

Pajaro Compass

*A voluntary network and a tool
for building a conservation vision*

The goal of this paper is to provide guidance to practitioners in the conservation community on the creation of a collaborative conservation vision using the Pajaro Compass planning process and network creation as an example.

The audience includes:

- Conservation practitioners working in rural areas
- Areas with diverse landowners and working lands and ranches
- Areas that involve the intersection of multiple conservation values and jurisdictional boundaries
- Practitioners who are facing trust issues in the community and/or are working to build relationships

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I. Introduction — Pajaro Compass

The Pajaro Compass provides its Network members with a vision and framework to advance the pace and scale of voluntary conservation throughout the Pajaro River watershed. The Pajaro Compass Network members champion the many values of the Pajaro River watershed for people and nature and, through coordinated action, ensure that agricultural and open space lands support these values in balance with new opportunities.

The Pajaro River watershed includes productive farms and ranches, rich natural areas, and culturally significant places. With multiple jurisdictions and expanding communities, the landscape is complex, and holds great opportunity for both nature conservation and productive agriculture due to the many ways in which these places and stakeholders overlap. To capture this opportunity, between June 2015 and June 2016, over fifty participants, guided by a three-organization steering committee, worked collaboratively to define, map, and communicate about multiple benefits of the Pajaro River watershed. Network members are shown on page 19.

In the first year, the Network:

- Came together to coordinate work by multiple entities, leverage resources, and spur on-the-ground projects and partnerships
- Developed and adapted a consistent approach for meetings and decision-making; an approach that encourages honest participation and keeps partnerships going

- Designed map tools to allow users to weight conservation values according to personal and professional priorities
- Shared the vision and spatial analysis publicly for all stakeholders' use
- Provided a model for multi-benefit conservation planning across multiple jurisdictions

The Pajaro Compass website, www.pajarocompass.org, is rich with resources to help people connect and partner in the Pajaro watershed. The website shows what can be achieved with collaborative work; but it does not show the behind the scenes work to include many different perspectives and tie together different jurisdictions. This paper helps conservation practitioners who were not involved with the Compass follow – and learn from – the process to create a collaborative conservation vision.

2. Lessons learned in building the Compass

The Pajaro Compass is a collaborative visioning process that highlights and builds understanding about places where cultural, economic, and natural values intersect and can be leveraged to achieve multiple objectives and enhance partnership opportunities. The Compass is neither proprietary to the participants nor implemented by a single organization. The collaborative process was built to address the needs of the community by providing a framework for engaged organizations to work together.

Table 1, excerpted from the Compass vision document, exemplifies the transparency and clarity needed to build trust among participants with differing levels of

comfort with conservation planning. A version of this table was featured at early Network meetings, refined,

and circulated widely to create a shared understanding of the Compass process and outcomes.

Table 1. What the Pajaro Compass is and what it isn't

WHAT IT IS	WHAT IT ISN'T
A document and framework to advance the pace and scale of voluntary conservation throughout the Pajaro River watershed	An acquisition map or regulatory plan that dictates land use for any public or private entity
An initial assessment that identifies landscape features that are important to participants ; including agriculture, biodiversity and habitat connectivity, carbon and soil health, water resources, recreation, and community values	A complete inventory of everything important within the area or a new data set
An analysis to illustrate ways conservation values can overlap	A comprehensive solution for natural resource protection
A resource that helps stakeholders understand common priorities and facilitates collaboration	A requirement that Compass Network members or others engage in projects
An ongoing and flexible forum for Compass Network members and other stakeholders to stay in touch	A closed set of meetings with a rigid agenda
A way for Compass Network members to know where other participants are working, what their strengths are, and how to share resources and opportunities	A commitment to work in a particular place or with a given strategy
A statement of support that addresses the needs and opportunities for keeping working agricultural lands viable	An effort to subvert private property rights

Two years after the Compass vision was released, we asked Pajaro Compass participants, and the original and current steering committee, to share lessons learned. The steering committee described the time and care — listening, openness, and adaptability — required to build inclusion. This section describes the up-front investment

that went into Network formation, spatial analysis, and meetings. Section 3 describes the process that is supporting the Network over the long-term. Section 4 describes the resources needed to form the Network and the structure for ongoing work.

2.1 A voluntary Network

The Pajaro River watershed is in Central California, including portions of San Benito, Santa Clara, Monterey, and Santa Cruz Counties. The watershed includes rural areas with historic ranches and farms, as well as growing cities and new transportation infrastructure, driven by California's economic and population growth.

In 2015, The Nature Conservancy (TNC) offered to lead a process to engage a broad group of participants toward a vision and actions to conserve the region's economic, natural, and cultural values. The Resource Conservation District of Santa Cruz County (RCDSC) and the Santa Clara Valley Open Space Authority (OSA) joined TNC to co-lead the steering committee. The steering committee brought resources and knowledge: TNC as an international organization with strong science and planning tools; OSA as a public agency with a focus on multi-benefit projects; and RCDSC as a local resource working with private landowners. RCDSC had played a central convening role through a Watershed Coordinator until that position lost its funding. An existing, smaller group of stakeholders had met occasionally for over 10 years to share information about conservation projects within the Pajaro River watershed region, but had yet to coalesce around a vision. Informed by RCDSC's early work, the steering committee knew that participation of landowners and managers at the early stage was crucial to successful collaborations in the watershed.

