



Midpeninsula Regional
Open Space District

ACTION PLAN AND BUDGET COMMITTEE MEETING

R-16-46
April 12, 2016

AGENDA ITEM 4

AGENDA ITEM

Proposed Fiscal Year 2016-17 Action Plan and Budget Overview

GENERAL MANAGER'S RECOMMENDATIONS

Review and confirm the Proposed Fiscal Year (FY) 2016-17 Action Plan.

SUMMARY

The Proposed FY2016-17 budget totals \$56.7 million, a 2% increase over the prior year adopted, reflecting staff growth as positions are added to deliver the projects and continue the organizational build-out outlined in the FOSM, which in turn enables the organization to increase capital expenditures as the District continues implementation of Measure AA funded projects. Offsetting these increases is a substantial reduction to the Land budget due to a change in the way land purchases are reflected in the budget. However, this change will not impact the District's ability to respond quickly to land purchase opportunities.

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

DISCUSSION

Budget

The District's FY2016-17 budget totals \$56.7 million and is a 2% increase over the prior year (the budget would have shown a 27.5% increase had land purchase been included in the budget as in previous years), reflecting staff growth as positions are added to deliver the projects and continue the organizational build-out outlined in the FOSM and increased capital expenditures as the District continues implementation of Measure AA funded projects. The following chart provides a summary of the FY2016-17 budget by category.

DISTRICT BUDGET BY EXPENDITURE CATEGORY	FY2016-17		\$ Change from	% Change from
	FY2015-16 Adopted Budget	Proposed Annual Budget	FY2015-16 Adopted Budget	FY2015-16 Adopted Budget
Operating Budget	21,183,307	26,216,383	5,033,076	24%
Capital Budget	10,414,311	18,413,722	7,999,411	77%
Land and Associated Costs	12,308,640	1,008,100	(11,300,540)	-92%
Property Management	795,244	-	(795,244)	-100%
Debt Service	11,062,744	11,084,840	22,096	0%
TOTAL DISTRICT BUDGET	55,764,246	56,723,045	958,799	2%

* Effective FY 2016-17, the Property Management Program is transferred to the Land & Facilities Department and incorporated into the operating and capital budgets.

Primary drivers for each category are discussed below.

- Operating Budget.** The operating budget includes the annualized cost of the eight positions added as part of the FY2015-16 Midyear Adjustments as well as cost-of-living adjustments, CalPERS retirement rate increases, and an increased contribution to the District's OPEB Trust Fund unfunded liability. Services and Supplies also rose, reflecting an increased number of projects classified as operating rather than capital expenses, and costs related to new leased office space to accommodate additional staff.
- Capital Budget.** The 77% capital budget increase is driven by the addition of new staffing as of 2015 to move capital projects forward into subsequent phases toward full implementation. Key projects driving this increase include those related to the opening of Mt. Umunhum to the public (\$9.6 million); projects associated with preparing Bear Creek Redwoods for public access (\$1.6 million); and road improvements, interim parking lot, trail access, and structure demolitions at La Honda Creek (\$918,000).
- Land and Associated Costs.** For FY2016-17, land acquisitions are expected to return to more characteristic levels after the unusual number of large purchases in FY2015-16. Additionally, in the past, the land budget included the title and purchase cost, but effective FY2016-17, those costs will be excluded from the budget, resulting in an \$11.3 million decrease in the land budget. A modest budget has been included to account for appraisals and other costs associated with property purchase research and early negotiations. The land purchase costs for the proposed fee title or easement will be included as part of the Board report recommendation as a corresponding budget adjustment. This is a change in budgeting to take the large variation out of the budget from year to year and will not impact on the District's ability to respond quickly to land purchase opportunities approved by the Board.
- Property Management.** Effective FY2016-17, the property management budget is no longer presented as a separate line item in the budget and has been incorporated into the Land and Facilities Department budget.
- Debt Service.** Debt Service for FY2016-17 is on par with the prior year with a nominal increase of \$22,000, however, this amount may decrease as the District has the opportunity to refund its 2007 Series Notes in August 2016.

Next steps in the budget process are:

- 4/19 – ABC #2: CFO’s Report and Proposed Budget
- 4/26 – ABC #3: Follow-up
- 5/25 – Board Meeting: Initial Review of Action Plan & Budget
- 5/31 – ABC #4 (if needed): Follow up on Board direction, if any
- 6/22 – Board adopts FY16-17 Action Plan & Budget

Action Plan

The annual District Action Plan forms the fiscal year work program and includes all of the projects and key initiatives that the District will pursue and for which it will dedicate staff and financial resources. At the annual Board of Directors’ Retreat in November 2015, the Board directed staff to focus on the following key priorities when developing the FY2016-17 Action Plan and Budget.

1. New Business Model Implementation

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

2. Open Mt. Umunhum to Public Access

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

3. Open La Honda Creek to Public Access

With the La Honda Creek Open Space Preserve Master Plan completed in 2012 and the availability of Measure AA funding, the District has been able to start implementing the infrastructure improvements needed to open the preserve to public access. Five projects are included in the FY2016-17 Action Plan to identify road and bridge repairs needed, design an interim parking lot, and prepare trails and signage for public trail access with the opening of the partial public access scheduled for fall of 2017.

4. Open Bear Creek Redwoods to Public Access

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

5. Staff Facilities Planning

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

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

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

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

- Land Acquisition and Preservation (11%);
- Natural Resource Protection and Restoration (22%);
- Public Access and Education (27%);
- Public Outreach (12%);
- Vehicles, Equipment, Facilities, and Other Infrastructure (11%); and
- Administrative Support (18%).

From a funding perspective, 92% of the Action Plan projects are capital projects or land acquisition while the remaining 8% are included in the operating budget.

The action plan was resource loaded District-wide to provide a realistic projection of work that that could be completed with available staff and funding resources.

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

FISCAL IMPACT

The Proposed FY2016-17 Action Plan costs will be incorporated into the annual budget of \$56.7 million which the Committee will review on April 19, 2016.

PUBLIC NOTICE

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

CEQA COMPLIANCE

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

NEXT STEPS

The ABC will review the Proposed FY2016-17 Budget on April 19, 2016 and have an opportunity for follow-up questions/discussion at the April 26, 2016 ABC meeting. Upon recommendation by the ABC, the Proposed FY2016-17 Action Plan and Budget will be presented to the full Board on May 25, 2016.

Attachments:

1. Board Report Linkage Between Retreat Priorities and Action Plan
2. Proposed FY2016-17 Action Plan

Responsible Department Manager:
Stefan Jaskulak, Chief Financial Officer

Prepared by:
Kate Drayson, Special Projects Manager

Contact person:
Same as above

**ATTACHMENT 1:
Board Report Linkage Between Retreat Priorities and Action Plan**

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

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

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

**ATTACHMENT 1:
Board Report Linkage Between Retreat Priorities and Action Plan**

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

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

FY 2016-17 ACTION PLAN KEY PROJECTS

Key Project	Purpose	Project Description			
		FY2016-17 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget & Funding Source	Department
LAND ACQUISITION AND PRESERVATION					
Priority 1					
Miramontes Ridge Land Conservation (MAA 1-3)	Pursue land purchase opportunities to grow the District's contiguous greenbelt at Miramontes Ridge OSP.	Pursue land purchase opportunities (fee and easement) as new land additions to Miramontes Ridge.	FY16-17	\$51,000 CapEx - MAA	Real Property
Lot Line Adjustment /Property Transfer Purisima Uplands and Protection of Lobitos Creek Watershed (MAA 3-1)	Pursue land purchase opportunities to complete Purisima to the Sea corridor and protect Lobitos Creek Watershed.	1. Complete Lot Line Adjustment and Transfer of the Purisima Uplands Property. 2. Pursue purchase and gift opportunities (fee and easement) in the Lobitos Creek Watershed as new land additions to Purisima Creek Redwoods	Q2/Q3 FY16-17	\$33,000 CapEx - MAA	Real Property
Purisima Uplands Site Clean Up and Soil Remediation Assessment (MAA 3-2)	Phase II testing for removal of above ground oil facility, fuel tank, and cabin for Purisima Uplands property.	1. Test above ground fuel tank, oil facility and pipelines 2. Lead and asbestos test of cabin	Q3 FY16-17	\$30,000 CapEx - MAA	Real Property
Lower San Gregorio Creek Watershed Land Conservation	Opportunity to continue growing the District's greenbelt and protecting farmland in the Lower San Gregorio Watershed	1. Pursue partnership with POST to protect water resources and agricultural lands in the Lower San Gregorio watershed. 2. Pursue land conservation partnership opportunities with POST in Lower San Gregorio Watershed.	Q4 FY16-17	\$45,000 CapEx - GF	Real Property Natural Resources
Stevens Canyon - Water Dispute at Saratoga Gap OSP	Pursue resolution to water rights dispute with new property owner in the Stevens Canyon Ranch Area of Saratoga Gap OSP.	Work to execute a quitclaim deed and settlement agreement with property owner to clear-up any obligation for the District to provide water to a private residential property.	Q1/Q2 FY16-17	\$62,000 Opex - GF	Real Property

