



Midpeninsula Regional
Open Space District

R-16-68
Meeting 16-11
May 25, 2016

AGENDA ITEM 4

AGENDA ITEM

Proposed Fiscal Year 2016-17 Budget & Action Plan Initial Review

GENERAL MANAGER'S RECOMMENDATIONS

Review the Proposed Fiscal Year (FY) 2016-17 Budget and Action Plan, as reviewed and recommended by the Action Plan and Budget Committee in preparation for adoption at the June 22, 2016 Regular Meeting of the Board of Directors.

SUMMARY

The Proposed FY2016-17 budget totals \$58.1 million, a 4% increase over the prior year adopted budget, reflecting staff growth as positions are added to deliver the projects and continue the organizational build-out outlined in the Financial and Operational Sustainability Model study (FOSM), which in turn enables the organization to increase capital expenditures as the District continues to implement Measure AA funded projects. Offsetting these increases is a substantial reduction to the Land budget due to a change in the way land purchases are reflected in the budget. However, this change will not impact the District's ability to respond quickly to land purchase opportunities.

Concerning staff growth, the proposed budget includes 8 new positions, as reviewed and recommended by the Action Plan and Budget Committee, to implement FOSM recommendations related to the creation of two new departments – Visitor Services and Land and Facilities Services - in place of the current single Operations Department, with increased service delivery capacity in this business line. It also includes four new positions, as reviewed and recommended by the ABC, to implement FOSM recommendations to build service delivery capacity in other District departments that fulfill the project planning and delivery and finance and administrative services business lines. Finally, six additional positions, as reviewed and recommended by the ABC, are recommended for approval at this time, but to be budgeted in the following year's budget (FY2017-18) to continue FOSM implementation.

On November 17, 2015, the Board of Directors held its annual retreat to determine priorities for the following fiscal year and directed staff to focus on those priorities when developing the FY2016-17 Action Plan. The priorities established for FY2016-17 are to continue the new business model implementation, as outlined in the Financial and Operational Sustainability Model (FOSM); open Mt. Umunhum to the public; continue to prepare Bear Creek Redwoods and La Honda Creek for public access; design a new preferred option for the administrative staff office and continue evaluation and planning for new field staff facilities; and continue to focus on Other Measure AA, Strategic Plan, or Mission-related activities. The Proposed FY2016-17 Action Plan reflects the Board priorities and is comprised of 129 Key Projects.

DISCUSSION

Budget

The District's FY2016-17 proposed budget (Attachment 2) totals \$58.1 million, a 4% increase over the prior year (the budget would have shown a 24% increase had land purchase been included in the budget as in previous years), reflecting staff growth as positions are added to deliver the projects and continue the organizational build-out outlined in the FOSM and increased capital expenditures as the District continues implementation of Measure AA funded projects. The following chart provides a summary of the FY2016-17 budget by category.

DISTRICT BUDGET BY EXPENDITURE CATEGORY	FY2015-16 Adopted Budget	FY2016-17 Proposed Annual Budget	\$ Change from FY2015-16 Adopted	% Change from FY2015-16 Adopted
Operating Budget	21,183,307	27,342,350	6,159,043	29%
Capital Budget	10,414,311	18,682,750	8,268,439	79%
Land and Associated Costs	12,308,640	1,008,100	(11,300,540)	-92%
Property Management	795,244	-	(795,244)	-100%
Debt Service	11,062,744	11,084,840	22,096	0%
TOTAL DISTRICT BUDGET	55,764,246	58,118,040	2,353,794	4%
<i>* Effective FY 2016-17, the Property Management Program is transferred to the Land & Facilities Department and incorporated into the operating and capital budgets.</i>				

Primary drivers for each category are discussed below.

- Operating Budget. The operating budget includes the annualized cost of the eight positions added as part of the FY2015-16 Midyear Adjustments, 12 new positions proposed for FY2016-17, as well as cost-of-living adjustments, CalPERS retirement rate increases, and an increased contribution to the District's OPEB Trust Fund unfunded liability. Services and Supplies also rose, reflecting an increased number of projects classified as operating rather than capital expenses, and costs related to new leased office space to accommodate additional staff.
- Capital Budget. The 79% capital budget increase is driven by capital projects moving forward into subsequent phases leading to full implementation. Key projects driving this increase include those related to the opening of Mt. Umunhum to the public (\$9.6 million); projects associated with preparing Bear Creek Redwoods for public access (\$1.6 million); and road improvements, interim parking lot, trail access, and structure demolitions at La Honda Creek (\$1.3 million).
- Land and Associated Costs. For FY2016-17, there is a \$11.3 million, or 92% decrease for the land budget. Historically, the land budget included title and purchase cost. However, effective in FY2016-17, those costs will be excluded from the budget and will only include budget that accounts for appraisals and other costs associated with property purchase research and early negotiations. The land purchase costs for the proposed title or easement will be included as part of the Board report recommendation and will include a budget adjustment request. This practice will eliminate the large variation from the budget from year to year. This will not impact the District's ability to respond quickly to land purchase opportunities approved by the Board.

- Property Management. Effective FY2016-17, the property management budget is no longer presented as a separate line item in the budget and has been incorporated into the Land and Facilities Department budget.
- Debt Service. Debt Service for FY2016-17 is on par with the prior year with a nominal increase of \$22,000, however, this amount may decrease as the District has the opportunity to refund its 2007 Series Notes in August 2016.

Staff Growth

District staffing for FY2016-17 is budgeted for 165.45 FTE, an increase of 26.9 positions over the FY2015-16 adopted staffing level of 138.55 FTE. As part of the FY2015-16 Midyear Budget, eight positions were added to proceed with FOSM recommendations and increase project delivery output to meet Measure AA commitments and enhance the quality and effectiveness of service delivery. An additional three positions were added in April, 2016, to continue with FOSM recommendations related to transitioning the Operations Department into the Visitor Services and Land and Facilities Services Departments.

To proceed further with FOSM recommendations and increase the District's project delivery output to meet Measure AA commitments, as well as keep pace with patrol and maintenance and restoration service levels as new trails in existing or newly opened preserves are opened to the public, 12 new positions are proposed for approval for FY2016-17 (eight to continue build out of the Land and Facilities Services and Visitor Services Departments and four in other departments). Additionally, six new positions are known at this time for recommendation for approval for FY2017-18 (four in Land and Facilities Services and two in other departments), but are not proposed for funding in the FY2016-17 budget. The recommended positions enable the creation of two new departments – Visitor Services and Land and Facilities Services – in place of the current single Operations Department, with increased service delivery capacity in this business line. The recommended positions also continue to build service delivery capacity in other District departments that fulfill the project planning and delivery and finance and administrative services business lines as recommended by the Financial and Operational Sustainability Model study.

A District organizational chart showing the recommended new positions is provided as Attachment 3. Comprehensive background and position justification information provided to the ABC during their review is provided as Attachment 4 with a summary cover memo.

Action Plan

The Action Plan is reviewed and updated annually, based on direction received from the Board of Directors during their annual review of Strategic Plan goals and objectives, as well as action plan priorities to guide staff in developing the next year's Action Plan.

1. New Business Model Implementation

The FOSM outlines the organizational changes recommended to strengthen and fulfill its mission of land preservation, natural resource protection, and public access and education. FY2016-17 will be the third year of FOSM implementation, and includes: recruitments and new employee orientation; department restructuring and team building; implementation of

the Project Delivery Process; implementation of business systems to improve efficiency and effectiveness; and development of District policies.

2. Open Mt. Umunhum to Public Access

Mt. Umunhum in the Sierra Azul Open Space Preserve is scheduled to be opened for public access in Fall 2016. Final activities to be completed prior to opening include resolution of road rights, roadway improvements, summit final design and construction, installation of bridges on the Summit Trail, and Interpretive amenities. The FY2016-17 Action Plan includes seven projects related to this priority.

3. Open Lower La Honda Creek to Public Access

With the completion of the La Honda Creek Open Space Preserve Master Plan in 2012 and the subsequent availability of Measure AA funding, the District is focused on the design, permitting, and construction of public access facilities to allow the former Driscoll Ranch to open to the public in fall 2017. Five projects are included in the FY2016-17 Action Plan, including design and construction of a new visitor entrance, trailhead, and 20-car staging area, upgrade existing roads to accommodate increased use, repair bridges, and install signs, gates, and other needed infrastructure to safely integrate the public into this working ranch. In addition, planning and design of visitor facilities at the Red Barn will be completed, and the permit process initiated, to allow this area to open to the public in 2020.

4. Open Bear Creek Redwoods to Public Access

Another preserve with a high priority to open is Bear Creek Redwoods. In FY2016-17, eleven Action Plan projects will focus on the planning, design, and permitting of public access facilities, and on natural resource management to prepare the preserve for public access. Projects include completion of the Preserve Plan (including the Stables and Alma College Site Plans), design and permitting of a new parking lot and pedestrian crossing, completing construction documents for road, water system, and other infrastructure upgrades, and treating invasive species. A long-term lease for operation of the stables will also be developed.

5. Staff Facilities Planning

As District staffing levels continue to increase, new facilities will be needed to accommodate employees, including District vehicles and equipment. For FY2016-17, feasibility studies will be conducted for the future South Area Field Office and Coastal Fields Office. In addition, staff will present options to the Board regarding the Long-Term Administrative Office Facility Plan for a final selection and begin design and engineering of the preferred option. Three projects relating to staff facilities are included in the FY2016-17 Action Plan.

6. Other Measure AA, Strategic Plan, or Mission-related activities

Other priorities identified by the Board relate to Measure AA Projects implementation, the District's mission, Strategic Plan, and Vision Plan, include: public information enhancement and outreach, partnerships with other agencies, implementation of the Measure AA Bond Oversight Committee, resource management, property management, and public safety and access.

District staff prepared the FY2016-17 Action Plan in accordance with the Board's direction, resulting in 129 projects spread throughout the following categories:

- Land Acquisition and Preservation (11%);

- Natural Resource Protection and Restoration (22%);
- Public Access and Education (26%);
- Public Outreach (12%);
- Vehicles, Equipment, Facilities, and Other Infrastructure (14%); and
- Administrative Support (14%).

From a funding perspective, 91% of the Action Plan projects are capital projects or land acquisition, while the remaining 9% are included in the operating budget. The action plan was resource loaded District-wide to provide a realistic projection of work that that could be completed with available staff and funding resources.

Attachment 1 provides more detail on the status of specific projects discussed at the November Board Retreat.

FISCAL IMPACT

Final adoption of the Proposed FY2016-17 District Budget and Action Plan by the Board would authorize \$42,310,190 million from the General Fund, \$15,674,800 million from Measure AA Fund, and \$133,050 from the Hawthorns Fund to accomplish the District's work plan for the next fiscal year.

PUBLIC NOTICE

Public notice was provided as required by the Brown Act. No additional notice is required.

CEQA COMPLIANCE

This proposed action is not a project under the California Environmental Quality Act and no environmental review is required.

NEXT STEPS

- The Board determines whether the Action Plan and Budget Committee shall meet to further discuss and refine the Proposed FY2016-17 District Budget and Action Plan.
- The Board considers adoption of the FY2016-17 Proposed District Budget & Action Plan and approval of new positions at the June 22, 2016 Board Meeting.

Attachments:

1. Board Report Linkage Between Retreat Priorities and Action Plan
2. Proposed FY2016-17 Budget and Action Plan
3. District Organizational Chart Showing Recommended New Positions
4. Background Report Regarding Recommended New Positions

Responsible Department Manager:
Stefan Jaskulak, Chief Financial Officer

Prepared by:
Nicole Gonzales, Finance and Budget Analyst II

Board Report Linkage Between Retreat Priorities and Action Plan

The following presents a recap of the projects which were discussed at the Board Retreat in November 2015 and their status in relationship to the Proposed FY2016-17 Action Plan.

The following projects were discussed at the retreat and are included in the Proposed FY2016-17 Action Plan.

Project	Agreement-Status
Coal Creek-Alpine Road/Trail	Initiate conversations with the County. Develop an initial timeline, in agreement with work plans from both agencies. Begin preliminary scoping. Status: In Action Plan
Continuation of La Honda Projects	Action Plan includes seven sub-projects which comprise the La Honda effort and six of which focus on preparing the site for public access and improving and installing new facilities to open the Sears Ranch Rd. entrance, as well as plan for the future Red Barn area. Status: In Action Plan
El Sereno and Dog Access	Reviewing alternatives for dog access, pending San Jose Water Co. granting public access. Plans are to open at least portions of El Sereno to dogs in FY2016-17. Status: In Action Plan
Madonna Creek Agricultural Plan	Status: In Action Plan
Resource Management Grant	Conduct 5-year review of program and policy, including evaluation related to expanding the program. Status: In Action Plan
Peninsula Working Group	Ongoing efforts in the GMO. This Action Plan Project is called "Inner Agency Coordination on Outside Partnerships". Status: in Action Plan.
Visitor Use Statistics	Preserve Use Level Measurement scheduled for Q1-Q2, and design of a more comprehensive Preserve Use Survey scheduled for FY2016-17 for Q3- Q4. Status: In Action Plan
Staff Directory, Organization Charts, and Staff On Boarding	Staff Directory and Organizational Charts will be done the end of FY 2015-2016 or early FY 2016-17. These Items fall into the larger Employee Onboarding Program. Status: In Action Plan.

Board Report Linkage Between Retreat Priorities and Action Plan

The follow projects were discussed at the retreat and after a more careful review of resource capacities, are proposed to be scheduled for subsequent years' Action Plans.

Project	Agreement-Status
Stevens Creek Fish Passage	Intention to provide funding support to <i>Friends of Stevens Creek Trail</i> was outlined in the March 7, 2016 "FYI to the Board". If approved by the Board in the FY2016-17 Budget, and Friends successfully receives their grant from the Santa Clara Valley Water District,, \$4,785 will be allocated in the MidPen Budget to support planning of the Stevens Creek fisheries passage, which is led by <i>Friends of Stevens Creek</i> . Status: Not in the MAA 5 Year Plan. Not in Action plan (Ongoing tracking of project will continue).
Madonna Creek Stables Plan & Lease	Status: Expected to be completed prior to the end of June, as part of the current Fiscal Year 2015-16.
Burrowing Owl & Badger Habitat Management Plan	Status: Recommended as <i>Deferred</i> in the Action Plan due to workload priorities, unless the recommended new position request in Natural Resources Department is approved in the FY2016-17 Budget.



Midpeninsula Regional
Open Space District

Memorandum

DATE: May 25, 2016

MEMO TO: MROSD Board of Directors

FROM: Stefan Jaskulak, Chief Financial Officer

THROUGH: Action Plan and Budget Committee

SUBJECT: Action Plan & Budget Committee Recommendation on the Proposed Fiscal Year 2016-17 Budget and Action Plan

The Action Plan and Budget Committee (ABC) reviewed the Proposed Fiscal Year (FY) 2016-17 Budget and Action Plan on April 12 and April 19. The Proposed FY2016-17 Budget and Action Plan reflects 129 action plan projects, and proposed budget of \$58.1 million.

The ABC requested further information regarding projects within La Honda Creek Preserve and Bear Creek Redwoods Preserve at the April 12 meeting. District staff prepared an analysis of resources allocated to projects within both preserves and presented that memorandum at the April 19 ABC meeting. The memorandum dated April 15, 2016, titled "La Honda Creek Open Space Preserve Master Plan Phase I Priority Actions" was distributed to the full Board of Directors on April 18, 2016.

The ABC recommended the following changes to the Action Plan:

- Re-align Action Plan projects by sub-programs within each Action Plan program.
- Remove Priority 1 and Priority 2 designations due to the District's increasing ability to accurately resource load the Action Plan
- Include budget totals by funding source for each program, including subtotals for each sub-program by funding source.
- Move lease-related Action Plan projects from the Administrative Support program to the Property Management sub-program located under the Vehicle, Equipment, Facilities, and Other Infrastructure program.
- Move the AEDs for District Emergency Response Vehicles project from the Administrative Support program to Vehicle, Equipment, Facilities, and Other Infrastructure program.

On April 19, 2016, the ABC reviewed the Proposed FY2016-17 District Budget of \$56.7 million, a 2% increase over the prior year. A highlighted change in how land purchases will be handled in the future was presented to the ABC for consideration. The land budget for FY2016-17 will only include funds for appraisals, and other costs associated with property purchase research and early negotiations. Individual land purchase cost for a proposed land acquisition will be included

as part of the Board report recommendation and approval, along with a corresponding budget adjustment for the purchase transaction amount. This change in budgeting will take the large variation out of the budget from year to year, and will not impact the District's ability to respond quickly to land purchase opportunities approved by the Board. The overall District budget would have shown a 27.5% increase had land purchase been included in the budget as in previous years.

ABC recommended the Proposed FY2016-17 Budget and Action Plan be adopted by the Board. The FY2016-17 Budget and Action Plan will be presented to the Board for initial review and public hearing at the May 25, 2016 regular meeting. Final adoption to be considered at the June 22, 2016 regular meeting.



Midpeninsula Regional Open Space District

Budget and Action Plan 2016-2017





Monte Bello Open Space Preserve by Jack Gescheidt

Table of Contents

Introduction	i
General Manager's Transmittal	ii
Board of Directors Management	iv
Regional Map	v
Organizational Chart	vi
Section I: Budget Overview and Action Plan	1
Overview	2
Action Plan	2
Fiscal Year 2016-17 Financial Overview	4
Revenues	4
Expenditures	5
Revenue and Expenditure Trends	6
Measure AA Projects	8
Debt Service	10
Fund Balance	12
Budget Process	12
Financial Policies	12
Section II: Action Plan	15
Proposed Fiscal Year 2016-17 Action Plan	16
Action Plan Projects	18
Section III: Budget	49
Proposed Fiscal Year 2016-17 Budget	50
Operating Budget	52
Land	52
Capital Budget	53
Debt Service	53
Section IV: Proposed 2016-17 Staffing	55
Fiscal Year 2016-17 Staffing	56
Organizational Chart	59
Section V: Three-Year Capital Improvement Program	61
Three-Year Capital Improvement Program	62
Proposed Fiscal Year 2016-17 Capital Budget	62
Section VI: Hawthorn Fund Budget	67
Section VII: Department Summaries	69
Administrative Services	70
Engineering and Construction	72
Office of the General Counsel	74
Office of the General Manager	76
Land and Facilities Service	78
Natural Resources	80
Planning	82
Public Affairs	84
Real Property	86
Visitors Services	88
Glossary	90

General Manager's Transmittal

To the Board of Directors,

I am pleased to submit the Proposed FY2016-17 Action Plan and Budget. This document presents a work plan and corresponding funding plan for the coming year that embodies the mission of the Midpeninsula Regional Open Space District to acquire and preserve a regional greenbelt of open space, protect and restore the natural environment, and provide opportunities for low-impact public enjoyment and education.

The historic passage of Measure AA—a voter-approved \$300 million general obligation bond passed in June 2014—reflects both the public's high level of engagement in open space and its high expectations of the District. Anticipating a tremendous growth in its project portfolio, the District is on a multi-year process of strategically adapting the organization to scale up efficiently in order to focus on what it does best—preserving, restoring and providing access to open space while carefully managing public financial resources.

Aligned with the Board-adopted strategic plan, the District reorganized its business model into three areas: Project Planning and Delivery; Visitor and Field Services; and Finance and Administrative. As a result of this effort, the District continues to improve its capacity to focus on project delivery, visitor services and customer engagement and increase staff efficiency and effectiveness. This action plan and budget reflect the continued implementation of this strategy.

The FY2016-17 Action Plan is comprised of 129 key projects spread across the following programs that reflect the Board-adopted strategic goals and objectives. A percentage breakdown of those projects is as follows:

- Land Acquisition and Preservation (11%)
- Natural Resource Protection and Restoration (22%)
- Public Access and Education (27%)
- Public Outreach (12%)
- Vehicles, Equipment, Facilities, and Other Infrastructure (14%)
- Administrative Support (14%)

Key priorities in the FY2016-17 action plan and budget include:

- Continuing the District's fiscally conservative policies related to financial planning, budgeting, and spending and setting aside funds for long-term liabilities and reserves,
- Opening the Mt. Umunhum Summit at Sierra Azul Open Space Preserve to public access.
- Delivering on priority projects to prepare the La Honda Creek and Bear Creek Redwoods Open Space preserves for public access in 2017/2018,
- Continuing land preservation and future acquisitions using Measure AA bond proceeds.
- Funding for wildlife/fisheries and vegetation management programs,
- Maximizing efficiencies through continued organizational restructuring including adding 12 full-time equivalent positions to the District's staff, particularly in the new Land and Facilities Services Department,
- Continuing to evaluate staff facilities needs throughout the District, with an immediate focus on the Administrative Office and the South Area Office,
- Continuing business improvements as recommended in the Information Systems and Technology Master Plan.

This FY2016-17 budget presents a balanced financial plan to guide our agency during the coming year.

The FY2016-17 revenue estimate totals \$47.6 million and is comprised primarily of property tax revenue (94%) and supplemented by property management, grant, and interest income. Property tax revenue is projected to increase by 7% over the prior year estimate from \$41.7 million to \$44.6 million reflecting the continued rise in assessed property valuations in the Bay Area's strong real estate market.

The FY2016-17 budget totals \$58.1 million, an increase of 4% over the prior year, and reflects increased capital expenditures as the District continues implementation of Measure AA funded projects, and staff growth as 12 more positions are added to deliver the projects and continue the organizational build-out to increase District efficiencies as well as project and service delivery capacities to better serve the public. Additional staff growth is expected to continue in future years in alignment with recommendations outlined in the Financial and Operational Sustainability Model (FOSM). Project delivery and improved business efficiencies will continue to be a focus for the District. Offsetting these increases is a substantial reduction to the Land budget due to a change in the way land purchases are reflected in the budget. However, the District's capacity to purchase land remains unchanged.

In closing, today, the District is in a better position to fulfill large-scale projects and to take the lead in complex partnership projects like the San Francisco Bay Trail at Ravenswood Open Space Preserve, the opening of Mount Umunhum, continued land preservation and future acquisitions, and expanded public outreach and an enhanced visitor service experience within the preserves. This action plan and budget presents a sound work plan and fiscal plan that continues the District's commitment to our constituents and the policies of its Board of Directors.

Respectfully Submitted,



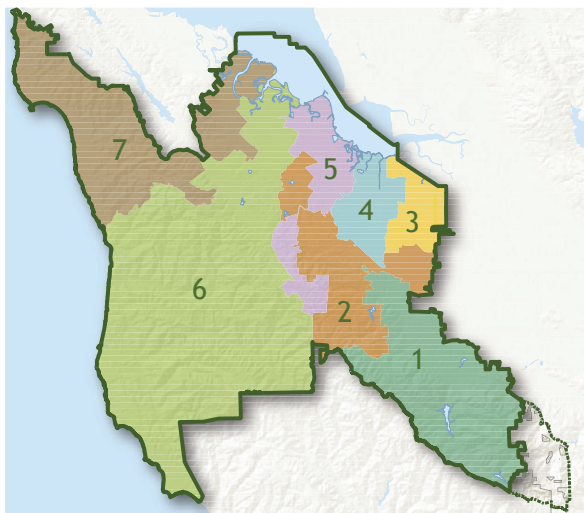
Stephen E. Abbors

Stephen E. Abbors,
General Manager



Monarch Butterfly by Steve Abbors

Board of Directors | Management



District Wards



Jack Gracchide

Left to right: Jed Cyr, Nonette Hanco, Cecily Harris, Larry Hassett, Pete Siemens, Yoriko Kishimoto, Curt Riffle.

Pete Siemens

Yoriko Kishimoto – *Board President*

Jed Cyr

Curt Riffle – *Board Treasurer*

Nonette Hanco

Larry Hassett – *Board Vice President*

Cecily Harris – *Board Secretary*

Ward 1: Cupertino, Los Gatos, Monte Sereno, Saratoga

Ward 2: Cupertino, Los Altos, Los Altos Hills, Palo Alto, Stanford, Sunnyvale

Ward 3: Sunnyvale

Ward 4: Los Altos, Mountain View

Ward 5: East Palo Alto, Menlo Park, Palo Alto, Stanford

Ward 6: Atherton, La Honda, Loma Mar, Menlo Park, Pescadero, Portola Valley, Redwood City, San Gregorio, Woodside

Ward 7: El Granada, Half Moon Bay, Montara, Moss Beach, Princeton, Redwood City, San Carlos, Woodside

Executive Management

Steve Abbors – General Manager

Sheryl Schaffner – General Counsel

Mike Foster – Controller

Ana Ruiz – Assistant General Manager/Project Planning and Delivery

Kevin Woodhouse – Assistant General Manager/Visitor and Field Services

Stefan Jaskulak – Chief Financial Officer/Director of Administrative Services

Mission Statement:

The mission of the Midpeninsula Regional Open Space District is to acquire and preserve a regional greenbelt of open space land in perpetuity, protect and restore the natural environment, and provide opportunities for ecologically sensitive public enjoyment and education.

Regional Map



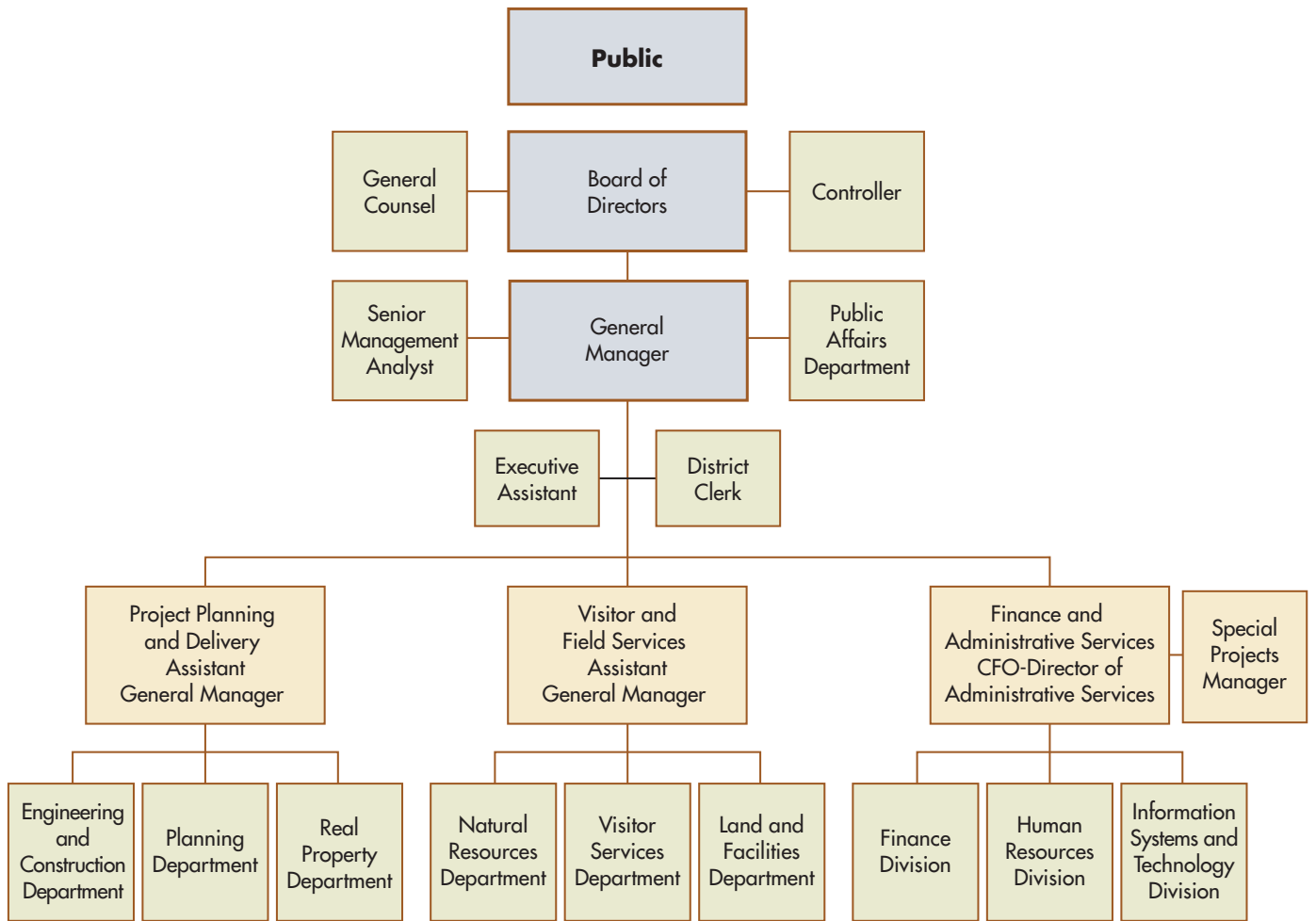
Midpeninsula Regional Open Space District Open Space Preserves and Locations

- MROSD Preserves
- Other Protected Open Space or Park Lands & Public Watershed Lands
- Land Trust, Private Watershed Lands, & Conservation Easements/Plans
- Other Public Agency Lands & Institutional Lands
- Private Property

Bear Creek Redwoods	1	Miramontes Ridge	10	Sierra Azul	19
Coal Creek	2	Monte Bello	11	Skyline Ridge	20
El Corte de Madera Creek	3	Picchetti Ranch	12	St. Joseph's Hill	21
El Sereno	4	Pulgas Ridge	13	Stevens Creek	22
Foothills	5	Purissima Creek Redwoods	14	Teague Hill	23
Fremont Older	6	Rancho San Antonio	15	Thornewood	24
La Honda Creek	7	Ravenswood	16	Tunitas Creek	25
Long Ridge	8	Russian Ridge	17	Windy Hill	26
Los Trancos	9	Saratoga Gap	18		

Organizational Chart

(April 2016)



District At-a-Glance



Founded
in 1972



62,988
Acres
(as of May 2016)



225 Miles
of Trails



26
Preserves



165.45
FTE



Over
2 Million
Visitors
Per Year



\$58.1 Million
Budget



720,000
Residents

Budget Document Preparation

Kate Drayson, Special Projects Manager

Nicole Gonzales, Finance and Budget Analyst II

Management Team

Candice Basnight

Garrett Dunwoody

Kirk Lenington

Shelly Lewis

Jason Lin

Brian Malone

Jane Mark

Michael Newburn

Maria Soria

Lisa Tulee

Mike Williams

Jennifer Woodworth

Human Resources

Information System and Technology

Natural Resources

Public Affairs

Engineering and Construction

Land and Facilities Services

Planning

Visitor Services

General Manager's Office

General Manager's Office

Real Property

General Manager's Office



Long Ridge Open Space Preserve by Matthew Fielding



Fremont Older Open Space Preserve by Jack Gescheidt

Section I: Budget and Action Plan Overview



Russian Ridge Open Space Preserve by Rich Jarvis

OVERVIEW

The Midpeninsula Regional Open Space District's Proposed Fiscal Year (FY) 2016-17 Budget reflects the District's Action Plan priorities as established by the Board of Directors as part of its annual Strategic Plan Update and Priority Setting retreats.

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. At the annual Board of Directors' Retreat in November 2015, the Board directed staff to focus on the following key priorities when developing the FY2016-17 Action Plan and Budget.

1. New Business Model Implementation

The Financial and Organizational Sustainability Model (FOSM) outlines the organizational changes recommended for the District to strengthen organizational capacity to fulfill its mission of land preservation, natural resource protection, and public access and education. FY2016-17 will be the third year of FOSM implementation and will continue work begun in FY2015-16 including: recruitments and new employee orientation; department restructuring and team building; implementation of the Project Delivery Process; implementation of new business systems to improve organizational efficiency and effectiveness; and development of new and updated existing District policies.

2. Open Mount Umunhum to Public Access

After five years of abandoned buildings demolitions, design, permitting, and construction, Mount Umunhum in the Sierra Azul Open Space Preserve is scheduled to be opened for public access in the fall of 2016. Final activities to be completed prior to the Grand Opening include resolution of road rights and roadway improvements, summit final design and construction, installation of bridges on the Summit Trail, and interpretive amenities.

3. Open La Honda Creek to Public Access

With the La Honda Creek Open Space Preserve Master Plan completed in 2012 and the availability of Measure AA funding, the District has been able to start implementing the infrastructure improvements needed to open the preserve to public access. During FY2016-17, road and bridge repairs will be completed, construction of an interim parking lot, and preparation of trails and signage for public trail access. The District anticipates a targeted 2017 opening date for La Honda Creek Open Space Preserve.

4. Open Bear Creek Redwoods to Public Access

Bear Creek Redwoods is another preserve that has been identified by the Board as a high priority to open for public access. After a detailed assessment of the requirements to open the preserve to the public, the District has a targeted opening date of 2018. For FY2016-17, the District will focus on planning, design, and permitting of a new parking lot and pedestrian crossing over Bear Creek Road, road and trail improvements in the preserve, water systems improvements, weed abatement, ponds improvement plans, and Stables Facilities Plan and long-term lease.

5. Staff Facilities Planning

As District staffing levels continue to increase, new staff facilities will be needed to accommodate employees and house District vehicles and equipment. For FY2016-17, feasibility studies will be conducted for the future South Area Field Office and Coastal Field Office and staff will present options and a recommendation to the Board for a long-term Administrative Office Facility and begin the design process for the Board-selected option.

6. Other Measure AA, Strategic Plan, or Mission-related activities

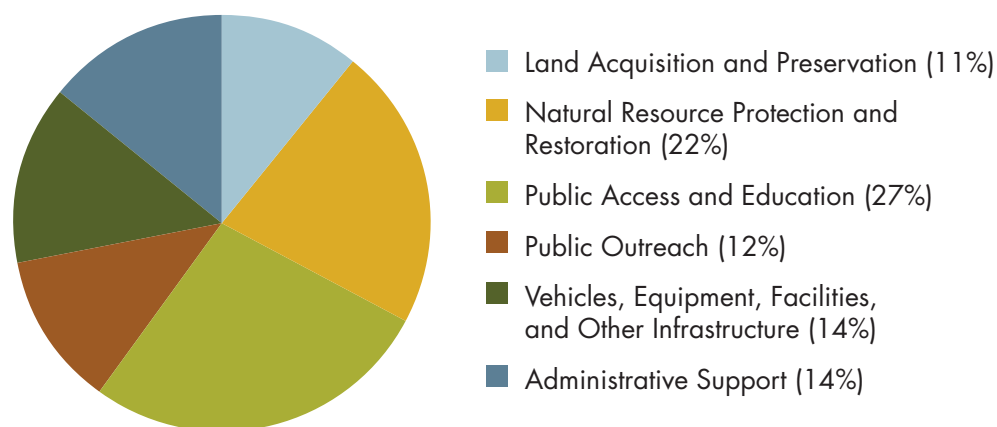
Other priorities identified by the Board relate to Measure AA Projects implementation, the District's mission, Strategic Plan, and Vision Plan and include: public information enhancement and outreach activities, partnerships with other agencies, implementation of the Measure AA Bond Oversight Committee, resource management tools, property management, and public safety and access.

District staff prepared the FY2016-17 Action Plan in accordance with the Board's direction outlined above, resulting in 129 projects spread throughout the following categories:

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

From a funding perspective, 91% of the total Action Plan project budgets are allocated to capital projects or new land acquisitions while the remaining 9% are allocated to the operating budget.

FY2016-17 Action Plan by Program



FY2016-17 FINANCIAL OVERVIEW

The District's budget is comprised of the operating and capital budgets, land acquisition, and debt service which are funded by four funds:

- **Fund 10: General Fund Operating.** This includes personnel costs, routine operational and maintenance expenses, debt service, and non-capital Action Plan projects.
- **Fund 20: Hawthorn Endowment.** This fund may only be used for expenses required to maintain the value of the Hawthorn property gifted to the District by the Woods family.
- **Fund 30: Measure AA Capital.** Only capital projects and land acquisitions that are part of the 25 Project Portfolios are eligible for Measure AA funding.
- **Fund 40: General Fund Capital.** This includes vehicles and equipment, facilities, and non-Measure AA capital projects and land acquisitions.

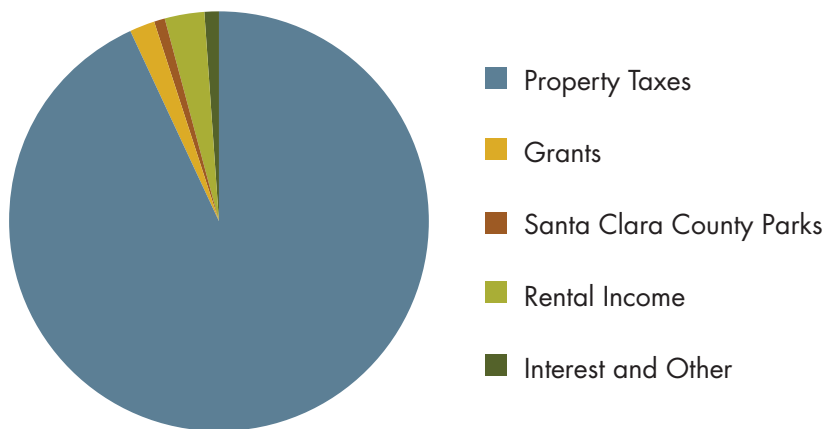
Compared to most city and county government agencies, the District's operating budget accounts for a much lower percentage of the total budget (46%), reflecting the organization's focus on project delivery. Capital projects and land acquisition account for 34% of the District budget and debt service totals almost 20%.

