

Group's Compelling Objective

Save Water

*Do the Right Thing for
Menlo Commons and
our Community at Large*

Save Money on Water

*Maintain and Create
Attractive Landscaping*

Dag's Objective Today!

Pave the Way for Consensus

a) Understanding / Wants

b) Completed Staff Work

c) Idealized Planning

d) Sharing Information

e) Discussion to come

→→→→ Consensus

*Group's Objectives
— Part One*

*Discussions
to Come*

*Group's Objectives
— Part Two*

Criteria for landscape improvements.....

*Solicit bids to develop a
Landscape Master Plan....*

- a) Near Zero Irrigation... ?*
- b) Enhanced Beauty — Better Than Now*
- c) Kinds of Drought Resistant Plants*
- d) Opportunity for New Features
Recreation, Social Interaction*
- e) Other Considerations*

Landscape Architects

- a) Identify*
- b) Evaluate*
- c) Recommend
to our Board*

Homework for next Meeting

Develop Your Vision

Develop, document, and share your vision for a Drought Resistant, Menlo Commons landscape.

Description, Bullet points, Images..

What can Menlo Commons become as we transition to a Water-wise, well designed, beautiful, inviting, landscape that serves all residents?

Resources

Posted at web page!

Drought Resistance Resources

www.forssell.com



For Menlo Commons residents



Menlo Commons Projects



Water Conservation / Drought Resistance



Drought Resistance Resources

Landscape Overview, 8 pages

Landscape info plus Google Map perspectives on MC

[MC_landscape_overview.pdf](#)

Page for notes

Print and use this legal size page that shows all of MC landscape areas to scribble notes, color, or otherwise be creative as you envision MC landscape in the future.

[MC_DroughtNotes.pdf](#)

Alternative for notes

Here is the same as the page above, only bigger: Two letter size pages you can print and tape together to create a slightly bigger canvas for your creativity.

[MC_DroughtNotes_8x11x2.pdf](#)

Master Gardener info

Master Gardener organization and demonstration gardens.

[MasterGardenInfo.txt](#)

Drought and Landscaping picture books

These books are available for your perusal in the Commons Room, library section

[DroughtBooks.pdf](#)

How can we share our visions? By way of a web page?

Visions for MC landscaping

Resident 1

I recommend we specify California native plants,
I recommend this landscape architect ...

Resident 2

I prepared this plot plan.