It was not obvious from the beginning what form the Compass process would take, that a voluntary Network could be built, would be worth the time, or would be durable. Oftentimes, successful partnerships begin with a Memorandum of Understanding (MOU) to help parties work together to pursue broad objectives. TNC's Partnership Manual (described in the [Resources Section](#))

provides examples of ways MOUs can help with formal collaborations. But in this case, a MOU was premature for a nascent group that needed to build trust first through working together. Rather than starting with a formal structure, Pajaro Compass participants were invited to create the structure for their collaboration, which developed organically in the first few meetings.

“I had thought that we'd start with commitments and a MOU. I realized that everyone coming was taking a risk and putting their reputation on the line; and that was a commitment in itself.”

– Abigail Ramsden, The Nature Conservancy

In the Pajaro watershed, other factors were much more important than a written agreement: inviting and engaging a broad group of stakeholders, building understanding and trust, and being flexible enough to respond to whatever concerns would arise.

“At first, I asked myself, ‘What am I doing here?’ And then I realized that there is no other forum for us to listen to each other. I come to listen to all the perspectives of the people who work, live, farm, and ranch in the watershed. I need to understand their perspectives for the long-term.”

–Ann Calnan, Santa Clara Valley Transportation Authority

Participants describe that the first few meetings took a leap of faith, a lot of listening, and even a bit of letting go. For many, the first few meetings were frustrating, slow, and unproductive (Section 3.1 describes the deliberate

process used during the first year of meetings). For other participants, the initial meetings were essential to define and begin building a strong partnership.

“I knew it was a good thing. At the beginning, I thought of it as a start-up; that probably frustrated a lot of people. But we needed organic conversations to solve what we were. We determined it was a voluntary partnership movement.”

– Jeff Mundell, Gabilan Ranch

Clarifying that participation was voluntary was one of the most critical elements of the Pajaro Compass — it meant that more people could be welcomed to the framework, and that people would come if and only if they found value in working together. [Network research](#) describes the value of investing resources to build long-term, trust-based relationships as “critical to collaborative success.” Conservation planning with diverse stakeholders requires strong relationships, mutual respect, and integrity. In this case, an informal network was the best tool for bringing stakeholders together to create a collaborative vision and an ongoing forum to bring it to life.

2.2 The map is not the territory

Conservation planning processes often use maps to set priorities and describe important values. To support participant discussion and decisions, the steering committee proposed maps to illustrate conservation priorities for the Pajaro Compass. Development of these tools provides an example of the depth and breadth of participant involvement.

Early in the process, it became clear that the same level of transparency and sensitivity applied to all decisions

made with participants, including developing spatial data and maps. This work became a forum for dialogue, sharing of concerns, discovery, and ultimately trust-building.

Describing the landscape

Initially, the group needed to build consensus on the size and boundary for the study area. After healthy discussion and debate, the group decided to double the area to include the entire watershed.

The expansion to a watershed-wide study area resulted in a more impartial boundary, diffusing concerns about how the map was portrayed. The larger study area also brought in a wider variety of potential participants and conservation opportunities, including the potential for more projects.

Through a series of workshops, participants identified six landscape themes: water resources, biodiversity, agriculture, carbon and soil health, recreation, and community and defined the landscape characteristics important to represent those themes. Once the themes were set,

Figure 2 Pajaro Compass Draft Maps



a sub-group gathered data from across the watershed, circulated surveys designed to solicit characteristics important to participants, and determined an appropriate level of resolution. Through a collaborative process, in large meetings and smaller working groups, participants contributed ideas for data corresponding to the themes, and the group worked to review and vet the information. Each map was presented to stakeholders for detailed feedback and markup (see Figure 2). The Pajaro Compass vision document, [Appendix B. Spatial Data Sources](#), lists all data used to create the Pajaro map tools.

Listening, lines, and layers

In an early meeting, a proposed map of the watershed was met with concern. Throughout the country, there is sensitivity to government intrusion into management of private lands. Creation of maps by government and non-governmental environmental organizations can be perceived as a threat. Here, people didn't want to be on one side or another of a line; some people didn't want the Compass to include any maps. Participants needed to listen to each other and acknowledge the need to be sensitive with maps, recognizing justifiable concerns from private property owners. Presenting data in a meaningful way required care, time, listening, and creative solutions.

As in other parts of the process, concerns about the maps had to be discussed and resolved transparently. During a stakeholder poll taken midway through the year-long map development process, participants showed support for proposed tools, but concern about a map of priority areas remained (see Figure 3). The Pajaro Compass vision document, [Appendix A. Product Development Methods](#), describes the process used to ensure that final map products would communicate the participants' vision, would be useful to decision-makers, and not alienate concerned stakeholders.