Revenues

The Fiscal Year (FY) 2016-17 District revenue estimate totals \$47.6 million with the vast majority, 94% or \$44.6 million, coming from property tax receipts. This represents an increase of 17% in projected property tax revenue from the prior year adopted budget, and reflects the continued robust real estate market in the San Francisco Bay Area.

Other sources of revenue include grants; rental income from leased properties which includes residences and land for agriculture or grazing; income from the County of Santa Clara for the operation and maintenance of Rancho San Antonio County Park; and interest. The chart below provides a breakdown of projected FY2016-17 revenue by source.

FY2016-17 Revenue by Source

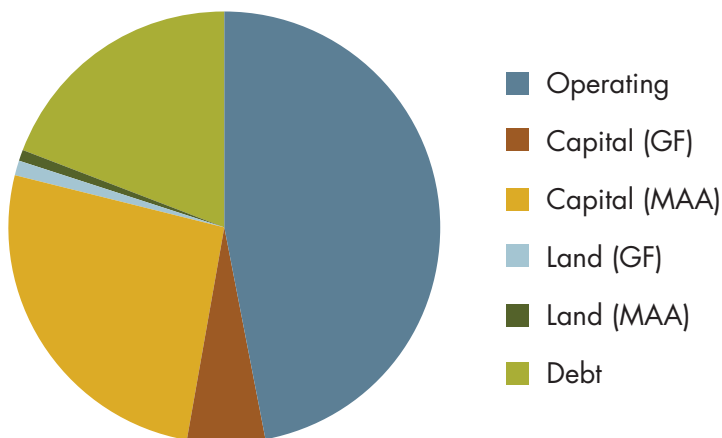


	Property Tax	Grants	Santa Clara County Parks	Rental Income	Interest and Other	Total
Amount	\$44,585,000	\$841,600	\$332,440	\$1,209,000	\$610,000	\$47,578,040
Percent	94%	2%	1%	3%	1%	100%

Expenditures

The District's FY2016-17 budget totals \$58.1 million, reflecting increased capital expenditures as the District continues implementation of Measure AA funded projects, and staff growth as positions are added to deliver the projects and continue the organizational build-out outlined in the FOSM. Offsetting these increases is a substantial reduction to the Land budget due to a change in the way land purchases are reflected in the budget. The net total budget increase is 4%. The following chart provides a summary of the FY2016-17 budget by category.

FY2016-17 Budget by Category



	Operating	Capital (GF)	Capital (MAA)	Land (GF)	Land (MAA)	Debt	Total
Amount	\$27,342,350	\$3,616,300	\$15,066,450	\$399,750	\$608,350	\$11,084,840	\$58,118,040
Percent	47%	6%	26%	1%	1%	19%	100%

The operating budget of \$27.3 million comprises 47% of the District's total FY2016-17 budget, of which, 74% is for personnel. The 25% salaries and benefits increase from the prior year reflects the significant staffing ramp up to enable the District to deliver on its Measure AA projects and includes the addition of eleven positions during FY2015-16 and an additional 12 that are proposed for FY2016-17. Also included are cost-of-living adjustments, CalPERS retirement rate increases, and an increased contribution to the District's OPEB Trust Fund unfunded liability.

Services and Supplies increased by \$2.4 million or 41% over the FY2015-16 Adopted Budget, reflecting an increased number of projects classified as operating rather than capital expenses, and costs related to new leased office space to accommodate the additional staff.

The overall capital budget grows by 79% and is driven by the continuation of Measure AA projects into subsequent phases. Key projects driving this increase include those related to the opening of Mount Umunhum to the public (\$9.6 million); projects associated with preparing Bear Creek Redwoods for public access (\$1.6 million); and road improvements, interim parking lot design, trail access, and structure demolitions at La Honda Creek (\$1.3 million) to open the lower area of the Preserve to public access.

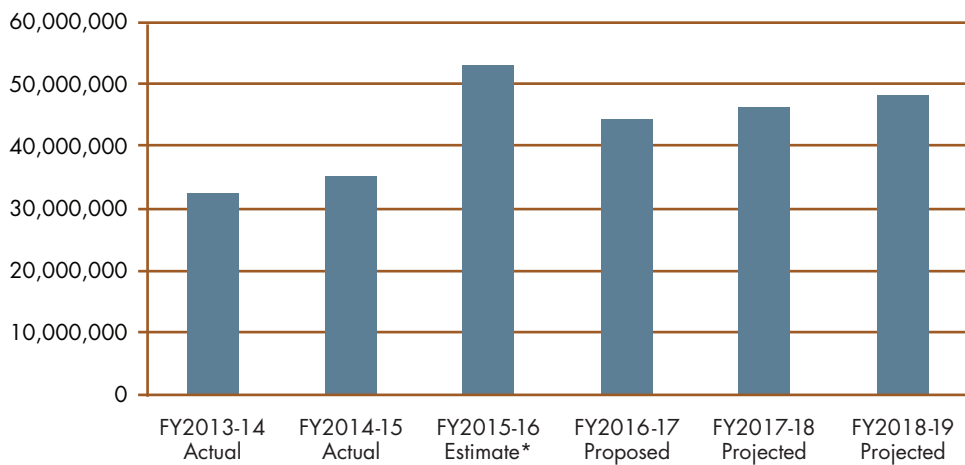
For FY2016-17, there is a \$11.3 million, or 92% decrease for the land budget. Historically, the land budget included title and purchase cost. However, effective in FY2016-17, those costs will be excluded from the budget and will only include budget that accounts for appraisals and other costs associated with property purchase research and early negotiations. At the time a land acquisition is brought to the Board for approval, a corresponding budget adjustment will be included as part of the Board report recommendation.

Debt Service for FY2016-17 is on par with the prior year with a nominal increase of \$22,000, however, this amount may decrease as the District has the opportunity to refund its 2007 Series Notes in August 2016.

REVENUE AND EXPENDITURE TRENDS

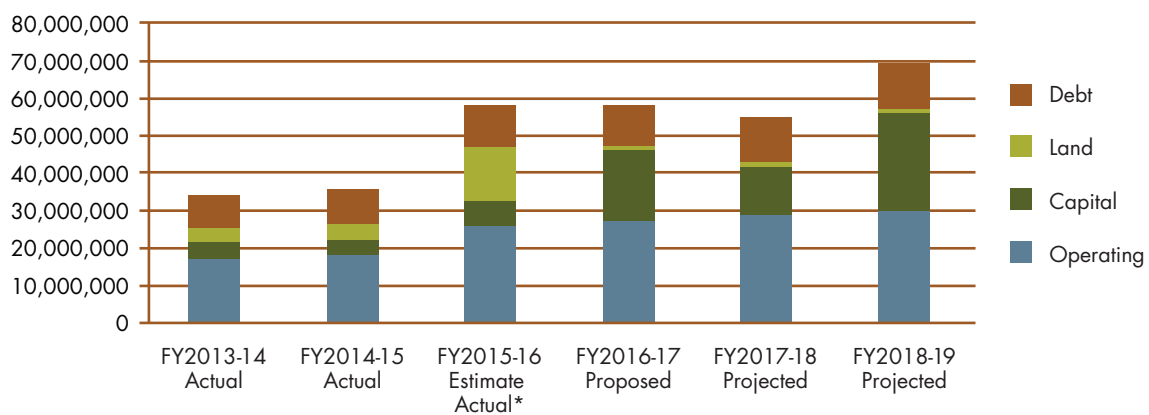
Property taxes continue to grow as both residential and commercial property markets continue to experience strong demand. To a large degree, this is the result of the ongoing strength and expansion of the Silicon Valley region's economy and the need to expand commercial facilities to accommodate the increased workforce. Silicon Valley and the peninsula continue to see high real estate prices where demand for housing exceeds the supply. Correspondingly, property tax revenues are projected to have a healthy growth rate of 4% annually for the next three years. The primary factors used in the projection of revenues are historical growth in assessed valuation and new construction information, which are provided by the County Assessors' Offices in San Mateo and Santa Clara Counties. The following graph depicts the historical and projected trend for property tax revenues.

Property Tax Trend



*FY2015-16 reflects 15 months of revenue due to changing the fiscal year start from April 1 to July 1.

Expenditure Trend



*FY2015-16 reflects 15 months of revenue due to changing the fiscal year start from April 1 to July 1.

The preceding chart depicts actual and projected expenditures over a six year period. The estimated 63% increase for FY2015-16 over prior year expenditures is due primarily to the fiscal year extension to transition from an April 1 to July 1 start date and results in a one-time 15-month fiscal year. Additionally, operating expenses rose in FY2015-16 as many vacant positions were filled during the year and capital expenses will double from the prior year reflecting the first full year of Measure AA projects implementation. As discussed above, there were several unusually large land acquisitions in FY2015-16, and the increase in debt service reflects the inclusion of the payment for the Measure AA General Obligation (GO) bond issued in August 2015.

For FY2016-17 and FY2017-18, operating expenses are expected to increase at a more modest rate as additional positions are added more gradually to continue projects implementation and provide the administrative support to deliver the District's mission. The capital budget is projected to increase substantially as many of the projects in the permitting and design phases enter into the more expensive construction period. Land acquisitions will be budgeted at modest levels and the District budget will be amended at the time of purchase to include the purchase cost.



Russian Ridge Open Space Preserve by Eric Gutierrez

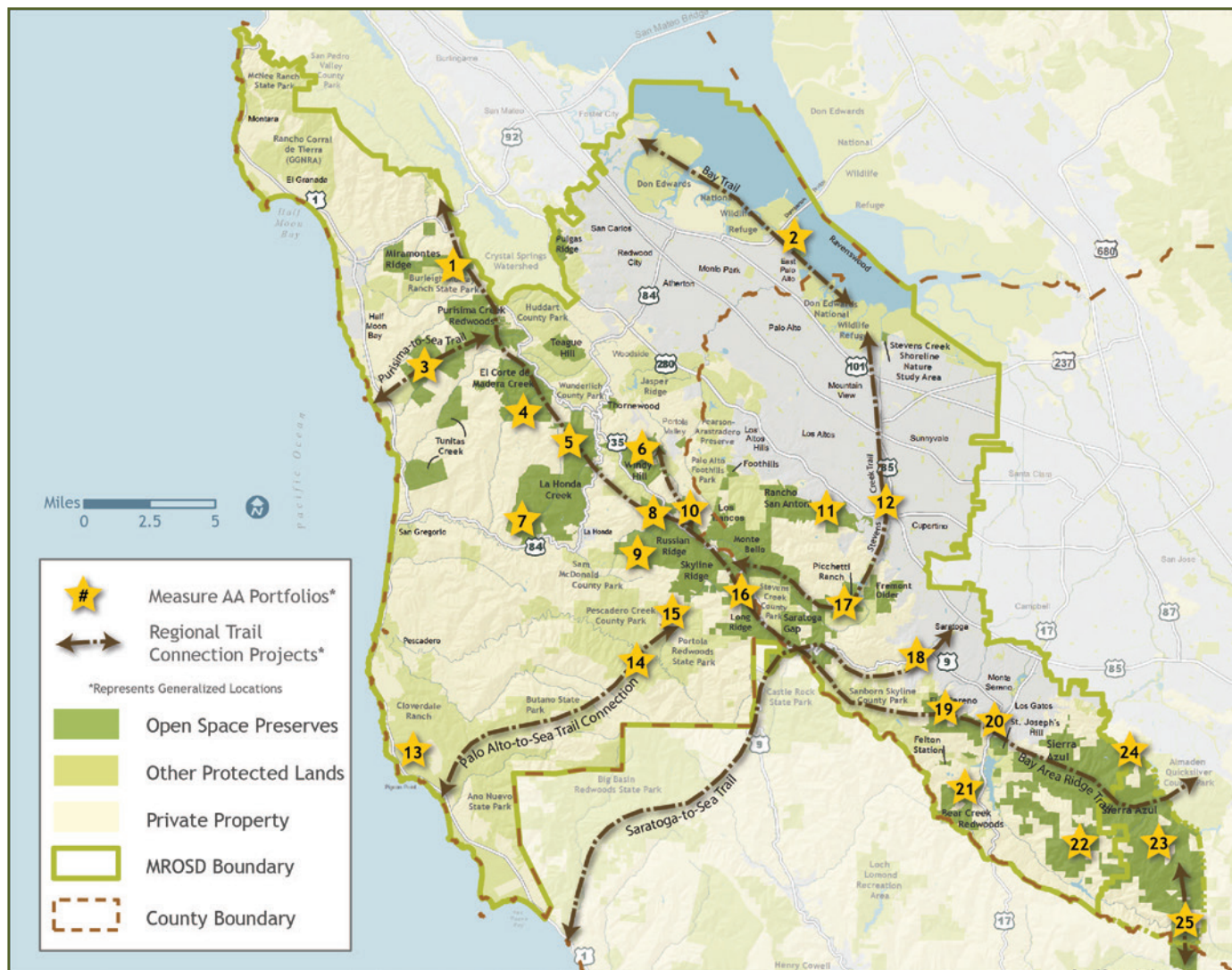


MEASURE AA PROJECTS

In June 2014, voters approved a \$300 million general obligation bond to be used to protect natural open space lands; open preserves or areas of preserves that are currently closed; construct public access improvements such as new trails and staging areas; and restore and enhance open space land, which includes forests, streams, watersheds, and coastal ranch areas. Projects are grouped in 25 key project portfolios organized by geographic area within the District's boundaries.

The District began using Measure AA funds in 2014 and FY2016-17 will mark the third year of funding. As of June 30, 2016, an estimated \$23 million in Measure AA funds will be expended and the proposed FY2016-17 budget brings the total to \$38.3 million, or 12.8% of the \$300 million bond. The table on the next page summarizes the estimated expenditures by project portfolio.

Measure AA Portfolio Map



Measure AA Projects Budget Overview

AA#	Measure AA Portfolio	Expenditure Plan	FY2016/17 Estimate through 6/30/16	FY2016/17 Proposed	Balance Remaining	% Expended
01	Miramontes Ridge: Gateway to the Coast Public Access, Stream Restoration and Agriculture Enhancement	\$ 27,774,000	\$ 6,315	\$ 51,000	\$ 27,716,685	0.21%
02	Regional: Bayfront Habitat Protection and Public Access Partnership	5,052,000	180,542	394,996	4,476,462	11.39%
03	Purisima Creek Redwoods: Purisima-to-Sea Trail, Watershed Protection and Conservation Grazing	7,608,000	368,788	432,597	6,806,615	10.53%
04	El Corte de Madera Creek: Bike Trail and Water Quality Projects	8,376,000	237,452	589,085	7,549,463	9.87%
05	La Honda Creek: Upper Area Recreation, Habitat Restoration and Conservation Grazing Projects	11,733,000	1,942,132	276,009	9,514,859	18.91%
06	Windy Hill: Trail Implementation, Preservation and Hawthorns Area Historic Partnership	12,740,000	–	–	12,740,000	0.00%
07	La Honda Creek: Driscoll Ranch Public Access, Endangered Wildlife Protection and Conservation Grazing	14,825,000	10,604,050	1,030,394	3,190,556	78.48%
08	La Honda Creek/Russian Ridge: Preservation of Upper San Gregorio Watershed and Ridge Trail	15,347,000	–	–	15,347,000	0.00%
09	Russian Ridge: Public Recreation, Grazing and Wildlife Protection Projects	5,560,000	50,315	184,845	5,324,840	4.23%
10	Coal Creek: Reopen Alpine Road for Trail Use	8,017,000	–	50,400	7,966,600	0.63%
11	Rancho San Antonio: Interpretive Improvements, Refurbishing, and Transit Solutions	10,811,000	–	–	10,811,000	0.00%
12	Peninsula/South Bay Cities: Partner to Complete Middle Stevens Creek Trail	1,038,000	–	–	1,038,000	0.00%
13	Cloverdale Ranch: Wildlife Protection, Grazing and Trail Connections	15,712,000	–	–	15,712,000	0.00%
14	Regional: Trail Connections and Campgrounds	3,966,000	–	–	3,966,000	0.00%
15	Regional: Redwoods Protection and Salmon Fishery Conservation	50,728,000	2,487,018	–	48,240,982	4.90%
16	Long Ridge: Trail, Conservation and Habitat Restoration Projects (Saratoga)	5,140,000	–	–	5,140,000	0.00%
17	Regional: Complete Upper Stevens Creek Trail	7,760,000	1,469,753	405,926	5,884,321	24.17%
18	South Bay Foothills: Saratoga-to-Sea Trail and Wildlife Corridor	1,365,000	–	–	1,365,000	0.00%
19	El Sereno: Dog Trails and Connections	2,254,000	715	19,000	2,234,285	0.87%
20	South Bay Foothills: Wildlife Passage and Ridge Trail Improvements	13,966,000	49,060	312,304	13,604,636	2.59%
21	Bear Creek Redwoods: Public Recreation and Interpretive Projects	17,478,000	749,966	1,770,129	14,957,905	14.42%
22	Sierra Azul: Cathedral Oaks Public Access and Conservation Projects	6,714,000	555,916	245,744	5,912,340	11.94%
23	Sierra Azul: Mount Umunhum Public Access and Interpretive Projects	27,972,000	2,902,399	9,327,143	15,742,458	43.72%
24	Sierra Azul: Rancho de Guadalupe Family Recreation	10,078,00	1,118,000	25,200	8,934,800	11.34%
25	Sierra Azul: Loma Prieta Area Public Access, Regional Trails and Habitat Projects	7,986,000	410,000	41,000	7,535,000	5.65%
TOTAL MAA Bond		\$300,000,000	\$ 23,132,420	\$ 15,155,772	\$261,711,808	12.76%

**Total FY2016-17 Proposed does not include \$250K for Measure AA District-wide Purchase Options and Low-Value Land Fund, as the budgeted amount is not assigned to a specific Measure AA Portfolio.

DEBT SERVICE

Legal Debt Limit

The legal debt limit for the District is based on Section 5568 of the California Public Resources Code which states that for the purpose of acquiring land or other property and for constructing or completing any capital improvements, the District may incur an indebtedness not to exceed five percent of the assessed valuation of property situated in the District. As of June 30, 2015, the assessed value of the District's property totaled \$195 billion, resulting in a legal debt limit of \$9.75 billion.

In 2015, both Standard & Poor's (S & P) and Fitch Ratings awarded AAA ratings to the District's new general obligation bond issues, as well as upgrading the District's Refunding Promissory Notes and Bonds from AA to AAA and the District's Revenue Bond issues from AA- to AA+ (the exception being that Fitch does not rate the District's 2007 Revenue Bonds).

Outstanding Debt Obligations

As of March 31, 2016, the District had the following outstanding debt obligations:

Type of Debt	Maturity Actual	Interest Rate	Authorized and Issued	Outstanding as of March 31, 2016 Projected (unaudited)
2007 Revenue Refunding	2027	4% to 5%	\$ 52,415,000	\$ 47,300,000
2011 Revenue Bonds	2041	2% to 6%	20,500,000	20,290,000
2012 Refunding Promissory	2042	2% to 5%	31,264,707	33,939,151
2015 Refunding Promissory	2034	3.5% to 5%	23,630,000	23,225,000
General Fund			127,809,707	124,754,151
2015 General Obligation	2021/2045	1.5% to 2.5%	45,000,000	45,000,000
Measure AA Fund			45,000,000	45,000,000
Total Debt			\$172,809,707	\$169,754,151

2007 Series A Revenue Refunding Bonds (2004 Project Lease)

On December 15, 2006, the District issued six series of promissory notes (2007 District Notes) for the purpose of refunding its 1996 Project Lease, 1996 Promissory Notes, 1999 Project Lease, and 1999 Promissory Notes. On December 15, 2006 the District Financing Authority, on behalf of the District, issued \$52.415 million of 2007 Series A Revenue Refunding bonds and \$6.785 million of 2007 Series B-T Taxable Revenue Refunding Bonds to defease the aggregate purchase price of the 2007 District Notes.

2011 Revenue Bonds

On May 19, 2011, the District Financing Authority, on behalf of the District, issued \$20.5 million of Revenue Bonds for the purpose of acquiring land to preserve as open space. Each year, the District will appropriate revenues (primarily limited property tax collections that Santa Clara County and San Mateo County allocate to the District) to pay its obligations under a Lease Agreement for use and occupancy of District land in addition to other District debt and lease obligations unrelated to this financing.

2012 Revenue Refunding Bonds

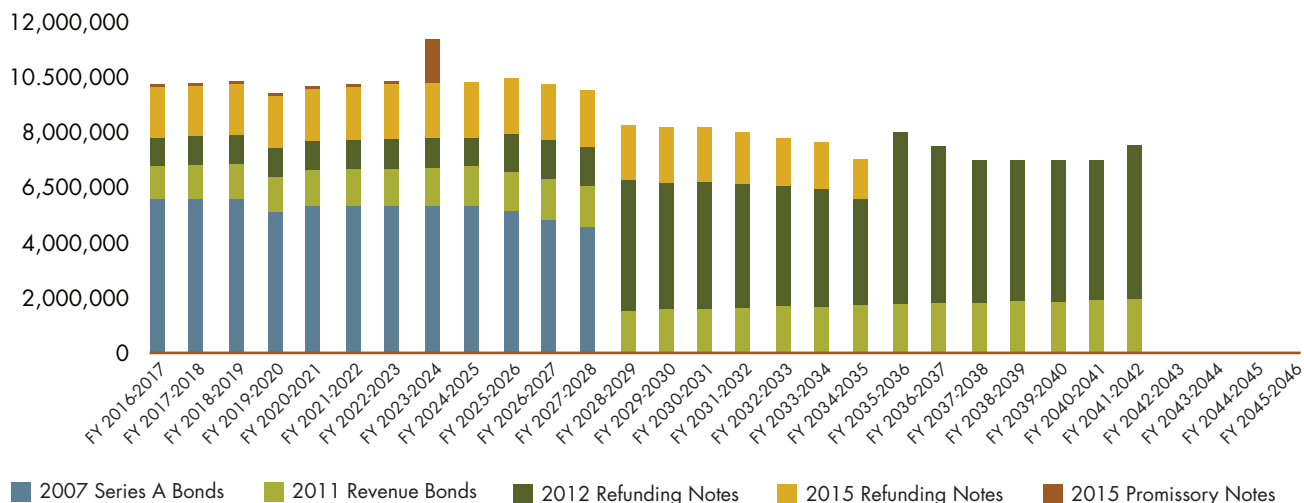
On January 19, 2012, the District advance refunded \$34.7 million in 1999 Lease Revenue Bonds by issuing \$34.265 million in promissory notes. The notes are a blend of current interest and capital appreciation notes maturing through 2042. The net proceeds of \$33.396 million were used to purchase U.S. government securities

which were deposited in an irrevocable trust with an escrow agent to provide for all future debt service payments on the 1999 Series bonds. As a result, the 1999 Series bonds are considered to be defeased and the liability for those bonds has been removed from the long-term debt in the financial statements.

2015 Refunding Promissory Notes (2004 Project Lease)

On January 22, 2015, the District refunded \$31.9 million of the District's Financing Authority's 2004 Revenue Bonds by issuing \$23.63 million in promissory notes. The net proceeds of \$30.9 million, together with \$2.3 million of funds related to the 2004 Revenue Bonds, were used to purchase U.S. government securities. Those securities were deposited in an irrevocable trust with an escrow agent to redeem the 2004 Revenue Bonds in full on March 1, 2015.

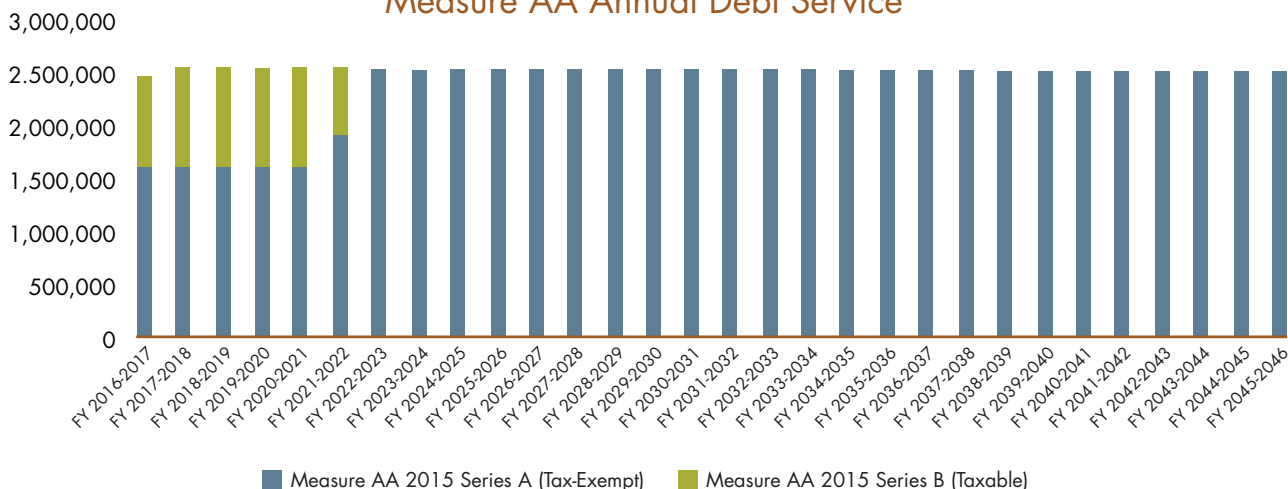
General Fund Annual Debt Service



2015 General Obligation Bonds (Series 2015A and 2015B)

On August 13, 2015, the District issued \$40 million of tax-exempt general obligation bonds (Series 2015A) and \$5 million of taxable general obligation bonds (Series 2015B). The bonds are payable from ad valorem taxes pursuant to an election of registered voters of the District held on June 3, 2014 which authorized the issuance of up to \$300 million principal amount of general obligation bonds.

Measure AA Annual Debt Service



FUND BALANCE

The FY2016-17 General Fund – Fund Balance increases by \$2.8 million from \$54.45 to \$57.25 million primarily driven by a \$6.1 million increase in general cash and a \$3.3 million decrease to the committed reserves.

BUDGET PROCESS

The District's annual budget development process begins with the Board's review of and update to the District Strategic Plan at its annual retreat. At a subsequent second retreat, the Board meets with the executive and department managers to establish its priorities for the upcoming fiscal year and provide staff with direction regarding Action Plan priorities. Departments then develop the District's Annual Action Plan in accordance with the Board's established priorities, followed by development of the budget. The individual department Action Plans and Budgets are consolidated in March and reviewed by executive management before being presented to the Action Plan and Budget Committee in April. The Board conducts its initial review of the Proposed Annual Action Plan and Budget in May and formally adopts it in June.

FINANCIAL POLICIES

Budget Policy

The District follows best practices in budgeting, including: assessment of constituent needs, development of long range plans, adherence to budget preparation and adoption procedures, monitoring of performance, and adjustment of budget as required. The District budget is divided into four categories: Operating Budget, Capital Budget, Land and associated Costs, and Debt Service. The budget can be amended during the year, in accordance with the Board Budget and Expenditure Policy which states that increases to any of the four budget categories must be approved by the Board.

Investment Policy

The District's Investment Policy is adopted annually, in accordance with State law. The policy provides guidance and direction for the prudent investment of District funds to safeguard the principal of invested funds and achieve a return on funds while maintaining the liquidity needs of the District. The ultimate goal is to maximize the efficiency of the District's cash management system, and to enhance the economic status of the District, while protecting its pooled cash.

The investment of funds is governed by the California Government Code Section 53601 et seq., and by California Government Code Section 53630 et seq. Funds on deposit in banks must be federally insured or collateralized in accordance with the provisions of California Government Code, Sections 53630 et seq.

Fund Balance Policy

During 2014 the Board of Directors adopted the Fund Balance Policy to provide adequate funding to meet the District's short-term and long-term plans, provide funds for unforeseen expenditures related to emergencies such as natural disasters, strengthen the financial stability of the District against present and future uncertainties such as economic downturns and revenue shortfalls, and maintain an investment-grade bond rating. This policy has been developed, with the counsel of the District auditors, to meet the requirements of GASB 54.

The components of District fund balance are as follows:

- **Non-Spendable** fund balance includes amounts that cannot be spent either because they are not in spendable form, e.g. prepaid insurance, or because of legal or contractual constraints. At all times, the District shall hold fund balance equal to the sum of its non-spendable assets.
- **Restricted** fund balance includes amounts that are constrained for specific purposes which are externally imposed by constitutional provisions, enabling legislation, creditors, or contracts.
- **Committed** fund balance includes amounts that are constrained for specific purposes that are internally imposed by the District Board of Directors. Funds spent from committed funds shall be reimbursed from the general fund within two years.
- **Assigned** fund balance includes amounts that are intended to be used for specific purposes that are neither restricted nor committed. Such amounts may be assigned by the General Manager if authorized by the Board of Directors to make such designations. Projects to be funded by assigned funds require the approval of the General Manager. Funds spent from assigned funds shall be reimbursed from the general fund within two years.
- **Unassigned** fund balance includes amounts within the general fund which have not been classified within the above categories. The Board shall designate the minimum amount of unassigned fund balance which is to be held in reserve in consideration of unanticipated events that could adversely affect the financial condition of the District and jeopardize the continuation of necessary public services.



Rancho San Antonio Open Space Preserve by Michael Byun



Ravenswood Open Space Preserve by John Green

Section II: **Action Plan**



Monte Bello Open Space Preserve by Jack Gescheidt

PROPOSED FISCAL YEAR 2016-17 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 Measure AA by the voters in June 2014, this next fiscal year represents the second full year of Measure AA project funding. The proposed Fiscal Year (FY) 2016-17 Action Plan contains a total of 129 projects, of which 39, or 30%, are eligible for Measure AA reimbursement. The total number of Action Plan projects decreased by 17% (28 projects) from the prior year. The decrease in Action Plan projects from the prior year are a result of the District's increasing ability to accurately resource load the Action Plan to ensure project delivery. A number of Action Plan projects and key initiatives identified in FY2015-16 are expected to be complete by the end of the fiscal year, and are not expected to continue into the FY2016-17. District staff continues to focus its efforts on project delivery and accountability of the Action Plan projects and key initiatives that are identified by the District Board of Directors.

The 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. At the annual Board of Directors' Retreat in November 2015, the Board identifies the key priorities for the upcoming year and directs staff to follow them when developing the FY2016-17 Budget and Action Plan.

Description

The Action Plan projects are grouped into one of the following six 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.

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 Fund

Fiscal Year

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, General Fund capital projects, such as Tier 2 Vision Plan projects and staff facility improvements, as well as non-capital (administrative/operating) projects. A summary of the FY2016-17 Action Plan Key Projects by program and funding source is provided in Table 1 below.

Table 1: FY2016-17 Action Plan Projects by Program

Program	Projects		CapEx Funded		OpEx Total	Hwth Action	Total
	Total Number	% Total	MAA Funded	General Funded			
Land Acquisition and Preservation	14	11%	\$ 1,474,950	\$ 295,000	\$ 45,000	–	\$ 814,950
Natural Resource Protection and Restoration	28	22%	1,999,793	589,000	469,500	–	3,058,293
Public Access and Education	35	27%	11,646,325	724,150	253,250	\$ 82,750	12,706,475
Public Outreach	15	12%	–	–	269,000	–	269,000
Vehicles, Equipment, Facilities and Other	18	14%	–	1,423,350	366,900	–	1,790,250
Administrative and Other	19	14%	–	50,000	272,000	–	322,000
Total Projects	129	100%	\$14,121,068	\$ 3,081,500	\$ 1,675,650	\$ 82,750	\$18,960,968

The following pages present the District's FY2016-17 Proposed Action Plan by department and provide detail regarding the Key Projects.



