



Midpeninsula Regional  
Open Space District

R-20-22  
Meeting 20-05  
March 3, 2020

## AGENDA ITEM 1

### AGENDA ITEM

Fiscal Year 2020-21 Capital Improvement and Action Plan Review

### GENERAL MANAGER'S RECOMMENDATIONS

1. Review and affirm or amend the proposed Fiscal Year 2020-21 Capital Improvement and Action Plan.
2. If amended, direct the General Manager to reevaluate staff and resource capacity and, if needed, return to the full Board with any additional recommendations for further discussion and direction.

### SUMMARY

Annually, the Midpeninsula Regional Open Space District (District) Board of Directors (Board) holds two strategic planning retreats to establish work plan priorities for the upcoming fiscal year (process described in Attachment 1). At the first Board Retreat held on December 9, 2019, the Board adopted Strategic Goals and Objectives (included in Attachment 2) to guide work priorities for the budget development cycle ending June 30, 2021 (FY21).

At the second Board Retreat scheduled on March 3, 2020, the Board will review and either affirm or amend the proposed FY21 Capital Improvement and Action Plan (CIAP) (see Attachment 3 for further details). If the Board directs significant changes, the General Manager will reevaluate staff and resource capacity, and if needed, return to the Board with the findings and recommendations for further discussion and direction. The outcomes of the March 3, 2020 retreat will guide the development of the proposed FY21 CIAP, which the Action and Budget Committee (ABC) will review in detail on April 28, 2020.

### BACKGROUND

#### Results of the December 9, 2019 Board Retreat I

##### Financial and Operational Sustainability Model (FOSM) implementation status updates

The Board reviewed the implementation status of remaining FOSM recommendations. To date, 53 of the original 60 recommendations have been completed. The 7 remaining recommendations are currently underway with completion anticipated by FY23.

### Environmental Scan

The environmental scan revealed a stable regional economy with increases in assessed property values that have maintained a strong financial base for the District. However, slower growth in assessed values is anticipated in the future, which the District is carefully monitoring. Existing trends of greater project complexity and rising construction costs continue. A competitive labor market with low unemployment rates reinforces the District's focus on retention and recruitment. Ongoing outreach and education about the District's mission, values, and impact are increasingly important. A changing climate and extreme weather patterns highlight the need for focused environmental work to enhance regional resiliency and sustainability. With increased population and higher densities, there is a growing need and demand for connecting people to nature. As the District continues to open new areas and visitor amenities to public access, there will be an increased need for additional resources to support patrol, maintenance, and resource management activities.

### Benchmark Survey

Staff presented draft Benchmark Survey questions for Board review and input. The benchmark survey will measure public sentiment and awareness levels about the District prior to initiating new activities designed to raise understanding of and positive regard for District work. This survey is one of the recommended action items in the District's FY20 Strategic Communications Plan. Survey results will be shared with the Board in the spring of 2020.

### Board Exploratory Topics

Staff presented high level exploratory discussions regarding the following three topics of interest and the Board provided feedback on desired next steps for each: private fundraising, Board training opportunities, and region-wide issues affecting the District's mission. Board direction included careful monitoring of and input on bond funding opportunities that may benefit the District; scheduling numerous Board training sessions during FY21; and collecting additional Board and public feedback about District activities to improve our outreach, service delivery, and communications. This latter work will begin in earnest as the District initiates an update to the Good Neighbor Policy, which is one of the proposed projects in the FY21 CIAP.

### Strategic Goals and Objectives

On December 9, 2019, the Board approved the Strategic Goals and Objectives for FY21 (see Attachment 2). Primary revisions to the FY21 Strategic Goals and Objectives were made to better align, but not substantially change, the goals and objectives with the District's mission. The realigned goals provide a clear link between the components of the District's mission, the Strategic Goals and Objectives, and the four programs in the annual Budget and Action Plan development. In addition, goals and objectives were added or amended to more clearly reflect each element of the District's Mission and Coastside Mission.

## **DISCUSSION**

The proposed FY21 CIAP is developed with projects that align with and deliver on the District's Mission and Coastside Mission (see below) and respond to the adopted FY21 Strategic Goals and Objectives (Attachment 2).

The District's Mission:

*To acquire and preserve a regional greenbelt of open space land in perpetuity, protect and restore the natural environment, and provide opportunities for ecologically sensitive public enjoyment and education.*

The District's Coastside Mission:

*To acquire and preserve in perpetuity open space land and agricultural land of regional significance, protect and restore the natural environment, preserve rural character, encourage viable agricultural use of land resources, and provide opportunities for ecologically sensitive public enjoyment and education.*

### Proposed FY21 Capital Improvement and Action Plan (CIAP)

The proposed FY21 CIAP includes 108 projects (detailed in Attachment 3) of which 74 projects are continuing from FY20 and 34 are new for next fiscal year. Within the CIAP, 26 of the 108 projects are identified as operating projects and are listed in Attachment 3.