Figure 3 Map Tool Stakeholder Poll

Description	Critical	Supports my work	Helps my partners	Not useful	I'm concerned about this product
Tool 1: Map of high priority areas	1	12			2
Tool 2: Map of high priority areas split out by strategy: protection, restoration, enhancement	2	10	1		3
Tool 3: Continuous Surface of Aggregated Values	3	11	1		
Tool 4a: Layered values Tool 4b: Layered values with custom reporting	1	13	1		
Tool 5: User-defined query of high priority	1	10	4		
Tool 6: Strategy based query	2	9	4		

The resulting solution — to meet stakeholder needs and represent a collaborative vision — was the [Pajaro Compass Webmap](#). The Webmap integrates data and conservation assessments. It allows a user to interact with data layers by clicking them on and off, and to generate charts with detailed data for some layers within a user-defined area. Network members requested an interactive map, to allow a user to click on a region of the watershed to see and learn more about a particular area. Because the webmap and the conservation assessments are both interactive tools, they allow users to explore their own interests and values within the context of the broader partnership.

By the end of the year, sensitivities about territories and layers were reduced. In fact, one rancher who had

initially been fearful about privacy wanted to make sure her property was included in highlighted areas on the map in order to be able to take advantage of new resources.

Thoughtful efforts based on stakeholder engagement helped the group overcome this hurdle in less than a year, including:

- Facilitating open dialogue and encouraging participants to state their concerns; convening sub-groups to address each concern and showing work done to meet concerns at the subsequent meeting
- Adding data sets in response to participant interests in community and cultural values, including the general location of Amah Mutsun Tribal Band's cultural sites and farms with onsite markets
- Making and documenting decisions about what data could be produced and ways to address sensitivities and data limitations
- Making clear that all map data was gathered from existing, publicly-available sources
- Adaptive tool building, including the ability for users to adjust sliders to reflect individualized values and needs
- Investing in training sessions to build familiarity with maps, acknowledging differing levels of comfort with technical tools and information
- Involving the entire group in developing [introductory language](#) to inform map users about how the tools were developed and intended to be used

The resulting maps were representative of the level of engagement of the Network members. The process concluded with all participants having access to a customized, interactive spatial analysis. As a result, individuals

can engage in the conservation vision and communicate their priorities for partnership identification, nature conservation, and agricultural strategy implementation. Website use data shows that the map tools are among the most-accessed resources on the Pajaro Compass website, with users spending an average of several minutes manipulating the interactive tools.

2.3 Bringing people together in and outside of meetings

Work on the map tools illustrates another theme of the first year of the Pajaro Compass, and of collaborations in general: much of the work happens between meetings and is based on trust between individuals. Natural resource professionals often collaborate with counterparts in other organizations they know. But formation of the Pajaro Compass Network also required one-on-one outreach to local landowners and specific efforts to include new partners from working landscapes.

The steering committee identified that participation of landowners and managers at the early stage was crucial to setting up conditions for successful projects in the watershed, many of which would depend on collaboration with private landowners and managers. Conversations between trusted, local conservation champions and their contacts brought in a larger and more diverse set of partners.

Participants spent a lot of time listening. They invested time — both in and out of meetings — building trust-based relationships, without the expectation of control. The investment of time to build relationships with additional groups is an important part of future outreach for the Compass, and can draw on the efforts to date.

Thoughtfully soliciting involvement by people who do not work in government or environmental organizations required a number of efforts that are not typical for some land conservation practitioners:

- Involving farmers and ranchers on the steering committee and as key advisors
- Listening to farmers and ranchers and making it safe for them to participate
- Using fewer acronyms and less jargon
- Featuring photographs contributed by private landowners of their own properties
- Investing time to explain maps, data sets, and technical tools
- Setting the map resolution to a level that protects private property concerns and does not show parcel lines

As an example, in the first few meetings the steering committee invited farmers and ranchers but none attended. The group then made deliberate fixes that were designed to attract them: meetings were moved to a more accessible location and time, and food was offered; communication was tailored to be more inclusive of agricultural community culture and avoidant of NGO and agency in-speak, as well as less touchy-feel or “enviro” in character. For example, words like “collaboration” and acronyms like “NCCP” were used carefully or avoided. Greeting exercises at the start of meetings were changed to avoid hugging, touching, or personal sharing. Pictures in documents, surveys, presentations, and communications were chosen to highlight the importance of agriculture in this region. The group developed a partnership benefit statement (see Figure 4) together and reiterated it at each meeting so newcomers would feel included. And leading

Figure 4 Pajaro Compass Partnership Benefit Statement



up to each larger meeting, there were multiple individual calls and conversations with neighbors.

After a year, several ranchers attended the Compass launch, as did a county agricultural commissioner. The steering committee now includes a full-time rancher.

The Compass’s broad engagement resulted from bringing in a broad group, then spending time together — both in and between meetings — listening, spreading positive word of mouth, and having individual conversations. The conversations and meetings were designed to improve understanding and bring in different perspectives, rather than teach or achieve a specific outcome. This investment in trust is fueling the Network’s ongoing work, described below.