Stevens Creek Shoreline Nature Area by Yamil Saenz

FY2016-17 Action Plan Key Projects

Key Project	Purpose	Project Description			Department
		FY2016-17 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget & Funding Source	
PROGRAM: LAND ACQUISITION AND PRESERVATION					
NEW LANDS					
Miramontes Ridge Land Conservation (MAA 1-3)	Pursue land purchase opportunities to grow the District's contiguous greenbelt at Miramontes Ridge OSP.	Pursue land purchase opportunities (fee and easement) as new land additions to Miramontes Ridge.	FY16-17	\$51,000 CapEx - MAA	Real Property
Lot Line Adjustment /Property Transfer Purisima Uplands and Protection of Lobitos Creek Watershed (MAA 3-1)	Pursue land purchase opportunities to complete Purisima to the Sea corridor and protect Lobitos Creek Watershed.	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	Q2/Q3 FY16-17	\$33,000 CapEx - MAA	Real Property
El Corte de Madera & La Honda Creek Upper Area Land Conservation (MAA 4-1) & (MAA 5-1)	Provide trail connections between Upper Area of La Honda Creek & El Corte de Madera Creek Open Space Preserves	Pursue exchange, purchase, and gift opportunities (fee and easement) to connect Upper La Honda Creek & El Corte de Madera Creek Open Space Preserves.	FY16-17	\$44,000 CapEx - MAA	Real Property
Sierra Azul Cathedral Oaks Land Conservation (MAA 22-2)	Pursue land purchase opportunity to grow the District's contiguous greenbelt in the Cathedral Oaks Area of Sierra Azul.	Pursue purchase and gift opportunities (fee and easement) in the Cathedral Oaks Area of Sierra Azul OSP.	Q3/Q4 FY16-17	\$5,750 CapEx - MAA	Real Property
Sierra Azul Rancho de Guadalupe Land Conservation (MAA 24-1)	Pursue land purchase opportunities to grow the District's greenbelt in the Rancho de Guadalupe Area of Sierra Azul.	Pursue purchase and gift opportunities (fee and easement) in Rancho de Guadalupe area of Sierra Azul OSP	Q1 FY16-17	\$25,200 CapEx - MAA	Real Property

FY2016-17 Action Plan Key Projects

Key Project	Purpose	Project Description			Department
		FY2016-17 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget & Funding Source	

PROGRAM: LAND ACQUISITION AND PRESERVATION (CONT'D)

NEW LANDS (CONT'D)					
Sierra Azul Loma Prieta Land Conservation (MAA 25-1)	Pursue land purchase opportunities to grow the District's greenbelt and resource protection in Loma Prieta area of Sierra Azul.	1. Pursue purchase and gift opportunities (fee and easement) in the Loma Prieta area of Sierra Azul. 2. Pursue improved Patrol and Fire Break Easement in the Twin Creeks Area of Sierra Azul.	Q4 FY16-17	\$36,000 CapEx - MAA	Real Property
District-wide Purchase Option/Deposit and Low Value Land Fund (MAA & Non-MAA)	Purchase Option/Deposit and Low Value Land Fund will be used to secure land purchase opportunities for strategic open space land.	As strategic land purchases are negotiated and purchase opportunities arise, these funds will be used to obtain purchase options to bring land purchases to the Board of Directors for approval. These funds will also be used for low value property purchases under the General Manager's spending authority and reported out to the Board of Directors.	FY16-17 Q2	\$250,000 CapEx - MAA \$250,000 CapEx - GF	Real Property
Lower San Gregorio Creek Watershed Land Conservation	Opportunity to continue growing the District's greenbelt and protecting farmland in the Lower San Gregorio Watershed	1. Pursue partnership with POST to protect water resources and agricultural lands in the Lower San Gregorio watershed. 2. Pursue land conservation partnership opportunities with POST in Lower San Gregorio Watershed.	Q4 FY16-17	\$45,000 CapEx - GF Natural Resources	Real Property
				OPEX CAPEX - GF CAPEX - MAA	
				\$0 \$295,000 \$444,950	

PROGRAM: LAND ACQUISITION AND PRESERVATION (CONT'D)

LAND ASSESSMENTS / CLEAN UP					
Purísima Uplands Site Clean Up and Soil Remediation Assessment (MAA 3-2)	Phase II testing for removal of above ground oil facility, fuel tank, and cabin for Purísima Uplands property.	1. Test above ground fuel tank, oil facility and pipelines 2. Lead and asbestos test of cabin	Q3 FY16-17	\$30,000 CapEx - MAA	Real Property
				OPEX CAPEX - GF CAPEX - MAA	
				\$0 \$0 \$30,000	

FY2016-17 Action Plan Key Projects

Key Project	Purpose	Project Description			Department
		FY2016-17 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget & Funding Source	
PROGRAM: LAND ACQUISITION AND PRESERVATION					
PROTECTION / ACQUISITION OF PROPERTY RIGHTS					
Stevens Canyon - Water Dispute at Saratoga Gap OSP	Pursue resolution to water rights dispute with new property owner in the Stevens Canyon Ranch Area of Saratoga Gap OSP.	Work to execute a quitclaim deed and settlement agreement with property owner to clear-up any obligation for the District to provide water to a private residential property.	Q1/Q2 FY16-17	\$62,000 Opex - GF	Real Property
Sierra Azul Mt. Umunhum Public Access and Property Rights	Secure all needed rights for public access to Mt. Umunhum summit, pursue additional purchase & easement opportunities related to the Summit. Meet obligations under a final order of possession or settlement agreement. <i>This project facilitates MAA 23-1 implementation.</i>	1. Continue to meet obligations under a negotiated settlement agreement or final order of possession with property owners (such as gates, fencing, signage and other security measures). 2. Execute easement exchange with PG&E. 3. Pursue other purchases that provide support or desired rights for the Mount Umunhum Summit project.	Q1/Q2 FY16-17	\$79,750 CapEx - GF	Real Property General Counsel
Encroachment Resolution (Gullicksen), Saratoga Gap	Resolve longstanding encroachment of debris from the Gullicksen property onto the District's preserve.	Monitor remediation of site as part Santa Clara County lawsuit.	FY16-17	\$10,000 Opex - GF	Real Property
Encroachment Resolution (Kennedy Trail), Sierra Azul	Work to resolve fence dispute at Kennedy Trail, Sierra Azul Open Space Preserve	Work with neighboring property owner to resolve fence dispute on the Kennedy Trail at Sierra Azul Open Space Preserve.	FY16-17	\$25,000 Opex - GF	Real Property
Encroachment Resolution (Stevens Canyon Ranch Area), Saratoga Gap	Resolve longstanding residential encroachment at Saratoga Gap Open Space Preserve.	Execute exchange (license agreement and conservation easement) for existing house that extends across the property line onto the District's preserve in the Stevens Canyon Ranch Area.	FY16-17	\$10,000 OpEx - GF	Real Property
SUBTOTAL: PROTECTION / ACQUISITION OF PROPERTY RIGHTS			OPEX CAPEX - GF CAPEX - MAA	\$45,000 \$0 \$0	
PROGRAM TOTAL: LAND ACQUISITION AND PRESERVATION			OPEX CAPEX - GF CAPEX - MAA	\$45,000 \$295,000 \$474,950	

FY2016-17 Action Plan Key Projects

Key Project	Purpose	Project Description			Department
		FY2016-17 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget & Funding Source	
PROGRAM: NATURAL RESOURCES PROTECTION AND RESTORATION					
MT. UMUNHUM					
Mt Umunhum Summit Area Restoration (MAA 23-4)	Revegetation of the Mt Umunhum Summit.	Year 2 of container plant purchase and installation (and re-seeding of summit areas if necessary), of locally-collected native plants.	Q1: Plant propagation and seed collection Q2 (Oct): Planting, reseed if needed	\$143,500 CapEx - MAA	Planning Natural Resources
		SUBTOTAL: MT. UMUNHUM	OPEX	\$0	
			CAPEX - GF	\$0	
			CAPEX - MAA	\$143,500	
PROGRAM: NATURAL RESOURCES PROTECTION AND RESTORATION					
LA HONDA CREEK OSP					
Upper La Honda Creek Grazing Infrastructure (MAA 5-2, taxable bond)	Complete fencing and water system upgrades to implement conservation grazing program.	Repair water infrastructure and make any adjustments needed to newly installed grazing infrastructure within Pasture 3 of Upper La Honda Creek OSP (McDonald Ranch).	Q1: Field reviews and develop bid documents. Q2: Complete construction.	\$72,785 CapEx - MAA	Land & Facilities
La Honda Creek Endangered Wildlife Protection: Fisheries Enhancement, Apple Orchard (MAA 7-3)	Implement steelhead and Coho salmon restoration project within San Gregorio Creek Watershed.	Working with partner, San Mateo County Resource Conservation District, construct nine in-stream large woody debris structures to restore and improve spawning and rearing habitats within San Gregorio Creek. <i>Project is funded through California Department of Fish and Wildlife, Fisheries Restoration Grant Program.</i>	Q1: Permitting assistance to RCD. Q2-Q3: Construction, biological monitoring.	\$17,250 CapEx - MAA	Natural Resources
La Honda Creek Demolitions (MAA 7-7)	Remove hazardous structures and debris from La Honda Creek OSP prior to opening Preserve for public access.	Remediate and demolish four dilapidated barns, the Wool Ranch house compound, the former residence at 900 Sears Ranch Road, and assorted debris throughout the former Driscoll Ranch area. Project must be complete prior to public access.	Q1: Award of Contract Q2: Remediation & Demolitions.	\$348,150 CapEx - MAA	Engineering & Construction

FY2016-17 Action Plan Key Projects

Key Project	Purpose	Project Description			Department
		FY2016-17 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget & Funding Source	
PROGRAM: NATURAL RESOURCES PROTECTION AND RESTORATION (CONT'D)					
LA HONDA CREEK OSP (CONT'D)					
La Honda Creek Grazing Infrastructure (MAA 7-5, taxable bond)	Complete fencing, water system, and corral upgrades to implement conservation grazing program.	Develop plans for Wool Ranch Corral rebuild following house demolition at La Honda Creek OSP (Driscoll Ranch), including necessary additional fencing and water system infrastructure and hire contractor to complete construction.	Q3: Complete field reviews, develop bid documents. Q4: Complete construction.	\$69,878 CapEx - MAA	Land & Facilities
		SUBTOTAL: LA HONDA CREEK OSP		OPEX CAPEX - GF CAPEX - MAA	\$0 \$0 \$508,063
PROGRAM: NATURAL RESOURCES PROTECTION AND RESTORATION					
BEAR CREEK REDWOODS OSP					
Bear Creek Redwoods: Public Access, Roads and Trails Upgrade (MAA 21-5)	Roads and trails improvements necessary for opening preserve for public access.	Develop geotechnical and engineering recommendations for priority project sites. Prepare bid documents, release bids, select contractor.	Q1-Q2: Conduct assessments. Q3: Prepare bid docs. Q4: Select contractor	\$288,000 CapEx - MAA	Natural Resources Engineering & Construction
Bear Creek Redwoods Preserve Plan: Invasive Weed Treatment/Restoration Plan (MAA 21-7)	Implement targeted treatments under Integrated Pest Management (IPM) Plan to control invasive weed populations at Bear Creek Redwoods to facilitate opening preserve for public access.	Implement first year of targeted weed treatments at Bear Creek Redwoods to restore native habitats and roads and trails. Project is expected to require five years of treatment before habitats are restored to maintenance levels.	Q1-Q4: Continue treatment.	\$91,080 CapEx - MAA	Natural Resources

FY2016-17 Action Plan Key Projects

Key Project	Purpose	Project Description			Department
		FY2016-17 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget & Funding Source	
PROGRAM: NATURAL RESOURCES PROTECTION AND RESTORATION (CONT'D)					
BEAR CREEK REDWOODS OSP (CONT'D)					
Bear Creek Redwoods: Ponds Restoration (MAA 21-8)	Determine water needs/availability for wildlife and develop and implement restoration plans for pond habitats at Bear Creek Redwoods to facilitate opening preserve for public access.	Determine water needs/availability for wildlife and habitat values at aquatic sites. Assess potential impacts from water development project(s). Assess geotechnical stability of pond infrastructure and develop and implement restoration plans for pond habitats at Bear Creek Redwoods OSP.	Q1-Q2: Prepare recommendations and restoration plans for priority pond habitats.	\$105,900 CapEx - MAA	Natural Resources
Bear Creek Redwoods: Public Recreation and Interpretive Projects - Water Infrastructure Improvements for Existing Uses	Establish Water Rights for anticipated water use and water resources at Bear Creek Redwoods Open Space Preserve. <i>This project facilitates MAA 21-3 project implementation.</i>	Hire consultants to develop water rights data and file water rights applications for ongoing and anticipated future uses. Monitor and report annual water use at Bear Creek Redwoods Open Space Preserve.	Q1-Q2: Compile existing water use data, file water rights application. Q3: Ongoing study, submit annual use reports to RWQCB	\$120,000 CapEx - GF	Natural Resources General Counsel
SUBTOTAL: BEAR CREEK REDWOODS OSP				OPEX CAPEX - GF CAPEX - MAA	\$0 \$120,000 \$484,980
PROGRAM: NATURAL RESOURCES PROTECTION AND RESTORATION (CONT'D)					
WILDLIFE / FISHERIES MANAGEMENT					
Wildlife Passage Improvements: Highway 17 (MAA 20-1)	Provide wildlife crossing along Highway 17 corridor between Los Gatos and Lexington Reservoir.	Based on results of Conceptual Design and Feasibility Study, develop schematic design for preferred alternative working with partners and begin CEQA review and permitting process.	Q1: Complete Conceptual Design, work with partners. Q2-Q3: Complete Schematic Design. Q4: Begin CEQA and Permitting.	\$270,300 CapEx - MAA	Natural Resources

FY2016-17 Action Plan Key Projects

Key Project	Purpose	Project Description			Department
		FY2016-17 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget & Funding Source	
PROGRAM: NATURAL RESOURCES PROTECTION AND RESTORATION (CONT'D)					
WILDLIFE / FISHERIES MANAGEMENT (CONT'D)					
Endangered Species Programmatic Permitting	Develop State and Federal permits for compliance with Endangered Species Acts. Facilitates streamlined implementation of MAA and non MAA projects, resource protection, and partnering efforts.	Develop agreement with US Fish and Wildlife to permit take of listed species when implementing projects. Develop Regional Permit with US Army Corps of Engineers. Begin renewal of RWQCB and CDFW Routine Maintenance Agreements. Develop San Francisco dusky-footed woodrat MOU with CDFW.	Q1-Q4: Develop Agreements.	\$75,000 OpEx - GF	Natural Resources
Marbled Murrelet Recovery Planning	Work with California State Parks and other partners to develop Santa Cruz Mountains Region Landscape Management Plan for Marbled Murrelet.	Work with partners to develop a marbled murrelet recovery plan, including habitat modeling to identify priority habitat conservation areas. Develop Science Advisory Panel and complete habitat modeling for San Mateo County redwoods region.	Q1 through Q4.	\$50,000 OpEx - GF	Natural Resources
Mindego Ranch Aquatic Species Habitat Enhancement Plan Implementation	Collect additional San Francisco Garter Snake (SFGS) and other sensitive aquatic species distribution and abundance data and ongoing bullfrog eradication efforts.	Year 3 SFGS studies and ongoing bullfrog eradication efforts.	Q1-Q2: Complete third year SFGS monitoring and staff training. Q4: Complete Year 3 Report.	\$58,000 OpEx - GF	Natural Resources
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. Includes development of agreement with agencies regarding relocation of pumas.	Q1-Q3: Develop Policy with consultant and PNR Committee.	\$10,000 OpEx - GF	Natural Resources
SUBTOTAL: WILDLIFE / FISHERIES MANAGEMENT			OPEX CAPEX - GF CAPEX - MAA	\$0 \$193,000 \$270,300	

FY2016-17 Action Plan Key Projects

Key Project	Purpose	Project Description			Department
		FY2016-17 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget & Funding Source	
PROGRAM: NATURAL RESOURCES PROTECTION AND RESTORATION					
VEGETATION MANAGEMENT					
Russian Ridge Grazing Infrastructure (MAA 9-1, taxable bond)	Complete fencing and water system upgrades to add southern pasture area to the Mindego Ranch grazing unit.	Install new water line and two additional troughs and fence the southern pasture of the Mindego Ranch grazing unit.	Q3: Complete field reviews, develop bid documents. Q4: Complete construction.	\$180,300 CapEx - MAA	Land & Facilities
Page Mill Eucalyptus Removal	Improve fire and road safety in Los Trancos Preserve next to Page Mill Road.	Remove several hundred eucalyptus trees in Los Trancos Preserve. Contract potentially run by Santa Clara County Fire Safe.	Q1-Q2: Contract executed Q2: Tree removal	\$276,000 CapEx - GF	Land & Facilities
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.	Q1: Draft program Q2: Hire consultant Q3: Begin environmental review process.	\$100,000 OpEx - GF	Natural Resources
Restoration Forestry Demonstration Project	Develop pilot project to restore degraded forest habitat on District Open Space Preserves. <i>This project facilitates MAA implementation.</i>	Retain Registered Professional Forester to identify suitable pilot project site and prepare plans to permit timber harvest to restore degraded forest land.	Q1: Select consultants. Q2: Evaluate potential sites, select location. Q3-Q4: Prepare timber harvest plan or CEQA.	\$60,000 OpEx - GF	Natural Resources
Sudden Oak Death (SOD) Monitoring and Research	Fund and assist SOD research, and continue to identify and monitor infested areas.	Continue and expand preventative treatments for SOD, support SOD research.	Q1: Recruit new researchers. Q2: Conduct treatments, field collection. Q3-Q4: Start new SOD research	\$69,500 OpEx - GF	Natural Resources

FY2016-17 Action Plan Key Projects

Key Project	Purpose	Project Description			Department
		FY2016-17 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget & Funding Source	
PROGRAM: NATURAL RESOURCES PROTECTION AND RESTORATION (CONT'D)					
VEGETATION MANAGEMENT (CONT'D)					
Toto Ranch Grazing Lease & Infrastructure Improvements	Develop a long term lease for Toto Ranch grazing, Tunitas Creek OSP.	Develop a long term lease, negotiate and sign new long term lease, and complete Grazing Infrastructure improvements.	Q1: Develop Lease Q2: Sign Lease	\$15,000 OpEx - GF	Land & Facilities
SUBTOTAL: VEGETATION MANAGEMENT		OPEX CAPEX - GF CAPEX - MAA		\$244,500 \$276,000 \$180,300	
PROGRAM: NATURAL RESOURCES PROTECTION AND RESTORATION (CONT'D)					
WATER RESOURCES MANAGEMENT					
Guadalupe River Mercury Total Maximum Daily Load (TMDL) Monitoring	Comply with Regional Water Quality Control Board orders to investigate and monitor TMDL implementation.	Implement fifth 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	Natural Resources
San Gregorio Creek and Purisima Creek Watersheds Adjudication Compliance	Identify, monitor and report water use per the San Gregorio Creek Watershed Adjudication.	Evaluate District water rights for domestic, stockwatering and resource preservation purposes and ensure compliance with regulatory requirements in the San Gregorio Creek Watershed.	Q1-Q4: Continue assessment and documentation of water rights. (Dependent on Water Resources Specialist hiring)	\$50,000 OpEx - GF	Natural Resources
Water Use and Monitoring and Reporting	Develop monitoring system for water use across District lands and annual reporting compliance with State regulations	Evaluate District water use, monitoring and reporting structure. Develop database for managing water use monitoring and reporting, including compliance with new state regulations for surface water diversions.	Q1-Q4: Continue assessment, monitoring, and reporting of water use. (Dependent on Water Resources Specialist hiring)	\$50,000 OpEx - GF	Natural Resources
SUBTOTAL: WATER RESOURCES MANAGEMENT		OPEX CAPEX - GF CAPEX - MAA		\$125,000 \$0 \$0	

FY2016-17 Action Plan Key Projects

Key Project	Purpose	Project Description			Department
		FY2016-17 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget & Funding Source	
PROGRAM: NATURAL RESOURCES PROTECTION AND RESTORATION					
SITE REMEDIATION, CLEANUP, AND RESTORATION					
Lysons Demolition at Monte Bello (MAA 17-2)	Remove hazardous structures and debris from vacant land for topographic restoration.	Remediate, demolish, and remove uninhabitable structures and debris. Additional site grading to reduce potential impacts to stream system.	Q3: Advertise and Board Award of Contract Q4: Remediation & Demolition	\$230,300 CapEx - MAA	Engineering & Construction
Hendrys Creek Property Land Restoration (MAA 22-1)	Implement habitat improvements along 3/4 mile of Hendrys Creek and tributaries within the 8.3 acres of freshwater wetland mitigation easement held by SCVWD. Project subject to June 30, 2019 SCVWD grant deadline.	Channel restoration, riparian and upland planting and invasive species management along Hendrys Creek and tributaries to restore watershed, reduce diversion potential at road/stream crossings, and reduce potential for erosion and sedimentation to the aquatic ecosystem. Plants will be grown by Acterra, who are partners in the grant and project. <i>Partnership project with Santa Clara Valley Water District and Acterra.</i>	Q1: Invasive plant surveys. Collect seed. Permitting. Q2: Removal of invasive. Grow native plants. Q3: Construction docs. Award bid. Q4: First half of stream restoration.	\$182,350 CapEx - MAA \$161,950 SCVWD Grant \$36,000 (Permits)	Planning Natural Resources
SUBTOTAL: SITE REMEDIATION, CLEANUP AND RESTORATION			OPEX CAPEX - GF CAPEX - MAA	\$0 \$0 \$412,650	
PROGRAM: NATURAL RESOURCES PROTECTION AND RESTORATION					
OTHER RESOURCES MANAGEMENT					
Madonna Creek Agricultural Production Plan	Adjust infrastructure and agriculture practices to implement new agriculture management plan. <i>This project facilitates MAA 1-1 project implementation.</i>	Prepare agricultural production plan for Madonna Creek portion of Miramontes Ridge OSP in conjunction with tenant.	Q1: Meet with tenant and develop plan.	\$30,000 OpEx - GF	Natural Resources

FY2016-17 Action Plan Key Projects

Key Project	Purpose	Project Description			Department
		FY2016-17 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget & Funding Source	

PROGRAM: NATURAL RESOURCES PROTECTION AND RESTORATION (CONT'D)

OTHER RESOURCES MANAGEMENT (CONT'D)					
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 District collections, catalog and curate artifacts per curation guidelines.	Q1-Q2: Survey collections. Q3-Q4: Begin cataloging/curation.	\$10,000 OpEx - GF	Natural Resources
Carbon Sequestration / Climate Change Analysis	Evaluate District opportunities to enhance carbon sequestration and reduce carbon footprint of operations	Hire consultant(s) to evaluate carbon footprint of District operations and opportunities to reduce footprint. Begin evaluation of carbon sequestration opportunities on District Preserves.	Q2-Q4: Hire consultant to evaluate carbon footprint.	\$60,000 OpEx - GF	Natural Resources
SUBTOTAL: OTHER RESOURCES MANAGEMENT				OPEX CAPEX - GF CAPEX - MAA	\$100,000 \$0 \$0
PROGRAM TOTAL: NATURAL RESOURCES PROTECTION AND RESTORATION				OPEX CAPEX - GF CAPEX - MAA	\$469,500 \$589,000 \$1,999,793

PROGRAM: PUBLIC ACCESS AND EDUCATION

MT. UMUNHUM					
Mt. Umunhum Trail Construction (MAA 23-2)	Completion of Mt. Umunhum Trail to the Summit.	Crew to complete the remaining 0.5-mile of trail construction.	Q1: Construction complete	\$0 (Staff time) CapEx - MAA	Land & Facilities Planning
Mt. Umunhum Summit Restoration, Parking & Landing Zone (MAA 23-4)	Completion of Summit public access improvements, interpretive elements and native plantings for opening of Summit in October 2016.	Construct portion of roadway (from flagpole to summit), parking lots, accessible paths, shade structures and other improvements. Continue coordination with Amah Mutsun tribal group and volunteers on native planting restoration. Complete fabrication and installation of interpretive elements as part of Summit construction. <i>Partnership project with Amah Mutsun Tribal Band and funding from California Coastal Conservancy grant.</i>	Q1-Q2: Construction including site grading, structures, and interpretive signage Q3-Q4: Project Closeout	\$5,423,250 CapEx - MAA \$510,000 Coastal Conservancy Grant	Engineering & Construction/ Planning Land & Facilities

FY2016-17 Action Plan Key Projects

Key Project	Purpose	Project Description			Department
		FY2016-17 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget & Funding Source	
PROGRAM: PUBLIC ACCESS AND EDUCATION (CONT'D)					
MT. UMUNHUM (CONT'D)					
Mt Umunhum Guadalupe Creek Overlook & Bridges (MAA 23-5)	Complete construction of Mt. Umunhum Trail bridges.	Complete construction of Mt. Umunhum Trail bridges. Land & Facilities Crew to install all three bridges. Budget includes funds for construction oversight and inspection.	Q1: Complete installation/ construction of bridges.	\$12,000 CapEx - MAA	Planning Land & Facilities
Mt. Umunhum Road Design, Permitting & Implementation (MAA 23-6)	Complete safety upgrades and repairs to Mt Umunhum Road for vehicular access to summit.	Construct Mt. Umunhum Road safety and roadway improvements.	Q1: Award of Contract, Begin construction Q2: Project complete	\$3,566,400 CapEx - MAA	Engineering & Construction
Mount Umunhum - Dedication/Grand Opening Events	Connect people to open space and a regional vision.	Plan and implement historic dedication of mountaintop including weekend celebration event, and public bicycle and hiking preview day, including consultation services to manage logistics.	Q1: Plan event Q2: Media outreach; hold 3-day event	\$90,000 OpEx - GF	Public Affairs
Sierra Azul Meyer Residence Repair and Site Improvements	Provide District after hours presence and onsite monitoring in the Mount Umunhum Area.	Install water infrastructure; using existing spring source or new well; construct solar power system; minor repairs to propane system; minor interior upgrades to apartment. Obtain necessary permits.	Q1-Q2: Assessment, Design, Permitting. Q3-Q4: Infrastructure Construction, Minor studio upgrades.	\$269,100 CapEx - GF	Engineering & Construction
Create New Self-Guided Audio Tour	Connect people to open space and a regional vision.	Mount Umunhum audio walking tour. Work with GIS to gather data needed to complete. Coordinate with Planning and Project Managers to align messages and interpretive materials.	Q1: work with contractor to write information Q2: transcribe to audio	\$20,000 OpEx - GF	Public Affairs
SUBTOTAL: MT. UMUNHUM				OPEX \$110,000 CAPEX - GF \$269,100 CAPEX - MAA \$9,001,650	

FY2016-17 Action Plan Key Projects

Key Project	Purpose	Project Description			Department
		FY2016-17 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget & Funding Source	
PROGRAM: PUBLIC ACCESS AND EDUCATION (CONT'D)					
LA HONDA CREEK					
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.	Complete design, engineering and permitting of public trail access and parking area at the Red Barn. Conduct focused stakeholder outreach and involvement. Coordinate with Land & Facilities on design and installation of gates, fencing, and signage.	Q1-Q4: Design Development. Q1: Stakeholder Outreach Q3: PNR review	\$165,000 CapEx - MAA	Planning
La Honda Creek Sears Ranch Interim Parking Area and Trail Connections (MAA 7-9)	Phase I implementation of Board approved Master Plan and adopted CEQA document: Improve Roads and install signage as needed for Interim Trail Access, Driscoll Ranch Area of La Honda Creek.	Secure permits for minor grading and improvements for interim staging area at Sears Ranch Road. Design and install gates, fencing, and signage for interim trail access at the Driscoll Ranch area.	Q1: Permitting Q2: Signage plan Q3: Evaluate road improvements needed Q4: Road/Trail Improvements, order/install signs	\$98,900 CapEx - MAA	Planning Land & Facilities Engineering & Construction
La Honda Creek Sears Ranch Road Repairs, Phase III (MAA 7-10)	Complete the final road improvements and repairs prior to public access to provide patrol and maintenance access	Construct Sears Ranch Road and Wool Ranch Road repairs. Construct 5-8 pedestrian access gates. Coordinate with Land & Facilities on design and installation of gates and fencing.	Q1-Q2: Begin Construction Q3: Final Inspection, Project Close Out	\$265,000 CapEx - MAA	Engineering & Construction
La Honda Creek Harrington Creek Vehicle Bridge Redecking	Redeck and construct new railings on a vehicle bridge to provide safe access for visitors and staff.	Replace degraded vehicle bridge decking and install new rails, pending engineering assessment.	Q1-Q2: Permitting and Materials Purchasing Q3: Construction	\$23,400 CapEx - GF	Land & Facilities Engineering & Construction
SUBTOTAL: LA HONDA CREEK				OPEX CAPEX - GF CAPEX - MAA	\$0 \$23,400 \$528,900

FY2016-17 Action Plan Key Projects

Key Project	Purpose	Project Description			Department
		FY2016-17 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget & Funding Source	
PROGRAM: PUBLIC ACCESS AND EDUCATION (CONT'D)					
BEAR CREEK REDWOODS					
Bear Creek Redwoods Water System (MAA 21-3)	Provide water infrastructure at Bear Creek Redwoods OSP for Bear Creek Stables and other Preserve water needs.	Pending Board approval of the Preserve Plan and CEQA and water needs at the Preserve; initiate the design development for the preferred water system.	Q1: Board approval of Site Plan and CEQA Q2-Q4: Design	\$367,500 CapEx - MAA	Engineering & Construction
Bear Creek Stables Site Plan Implementation (MAA 21-4, taxable bond)	Initiate design development for approved improvements and RFP and tenant selection process.	Pending Board approval of Site Plan, initiate design development and permitting consultation. Prepare evaluation criteria for the Request for Proposals (RFP) for solicitation of future tenant.	Q2: Award of contract for Design Q3 - Q4: Develop design and RFP evaluation criteria	\$139,000 CapEx - MAA	Planning Land & Facilities
Bear Creek Redwoods Public Access (Phase 1 Implementation) (MAA 21-5)	Provide new parking lot, pedestrian crossing of Bear Creek Road and other visitor-serving amenities for opening the Preserve.	Pending Board approval of the Preserve Plan and adoption of CEQA document, complete design and permitting for Phase 1 public access improvements. Issue bid package for roads and trails improvements. Agency consultation with County of Santa Clara and Caltrans on proposed roadway crossing and signage.	Q1-Q3: Design phase; permitting; coordination with County & Caltrans Q4: Issue bid package	\$228,000 CapEx - MAA	Planning Engineering & Construction
Bear Creek Redwoods, Alma College Site Rehabilitation Plan (MAA 21-6)	Complete plan and supporting studies to allow for phased implementation work. Future actions include demolition and building permitting, pending Board approval of implementation schedule, funding and resources.	Complete development of the Alma College Landscape Rehabilitation Plan and environmental review for CEQA compliance and Board approval.	Q1: Board approval of Site Plan and CEQA	\$126,000 CapEx - MAA	Planning Engineering & Construction
Bear Creek Redwoods Preserve Plan and CEQA	Complete Preserve Plan and environmental review to open Preserve to public use. <i>This project facilitates MAA implementation.</i>	Complete development of Preserve Plan and Environmental Impact Report for Board approval. Includes CEQA for MAA Projects 21-4, 21-5, 21-6.	Q1: Board approval of Preserve Plan and EIR Certification	\$90,000 CapEx - GF	Planning

FY2016-17 Action Plan Key Projects

Key Project	Purpose	Project Description			Department
		FY2016-17 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget & Funding Source	
PROGRAM: PUBLIC ACCESS AND EDUCATION (CONT'D)					
BEAR CREEK REDWOODS (CONT'D)					
Bear Creek Stables RFP/Lease	Conduct Request for Proposal process to determine new long term tenant for Bear Creek Stables and enter into long term lease. <i>This project facilitates MAA project implementation.</i>	Develop and issue Bear Creek Stables lease and RFP, select a tenant, and perform an appraisal to determine stable rent.	Q1: Develop Lease Q2: Conduct RFP process Q3: Sign Lease	\$10,000 OpEx - GF	Land & Facilities
Bear Creek Stables Site Plan and CEQA	Complete Stables Site Plan and environmental review to facilitate implementation of stables improvements public access. <i>This project facilitates MAA implementation.</i>	Complete development of the Bear Creek Stables Site Plan and environmental review for CEQA compliance and Board approval. Project is associated with MAA 21-4.	Q1: Board approval of Site Plan and CEQA	\$14,000 CapEx - GF	Planning
District Groundbreaking & Dedication Events	Communicate about Measure AA Project Updates.	Host four events such as Bear Creek Groundbreaking and La Honda Opening.	Q1-Q4: as projects become available	\$20,000 OpEx - GF	Public Affairs
SUBTOTAL: BEAR CREEK REDWOODS				OPEX \$30,000 CAPEX - GF \$104,000 CAPEX - MAA \$860,500	
PROGRAM: PUBLIC ACCESS AND EDUCATION (CONT'D)					
OTHER LOCATIONS					
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.	Pending City obtaining a project manager, design and implement interpretative facilities, infrastructure, and signage related to Cooley Landing Park in East Palo Alto. Pending an agreement with the City regarding the use of Measure AA funds, coordinate reimbursement of eligible expenses incurred by the City. <i>Partnership project with City of East Palo Alto</i>	(Schedule determined by City)	\$180,000 CapEx - MAA (Funds pending an agreement with City)	Planning

FY2016-17 Action Plan Key Projects

Key Project	Purpose	Project Description			Department
		FY2016-17 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget & Funding Source	
PROGRAM: PUBLIC ACCESS AND EDUCATION (CONT'D)					
OTHER LOCATIONS (CONT'D)					
Ravenswood Bay Trail Easement, CEQA (MAA 2-2)	Complete Ravenswood Bay Trail Easement connecting the Preserve and Cooley Landing to the existing Bay Trail at University Avenue.	1. Finalize Exchange Agreement with SFPUC 2. Obtain approval from the City and County of San Francisco for a Public Trail Easement. 3. Record Public Trail Easement to MROSD and Quitclaim of Open Space Easement to SFPUC 4. Coordinate with Cities of E. Palo Alto & Menlo Park	FY16-17	\$11,000 CapEx - MAA	Real Property
Ravenswood Bay Trail Design and Implementation (MAA 2-2)	Complete design and environmental review for the Bay Trail gap north of Ravenswood Open Space Preserve. Project subject to June 30, 2017 San Mateo County Measure A grant deadline.	Complete conceptual trail planning for CEQA certification and easement transfer from SFPUC. Complete design and engineering documents for Ravenswood Bay Trail gap. Initiate permitting and regulatory agencies consultation. <i>Partnership project with SFPUC, City of East Palo Alto, City of Menlo Park, ABAG SF Bay Trail Project. Grant funding from Santa Clara County Stanford Trails Grant program and San Mateo County Measure A funding.</i>	Q1: CEQA approval for conceptual plan Q2 - Q4: Continue design development and initiate permitting	\$195,600 CapEx - MAA \$195,600 Measure A Grant	Planning Engineering & Construction
Harkins Bridge Replacement at Purisima Creek (MAA 3-4)	Provide maintenance, patrol, and emergency access across Purisima Creek.	Pending federal permits, demolish an existing vehicle bridge and construct a new vehicular bridge.	Q1: Board Award of Contract Q2: Construction	\$310,900 CapEx - MAA	Engineering & Construction
El Corte de Madera Oljon Trail Implementation Phases III/IV (MAA 4-4)	Final trail construction/restoration associated with Watershed Protection Program.	Complete construction of Oljon Trail Phases III and IV.	Q1: Bio-Monitoring, finish permitting & construction Q2: Final construction, inspection, closeout.	\$404,575 CapEx - MAA	Engineering & Construction Land & Facilities

FY2016-17 Action Plan Key Projects

Key Project	Purpose	Project Description			Department
		FY2016-17 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget & Funding Source	
PROGRAM: PUBLIC ACCESS AND EDUCATION (CONT'D)					
OTHER LOCATIONS (CONT'D)					
Alpine Road Regional Trail, Coal Creek Open Space Preserve (MAA 10-1)	Work in partnership with San Mateo County to repair and manage the unpaved road section of Alpine Road, which serves as an important regional trail corridor.	Evaluate landslide and drainage problems on Alpine Road and identify and prioritize repairs needed to open it as a trail from Portola Valley to Skyline area and minimize sedimentation into Los Trancos Creek. Work with County to prioritize road stabilization and drainage improvements and, if appropriate, conduct road survey work to identify ownership boundaries and/or update road treatment recommendations. <i>Partnership project with San Mateo County.</i>	FY 16-17	\$50,400 CapEx - MAA	Real Property Natural Resources
Stevens Creek Nature Trail Bridges Montebello (MAA 17-4)	Construct two new footbridges, one pedestrian and one multi-use, to create year-round access on the Stevens Creek Nature Trail.	Demolish an existing degraded multi-use footbridge and replace with a longer new bridge on a tributary of Stevens Creek at Monte Bello. Construct a new pedestrian-only bridge over an existing wet crossing.	Q1-Q2: Pre-construction preparation, purchase materials Q2-Q3: Construction Q3: Construction complete	\$102,800 CapEx - MAA	Engineering & Construction Land & Facilities
Bay Area Ridge Trail: Highway 17 Crossing	Identify conceptual trail alignment for future collaboration with regional partners, stakeholders, & regulatory agencies to promote regional trail connections and facilitate trail crossing over Highway 17. <i>This project facilitates MAA implementation.</i>	Complete Feasibility Study and conceptual design for the preferred alignment for regional trail crossing for Bay Area Ridge Trail crossing over Highway 17. Evaluate property rights and easements for the preferred alignment.	Q1: Complete Conceptual Design Q2-Q3: Resolve property rights and easements Q3-Q4: Coordinate with stakeholders/partners/regulatory agencies.	\$16,200 CapEx - GF	Planning
El Sereno Dog Access	Complete implementation of dog access on trails at El Sereno Open Space Preserve.	Initiate public outreach, pursue a Use & Management Plan update/amendment and CEQA review to include dog use on portions of trail system within Preserve proper. Pending Board approval, implement plan and initiate new signage to address additional new use.	Q1/Q2: Update Use & Mgmt Plan, CEQA review Q3/Q4: Implement plan & signage	\$51,750 OpEx - GF	Planning

FY2016-17 Action Plan Key Projects

Key Project	Purpose	Project Description			Department
		FY2016-17 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget & Funding Source	
PROGRAM: PUBLIC ACCESS AND EDUCATION (CONT'D)					
OTHER LOCATIONS (CONT'D)					
El Sereno Trails and Wildlife Corridors	Work with San Jose Water Company to obtain public trail easements and protect wildlife corridors, El Sereno Open Space Preserve.	1. Pursue Bay Area Ridge Trail connection between Santa Clara County Skyline Sanborn County Park, El Sereno and Sierra Azul Open Space Preserves. 2. Support Natural Resources with Wildlife Crossing at Highway 17 and Trout Creek. 3. Pursue multi-use trail at Upper El Sereno OSP. 4. Pursue land purchase opportunity as addition to El Sereno OSP.	FY 16-17	\$44,000 CapEx - GF	Real Property
Hawthorns Historic Complex	Focus FY16-17 on completing the partnership development for long-term care and maintenance of historic complex.	Outreach and coordination for short-term partnership. Obtain Board approval of lease(s) with selected partner(s), site, and implementation plan for Historic Complex. Mothballing cost not anticipated in FY16-17.	TBD, dependent on partner agreement	\$82,750 CapEx - Hwth	Planning
Purissima Creek Redwoods - Purissima 1 Bridge Rerecting	Redeck and construct new railings on a vehicle bridge to provide safe access for visitors and staff.	Staff to replace degraded vehicle bridge decking and install new rails, pending engineering assessment	Q1-Q2: Permitting; Purchase Materials Q3: Construction Complete	\$27,200 CapEX - GF	Land & Facilities
Resource Management Grants Program	Continue funding of ongoing research projects.	Continue funding existing research projects. Evaluate options for extending Grants Program and Policy as interim measure until full review of Program and Policy can be completed.	Q1: Extend Grants Program and Policy.	\$25,000 OpEx - GF	Natural Resources
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.	Prepare bid package, solicit bids, seek Board award of contract and administer contract. Construct parking safety structure.	Q1: Contract award, Q2: Construction Q3: Close Out	\$240,250 CapEx - GF	Engineering & Construction
Visitor Use Level Measurement	Expand the program to collect information on visitor use levels, especially for heavily visited preserves.	Expand the pilot project started last fiscal year at Rancho San Antonio to gather visitor use statistics. FY16-17 to focus on Mt. Umunhum, Rancho San Antonio, and Ravenswood. Funding covers an intern to determine vehicle occupancy rates and additional data gathering equipment.	Q1: Measure occupancy rates of vehicles entering preserves. Q2: Purchase & install new devices	\$30,500 OpEx - GF	Visitor Services

FY2016-17 Action Plan Key Projects

Key Project	Purpose	Project Description			Department
		FY2016-17 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget & Funding Source	
PROGRAM: PUBLIC ACCESS AND EDUCATION (CONT'D)					
OTHER LOCATIONS (CONT'D)					
Enhance Docent and Volunteer Program Data Collection/transfer	Improve the efficiency of transferring online data for the docent and volunteer programs to an existing database.	Streamline the transfer of data entered online by District docents into an existing database more efficient by reducing the amount of rekeying required.	Q2: Set up and test data transfer. Q3: Fully implement system.	\$6,000 OpEx - GF	Visitor Services Public Affairs
		SUBTOTAL: OTHER LOCATIONS		\$113,250 \$327,650 \$1,255,275 \$82,750	
		PROGRAM TOTAL: PUBLIC ACCESS AND EDUCATION		\$253,250 \$724,150 \$11,646,325 \$82,750	
PROGRAM: PUBLIC OUTREACH					
COMMUNITY ENGAGEMENT					
Board Outreach	Connect people to open space and a regional vision.	Complete 5 minute District update to all 17 cities once a year; Board member speaking engagements to new audiences (tech firms, schools/community groups)	Q1/Q2: Identify audiences and programs Q3-Q4: schedule speaking engagements	\$0 OpEx - GF	Public Affairs
Community-hosted Outreach Events	Connect people to open space and a regional vision.	Represent or sponsor the District at 20 community outreach events, at least five on the San Mateo Coast.	Q1- Q2: Summer and fall events Q4: Spring events	\$6,000 OpEx - GF	Public Affairs
		SUBTOTAL: COMMUNITY ENGAGEMENT		\$6,000 \$0 \$0	
				CAPEX - GF CAPEX - MAA	