PlotPlan. pdf

Resident 3

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Pave the Way for Consensus

a) Understanding / Wants

2 million+ copies sold

WEEK 3 FUSINESS → LEAP 1 shows anticipation

WEEK 12 SLEEPING PURLY → LEAP 2 explores their world

WEEK 18 CLINGER, SHY → LEAP 4 recognizes familiar toy

With the 10 predictable leaps

The Wonder Weeks

A Stress-Free Guide to Your Baby's Behavior

★★★★☆ 4.7 out of 5
2,594 global ratings

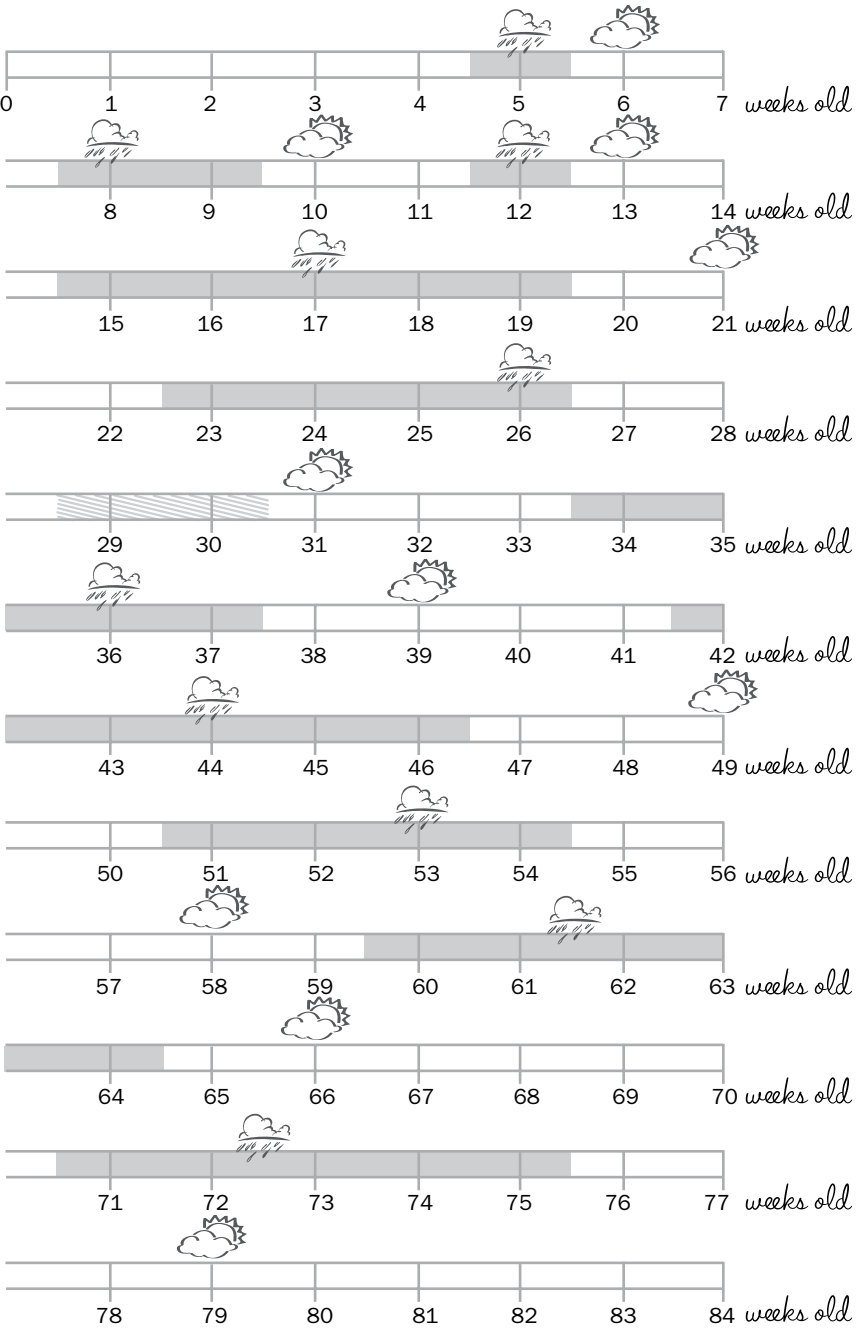
5 star	81%
4 star	11%
3 star	5%
2 star	2%
1 star	1%

