



Midpeninsula Regional
Open Space District

R-26-26
Meeting 26-07
March 4, 2026

AGENDA ITEM 1

AGENDA ITEM

Preliminary Review of the Fiscal Year 2026-27 through Fiscal Year 2028-29 Capital Improvement and Action Plan

GENERAL MANAGER'S RECOMMENDATIONS

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1. Review and affirm or amend the preliminary Fiscal Year 2026-27 through Fiscal Year 2028-29 Capital Improvement and Action Plan.
2. If amended, direct the General Manager to re-evaluate staff and resource capacity and, if needed, return to the full Board with any additional recommendations for further discussion and direction.
3. Review and affirm or amend the proposed highest priority “Big Rocks” project list to further guide the organizational focus for the upcoming fiscal year.

SUMMARY

At this annual priority setting retreat, the Board of Directors (Board) will review and affirm or amend the preliminary Fiscal Year 2026-27 through Fiscal Year 2028-29 Capital Improvement and Action Plan (FY27-FY29 CIAP). If the Board directs significant changes, the General Manager will reevaluate staff and resource capacity and return to the Board with findings and recommendations for further discussion and direction. In addition, the General Manager seeks Board review and affirmation of the highest priority “Big Rocks” list to guide organizational-wide focus and deployment of resources on the Board’s highest priority efforts. The outcomes of this retreat will guide refinements of the proposed FY27-FY29 CIAP, which the Action Plan and Budget Committee will review in detail on May 12, 2026, and May 27, 2026.

DISCUSSION

Strategic Planning Recap

On December 3, 2025, the Board adopted the FY27 Strategic Plan Goals and Objectives (Attachment 2) to set the overall course for the coming year at a broad policy level and received informational updates on the prior “Big Rocks” list (R-25-152), ongoing and planned partnerships, Measure AA progress to date, and the new 20-Year Measure AA Implementation Roadmap (R-25-154).

The recently approved strategic plan updates include the following:

- Prioritizing Measure AA commitments.
- Articulating mission clarity to expand public awareness and appreciation, and to distinguish from parks and recreation agencies.
- Limiting the addition of new non-Measure AA projects, project scope creep, and other actions that increase costs given inflation and slowing tax revenue growth.
- Affirming natural resource protection is a priority when considering ecologically sensitive public access.
- Highlighting the importance of protecting intact core habitat.
- Calling out the role of the Strategic Plan for Adaptation and Resilience to Climate Change in helping meet climate resilience goals.
- Emphasizing ecologically sensitive vegetation management practices as part of wildland fire resiliency work.
- Adding attention to ADA/easy access facilities in response to changing demographics.
- Implementing new measures to promote and expand organizational effectiveness that strengthen creativity, problem solving, collaborations, and team building.
- Evaluating the trade-offs of new initiatives given capacity and funding constraints and core-mission priorities.

Following the strategic planning retreat in December, staff prepared a preliminary three-year CIAP in accordance with Board priorities and reflecting the Measure AA 20-Year Implementation Roadmap. Departments verified the capacity to implement the CIAP in concert with operating programs and activities via a thorough resource loading evaluation.

Preliminary FY27-FY29 Capital Improvement and Action Plan

The preliminary FY27-FY29 CIAP (Attachment 3) outlines the projects that the Midpeninsula Regional Open Space District (District) plans to pursue and dedicate financial resources toward over the next three fiscal years. While project costs over the next three fiscal years are presented, the Board continues to adopt the budget one fiscal year at a time. Future fiscal year budgets are preliminary. Note: reimbursement of costs for projects that will receive outside funding are accounted for in the Grant & Partnership Funding table in Attachment 3.

For a project (or effort) to be listed on the CIAP, the project must have a specific implementation timeframe, with a total lifetime cost of \$50,000 or more. Exceptions include machinery and equipment purchases exceeding \$25,000, and land or easements valued over \$1. Additionally, the CIAP includes a small number of “supporting projects” that may cost less than \$50,000 over the project lifetime. Supporting projects are added to the CIAP given that they occur once, during a discreet timeframe, and require a significant contribution of staffing resources from multiple departments. Supporting projects are included in resource loading activities for planning purposes and financially accounted for within individual department operating budgets.

Tables 1-4 below summarize CIAP project counts by fiscal year categorized by project status, type, program area, and area of interest. Notably, the three-year CIAP reflects an intentional reduction in total project counts year over year beyond FY27. This strategy provides the flexibility needed to accommodate unforeseen circumstances (e.g., unplanned land purchases or major storm repairs), as well as shifting timelines due to permitting or extended public engagement. All counts in **Tables 1-4** are inclusive of supporting projects.

Table 1. New vs. Continuing CIAP Projects

Project Type	FY26	FY27	FY28	FY29
New	36	23	21	12
Continuing ¹	96	106	95	85
Total	132	129	116	97

¹Continuing projects were initiated in a prior year and may reach project completion during the proposed three-year CIAP timeframe or extend into future fiscal years.

Table 2. Key vs. Supporting CIAP Projects

Project Type	FY26	FY27	FY28	FY29
Key ¹	120	118	104	88
Supporting ²	12	11	12	9
Total	132	129	116	97

¹ Key projects may be operating or capital in nature and are characterized by a specified implementation timeframe and lifetime costs of \$50,000 or greater. Exceptions are limited to machinery or equipment, if the purchases exceed \$25,000, and land/easements if their value is greater than \$1.

² Supporting projects are characterized by a specified implementation timeframe and may cost less than \$50,000 over the project lifetime. These costs are accounted for in the operating budget.

Table 3. CIAP Project Count by Program

Program Area	FY26	FY27	FY28	FY29
Land Acquisition & Preservation ¹	10	13	5	4
Natural Resource Protection & Restoration	43	40	38	31
Public Access, Education & Outreach	37	42	41	36
Assets & Organizational Support	42	34	32	26
Total	132	129	116	97

¹ Land acquisition projects are opportunistic in nature and difficult to forecast during the outer years. Land acquisition projects are revisited annually, with updated CIAP project lists prepared each year to more accurately populate the upcoming fiscal year.

Table 4. CIAP Project Count by Area of Interest

Area of Interest	FY26	FY27	FY28	FY29
Agriculture ¹	15	12	9	4
Diversity, Equity and Inclusion	22	27	28	19
Fire Resiliency	13	16	9	7
Total	50	55	46	30

¹Many projects within the agriculture area of interest also provide fire resiliency benefits.

Measure AA Projects Listed in the CIAP

In 2014, voters approved Measure AA, a general obligation bond designed to help fund many of the projects listed in the community-supported Vision Plan. While the Vision Plan encompasses 54 total project portfolios, the Measure AA expenditure plan specifically targets most of the capital projects listed in the top 25 priority portfolios.

As shown in **Table 5**, the District continues to balance Measure AA priorities by fiscal year. The Measure AA projects listed in **Table 5** are planned to be in the design, permitting, or construction phases and eligible for bond proceeds.

Non-Measure AA Vision Plan Projects Listed in the CIAP

The three-year CIAP includes 21 new and continuing Vision Plan projects. 10 of these projects will start in a feasibility phase to confirm scale, scope, budget, location, etc. These projects are expected to convert into Measure AA-eligible projects upon completion of the feasibility studies. These projects are funded by the General Fund until they become eligible for Measure AA funding. Two other Vision Plan projects will require continued General Fund support due to insufficient remaining bond allocation within their specific portfolios. The CIAP also includes nine Vision Plan projects that either indirectly support Measure AA priority actions or support Vision Plan portfolios 26-54; these projects are funded by the General Fund.

The current project count is consistent with the targets set in the 20-Year Implementation Roadmap (R-25-154).

Table 5. Measure AA vs. Vision Plan Projects

Project Type	FY26	FY27	FY28	FY29
Measure AA	29	36	30	25
Vision Plan ¹	18	19	13	12
Total	47	55	43	37

¹ A total of 10 Vision Plan projects across all three fiscal years are expected to convert to Measure AA projects after feasibility studies are completed.

Preliminary List of Highest Priority “Big Rocks” for FY27

The “Big Rocks” concept is a time-management and prioritization tool that has been used by the District in the past to aide project prioritization. This concept, widely attributed to Stephen Covey and his book “The Seven Habits of Highly Effective People”, is used to visually illustrate the different levels of priorities from highest (rocks), moderate (pebbles), to lowest (sand) which one must place into a rigid jar representing available time and capacity. If high-priority efforts are given the necessary time and capacity first, it is less likely that lower-priority project will consume resources needed for the most critical work.

The following ‘Big Rock’ projects are proposed for FY27. These initiatives represent a continuation of the FY26 strategic priorities, reflecting the multi-phase nature and long-term commitment required for full implementation.

Climate Resiliency & Biodiversity Projects

- Alma Bridge Road Wildlife Passage Pilot
- Los Gatos Creek Watershed Phase 2
- Wildlife Corridor: Highway 17 Crossing

Purisima Creek Redwoods Preserve Projects

- Purisima Comprehensive Use and Management Plan
- Hwy 35 Multi-Use Trail Crossing and Parking Implementation

- Purisima-to-the-Sea Parking
- Purisima-to-the-Sea Trail
- Purisima Creek Trail (Trail and Vehicle Access)

Public Access and Trails

- Bay Area Ridge Trail: Highway 17 Crossing
- La Honda Creek Parking and Trailhead Access - Feasibility Study and CEQA Review

FOSM Refresh Implementation

- FOSM Update (FY27 Implementation Items)
- Recruitments

Infrastructure Improvements

- Coastal Area Office Build-Out
- Skyline Field Office Rebuild

FISCAL IMPACT

There is no immediate fiscal impact associated with the recommended actions. However, these actions will drive the development of the FY27 Budget and FY27-FY29 CIAP. Staff and the Controller have reviewed preliminary financial information to ensure that the proposed projects match available funding sources, staff capacity and resource capacity. This review did not include subsequent years of FY30 and beyond.

Table 6 below provides an overview of the preliminary FY27 budget by fund, as well as capital expenditures that may be reimbursed by bond funds.

Table 6: Preliminary FY27 Budget

Preliminary FY27 Budget (Estimated)	10 General Fund	20 Hawthorns	30 Measure AA Capital	40 GF Capital	50 Debt Service	Total
Revenue	\$85,300,321	\$60,000	\$6,600,590	\$0	\$7,710,000	\$99,670,911
Other Funding Sources	(\$24,964,098)	\$987,200	\$13,285,293	\$11,248,573	\$8,715,525	\$9,272,493
Total Revenue/Other Funding Sources	\$60,336,223	\$1,047,200	\$19,885,883	\$11,248,573	\$16,425,525	\$108,943,404
Expenditures	(\$60,281,829)	(\$1,047,200)	-	(\$11,248,573)	(\$16,311,688)	(\$88,889,290)
Bond Reimbursable Expenditures	-	-	(\$19,885,883)	-	-	(\$19,885,883)
Total Expenditures	(\$60,281,829)	(\$1,047,200)	(\$19,885,883)	(\$11,248,573)	(\$16,311,688)	(\$108,775,173)
<i>Net</i>	<i>\$54,394</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$113,837</i>	<i>\$168,231</i>

PRIOR BOARD AND COMMITTEE REVIEW

- **December 3, 2025:** Environmental Scan and Strategic Plan Goals and Objectives for Fiscal Year 2026-27 ([R-25-152](#), [minutes](#)); Measure AA 20-Year Implementation Roadmap ([R-25-154](#), [minutes](#))

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

The outcomes of this retreat will guide the development of the FY27 Budget and FY27-FY29 CIAP, which will be reviewed by the Action Plan and Budget Committee and the full Board as per the schedule listed below:

May 12, 2026	Action Plan & Budget Committee (Part 1)
May 27, 2026	Action Plan & Budget Committee (Part 2)
June 10, 2026	Board Initial Review of Budget & Public Hearing
June 16, 2026	Action Plan & Budget Committee (if needed)
June 24, 2026	Board Adoption of Budget

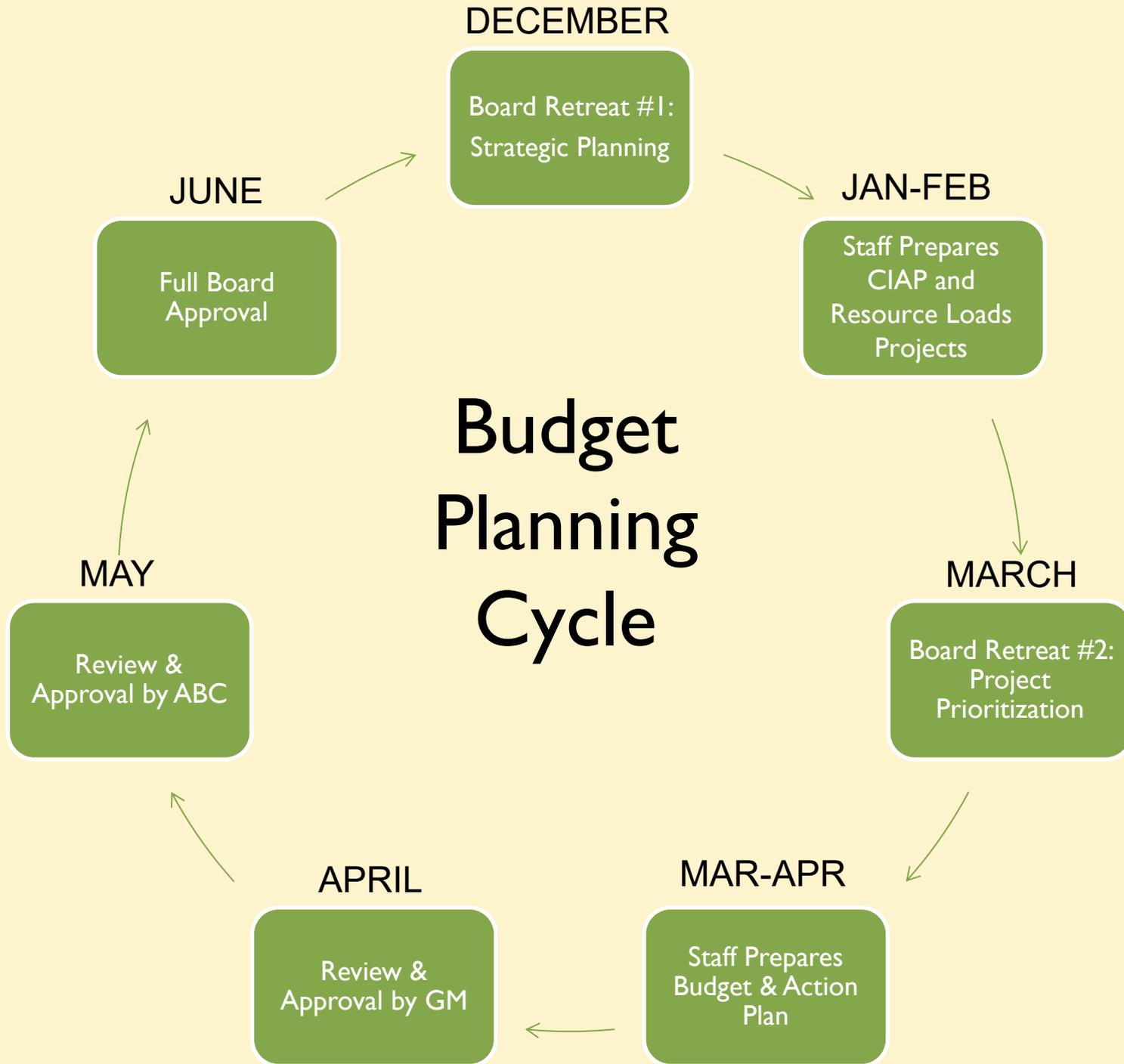
Attachment(s)