FY2016-17 Action Plan Key Projects

Key Project	Purpose	Project Description			Department
		FY2016-17 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget & Funding Source	
PROGRAM: PUBLIC OUTREACH (CONT'D)					
PUBLIC OUTREACH PARTNERSHIP PROGRAMS (CONT'D)					
Docent & Volunteer Support and Public Outreach	Coordinate and recognize the work of docents and volunteers in support of the District's public outreach efforts.	Host events such as the Volunteer Recognition Event and the Wingding Family Fest. Provide logistics and other support for major public events such as the opening of Mt. Umunhum.	Q3: Complete most events.	\$48,000 OpEx - GF	Visitor Services
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: hikes geared toward accessibility; regional collaboration.	Q1-Q4: Promote health engagement activities	\$9,000 OpEx - GF	Public Affairs
Latino Outdoors Program Funding	Connect people to open space and a regional vision.	Contract with Latino Outdoors in partnership with other agencies to fund targeted positions to connect with Latino audiences. This includes the District being part of a regional Diversity Outreach Committee focused on parks and open space	Q1: work on summer program; Q2: staff training and fall programs Q3-Q4: expand program	\$35,000 OpEx - GF	Public Affairs
Partnership Development - Businesses	Connect people to open space and a regional vision.	Participate in 5 Chamber of Commerce groups, taking an active role in hosting mixers and participating in activities	Q1-Q4: Promote volunteer partnerships with local businesses	\$10,000 OpEx - GF	Public Affairs
Partnership Development - Youth Program	Connect people to open space and a regional vision.	Develop youth outreach strategy and establish relationships with organizations that serve youth with the purpose to engage in outdoor activities, volunteer, and explore possible career paths.	Q1-Q4: speak to youth audiences quarterly; promote partnerships and intern/employment opportunities	\$6,000 OpEx - GF	Public Affairs
Partnership Development with Volunteer Groups	Increase partnerships with local volunteer organizations to provide increased District stewardship opportunities.	Expand scope of agreements with non-profit organizations such as Acterra, Village Harvest, and Student Conservation Association to increase number and diversity of participants. Research other potential agency partners for stewardship partnerships. <i>Partnership with other organizations.</i>	Q1: Continue work with current partners and begin research on other volunteer organizations.	\$50,000 OpEx - GF	Visitor Services
SUBTOTAL: PUBLIC OUTREACH PARTNERSHIP PROGRAMS			OPEX	\$158,000	
			CAPEX - GF	\$0	
			CAPEX - MAA	\$0	

FY2016-17 Action Plan Key Projects

Key Project	Purpose	Project Description			Department
		FY2016-17 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget & Funding Source	
PROGRAM: PUBLIC OUTREACH (CONT'D)					
NEW INITIATIVES - PUBLIC AWARENESS					
Preserve Use Survey	Better understand preserve users and preserve satisfaction	Develop a high-level preserve usage study to assess preserve visitors including demographics, use patterns, awareness and satisfaction; 2-year process with actual survey conducted in summer/fall 2017.	Q3: Contact firms; Q4: Begin developing survey instrument	\$15,000 OpEx - GF	Public Affairs
Update Measure AA Information Material	Communicate about Measure AA Project Updates.	Work with General Managers Office on developing web-based Measure AA project status	Q1: review MAA updates Q2: Review other agency work Q3-Q4: develop web-based solution	\$0 OpEx - GF	Public Affairs
Website Enhancement Projects	Connect people to open space and a regional vision.	Update web design to include comprehensive Trail Guide Information (Align info with Signboards); Integrate Natural Resources Info into web and social media.	Q1: Integrate trail information in web design Q2-Q3: Integrate Natural Resources information	\$5,000 OpEx - GF	Public Affairs
Climate Change and Sustainability Education	Educate the Public about importance of open space, forests, as part of carbon footprint.	Develop and implement a communications strategy aligned with General Manager's focus on healthy forest practices, innovation (i.e. fog harvest), coastal farmland. Create video.	Q2: Develop speaking points; Q3: promote via media/social media Q4: develop video	\$15,000 OpEx - GF	Public Affairs
Go Green User Toolkit	Education the public about saving resources.	Research and Implement "Go Green" tools to encourage users to electronically view map/brochures and to recycle when through. Support GIS with GeoPDF Rollout/Pilot with promotion of program.	Q2: Develop sign board material, begin social media campaign Q3-Q4: Develop campaign to promote GeoPDFs	\$5,000 OpEx - GF	Public Affairs

FY2016-17 Action Plan Key Projects

Key Project	Purpose	Project Description			Department
		FY2016-17 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget & Funding Source	
PROGRAM: PUBLIC OUTREACH (CONT'D)					
NEW INITIATIVES - PUBLIC AWARENESS (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: work with designer Q4: develop branding icons	\$15,000 OpEx - GF	Public Affairs
San Mateo County Coast Outreach	Connect people to open space and a regional vision.	Develop annual direct mail brochure or calendar highlighting District activities on the Coast, partnership development; schedule speaking engagements on the Coast; continue partnership with Chamber	Q1: research and write material; Q2: develop mail piece; Q3-Q4: Attend events	\$50,000 OpEx - GF	Public Affairs
		SUBTOTAL: NEW INITIATIVES - PUBLIC AWARENESS		\$105,000 CAPEX - GF \$0 CAPEX - MAA \$0	
		PROGRAM TOTAL: PUBLIC OUTREACH		\$269,000 CAPEX - GF \$0 CAPEX - MAA \$0	
PROGRAM: VEHICLES, EQUIPMENT, FACILITIES, AND OTHER INFRASTRUCTURE					
STAFF FACILITIES					
Administration Office (AO) Long-Term Facility Plan and Selection	Upon Board decision/approval, implement new AO project (options are to move or rebuild on site).	Upon Board decision, future Action item would be implementation of selected AO option and selection of design consultant team.	Q1: Board decision on preferred alternative Q1-Q2: Consultant selection	\$120,000 CapEx - GF	Planning
Administrative Office Relocation Investigation	Determine the best option for a long-term District Administration Office (AO) solution.	Research and provide market data to the Board regarding the option to purchase a new AO building or to lease a space while the current AO is remodeled. If directed, execute a purchase or lease for the AO.	Contingent upon Board direction	\$15,000 CapEx - GF	Real Property
South Area Office (SAO) Long-Term Facilities Feasibility Study	Assess feasibility of building a new South Area Office near the existing South Area Outpost.	Issue RFP for consultant services to begin a feasibility study. Study expected to include zoning and code research, assessment of site buildability, and conceptual site plans. Coordination with Facilities Ad Hoc Committee anticipated for input and direction.	Q1: Obtain consultant Q2-Q3: Research, evaluate, develop concepts	\$150,000 OpEx - GF	Planning Engineering & Construction

FY2016-17 Action Plan Key Projects

Key Project	Purpose	Project Description			Department
		FY2016-17 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget & Funding Source	
PROGRAM: VEHICLES, EQUIPMENT, FACILITIES, AND OTHER INFRASTRUCTURE (CONT'D)					
STAFF FACILITIES (CONT'D)					
AEDs for District Emergency Response Vehicles	Purchase Automated External Defibrillators (AEDs) for District offices and emergency response vehicles.	Following up on research done in FY1617, purchase 37 AEDs and install them in District emergency response vehicles and offices.	Q2: Purchase AED's	\$47,500 OpEx - GF	Visitor Services
		SUBTOTAL: STAFF FACILITIES	OPEX	\$197,500	
			CAPEX - GF	\$135,000	
			CAPEX - MAA	\$0	
PROGRAM: VEHICLES, EQUIPMENT, FACILITIES, AND OTHER INFRASTRUCTURE					
PROPERTY MANAGEMENT					
El Sereno Residence Disposition	Demolish the El Sereno Employee Residence based on building assessment and staff recommendation brought before the Board in Q5 FY2015-16.	Obtain any and all appropriate Design documents, permits from Santa Clara County; complete demolition.	Q1: complete any design documents Q2: obtain permits Q3: obtain bids Q4: demolish	\$69,500 CapEx - GF	Land & Facilities Engineering & Construction
Farm Labor Housing - La Honda Creek	Rebuild the Sears Ranch Farm Labor Housing Residence.	Demolish existing residence and assess housing options in for the Driscoll Ranch Area of La Honda Creek. Determine type of housing, location for Farm Labor Housing and construct. Potential funding partnership with San Mateo County of approximately \$100,000.	Q1: Complete design documents and pull permits Q2-Q3: Construction	\$394,900 CapEx - GF (~\$100,000 from San Mateo County)	Public Affairs Land & Facilities Engineering & Construction
Fremont Older Water System Upgrade	Upgrade water system connecting Fremont Older Historic House, Adobe house, and employee residence at the Fremont Older to increase backup storage and improve existing water lines.	Perform Water System Assessment, develop specifications, bid and award, and construct water system project.	Q1: Assessment and develop specs. Q2: Bid	\$74,750 CapEx - GF	Land & Facilities

FY2016-17 Action Plan Key Projects

Key Project	Purpose	Project Description			Department
		FY2016-17 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget & Funding Source	
PROGRAM: VEHICLES, EQUIPMENT, FACILITIES, AND OTHER INFRASTRUCTURE (CONT'D)					
PROPERTY MANAGEMENT (CONT'D)					
La Honda Creek Point of Diversion 17 Water Line Replacement	Replace Main Water Line for McDonald Ranch.	Coordinate with neighbors for water line replacement, replace main line from spring to residences/grazing, add adjunct water line for grazing, replace water tank at spring, install 2 new tanks at water line junction.	Q4 FY16-17	\$155,250 CapEx - GF	Land & Facilities
4150 Sears Ranch Road Water and Road Improvements (Cunha)	Complete repairs to access driveway for 4150 Sears Ranch Road and install 5,000 gallon storage tank on current water system.	Install new 5,000 gallon water tank for additional water storage for the residence of 4150 Sears Ranch Road. Resurface current driveway from Sears Ranch Road to residence including any necessary drainage improvements for longevity.	Q1: Complete field reviews, develop bid documents. Q2: Complete construction.	\$110,350 CapEx - GF	Land & Facilities
Black Mountain Tower Leases (3)	Develop a long term lease for 1. Stanford Site 2. Lower Site 3. FAA	Develop, negotiate and sign new long term lease.	Q4: FY16-17	\$0 OpEx - GF	Land & Facilities
Madonna Creek Agricultural Lease	Develop a long term lease for agricultural fields at Madonna Creek Ranch, Miramontes Ridge OSP.	Develop Agricultural Plan for the property, complete agricultural lands survey, and develop, negotiate and sign a long term lease for Madonna Creek.	Q3: Survey Q4: New long term lease, negotiate and sign	\$5,000 OpEx - GF	Land & Facilities Natural
Skyline Ridge Christmas Tree Farm Lease	Develop a long term lease for the Skyline Christmas Tree Farm at Skyline Ridge.	Update survey of Christmas Tree Farm, develop long term lease, and negotiate and sign a new long term lease.	Q2: Survey Q3: Develop Lease Q4: Sign Lease	\$5,000 OpEx - GF	Land & Facilities
SUBTOTAL: PROPERTY MANAGEMENT				OPEX CAPEX - GF CAPEX - MAA	\$10,000 \$804,750 \$0

FY2016-17 Action Plan Key Projects

Key Project	Purpose	Project Description			Department
		FY2016-17 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget & Funding Source	
PROGRAM: VEHICLES, EQUIPMENT, FACILITIES, AND OTHER INFRASTRUCTURE					
BUSINESS SYSTEMS					
Enterprise GIS Planning and Implementation	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 to move all files to a new system, reorganize and modify in the database schema. Implement shape file 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 GIS Strategic Plan.	Q1: Develop database schema; Q3: Complete file migration; Q4: setup cartographic represent-action, data cleanup	\$102,000 OpEx - GF \$165,000 CapEx - GF	Admin - IT
Integrated Accounting and Financial System Phase III: Payroll Implementation	Implement the Payroll module in IAFS to maximize the system functionalities and reporting capabilities.	Payroll Go-Live is scheduled for July 2016. The contract with the District's external payroll provider will be terminated, saving \$20,000 annually.	Q1: Complete implementation and go live	\$20,000 Admin - Finance CapEx - GF	
IT Infrastructure Upgrades	Per the IST Strategic Plan, IT infrastructure upgrades are critical to address current backlog of IT issues and to provide the infrastructure needed to begin implementing IT initiatives and new business systems.	Implement IT technical infrastructure improvements to improve resiliency, network availability, connectivity, security, and scalability to support current and future IT initiatives.	Q1: IT Security and Network Upgrades Q2-Q4: Server/Data Infrastructure and Policies	\$32,400 OpEx - GF \$273,600 CapEx - GF	Admin - IT
Signage Inventory Update	Update to signage inventory with new or replacement signs installed in Preserves.	Develop a mobile data collection application for field data collection for signage inventory, including a numbering system for trail signs, implement web application as a pilot program, update inventory to include mapping and photo-documentation of signage recently installed or replaced in Preserves.	Q1: Develop mobile web app Q2-Q4: Collect sign data	\$0 (Staff time) OpEx - GF Admin - IT Visitor Services	Planning Admin - IT Visitor Services

FY2016-17 Action Plan Key Projects

Key Project	Purpose	Project Description			Department
		FY2016-17 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget & Funding Source	
PROGRAM: VEHICLES, EQUIPMENT, FACILITIES, AND OTHER INFRASTRUCTURE (CONT'D)					
BUSINESS SYSTEMS (CONT'D)					
Asset and Work Order Management System	Implement Asset/Work Order Management System to automate asset management and work order creation and tracking. This was identified as a District-wide priority in the IST Strategic Plan.	Research local municipalities including park systems for demonstrations of existing asset management solutions and lessons learned. Conduct an informal RFI process with vendors and agencies. Conduct an internal needs assessment with the possibility of issuing an RFP in Q4.	Q2-Q3: Initiate internal needs assessment Q4: Develop draft RFP	\$25,000 CapEx - GF	Admin Services - IT
Electronic Document Management System (EDMS)	Implement a technically "lightweight" EDMS to store, index, and retrieve documents and other electronic files.	Conduct preliminary needs assessment for a subject matter expert/consultant to assist staff with retention and file structure. Implement as needed.	Q4: Initiate Needs Assessment and implement as needed	\$25,000 OpEx - GF	Admin Services - IT
		SUBTOTAL: BUSINESS SYSTEMS		OPEX CAPEX - GF CAPEX - MAA	\$159,400 \$483,600 \$0
PROGRAM TOTAL: VEHICLES, EQUIPMENT, FACILITIES, AND OTHER INFRASTRUCTURE				OPEX CAPEX - GF CAPEX - MAA	\$366,900 \$1,423,350 \$0
PROGRAM: ADMINISTRATIVE SUPPORT					
POLICY DEVELOPMENT					
Accessibility Plan Update	Update the District's existing accessibility plan.	Review District's 1993 ADA policy and accessibility plan, updated federal ADA guidelines and other new regulatory requirements. Continue to assess and develop accessibility plan update with a consultant.	Q1-Q4: Development of Accessibility Plan Update	\$72,000 OpEx - GF	Planning
Bench Policy and Memorial Options	Develop policy for rest benches in preserves, and provide the public with a recognition program alternative.	Research opportunities other than benches and/or trail naming to recognize individuals per constituent memorial requests and make recommendations. Hire consultant to manage research project.	Q1: Research and develop recommendations Q2: present to LFPAC	\$10,000 OpEx - GF	Public Affairs

FY2016-17 Action Plan Key Projects

Key Project	Purpose	Project Description			Department
		FY2016-17 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget & Funding Source	
PROGRAM: ADMINISTRATIVE SUPPORT (CONT'D)					
POLICY DEVELOPMENT (CONT'D)					
Complete Records Inventory and Retention Schedule	Conduct a comprehensive records inventory and a detailed retention schedule to determine the legal and business requirements for maintaining records.	Complete records inventory to determine type of records and retention/disposition of records, develop destruction policies and procedures, including imaging of permanent records, conduct employee training.	Q1: Department meetings and inventory Q2: Presented to Board for approval	\$40,000 OpEx - GF	General Manager
District Housing Policy	Revise District Housing Policies both Board and Administrative.	Develop additional Board policy to address disposition of new structures as acquired.	Q1: Revise policies	\$10,000 OpEx - GF	Land & Facilities
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.	Q1-Q2: Complete manual.	Staff time only OpEx - GF	Natural Resources
SUBTOTAL: POLICY DEVELOPMENT				OPEX \$132,000 CAPEX - GF \$0 CAPEX - MAA \$0	
PROGRAM: ADMINISTRATIVE SUPPORT (CONT'D)					
EXTERNAL COORDINATION					
Government Relations	Continue outreach to local elected officials with updates on Measure AA.	Host Legislative Picnic, Board and GM meetings; field tours. Showcase Measure AA project status and other district projects.	Q1: Legislative picnic; Q2: fall field tours; Q3-Q4: legislative visits	\$11,500 OpEx - GF	Public Affairs
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: Retain consultant to coordinate workgroup with project partners.	\$5,000 OpEx - GF	Natural Resources

FY2016-17 Action Plan Key Projects

Key Project	Purpose	Project Description			Department
		FY2016-17 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget & Funding Source	
PROGRAM: ADMINISTRATIVE SUPPORT (CONT'D)					
EXTERNAL COORDINATION (CONT'D)					
Interagency Coordination on Partnership Projects	Coordinate with outside agencies on potential interagency projects.	Work with outside partners to evaluate and consider potential interagency projects and forward recommendations, when ready, to the full Board.	TBD - dependent on partner agency schedule	\$0 OpEx - GF	General Manager
		SUBTOTAL: EXTERNAL COORDINATION		OPEX CAPEX - GF CAPEX - MAA	\$16,500 \$0 \$0
PROGRAM: ADMINISTRATIVE SUPPORT					
ORGANIZATION AND STAFF DEVELOPMENT					
Continue FOSM Implementation	Implement organizational and process changes recommended by the FOSM to improve the District's delivery of its mission, Strategic Plan, Vision Plan, and Measure AA projects.	Updates to and development of new policies and procedures; hiring, onboarding, and training of staff; development and team building for the organization.	Periodic trainings; hirings scheduled throughout the year.	\$50,000 OpEx - GF	General Manager
District-wide Intranet	The IST Strategic Plan identified a District intranet as a very high priority. Originally planned to be completed by District staff; additional recommended functionalities and integration require subject matter expert assistance from a consultant.	Work with a technical consultant/implementer to help staff develop business requirements and functionality and potentially with implementation.	Q1: Preliminary needs assessment Q2: Issue RFP Q3: Develop Business Requirements; Q3-Q4: Implementation	\$50,000 CapEx - GF	Admin Services - IT
Employee On-Boarding Program	Newly identified priority to consistently and successfully onboard new employees.	Research on-boarding programs at other agencies and begin to develop elements of a program; begin implementation as soon as possible, but no later than Q1 FY16-17.	Q1-Q2 FY16-17	\$0 OpEx - GF	Admin Services - HR
Employee Leadership Academy	Develop an internal Leadership Academy to develop supervisors and lead employees.	Research and develop curriculum and process for internal District Leadership Academy; identify potential instructor(s).	Q1 FY16-17	\$10,000 OpEx - GF	Admin Services - HR

FY2016-17 Action Plan Key Projects

Key Project	Purpose	Project Description			Department
		FY2016-17 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget & Funding Source	
PROGRAM: ADMINISTRATIVE SUPPORT (CONT'D)					
ORGANIZATION AND STAFF DEVELOPMENT (CONT'D)					
Evaluation of Additional IAFS Modules	Evaluate additional IAFS modules for potential implementation for operational efficiencies and to leverage existing functionalities.	Evaluate and possibly implement additional available IAFS modules including Procurement, Fixed Assets, Credit Cards, and Grants. Staff time only, does not include software costs.	Q2 FY16-17	\$0 OpEx - GF	Admin Services - Finance
Performance Planning and Evaluation Process/Forms	Provide a more streamlined and meaningful employee performance evaluation process.	Research and evaluate new processes, forms, and online tools to conduct performance evaluations for office and field staff.	FY16-17	\$0 OpEx - GF	Admin Services
Public Affairs Strategic Plan	Evaluate the Public Affairs Communication, Outreach, and Government Relations Program to align with Board objectives.	Research options for program development and partnerships to ensure District objectives are being met and outreach programs are targeted to diverse and new audiences.	Q1: Prepare Strategic Plan; approve by LFPAC and then Board	\$10,000 OpEx - GF	Public Affairs
Training Database Upgrades	Complete the Training Database work started in FY15-16 to allow supervisors to view their staff's training records.	Set up interfaces for staff who need to have access to database. Review data collection/entry to ensure accuracy improve efficiency.	Q3: Project Completion	\$3,500 OpEx - GF	Visitor Services
Docent and Volunteer Programs Evaluation	Evaluate and restructure, if needed, Docent and Volunteer programs to optimize service delivery to customers and enhance public outreach.	Expand environmental education and interpretive services and increase hours interpretive centers are open; evaluate positions and staffing and adjust if needed to provide optimal service delivery; develop scope of work for an Interpretive Master Plan.	Q1-Q2: Master Plan scope of Work Q3-Q4: Review program structures and positions	\$30,000 OpEx - GF	Visitor Services
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: Evaluate feasibility Q4: Integrate if feasible	\$0 OpEx - GF	General Counsel
SUBTOTAL: ORGANIZATION AND STAFF DEVELOPMENT				OPEX CAPEX - GF CAPEX - MAA	\$103,500 \$50,000 \$0

FY2016-17 Action Plan Key Projects

Key Project	Purpose	Project Description			Department
		FY2016-17 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget & Funding Source	
PROGRAM: ADMINISTRATIVE SUPPORT (CONT'D)					
OTHER					
Sierra Azul Meyer Property Planning and Programming	Develop overall plan for Visitor Services operation of Mt. Umunhum.	Develop overall plan for the Meyer property to support Visitor Services operation of Mt. Umunhum including completing any feasibility studies as required.	Q2: Plan complete	\$20,000 OpEx - GF	Land & Facilities Visitor Services
		SUBTOTAL: OTHER	OPEX CAPEX - GF CAPEX - MAA	\$20,000 \$0 \$0	Planning
		PROGRAM TOTAL: ADMINISTRATIVE SUPPORT	OPEX CAPEX - GF CAPEX - MAA	\$272,000 \$50,000 \$0	



Rancho San Antonio Open Space Preserve by John Kesselring

Section III: **Budget**



Long Ridge Open Space Preserve by Greg Lewis

PROPOSED FISCAL YEAR 2016-17 DISTRICT BUDGET

The Proposed Fiscal Year (FY) 2016-17 Budget for the District is based on the District Chief Financial Officer's April 2016 revenue forecast. The District's primary source of funding is property tax revenues which are projected to total \$44.5 million for FY2016-17. The Proposed FY2016-17 District Budget totals \$58.1 million and reflects the second full year of Measure AA Project implementation and funds a total of 129 Action Plan Key Projects for the upcoming year. Table 2 provides a summary of key revenue and expenditure categories for FY2016-17.

Table 2: Proposed FY2016-17 District Budget Summary

Source of Funds		
General Fund	\$40,883,321	70%
Measure AA	16,393,119	28%
Grants	841,600	2%
Total	\$58,118,040	100%

Proposed Expenditure Budget		
Operating Expenditures	\$27,342,350	47%
Capital Expenditures	18,682,750	32%
Land and Associated Costs	1,008,100	2%
Debt Service	11,084,840	19%
Total Expenditures	\$58,118,040	100%

Revenue Estimates

Prior to voter passage of Measure AA in June 2014, authorizing the District to issue \$300 million in General Obligation 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 occurred in August 2015 in the amount of \$45.0 million to fund Years 1 through 3 of Measure AA projects.

For the past decade, property tax revenue has increased approximately 6.6% annually. The Chief Financial Officer's forecast over the next five years reflects a conservative annual property tax revenue increase of 4%. For FY2016-17, revenue is projected to total \$47.5 million, an increase of 8% over the prior year.

A total of \$332,440 will be received from Santa Clara County Parks to manage Rancho San Antonio County Park and Property Management revenue is projected at \$1.2 million for FY2016-17.

Expenditure Budget

The FY2016-17 Total District Budget is proposed to increase by \$2.35 million, or 4%, from the prior year. Operating expenses rise by 29% over FY2015-16 due to a significant increase in services and supplies and the proposed addition of new positions to continue the organizational build-out recommended in the Financial and Organizational Sustainability Model to effectively deliver the Measure AA projects. The 79% rise in the capital budget reflects the ramping up of projects to increase project delivery output, including the completion of Measure AA and General Fund capital projects.

Table 3 provides a summary by major expenditure category and Table 4 shows the break-down by funding source.

Table 3: Proposed FY2016-17 District Budget by Category

District Budget Expenditure Category	FY2014-15 Actuals (Unaudited)	FY2015-16 Adopted Budget	FY2016-17 Proposed Annual Budget	\$ Change from FY2015-16 Adopted Budget	% Change from FY2015-16 Adopted Budget
Salaries and Benefits	\$13,474,291	\$16,693,125	\$20,212,015	\$3,518,890	13%
Less: MAA Reimbursable Staff Costs		(1,299,281)	(1,037,683)	261,598	-20%
Net Salaries and Benefits	13,474,291	15,393,844	19,174,332	3,780,488	25%
Services and Supplies	4,570,128	5,789,463	8,168,018	2,378,555	41%
Total Operating Expenditures	18,044,419	21,183,307	27,342,350	6,159,043	29%
General Fund Capital	1,170,440	3,777,000	3,616,300	(160,700)	-4%
Measure AA Capital	2,092,377	6,637,311	15,066,450	8,429,139	127%
Total Capital Expenditures	3,262,817	10,414,311	18,682,750	8,268,439	79%
General Fund Land and Associated Costs	4,771,119	1,003,000	399,750	(603,250)	-60%
Measure AA Land and Associated Costs		11,305,640	608,350	(10,697,290)	-95%
Total Land and Associated Costs	4,771,119	12,308,640	1,008,100	(11,300,540)	-92%
General Fund Property Management	615,280	715,245		(715,245)	-100%
Measure AA Property Management		79,999		(79,999)	-100%
Total Property Management	615,280	795,244		(795,244)	-100%
Debt Service	8,893,601	11,062,744	11,084,840	22,096	0%
Total Debt Service	8,893,601	11,062,744	11,084,840	22,096	0%
TOTAL DISTRICT BUDGET	\$35,587,236	\$55,764,246	\$58,118,040	\$2,353,794	4%

* Effective FY2016-17, the Property Management Program is transferred to the Land and Facilities Department and incorporated into the operating and capital budgets.

Table 4: Proposed FY2016-17 District Budget by Funding Source

District Budget Expenditure Category	FY2014-15 Actuals (Unaudited)	FY2015-16 Adopted Budget	FY2016-17 Proposed Annual Budget	\$ Change from FY2015-16 Adopted Budget	% Change from FY2015-16 Adopted Budget
General Fund Operating	\$27,553,300	\$32,961,296	\$38,427,190	\$5,465,894	17%
General Fund Land/Capital	5,941,559	4,780,000	3,916,050	(863,950)	-18%
Measure AA Land/Capital	1,144,956	17,571,950	14,933,200	(2,638,750)	-15%
Grants	947,421	451,000	841,600	390,600	87%
TOTAL DISTRICT BUDGET	\$35,587,236	\$55,764,246	\$58,118,040	\$2,353,794	4%

Operating Budget

The proposed FY2016-17 operating budget totals \$27.3 million, which is comprised of a 25% increase in salaries and benefits and a 41% increase in services and supplies. These changes are discussed below.

Salaries and Benefits

District staff costs account for approximately 74% of the total operating budget in FY2016-17. 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 \$1,037,683 to 70% of the operating budget. Key adjustments for FY2016-17 include:

- A 3% salary increase on July 1, 2015, which was not included in the FY2015-16 Adopted Budget, as well as a second 3% increase effective July 1, 2016, as approved by the Board of Directors for the Field Employees Association and Office, Supervisory, and Management employees.
- The annualized cost of \$1.2 million for 11 positions that were added and funded during FY2015-16 for partial year only and the proposed addition of 12 positions (\$1.3 million) for FY2016-17 for a total increase of \$2.5 million.
- Employer CalPERS retirement rate increases, 4.1% and 1.1% for Classic and PEPRAs employees, respectively, and an unfunded liability increase of 16.4% or \$77,000.

Services and Supplies

The FY2016-17 services and supplies budget is proposed to increase by \$2.4 million, or 41%. The primary drivers of this significant change include:

- An increase in programmatic projects and feasibility studies that facilitate MAA project implementation.
- The transfer of Property Management (previously shown as a separate budget line item) into the Land and Facilities department operating and capital budgets.
- The lease and utility costs for the AO4 additional leased administrative office space.
- An increase of approximately \$300,000 for vehicle and equipment, which includes outfitting of new vehicles, and replacement of aging field equipment.

Land

For FY2016-17, the Land Acquisition and Preservation budget will no longer include new land purchase funding. Instead, new land purchases will be funded at the time the Board approves open space land acquisitions. The Land budget includes \$508,000 for associated land costs such as surveys, appraisals, legal services, CEQA planning, environmental and resource studies. In addition, a Purchase Option/Deposit and Low Value Land Fund in the amount of \$500,000 will be used for entering into new land purchase agreements, and for purchasing low value land and property rights under the General Manager's spending authority. The major land projects include completing the Ravenswood Bay Trail through an exchange of real property rights with the City and County of San Francisco, the Purisima Uplands property dedication transfer and securing improved road and access rights to the Mt Umunhum Area of Sierra Azul Open Space Preserve.

Capital Budget

The District's capital budget consists of funding from Measure AA general obligation bonds, the General Fund, and grants. Correspondingly, the funding source for each project is noted in the Action Plan as CapEx-MAA and CapEx-GF and when applicable, project grants are also noted under the funding source in the Action Plan. Measure AA projects, in some cases, may also be funded by the General Fund and/or grant funds depending on project scope and the types of expenditures. Expenses eligible for Measure AA reimbursement must meet strict criteria including the Measure AA expenditure plan approved by the voters, private versus public use, and direct link to providing public access. Some projects funded by the General Fund may not be eligible for Measure AA funding but nevertheless facilitate the implementation of Measure AA projects. Examples include preserve master plans and feasibility studies which do not directly result in a tangible capital asset but are an integral part of natural resource management and providing public access. Additionally, there are projects that are not defined as capital, but rather operational, and are noted in the Action Plan as OpEx. A number of operating projects in the Action Plan support the implementation of Measure AA projects, such as the Restoration Forestry Demonstration Plan and the Madonna Creek Agricultural Production Plan, and are noted accordingly.

The FY2016-17 Proposed Capital budget totals \$18.7 million, of which, \$15 million, or 80%, is funded by Measure AA. When Land is included, total capital/fixed asset expenditures are \$19.6 million. Measure AA eligible staffing costs are limited to direct project management and field construction, and are included in the total project cost.

Table 5 provides a summary of the proposed FY2016-17 capital and land projects grouped by program. More detail can be found in the Proposed FY2016-17 Action Plan and the Three-Year Capital Improvement Program.

Table 5: Proposed FY2016-17 Capital Budget by Program
(includes Land, excludes Hawthorn)

Land Acquisition and Preservation	\$ 1,008,100	5%
Natural Resource Protection and Restoration	2,591,118	13%
Public Access and Education	13,551,482	69%
Vehicles, Equipment, Facilities, and Other	2,540,150	13%
Total Capital and Land	\$ 19,690,850	100%

Debt Service

Debt Service for FY2016-17 totals \$11.08 million and is comprised of principal and interest payments on the District's bonds and leases, as well as a small number of promissory notes. Total principal payments for FY2016-17 are \$4.36 million and interest is \$6.7 million. The District will have the opportunity to refund its 2007 series notes in August, which will likely generate savings depending on market rates at the time of refunding.



La Honda Creek Open Space Preserve by Greg Hughes

Section IV: Proposed 2016-17 Staffing



Sierra Azul Open Space Preserve by Midpen Staff

FISCAL YEAR 2016-17 DISTRICT STAFFING

District staffing for Fiscal Year (FY) 2016-17 is budgeted for 165.45 FTE, an increase of 26.9 positions over the FY2015-16 adopted staffing level of 138.55 FTE. As part of the FY2015-16 Midyear Budget, eight positions were added to proceed with FOSM recommendations and increase project delivery output to meet Measure AA commitments and enhance the quality and effectiveness of service delivery. An additional three positions were added in April, 2016, to continue with FOSM recommendations related to transitioning the Operations Department into the Visitor Services and Land and Facilities Services Departments.

To proceed further with FOSM recommendations and increase the District's project delivery output to meet Measure AA commitments, as well as keep pace with patrol and maintenance and restoration service levels as new trails in existing or newly opened preserves are opened to the public, 12 new positions are proposed for approval for FY2016-17 (eight to continue build out of the Land and Facilities Services and Visitor Services Departments and four in other departments). Additionally, six new positions are known at this time for recommendation for approval for FY2017-18 (four in Land and Facilities Services and two in other departments), but are not proposed for funding in the FY2016-17 budget. The recommended positions enable the creation of two new departments – Visitor Services and Land and Facilities Services – in place of the current single Operations Department, with increased service delivery capacity in this business line. The recommended positions also continue to build service delivery capacity in other District departments that fulfill the project planning and delivery and finance and administrative services business lines as recommended by the Financial and Operational Sustainability Model study.

The recommended 12 position additions for FY2016-17 are listed below, followed by the additional six positions recommended for FY2017-18:

Visitor Services Department

Volunteer Program Lead (1 FTE) — (\$61,466-\$76,756)

Adding a second Volunteer Program Lead (VPL) position enables the District to engage a greater number of constituents, including youth, in stewardship volunteer programs. This addition would increase efficiency, as a VPL could then be assigned to each field area (Foothills and Skyline). With the large amount of scheduled group and individual Advanced Resource Management Stewards projects (ARMS), it is not feasible for one VPL to scout, plan, prepare for, lead, and manage follow-up for both field areas and all 26 preserves. This staff person will provide opportunities for community members to learn about, and value, the local environment; connect with nature; participate in hands-on stewardship; and involve themselves, family, friends and co-workers in a wide variety of service opportunities. VPL responsibilities have direct impact on 20 of the Top 25 Vision Plan projects.

Ranger (2 FTEs) — (\$64,532-\$80,587)

The addition of two District ranger positions will allow for the continued growth of the District's ranger staff to address additional patrol, emergency response and visitor services functions in response to increased public visitation. Currently remote preserves such as Pulgas Ridge, Ravenswood and lower Purisima Creek receive limited amount of patrol presence due to extended travel time and the lack of ranger staff, especially during the evening hours when rangers are closing preserves and gates. Furthermore, with the scheduled opening of Mount Umunhum and the unknown impacts of opening Mount Umunhum Road to vehicle traffic, the scheduled partial openings of La Honda Creek Preserve in 2017 and Bear Creek Redwoods in 2018, ranger staff will be stretched even thinner. Adding two ranger positions will help extend patrol coverage to address the additional openings of new preserves and areas to the public. The hiring process for District rangers can take up to one year, from posting the position to rangers completing the ranger academy/field training where they are patrolling on their own. Therefore, approving positions for the FY16-17 would allow the new rangers to be patrolling in the summer of 2017.

Land and Facilities Services Department

Capital Projects Field Manager (1 FTE) — (\$90,797-\$113,378)

This key position would serve as a critical project management linkage between Administrative Office based project delivery teams and crews in the field tasked with constructing high priority projects. The position will be responsible for supervising Special Project Supervisor(s) in the delivery of Measure AA projects constructed with District crews.

Land and Facilities Services Department (continued)

This position is key to the long term delivery of Measure AA projects. It provides a direct consistent connection to the construction crews and coordination with the various Departments responsible for Measure AA delivery. It will also free up capacity for the Area Managers to concentrate on management of their area and staff.

Maintenance Supervisor – Special Projects (1 FTE) — (\$82,342-\$102,835)

The Maintenance Supervisor - Special Projects will be the primary supervisor responsible for construction work done by District field staff to deliver Measure AA projects. This position is expected to regularly be in the field working with the District's construction crews. Having a supervisor dedicated to implementing Measure AA projects will streamline project delivery and promote the efficient on time delivery of measure AA projects.

This position along with the crew it will supervise will also reduce the demand that has been placed on the regular maintenance crews to complete Measure AA projects allowing them to keep pace with the maintenance required for increasing public access, trails, and acreage.