WEEK 40 STORIFY PERIOD → LEAP 10 eats with control

WEEK 54 TASTYTIME → LEAP 9 starts choosing consciously

Helty van de Rijt, Ph.D., Frans Plooij, Ph.D., and Xaviara Plas-Plooij

Your Baby's 10 Great Fussy Phases

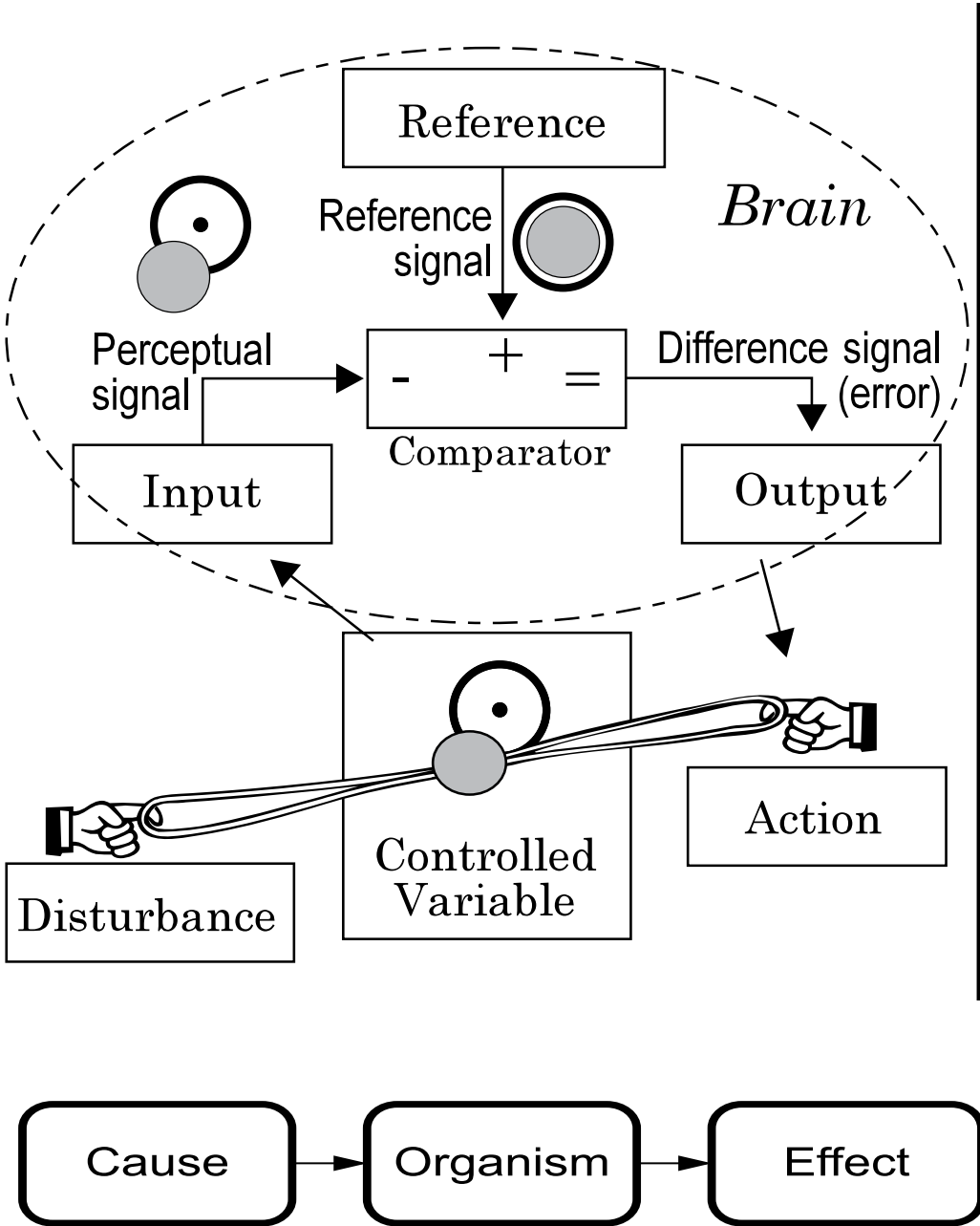
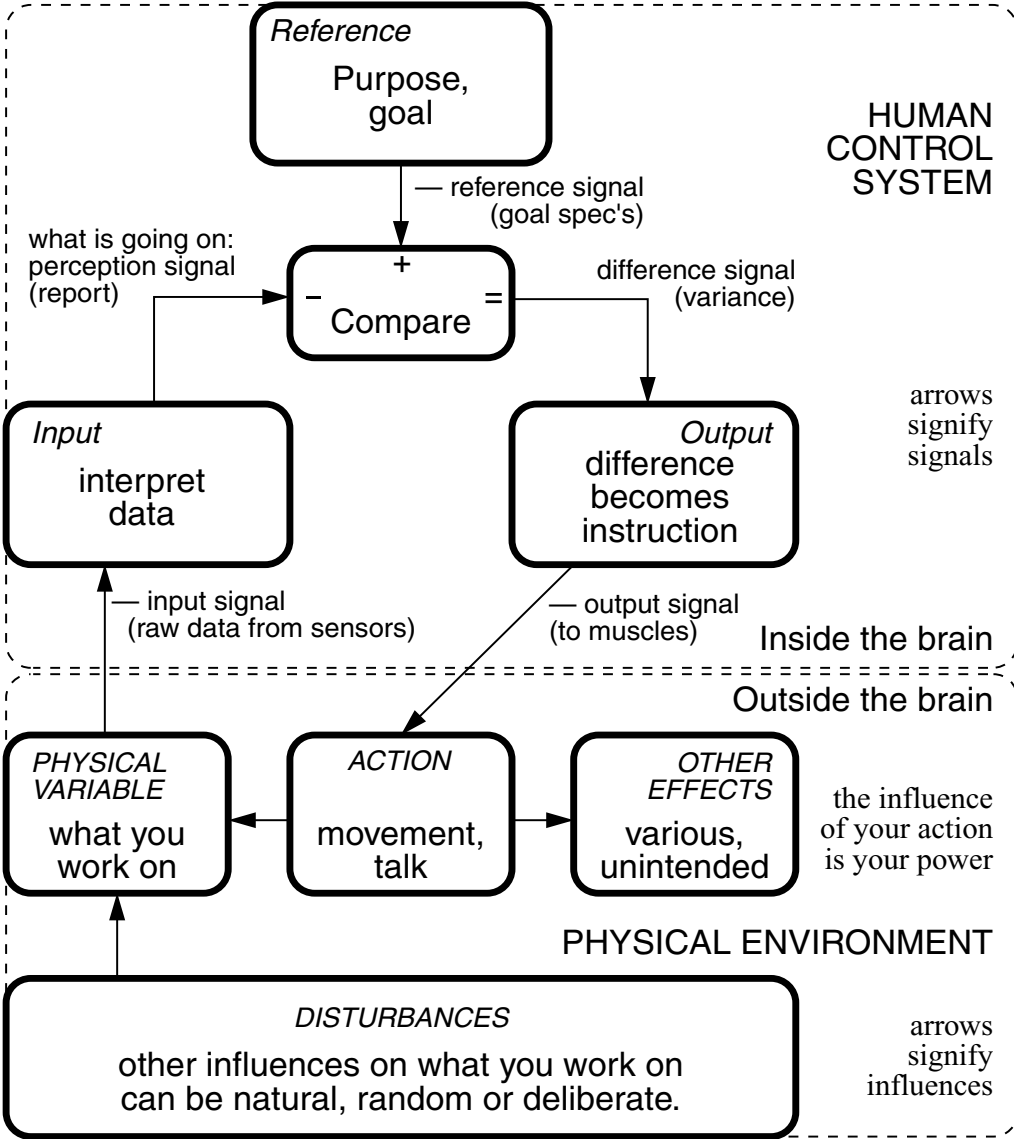