3. Setting groundwork for the long-term

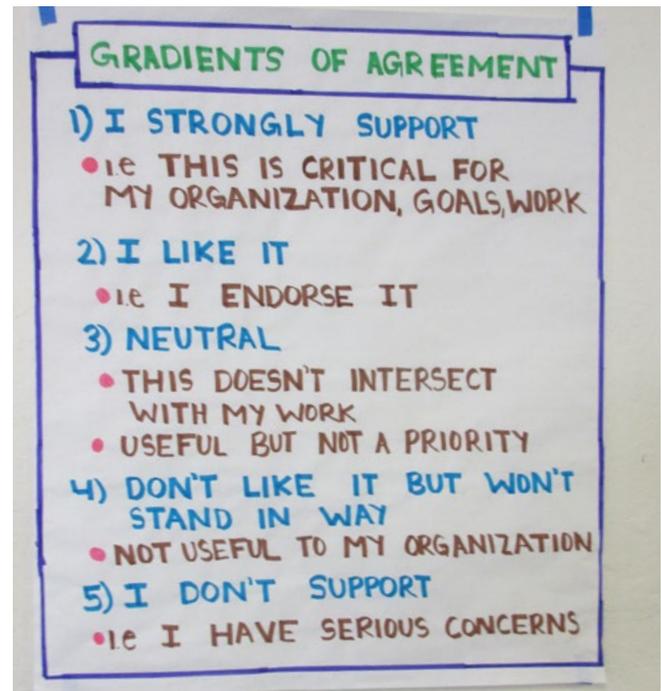
Section 2 focused on the building blocks: developing the right structure for collaboration, in this case a voluntary network; using maps to build trust with a diverse set of people and show where their priorities could overlap; and using large meetings and small conversations to build toward a long-term goal of incorporating the viewpoints of private landowners and land managers through their contributions. These collaborative decisions would not have been possible without the process-focused work described in this section.

3.1 Creating an ongoing and flexible forum

From the beginning, it was clear that Network meetings needed to serve two purposes: learning about each other and making decisions together. The meetings were interactive, and designed to invite engagement by all participants and to maximize the group's thinking capacity. The overall process and each meeting relied on:

- An established and active steering committee
- Participants who were willing to contribute to a series of meetings
- Smaller working groups open to all participants
- A neutral facilitator and strong facilitation
- A co-created meeting agenda, with time set for active participation and for informal networking
- A clear process, and one that went slow enough that people were invited into the process
- Conversations that took place between organized meetings

Figure 5 Gradients of Agreement



- Clarity when decisions were being made, how participants contributed to decisions, and what the next steps were
- Post-meeting evaluations and surveys
- Starting meetings with reminders of the overall timeline and decisions made at previous meetings, and ending meetings with next steps and ways to contribute to the ongoing work
- Repetition of the process from meeting to meeting

The Network is continuing these practices, which serve to integrate new participants, help the group own the process and outcomes, and facilitate work taking place between meetings.

Gradients of agreement

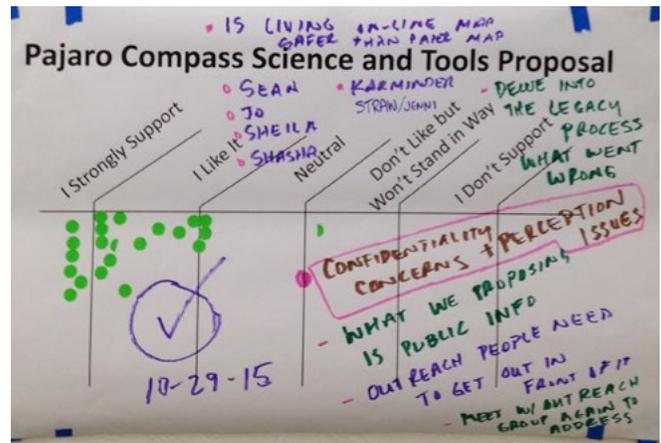
Among the many items listed above, one of the most important features of the Pajaro Compass process was a clear decision-making framework. Conservation practitioners often have trouble getting to decisions and determining whether there is buy-in for proposed actions. This issue becomes especially difficult when the process involves people who work outside the professional conservation practitioner context. A meta-decision-making approach called gradients of agreement helped engage participants, brought out important concerns, and supported the steering committee to make decisions.

In the *gradients of agreement* process, participants receive a colored dot sticker and are asked to choose a category to indicate their level of support for a specific, written proposal (see Figure 5). They use their dot to provide feedback on the proposal using a printed grid, visible to all participants. Participants may include their name or initials on the dot to allow individual follow-up by the steering committee member leading the decision-making process.

For the year of Pajaro Compass development, the gradients of agreement grid was used to poll the room when the group needed to make decisions about whether to create a written vision, how to organize as a network, whether to move forward with map tools, and other crucial decision points. The steering committee asked the stakeholders to weigh in, heard concerns and responded in real time, and were clear about next steps based on the visible consensus — or lack of consensus — expressed by the votes on the grid. In doing so, they built trust and buy-in. The process empowered the steering committee to examine ideas based on what would best carry out the vision of the Compass, as determined by the stakeholders.

