure that any efficiencies or labor time saved is to the financial benefit of the City