The CIAP is organized according to the District's four program areas:

- Land Acquisition and Preservation (14 projects, 1 of which is operating)
- Natural Resource Protection and Restoration (28 projects, 4 of which are operating)
- Public Access, Education, and Outreach (33 projects, 10 of which are operating)
- Assets and Organizational Support (33 projects, 11 of which are operating)

Attachment 3 includes the grouping of relevant CIAP projects by the following areas of interest to give an indication of the relative expenditures in each area: Agriculture, Diversity, and Fire Prevention. The expenditures listed for these areas of interest are limited to capital and action plan projects. Most expenditures within these areas of interest are part of ongoing operating programs and reflected in staff time and departmental service and supplies budgets. A preliminary budget for these three areas of interest is included in the Fiscal Impact section of the report.

The three-year CIAP is limited to those projects that begin or have activity in FY21 and continue as multi-year projects into FY22 and FY23. The CIAP does not identify new projects that will begin in the outer years as the addition of new projects are considered each year during the annual Budget and Action Plan development process.

The preliminary CIAP provides the Board with a comprehensive view of the proposed projects for the upcoming year and includes the following key project information: program category, funding source, project number, project name, project purpose and scope; whether the project is continuing from FY20 or is new; the connection to Strategic Goals and Objectives; and the estimated FY21 budget. The Board will deliberate on potential additions, removals, or other amendments to the project list prior to affirming the proposed FY21 CIAP.

### Proposed FY2020-21 CIAP Priorities

At the second March 3, 2020 Board retreat, staff will present a high-level overview of the proposed FY21 CIAP and highlight the major focus areas, which are listed below with example projects.

1. Land Conservation – coastal/agricultural and watershed land protection
  - Cloverdale Ranch – potential purchase
  - Gordon Ridge – finalize purchase
  - Irish Ridge – finalize purchase
  - Johnston Ranch Uplands – potential purchase
  - South Cowell – potential purchase
2. Natural Resource Protection – wildlife crossing, climate resiliency, and habitat restoration
  - Highway 17 Wildlife Crossing
  - Projects to enhance wildland fire preparedness and reduce catastrophic fire risk
  - Integrated Pest Management (IPM)/invasive weed removal projects
  - Badger and burrowing owl habitat assessment
  - Infrastructure projects to support the conservation grazing program
  - Site remediation and cleanup projects
  - Data collection projects to further inform land management decisions
3. Public Access and Regional Trails – new and enhanced access opportunities
  - Regional Trails
    - Ravenswood Bay Trail Connection
    - Purisima-to-the-Sea Trail and Parking
    - Hwy 35 Pedestrian Crossing and Parking/Multi-modal Access
    - Saratoga-to-the-Sea Trail
    - Alpine Road Regional Trail
    - Highway 17 Trail Crossing
  - Expanded access in District preserves
    - Phase II Trails at Bear Creek Redwoods Open Space Preserve
    - Phase II Trails at La Honda Creek Open Space Preserve
    - Alma College Cultural Landscape Rehabilitation
    - La Honda Parking and Trailhead Access Feasibility Study
    - Hawthorns Public Access Site Plan
4. Operational efficiencies and to better deliver on the mission
  - Business Systems
    - Records Management and Document Management System
    - Human Resources Information System
    - Citation Management System
    - Work Order & Asset Management System
  - Communications and Outreach
    - 50<sup>th</sup> Anniversary (2022) Planning
    - Customer Relationship Management
    - Good Neighbor Policy Update
    - Website redesign
  - Operational Infrastructure and Assets
    - Administrative Office – design and permitting
    - South Area Field Office – permitting and construction
    - Radio System Upgrade
    - Repairs to various structures, including six historic buildings

Departments assessed internal capacity to deliver the proposed CIAP through a resource loading process. The FY21 CIAP reflects these capacity assumptions.

Board-directed changes to the proposed CIAP may require a subsequent resource capacity evaluation. If this evaluation identifies resource capacity issues, the General Manager will return to the Board to either recommend project reductions and/or request additional resources to accomplish the CIAP, prior to meeting with the Action Plan and Budget Committee in April 2020.