1. Budget Planning Process Overview
2. FY27 Strategic Plan Goals and Objectives
3. FY27-FY29 Capital Improvement and Action Plan

Responsible Department Head:
Ana Ruiz, General Manager

Prepared by:
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Brian Malone, Assistant General Manager
Ana Ruiz, General Manager

Budget Planning Cycle





FY27 Strategic Plan Goals and Objectives

Goal 1 – Promote, establish, and implement a regional environmental protection vision with partners

Objective 1 – Continue implementation of the District’s Vision Plan, with an increased focus on Measure AA-funded projects, and communicate progress on projects through reporting results and building partner relationships

Objective 2 – Build and strengthen diverse partnerships to implement and communicate a collaborative and science-based approach to regional environmental protection

Objective 3 – Take a leadership role in advocating for environmental protection goals by building and strengthening relationships with legislators and other elected officials

Objective 4 – Preserve and connect open space and agricultural lands of local and regional significance

Goal 2 – Protect the positive environmental and biodiversity values of open space and agricultural lands

Objective 1 – Take a regional leadership role in promoting the benefits of open space and a land management approach that provides ecologically sensitive public access while prioritizing natural resource protection

Objective 2 – Protect and restore the natural environment and maximize intact core habitat that is connected by wildlife corridors to preserve healthy natural systems and biodiversity

Objective 3 – Lead by example to reduce the impacts of climate change in order to protect viable populations of local native species; implement the Climate Action Plan to reduce operational emissions; establish the Strategic Plan for Adaptation and Resilience to Climate Change in order to expand resilience of District operations and regional landscapes

Objective 4 – Work with fire agencies and surrounding communities to strengthen the prevention of, preparation for and response to wildland fires for enhanced ecosystem resiliency and public safety through ecologically sensitive vegetation management and prescribed fire

Objective 5 – Support the viability of sustainable agriculture and protect the character of rural communities

Goal 3 – Connect people to open space and agricultural lands, and a regional environmental protection vision

Objective 1 – Engage the public in realizing the benefits and responsibilities of a regional environmental protection vision to further the District’s achievements in protecting open space and agricultural lands

Objective 2 – Implement diversity, equity, and inclusion (DEI) strategies to build and strengthen partnerships, increase broad and inclusive public outreach and engagement, engage tribal groups in the District’s work, and instill DEI values across all levels of the organization

Objective 3 – Expand opportunities, including multimodal options and ADA/easy access trails and facilities, to equitably connect people to their public open space preserves and enhance the visitor experience while prioritizing the protection of natural resources

Objective 4 – Develop strategies to reflect the diverse communities we serve in the District’s visitors, staff, volunteers, and partners.

Goal 4 – Strengthen organizational capacity and long-term financial sustainability to fulfill the mission

Objective 1 – Provide the necessary resources, tools, training, staff facilities, and infrastructure, including technology upgrades, capacity building and safeguards to address cybersecurity threats and future natural disasters and to support organizational effectiveness

Objective 2 – Effectively and efficiently deliver Vision Plan projects and priority initiatives by implementing recommendations in the updated 2023 financial and operational sustainability model to guide operational growth and areas of focus, and facilitate project momentum

Objective 3 – Evaluate new initiatives against the District’s mission, strategic goals and objectives, as well as internal capacity/workplan to confirm alignment, state of readiness, and trade-offs

Objective 4 – Remain financially sustainable by preparing for, pursuing, and ensuring discretionary funding opportunities and partnerships

Objective 5 – Ensure large operational and capital expenses, including land acquisitions, associated public access and land management costs, are evaluated within the long-term financial model and remain financially sustainable

Objective 6 – Ensure the District remains competitive in the labor market and able to recruit, develop, and retain diverse and talented staff to implement the mission. Pursue opportunities to enhance professional development training and career ladders to strengthen our organizational capacity and succession planning efforts

Preliminary FY27-FY29 Capital Improvement and Action Plan

	A	B	C	D	E	F	G	H	I	J	K
1	Program & Fund	Project #	Project Name	Project Purpose	FY27 Scope	FY28 Scope	FY29 Scope	FY27 Status	FY27 Estimated Budget	FY28 Estimated Budget	FY29 Estimated Budget
2	Land Acquisition and Preservation										
3	30 - Measure AA Capital										
4		MAA01-007	Alves Property Open Space Acquisition	Implement the Coastal Service Plan vision for a coastal field office and maintenance facility once the District manages approximately 15,000 acres within the Coastal Annexation Area. Note: Purchase of the Alves Commercial Property for the Coastal Field Office included two separate uplands Open Space Parcels.	Extend escrow to July 2026. Extension required to resolve title issues.	Project completed in prior fiscal year(s).	Project completed in prior fiscal year(s).	Open	\$5,000	\$0	\$0
5		MAA13-003	Cloverdale Ranch Land Opportunity	Continue due diligence to evaluate the potential Phase 3 option to purchase additional surrounding lands owned by POST as additions to Cloverdale Ranch Open Space Preserve.	If underlying property conditions are resolved, bring exercise of option to Board to consider approving the Phase 3 Cloverdale Ranch purchase.	Project completed in prior fiscal year(s).	Project completed in prior fiscal year(s).	Open	\$170,000	\$0	\$0
6		MAA25-007	Cunningham-Walsh Acquisition	Purchase the 38-acre Cunningham-Walsh property as an addition to Sierra Azul. The purchase of the property would permanently protect forested lands and wildlife habitat within the Upper Los Gatos Creek Watershed.	Currently under contract. Finalize due diligence and close escrow on the property.	Project completed in prior fiscal year(s).	Project completed in prior fiscal year(s).	Open	\$15,000	\$0	\$0
7	30 - Measure AA Capital Total										
8	40 - General Fund Capital										
9		20125	Cal-Water Land Exchange, Teague Hill Preserve	Pursue trail connections between Huddart Park and Teague Hill Preserve. Pursue land conservation protections in the Bear Gulch watershed in exchange for land rights to allow installation of Cal Water fire suppression water tanks at El Corte de Madera Preserve.	Identify the alignment of the new trail on Cal Water property to establish the trail easement corridor. Complete the exchange of property rights.	Project completed in prior fiscal year(s).	Project completed in prior fiscal year(s).	Open	\$29,000	\$0	\$0
10		20132	Coastal Field Office Acquisition	Implement the Coastal Service Plan vision for a coastal field office and maintenance facility once the District manages approximately 15,000 acres within the Coastal Annexation Area.	Explore the opportunity to secure additional surrounding property, if available, to expand options for the design and activation of a new coastal field office.	Project completed in prior fiscal year(s).	Project completed in prior fiscal year(s).	Open	\$70,000	\$0	\$0
11		None	Districtwide Purchase Options and Low-Dollar-Value Land Fund	Budget allocations for purchase option funds to enter into purchase and sale agreements for other open space lands with property owners. These funds are also used for low-dollar-value land purchases under the general manager's purchasing authority, such as small parcels, public trail easements or patrol and maintenance access easements.	As low-dollar purchase opportunities become available, complete land purchases under the general manager's authority.	As low-dollar purchase opportunities become available, complete land purchases under the general manager's authority.	As low-dollar purchase opportunities become available, complete land purchases under the general manager's authority.	Recurring	\$50,000	\$50,000	\$50,000
12		VP10-003	Transfer of Upper Alpine Road from San Mateo County	Upon completion of the Upper Alpine Road Trail project, transfer the Alpine Road Trail right of way from San Mateo County to the District. Present the quitclaim deed to the board for approval and acceptance.	Complete the quitclaim deed transfer of the Upper Alpine Road Trail right of way for public use from San Mateo County.	Project completed in prior fiscal year(s).	Project completed in prior fiscal year(s).	Open	\$30,000	\$0	\$0
13		VP15-001	Redwood Forest Land Opportunity	Pursue land acquisition opportunities to expand the District's contiguous greenbelt within redwood forests.	Continue to pursue land opportunities.	Continue to pursue land opportunities.	Continue to pursue land opportunities.	Recurring	\$15,000	\$15,000	\$15,000

Preliminary FY27-FY29 Capital Improvement and Action Plan

	A	B	C	D	E	F	G	H	I	J	K
1	Program & Fund	Project #	Project Name	Project Purpose	FY27 Scope	FY28 Scope	FY29 Scope	FY27 Status	FY27 Estimated Budget	FY28 Estimated Budget	FY29 Estimated Budget
14		VP15-005	POST (Dyer Creek)	Purchase the 70-acre Dyer Creek property from POST as an addition to Bear Creek Redwoods Open Space Preserve.	Purchase the Dyer Creek property from POST at a bargain sale as an addition to Bear Creek Redwoods Open Space Preserve.	Project completed in prior fiscal year(s).	Project completed in prior fiscal year(s).	Open	\$15,000	\$0	\$0
15		VP15-006	El Mirador Land Conservation	In partnership with POST, pursue a lot-line adjustment and acquisition of approximately 200 acres of mature second-growth redwoods as an addition to Windy Hill Open Space Preserve.	Project deferred to FY28 to provide POST additional time to resolve land division issues.	Pursue an opportunity for a land division and purchase of redwood forested lands. Only staff time is anticipated in FY28.	Pursue an opportunity for a land division and purchase of redwood forested lands. When ready and if approved by the board, complete the purchase.	Deferred	\$0	\$102,000	\$102,000
16		VP20-003	Quint Trail Easement	Secure a trail easement to close a gap in the Bay Area Ridge Trail.	Continue to pursue a trail easement through private property.	Project completed in prior fiscal year(s).	Project completed in prior fiscal year(s).	Open	\$23,000	\$0	\$0
17		VP20-004	SJWC Lands - Trout & LG Creek	Purchase approximately 345 acres of San Jose Water Company (SJWC) lands as additions to El Sereno and St. Joseph's Hill Open Space Preserves to support habitat connectivity for the Highway 17 wildlife crossing.	Complete land division and close escrow.	Project completed in prior fiscal year(s).	Project completed in prior fiscal year(s).	Open	\$60,000	\$0	\$0
18		VP23-004	Mount Umunhum Land Conservation	Pursue land purchase opportunities as an addition to Sierra Azul Preserve, including property near Mount Umunhum and Mount Thayer.	Purchase land from known willing seller.	Complete the land purchase land from known willing seller.	Project completed in prior fiscal year(s).	Open	\$25,000	\$65,000	\$0
19		VP24-002	Valley Water Exchange Agreement at Rancho de Guadalupe Area of Sierra Azul Preserve	Enter into an exchange agreement with Valley Water for license to use land at the intersection of Pheasant and Hicks roads as a staging area for the Guadalupe Dam repairs in exchange for Valley Water's construction of a parking area to support public access to the Rancho de Guadalupe area of Sierra Azul Open Space Preserve.	Once Valley Water is ready to move forward on the dam project, real property staff will draft and negotiate the required transactional documents. After the transactional documents are executed, the District will monitor Valley Water's use of the site for construction staging.	Once Valley Water is ready to move forward on the dam project, real property staff will draft and negotiate the required transactional documents. After the transactional documents are executed, the District will monitor Valley Water's use of the site for construction staging.	Once Valley Water is ready to move forward on the dam project, real property staff will draft and negotiate the required transactional documents. After the transactional documents are executed, the District will monitor Valley Water's use of the site for construction staging.	Open	\$5,000	\$5,000	\$5,000
20	40 - General Fund Capital Total								\$322,000	\$237,000	\$172,000
21	Land Acquisition and Preservation Total								\$512,000	\$237,000	\$172,000
22											
23	Natural Resource Protection and Restoration										
24	10 - General Fund Operating										
25		61030	Toto Ranch Agricultural Plan	Develop a sustainable agricultural plan for Toto Ranch to establish an agricultural lease with the tenants.	Hire a consultant to prepare the agricultural plan and a CEQA/environmental consultant to conduct the environmental compliance review.	Prepare the terms for a new lease that references and is consistent with the agricultural plan. Seek Board CEQA certification and approval of the new agricultural plan and lease. Execute the lease with the tenants.	Project completed in prior fiscal year(s).	Open	\$135,000	\$35,000	\$0
26		61031	Wildland Fire Capacity	Utilize \$1.08 million in State Coastal Conservancy grant funding to build staff capacity, purchase additional fuel treatment equipment and implement fuel reduction work in four preserves.	Complete the final year of grant-funded work: fuel treatments along Alpine Road in Russian Ridge and Skyline Ridge preserves and ecosystem fire resiliency enhancements for Kings Mountain manzanita at El Corte de Madera Creek Preserve.	Project completed in prior fiscal year(s).	Project completed in prior fiscal year(s).	Open	\$695,000	\$0	\$0

Preliminary FY27-FY29 Capital Improvement and Action Plan

	A	B	C	D	E	F	G	H	I	J	K
1	Program & Fund	Project #	Project Name	Project Purpose	FY27 Scope	FY28 Scope	FY29 Scope	FY27 Status	FY27 Estimated Budget	FY28 Estimated Budget	FY29 Estimated Budget
27		61056	Los Gatos Creek Watershed Phase 2 (Fuel Treatment)	Implement the Phase 2 CalFire grant at multiple preserves to improve wildland fire resiliency to protect ecosystem function.	Begin year 3 (final year) of grant-funded treatment, including the removal of high-priority invasive species from project sites. Continue seed procurement for post-treatment.	Project completed in prior fiscal year(s).	Project completed in prior fiscal year(s).	Open	\$135,000	\$0	\$0
28		80058	Districtwide Herpetofauna & Aquatic Habitat Assessment	Conduct aquatic surveys Districtwide to understand aquatic habitat distribution and resident species composition to inform management and protection of aquatic habitats.	Conduct aquatic habitat surveys and compile findings in draft report.	Submittal of final report to inform future land management of aquatic habitats.	Project completed in prior fiscal year(s).	Open	\$117,000	\$80,000	\$0
29		80065	IPM Implementation of Valley Water Grant	Revitalize habitat for rare, threatened and endangered species and create a more contiguous native vegetation corridor for wildlife, including pollinators, by removing invasive plants and/or revegetating with native species. Funding is prioritized for projects that include community partnerships or provide education for nearby landowners and other stakeholder groups on the control of harmful species.	Conduct final year (year 10) of project implementation.	Project completed in prior fiscal year(s).	Project completed in prior fiscal year(s).	Open	\$275,000	\$0	\$0
30		80072	Irish Ridge Restoration	Restore habitat on the Irish Ridge property. Plan, permit and implement habitat restoration for special status species, climate change, and wildland fire resiliency.	Complete pre-treatment IPM work, rare plant collection, and year 2 of protocol-level marbled murrelet surveys.	Pending permitting, begin restoration plan implementation, including tree removal work and invasive species treatments.	Continue implementation of restoration plan, with the bulk and cost of onsite restoration work occurring this year, additional tree removal and native plantings planned in subsequent year and maintenance work planned for the five years following each planting cycle. Total lifetime project cost estimated at \$2.4M.	Open	\$71,500	\$460,000	\$1,245,000
31		80073	Oversight of Lehigh Quarry Activities	Protect Midpen interests throughout the Lehigh Quarry Reclamation Plan Review process and related activities.	Continue to work with partners, stakeholders, the County and Lehigh to maximize protection of Midpen interests. Continue monitoring the Ridgeline Easement. Finalize consultant-led review of the 2023 Reclamation Plan Amendment.	Continue to work with partners, stakeholders, the County and Lehigh to maximize protection of Midpen interests. Continue monitoring the Ridgeline Easement.	Continue to work with partners, stakeholders, the County and Lehigh to maximize protection of Midpen interests. Continue monitoring the Ridgeline Easement.	Open	\$210,000	\$10,000	\$10,000
32		80083	Santa Cruz Kangaroo Rat Habitat and Population Management	Assess habitat and support genetic research to inform the development of a habitat and population management plan (HPMP). The HPMP will identify opportunities for site-specific enhancements to increase species resiliency of Santa Cruz kangaroo rat, which is listed as a critically imperiled subspecies by the California Department of Fish and Wildlife (CDFW).	Identify long term habitat enhancements and begin long-term monitoring of kangaroo rat population response. Partner with State Parks and/or Open Space Authority for translocations, if recommended.	Continue landscape-level habitat enhancements, monitoring of kangaroo rat population response, and partnerships with State Parks, San Jose Water Company, and Santa Clara County Parks and the Open Space Authority.	Project completed in prior fiscal year(s).	Open	\$365,000	\$400,000	\$0