This process was particularly useful in moving the science and map tools work forward. One of the building

Figure 6 Pajaro Compass Science and Tools Proposal



blocks of the Compass was that the map tools would be useful and developed through stakeholder feedback. To create and iterate map products, the facilitator used the gradients of agreement to determine whether participants supported each proposed map tool. When participants were asked to place a dot showing their gradient of agreement, the decision-making process became transparent. Everyone in the room could see where the dots were placed. Some participants physically split their dots in half as visible in Figure 6, and the session leader could ask “why?” In the example shown here, the resulting conversation brought up critical confidentiality and perception issues that, if not addressed, could have severely limited the utility of some proposed map tools.

The visible gradients of agreement helped the steering committee to solicit and address participant concerns early in the process. This included real-time conversations in front of the gathered participants and creating working groups to meet offline and engage additional participants. The process resulted in additional co-benefits, as follows:

- The discussion brought up an “elephant in the room” that many participants were affected by — a proposed federal conservation easement program

that had been rejected due to opposition from the local ranching community and had led to increased distrust of conservation practitioners and their maps

- Participants who had been on the sidelines became engaged, and later became champions of the maps as they began to trust the people and process

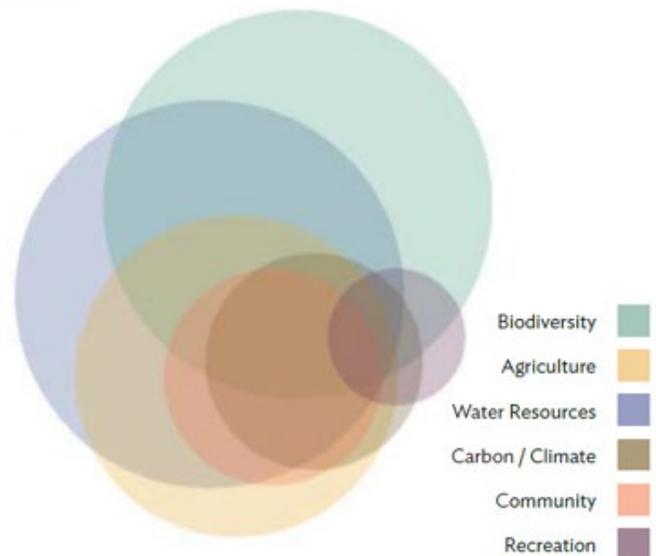
The clear, strong, and participatory facilitation techniques used in meetings required significant investment through engagement of a professional facilitator (see Section 4), an investment that paid off by providing tools that could be used not only in the beginning but also for the ongoing Network meetings.

3.2 Sharing resources and opportunities

For the Compass to be durable, members need to know — and care — about what their colleagues and neighbors are working on, so they can share ideas, resources, and opportunities with each other on an ongoing basis. At the beginning, it wasn't always clear how participants related to each other, but as participants listened to the values of a wide variety of stakeholders, they became a part of a bigger community. The work to create map tools that reflect stakeholder values led to a discussion of themes that went beyond traditional nature conservation, including not only biodiversity, agriculture, water resources, carbon, and soil health, but also community and recreation. Conservation practitioners are well-versed in showing how these themes relate to each other in nature, but less practiced in connecting them socio-economically to community and cultural values. The Compass process invited these connections and showed them graphically to build understanding and trust.

Figure 7 shows overlapping areas of focus of participants, based on their responses to the Pajaro Compass Network Survey in May 2016. Joint work on map

Figure 7 Areas of interest, Pajaro Compass Network stakeholders



tools provided a platform for the community to recognize values of nature across these themes (biodiversity, agriculture, water, carbon, community, recreation) and integrate them into decisions. It also resulted in useful, approachable, science-based tools.

The Pajaro Compass framework allows for adaptation as new members join the Network, as priorities change, and as the environment changes. This is true for both the value set and for the way those values become visible in map-based tools. For example, in early map assessments, biodiversity and agriculture values were dominant, but after a few years of drought, decision makers demonstrated greater interest and gave more weight to water resources.

One of the lessons — and indeed a tenet embedded in the Pajaro Compass approach — is that to benefit the socio-ecological systems in the Pajaro watershed, the Network needs to know, understand, and interact with social, economic, and cultural data.

“Today, no natural systems exist without some form of human influence, nor social systems without nature. Increasingly it is recognized that social and ecological systems and the challenges they face are not just linked, but are truly interconnected, and are co-evolving across space and time.” – Conservation by Design 2.0

Section 5 includes information about TNC’s [Conservation by Design 2.0](#) and other resources for evolving conservation networks. One of the elements of Conservation by Design 2.0, and of work in the Pajaro watershed, is the importance of social safeguards. The steering committee did careful work to include local landowners and land managers in its vision for the Pajaro River Watershed, and yet, there are more communities to involve as the Network continues to hold meetings. For example, farmworkers are deeply affected by agricultural

practices, and future efforts could include this community for an even more robust and inclusive vision.

3.3 Keeping working lands viable

Conservation practitioners increasingly recognize the need for stewardship — conservation of and on working lands. We know that nature and people realize values from agricultural lands even if they are not permanently protected in the traditional sense through a conservation easement or acquisition. Landowners and managers know that land value is sustained from the ongoing natural systems, which provide forage, water, soil, and other systems required for food and health. Keeping working lands viable provides value to individuals, ecosystems, economies, cultures, and communities.

