

ROSS SUMMARY WORKPLAN, TIMELINE + FUNDING NEEDED

See Work Element and Phase details on attached document.

	FALL 2012- SPRING 2013	SPRING 2013- SPRING 2014	2014 + 2015	2016
	CURRENT: PCS LAUNCH, FUNDRAISING	STAGE 1: DEVELOP TECHNICAL MODELS, BEGIN WOSS	STAGE 2: FINALIZE WOSS	STAGE 3: INTEGRATED ROSS DEVELOPMENT + ROLL-OUT
WORK ELEMENT 1				
PROJECT FUNDING, CAPACITY, ORGANIZATIONAL ALLIANCES		On-going activities \$ 20,000	On-going activities \$ 40,000	On-going activities \$ 20,000
	\$ 24,000	\$ 24,000	\$ 104,000	
WORK ELEMENT 2				
WATERSHED OPEN SPACE STRATEGIES (WOSS)	On-going preparation and information gathering.	Begin at least 2 WOSS \$ 104,000	Complete all seven WOSS \$ 260,000	
WORK ELEMENT 3				
STRATEGIC INITIATIVES				
COMMUNICATIONS + OUTREACH	Form EC sub-committee	Broad communication strategy development \$ 64,000 *	WOSS communication strategy development and execution \$ 72,000	ROSS roll-out strategy development and execution \$ 64,000
ECOSYSTEM SERVICES	Begin Taskforce development	Engage experts and develop early framework \$ 30,000 *	Apply framework to WOSS \$ 30,000	Apply framework to final integrated ROSS \$ 25,000
HEALTH + EQUITY		Engage experts, explore data and links \$ 7,000	Integrate data/information into WOSS \$ 14,000	Integrate data/information into final integrated ROSS \$ 7,000
GOVERNANCE + FINANCE	Form EC sub-committee, NPS introductions to federal partners	Tasks TBD by sub-committee \$ 7,000	\$ 14,000	Governance structure roll-out with final integrated ROSS \$ 7,000
POTENTIAL NEAR-TERM ACTIONS		TBD \$ 12,000	TBD \$ 24,000	TBD \$ 12,000
WORK ELEMENT 4				
ROSS DEVELOPMENT + ROLL-OUT		Begin ROSS analysis and roll-up as WOSS are completed.		Development of integrated ROSS strategy and roll-out \$ 37,000
TOTAL PROJECT NEED:	\$ 24,000	\$ 244,000	\$ 454,000	\$ 172,000
	\$ 54,000	\$ 256,000	\$ 533,000	\$ 172,000

\$1,015,000 (known in-kind)
we anticipate this increasing as the project unfolds

* We are hopeful/anticipate we will receive an in-kind donation of \$50K through the Bullitt Foundation for Communications and at least \$10K from an ecosystem services technical organization for Stage 1.

DRAFT

Central Puget Sound Regional Open Space Strategy WORKPLAN, TIMELINE + FUNDING NEEDED

With the establishment of the Regional Open Space Strategy (ROSS) team's organizational infrastructure and the completion of the Preliminary Comprehensive Strategy in August 2012, the ROSS project is poised to engage in the next stage of activities. Based on direction from the Executive Committee and current resources, staff have identified four major work elements to undertake. They are not mutually exclusive and could occur simultaneously if there are sufficient resources. And, they represent a balance between a comprehensive regional perspective and the detailed analytical work needed at the watershed scale.

These four Work Elements are dependent on resources and opportunities, as well as direction from the Executive Committee. The activities, outcomes, and Estimated Resource Need for each work element are described below:

1) Secure additional funds and develop organizational alliances, 2) Undertake Watershed Open Space Strategies (WOSS), 3) Strategic initiatives and near-term actions, and 4) Final Integrated ROSS development and roll-out. These work elements are organized into four separate stages in the project.