#### *Operational Budget Considerations*

As part of the CIAP and Budget development process, internal discussions are continuing with the General Manager regarding the consideration of additional staffing resources to meet increasing land management needs within the Visitor and Field Services business line. As the District continues to grow in acreage, visitation, and public access facilities, there is a corresponding increase in operational field demands, as first anticipated in the Financial and Operational Sustainability Model (FOSM). The General Manager is closely reviewing the growth of Ranger and Field Maintenance staff in relation to the additional acreage of protected lands, miles of new trail, number of major public access facilities, and visitation levels since 2015 (when the District began to implement the FOSM). Anticipated growth in land, facilities, and visitation in the next one to two years will also be evaluated to determine the appropriate timing and number of new positions to recommend for inclusion in either the upcoming or future fiscal year budget. One notable consideration for this evaluation will be the planned expansion in fuel management work that will be expected of Field Maintenance Crews in response to a changing climate that is increasing the overall fire risk statewide.

The General Manager is also reviewing the current and future needs of the property management program and the expanded workload to manage additional residential and grazing/agricultural leases, update new leases as these expire, track and report on lease terms, maintain clear and regular communications with lessees, and address a backlog of infrastructure repairs. The General Manager has directed staff to explore contracting options for routine residential property management activities to focus District staff time on more complex tasks and projects. However, additional property management capacity in the interim may also be needed.

The General Manager will bring any specific requests for new positions and associated costs to the Action Plan and Budget Committee (ABC) in April for review and to the full Board in June for consideration.

#### **FISCAL IMPACT**

Review and affirmation of the FY21 CIAP has no immediate fiscal impact. However, these actions will drive the development of the FY21 Budget and three-year CIAP.

Preliminary financial information for the FY21 CIAP was reviewed to ensure the proposed projects match available funding sources, as well as staff and resource capacity. This preliminary review only includes the upcoming fiscal year, not the subsequent years of FY22 and FY23.

The table below provides an overview of the preliminary budget numbers for FY21 for all funds, and capital expenditures that are reimbursable from bond funds. The numbers in the table below are preliminary and likely to change as the budget continues to be developed, and more accurate and final numbers are incorporated. Of note, Fund 40 – GF Capital includes external funding sources in the form of parity bond reimbursements and Committed for Infrastructure funds for

Administrative Office (AO) Facility and South Area Field Office project expenditures.

<b>Proposed FY2020-21 Budget</b>	<b>10 General Fund</b>	<b>20 Hawthorn</b>	<b>30 Measure AA Capital</b>	<b>40 GF Capital</b>	<b>50 Debt Service</b>	<b>Total</b>
Estimated Revenues	58,593,211	39,000	1,274,230	-	6,950,000	66,856,441
Other Funding Sources	(17,564,292)	84,000	9,284,845	18,998,293	10,679,075	21,481,921
Estimated Contribution to Committed Funds	(2,200,000)	-	-	-	-	(2,200,000)
<b>Total Estimated Revenue</b>	<b>\$ 38,828,919</b>	<b>\$ 123,000</b>	<b>\$ 10,559,075</b>	<b>\$ 18,998,293</b>	<b>\$ 17,629,075</b>	<b>\$ 86,138,362</b>
Estimated Expenditures	(38,728,919)	(123,000)	-	(7,263,967)	(16,640,925)	(62,756,811)
Estimated Bond Reimbursable Expenditures	-	-	(10,559,075)	(8,741,609)	-	(19,300,684)
Estimated Use of Committed Funds	-	-	-	(2,992,717)	-	(2,992,717)
<b>Total Estimated Expenditures</b>	<b>\$(38,728,919)</b>	<b>\$ (123,000)</b>	<b>\$(10,559,075)</b>	<b>\$(18,998,293)</b>	<b>\$(16,640,925)</b>	<b>\$(85,050,212)</b>
<i>Net</i>	<i>100,000</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>988,150</i>	<i>1,088,150</i>

The table below provides an overview of the preliminary budget numbers for FY21 for the areas of interest that are included in the CIAP programs. Attachment 3 includes a detailed list of projects within these areas of interest.

<b>Area of Interest*</b>	<b>Preliminary Budget</b>
Agriculture	\$2,095,312
Diversity	\$1,174,500
Fire Prevention**	\$1,102,200
<b>Total</b>	<b>\$4,372,012</b>

\* The expenditures listed for these areas of interest are for capital and action plan projects. Most expenditures are part of ongoing operating programs and reflected in significant staff time and departmental service and supplies budgets.

\*\* Most projects within the Agriculture area also provide significant fuel reduction and fire prevention benefits.

**BOARD COMMITTEE REVIEW**

This item was brought directly to the full Board given full Board interest and importance.

**PUBLIC NOTICE**

Public notice was provided as required by the Brown Act.