When the Pajaro Compass began, the conservation community was evolving from a largely protection-oriented practice to one where protection stands

Figure 8 Rangeland gathering



photo by Karminder Brown

alongside many other strategies that may be deployed, such as investing in agriculture in the Pajaro watershed.

The group, at every decision — from Network participants, to Network tools, to Network outreach — works to ensure that the project is for people and nature. A seemingly obvious example for conservation practitioners is observing and showing people on the land. Images in the Pajaro Compass materials, like Figure 8, include people and were shared by working ranchers participating in the work. A second example is the work that the steering committee did to ensure that the Compass recognizes the value of private property and clearly states this to all participants and decision makers. Map legends state that the maps “reflect a shared understanding of Pajaro Compass values, are assembled from publicly available data, and are not regulatory.”

The Network strikes a balance between a voluntary conservation vision and the simultaneous aims to get funding and commitments for specific projects, many or all of which may take place on working farms and ranches in the Pajaro River watershed. There is a huge need for technical assistance, conservation planning, and finding win-win solutions for landowners, agencies, NGOs, tribes, and other participants. While the Network does not fund projects, it can help participating individuals or organizations connect with each other and with agencies that do have funding.

To show examples of projects that combine conservation values with working landscapes and infrastructure projects, the Network told the stories of [five case studies](#) in the Compass vision document and featured them on the website, showing:

- Gabilan Ranch work to monitor rangeland for residual dry matter
- Gonzales Farm project to connect habitat, maintain the floodplain, and support ranching

- Hain Ranch engaging volunteers to steward Tres Pinos Creek and farmland
- Demonstrating watershed stewardship on a San Juan Bautista NRCS Livestock and Land Program site
- Local watershed stakeholders working together on the Pajaro River bench excavation

In each of these case studies, work is shared between many stakeholders with different strengths, resources, and expertise. In this way, capacity is being built through local partnerships that include ranchers, farmers, university cooperative extensions, local representatives, land trusts, water agencies, and Resource Conservation Districts.

4. What it took

In building the Compass, a steering committee member referenced the adage that the product can be “fast, good, or cheap; pick two.” That is, a conservation plan can be done quickly and well at great cost, it can be done cheaply and quickly but at risk of poor quality, or if well-executed and done for low cost it will take more time. In the case of the Pajaro Compass, the group maximized engagement and did a lot on a short timeline, but with significant investments. This section describes the time involved, the costs, and the ongoing work.

4.1 Time, contributions, and money

The efforts described in the previous pages — an invested steering committee, involvement from committed community members, work by a trained facilitator, and process transparency — were all crucial. There were

Figure 9 The Foundation: time and materials to build the Pajaro Compass, Year One

Members	
Steering committee members — 10 meetings and multiple calls	volunteer
Pajaro Compass participants — 4 large meetings, 3 working groups that met in smaller groups 2-4 times, and multiple conversations	volunteer
Open Space Authority manager and GIS analyst staff time	volunteer
Facilitator	\$15,000
Consultants to assist with participant outreach	\$40,000
TNC staff time — 20-60% time for four staff members (includes project lead, project manager, GIS analyst, GIS intern)	\$150,000

Materials	
Web-hosting for PajaroCompass.org and map tools	\$500
Vision report writing (60 pages)	\$10,000
Graphic design for website, report, and postcard (includes website design)	\$20,000
Printing for report and postcard (initial print set plus reprints)	\$2,500
Photos for website, report, and postcard	Donated or available through existing licenses

Other Costs	
Meeting Room Rental (four large gatherings)	\$2,000
Refreshments for meetings	\$750
Travel and mileage	\$500

also very real costs associated with the project, shown in Figure 9. Because much of the meeting time and services were provided pro-bono, at reduced rates or with volunteer time, the table under-represents the true costs and does not include a total amount.

TNC staff time for the first year of the project was supported by a grant from the S.D. Bechtel, Jr. Foundation. This funding was critical to support a dedicated, persistent and paid facilitator; monthly steering committee calls, and detailed mapping and outreach.

