



Midpeninsula Regional
Open Space District

R-15-44
Meeting 15-07
March 25, 2015

AGENDA ITEM 9B

AGENDA ITEM

Fiscal Year 2015-16 Action Plan and Budget

GENERAL MANAGER'S RECOMMENDATIONS

1. Adopt the Fiscal Year 2015-16 (FY2015-16) Action Plan, which includes numerous first tier high priority implementation projects as recommended by the Financial and Operational Sustainability Model (FOSM) Study to establish new and efficient business systems.
2. Adopt a Resolution approving the FY2015-16 Budget and Classification and Compensation Plan.
3. Approve nine new positions, including four positions that reflect the first tier, high priority organizational restructuring recommendations of the FOSM Study.

SUMMARY

The FY2015-16 Proposed Action Plan and Budget for the Midpeninsula Regional Open Space District (District) is notably different from prior years, as this is the first time that Measure AA projects are specifically identified. The Action Plan and Budget also include implementation of the Financial and Operational Sustainability Model (FOSM) Study recommendations, regarding which the Board of Directors (Board) received an update in a Study Session preceding consideration of the Action Plan and Budget. In total, the FY2015-16 Action Plan contains 157 Key Projects, an increase of 64% over the FY2014-15 total of 96 projects. Likewise, the total District budget is increasing by \$11.9 million (27%), reflecting a \$5.5 million (113%) increase in capital projects due to Measure AA, as well as a \$2.2 million (12%) increase in the operating budget related to the addition of nine positions and the shift of several projects from the capital to operating budget due to an increase in capitalization thresholds.

The FY2015-16 Action Plan and Budget reflect the District's commitment to excellence and responsiveness to the public. And, as in the past, the unpredictable reality of working in large-scale natural areas where weather and access are limiting factors and working in a regulatory environment where critical path decisions are often beyond the District's control will continue to impact project schedules. Additionally, this year the District is implementing a substantial restructuring of the organization to make the delivery of services, including capital projects, more efficient and transparent and this creates an additional increment of uncertainty in the short term. However, as the year progresses and new organizational capacity takes hold, the District's ability to deliver on its mission of protection, restoration and access, will increase and will be reported to assure the public that expectations are being addressed.

DISCUSSION

This next fiscal year will be one marked with significant internal changes for the District based on the FOSM Study recommendations as it makes important adjustments to the organizational structure, institutes needed financial and operational systems, increases its emphasis in project management and delivery, and allocates adequate administrative support to fulfill the commitments made as part of Measure AA, while simultaneously meeting the District’s land management and visitor services obligations. To this end, the proposed Action Plan and Budget for FY2015-16 projects a substantial increase in both the number of total projects, and the total budget as compared to the prior fiscal year. This increase signals the District’s commitment to improve project delivery and complete more projects in the years to come in keeping with promises made to the public.

The District’s annual Action Plan and Budget is initially reviewed by the Board each February and brought back to the Board with any requested changes and last minute modifications, for a second reading and final approval in March. The proposed FY2015-16 District Action Plan and Budget was reviewed by the Board at its regular meeting on February 25, 2015 (R-15-33) with no substantive changes requested by the Board. As of this time, the General Manager is proposing the following two minor changes to the Action Plan, which are also presented in Track Changes format in Attachment 2:

1. The addition of a new key project under the General Manager’s Office Action Plan: Interagency Coordination on Outside Projects (no budget allocation; only staff time).
2. Text edits to the following four Planning projects:
 - La Honda Creek Sears Ranch Interim Parking Area and Trail Connections – to clarify the project scope;
 - Mindego Hill Trail: Open to Public – Delete “True” in “True Ranch;”
 - Accessibility Plan Update – RFP scoping in Quarter (Q)2 instead of Q1;
 - District-wide Long Term Facilities Plan – Update the scope and schedule to distinguish what would be internal staff work versus consultant services.

With the above-mentioned recommended changes, the proposed FY2015-16 Action Plan contains 157 Key Projects, an increase of 61 projects, or 64%, over the FY2014-15 Action Plan, of which 41, or 26%, are Measure AA projects.

The proposed FY2015-16 Budget is based on the revenue forecast by the District Controller in February 2015. For FY2015-16, property tax revenues of \$36.31 million are projected, and the first tranche of the Measure AA Bonds, estimated at \$44.65 million, is targeted to be received in the July of 2015. The proposed FY2015-16 Budget totals \$55.8 million and reflects the first full year of Measure AA project implementation. The proposed FY2015-16 operating budget totals \$21,183,307 and reflects the addition of nine new positions as well as the shift of over \$500,000 from the capital budget due to new capitalization thresholds. The capital budget increased by 113% over FY2014-15, reflects the emphasis in project delivery. Table 1 provides a summary of key revenue and expenditure categories for FY2015-16.

Table 1: Proposed FY2015-16 Budget

Source of Funds		
General Fund	\$37,290,296	67%
Measure AA	\$18,022,950	32%

Grants	\$ 451,000	1%
Total Revenue	\$55,764,246	100%
Proposed Expenditure Budget		
Operating Expenditures	\$21,183,307	38%
Capital Expenditures	\$10,414,311	19%
Land and Associated Costs	\$12,308,640	22%
Debt Service	\$11,142,744	20%
Property Management	\$ 795,244	1%
Total Expenditures	\$55,764,246	100%

In addition, as directed by the Board at the February 25 meeting, the Five-Year Capital Improvement Program (CIP) has been replaced with a Three-Year CIP (Attachment 3).

Further details of the proposed budget are included in Exhibit A of the attached resolution, which provides a summary of the District's proposed FY2015-16 Budget, and Exhibit B which presents the District's proposed FY2015-16 Classification and Compensation Plan.

BOARD COMMITTEE

The Action Plan and Budget Committee reviewed the proposed FY2015-16 Budget on January 29, February 3, and February 5 and recommends approval by the full Board.

FISCAL IMPACT

Board approval of the proposed FY2015-16 Budget would authorize \$55,764,246 in spending to accomplish the work plan for the next fiscal year.

PUBLIC NOTICE

Public notice has been provided as required by the Brown Act. No additional public notice is required.

CEQA COMPLIANCE

No compliance is required as this action is not a project under the California Environmental Quality Act (CEQA). The Action Plan contains projects that will require further Board review and approval, some of which may be subject to CEQA review. These projects will comply with all CEQA requirements prior to proceeding as a normal part of the implementation process.

NEXT STEPS

The FY2015-16 Budget would take effect beginning April 1, 2015. Projects listed in the FY2015-16 Action Plan would be implemented according to the schedules described in the Action Plan.

Attachments:

1. Resolution Approving the FY2015-16 Budget
 - a. Exhibit A: Proposed FY2015-16 District Budget
 - b. Exhibit B: Proposed FY2015-16 District Classification and Compensation Plan

2. Changes to the Proposed FY2015-16 Action Plan Changes
3. Changes to the Three-Year Capital Improvement Program
4. Adopted Fiscal Year 2015-16 District Action Plan and Budget

Prepared by:

Kate Drayson, Administrative Services Manager

Contact person:

Kate Drayson, Administrative Services Manager

RESOLUTION NO. 15-____

**RESOLUTION OF THE BOARD OF DIRECTORS OF THE
MIDPENINSULA REGIONAL OPEN SPACE DISTRICT
ADOPTING THE BUDGET FOR FISCAL YEAR 2015-16**

The Board of Directors of the Midpeninsula Regional Open Space District does resolve as follows:

SECTION ONE. Adopt the budget for the Midpeninsula Regional Open Space District for the Fiscal Year 2015-16 as set forth in Exhibit A attached hereto.

SECTION TWO. Approve amendment to the Position Classification and Compensation Plan as set forth in Exhibit B attached hereto.

SECTION THREE. Monies are hereby appropriated in accordance with said budget.

* * * * *

ASSESSED AND ADOPTED by the Board of Directors of the Midpeninsula Regional Open Space District on _____, 2015, at a Regular Meeting thereof, by the following vote:

- AYES:**
- NOES:**
- ABSTAIN:**
- ABSENT:**

ATTEST:

APPROVED:

Secretary
Board of Directors

President
Board of Directors

APPROVED AS TO FORM:

General Counsel

I, the Interim District Clerk of the Midpeninsula Regional Open Space District, hereby certify that the above is a true and correct copy of a resolution duly adopted by the Board of Directors of the Midpeninsula Regional Open Space District by the above vote at a meeting thereof duly held and called on the above day.

Interim District Clerk

EXHIBIT A
Midpeninsula Regional Open Space District
Proposed Budget Summary
FY2015-16

	2014-2015 Adopted Budget	2014-2015 Mid-Year Budget	2015-2016 Proposed Budget	Percentage Change from 2014-15 Mid-Year
I. Revenues				
A. Tax Revenues	33,556,000	33,740,000	36,305,000	7.6%
B. Santa Clara County Parks Income	313,500	313,500	325,500	3.8%
C. Grant Income - Acquisition Grant	740,000	740,000	-	-100.0%
Grant Income - Development Grant	884,000	884,000	451,000	-49.0%
D. Interest Income	265,000	265,000	145,000	-45.3%
E. Property Management-Rental Income	1,108,948	1,108,948	1,261,000	13.7%
F. Other Income	200,000	200,000	175,000	-12.5%
G. Land Donation	1,500,000	1,500,000	-	-100.0%
TOTAL REVENUES	38,567,448	38,751,448	38,662,500	-0.2%
II. Change in Reserves	(5,352,823)	(5,218,823)	(8,848,688)	69.6%
III. Expenditures				
A. Debt Service				
1. Interest	5,748,505	5,748,505	6,707,015	16.7%
2. Principal	3,145,096	3,145,096	4,355,729	38.5%
Debt Service Subtotal	8,893,601	8,893,601	11,062,744	24.4%
B. Salaries				
1. Board Appointees	460,488	460,488	443,585	-3.7%
2. General Manager Appointees	10,243,335	10,243,335	11,906,542	16.2%
3. Vacation Payout	67,351	67,351	80,500	19.5%
Salaries Subtotal	10,771,174	10,771,174	12,430,627	15.4%
C. Benefits	3,955,144	3,955,144	3,720,465	-5.9%
D. Director's Fees	29,000	29,000	26,000	-10.3%
Salaries and Benefits Subtotal	14,755,318	14,755,318	16,177,092	9.6%

EXHIBIT A
Midpeninsula Regional Open Space District
Proposed Budget Summary
FY2015-16

	2014-2015 Adopted Budget	2014-2015 Mid-Year Budget	2015-2016 Proposed Budget	Percentage Change from 2014-15 Mid-Year
E. Services and Supplies	5,755,152	5,905,152	5,755,152	-2.5%
F. Fixed Assets				
1. New & Prior Land Purchases	8,500,000	8,500,000	8,500,000	0.0%
2. Real Property Support Costs - Appraisals, Title, Legal, Engineering	969,000	939,000	969,000	3.2%
3. Structures and Improvements	4,203,000	4,023,000	4,203,000	4.5%
4. Field/Office Equipment	454,200	564,200	454,200	-19.5%
5. Vehicles	390,000	390,000	390,000	0.0%
Fixed Assets Subtotal	14,516,200	14,416,200	14,516,200	0.7%
TOTAL BUDGET	43,920,271	43,970,271	47,511,188	8.1%

Exhibit B:
Midpeninsula Regional Open Space District - CLASSIFICATION & COMPENSATION PLAN
Fiscal Year 2015/2016 - Effective 4/1/2015

Last revised: 1/19/2015, 7/01/2014, 7/01/2013, 4/25/2013, 11/26/2012, 6/27/12, 4/01/12

Classification Title	Step Range #	Hourly Range \$		Monthly Range \$		Annual Range \$		Time Base
		Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	
Seasonal Open Space Technician	6	18.392	22.967	3,188	3,981	38,256	47,772	Part-time
Farm Maintenance Worker	19	25.263	31.546	4,379	5,468	52,548	65,616	Full-time
Open Space Technician*	19	25.263	31.546	4,379	5,468	52,548	65,616	Full-time
Administrative Assistant	20	25.881	32.313	4,486	5,601	53,832	67,212	Full-time
Accounting Technician	22	27.167	33.929	4,709	5,881	56,508	70,572	Full-time
Human Resources Technician	22	27.167	33.929	4,709	5,881	56,508	70,572	Full-time
Lead Open Space Technician*	23	27.854	34.783	4,828	6,029	57,936	72,348	Full-time
GIS Technician	23	27.854	34.783	4,828	6,029	57,936	72,348	Full-time
Volunteer Program Lead	23	27.854	34.783	4,828	6,029	57,936	72,348	Full-time
Risk Management Coordinator	24	28.529	35.631	4,945	6,176	59,340	74,112	Full-time
Senior Administrative Assistant	24	28.529	35.631	4,945	6,176	59,340	74,112	Full-time
Ranger	25	29.244	36.519	5,069	6,330	60,828	75,960	Full-time
Equipment Mechanic/Operator	25	29.244	36.519	5,069	6,330	60,828	75,960	Full-time
Public Affairs Program Coordinator	25	29.244	36.519	5,069	6,330	60,828	75,960	Full-time
Information Technology Technician	25	29.244	36.519	5,069	6,330	60,828	75,960	Full-time
Senior Accounting Technician	26	29.954	37.408	5,192	6,484	62,304	77,808	Full-time
Executive Assistant	27	30.704	38.348	5,322	6,647	63,864	79,764	Full-time
Real Property Specialist I	28	31.454	39.277	5,452	6,808	65,424	81,696	Full-time
Resource Management Specialist I	29	32.238	40.258	5,588	6,978	67,056	83,736	Full-time
Planner I	29	32.238	40.258	5,588	6,978	67,056	83,736	Full-time
Docent Program Manager	30	33.029	41.244	5,725	7,149	68,700	85,788	Full-time
Volunteer Program Manager	30	33.029	41.244	5,725	7,149	68,700	85,788	Full-time
Planner II	31	33.854	42.271	5,868	7,327	70,416	87,924	Full-time
Management Analyst I	31	33.854	42.271	5,868	7,327	70,416	87,924	Full-time
Accountant	31	33.854	42.271	5,868	7,327	70,416	87,924	Full-time
Resource Management Specialist II	33	35.538	44.388	6,160	7,694	73,920	92,328	Full-time
Public Affairs Specialist	33	35.538	44.388	6,160	7,694	73,920	92,328	Full-time
Community Outreach Specialist	33	35.538	44.388	6,160	7,694	73,920	92,328	Full-time
Training and Safety Specialist	35	37.315	46.604	6,468	8,078	77,616	96,936	Full-time

Exhibit B:

Classification Title	Step Range #	Hourly Range \$		Monthly Range \$		Annual Range \$		Time Base
		Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	
Real Property Specialist II	35	37.315	46.604	6,468	8,078	77,616	96,936	Full-time
Management Analyst II	35	37.315	46.604	6,468	8,078	77,616	96,936	Full-time
Supervising Ranger	35	37.315	46.604	6,468	8,078	77,616	96,936	Full-time
Maintenance, Construction & Resource Supervisor	35	37.315	46.604	6,468	8,078	77,616	96,936	Full-time
Website Administrator	36	38.233	47.746	6,627	8,276	79,524	99,312	Full-time
Information Technology Administrator	36	38.233	47.746	6,627	8,276	79,524	99,312	Full-time
Planner III	39	41.146	51.381	7,132	8,906	85,584	106,872	Full-time
GIS Administrator	40	42.150	52.638	7,306	9,124	87,672	109,488	Full-time
Senior Real Property Specialist	40	42.150	52.638	7,306	9,124	87,672	109,488	Full-time
Senior Accountant	41	43.200	53.954	7,488	9,352	89,856	112,224	Full-time
Senior Management Analyst	41	43.200	53.954	7,488	9,352	89,856	112,224	Full-time
District Clerk	41	43.200	53.954	7,488	9,352	89,856	112,224	Full-time
Media Communications Supervisor	42	44.256	55.269	7,671	9,580	92,052	114,960	Full-time
Senior Resource Management Specialist	42	44.256	55.269	7,671	9,580	92,052	114,960	Full-time
Area Superintendent	43	45.363	56.654	7,863	9,820	94,356	117,840	Full-time
Human Resources Supervisor	43	45.363	56.654	7,863	9,820	94,356	117,840	Full-time
Senior Planner	43	45.363	56.654	7,863	9,820	94,356	117,840	Full-time
Assistant General Counsel I	46	48.790	60.940	8,457	10,563	101,484	126,756	Full-time
Assistant General Counsel II	48	51.237	63.981	8,881	11,090	106,572	133,080	Full-time
Administrative Services Manager	51	55.137	68.862	9,557	11,936	114,684	143,232	Full-time
Natural Resources Manager	51	55.137	68.862	9,557	11,936	114,684	143,232	Full-time
Operations Manager	51	55.137	68.862	9,557	11,936	114,684	143,232	Full-time
Planning Manager	51	55.137	68.862	9,557	11,936	114,684	143,232	Full-time
Public Affairs Manager	51	55.137	68.862	9,557	11,936	114,684	143,232	Full-time
Real Property Manager	51	55.137	68.862	9,557	11,936	114,684	143,232	Full-time
Assistant General Manager	59	67.021	83.706	11,617	14,509	139,404	174,108	Full-time

* OST will receive an additional 1% stipend for Class A or B license; Lead OST 1% for Class A.

Exhibit B:

Classification Title	Step Range #	Hourly Range \$		Monthly Range \$		Annual Range \$		Time Base
		Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	
Board Appointee Group Compensation	Hourly Salary	Monthly Salary	Annual Salary	Effective Date	Last Revised			
General Manager	\$104.001	\$18,027	\$216,323	4/1/2014	2/12/2015			
Controller - <i>Part-time position</i>	\$86.833	\$15,051	\$180,612	4/1/2014	2/12/2015			
General Counsel	\$98.073	\$16,999	\$203,992	4/1/2014	2/12/2015			

ATTACHMENT 2: ACTION PLAN CHANGES

FY 2015-16 ACTION PLAN KEY PROJECTS: GENERAL MANAGER

Key Project	Purpose	Project Description			
		FY2015-16 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Funding Source

PROGRAM: ORGANIZATIONAL MANAGEMENT

Priority 1

Begin FOSM Implementation	Following completion of the FOSM Study, organizational and process changes will be implemented to improve the District's delivery of its mission and Measure AA projects.	To be determined once the FOSM report is completed (February 2015).	TBD	\$100,000	OpEx - GF
Bond Oversight Committee (BOC) Formation and Setup	Form the Bond Oversight Committee to verify Measure AA expenditures, and prepare new members for their first year of work.	Announce BOC recruitment, place ads and announcements on various media, receive and review applications, schedule and conduct Board interviews, schedule vote and appointment by the Board, schedule oath of office, prepare District on-boarding binder, conduct BOC orientation.	Q3 FY15-16: recruitment process Q4 FY15-16: BOC selection and orientation	\$2,500	OpEx - GF
Budget Development Process	Prepare new budget spreadsheets to assist Departments in preparing the annual Budget/Capital Improvement Plan.	Compile budget development spreadsheets from all departments and assemble new system of integrated spreadsheets for District-wide department use to prepare the annual District Budget.	Q3 FY15-16	\$0	OpEx - GF

Priority 2

<u>Interagency Coordination on Outside Projects</u>	<u>Coordinate with outside agencies on potential interagency projects.</u>	<u>Work with Board Committees to evaluate and consider potential interagency projects and outside requests and forward recommendations to the full Board. Current proposals include:</u> <u>1) Town of Portola Valley request for a realignment of the Alpine Road Trail between Corde Madera School and Los Trancos Road</u> <u>2) San Mateo County LAFCo proposal to consider conveyance of certain Los Trancos County Water District surplus properties.</u>	<u>FY15-16</u>	<u>\$0</u>	<u>OpEx - GF</u>
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ATTACHMENT 2: ACTION PLAN CHANGES

FY 2015-16 ACTION PLAN KEY PROJECTS: PLANNING

Key Project	Purpose	Project Description			
		FY2015-16 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Funding Source

PUBLIC ACCESS AND EDUCATION (Cont'd)

Priority 1 (Cont'd)

La Honda Creek Sears Ranch Interim Parking Area and Trail Connections (MAA 5-4)	Phase I implementation of Board approved Master Plan and adopted CEQA document. <i>This project is a proposed MAA addition from the Parking Lot list for new Capital Project Manager (Public Access).</i>	Initiate scoping and planning of new connector trail. Conduct minor grading and improvements for interim staging area at Sears Ranch Road. Improvements would include gates, fencing, map board and signage. opening existing trails to public use, and Initiate scoping of new connector trail.	TBD, based on hire date of Capital Project Manager	\$107,000	CapEx - MAA
La Honda Creek Red Barn Parking Area and Trail Connections (MAA 5-5)	Phase I implementation of Board approved Master Plan and adopted CEQA document. Expedite opening of La Honda Creek Open Space Preserve with public access connections to approx. five (5) miles of Ridge Trail. <i>This project is a proposed MAA addition from the Parking Lot list for new Capital Project Manager (Public Access).</i>	Initiate design and engineering of public trail access and parking area at Red Barn.	TBD, based on hire date of Capital Project Manager	\$98,000	CapEx - MAA
Mindego Hill Trail - Open to Public (once grazing infrastructure & True ranch house demo and restoration completed) (MAA 9-4)	Provide public access to Mindego Hill.	Develop and install signage and complete installation of gates and fencing prior to opening Mindego Hill Trail to the public. Trail can open once grazing operations commitments to San Mateo County and the Farm Bureau are fulfilled (see True ranch house remediation, demolition, & restoration above).	Q2 Complete public access infrastructure (gates, signs) Open to public once demo complete and cattle on property	\$67,000	CapEx - MAA

ATTACHMENT 2: ACTION PLAN CHANGES

FY 2015-16 ACTION PLAN KEY PROJECTS: PLANNING

Key Project	Purpose	Project Description			
		FY2015-16 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Funding Source