WORK ELEMENT 1

PROJECT FUNDING, CAPACITY, ORGANIZATIONAL ALLIANCES

WORK ELEMENT 2

WATERSHED OPEN SPACE STRATEGIES (WOSS)

WORK ELEMENT 3

STRATEGIC INITIATIVES

COMMUNICATIONS + OUTREACH

ECOSYSTEM SERVICES

HEALTH + EQUITY

GOVERNANCE + FINANCE

POTENTIAL NEAR-TERM ACTIONS

WORK ELEMENT 4

ROSS DEVELOPMENT + ROLL-OUT

CURRENT: PCS Launch, Fundraising (Fall 2012 - Spring 2013)

Additional funding is needed to maintain ROSS staff and organizational capacities. ROSS staff requests ROSS Executive Committee (EC) leadership in identifying available resources to support bridge funding for additional coalition building and fundraising efforts. This includes the formation of a Communications + Outreach Sub-Committee, Regional Governance + Finance Sub-Committee, working with partners to introduce the ROSS to federal partners, and support for other immediate project activities.

STAGE 1: Develop Technical Models, Begin WOSS (Spring 2013 - 2014)

Ongoing support for EC, sub-committees, taskforces, and strategic initiatives/near-term actions. WOSS for watersheds 1 and 2. Broad communications strategy development. Engage experts and develop early framework for ecosystem service valuation. Engage experts to explore existing data and coalesce analyses on links between health/equity and open space/recreation.

STAGE 2: Finalize WOSS (2014 + 2015)

WOSS for 5 additional watersheds. WOSS Communication Strategy Development & Execution in 7 watersheds. Ongoing support for EC, sub-committees, taskforces, and strategic initiatives/near-term actions.

STAGE 3: Integrated ROSS Development + Roll-Out (2016)

Ongoing support for EC, sub-committees, taskforces, and strategic initiatives/near-term actions. Begin final ROSS analysis and roll-up. Development of Final Integrated ROSS, communication strategy execution. Utilize ecosystem services framework to develop ROSS project and programmatic priorities in final integrated ROSS.

PROJECT FUNDING, CAPACITY, ORGANIZATIONAL ALLIANCES

This work element provides the organizational and administrative work needed to maintain the effort, engage the Executive Committee, and seek funds through grants, gifts and other sources. It is also the “bridge” mode in between grant cycles when substantial funds are not available for the other work elements. Additional funding is needed to maintain ROSS staff and organizational capacities. ROSS staff requests ROSS Executive Committee (EC) leadership in identifying available resources.

Timeframe:

CURRENT: Bridge Funding (Fall 2012-Spring 2013).

STAGES 1, 2 + 3: Ongoing activities in connection to ROSS development and implementation (2013 - 2016).

Activities:

- Conduct executive meetings and outreach to other organizations
- Research and apply for funds
- Asset mapping to identify strategic opportunities
- Support other project activities (e.g.: urban forestry study, mapping with Puget Sound Institute, bicycle planning coordination, etc.)

Estimated Resource Need:

CURRENT: \$24,000

STAGE 1: \$20,000

STAGE 2: \$40,000

STAGE 3: \$20,000

TOTAL: \$104,000

In-kind Match: \$54,000 (likely to increase as project unfolds)

Outcomes:

- Ongoing organizational support for the project.
- Increased coordination with other organizations
- Grant applications, secured funding
- Misc products related to small individual projects

WATERSHED OPEN SPACE STRATEGIES (WOSS)

This work element represents a core effort necessary to the development of a comprehensive picture of open space resources, current open space enhancement efforts, prioritization, and regionally important actions to build a robust, connected, multi-functional open space system. Advancement on this work is contingent upon securing additional funding. A Pre-Proposal was submitted to the National Fish and Wildlife Foundation (NFWF) Environmental Solutions for Communities Grant Program (notification regarding advancement is scheduled for August 31, 2012).

Timeframe:

STAGE 1: Watersheds 1 + 2 (Spring 2013 - Spring 2014).