FY 2016-17 ACTION PLAN KEY PROJECTS

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

LAND ACQUISITION AND PRESERVATION (Cont'd)

Priority 1 (Cont'd)

Sierra Azul Mt.Umunhum Public Access and Property Rights	Secure all needed rights for public access to Mt. Umunhum summit, pursue additional purchase & easement opportunities related to the Mt. Um Summit Project. Continue to meet obligations under a final order of possession or settlement agreement. <i>This project facilitates MAA 23-1 implementation.</i>	1. Continue to meet obligations under a negotiated settlement agreement or final order of possession with property owners (such as gates, fencing, signage and other security measures). 2. Execute easement exchange with PG&E. 3. Pursue other purchases that provide support or desired rights for the Mount Umunhum Summit project.	Q1/Q2 FY16-17	\$79,750 CapEx - GF	Real Property General Counsel
--	--	---	---------------	----------------------------	--------------------------------------

Priority 2

El Corte de Madera & La Honda Creek Upper Area Land Conservation (MAA 4-1) & (MAA 5-1)	Provide trail connections between Upper Area of La Honda Creek & El Corte de Madera Creek Open Space Preserves	Pursue exchange, purchase, and gift opportunities (fee and easement) to connect Upper La Honda Creek & El Corte de Madera Creek Open Space Preserves.	FY16-17	\$44,000 CapEx - MAA	Real Property
Sierra Azul Cathedral Oaks Land Conservation (MAA 22-2)	Pursue land purchase opportunity to grow the District's contiguous greenbelt in the Cathedral Oaks Area of Sierra Azul.	Pursue purchase and gift opportunities (fee and easement) in the Cathedral Oaks Area of Sierra Azul OSP.	Q3/Q4 FY16-17	\$5,750 CapEx - MAA	Real Property
Sierra Azul Rancho de Guadalupe Land Conservation (MAA 24-1)	Pursue land purchase opportunities to grow the District's greenbelt in the Rancho de Guadalupe Area of Sierra Azul.	Pursue purchase and gift opportunities (fee and easement) in Rancho de Guadalupe area of Sierra Azul OSP	Q1 FY16-17	\$25,200 CapEx - MAA	Real Property

FY 2016-17 ACTION PLAN KEY PROJECTS

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

LAND ACQUISITION AND PRESERVATION (Cont'd)

Priority 2 (Cont'd)

Sierra Azul Loma Prieta Land Conservation (MAA 25-1)	Pursue land purchase opportunities to grow the District's greenbelt and resource protection in Loma Prieta area of Sierra Azul.	1. Pursue purchase and gift opportunities (fee and easement) in the Loma Prieta area of Sierra Azul. 2. Pursue improved Patrol and Fire Break Easement in the Twin Creeks Area of Sierra Azul.	Q4 FY16-17	\$36,000 CapEx - MAA	Real Property
District-wide Purchase Option/Deposit and Low Value Land Fund (MAA & Non-MAA)	Purchase Option/Deposit and Low Value Land Fund will be used to secure land purchase opportunities for strategic open space land.	As strategic land purchases are negotiated and purchase opportunities arise, these funds will be used to obtain purchase options to bring land purchases to the Board of Directors for approval. These funds will also be used for low value property purchases under the General Manager's spending authority and reported out to the Board of Directors.	FY16-17 Q2	\$250,000 CapEx - MAA \$250,000 CapEx - GF	Real Property
Encroachment Resolution (Gullicksen), Saratoga Gap	Resolve longstanding encroachment of debris from the Gullicksen property onto the District's preserve.	Monitor remediation of site as part Santa Clara County lawsuit.	FY16-17	\$10,000 Opex - GF	Real Property
Encroachment Resolution (Kennedy Trail), Sierra Azul	Work to resolve fence dispute at Kennedy Trail, Sierra Azul Open Space Preserve	Work with neighboring property owner to resolve fence dispute on the Kennedy Trail at Sierra Azul Open Space Preserve.	FY16-17	\$25,000 Opex - GF	Real Property
Encroachment Resolution (Stevens Canyon Ranch Area), Saratoga Gap	Resolve longstanding residential encroachment at Saratoga Gap Open Space Preserve.	Execute exchange (license agreement and conservation easement) for existing house that extends across the property line onto the District's preserve in the Stevens Canyon Ranch Area.	FY16-17	\$10,000 Opex - GF	Real Property

FY 2016-17 ACTION PLAN KEY PROJECTS

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

PROGRAM: NATURAL RESOURCES PROTECTION AND RESTORATION

Priority 1

La Honda Creek Endangered Wildlife Protection: Fisheries Enhancement, Apple Orchard (MAA 7-3)	Implement steelhead and Coho salmon restoration project within San Gregorio Creek Watershed.	Working with partner, San Mateo County Resource Conservation District, construct nine in-stream large woody debris structures to restore and improve spawning and rearing habitats within San Gregorio Creek. <i>Project is funded through California Department of Fish and Wildlife, Fisheries Restoration Grant Program.</i>	Q1: Permitting assistance to RCD. Q2-Q3: Construction, biological monitoring.	\$17,250 CapEx - MAA	Natural Resources
La Honda Creek Demolitions (MAA 7-7)	Remove hazardous structures and debris from La Honda Creek OSP prior to opening Preserve for public access.	Remediate and demolish four dilapidated barns, the Wool Ranch house compound, the former residence at 900 Sears Ranch Road, and assorted debris throughout the former Driscoll Ranch area. Project must be complete prior to public access.	Q1: Award of Contract Q2: Remediation & Demolitions.	\$348,150 CapEx - MAA	Engineering & Construction
Lysons Demolition at Monte Bello (MAA 17-2)	Remove hazardous structures and debris from vacant land for topographic restoration.	Remediate, demolish, and remove uninhabitable structures and debris. Additional site grading to reduce potential impacts to stream system.	Q3: Advertise and Board Award of Contract Q4: Remediation & Demolition	\$230,300 CapEx - MAA	Engineering & Construction
Wildlife Passage Improvements: Highway 17 (MAA 20-1)	Provide wildlife crossing along Highway 17 corridor between Los Gatos and Lexington Reservoir.	Based on results of Conceptual Design and Feasibility Study, develop schematic design for preferred alternative working with partners and begin CEQA review and permitting process.	Q1: Complete Conceptual Design, work with partners. Q2-Q3: Complete Schematic Design. Q4: Begin CEQA and Permitting.	\$270,300 CapEx - MAA	Natural Resources

FY 2016-17 ACTION PLAN KEY PROJECTS

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

PROGRAM: NATURAL RESOURCES PROTECTION AND RESTORATION (Cont'd)

Priority 1 (Cont'd)