*Pave the Way for Consensus
a) Understanding / Wants*

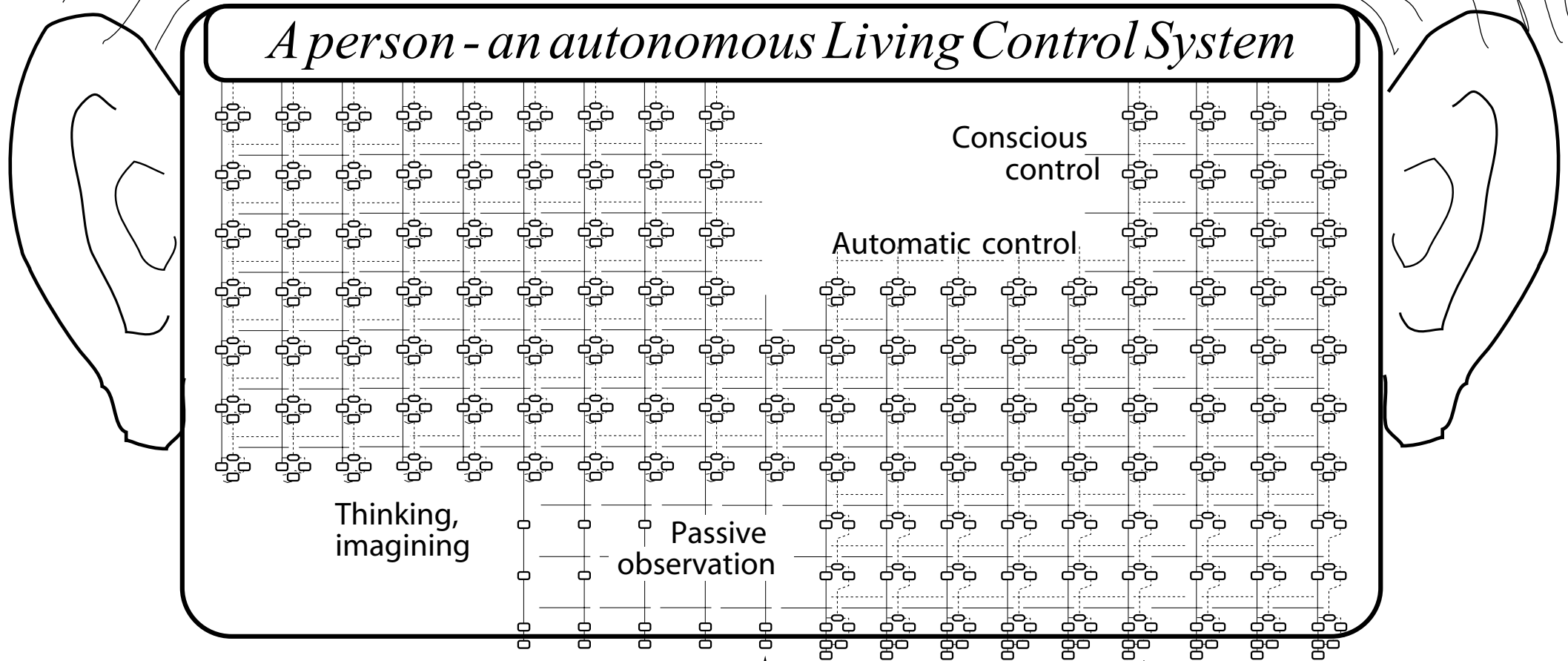
Levels of perception and control	Proposed structure of hierarchical control			Emergence in infants, weeks	Comments, examples - Adult perspective -
11 Systems concept	?	?	?	70-75	Understanding, belief, the way things are, sense of self, identity.
10 Principle				60-64	Generalizations, criteria, standards, priorities, values.
9 Program				49-53	Choices, logical procedures.
8 Sequence				40-43	Simple or repetitive series of events and elements.
7 Category				32-37	"Class membership." Chair, woman. Symbols--words.
6 Relationship				22-26	Walk "on" floor. Bark, dog. Knot "above" target.
5 Event				14-17	Open door, hug, fall, cranking, bounce, reach, grasp, walk.
4 Transition				11-12	Changes in general. Movements.
3 Configuration				7-9	Patterns, edges, texture, posture.
2 Sensation				birth	What kind and how much: Loud, bright, hot, sour, dry,
1 Intensity					Frequency of neural current originated in nerve ending.
0 Environment					Physical effect on nerve ending. Nerve signal to muscle or organ.