STAGE 2: WOSS for additional 5 watersheds (2014 + 2015). Some overlap in timing between watersheds.

Activities:

- Identify, map, compile and analyze existing open space resources and plans to obtain an understanding of current open space system assets, goals and characteristics, including a characterization of ecological systems.
- Identify gaps and points of collaboration in the system
- Identify actions to address the regionally important gaps.
- Establish a spatial vision for the watershed based on the layering and optimization of functions and values across multiple disciplines and interests.
- Depict the actions within the watershed context and identify their relative costs and benefits in terms of ecosystem services
- Engage constituent groups within the watershed(s) to inform and build support for the WOSS (potential partner for significant community outreach and facilitation is NPS)

Estimated Resource Need:

STAGE 1: \$104,000 (\$52,000.per WOSS for 2 watersheds)

STAGE 2: \$260,000 (WOSS for 5 additional watersheds),

TOTAL: \$364,000

In-kind Match: \$258,000 (likely to increase as project unfolds)

Outcomes:

- GIS analyses to spatially identify and document areas of richest opportunities and greatest needs.
- A strategic list of priority projects and actions that provide mutual and regionally scaled benefits across ecological, economic and community development, recreation/health, and resource land conservation goals.
- One piece of the completed ROSS and a test of the proposed analytical methods.
- Collaboration with other research institutions (e.g. Puget Sound Institute) and organizations to collect and coordinate data and participate in developing the connected vision within and between watersheds.

STRATEGIC INITIATIVES
COMMUNICATIONS + OUTREACH
ECOSYSTEM SERVICES
HEALTH + EQUITY
GOVERNANCE + FINANCE
POTENTIAL NEAR-TERM ACTIONS

This cluster of activities involves working directly with other organizations to address programmatic issues necessary for the successful completion – and implementation – of the ROSS. In these cases, the ROSS team would work with specialized experts in the applicable fields through tasks such as assisting in organizing participants, providing information, (especially geographically based information from the GIS work), and identifying how that particular activity fits in the ROSS project and other open space enhancement organizations. In this sense, the ROSS is both a contributor to and a beneficiary of the initiative work. The initiatives identified so far are outlined below.

STRATEGIC INITIATIVES
COMMUNICATIONS + OUTREACH

Resource Media (RM) would serve a primary role in developing a communication strategy for the ROSS. RM is a nonprofit PR firm that has developed and executed communication strategies to support environmental conservation and public health programs. ROSS staff has established initial participant lists and a scope of work for a Communication + Outreach Sub-Committee that would work with RM in guiding ROSS communications, messaging, and public involvement efforts. The National Park Service (NPS) Rivers, Trails, & Conservation Assistance Program (RTCA) would work with ROSS staff in conducting public outreach on the watershed scale.

This work is contingent upon identifying leadership for the EC Communications + Outreach Sub-Committee and securing additional funding. ROSS staff is working with RM to develop a request to The Bullitt Foundation for Stage 1 and an application for technical assistance has been submitted to NPS RTCA.

Time Frame:

CURRENT: Formation of Communications and Outreach Sub-Committee (Fall 2012 - Spring 2013)

STAGE 1: Broad Communication Strategy Development (Spring 2013 - Spring 2014) and then on-going.

STAGE 2: WOSS Communication Strategy Development & Execution in 7 watersheds (2014 + 2015).

STAGE 3: Final Integrated ROSS Communications Strategy Development + Execution (2016).

ROSS Activities:

CURRENT: EC members work with ROSS staff to identify leadership, participants, and scope of work for Communications and Outreach Sub-Committee. Initial meeting held in Fall-Winter 2012.

STAGE 1: RM would work with ROSS Communications and Outreach Sub-Committee in framing communication objectives, improving messaging, tailoring materials for use in specific communication efforts at the regional and watershed scale, and informing ROSS EC leadership, sub-committees, and taskforces about communication needs.