ADMINISTRATIVE AND OTHER

Priority 1

Priority Conservation Area (PCA) Program	Participate in a regional planning effort to establish high priority conservation areas in the Bay area (part of Plan Bay Area).	Prepare applications, maps and Board resolutions for nominating new PCAs within Santa Clara and San Mateo Counties. Outreach and coordinate with other conservation partners and local jurisdictions. Submit completed PCA applications to Association of Bay Area Governments (ABAG).	Q1 Complete applications and Board Resolutions and submit to ABAG.	\$0	OpEx - GF
Accessibility Plan Update	Update the District's existing accessibility plan.	Review the District's 1993 ADA policy and accessibility plan, updated federal ADA guidelines and other new regulatory requirements. Scope and prepare a RFP for consultant to assist with development of updated accessibility plan. Initiate assessment and development of accessibility plan update utilizing consultant assistance.	Q1-Q2: Scoping/RFP Q2-Q4: Award of contract for Consultant; initiate development of Accessibility Plan Update	\$65,000	OpEx - GF

ATTACHMENT 2: ACTION PLAN CHANGES

FY 2015-16 ACTION PLAN KEY PROJECTS: PLANNING

Key Project	Purpose	Project Description			
		FY2015-16 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Funding Source

ADMINISTRATIVE AND OTHER (Cont'd)

Priority 1 (Cont'd)

<p>District-wide Long-Term Facilities Plan</p>	<p>In light of anticipated staff growth over the next 15-20 years to implement Measure AA projects, assess the state of existing staff facilities and perform a feasibility analysis of the facilities with the highest priority needs. Work in conjunction with short term actions undertaken by Operations to address immediate facility needs.</p>	<p>Prepare an Opportunities and Constraints Analysis and Site Analysis of the four existing staff facilities to analyze site capacity, threshold constraints, issues, and potential conceptual solutions.</p> <p><u>After Conduct staff</u> analyses, prepare <u>RFP for consultant services to complete</u> feasibility studies (re-use, expansion, new construction, purchase, etc.) for the highest priority facilities that will have the largest immediate staff growth. Studies will include order of magnitude costs.</p> <p>While long term analyses and feasibility studies under way, implement short term solutions to address immediate facility needs.</p>	<p>Q1-Q2 Assemble team internal <u>staff working group</u>; perform scoping and initial site & facility capacity assessment; <u>RFP for consultant services for feasibility studies</u>; <u>Award of Contract for Consultant</u>; Q3-Q4 Finalize assessment; present to PNR Q4 Finalize report/findings and present to full Board</p>	<p>\$169,000</p>	<p>CapEx - GF</p>
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**ATTACHMENT 3:
FY2015-16 Three-Year Capital Improvement Program Summary**

District Summary by Program	Five-Year Capital Improvement Program			
	FY2015-16	FY2016-17	FY2017-18	5-Year Total
Land Acquisition and Preservation	12,286,670	4,959,158	15,671,139	32,916,967
Natural Resource Protection and Restoration	2,700,000	2,263,000	2,022,500	6,985,500
Public Access and Education	5,251,000	9,423,000	4,694,000	19,368,000
Vehicles, Equipment, Facilities, and Other	2,068,999	1,700,000	16,731,000	20,499,999
Measure AA Project Reimbursed Staff Costs	1,299,281	893,291	2,384,445	4,577,016
Total CIP	23,605,950	19,238,449	41,503,084	84,347,482

District Summary by Department	FY2013-14 Actuals	FY2014-15 Midyear Budget	Five-Year Capital Improvement Program			
			FY2015-16	FY2016-17	FY2017-18	5-Year Total
Administration	7,692	171,200	164,000	0	0	164,000
Natural Resources	508,433	840,000	2,012,500	1,626,000	1,430,500	5,069,000
Operations	907,205	2,160,000	2,531,000	2,256,000	2,316,000	7,103,000
Planning	2,730,188	1,799,742	6,049,811	10,034,311	21,578,095	37,662,216
Real Property	50	23,000	539,999	350,000	500,000	1,389,999
Subtotal Capital Projects	4,153,568	4,993,942	11,297,310	14,266,311	25,824,595	51,388,215
Real Property - Land	4,091,431	9,543,000	12,308,640	4,972,138	15,678,489	32,959,267
Subtotal Land Acquisition	4,091,431	9,543,000	12,308,640	4,972,138	15,678,489	32,959,267
Total CIP	8,244,999	14,536,942	23,605,950	19,238,449	41,503,084	84,347,482

District Summary by Funding Source	FY2013-14 Actuals	FY2014-15 Midyear Budget	FY2015-16	FY2016-17	FY2017-18	5-Year Total
Measure AA	0	6,718,822	18,022,950	14,523,449	21,562,084	54,108,482
General Fund	6,432,164	6,591,463	4,604,000	4,165,000	19,941,000	28,710,000
Hawthorn Fund	141,389	342,427	528,000	20,000	0	548,000
Grants	1,671,446	884,230	451,000	530,000	0	981,000
Total CIP	8,244,999	14,536,942	23,605,950	19,238,449	41,503,084	84,347,482

**ATTACHMENT 3:
FY2015-16 Three-Year Capital Improvement Program Summary (Cont'd)**

Measure AA Summary	FY2015-16	FY2016-17	FY2017-18	5-Year Total
Land Acquisition and Preservation	11,283,670	3,459,158	14,171,139	28,913,967
Public Access and Education	3,978,000	9,028,000	3,969,000	16,975,000
Natural Resource Protection and Restoration	1,382,000	1,143,000	1,037,500	3,562,500
Project Reimbursed Staff Costs	1,299,281	893,291	2,384,445	4,577,016
Total Measure AA	17,942,951	14,523,449	21,562,084	54,028,483

General Fund Summary	FY2015-16	FY2016-17	FY2017-18	5-Year Total
Land Acquisition and Preservation	1,003,000	1,500,000	1,500,000	4,003,000
Public Access and Education	1,273,000	395,000	725,000	2,393,000
Natural Resource Protection and Restoration	1,318,000	1,120,000	985,000	3,423,000
Vehicles, Equipment, Facilities, and Other	2,068,999	1,700,000	16,731,000	20,499,999
Total Measure AA	5,662,999	4,715,000	19,941,000	30,318,999

TOTAL CIP	23,605,950	19,238,449	41,503,084	84,347,482
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**ATTACHMENT 3:
Three-Year Capital Improvement Program:
Administration**

PART I: DEPARTMENT SUMMARY				
Budget by Program	FY2015-16	FY2016-17	FY2017-18	5-Year Total
Vehicles, Equipment, Facilities, and Other	164,000	0	0	164,000
Total Capital Budget	\$164,000	\$0	\$0	\$164,000
PART II: DEPARTMENT DETAIL				
Vehicles, Equipment, Facilities, and Other	FY2015-16	FY2016-17	FY2017-18	5-Year Total
Document Management System (DMS) Implementation	100,000	0	0	100,000
IAFS HR Modules Implementation & DMS Interface	64,000	0	0	64,000
Total Vehicles, Equipment, Facilities, and Other	\$164,000	\$0	\$0	\$164,000

**ATTACHMENT 3:
Three-Year Capital Improvement Program:
Natural Resources**

PART I: DEPARTMENT SUMMARY				
Budget by Program	FY2015-16	FY2016-17	FY2017-18	5-Year Total
Natural Resource Protection and Restoration	1,587,000	1,408,000	1,205,500	4,200,500
Measure AA Project Reimbursed Staff Costs	425,500	218,000	225,000	868,500
Total Capital Budget	\$2,012,500	\$1,626,000	\$1,430,500	\$5,069,000
PART II: DEPARTMENT DETAIL				
Natural Resource Protection and Restoration	FY2015-16	FY2016-17	FY2017-18	5-Year Total
MAA 1-1: Miramontes Ridge: Agricultural Well	0	0	85,500	85,500
MAA 3-3: Purisima Creek Redwoods: Grazing Infrastructure	0	97,000	31,000	128,000
MAA 4-2: ECdM Creek Watershed Protection Program: Final Phase	157,000	0	0	157,000
MAA 4-3: ECdM Creek Watershed Protection Program: Re-assess & Implement	36,000	59,000	42,000	137,000
MAA 5-2: Upper La Honda Creek: Grazing Infrastructure	285,000	396,000	0	681,000
MAA 7-2: La Honda Creek: Fisheries Restoration Roads	503,000	0	0	503,000
MAA 7-3: La Honda Creek: Fisheries Restoration Apple Orchard	0	20,000	0	20,000
MAA 7-4: La Honda Creek: Fisheries Restoration Event Center	28,000	0	0	28,000
MAA 7-5: La Honda Creek: Grazing Infrastructure	132,000	272,000	0	404,000
MAA 9-1: Russian Ridge: Grazing Infrastructure	91,000	0	0	91,000
MAA 9-3: Russian Ridge: Pond Improvements	0	101,000	405,000	506,000
MAA 20-1: South Bay Foothills: Wildlife Passage Improvements	120,000	168,000	282,000	570,000
<i>Subtotal: Measure AA Projects</i>	<i>1,352,000</i>	<i>1,113,000</i>	<i>845,500</i>	<i>3,310,500</i>
Alpine Road Salamander Undercrossing	25,000	25,000	150,000	200,000
Big Dipper Ranch Water Infrastructure	10,000	0	0	10,000
Prescribed Fire Program Development	100,000	150,000	0	250,000
Restoration Forestry Demonstration Project	60,000	95,000	185,000	340,000
Tunitas Creek Water Infrastructure	15,000	0	0	15,000
Unanticipated Expenses	25,000	25,000	25,000	75,000
<i>Subtotal: Non-Measure AA Projects</i>	<i>235,000</i>	<i>295,000</i>	<i>360,000</i>	<i>890,000</i>
Total Natural Resource Protection and Restoration	\$1,587,000	\$1,408,000	\$1,205,500	\$4,200,500

**ATTACHMENT 3:
Three-Year Capital Improvement Program:
Natural Resources**

PART II: DEPARTMENT DETAIL (Cont'd)				
Measure AA Project Reimbursed Staff Costs	FY2015-16	FY2016-17	FY2017-18	5-Year Total
Project Management	125,500	118,000	125,000	368,500
Construction	300,000	100,000	100,000	500,000
Total Reimbursed MAA Staff Costs	\$425,500	\$218,000	\$225,000	\$868,500
Total: Measure AA Projects	\$1,777,500	\$1,331,000	\$1,070,500	\$4,179,000
Total: Non-Measure AA Projects	\$235,000	\$295,000	\$360,000	\$890,000
Grand Total: All Capital Projects	\$2,012,500	\$1,626,000	\$1,430,500	\$5,069,000
PART III: GRANT INCOME				
Project	FY2015-16	FY2016-17	FY2017-18	5-Year Total
Fisheries Restoration Grant Program - La Honda Creek Roads	\$231,000	\$0	\$0	\$231,000
Total Grant Income	\$231,000	\$0	\$0	\$231,000
Total Capital Projects, net of Grant Income	\$1,781,500	\$1,626,000	\$1,430,500	\$4,838,000

**ATTACHMENT 3:
Three-Year Capital Improvement Program:
Operations**

PART I: DEPARTMENT SUMMARY				
Budget by Program	FY2015-16	FY2016-17	FY2017-18	5-Year Total
Natural Resource Protection and Restoration	390,000	800,000	600,000	1,790,000
Public Access and Education	910,000	350,000	700,000	1,960,000
Vehicles, Equipment, Facilities, and Other	1,171,000	1,046,000	956,000	3,173,000
Measure AA Project Reimbursed Staff Costs	60,000	60,000	60,000	180,000
Total Capital Budget	\$2,531,000	\$2,256,000	\$2,316,000	\$7,103,000
PART II: DEPARTMENT DETAIL				
Natural Resource Protection and Restoration	FY2015-16	FY2016-17	FY2017-18	5-Year Total
Paulin and Houhgton Demolitions	390,000	0	0	390,000
Demolition and Clean up of Abandoned Structures [Foothills]	0	400,000	200,000	600,000
Demolition and Clean up of Abandoned Structures [Skyline]	0	400,000	400,000	800,000
Total Natural Resource Protection and Restoration	\$390,000	\$800,000	\$600,000	\$1,790,000
Public Access and Education	FY2015-16	FY2016-17	FY2017-18	5-Year Total
MAA 3-4: Harkins Bridge Replacement	500,000	0	0	500,000
MAA 17-4: Stevens Creek Footbridges	200,000	0	0	200,000
<i>Subtotal: Measure AA Projects</i>	<i>700,000</i>	<i>0</i>	<i>0</i>	<i>700,000</i>
Footbridge Replacements	0	200,000	200,000	400,000
Install Automated Gates at Fremont Older	40,000	0	0	40,000
Lower Purisima Creek Preserve Restroom Replacement	70,000	0	0	70,000
Vehicle Bridge Replacement	0	150,000	500,000	650,000
Preserve Entrance Signage Upgrades	100,000	0	0	100,000
<i>Subtotal: Non-Measure AA Projects</i>	<i>210,000</i>	<i>350,000</i>	<i>700,000</i>	<i>1,260,000</i>
Total Public Access and Education	\$910,000	\$350,000	\$700,000	\$1,960,000
Vehicles, Equipment, Facilities, and Other	FY2015-16	FY2016-17	FY2017-18	5-Year Total
Computerized Maintenance Management System	50,000	0	0	50,000
Equipment	316,000	376,000	376,000	1,068,000
SFO HVAC Closeout	50,000	0	0	50,000
Stopgap Operations Facilities (Trailers)	50,000	0	0	50,000

**ATTACHMENT 3:
Three-Year Capital Improvement Program:
Operations**

PART II: DEPARTMENT DETAIL (Cont'd)				
Vehicles, Equipment, Facilities, and Other (Cont'd)	FY2015-16	FY2016-17	FY2017-18	5-Year Total
Skyline Facility Improvements - Install automated gate at SFO	75,000	0	0	75,000
Skyline Facility Improvements - Repave Driveway	60,000	0	0	60,000
Skyline Water Tank Rehabilitation	65,000	0	0	65,000
Vehicles - Administrative	35,000	100,000	110,000	245,000
Vehicles - Maintenance	270,000	270,000	220,000	760,000
Vehicles - Patrol	200,000	300,000	250,000	750,000
Total Vehicles, Equipment, Facilities, and Other	\$1,171,000	\$1,046,000	\$956,000	\$3,173,000
Measure AA Project Reimbursed Staff Costs	FY2015-16	FY2016-17	FY2017-18	5-Year Total
Project Management	40,000	40,000	40,000	120,000
Construction	20,000	20,000	20,000	60,000
Total Reimbursed MAA Staff Costs	\$60,000	\$60,000	\$60,000	\$180,000
Total: Measure AA Projects	\$760,000	\$60,000	\$60,000	\$880,000
Total: Non-Measure AA Projects	\$1,771,000	\$1,396,000	\$1,656,000	\$4,433,000
Grand Total: All Capital Projects	\$2,531,000	\$1,456,000	\$1,716,000	\$5,313,000

**ATTACHMENT 3:
Three-Year Capital Improvement Program:
Planning**

PART I: DEPARTMENT SUMMARY				
Budget by Program	FY2015-16	FY2016-17	FY2017-18	5-Year Total
Natural Resource Protection and Restoration	723,000	55,000	217,000	995,000
Public Access and Education	4,341,000	9,073,000	3,994,000	17,408,000
Vehicles, Equipment, Facilities, and Other	194,000	304,000	15,275,000	15,773,000
Measure AA Project Reimbursed Staff Costs	791,811	602,311	2,092,095	3,486,216
Total Capital Budget	\$6,049,811	\$10,034,311	\$21,578,095	\$37,662,216
PART II: DEPARTMENT DETAIL				
Natural Resource Protection and Restoration	FY2015-16	FY2016-17	FY2017-18	5-Year Total
MAA 22-1: Sierra Azul Hendrys Creek Restoration	30,000	30,000	192,000	252,000
<i>Subtotal: Measure AA Projects</i>	30,000	30,000	192,000	252,000
Russian Ridge Mindego Ranch Remediation, Demo, Restoration; Water System	363,000	0	0	363,000
Water Rights ¹	305,000	0	0	305,000
Unanticipated Expenses	25,000	25,000	25,000	75,000
<i>Subtotal: Non-Measure AA Projects</i>	693,000	25,000	25,000	743,000
Total Natural Resource Protection and Restoration	\$723,000	\$55,000	\$217,000	\$995,000
Public Access and Education	FY2015-16	FY2016-17	FY2017-18	5-Year Total
MAA 2-1: Cooley Landing Interpretive Facilities & Infrastructure Design & Implementation (Partnership with East Palo Alto)	856,000	936,000	0	1,792,000
MAA 2-2: Ravenswood Bay Trail Design, CEQA, Permitting & Implementation	137,000	416,000	41,000	594,000
MAA 4-4: El Corte de Madera Creek Oljon Trail Permitting & Implementation (Phases II - IV)	32,000	172,000	0	204,000
MAA 5-4: La Honda Creek: Sears Ranch Interim Parking Area and Trail Connections	107,000	43,000	196,000	346,000
MAA 5-5: La Honda Creek: Red Barn Parking Area and Trail Connections	98,000	115,000	1,179,000	1,392,000
MAA 9-4: Russian Ridge Mindego Trail	67,000	0	0	67,000
MAA 9-5: Russian Ridge Trail Improvements to Council Circle	10,000	0	0	10,000
MAA 11-1: Rancho San Antonio New Trails to connect Quarry Trail to Black Mountain Trail	8,000	116,000	162,000	286,000
MAA 20-2: Hwy 17 Bay Area Ridge Trail Crossing Feasibility	62,000	342,000	136,000	540,000
MAA 21-4: Bear Creek Stables Site Plan and CEQA	86,000	207,000	1,323,000	1,616,000

**ATTACHMENT 3:
Three-Year Capital Improvement Program:
Planning**

PART II: DEPARTMENT DETAIL (Cont'd)				
Public Access and Education (Cont'd)	FY2015-16	FY2016-17	FY2017-18	5-Year Total
MAA 21-5: Bear Creek Redwoods Public Access (Phase 1 Implementation)	293,000	1,093,000	919,000	2,305,000
MAA 21-6: Bear Creek Redwoods Alma College Site Rehabilitation Plan and CEQA	270,000	50,000	0	320,000
MAA 23-2: Sierra Azul: Bridges for Mt Umunhum Trail Implementation	95,000	95,000	4,000	194,000
MAA 23-4: Sierra Azul: Summit Restoration (Phase I)	611,000	2,577,000	8,000	3,196,000
MAA 23-5: Sierra Azul: Mt Umunhum Guadalupe Creek Overlook & Bridges	213,000	7,000	0	220,000
MAA 23-6: Sierra Azul: Mt Umunhum Road Design and Construction	333,000	2,859,000	1,000	3,193,000
<i>Subtotal: Measure AA Projects</i>	<i>3,278,000</i>	<i>9,028,000</i>	<i>3,969,000</i>	<i>16,275,000</i>
Bear Creek Redwoods Preserve Plan Development, CEQA and Ponds Assessment (formerly MAA 21-2, supports other MAA projects)	273,000	0	0	273,000
El Sereno Dog Access Scoping & Implementation	47,000	0	0	47,000
Fremont Older Staging Area Public Safety Improvements	260,000	0	0	260,000
Mt Umunhum Radar Tower Repairs	115,000	0	0	115,000
Windy Hill Hawthorn Historic Complex: Partner Selection & Site Development	343,000	20,000	0	363,000
Unanticipated Expenses	25,000	25,000	25,000	75,000
<i>Subtotal: Non-Measure AA Projects</i>	<i>1,063,000</i>	<i>45,000</i>	<i>25,000</i>	<i>1,133,000</i>
Total Public Access and Education	\$4,341,000	\$9,073,000	\$3,994,000	\$17,408,000
Vehicles, Equipment, Facilities, and Other	FY2015-16	FY2016-17	FY2017-18	5-Year Total
District-wide Long-term Facilities Plan	169,000	279,000	0	448,000
District-wide Long-term Facilities Plan Implementation (AO, 1 Field Office)	0	0	15,250,000	15,250,000
Unanticipated Expenses	25,000	25,000	25,000	75,000
Total Vehicles, Equipment, and Other	\$194,000	\$304,000	\$15,275,000	\$15,773,000

**ATTACHMENT 3:
Three-Year Capital Improvement Program:
Planning**

PART II: DEPARTMENT DETAIL (Cont'd)				
Measure AA Project Reimbursed Staff Costs	FY2015-16	FY2016-17	FY2017-18	5-Year Total
Project Management	505,811	411,311	377,095	1,294,216
Construction	286,000	191,000	1,715,000	2,192,000
Total Reimbursed MAA Staff Costs	\$791,811	\$602,311	\$2,092,095	\$3,486,216
Total: Measure AA Projects	\$4,099,811	\$9,660,311	\$6,253,095	\$20,013,216
Total: Non-Measure AA Projects	\$1,950,000	\$374,000	\$15,325,000	\$17,649,000
Grand Total: All Capital Projects	\$6,049,811	\$10,034,311	\$21,578,095	\$37,662,216
¹ Staff anticipates there will be additional budget for this project but at this time there is not sufficient information for project cost estimates beyond FY15-16.				
PART III: GRANT INCOME				
Project	FY2015-16	FY2016-17	FY2017-18	5-Year Total
Mt Um Environmental Restoration & Public Access (State Coastal Conservancy)	\$20,000	\$530,000	\$0	\$550,000
Bay Trail - (Santa Clara County grant)	\$200,000	\$0	\$0	\$200,000
Total Grant Income	\$220,000	\$530,000	\$0	\$750,000
Total Capital Projects, net of Grant Income	\$5,829,811	\$9,504,311	\$21,578,095	\$36,912,216