Bear Creek Redwoods: Public Access, Roads and Trails Upgrade (MAA 21-5)	Roads and trails improvements necessary for opening preserve for public access.	Develop geotechnical and engineering recommendations for priority project sites. Prepare bid documents, release bids, select contractor.	Q1-Q2: Conduct assessments. Q3: Prepare bid docs. Q4: Select contractor	\$288,000 CapEx - MAA	Natural Resources Engineering & Construction
Bear Creek Redwoods Preserve Plan: Invasive Weed Treatment/Restoration Plan (MAA 21-7)	Implement targeted treatments under Integrated Pest Management (IPM) Plan to control invasive weed populations at Bear Creek Redwoods to facilitate opening preserve for public access.	Implement first year of targeted weed treatments at Bear Creek Redwoods to restore native habitats and roads and trails. Project is expected to require five years of treatment before habitats are restored to maintenance levels.	Q1-Q4: Continue treatment.	\$91,080 CapEx - MAA	Natural Resources
Bear Creek Redwoods: Ponds Restoration (MAA 21-8)	Determine water needs/availability for wildlife and develop and implement restoration plans for pond habitats at Bear Creek Redwoods to facilitate opening preserve for public access.	Determine water needs/availability for wildlife and habitat values at aquatic sites. Assess potential impacts from water development project(s). Assess geotechnical stability of pond infrastructure and develop and implement restoration plans for pond habitats at Bear Creek Redwoods OSP.	Q1-Q2: Prepare recommendations and restoration plans for priority pond habitats.	\$105,900 CapEx - MAA	Natural Resources
Hendrys Creek Property Land Restoration (MAA 21-1)	Implement habitat improvements along 3/4 mile of Hendrys Creek and tributaries within the 8.3 acres of freshwater wetland mitigation easement held by SCVWD. Project subject to June 30, 2019 SCVWD grant deadline.	Channel restoration, riparian and upland planting and invasive species management along Hendrys Creek and tributaries to restore watershed, reduce diversion potential at road/stream crossings, and reduce potential for erosion and sedimentation to the aquatic ecosystem. Plants will be grown by Acterra, who are partners in the grant and project. <i>Partnership project with Santa Clara Valley Water District and Acterra.</i>	Q1: Invasive plant surveys. Collect seed. Permitting. Q2: Removal of invasives. Grow native plants. Q3: Construction docs. Award bid. Q4: First half of stream restoration.	\$182,350 CapEx - MAA \$161,950 SCVWD Grant \$36,000 (Permits)	Planning Natural Resources

FY 2016-17 ACTION PLAN KEY PROJECTS

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

PROGRAM: NATURAL RESOURCES PROTECTION AND RESTORATION (Cont'd)

Priority 1 (Cont'd)

Mt Umunhum Summit Area Restoration (MAA 23-4)	Revegetation of the Mt Umunhum Summit.	Year 2 of container plant purchase and installation (and re-seeding of summit areas if necessary), of locally-collected native plants.	Q1: Plant propagation and seed collection Q2 (Oct): Planting, reseed if needed	\$143,500 CapEx - MAA	Planning Natural Resources
Bear Creek Redwoods: Public Recreation and Interpretive Projects - Water Infrastructure Improvements for Existing Uses	Establish Water Rights for anticipated water use and water resources at Bear Creek Redwoods Open Space Preserve. <i>This project facilitates MAA 21-3 project implementation.</i>	Hire consultants to develop water rights data and file water rights applications for ongoing and anticipated future uses. Monitor and report annual water use at Bear Creek Redwoods Open Space Preserve.	Q1-Q2: Compile existing water use data, file water rights application. Q3: Ongoing study, submit annual use reports to RWQCB	\$120,000 CapEx - GF	Natural Resources General Counsel
Endangered Species Programmatic Permitting	Develop State and Federal permits for compliance with Endangered Species Acts. <i>Facilitates streamlined implementation of MAA and non MAA projects, resource protection, and partnering efforts.</i>	Develop agreement with US Fish and Wildlife to permit take of listed species when implementing projects. Develop Regional Permit with US Army Corps of Engineers. Begin renewal of RWQCB and CDFW Routine Maintenance Agreements. Develop San Francisco dusky-footed woodrat MOU with CDFW.	Q1-Q4: Develop Agreements.	\$75,000 OpEx - GF	Natural Resources
Guadalupe River Mercury Total Maximum Daily Load (TMDL) Monitoring	Comply with Regional Water Quality Control Board orders to investigate and monitor TMDL implementation.	Implement fifth year of the coordinated monitoring effort to assess TMDL implementation success at reducing mercury within Guadalupe River Watershed.	Q3 FY19-20 Complete monitoring.	\$25,000 OpEx - GF	Natural Resources
Madonna Creek Agricultural Production Plan	Adjust infrastructure and agriculture practices to implement new agriculture management plan. <i>This project facilitates MAA 1-1 project implementation.</i>	Prepare agricultural production plan for Madonna Creek portion of Miramontes Ridge OSP in conjunction with tenant.	Q1: Meet with tenant and develop plan.	\$30,000 OpEx - GF	Natural Resources

FY 2016-17 ACTION PLAN KEY PROJECTS

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

PROGRAM: NATURAL RESOURCES PROTECTION AND RESTORATION (Cont'd)

Priority 1 (Cont'd)

Mindego Ranch Aquatic Species Habitat Enhancement Plan Implementation	Collect additional San Francisco Garter Snake (SFGS) and other sensitive aquatic species distribution and abundance data and ongoing bullfrog eradication efforts.	Year 3 SFGS studies and ongoing bullfrog eradication efforts.	Q1-Q2: Complete third year SFGS monitoring and staff training. Q4: Complete Year 3 Report.	\$58,000 OpEx - GF	Natural Resources
Predator/Livestock Predation Policy	Develop District Policy for response to predator interactions with public and tenants to protect human health and safety.	Develop District policy describing responses to different types of predator interactions and management actions to minimize negative interactions, included economic losses for agricultural tenants. Includes development of agreement with agencies regarding relocation of pumas.	Q1-Q3: Develop Policy with consultant and PNR Committee.	\$10,000 OpEx - GF	Natural Resources
San Gregorio Creek and Purisima Creek Watersheds Adjudication Compliance	Identify, monitor and report water use per the San Gregorio Creek Watershed Adjudication.	Evaluate District water rights for domestic, stockwatering and resource preservation purposes and ensure compliance with regulatory requirements in the San Gregorio Creek Watershed.	Q1-Q4: Continue assessment and documentation of water rights on Preserves. (Dependent on Water Resources Specialist hiring)	\$50,000 OpEx - GF	Natural Resources
Water Use and Monitoring and Reporting	Develop monitoring system for water use across District lands and annual reporting compliance with State regulations	Evaluate District water use, monitoring and reporting structure. Develop database for managing water use monitoring and reporting, including compliance with new state regulations for surface water diversions.	Q1-Q4: Continue assessment, monitoring, and reporting of water use on Preserves. (Dependent on Water Resources Specialist hiring)	\$50,000 OpEx - GF	Natural Resources

FY 2016-17 ACTION PLAN KEY PROJECTS

Key Project	Purpose	Project Description			
		FY2016-17 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget & Funding Source	Department
PROGRAM: NATURAL RESOURCES PROTECTION AND RESTORATION (Cont'd)					
Priority 2					
Upper La Honda Creek Grazing Infrastructure (MAA 5-2, taxable bond)	Complete fencing and water system upgrades to implement conservation grazing program.	Repair water infrastructure and make any adjustments needed to newly installed grazing infrastructure within Pasture 3 of Upper La Honda Creek OSP (McDonald Ranch).	Q1: Field reviews and develop bid documents. Q2: Complete construction.	\$72,785 CapEx - MAA	Land & Facilities
La Honda Creek Grazing Infrastructure (MAA 7-5, taxable bond)	Complete fencing, water system, and corral upgrades to implement conservation grazing program.	Develop plans for Wool Ranch Corral rebuild following house demolition at La Honda Creek OSP (Driscoll Ranch), including necessary additional fencing and water system infrastructure and hire contractor to complete construction.	Q3: Complete field reviews, develop bid documents. Q4: Complete construction.	\$69,878 CapEx - MAA	Land & Facilities
Russian Ridge Grazing Infrastructure (MAA 9-1, taxable bond)	Complete fencing and water system upgrades to add southern pasture area to the Mindego Ranch grazing unit.	Install new water line and two additional troughs and fence the southern pasture of the Mindego Ranch grazing unit.	Q3: Complete field reviews, develop bid documents. Q4: Complete construction.	\$180,300 CapEx - MAA	Land & Facilities
Archaeological Resource Survey, Assessment, and Curation	Develop curation plans for high priority resources to fulfill stewardship and education mission of District	Working with regional archaeologists, survey District collections, catalog and curate artifacts per curation guidelines.	Q1-Q2: Survey collections. Q3-Q4: Begin cataloging/curation.	\$10,000 OpEx - GF	Natural Resources
Carbon Sequestration / Climate Change Analysis	Evaluate District opportunities to enhance carbon sequestration and reduce carbon footprint of operations	Hire consultant(s) to evaluate carbon footprint of District operations and opportunities to reduce footprint. Begin evaluation of carbon sequestration opportunities on District Preserves.	Q2-Q4: Hire consultant to evaluate carbon footprint.	\$60,000 OpEx - GF	Natural Resources
Marbled Murrelet Recovery Planning	Work with California State Parks and other partners to develop Santa Cruz Mountains Region Landscape Management Plan for Marbled Murrelet.	Work with partners to develop a marbled murrelet recovery plan, including habitat modeling to identify priority habitat conservation areas. Develop Science Advisory Panel and complete habitat modeling for San Mateo County redwoods region.	Q1 through Q4.	\$50,000 OpEx - GF	Natural Resources
Page Mill Eucalyptus Removal	Improve fire and road safety in Los Trancos Preserve next to Page Mill Road.	Remove several hundred eucalyptus trees in Los Trancos Preserve. Contract potentially run by Santa Clara County Fire Safe.	Q1-Q2: Contract executed Q2: Tree removal	\$276,000 CapEx - GF	Land & Facilities