Preliminary FY27-FY29 Capital Improvement and Action Plan

	A	B	C	D	E	F	G	H	I	J	K
1	Program & Fund	Project #	Project Name	Project Purpose	FY27 Scope	FY28 Scope	FY29 Scope	FY27 Status	FY27 Estimated Budget	FY28 Estimated Budget	FY29 Estimated Budget
33		80084	Remediation of Planting Sites	Oregon State University (OSU) to provide remediation recommendations for restoration sites contaminated with soil pathogens and preventative strategies for future restoration projects. Staff to then identify remedial actions to pursue based on capacity, costs, and other factors to manage for Phytophthora and protect the natural resources.	Implement a pilot study of remediation actions to determine feasibility of remediation recommendations for restoration sites contaminated with soil pathogens.	If feasible, complete additional sampling, testing, consultation, and implementation of remediation actions at other restoration sites contaminated with soil pathogens.	Project completed in prior fiscal year(s).	Open	\$44,522	\$6,373	\$0
34		80092	Long Ridge Forest Health Treatment	Restore oak woodland habitat to improve resilience to climate change impacts and fire by removing encroaching conifers.	Continue pre-treatment IPM and baseline oak growth data collection and analysis. Complete tribal outreach and coordination. Secure tree removal permit and begin first round of Douglas fir removal.	Complete first round of Douglas fir removal and begin post-treatment monitoring. Implement follow-up IPM.	Implement second round of Douglas fir removal and understory plantings, if needed. Continue IPM, post-treatment data collection and analysis.	Open	\$296,000	\$296,000	\$291,000
35		80096	San Francisco Garter Snake Partnership	Partner with US Geological Survey (USGS), Golden Gate National Recreation Area (GGNRA), San Francisco Recreation and Parks Department (SFRPD), US Fish and Wildlife Service (USFWS) and California Department of Fish and Wildlife (CDFW) to augment and reintroduce San Francisco garter snakes at known and potential new population sites to boost species numbers and increase genetic health across its range.	Release of headstarted young at Golden Gate National Recreational Area site.	Proceed with continued trapping, headstarting, and preparation for next release.	Release of headstarted young. Extend project timeline to FY35 to include La Honda Creek Preserve introductions.	Open	\$50,000	\$50,000	\$50,000
36		80097	Wildlife Conservation Board Grant Reforestation Projects	Remove invasive tree species and restore sites to native woodland at Bear Creek Redwoods tree farm and Cathedral Oaks Area of Sierra Azul.	Install second phase of native plantings and continue IPM treatment at BCR. Install native plantings and continue IPM treatment at Cathedral Oaks.	Project completed in prior fiscal year(s).	Project completed in prior fiscal year(s).	Open	\$535,000	\$0	\$0
37		80100	Carbon Farm Plan Implementation	Implement the Carbon Farming Plan developed for the Bluebrush property to enhance habitat and carbon sequestration.	Install native plants and browse protection in degraded areas of front pasture. Continue IPM and maintain plantings as needed.	Continue IPM and second-year maintenance and monitoring of FY27 plant installations.	Continue IPM and third-year maintenance and monitoring of FY27 plant installations. Remove browse protection at the end of the year if plants are sufficiently established.	Open	\$49,000	\$68,000	\$37,000
38		80101	Strategic Plan for Adaptation and Resilience to Climate Change	Establish a 5-year plan with goals, strategies, and specific actions to address climate resilience and adaptation for District lands, infrastructure, facilities, and operations.	Write the Strategic Plan document, revise the Climate Change Resource Management Policy if necessary to reflect plan goals.	Bring the Strategic Plan document to the Board for approval with any proposed changes to the Climate Change Resource Management Policy. Staff time only.	Project completed in prior fiscal year(s).	Open	\$10,000	\$0	\$0
39		80102	Districtwide Bat Roosting Habitat Suitability Analysis	Assess habitat suitability for bats within natural landscapes to inform future projects and showcase bat habitat preservation in the region.	Complete fieldwork and desktop analysis.	Generate final habitat suitability model and report, update best management practices, and consider publication.	Project completed in prior fiscal year(s).	Open	\$165,000	\$35,000	\$0

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1	Program & Fund	Project #	Project Name	Project Purpose	FY27 Scope	FY28 Scope	FY29 Scope	FY27 Status	FY27 Estimated Budget	FY28 Estimated Budget	FY29 Estimated Budget
40		80103	Districtwide Wildlife Connectivity Analysis	Develop a prioritized list of potential future wildlife crossing projects.	Project not yet started.	Develop scope of work, priority species and habitat linkages, and project goals. Identify connectivity sites for immediate enhancement or monitoring based on prior badger linkage analysis. Develop and release a Request for Proposals for consulting services to conduct additional analysis and crossings recommendations for priority species and habitat linkages.	Manage consultant and begin fieldwork and desktop analysis.	Not Started	\$0	\$150,000	\$150,000
41		80108	Drought Response and Resiliency Plan	Identify and implement drought resiliency measures to preserve aquatic habitats, support rangelands, and enhance water supply.	Project not yet started.	Conduct outreach to internal and external stakeholders. Hire a consultant to conduct vulnerability study of existing systems, identify action thresholds and develop resiliency measures or improvements for habitat, rangeland, and facilities management.	Consultant to finalize study and provide recommendations through a Drought Response Plan.	Not Started	\$0	\$50,000	\$20,000
42		VP01-003	Madonna Creek Caltrans Mitigation	Offsite mitigation project whereby Caltrans will cover the cost of removing eucalyptus trees and invasive plants within riparian corridor to improve habitat quality.	Collect seeds for nursery plants. Remove small diameter invasive species to prep site under the Open Space Maintenance and Restoration Program. Continue coordination with Caltrans on regulatory agency permits as needed.	Remove larger diameter invasive species. Remove a portion of former dairy barn concrete foundations to meet minimum offsite mitigation acreage requirements. Install plants and erosion control.	Conduct IPM program maintenance. Purchase and install additional nursery plants as needed. Conduct plant and erosion control monitoring. Project deemed complete in FY29 or FY30. Monitoring expected for a total period of 10 years following project completion (estimated in 2035); future monitoring will be programmed under the operating budget and departmental workplan.	Open	\$63,000	\$380,000	\$60,000
43		VP01-XXX	Arroyo Leon Creek Fish Passage Improvements Feasibility	Improve fish passage in Arroyo Leon Creek by modifying relic dam structures.	Enter partnership agreement with the Resource Conservation District to complete topographic and habitat surveys to determine fish passage status and habitat quality. Pending results, begin conceptual designs and cost estimate for fish passage improvements.	Advance conceptual designs. Begin CEQA and permitting.	Complete CEQA, finalize designs, secure permits, and prepare bidding documents.	New	\$120,000	\$120,000	\$120,000
44		VP03-XXX	Lobitos Creek Fisheries Restoration Feasibility	Restore fish passage to the Lobitos Creek Watershed through improvements on Highway 1 (Caltrans) and Verde Road (San Mateo County).	Enter a partnership agreement with the San Mateo County Resource Conservation District to complete topographic and habitat surveys. Continue inter-agency coordination to add the Highway 1 crossing to Caltrans' project cycle. Begin developing high-level conceptual designs and a cost estimate for fish passage improvements across Verde Road.	Finalize concept-level designs and cost estimates. Continue coordination with the San Mateo County Resource Conservation District. Identify the lead agency and scope out the CEQA review process.	Prepare detailed designs for the Verde Road barrier. Begin permitting and CEQA. This work is pending Caltrans support in addressing the Highway 1 fish barrier.	New	\$120,000	\$120,000	\$120,000

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1	Program & Fund	Project #	Project Name	Project Purpose	FY27 Scope	FY28 Scope	FY29 Scope	FY27 Status	FY27 Estimated Budget	FY28 Estimated Budget	FY29 Estimated Budget
45		VP54-XXX	Los Gatos Creek Watershed Phase 3 (Fuel Treatment Work)	Implement grant-funded work within the Los Gatos Creek Watershed that furthers the goals of the Wildland Fire Resiliency Program to complete ecologically sensitive vegetation management that reduces fuel loads and lessens wildfire risk (including in areas with extremely high infestation of Sudden Oak Death).	Scope and identify next set of fuel reduction sites for future grant funding.	Begin year 1 of treatment, including the removal of high priority invasive species from projects sites. Continue seed procurement for post-treatment.	Continuing treatment, including the removal of high priority invasive species from projects sites. Continue seed procurement for post-treatment.	New	\$55,000	\$165,000	\$205,000
46		XXXXX	Breeding Burrowing Owl Establishment	Establish breeding burrowing owl population in Preserves to offset the decline and potential loss of the shoreline population.	Project not yet started.	Project not yet started.	Engage with agencies working on existing burrowing owl breeding establishment efforts. Establish a partnership agreement to fund release sites on suitable Midpen preserves. In future fiscal years, develop and establish a monitoring program.	Not Started	\$0	\$0	\$100,000
47		XXXXX	Climate Action Plan 10-Year Review	Update the District's Climate Action Plan for better alignment with State and regional plans, and to streamline future greenhouse gas inventories.	Hire a consultant and begin the review and update of the Climate Action Plan and greenhouse gas inventory protocols.	Complete updates to the Climate Action Plan and greenhouse gas inventory protocols.	Present the new Climate Action Plan and greenhouse gas inventory protocols to the Board for consideration of approval. Staff time only.	New	\$30,000	\$20,000	\$0
48		XXXXX	Fish Habitat Restoration and Prioritization Framework	Identify and prioritize restoration actions for recovery of salmonids.	Project not yet started.	Hire a consultant to prepare study design. Complete habitat assessments to serve as a basis for restoration project identification and prioritization.	Identify and prioritize stream restoration actions for salmonid recovery, including monitoring and adaptive management guidance.	Not Started	\$0	\$125,000	\$175,000
49		XXXXX	Gully Erosion Monitoring and Restoration Prioritization	Inventory and evaluate current gully conditions, identify restoration priorities, and provide recommendations to protect infrastructure and downstream water quality.	Project not yet started.	Hire a consultant to conduct remote sensing analysis and field surveys.	Finalize inventory and recommendations report, including restoration plans for high-priority sites and guidelines for future gully management. Staff time only.	Not Started	\$0	\$50,000	\$30,000
50		XXXXX	Marbled Murrelet Social Attraction	Support marbled murrelet (MAMU) conservation needs by encouraging MAMU breeding in specific areas. This would help establish new occupied habitat within their range and help mitigate potential loss of existing habitat.	Project not yet started.	Project not yet started.	Identify project goals, methods, and a suitable host site within Midpen preserves. Assess existing acoustic vocalization and autonomous recording unit survey data.	Not Started	\$0	\$0	\$125,000
51		XXXXX	San Gregorio Creek Fisheries Monitoring	Partner with the San Mateo Resource Conservation District to monitor the recovery of coho salmon and steelhead in San Gregorio Creek to support regional watershed stewardship priorities.	Execute a partnership agreement with the San Mateo Resource Conservation District to install two stream arrays and approximately 1,000 fish tags. Implement monitoring and launch web-based monitoring application and database.	Project completed in prior fiscal year(s).	Project completed in prior fiscal year(s).	New	\$148,000	\$0	\$0
52		XXXXX	Water Quality Monitoring Program Manual	Create a data collection framework and manual for the Water Quality Monitoring Program to improve regulatory compliance, habitat monitoring, and restoration prioritization.	Project not yet started.	Hire a consultant to prepare statistical framework and protocols and coordinate with agency partners and regulators.	Finalize Water Quality Monitoring Program framework and manual. Implement recommended data collection protocols.	Not Started	\$0	\$50,000	\$30,000

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1	Program & Fund	Project #	Project Name	Project Purpose	FY27 Scope	FY28 Scope	FY29 Scope	FY27 Status	FY27 Estimated Budget	FY28 Estimated Budget	FY29 Estimated Budget
53		Supporting Project	Districtwide Conservation Management Unit Designation	Review and update, as needed, the board approved Conservation Management Units (CMUs). This may include proposing Use and Management Plan amendments for preserves where CMUs are no longer applicable and identifying new CMUs. Review and update, as needed, the CMU section of the Open Space Use and Management Policy.	Project not yet started.	Review and consider potential updates to the list of CMUs and associated policy language.	Develop draft Use and Management Plan amendments, as appropriate. Bring information and proposed policy updates to the Planning and Natural Resources Committee and board for approval consideration.	Not Started	-	-	-
54		Supporting Project	Visitor Use Management: Recreational Impact Analysis to Regional Wildlife/Natural Resources	Increase understanding of recreational impacts to regional wildlife to inform Visitor Use Management Framework and project planning, management and board decisions. First of three phases: P1 = Baseline Data and Education, P2 = VUM Framework, P3 = Policy	Develop and release a Request for Proposals and Qualifications for consultant services. Align with other related District projects. Award the contract and begin further detailing out the work plan.	Review and analyze existing literature, data, and data gaps. Create species and recreation type priority list. Compare initial findings with other agencies and similar analysis.	Continue review of existing literature and data. Develop guidance and threshold recommendations. Review and update existing District and resource management policies as needed.	New	-	-	-
55	10 - General Fund Operating Total								\$3,689,022	\$2,670,373	\$2,768,000
56	30 - Measure AA Capital										
57		MAA01-006	Madonna Creek Habitat Enhancement, Water Supply and Bridge Replacement	Identify and implement any necessary infrastructure improvements to preserve the California red-legged frog pond. Begin process to apply for new water use licenses.	Finalize designs and prepare programmatic permitting documents. If individual permits are needed, prepare CEQA and permit applications. Apply for water use license for instream pond.	Secure individual permits, if needed, and implement the infrastructure improvements.	Project completed in prior fiscal year(s).	Open	\$52,500	\$535,000	\$0
58		MAA01-008	Johnston Ranch Habitat and Agricultural Water Supply Improvements	Restore aquatic habitat, reduce erosion, improve drainage, and expand agricultural water supply at Johnston Ranch.	Finalize permits and implement construction.	Project completed in prior fiscal year(s).	Project completed in prior fiscal year(s).	Open	\$2,371,000	\$0	\$0
59		MAA01-XXX	Johnston Ranch Pond and Cross Fence	Upgrade infrastructure to support improved grazing distribution and access to newly installed Johnston pond; controlling the distribution of livestock and grazing allows the District to more precisely and effectively manage towards District natural resource objectives, such as improving habitat for sensitive flora and fauna.	Scope the grazing infrastructure upgrades including fencing and cross-fencing. Hire a contractor and complete the improvements.	Project completed in prior fiscal year(s).	Project completed in prior fiscal year(s).	New	\$340,219	\$0	\$0
60		MAA01-XXX	Replace Bridge MRBR1 in Miramontes Ridge Preserve	Replace existing underrated weight bridge at MRBR1 with a new bridge or culvert rated greater than 10,000 pounds to improve a key fire access route.	Complete design development. Submit for regulatory permits.	Prepare bid documents. Secure permits. Solicit bids and award contract. Initiate construction.	Complete construction and project closeout.	Open	\$175,000	\$175,500	\$593,000