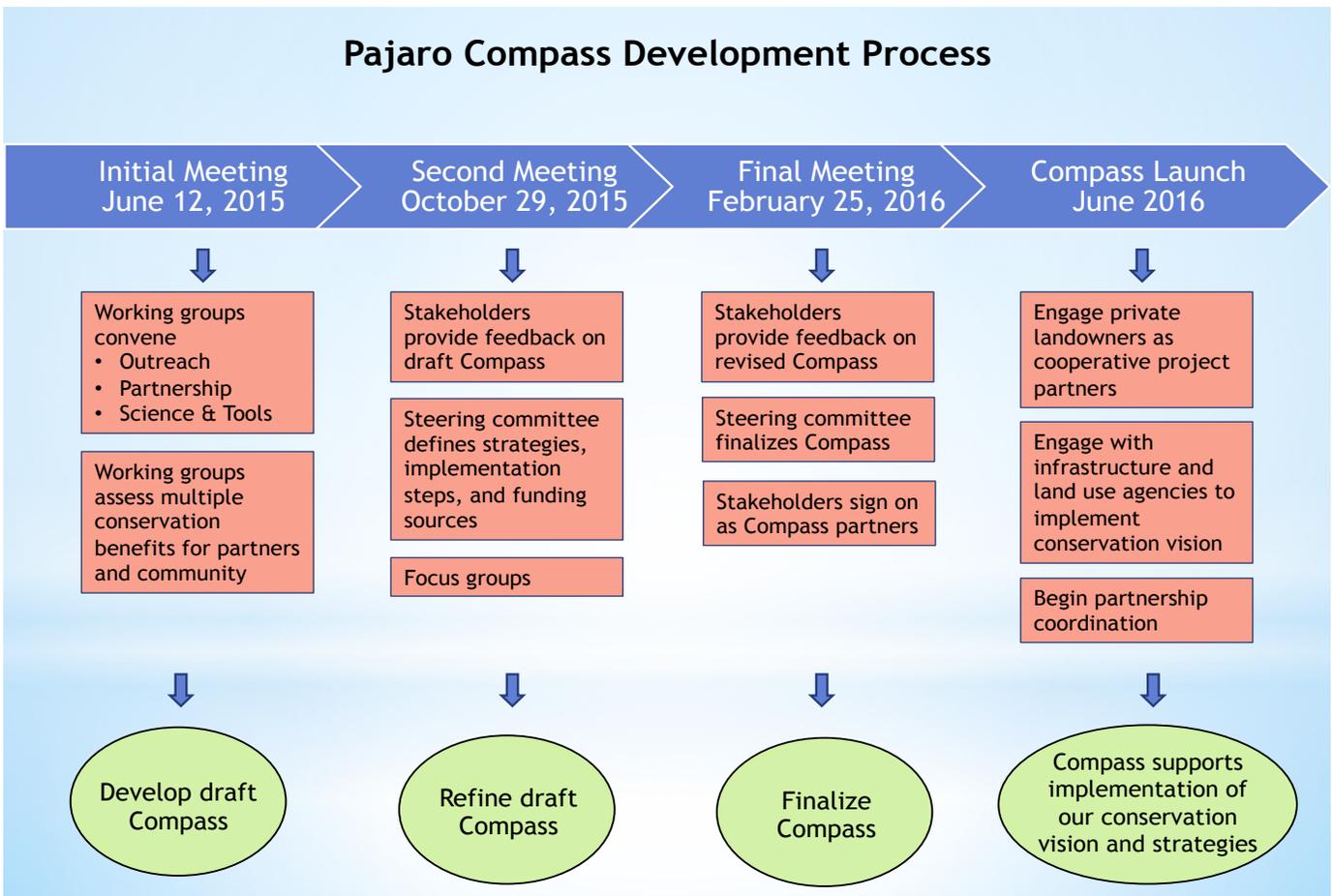
Ongoing costs include website maintenance, staff time for Network facilitation, monthly steering committee

calls, semi-annual Network meetings, and ongoing steering committee leadership to provide project support. Most steering committee members volunteer their time, and Network participants attend meetings for no cost.

4.2 A year of coordinated effort

The Pajaro Compass proves that it is possible, within a short period of time, to develop a collaborative conservation vision to engage the community and provide an alternative to lengthy regulatory processes. Figure 10 shows the steps in the year-long Pajaro Compass development process.

Figure 10 Pajaro Compass Development Process



Quarterly large-group meetings were accompanied by individual conversations and subgroup meetings to develop map tools, engage additional stakeholders, follow up on questions, address Network member concerns, prepare project ideas, listen, ask more questions, and revise based on participant feedback.

On June 23, 2016, in Hollister California, Network members celebrated the year-long work to develop a collaborative vision for the Pajaro River watershed and launch a Network for voluntary conservation in the Pajaro River watershed. This launch meeting included a Project Pitch Trade Show that described — and invited participation in — 12 projects in the Pajaro River watershed that advance the Pajaro Compass goals.

4.3 A structure for ongoing work

The Network continues to meet to share resources and opportunities (see Figure 11). As the Network has come together around the conservation vision, the voluntary membership continues to grow. The Network meetings have also become a forum to host discussions about local conservation opportunities, projects, or issues of

interest to the Network members and other members of the community. The Network's October 2017 meeting featured:

- More participants than ever; including six agricultural producers and a director from the 20th Congressional District office
- Presentation and discussion about a proposed new dam project in the watershed
- Guest presentation about a network supporting statewide rangeland conservation
- Input to five projects proposed by Network members at the Project Pitch Trade Show to benefit the watershed and working lands

Participants are active, engaged, and forthright because Pajaro Compass members relate to one another as peers. The relationships are based on shared purpose and trust, which both result from — and helped to create — the conservation vision. The work happens during and between meetings thanks to the dedication of an active steering committee and the deliberate approach that was established during the first year of the Network.