FY 2016-17 ACTION PLAN KEY PROJECTS

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

PROGRAM: NATURAL RESOURCES PROTECTION AND RESTORATION (Cont'd)

Priority 2 (Cont'd)

Prescribed Fire Program Development	Develop prescribed fire program for MROSD grasslands and prepare environmental review.	Prepare prescribed fire program for suitable MROSD grassland properties. Hire consultant to design program and prepare environmental review. Develop Grassland Management Plan for Russian Ridge grasslands, utilizing fire and other management treatments to	Q1: Draft program Q2: Hire consultant Q3: Begin environmental review process.	\$100,000 OpEx - GF	Natural Resources
Restoration Forestry Demonstration Project	Develop pilot project to restore degraded forest habitat on District Open Space Preserves. <i>This project facilitates MAA implementation.</i>	Retain Registered Professional Forester to identify suitable pilot project site and prepare plans to permit timber harvest to restore degraded forest land.	Q1: Select consultants. Q2: Evaluate potential sites, select location. Q3-Q4: Prepare timber harvest plan or CEQA.	\$60,000 OpEx - GF	Natural Resources
Sudden Oak Death (SOD) Monitoring and Research	Fund and assist SOD research, and continue to identify and monitor infested areas.	Continue and expand preventative treatments for SOD, support SOD research.	Q1: Recruit new researchers. Q2: Conduct treatments, field collection. Q3-Q4: Start new SOD research.	\$69,500 OpEx - GF	Natural Resources
Toto Ranch Grazing Lease & Infrastructure Improvements	Develop a long term lease for Toto Ranch grazing, Tunitas Creek OSP.	Develop a long term lease, negotiate and sign new long term lease, and complete Grazing Infrastructure improvements.	Q1: Develop Lease Q2: Sign Lease	\$15,000 OpEx - GF	Land & Facilities

FY 2016-17 ACTION PLAN KEY PROJECTS

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

PROGRAM: PUBLIC ACCESS AND EDUCATION

Priority 1

Cooley Landing Interpretative Facilities Design & Implementation (MAA 2-1)	Continue working in partnership with City of East Palo Alto on Cooley Landing Interpretative Facilities and Infrastructure.	Pending City obtaining a project manager, design and implement interpretative facilities, infrastructure, and signage related to Cooley Landing Park in East Palo Alto. Pending an agreement with the City regarding the use of Measure AA funds, coordinate reimbursement of eligible expenses incurred by the City. <i>Partnership project with City of East Palo Alto.</i>	(Schedule determined by City)	\$180,000 CapEx - MAA (Funds pending an agreement with City)	Planning
Ravenswood Bay Trail Easement, CEQA (MAA 2-2)	Complete Ravenswood Bay Trail Easement connecting the Preserve and Cooley Landing to the existing Bay Trail at University Avenue.	1. Finalize Exchange Agreement with SFPUC 2. Obtain approval from the City and County of San Francisco for a Public Trail Easement. 3. Record Public Trail Easement to MROSD and Quitclaim of Open Space Easement to SFPUC 4. Coordinate with Cities of E. Palo Alto & Menlo Park	FY16-17	\$11,000 CapEx - MAA	Real Property
Ravenswood Bay Trail Design and Implementation (MAA 2-2)	Complete design and environmental review for the Bay Trail gap north of Ravenswood Open Space Preserve. Project subject to June 30, 2017 San Mateo County Measure A grant deadline.	Complete conceptual trail planning for CEQA certification and easement transfer from SFPUC. Complete design and engineering documents for Ravenswood Bay Trail gap. Initiate permitting and regulatory agencies consultation. <i>Partnership project with SFPUC, City of East Palo Alto, City of Menlo Park, ABAG SF Bay Trail Project. Grant funding from Santa Clara County Stanford Trails Grant program and San Mateo County Measure A funding.</i>	Q1: CEQA approval for conceptual plan Q2 - Q4: Continue design development and initiate permitting	\$195,600 CapEx - MAA \$195,600 Measure A Grant	Planning Engineering & Construction
Harkins Bridge Replacement at Purisima Creek (MAA 3-4)	Provide maintenance, patrol, and emergency access across Purisima Creek.	Pending federal permits, demolish an existing vehicle bridge and construct a new vehicular bridge.	Q1: Board Award of Contract Q2: Construction	\$310,900 CapEx - MAA	Engineering & Construction

FY 2016-17 ACTION PLAN KEY PROJECTS

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

PROGRAM: PUBLIC ACCESS AND EDUCATION (Cont'd)

Priority 1 (Cont'd)

El Corte de Madera Oljon Trail Implementation Phases III/IV (MAA 4-4)	Final trail construction/restoration associated with Watershed Protection Program.	Complete construction of Oljon Trail Phases III and IV.	Q1: Bio-Monitoring, finish permitting & construction Q2: Final construction, inspection, closeout.	\$404,575 CapEx - MAA	Engineering & Construction Land & Facilities
La Honda Creek Red Barn Parking Area and Trail Connections (MAA 5-5)	Phase I implementation of Board approved Master Plan and adopted CEQA document.	Complete design, engineering and permitting of public trail access and parking area at the Red Barn. Conduct focused stakeholder outreach and involvement. Coordinate with Land & Facilities on design and installation of gates, fencing, and signage.	Q1-Q4: Design Development. Q1: Stakeholder Outreach Q3: PNR review	\$165,000 CapEx - MAA	Planning
La Honda Creek Sears Ranch Interim Parking Area and Trail Connections (MAA 7-9)	Phase I implementation of Board approved Master Plan and adopted CEQA document: Improve Roads and install signage as needed for Interim Trail Access, Driscoll Ranch Area of La Honda Creek.	Secure permits for minor grading and improvements for interim staging area at Sears Ranch Road. Design and install gates, fencing, and signage for interim trail access at the Driscoll Ranch area.	Q1: Permitting Q2: Signage plan Q3: Evaluate road improvements needed Q4: Road/Trail Improvements, order/install signs	\$98,900 CapEx - MAA	Planning Land & Facilities Engineering & Construction
La Honda Creek Sears Ranch Road Repairs, Phase III (MAA 7-10)	Complete the final road improvements and repairs prior to public access to provide patrol and maintenance access	Construct Sears Ranch Road and Wool Ranch Road repairs. Construct 5-8 pedestrian access gates. Coordinate with Land & Facilities on design and installation of gates and fencing.	Q1-Q2: Begin Construction Q3: Final Inspection, Project Close Out	\$265,000 CapEx - MAA	Engineering & Construction

FY 2016-17 ACTION PLAN KEY PROJECTS

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

PROGRAM: PUBLIC ACCESS AND EDUCATION (Cont'd)

Priority 1 (Cont'd)