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1	Program & Fund	Project #	Project Name	Project Purpose	FY27 Scope	FY28 Scope	FY29 Scope	FY27 Status	FY27 Estimated Budget	FY28 Estimated Budget	FY29 Estimated Budget
61		MAA02-004	Stevens Creek Shoreline Nature Area Restoration	Make phased habitat improvements and infrastructure changes to Midpen parcel that align with regional shoreline resiliency planning.	Continue site enhancements and monitoring. Present results from technical studies and basis of design to board for final selection of the restoration alternative. Continue developing Sensitive Species Management Plan (SSMP) and CEQA. The scope of work and budget is subject to change following additional assessment from staff and given that site access is annually dependent on weather conditions and water levels.	Continue site enhancements and monitoring. Continue developing the CEQA analysis and SSMP. The scope of work and budget is subject to change following additional assessment from staff and given that site access is annually dependent on weather conditions and water levels.	Continue site enhancements and monitoring. Finalize the CEQA analysis and SSMP and bring both to the Board for certification and approval. Begin pursuing permitting and grant opportunities for construction and begin implementing the SSMP. The scope of work and budget is subject to change following additional assessment from staff and given that site access is annually dependent on weather conditions and water levels.	Open	\$494,564	\$540,000	\$105,000
62		MAA03-002	Purisima Upland Site Cleanup and Soil Remediation	Complete site cleanup and soil remediation around existing empty oil tank to protect natural resource values.	Complete construction and project closeout.	Project completed in prior fiscal year(s).	Project completed in prior fiscal year(s).	Open	\$775,000	\$0	\$0
63		MAA05-010	La Honda Forest Health	Develop pilot project to restore degraded forest habitat, enhance fire resiliency, and assess carbon storage.	Finalize the forest health plan and initiate implementation actions.	Continue implementation of the forest health plan.	Continue implementation of forest plan.	Open	\$80,000	\$550,000	\$530,000
64		MAA05-XXX	Conservation Grazing Water Development	Upgrade infrastructure to support improved grazing distribution; controlling the distribution of livestock and grazing allows the District to more precisely and effectively manage towards District natural resource objectives, such as improving habitat for sensitive flora and fauna.	Project not yet started.	Scope water line and trough locations at Lone Madrone and Toto Ranch. Hire a contractor to construct the water system. Complete the improvements.	Project completed in prior fiscal year(s).	Not Started	\$0	\$306,000	\$0
65		MAA05-XXX	Lone Madrone Perimeter Fence	Install fencing along Harrington Creek (where brush acts as barrier) to ensure cattle are contained within active pastures and do not stray into the creek; controlling the distribution of livestock and grazing allows the District to more precisely and effectively manage towards District natural resource objectives, such as improving habitat for sensitive flora and fauna.	Scope project, issue a Request for Bids, award the contract, and complete the improvements.	Project completed in prior fiscal year(s).	Project completed in prior fiscal year(s).	New	\$110,500	\$0	\$0
66		MAA09-XXX	Popcornflower Mitigation at Russian Ridge	Conduct mitigation for impacts resulting from ADA improvements at Russian Ridge Open Space Preserve.	Project not yet started.	Project scoping development and permitting. Seed collection of target species.	Implement mitigation work at Russian Ridge Open Space Preserve.	Not Started	\$0	\$38,500	\$61,500
67		MAA13-001	Cloverdale Operational Road System Review and Repairs	Use road inventory to determine what existing roads need to remain for operational purposes, including what segments need repairs or realignments to keep roads and passageways operational while protecting surrounding watershed, habitats, and special status species.	Finalize list of road improvements and obtain permitting and CEQA compliance under the Open Space Maintenance and Restoration Program.	Complete the list of identified road improvements, including repairs to the Butano Farm service road that leads into preserve.	Project completed in prior fiscal year(s).	Open	\$30,000	\$170,000	\$0

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1	Program & Fund	Project #	Project Name	Project Purpose	FY27 Scope	FY28 Scope	FY29 Scope	FY27 Status	FY27 Estimated Budget	FY28 Estimated Budget	FY29 Estimated Budget
68		MAA13-004	Cloverdale Ranch Water Development	Upgrade infrastructure to support improved grazing distribution; controlling the distribution of livestock and grazing allows the District to more precisely and effectively manage towards District natural resource objectives, such as improving habitat for sensitive flora and fauna.	Project not yet started.	Scope water line and trough locations. Complete a Request for Bids to construct the water system, award the contract, and complete the improvements.	Project completed in prior fiscal year(s).	Not Started	\$0	\$116,000	\$0
69		MAA16-XXX	Peters Creek Trail Reroute from Jikoji Pond	Realign Peters Creek Trail away from Jikoji Pond to provide additional buffer between the pond and trail use to protect potential San Francisco garter snake habitat.	Project not yet started.	Project not yet started.	Conduct trail scouting and initiate technical studies.	Not Started	\$0	\$0	\$80,000
70		MAA20-001	Wildlife Corridor: Highway 17 Crossing	Work with partners to develop, engineer and implement wildlife crossing improvements at Highway 17 to provide safe movement for wildlife connecting over 30,000 acres of protected public lands.	Continue to work with Valley Transportation Authority (VTA). Project dependent on receiving Caltrans approval, permits and funding. Solicit bids for construction contract award.	If there is sufficient funding for construction, continue collaboration with VTA to award construction contract and begin construction of undercrossing structure and improvements within the Caltrans right-of-way.	If there is sufficient funding for construction, continue collaboration with VTA to administer ongoing construction of crossing structure and improvements within the Caltrans right-of-way.	Open	\$1,045,000	\$5,461,667	\$5,446,667
71		MAA21-007	Bear Creek Redwoods Preserve Plan: Invasive Weed Treatment and Restoration	Implement targeted treatments under the Integrated Pest Management Plan to control invasive weed populations at Bear Creek Redwoods Open Space Preserve, and facilitate opening phases 2 and 3 of the preserve for public access. Implement targeted weed treatments to restore native habitats along roads and trails. Treatment sites are expected to require five years of treatment before requiring maintenance-level treatment (determined by species, habitat, infestation level and time span, and site-history).	Complete fourth (4th) year of invasive species treatment in Phase 2 area of Bear Creek Redwoods.	Complete fifth (5th) year of invasive species treatment.	Project completed in prior fiscal year(s). Transitions to Land Stewardship and Trails core work for maintenance.	Open	\$100,000	\$100,000	\$0
72		MAA22-XXX	Alma Bridge Road Wildlife Passage Pilot	Partner with Santa Clara County to provide safe passage for wildlife (newts) across a small section of Alma Bridge Road as a pilot project. Midpen will retain a consultant to provide CEQA and design services. Implementation to be led by Midpen or County. Long term operation and maintenance to shift to County. Prior to FY27, this project was captured under VP22-002.	Provide support to the County who will be leading design and bidding for small scale first phase of project.	Provide support to the County who will be leading construction on small scale first phase of project. County to implement additional phases. Midpen to complete effectiveness monitoring in future years.	Provide support to the County to implement additional phases. Midpen to complete effectiveness monitoring in future years.	Open	\$265,000	\$650,000	\$250,000
73		MAA24-XXX	Cherry Springs Pond Restoration	Improve aquatic habitat for western pond turtle and California red-legged frog.	Project not yet started.	Project not yet started.	Develop and release a Request for Proposals and Qualifications for a pond management plan and hydrological study. Begin fieldwork. Future fiscal years will include completing fieldwork and developing a Habitat Management Plan.	Not Started	\$0	\$0	\$300,000

**Board Retreat #2:
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1	Program & Fund	Project #	Project Name	Project Purpose	FY27 Scope	FY28 Scope	FY29 Scope	FY27 Status	FY27 Estimated Budget	FY28 Estimated Budget	FY29 Estimated Budget
74		MAA25-008	Sierra Azul - Knobcone Pine Management	Manage knobcone pine habitat in Sierra Azul to improve species resilience and ecosystem health.	Consultant to complete literature review, habitat assessment, and feasibility study.	Pending results of the feasibility study, consultant to complete management plan. Initiate permitting of the Habitat Management Plan.	Begin implementation of the Habitat Management Plan.	New	\$50,000	\$50,000	\$80,000
75	30 - Measure AA Capital Total								\$5,888,783	\$8,692,667	\$7,446,167
76	40 - General Fund Capital										
77		61050	Purisima Creek Redwoods - Purisima Ponds	Rebuild pond berm that was damaged due to erosion from overtopping during winter storms.	Complete construction and project closeout.	Project completed in prior fiscal year(s).	Project completed in prior fiscal year(s).	Open	\$597,500	\$0	\$0
78		63002	Elkus-Lobitos Perimeter Fence	Install fencing along Purisima Creek (where brush acts as barrier) to ensure cattle are contained within active pastures and do not stray into the creek.	Scope and schedule will be dependent upon assessment after new grazing tenants move onto property.	Project completed in prior fiscal year(s).	Project completed in prior fiscal year(s).	Open	\$592,823	\$0	\$0
79		63009	Gordon Ridge Ponds Improvement	Re-develop ponds to support livestock water and improve wildlife habitat.	Project not yet started.	Scope project and complete a Request for Proposals process to hire a consultant to prepare design plans.	Complete design plans and obtain permitting and CEQA compliance through the Open Space Maintenance and Restoration Program.	Not Started	\$0	\$420,250	\$70,000
80		80059	Groundwater Well Decommissioning	Prevent groundwater contamination by sealing unused and abandoned wells.	Hire a consultant to assess remaining wells to be decommissioned and prepare bid documents for well sites.	Hire a contractor to acquire permits and decommission wells. Locations to be determined pending results of well assessment scope.	Hire a contractor to acquire permits and decommission wells. Locations to be determined pending results of well assessment scope.	Open	\$115,000	\$148,000	\$148,000
81		80081	Alpine Pond Drainage Improvements	Improve spillway conditions at Alpine Pond to reduce erosion, improve habitat.	Develop a conceptual plan and cost estimate based on board approval of staff recommendation. Begin designs. Begin permitting outreach with agencies and initiate CEQA.	Bring designs to 65%. Secure permits and complete CEQA compliance.	Complete design plans and prepare bid package. Award the construction contract and begin construction.	Open	\$170,000	\$240,000	\$422,500
82		VP21-007	Hillside Restoration Above BCR Corrals	Restore a degraded 2-acre hillside above the Bear Creek Stables corrals. Scope includes grading, erosion control, revegetation, IPM, and monitoring.	Purchase and install Year 2 nursery plants.	Project completed in prior fiscal year(s).	Project completed in prior fiscal year(s).	Open	\$21,000	\$0	\$0
83	40 - General Fund Capital Total								\$1,496,323	\$808,250	\$640,500
84	Natural Resource Protection and Restoration Total								\$11,074,128	\$12,171,290	\$10,854,667
85											
86	Public Access, Education and Outreach										
87	10 - General Fund Operating										
88		31912	Long Ridge Parking - Feasibility Study	Provide a public access staging area (parking, restroom, trailhead) for Long Ridge Preserve and trails.	Pending preliminary site studies and ongoing coordination with the County of Santa Clara, identify site(s) to evaluate existing conditions and begin the feasibility studies.	Continue feasibility studies, conduct public engagement, and develop initial conceptual site plan alternatives.	Pending board selection of a preferred alternative, initiate environmental review.	Open	\$85,000	\$110,000	\$25,000
89		80105	Mitigation of Routine Maintenance Projects	Implement required mitigation for impacts related to routine maintenance projects.	Select tree removal contractor. Remove and treat Eucalyptus trees. Conduct post-project monitoring and reporting.	Conduct site maintenance, ongoing monitoring and reporting.	Conduct site maintenance, ongoing monitoring and reporting.	New	\$10,000	\$10,000	\$10,000
90		VP04-003	El Corte de Madera Single-use Biking/Hiking Trail (Feasibility)	Evaluate the suitability of a single-use biking/hiking trails at El Corte de Madera Creek to address a Measure AA portfolio element. If approved by the board, proceed with implementation.	Bring recommendation to board for consideration of pursuing a single-use biking/hiking trail at El Corte de Madera Creek. Proceed with next steps based on board direction.	Proceed with next steps based on prior board direction and actions.	Complete next steps based on prior board direction and actions.	Open	\$65,000	\$55,000	\$35,000

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1	Program & Fund	Project #	Project Name	Project Purpose	FY27 Scope	FY28 Scope	FY29 Scope	FY27 Status	FY27 Estimated Budget	FY28 Estimated Budget	FY29 Estimated Budget
91		VP05-002	La Honda Creek Parking and Trailhead Access Feasibility Study and CEQA Review	Provide parking, trailhead access and amenities to support opening the currently closed central portion of La Honda Creek to the public. Conduct technical studies and analyze existing conditions, opportunities and challenges to assess feasibility and complete environmental review of six sites recommended by the 2019–20 La Honda Public Access Working Group.	Complete environmental review analysis. Seek board approval of project and CEQA certification. Issue CEQA notice of determination. (Following approval, new project will emerge under MAA05-013 to complete design and implementation.)	Project completed in prior fiscal year(s). Project implementation will be a separate project.	Project completed in prior fiscal year(s). Project implementation will be a separate project.	Open	\$71,000	\$0	\$0
92		VP07-003	La Honda South Area Parking Feasibility Study	Develop a feasibility study and conceptual plans for a new parking area and trail in the southern reaches of the preserve, consistent with the La Honda Creek Open Space Preserve Master Plan.	Develop conceptual site plan alternatives.	Pending board selection of a preferred alternative, initiate schematic design and determine if additional review beyond the Master Plan Neg Dec is required.	Pursue additional CEQA review if required, initiate design development, and begin exploring land use permits.	Open	\$65,000	\$195,000	\$175,000
93		VP17-XXX	Upper Stevens Creek Trail Connection Feasibility	Partner with Santa Clara County Parks to plan and design a new parking area, pedestrian crossings and a multiuse trail connecting Picchetti Ranch and Monte Bello preserves with Upper Stevens Creek County Park in fulfillment of legal commitments in the conservation easement agreement.	Initiate design, environmental review, and public/stakeholder engagement. Present findings of feasibility study to Midpen and County Parks boards and/or committees.	Continue design and environmental review.	Complete environmental review and design process. Initiate permitting process. Amend partnership agreement for next phase of project.	Open	\$210,000	\$225,000	\$75,000
94		XXXXX	Tribal Consultation and Engagement Policy Development	Develop a policy outlining tribal engagement and consultation practices.	Conduct research into partner agency policies and summarize best practices. Develop an internal interim policy. FY27 staff time only.	Pending finalization of interim policy, initiate development of a Board policy with input from tribes and Ad Hoc Committee. Conduct tribal and public engagement.	Continue development of a Board policy and tribal and public engagement. Pending progress and outcome of engagement efforts, seek board consideration and approval of policy.	New	\$0	\$30,000	\$30,000
95		Supporting Project	Amendment to the Cooley Landing Partnership Agreement	Update the existing partnership agreement to address ongoing management issues and evaluate their request for allowing additional public access activities.	Negotiate with the City of East Palo Alto to update the agreement for ongoing maintenance and monitoring of institutional controls for the landfill cap and other operational considerations. Evaluate the City's request for allowing additional public access/use activities.	Prepare findings and recommendations regarding City's public access/use request to the PNR and/or Board for consideration. Complete amendments to the agreement and coordinate with the City to update signatures as appropriate. Assess the need for a potential new project to protect jetties from erosion.	Project completed in prior fiscal year(s).	New	-	-	-
96		Supporting Project	Johnston Ranch Trailhead Partnership	Amend a partnership agreement with City of Half Moon Bay (HMB) to allow early implementation of the Lennie Roberts Trail within the Johnston Ranch Uplands property with a trailhead at the Johnston House.	Coordinate with HMB to amend current partnership agreement allowing the trail project to move ahead of a future City-led project to redesign the parking area at the Johnston House/Train Depot site. After the amendment is secured, a new project will be created as part of a subsequent CIAP to implement the trail project.	Project completed in prior fiscal year(s). Project implementation will be a separate project.	Project completed in prior fiscal year(s). Project implementation will be a separate project.	New	-	-	-