**ATTACHMENT 3:
Three-Year Capital Improvement Program:
Real Property**

PART I: DEPARTMENT SUMMARY				
Land Acquisition and Preservation	12,286,670	4,959,158	15,671,139	32,916,967
Vehicles, Equipment, Facilities, and Other	539,999	350,000	500,000	1,389,999
Measure AA Project Reimbursed Staff Costs	21,970	12,980	7,350	42,300
Total Capital Budget	\$12,848,639	\$5,322,138	\$16,178,489	\$34,349,266
PART II: DEPARTMENT DETAIL				
Land Acquisition and Preservation	FY2015-16	FY2016-17	FY2017-18	5-Year Total
MAA 2-2: Ravenswood Bay Trail Design, CEQA, Permits & Implementation	78,000	0	0	78,000
MAA 3-1: Lot Line Adjustment / Property Transfer Purisima Uplands	816,500	20,000	0	836,500
MAA 3-2: Site Clean-up and Soil Remediation Purisima Uplands	126,665	140,714	0	267,379
MAA 4-1: El Corte de Madera Creek Land Conservation	0	0	6,092,525	6,092,525
MAA 5-1: La Honda Creek Upper Area Land Conservation	811,000	423,000	712,000	1,946,000
MAA 7-1: Event Center and Apple Orchard Purchase	6,087,677	0	0	6,087,677
MAA 8-1: La Honda Creek/Russian Ridge Land Conservation	302,500	1,545,000	2,032,000	3,879,500
MAA 10-2: Alpine Road and Drainage Improvements - MOU	35,000	0	5,085,641	5,120,641
MAA 17-1: Upper Stevens Creek	333,906	0	0	333,906
MAA 21-1: Bear Creek Redwoods - Moody Gulch	122,500	36,460	48,960	207,920
MAA 22-2: Sierra Azul Cathedral Oaks	650,000	0	0	650,000
MAA 23-1: Sierra Azul Mt Um Trail and Property Rights	1,511,922	0	0	1,511,922
MAA 24-1: Sierra Azul Rancho de Guadalupe Land Conservation	0	1,059,500	200,013	1,259,513
MAA 25-1: Sierra Azul Loma Prieta Land Conservation	408,000	234,484	0	642,484
MAA New Land Conservation Opportunities	0	0	0	0
<i>Subtotal: Measure AA Projects</i>	<i>11,283,670</i>	<i>3,459,158</i>	<i>14,171,139</i>	<i>28,913,967</i>
1405 Skyline Blvd, Improvements (INE Property)	50,000	0	0	50,000
5755 Alpine Road, Remodel (Silva Property)	160,000	0	0	160,000
New Land Conservation Purchases	793,000	1,500,000	1,500,000	3,793,000
<i>Subtotal: Non-Measure AA Projects</i>	<i>1,003,000</i>	<i>1,500,000</i>	<i>1,500,000</i>	<i>3,793,000</i>
Total Land Acquisition and Preservation	\$12,286,670	\$4,959,158	\$15,671,139	\$32,706,967

**ATTACHMENT 3:
Three-Year Capital Improvement Program:
Real Property**

PART II: DEPARTMENT DETAIL (Cont'd)				
Vehicles, Equipment, Facilities, and Other	FY2015-16	FY2016-17	FY2017-18	5-Year Total
MAA 21-3: Bear Creek Redwoods - Water Infrastructure Improvements	79,999	0	0	79,999
<i>Subtotal: Measure AA Projects</i>	79,999	0	0	79,999
16075 Overlook Dr. Foundation Stabilization	75,000	0	0	75,000
McDonald Ranch, POD 17 Water Line Replacement	125,000	0	0	125,000
Driscoll Ranch, POD 36 Water Line Replacement	75,000	0	0	75,000
Windy Hill Alpine Road Residence	185,000	0	0	185,000
Facilities Improvements	0	350,000	500,000	850,000
<i>Subtotal: Non-Measure AA Projects</i>	460,000	350,000	500,000	1,310,000
Total Vehicles, Equipment, Facilities, and Other	\$539,999	\$350,000	\$500,000	\$1,389,999
Measure AA Project Reimbursed Staff Costs	FY2015-16	FY2016-17	FY2017-18	5-Year Total
Project Management	21,970	12,980	7,350	42,300
Total Reimbursed MAA Staff Costs	\$21,970	\$12,980	\$7,350	\$42,300
Total: Measure AA Projects	\$11,385,639	\$3,472,138	\$14,178,489	\$29,036,266
Total: Non-Measure AA Projects	\$1,463,000	\$1,850,000	\$2,000,000	\$5,103,000
Grand Total: All Capital Projects	\$12,848,639	\$5,322,138	\$16,178,489	\$34,139,266

ATTACHMENT 4:

Adopted Fiscal Year 2015-16

District

Action Plan and Budget

ADOPTED FISCAL YEAR 2015-16 DISTRICT ACTION PLAN AND BUDGET



Midpeninsula Regional
Open Space District

SECTION I:

PROPOSED

FISCAL YEAR 2015-16

DISTRICT ACTION PLAN

PROPOSED FISCAL YEAR 2015-16 ACTION PLAN

The annual District Action Plan forms the fiscal year work program and includes all of the projects and key initiatives that the District will pursue and for which it will dedicate staff and financial resources. With the approval of the Measure AA by the voters in June 2014, this next fiscal year represents the first full year of Measure AA project funding. Significant staff resources have been redeployed to focus public access, land preservation, and environmental restoration projects, including Measure AA-funded capital projects. The proposed Fiscal Year (FY) 2015-16 Action Plan contains a total of 157 projects, of which 41, or 26%, are eligible for Measure AA reimbursement. The total number of Action Plan Key Projects increased by 63% (60 projects) from the prior year, which reflects the District's aggressive emphasize on project delivery.

DESCRIPTION

The District's annual Action Plan identifies all of the key projects and initiatives that the District will work on for the upcoming year. The Action Plan projects are grouped into one of the following programs:

- Land Acquisition and Preservation
- Natural Resource Protection and Restoration
- Public Access and Education
- Public Outreach
- Vehicles, Equipment, Facilities, and Other
- Administrative Support

The scope, schedule, budget, and funding source for each project are described in the Action Plan to inform the Board and public about the details of the work program and anticipated milestones, and assist staff with project tracking and management. The Action Plan is cross referenced to the budget and provides the project detail to explain the total anticipated expenditures and budget allocations. The project costs shown in the Action Plan reflect the direct project costs; staffing costs are shown as part of the salaries and benefits budget.

Action Plan projects are further categorized as Priority 1 or 2 based on the following criteria:

Priority 1 Projects

- Associated with an imminent legal or binding commitment
- Are grant/Measure AA-funded and have a funding deadline
- Address a public health and/or safety concern
- Provide an immediate opportunity to protect or mitigate a threat to regional biodiversity
- Add internal efficiencies to expedite project delivery
- Are time-sensitive, such as imminent deadlines/need, ready partners, ready opportunity
- Provide greatest beneficial impact to achieving the District's Strategic Plan goals:
 - ✓ Goal 1 – Promote, establish and implement a common conservation vision with partners
 - ✓ Goal 2 – Connect people to open space and a regional vision
 - ✓ Goal 3 – Strengthen organizational capacity to fulfill the mission

Priority 2 Projects

- No imminent deadlines or other time-sensitive requirements
- Enhance organizational effectiveness and support strategic plan goals to a lesser level
- Facilitate future partnerships

Finally, the funding source for each project is indicated with the following abbreviations:

OpEx-GF: Operating Budget – General Fund
 OpEx-Hwth: Operating Budget – Hawthorn Fund
 CapEx-GF: Capital Budget – General Fund
 CapEx-Hwth: Capital Budget – Hawthorn Fund
 CapEx-MAA: Capital Budget – Measure AA

FY2015-16 PROPOSED ACTION PLAN

The voter-approved Measure AA Expenditure Plan serves to guide the District’s capital program to increase public access to District lands, preserve additional land, and restore the natural resources and protect wildlife habitats. The Action Plan includes these Measure AA projects, non-Measure AA capital projects, such as Tier 2 Vision Plan projects and staff facility improvements, as well as non-capital projects. A tally of the FY2015-16 Action Plan Key Projects by function and funding source is provided in Table 1 below.

Table 1: FY2015-16 Action Plan Projects by Function

Function	MAA Funded	Non-MAA Funded	Total
Land Acquisition and Preservation	10	4	14
Natural Resource Protection and Restoration	6	18	24
Public Access and Education	25	21	46
Public Outreach	0	14	14
Vehicles, Equipment, Facilities and Other	0	17	17
Administrative and Other	0	42	42
TOTAL PROJECTS	41	116	157

The following pages present the District’s FY2015-16 Proposed Action Plan by department and provide detail regarding the Key Projects.

**FY 2015-16 ACTION PLAN KEY PROJECTS:
ADMINISTRATION**

Key Project	Purpose	Project Description			
		FY 2015-16 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Funding Source

PROGRAM: INFORMATION TECHNOLOGY**Priority 1**

Board Room PA System Replacement	PA System Upgrade for Board Room to replace aging system and inconsistent performance.	Hire a contractor to replace Board Room PA/recording system.	Q3 FY15-16	\$20,000	OpEx - GF
Client software upgrades	Upgrade Microsoft Office Suite of software. Required for continued usage of add-ins and software support.	Upgrade Microsoft Office Suite to Office 15/16 when released. Requires building and testing of image.	Q3/Q4 FY15-16	\$57,270	OpEx - GF
Document Management System Implementation	Procure and implement a digital storage solution for District documents and records.	Acquisition/installation of a document management system. The scope includes interface with IAFS for the systematic uploading of invoices and contracts.	Q2 FY15-16	\$100,000	CapEx - GF
Field Office IT Equipment Replacement	Replace aging computer hardware (6+ yrs).	Reconfigure workstation area and replace aging IT equipment for each field office.	Q1 FY15-16	\$10,800	OpEx - GF
Information Technology (IT) Strategic Plan	Develop a 5-year District-wide IT Strategic Plan to effectively fulfill the District's mission, policies, and goals.	Hire consultant to evaluate current IT technology and systems and prepare a 5-year strategic business plan to guide immediate and upcoming IT needs that considers process improvements, business continuity/disaster recovery as well as current and future technology/legal/safety requirements.	Q3 FY15-16	\$50,000	OpEx - GF

Priority 2

District-wide Intranet	Provide a more efficient and effective mode of sharing information with employees.	Design intranet site interface and determine and develop content. Pilot launch in Administration and Operations.	Q1 FY15-16	\$0	OpEx - GF
Field Office IT Infrastructure Upgrades	IT infrastructure upgrades for Field Offices.	Complete FFO and SFO server/client updates, includes setting up domain active directory services, roaming profiles, and file storage improvements.	Q2/Q3 FY15-16	\$2,000	OpEx - GF

**FY 2015-16 ACTION PLAN KEY PROJECTS:
ADMINISTRATION**

Key Project	Purpose	Project Description			
		FY 2015-16 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Funding Source

PROGRAM: FINANCIAL MANAGEMENT**Priority 1**

Issue General Obligation Bond for Measure AA	Prepare for and issue General Obligation (GO) Bonds.	Work with bond counsel, underwriter, and Trustee to issue the District's first tranche of Measure AA GO Bonds.	Q1 FY15-16	Included in bond issuance	OpEx - GF
Integrated Accounting and Financial System - Phase II	Replace the obsolete Fundware system and provide the District with more robust financial planning, analysis and forecasting capabilities	Implementation/rollout of the HR modules and possibly electronic timecards. Consultant-led analysis of District's current business processes in IAFS for possible improvement and streamlining.	Q3 FY15-16	\$38,000	CapEx - GF

Priority 2 - None**PROGRAM: HUMAN RESOURCES****Priority 1**

Telecommuting and Remote Access Policy	Consider the feasibility of telecommuting to allow District employees to work remotely.	Research the feasibility of creating policies and procedures to allow employee access to the District computer network to work remotely.	Q1 FY15-16	\$0	OpEx - GF
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Priority 2

Performance Planning and Evaluation Process and Forms	Provide a more streamlined and meaningful employee performance evaluation process.	Develop new process and prepare new forms to conduct performance evaluations for office and field staff.	FY15-16	\$5,000	OpEx - GF
Training Database	Update Database functionality to meet current informational needs.	Work with consultant to add multiple user access, more reports, and more data fields to database.	Q1 FY15-16	\$1,000	OpEx - GF

VEHICLES, EQUIPMENT, FACILITIES, AND OTHER**Priority 1**

AO3 Office Space	Prepare new leased office space at AO3 to accommodate staff growth.	Remodel new leased office space and purchase and install furniture and IT network.	Q1 FY15-16	\$55,000	OpEx - GF
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Priority 2 - None

**FY 2015-16 ACTION PLAN KEY PROJECTS:
GENERAL COUNSEL**

Key Project	Purpose	Project Description			
		FY2015-16 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Funding Source

PROGRAM: LITIGATION

Priority 1

ECdM Staging Area Cost-Recovery	Attempt to recover costs from ECdM Staging Area drainage failures.	Work with the Planning Department to seek recovery costs.	TBD	Budget of \$75,000 carried in Planning Dept	OpEx - GF
Mt Umunhum Road Access Rights	Obtain legal rights needed for planned road access.	Work with Real Property to successfully conclude negotiated purchase, or litigate to perfect or acquire needed road rights.	TBD	Budget of \$100,000 carried in Real Property Department.	OpEx - GF

Priority 2 - None

PROGRAM: RISK MANAGEMENT

Priority 1 - None

Priority 2

Integration of Insurance Requirements into IAFS	To ensure Purchase Orders with no contract carry appropriate insurance coverage.	Pursue the feasibility of integration of indemnification and insurance requirements into IAFS for Purchase Orders, in conformance with CJPIA's recommendations.	Q2 Discussion with Accounting, NW; Q4 determination made if integration doable; if so, plan incorporated	\$0	OpEx - GF
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PROGRAM: ADMINISTRATIVE SUPPORT

Priority 1

Records Retention Update	Update the Records Retention Policies and Practices, particularly as applies to email.	Research and update Records Retention schedule and develop policy.	Q4 FY15-16	\$0	OpEx - GF
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Priority 2 - None

**FY 2015-16 ACTION PLAN KEY PROJECTS:
GENERAL MANAGER**

Key Project	Purpose	Project Description			
		FY2015-16 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Funding Source

PROGRAM: ORGANIZATIONAL MANAGEMENT

Priority 1

Begin FOSM Implementation	Following completion of the FOSM Study, organizational and process changes will be implemented to improve the District's delivery of its mission and Measure AA projects.	To be determined once the FOSM report is completed (February 2015).	TBD	\$100,000	OpEx - GF
Bond Oversight Committee (BOC) Formation and Setup	Form the Bond Oversight Committee to verify Measure AA expenditures, and prepare new members for their first year of work.	Announce BOC recruitment, place ads and announcements on various media, receive and review applications, schedule and conduct Board interviews, schedule vote and appointment by the Board, schedule oath of office, prepare District on-boarding binder, conduct BOC orientation.	Q3 FY15-16: recruitment process Q4 FY15-16: BOC selection and orientation	\$2,500	OpEx - GF
Budget Development Process	Prepare new budget spreadsheets to assist Departments in preparing the annual Budget/Capital Improvement Plan.	Compile budget development spreadsheets from all departments and assemble new system of integrated spreadsheets for District-wide department use to prepare the annual District Budget.	Q3 FY15-16	\$0	OpEx - GF

Priority 2

Interagency Coordination on Outside Projects	Coordinate with outside agencies on potential interagency projects.	Work with Board Committees to evaluate and consider potential interagency projects and outside requests and forward recommendations to the full Board. Current proposals include: 1) Town of Portola Valley request for a realignment of the Alpine Road Trail between Corde Madera School and Los Trancos Road 2) San Mateo County LAFCo proposal to consider conveyance of certain Los Trancos County Water District surplus properties.	FY15-16	\$0	OpEx - GF
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**FY 2015-16 ACTION PLAN KEY PROJECTS:
NATURAL RESOURCES**

Key Project	Purpose	Project Description			
		FY2015-16 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Funding Source

NATURAL RESOURCE PROTECTION AND RESTORATION

Priority 1

Upper La Honda Creek Grazing Infrastructure (MAA 5-2)	Complete fencing and water system upgrades to implement conservation grazing program.	Develop plans for fencing and water system to complete grazing infrastructure within Pasture 4 area of Upper La Honda Creek OSP (McDonald Ranch) and hire contractor to complete construction.	Q3 Field reviews and develop bid documents. Q4 Complete construction.	\$285,000	CapEx - MAA
La Honda Creek Endangered Wildlife Protection (MAA 7-4)	Restore coho salmon and steelhead habitat within San Gregorio Creek at the Event Center parcel of La Honda Creek OSP.	Working with partners (San Mateo County Resource Conservation District, Peninsula Open Space Trust), complete field reviews and review preliminary through final engineered designs.	Q4 Complete field reviews and design review. Q1 FY2015-16, contract for payment.	\$28,000	CapEx - MAA
La Honda Creek Grazing Infrastructure (MAA 7-5)	Complete fencing, water system, and corral upgrades to implement conservation grazing program.	Develop plans for corral rebuild within Driscoll Ranch area of La Honda Creek OSP (McDonald Ranch), including necessary additional fencing and water system infrastructure and hire contractor to complete construction.	Q1 Complete field reviews and develop bid documents. Q2 Complete construction.	\$132,000	CapEx - MAA
Russian Ridge Grazing Infrastructure (MAA 9-1)	Complete fencing upgrades to implement conservation grazing program.	Develop plans for fencing to complete grazing infrastructure within former Mindego Ranch area of Russian Ridge OSP and hire contractor to complete construction.	Q1 Complete field reviews and develop bid documents. Q2 Complete construction.	\$91,000	CapEx - MAA
Wildlife Passage Improvements: Highway 17 (MAA 20-1)	Improve wildlife movement across State Highway 17 in Santa Clara County near Lexington Reservoir.	Working with partners (CalTrans, Peninsula Open Space Trust, Santa Clara County Parks), complete conceptual design for wildlife crossing structure.	Q2 Prepare RFP and hire contractor. Q3 Complete conceptual design.	\$120,000	CapEx - MAA

**FY 2015-16 ACTION PLAN KEY PROJECTS:
NATURAL RESOURCES**

Key Project	Purpose	Project Description			
		FY2015-16 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Funding Source

NATURAL RESOURCE PROTECTION AND RESTORATION (Cont'd)

Priority 1 (Cont'd)

Mindego Ranch Aquatic Species Habitat Enhancement Plan Implementation	Implement long-term management plan for sensitive aquatic species at Mindego Ranch area of Russian Ridge Open Space Preserve.	Collect additional San Francisco Garter Snake (SFGS) and other sensitive aquatic species distribution and abundance data and begin bullfrog eradication efforts.	Q1-Q2 Complete second year SFGS monitoring and staff training. Q4 Complete Year-2 Report.	\$60,700	OpEx - GF
Endangered Species Act Take Permit: Safe Harbors Agreement	Streamline permitting process for District projects that may impact protected species.	Develop agreement with US Fish and Wildlife Service to permit take of listed species when implementing projects.	Q2-Q4 Develop Safe Harbors Agreement with USFWS.	\$25,000	OpEx - GF
Predator/Livestock Predation Policy	Develop District Policy for response to predator interactions with public and tenants to protect human health and safety.	Develop District policy describing responses to different types of predator interactions and management actions to minimize negative interactions, included economic losses for agricultural tenants.	Q2-Q4 Develop Policy with consultant and PNR Committee.	\$10,000	OpEx - GF
Toto Ranch Grazing Management Plan	Develop plan for conservation grazing of property that includes water infrastructure and resource management.	Work with tenant to develop grazing management plan for Toto Ranch area of Tunitas Creek OSP.	Q1 Hire consultant complete plan.	\$25,000	OpEx - GF
October Farm Grazing Management Plan	Develop plan for conservation grazing of property that includes water infrastructure and resource management.	Work with tenant to develop grazing management plan for October Farm area of Purisima Creek Redwoods OSP.	Q3 Hire consultant complete plan.	\$25,000	OpEx - GF
Integrated Pest Management (IPM) Program Implementation	Manage pests In District preserves and facilities.	Provide training to staff, contractors and volunteers to implement IPM control of high priority pests, including monitoring and reporting. Develop pest management database. Hire contractors to implement IPM treatments of priority sites.	Q1 through Q4.	\$113,400	OpEx - GF

**FY 2015-16 ACTION PLAN KEY PROJECTS:
NATURAL RESOURCES**

Key Project	Purpose	Project Description			
		FY2015-16 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Funding Source

NATURAL RESOURCE PROTECTION AND RESTORATION (Cont'd)

Priority 1 (Cont'd)

Marbled Murrelet Recovery Planning	Collaborate with regional partners to develop recovery actions for endangered species.	Work with partners to create regional work group to develop a marbled murrelet recovery plan, including habitat modeling to identify priority habitat conservation areas. Seek grant funding and state/federal partnerships to develop and implement recovery actions.	Q1 through Q4.	\$5,000	OpEx - GF
Restoration Forestry Demonstration Project	Develop pilot project to restore degraded forest habitat on District Open Space Preserve. This Project Facilitates Measure AA Implementation.	Retain Registered Professional Forester to identify suitable pilot project site and prepare plans to permit timber harvest to restore degraded forest land and to evaluate opportunities for carbon sequestration.	Q4 FY 14-15 - Select consultants. Q1 Evaluate potential sites, select location. Q2,Q3 Prepare timber harvest plan or CEQA documents.	\$60,000	OpEx - GF
Madonna Creek Agricultural Production Plan	Develop plan for agricultural use of property, includes production areas, water infrastructure, and resource management. This Project Facilitates Measure AA Implementation.	Prepare agricultural production plan detailing agricultural use of Madonna Creek portion of Miramontes Ridge OSP in conjunction with tenant.	Q3 Hire consultant to develop a plan. Q1 FY2016-17 Complete plan.	\$25,000	OpEx - GF

Priority 2

Control of Slender False Brome	Control slender false brome on District lands and neighboring properties and work to prevent re-infestation.	Manage slender false brome on preserves and oversee a cost reimbursement program to encourage District neighbors to eradicate slender false brome on properties adjacent to District lands through contracts with San Mateo Resource Conservation District.	Q3 Complete annual treatments.	\$113,820	OpEx - GF
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**FY 2015-16 ACTION PLAN KEY PROJECTS:
NATURAL RESOURCES**