- With RM, identify communication objectives, needs challenges, assets and context.
- Identify other organizations and interests that would benefit from this effort and outreach to them
- With RM, identify message(s) and most effective media
- Review RM work related to messaging language, etc.
- Assist RM in tailoring materials and organizing training
- With RM, identify a communications infrastructure strategy

WORK ELEMENT 3 continued

STAGE 2: RM and the Communications + Outreach Sub-Committee could further support the project by executing communication efforts as a component of each WOSS.

- Utilize the Watershed Open Space Strategies as a means to build capacity and further align local efforts to address open space.

STAGE 3: RM and the Communications and Outreach Sub-Committee acquires and analyzes input from each WOSS into the roll-out of a communication strategy for the final integrated ROSS.

- Establish a communication strategy that exhibits the direct value of open space landscapes and the investment that is needed to secure these ecosystem services for future generations.
- Work with ROSS partners to build a coalition across sectors traditionally not engaged in conservation efforts (i.e. health, faith communities, manufacturing firms, energy firms, cultural organizations, historic preservation groups, teachers, etc.).

Estimated Resource Need:

CURRENT:	Covered in bridge funding above
STAGE 1:	\$64,000
STAGE 2:	\$72,000
STAGE 3:	\$64,000

TOTAL \$200,000

In-kind Match: \$80,000 (likely to increase as project unfolds)

Outcomes:

- A strategic communications message for informing and advocating for a regional open space system
- A better understanding of attitudes and values related to open space and its benefits
- Communications materials and training in their use for ROSS leadership and partners
- Better coordination with other organizations making use of the results of this activity.
- A strategy for public communication and developing a “communications infrastructure”.

STRATEGIC INITIATIVES
REGIONAL GOVERNANCE + FINANCE

ROSS staff has established initial participant lists and a scope of work for a Regional Governance + Finance Sub-Committee that would explore governance, inter-organizational coordination, and both short- and long-term funding options to support the establishment of the ROSS. National Park Service (NPS) Rivers, Trails, & Conservation Assistance Program (RTCA) would support the project by providing introductions to federal partners. This work is contingent upon receiving added technical assistance from NPS RTCA. (ROSS staff will be notified in coming weeks) and active service by EC members on the Regional Governance + Finance Sub-Committee.

Time Frame:

CURRENT: Formation of Regional Governance + Finance Sub-Committee (Fall 2012 - Spring 2013)

- Identification of grant resources and other forms of support for ROSS organizational capacity and work elements.
- Partner with NPS RTCA to introduce key federal agencies to the ROSS project, identify shared programmatic objectives, and generate interest and commitment to support the project.

STAGES 1, 2 + 3: Ongoing support for Regional Governance + Finance Sub-Committee (2013 - 2016).

ROSS Activities:

CURRENT:

- Formation of Regional Governance + Finance Sub-Committee
- Identification of grant resources and other forms of support for ROSS organizational capacity and work elements.
- Partner with NPS RTCA to introduce key federal agencies to the ROSS project, identify shared programmatic

STAGES 1, 2 + 3:

- Detailed Tasks TBD by Regional Governance + Finance Sub-Committee.

Estimated Resource Need:

CURRENT: Covered in bridge funding above

STAGE 1: \$7,000
STAGE 2: \$14,000
STAGE 3: \$7,000

TOTAL: \$28,000

In-kind Match: \$80,000 (likely to increase as project unfolds)

Outcomes:

- Identification of additional grant resources and strategic opportunities for funding.
- Introduction of ROSS project to federal agencies and other partners.
- Initial exploration of regional governance to support open space system development.
- A better understanding of capacity to support long-term financing of open space conservation efforts.

STRATEGIC INITIATIVES ECOSYSTEM SERVICES

In conjunction with Ecosystems Services technical specialist organization(s) and other technical participants (e.g. Cascadia Ecosystem Services Partnership, The Natural Capital Project, and other University of Washington departments). ROSS staff is working with university partners to develop an initial Ecosystem Services Valuation Taskforce (ESVT). Advancement on this work is contingent upon securing additional grant resources. ROSS staff is developing a request to The Bullitt Foundation for Stage 1.