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1	Program & Fund	Project #	Project Name	Project Purpose	FY27 Scope	FY28 Scope	FY29 Scope	FY27 Status	FY27 Estimated Budget	FY28 Estimated Budget	FY29 Estimated Budget	
97		Supporting Project	Partnership Agreement for Shared Parking at Hidden Villa	Pursue additional parking for Rancho San Antonio Open Space Preserve through shared use of existing Hidden Villa parking.	Discuss the potential for shared parking at Hidden Villa. If an agreement is reached, document the terms in a proposed letter of agreement or memorandum of understanding (MOU) outlining next steps.	Seek Board approval to enter into a multiyear agreement for free preserve visitor use of Hidden Villa parking in exchange for annual compensation. Implement signage, mapping and public outreach to support shared use. Begin shared use of Hidden Villa parking.	If needed, develop a plan for separate future projects that facilitate the shared parking use, including trail easements, parking and access improvements and related trail improvements.	New	-	-	-	
98		Supporting Project	Regional Trails and Active Transportation/Access to Open Space Planning and Coordination	Provide technical and planning support for external regional trail and active transportation planning projects initiated by partners and other public agencies.	Continue participation in regional trails and active transportation planning efforts.	Continue participation in regional trails and active transportation planning efforts.	Continue participation in regional trails and active transportation planning efforts.	Open	-	-	-	
99		Supporting Project	Teague Hill Trail Plan	Evaluate unmaintained legacy pathways within Teague Hill Open Space Preserve. Select appropriate segments for board consideration to formalize as part of the official trail network and identify segments to remove/return back to a natural condition.	Project not yet started.	Review pathways to determine which to consider designating as authorized trails and which to consider designating for restoration. Conduct public outreach.	Bring recommendations to the Board for approval. Update signage and mapping as appropriate. Prepare schedule to program segments that will be restored.	Not Started	-	-	-	
100		Supporting Project	Trail Junction Numbering System	Improve wayfinding on trails by adding unique trail junction numbers.	Implement trail junction numbers at Windy Hill and Russian Ridge preserves.	Implement trail junction numbers at Fremont Older and Sierra Azul preserves.	Implement trail junction numbers at Pulgas Ridge and Picchetti preserves.	Open	-	-	-	
101		Supporting Project	Visitor Use Management: Framework	Develop a framework for visitor use management to assess visitor use capacity and identify management strategies that protect resources and enhance the visitor experience at one or more Midpen preserves.	Project not yet started.	Conduct background research, literature review, and partner agency engagement. Initiate the process to develop visitor use management goals for an area, select indicators, establish thresholds and identify management strategies. Initiate public and stakeholder engagement.	Continue process to develop and refine visitor use management goals for an area, select indicators, and establish thresholds. Develop and complete visitor use management strategy recommendations. Continue public and stakeholder engagement.	Not Started	-	-	-	
102	10 - General Fund Operating Total									\$506,000	\$625,000	\$350,000
103	30 - Measure AA Capital											
104		MAA01-XXX	Lennie Roberts Trail	Provide new public access at Miramontes Ridge by constructing a loop trail near the Johnston Ranch House. If feasible, design trail to meet Easy-Access Guidelines.	Project not yet started.	Project not yet started.	Initiate trail scouting and technical studies.	Not Started	\$0	\$0	\$20,000	
105		MAA03-009	Purisima-to-the-Sea Parking	Establish a new parking/staging area with trailhead amenities that connects to the redwoods trail system and the Coastal Trail.	Obtain local permits. Complete bid process and award a construction contract.	Complete pre-construction surveys and initiate construction.	Complete construction. Open to the public.	Open	\$130,000	\$2,536,000	\$5,330,000	
106		MAA03-010	Purisima-to-the-Sea Trail	Connect the existing Purisima Creek Redwoods trail system to the Pacific Ocean by completing the multi-use Purisima-to-the-Sea Trail.	Finalize permitting and initiate construction.	Continue trail construction.	Continue trail construction.	Open	\$485,000	\$485,000	\$265,000	

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1	Program & Fund	Project #	Project Name	Project Purpose	FY27 Scope	FY28 Scope	FY29 Scope	FY27 Status	FY27 Estimated Budget	FY28 Estimated Budget	FY29 Estimated Budget
107		MAA03-012	Purisima Preserve Comprehensive Use and Management Plan (CUMP)	Develop a CUMP for new public access improvements and resource and land management activities. The CUMP includes the Purisima-to-the-Sea Trail and Parking Area, Highway 35 Trail Crossing and Parking Expansion, and Purisima Multimodal Access. The CUMP will serve as the basis for environmental review under CEQA and initiation of the permitting process.	Complete environmental review, seek board certification of CEQA document and approval of the CUMP. Submit the Coastal Development Permit and other permits to San Mateo County and obtain permit approval. Note: individual implementation actions under the CUMP are listed separately as projects in this CIAP.	Project completed in prior fiscal year(s).	Project completed in prior fiscal year(s).	Open	\$49,600	\$0	\$0
108		MAA03-013	Highway 35 Multi-Use Trail Crossing and Parking Implementation	Expand parking capacity at the existing North Ridge parking lot and establish a highway crossing to connect to the new Bay Area Ridge Trail extension.	Secure permits, complete bid process and initiate construction.	Complete construction.	Complete demobilization and site cleanup. Open the parking area and highway crossing to the public.	Open	\$1,385,500	\$2,127,500	\$437,500
109		MAA05-012	Paulin Culvert and Bridge Improvements	Replace the failing culvert/bridge crossing of La Honda Creek on the main patrol access road that extends from Skyline Boulevard into La Honda Creek Preserve with a steel prefabricated truss bridge to ensure continuous maintenance, patrol, and emergency access.	Complete construction.	Project completed in prior fiscal year(s).	Project completed in prior fiscal year(s).	Open	\$293,000	\$0	\$0
110		MAA05-013	La Honda Parking and Trailhead Access Implementation	Provide access to the central area of the La Honda Creek Preserve. Construct parking area(s) as determined through the La Honda Parking and Trailhead Access Feasibility Study.	Pending completion of CEQA review and board approval of the project elements, solicit proposals to hire a design consultant to proceed with detailed construction design plans.	Develop detailed construction design plans and start permitting process.	Complete Final Design & Bidding and initiate construction.	New	\$387,500	\$387,500	\$3,286,000
111		MAA06-002	Hawthorns Area Plan	Develop a phased plan to guide ecologically sensitive public access improvements and natural resource and land management activities for the Hawthorns area of Windy Hill Open Space Preserve. This plan will facilitate opening the property to future public use.	Prepare the environmental review (CEQA) document and hold public/PNR/Board meetings to solicit input on the draft Hawthorns Area Plan.	Seek Board CEQA certification and approval of the Hawthorns Area Plan.	Project completed in prior fiscal year(s). Project implementation will be a separate project.	Open	\$379,000	\$60,000	\$0
112		MAA06-XXX	Hawthorns Area Plan Implementation - Parking Area	Establish a staging/parking area to support the new preserve trail network.	Project not yet started.	Begin construction documents. Initiate permitting.	Complete construction documents and continue with permitting.	Not Started	\$0	\$150,000	\$190,000
113		MAA06-XXX	Hawthorns Area Plan Implementation - Trails Development	Establish a new multi-use loop trail that connects to the proposed parking area to open the property to public use.	Project not yet started.	Project not yet started.	Initiate design and permitting.	Not Started	\$0	\$0	\$15,000
114		MAA10-002	Meadow Trail Reroute in Coal Creek	Reroute trail to improve public access and resolve a high priority sediment site.	Complete trail construction.	Project completed in prior fiscal year(s).	Project completed in prior fiscal year(s).	New	\$139,000	\$0	\$0
115		MAA11-001	Monte Bello Black Mountain Trail Extension	Utilize the existing trail easement through Lehigh Quarry lands to construct a public trail with a more gradual ascent of Black Mountain.	Obtain board certification of CEQA findings and approval of trail alignment.	Finalize the trail design and engineering. Submit local and regulatory permit applications.	Complete local and regulatory permitting. Prepare for upcoming construction.	Open	\$106,500	\$200,000	\$55,000

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116		MAA11-005	Rancho San Antonio Permanent Carpool Parking Implementation	Address parking congestion at Rancho San Antonio and implement board-approved priority.	Project deferred until the future of the Rancho San Antonio long-term management agreement is decided with County Parks.	Begin project design and environmental review.	Complete design development and environmental review.	Deferred	\$0	\$270,000	\$85,000
117		MAA11-006	Rancho San Antonio Welcome Center Kiosk	Add a welcome kiosk at Rancho San Antonio to educate the public about other Midpen preserves.	Pending confirmation of project scope and identification of feasible site location(s), hire consultant to initiate site planning.	Continue site planning.	Obtain board confirmation and initiate CEQA. FY29 staff time only.	Open	\$50,000	\$25,000	\$0
118		MAA13-XXX	Cloverdale Interim Public Access	Provide public access to Cloverdale through limited permit access.	Obtain Coastal Development Permit to allow limited permit access for hiking from Pescadero Creek Road and Bean Hollow Road. Begin implementation of improvements to facilitate interim public access.	Complete improvements to allow interim permit access for hiking. Visitor Services to implement online public permit system and begin issuing permits.	Project completed in prior fiscal year(s).	Open	\$368,000	\$245,000	\$0
119		MAA16-001	Trail Connection to Eagle Rock and Devils Canyon	Develop new trail connections to Eagle Rock and Devils Canyon.	Deferred to FY29.	Deferred to FY29.	Initiate technical studies and design and engineering. Align project with Planning's environmental review process for the Long Ridge Parking Feasibility Study.	Deferred	\$0	\$0	\$115,000
120		MAA16-XXX	Long Ridge Trail System Improvements	Repair trails for year-round, multiuse access. Design and implement at least one route from Long Ridge Road to Peters Creek trailhead that is hardened enough that seasonal closures are no longer needed.	Initiate and complete repair of trail for year-round, multiuse access.	Project completed in prior fiscal year(s).	Project completed in prior fiscal year(s).	New	\$55,000	\$0	\$0
121		MAA20-002	Bay Area Ridge Trail: Highway 17 Crossing	Provide a regional recreational trail crossing across Highway 17 in Santa Clara County by constructing a new overcrossing near Los Gatos and Lexington Reservoir in close alignment with the Highway 17 Wildlife Crossing project MAA20-001. See project MAA20-004 for description of relevant new trails and connections associated with the overcrossing.	Continue to work with Valley Transportation Authority (VTA). Project dependent on receiving Caltrans approval, permits and funding. Solicit bids for construction contract award.	If there is sufficient funding for construction, continue collaboration with VTA to award construction contract and begin construction of overcrossing structure and improvements within the Caltrans right-of-way.	If there is sufficient funding for construction, continue collaboration with VTA to administer ongoing construction of crossing structure and improvements within the Caltrans right-of-way.	Open	\$1,025,000	\$5,441,667	\$5,416,667
122		MAA20-004	El Sereno Loop Trail	Construct trails outside of Caltrans right-of-way that connect to the new Highway 17 trail crossing.	Initiate the El Sereno Loop Trail (Spooky Knoll) trail construction.	Complete the El Sereno Loop Trail (Spooky Knoll) and continue construction of the connector to the Highway 17 Trail Overcrossing.	Complete construction of connector trail to the Highway 17 Trail Overcrossing.	Open	\$165,000	\$190,000	\$110,000
123		MAA21-004	Bear Creek Stables	Implement maintenance and repairs plan to maintain equestrian use at Bear Creek Stables, including water infrastructure improvements.	Complete design and permitting. Bid for construction, award contract and begin construction. Note: award of contract is at Board's discretion and dependent on stables operator achieving set milestones.	If contract is awarded in FY27, complete construction and project closeout. Begin phased mitigation work.	Continue phased mitigation work.	Open	\$3,705,750	\$3,930,750	\$70,000
124		MAA21-006	Bear Creek Redwoods - Alma College Cultural Landscape Rehabilitation	Implement the planting plan associated with the Alma Cultural Landscape Rehabilitation Plan.	Purchase and install the fourth (4th) year of native nursery plants, seed, plant protections, and fencing.	Purchase and install the final/fifth year (5th year) of native nursery plants, seed, plant protections, and fencing.	Project completed in prior fiscal year(s). Transitions to Land Stewardship and Trails core work for maintenance.	Open	\$50,000	\$50,000	\$0

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1	Program & Fund	Project #	Project Name	Project Purpose	FY27 Scope	FY28 Scope	FY29 Scope	FY27 Status	FY27 Estimated Budget	FY28 Estimated Budget	FY29 Estimated Budget
125		MAA21-011	Phase 2 Trail Improvements, Bear Creek Redwoods (NE Trailhead Connection)	Implement final element of the Phase 2 trail improvements at Bear Creek Redwoods Open Space Preserve to establish a northeast (NE) trailhead that connects the interior preserve trail network to nearby existing/ future trails located to the north and east of the preserve.	Complete design and permitting for ADA ramp and streetscape improvements. Bid for construction, award contract and begin construction.	Complete construction and project closeout.	Project completed in prior fiscal year(s).	Open	\$633,500	\$1,210,000	\$0
126		MAA21-013	Bear Creek Redwoods North Parking Area	Establish new North Parking Area to expand and improve parking capacity at Bear Creek Redwoods Preserve as prioritized in Phase 3 of the preserve plan. The new paved parking lot is planned to include equestrian parking.	Complete construction and project closeout.	Project completed in prior fiscal year(s).	Project completed in prior fiscal year(s).	Open	\$3,330,000	\$0	\$0
127		MAA21-014	Phase 2 Multiuse Trail, Bear Creek Redwoods	Construct the multi-use trail segment in the Phase 2 area.	Complete local and regulatory permitting. Continue trail construction and begin bridge construction.	Complete trail and bridge construction.	Project completed in prior fiscal year(s).	Open	\$774,750	\$650,000	\$0
128		MAA22-004	Beatty Parking Area and Trail Connections	Formalize use of the Miller Point parking area, with improvements, road crossing and trail, to link Lexington Reservoir County Park with Sierra Azul Preserve. Project will satisfy MAA commitment to develop parking in the Cathedral Oaks area.	Complete environmental review and obtain board approval of the project.	Pending board approval of the project, complete design and permitting. Complete bidding and initiate construction.	Complete construction and project closeout.	Open	\$295,000	\$925,200	\$1,580,000
129		MAA25-004	Umunhum-to-the-Sea Trail	Design, permit and construct a connector trail to link Mount Umunhum with Nisene Marks State Park. Secure land rights as necessary.	Project not yet started.	Confirm project goals and develop scope of work. Continue to meet with regional partners. Staff time only.	Initiate technical studies and continue partner discussions.	Not Started	\$0	\$0	\$45,000
130	30 - Measure AA Capital Total								\$13,807,100	\$18,883,617	\$17,020,167
131	40 - General Fund Capital										
132		31901	ADA Barrier Removal	Implement ADA barrier removals as identified and prioritized in the board-approved ADA Transition Plan Update, including tracking and reporting accomplishments.	Complete Year 8 of ADA barrier removals. The scope of work and budget is subject to change following additional assessment from staff.	Complete Year 9 of ADA barrier removals. The scope of work and budget is subject to change following additional assessment from staff.	Complete Year 10 of ADA barrier removals. The scope of work and budget is subject to change following additional assessment from staff.	Open	\$65,000	\$100,000	\$50,000
133		35015	Rancho San Antonio Road and ADA Improvements	Improve existing service roads. Repair existing asphalt roads, replace culverts as needed, and improve ADA access from the Foothills Field Office to the bridge near Deer Hollow Farm and the lower portion of the Mora paved trail.	Finalize design. Receive permit approvals. Solicit bids, award a construction (repair) contract, and begin repairs to the Deer Hollow Farm retaining wall and main access road.	Complete construction and project closeout.	Project completed in prior fiscal year(s).	Open	\$655,000	\$2,890,000	\$0
134		35030	Fremont Older Parking Area Improvements	Improve the parking configuration and traffic flow of the existing parking area, enhance ADA parking and improve the parking surface.	Final design, permitting, bidding, and initiate construction.	Complete construction and project closeout.	Project completed in prior fiscal year(s).	Open	\$490,500	\$1,223,000	\$0
135		35031	Guadalupe Creek Crossing Replacement	Assess and improve the existing creek culvert crossing that is showing signs of failure. Replace the culvert crossing with a bridge.	Receive regulatory permits. Solicit bids, award contract and begin construction.	Complete construction and project closeout.	Project completed in prior fiscal year(s).	Open	\$229,000	\$378,000	\$0