Key Project	Purpose	Project Description			
		FY2015-16 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Funding Source

NATURAL RESOURCE PROTECTION AND RESTORATION (Cont'd)

Priority 2 (Cont'd)

Sudden Oak Death (SOD) Monitoring and Research	Fund and assist SOD research, and continue to identify and monitor infested areas.	Continue treatment for and research of Sudden Oak Death.	Q3 Complete annual prevention treatments.	\$25,100	OpEx - GF
Prescribed Fire Program Development	Develop prescribed fire program for MROSD grasslands and prepare environmental review.	Prepare prescribed fire program for suitable MROSD grassland properties. Hire consultant to design program and prepare environmental review. Develop Grassland Management Plan for Russian Ridge grasslands, utilizing fire and other management treatments to restore habitat.	Q2 Draft prescribed fire program with staff. Q3 Hire consultant. Q4 Begin environmental review process.	\$100,000	OpEx - GF
Archaeological Resource Survey, Assessment, and Curation	Develop curation plans for high priority resources to fulfill stewardship and education mission of District.	Working with regional archaeologists, survey high priority sites and develop plans to manage high priority sites and artifacts. Finalize curation guidelines. Continue to survey and curate sites and artifacts in future years based on guidelines.	Q1 Complete surveys. Q2 Develop draft curation guidelines. Q4 Finalize curation guidelines & implementation plan.	\$10,000	OpEx - GF
Alpine Road Salamander Undercrossing	Design and fund construction of an underpassing at Alpine Road between Skyline Ridge and Russian Ridge OSPs at Mindego Creek.	Research similar designs and grant funding opportunities. Develop contacts with San Mateo County Roads Department and hire engineer to develop plans and specifications.	Q4 Complete preliminary design and cost estimate for County review.	\$25,000	CapEx - GF
Tunitas Creek Open Space Preserve Water Infrastructure	Complete water system upgrades to implement conservation grazing program.	Install water system infrastructure to complete installation of water well drilled in FY2014-15.	Q1 Complete water system installation.	\$15,000	CapEx - GF

**FY 2015-16 ACTION PLAN KEY PROJECTS:
NATURAL RESOURCES**

Key Project	Purpose	Project Description			
		FY2015-16 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Funding Source

NATURAL RESOURCE PROTECTION AND RESTORATION (Cont'd)

Priority 2 (Cont'd)

Skyline Ridge Open Space Preserve Water Infrastructure	Complete water system upgrades to implement conservation grazing program.	Install water system infrastructure to segregate grazing water system from residential water system at Big Dipper Ranch area of Skyline Ridge Open Space Preserve.	Q2 Hire contractor to install water infrastructure.	\$10,000	CapEx - GF
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PUBLIC ACCESS AND EDUCATION

Priority 1

El Corte de Madera Creek Watershed Protection Program: Final Phase (MAA 4-2)	Reduce sedimentation to El Corte de Madera and San Gregorio Creeks.	Construction at 4 locations, construction oversight, design. Preconstruction biological monitoring. Complete final phase of road/trail restoration to reduce downstream sediment delivery.	Q2,Q3 Construction of final phase project sites.	\$157,000	CapEx - MAA
El Corte de Madera Creek Watershed Protection Program: Re-assessment and Implementation (MAA 4-3)	Reduce sedimentation to El Corte de Madera and San Gregorio Creeks.	Following completion of the final projects, conduct new erosion assessment to update 10-year old assessment and develop plans for road/trail restoration and begin implementation process for priority sites.	Q2,Q3 Complete assessment and begin implementation of priority sites.	\$36,000	CapEx - MAA
La Honda Creek Watershed Protection Program (MAA 7-2)	Upgrade ranch road system to prevent erosion and sediment input to anadromous streams.	Design road upgrade program to address priority sites.	Q1 Finalize Design and Permitting. Q2 Bid and award contract. Q4 Prepare Annual Grant Report.	\$503,000 * Grant Funding: \$231,000	CapEx - MAA

**FY 2015-16 ACTION PLAN KEY PROJECTS:
NATURAL RESOURCES**

Key Project	Purpose	Project Description			
		FY2015-16 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Funding Source

PUBLIC ACCESS AND EDUCATION (Cont'd)

Priority 1 (Cont'd)

Resource Management Grants Program	To fund research on natural processes within District Preserves.	Continue funding of research projects. Conduct 5-Year review of program and Policy.	Q1 through Q4. Q4: 5-Year review of program and Policy	\$25,000	OpEx - GF
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Priority 2 - None

ADMINISTRATIVE AND OTHER

Priority 1

Lehigh Quarry Public Meetings	Per settlement agreement, hold public meetings to inform understanding of ongoing quarry/ cement plant operations, permit compliance, and associated issues.	Schedule and conduct meetings, coordinate with regulatory agencies, Lehigh, and public to maintain understanding of ongoing operations, and issues.	Q4 FY2014-15 Hold meeting. Q2 FY2015-16 Hold meeting.	\$5,000	OpEx - GF
Guadalupe River Mercury Total Maximum Daily Load (TMDL) Coordinated Monitoring Program	Comply with Regional Water Quality Control Board orders to investigate and monitor TMDL implementation.	Implement fourth year of the coordinated monitoring effort to assess TMDL implementation success at reducing mercury within Guadalupe River Watershed.	Q3 FY19-20 - Complete monitoring.	\$25,000	OpEx - GF
Peninsula Working Group Strategic Plan: Pescadero Watershed Assessment and Planning	Complete a coordinated conservation plan for the Pescadero Creek Watershed that identifies priority actions for redwood, steelhead, and marbled murrelet conservation.	Compile, review, and synthesize conservation planning documents for Pescadero Creek Watershed to identify and prioritize focus areas for conservation and habitat restoration actions for redwoods and steelhead.	Q1 Review and synthesize available conservation documents. Q2 Develop Implementation Plan for Priority Projects.	Staff time only	OpEx - GF

**FY 2015-16 ACTION PLAN KEY PROJECTS:
NATURAL RESOURCES**

Key Project	Purpose	Project Description			
		FY2015-16 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Funding Source

ADMINISTRATIVE AND OTHER (Cont'd)

Priority 2

Carbon Sequestration / Climate Change Analysis	Evaluate District opportunities to enhance carbon sequestration on Preserves through management actions.	Hire consultant(s) to evaluate opportunities for carbon sequestration on District Preserves and calculate potential carbon credits, including evaluation of future climate change models.	Q3 Hire consultant to evaluate carbon sequestration opportunities.	\$60,000	OpEx - GF
Natural Resources Procedures Manual	Develop manual to describe natural resources programs and procedures.	Assemble manual that describes programs, procedures and practices of natural resource functions.	Q3, Q4 Develop manual outline. FY 2016-17 Complete manual.	Staff time only	OpEx - GF

**FY 2015-16 ACTION PLAN KEY PROJECTS:
OPERATIONS**

Key Project	Purpose	Project Description			
		FY2015-16 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Funding Source

PUBLIC ACCESS AND EDUCATION

Priority 1

Harkins Bridge Replacement (MAA 3-4)	Replace failing bridge (Harkins) over Purisima Creek.	Obtain permit for and construct replacement bridge over Purisima Creek.	Q1 - Scoping Q2 - Bidding Q3 - Construction	\$501,500	CapEx - MAA
Stevens Canyon Trail Bridges (MAA 17-4)	Replace one bridge and install a new bridge over a wet ford.	Design and obtain permits for replacement of one existing footbridge and a new footbridge. Construct the replacement bridge.	Q1 - Design and Permits. Q2 - Construction	\$200,000	CapEx-MAA
Mt Umunhum Trail Construction (MAA 23-2)	Continue constructing the trail to the summit of Mt. Umunhum.	Continue the work currently underway to build a trail to the summit of Mt. Umunhum.	Q1 FY2016-17 - Complete trail	Budget of \$95,000 is being carried by Planning	CapEx - MAA
Seasonal Ranger Program	Implement a seasonal ranger program.	Obtain Board approval for new position classifications and implement the seasonal ranger program.	Q2 - Hire seasonal rangers	\$60,000	OpEx - GF
Preserve Entrance Signage Upgrades	Improve signage at preserve entrances to better identify the properties as District preserves.	Fabricate ten new preserve entrance signs to replace aged signs; rebrand with logo and reposition when necessary to be more visible to the public.	Q4 - Complete sign installation	\$100,000	OpEx - GF

Priority 2

Preserve Signage Improvements	Continue to upgrade preserve signboards to meet new District standard.	Continue the process of upgrading District preserve signboards. The new type of signboard is more resilient to weather and more attractive for public use.	Q4 - Complete installation of purchased signboards	\$24,000	OpEx - GF
Evaluate Potential Closure of Unmaintained Trails	Evaluate potential closure of trails that are not maintained.	Evaluate the closure of trails that are no longer maintained and are not consistent with current trail circulation patterns (for example the ends of the Lobitos and North Ridge trails).	Q2 - Research	\$2,000	OpEx - GF
Visitor Use Statistics - Rancho San Antonio	Create a scalable system to obtain accurate parking and trail use statistics.	Create a pilot project to measure the number of vehicles entering Rancho San Antonio and other use patterns in the preserve.	Q3 - Complete research and purchase units Q4 - Install system	\$7,000	OpEx - GF

**FY 2015-16 ACTION PLAN KEY PROJECTS:
OPERATIONS**

Key Project	Purpose	Project Description			
		FY2015-16 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Funding Source

PUBLIC ACCESS AND EDUCATION (Cont'd)

Priority 2 (Cont'd)

AEDs for District Emergency Response Vehicles	Research the costs, feasibility, and issues of equipping all District emergency response vehicles with Automated External Defibrillators (AEDs).	Research the feasibility of equipping all District Emergency Response Vehicles with Automated External Defibrillators, including initial and ongoing costs and protocols that would be needed. If viable the AED's would be purchased in FY 2016-17.	Q2 FY15-16 - Research and develop proposal Q3 FY16-17 - Purchase AED's	\$0	OpEx - GF
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VEHICLES, EQUIPMENT, FACILITIES, AND OTHER

Priority 1

Temporary Facilities for Operations Staff	Evaluate locations for temporary facilities to meet immediate office and workspace needs for Operations' staff.	Evaluate locations and options for obtaining space for staff workspace needs.	Q3 - Complete evaluations and purchase or lease facilities.	\$50,000	CapEx - GF
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Priority 2

Upper La Honda Demolitions - Paulin and Houghton	Complete the demolition of two cabins in La Honda Creek.	Obtain permits and demolish the Paulin House (adjacent to the Redwood Cabin) and the Houghton structure (adjacent to the White Barn).	Q1 - Scoping Q2 - Bidding Q3 - Demolition	\$390,000	CapEx - GF
District-wide Bridge Inventory	Compile master list of District bridges.	Compile a list of all District bridges, evaluate their condition, and develop repair and replacement schedule. Conduct engineering analysis and load testing on critical bridges.	Q2 - Collect data Q3- Final recommendations	\$80,000	OpEx - GF
District-wide Structures and Demolitions Inventory	Evaluate condition of District structures.	Compile master list of District structures and determine which structures to retain or demolish.	Q2 - Collect data Q3- Final recommendations	\$60,000	OpEx - GF
Computerized Maintenance Management System	Develop a computerized Maintenance Management System.	Select a consultant and start work on a computerized Maintenance Management System to coordinate work orders and develop a cost history.	Q4 - Begin research on a possible systems.	\$50,000	CapEX - GF

**FY 2015-16 ACTION PLAN KEY PROJECTS:
OPERATIONS**

Key Project	Purpose	Project Description			
		FY2015-16 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Funding Source

VEHICLES, EQUIPMENT, FACILITIES, AND OTHER (Cont'd)

Priority 2 (Cont'd)

Skyline Field Office Safety and Maintenance	Conduct repairs and upgrades necessary to maintain safety at the Skyline Field Office and to improve staff efficiency and working conditions.	Repair the driveway; asphalt parking areas; install an automated entry gate; repair and repaint the Skyline water tank; and prepare for other facility modifications.	Varied by subproject	\$200,000	CapEx - GF
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**FY 2015-16 ACTION PLAN KEY PROJECTS:
PLANNING**

Key Project	Purpose	Project Description			
		FY2015-16 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Funding Source

NATURAL RESOURCES PROTECTION AND RESTORATION

Priority 1

POST Hendrys Creek Property Land Restoration (MAA 22-1)	Environmental restoration of Hendrys Creek property.	Schedule is dependent upon SCVWD environmental review. Next steps following CEQA: develop plans and specs for a) SWPPP preparation, b) permitting, and c) contractor bidding. Coordinate with SC County, SCVWD, and regulatory agencies including DFW, USFWS, RWQCB, ACOE. CEQA Review to be done by SCVWD and therefore those costs are not included.	TBD: Design & Permitting (dependent on schedule of SCVWD for CEQA review)	Budget of \$30,000 carried by Real Property	CapEx - MAA
Water Rights	Evaluate District water rights for domestic, stockwatering and resource preservation purposes and to ensure compliance with regulatory requirements.	Identify District rights; map their location(s); resolve conflicts between existing and reported use; organize and backfile paperwork as needed; install gages for necessary reporting requirements; prepare position description for new District position as Water Rights Specialist and present to Board for approval. Work closely with Watermaster to develop a plan for potential off-site storage in wet months for use during dry months to support existing and future ag use and to provide habitat for listed species or species of special concern. Project and budget are anticipated to shift to NR Dept at the 2015-16 Midyear; therefore, no action beyond Q3 is included in this summary. Funds remaining at Q3 will be shifted to NR Dept.	Q1-Q3 Continue assessment and documentation of water rights and pond gauge / diversion meter installation. Identify and describe all existing water collection and diversion facilities and water use on Preserves. Q4 Project and budget shift to NR Dept	\$305,000	CapEx - GF

**FY 2015-16 ACTION PLAN KEY PROJECTS:
PLANNING**

Key Project	Purpose	Project Description			
		FY2015-16 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Funding Source

NATURAL RESOURCES PROTECTION AND RESTORATION (Cont'd)

Priority 1 (Cont'd)

Mindego Public Access and Demo True Ranch Remediation, Demolition, & Restoration	Complete remaining demolition and restoration work to allow public access.	Complete demolition of two structures ("Grandma's House" and the True House), remediation of an existing corral, and clean up of Giandrea Cabin.	Q1 Prepare Bid Documents & complete permit processing; Q2 Obtain permits, Bid & complete demolition. Q3 - Project Close out.	\$363,000	CapEx - GF
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Priority 2 - None

PUBLIC ACCESS AND EDUCATION

Priority 1

Cooley Landing Interpretative Facilities Design & Implementation (MAA 2-1)	Continue working in partnership with City of East Palo Alto on Cooley Landing Interpretative Facilities and Infrastructure.	Design and implement interpretative facilities, infrastructure and signage related to Cooley Landing Park in East Palo Alto.	Q2- Design / permitting ; Q3-4 Construction (schedule determined by City)	\$856,000	CapEx - MAA (Funds pending Agreement Amendment with City)
Ravenswood Bay Trail (MAA 2-2)	Complete design and environmental review for the Bay Trail gap north of Ravenswood Open Space Preserve.	Complete design and engineering documents and CEQA review for Ravenswood Bay Trail gap. Easement expenditures are budgeted in Real Property.	Q3 CEQA to Board Q4 RFP for design & construction	\$137,000	Cap Ex - MAA
El Corte de Madera Oljon Trail Implementation Phases III/IV (MAA 4-4)	Continue implementation of Phases III and IV of overall staging area and Oljon Trail project.	Complete permitting for Phase III/IV trails. Complete Phase II culvert and Phase IV puncheon permitting. Construction by Operations field crew anticipated in FY16-17.	Q1 - Plan Update and Bio Assessment Q2 - Submit for Permits	\$32,000	CapEx - MAA

**FY 2015-16 ACTION PLAN KEY PROJECTS:
PLANNING**

Key Project	Purpose	Project Description			
		FY2015-16 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Funding Source

PUBLIC ACCESS AND EDUCATION (Cont'd)

Priority 1 (Cont'd)

La Honda Creek Sears Ranch Interim Parking Area and Trail Connections (MAA 5-4)	Phase I implementation of Board approved Master Plan and adopted CEQA document. <i>This project is a proposed MAA addition from the Parking Lot list for new Capital Project Manager (Public Access).</i>	Initiate scoping and planning of new connector trail. Conduct minor grading and improvements for interim staging area at Sears Ranch Road. Improvements would include gates, fencing, map board and signage.	TBD, based on hire date of Capital Project Manager	\$107,000	CapEx - MAA
La Honda Creek Red Barn Parking Area and Trail Connections (MAA 5-5)	Phase I implementation of Board approved Master Plan and adopted CEQA document. Expedite opening of La Honda Creek Open Space Preserve with public access connections to approx. five (5) miles of Ridge Trail. <i>This project is a proposed MAA addition from the Parking Lot list for new Capital Project Manager (Public Access).</i>	Initiate design and engineering of public trail access and parking area at Red Barn.	TBD, based on hire date of Capital Project Manager	\$98,000	CapEx - MAA
Mindego Hill Trail - Open to Public (once grazing infrastructure & ranch house demo and restoration completed) (MAA 9-4)	Provide public access to Mindego Hill.	Develop and install signage and complete installation of gates and fencing prior to opening Mindego Hill Trail to the public. Trail can open once grazing operations commitments to San Mateo County and the Farm Bureau are fulfilled (see ranch house remediation, demolition, & restoration above).	Q2 Complete public access infrastructure (gates, signs) Open to public once demo complete and cattle on property	\$67,000	CapEx - MAA

**FY 2015-16 ACTION PLAN KEY PROJECTS:
PLANNING**

Key Project	Purpose	Project Description			
		FY2015-16 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Funding Source

PUBLIC ACCESS AND EDUCATION (Cont'd)

Priority 1 (Cont'd)

Russian Ridge Public Trail Access to Council Circle (MAA 9-5)	Complete public trail access to the existing POST Council Circle.	Complete public trail access (road and drainage improvements, signage, gates) to the existing POST Council Circle once prior commitments to San Mateo County and the Farm Bureau are fulfilled. This project will be completed at same time as demolition project (MAA 9-2) and some work may be completed by demo contractor. (Note - this is minor repair work to existing roads, not new grading work - therefore no grading permit required.)	Q1/Q2 Develop scope and implement with field staff	\$10,000 (in addition to costs carried in MAA 9-2 above)	CapEx - MAA
Bay Area Ridge Trail Crossing: Highway 17 (MAA 20-2)	Collaborate with regional partners and regulatory agencies to promote regional trail connections and facilitate trail crossing over Highway 17.	Pending agency approval, evaluate opportunities for regional trail connection; complete scoping and conceptual design of Bay Area Ridge Trail crossing over Highway 17. Coordinate with partner and regulatory agencies on evaluating potential public access for regional trail connection and crossing across Highway 17.	Dependent on CALTRANS agreement and schedule	\$62,000	CapEx - MAA
Bear Creek Stables Site Plan and CEQA (MAA 21-4)	Complete Site Plan and environmental review documentation to include as part of the future Lease negotiations for the stables management and operations.	Complete development of the Bear Creek Stables Site Plan and environmental review for CEQA compliance. Prepare evaluation criteria for the Request for Proposals (RFP) for solicitation of future tenant. Support Real Property department in tenant selection process.	Q1 PNR & Board Tenative Approval Q1 CEQA Q2 Board Approval	\$86,000	CapEx - MAA Taxable for purposes of bond funding

**FY 2015-16 ACTION PLAN KEY PROJECTS:
PLANNING**

Key Project	Purpose	Project Description			
		FY2015-16 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Funding Source

PUBLIC ACCESS AND EDUCATION (Cont'd)

Priority 1 (Cont'd)

Bear Creek Redwoods Public Access (Phase 1 Implementation) (MAA 21-5)	Provide new parking lot and other visitor-serving amenities for the Preserve. <i>This project is a proposed MAA addition from the MAA Parking Lot list per ABC recommendation, for new Capital Project Manager (Public Access).</i>	Following approval of the Preserve Plan and adoption of CEQA document, design and permit Phase 1 access improvements.	Q3 Initiate design phase Q4 PNR review Q4 Complete design & permitting	\$293,000	CapEx - MAA
Bear Creek Redwoods Alma College Site Rehabilitation Plan and CEQA (MAA 21-6)	Complete Alma College Site Rehabilitation Plan and environmental review. <i>This project is a proposed MAA addition from the MAA Parking Lot list per ABC recommendation.</i>	Complete development of the Alma College Site Rehabilitation Plan and complete environmental review for CEQA compliance. Expedited schedule requires new contract project planner support.	Q1 Develop Site Plan and hold public meetings Q2/Q3 CEQA Q4 Plan approval	\$270,000	CapEx - MAA
Mt Umunhum Trail Construction (MAA 23-2)	Continue construction for completion of Mt. Umunhum Trail to the Summit.	Construction by Operations field crew to continue last 2 miles of trail construction. Budget includes heavy equipment rental and materials only.	See Operations Action Plan	\$95,000	CapEx - MAA
Mt. Um Summit Restoration, Parking & Landing Zone (MAA 23-4)	Continue next phase of design, permitting and construction of public access amenities for Summit restoration.	Develop design for Summit restoration, trail, parking lot, and amenities. Obtain permits and complete construction documents. Begin construction.	Q1: Complete overlook design, summit concept Q2/Q3: Schematic Design Q4: Permitting, construction docs, initial construction	\$611,000	CapEx - MAA

**FY 2015-16 ACTION PLAN KEY PROJECTS:
PLANNING**

Key Project	Purpose	Project Description			
		FY2015-16 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Funding Source

PUBLIC ACCESS AND EDUCATION (Cont'd)

Priority 1 (Cont'd)