Equipment Mechanic/Operator (1 FTE) — (\$67,758-\$84,617)

Additional line staff, including one EMO position is required to create a new field crew dedicated to measure AA projects. Most Measure AA projects involve extensive heavy equipment use. EMOs are the classification most skilled at the operation of heavy equipment and the leadership these projects require. This position, along with the crew it will be a part of, will also reduce the demand that has been placed on the regular maintenance crews to complete Measure AA projects allowing them to keep pace with the maintenance required for increasing public access, trails, and acreage.

Lead Open Space Technician (1 FTE) — (\$61,466-\$76,756)

Additional line staff, including a LOST position, is required to create a field crew dedicated to Measure AA projects. LOST positions are crucial leadership positions to lead OSTs and Seasonals in carrying out Measure AA projects. This position, along with the crew it will be a part of, will also reduce the demand that has been placed on the regular maintenance crews to complete Measure AA projects, allowing them to keep pace with the maintenance required for increasing public access, trails, and acreage.

Facilities Maintenance Supervisor (1 FTE) — (\$90,797-\$113,378)

The Facilities Maintenance Supervisor position is required to move the facility management tasks from the Planning and Administrative Departments into the Land and Facilities Services Department. Since there is no one position that currently owns those responsibilities there isn't a position that can be transferred to the Land and Facilities Department. The primary role of this position is to manage the Administrative Office Facilities and assist in the management of structures throughout the District. This position will create additional capacity within the Administrative and Planning Departments as well as providing more focus and responsiveness to the District's facilities needs.

Project Planning and Delivery Departments

Management Analyst I/II (1 FTE) — (\$82,342-\$102,835)

This position would support the Project Planning and Delivery Departments – Real Property, Planning, and Engineering and Construction – with analytical and coordination duties associated with the Action Plan and Budget process, tracking of project and operational expenditures, and tracking of other metrics related to the land acquisition and capital programs. Analytic support in this business line will enhance tracking and reporting of data to improve project planning and delivery and will allow the subject matter experts (real property specialists, planners, capital project managers) to focus on their projects. This position will be supervised by the Project Planning and Delivery Assistant General Manager.

Finance and Administrative Services

Grants Specialist (1 FTE) — (\$82,342-\$102,835)

Grants are becoming increasingly competitive to secure and more extensive submittals are also being required. This points to the need for a centralized grants writer that has the expertise in preparing for, and submitting grant paperwork to achieve a high rate of success and comply with grant requirements. Expecting project managers to take this time-consuming task on is no longer a viable alternative, particularly now that the District is focusing on project delivery and striving to reduce implementation time to accomplish more in less time. This position is recommended to be housed in Administrative Services and to serve all departments. It will focus on writing and securing grant funds primarily for capital projects and land acquisition, but also available to secure grants for other functions, including interpretive programs, environmental education, conservation farming and grazing, natural resource protection/habitat enhancement, fuels management, etc. It will also be available to submit nominations and applications for recognition of District work.

Finance and Administrative Services (continued)

Finance Manager – Finance Division (1 FTE) — (\$113,057-\$141,188)

This position will provide daily oversight and coordination between the budget, accounting, payables, debt and cash management functions of Finance, develop, document and implement best practice procedures for Finance and review and enhance use of New World ERP system functionality system-wide and organization-wide. The additional daily leadership in Finance will enable Administrative Services to continue implementing process and New World ERP systems improvements as well as roll out additional modules and functionality. This in turn will enable Administrative Services to provide more robust support to the District's other departments most notably for grants and procurement support and compliance.

Human Resources position, to be determined (1 FTE) — (\$113,057-\$141,188)

With the District's growth as an organization, an HR Division that is structured and sized appropriately to handle all of the essential HR functions is critical. In addition to a significant number of recruitments, HR must manage classification and compensation, benefits, labor relations, policy creation and update work, workers' compensation claims, performance evaluation systems, staff development and training, staff recognition, and more. Management Partners will be performing an assessment of HR functions and capacity and making structural/position recommendations. This position recommendation is a placeholder until the study is complete. The recommended position classification and salary range would be brought to the Board for future approval.

The following six positions are recommended for FY2017-18. If approved by the Board, budget for these positions would be included in next year's FY2017-18 proposed budget for Board consideration in spring 2017.

Land and Facilities Services

Maintenance Supervisor – Special Projects (1 FTE): See description above. This second Maintenance Supervisor – Special Projects position will enable the creation of a second capital projects field crew to further enhance the District's capacity to deliver Measure AA projects.

Lead Open Space Technician (1 FTE): See description above. This second LOST position will enable the creation of a second capital projects field crew to further enhance the District's capacity to deliver Measure AA projects.

Open Space Technician (1 FTE): Additional line staff, including one OST position, is required to create two field crews dedicated to Measure AA projects. OSTs are key crew members in the field, and complete work units focused on special projects will help reduce the demand that has been placed on the regular maintenance crews to complete Measure AA projects, allowing them to keep pace with the maintenance required for increasing public access, trails, and acreage.

Facilities Maintenance Specialist I (1 FTE): This is a handyperson type position, specializing in facilities, and would assist with District facilities jobs and property management jobs (repairs at rental houses, etc.) that are not contracted out. This position would partially relieve the half-time FTE (OST) budgeted from Foothills, allowing increased OST activities in the field. Repair jobs that need multiple workers would still utilize FFO OSTs. Specialization in the repair of structures and District facilities will create a more efficient and quicker response to facility and structures needs in the District. This position will also reduce the demand that has been placed on the regular maintenance crews to complete facility and structure related projects allowing them to keep pace with the maintenance required for increasing public access, trails, and acreage.

Real Property Department

Real Property Specialist I/II (1 FTE): This position will handle title research, appraisal and real estate market analysis, due diligence on properties, project budgeting, and County and City research for zoning, General Plan compliance, Williamson Act status, environmental health and building records information. This position will also be needed to administer tax cancellations, Coastal service fees on new land purchases and pursue gifts of Redwood Park and Hacienda Park "paper subdivision" gift parcels, in addition to working closely with the IST Division on database management projects. Some of these tasks had previously been handled between the Senior Real Property Specialist and the Real Property Specialist I, which are positions that have transferred to the Property Management Division within Land and Facilities Services and have been reclassified as Senior Property Management Specialist and Property Management Specialist I. Adding this new position to Real Property will help fill these real property function gaps, and allow Real Property to be more proactive in pursuing new land additions to fulfill Measure AA projects.

Natural Resources Department

Resource Management Specialist I/II (1 FTE): This position will work in the Wildlife Program area of the Natural Resources Department and will expand NR's capacity to restore and manage rare, threatened, and endangered species and habitats. The District increasingly has survey, monitoring, and reporting requirements as permitting components of capital and maintenance projects. This position will coordinate and supervise biological monitoring of District projects, prepare and administer regulatory permits related to sensitive and listed species impacts, survey and maintain records of populations of species, and hire and supervise contractors.

Table 6 details the proposed staffing for FY2016-17.

Table 6: District Positions by Department

Department	FY2014-15 Adopted FTE	FY2015-16 Adopted FTE	FY2016-17 Proposed FTE	Change from FY2015-16 Adopted
Administration	13.75	18.75	24.75	6.00
Engineering and Construction	0.00	0.00	5.50	5.50
General Counsel	2.50	2.50	2.50	0.00
General Manager	5.00	6.00	8.00	2.00
Land and Facilities	0.00	0.00	49.30	49.30
Natural Resources	9.00	10.00	11.00	1.00
Operations	65.30	68.30	0.00	-68.30
Planning	12.00	14.00	10.50	-3.50
Public Affairs	11.00	12.00	8.00	-4.00
Real Property	6.00	7.00	4.00	-3.00
Visitor Services	0.00	0.00	41.90	41.90
Total FTE	124.55	138.55	165.45	26.90

Future Growth in District Staffing

The Financial and Operational Sustainability Model (FOSM) projected growth in District staffing between 2014 and 2020 up to 51 new positions. Since December 2014, 24 new positions have been approved by the Board. The above recommendations, if approved by the Board, raise the total new positions to 42 since December 2014. Therefore, under the FOSM model, there are an additional 9 new positions projected by 2020. The General Manager will continue to assess capacity needs and gaps in expertise in the coming years as new positions are filled and core functions are reorganized into new departments and programs, in tandem with changes to Board priorities and the pace of upcoming action plans to determine if and when additional positions are merited. Considering the magnitude of the restructuring of the District, it is important to spend some time working with the expanded organization to evaluate how the synergies among new "capacities" may provide unanticipated efficiencies and additional revenue. Based on that evaluation and reforecasting the District's 30-year financial model, additional positions projected before 2020 in the FOSM will be considered for potential submittal to the Board as part of future Budget approvals and/or midyear budget reviews. Such additional position requests would need to remain consistent with the FOSM projections and be financially sustainable.



Rancho San Antonio Open Space Preserve by Karl Gohl

Section V:

Three-Year Capital Improvement Program



Skyline Ridge Open Space Preserve by Jack Gescheidt

THREE-YEAR CAPITAL IMPROVEMENT PROGRAM

The Proposed Fiscal Year (FY) 2016-17 Three-Year Capital Improvement Program (CIP) lists projected capital projects and associated costs for fiscal years FY2016-17 through FY2018-19, and provides funding of \$60.7 million over the next three years. The CIP is funded by the General Fund, Measure AA general obligation bonds, and grants and lists the capital projects by program similar to the Action Plan. Projects are further subdivided into Measure AA (MAA) Capital and General Fund Capital projects.

Proposed FY2016-17 Capital Budget

The FY2016-17 Proposed Capital Budget, including costs associated with land acquisition, totals \$19.7 million, of which \$15 million is funded by Measure AA. This budget is \$3 million, or 13%, lower than the prior year as a result of a change in how land acquisitions are budgeted. Starting in FY2016-17, the Land Acquisition and Preservation budget will only include associated land costs such as surveys, appraisals, legal services, environmental planning and studies, and will no longer include new land purchase funding. Instead, when new land acquisitions are presented to the Board for approval, a corresponding budget adjustment to fund the purchases will be included. The FY2016-17 Proposed Capital Budget, excluding land and associated costs is \$18.6 million, which is 77% higher than the prior year, resulting from the continuation of Measure AA funding and project implementation, including major capital improvements at Mt Umunhum. Tables 7 and 8 provide a summary of funding sources and program expenditure categories for FY2016-17.

Table 7: Three-Year CIP Funding Sources

Measure AA	\$14,933,200	76%
General Fund	3,916,050	20%
Grants	841,600	4%
Total Funding	\$19,690,850	100%

Table 8: Three-Year CIP by Program

Land Acquisition and Preservation	\$ 1,008,100	5%
Natural Resource Protection and Restoration	2,591,118	13%
Public Access and Education	13,551,482	69%
Vehicles, Equipment, Facilities, and Other	2,540,150	13%
Total Capital and Land	\$19,690,850	100%

The following pages present a summary of the FY2016-17 Three-Year CIP as well as project cost detail by program. Descriptions of the projects can be found in the FY2016-17 Proposed Action Plan.

FY2016-17 Three-Year CIP Summary by Program

District Summary by Program	FY2016-17	FY2017-18	FY2018-19	3-Year Total
Land Acquisition and Preservation	\$ 1,008,100	\$ 750,000	\$ 750,000	\$ 2,508,100
Natural Resource Protection and Restoration	2,591,118	2,399,168	1,141,686	6,131,972
Public Access and Education	13,551,482	6,953,350	5,553,000	26,057,832
Vehicles, Equipment, Facilities, and Other	2,540,150	3,620,888	19,919,156	26,080,194
Total CIP	\$19,690,850	\$13,723,406	\$27,363,842	\$60,778,098

Part I: Land Acquisition and Preservation

Land Acquisition and Preservation	FY2016-17	FY2017-18	FY2018-19	3-Year Total
MAA 1-3: Miramontes Ridge Land Conservation	\$ 51,000	—	—	\$ 51,000
MAA 2-2: Ravenswood Bay Trail Design, CEQA, Permits and Implementation	14,000	—	—	14,000
MAA 3-1: Lot Line Adjustment/Property Transfer Purisima Uplands	53,000	—	—	53,000
MAA 3-2: Site Clean-up and Soil Remediation Purisima Uplands	30,000	—	—	30,000
MAA 4-1: El Corte de Madera Creek Land Conservation	15,000	—	—	15,000
MAA 5-1: La Honda Creek Upper Area Land Conservation	29,000	—	—	29,000
MAA 10-1: Alpine Road and Drainage Improvements – MOU	50,400	—	—	50,400
MAA 19-1: El Sereno Trails	19,000	—	—	19,000
MAA 20-1: Hwy 17 Bay Area Ridge Trail Crossing	25,000	—	—	25,000
MAA 22-2: Sierra Azul Cathedral Oaks Land Conservation	5,750	—	—	5,750
MAA 24-1: Sierra Azul Rancho de Guadalupe Land Conservation	25,200	—	—	25,200
MAA 25-1: Sierra Azul Loma Prieta Land Conservation	41,000	—	—	41,000
MAA District-wide purchase options and low-value Land Fund	250,000	250,000	250,000	750,000
Subtotal: Measure AA Projects	608,350	—	—	608,350
Sierra Azul Mt Umunhum Trail and Property Rights	89,750	—	—	89,750
Staff Facilities: Administrative Office Relocation	15,000	—	—	15,000
District-wide purchase options and low-value Land Fund	250,000	250,000	250,000	750,000
Lower San Gregorio Creek Watershed Land Conservation	45,000	500,000	500,000	1,045,000
Subtotal: General Fund Projects	399,750	750,000	750,000	1,899,750
Total Land Acquisition and Preservation	\$1,008,100	\$750,000	\$750,000	\$2,508,100

Part II: Natural Resource Protection and Restoration

Natural Resource Protection and Restoration	FY2016-17	FY2017-18	FY2018-19	3-Year Total
MAA 1-1: Agriculture Well at Madonna Creek	—	\$ 23,000	\$ 23,000	\$ 46,000
MAA 7-3: La Honda Creek: Fisheries Restoration Apple Orchard	26,079	—	—	26,079
MAA 7-4: La Honda Creek: Fisheries Enhancement Event Center	3,864	34,500	—	38,364
MAA 7-7: La Honda Creek Demolitions	355,398	—	—	355,398
MAA 9-3: Russian Ridge: Mindego Pond Improvements	—	54,165	336,745	390,910
MAA 17-2: Lysons Demolition at Monte Bello	230,300	—	—	230,300
MAA 20-1: South Bay Foothills: Wildlife Passage Improvements	293,255	186,300	174,500	654,055
MAA 21-5: Bear Creek Redwoods: Public Access, Roads and Trails Upgrades	288,000	728,850	—	1,016,850
MAA 21-7: Bear Creek Redwoods: Invasive Weed Treatment/Restoration	127,308	91,480	64,340	283,128
MAA 21-8: Bear Creek Redwoods: Ponds Restoration	126,442	362,500	125,000	613,942
MAA 22-1: Sierra Azul: Hendrys Creek Restoration	260,171	538,800	198,975	997,946
MAA 23-4: Mt Umunhum Summit Restoration	143,500	128,500	111,250	383,250
MAA 5-2: Upper La Honda Creek Grazing Infrastructure (taxable bond)	78,353	173,700	45,525	297,578
MAA 7-5: La Honda Creek Grazing Infrastructure (taxable bond)	76,013	18,673	3,051	97,737
MAA 9-1: Russian Ridge Grazing Infrastructure (taxable bond)	186,435	58,700	59,300	304,435
Subtotal: Measure AA Projects	2,195,118	2,399,168	1,141,686	5,735,972
Water Infrastructure Improvements for Existing Uses	120,000	—	—	120,000
Page Mill Eucalyptus Removal	276,000	—	—	276,000
Subtotal: General Fund Projects	396,000	—	—	396,000
Total Natural Resource Protection and Restoration	\$2,591,118	\$2,399,168	\$1,141,686	\$6,131,972

Part III: Public Access and Education

Public Access and Education	FY2016-17	FY2017-18	FY2018-19	3-Year Total
MAA 2-1: Cooley Landing Interpretive Facilities and Infrastructure Design and Implementation (Partnership with East Palo Alto)	\$ 180,000	—	—	\$ 180,000
MAA 2-2: Ravenswood Bay Trail Design, CEQA, Permitting and Implementation	202,884	1,884,600	—	2,087,484
MAA 3-4: Harkins Bridge Replacement at Purisima Creek OSP	363,141	—	—	363,141
MAA 4-4: El Corte de Madera Creek Oljon Trail (Phases III – IV)	633,413	—	—	633,413
MAA 5-5: La Honda Creek: Red Barn Parking Area and Trail Connections	171,883	1,283,100	40,250	1,495,233
MAA 7-9: La Honda Creek Sears Ranch Interim Parking and Trail Connections	332,465	—	—	332,465
MAA 7-10: La Honda Creek OSP Sears Ranch Road Repairs, Phase III	265,000	—	—	265,000
MAA 17-4: Stevens Creek Nature Trail Bridge	201,115	—	—	201,115
MAA 21-3: Bear Creek Redwoods Water System	410,187	1,785,000	—	2,195,187
MAA 21-4: Bear Creek Stables Site Plan Implementation	156,648	271,000	2,937,500	3,365,148
MAA 21-5: Bear Creek Redwoods Public Access, Phase 1	288,005	934,500	500,250	1,722,755
MAA 21-6: Bear Creek Redwoods Alma College Site Rehabilitation Plan and CEQA	419,250	777,750	2,075,000	3,272,000
MAA 23-2: Sierra Azul: Bridges for Mt Umunhum Trail Implementation	49,304	—	—	49,304
MAA 23-4: Sierra Azul: Summit Restoration, Parking and Landing Zone	5,504,204	—	—	5,504,204
MAA 23-5: Sierra Azul: Mt Umunhum Guadalupe Creek Overlook and Bridges	74,816	—	—	74,816
MAA 23-6: Sierra Azul: Mt Umunhum Road Design and Construction	3,619,017	—	—	3,619,017
Subtotal: Measure AA Projects	12,871,332	6,935,950	5,553,000	25,360,282
Purisima Creek Redwoods – Purisima 1 Bridge Redecking	27,200	—	—	27,200
La Honda Creek Harrington Creek Vehicle Bridge Redecking	23,400	—	—	23,400
Bear Creek Redwoods Preserve Plan and CEQA	90,000	—	—	90,000
Bear Creek Stables Site Plan and CEQA	4,000	—	—	14,000
Hwy 17 Bay Area Ridge Trail Crossing Feasibility Study	16,200	17,400	—	33,600
Sierra Azul OSP Meyer Residence Remodel and Upgrade	269,100	—	—	269,100
Fremont Older Staging Area Public Safety Improvements	240,250	—	—	240,250
Subtotal: General Fund Projects	680,150	17,400	—	697,550
Total Public Access and Education	\$13,551,482	\$6,953,350	\$5,553,000	\$26,057,832

Part VI: Vehicles, Equipment, Facilities, and Other

Vehicles, Equipment, Facilities, and Other	FY2016-17	FY2017-18	FY2018-19	3-Year Total
Administrative Offices (AO) Future Office	\$ 120,000	\$ 2,664,888	\$18,983,156	\$21,768,044
Farm Labor Housing – La Honda Creek OSP	394,900	—	—	394,900
El Sereno Residence Rebuild or Demolition	69,500	—	—	69,500
Fremont Older Water System	74,750	—	—	74,750
La Honda Point of Diversion 17 Water Line Replacement	155,250	—	—	155,250
4150 Sears Ranch Road Water and Road Improvements	110,350	—	—	110,350
Document Management System	25,000	—	—	25,000
Intranet Implementation	50,000	—	—	50,000
IT Infrastructure Hardware	210,000	—	—	210,000
IT Infrastructure Software	33,900	—	—	33,900
Site-to-Site (IT Implementation)	22,800	—	—	22,800
Enterprise GIS Planning and Implementation	165,000	—	—	165,000
NWS Payroll/HR Module Implementation	20,000	—	—	20,000
Equipment (Land and Facilities)	290,000	376,000	376,000	1,128,000
Vehicles – Administrative	75,000	110,000	90,000	300,000
Vehicles – Maintenance	530,000	220,000	220,000	710,000
Vehicles – Patrol	193,700	250,000	250,000	800,000
Subtotal: General Fund Projects	2,540,150	3,620,888	19,919,156	26,080,194
Total Vehicles, Equipment, and Other	2,540,150	3,620,888	\$19,919,156	26,080,194
Total: Measure AA Projects	15,674,800	9,335,118	\$6,694,686	31,704,604
Total: General Fund Projects	4,016,050	4,388,288	20,669,156	29,073,494
Grand Total: All Capital Projects	\$19,690,850	\$13,723,406	\$27,363,842	\$60,778,098

Part V: Grant income

Vehicles, Equipment, Facilities, and Other	FY2016-17	FY2017-18	FY2018-19	3-Year Total
Hendrys Creek Restoration – Santa Clara Valley Water District Grant (MAA)	\$ 36,000	\$ 249,675	\$ 198,975	\$ 484,650
Ravenswood Bay Trail – San Mateo County Measure A Grant (MAA)	195,600	1,204,400	—	1,400,000
Mt Umunhum Restoration – Coastal Conservancy Grant (MAA)	\$510,000	—	—	\$510,000
La Honda Creek OSP: Farm Labor Housing – San Mateo County Grant (GF)	100,000	—	—	\$100,000
Total Grant Income	841,600	1,454,075	198,975	2,494,650
Total Capital Projects, net of Grant Income	\$18,849,250	\$12,269,331	\$27,164,867	\$58,283,448

Section VI: Hawthorn Fund Budget



Windy Hill Open Space Preserve by Jennifer Fraser

Table 9: Hawthorn Fund

Hawthorn Fund					
FY2016-17 Proposed Annual Budget					
Budget Category	FY2014-15 Actuals	FY2015-16 Midyear Budget	FY2016-17 Proposed Annual Budget	\$ Change from Midyear FY2015-16	%s Change from Midyear FY2015-16
Operating Expenses	\$17,803	\$ 97,185	\$ 50,300	(\$ 46,885)	-48%
Capital Expenses	5,771	637,742	82,750	(554,992)	-87%
Total: Hawthorn	\$23,753	\$734,927	\$133,050	(\$601,877)	-82%

The Proposed Fiscal Year (FY) 2016-17 Annual Budget for the Hawthorn endowment totals \$133,050, which is 82% lower than the FY2015-16 Midyear Budget. The \$82,750 capital budget includes funding for completion of a partnership for long-term care and maintenance of the historic complex as well as arborist services, rodent control, roof repairs, fence repairs, and other minor stabilization efforts to mitigate deterioration as staff negotiates a partnership agreement.

Approximately \$50,000 is budgeted for operating expenses, which include \$10,000 for video surveillance equipment, as well as \$40,000 for defensible space activities required by the Town of Portola Valley's Fire Department.

If the proposed Hawthorn budget is approved, the endowment fund balance at the end of FY2016-17 is projected to be \$1,534,594. (See Table 10 below.)

Table 10: Hawthorn – Projected Cash Balance

Hawthorn: Endowment Fund	Interest Income	Expenditures	Total Cash Balance
Hawthorn Fund Original Endowment:	—	—	\$2,018,445
Fiscal Year 2011-12	3,267	(50,672)	1,917,040
Fiscal Year 2012-13	7,854	(122,347)	1,8 56,547
Fiscal Year 2013-14	5,600	(141,389)	1,720758
Fiscal Year 2014-15	5,818	(23,753)	1,703,003
Fiscal Year 2015-16 – Proposed	7,184	(47,543)	1,662,644
Fiscal Year 2016-17 – Proposed	5,000	(133,050)	1,534,594
Ending Balance – Projected			\$1,534,594

Section VII: Department Summaries



Staff photo by Erin Ashford

Administrative Services Department

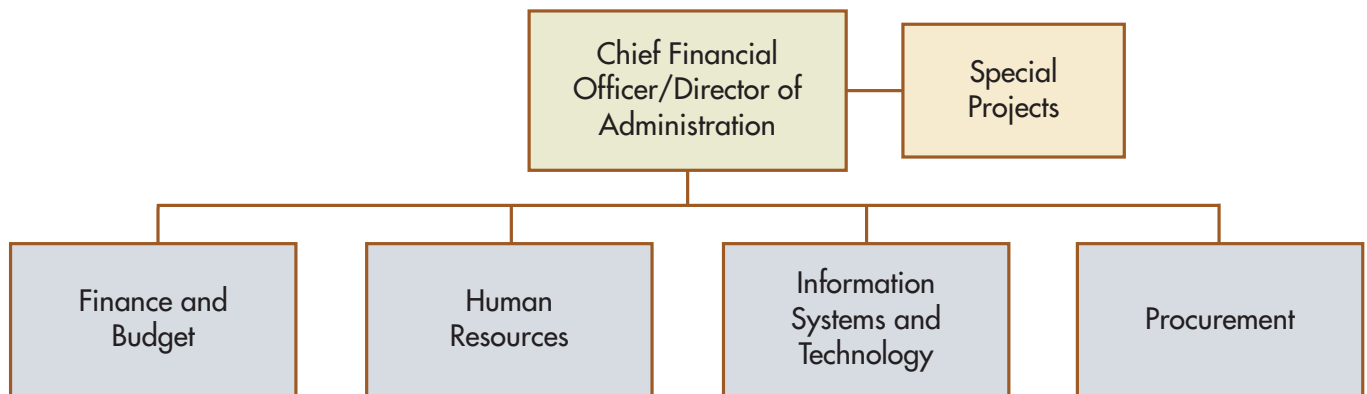
Department Mission Statement

Provide overall financial, human resources, information systems, and other administrative support 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.
- Manage the District's Information Technology and Geographic Information systems and services.
- Provide the District with an overall IT strategy that fosters organizational innovation and efficiencies.
- Provide office management and public reception/customer service at the Administrative Office.
- Manage District procurement.

Organizational Chart



Russian Ridge Open Space Preserve by Deane Little

Major Workplan Items for Fiscal Year 2016-17

Capital Projects

- Asset and Work Order Management System
- District-wide Intranet
- Enterprise GIS Planning and Implementation
- Integrated Accounting and Financial System (IAFS), Phase III: Payroll Implementation
- IT Infrastructure Upgrades

Operating Projects

- Electronic Document Management System
- Employee Leadership Academy
- Employee On-Boarding Program
- Evaluation of Additional IAFS Modules
- Performance Planning and Evaluation Process and Forms
- Signage Inventory Update

Department Budget FY2016-17

Administrative Services Department Budget	FY2014-15 Actuals Actuals	FY2015-16 Adopted Budget	FY2016-17 Proposed Annual Budget	\$ Change from FY2015-16 Adopted Budget	% Change from FY2015-16 Adopted Budget
Salaries and Benefits	\$2,921,591	\$1,717,624	\$ 3,564,339	\$ 1,846,715	108%
Services and Supplies	1,807,565	1,318,026	1,099,367	(218,659)	-17%
Total Operating Expenditures	4,729,156	3,035,650	4,663,706	1,628,056	54%
General Fund Capital	49,956	164,000	526,700	362,700	221%
Debt Service	—	—	11,084,840	11,084,840	N/A
Total Administrative Services Expenditures	\$4,779,112	\$3,199,650	\$16,275,246	\$13,075,596	409%
Total FTE	13.75	18.75	24.75	6.00	32%

Engineering and Construction Department

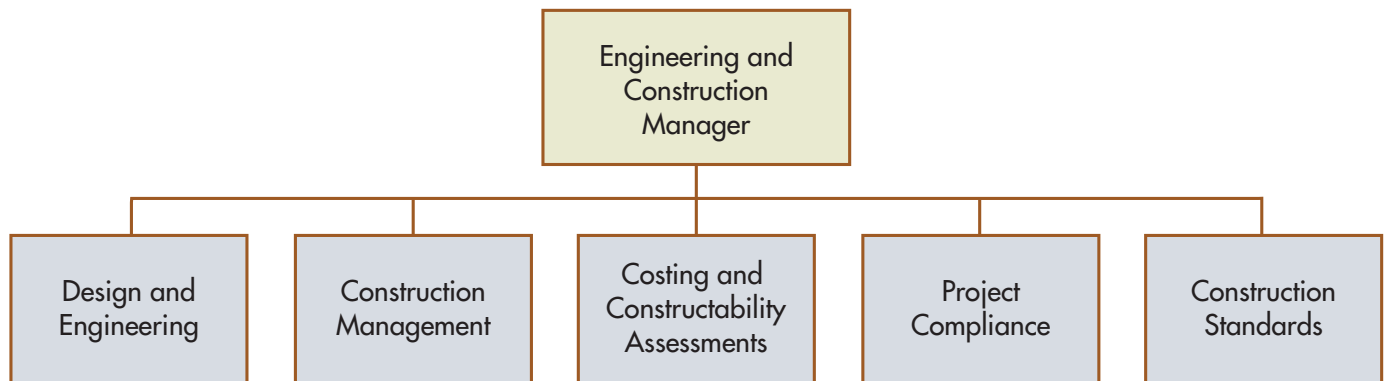
Department Mission Statement

Implement large scale capital projects to improve and maintain the District's infrastructure and facilities that are necessary to facilitate ecologically-sensitive and safe public access and ongoing stewardship and care for the land.

Core Functions

- Oversee and manage the design and engineering, permitting, bidding, and construction of large scale capital improvement projects.
- Provide construction management and/or construction oversight of large scale capital projects.
- Ensure that capital projects comply with all necessary requirements and regulations related to construction, including building code requirements, mitigation measures, permit conditions, and federal regulations.
- Develop and assist with cost estimations and constructability assessments during the planning, scoping, and early design phase of capital projects.
- Ensure the District's construction standards remain current.

Organizational Chart



Sierra Azul Open Space Preserve by Delehanty

Major Workplan Items for FY2016-17

Capital Projects

- MAA 2-2: Ravenswood Bay Trail Design and Implementation
- MAA 7-7: La Honda Creek: Structures Demolitions
- MAA 7-9: La Honda Creek: Sears Ranch Interim Parking Area and Trail Connections
- MAA 7-10: La Honda Creek: Sears Ranch Road Repairs, Phase III
- MAA 17-2: Lysons Structures Demolition, Montebello
- MAA 17-4: Stevens Canyon Trail Bridges, Montebello
- MAA 21-3: Bear Creek Redwoods Water System
- MAA 21-5: Bear Creek Redwoods: Public Access, Phase I
- MAA 21-6: Bear Creek Redwoods: Alma College Site Rehabilitation Plan
- MAA 23-4: Mount Umunhum Summit Restoration, Parking and Landing Zone
- MAA 23-6: Mount Umunhum Road Design, Permitting and Implementation
- El Sereno Residence Demolition
- Farm Labor Housing: La Honda Creek
- Fremont Older Staging Area Public Safety Improvements
- Harkins Bridge Replacement at Purisima Creek
- La Honda Creek: Harrington Creek Vehicle Bridge Redecking
- Sierra Azul Meyer Residence Remodel and Upgrades

Operating Projects

- None

Department Budget FY2016-17

Engineering and Construction Department Budget	FY2014-15 Actuals Actuals	FY2015-16 Adopted Budget	FY2016-17 Proposed Annual Budget	\$ Change from FY2015-16 Adopted Budget	% Change from FY2015-16 Adopted Budget
Salaries and Benefits	—	—	\$ 661,344	\$ 661,344	N/A
Less: MAA Reimbursable Staff Costs	—	—	(152,917)	(152,917)	N/A
Net Salaries and Benefits	—	—	508,427	508,427	N/A
Services and Supplies	—	—	59,550	59,550	N/A
Total Operating Expenditures	—	—	567,977	567,977	N/A
General Fund Capital	—	—	532,750	532,750	N/A
Measure AA Capital	—	—	11,615,042	11,615,042	N/A
Total Capital Expenditures	—	—	12,147,792	12,147,792	N/A
Total Engineering and Construction Expenditures	—	—	\$12,715,769	\$ 12,715,769	N/A
Total FTE	0.00	0.00	5.50	5.50	N/A

Office of the General Counsel Department

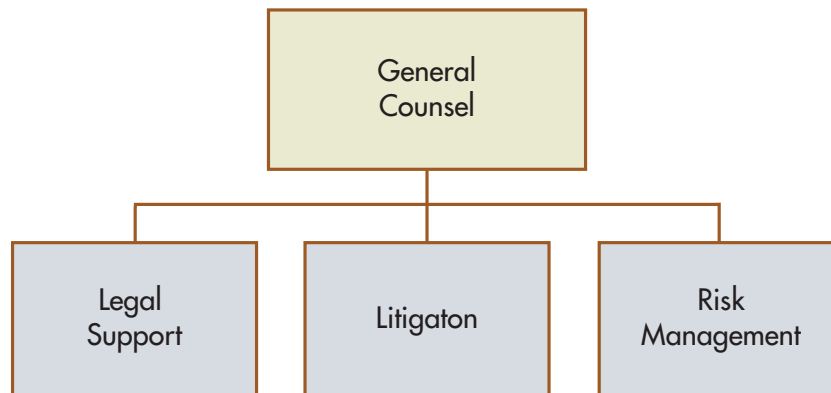
Department Mission Statement

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.
- Administer the District's risk management program.

Organizational Chart



Major Workplan Items for FY2016-17

Capital Projects

- None

Operating Projects

- Bear Creek Redwoods: Water Rights
- Integration of Insurance Requirements into IAFS
- Mount Umunhum Road Access Rights

Department Budget FY2016-17

General Counsel Department Budget	FY2014-15 Actuals Actuals	FY2015-16 Adopted Budget	FY2016-17 Proposed Annual Budget	\$ Change from FY2015-16 Adopted Budget	% Change from FY2015-16 Adopted Budget
Salaries and Benefits	\$419,356	\$462,404	\$511,956	\$ 49,552	11%
Services and Supplies	37,196	61,915	61,115	(800)	-1%
Total Operating Expenditures	456,552	524,319	573,071	48,752	9%
Total General Counsel Expenditures	\$456,552	\$524,319	\$573,071	\$ 48,752	9%
Total FTE	2.50	2.50	2.50	—	0%



Sierra Azul Open Space Preserve by Frances Freyberg

Office of the General Manager Department

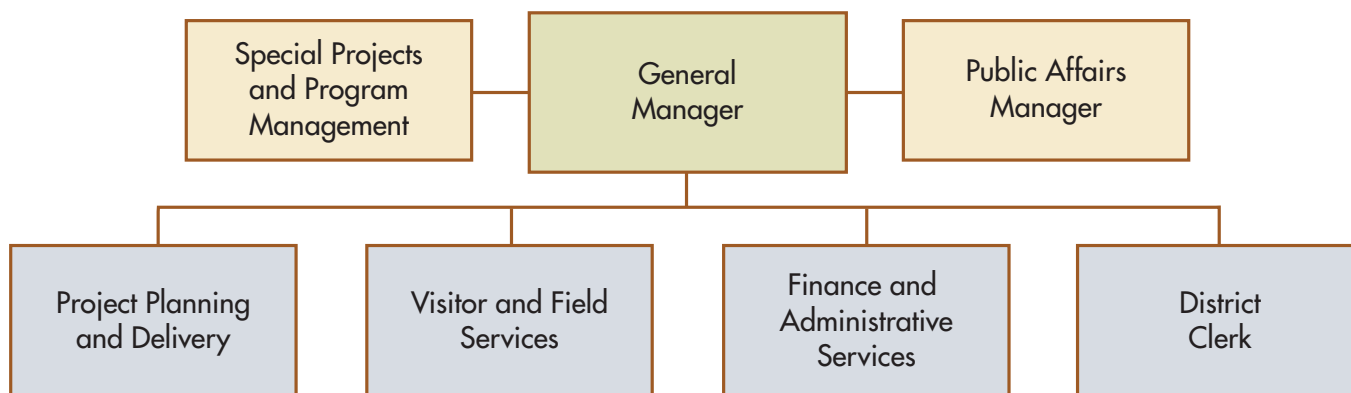
Department Mission Statement

Responsible for the overall operation of the District. Under policy direction from the Board of Directors, the General Manager carries out the District's adopted Strategic Plan goals and objectives and Vision Plan Priority Actions and works through the Executive Team to provide leadership, direction, resources, and tools to District Departments to ensure effective, efficient, and financially-prudent project and service delivery for the public benefit.

Core Functions

- Provide leadership, oversight, and direction for District functions.
- Accomplish the goals and objectives set out in the Board of Directors Strategic Plan.
- Implement the District's Vision Plan Priority Actions.
- Ensure that the District's policies and procedures are fiscally sustainable.
- Provide legislative support to the Board of Directors, including duties associated with the Board of Directors' agenda and actions, officiating all District elections and maintaining all official records.