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136		35032	Bear Creek Redwoods - Parking Lot Culvert	Prior storms damaged an existing culvert beneath the Alma parking lot. The 60-inch, 500-foot culvert needs to be repaired or replaced to maintain water conveyance and protect the parking lot.	Prepare bid package, solicit bids, award contract and begin construction.	Complete construction and project closeout.	Project completed in prior fiscal year(s).	Open	\$113,500	\$1,681,000	\$0
137		35035	Purisima Creek Trail (Trail and Vehicle Access)	The Purisima Creek Trail is not passable by vehicles due to washouts from the 2022-23 storms. Assess the road-width trail for long-term viability, including potential replacement of three bridges. Rebuild washouts and replace bridges to restore patrol and emergency vehicle access.	Complete slide repairs. Secure permits for bridge repairs. Solicit bid and award contract (if not previously included in FY26 bid solicitation), and initiate construction.	Complete bridge construction and project closeout.	Project completed in prior fiscal year(s).	Open	\$3,087,000	\$1,987,500	\$0
138		35048	Picchetti ADA Site Improvements	Carry out Americans with Disabilities Act (ADA) improvements as defined by the ADA Barrier Removal project.	Evaluate ADA improvements. Prepare plans. Initiate environmental review.	Complete environmental review. Secure permits. Solicit bids, award contract and start construction.	Complete construction and project closeout.	New	\$145,000	\$652,500	\$540,000
139		35049	Ravenswood Viewing Platforms Rebuild	Rebuild two viewing platforms and increase interpretive value.	Project not yet started.	Project not yet started.	Begin project design and environmental review.	Not Started	\$0	\$0	\$60,000
140		35051	Wildcat Loop Bridge Replacement	Replace five pedestrian bridge crossings to ensure continued public access through the preserve.	Project not yet started.	Project not yet started.	Hire consultant to provide evaluation, recommendations and cost estimate for repairs.	Not Started	\$0	\$0	\$175,000
141		61049	El Corte de Madera - Spring Board Trail Culvert and Bridge	Repair or replace storm-damaged bridge and four failed culverts.	Deferred to FY28.	Prepare project scope, complete assessment and initiate design plans.	Confirm CEQA coverage and submit for permits.	Deferred	\$0	\$105,000	\$59,500
142		VP03-XXX	Purisima Creek Trailhead Shuttle Program Improvements	Improve the Purisima Creek Trailhead at Purisima Creek Road to accommodate future shuttle service.	Project not yet started.	Initiate evaluation of site conditions to inform design. Develop initial conceptual design.	Develop designs and initiate permitting.	Not Started	\$0	\$45,000	\$153,000
143		VP14-001	California Riding and Hiking Trails	Pursue viable sections of the California Riding and Hiking Trail (CRHT) at Russian Ridge, Teague Hill and Lower La Honda Creek to Sam McDonald County Park to expand trail connection opportunities. Coordinate with State Parks to secure a quitclaim deed for the existing CRHT easement along Woodruff Creek and with San Mateo County Parks to improve trail connections between La Honda Creek Open Space Preserve and Sam McDonald County Park.	Finalize transfer of trail easement from State Parks to the District.	Project completed in prior fiscal year(s).	Project completed in prior fiscal year(s).	Open	\$15,000	\$0	\$0
144		VP53-003	Kennedy Trailhead Parking Area Improvement	Expand and improve the Kennedy Trailhead parking area to address community parking and access concerns, improve ADA accessibility and provide trailhead amenities.	Complete design development and initiate CEQA for an expanded parking area and new vault restroom. Parking area to also include bicycle racks and new signage.	Complete CEQA and final design and secure permits. Conduct bidding.	Initiate and complete construction and project closeout.	Open	\$170,000	\$155,000	\$2,960,500

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145		XXXXX	Lower Windy Hill Parking Lot Resurfacing	Resurface Lower Windy Hill Parking lot to repair wear and tear damage and improve drainage.	Project not yet started.	Project not yet started.	Develop and release Request for Proposals and Qualifications for design and construction documents. Select contractor and complete project.	Not Started	\$0	\$0	\$140,000
146		XXXXX	Mount Umunhum ADA Paths	Replace existing aging ADA path material around the summit to maintain ADA access. Address other ADA barriers that may exist at the site.	Develop and release Request for Proposals and Qualifications for design and construction documents. Prepare construction documents and complete permitting.	Complete bidding, award construction contract and complete construction.	Project completed in prior fiscal year(s).	New	\$51,000	\$587,500	\$0
147		XXXXX	Rhus Ridge Parking Lot Resurfacing	Resurface Rhus Ridge Parking lot to formalize parking, improve traffic flow, relieve congestion and improve parking surface and drainage.	Project not yet started.	Project not yet started.	Develop and release Request for Proposals for design and construction documents. Complete construction documents.	Not Started	\$0	\$0	\$200,000
148	40 - General Fund Capital Total								\$5,021,000	\$9,804,500	\$4,338,000
149	Public Access, Education and Outreach Total								\$19,334,100	\$29,313,117	\$21,708,167
150											
151	Assets and Organizational Support										
152	10 - General Fund Operating										
153		10001	Records Management	Continue to support paperless solutions and increase remote access to District documents. Use the board-approved retention schedule to inventory and digitize paper files.	Review paper scanning and complete migration of scanned files to a trusted system. Continue migrating electronic records into Laserfiche.	Review paper scanning and complete migration of scanned files to a trusted system. Continue migrating electronic records into Laserfiche. FY28 staff time only.	Continue migrating electronic records into Laserfiche. FY29 staff time only.	Open	\$15,000	\$0	\$0
154		10003	Diversity, Equity and Inclusion Program Actions	Implement new actions to further the board's policy, goals and priorities related to Diversity, Equity and Inclusion.	Continue implementation of goals and objectives.	Continue implementation of goals and objectives.	Continue implementation of goals and objectives.	Open	\$75,000	\$75,000	\$75,000
155		10004	FOSM Update	Implement the Financial Organization Sustainability Model (FOSM) Refresh to enhance project and program delivery, organizational structure and staffing capacity while ensuring financial sustainability over the next 10 years.	Implement FOSM Refresh recommendations scheduled for initiation in FY27. Staff time only.	Complete FOSM implementation. Staff time only.	Project completed in prior fiscal year(s).	Open	\$0	\$0	\$0
156		20133	Graf House Legalization	Per board direction, evaluate legalization of the Graf House in Sierra Azul Preserve. If deemed feasible, construct improvements for use as a ranger residence.	Pending results of the fault analysis and Santa Clara County fire access review, perform a structural analysis and prepare a scope of work and cost estimate for required permitting upgrades.	Note - project implementation captured under fund 40 Capital.	Note - project implementation captured under fund 40 Capital.	Open	\$95,000	\$0	\$0
157		31915	Sphere of Influence Boundary Annexation at Sierra Azul Open Space Preserve in Santa Clara County	In coordination with the Santa Clara County Local Agency Formation Commission (LAFCO), apply for annexation of District-owned lands within the District's Sphere of Influence to ensure consistency with LAFCO policies and procedures for efficient government services.	Initiate development of application materials with consultant support, including a Plan for Services, environmental review and documentation and Fiscal Impacts Report. Initiate community and stakeholder engagement.	Prepare draft Service Plan, Fiscal Impact Report, and CEQA documentation. Finalize and submit annexation application. Continue community and stakeholder engagement.	Present draft Service Plan to board of directors. Complete CEQA review. Finalize application process.	Open	\$25,000	\$125,000	\$50,000

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158		40014	Legislative Initiative Regarding Permitting	Explore potential legislation to enable permit streamlining for Public Resources Code 5500 independent special districts.	Pursuit of sponsored legislation is deferred due to limited capacity with sponsoring agency and pending outcome of ongoing permitting coordination with CDFW. Legislative options will be reassessed in future fiscal years, if deemed viable.	If deemed viable, continue to pursue sponsored legislation through the 2027-28 legislative session (calendar year).	If deemed viable, continue to pursue sponsored legislation through the 2029-30 legislative session (calendar year).	Deferred	\$0	\$67,200	\$67,200
159		51709	Cybersecurity Implementation	Improve Midpen's cybersecurity posture by implementing projects identified in the cybersecurity audit.	Implement Year 3 recommendations from the cybersecurity audit.	Project completed in prior fiscal year(s).	Project completed in prior fiscal year(s).	Open	\$50,000	\$0	\$0
160		51713	Project Management Software	Select and configure project management software for improving task organization and collaboration to support the Capital Improvement and Action Plan, resource loading and project tracking.	Select a software option and begin implementation.	Complete implementation.	Project completed in prior fiscal year(s).	Open	\$80,000	\$80,000	\$0
161		51714	Recruitment Software	Implement new recruitment software to streamline recruiting.	Procure, configure and go-live.	Project completed in prior fiscal year(s).	Project completed in prior fiscal year(s).	Open	\$40,000	\$0	\$0
162		XXXXX	Agenda Management Software	Implement Agenda Management Software to streamline the preparation, distribution, and tracking of board meeting agendas and materials, improving internal efficiency and reducing administrative workload.	Project not yet started.	Begin scoping project by assessing organizational needs and evaluating available agenda management software solutions. FY28 is staff time only.	Finalize software review and select/purchase an agenda management solution. This will include evaluating shortlisted vendors, conducting demonstrations and assessing whether an in-house solution can fulfill requirements.	Not Started	\$0	\$0	\$100,000
163		XXXXX	Cityworks Migration	Migrate Cityworks user interface to new Respond interface due to lack of vendor support for old interface/product and to ensure ability to integrate with ArcGIS.	Implement new user interface and deploy to all staff. Make adjustments as needed.	Project completed in prior fiscal year(s).	Project completed in prior fiscal year(s).	Open	\$36,500	\$0	\$0
164		XXXXX	Cultural Resources Data Management Improvements	Reorganize and standardize file management of cultural and historic resource reports and data, and improve secure sharing of confidential information.	Project not yet started.	Hire a consultant to restructure the cultural resources files in the confidential drive and input older map data into existing GIS databases.	Consultant to develop documentation for maintenance of the cultural resources file system, protocols for the secure sharing of confidential reports and data, and train relevant staff.	Not Started	\$0	\$25,000	\$25,000
165		XXXXX	Electric Vehicle Charging Stations at BCR North Parking Lot and Other Preserves	Install required (per County permits) EV charging stations at the Bear Creek Redwoods North Parking Lot. Evaluate existing parking areas and grant opportunities with Peninsula Clean Energy and Silicon Valley Clean Energy to potentially install electric vehicle charging stations at other select locations, with Board approval.	Determine other select priority location(s) and present recommendations for board approval. Initiate designs for installations at other preserves.	Note - project implementation captured under fund 40 Capital.	Note - project implementation captured under fund 40 Capital.	New	\$25,000	\$0	\$0
166		XXXXX	Meeting Room Upgrades	Upgrade meeting room AV systems to improve reliability and ease of use, addressing current issues where equipment is inconsistent or difficult to operate. The goal is to create a more stable and user-friendly experience that supports seamless hybrid meetings and reduces technical disruptions.	Project not yet started.	Project not yet started.	Select and install new AV equipment in the Administrative Office's medium and small conference rooms.	Not Started	\$0	\$0	\$100,000

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167		XXXXX	Online Performance Evaluation	Implement online performance evaluations to streamline the review process by enabling users to complete, submit and track evaluations in one centralized system, while ensuring consistency through standardized templates and scoring, and capturing data for easier analysis and reporting.	Project not yet started.	Scope project by assessing organizational needs and evaluating available performance management software solutions. Solicit input from focus group of managers, supervisors, and staff.	Procure and implement.	Not Started	\$0	\$12,000	\$12,000
168		XXXXX	Partnership Agreements for Funding Contributions to Farm Labor Housing Projects	Implement Agricultural Policy A3(a) by evaluating opportunities to further District goals through funding contributions to support partner-led affordable agricultural workforce housing projects.	Explore partnership opportunities to support offsite farm labor housing projects in support of the District's Agricultural Policy. Bring recommendations for funding contributions to the Board for consideration of approval.	Project completed in prior fiscal year(s).	Project completed in prior fiscal year(s).	New	\$500,000	\$0	\$0
169		XXXXX	Property Management Software	Implement a property maintenance management system to improve the intake and tracking of maintenance requests from tenants, support timely response and automated routing. Integrate with the District's work order and asset management system.	Project not yet started.	Begin scoping project by assessing organizational needs and evaluating available property maintenance software solutions. FY28 is staff time only.	Finalize software review and select/purchase a property maintenance solution that best meets District needs. This will include evaluating shortlisted vendors, conducting demonstrations and preparing for procurement and implementation planning.	Not Started	\$0	\$0	\$25,000
170		XXXXX	SharePoint Migration	Migrate SharePoint Classic to SharePoint Modern.	Begin migration.	Complete migration.	Project completed in prior fiscal year(s).	Open	\$15,695	\$25,695	\$0
171		Supporting Project	Digital Asset ADA Compliance	Evaluate compliance with Web Content Accessibility Guidelines (WCAG) 2.1 AA across the digital portfolio, including websites and electronic documents. Remediate deficiencies to ensure public content and forms are accessible to people with disabilities.	Continue to assess WCAG 2.1 AA compliance, identify gaps, and plan activities to achieve compliance by the special district deadline of April 26, 2027.	Develop and deliver staff training on processes for continued compliance. Implement software updates as needed if identified through compliance assessment and remediation planning.	Project completed in prior fiscal year(s).	Open	-	-	-
172		Supporting Project	Fleet Management	Consistent with the IT Master Plan, implement a fleet management system to plan, program and track the management (including replacements and maintenance) of the vehicle and equipment fleet.	Go-live with fleet management system.	Project completed in prior fiscal year(s).	Project completed in prior fiscal year(s).	Open	-	-	-
173		Supporting Project	GM Signature Authority Legislation	Seek legislation increasing the general manager's purchasing authorization up to an amount not to exceed \$200,000 for professional services and discreet public works contracts (e.g., roofing, fencing, plumbing, etc.,) with the actual amount subject to board approval.	If necessary, continue to pursue sponsored legislation through the 2027-28 legislative session (calendar year).	If necessary, continue to pursue sponsored legislation through the 2027-28 legislative session (calendar year).	If necessary, continue to pursue sponsored legislation through the 2029-30 legislative session (calendar year).	Open	-	-	-
174		Supporting Project	Native American Relations Program	Implement actions to strengthen the District's intergovernmental relations with local Native American Tribes.	Implement actions to strengthen intergovernmental relations, including establishing Memorandum of Understanding(s) (MOUs) and consultation contract(s)	Implement actions to strengthen intergovernmental relations, including establishing MOUs and consultation contract(s)	Implement actions to strengthen intergovernmental relations, including establishing MOUs and consultation contract(s)	Open	-	-	-