Mt Umunhum Guadalupe Creek Overlook & Bridges (MAA 23-5)	Complete construction of Mt. Um Trail Bridges and Overlook.	Develop design, obtain permits, and construct the Guadalupe Creek overlook (project budget assumes built platform with piers - actual design unknown at this time). Purchase and install prefabricated two COR-TEN steel bridges. Crew to construct one wood bridge. Budget includes helicopter.	Q1-Q2 Permitting, install/construct bridges Q2-Q3 Construct overlook	\$213,000	CapEx - MAA
Mt Umunhum Road Design, Permitting & Implementation (MAA 23-6)	Complete Mt Umunhum Road design, engineering and permitting.	Complete design, engineering and permitting for improvements and safety upgrades to Mt. Umunhum Road.	Q1/Q2 Assemble Team, Scoping; Q2-Q4 Engineering, Design, permitting.	\$333,000	CapEx - MAA
Bear Creek Redwoods Preserve Plan and CEQA	Complete Preserve Plan and environmental review to facilitate implementation of Measure AA public access projects and open Preserve to public use. <i>This project facilitates MAA implementation.</i>	Complete Preserve Plan and environmental review. Expedited schedule requires new contract project planner support.	Q1 Background studies and initial outreach Q2 Hold public meetings and prepare draft plan Q3 CEQA Q4 Project approval	\$273,000	CapEx - GF
Mt Umunhum Radar Tower Repair Implementation	Complete the remaining interim repairs to the radar tower to facilitate access to the summit of Mt. Umunhum.	Complete the remaining interim structural and safety repairs and improvements to facilitate public access around the exterior base of the structure.	Q1 Complete construction of repairs; close out project.	\$115,000	CapEx - GF
Fremont Older Staging Area Public Safety Improvements	Improve public safety at Prospect Road parking lot by implementing a mutually acceptable resolution with the Saratoga Country Club.	Complete design plans for a safety canopy structure for the parking lot and seek Board approval of site improvements; complete construction plans and secure permits; prepare bid package, solicit bids, and administer contract. Project scope contingent on negotiations with Country Club.	Q3 Board award of contract for construction	\$260,000	CapEx - GF

**FY 2015-16 ACTION PLAN KEY PROJECTS:
PLANNING**

Key Project	Purpose	Project Description			
		FY2015-16 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Funding Source

PUBLIC ACCESS AND EDUCATION (Cont'd)

Priority 1 (Cont'd)

El Corte de Madera Staging Area and Trail Improvements	Pursue recoup of retrofit design and construction costs incurred to correct drainage system issues at the parking lot.	Continue working with Legal Services on recoup of retrofit design and construction costs. Submit reimbursement requests to grantors for staging area and Phase 1 trail construction.	Dependent on outside legal counsel schedule	\$75,000	OpEx - GF
Hawthorn Historic Complex	Focus FY15-16 on completing the partnership development for long-term care and maintenance of historic complex.	Complete outreach and coordination for partnering. Prepare lease(s) with selected partner(s), site and implementation plan for Hawthorns Historic Complex. Implement further stabilization only if needed. Full mothballing cost not anticipated in FY15-16, pending identification of partner. If no partner agreement, then mothballing level of investment to be evaluated.	TBD, dependent on partner agreement	\$343,000	CapEx - Hwth
El Sereno Dog Access	Complete scoping, environmental review and implementation of dog access on trails at El Sereno Open Space Preserve.	Pursue a Use & Management Plan update and amendment and CEQA review for Board consideration to include dog use. Implement new signage to address additional new use, pending Board approval.	Q1 Surveys/CEQA Q2 Public Outreach Q3 Plan Approval Q4 Implementation & signage	\$47,000	CapEx - GF

Priority 2

Rancho San Antonio New Trails to Connect Quarry Trail to Black Mountain Trail (MAA 11-1)	As part of agreement with Lehigh Quarry, complete scouting and design of new public trail access to connect Quarry Trail to Black Mountain Trail at Rancho San Antonio Open Space Preserve.	Trail location scouting and design for two trail connections to Monte Bello OSP from Rancho San Antonio OSP to improve existing trail infrastructure.	Q4: Identification of preliminary trail alignment and begin development of trail design	\$8,000	Cap Ex - MAA
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**FY 2015-16 ACTION PLAN KEY PROJECTS:
PLANNING**

Key Project	Purpose	Project Description			
		FY2015-16 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Funding Source

ADMINISTRATIVE AND OTHER

Priority 1

Priority Conservation Area (PCA) Program	Participate in a regional planning effort to establish high priority conservation areas in the Bay area (part of Plan Bay Area).	Prepare applications, maps and Board resolutions for nominating new PCAs within Santa Clara and San Mateo Counties. Outreach and coordinate with other conservation partners and local jurisdictions. Submit completed PCA applications to Association of Bay Area Governments (ABAG).	Q1 Complete applications and Board Resolutions and submit to ABAG.	\$0	OpEx - GF
Accessibility Plan Update	Update the District's existing accessibility plan.	Review the District's 1993 ADA policy and accessibility plan, updated federal ADA guidelines and other new regulatory requirements. Scope and prepare a RFP for consultant to assist with development of updated accessibility plan. Initiate assessment and development of accessibility plan update utilizing consultant assistance.	Q2: Scoping/RFP Q2-Q4: Award of contract for Consultant; initiate development of Accessibility Plan Update	\$65,000	OpEx - GF
District-wide Long-Term Facilities Plan	In light of anticipated staff growth over the next 15-20 years to implement Measure AA projects, assess the state of existing staff facilities and perform a feasibility analysis of the facilities with the highest priority needs. Work in conjunction with short term actions undertaken by Operations to address immediate facility needs.	<p>Prepare an Opportunities and Constraints Analysis and Site Analysis of the four existing staff facilities to analyze site capacity, threshold constraints, issues, and potential conceptual solutions.</p> <p>After Conduct staff analyses, prepare RFP for consultant services to complete feasibility studies (re-use, expansion, new construction, purchase, etc.) for the highest priority facilities that will have the largest immediate staff growth. Studies will include order of magnitude costs.</p> <p>While long term analyses and feasibility studies under way, implement short term solutions to address immediate facility needs.</p>	Q1-Q2 Assemble internal staff working group; perform scoping and initial site & facility capacity assessment; RFP for feasibility studies consultant; Award of Contract for Consultant; Q3-Q4 Finalize assessment; present to PNR Q4 Finalize report and present to full Board	\$169,000	CapEx - GF

**FY 2015-16 ACTION PLAN KEY PROJECTS:
PLANNING**

Key Project	Purpose	Project Description			
		FY2015-16 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Funding Source

ADMINISTRATIVE AND OTHER (Cont'd)

Priority 1 (Cont'd)

Geographic Information Systems (GIS) Database Upgrade	Systems improvement to facilitate more efficient GIS analysis and mapping. <i>This project facilitates MAA implementation.</i>	Conduct an overhaul of District's GIS files, whereby all files will be moved to a new system, reorganized and modified in the database schema. Implement shapefile migration to Geodatabase; set up cartographic representation and clean up/fill in gaps in current data files (e.g. roads and trails). Coordinate with development and implementation of IT Strategic Plan.	Q1 Develop database schema; Q3 Complete file migration; Q4 Complete initial setup of cartographic representation and data cleanup/fill in gaps.	\$0	OpEx - GF
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Priority 2

Trail Database for District's website	Provide more user-friendly data on District's trails that would be searchable on the website and provide information on trail names and trail use types, as well as level of difficulty.	Create a trails database that will be searchable on District's website. Database will be developed based on analysis of District's trail data to (1) categorize trails for strenuousness, and (2) provide information on habitat types.	Q3 Complete database and provide to Public Affairs for website inclusion.	\$0	OpEx - GF
GeoPDFs of Preserves for Mobile Devices	GeoPDFs allow users to download Preserve maps on their mobile devices (e.g. smart phones, tablets) using their device's GPS to display their specific location on the map.	In the initial phase of implementation, create GeoPDFs from digital maps used for District signboards for each of the 19 Preserves that currently have signboards.	Q4 Complete 19 GeoPDFs and provide to Public Affairs for digital distribution.	\$0	OpEx - GF
Mt. Um SCVWD antenna relocation and USGS equipment relocation	Enter into lease agreement and relocate other agencies' ground sensing and weather equipment at Mount Umunhum summit	Work with partner agencies USGS to relocate ground sensing equipment away from summit of Mount Umunhum where greatest crowds are expected; assess and potentially relocate SCVWD weather antenna to a location to be determined; enter into lease agreements with both agencies.	Pending Board direction on Radar Tower and partner agencies' input on locations	\$0	OpEx - GF

**FY 2015-16 ACTION PLAN KEY PROJECTS:
PUBLIC AFFAIRS**

Key Project	Purpose	Project Description			
		FY2015-16 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Funding Source

PUBLIC ACCESS AND EDUCATION

Priority 1

Cooley Landing Interpretative Facilities Program Planning	Connect people to open space and a regional vision.	Support planning in interpretive design and potential educational programming at Cooley Landing in East Palo Alto.	Q1-Q4	\$0	OpEx - GF
Develop New Brochures	Connect people to open space and a regional vision.	Redesign and update Volunteer Brochure and ADA Brochure; Create Family/Kids Brochure.	Q1-Q4	\$2,500	OpEx - GF
District Groundbreaking & Dedication Events	Communicate about Measure AA Project Updates.	Host 4-6 groundbreaking/dedication events, including Ancient Oaks Trail Opening and additional Measure AA project milestones.	Q1-Q4	\$24,000	OpEx - GF
Docent Program expansion	Connect people to open space and a regional vision.	Increase number of outdoor activities by 5% (15 activities) for the year with a conscientious goal of representing all preserves and expanding the interpretation and access opportunities to new areas.	Q1-Q4	\$5,000	OpEx - GF
Historical and Conservation Events	Connect people to open space and a regional vision.	Host Fremont Older House Tour (4/26) and Wingding Festival (5/9) to connect public with historic preservation and natural resources of District Preserves.	Q2-Q4	\$8,000	OpEx - GF
Measure AA Project Tours	Communicate about Measure AA Project Updates.	Hold 1-2 public Measure AA tours on 1-5 year project plan area to view recent land acquisition and future public access.	Q2-Q4	\$2,000	OpEx - GF
Partnership Development -- Education and Interpretive Programs with Conservation	Promote, establish and implement a common conservation vision with partners.	Develop sustainable outdoor education program with Save the Redwoods League to promote youth education about climate change and redwood forests; look for partnership opportunity for regional bioblitz engaging local constituents in citizen science.	Q3	\$10,000	OpEX - GF
Upgrade Daniels Nature Center Displays	Connect people to open space and a regional vision.	Minor upgrades to interpretive exhibit and displays and required maintenance at interpretive facility. Funding primarily from donations to POST (\$13,000).	Q2	\$2,000	OpEx - GF

**FY 2015-16 ACTION PLAN KEY PROJECTS:
PUBLIC AFFAIRS**

Key Project	Purpose	Project Description			
		FY2015-16 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Funding Source

PUBLIC ACCESS AND EDUCATION (Cont'd)

Priority 2

Redesign District's Self-guided Trails; Add audio component	Connect people to open space and a regional vision.	Establish scope of work to revamp aged panels along interpretive walk at Stevens Creek Nature Trail (Monte Bello) and upgrade San Andreas Fault Trail information (Los Trancos) and explore adding audio capability at each.	Q4	\$20,000	OpEx - GF
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PUBLIC OUTREACH

Priority 1

Update Measure AA Information Material	Communicate about Measure AA Project Updates.	Design and fabricate in-preserve signage for new projects; develop fact sheets and signboard information; develop comprehensive brochure.	Q1-Q4	\$25,000	OpEx - GF
Partnership Development - New Audiences	Connect people to open space and a regional vision.	Complete 3 or more pilot projects engaging hard-to-reach audiences with community-based organizations such as Project Read, Mountain View Whisman School Families, Puente de la Costa Sur, the Latino Collaborative, and Via Verde Nature Education.	Q1-Q4	\$15,000	OpEx - GF
Partnership Development - Businesses	Connect people to open space and a regional vision.	Outreach to business community, to explore ways to engage employees in outdoor activities and volunteer projects; learn about their environmental and philanthropic initiatives.	Q1-Q4	\$3,500	OpEx - GF
Partnership Development - Youth Program	Connect people to open space and a regional vision.	Develop youth outreach strategy and establish relationships with organizations that serve high school and college age youth (like College Track) with the purpose to engage in outdoor activities, volunteer, and explore possible career paths.	Q1-Q4	\$6,000	OpEx - GF

**FY 2015-16 ACTION PLAN KEY PROJECTS:
PUBLIC AFFAIRS**

Key Project	Purpose	Project Description			
		FY2015-16 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Funding Source

PUBLIC OUTREACH (Cont'd)**Priority 1 (Cont'd)**

Health Incentive Program; Healthy Parks/Healthy People	Connect people to open space and a regional vision.	Continue to develop health based connection to open space with Walk With A Doc Program: benefits of open space brochure; regional collaboration.	Q1-Q4	\$9,000	OpEx - GF
Board of Directors Speaking Engagements	Connect people to open space and a regional vision.	Complete at least 7 (1 per Ward) presentations to city councils and community organizations about District initiatives.	Q1-Q4	\$0	OpEx - GF
Community-hosted Outreach Events	Connect people to open space and a regional vision.	Represent or sponsor the District at 20 community outreach events.	Q1-Q4	\$6,000	OpEx - GF
Website Enhancement Projects	Connect people to open space and a regional vision.	Update web design to include comprehensive Trail Guide Information; Ask a Naturalist; integrate video vignettes.	Q2-Q4	\$15,000	OpEx - GF
Social Media - Increase scope	Connect people to open space and a regional vision.	Yelp - Add all preserve sites under Public Affairs management ensuring directions and hours are correct; increase posting and use of Instagram.	Q1-Q4	\$2,500	OpEx - GF

Priority 2

Open Road Program Sponsorship	Promote regional open space as benefit to community and residents.	Sponsor NBC Open Road Program that highlights regional parks, open space areas and outdoor activities with focus on several District preserves and natural resource projects.	Q1-Q4	\$25,000	OpEx - GF
Restoration Forestry Educational Campaign	Educate the Public about Restoration Forestry Practices and Forest Health.	Develop and implement a communications strategy aligned to the Natural Resources Department's Restoration Forestry Project.	Q2-Q4	\$15,000	OpEx - GF

**FY 2015-16 ACTION PLAN KEY PROJECTS:
PUBLIC AFFAIRS**

Key Project	Purpose	Project Description			
		FY2015-16 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Funding Source

PUBLIC OUTREACH (Cont'd)

Priority 2 (Cont'd)

Key Branding Strategy for District and Preserves	Connect people to open space and a regional vision.	Raise continued awareness of the District overall by building an identity program around District's iconic preserves.	Q3	\$15,000	OpEx - GF
Video Vignettes/ Social Media Outreach	Connect people to open space and a regional vision.	Create 2-6 short video vignettes on preserves, natural resource projects, outdoor recreation. Use to promote new information on website and social media.	Q3	\$15,000	OpEx - GF
Partnership Development - Volunteer Groups	Connect people to open space and a regional vision.	Outreach to 3 new volunteer partners (Acterra, Village Harvest, and Student Conservation Association) to engage in new or expand current programs that increase program diversity and decrease impact on District Staff. Also partner with Santa Clara County Parks on joint work days at neighboring parks/preserves.	Q1-Q4	\$10,000	OpEx - GF

ADMINISTRATIVE AND OTHER

Priority 1

Write and Design Annual Report	Educate public about District budget, expenses, projects, and use of Measure AA funds.	Develop a printed and online annual report that highlights district finances, budget, projects, Measure AA expenditures, etc.	Q4	\$15,000	OpEx - GF
Advanced Resource Management Stewards (ARMS) Program	Connect people to open space and a regional vision.	Identify low-impact environmental stewardship projects and develop a program for a growing group of volunteers who require less-strenuous projects.	Q2	\$0	OpEx - GF

**FY 2015-16 ACTION PLAN KEY PROJECTS:
PUBLIC AFFAIRS**

Key Project	Purpose	Project Description			
		FY2015-16 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Funding Source

ADMINISTRATIVE AND OTHER (Cont'd)

Priority 1 (Cont'd)

Coordinate Volunteer Programs with Integrated Pest Management (IPM) Program Implementation	Connect people to open space and a regional vision.	Volunteer Program Lead will act as representative on the IPM Coordination Committee and work with Natural Resources to review current volunteer habitat restoration projects and make adjustments needed to ensure they match new IPM priorities.	Q2-Q3	\$0	OpEx - GF
Volunteer Recognition Event	Recognize District Volunteers and Docents for the 10,000+ hours of service and strengthen agency commitment to this force.	Honor 500+ Docents and Volunteers by planning, coordinating, and conducting a large-scale recognition event in a Skyline Area Preserve (rotates between Skyline and Foothills Area each year).	Q3	\$20,000	OpEx - GF
State & Federal Legislation (Core Function)	Sponsor and support the Board-approved Legislative Program.	Work with the District's legislative advocate and with legislators and their staff to ensure the District remains active and informed about the state of current and changing political landscape. Seek coordination and support from other partners and special districts.	Q1-Q4	\$45,000	OpEx - GF
Develop Legislative Plan for Two-Year Session	Sponsor and support the Board-approved Legislative Program.	Develop Legislative Plan for Two-Year Legislative Session with interest in District sponsored legislation, Cap & Trade, 2014 Prop 1 Water Bond, Potential State Park Bond, and the Sustainable Community Initiative.	Q1-Q4	\$0	OpEx - GF
Legislative Open House	Communicate about Measure AA Project Updates.	Host annual Legislative Open House to showcase Measure AA project status and other district projects.	Q3-Q4	\$5,000	OpEx - GF
Government Relations	Continue outreach to local elected officials with updates on Measure AA.	Host Legislative Picnic, Board and GM meetings; field tours.	Q2	\$7,500	OpEx - GF

**FY 2015-16 ACTION PLAN KEY PROJECTS:
PUBLIC AFFAIRS**

Key Project	Purpose	Project Description			
		FY2015-16 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Funding Source

ADMINISTRATIVE AND OTHER (Cont'd)

Priority 2

Enhance Volunteer Intercommunication Opportunities	Connect people to open space and a regional vision.	Create an Electronic Bulletin Board that enables Trail Patrol and Advanced Resource Mgmt Stewards to communicate directly with team members to plan outings, provide project updates/status, etc.	Q1-Q4	\$250	OpEx - GF
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**FY 2015-16 ACTION PLAN KEY PROJECTS:
REAL PROPERTY**

Key Project	Purpose	Project Description			Funding Source
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	

LAND ACQUISITION AND PRESERVATION

Priority 1

Lot Line Adjustment /Property Transfer Purisima Uplands and Protection of Lobitios Creek Watershed (MAA 3-1)	Complete Purisima to the Sea Trail Corridor and Protection of Lobitos Creek Watershed (PCR).	1. Complete Lot Line Adjustment and Transfer of the Purisima Uplands Property. 2. Pursue purchase and gift opportunities (fee and easement) in the Lobitos Creek Watershed as new land additions to Purisima Creek Redwoods	FY15-16	\$816,500	CapEx - MAA
Site Clean Up and Soil Remediation Purisima Uplands (MAA 3-2)	Removal of old fuel tanks and pipelines from Purisima Uplands and potential structure removal for public safety.	1. Test and remove above ground fuel tanks and pipelines 2. Evaluate and determine whether to remove or keep cabin	FY15-16	\$126,665	CapEx - MAA
La Honda Creek Upper Area Land Conservation (MAA 5-1)	Continue to grow the District's contiguous greenbelt (LHC).	Pursue purchase and gift opportunities (fee and easement) as new land additions to Upper La Honda Creek OSP	FY 15-16	\$811,000	CapEx - MAA
Event Center and Apple Orchard Purchase (MAA 7-1)	Protection of San Gregorio Creek watershed and redwoods, enhance conservation grazing program and provide potential public access opportunities to lower La Honda Creek OSP (LHC).	1. Complete purchase of POST Apple Orchard and Event Center properties in La Honda Creek 2. Pursue riparian conservation easement on POST property west of Event Center 3. Incorporate these properties into La Honda Creek Master Plan amendment 4. Work with Caltrans to secure trail easement for tunnel connecting Event Center to La Honda Creek 5. Transition La Honda Road residence to District's Property Management Program 6. Implement Facilities Use Agreement for Event Center and ensure the corrals and arena are safe and operable 7. Apple Orchard Structures Assessment	FY15-16	\$6,087,677	CapEx - MAA

**FY 2015-16 ACTION PLAN KEY PROJECTS:
REAL PROPERTY**

Key Project	Purpose	Project Description			Funding Source
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	

LAND ACQUISITION AND PRESERVATION (Cont'd)

Priority 1 (Cont'd)

La Honda Creek/Russian Ridge Land Conservation (MAA 8-1)	Continue to grow the District's greenbelt (LHC/RR).	Pursue purchase and gift opportunities (fee and easement) in upper San Gregorio watershed.	FY15-16	\$302,500	CapEx - MAA
Regional - Upper Stevens Canyon Trail - Site Restoration (MAA 17-1)	Remove structures and restore sites at Lysons property addition to Monte Bello Open Space Preserve for public safety.	<ol style="list-style-type: none"> 1. Structures Assessment 2. Bid the project 3. Obtain demolition permits 4. Demolish Structures 5. Site restoration 	FY15-16	\$333,906	CapEx - MAA
Bear Creek Redwoods - Moody Gulch (MAA 21-1)	Land purchase partnership with Santa Clara County Parks to protect the Moody Gulch watershed.	<ol style="list-style-type: none"> 1. Work with the Redwood Estates, Chemeketa and Idlewild communities to finalize transactional documents. 2. Obtain Santa Clara County Board of Supervisor's approval of Moody Gulch amendment and conservation easement. 3. Complete transfer of Moody Gulch property to District with conservation easement held by the County. 4. Work with Redwood Estates on fuel management permit and resolving encroachments. 5. Work with Chemeketa and Raneri Water Companies on implementation of existing water rights. 	FY15-16	\$122,500	CapEx - MAA
Sierra Azul Cathedral Oaks Land Conservation (MAA 22-2)	Continue to grow the District's greenbelt.	Continue to pursue new purchase and gift opportunities (fee and easement).	FY 15-16	\$650,000	CapEx - MAA