Alpine Road Regional Trail, Coal Creek Open Space Preserve (MAA 10-1)	Work in partnership with San Mateo County to repair and manage the unpaved road section of Alpine Road, which serves as an important regional trail corridor.	Evaluate landslide and drainage problems on Alpine Road and identify and prioritize repairs needed to open it as a trail from Portola Valley to Skyline area and minimize sedimentation into Los Trancos Creek. Work with County to prioritize road stabilization and drainage improvements and, if appropriate, conduct road survey work to identify ownership boundaries and/or update road treatment recommendations. <i>Partnership project with San Mateo County.</i>	FY 16-17	\$50,400 CapEx - MAA	Real Property Natural Resources
Stevens Creek Nature Trail Bridges Montebello (MAA 17-4)	Construct two new footbridges, one pedestrian and one multi-use, to create year-round access on the Stevens Creek Nature Trail.	Demolish an existing degraded multi-use footbridge and replace with a longer new bridge on a tributary of Stevens Creek at Monte Bello. Construct a new pedestrian-only bridge over an existing wet crossing.	Q1-Q2: Pre-construction preparation, purchase materials Q2-Q3: Crew construction Q3: Construction complete	\$102,800 CapEx - MAA	Engineering & Construction Land & Facilities
Bear Creek Redwoods Water System (MAA 21-3)	Provide water infrastructure at Bear Creek Redwoods OSP for Bear Creek Stables and other Preserve water needs.	Pending Board approval of the Preserve Plan and CEQA and water needs at the Preserve, initiate the design development for the preferred water system.	Q1: Board approval of Site Plan and CEQA Q2-Q4: Design	\$367,500 CapEx - MAA	Engineering & Construction
Bear Creek Stables Site Plan Implementation (MAA 21-4, taxable bond)	Initiate design development for approved improvements and RFP and tenant selection process.	Pending Board approval of Site Plan, initiate design development and permitting consultation. Prepare evaluation criteria for the Request for Proposals (RFP) for solicitation of future tenant.	Q2: Award of contract for Design Development Q3 - Q4: Develop design and RFP evaluation criteria	\$139,000 CapEx - MAA	Planning Land & Facilities

FY 2016-17 ACTION PLAN KEY PROJECTS

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

PROGRAM: PUBLIC ACCESS AND EDUCATION (Cont'd)

Priority 1 (Cont'd)

Bear Creek Redwoods Public Access (Phase 1 Implementation) (MAA 21-5)	Provide new parking lot, pedestrian crossing of Bear Creek Road and other visitor-serving amenities for opening the Preserve.	Pending Board approval of the Preserve Plan and adoption of CEQA document, complete design and permitting for Phase 1 public access improvements. Issue bid package for roads and trails improvements. Agency consultation with County of Santa Clara and Caltrans on proposed roadway crossing and signage.	Q1-Q3: Design phase; permitting; coordination with County & Caltrans Q4: Issue bid package	\$228,000 CapEx - MAA	Planning Engineering & Construction
Bear Creek Redwoods, Alma College Site Rehabilitation Plan (MAA 21-6)	Complete plan and supporting studies to allow for phased implementation work. Future actions include demolition and building permitting, pending Board approval of implementation schedule, funding and resources.	Complete development of the Alma College Landscape Rehabilitation Plan and environmental review for CEQA compliance and Board approval.	Q1: Board approval of Site Plan and CEQA	\$126,000 CapEx - MAA	Planning Engineering & Construction
Mt Umunhum Trail Construction (MAA 23-2)	Completion of Mt. Umunhum Trail to the Summit.	Crew to complete the remaining 0.5-mile of trail construction.	Q1: Construction complete	\$0 (Staff time) CapEx - MAA	Land & Facilities Planning
Mt. Umunhum Summit Restoration, Parking & Landing Zone (MAA 23-4)	Completion of Summit public access improvements, interpretive elements and native plantings for opening of Summit in October 2016.	Construct portion of roadway (from flagpole to summit), parking lots, accessible paths, shade structures and other improvements. Continue coordination with Amah Mutsun tribal group and volunteers on native planting restoration. Complete fabrication and installation of interpretive elements as part of Summit construction. <i>Partnership project with Amah Mutsun Tribal Band and funding from California Coastal Conservancy grant.</i>	Q1-Q2: Construction including site grading, structures, and interpretive signage Q3-Q4: Project Closeout	\$5,423,250 CapEx - MAA \$510,000 Coastal Conservancy Grant	Engineering & Construction/ Planning Land & Facilities

FY 2016-17 ACTION PLAN KEY PROJECTS

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

PROGRAM: PUBLIC ACCESS AND EDUCATION (Cont'd)

Priority 1 (Cont'd)

Mt Umunhum Guadalupe Creek Overlook & Bridges (MAA 23-5)	Complete construction of Mt. Umunhum Trail bridges.	Complete construction of Mt. Umunhum Trail bridges. Land & Facilities Crew to install all three bridges. Budget includes funds for construction oversight and inspection.	Q1: Complete installation/ construction of bridges.	\$12,000 CapEx - MAA	Planning Land & Facilities
Mt. Umunhum Road Design, Permitting & Implementation (MAA 23-6)	Complete safety upgrades and repairs to Mt Umunhum Road for vehicular access to summit.	Construct Mt. Umunhum Road safety and roadway improvements.	Q1: Award of Contract, Begin construction Q2: Project complete	\$3,566,400 CapEx - MAA	Engineering & Construction
Bay Area Ridge Trail: Highway 17 Crossing	Identify conceptual trail alignment for future collaboration with regional partners, stakeholders, & regulatory agencies to promote regional trail connections and facilitate trail crossing over Highway 17. <i>This project facilitates MAA implementation.</i>	Complete Feasibility Study and conceptual design for the preferred alignment for regional trail crossing for Bay Area Ridge Trail crossing over Highway 17. Evaluate property rights and easements for the preferred alignment.	Q1: Complete Conceptual Design Q2-Q3: Resolve property rights and easements Q3-Q4: Coordinate with stakeholders/ partners/regulatory agencies.	\$16,200 CapEx - GF	Planning
Bear Creek Redwoods Preserve Plan and CEQA	Complete Preserve Plan and environmental review to open Preserve to public use. <i>This project facilitates MAA implementation.</i>	Complete development of Preserve Plan and Environmental Impact Report for Board approval. Includes CEQA for MAA Projects 21-4, 21-5, 21-6.	Q1: Board approval of Preserve Plan and EIR Certification	\$90,000 CapEx - GF	Planning

FY 2016-17 ACTION PLAN KEY PROJECTS

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

PROGRAM: PUBLIC ACCESS AND EDUCATION (Cont'd)

Priority 1 (Cont'd)

Bear Creek Stables RFP/Lease	Conduct Request for Proposal process to determine new long term tenant for Bear Creek Stables and enter into long term lease. <i>This project facilitates MAA project implementation.</i>	Develop and issue Bear Creek Stables lease and RFP, select a tenant, and perform an appraisal to determine stable rent.	Q1: Develop Lease Q2: Conduct RFP process Q3: Sign Lease	\$10,000 OpEx - GF	Land & Facilities
Bear Creek Stables Site Plan and CEQA	Complete Stables Site Plan and environmental review to facilitate implementation of stables improvements public access. <i>This project facilitates MAA implementation.</i>	Complete development of the Bear Creek Stables Site Plan and environmental review for CEQA compliance and Board approval. Project is associated with MAA 21-4.	Q1: Board approval of Site Plan and CEQA	\$14,000 CapEx - GF	Planning
District Groundbreaking & Dedication Events	Communicate about Measure AA Project Updates.	Host four events such as Bear Creek Groundbreaking and La Honda Opening.	Q1-Q4: as projects become available	\$20,000 OpEx - GF	Public Affairs
El Sereno Dog Access	Complete implementation of dog access on trails at El Sereno Open Space Preserve.	Initiate public outreach, pursue a Use & Management Plan update/amendment and CEQA review to include dog use on portions of trail system within Preserve proper. Pending Board approval, implement plan and initiate new signage to address additional new use.	Q1/Q2: Update Use & Mgmt Plan, CEQA review Q3/Q4: Implement plan & signage	\$51,750 OpEx - GF	Planning
El Sereno Trails and Wildlife Corridors	Work with San Jose Water Company to obtain public trail easements and protect wildlife corridors, El Sereno Open Space Preserve.	1. Pursue Bay Area Ridge Trail connection between Santa Clara County Skyline Sanborn County Park, El Sereno and Sierra Azul Open Space Preserves. 2. Support Natural Resources with Wildlife Crossing at Highway 17 and Trout Creek. 3. Pursue multi-use trail at Upper El Sereno OSP. 4. Pursue land purchase opportunity as additon to El Sereno OSP.	FY 16-17	\$44,000 CapEx - GF	Real Property

FY 2016-17 ACTION PLAN KEY PROJECTS

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

PROGRAM: PUBLIC ACCESS AND EDUCATION (Cont'd)

Priority 1 (Cont'd)