Preliminary FY27-FY29 Capital Improvement and Action Plan

	A	B	C	D	E	F	G	H	I	J	K	
1	Program & Fund	Project #	Project Name	Project Purpose	FY27 Scope	FY28 Scope	FY29 Scope	FY27 Status	FY27 Estimated Budget	FY28 Estimated Budget	FY29 Estimated Budget	
175		Supporting Project	Update to the District CEQA Guidelines	Update the board-adopted 2001 District Guidelines for the implementation of the California Environmental Quality Act (CEQA) to conform with current state law and board policies.	Draft proposed CEQA guideline updates. The scope of work and budget is subject to change following additional assessment from staff.	Bring recommended CEQA guideline updates to the board for consideration of approval.	Project completed in prior fiscal year(s).	Open	-	-	-	
176	10 - General Fund Operating Total									\$957,195	\$409,895	\$454,200
177	20 - Hawthorns											
178		VP06-004	Hawthorns Structures Stabilization/Repairs	Implement board direction based on structure assessment findings.	Pending a Board award of contract in FY26, complete construction the re-roofing of select historic structures. Pre-construction costs captured under fund 40 General Fund Capital.	Project completed in prior fiscal year(s).	Project completed in prior fiscal year(s).	Open	\$1,035,000	\$0	\$0	
179	20 - Hawthorns Total									\$1,035,000	\$0	\$0
180	40 - General Fund Capital											
181		20133	Graf House Legalization	Per board direction, evaluate legalization of the Graf House in Sierra Azul Preserve. If deemed feasible, construct improvements for use as a ranger residence.	Note - project feasibility captured under fund 10 operating.	Pending approval to proceed with required repairs, complete the design and permitting package. Submit permit applications.	Receive permit approval for required site and building improvements. Bid and award a construction contract. Begin construction.	Open	\$0	\$115,000	\$128,000	
182		31914	Skyline Field Office Rebuild	Build a facility at a new site to continue supporting field staff operational needs in the Skyline Field Office (SFO) region.	Complete schematic design phase, continue land use permit consultation and environmental review. Continue water development efforts.	Pending CEQA certification, continue design development, and submit permit applications.	Secure building permits and Caltrans encroachment permit, prepare bid documents, and initiate construction.	Open	\$1,148,500	\$1,000,000	\$15,964,600	
183		35010	Structure Evaluation and Disposition	Assess the condition of vacant structures and gather information to determine long-term disposition and implement board-approved decisions.	Complete an assessment of structures on October Farms, Gordon Ridge and Lobitos properties and receive board direction on their disposition. Complete the board-approved demolition of structures on the Landre Property and the Big Dipper Barn.	Implement board decisions for structures evaluated in FY26/FY27. Complete board-approved demolitions in La Honda Creek. Prepare permitting package and bid documents for FY29 demolitions including Toto Lower Barn and Tunitas Creek Residence.	Complete board-approved demolitions, including Toto Lower Barn and Tunitas Creek Residence.	Open	\$878,500	\$786,600	\$690,700	
184		35038	Cunha House Repair	Remodel the attached one-bedroom unit to expand employee workforce housing by replacing flooring, updating the bathroom and kitchen, repairing the HVAC system and completing electrical upgrades to meet current building code.	Project not yet started.	Hire consultant to provide evaluation, recommendations and cost estimate for repairs. Select appropriate repairs.	Develop plans and submit for permits. Solicit bids, award contract and begin construction.	Not Started	\$0	\$43,000	\$163,000	
185		35039	Allen Road Washout Repair	Assess options to restore access for fire trucks following the washout of Allen Road, a key fire road between the Bechtel and Paulin properties in La Honda Creek Open Space Preserve.	Complete construction and project closeout.	Project completed in prior fiscal year(s).	Project completed in prior fiscal year(s).	Open	\$85,000	\$0	\$0	
186		35040	FFO Solar Panels and EV Chargers	Install solar panels on the Foothills Field Office (FFO) shop and install EV chargers.	Project deferred to FY28.	Prepare plans, submit for permits and solicit bids for construction. Initiate construction.	Complete construction and project closeout.	Deferred	\$0	\$271,000	\$250,000	
187		35041	Fremont Older Residence Roof Replacement	Repair roof and associated framing to ensure longevity of structure.	Complete construction and project closeout.	Project completed in prior fiscal year(s).	Project completed in prior fiscal year(s).	Open	\$55,000	\$0	\$0	

Preliminary FY27-FY29 Capital Improvement and Action Plan

	A	B	C	D	E	F	G	H	I	J	K
1	Program & Fund	Project #	Project Name	Project Purpose	FY27 Scope	FY28 Scope	FY29 Scope	FY27 Status	FY27 Estimated Budget	FY28 Estimated Budget	FY29 Estimated Budget
188		35042	Lone Madrone Mobile Home Replacement	Replace existing mobile home that has reached the end of its useful life and remove attached mobile home from barn structure.	Hire consultant. Prepare and submit the Resource Management Permit application.	Receive Resource Management Permit and develop construction documents. Secure the building permit. Prepare bid package. Solicit bids for construction and begin construction.	Complete construction and project closeout.	Open	\$40,000	\$286,000	\$265,000
189		35043	Schilling Lake Spillway Repair	Repair spillway culvert to prevent erosion of dam.	Begin engineering design, submit permit applications and finalize CEQA.	Finalize engineer design. Complete permitting and bidding process.	Initiate and complete construction. Complete project closeout.	Open	\$165,000	\$132,500	\$640,000
190		35044	Coastal Area Office Build Out	Build out a coastal area office to support management and maintenance of coastal land holdings.	Develop conceptual designs. Solicit public feedback to inform further design work. Obtain Board approval of design scope.	Complete design development. Conduct CEQA review. Submit for and receive building permits. Prepare bid documents and solicit for bids.	Execute construction contract. Initiate construction.	Open	\$130,000	\$600,000	\$8,081,000
191		35045	Administrative Office Solar Expansion	Expand existing solar array at the administrative office utilizing panels previously purchased for the Skyline Field Office.	Project not yet started.	Secure design-build contractor to prepare design documents and submit for local and utility permitting.	Receive required permits. Install additional panels and submit interconnection request to utility. Receive permission to operate and commission system.	Not Started	\$0	\$74,000	\$107,000
192		61055	Replace Roof on Coal Creek Barn	Following storm damage to roof, perform structural assessment to determine the opportunities and constraints for rehabilitation, stabilization or repair; identify regulatory requirements for structure stabilization and provide options with high-level cost estimates.	Bid project. Complete construction and project close out.	Project completed in prior fiscal year(s).	Project completed in prior fiscal year(s).	Open	\$257,500	\$0	\$0
193		61057	Title 24 Residential Improvements	Improve energy efficiency to comply with CA Title 24 regulations for residential properties.	Hire contractors and continue making Title 24 improvements.	Complete Title 24 improvements.	Project completed in prior fiscal year(s).	Open	\$113,000	\$65,000	\$0
194		63005	Agricultural Barn and Outbuildings Repair	Repair barns and outbuildings for continued agricultural use.	Scope project, finalize permits, complete repairs for first set of structures.	Scope project, finalize permits, complete repairs for second set of structures.	Scope project, finalize permits, complete repairs for third set of structures.	Open	\$110,000	\$110,000	\$110,000
195		63006	Residential Driveway Replacements	Replace driveways at selected residential housing properties to maintain access.	Scope the year 2 projects, finalize permits, solicit a Request for Bids, complete the repairs.	Scope the year 3 projects, finalize permits, solicit a Request for Bids, complete the repairs.	Project completed in prior fiscal year(s).	Open	\$230,000	\$270,000	\$0
196		63007	Residential Housing Roof Replacements	Replace roofs at selected residential housing properties to maintain weather resistance and improve energy efficiency.	Scope the year 2 projects, finalize permits, solicit a Request for Bids, complete the repairs.	Scope the year 3 projects, finalize permits, solicit a Request for Bids, complete the repairs.	Scope the year 4 projects, finalize permits, solicit a Request for Bids, complete the repairs.	Open	\$135,000	\$140,000	\$30,000
197		63008	Rural Residential Water System Improvements	Improve rural water quality infrastructure for tenant residences.	Scope year 1 projects, solicit a Request for Bids, and complete year 1 water system improvements.	Scope year 2 projects, solicit a Request for Bids, and complete year 2 water system improvements.	Project completed in prior fiscal year(s).	Open	\$185,000	\$185,000	\$0
198		63010	Residential Detached Structures Repairs	Repair garages, storage sheds, pump houses and other outbuildings for continued residential use.	Perform audit to determine condition of all District residential housing properties. Staff time only in FY27.	Scope year 1 projects, finalize permits, solicit a Request for Bids, and complete repairs.	Scope year 2 projects, solicit a Request for Bids, and complete repairs.	New	\$0	\$125,000	\$170,000
199		None	Vehicle and Machinery/Equipment Purchases	Provide necessary vehicles and equipment for staff to further Midpen's mission and meet project delivery and service delivery commitments.	Number and types of new vehicles and equipment TBD based on recommendations from the Fleet Transition Plan. Budget line item is a placeholder.	Number and types of new vehicles and equipment TBD based on recommendations from the Fleet Transition Plan. Budget line item is a placeholder.	Number and types of new vehicles and equipment TBD based on recommendations from the Fleet Transition Plan. Budget line item is a placeholder.	Recurring	\$700,000	\$1,000,000	\$1,000,000

Preliminary FY27-FY29 Capital Improvement and Action Plan

	A	B	C	D	E	F	G	H	I	J	K
1	Program & Fund	Project #	Project Name	Project Purpose	FY27 Scope	FY28 Scope	FY29 Scope	FY27 Status	FY27 Estimated Budget	FY28 Estimated Budget	FY29 Estimated Budget
200		VP06-004	Hawthorns Structures Stabilization/Repairs	Implement board direction based on structure assessment findings.	Pending a Board award of contract in FY26, complete pre-construction activities for the re-roofing of select historic structures. Project implementation captured under fund 20 Hawthorns.	Project completed in prior fiscal year(s).	Project completed in prior fiscal year(s).	Open	\$45,000	\$0	\$0
201		XXXXX	Electric Vehicle Charging Stations at AO Garage	Expand EV charging capacity at the administrative office garage.	Issue a Request for Bids for construction. Complete construction.	Project completed in prior fiscal year(s).	Project completed in prior fiscal year(s).	New	\$101,750	\$0	\$0
202		XXXXX	Electric Vehicle Charging Stations at BCR North Parking Lot and Other Preserves	Install required (per County permits) EV charging stations at the Bear Creek Redwoods North Parking Lot. Evaluate existing parking areas and grant opportunities with Peninsula Clean Energy and Silicon Valley Clean Energy to potentially install electric vehicle charging stations at other select locations, with Board approval.	Complete installation of EV charging stations at the north parking lot of Bear Creek Redwoods Preserve.	Continue preparing design documents. Complete CEQA review.	Complete design development and prepare construction documents. Pending CEQA certification, prepare and submit local permits. Initiate construction.	New	\$30,000	\$60,000	\$67,500
203		XXXXX	End-of-Life Server Upgrade	Replace aging servers that are approaching end-of-life to ensure continued system reliability, security and supportability. Upgrading the infrastructure will reduce the risk of hardware failure and improve performance.	Project not yet started.	Project not yet started.	Purchase and set up new server infrastructure, including new hardware and software. Migrate current virtual server infrastructure to new system.	Not Started	\$0	\$0	\$500,000
204	40 - General Fund Capital Total								\$4,409,250	\$5,263,100	\$28,166,800
205	Assets and Organizational Support Total								\$6,401,445	\$5,672,995	\$28,621,000
206											
207	Grand Total								\$37,321,673	\$47,394,402	\$61,355,834

Board Retreat #2: Preliminary FY27-FY29 Capital Improvement and Action Plan

District Funds and Program Areas Summary

The preliminary three-year Capital Improvement and Action Plan (CIAP) would provide funding of \$146.1 million over the next three fiscal years primarily funded by the General Fund, Measure AA general obligation bonds, the Hawthorns Fund, and grants.

Budgets included in the tables below are preliminary and under refinement. Projected CIAP expenditures for FY27 total \$37.3 million, representing a 51% increase compared to the adopted FY26 CIAP budget on account of several General Fund Operating projects moving forward including the Wildland Fire Capacity (row 26) and Partnership Agreements for Funding Farm Labor Housing operating projects (row 168). In addition, several Measure AA projects are moving forward including the Bear Creek Stables (row 123), Johnston Ranch Habitat and Agricultural Water Supply Improvements (row 58), the Bear Creek Redwoods North Parking Area (row 126), and Highway 35 Multi-Use Trail Crossing and Parking projects (row 108).

The preliminary FY28 and FY29 CIAP budgets are projected to have 27-29% increases year over year. The primary drivers of the increase from FY27 to FY28 are the Highway 17 Wildlife and Trail Crossings (rows 70 and 121) and the Rancho San Antonio Road and ADA Improvements projects (row 133). Meanwhile, projected increase from FY28 to FY29 is driven by the Skyline Field Office Rebuild (row 182), Coastal Area Office Buildout (row 190), and Kennedy Trailhead Improvement (row 144) projects.

CIAP Budget by Fund	FY27 Estimated Budget	FY28 Estimated Budget	FY29 Estimated Budget
Fund 10 - General Fund Operating	\$5,152,217	\$3,705,268	\$3,572,200
Fund 20 - Hawthorns	1,035,000	0	0
Fund 30 - Measure AA	19,885,883	27,576,284	24,466,334
Fund 40 - General Fund Capital	11,248,573	16,112,850	33,317,300
Total	\$37,321,673	\$47,394,402	\$61,355,834

CIAP Summary by Program Area	FY27 Estimated Budget	FY28 Estimated Budget	FY29 Estimated Budget
Land Acquisition and Preservation	\$512,000	\$237,000	\$172,000
Natural Resource Protection and Restoration	11,074,128	12,171,290	10,854,667
Public Access, Education and Outreach	19,334,100	29,313,117	21,708,167
Assets and Organizational Support	6,401,445	5,672,995	28,621,000
Total	\$37,321,673	\$47,394,402	\$61,355,834

CIAP Budget by Program Area and Fund	FY27 Estimated Budget	FY28 Estimated Budget	FY29 Estimated Budget
Land Acquisition and Preservation	\$512,000	\$237,000	\$172,000
Fund 30 - Measure AA	190,000	0	0
Fund 40 - General Fund Capital	322,000	237,000	172,000
Natural Resource Protection and Restoration	11,074,128	12,171,290	10,854,667
Fund 10 - General Fund Operating	3,689,022	2,670,373	2,768,000
Fund 30 - Measure AA	5,888,783	8,692,667	7,446,167
Fund 40 - General Fund Capital	1,496,323	808,250	640,500
Public Access, Education and Outreach	19,334,100	29,313,117	21,708,167
Fund 10 - General Fund Operating	506,000	625,000	350,000
Fund 30 - Measure AA	13,807,100	18,883,617	17,020,167
Fund 40 - General Fund Capital	5,021,000	9,804,500	4,338,000
Assets and Organizational Support	6,401,445	5,672,995	28,621,000
Fund 10 - General Fund Operating	957,195	409,895	454,200
Fund 20 - Hawthorns	1,035,000	0	0
Fund 40 - General Fund Capital	4,409,250	5,263,100	28,166,800
Total	\$37,321,673	\$47,394,402	\$61,355,834

Note: Due to the opportunistic nature of land purchases, the Land Acquisitions and Preservation program area budget primarily covers pre-acquisition activities (e.g., research, appraisals, due diligence, negotiations), typically in Fund 40, resulting in a smaller initial budget. Land purchase costs are added via budget adjustment at the time of acquisition, with potential expenditure shifts to Fund 30 - Measure AA, if eligible.