**FY 2015-16 ACTION PLAN KEY PROJECTS:
REAL PROPERTY**

Key Project	Purpose	Project Description			Funding Source
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	

LAND ACQUISITION AND PRESERVATION (Cont'd)

Priority 1 (Cont'd)

Sierra Azul Mt. Um Trail and Property Rights (MAA 23-1)	Obtain improved road access rights along Mt. Umunhum Road.	Work with neighboring land owners to improve road access rights along Mt. Umunhum Road through purchase, easement exchanges or other means.	FY 15-16	\$1,511,922	CapEx - MAA
Sierra Azul Loma Prieta Land Conservation (MAA 25-1)	Continue to grow the District's greenbelt.	Continue to pursue new purchase and gift opportunities (fee and easement).	FY 15-16	\$408,000	CapEx - MAA
New Land Rental Property Transition - Silva	Implement habitability improvements to add residence to the Property Management Program.	1. Roof Replacement 2. Deck Replacement 3. Eliminate Loft over Kitchen 4. Abate rodents/new ductwork 5. Replace 5 doors/wall repair 6. Water Infrastructure	Q1 FY 15-16	\$160,000	CapEx - GF
New Land Rental Property Transition - INE Ranch	Implement habitability improvements to add residence to the Property Management Program.	1. Complete water infrastructure 2. Install new roof 3. Install new flooring 4. Test for asbestos and lead paint 5. Misc. minor repairs	Q3 FY15-16	\$50,000	CapEx - GF
Pursue Land Conservation Opportunities	Continue to grow the District's greenbelt.	Pursue purchase and gift (fee and easement) opportunities as new land additions to Sierra Azul, Monte Bello and Purisima Creek Redwoods OSP	FY 15-16	\$785,000	CapEx - GF

Priority 2

Encroachment Resolution (Gullicksen), Saratoga Gap	Address Encroachment, Gullicksen Landfill Litigation on District Lands.	Monitor remediation of site as part Santa Clara County lawsuit.	FY15-16	\$15,000	OpEx- GF
Encroachment Resolution, Saratoga Gap	Address Encroachment at Saratoga Gap OSP.	Execute license agreement	FY15-16	\$10,000	OpEx- GF

**FY 2015-16 ACTION PLAN KEY PROJECTS:
REAL PROPERTY**

Key Project	Purpose	Project Description			Funding Source
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	

LAND ACQUISITION AND PRESERVATION (Cont'd)

Priority 2 (Cont'd)

Encroachment Resolution, El Corte de Madera	Address Encroachment at El Corte de Madera Creek OSP.	Complete survey work and resolve encroachment.	FY15-16	\$10,000	OpEx- GF
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PUBLIC ACCESS AND EDUCATION

Priority 1

Ravenswood Bay Trail Design, CEQA, Permits & Implementation (MAA 2-2)	Complete new San Francisco Bay Trail Easement through the lands of SFPUC at Ravenswood OSP.	1. Finalize Bay Trail Alignment with SFPUC 2. Finalize Bay Trail Easement Agreement with SFPUC 3. Coordinate w/ Cities of East Palo Alto & Menlo Park 4. Complete environmental analysis 5. Project costs will be offset by SF Bay Trail grant of \$40,000 funded by ABAG	FY15-16	\$78,000	CapEx - MAA
Coordination w/ San Mateo County to address Alpine Road and Drainage Improvements via Memorandum of Understanding (MAA 10-2)	Open regional trail connection from Portola Valley to Skyline corridor.	1. Work w/ Operations, Natural Resources & Planning to identify property rights, watershed protection measures, and public trail corridor including survey and title research. 2. Approach San Mateo County on entering into MOU to implement this regional trail and watershed protection project.	FY15-16	\$35,000	CapEx - MAA
Bear Creek Redwoods -Water Infrastructure (MAA 21-3)	Amend Alma Water Agreement w/ Presentation Center to address future water needs and maintenance of 500,000 gallon storage tank.	1. Alma Water Access 2. Install four 5,000 gallon tanks	FY15-16	\$79,999	CapEx - MAA

Priority 2 - None

**FY 2015-16 ACTION PLAN KEY PROJECTS:
REAL PROPERTY**

Key Project	Purpose	Project Description			Funding Source
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	

VEHICLES, EQUIPMENT, FACILITIES, AND OTHER

Priority 1

Bear Creek Stables RFP/Lease	New lease to accompany the proposed site plan in preparation for Bear Creek Stables RFP.	<ol style="list-style-type: none"> 1. Development of Bear Creek Stables lease 2. Prepare RFP and manage process and selection of a tenant in coordination with Planning. 3. Perform an appraisal for determining stable rent 	Q3 FY15-16	\$0	OpEx- GF
New Land Rental Property Transition - Alpine Road House Hawthorns	Implement habitability improvements to add residence to Property Management Program.	<ol style="list-style-type: none"> 1. Coordinate Asbestos/Lead abatement 2. Window Replacement 3. Bathroom upgrades 4. Flooring 5. Heating/Electrical 6. Roof and gutter repairs 	Q1 FY15-16	\$185,000	CapEx - Hwth
La Honda - McDonald Point of Diversion 17 Water Line Replacement	Replace Main Water Line for McDonald Ranch.	<ol style="list-style-type: none"> 1. Arrange for water line replacement with neighbors. 2. Replace main line from spring to residences/grazing 3. Add adjunct water line for grazing 4. Replace water tank at spring 5. Install 2 additional tanks at junction to grazing water line. 	Q3 FY15-16	\$125,000	CapEx - GF
La Honda - Driscoll Point of Diversion 36 Water Line Replacement	Replace Main Water Line from POD 36 to Sears Ranch in preparation for DFW road work.	Replace section of water line from POD 36 to the junction of Sears Ranch Road. Line to be placed on the inside of the road cut. Cost shared with Operations 50/50	Q1 FY15-16	\$75,000	CapEx - GF
El Sereno Employee Residence Foundation Stabilization	Stabilize pier and beam foundation for improved safety.	Implement structural and geotech recommendations to stabilize the pier and beam foundation.	Q2 FY15-16	\$75,000 (Operations also carrying \$75,000 in their budget)	CapEx - GF
Pulgas Ridge Communication Tower Lease	Lease Space at Pulgas Ridge Communication Site.	1. Lease space adjacent to PG&E tower to new communications tenant.	FY15-16	\$0	OpEx- GF

**FY 2015-16 ACTION PLAN KEY PROJECTS:
REAL PROPERTY**

Key Project	Purpose	Project Description			Funding Source
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	

VEHICLES, EQUIPMENT, FACILITIES, AND OTHER (Cont'd)

Priority 1 (Cont'd)

Black Mountain Trail/Road & Communication Area Access Project	Improve the section of Monte Bello Road that is used by the District's communication tenants at Black Mountain.	<ol style="list-style-type: none"> 1. Improve the access gate. 2. Fill in pot holes and gullies and regrade road 3. Clear culverts and ditches along the road Cost shared 50/50 with Operations	Q2 FY15-16	\$25,000 (Operations also carrying \$25,000 in their budget)	OpEx- GF
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Priority 2

Black Mountain Communication Tower Lease	Lease Vacant Communication Tower Facility at Black Mountain.	<ol style="list-style-type: none"> 1. Lease site to new communications tenant. 2. Pursue potential partnership with Santa Clara County Communication for exchange of communication services. 	FY15-16	\$0	OpEx- GF
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SECTION II:

**PROPOSED
FISCAL YEAR 2015-16
DISTRICT BUDGET
AND
STAFFING**

PROPOSED FY2015-16 DISTRICT BUDGET

The Proposed FY2015-16 Budget for the District is based on the District Controller's February 2015 revenue forecast. For FY2015-16, property tax revenues of \$36.3 million are projected, and the first tranche of the Measure AA Bonds, estimated at \$44.65 million, is targeted to be received in Spring 2015. The Proposed FY2015-16 District Budget totals \$55.8 million and reflects the first full year of Measure AA Project implementation and funds a total of 156 Action Plan Key Projects for the upcoming year. Table 2 provides a summary of key revenue and expenditure categories for FY2015-16.

Table 2: Proposed FY2015-16 District Budget

Source of Funds		
General Fund	\$ 37,290,296	67%
Measure AA	\$ 18,022,950	32%
Grants	\$ 451,000	1%
Total Revenue	\$ 55,764,246	100%
Proposed Expenditure Budget		
Operating Expenditures	\$ 21,183,307	38%
Capital Expenditures	\$ 10,414,311	19%
Land and Associated Costs	\$ 12,308,640	22%
Debt Service	\$ 11,142,744	20%
Property Management	\$ 795,244	1%
Total Expenditures	\$ 55,764,246	100%

Revenue Estimates

Prior to voter passage of Measure AA in June 2014, authorizing the District to issue \$300 million in bonds for capital projects over a 30 year period, property tax revenue was the primary source of funding for the District, supplemented by revenue bonds for land acquisitions. The first Measure AA Bond issuance is scheduled for Spring 2015 in the amount of \$44.65 million to fund Years 1 through 3 of Measure AA projects.

For the past decade, property tax revenue has increased approximately 5.3% annually. Consistent with this trend, the Controller's forecast over the next five years reflects an annual property tax revenue increase of 5%. For FY2015-16, tax revenue is projected to total \$36.305 million, an increase of 7.6% over the prior year.

The agreement with Santa Clara County to manage Rancho San Antonio County Park is under negotiation with an estimated \$325,000 in revenue expected from the County. Property Management revenue is projected at \$1.3 million for FY2015-16.

Expenditure Budget

The FY2015-16 Total District Budget is proposed to increase by \$11.9 million, or 27%, from the prior year. Operating expenses rise by 12% over FY2014-15 due to a significant increase in services and supplies and the proposed addition of nine new positions to address a core function gap, begin implementing an agency-wide organizational restructure, and provide added project and land management support to effectively manage the large ramp up of projects starting this upcoming fiscal year. The 113% rise in the capital budget reflects the ramping up of projects to increase project delivery output, including the completion of Measure AA and non-Measure AA capital projects. Given the reallocation of Measure AA capital expenditures to the Measure AA Fund, the General Fund budget is

reduced by \$5.7 million, or 13% from the FY2014-15 Midyear Budget. Table 3 provides a summary by major expenditure category and Table 4 shows the break-down by funding source.

Table 3: Proposed FY2015-16 District Budget by Category

DISTRICT BUDGET BY DEPARTMENT (excludes Hawthorn Fund)	FY2013-14 Actuals (Unaudited)	FY2014-15 Midyear Budget	FY2015-16 Proposed Annual Budget	\$ Change from FY2014-15 Midyear Budget	% Change from FY2014-15 Midyear Budget
DISTRICT BUDGET BY EXPENDITURE CATEGORY					
Salaries and Benefits	12,858,471	14,522,606	16,693,125	2,170,519	15%
<i>Less: MAA Reimbursible Staff Costs</i>	-	-	<i>(1,299,281)</i>	<i>(1,299,281)</i>	<i>N/A</i>
Net Salaries and Benefits	12,858,471	14,522,606	15,393,844	871,238	6%
Services and Supplies	3,524,935	4,397,127	5,789,463	1,392,336	32%
Total Operating Expenditures	16,383,406	18,919,733	21,183,307	2,263,574	12%
MAA Capital	-	-	6,637,311	6,637,311	N/A
Non-MAA Capital	4,026,876	4,888,200	3,777,000	(1,111,200)	-23%
Total Capital Expenditures	4,026,876	4,888,200	10,414,311	5,526,111	113%
MAA Land and Associated Costs	-	-	11,305,640	11,305,640	N/A
Non-MAA Land and Associated Costs	4,091,431	9,354,000	1,003,000	(8,351,000)	-89%
Total Land and Associated Costs	4,091,431	9,354,000	12,308,640	2,954,640	32%
MAA Property Management	-	-	79,999	79,999	N/A
Non-MAA Property Management	223,783	470,550	715,245	244,695	52%
Total Property Management	223,783	470,550	795,244	324,694	69%
Debt Service	8,858,254	8,893,601	11,062,744	2,169,143	24%
Strategic Plan Implementation	479,784	1,347,311	-	(1,347,311)	-100%
Total Other Expenditures	9,338,038	10,240,912	11,062,744	821,832	8%
TOTAL DISTRICT BUDGET	34,063,534	43,873,395	55,764,246	11,890,851	27%

Table 4: Proposed FY2015-16 District Budget by Funding Source

DISTRICT BUDGET BY FUNDING SOURCE (excludes Hawthorn Fund)	FY2013-14 Actuals (Unaudited)	FY2014-15 Midyear Budget	FY2015-16 Proposed Annual Budget	\$ Change from FY2014-15 Midyear Budget	% Change from FY2014-15 Midyear Budget
General Fund	33,525,196	42,989,165	37,290,296	(5,698,869)	-13%
Measure AA	-	-	18,022,950	18,022,950	N/A
Grants	538,338	884,230	451,000	(433,230)	-49%
TOTAL DISTRICT BUDGET	34,063,534	43,873,395	55,764,246	11,890,851	27%

1. Operating Expense Budget:

The proposed FY2015-16 operating budget totals \$21,183,307, which is comprised of a 6% increase in salaries and benefits and a 31% increase in services and supplies. These changes are discussed below.

Salaries and Benefits

District staff costs account for approximately 79% of the total operating budget in FY2015-16. However, removing staff costs that are eligible for Measure AA reimbursement (i.e. lead project management and field construction) reduces operating budget salaries and benefits by \$1.3 million to 73% of the operating budget. Key adjustments for FY2015-16 include:

- The addition of five full-time equivalent (FTE) positions (\$584,261) at Midyear FY2014-15 and the proposed addition of nine positions (\$1,124,792) for FY2015-16 for a total increase of \$1.7 million.
- Due to a decrease in the Employer CalPERS retirement rate from 15.701% to 14.846%, retirement expenses decreased by six percent from the prior year.
- A projected increase of 12.5% in Workers' Compensation insurance as a result of the increased number of claims in 2013 and 2014.

Services and Supplies

The FY2015-16 services and supplies budget is proposed to increase by \$1.4 million, or 32%. The primary drivers of this significant increase include:

- An increase in capitalization thresholds from \$10,000 to \$25,000 for vehicles and equipment and \$50,000 for infrastructure, which was approved by the Board in December 2014, resulted in the shift of over \$500,000 in project costs from the capital budget to the operating budget.
- One-time Information Technology costs totaling approximately \$250,000 that are included to implement the IT Strategic Plan and to fund technology equipment replacement, required software upgrades, a new server, etc.
- The build-out, lease, and utility costs for the AO3 additional lease space, which total \$128,000.
- Increased funding for training and organizational consulting to support Measure AA project delivery and the implementation of the Financial and Organizational Sustainability Model recommendations.

2. Property Management Program

Property Management expenditures for FY2015-16 total \$795,244, an increase of \$324,694 or 69% over the FY2014-15 Midyear Budget. Increases include additional expenses for two major water infrastructure improvements, foundation stabilization of the El Sereno residence, and repairs to two rental residences. Rental income is projected to be \$1.3 million, resulting in an anticipated net income of approximately \$504,000 from the District's property management program for FY2015-16.

3. Land

The proposed Land budget includes \$12.1 million for new land additions in FY2015-16 and \$210,000 for land improvements. Of the total Land budget, \$11.3 million is funded by Measure AA. Significant anticipated land acquisitions include: the Event Center and Apple Orchard purchase in La Honda Creek Open Space Preserve, estimated at \$6.1 million from the Peninsula Open Space Trust (POST), and securing improved road access rights on Mt Umunhum Road (\$1.5 million) in Sierra Azul.

4. Capital Budget

The FY2015-16 Proposed Capital budget totals \$10.4 million, of which, \$6.6 million, or 64%, is funded by Measure AA. When Land is included, total capital/fixed asset expenditures are \$23.1 million. Measure AA eligible staffing costs are limited to direct project management and field construction. Table 5 provides a summary of the proposed FY2015-16 capital and land projects grouped by function. More detail can be found in the Proposed FY2015-16 Action Plan and the Five-Year Capital Improvement Program.

Table 5: Proposed FY2015-16 District Capital Budget by Function
(includes Land, excludes Hawthorn)

Land Acquisition and Preservation	\$ 12,286,670	52%
Natural Resource Protection and Restoration	\$ 2,700,000	12%
Public Access and Education	\$ 5,251,000	22%
Vehicles, Equipment, Facilities, and Other	\$ 1,883,999	8%
Measure AA Reimbursed Staff Costs	\$ 1,299,281	6%
Total Capital and Land	\$ 23,420,950	100%

5. Debt Service

Debt Service for FY2015-16 totals \$11.1 million and includes the refunding of the 2004 notes in January 2015 and \$1.2 million in estimated interest payments on the first tranche of Measure AA general obligation (GO) bonds.

FY2015-16 DISTRICT STAFFING

District staffing for FY2015-16 is budgeted for 138.55 FTE, an increase of 14 positions over the FY2014-15 adopted staffing level of 124.55 FTE. As part of the FY2014-15 Midyear Budget, five positions were added to (1) accelerate Measure AA project implementation (two Capital Project Managers and one Open Space Technician), (2) begin implementing the District's new Integrated Pest Management Program (IPM) (one IPM Coordinator), and (3) backfill the Senior Management Analyst position that moved to the General Manager's Office with a Finance and Budget Analyst in the Administrative Services Department.

An additional nine positions are proposed for FY2015-16 to address a core function gap, to begin implementing the new Financial and Operational Sustainability Model (FOSM) organizational structure, and/or to provide much needed support to effectively manage the large ramp up of projects.

The Financial and Operational Sustainability Model (FOSM), which is evaluating the District's internal processes and organizational structure to identify improvements for increasing overall output and operational efficiencies, has identified important capacity gaps that must be addressed as part of the initial organizational restructuring. Additionally, to fulfill the commitments made to the public with the passage of Measure AA, the District is increasing its project delivery output to accomplish a greater number of public access and resource protection projects. The FY2015-16 proposed Action Plan includes a 75% increase in the number of Measure AA projects and a 58% increase in the number of non-Measure AA projects as compared to the prior fiscal year, for a total of 156 Key Projects. To achieve this large increase in project delivery, two critical support systems positions are being recommended for inclusion into the FY2015-16 Budget, as well as two field positions to maintain the current level of service given the expanding facilities, new acreage of preserved lands, and increase in visitor use.

The recommended nine position additions are listed below:

Core Function Gap

Legislative and External Affairs Specialist (1.0 FTE) – This position would establish a new capacity at the District to evaluate and track pending legislation that may impact the District to ensure timely partner and legislative coordination in response to both opportunities and threats. This responsibility is currently spread over several departments, which makes responding to legislative matters that are generally time sensitive both cumbersome and somewhat haphazard. This position would maintain ongoing connections with local, state, and federal delegations to best position the District to respond to changes in the political and legislative landscape and would also be responsible for driving new Board-approved legislation and representing the District in regional strategic partnership projects.

FOSM Recommendations

Chief Financial Officer (CFO)/Administrative Services Director (1.0 FTE)– This position would provide needed financial depth to the organization and leadership for consolidated administrative services functions including finance, human resources, and information technology. The position will report to the General Manager and will work closely with the Controller to direct and provide high level strategic

financial analysis, forecasting, modeling, budget performance evaluations and improvement recommendations. The position would also direct strategic planning and implementation of information systems and technology to improve and streamline work processes and maximize business operations, and direct strategic planning, coordination, and tracking of human resources needs, employee development and training, work performance management, and assist with labor relations and negotiations.

Engineering and Construction Manager (1.0 FTE) – This position would manage the new Engineering and Construction Department to deliver capital improvement projects, including Measure AA projects. The new department increases accountability and improves project management efficiency and consistency for more expedient and effective project delivery. This is the key position for establishing the new department and to emphasize the project delivery core function and capacity for the agency.

Information Systems Division Manager (1.0 FTE) – This position would provide greater leadership, emphasis, and strategic direction regarding information technology and systems needs, priorities, and solutions, including the District-wide GIS function, and would ensure that new systems are well integrated and account for future needs, future growth, and expected advances in technology in a cost-effective manner.

Special Projects Manager (1.0 FTE) – This is a key position to help drive strategic initiatives and operational enhancements for the agency and would report to the CFO/Administrative Services Director. The FOSM has identified a lack of sufficient internal systems, integrated databases, and defined policies to enable this agency to effectively grow in capacity and delivery output. Additional capacity to manage special projects and provide high-level support and accountability is needed to implement the recommended internal business systems improvements as well as meet ongoing business, finance, and human resources tracking and reporting requirements.

Support Systems

Geographic Information Systems (GIS) Specialist (1.0 FTE) – To achieve the increase in the District's project delivery output, additional GIS support services are needed to address mapping, geographic-based data collection and analysis needs across all departments. Moreover, GIS needs have expanded exponentially due to increased requests from the Public Affairs Department to prepare web content and outreach material (e.g., Measure AA Updates, searchable trail database for the District's website), as well as from the Operations Department which will require GIS integration to develop and maintain a new Computerized Maintenance Management System.

Information Technology (IT) Specialist (1.0 FTE) – This position would provide much needed staff resources to the new Information Technology Department to provide the basic tools for a modern organization and perform a strategic role in developing and implementing information technology improvements to keep up with technology advances, as well as develop integrated and efficient systems. This position would support implementation of an IT Strategic Plan and various systems improvements including the Document Management System and Computerized Maintenance Management Program, both of which are proposed in the FY2015-16 Action Plan, as well as new databases to track project performance, expenditures, etc.

Ranger (1.0 FTE) – The increase in new public access facilities, opening of new preserve areas, and increase in visitor use that the District has experienced in the last 3-5 years, and will continue to increase, merits additional patrol presence to sufficiently manage patrol, enforcement, and visitor interfaces for the District. Moreover, as part of the Mount Umunhum Environmental Restoration and Public Access Plan, the Board considered the need for two Rangers and one Open Space Technician to

service the opening of the Mount Umunhum summit and the various improvements and subsequent increased visitation. This position would address one of the ranger positions. Due to screening and training academy requirements, new Ranger positions require a one year minimum lead time.