Hawthorns Historic Complex	Focus FY16-17 on completing the partnership development for long-term care and maintenance of historic complex.	Outreach and coordination for short-term partnership. Obtain Board approval of lease(s) with selected partner(s), site, and implementation plan for Historic Complex. Mothballing cost not anticipated in FY16-17.	TBD, dependent on partner agreement	\$82,750 CapEx - Hwth	Planning
La Honda Creek Harrington Creek Vehicle Bridge Redecking	Redeck and construct new railings on a vehicle bridge to provide safe access for visitors and staff.	Replace degraded vehicle bridge decking and install new rails, pending engineering assessment.	Q1-Q2: Permitting and Materials Purchasing Q3: Construction	\$23,400 CapEx - GF	Land & Facilities Engineering & Construction
Mount Umunhum - Dedication/Grand Opening Events	Connect people to open space and a regional vision.	Plan and implement historic dedication of mountaintop including weekend celebration event, and public bicycle and hiking preview day, including consultation services to manage logistics.	Q1: Plan event Q2: Media outreach; hold 3-day event	\$90,000 OpEx - GF	Public Affairs
Purisima Creek Redwoods - Purisima 1 Bridge Redecking	Redeck and construct new railings on a vehicle bridge to provide safe access for visitors and staff.	Staff to replace degraded vehicle bridge decking and install new rails, pending engineering assessment	Q1-Q2: Permitting; Purchase Materials Q3: Construction Complete	\$27,200 CapEX - GF	Land & Facilities
Resource Management Grants Program	Continue funding of ongoing research projects.	Continue funding existing research projects. Evaluate options for extending Grants Program and Policy as interim measure until full review of Program and Policy can be completed.	Q1: Extend Grants Program and Policy.	\$25,000 OpEx - GF	Natural Resources
Sierra Azul Meyer Residence Remodel and Upgrades	Provide District after hours presence and onsite monitoring in the Mount Umunhum Area.	Install water infrastructure, using existing spring source or new well; construct solar power system; minor repairs to propane system; minor interior upgrades to apartment. Obtain necessary permits.	Q1-Q2: Assessment, Design, Permitting. Q3-Q4: Infrastructure Construction, Minor studio upgrades.	\$269,100 CapEx - GF	Engineering & Construction

FY 2016-17 ACTION PLAN KEY PROJECTS

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

PROGRAM: PUBLIC ACCESS AND EDUCATION (Cont'd)

Priority 2

Create New Self-Guided Audio Tour	Connect people to open space and a regional vision.	Mount Umunhum audio walking tour. Work with GIS to gather data needed to complete. Coordinate with Planning and Project Managers to align messages and interpretive materials.	Q1: work with contractor to write information Q2: transcribe to audio	\$20,000 OpEx - GF	Public Affairs
Fremont Older Staging Area Public Safety Improvements	Improve public safety at Prospect Road parking lot by implementing a mutually acceptable resolution with the Saratoga Country Club.	Prepare bid package, solicit bids, seek Board award of contract and administer contract. Construct parking safety structure.	Q1: Contract award, Q2: Construction Q3: Close Out	\$240,250 CapEx - GF	Engineering & Construction
Visitor Use Level Measurement	Expand the program to collect information on visitor use levels, especially for heavily visited preserves.	Expand the pilot project started last fiscal year at Rancho San Antonio to gather visitor use statistics. FY16-17 to focus on Mt. Umunhum, Rancho San Antonio, and Ravenswood. Funding covers an intern to determine vehicle occupancy rates and additional data gathering equipment.	Q1: Measure occupancy rates of vehicles entering preserves. Q2: Purchase & install new devices	\$30,500 OpEx - GF	Visitor Services
Enhance Docent and Volunteer Program Data Collection/transfer	Improve the efficiency of transferring online data for the docent and volunteer programs to an existing database.	Streamline the transfer of data entered online by District docents into an existing database more efficient by reducing the amount of rekeying required.	Q2: Set up and test data transfer. Q3: Fully implement system.	\$6,000 OpEx - GF	Visitor Services Public Affairs

PUBLIC OUTREACH

Priority 1

Board Outreach	Connect people to open space and a regional vision.	Complete 5 minute District update to all 17 cities once a year; Board member speaking engagements to new audiences (tech firms, schools/community groups)	Q1/Q2: Identify audiences and programs Q3-Q4: schedule speaking engagements	\$0 OpEx - GF	Public Affairs
Community-hosted Outreach Events	Connect people to open space and a regional vision.	Represent or sponsor the District at 20 community outreach events, at least five on the San Mateo Coast.	Q1- Q2: Summer and fall events Q4: Spring events	\$6,000 OpEx - GF	Public Affairs

FY 2016-17 ACTION PLAN KEY PROJECTS

Key Project	Purpose	Project Description			
		FY2016-17 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget & Funding Source	Department
PUBLIC OUTREACH (Cont'd)					
Priority 1 (Cont'd)					
Docent & Volunteer Support and Public Outreach	Coordinate and recognize the work of docents and volunteers in support of the District's public outreach efforts.	Host events such as the Volunteer Recognition Event and the Wingding Family Fest. Provide logistics and other support for major public events such as the opening of Mt. Umunhum.	Q3: Complete most events.	\$48,000 OpEx - GF	Visitor Services
Health Incentive Program: Healthy Parks/Healthy People	Connect people to open space and a regional vision.	Continue to develop health based connection to open space with Walk With A Doc Program: hikes geared toward accessibility; regional collaboration.	Q1-Q4: Promote health engagement activities	\$9,000 OpEx - GF	Public Affairs
Latino Outdoors Program Funding	Connect people to open space and a regional vision.	Contract with Latino Outdoors in partnership with other agencies to fund targeted positions to connect with Latino audiences. This includes the District being part of a regional Diversity Outreach Committee focused on parks and open space	Q1: work on summer program; Q2: staff training and fall programs Q3-Q4: expand program	\$35,000 OpEx - GF	Public Affairs
Partnership Development - Businesses	Connect people to open space and a regional vision.	Participate in 5 Chamber of Commerce groups, taking an active role in hosting mixers and participating in activities	Q1-Q4: Promote volunteer partnerships with local businesses	\$10,000 OpEx - GF	Public Affairs
Partnership Development - Youth Program	Connect people to open space and a regional vision.	Develop youth outreach strategy and establish relationships with organizations that serve youth with the purpose to engage in outdoor activities, volunteer, and explore possible career paths.	Q1-Q4: speak to youth audiences quarterly; promote partnerships and intern/employment opportunities	\$6,000 OpEx - GF	Public Affairs
Preserve Use Survey	Better understand preserve users and preserve satisfaction	Develop a high-level preserve usage study to assess preserve visitors including demographics, use patterns, awareness and satisfaction; 2-year process with actual survey conducted in summer/fall 2017.	Q3: Contact firms; Q4: Begin developing survey instrument	\$15,000 OpEx - GF	Public Affairs

FY 2016-17 ACTION PLAN KEY PROJECTS

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

PUBLIC OUTREACH (Cont'd)

Priority 1 (Cont'd)

Partnership Development with Volunteer Groups	Increase partnerships with local volunteer organizations to provide increased District stewardship opportunities.	Expand scope of agreements with non-profit organizations such as Acterra, Village Harvest, and Student Conservation Association to increase number and diversity of participants. Research other potential agency partners for stewardship partnerships. <i>Partnership with other organizations.</i>	Q1: Continue work with current partners and begin research on other volunteer organizations.	\$50,000 OpEx - GF	Visitor Services
Update Measure AA Information Material	Communicate about Measure AA Project Updates.	Work with General Managers Office on developing web-based Measure AA project status	Q1: review MAA updates Q2: Review other agency work Q3-Q4: develop web-based solution	\$0 OpEx - GF	Public Affairs
Website Enhancement Projects	Connect people to open space and a regional vision.	Update web design to include comprehensive Trail Guide Information (Align info with Signboards); Integrate Natural Resources Info into web and social media.	Q1: Integrate trail information in web design Q2-Q3: Integrate Natural Resources information	\$5,000 OpEx - GF	Public Affairs

Priority 2

Climate Change and Sustainability Education	Educate the Public about importance of open space, forests, as part of carbon footprint.	Develop and implement a communications strategy aligned with General Manager's focus on healthy forest practices, innovation (i.e. fog harvest), coastal farmland. Create video.	Q2: Develop speaking points; Q3: promote via media/social media Q4: develop video	\$15,000 OpEx - GF	Public Affairs
---	--	--	---	-----------------------	----------------