Revenue Summary

Grant & Partnership Funding

Row #	Project No.	Project Name	FY27 Estimated Revenue	FY28 Estimated Revenue	FY29 Estimated Revenue
26	61031	Wildland Fire Capacity	\$164,293	\$50,000	\$0
29	80065	IPM Implementation of Valley Water Grant	275,000	0	0
32	80083	Santa Cruz Kangaroo Rat Habitat and Population Management	29,500	0	0
36	80097	Wildlife Conservation Board Grant Reforestation Projects	373,129	0	0
70	MAA20-001	Wildlife Corridor: Highway 17 Crossing	1,294,864	0	0
121	MAA20-002	Bay Area Ridge Trail: Highway 17 Crossing	2,404,605	0	0
125	MAA21-011	Phase 2 Trail Improvements, Bear Creek Redwoods (NE Trailhead Connecti	2,471,121	0	0
42	VP01-003	Madonna Creek Caltrans Mitigation	63,000	380,000	60,000
93	VP17-XXX	Upper Stevens Creek Trail Connection Feasibility	130,000	147,000	0
Grant & Partnership Funding Total			\$7,205,512	\$577,000	\$60,000

MAA Interest Income Used

Row #	Project No.	Project Name	FY27 Estimated Revenue	FY28 Estimated Revenue	FY29 Estimated Revenue
125	MAA21-011	Phase 2 Trail Improvements, Bear Creek Redwoods (NE Trailhead Connecti	\$576,362	\$0	\$0
On a Previous CIAP	MAA03-006	South Cowell Upland Land Conservation	\$0	\$450,000	0
Grant Revenue Total			\$576,362	\$450,000	\$0

Unfunded - Funding Source TBD

Row #	Project No.	Project Name	FY27 Estimate	FY28 Estimate	FY29 Estimate
61	MAA02-004	Stevens Creek Shoreline Nature Area Restoration	\$0	\$465,000	\$105,000
105	MAA03-009	Purisima-to-the-Sea Parking	0	2,536,000	5,330,000
106	MAA03-010	Purisima-to-the-Sea Trail	0	0	265,000
108	MAA03-013	Highway 35 Multi-Use Trail Crossing and Parking Implementation	0	739,045	437,500
110	MAA05-013	La Honda Parking and Trailhead Access Implementation	0	0	1,084,999
70	MAA20-001	Wildlife Corridor: Highway 17 Crossing	0	650,593	5,446,667
121	MAA20-002	Bay Area Ridge Trail: Highway 17 Crossing	0	0	5,416,667
122	MAA20-004	El Sereno Loop Trail	0	0	110,000
123	MAA21-004	Bear Creek Stables	658,267	3,930,750	70,000
124	MAA21-006	Bear Creek Redwoods - Alma College Cultural Landscape Rehabilitation	50,000	50,000	0
71	MAA21-007	Bear Creek Redwoods Preserve Plan: Invasive Weed Treatment and Restor	100,000	100,000	0
125	MAA21-011	Phase 2 Trail Improvements, Bear Creek Redwoods (NE Trailhead Connecti	633,500	1,210,000	0
126	MAA21-013	Bear Creek Redwoods North Parking Area	3,330,000	0	0
127	MAA21-014	Phase 2 Multiuse Trail, Bear Creek Redwoods	774,750	650,000	0
Grant Revenue Total			\$5,546,517	\$10,331,388	\$18,265,833

Unfunded amounts are based on current board approved Measure AA portfolio allocations. In March, the Action Plan and Budget and Bond Oversight Committees will review a recommendation to reallocate unspent funds from the nearly completed Portfolio 9: Russian Ridge — Public Recreation, Grazing and Wildlife Protection Projects and Portfolio 10: Coal Creek — Reopen Alpine Road for Trail Use and move them to Portfolio 21: Bear Creek Redwoods — Public Recreation and Interpretive Projects. The board will then review the reallocation request sometime later this fiscal year. The remaining unfunded amounts will be funded through a combination of future reallocation requests, grants, partnership funding, interest income and Fund 40 — General Fund Capital monies.

Areas of Interest Summary

CIAP Projects by Interest Area: Agriculture

Row #	Project No.	Project Name	FY27 Estimated Budget	FY28 Estimated Budget	FY29 Estimated Budget
25	61030	Toto Ranch Agricultural Plan	\$135,000	\$35,000	\$0
78	63002	Elkus-Lobitos Perimeter Fence	592,823	0	0
194	63005	Agricultural Barn and Outbuildings Repair	110,000	110,000	110,000
79	63009	Gordon Ridge Ponds Improvement	0	420,250	70,000
37	80100	Carbon Farm Plan Implementation	49,000	68,000	37,000
57	MAA01-006	Madonna Creek Habitat Enhancement, Water Supply and Bridge Replacem	52,500	535,000	0
58	MAA01-008	Johnston Ranch Habitat and Agricultural Water Supply Improvements	2,371,000	0	0
59	MAA01-XXX	Johnston Ranch Pond and Cross Fence	340,219	0	0
64	MAA05-XXX	Conservation Grazing Water Development	0	306,000	0
65	MAA05-XXX	Lone Madrone Perimeter Fence	110,500	0	0
67	MAA13-001	Cloverdale Operational Road System Review and Repairs	30,000	170,000	0
5	MAA13-003	Cloverdale Ranch Land Opportunity	170,000	0	0
68	MAA13-004	Cloverdale Ranch Water Development	0	116,000	0
123	MAA21-004	Bear Creek Stables	3,705,750	3,930,750	70,000
168	XXXXX	Partnership Agreements for Funding Contributions to Farm Labor Housing	500,000	0	0
Agriculture Total			\$8,166,792	\$5,691,000	\$287,000

CIAP Projects by Interest Area: Diversity, Equity and Inclusion

Row #	Project No.	Project Name	FY27 Estimated Budget	FY28 Estimated Budget	FY29 Estimated Budget
154	10003	Diversity, Equity and Inclusion Program Actions	\$75,000	\$75,000	\$75,000
132	31901	ADA Barrier Removal	65,000	100,000	50,000
133	35015	Rancho San Antonio Road and ADA Improvements	655,000	2,890,000	0
134	35030	Fremont Older Parking Area Improvements	490,500	1,223,000	0
138	35048	Picchetti ADA Site Improvements	145,000	652,500	540,000
110	MAA05-013	La Honda Parking and Trailhead Access Implementation	387,500	387,500	3,286,000
111	MAA06-002	Hawthorns Area Plan	379,000	60,000	0
112	MAA06-XXX	Hawthorns Area Plan Implementation - Parking Area	0	150,000	190,000
115	MAA11-001	Monte Bello Black Mountain Trail Extension	106,500	200,000	55,000
116	MAA11-005	Rancho San Antonio Permanent Carpool Parking Implementation	0	270,000	85,000
117	MAA11-006	Rancho San Antonio Welcome Center Kiosk	50,000	25,000	0
118	MAA13-XXX	Cloverdale Interim Public Access	368,000	245,000	0
124	MAA21-006	Bear Creek Redwoods - Alma College Cultural Landscape Rehabilitation	50,000	50,000	0
125	MAA21-011	Phase 2 Trail Improvements, Bear Creek Redwoods (NE Trailhead Connecti	633,500	1,210,000	0
126	MAA21-013	Bear Creek Redwoods North Parking Area	3,330,000	0	0
127	MAA21-014	Phase 2 Multiuse Trail, Bear Creek Redwoods	774,750	650,000	0
128	MAA22-004	Beatty Parking Area and Trail Connections	295,000	925,200	1,580,000
129	MAA25-004	Umunhum-to-the-Sea Trail	0	0	45,000
142	VP03-XXX	Purisima Creek Trailhead Shuttle Program Improvements	0	45,000	153,000
90	VP04-003	El Corte de Madera Single-use Biking/Hiking Trail (Feasibility)	65,000	55,000	35,000
91	VP05-002	La Honda Creek Parking and Trailhead Access Feasibility Study and CEQA Re	71,000	0	0
92	VP07-003	La Honda South Area Parking Feasibility Study	65,000	195,000	175,000
93	VP17-XXX	Upper Stevens Creek Trail Connection Feasibility	210,000	225,000	75,000
144	VP53-003	Kennedy Trailhead Parking Area Improvement	170,000	155,000	2,960,500
146	XXXXX	Mount Umunhum ADA Paths	51,000	587,500	0
94	XXXXX	Tribal Consultation and Engagement Policy Development	0	30,000	30,000
171	Supporting Project	Digital Asset ADA Compliance	-	-	-
96	Supporting Project	Johnston Ranch Trailhead Partnership	-	-	-
174	Supporting Project	Native American Relations Program	-	-	-
98	Supporting Project	Regional Trails and Active Transportation/Access to Open Space Planning a	-	-	-
100	Supporting Project	Trail Junction Numbering System	-	-	-
Diversity, Equity and Inclusion Total			\$8,436,750	\$10,405,700	\$9,334,500

Note: The CIAP includes a small number of "supporting projects", which cost less than \$50,000 over the project lifetime but will require significant cross-departmental collaboration. Supporting projects are thus included in the CIAP and resource loading activities for planning purposes only and financially accounted for within individual department operating budgets.

CIAP Projects by Interest Area: Wildland Fire Resiliency

Row #	Project No.	Project Name	FY27 Estimated Budget	FY28 Estimated Budget	FY29 Estimated Budget
9	20125	Cal-Water Land Exchange, Teague Hill Preserve	\$29,000	\$0	\$0
185	35039	Allen Road Washout Repair	85,000	0	0
26	61031	Wildland Fire Capacity	695,000	0	0
27	61056	Los Gatos Creek Watershed Phase 2 (Fuel Treatment)	135,000	0	0

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29	80065	IPM Implementation of Valley Water Grant	275,000	0	0
30	80072	Irish Ridge Restoration	71,500	460,000	1,245,000
32	80083	Santa Cruz Kangaroo Rat Habitat and Population Management	365,000	400,000	0
34	80092	Long Ridge Forest Health Treatment	296,000	296,000	291,000
36	80097	Wildlife Conservation Board Grant Reforestation Projects	535,000	0	0
89	80105	Mitigation of Routine Maintenance Projects	10,000	10,000	10,000
60	MAA01-XXX	Replace Bridge MRBR1 in Miramontes Ridge Preserve	175,000	175,500	593,000
63	MAA05-010	La Honda Forest Health	80,000	550,000	530,000
71	MAA21-007	Bear Creek Redwoods Preserve Plan: Invasive Weed Treatment and Restor	100,000	100,000	0
42	VP01-003	Madonna Creek Caltrans Mitigation	63,000	380,000	60,000
82	VP21-007	Hillside Restoration Above BCR Corrals	21,000	0	0
45	VP54-XXX	Los Gatos Creek Watershed Phase 3 (Fuel Treatment Work)	55,000	165,000	205,000
Wildland Fire Resiliency Total			\$2,990,500	\$2,536,500	\$2,934,000

Preliminary FY27-FY29 Capital Improvement and Action Plan

Strategic Plan Goals and Objectives Summary

The preliminary three-year Capital Improvement and Action Plan (CIAP) was prepared by Midpen staff in accordance with the Fiscal Year 2027 Strategic Plan Goals and Objectives. A summary of CIAP budget allocations by primary and secondary Strategic Plan Goal and Objective is provided below, noting that many projects address more than one goal and/or objective.

Goals and objectives not listed or without budget in the tables below may not be directly linked to a CIAP project; instead, these are addressed through core programs or functions within departmental operational activities.

CIAP Budget by Primary Strategic Plan Goals and Objectives

Primary Strategic Plan Linkage	FY27 Estimated Budget	FY28 Estimated Budget	FY29 Estimated Budget
Goal 1	\$3,897,250	\$8,788,167	\$6,228,667
Goal 1, Objective 2	1,928,000	6,006,667	5,506,667
Goal 1, Objective 3	1,542,250	2,187,500	505,000
Goal 1, Objective 4	427,000	594,000	217,000
Goal 2	9,043,628	5,687,123	4,845,000
Goal 2, Objective 1	688,000	650,000	250,000
Goal 2, Objective 2	3,451,086	4,246,873	4,180,000
Goal 2, Objective 3	10,000	50,000	20,000
Goal 2, Objective 4	735,000	175,000	215,000
Goal 2, Objective 5	4,159,542	565,250	180,000
Goal 3	15,554,100	25,433,117	21,370,667
Goal 3, Objective 2	75,000	105,000	105,000
Goal 3, Objective 3	15,479,100	25,328,117	21,265,667
Goal 4	8,826,695	7,485,995	28,911,500
Goal 4, Objective 1	6,608,195	6,139,695	27,141,600
Goal 4, Objective 2	0	67,200	67,200
Goal 4, Objective 3	0	74,000	107,000
Goal 4, Objective 5	2,218,500	1,205,100	1,595,700
Grand Total	\$37,321,673	\$47,394,402	\$61,355,834

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Preliminary FY27-FY29 Capital Improvement and Action Plan

CIAP Budget by Secondary Strategic Plan Goals and Objectives

Secondary Strategic Plan Linkage	FY27 Estimated Budget	FY28 Estimated Budget	FY29 Estimated Budget
Goal 1	\$6,073,350	\$9,837,417	\$5,721,667
Goal 1, Objective 2	5,555,350	9,647,417	5,611,667
Goal 1, Objective 3	293,000	0	0
Goal 1, Objective 4	225,000	190,000	110,000
Goal 2	9,775,792	8,777,750	6,928,000
Goal 2, Objective 1	240,000	30,000	10,000
Goal 2, Objective 2	7,752,042	5,816,750	4,367,500
Goal 2, Objective 3	532,750	1,177,000	1,138,500
Goal 2, Objective 4	766,500	460,000	1,245,000
Goal 2, Objective 5	484,500	1,294,000	167,000
Goal 3	7,209,500	9,601,500	9,429,000
Goal 3, Objective 1	0	45,000	173,000
Goal 3, Objective 2	7,129,500	9,446,500	9,146,000
Goal 3, Objective 3	5,000	5,000	5,000
Goal 3, Objective 4	75,000	105,000	105,000
Goal 4	6,346,000	5,768,200	27,018,800
Goal 4, Objective 1	110,000	177,200	177,200
Goal 4, Objective 5	6,236,000	5,591,000	26,841,600
Grand Total	\$29,404,642	\$33,984,867	\$49,097,467