Supervising Ranger (1.0 FTE) – With the addition of a new ranger discussed above, a new Supervising Ranger is needed to maintain effective reporting structures within the Patrol groups. Typically, one supervising ranger supervises five rangers to obtain an optimal level of supervision, coaching, and support.

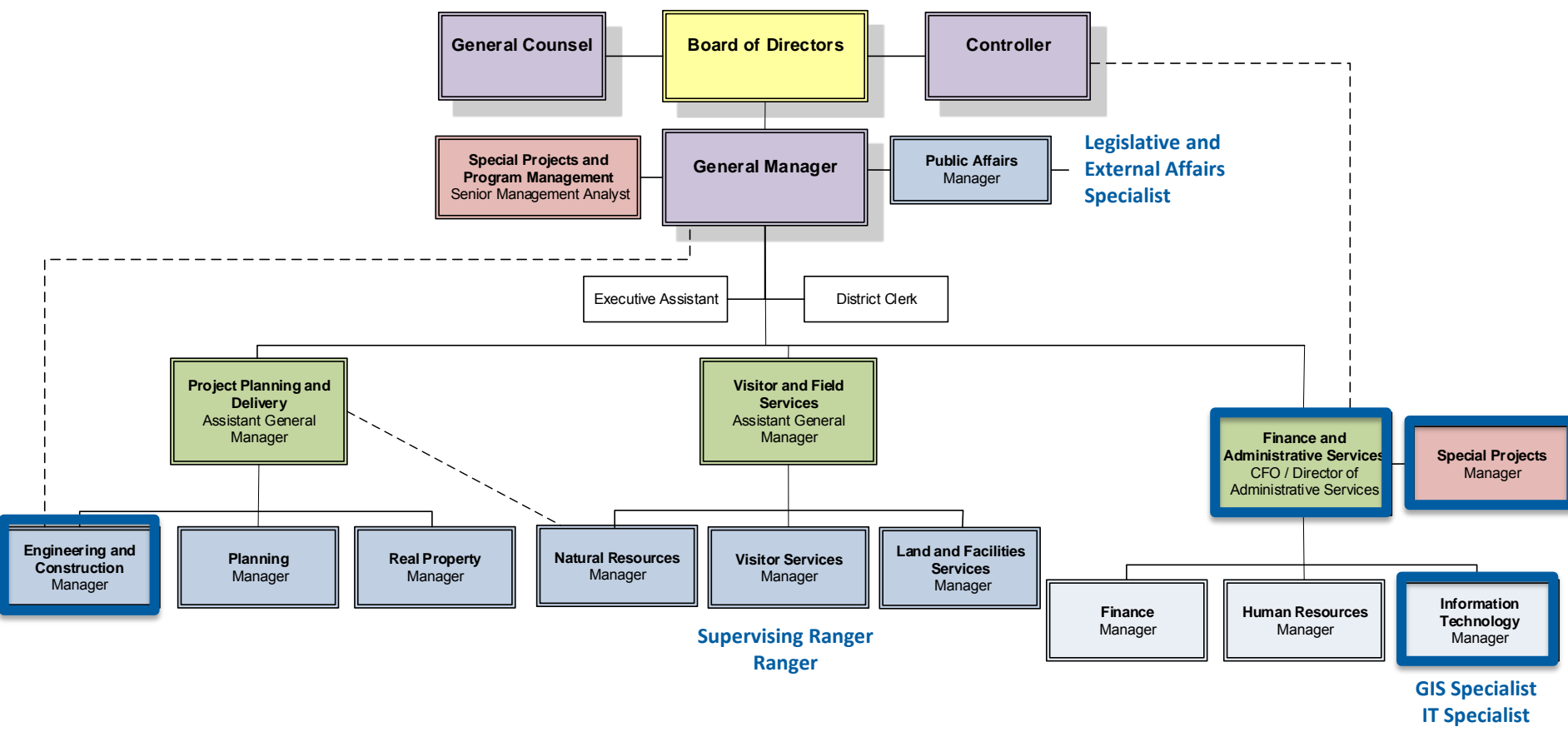
Table 6 details the proposed staffing for FY2015-16. Due to the FOSM organizational restructuring, the nine new positions are not assigned to specific departments as those will change with the reorganization implementation later in the year.

Table 6: District Positions by Department

Department	FY2014-15 Adopted FTE	FY2014-15 Change	FY2014-15 Midyear FTE	FY2015-16 Change	FY2015-16 Proposed FTE
Administration	13.75	0.00	13.75	0.00	13.75
General Counsel	2.50	0.00	2.50	0.00	2.50
General Manager	5.00	1.00	6.00	0.00	6.00
Natural Resources	9.00	1.00	10.00	0.00	10.00
Operations	65.30	1.00	66.30	0.00	66.30
Planning	12.00	1.00	13.00	0.00	13.00
Public Affairs	11.00	0.00	11.00	0.00	11.00
Real Property	6.00	1.00	7.00	0.00	7.00
<i>NEW POSITIONS</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>9.00</i>	<i>9.00</i>
Total FTE	124.55	5.00	129.55	9.00	138.55

The following page presents an organization chart reflecting where the nine new positions would be assigned.

Exhibit A: New Positions Using the Recommended FOSM Recommended Organizational Model



SECTION III:

**FIVE-YEAR
CAPITAL IMPROVEMENT
PROGRAM**

THREE-YEAR CAPITAL IMPROVEMENT PROGRAM

The Proposed FY2015-16 Three-Year Capital Improvement Program (CIP) lists projected capital projects and associated costs for fiscal years FY2015-16 through FY2017-18 and provides funding of \$84.3 million over the next three years. The CIP would be funded by the General Fund, Measure AA general obligation bonds, the Hawthorn Fund, and grants. The CIP lists the capital projects by function and department, similar to the Action Plan. Projects are further subdivided into Measure AA (MAA) and non-Measure AA (Non-MAA) projects.

Proposed FY2015-16 Capital Budget

The FY2015-16 Proposed Capital Budget, including land acquisition, totals \$23.6 million (including Hawthorn Fund projects), of which \$18.0 million is funded by Measure AA. The Proposed FY2015-16 Budget is \$9.1 million, or 62%, higher than the prior year due to the first full year of Measure AA funding and project implementation. Tables 7 and 8 provide a summary of funding sources and program expenditure categories for FY2015-16.

Table 7: Five-Year CIP Funding Sources

Measure AA	\$ 18,022,950	76%
General Fund	\$ 4,604,000	20%
Hawthorn Fund	\$ 528,000	2%
Grants	<u>\$ 451,000</u>	<u>2%</u>
Total Funding	\$ 23,605,950	100%

Table 8: Five-Year CIP by Program

Land Acquisition and Preservation	\$ 12,286,670	52%
Natural Resource Protection and Restoration	\$ 2,700,000	11%
Public Access and Education	\$ 5,251,000	22%
Vehicles, Equipment, Facilities, and Other	\$ 2,068,999	9%
MAA Reimbursed Staff Costs	<u>\$ 1,299,281</u>	<u>6%</u>
Total CIP	\$ 23,605,950	100%

The following pages present a summary of the FY2015-16 Three-Year CIP as well as project cost detail by department. Descriptions of the projects can be found in the FY2015-16 Proposed Action Plan.

FY2015-16 Three-Year Capital Improvement Program Summary

District Summary by Program	Five-Year Capital Improvement Program			
	FY2015-16	FY2016-17	FY2017-18	5-Year Total
Land Acquisition and Preservation	12,286,670	4,959,158	15,671,139	32,916,967
Natural Resource Protection and Restoration	2,700,000	2,263,000	2,022,500	6,985,500
Public Access and Education	5,251,000	9,423,000	4,694,000	19,368,000
Vehicles, Equipment, Facilities, and Other	2,068,999	1,700,000	16,731,000	20,499,999
Measure AA Project Reimbursed Staff Costs	1,299,281	893,291	2,384,445	4,577,016
Total CIP	23,605,950	19,238,449	41,503,084	84,347,482

District Summary by Department	FY2013-14 Actuals	FY2014-15 Midyear Budget	Five-Year Capital Improvement Program			
			FY2015-16	FY2016-17	FY2017-18	5-Year Total
Administration	7,692	171,200	164,000	0	0	164,000
Natural Resources	508,433	840,000	2,012,500	1,626,000	1,430,500	5,069,000
Operations	907,205	2,160,000	2,531,000	2,256,000	2,316,000	7,103,000
Planning	2,730,188	1,799,742	6,049,811	10,034,311	21,578,095	37,662,216
Real Property	50	23,000	539,999	350,000	500,000	1,389,999
Subtotal Capital Projects	4,153,568	4,993,942	11,297,310	14,266,311	25,824,595	51,388,215
Real Property - Land	4,091,431	9,543,000	12,308,640	4,972,138	15,678,489	32,959,267
Subtotal Land Acquisition	4,091,431	9,543,000	12,308,640	4,972,138	15,678,489	32,959,267
Total CIP	8,244,999	14,536,942	23,605,950	19,238,449	41,503,084	84,347,482

District Summary by Funding Source	FY2013-14 Actuals	FY2014-15 Midyear Budget	FY2015-16	FY2016-17	FY2017-18	5-Year Total
Measure AA	0	6,718,822	18,022,950	14,523,449	21,562,084	54,108,482
General Fund	6,432,164	6,591,463	4,604,000	4,165,000	19,941,000	28,710,000
Hawthorn Fund	141,389	342,427	528,000	20,000	0	548,000
Grants	1,671,446	884,230	451,000	530,000	0	981,000
Total CIP	8,244,999	14,536,942	23,605,950	19,238,449	41,503,084	84,347,482

FY2015-16 Three-Year Capital Improvement Program Summary (Cont'd)

Measure AA Summary	FY2015-16	FY2016-17	FY2017-18	5-Year Total
Land Acquisition and Preservation	11,283,670	3,459,158	14,171,139	28,913,967
Public Access and Education	3,978,000	9,028,000	3,969,000	16,975,000
Natural Resource Protection and Restoration	1,382,000	1,143,000	1,037,500	3,562,500
Project Reimbursed Staff Costs	1,299,281	893,291	2,384,445	4,577,016
Total Measure AA	17,942,951	14,523,449	21,562,084	54,028,483

General Fund Summary	FY2015-16	FY2016-17	FY2017-18	5-Year Total
Land Acquisition and Preservation	1,003,000	1,500,000	1,500,000	4,003,000
Public Access and Education	1,273,000	395,000	725,000	2,393,000
Natural Resource Protection and Restoration	1,318,000	1,120,000	985,000	3,423,000
Vehicles, Equipment, Facilities, and Other	2,068,999	1,700,000	16,731,000	20,499,999
Total Measure AA	5,662,999	4,715,000	19,941,000	30,318,999

TOTAL CIP	23,605,950	19,238,449	41,503,084	84,347,482
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Three-Year Capital Improvement Program: Administration

PART I: DEPARTMENT SUMMARY				
Budget by Program	FY2015-16	FY2016-17	FY2017-18	5-Year Total
Vehicles, Equipment, Facilities, and Other	164,000	0	0	164,000
Total Capital Budget	\$164,000	\$0	\$0	\$164,000
PART II: DEPARTMENT DETAIL				
Vehicles, Equipment, Facilities, and Other	FY2015-16	FY2016-17	FY2017-18	5-Year Total
Document Management System (DMS) Implementation	100,000	0	0	100,000
IAFS HR Modules Implementation & DMS Interface	64,000	0	0	64,000
Total Vehicles, Equipment, Facilities, and Other	\$164,000	\$0	\$0	\$164,000

Three-Year Capital Improvement Program: Natural Resources

PART I: DEPARTMENT SUMMARY				
Budget by Program	FY2015-16	FY2016-17	FY2017-18	5-Year Total
Natural Resource Protection and Restoration	1,587,000	1,408,000	1,205,500	4,200,500
Measure AA Project Reimbursed Staff Costs	425,500	218,000	225,000	868,500
Total Capital Budget	\$2,012,500	\$1,626,000	\$1,430,500	\$5,069,000
PART II: DEPARTMENT DETAIL				
Natural Resource Protection and Restoration	FY2015-16	FY2016-17	FY2017-18	5-Year Total
MAA 1-1: Miramontes Ridge: Agricultural Well	0	0	85,500	85,500
MAA 3-3: Purisima Creek Redwoods: Grazing Infrastructure	0	97,000	31,000	128,000
MAA 4-2: ECdM Creek Watershed Protection Program: Final Phase	157,000	0	0	157,000
MAA 4-3: ECdM Creek Watershed Protection Program: Re-assess & Implement	36,000	59,000	42,000	137,000
MAA 5-2: Upper La Honda Creek: Grazing Infrastructure	285,000	396,000	0	681,000
MAA 7-2: La Honda Creek: Fisheries Restoration Roads	503,000	0	0	503,000
MAA 7-3: La Honda Creek: Fisheries Restoration Apple Orchard	0	20,000	0	20,000
MAA 7-4: La Honda Creek: Fisheries Restoration Event Center	28,000	0	0	28,000
MAA 7-5: La Honda Creek: Grazing Infrastructure	132,000	272,000	0	404,000
MAA 9-1: Russian Ridge: Grazing Infrastructure	91,000	0	0	91,000
MAA 9-3: Russian Ridge: Pond Improvements	0	101,000	405,000	506,000
MAA 20-1: South Bay Foothills: Wildlife Passage Improvements	120,000	168,000	282,000	570,000
<i>Subtotal: Measure AA Projects</i>	<i>1,352,000</i>	<i>1,113,000</i>	<i>845,500</i>	<i>3,310,500</i>
Alpine Road Salamander Undercrossing	25,000	25,000	150,000	200,000
Big Dipper Ranch Water Infrastructure	10,000	0	0	10,000
Prescribed Fire Program Development	100,000	150,000	0	250,000
Restoration Forestry Demonstration Project	60,000	95,000	185,000	340,000
Tunitas Creek Water Infrastructure	15,000	0	0	15,000
Unanticipated Expenses	25,000	25,000	25,000	75,000
<i>Subtotal: Non-Measure AA Projects</i>	<i>235,000</i>	<i>295,000</i>	<i>360,000</i>	<i>890,000</i>
Total Natural Resource Protection and Restoration	\$1,587,000	\$1,408,000	\$1,205,500	\$4,200,500

Three-Year Capital Improvement Program: Natural Resources

PART II: DEPARTMENT DETAIL (Cont'd)				
Measure AA Project Reimbursed Staff Costs	FY2015-16	FY2016-17	FY2017-18	5-Year Total
Project Management	125,500	118,000	125,000	368,500
Construction	300,000	100,000	100,000	500,000
Total Reimbursed MAA Staff Costs	\$425,500	\$218,000	\$225,000	\$868,500
Total: Measure AA Projects	\$1,777,500	\$1,331,000	\$1,070,500	\$4,179,000
Total: Non-Measure AA Projects	\$235,000	\$295,000	\$360,000	\$890,000
Grand Total: All Capital Projects	\$2,012,500	\$1,626,000	\$1,430,500	\$5,069,000
PART III: GRANT INCOME				
Project	FY2015-16	FY2016-17	FY2017-18	5-Year Total
Fisheries Restoration Grant Program - La Honda Creek Roads	\$231,000	\$0	\$0	\$231,000
Total Grant Income	\$231,000	\$0	\$0	\$231,000
Total Capital Projects, net of Grant Income	\$1,781,500	\$1,626,000	\$1,430,500	\$4,838,000

Three-Year Capital Improvement Program: Operations

PART I: DEPARTMENT SUMMARY				
Budget by Program	FY2015-16	FY2016-17	FY2017-18	5-Year Total
Natural Resource Protection and Restoration	390,000	800,000	600,000	1,790,000
Public Access and Education	910,000	350,000	700,000	1,960,000
Vehicles, Equipment, Facilities, and Other	1,171,000	1,046,000	956,000	3,173,000
Measure AA Project Reimbursed Staff Costs	60,000	60,000	60,000	180,000
Total Capital Budget	\$2,531,000	\$2,256,000	\$2,316,000	\$7,103,000
PART II: DEPARTMENT DETAIL				
Natural Resource Protection and Restoration	FY2015-16	FY2016-17	FY2017-18	5-Year Total
Paulin and Houhgton Demolitions	390,000	0	0	390,000
Demolition and Clean up of Abandoned Structures [Foothills]	0	400,000	200,000	600,000
Demolition and Clean up of Abandoned Structures [Skyline]	0	400,000	400,000	800,000
Total Natural Resource Protection and Restoration	\$390,000	\$800,000	\$600,000	\$1,790,000
Public Access and Education	FY2015-16	FY2016-17	FY2017-18	5-Year Total
MAA 3-4: Harkins Bridge Replacement	500,000	0	0	500,000
MAA 17-4: Stevens Creek Footbridges	200,000	0	0	200,000
<i>Subtotal: Measure AA Projects</i>	<i>700,000</i>	<i>0</i>	<i>0</i>	<i>700,000</i>
Footbridge Replacements	0	200,000	200,000	400,000
Install Automated Gates at Fremont Older	40,000	0	0	40,000
Lower Purisima Creek Preserve Restroom Replacement	70,000	0	0	70,000
Vehicle Bridge Replacement	0	150,000	500,000	650,000
Preserve Entrance Signage Upgrades	100,000	0	0	100,000
<i>Subtotal: Non-Measure AA Projects</i>	<i>210,000</i>	<i>350,000</i>	<i>700,000</i>	<i>1,260,000</i>
Total Public Access and Education	\$910,000	\$350,000	\$700,000	\$1,960,000
Vehicles, Equipment, Facilities, and Other	FY2015-16	FY2016-17	FY2017-18	5-Year Total
Computerized Maintenance Management System	50,000	0	0	50,000
Equipment	316,000	376,000	376,000	1,068,000
SFO HVAC Closeout	50,000	0	0	50,000
Stopgap Operations Facilities (Trailers)	50,000	0	0	50,000

Three-Year Capital Improvement Program: Operations

PART II: DEPARTMENT DETAIL (Cont'd)				
Vehicles, Equipment, Facilities, and Other (Cont'd)	FY2015-16	FY2016-17	FY2017-18	5-Year Total
Skyline Facility Improvements - Install automated gate at SFO	75,000	0	0	75,000
Skyline Facility Improvements - Repave Driveway	60,000	0	0	60,000
Skyline Water Tank Rehabilitation	65,000	0	0	65,000
Vehicles - Administrative	35,000	100,000	110,000	245,000
Vehicles - Maintenance	270,000	270,000	220,000	760,000
Vehicles - Patrol	200,000	300,000	250,000	750,000
Total Vehicles, Equipment, Facilities, and Other	\$1,171,000	\$1,046,000	\$956,000	\$3,173,000
Measure AA Project Reimbursed Staff Costs	FY2015-16	FY2016-17	FY2017-18	5-Year Total
Project Management	40,000	40,000	40,000	120,000
Construction	20,000	20,000	20,000	60,000
Total Reimbursed MAA Staff Costs	\$60,000	\$60,000	\$60,000	\$180,000
Total: Measure AA Projects	\$760,000	\$60,000	\$60,000	\$880,000
Total: Non-Measure AA Projects	\$1,771,000	\$1,396,000	\$1,656,000	\$4,433,000
Grand Total: All Capital Projects	\$2,531,000	\$1,456,000	\$1,716,000	\$5,313,000

Three-Year Capital Improvement Program: Planning

PART I: DEPARTMENT SUMMARY				
Budget by Program	FY2015-16	FY2016-17	FY2017-18	5-Year Total
Natural Resource Protection and Restoration	723,000	55,000	217,000	995,000
Public Access and Education	4,341,000	9,073,000	3,994,000	17,408,000
Vehicles, Equipment, Facilities, and Other	194,000	304,000	15,275,000	15,773,000
Measure AA Project Reimbursed Staff Costs	791,811	602,311	2,092,095	3,486,216
Total Capital Budget	\$6,049,811	\$10,034,311	\$21,578,095	\$37,662,216
PART II: DEPARTMENT DETAIL				
Natural Resource Protection and Restoration	FY2015-16	FY2016-17	FY2017-18	5-Year Total
MAA 22-1: Sierra Azul Hendrys Creek Restoration	30,000	30,000	192,000	252,000
<i>Subtotal: Measure AA Projects</i>	30,000	30,000	192,000	252,000
Russian Ridge Mindego Ranch Remediation, Demo, Restoration; Water System	363,000	0	0	363,000
Water Rights ¹	305,000	0	0	305,000
Unanticipated Expenses	25,000	25,000	25,000	75,000
<i>Subtotal: Non-Measure AA Projects</i>	693,000	25,000	25,000	743,000
Total Natural Resource Protection and Restoration	\$723,000	\$55,000	\$217,000	\$995,000
Public Access and Education	FY2015-16	FY2016-17	FY2017-18	5-Year Total
MAA 2-1: Cooley Landing Interpretive Facilities & Infrastructure Design & Implementation (Partnership with East Palo Alto)	856,000	936,000	0	1,792,000
MAA 2-2: Ravenswood Bay Trail Design, CEQA, Permitting & Implementation	137,000	416,000	41,000	594,000
MAA 4-4: El Corte de Madera Creek Oljon Trail Permitting & Implementation (Phases II - IV)	32,000	172,000	0	204,000
MAA 5-4: La Honda Creek: Sears Ranch Interim Parking Area and Trail Connections	107,000	43,000	196,000	346,000
MAA 5-5: La Honda Creek: Red Barn Parking Area and Trail Connections	98,000	115,000	1,179,000	1,392,000
MAA 9-4: Russian Ridge Mindego Trail	67,000	0	0	67,000
MAA 9-5: Russian Ridge Trail Improvements to Council Circle	10,000	0	0	10,000
MAA 11-1: Rancho San Antonio New Trails to connect Quarry Trail to Black Mountain Trail	8,000	116,000	162,000	286,000
MAA 20-2: Hwy 17 Bay Area Ridge Trail Crossing Feasibility	62,000	342,000	136,000	540,000
MAA 21-4: Bear Creek Stables Site Plan and CEQA	86,000	207,000	1,323,000	1,616,000