FY 2016-17 ACTION PLAN KEY PROJECTS

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

PUBLIC OUTREACH (Cont'd)

Priority 2 (Cont'd)

Go Green User Toolkit	Education the public about saving resources.	Research and Implement "Go Green" tools to encourage users to electronically view map/brochures and to recycle when through. Support GIS with GeoPDF Rollout/Pilot with promotion of program.	Q2: Develop sign board material, begin social media campaign Q3-Q4: Develop campaign to promote GeoPDFs	\$5,000 OpEx - GF	Public Affairs
Key Branding Strategy for District and Preserves	Connect people to open space and a regional vision.	Raise continued awareness of the District overall by building an identity program around District's iconic preserves.	Q3: work with designer Q4: develop branding icons	\$15,000 OpEx - GF	Public Affairs
San Mateo County Coast Outreach	Connect people to open space and a regional vision.	Develop annual direct mail brochure or calendar highlighting District activities on the Coast, partnership development; schedule speaking engagements on the Coast; continue partnership with Chamber	Q1: research and write material; Q2: develop mail piece; Q3-Q4: Attend events	\$50,000 OpEx - GF	Public Affairs

PROGRAM: VEHICLES, EQUIPMENT, FACILITIES, AND OTHER INFRASTRUCTURE

Priority 1

Administration Office (AO) Long-Term Facility Plan and Selection	Upon Board decision/approval, implement new AO project (options are to move or rebuild on site).	Upon Board decision, future Action item would be implementation of selected AO option and selection of design consultant team.	Q1: Board decision on preferred alternative Q1-Q2: Consultant selection	\$120,000 CapEx - GF	Planning
Administrative Office Relocation Investigation	Determine the best option for a long-term District Administration Office (AO) solution.	Research and provide market data to the Board regarding the option to purchase a new AO building or to lease a space while the current AO is remodeled. If directed, execute a purchase or lease for the AO.	Contingent upon Board direction	\$15,000 CapEx - GF	Real Property

FY 2016-17 ACTION PLAN KEY PROJECTS

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

PROGRAM: VEHICLES, EQUIPMENT, FACILITIES, AND OTHER INFRASTRUCTURE (Cont'd)

Priority 1 (Cont'd)

El Sereno Residence Demolition	Demolish the El Sereno Employee Residence based on building assessment and staff recommendation brought before the Board in Q5 FY2015-16.	Obtain any and all appropriate Design documents, permits from Santa Clara County; complete demolition.	Q1: complete any design documents Q2: obtain permits Q3: obtain bids Q4: demolish	\$69,500 CapEx - GF	Land & Facilities Engineering & Construction Public Affairs
Enterprise GIS Planning and Implementation	Systems improvement to facilitate more efficient GIS analysis and mapping. <i>This project facilitates MAA implementation.</i>	Conduct an overhaul of District's GIS files to move all files to a new system, reorganize and modify in the database schema. Implement shapefile migration to Geodatabase; set up cartographic representation and clean up/fill in gaps in current data files (e.g. roads and trails). Coordinate with development and implementation of GIS Strategic Plan.	Q1: Develop database schema; Q3: Complete file migration; Q4: setup cartographic representation, data cleanup	\$102,000 OpEx - GF \$165,000 CapEx - GF	Admin - IT
Farm Labor Housing - La Honda Creek	Rebuild the Sears Ranch Farm Labor Housing Residence.	Demolish existing residence and assess housing options in for the Driscoll Ranch Area of La Honda Creek. Determine type of housing, location for Farm Labor Housing and construct. Potential funding partnership with San Mateo County of approximately \$100,000.	Q1: Complete design documents and pull permits Q2-Q3: Construction	\$394,900 CapEx - GF (~\$100,000 from San Mateo County)	Land & Facilities Engineering & Construction
Integrated Accounting and Financial System Phase III: Payroll Implementation	Implement the Payroll module in IAFS to maximize the system functionalities and reporting capabilities.	Payroll Go-Live is scheduled for July 2016. The contract with the District's external payroll provider will be terminated, saving \$20,000 annually.	Q1: Complete implementation and go live	\$20,000 CapEx - GF	Admin - Finance

FY 2016-17 ACTION PLAN KEY PROJECTS

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

PROGRAM: VEHICLES, EQUIPMENT, FACILITIES, AND OTHER INFRASTRUCTURE (Cont'd)

Priority 1 (Cont'd)

IT Infrastructure Upgrades	Per the IST Strategic Plan, IT infrastructure upgrades are critical to address current backlog of IT issues and to provide the infrastructure needed to begin implementing IT initiatives and new business systems.	Implement IT technical infrastructure improvements to improve resiliency, network availability, connectivity, security, and scalability to support current and future IT initiatives.	Q1: IT Security and Network Upgrades Q2-Q4: Server/Data Infrastructure and Policies	\$32,400 OpEx - GF \$273,600 CapEx - GF	Admin - IT
Signage Inventory Update	Update to signage inventory with new or replacement signs installed in Preserves.	Develop a mobile data collection application for field data collection for signage inventory, including a numbering system for trail signs, implement web application as a pilot program, update inventory to include mapping and photo-documentation of signage recently installed or replaced in Preserves.	Q1: Develop mobile web app Q2-Q4: Collect sign data	\$0 (Staff time) OpEx - GF	Planning Admin - IT Visitor Services
South Area Office (SAO) Long-Term Facilities Feasibility Study	Assess feasibility of building a new South Area Office near the existing South Area Outpost.	Issue RFP for consultant services to begin a feasibility study. Study expected to include zoning and code research, assessment of site buildability, and conceptual site plans. Coordination with Facilities Ad Hoc Committee anticipated for input and direction.	Q1: Obtain consultant Q2-Q3: Research, evaluate, develop concepts	\$150,000 OpEx - GF	Planning Engineering & Construction

Priority 2

Asset and Work Order Management System	Implement Asset/Work Order Management System to automate asset management and work order creation and tracking. This was identified as a District-wide priority in the IST Strategic Plan.	Research local municipalities including park systems for demonstrations of existing asset management solutions and lessons learned. Conduct an informal RFI process with vendors and agencies. Conduct an internal needs assessment with the possibility of issuing an RFP in Q4.	Q2-Q3: Initiate internal needs assesment Q4: Develop draft RFP	\$25,000 CapEx - GF	Admin Services - IT
Electronic Document Management System (EDMS)	Implement a technically "lightweight" EDMS to store, index, and retrieve documents and other electronic files.	Conduct preliminary needs assessment for a subject matter expert/consultant to assist staff with retention and file structure. Implement as needed.	Q4: Initiate Needs Assessment and implement as needed	\$25,000 OpEx - GF	Admin Services - IT

FY 2016-17 ACTION PLAN KEY PROJECTS

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

PROGRAM: VEHICLES, EQUIPMENT, FACILITIES, AND OTHER INFRASTRUCTURE (Cont'd)

Priority 2 (Cont'd)

Fremont Older Water System Upgrade	Upgrade water system connecting Fremont Older Historic House, Adobe house, and employee residence at the Fremont Older to increase backup storage and improve existing water lines.	Perform Water System Assessment, develop specifications, bid and award, and construct water system project.	Q1: Assessment and develop specs. Q2: Bid	\$74,750 CapEx - GF	Land & Facilities
La Honda Creek Point of Diversion 17 Water Line Replacement	Replace Main Water Line for McDonald Ranch.	Coordinate with neighbors for water line replacement, replace main line from spring to residences/grazing, add adjunct water line for grazing, replace water tank at spring, install 2 new tanks at water line junction.	Q4 FY16-17	\$155,250 CapEx - GF	Land & Facilities
4150 Sears Ranch Road Water and Road Improvements (Cunha)	Complete repairs to access driveway for 4150 Sears Ranch Road and install 5,000 gallon storage tank on current water system.	Install new 5,000 gallon water tank for additional water storage for the residence of 4150 Sears Ranch Road. Resurface current driveway from Sears Ranch Road to residence including any necessary drainage improvements for longevity.	Q1: Complete field reviews, develop bid documents. Q2: Complete construction.	\$110,350 CapEx - GF	Land & Facilities