Pave the Way for Consensus

a) Understanding / Wants



Pave the Way for Consensus
a) Understanding / Wants



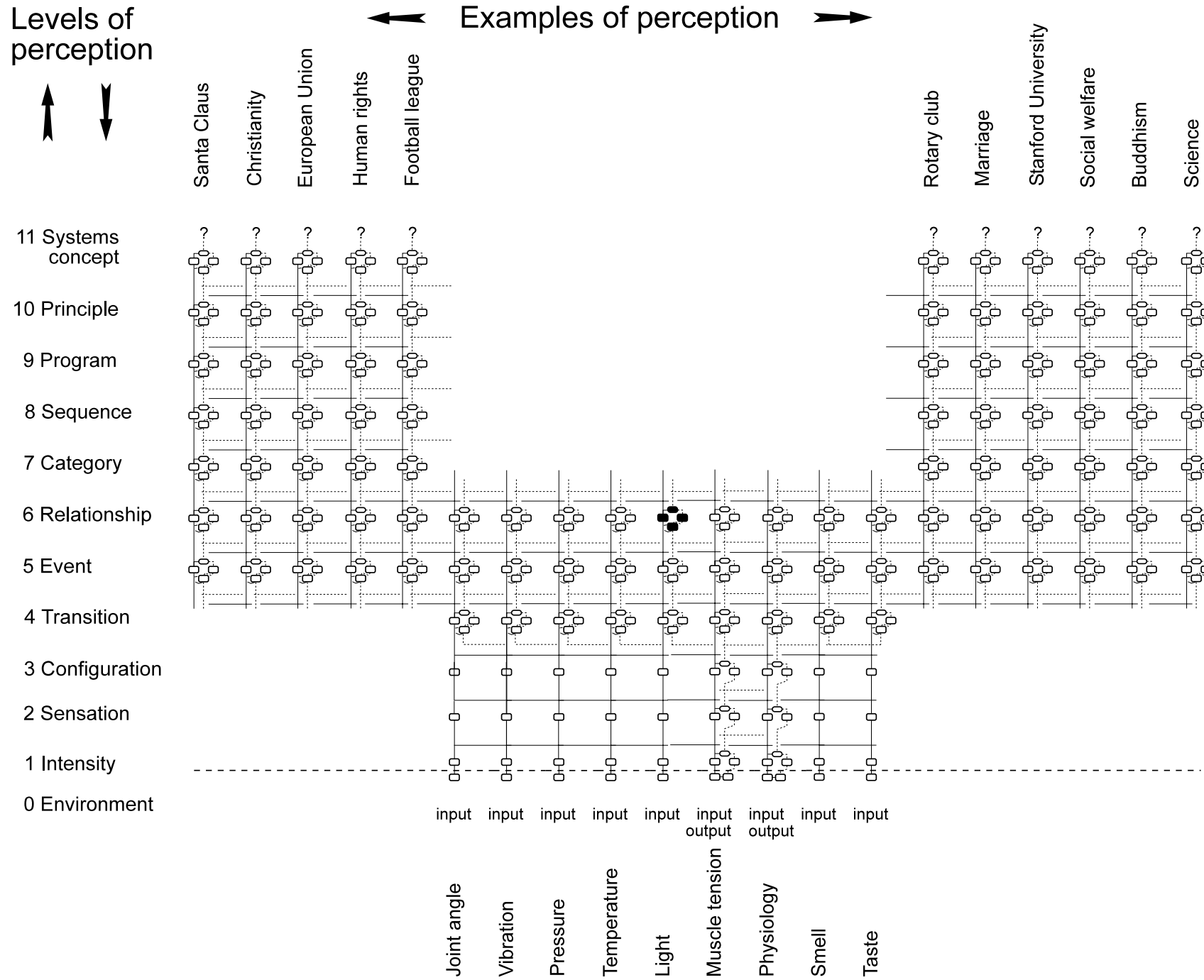
A massively parallel, hierarchical architecture of interactive control systems with distributed memory. It can walk and talk at the same time!

Environment of the brain

Careful study of Hierarchical Perceptual Control Theory shows that this is feasible, can work and makes sense.

Pave the Way for Consensus

a) Understanding / Wants



Take Away

Each of us have developed understandings about many, many things.

We control for these to be the way we want them with great power.

We resist disturbances that affect the things we want to be just so.

If two of us want the same thing to be two different ways, we will be in conflict. Wasted energy and dissatisfaction will be the result.

You can avoid conflict by aligning your understandings so you want similar things for similar reasons. This is our challenge 😊

Collaboration requires an alignment of understandings. This in turn requires exchange, study, and evaluation of information.