Organizational Chart



Major Workplan Items for FY2016-17

Capital Projects

- None

Operating Projects

- Complete Records Inventory and Retention Schedule
- Continue FOSM Implementation
- Interagency Coordination on Outside Partnership Projects

Department Budget FY2016-17

General Manager's Office Department Budget	FY2014-15 Actuals Actuals	FY2015-16 Adopted Budget	FY2016-17 Proposed Annual Budget	\$ Change from FY2015-16 Adopted Budget	% Change from FY2015-16 Adopted Budget
Salaries and Benefits	\$ 981,473	\$1,124,026	\$1,500,452	\$376,426	33%
Services and Supplies	1,127,762	400,425	401,790	1,365	0%
Total Operating Expenditures	2,109,235	1,524,451	1,902,242	377,791	25%
Total General Manager Expenditures	\$2,109,235	\$1,524,451	\$1,902,242	\$377,791	25%
Total FTE	5.00	6.00	8.00	2.00	33%



Ravenswood Open Space Preserve by John Green

Land and Facilities Service Department

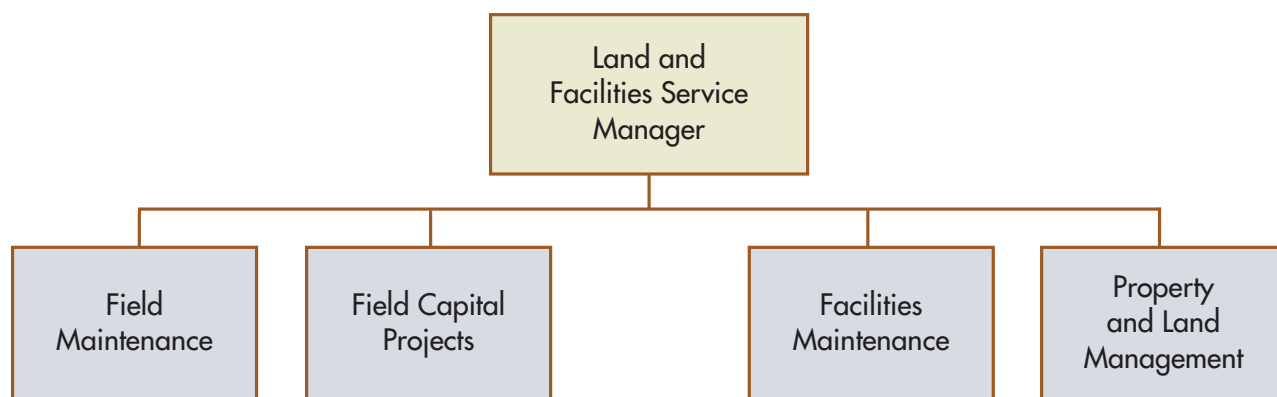
Department Mission Statement

Improve, restore, and maintain District lands in a manner that ensures protection and stewardship of the land, that provides public access to explore and enjoy District lands, and that is consistent with ecological values and public safety. Provide and maintain District facilities and trails for public use, field and administrative facilities for staff use, and rentals. Manage grazing, agricultural, and other facility leases to support the Mission of the District.

Core Functions

- Maintain and construct an enjoyable and sustainable trail system.
- Provide in-the-field services to protect and restore natural resources.
- Protect public health and safety through fire prevention and safe access.
- Foster neighbor, partner, and jurisdictional-oversight agency relationships and engage in multi-stakeholder efforts to further District goals.
- Maintain District facilities to ensure safety, comfort and the public's enjoyment.
- Manage grazing, agricultural, and other facility leases to further District goals.
- Provide and maintain field and administrative facilities for staff use.
- Manage revenue-producing properties.

Organizational Chart



Purisima Creek Redwoods Open Space Preserve by Karl Gohl

Major Workplan Items for FY2016-17

Capital Projects

- MAA 4-4: El Corte de Madera: Oljon Trail Implementation
- MAA 5-2: Upper La Honda Creek Grazing Infrastructure
- MAA 7-5: La Honda Creek Grazing Infrastructure
- MAA 7-9: La Honda Creek: Sears Ranch Interim Parking Area and Trail Connections
- MAA 9-1: Russian Ridge Grazing Infrastructure
- MAA 17-4: Stevens Canyon Trail Bridges, Montebello
- MAA 21-4: Bear Creek Stables Site Plan Implementation
- MAA 23-2: Mount Umunhum Trail Construction
- MAA 23-4: Mount Umunhum Summit Restoration, Parking and Landing Zone
- MAA 23-5: Mount Umunhum Guadalupe Creek Overlook and Bridges
- El Sereno Residence Demolition
- Fremont Older Water System Upgrade
- Farm Labor Housing: La Honda Creek
- La Honda Creek: Harrington Creek Vehicle Bridge Redecking
- La Honda Creek Point of Diversion 17 Water Line Replacement
- Madonna Creek Agricultural Production Plan and Lease
- Page Mill Eucalyptus Removal
- 4150 Sears Ranch Road Water and Road Improvements, La Honda Creek

Operating Projects

- Bear Creek Stables RFP/Lease
- Black Mountain Tower Leases
- District Housing Policy
- Sierra Azul Meyer Property Planning and Programming
- Skyline Ridge Christmas Tree Farm Lease
- Toto Ranch Grazing Lease and Infrastructure Improvements

Department Budget FY2016-17

Land and Facilities Department Budget	FY2014-15 Actuals Actuals	FY2015-16 Adopted Budget	FY2016-17 Proposed Annual Budget	\$ Change from FY2015-16 Adopted Budget	% Change from FY2015-16 Adopted Budget
Salaries and Benefits	—	—	\$ 5,099,687	\$ 5,099,687	N/A
Less: MAA Reimbursable Staff Costs	—	—	(657,176)	(657,176)	N/A
Net Salaries and Benefits	—	—	4,442,511	4,442,511	N/A
Services and Supplies	—	—	3,244,861	3,244,861	N/A
Total Operating Expenditures	—	—	7,687,372	7,687,372	N/A
General Fund Capital	—	—	2,196,650	2,196,650	N/A
Measure AA Capital	—	—	1,049,139	1,049,139	N/A
Total Capital Expenditures	—	—	3,245,789	3,245,789	N/A
Total Land and Facilities Expenditures	—	—	\$10,933,161	\$10,933,161	N/A
Total FTE	—	—	49.30	49.30	N/A

Natural Resources Department

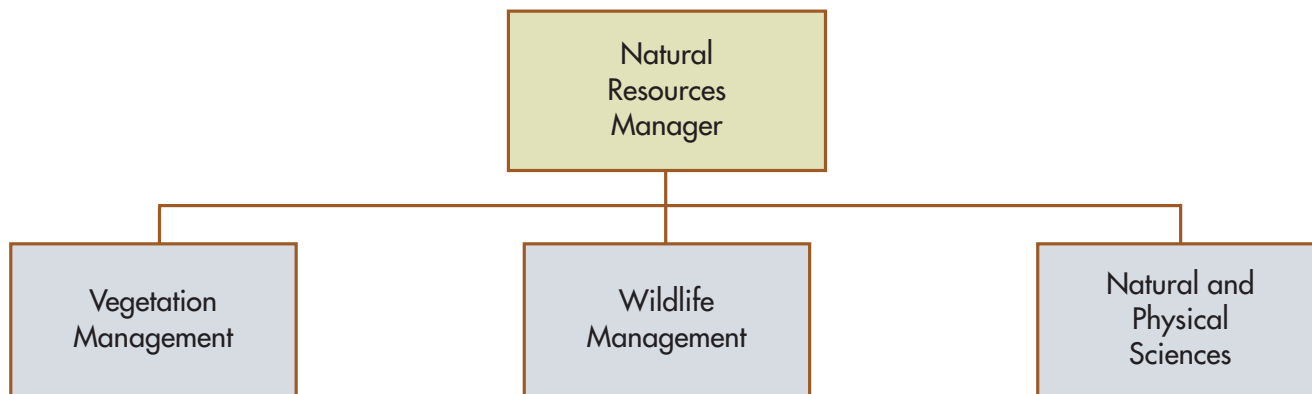
Department Mission Statement

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.

Organizational Chart



La Honda Creek Open Space Preserve by Midpen Staff

Major Workplan Items for FY2016-17

Capital Projects

- MAA 7-3: Endangered Wildlife Protection – Fisheries Enhancement, Apple Orchard
- MAA 10-1: Alpine Road Regional Trail, Coal Creek
- MAA 20-1: Wildlife Passage Improvements: Highway 17
- MAA 21-5: Bear Creek Redwoods: Public Access, Roads and Trails Upgrade
- MAA 21-7: Bear Creek Redwoods: Preserve Plan – Intensive Weed Treatment/Restoration Plan
- MAA 21-8: Bear Creek Redwoods: Ponds Restoration
- MAA 22-1: POST Henrys Creek Property Land Restoration
- MAA 23-4: Mount Umunhum Summit Area Restoration
- Bear Creek Redwoods: Public Recreation and Interpretive Projects – Water Infrastructure Improvements for Existing Uses

Operating Projects

- Archeological Resource Survey, Assessment, and Curation
- Carbon Sequestration /Climate Change Analysis
- Endangered Species Programmatic Permitting
- Guadalupe River Mercury Total Maximum Daily Load Coordinate Monitoring Program
- San Gregorio Creek and Purisima Creek Watersheds Adjudication Compliance
- Marbled Murrelet Recovery Planning
- Madonna Creek Agricultural Production Plan and Lease
- Natural Resources Procedures Manual
- Peninsula Working Group Strategic Plan: Pescadero Watershed Assessment and Planning
- Predator/Livestock Predation Policy
- Prescribed Fire Program Development
- Resource Management Grants Program
- Restoration Forestry Demonstration Project
- Mindego Ranch Aquatic Species Enhancement Plan Implementation
- Sudden Oak Death Monitoring and Research
- Water Use and Monitoring Reporting

Department Budget FY2016-17

Natural Resources Department Budget	FY2014-15 Actuals Actuals	FY2015-16 Adopted Budget	FY2016-17 Proposed Annual Budget	\$ Change from FY2015-16 Adopted Budget	% Change from FY2015-16 Adopted Budget
Salaries and Benefits	\$ 909,239	\$1,169,398	\$1,336,729	\$ 167,331	14%
Less: MAA Reimbursable Staff Costs	—	(125,500)	(193,837)	(68,337)	54%
Net Salaries and Benefits	909,239	1,043,898	1,142,892	98,994	9%
Services and Supplies	382,869	735,930	1,148,720	412,790	56%
Total Operating Expenditures	1,292,108	1,779,828	2,291,612	511,784	29%
General Fund Capital	404,828	235,000	120,000	(115,000)	-49%
Measure AA Capital	314,598	1,777,500	1,053,417	(724,083)	-41%
Total Capital Expenditures	719,426	2,012,500	1,173,417	(839,083)	-42%
Total Natural Resources Expenditures	\$2,011,534	\$3,792,328	\$3,465,029	(\$327,299)	-9%
Total FTE	9.00	10.00	11.00	1.00	10%

Planning Department

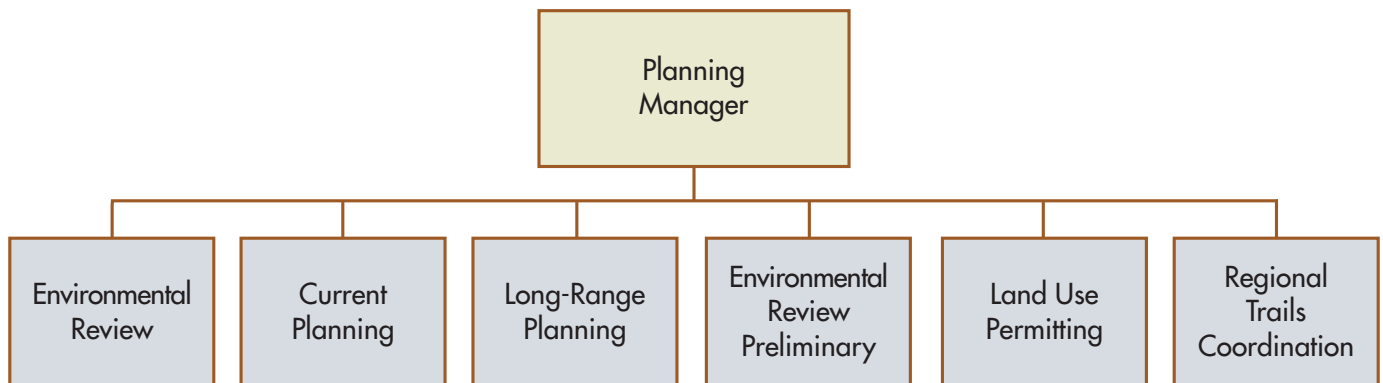
Department Mission Statement

Following a robust public participation process, prepare use and management plans for District Preserves and conduct initial design of recreation facilities and other site improvements while protecting and enhancing the unique and sensitive natural resources that are native to the land; and review other agency land use plans and outside development proposals that may affect the District's mission.

Core Functions

- Oversee and manage projects for public access, staff facilities, and stewardship of cultural and historic resources through scoping, feasibility, programming, early design, and land use permitting.
- Develop and maintain current and long-range use and management plans, policies, and procedures for Preserves.
- Comply with all applicable federal, state, and local codes and regulations, and permitting requirements for project planning and early design (e.g. California Environmental Quality Act, American for Disabilities Act, National Preservation Act, etc.)
- Seek partnership opportunities and new funding sources to further Midpen's mission, Vision Plan, Strategic Plan goals, and leverage Measure AA funding.
- Participate in regional planning and coordination efforts (e.g. San Francisco Bay Trail, Bay Area Ridge Trail, Juan Bautista de Anza National Historic Trail, etc.) for a regionally integrated approach to open space preservation and public access.
- Engage the public and partner agencies in Midpen's planning activities.
- Plan and design signage for Preserves and trails.
- Review external planning activities and projects that may affect District interests.

Organizational Chart



Major Workplan Items for FY2016-17

Capital Projects

- MAA 2-1: Ravenswood: Cooley Landing Interpretive Facilities Design and Implementation
- MAA 2-2: Ravenswood: Ravenswood Bay Trail Design and Implementation
- MAA 4-4: El Corte de Madera: Oljon Trail Implementation, Phases III and IV
- MAA 5-5: La Honda Creek: Red Barn Parking Area and Trail Connections
- MAA 7-9: La Honda Creek: Sears Ranch Interim Parking Area and Trail Connections
- MAA 21-4: Bear Creek Stables Site Plan Implementation
- MAA 21-5: Bear Creek Redwoods: Public Access, Phase I
- MAA 21-6: Bear Creek Redwoods: Alma College Site Rehabilitation Plan
- MAA 22-1: POST Hendrys Creek Property Land Restoration
- MAA 23-2: Mount Umunhum Trail Construction
- MAA 23-4: Mount Umunhum Summit Restoration, Parking and Landing Zone
- MAA 23-5: Mount Umunhum Guadalupe Creek Overlook and Bridges
- Bay Area Ridge Trail: Highway 17 Crossing
- Bear Creek Redwoods Preserve Plan and CEQA
- Bear Creek Stables Site Plan and CEQA
- Hawthorns Historic Complex, Windy Hill

Operating Projects

- Accessibility Plan Update
- Administrative Office Long-Term Facility Plan and Selection
- El Sereno: Dog Access
- Mount Umunhum SCVWD Antenna Relocation and USGS Equipment Relocation
- Sierra Azul Meyer Property Planning and Programming
- Signage Inventory Update
- South Area Office Long-Term Facilities Feasibility Study

Department Budget FY2016-17

Planning Department Budget	FY2014-15 Actuals Actuals	FY2015-16 Adopted Budget	FY2016-17 Proposed Annual Budget	\$ Change from FY2015-16 Adopted Budget	% Change from FY2015-16 Adopted Budget
Salaries and Benefits	\$1,257,522	\$1,567,117	\$1,352,252	(\$214,865)	-14%
Less: MAA Reimbursable Staff Costs	—	(505,811)	(33,752)	472,059	-93%
Net Salaries and Benefits	1,257,522	1,061,306	1,318,500	257,194	24%
Services and Supplies	237,201	346,150	700,620	354,470	102%
Total Operating Expenditures	1,494,723	1,407,456	2,019,120	611,664	43%
General Fund Capital	776,630	1,607,000	240,200	(1,366,800)	-85%
Measure AA Capital	11,870	4,099,811	1,348,852	(2,750,959)	-67%
Total Capital Expenditures	788,500	5,706,811	1,589,052	(4,117,759)	-72%
Total Planning Expenditures	\$2,283,223	\$7,114,267	\$3,608,172	(\$3,506,095)	-49%
Total FTE	12.00	14.00	10.50	(3.50)	-25%

Public Affairs Department

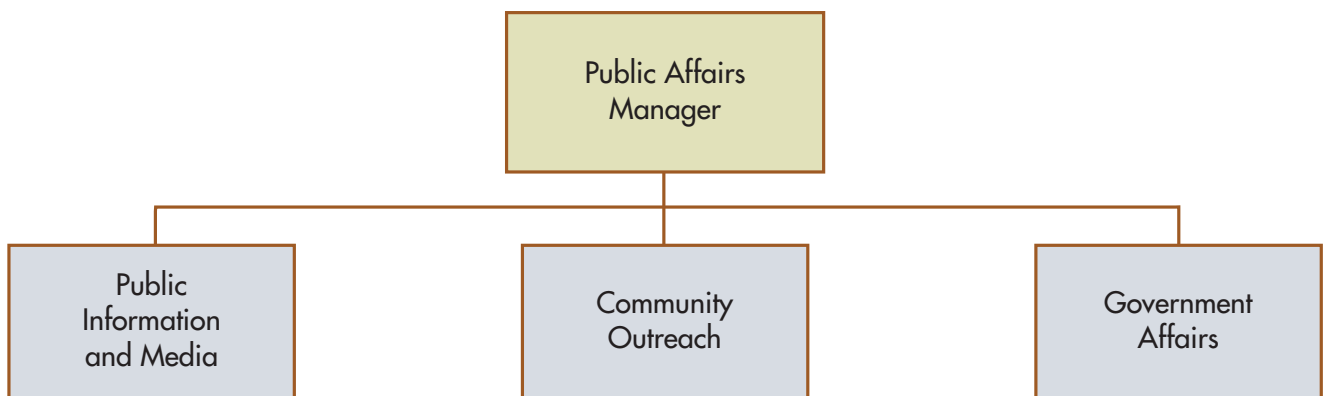
Department Mission Statement

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.
- Engage the public through programs that educate and involve the community and expand the District's capacity to reach diverse audiences.
- Collect and evaluate constituent feedback and recommend action.
- Review and recommend legislation that affects and/or benefits the District's ability to carry out its mission.

Organizational Chart



Winging Event, Skyline Ridge Open Space Preserve by Jack Gescheidt

Major Workplan Items for FY2016-17

Capital Projects

- None

Operating Projects

- Bench Policy and Memorial Options
- Board Outreach
- Climate Change and Sustainability Education
- Community-Hosted Outreach Events
- Create New Self-Guided Audio Tour
- District Groundbreaking and Dedication Events
- El Sereno Residence Demolition
- Enhance Docent Program Data Collection and Transfer
- Go Green User Toolkit
- Government Relations
- Health Incentive Program: Healthy Parks/Healthy People
- Key Branding Strategy for District Preserves
- Latino Outdoors Program Funding
- Mount Umunhum Dedication/Grand Opening Events
- Partnership Development: Businesses
- Partnership Development: Youth Program
- Preserve Use Study
- Public Affairs Strategic Plan
- San Mateo County Coast Outreach
- Sierra Azul: Mount Umunhum Groundbreaking and Dedication Events
- Update Measure AA Information Material
- Website Enhancement Projects

Department Budget FY2016-17

Public Affairs Department Budget	FY2014-15 Actuals Actuals	FY2015-16 Adopted Budget	FY2016-17 Proposed Annual Budget	\$ Change from FY2015-16 Adopted Budget	% Change from FY2015-16 Adopted Budget
Salaries and Benefits	\$1,074,534	\$1,241,881	\$ 969,616	(\$272,265)	-22%
Services and Supplies	615,165	719,690	793,650	73,960	10%
Subtotal: Operating Budget	1,689,699	1,961,571	1,763,266	(198,305)	-10%
Total Department Budget	\$1,689,699	\$1,961,571	\$1,763,266	(\$198,305)	-10%
Total FTE	11.00	12.00	8.00	(4.00)	-33%

Real Property Department

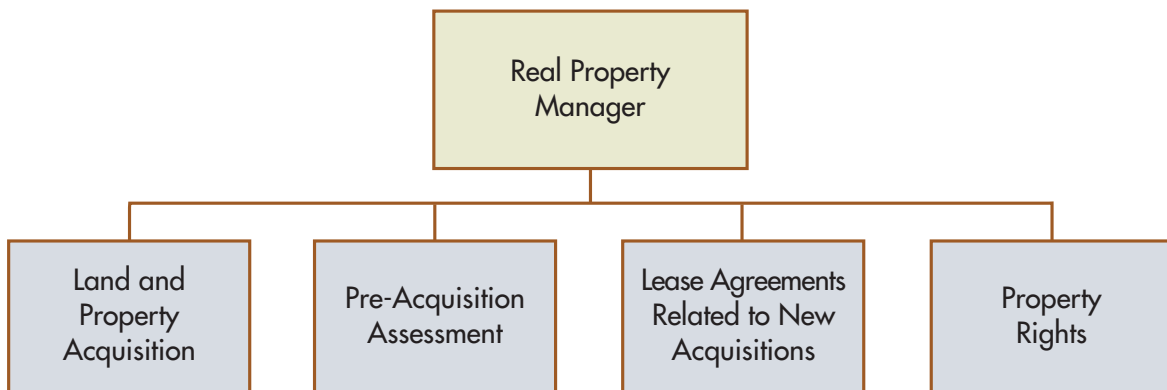
Department Mission Statement

Purchase or otherwise acquire interest in strategic open space land; connect District open space lands with federal, state, county, city, and other protected open space lands, parklands, watershed lands.

Core Functions

- Provide comprehensive land conservation planning and analysis to guide the land purchase program in coordination with other Departments.
- Create and take advantage of opportunities to conserve a greenbelt of protected open space lands along the ridgelines, foothills, and baylands.
- Provide technical assistance to protect and secure District public open space property rights and interests (including fee and easement interests).
- Develop and strengthen neighbor, conservation partner and agency relationships to facilitate land protection goals and conservations partnerships.

Organizational Chart



El Sereno Open Space Preserve by Amanda Mills

Major Workplan Items for FY2016-17

Capital Projects

- MAA 1-3: Miramontes Ridge: Land Conservation
- MAA 2-2: Ravenswood Bay Trail Easement and CEQA
- MAA 3-1: Purisima Uplands Lot Line Adjustment/Property Transfer and Protection of Lobitos Creek Watershed
- MAA 3-2: Purisima Uplands Site Cleanup and Soil Remediation Assessment
- MAA 4-1: El Corte de Madera and MAA 5-1: La Honda Creek Upper Area Land Conservation
- MAA 10-1: Coal Creek: Alpine Road Regional Trail
- MAA 20-2: El Sereno: Trails and Wildlife Corridor
- MAA 22-1: Sierra Azul: Cathedral Oaks Land Conservation
- MAA 24-1: Sierra Azul: Rancho de Guadalupe Land Conservation
- MAA 25-1: Sierra Azul: Loma Prieta Land Conservation
- Administrative Office Relocation Investigation
- Lower San Gregorio Creek Watershed Land Conservation
- Pursue New Land Conservation Opportunities
- Sierra Azul: Mount Umunhum Public Access and Property Rights

Operating Projects

- Encroachment Resolution (Gullicksen), Saratoga Gap
- Encroachment Resolution (Kennedy Trail), Sierra Azul
- Encroachment Resolution (Stevens Canyon Ranch Area), Saratoga Gap
- Stevens Canyon Water Dispute at Saratoga Gap

Department Budget FY2016-17

Real Property Department Budget	FY2014-15 Actuals Actuals	FY2015-16 Adopted Budget	FY2016-17 Proposed Annual Budget	\$ Change from FY2015-16 Adopted Budget	% Change from FY2015-16 Adopted Budget
Salaries and Benefits	\$707,455	\$980,242	\$626,896	(\$353,346)	-36%
Less: MAA Reimbursable Staff Costs	—	(21,970)	—	21,970	-100%
Net Salaries and Benefits	707,455	958,272	626,896	(331,376)	-35%
Services and Supplies	55,021	132,900	155,870	22,970	17%
Subtotal: Operating Budget	762,476	1,091,172	782,766	(308,406)	-28%
General Fund Land and Associated Costs	279,859	1,003,000	399,750	(603,250)	-60%
Measure AA Land and Associated Costs	4,491,260	11,305,640	608,350	(10,697,290)	-95%
Subtotal: Land and Associated Costs	4,771,119	12,308,640	1,008,100	(11,300,540)	-92%
General Fund Property Management*	615,280	715,245	—	(715,245)	-100%
Measure AA Property Management*	—	79,999	—	(79,999)	-100%
Subtotal Property Management*	615,280	795,244	—	(795,244)	-100%
Debt Service	8,893,601	11,142,744	—	(11,142,744)	-100%
Total Department Budget	\$15,042,476	\$25,337,800	\$1,790,866	(\$23,546,934)	-93%
Total FTE	6.00	7.00	4.00	(3.00)	-43%

* Effective FY2016-17, the Property Management Program is transferred to the Land and Facilities Department and incorporated into the operating and capital budgets.

Visitors Services Department

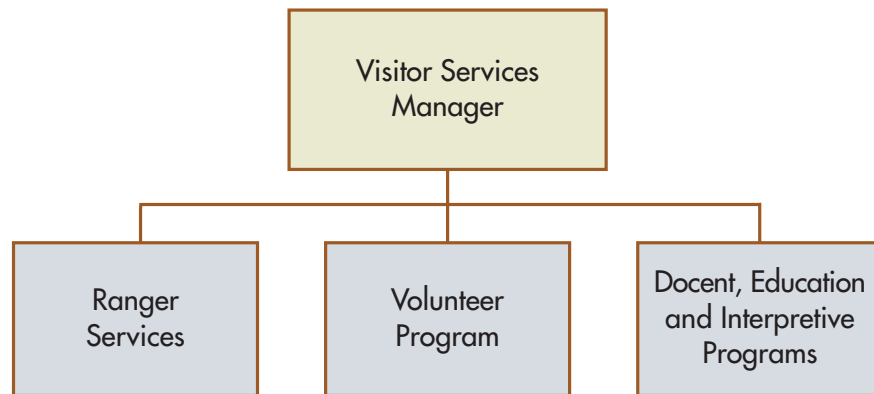
Department Mission Statement

Ensure protection and stewardship of the land and visitor safety, manage public access consistent with ecological values and public safety, and provide opportunities for enrichment of visitors through the environmental education, docent, and volunteer programs.

Core Functions

- Protect public health and safety through enforcement of District rules and regulations, fire protection, emergency medical response.
- Provide frontline public contact and services on District lands.
- Manage the Docent, Environmental Education, and Volunteer programs.
- Foster neighbor, partner, and public safety agency relationships and engage in collaborative efforts to further District goals.

Organizational Chart



Skyline Ridge Open Space Preserve by Liv Ames

Major Workplan Items for FY2016-17

Capital Projects

- None

Operating Projects

- AEDs for District Emergency Response Vehicles
- Docent and Volunteer Support and Public Outreach
- Docent and Volunteer Programs Evaluation
- Enhance Docent and Volunteer Program Data Collection and Transfer
- Partnership Development with Volunteer Groups
- Visitor Use Level Measurement
- Training Database Upgrades
- Signage Inventory Update
- Sierra Azul Meyer Property Planning and Programming

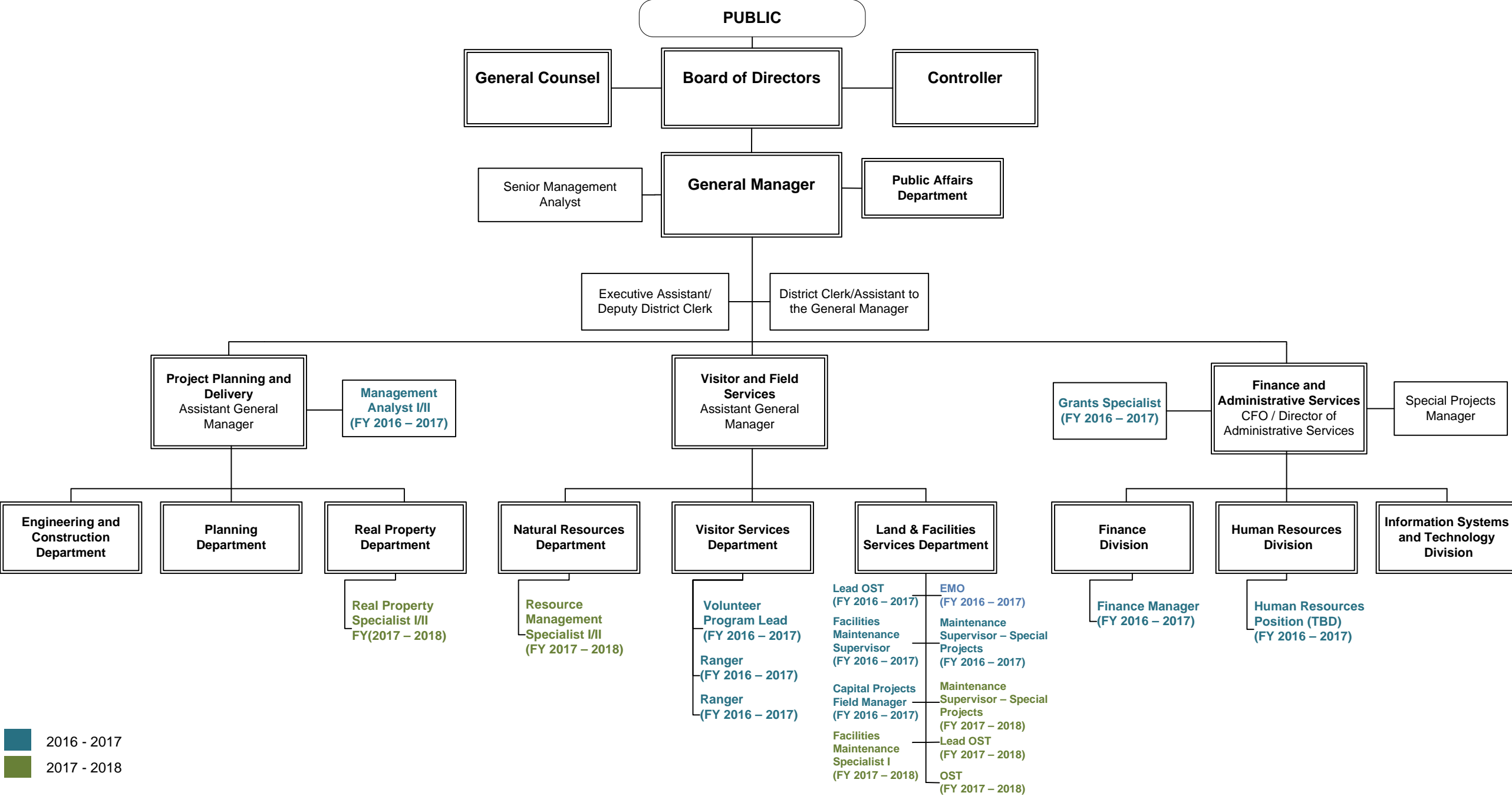
Department Budget FY2016-17

Visitors Services Department Budget	FY2014-15 Actuals Actuals	FY2015-16 Adopted Budget	FY2016-17 Proposed Annual Budget	\$ Change from FY2015-16 Adopted Budget	% Change from FY2015-16 Adopted Budget
Salaries and Benefits	—	—	\$4,588,744	\$4,588,744	N/A
Services and Supplies	—	—	502,475	502,475	N/A
Subtotal: Operating Budget	—	—	5,091,219	5,091,219	N/A
Total Department Budget	—	—	\$5,091,219	\$5,091,219	N/A
Total FTE	0.00	0.00	41.90	41.90	N/A

GLOSSARY

TERM	DESCRIPTION
Action Plan	The work plan that includes all of the projects and key initiatives that the District pursue.
Budget	The plan of expenditures and revenues for a specific period of time.
Capital Budget	Expenditures that are used to improve the infrastructure and assets of the District.
Debt Service	Debt service is the payment of the principal and interest on an obligation resulting from the issuance of bonds and/or promissory notes.
Fiscal Year (FY)	Denotes the budget year as July 1 to June 30 (12-month cycle) for accounting purposes in opening and closing financial records.
FOSM	Financial and Organizational Sustainability Model is a comprehensive report that provides the District with recommendation on strengthening organizational capacity to fulfill the its mission of land preservation, natural resource protection, and public access and education.
Funds	Different revenue sources used for specific purposed dependent on the type of District activity.
Full-Time Equivalent (FTE)	One FTE is equivalent to 2080 hours of work per year. Some positions are part-time and are budgeted based on hours that are then converted to a full-time equivalent of a position.
GASB 54	Accounting guidelines issued by the Governmental Accounting Standards Board (BASB) on fund balance reporting and classification of Governmental Funds.
General Fund	The main governmental operating fund for the District. The General Fund is primarily used to fund personnel costs, routine operational and maintenance expenses, and debt service.
General Obligation (GO) Bond	GO Bond is a local governmental debt issue that is secured by a broad government pledge to use its tax revenues to repay the bond holders.
Hawthorn Endowment	This fund may only be used for expenses required to maintenance the property. Expenditures can be both operating and capital.
Measure AA	Voters approved general obligation bond to be used on improvement projects that meet specific criteria as outlined in the 25 Project Portfolios outline in the bond measure.
Operating Budget	This budget plans for projects costs for Salaries and Benefits, and Services and Supplies.
OPEB	Other Post Employment Benefits.
CalPERS	The California Public Employee Retirement System.
Projected	The projected amount of expenditures and/or revenues for the District, before the account books have been closed for the fiscal year, and a finance audit has been conducted.
Property Tax	The tax is imposed on real property, and is based on the value of the property. It is collected by San Mateo and Santa Clara counties.
Revenue	The amount of funds received by the District from taxes, fees, rental income, interest, intergovernmental sources, and other sources during the fiscal year.

Midpeninsula Regional Open Space District
Organizational Chart – May 2016





Midpeninsula Regional
Open Space District

Memorandum

DATE: May 25, 2016

MEMO TO: MROSD Board of Directors

FROM: Kevin S. Woodhouse, Assistant General Manager

THROUGH: Stephen E. Abbors, General Manager

SUBJECT: Background Report Regarding New Position Recommendations

On April 12 and April 19, 2016, the Action Plan and Budget Committee (ABC) reviewed the General Manager's recommendations regarding new positions for the Operations Department transition into the Visitor Services and Land and Facilities Services Departments, in addition to other department's position requests for Fiscal Year 2016-17. The ABC considered a total of 21 new position requests to be phased in by FY2017-18. The April 19, 2016, staff report to the ABC is attached and provides comprehensive information about position projections from the Financial and Operational Sustainability Model (FOSM) study, long-term financial affordability, organizational capacity to accommodate position growth, the rationale supporting the position recommendations, and numerous phasing alternatives.

The ABC's first recommendation for new positions necessary for the Operations' Department transition was to request the full Board of Directors' immediate approval of three new positions in the Land and Facilities Services Department – two Area Managers and one Administrative Assistant. The Board approved this recommendation on April 27, 2016. This approval, and the subsequent filling of these positions before the end of the current fiscal year, will allow the District to begin FY2016-17 with two new departments – Land and Facilities Services and Visitor Services – in place of the current single Operations Department.

Of the remaining 18 positions out of the 21 reviewed and recommended by the ABC, 12 are recommended for FY2016-17 and included in the proposed budget. The other 6 positions are also recommended for approval by the Board at this time, but are not intended to be budgeted and formally adopted until budget approval in spring 2017 for the FY2017-18 budget. The ABC considered whether or not to recommend these future positions at this time and decided by a 2-1 vote to support the General Manager's recommendation as the Board's approval of those future positions at this time will help inform project and recruitment planning during FY2016-17 and convey a clear policy intention to continue capacity building in the Land & Facilities Services department and other departments with continuing capacity gaps.



Midpeninsula Regional
Open Space District

ACTION PLAN AND BUDGET COMMITTEE MEETING

R-16-52
April 19, 2016

AGENDA ITEM 3

AGENDA ITEM

Proposed New Positions for Operations Department Transition and District-wide.

GENERAL MANAGER'S RECOMMENDATIONS

1. Review new position requests and forward a recommendation to the full Board for eight positions to be considered during the FY2016-17 budget review process and four more positions projected for the FY2017-18 budget review process, for continuing the build out of the Visitor Services and Land and Facilities Services Departments;
2. Review other District department new position requests and forward a recommendation to the full Board for four more positions to be considered during the FY2016-17 budget review process and two more positions known at this time and projected for the FY2017-18 budget review process.

SUMMARY

The Action Plan and Budget Committee began review of this item at its meeting on April 12, 2016. At that meeting, the Committee approved the following General Manager's recommendation:

Confirm and forward to the full Board on April 27, 2016, a recommendation to approve three new positions in order to begin implementing the transition of the Operations Department into the Visitor Services and Land and Facilities Services Departments by the beginning of FY2016-17.