PROGRAM: ADMINISTRATIVE SUPPORT

Priority 1

Accessibility Plan Update	Update the District's existing accessibility plan.	Review District's 1993 ADA policy and accessibility plan, updated federal ADA guidelines and other new regulatory requirements. Continue to assess and develop accessibility plan update with a consultant.	Q1-Q4: Development of Accessibility Plan Update	\$72,000 OpEx - GF	Planning
AEDs for District Emergency Response Vehicles	Purchase Automated External Defibrillators (AEDs) for District offices and emergency response vehicles.	Following up on research done in FY1617, purchase 37 AEDs and install them in District emergency response vehicles and offices.	Q2: Purchase AED's	\$47,500 OpEx - GF	Visitor Services
Bench Policy and Memorial Options	Develop policy for rest benches in preserves, and provide the public with a recognition program alternative.	Research opportunities other than benches and/or trail naming to recognize individuals per constituent memorial requests and make recommendations. Hire consultant to manage research project.	Q1: Research and develop recommendations Q 2: present to LFPAC and Board	\$10,000 OpEx - GF	Public Affairs

FY 2016-17 ACTION PLAN KEY PROJECTS

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

PROGRAM: ADMINISTRATIVE SUPPORT (Cont'd)

Priority 1 (Cont'd)

Complete Records Inventory and Retention Schedule	Conduct a comprehensive records inventory and a detailed retention schedul to determine the legal and business requirements for maintaining records.	Complete records inventory to determine type of records and retention/disposition of records, develop destruction policies and procedures, including imaging of permanent records, conduct employee training.	Q1: Department meetings and inventory Q2: Presented to Board for approval	\$40,000 OpEx - GF	General Manager
Continue FOSM Implementation	Implement organizational and process changes recommended by the FOSM to improve the District's delivery of its mission, Strategic Plan, Vision Plan, and Measure AA projects.	Updates to and development of new policies and procedures; hiring, onboarding, and training of staff; development and team building for the organization.	Periodic trainings; hirings scheduled throughout the year.	\$50,000 OpEx - GF	General Manager
District Housing Policy	Revise District Housing Policies both Board and Administrative.	Develop additional Board policy to address disposition of new structures as acquired.	Q1: Revise policies	\$10,000 OpEx - GF	Land & Facilities
District-wide Intranet	The IST Strategic Plan identified a District intranet as a very high priority. Originally planned to be completed by District staff; additional recommended functionalities and integration require subject matter expert assistance from a consultant.	Work with a technical consultant/implementer to help staff develop business requirements and functionality and potentially with implementation.	Q1: Preliminary needs assessment Q2: Issue RFP Q3: Develop Business Requirements; Q3-Q4: Implementation	\$50,000 CapEx - GF	Admin Services - IT
Employee On-Boarding Program	Newly identified priority to consistently and successfully onboard new employees.	Research on-boarding programs at other agencies and begin to develop elements of a program; begin implementation as soon as possible, but no later than Q1 FY16-17.	Q1-Q2 FY16-17	\$0 OpEx - GF	Admin Services - HR
Employee Leadership Academy	Develop an internal Leadership Academy to develop supervisors and lead employees.	Research and develop curriculum and process for internal District Leadership Academy; identify potential instructor(s).	Q1 FY16-17	\$10,000 OpEx - GF	Admin Services - HR

FY 2016-17 ACTION PLAN KEY PROJECTS

Key Project	Purpose	Project Description			
		FY2016-17 Scope	Schedule (Quarterly Milestones & Completion Date)	Budget & Funding Source	Department
PROGRAM: ADMINISTRATIVE SUPPORT (Cont'd)					
Priority 1 (Cont'd)					
Evaluation of Additional IAFS Modules	Evaluate additional IAFS modules for potential implementation for operational efficiencies and to leverage existing functionalities.	Evaluate and possibly implement additional available IAFS modules including Procurement, Fixed Assets, Credit Cards, and Grants. Staff time only, does not include software costs.	Q2 FY16-17	\$0 OpEx - GF	Admin Services - Finance
Government Relations	Continue outreach to local elected officials with updates on Measure AA.	Host Legislative Picnic, Board and GM meetings; field tours. Showcase Measure AA project status and other district projects.	Q1: Legislative picnic; Q2: fall field tours; Q3-Q4: legislative visits	\$11,500 OpEx - GF	Public Affairs
Natural Resources Procedures Manual	Develop manual to describe natural resources programs and procedures.	Assemble manual that describes programs, procedures and practices of natural resource functions.	Q1-Q2: Complete manual.	Staff time only OpEx - GF	Natural Resources
Peninsula Working Group Strategic Plan: Pescadero Watershed Assessment and	Complete a coordinated conservation plan for the Pescadero Creek Watershed that identifies priority actions for redwood, steelhead, and marbled	Compile, review, and synthesize conservation planning documents for Pescadero Creek Watershed to identify and prioritize focus areas for conservation and habitat restoration actions for redwoods and steelhead.	Q1: Retain consultant to coordinate workgroup with project partners.	\$5,000 OpEx - GF	Natural Resources
Performance Planning and Evaluation Process/Forms	Provide a more streamlined and meaningful employee performance evaluation process.	Research and evaluate new processes, forms, and online tools to conduct performance evaluations for office and field staff.	FY16-17	\$0 OpEx - GF	Admin Services
Public Affairs Strategic Plan	Evaluate the Public Affairs Communication, Outreach, and Government Relations Program to align with Board objectives.	Research options for program development and partnerships to ensure District objectives are being met and outreach programs are targeted to diverse and new audiences.	Q1: Prepare Strategic Plan; approve by LFPAC and then Board	\$10,000 OpEx - GF	Public Affairs
Sierra Azul Meyer Property Planning and Programming	Develop overall plan for Visitor Services operation of Mt. Umunhum.	Develop overall plan for the Meyer property to support Visitor Services operation of Mt. Umunhum including completing any feasibility studies as required.	Q2: Plan complete	\$20,000 OpEx - GF	Land & Facilities Visitor Services Planning

FY 2016-17 ACTION PLAN KEY PROJECTS

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

PROGRAM: ADMINISTRATIVE SUPPORT (Cont'd)

Priority 1 (Cont'd)

Training Database Upgrades	Complete the Training Database work started in FY15-16 to allow supervisors to view their staff's training records.	Set up interfaces for staff who need to have access to database. Review data collection/entry to ensure accuracy improve efficiency.	Q3: Project Completion	\$3,500 OpEx - GF	Visitor Services
----------------------------	---	--	------------------------	----------------------	------------------

Priority 2

Black Mountain Tower Leases (3)	Develop a long term lease for 1. Stanford Site 2. Lower Site 3. FAA	Develop, negotiate and sign new long term lease.	Q4: FY16-17	\$0 OpEx - GF	Land & Facilities
Docent and Volunteer Programs Evaluation	Evaluate and restructure, if needed, Docent and Volunteer programs to optimize service delivery customers and enhance public outreach.	Expand environmental education and interpretive services and increase hours interpretive centers are open; evaluate positions and staffing and adjust if needed to provide optimal service delivery; develop scope of work for an Interpretive Master Plan.	Q1-Q2: Master Plan scope of Work Q3-Q4: Review program structures and positions	\$30,000 OpEx - GF	Visitor Services
Integration of Insurance Requirements into IAFS	To ensure Purchase Orders with no contract carry appropriate insurance coverage.	Pursue the feasibility of integration of indemnification and insurance requirements into IAFS for Purchase Orders, in conformance with CJPIA's recommendations.	Q2: Evaluate feasibility Q4: Integrate if feasible	\$0 OpEx - GF	General Counsel
Interagency Coordination on Partnership Projects	Coordinate with outside agencies on potential interagency projects.	Work with outside partners to evaluate and consider potential interagency projects and forward recommendations, when ready, to the full Board.	TBD - dependent on partner agency schedule	\$0 OpEx - GF	General Manager
Madonna Creek Agricultural Lease	Develop a long term lease for agricultural fields at Madonna Creek Ranch, Miramontes Ridge OSP.	Develop Agricultural Plan for the property, complete agricultural lands survey, and develop, negotiate and sign a long term lease for Madonna Creek.	Q3: Survey Q4: New long term lease, negotiate and sign	\$5,000 OpEx - GF	Land & Facilities Natural Resources
Skyline Ridge Christmas Tree Farm Lease	Develop a long term lease for the Skyline Christmas Tree Farm at Skyline Ridge.	Update survey of Christmas Tree Farm, develop long term lease, and negotiate and sign a new long term lease.	Q2: Survey Q3: Develop Lease Q4: Sign Lease	\$5,000 OpEx - GF	Land & Facilities