Three-Year Capital Improvement Program: Planning

PART II: DEPARTMENT DETAIL (Cont'd)				
Public Access and Education (Cont'd)	FY2015-16	FY2016-17	FY2017-18	5-Year Total
MAA 21-5: Bear Creek Redwoods Public Access (Phase 1 Implementation)	293,000	1,093,000	919,000	2,305,000
MAA 21-6: Bear Creek Redwoods Alma College Site Rehabilitation Plan and CEQA	270,000	50,000	0	320,000
MAA 23-2: Sierra Azul: Bridges for Mt Umunhum Trail Implementation	95,000	95,000	4,000	194,000
MAA 23-4: Sierra Azul: Summit Restoration (Phase I)	611,000	2,577,000	8,000	3,196,000
MAA 23-5: Sierra Azul: Mt Umunhum Guadalupe Creek Overlook & Bridges	213,000	7,000	0	220,000
MAA 23-6: Sierra Azul: Mt Umunhum Road Design and Construction	333,000	2,859,000	1,000	3,193,000
<i>Subtotal: Measure AA Projects</i>	<i>3,278,000</i>	<i>9,028,000</i>	<i>3,969,000</i>	<i>16,275,000</i>
Bear Creek Redwoods Preserve Plan Development, CEQA and Ponds Assessment (formerly MAA 21-2, supports other MAA projects)	273,000	0	0	273,000
El Sereno Dog Access Scoping & Implementation	47,000	0	0	47,000
Fremont Older Staging Area Public Safety Improvements	260,000	0	0	260,000
Mt Umunhum Radar Tower Repairs	115,000	0	0	115,000
Windy Hill Hawthorn Historic Complex: Partner Selection & Site Development	343,000	20,000	0	363,000
Unanticipated Expenses	25,000	25,000	25,000	75,000
<i>Subtotal: Non-Measure AA Projects</i>	<i>1,063,000</i>	<i>45,000</i>	<i>25,000</i>	<i>1,133,000</i>
Total Public Access and Education	\$4,341,000	\$9,073,000	\$3,994,000	\$17,408,000
Vehicles, Equipment, Facilities, and Other	FY2015-16	FY2016-17	FY2017-18	5-Year Total
District-wide Long-term Facilities Plan	169,000	279,000	0	448,000
District-wide Long-term Facilities Plan Implementation (AO, 1 Field Office)	0	0	15,250,000	15,250,000
Unanticipated Expenses	25,000	25,000	25,000	75,000
Total Vehicles, Equipment, and Other	\$194,000	\$304,000	\$15,275,000	\$15,773,000

Three-Year Capital Improvement Program: Planning

PART II: DEPARTMENT DETAIL (Cont'd)				
Measure AA Project Reimbursed Staff Costs	FY2015-16	FY2016-17	FY2017-18	5-Year Total
Project Management	505,811	411,311	377,095	1,294,216
Construction	286,000	191,000	1,715,000	2,192,000
Total Reimbursed MAA Staff Costs	\$791,811	\$602,311	\$2,092,095	\$3,486,216
Total: Measure AA Projects	\$4,099,811	\$9,660,311	\$6,253,095	\$20,013,216
Total: Non-Measure AA Projects	\$1,950,000	\$374,000	\$15,325,000	\$17,649,000
Grand Total: All Capital Projects	\$6,049,811	\$10,034,311	\$21,578,095	\$37,662,216
¹ Staff anticipates there will be additional budget for this project but at this time there is not sufficient information for project cost estimates beyond FY15-16.				
PART III: GRANT INCOME				
Project	FY2015-16	FY2016-17	FY2017-18	5-Year Total
Mt Um Environmental Restoration & Public Access (State Coastal Conservancy)	\$20,000	\$530,000	\$0	\$550,000
Bay Trail - (Santa Clara County grant)	\$200,000	\$0	\$0	\$200,000
Total Grant Income	\$220,000	\$530,000	\$0	\$750,000
Total Capital Projects, net of Grant Income	\$5,829,811	\$9,504,311	\$21,578,095	\$36,912,216

Three-Year Capital Improvement Program: Real Property

PART I: DEPARTMENT SUMMARY				
Land Acquisition and Preservation	12,286,670	4,959,158	15,671,139	32,916,967
Vehicles, Equipment, Facilities, and Other	539,999	350,000	500,000	1,389,999
Measure AA Project Reimbursed Staff Costs	21,970	12,980	7,350	42,300
Total Capital Budget	\$12,848,639	\$5,322,138	\$16,178,489	\$34,349,266
PART II: DEPARTMENT DETAIL				
Land Acquisition and Preservation	FY2015-16	FY2016-17	FY2017-18	5-Year Total
MAA 2-2: Ravenswood Bay Trail Design, CEQA, Permits & Implementation	78,000	0	0	78,000
MAA 3-1: Lot Line Adjustment / Property Transfer Purisima Uplands	816,500	20,000	0	836,500
MAA 3-2: Site Clean-up and Soil Remediation Purisima Uplands	126,665	140,714	0	267,379
MAA 4-1: El Corte de Madera Creek Land Conservation	0	0	6,092,525	6,092,525
MAA 5-1: La Honda Creek Upper Area Land Conservation	811,000	423,000	712,000	1,946,000
MAA 7-1: Event Center and Apple Orchard Purchase	6,087,677	0	0	6,087,677
MAA 8-1: La Honda Creek/Russian Ridge Land Conservation	302,500	1,545,000	2,032,000	3,879,500
MAA 10-2: Alpine Road and Drainage Improvements - MOU	35,000	0	5,085,641	5,120,641
MAA 17-1: Upper Stevens Creek	333,906	0	0	333,906
MAA 21-1: Bear Creek Redwoods - Moody Gulch	122,500	36,460	48,960	207,920
MAA 22-2: Sierra Azul Cathedral Oaks	650,000	0	0	650,000
MAA 23-1: Sierra Azul Mt Um Trail and Property Rights	1,511,922	0	0	1,511,922
MAA 24-1: Sierra Azul Rancho de Guadalupe Land Conservation	0	1,059,500	200,013	1,259,513
MAA 25-1: Sierra Azul Loma Prieta Land Conservation	408,000	234,484	0	642,484
MAA New Land Conservation Opportunities	0	0	0	0
<i>Subtotal: Measure AA Projects</i>	<i>11,283,670</i>	<i>3,459,158</i>	<i>14,171,139</i>	<i>28,913,967</i>
1405 Skyline Blvd, Improvements (INE Property)	50,000	0	0	50,000
5755 Alpine Road, Remodel (Silva Property)	160,000	0	0	160,000
New Land Conservation Purchases	793,000	1,500,000	1,500,000	3,793,000
<i>Subtotal: Non-Measure AA Projects</i>	<i>1,003,000</i>	<i>1,500,000</i>	<i>1,500,000</i>	<i>3,793,000</i>
Total Land Acquisition and Preservation	\$12,286,670	\$4,959,158	\$15,671,139	\$32,706,967

Three-Year Capital Improvement Program: Real Property

PART II: DEPARTMENT DETAIL (Cont'd)				
Vehicles, Equipment, Facilities, and Other	FY2015-16	FY2016-17	FY2017-18	5-Year Total
MAA 21-3: Bear Creek Redwoods - Water Infrastructure Improvements	79,999	0	0	79,999
<i>Subtotal: Measure AA Projects</i>	79,999	0	0	79,999
16075 Overlook Dr. Foundation Stabilization	75,000	0	0	75,000
McDonald Ranch, POD 17 Water Line Replacement	125,000	0	0	125,000
Driscoll Ranch, POD 36 Water Line Replacement	75,000	0	0	75,000
Windy Hill Alpine Road Residence	185,000	0	0	185,000
Facilities Improvements	0	350,000	500,000	850,000
<i>Subtotal: Non-Measure AA Projects</i>	460,000	350,000	500,000	1,310,000
Total Vehicles, Equipment, Facilities, and Other	\$539,999	\$350,000	\$500,000	\$1,389,999
Measure AA Project Reimbursed Staff Costs	FY2015-16	FY2016-17	FY2017-18	5-Year Total
Project Management	21,970	12,980	7,350	42,300
Total Reimbursed MAA Staff Costs	\$21,970	\$12,980	\$7,350	\$42,300
Total: Measure AA Projects	\$11,385,639	\$3,472,138	\$14,178,489	\$29,036,266
Total: Non-Measure AA Projects	\$1,463,000	\$1,850,000	\$2,000,000	\$5,103,000
Grand Total: All Capital Projects	\$12,848,639	\$5,322,138	\$16,178,489	\$34,139,266

SECTION IV:

PROPOSED

FY2015-16

HAWTHORN FUND BUDGET

HAWTHORN FUND

FY2015-16 PROPOSED ANNUAL BUDGET					
Budget Category	FY2013-14 Actuals (Unaudited)	FY2014-15 Midyear Budget	FY 2015-16 Proposed Annual Budget	\$ Change from Midyear FY2014-15	% Change from Midyear FY2014-15
Operating Expenses	14,747	221,685	15,800	(205,885)	-93%
Capital Expenses	126,642	120,742	528,000	407,258	337%
Total: Hawthorn	141,389	342,427	543,800	201,373	59%

The Proposed FY2015-16 Annual Budget for the Hawthorn endowment totals \$543,800, which is 59% higher than the FY2014-15 Midyear Budget. A total of \$185,000 is budgeted under Capital Expenses for improvements to the Alpine House employee residence. The remaining Capital Expenses budget includes approximately \$15,000 for electrical services and the installation of a security system, and no more than \$30,000 for the installation of rodent exclusion, roof repairs, and other minor stabilization efforts to mitigate deterioration as staff negotiates a partnership agreement over the next year. Approximately \$15,000 is set aside to cover District project management costs and the remaining balance of \$283,000 is a placeholder for more aggressive mothballing should the current partnership development process yield no viable partner.

If the proposed Hawthorn budget is approved, the endowment fund balance at the end of FY2015-16 is projected to be \$1,171,958. (See Table 5 below)

Table 6: Hawthorn – Projected Cash Balance

HAWTHORN: Endowment Fund	
Hawthorn Fund Original Endowment:	\$ 2,018,445
FY2011-12 Interest Income	\$ 3,267
FY2011-12 Expenditures	\$ (50,672)
FY2012-13 Interest Income	\$ 7,854
FY2012-13 Expenditures	\$ (122,347)
FY2013-14 Interest Income	\$ 5,600
FY2013-14 Expenditures	\$ (141,389)
FY2014-15 Interest Income - Projected	\$ 5,000
FY2014-15 Expenditures - Projected	\$ (15,000)
FY2015-16 Interest Income - Proposed Budget	\$ 5,000
FY2015-16 Expenditures - Proposed Budget	\$ (543,800)
Ending Balance - Projected	\$ 1,171,958

SECTION V:

FY2015-16

DEPARTMENT

SUMMARIES

ADMINISTRATIVE SERVICES DEPARTMENT

Objective:

To provide the overall management and administration of the District in support of the organization's mission and goals.

Core Functions:

- Provide financial management, budgeting, and accounting services.
- Administer Human Resources Programs and coordinate employee relations activities.
- Provide Information Technology services.
- Provide office management and public reception/customer service at the Administrative Office.

Department Budget:

ADMINISTRATIVE SERVICES DEPARTMENT BUDGET	FY2013-14 Actuals	FY2014-15 Midyear Budget	FY2015-16 Proposed Annual Budget	\$ Change from FY2014-15 Midyear Budget	% Change from FY2014-15 Midyear Budget
Salaries and Benefits	1,353,563	1,722,442	1,717,624	(4,818)	0%
Services and Supplies	726,736	749,900	1,318,026	568,126	76%
Subtotal: Operating Budget	2,080,299	2,472,342	3,035,650	563,308	23%
Capital	7,692	111,200	164,000	52,800	47%
Total Department Budget	2,087,991	2,583,542	3,199,650	616,108	24%
Total FTE	11.25	13.75	13.75	0.00	0%

GENERAL MANAGER'S OFFICE

Objective:

To provide support to the Board of Directors in the development and implementation of its goals and policies and provide leadership and guidance to District departments in the delivery of services.

Core Functions:

- Provide organizational leadership and direction to implement Board policy and goals.
- Provide District Clerk support to the District Board and staff.

Department Budget:

GENERAL MANAGER'S OFFICE BUDGET	FY2013-14 Actuals	FY2014-15 Midyear Budget	FY2015-16 Proposed Annual Budget	\$ Change from FY2014-15 Midyear Budget	% Change from FY2014-15 Midyear Budget
Salaries and Benefits	784,027	978,157	1,124,026	145,869	15%
Services and Supplies	202,396	230,665	400,425	169,760	74%
Subtotal: Operating Budget	986,423	1,208,822	1,524,451	315,629	26%
Strategic Plan Implementation	18,478	1,043,075	-	(1,043,075)	-100%
Total Department Budget	1,004,901	2,251,897	1,524,451	(727,446)	-32%
Total FTE	5.00	6.00	6.00	0.00	0%

GENERAL COUNSEL'S OFFICE

Objective:

To provide legal services and counsel to the Board of Directors, committees, and District departments.

Core Functions:

- Provide legal review and advice to the District Board and staff.
- Represent the District in litigation and legal matters with outside agencies
- Provide risk management services.

Department Budget:

GENERAL COUNSEL'S OFFICE BUDGET	FY2013-14 Actuals	FY2014-15 Midyear Budget	FY2015-16 Proposed Annual Budget	\$ Change from FY2014-15 Midyear Budget	% Change from FY2014-15 Midyear Budget
Salaries and Benefits	373,246	453,051	462,404	9,353	2%
Services and Supplies	60,773	53,130	61,915	8,785	17%
Subtotal: Operating Budget	434,019	506,181	524,319	18,138	4%
Total Department Budget	434,019	506,181	524,319	18,138	4%
Total FTE	2.50	2.50	2.50	0.00	0%

NATURAL RESOURCES DEPARTMENT

Objective:

To protect and restore the natural diversity and integrity of the District's resources for their value to the environment and the public, and provide for the use of the preserves consistent with resource protection.

Core Functions:

- Plan, implement, and design projects to protect and restore the natural resources.
- Comply with the California Environmental Quality Act (CEQA) and resource agency regulation requirements.
- Work with other entities to obtain funding, plan for, and protect District and regional natural resources.
- Steward District working landscapes to protect natural resource values and provide sustainable agricultural uses.

Department Budget:

NATURAL RESOURCES DEPARTMENT BUDGET	FY2013-14 Actuals	FY2014-15 Midyear Budget	FY2015-16 Proposed Annual Budget	\$ Change from FY2014-15 Midyear Budget	% Change from FY2014-15 Midyear Budget
Salaries and Benefits	844,455	1,073,745	1,169,398	95,653	9%
<i>Less MAA Reimbursible Staff Costs</i>	-	-	125,500	125,500	N/A
Net Salaries and Benefits	844,455	1,073,745	1,043,898	(29,847)	-3%
Services and Supplies	508,833	468,551	735,930	267,379	57%
Subtotal: Operating Budget	1,353,288	1,542,296	1,779,828	237,532	15%
MAA Capital	-	-	1,777,500	1,777,500	N/A
Non-MAA Capital	508,433	915,000	235,000	(680,000)	-74%
Subtotal: Capital Budget	508,433	915,000	2,012,500	1,097,500	120%
Total Department Budget	1,861,721	2,457,296	3,792,328	1,335,032	54%
Total FTE	8.50	10.00	10.00	0.00	0%

OPERATIONS DEPARTMENT

Objective:

To follow management policies that ensure proper care and stewardship of the land, that provide public access appropriate to the nature of the land, and that are consistent with ecological values and public safety.

Core Functions:

- Provide in-the-field services to protect and restore the natural resources.
- Protect public health and safety through enforcement, fire protection, and safe access.
- Provide visitor services as the frontline “Face of the District”.
- Maintain and construct new District trails.
- Foster neighbor, partner, and jurisdictional-oversight agency relationships and engage in multi-stakeholder efforts to further District goals.

Department Budget:

OPERATIONS DEPARTMENT BUDGET	FY2013-14 Actuals	FY2014-15 Midyear Budget	FY2015-16 Proposed Annual Budget	\$ Change from FY2014-15 Midyear Budget	% Change from FY2014-15 Midyear Budget
Salaries and Benefits	6,642,109	6,900,055	7,305,639	405,584	6%
<i>Less MAA Reimbursible Staff Costs</i>	-	-	646,000	646,000	N/A
Net Salaries and Benefits	6,642,109	6,900,055	6,659,639	(240,416)	-3%
Services and Supplies	1,498,666	1,707,440	2,074,427	366,987	21%
Subtotal: Operating Budget	8,140,775	8,607,495	8,734,066	126,571	1%
MAA Capital	-	-	760,000	760,000	N/A
Non-MAA Capital	907,205	2,262,266	1,771,000	(491,266)	-22%
Subtotal: Capital Budget	907,205	2,262,266	2,531,000	762,292	34%
Total Department Budget	9,047,980	10,869,761	11,265,066	395,305	4%
Total FTE	62.40	66.30	66.30	0.00	0%

PLANNING DEPARTMENT

Objective:

To protect and restore the natural diversity and integrity of the District’s resources; encourage public and private agencies to preserve, maintain and enhance open space; and follow management policies for quality care of the land, provision of public access, and maintenance of ecological values and public safety.

Core Functions:

- Plan, design, and implement projects for public access, staff facilities, and stewardship of cultural resources.
- Develop and maintain current and long-range use and management plans, policies, and procedures for Preserves.
- Manage the District Geographic Information Systems (GIS).
- Comply with the California Environmental Quality Act (CEQA) and all permitting, code, and regulation requirements.
- Work with other entities to obtain funding, plan for and protect District and Regional greenbelt use and public access.
- Engage public and partner agency involvement in planning activities.

Department Budget:

PLANNING DEPARTMENT BUDGET	FY2013-14 Actuals	FY2014-15 Midyear Budget	FY2015-16 Proposed Annual Budget	\$ Change from FY2014-15 Midyear Budget	% Change from FY2014-15 Midyear Budget
Salaries and Benefits	1,200,327	1,402,824	1,567,119	164,295	12%
<i>Less MAA Reimbursible Staff Costs</i>	-	-	<i>505,811</i>	<i>505,811</i>	<i>N/A</i>
Net Salaries and Benefits	1,200,327	1,402,824	1,061,308	(341,516)	-24%
Services and Supplies	27,493	199,501	-	(199,501)	-100%
Subtotal: Operating Budget	1,227,820	1,602,325	1,061,308	(541,017)	-34%
MAA Capital	-	-	4,099,811	4,099,811	N/A
Non-Measure AA Capital	2,603,546	1,856,610	1,607,000	(249,610)	
Subtotal: Capital Budget	2,603,546	1,856,610	5,706,811	3,850,201	207%
Strategic Plan Implementation	340,449	234,000	-	(234,000)	-100%
Total Department Budget	4,171,815	3,692,935	6,768,119	6,925,385	188%
Total FTE	12.00	13.00	13.00	0.00	0%

PUBLIC AFFAIRS DEPARTMENT

Objective:

To educate and make clearly visible to the public the purposes and actions of the District, and actively encourage public input and involvement in the District’s decision-making process and other activities.

Core Functions:

- Maximize public awareness and understanding of the District and its activities.
- Influence and propose legislation that affects and/or benefits the District’s ability to carry out its mission.
- Engage the public through programs that educate and involve the community and expand the District’s capacity.

- Collect and evaluate constituent feedback and recommend action.

Department Budget:

PUBLIC AFFAIRS DEPARTMENT BUDGET	FY2013-14 Actuals	FY2014-15 Midyear Budget	FY2015-16 Proposed Annual Budget	\$ Change from FY2014-15 Midyear Budget	% Change from FY2014-15 Midyear Budget
Salaries and Benefits	928,535	1,135,930	1,241,881	105,951	9%
Services and Supplies	435,658	597,790	719,690	121,900	20%
Subtotal: Operating Budget	1,364,193	1,733,720	1,961,571	227,851	13%
Strategic Plan Implementation	239,335	170,836	-	(170,836)	
Total Department Budget	1,603,528	1,904,556	1,961,571	57,015	3%
Total FTE	10.00	11.00	11.00	0.00	0%

REAL PROPERTY DEPARTMENT

Objective:

To purchase or otherwise acquire interest in the maximum feasible area of strategic open space land; link District open space lands with federal, state, county, city parklands, and watershed lands.

Core Functions:

- Provide comprehensive land conservation planning and analysis to guide the land purchase program.
- Monitor and protect the District’s public open space property interests (including fee and easement interests).
- Manage revenue-producing properties.
- Create and take advantage of opportunities to conserve the greenbelt, foothills, and baylands.
- Maintain neighbor, conservation partner and agency relationships.

Department Budget:

REAL PROPERTY DEPARTMENT BUDGET	FY2013-14 Actuals	FY2014-15 Midyear Budget	FY2015-16 Proposed Annual Budget	\$ Change from FY2014-15 Midyear Budget	% Change from FY2014-15 Midyear Budget
Salaries and Benefits	732,209	856,402	980,242	123,840	14%
Less MAA Reimbursible Staff Costs	-	-	21,970	21,970	N/A
Net Salaries and Benefits	732,209	856,402	958,272	101,870	12%
Services and Supplies	74,380	129,550		(129,550)	-100%
Subtotal: Operating Budget	806,589	985,952	958,272	(27,680)	-3%
MAA Land & Associated Costs	-	-	11,305,640	11,305,640	N/A
Non-MAA Land & Associated Costs	4,091,431	9,354,000	1,003,000	(8,351,000)	-89%
Subtotal: Land Budget	4,091,431	9,354,000	12,308,640	2,954,640	32%
MAA Property Management	-	-	79,999	79,999	N/A
Non-MAA Property Management	223,783	470,550	715,245	244,695	52%
Subtotal: Property Mgmt Budget	223,783	470,550	795,244	324,694	69%
Debt Service	8,858,244	8,893,601	11,142,744	2,249,143	25%
Total Department Budget	13,980,047	19,704,103	25,204,900	5,500,797	28%
Total FTE	5.00	7.00	7.00	0.00	0%