The Committee also decided to continue discussion of the other two General Manager recommendations at the following Committee meeting scheduled for April 19, 2016. The remainder of this report includes the same information as the April 12, 2016, Committee report.

To proceed with FOSM recommendations and increase the Midpeninsula Regional Open Space District's (District) project delivery output to meet Measure AA commitments, as well as keep pace with patrol and maintenance and restoration service levels as new trails in existing or newly opened preserves are opened to the public, the General Manager recommends approval of three new positions during this Fiscal Year to begin creating the Land and Facilities Services Department, twelve new positions for approval for FY2016-17 (eight to continue build out of the Land and Facilities Services and Visitor Services Departments and four in other departments), and six new positions known at this time and recommended for approval for FY2017-18 (four in

Land and Facilities Services and two in other departments). Per the District Controller's 30-Year Financial Model, these proposed staffing changes, 21 total identified at this time between now and the end of FY2017-18, are financially sustainable over the long-term and the District has organizational capacity to handle these recruitments and current facility capacity to house these employees. (NOTE: Additional growth projected by the FOSM before 2020, comprised of nine other positions that have not been identified at this time, are also financially sustainable over the long-term under the District Controller's 30-Year Financial Model and are not the subject of this report).

The recommended positions enable the creation of two new departments – Visitor Services and Land and Facilities Services – in place of the current single Operations Department, with increased service delivery capacity in this business line. The recommended positions also continue to build service delivery capacity in other District departments that fulfill the project planning and delivery and finance and administrative services business lines as recommended by the Financial and Operational Sustainability Model study. Implementation of the proposed FY2016-17 Action Plan is not contingent on the approval of these positions. However, approval will enable the Visitor Services and Land and Facilities Services Departments to keep pace with the patrol and maintenance requirements of newly opened and anticipated trails and preserves, while continuing to construct high priority Measure AA projects. Approval of the position recommendations for other departments will fill important capacity gaps needed to ensure effective delivery of Action Plan projects.

DISCUSSION

The first 40 years of the District's conservation strategy emphasized land acquisition. While this strategy was highly successful, other organizational functions and resources necessary to deliver the restoration, maintenance, public access and education parts of the District's mission remain underdeveloped. With the passage of Measure AA, which results in substantial capital funding to deliver priority projects approved by the voters, the District completed a comprehensive organizational review to determine how the organization will need to restructure and grow to be able to deliver Measure AA projects and sustain patrol, maintenance and restoration service levels as new trails in existing or newly opened preserves are opened to the public. This review, called the Financial and Operational Sustainability Model (FOSM) study, identified 60 recommendations for addressing organizational gaps and completing a strategy for preparing the District for the next 30 years of service delivery.

FOSM Background

The FOSM study was completed spring 2015 and accepted by the Board of Directors May 27, 2015. It resulted in 60 recommendations that organize the District to grow sustainably, as well as enhance staffing capacity and District systems to deliver the Vision Plan and Measure AA projects and maintain on-going service levels into the future. An overarching recommendation of the FOSM was to reorganize the District into clearly delineated business lines – Project Planning and Delivery functions, Visitor and Field Services functions, Finance and Administrative Services functions, and General Management functions. Significant FOSM implementation progress has been made in Project Planning and Delivery through the creation of an Engineering and Construction Department and the hiring of this department manager, increased capacity by adding capital project manager positions and planner positions, and development of a new internal project delivery process. Significant progress has also been made

in Finance and Administrative Services through the hiring of a Chief Financial Officer/Administrative Services director, completion of an Information Systems and Technology (IST) master plan and the hiring of an IST Division manager. Progress has also been made in the General Manager's Office by consolidating the Public Affairs Department into the GMO and hiring a Senior Management Analyst to enhance tracking of project delivery. An organizational chart is provided as Attachment 1 showing the current District-wide organizational structure with FOSM implementation progress to date.

The final remaining organizational transition yet to be implemented, and the main focus of this report, is reorganizing the current Operations Department into two separate departments – Visitor Services and Land and Facilities Services. This transition is significant, involves the largest department in the District, and improves structure and capacity for the District's primary functional interface with preserve visitors (rangers, docents, volunteers) and work on the land (in-house capital project construction, maintenance, and restoration). Some transition actions have already been taken, such as consolidating the docent and volunteer programs in the Operations Department, and Board approval of the Land & Facilities Services Manager position. There are a total of 11 FOSM recommendations related to this transition. Additional background about the FOSM recommendations specific to the Operations Department is provided in Attachment 2.

The remainder of this staff report will provide discussion and analysis of the growth of District positions projected by FOSM, affordability of this growth, organizational capacity (such as recruitment and facility capacity) to handle this growth, the operational rationale behind the position recommendations, and alternatives with accompanying organizational charts.

FOSM Implementation Position History and Projections

The FY2014-15 Mid-Year Budget adjustments, approved by the Board in December 2014, began District capacity building based in part on preliminary FOSM recommendations presented to the Board following initial research and analysis during the study. At that time, the Board approved five new positions. As the FOSM was refined and finalized, the Board approved eight more positions in the FY2015-16 Budget. Finally, the Board most recently approved eight more positions in FY2015-16 Mid-Year Budget adjustments. Therefore, at this point in time, the District has added 21 new positions in the first two years of FOSM implementation. The following table shows these positions according to business line, the FOSM projected position increases before 2020, the next 21 positions recommended in this report, and the difference between current plus recommended positions and FOSM projected positions before 2020:

Business Line	Positions approved since December 2014	FOSM Projected Growth by 2020	Difference Between Current and FOSM Projected	Recommended New Positions	Remaining FOSM Projected Positions Before 2020 (if new positions are approved)
Project Planning & Delivery	5	10 to 13	5 to 8	2	3 to 6
Visitor & Field Services	8	20 to 25	12 to 17	16	0 to 1

Finance & Administrative Services	5	9 to 11	4 to 6	3	1 to 3
General Manager's Office	3	2	-	-	-
Total	21	41 to 51	20 to 30	21	4 to 9*

*Total reflects 9 instead of 10 to account for the GMO total of 3 due to the GMO including Public Affairs and the approved Legislative/External Affairs Specialist position.

According to FOSM projections, the District may need to grow by 20 to 30 more positions before 2020, with 12 to 17 of these positions in the Visitor and Field Services business line. The year 2020 is 3 ½ fiscal years away. As will be discussed later in this report, the General Manager is recommending that most of this growth occur in FY2016-17, with some phasing in over FY2017-18, in order to deliver high-priority Measure AA projects while maintaining current service levels.

The FOSM also projects additional growth in each business line between 2020 and 2045. These projections show growth in Project Planning and Delivery, Finance and Administrative Services, and the General Manager's Office slowing dramatically after 2020, while Visitor and Field Services staffing needs will continue to increase incrementally as Vision Plan projects come online and require long term operations and maintenance. In terms of actual projected staff numbers, growth in Project Planning and Delivery is to be determined based on the volume and pace of new projects, Finance and Administrative Services could see 6 to 8 additional positions between 2020-2045, none projected for the General Manager's Office, and 43 to 53 additional positions between 2020-2045 for Visitor and Field Services, all of which would be dependent on affordability depending on the District's future finances.

Affordability of Growth

The financial impact of the recommended staffing addition of 21 positions has been tested in the District Controller's 30-Year Financial Model. The hiring of the positions is spread out over FY16-17 and FY17-18, with the full impact to the budget of annualized salaries taking effect in FY18-19. Vehicles and equipment also were included in the financial model sustainability test. Additional consideration in the District Controller's 30-Year Financial Model includes capital expenses for new facilities (administrative offices and field offices) within the next three to five years.

Factoring in the recommended 21 positions, and forecasting a conservative and modest 4% growth in tax revenue (for contrast, the current year actual growth in the tax base is approximately 6.5% and the past 10-year average is 6.662% growth), combined with a 5.5% growth in operation expense (OpEx), the General Fund cash flow remains positive for 25 years until 2040. This analysis supports the financial sustainability of the proposed addition of 21 positions.

The financial model signals a negative cash flow after 25 years, based on several conservative and time-tested variables. However, the analysis and forecast is being refined to reflect additional actions the District will be taking starting this year and these include increases in both

grants revenue and measure AA reimbursement and finalizing the implementation of the FOSM. The financial impacts of these changes are described below.

- Grants Revenue – over the past 10 years the District has received an average per year of \$2.4 million in grants revenue. This average includes a large \$9 million grant in 2009. After adjusting for that single large grant (removing it from the average), the grant revenue is an average \$1.5 million per year. Given that this recommendation for 21 additional positions includes a grants specialist, whose duty it will be to pursue new grant revenue, the District should be able to generate at least an average of \$1.5 million per year of additional grant revenue starting with the 2017/2018 fiscal year Measure AA Reimbursement – the current measure AA reimbursement includes reimbursement for field and project management work only. With the increase in activity and the increase in positions, this reimbursement is anticipated to increase. Combined with the ongoing effort to improve systems to track time by project, staff anticipates further expanding the reimbursement related to construction management and a portion of the planning. Therefore, an additional \$500,000 conservative increase in reimbursement can be modeled effective fiscal year 2017/2018.
- FOSM 2020 Implementation – to complete FOSM implementation projected by 2020, an additional nine positions may be needed. These positions are layered in at a fully loaded placeholder cost for half of fiscal year 2017/2018 and a fully annualized cost for the fiscal years following.

With inclusion of the augmented information (grants revenue, measure AA reimbursement and additional FOSM positions before 2020) the District Controller's 30-Year Financial Model retains a positive operating cash flow for all 30-years.

Organizational Capacity to Accommodate Growth

Two organizational constraints important to assess when considering significant position growth are the capacity of the Human Resources Division to recruit for and fill the positions in the needed timeframe and facility capacity to provide work space for the new employees. The District's Human Resources Division (HR) has averaged 23 recruitments per year (new positions and filling vacant positions due to promotion or other turnover). Based on a detailed recruitment timeline projection, HR has verified that they have capacity with existing staff to handle the recommended new position recruitments, in addition to normal vacancy recruitments due to retirements or other separations.

With the recent lease of new facility space (Administrative Office 4), the District's Administrative Offices have capacity to provide work space for the recommended phase in of Visitor and Field Services positions and positions recommended for other District departments. Based on staff's most recent desk space analysis, the main Administrative Office (AO) currently has five more desks available, AO2 will have two more desks available after Property Management staff move to AO3, AO3 will have four desks available, and AO4 will have three desks available.

While the Field Offices are currently at capacity, several moves will be made to address needed office space. This plan entails housing the Area Superintendents at AO4, which will create space for the Area Managers in each field office. In addition, work is proceeding to locate an interim coastal field office trailer at the Event Center location on Hwy 84 to provide work space for a

portion of the Skyline Ranger staff. A longer term facilities analysis is currently underway to plan for longer term growth in AO and field staff.

Operations Transition to Visitor Services and Land and Facilities Services

In fall 2015, the Assistant General Managers and Operations Manager began working with Management Partners on the design and sequence of steps necessary to split the Operations Department and achieve the numerous service and organizational goals recommended in the FOSM. These goals and a detailed assessment of the operational needs and rationales driving the recommended design of this departmental split are provided in Attachment 2. In addition, Attachment 2 provides a description and justification of each new position, including proposed salary ranges. A summary of the Operations transition plan is provided in the table below.

Position & (#)	Primary Justification (See Attachment 2 for more detail)	Recommended Timeline
<u><i>Visitor Services</i></u>		
Ranger (2)	<ul style="list-style-type: none"> • Additional patrol, emergency response and visitor services functions in response to increased public visitation; • Extend patrol coverage to address the additional openings of new preserves and areas to the public, such as Mt. Um summit, La Honda Creek OSP, and Bear Creek Redwoods; • Recruitment in early FY2016-17 allows rangers on patrol by summer 2017. 	FY2016-17
Volunteer Program Lead (1)	<ul style="list-style-type: none"> • Increased constituent engagement, including youth, in stewardship volunteer programs; • Increased volunteer stewardship work; • Fulfillment of “Enriched Experiences” Vision Plan goal. 	FY2016-17
<u><i>Land & Facilities Services</i></u>		
Area Managers (2)	<ul style="list-style-type: none"> • Field managers of LFS Department field employees; • Essential chain of command and field office presence; • Increased management over field operations, such as increased Measure AA project coordination, managing service contracts for ongoing work, handling small individual contracts, coordinating with Fire Safe Committees and fire departments on fuel reduction projects, and increased time for policy work related to field operations; • Increases capacity of Area Superintendents to focus on patrol and visitor activities. 	April, 2016
Administrative Assistant (1)	<ul style="list-style-type: none"> • Administrative support for new department; • Increases capacity of current administrative assistants in Visitor Services and Real Property/Natural Resources; • Sharing admin support not feasible due to physical 	April, 2016

	separation of offices.	
Facilities Maintenance Supervisor (1)	<ul style="list-style-type: none"> • Management of maintenance and repair of AO facilities and field facilities; • Increases capacity in Administrative Services and Planning, where facility management is currently handled. 	FY2016-17
Capital Projects Field Manager (1)	<ul style="list-style-type: none"> • Critical project management linkage between Administrative Office-based project delivery teams and crews in the field tasked with constructing high priority projects; • Oversees clearly defined work units focused on Measure AA capital projects constructed by crew. 	FY2016-17
Maintenance Supervisor -Special Projects (2)	<ul style="list-style-type: none"> • In the field working supervisor overseeing work crews focused on Measure AA special projects. • Special project work units free up capacity in general maintenance crew work units to keep up with maintenance demands of new trails/preserves. 	One in FY2016-17 One in FY2017-18
Equipment Mechanic Operator (1)	<ul style="list-style-type: none"> • Additional field staff heavy equipment expertise and field leadership; • Most field construction projects require an EMO in the unit. 	FY2016-17
Lead Open Space Technician (2)	<ul style="list-style-type: none"> • Additional field staff expertise and field leadership of OSTs and Seasonal OSTs; • Most field work units require a LOST for in-field supervision. • Additional LOSTs free up capacity in general maintenance crew work units to keep up with maintenance demands of new trails/preserves. 	One in FY2016-17 One in FY2017-18
Open Space Technician (1)	<ul style="list-style-type: none"> • Additional field staff required to complete work crew; • Additional OST frees up capacity in general maintenance crew work units to keep up with maintenance demands of new trails/preserves. 	FY2017-18
Facilities Maintenance Specialist I (1)	<ul style="list-style-type: none"> • Expertise in facility repairs for AO and Field offices and District houses when jobs are not contracted out; • Frees up capacity for Foothills OSTs to focus on field maintenance rather than AO jobs. 	FY2017-18

Other Position Recommendations

In addition to the new position recommendations related to transitioning the Operations Department into the Land and Facilities Services and Visitor Services Departments, the District continues to see gaps and additional capacity needs in two additional business lines: Project Planning and Delivery and Finance and Administrative Services. At this time, six additional positions are recommended by the General Manager and summarized in the table below – four for FY2016-17 and two for FY2017-18. More detail about each of these positions, as well as salary ranges, are provided in Attachment 3. The General Manager will continue to assess

capacity needs and gaps in expertise in the coming years as new positions are filled and core functions are reorganized into new departments and programs, in tandem with changes to Board priorities and the pace of upcoming action plans to determine if and when additional positions to these two business lines are merited. Considering the magnitude of the restructuring of the District, it is important to spend some time working with the expanded organization to evaluate how the synergies among new “capacities” may provide unanticipated efficiencies and additional revenue. Based on that evaluation and reforecasting the District’s 30-year financial model, additional positions projected before 2020 in the FOSM will be considered for potential submittal to the Board as part of upcoming new Budget approvals and/or midyear budget reviews. Such additional position requests would need to remain consistent with the FOSM projections as shown in the table on page 3 and be financially sustainable.

Position & (#)	Primary Justification (See Attachment 3 for more detail)	Recommended Timeline
<u><i>Real Property</i></u>		
Real Property Specialist I/II (1)	<ul style="list-style-type: none"> • Responsible for Real Property tasks previously handled by two staff who have moved to the Land & Facilities Services department; • Enables Real Property to be more proactive regarding Measure AA land additions. 	FY2017-18
<u><i>Planning and Project Delivery (serving Real Property, Planning, and Engineering & Construction)</i></u>		
Management Analyst I/II (1)	<ul style="list-style-type: none"> • Analytic support in this business line to enhance tracking and reporting of data to improve project planning and delivery; • Enables real property specialists, planners, and capital project managers to focus on their projects. 	FY2016-17
<u><i>Natural Resources</i></u>		
Resource Management Specialist I/II (1)	<ul style="list-style-type: none"> • Enhanced restoration and management of rare, threatened, and endangered species and habitats; • Increases NR’s capacity for survey, monitoring, and reporting requirements of permitting components of capital and maintenance projects. 	FY2017-18
<u><i>Finance</i></u>		
Finance Manager (1)	<ul style="list-style-type: none"> • Provides daily oversight and coordination between the budget, accounting, payables, debt and cash management functions of Finance • Develop, document and implement best practice procedures for Finance • Review and enhance use of New World ERP system functionality system-wide and organization-wide 	FY2016-17
<u><i>Human Resources</i></u>		
(Position to be determined) (1)	<ul style="list-style-type: none"> • Placeholder pending completion of capacity and function assessment for how HR should be structured and sized to handle all of its functions, such as classification and compensation work, benefits, labor relations, policy creation and update 	FY2016-17

	work, workers' compensation claims, performance evaluation systems, staff development and training, staff recognition, etc.	
<i>Administrative Services</i>		
Grants Specialist (1)	<ul style="list-style-type: none"> • Expertise and focus to handle increasing competition to secure grants and more extensive submittals and reporting requirements; • Serves all departments; • Increases departmental staff time to focus on projects. 	FY2016-17

An organizational chart showing these other department positions is provided as Exhibit 1 to Attachment 3.

ALTERNATIVES

The Committee may wish to consider one of the following alternatives to the General Manager's recommendation. For each alternative, the main pros and cons are identified. Each alternative entails at least 10 new positions between now and FY2016-17 to begin the build out of the Land and Facilities Services and Visitor Services Departments. If the Committee wishes to consider different alternatives that approve fewer than 10 positions initially, staff will need to evaluate further and return to the Committee, or the full Board, with information about operational and workload feasibility of the chosen different alternative. For each alternative, the recommendation is the same for other department positions – four in FY2016-17 and two in FY2017-18. The Committee may also wish to consider other alternatives to phasing in these other department positions.

Alternative 1: Delay approval of the Area Manager and Administrative Assistant positions until FY2016-17. ***Committee action on April 12, 2016, makes this alternative no longer applicable.***

Discussion: This alternative can be combined with any other phasing alternative. The main impact of this decision would be that the Land & Facilities Services Department could not be physically created until six to eight weeks into FY2016-17, and would delay hiring of other positions during the primary construction season.

Alternative 2: Approve all of the new positions for FY2016-17 and don't phase-in over two years.

Discussion: While this alternative would provide the greatest influx of staff resources to fulfill Measure AA projects and other organizational gaps, HR does not have current capacity to handle this recruitment load in one year in addition to capacity to fill normally occurring vacancies due to retirements or other separation. However, outside recruitment assistance may be contracted help with capacity challenges.

Alternative 3: Phase positions over two years with two special projects work crews overseen by Area Managers instead of a Capital Projects Field Manager for the first year.

Discussion: Compared to Alternative 2, this alternative delays the approval of two positions – the Capital Projects Field Manager and the Facilities Maintenance Specialist I. Having two special projects work crews in the first year improves special projects capacity. However, since they would be overseen by the Area Managers, capacity for Area Managers to oversee their general maintenance work crews would be less. Furthermore, this structure does not provide as clear a delineation of a special projects accountability structure compared to if the Capital Projects Field Manager and division were established.

Alternative 4: Phase positions over two years with one special projects work crew overseen by an Area Manager in the first year, a second special projects work crew overseen by the other Area Manager in the second year, and the addition of the Capital Projects Field Manager in the third year.

Discussion: This Alternative is the same as Alternative 3, except phasing takes three years instead of two. Special projects crews are created one at a time over FY2016-17 and FY2017-18, and are overseen by the Area Managers, followed by the Capital Projects Field Manager in FY2018-19.

Organizational charts for Alternatives 1 and 2 are the same as Exhibits 1 and 2 to Attachment 2 and Exhibit 1 to Attachment 3. Organizational charts for Alternative 3 and 4, showing phasing of positions with different colors, are provided as Attachment 4.

FISCAL IMPACT

The table below reflects the pro-rated costs of each position for FY2016-17, based on anticipated month of hire, as well as the annualized cost of the positions for FY2017-18. The Chief Financial Officer, working with the District Controller, has concluded that the proposed addition of 21 positions is financially sustainable.

Position	FY2016-17 Cost	FY2017-18 Cost	FY2018-19 Cost
Area Manager	100,045	133,394	133,394
Area Manager	100,045	133,394	133,394
Administrative Assistant	63,787	85,050	85,050
Facilities Maintenance Supervisor	95,990	127,987	127,987
Maintenance Supervisor -- Special Projects	88,357	117,809	117,809
Equipment Mechanic/Operator	72,220	96,293	96,293
Lead Open Space Technician	69,472	92,630	92,630
Capital Projects Field Manager	95,990	127,987	127,987
Volunteer Program Lead	69,525	92,701	92,701
Ranger	46,946	93,893	93,893
Ranger	46,910	93,819	93,819
Management Analyst II	88,357	117,809	117,809

Grants Coordinator	88,357	117,809	117,809
Finance Manager	116,110	154,813	154,813
Human Resources Manager	116,020	154,693	154,693
Maintenance Supervisor -- Special Projects	-	58,905	117,809
Lead Open Space Technician	-	46,315	92,630
Open Space Technician	-	50,337	100,675
Facilities Maintenance Specialist I	-	46,315	92,630
Resource Management Specialist II	-	57,930	115,861
Real Property Specialist I	-	51,871	103,742
Total New Positions Cost	1,258,132	2,051,753	2,363,426

In addition, some of these positions will require vehicles and equipment. It is estimated that 12 vehicles will be required for the Land and Facilities Services and Visitor Services positions. This number of vehicles, and the cost to outfit the vehicles with supplies and specialized tools and equipment is estimated to be approximately \$558,000. The vehicle cost will be split over the next two fiscal years, \$443,000 in FY2016-17 and \$115,000 in FY2017-18. The various alternates would change the timing of vehicle expenditures.

As discussed in the “Affordability of Growth” section earlier, there are an additional nine positions projected in the FOSM before 2020, above and beyond the 21 recommended in this report. Since these positions are not identifiable at this time, specific costs cannot be shown. However, the Controller’s model has allocated \$120,000 per position (salary and benefits) to be layered in at a fully loaded placeholder cost for half of fiscal year 2017/2018 and a fully annualized cost for the fiscal years following. This additional annualized cost of \$1,080,000 per year is also financially sustainable.

PUBLIC NOTICE

Public notice was provided as required by the Brown Act.

CEQA COMPLIANCE

This item is not a project subject to the California Environmental Quality Act.

NEXT STEPS

Following the Committee’s action from the meeting of April 12, 2016, the General Manager is preparing a recommendation for the full Board’s consideration on April 27, 2016, for the approval of the three priority positions required to initiate the Operations Department split. It is anticipated that a similar report and presentation as this Committee report and presentation would be provided to the full Board at that time to provide the complete rationale, context, and cost of approving these three priority positions. Based on the Committee’s direction on April 19, 2016, regarding the phasing of additional positions for FY2016-17 and FY2017-18, positions and funding will be incorporated into the proposed budget for the Board of Directors’ budget hearing in May 2016.

Attachments:

1. Current District-wide Organizational Chart
2. Operations Transition Detail Memorandum and New Position Rationales
 - a. Exhibit 1 – Visitor Services Department Organizational Chart
 - b. Exhibit 2 – Land and Facilities Services Department Organizational Chart
 - c. Exhibit 3 – Information Regarding General Maintenance and Special Projects Workload in Land and Facilities Services Department
3. Other Department New Position Rationales
 - a. Exhibit 1 – Other Departments Organizational Chart
4. Alternative Position Phasing Organizational Charts

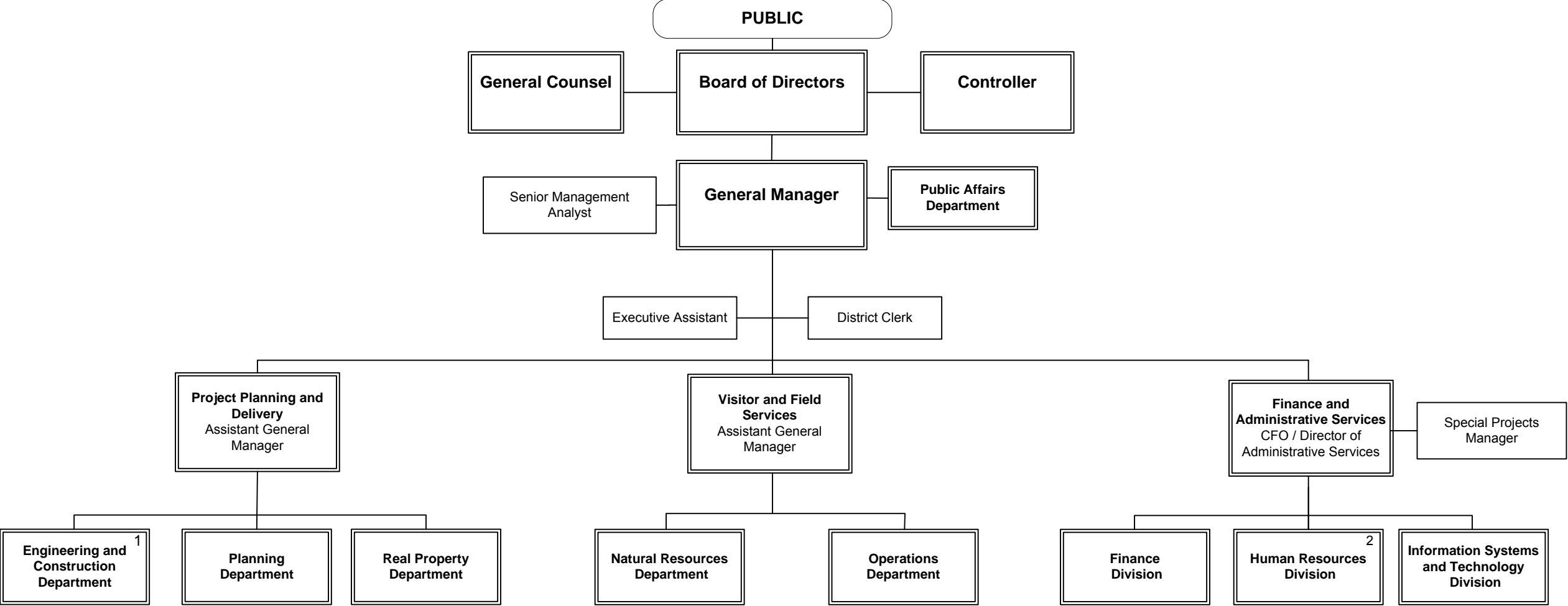
Responsible Manager:

Steve Abbors, General Manager

Prepared by:

Kevin S. Woodhouse, Assistant General Manager

Midpeninsula Regional Open Space District
Organizational Chart – January 2016



1. Engineering and Construction is currently under Planning, but will become a separate department when the E&C Manager position is filled.
2. Human Resources is currently under the Visitor and Field Services AGM, but will transition to Administrative Services by July 2016.



Midpeninsula Regional
Open Space District

Memorandum

DATE: April 8, 2016

MEMO TO: Board of Directors

MEMO THROUGH: Steve Abbors, General Manager

FROM: Kevin Woodhouse, Assistant General Manager-Visitor & Field Services
Brian Malone, Land & Facilities Services Manager
Michael Newburn, Visitor Services Manager

SUBJECT: Operations Department Transition

The purpose of this memorandum is to provide detailed information about Financial and Operational Sustainability Model study recommendations specific to the Operations Department, an assessment of the operational needs and rationales driving the recommended design of this departmental split, and a description and justification of each new position recommended, including proposed salary ranges.

FOSM RECOMMENDATIONS

The following eleven recommendations in the FOSM relate to the Operations transition into Visitor Services and Land and Facilities Services Departments:

- Recommendation 12:** Restructure the Real Property function to focus on land and property acquisition, and move the property management function to a Facilities division in the new Land and Field Services Department.
- Recommendation 13:** Establish a “visitor services” function of the organization to provide public facing services and activities. Restructure the organization to align docents, volunteers, and rangers to meet the array of visitor services.
- Recommendation 14:** Separate the patrol and maintenance functions into two distinct organizational units, Visitor Services (for patrol staff) and Land and Facilities Services (for maintenance staff).
- Recommendation 15:** Create Manager-level positions to lead the Visitor Services and Land and Facilities Services groups.
- Recommendation 19:** Establish a special projects/construction team that is dedicated to the delivery of special projects like trails construction.
- Recommendation 21:** Develop a field staff onboarding/ training program that outlines the variety of details and standards used for trails construction and maintenance work throughout the District.

Recommendation 22: Maintain effective working relationships with local police and fire departments and as the District expands periodically evaluate automatic aid protocols and response.

Recommendation 23: Develop a seasonal employment program for patrol work.

Recommendation 26: Create crews that focus on specific work functions and incorporate a rotational program that allows for continued professional growth and development of staff.

Recommendation 28: Consolidate facility maintenance/property management into the Land and Facilities group.

Recommendation 48: Reassign facility management responsibilities to Operations and develop a resource allocation plan which includes existing staff and contract services to maintain District facilities.

The Operations transition rationale discussed below references these FOSM recommendations as applicable.

DISCUSSION OF OPERATIONS TRANSITION RATIONALE

The overarching goal of the FOSM recommendations above is to create a clearly delineated Visitor and Field Services business line within the District. Within this business line, separate departments are established to increase capacity and focus on visitor service functions and land & facilities service functions, allow for growth (scalability) of these functions as the District grows in future decades to be more operationally focused, and create opportunities for clear lines of career growth within the departments.

In addition to the basic separation of field patrol (rangers) and field construction and maintenance activities (FOSM Recommendations #11 and #12), which are currently combined in one Operations Department and managed in the field by the Foothills Area Superintendent and Skyline Area Superintendent, several other critical changes are suggested by the above FOSM recommendations. These include:

- Consolidating property management functions into Land & Facilities Services (FOSM Recommendation 10)
- Establish a facilities management function in Land & Facilities Services (FOSM Recommendations 25 and 44)
- Create a clear line of accountability and special crews to focus on construction of Measure AA projects that are determined can be constructed by crew (FOSM Recommendations 17 and 23)

The General Managers Office and Management Partners have worked with the Visitor Services, Land and Facilities Services, Real Property, and Natural Resources Department Managers to identify the basic organizational functions and structure of the Visitor Services and Land & Facilities Services Departments to fulfill the FOSM Recommendations. The recommended organizational structures for these two departments, showing new recommended positions, are provided as Exhibits 1 and 2. The following rationales are provided, followed by the more detailed descriptions for each position.

Land & Facilities Services

In order to create two departments, separating patrol from maintenance, the maintenance-focused responsibilities of the current Area Superintendents are moved into the two new superintendent level positions, one in Skyline area and one in Foothills area, called *Area Managers*. As described in the position descriptions, this change enhances the ability of Area Superintendents to focus on rangers and visitor safety and creates the appropriate superintendent-level position to focus on maintenance. Beneath the Area Managers are the existing maintenance work units, consisting of maintenance supervisors and various combinations of EMOs, LOSTs, and OSTs.

Field crew construction of special projects, such as Measure AA trails or bridges, will be assigned to the Capital Projects Field Division of Land and Facilities Services. This Division will be managed by a key position, the Capital Projects Field Manager, who will serve as a critical project management linkage between Administrative Office (AO)-based project delivery teams and the special projects crews in the field. This position will be especially critical in working with the Engineering and Construction department manager and project managers in assessing when, where, and what can be constructed by in-house crew versus contracting out. Although the department transition will begin with one special projects work crew, by FY2017-18 it is recommended the District have two special projects work crews to handle the heavy load of high priority projects, working in both areas of the district simultaneously. Beneath the Capital Projects Field Manager will be work units similar to existing maintenance work units, consisting of Maintenance Supervisors – Special Projects, and various combinations of EMOs, LOSTs, and OSTs, depending on the type of special project.

The recommendation to have special projects crews has numerous advantages:

1. Currently, 40% of crew time is spent on capital projects, limiting the capacity for on-going maintenance work. Additional work units focused on capital projects will help increase crew time available for routine maintenance, which is necessary with the opening of new trails and preserves;
2. Without the Capital Projects Field Manager position, the department manager or the area managers would have to spend more time serving as project team representative in the project planning and delivery process, taking time away from their other management focus;
3. Implementing a rotational system to integrate special project crew expertise and general maintenance expertise will benefit succession planning within the department;
4. A clear line of accountability for Measure AA projects assigned to field crew is created.

Exhibit 3 provides a specific discussion of the challenges currently faced by the Operations department in trying to keep up with general maintenance work while simultaneously building priority capital projects.

The Property Management function is established in Land and Facilities Services, and initially will consist of the real property management specialist series – Senior, II, and I. This Division will have primary responsibility as follows:

- Inventory, monitor and manage leases, easements

- Intake of all lease related services requests (“eyes on the ground”)
- Primary customer service agent to tenants
- Negotiate leases on existing property
- Conduct bidding and purchases related to leases properties
- Annual rental rate review

These responsibilities will also apply to grazing leases, working closely with the Natural Resources Department as pertains to Natural Resources’ responsibility for monitoring grazing requirements and preparing rangeland management plans.

FOSM Recommendations 10, 25, and 44 also establish a Facilities Division alongside Property Management in the Land & Facilities Services Department. Facilities issues have historically been shared between the Administrative Services and Planning departments. Recently, with on-going maintenance of the AO, build-out of new AO3 and AO4 leased spaces, and improvements to field facilities, existing staff capacity in Administrative Services and Planning has been heavily impacted. The new position of Facilities Maintenance Supervisor will add facilities-focused expertise within the District, centralize oversight and management of facilities repairs, and bring important subject matter expertise to future facility planning currently led by the Planning Department. Currently, Foothills Field Office OSTs are tasked with performing facilities work at the AOs. A new position of a Facilities Maintenance I worker will improve facilities specific repair work capacity and management of minor repair contracts, and relieve in part the need to draw OSTs or LOSTs away from their field work.

Visitor Services

With the creation of Area Manager superintendent-level positions in the Land & Facilities Services Department focused on maintenance activities, the existing two superintendents in the Skyline and Foothills’ areas will be able to focus on patrol activities in the field, including:

- Develop and monitor Emergency Action/Evacuation Plans for every preserve in the District;
- Work with the Natural Resources Department on Wildland Fire Response protocols for District lands;
- Increase communications between the District and local law enforcement agencies regarding patrol and security needs of the District;
- Increase actual time in the field to observe visitor use trends and coordinate activities with Supervising Rangers;
- Assist in developing new outreach/interpretive strategies for the Ranger staff.

The Area Superintendents are existing positions and therefore do not require Board approval in order to revise their job descriptions to remove job duties specific to maintenance management functions.

The recommended new positions include two new Rangers, and a Volunteer Program Lead (VPL). The District currently has one VPL who is covering projects District-wide. A second one enables engagement of a greater number of constituents, including youth, in stewardship volunteer programs, and allows each VPL to concentrate on one field area each.

The addition of two new rangers will provide additional patrol, emergency response and visitor services functions in response to increased public visitation and the near future opening of new preserves, such as the Mt. Umunhum summit, La Honda Creek, and Bear Creek Redwoods. Additional patrol capacity will also increase patrol capacity for currently remote preserves such as Pulgas Ridge, Ravenswood and lower Purisima Creek, which currently receive limited amount of patrol presence due to extended travel time and the lack of ranger staff, especially during the evening hours when rangers are closing preserves and gates.

The information below provides more detail, including recommended salary range, for each new position.

RECOMMENDED POSITIONS

Visitor Services Department

1. Volunteer Program Lead

Salary Range 23: \$59,676 - \$74,520

Rationale: Adding a second Volunteer Program Lead (VPL) position enables the District to engage a greater number of constituents, including youth, in stewardship volunteer programs. This addition would increase efficiency, as a VPL could then be assigned to each field area (Foothills & Skyline). With the large amount of scheduled group and individual Advanced Resource Management Stewards projects (ARMS), it is not feasible for one VPL to scout, plan, prepare for, lead, and manage follow-up for both field areas and all 26 preserves. In addition, the implementation of the new Integrated Pest Management Program has further increased the need for volunteer stewardship support to a level that is unmanageable by one Volunteer Program Lead.

The second VPL position is directly related to fulfilling the “Enriched Experiences” goal of the District Vision Plan. This staff person will provide opportunities for community members to learn about, and value, the local environment; connect with nature; participate in hands-on stewardship; and involve themselves, family, friends and co-workers in a wide variety of service opportunities. VPL responsibilities have direct impact on 20 of the Top 25 Vision Plan projects.