Pave the Way for Consensus

b) Completed Staff Work

COMPLETED STAFF WORK

1. The doctrine of "completed staff work" is a doctrine of this office.
2. "Completed Staff Work" is the study of a problem, and presentation of a solution, by a staff officer, in such form that all that remains to be done on the part of the head of the staff division, or the commander, is to indicate his approval or disapproval of the completed action. The words "completed action" are emphasized because the more difficult the problem is, the more the tendency is to present the problem to the chief in piece-meal fashion. It is your duty as a staff officer to work out the details. You should not consult your chief in the determination of those details, no matter how perplexing they may be. You may and should consult other staff officers. The product, whether it involves the pronouncement of a new policy or effects an established one, should, when presented to the chief for approval or disapproval, be worked out in finished form.
3. The impulse which often comes to the inexperienced staff officer to ask the chief what to do, recurs more often when the problem is difficult. It is accompanied by a feeling of mental frustration. It is so easy to ask the chief what to do, and it appears so easy for him to answer. Resist that impulse. You will succumb to it only if you do not know your job. It is your job to advise your chief what he ought to do, not to ask him what you ought to do. He needs answers, not questions. Your job is to study, write, restudy and rewrite until you have evolved a single proposed action – the best one of all you have considered. Your chief merely approves or disapproves.
4. Do not worry your chief with long explanations and memoranda. Writing a memorandum to your chief does not constitute completed staff work, but writing a memorandum for your chief to send to someone else does. Your views should be placed before him in finished form so that he can make them his views by simply signing his name. In most instances, completed staff work results in a single document prepared for the signature of the chief, without accompanying comment. If the proper result is reached, the chief will usually recognize it at once. If he wants comment or explanation, he will ask for it.
5. The theory of completed staff work does not preclude a "rough draft" but the rough draft must not be a half-baked idea. It must be complete in every respect except that it lacks the requisite number of copies and need not be neat. But a rough draft must not be used as an excuse for shifting to the chief the burden of formulating the action.
6. The "completed staff work" theory may result in more work for the staff officer, but it results in more freedom for the chief. This is as it should be. Further, it accomplishes two things:
 - o a. The chief is protected from half-baked ideas, voluminous memoranda, and immature oral presentations.
 - o b. The staff officer who has a real idea to sell is enabled more readily to find a market.
7. When you have finished your "completed staff work" the final test is this:
 - o If you were the chief would you be willing to sign the paper you have prepared, and stake your professional reputation on its being right?
 - o If the answer is in the negative, take it back and work it over, because it is not yet "completed staff work."

*Pave the Way for Consensus
b) Completed Staff Work*

Take Away

Study a problem

Imagine alternative solutions

Share information with your team mates

Explore / Learn / Evaluate / Revise / Explore / Learn / Evaluate

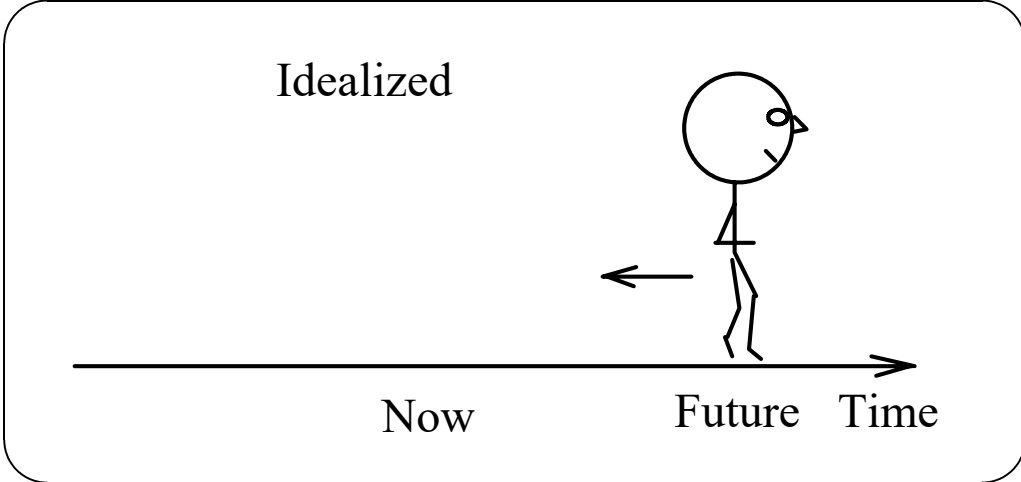
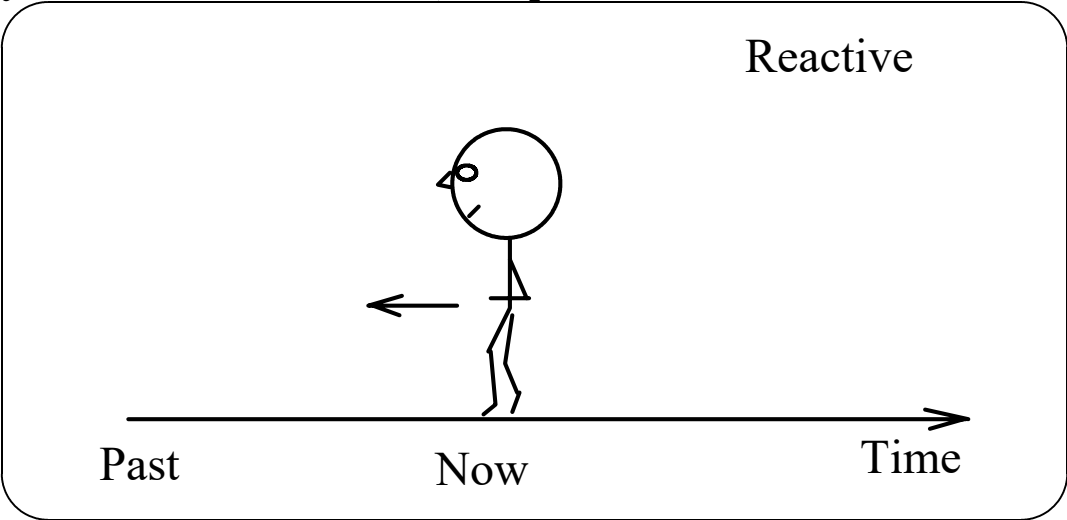
Sleep on it

