



Midpeninsula Regional
Open Space District

R-14-114
Meeting 14-24
September 10, 2014

STUDY SESSION ITEM 1

AGENDA ITEM

Prioritization Criteria for Measure AA Projects

GENERAL MANAGER'S RECOMMENDATIONS

A handwritten signature in black ink, appearing to be "J. J. J.", located to the right of the "GENERAL MANAGER'S RECOMMENDATIONS" heading.

1. Approve the Measure AA project prioritization criteria, including the recommended weighting and project screening methodology as set out in this report.
2. Direct the General Manager to use the criteria to screen and prioritize Measure AA projects and develop a draft 5-year Measure AA project implementation schedule.

SUMMARY

On August 28, 2014, the Midpeninsula Regional Open Space District (District) Board of Directors (Board) received an overview of the Measure AA implementation process and the critical key components needed over the next two years to implement Measure AA (R-14-113). One of these components, Measure AA Projects (MAAP), involves the prioritization and scheduling of Measure AA projects within the 25 Top Vision Plan Priority Actions (Portfolios). At the September 10 Study Session, the Board will consider the draft prioritization criteria and screening methodology; discuss any suggested revisions, additions, and weighting; and receive public input. The goal of the Study Session is to arrive at a set of Board-approved criteria and receive Board acceptance of the screening methodology, which the General Manager would then apply to develop a draft 5-year Measure AA project implementation schedule with a 6-10 year horizon. This implementation schedule will be brought to the Board for review and approval at a separate Study Session on October 22, 2014. The results from the prioritization and scheduling work will then be used to inform other critical components of the Measure AA implementation process (e.g. Action Plan development, issuance of first bond, etc.).

BACKGROUND

A project team, which includes representatives from all departments, was assembled in March 2014 to begin working on MAAP in anticipation of the successful passage of Measure AA. The goal of MAAP is to first generate a list of projects from the Top 25 Portfolios, and prioritize them to create a 5-year implementation schedule. The projects will then be assessed in terms of staffing, schedule, and budget. The MAAP will inform and be informed by the Financial and Operational Sustainability Model (FOSM). The timeline for developing the MAAP 5-year implementation schedule and budget is critical, as this information feeds directly into evaluating the staffing under FOSM, identifying the bond issuance amount for the first bond sale, and

developing the District's annual Action Plan, Budget, and 5-Year Capital Improvement Plan (see Attachment 1).

DISCUSSION

Measure AA calls for the implementation of the Top 25 Portfolios over the course of 20 to 30 years. Each Portfolio includes many projects within it. A set of eight draft prioritization criteria (see Attachment 2) has been created to help systematically identify which set of projects should be implemented earlier in the first five years, which can be scheduled for a later time, and which may potentially have to shift into the 6-10 year horizon if staff capacity is exceeded.

Refinements to the Draft Prioritization Criteria as of August 28

At the August 28 Study Session, the Board received a list of ten draft criteria for review prior to the September 10 Study Session. This list has been slightly refined since then, resulting in a further condensed list of eight criteria. The modifications made are described below:

- The “High Level of Public Support” criterion was removed because public support provided during the Vision Plan public process from workshops, online surveys, and the Community Advisory Committee was at the Portfolio level, not the individual project level. Therefore, it is not feasible to extract the level of public support at the individual project level using the public input that the District has received to date. The public will have an opportunity during this current MAAP process to provide input on the individual projects moving forward, which the Board will be able to consider as the prioritization criteria are refined and the implementation schedule is developed.
- The “Board Priority” criterion has been removed and in its place, the General Manager recommends a more open and transparent Board priority discussion. This discussion would occur at the October 22 Study Session when the draft implementation schedule returns to the Board for review and approval. At this time, the Board will have an opportunity to identify projects that should be added to years 1-5 schedule, or shifted in priority, in open session and collectively discuss the merits for inclusion, ending with a final vote to determine if the project is added to or shifted in priority (a majority vote would result in its inclusion or shift).

Tier One Essential Criteria

Three criteria are weighted as “Essential”, reflecting the need for quick or timely implementation due to (1) an immediate public safety or emergency issue related to District infrastructure or facilities, (2) an existing or prior legal or formal commitment, or (3) an existing deadline requiring action within 1-5 years. These Essential Criteria are grouped as Tier One.

Recommendation: The General Manager recommends automatically adding any project that meets any or all of the Tier One criteria to years 1-5 on the Measure AA project implementation schedule, recognizing that these projects will be of highest priority.