2. Ranger (2)

Salary Range 25: \$62,652 - \$78,240

Rationale: The addition of two District ranger positions will allow for the continued growth of the District's ranger staff to address additional patrol, emergency response and visitor services functions in response to increased public visitation. Currently remote preserves such as Pulgas Ridge, Ravenswood and lower Purisima Creek receive limited amount of patrol presence due to extended travel time and the lack of ranger staff, especially during the evening hours when rangers are closing preserves and gates.

Furthermore, with the scheduled opening of Mt. Umunhum this year and the unknown impacts of opening Mt. Umunhum Road to the vehicle traffic, the scheduled partial

openings of La Honda Creek Preserve in 2017 and Bear Creek Redwoods in 2018, ranger staff will be stretched even thinner. Adding two ranger positions will help extend patrol coverage to address the additional openings of new preserves and areas to the public.

The hiring process for District rangers can take up to one year, from posting the position to rangers completing the ranger academy/field training where they are patrolling on their own. Therefore, approving positions for the FY16-17 would allow the new rangers to be patrolling in the summer of 2017.

Land & Facilities Services Department

3. Area Manager (2)

Salary Range 43: \$97,188 to \$121,380 (same range as Area Superintendent)

Rationale: The Area Managers are the essential field managers for the Land and Facilities Department. Each of the two Area Managers would assume the area responsibilities that are currently performed by the current Area Superintendent position. The primary function will be the management of the Lands and Facilities staff responsible for the maintenance of District lands and field facilities. The Area Manager would also assume the neighborhood liaison role played by the current Area Superintendent.

Moreover, additional capacity will be created within the Land and Facilities Department and Visitor Services Department by splitting the Area Superintendent position. The increased capacity of the new Area Manager position will allow greater oversight of field operations. This will include: increased Measure AA project coordination, establishment of service contracts for ongoing work, handling small individual contracts, time for policy work such as OSHA compliance, coordinating with Fire Safe Committees and fire departments on fuel reduction projects, lead and asbestos policies and management, and fire risk reduction policy.

In addition the removal of maintenance responsibilities from the existing Area Superintendent positions will provide the capacity for greater field oversight of Visitor Services.

4. Administrative Assistant

Salary Range 20: \$55,452 to \$69,228

Rationale: The Administrative Assistant position is an essential support position for the new Land and Facilities Department. The position would be responsible for all the administrative support of the department.

In addition, this position will primarily free up capacity in other departments. The current Operations Administrative Assistant would be wholly dedicated to the Visitor Services Department. All the administrative work done in support of the property management program of the Real Property Department will be transferred to this position, freeing up capacity for the Administrative Assistant shared by the Real Property and Natural Resources Departments.

5. Facilities Maintenance Supervisor

Salary Range 39: \$88,152 to \$110,076 (same range as Capital Projects Manager III)

The Facilities Maintenance Supervisor position is required to move the facility management tasks from the Planning and Administrative Departments into the Land and Facilities Department. Since there is no one position that currently owns those responsibilities there isn't a position that can be transferred to the Land and Facilities Department. The primary role of this position is to manage the Administrative Office Facilities and assist in the management of structures throughout the District.

This position will create additional capacity within the Administrative and Planning Departments as well as providing more focus and responsiveness to the District's facilities needs.

6. Maintenance Supervisor – Special Projects (2)

Salary Range 35: \$79,944 to \$99,840

Rationale: The Maintenance Supervisors - Special Projects will be the primary supervisors responsible for construction work done by District field staff to deliver Measure AA projects. This position is expected to regularly be in the field working with the District's construction crews. Having supervisors dedicated to implementing Measure AA projects will streamline project delivery and promote the efficient on time delivery of measure AA projects.

These positions along with the crews they will supervise will also reduce the demand that has been placed on the regular maintenance crews to complete Measure AA projects allowing them to keep pace with the maintenance required for increasing public access, trails, and acreage.

7. Equipment Mechanic/Operator

Salary Range 27: \$65,787 to \$82,152

Rationale: Additional line staff, including one EMO position is required to create two field crews dedicated to measure AA projects. Most Measure AA projects involve extensive heavy equipment use. EMOs are the classification most skilled at the operation of heavy equipment and the leadership these projects require.

This position, along with the crews they will be a part of, will also reduce the demand that has been placed on the regular maintenance crews to complete Measure AA projects allowing them to keep pace with the maintenance required for increasing public access, trails, and acreage.

8. Lead Open Space Technician (2)

Salary Range 23: \$59,676 to \$74,520

Rationale: Additional line staff, including two LOST positions, are required to create two field crews dedicated to Measure AA projects. LOST positions are crucial leadership positions to lead OSTs and Seasonals in carrying out Measure AA projects.

These positions along with the crews they will be a part of will also reduce the demand that has been placed on the regular maintenance crews to complete Measure AA projects,

allowing them to keep pace with the maintenance required for increasing public access, trails, and acreage.

9. Open Space Technician

Salary Range 19: \$54,120 to \$67,584

Rationale: Additional line staff, including one OST position, is required to create two field crews dedicated to Measure AA projects.

OSTs are key crew members in the field, and complete work units focused on special projects will help reduce the demand that has been placed on the regular maintenance crews to complete Measure AA projects, allowing them to keep pace with the maintenance required for increasing public access, trails, and acreage.

10. Facilities Maintenance Specialist I

Salary Range 23: \$59,676 to \$74,520 (same range as Lead Open Space Technician)

Rationale: This is a handyman type position, specializing in facilities, and would assist with District facilities jobs and property management jobs (repairs at rental houses, etc.) that are not contracted out. This position would partially relieve the half-time FTE (OST) budgeted from Foothills, allowing increased OST activities in the field. Repair jobs that need multiple workers would still utilize FFO OSTs.

Specialization in the repair of structures and District facilities will create a more efficient and quicker response to facility and structures needs in the District. This position will also reduce the demand that has been placed on the regular maintenance crews to complete facility and structure related projects allowing them to keep pace with the maintenance required for increasing public access, trails, and acreage.

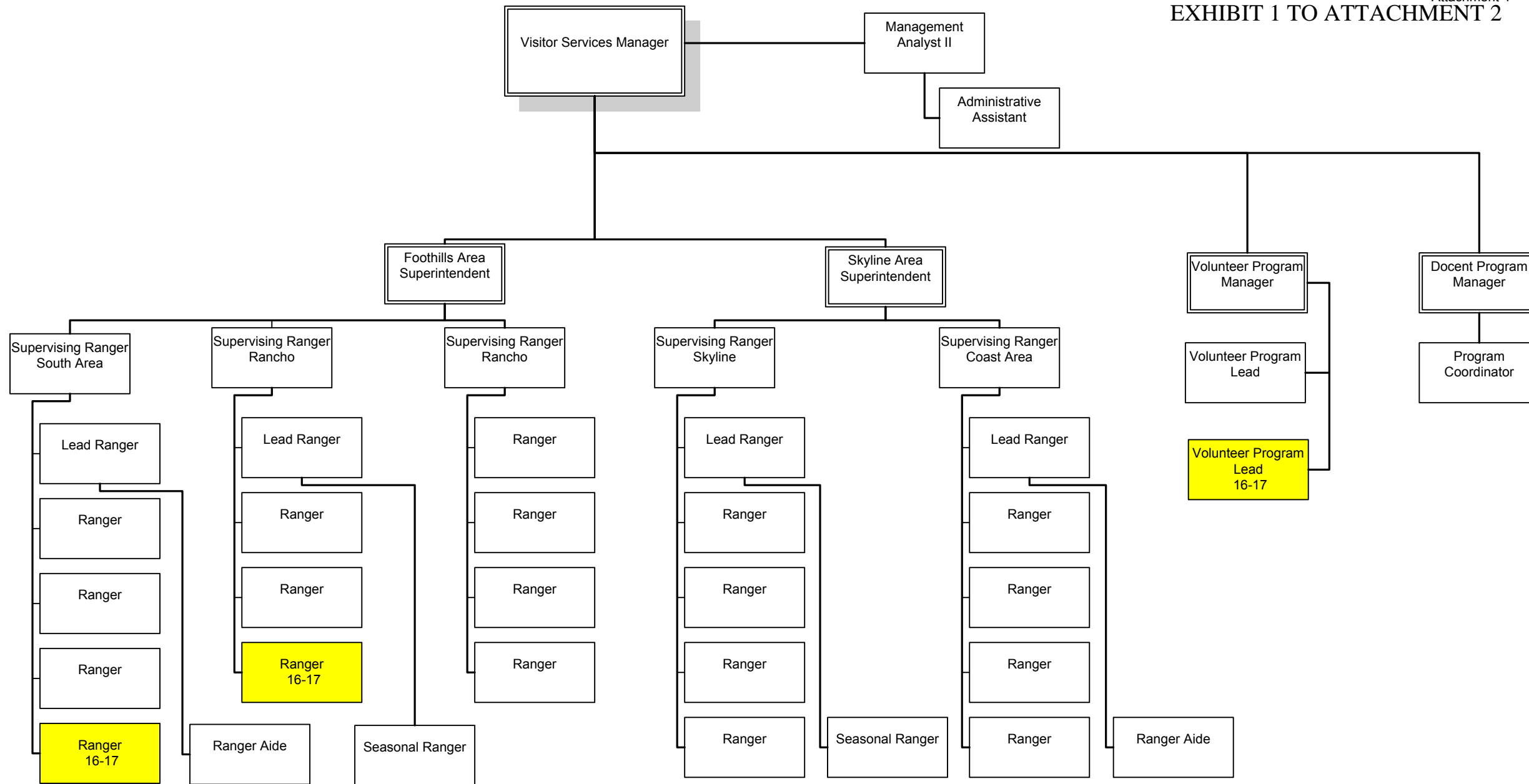
11. Capital Projects Field Manager

Salary Range 39: \$88,152 to \$110,076 (same range as Capital Projects Manager III)

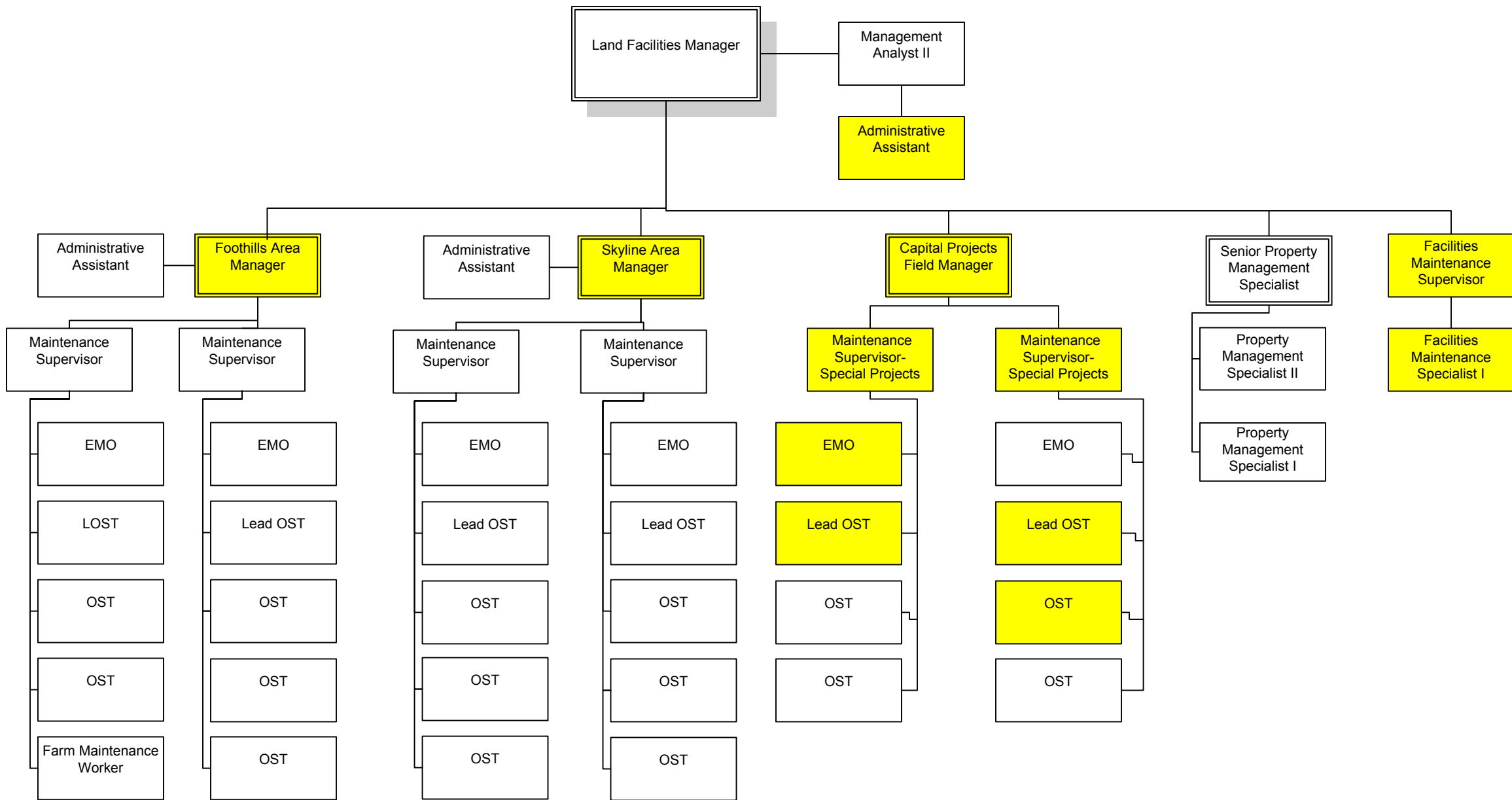
Rationale: This key position would serve as a critical project management linkage between Administrative Office based project delivery teams and crews in the field tasked with constructing high priority projects. The position will be responsible for supervising two Special Project Supervisors in the delivery of Measure AA projects constructed with District crews.

This position is key to the long term delivery of Measure AA projects. It provides a direct consistent connection to the construction crews and coordination with the various Departments responsible for Measure AA delivery. It will also free up capacity for the Area Managers to concentrate on management of their area and staff.

EXHIBIT 1 TO ATTACHMENT 2



YELLOW indicates FY16-17



1. Yellow indicates new positions that need approval
2. Seasonal Open Space Technicians can fill into the ORG Chart where necessary

Balancing General Maintenance and Special Capital Projects in the Land & Facilities Services Department

The following information illustrates current circumstances and examples in the Operations Department about the challenges related to balancing general maintenance activities and high-priority special project work. This level of detail is summarized here to support the General Manager's recommendation for new positions in the Land & Facilities Services Departments to deliver Measure AA special projects while keeping pace on routine maintenance tasks as the District grows in acreage, trail miles, and public visitation. This goal is expressed in the following FOSM Recommendation:

Recommendation 19: Establish a special projects/construction team that is dedicated to the delivery of special projects like trails construction. This team can be staffed on a rotational basis to allow a greater number of maintenance staff the opportunity to work on special projects and will increase maintenance capacity for routine maintenance work.

The Capital Projects Field Manager, two Maintenance Supervisors – Special Projects, Equipment Mechanic Operator (EMO), two Lead Open Space Technicians (Lead), and one Open Space Technician (OST) are all essential to creating a team that includes two field crews focused on Measure AA projects. In addition to providing a focused concentration on delivering Measure AA projects, one of the main benefits of having a special projects team is to relieve some of the special projects work load that has been placed on the regular maintenance crews so that they can focus on routine maintenance.

- Over the past two years, the District's maintenance staff has dedicated a full crew of EMOs, Leads, OSTs and seasonals to work on delivering Measure AA projects. In the Skyline region, crew work has concentrated on the El Corte de Madera Watershed Protection Plan and associated recreational trail improvements. In the Foothills region, crew work has been focused on the Mount Umunhum Trail. The FOSM analysis estimates that 40% of crew time is spent on capital projects.
- The District has committed to continue to expand public access and recreational trails and the capital project demands on the maintenance crews are expected to increase. Fiscal Year 2016-17 resource loading for upcoming Measure AA projects indicates that 31% of all available EMO time and 41% of all Lead OST time will be spent on Measure AA projects given current staffing levels. These projects include the Oljon Trail in El Corte de Madera and continuing efforts to open Mount Umunhum, Bear Creek and La Honda Preserves.
- Without additional maintenance staff as recommended by the General Manager, routine maintenance tasks are anticipated to be deferred. Specific examples of this decision hierarchy are as follows:
 - The FOSM study estimates that 38% of the maintenance crew time is spent on brushing trails and vegetation clearing. The majority of this work is not deferrable. Many of the enjoyable narrow hiking, bicycling and equestrian trails

Exhibit 3

provided by the District become unpleasant or impassable if they are not brushed annually or in some cases several times a year. The same is true of required structure clearance, the maintenance of established fuel breaks and the clearing of essential emergency routes. Therefore, it is usually resource management, patrol road clearing, trail/road grading, and general staging area upkeep projects that get deferred.

- The resource management projects that tend to get deferred are invasive plant management, including the management of broom species, thistle species and small satellite populations of various invasive species for early detection and rapid response eradication. Delayed road clearing leads to roads that function as trails but do not allow easy access for emergency vehicles, such as the Lawrence Creek Trail, Virginia Mill Trail, the Thornewood Preserve entrance road and Bear Creek Preserve trails. Staging areas are maintained at acceptable levels but potholes in gravel parking lots and restroom maintenance are deferred until repairs become absolutely necessary.
- Sometimes the need to triage maintenance work leads to decisions to stop maintaining trail segments that have limited value to the public, such as the Board's recent decisions to close the ends of the North Ridge Trail and the Lobitos Creek Trails in Purisima Creek. However, deferred work decisions frequently are made that impact non-essential emergency access, such as the emergency and maintenance vehicle access on the North Ridge Trail. Grading work and drainage work has been deferred on patrol roads such as the Priest Rock Trail, Kennedy Trail, Indian Creek Trail, El Sereno Preserve trails and Coal Creek Preserve trails. The maintenance on narrow trails is also deferred when it doesn't present a safety hazard, such as work that could be done on the Windy Hill Preserve loop trails and some of the narrow trails in El Corte de Madera Preserve.
- The drought has created drier winter season conditions, allowing District crews more months to complete essential maintenance work over the last several years, thus also allowing the delivery of Measure AA projects over the last two years to proceed without major impacts on maintenance service levels. While the drought has had many negative impacts, it has increased the amount of time available to do grading work, and at the same time has significantly reduced the normal road and trail damage that occurs every winter. However, this winter has been the first time in 4 years the District has seen the soil saturation that leads to road and trail failures. Operations is already adjusting work plans to deal with damage that has occurred this year such as a road failure in La Honda Preserve and trail failures in Windy Hill, Fremont Older and El Corte de Madera Preserves.
- The FOSM study reports that while the District's overall acreage has grown by approximately 13,000 acres since 2004, the acreage open to the public has stayed static at about 27,000 acres. This has allowed maintenance staff to defer work in closed preserves. Three examples are Mount Umunhum Road, road work in La Honda Preserve and vegetation management in Bear Creek Preserve. Current plans call for the opening

Exhibit 3

of the Mount Umunhum area, La Honda Preserve and Bear Creek Preserve over the next several years. While major contract projects have either been completed or are underway to address these three high priority projects, the maintenance of them will soon fall to the Land and Facilities Department. For example while Mount Umunhum Road will be paved and will not likely need road surface maintenance in the short term, it is anticipated that the regular landslides on the road will continue to occur. With limited public access in the past, work on these slides was deferred. In the future they will become more urgent safety projects.

- The new position recommendations are *not* anticipated to help significantly address the back log of work identified by consultants for road and trail improvement to reduce sedimentation and sustainability of roads and trails, or for habitat restoration, particularly invasive plant removal. However, the recommended structure of the Land & Facilities Services Department is scalable, allowing for growth in the future as necessary to address workload demands. The new positions are anticipated to help avoid increased deferral of essential maintenance tasks.
- As public access projects are completed, maintenance crew devoted to capital projects will shift to the routine maintenance workload increases from the new preserves and trails coming online. The FOSM study projects that the Visitor and Field Services business line of the District will have to continue to grow beyond the year 2020 to manage increased acreage, trail mileage and public visitation.



Midpeninsula Regional
Open Space District

Memorandum

DATE: April 4, 2016

MEMO TO: Board of Directors

MEMO THROUGH: Steve Abbors, General Manager

FROM: Kevin Woodhouse, Assistant General Manager-Visitor & Field Services
Ana Ruiz, Assistant General Manager-Project Planning & Delivery
Stefan Jaskulak-Chief Financial Officer/Administrative Services Director

SUBJECT: Position Requests from Departments within the Administrative Services
and Project Planning and Delivery Business Lines

In addition to the FOSM recommendations and new position recommendations related to transitioning the Operations Department into the Land and Facilities Services and Visitor Services Departments, the District continues to see gaps and additional capacity needs in two additional business lines: Project Planning and Delivery and Finance and Administrative Services. This memorandum provides the details for six additional positions identified to date for these two business lines as recommended by the General Manager – four for FY2016-17 and two for FY2017-18. An organizational chart showing the locations of these positions is provided as Exhibit 1. The General Manager will continue to assess capacity needs and gaps in expertise in the coming months and years as new positions are filled, core functions are reorganized into new departments and programs, in tandem with changes to Board priorities and the pace of upcoming action plans to determine if and when additional positions to these two business lines are merited. Therefore, additional requests may be submitted to the Board as part of upcoming new Budget approvals and/or midyear budget reviews. Additional new positions would remain consistent with FOSM projections and recommendations and would be analyzed to confirm long-term financial sustainability.

1. Real Property Specialist I/II – Real Property Department

Salary Range 28/35: \$67,392 to \$99,840

Rationale: This position will handle title research, appraisal and real estate market analysis, due diligence on properties, project budgeting, and County and City research for zoning, General Plan compliance, Williamson Act status, environmental health and building records information. This position will also be needed to administer tax cancellations, Coastal service fees on new land purchases and pursue gifts of Redwood Park and Hacienda Park “paper subdivision” gift parcels, in addition to working closely with the IST Division on database management projects.

Some of these tasks had previously been handled between the Senior Real Property Specialist and the Real Property Specialist I, which are positions that have transferred to the Property Management Division within Land and Facilities Services and have been reclassified as Senior Property Management Specialist and Property Management Specialist I. Adding this new position to Real Property will help fill these real property function gaps, and allow Real Property to be more proactive in pursuing new land additions to fulfill Measure AA projects.

This position is recommended for FY2017-18.

2. Management Analyst I/II – Project Planning & Delivery Departments (housed in Planning)

Salary Range 31/35: \$72,528 to \$99,840

Rationale: This position would support the Project Planning & Delivery Departments – Real Property, Planning, and Engineering & Construction – with analytical and coordination duties associated with the Action Plan and Budget process, tracking of project and operational expenditures, and tracking of other metrics related to the land acquisition and capital programs.

Analytic support in this business line will enhance tracking and reporting of data to improve project planning and delivery and will allow the subject matter experts (real property specialists, planners, capital project managers) to focus on their projects.

This position is recommended for FY2016-17.

3. Resource Management Specialist I/II – Natural Resources Department

Salary Range 30/34: \$70,764 to \$97,416

Rationale: This position will work in the Wildlife Program area of the Natural Resources Department and will expand NR's capacity to restore and manage rare, threatened, and endangered species and habitats. The District increasingly has survey, monitoring, and reporting requirements as permitting components of capital and maintenance projects. This position will coordinate and supervise biological monitoring of District projects, prepare and administer regulatory permits related to sensitive and listed species impacts, survey and maintain records of populations of species, and hire and supervise contractors.

This position is recommended for FY2017-18.

4. Finance Manager – Finance Division

Salary Range To Be Determined

Rationale: This position will provide daily oversight and coordination between the budget, accounting, payables, debt and cash management functions of Finance, develop, document and implement best practice procedures for Finance and review and enhance use of New World ERP system functionality system-wide and organization-wide.

The additional daily leadership in Finance will enable Administrative Services to continue implementing process and New World ERP systems improvements as well as

roll out additional modules and functionality. This in turn will enable Administrative Services to provide more robust support to the District's other departments most notably for grants and procurement support and compliance.

5. Human Resources position (to be determined) – Human Resources Division

Salary Range To Be Determined

Rationale: With the District's growth as an organization, an HR Division that is structured and sized appropriately to handle all of the essential HR functions is critical. In addition to a significant number of recruitments, HR must manage classification and compensation, benefits, labor relations, policy creation and update work, workers' compensation claims, performance evaluation systems, staff development and training, staff recognition, and more. Management Partners will be performing an assessment of HR functions and capacity and making structural/position recommendations. This position recommendation is a placeholder until their study is complete.

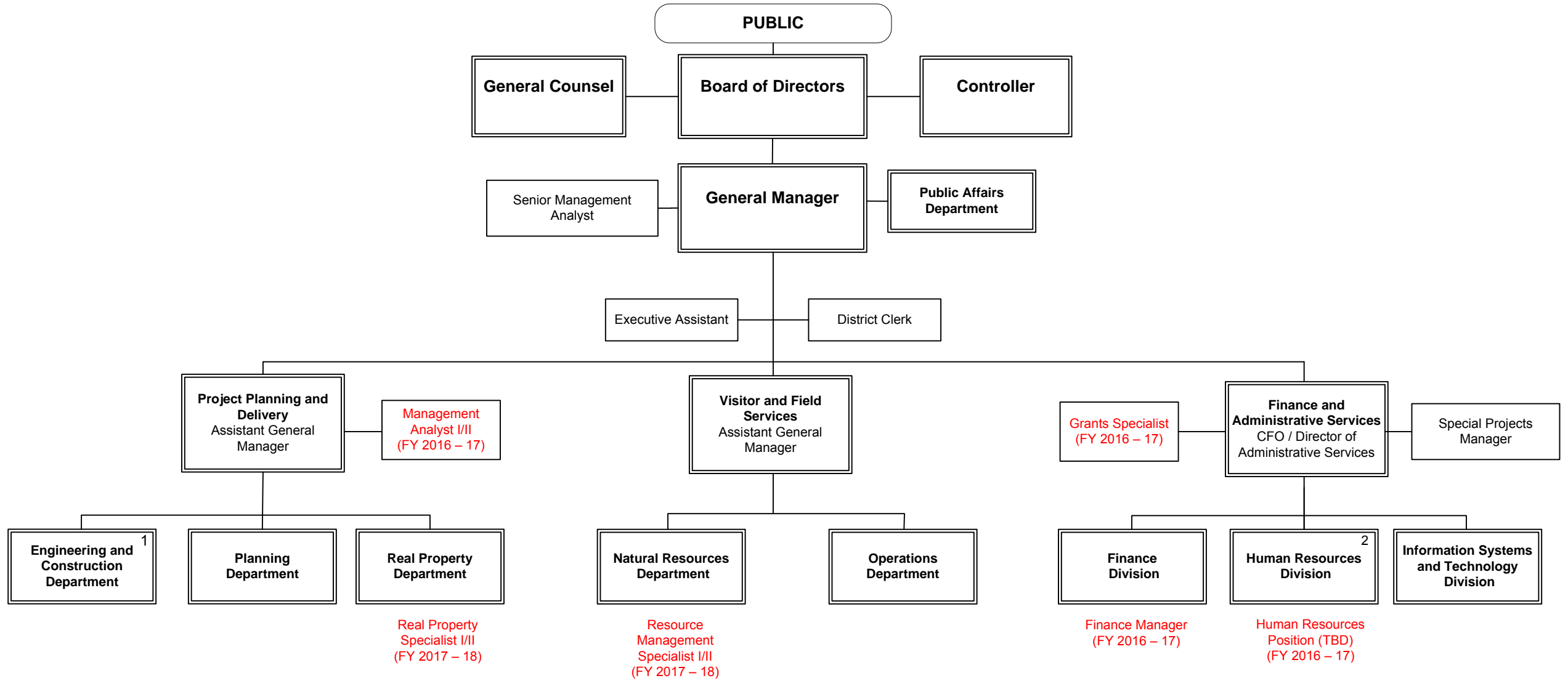
6. Grants Specialist – Administrative Services

Salary Range 35: \$79,944 to \$99,840

Rationale: Grants are becoming increasingly competitive to secure and more extensive submittals are also being required. This points to the need for a centralized grants writer that has the expertise in preparing for, and submitting grant paperwork to achieve a high rate of success and comply with grant requirements. Expecting project managers to take this time-consuming task on is no longer a viable alternative, particularly now that the District is focusing on project delivery and striving to reduce implementation time to accomplish more in less time.

This position is recommended to be housed in Administrative Services and to serve all departments. It will focus on writing and securing grant funds primarily for capital projects and land acquisition, but also available to secure grants for other functions, including interpretive programs, environmental education, conservation farming and grazing, natural resource protection/habitat enhancement, fuels management, etc. It will also be available to submit nominations and applications for recognition of District work.

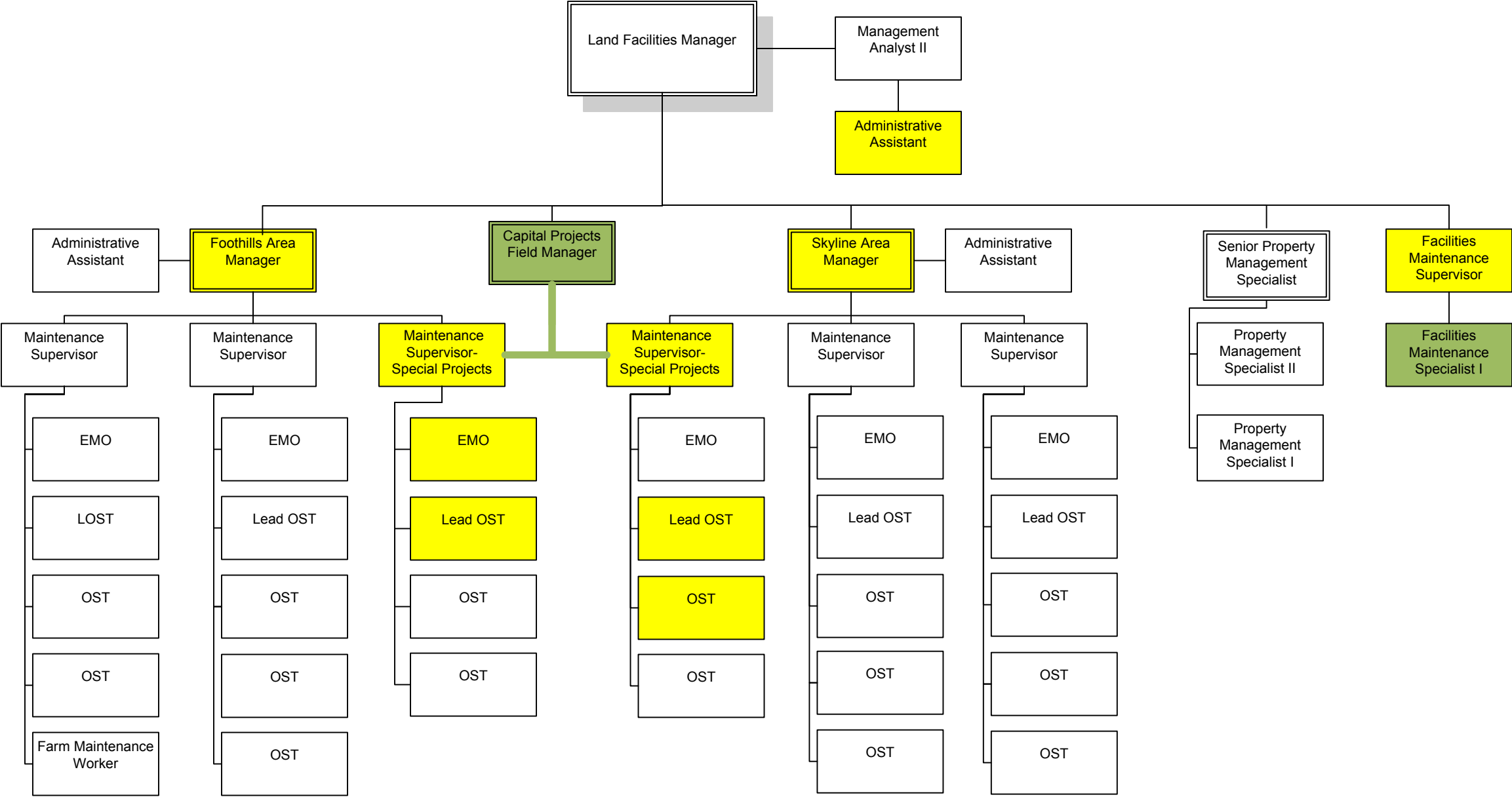
Midpeninsula Regional Open Space District
Organizational Chart – January 2016



1. Engineering and Construction is currently under Planning, but will become a separate department when the E&C Manager position is filled.

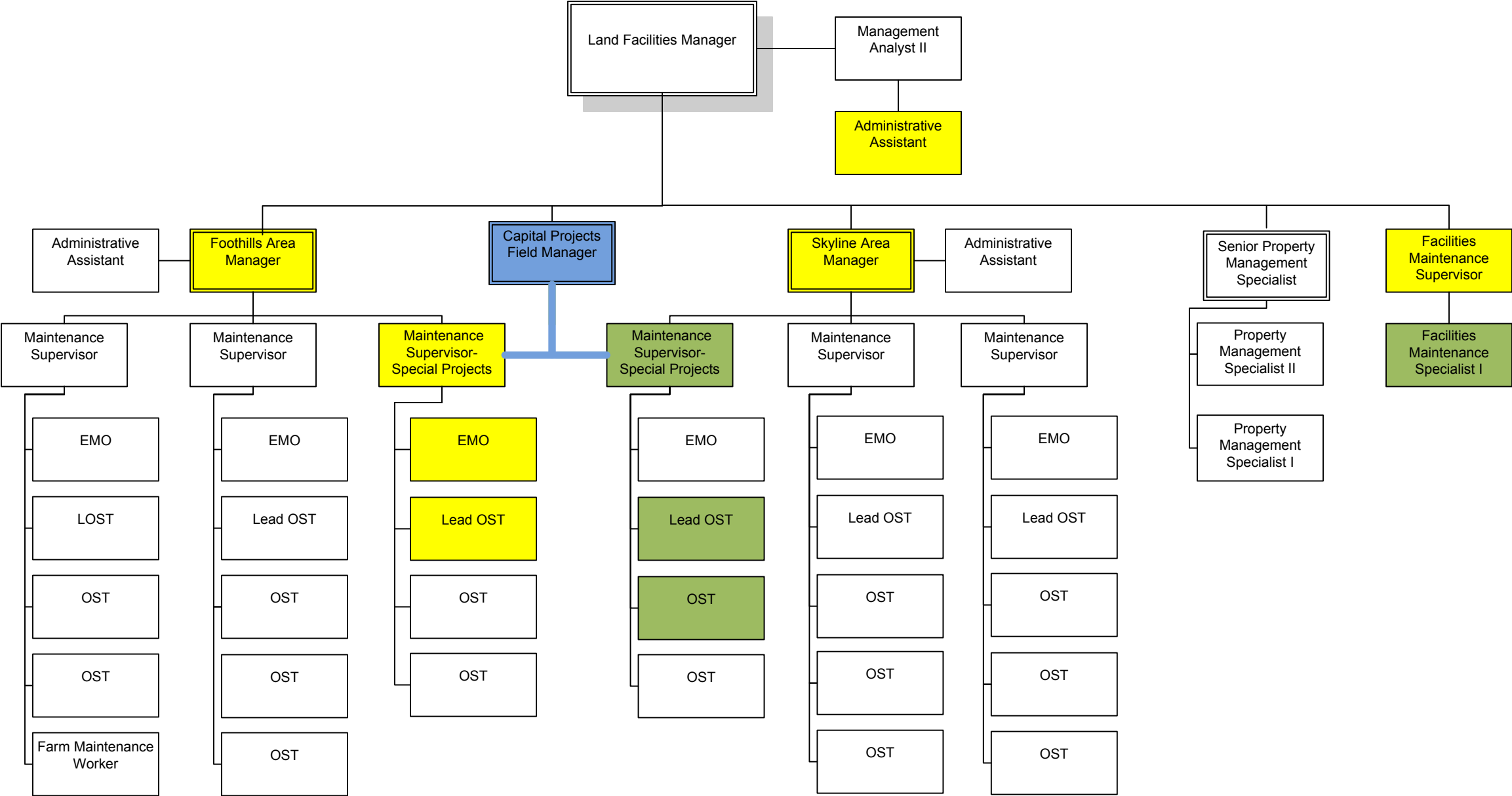
2. Human Resources is currently under the Visitor and Field Services AGM, but will transition to Administrative Services by July 2016.

ATTACHMENT 4 - ALTERNATIVE 3



1. Yellow indicates new positions that need approval for FY 16-17
2. Green indicates new positions that need approval for FY 17-18
3. Green connector indicates new reporting relationship starting FY 17-18

ATTACHMENT 4 - ALTERNATIVE 4



1. Yellow indicates new positions that need approval for FY 16-17
2. Green indicates new positions that need approval for FY 17-18
3. Blue indicates new position that needs approval for FY 18-19
4. Blue connector indicates new reporting relationship starting FY 17-18