Time Frame:

STAGE 1: Engage experts and develop early framework (Spring 2013 - Spring 2014)

STAGE 2: Apply ecosystem services framework to all watersheds (2014 + 2015)

STAGE 3: Apply ecosystem services framework to the final integrated ROSS (2015-2016)

ROSS Activities:

STAGE 1:

- Assist in the organization of technical team and reviewers
- Assist in the convening of work sessions
- Identify how ecosystem services can be utilized in the ROSS process and the means necessary to accomplish that; establish framework to be applied to the WOSS / ROSS
- Identify how the findings of ecosystem services analysis can be translated into criteria for setting priorities.
- Provide ESVT with available geographic based information
- With ESVT apply the methodology to a watershed as a case study. (Hopefully, as a part of the WOSS work)

STAGE 2: Utilize ecosystem services framework to develop ROSS project and programmatic priorities in each watershed.

Detailed tasks TBD by ESVT.

- Incorporate analysis that illuminates the full cost of infrastructure and development expansions to tax payers and begin to highlight the value open spaces provide in terms of ecosystem services in each Watershed Open Space Strategy.

STAGE 3: Utilize ecosystem services framework to develop ROSS project and programmatic priorities in final integrated ROSS. Detailed tasks TBD by ESVT.

Estimated Resource Need:

CURRENT: Covered in bridge funding above

STAGE 1: \$30,000

STAGE 2: \$30,000

STAGE 3: \$25,000

TOTAL: \$85,000

In-kind Match: \$146,000 (likely to increase as project unfolds)

Outcomes:

- A framework and methodology for evaluating ecosystem service benefits and threats to their functioning properly
- A means of incorporating ecosystem service analysis into the ROSS
- Criteria for evaluating priority actions with respect to ecosystem services.
- A case study demonstrating the methodology

STRATEGIC INITIATIVES HEALTH + EQUITY

In conjunction with organization(s) specializing in health and social equity issues (e.g. County Health Districts, UW public health department, and PSRC Regional Equity Network). ROSS staff has established initial participant lists and scope of work for a ROSS Health & Equity Taskforce (HET) that would explore opportunities to integrate public health and equity considerations into the ROSS and ecosystem services work. Advancement on this work is contingent upon establishing leadership for the HET and securing additional grant resources.

Time Frame:

STAGE 1: Engage experts to explore existing data and coalesce analyses on links between health/equity and open space/recreation (Spring 2013 - Spring 2014).

STAGE 2: Integrate data/information on links between health/equity and open space/recreation into WOSSes and broader communication strategy (2014 + 2015).

STAGE 3: Integrate data/information on links between health/equity and open space/recreation into final integrated ROSS and communications strategy execution (2016).

Activities:

STAGE 1:

- Assist in establishing leadership and convening initial HET meetings
- Participate in the task force discussions and provide information
- Identify how ROSS can best address key inequities/health disparities, accessibility/connectivity of the system and community development.
- Conduct further outreach to potentially interested organizations
- Document the task force findings and recommendations
- Provide geographic data identifying gaps and shortfalls in open space resources and in health and equity impacted communities.
- Identify underutilized properties and opportunity sites for open space as a means to alleviate health disparities and support equitable development objectives in confronting open space ‘deserts’.

STAGE 2: Detailed tasks TBD by HET.

STAGE 3: Detailed tasks TBD by HET.

Estimated Resource Need:

CURRENT: Covered in bridge funding above

STAGE 1: \$7,000

STAGE 2: \$16,000

STAGE 3: \$7,000

TOTAL: \$28,000

In-kind Match: \$146,000 (likely to increase as project unfolds)

Outcomes:

- A strategy and evaluation/prioritization for including human health and equity into ROSS analysis
- A better understanding of the value of open space related to health and social issues.
- Mapped information related to health and access to resources.