Figure 11 Typical Network meeting, June 2016



Network members have collaborated on ongoing projects proposed by other members, including:

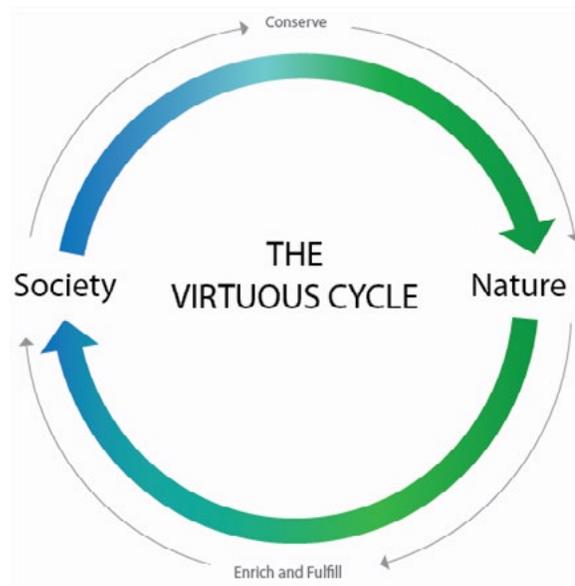
- Gilroy High Speed Rail Station Area Planning
- Pajaro River Agricultural Preserve Use and Restoration Plan
- Voluntary Habitat Improvements for Wildlife
- Central Coast Wetlands Group Pajaro River Watershed Assessment Grant Proposal
- High Speed Rail Mitigation Priorities and Design
- Farmland Monitoring Project
- Camera Trap Working Group
- Partners in Conservation private rangeland conservation projects
- Permanent land protection projects
- Building support for local organizations that are part of the Network

Ultimately, the Pajaro Compass Network is just that — a group of people interested in protecting the land, ranches, farms, water resources, and the ways that the land supports the community and economy of the Pajaro River watershed. The Compass provides a platform for conservation organizations and individuals from the community to create projects to benefit the region as a whole.

5. Resources for conservation practitioners

The conservation community is in the process of turning from conservation-oriented planning that prioritizes biodiversity and permanent land protection to a new paradigm where protection stands alongside

Figure 12 The Nature Conservancy, Conservation by Design 2.0 – The Virtuous Cycle



many other strategies, conservation plans include multiple values including economic and social values, and plans reflect the contribution of diverse perspectives and participants. While it was published after the Pajaro Compass Network formed, The Nature Conservancy's Conservation by Design 2.0 details four tenets central to work in the watershed: 1) explicitly considering linkages between people and nature, 2) a focus on creating systemic change, 3) integrating spatial planning with new strategies, and 4) drawing upon and building the evidence base for conservation.

Involving people, with humility and openness, is at the core of the vision for the Pajaro watershed. These relationships are at the heart of the virtuous cycle (see Figure 12) creating systemic change for nature and people. The Pajaro Compass engagement and map tools gave a broad set of participants a common vocabulary, better awareness of each other's work and values, and a forum to prioritize conservation solutions that benefit nature and improve people's lives.

Working together

Resources to help conservation practitioners develop lasting relationships, overcome jurisdictional boundaries, and create and implement conservation visions include:

- The facilitation and process management in the Pajaro Compass was inspired by Sam Kaner and his organization, Community at Work. More information is in the Facilitator's Guide to Participatory Decision-Making, 3rd Edition, by Sam Kaner; April 2014. For more, see [Participatory Learning and Action: A Trainer's Guide](#).
- The Nature Conservancy California Chapter produced this [Place-based Partnership Manual](#) Version 2.3, in April 2010. Additional resources are available at the [Conservation Partnership Center](#).
- The Converge for Impact blog includes a post on [How to Make Complex Collaborations Work](#), September 2016.
- David Ehrlichman, David Sawyer, and Jane Weiskillern describe [Five Steps to Building an Effective Impact Network](#) in the Stanford Social Innovation Review, November 2015.
- Pete Plastrik, Madeline Taylor, and John Cleveland's [Connecting to Change the World](#) is a guide to creating and managing social impact networks.

Spatial analysis and communications

The following materials are on the Pajaro Compass website: www.PajaroCompass.org.

- [Pajaro Compass Webmap](#) with data layers that represent the features on the landscape for each of the six Pajaro Compass Conservation themes and show other regional influences in the Pajaro River watershed.
- [Pajaro Compass Interactive Planner](#) where users can weight conservation assessments across the six themes to explore synergies and tradeoffs and identify potential opportunities to leverage partnerships and funding sources.

- [Appendices A through D](#) include detailed information on how the maps and spatial data were developed and provide insight into the Pajaro Compass process.
- [Five Case Studies](#) describe projects in the Pajaro River watershed that delivered multiple benefits and involved diverse partners.

Greenprints, collaboratives, and conservation plans

- [Greenprint Resource Hub](#) describes how greenprints can be utilized to identify strategic conservation opportunities in communities.
- [Conservation by Design](#) 2.0 outlines best practices in conservation and planning methodology.
- Conservation networks case studies:
 - o [The Tamalpais Lands Collaborative](#), July 2014
 - o [The Santa Cruz Mountains Stewardship Network](#), May 2017

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The Pajaro Compass Network includes a diverse membership representing conservation, agriculture, transportation, government, and community interests with a common conservation vision for the Pajaro River watershed. For more information, contact info@pajarocompass.org. Resources are at www.pajarocompass.org.

2017-2018 Pajaro Compass Network Members