Tier Two Criteria

Tier Two includes the remaining five criteria. For these Tier Two criteria, the General Manager recommends assigning additional weighting on two of the five criteria. The alternate option for the Board to consider is to assign equal weighting to each of the criteria.

Recommendation: Varying Weights for Tier Two Criteria

It is critical for the District to demonstrate to the public a swift delivery of Measure AA projects. Therefore, the General Manager recommends that the “Project Underway” and “Quick Implementation” criteria be weighted at least twice the value of each of the other three criteria under Tier Two to give greater weight to those projects that can be implemented quickly (within two years), and/or are already underway and therefore moving forward to completion.

If the Board approves the General Manager’s recommendation, projects would receive one point if they meet the non-weighted criteria and two points if they meet one of the two weighted criteria. Points would then be totaled. Projects receiving higher scores would rank higher and therefore be scheduled for early implementation.

Alternate Option: Equally Weighted Criteria

An alternate option is for the Board to assign equal weighting to each of the remaining five criteria. One point would be given for each criterion a project meets, and the points totaled for each project. Projects receiving higher scores would rank higher and therefore be scheduled for early implementation.

Measure AA Project Implementation Schedule

Once the Board approves the prioritization criteria and screening methodology, the criteria will be used by staff to prioritize the Measure AA projects and develop a draft 5-year project implementation schedule with additional information on the 6-10 year horizon.

The project implementation schedule for years 1-5 will identify the projects that staff currently believes can be achieved with existing staffing levels (Current Staff Project List) as well as additional projects that can be included if new staff capacity is developed (Added Staff Project List). Additional staffing needs are being evaluated and recommendations for increased and/or redeployed staff capacity will be developed as part of both the Action Plan/Budget development process and FOSM study.

As the MAAP implementation schedule is being developed, staff will also begin “resource loading” each of the projects to understand and confirm the level of staff capacity needed and the departments needed to provide staff support to complete the work. As this is done, the Current Staff Project List will be refined to ensure that the number of projects do not exceed existing staff capacity. If projects exceed capacity, lower scoring projects will be moved to the Added Staff Project List. The Added Staff Project List will thus include projects that can only be accomplished if new staff positions are approved by the Board.

In addition to the two lists described above, a list of potential future projects for the 6-10 year horizon will also be prepared to begin identifying projects that are projected for the longer range time frame. The 6-10 year projects will not be resource loaded, scheduled, or have cost estimations developed, as they are relatively far into the future and the ranking of these projects will likely change as the first five years of projects are implemented. The complete implementation schedule, comprised of the three lists described above for years 1-5 and for the 6-10 year horizon, will be presented to the Board at a public study session on October 22 for review and approval.

In future years, the MAAP's rolling 5-year implementation schedule will be fully folded into the District's 5-year Capital Improvement Plan (CIP), which is a rolling 5-year plan for capital projects. As such, the Board will have an opportunity each year to re-evaluate the 5-year CIP to determine whether any adjustments are warranted if conditions change (e.g. new opportunity is identified, priorities have shifted, etc).

FISCAL IMPACT

The decisions under consideration in the Board Report will substantially influence District spending beginning in FY2015-16; however, there is no fiscal impact to the FY2014-15 (current) budget related to this item. Subsequent implementation of Measure AA projects would be integrated into future Action Plans and Budgets and funded by the periodic issuance of bonds, as approved by the voters on June 3, 2014.

PUBLIC NOTICE

Notice was provided pursuant to the Brown Act and sent to the new Measure AA Implementation notification list.

CEQA COMPLIANCE

No compliance is required as this action is not a project under the California Environmental Quality Act (CEQA).

NEXT STEPS

At a Study Session on October 22, the General Manager will present a draft Measure AA project implementation schedule for years 1-5 with a 6-10 year horizon based on the Board-approved criteria and screening methodology. Moving forward, project scheduling and resource loading will inform the FOSM study, and project expenditure estimates will inform the Bond Issuance.

Attachments:

1. Flow Diagram of Measure AA Implementation Process
2. Draft Measure AA Project Prioritization Criteria

Responsible Managers:

Ana Ruiz, AICP, Assistant General Manager
Jane Mark, AICP, Planning Manager

Prepared by:

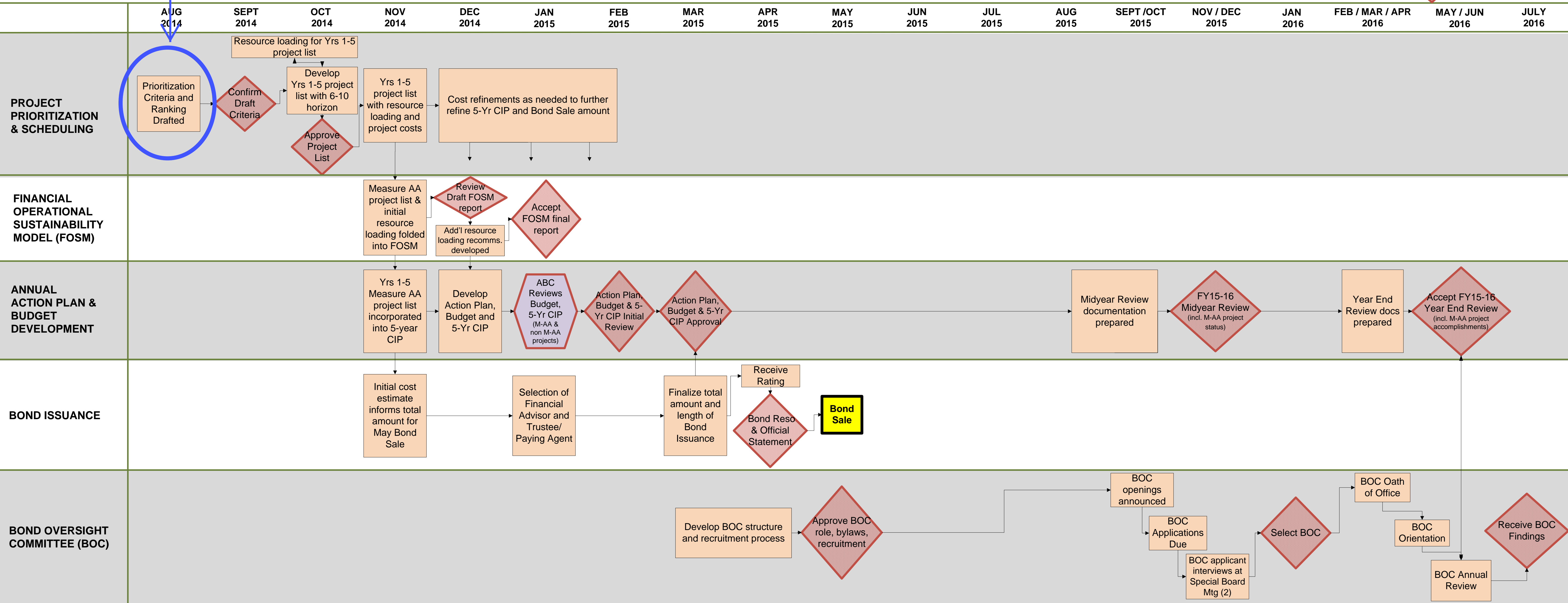
Tina Hugg, Senior Planner

ATTACHMENT 1 MEASURE AA IMPLEMENTATION FLOW CHART

LEGEND



09/10/14
WE ARE HERE



ATTACHMENT 2
DRAFT PRIORITIZATION CRITERIA FOR MEASURE AA PROJECTS
GENERAL MANAGER'S RECOMMENDATION: WEIGHTED TIER TWO CRITERIA

KEY	CRITERION	DESCRIPTION	WEIGHT
TIER ONE CRITERIA			
A	Immediate Public Safety Concern Regarding District Facilities and Infrastructure	Implementation action would address an imminent public safety concern or emergency issue related to District facilities or infrastructure (e.g. bridge failure)	Essential
B	Existing or Prior Legal or Formal Commitment	Existing or prior formal or legal commitment (e.g. written agreement) has been made to complete the action item	Essential
C	Existing Deadline Within 1-5 Years	The action is associated with a specific deadline (within 1-5 years) related to an existing grant, agreement, or partner commitment	Essential
TIER TWO CRITERIA (WEIGHTED)			
D	Project Underway	The action is in the middle of implementation and/or the action is an essential part of a multi-phase project that is currently underway	2
E	Broad and Diverse Public Benefit	Inclusion allows for a wide geographic distribution of benefits and new facilities to all major user groups (hikers, bicycles, horses, dogs, families, all-access)	1
F	Quick Implementation (2 years or less)	High level of confidence regarding the ease and feasibility of implementation	2
G	High Beneficial Impact	The action would result in a significant, beneficial impact to natural resource values and/or to public use and recreation	1
H	Partnership Opportunity	Implementation action enhances or leverages opportunities for partnerships	1

Notes:

1. Other than the first three criteria listed above, the remaining criteria are in no particular order.
2. Prioritization and scheduling may need to adjust to allow for the addition of new, unplanned opportunities as they arise each year related to the implementation of Measure AA projects (e.g. new land purchase opportunity, partnership project, etc.)