POTENTIAL NEAR-TERM ACTIONS

In conjunction with multiple ROSS partners. The Preliminary Comprehensive Strategy identifies a number of potential near-term actions that support regional stewardship, opportunities for shared analysis, or specific demonstration projects that exhibit the value of approaching open space conservation and development at a regional scale. This was not established as a comprehensive list and there are many other worthwhile projects and programs that the ROSS will need to be aligned with. ROSS staff will support those already outlined in the PCS alongside other strategic opportunities for collaborative effort.

Time Frame:

CURRENT: Covered in bridge funding above

STAGES 1,2 + 3: Support for partner organizations on near-term actions (2013 - 2016)

Activities:

This sub-element includes work tasks associated with supporting partner organizations in implementing near-term initiatives. Examples include the following:

- Partner with Forterra to establish guidance on best practices and inter-jurisdictional alignment for urban tree canopy strategies as a regional demonstration project for the ROSS.
- Partner with PSRC to integrate regional transportation-oriented trail inventories and proposed networks with county level recreation-oriented trail planning to create a centralized, accessible database that can be used to ensure regional trails help form connections that support the regional open space system.
- Partner with Forterra, American Farmland Trust, conservation organizations, conservation districts, and state agencies to identify key lands that need protection by mapping rural land use, resource lands and current trends to highlight key conditions and threats.
- Partner with Puget Sound Institute to incorporate and link current ecological assessments and priorities to analyses and priority setting associated with other key interests.
- Develop waterfront access on shoreline street ends in urban areas, expanding the reach of Friends of Street Ends.
- Partner with the Regional Food Policy Council and other local food organizations to identify how open space can further contribute to regional food security efforts while also addressing healthy food access and equity.
- Partner with PSRC’s Growing Transit Communities project to identify underutilized properties and opportunity sites for open space as a means to alleviate health disparities and support equitable development objectives in confronting open space ‘deserts’ along the proposed regional transit corridor system.
- Partner with County Conservation Districts to educate the public about working lands within their watershed utilizing eco/ agrotourism and events that get people out onto forests and farms.
- Work with partners to explore how to integrate adaptive management into the ROSS.

Estimated Resource Need:

CURRENT:	Covered in bridge funding above
STAGE 1:	\$12,000
STAGE 2:	\$24,000
STAGE 3:	\$12,000

TOTAL: \$48,000

In-kind Match: \$10,000 (likely to increase as project unfolds)

Outcomes:

TBD in accordance with each action.

ROSS DEVELOPMENT + ROLL-OUT

This work element involves coalescing the various WOSS, outlining a set of more detailed strategies to link the open space system, including visual representations of spatial and other linkages between green infrastructure systems. The final strategy will incorporate a list of priority projects that provide mutual and regionally scaled benefits across ecological, economic and community development, recreation/health, and resource land conservation goals that spans the seven critical watersheds within the region. The work of the Ecosystems Services Valuation Taskforce will be more fully integrated into the final strategy and a toolkit will be developed that can be used to analyze the economic and social benefits of open space investments. Finally this component of the work will involve initial steps to implement the final ROSS and organizational capacity to execute the communication strategy alongside the final roll-out of the integrated strategy.

Time Frame:

STAGE 3: Development + Roll-Out

Activities:

Disseminate initial findings from the ROSS and the WOSS to inform local updates to comprehensive plans and the next Vision 2040 update in 2014.

Estimated Resource Need:

STAGE 3: \$37,000

TOTAL: \$37,000 (In-kind match TBD)

In-kind Match: TBD

Outcomes:

- A set of directive strategies and a map indicating spatial and other linkages to support the regional open space system.
- GIS analysis on the watershed and regional scale.
- A strategic list of priority projects and actions.
- A methodology for evaluating the value of ecosystem services performed by open space systems.
- An engaged, collaborative and mobilized constituency for open space enhancements across each watershed and regional leadership.