Explore / Learn / Evaluate / Revise / Explore / Learn / Evaluate

Prepare a rough draft report, critique and improve

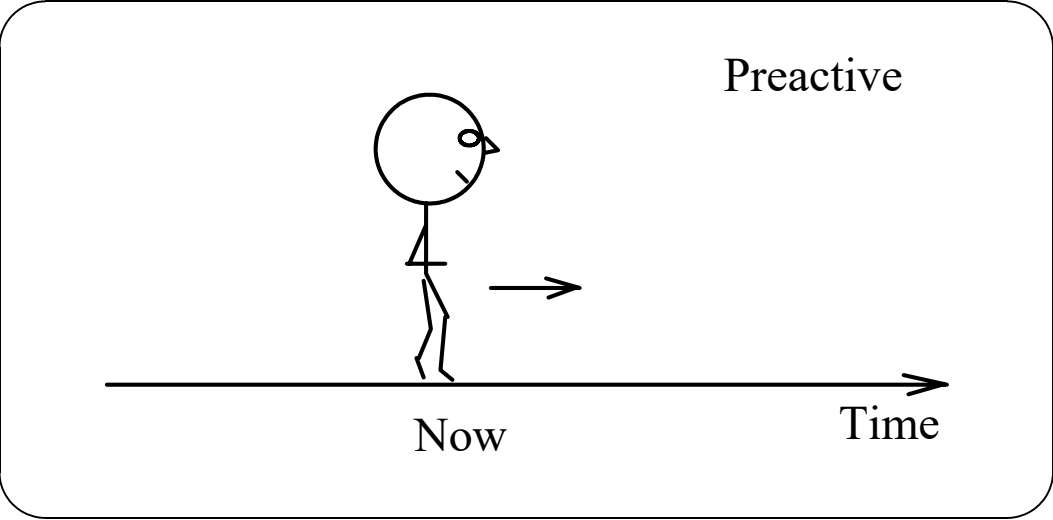
Present a recommended course of action.

Pave the Way for Consensus
c) Idealized Planning



Take Away

When everyone spells out their ideal solution without regard to the present, you are more likely to find agreement and it will be easier to move from the present toward that common ideal.



Homework

During the next three weeks, imagine, develop, document, and share YOUR ideal vision for Menlo Commons landscaping.

Work with a small group of like-minded friends if you wish.

Do not worry about the landscaping we have now, just imagine what you think will be ideal for the future.

Next meeting

Wednesday, June 29, 6:30 ?