**CEQA COMPLIANCE**

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

**NEXT STEPS**

The outcomes of the December 9, 2019 and March 3, 2020 Board Retreat Meetings will guide the development of the FY21 Budget and Action Plan, including the 3-Year CIAP, which will be reviewed by the ABC and the full Board per the dates listed below:

4/27/2020	Action Plan & Budget Committee (meeting #1)
5/5/2020	Action Plan & Budget Committee (meeting #2)
6/10/2020	Board Initial Review of Budget & Public Hearing
6/16/2020	Action Plan & Budget Committee (if needed)
6/24/2020	Board Adoption of Budget

Attachments:

1. Budget Planning Process Overview
2. FY21 Strategic Plan Goals and Objectives
3. FY21 Capital Improvement and Action Plan

Responsible Department Head:

Ana Ruiz, General Manager

Prepared by:

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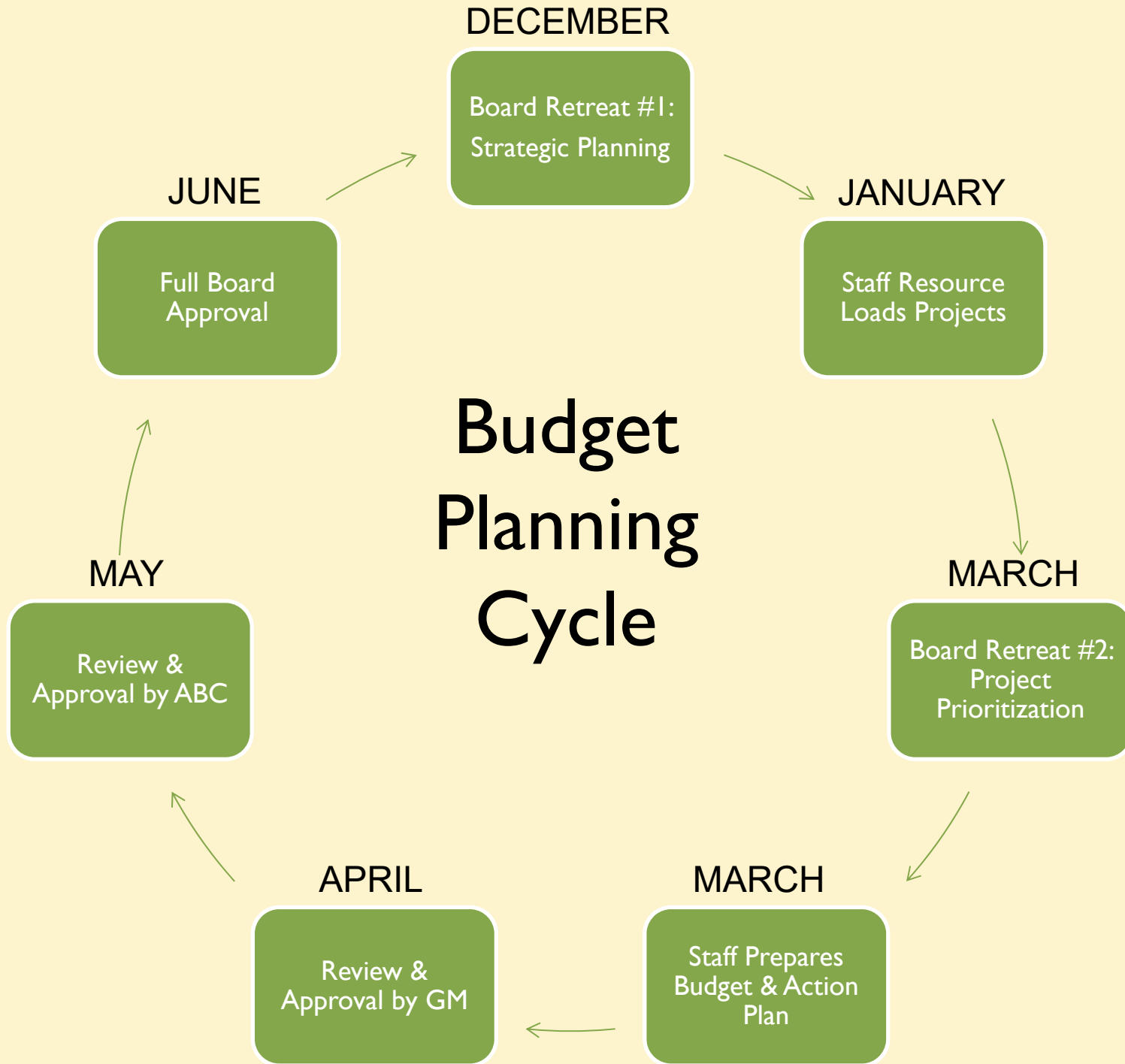
Stefan Jaskulak, Chief Financial Officer

Susanna Chan, Assistant General Manager

Brian Malone, Assistant General Manager

Ana Ruiz, General Manager

# Budget Planning Cycle





## FY2020-21 Strategic 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 and communicate progress on projects through reporting results and building partner relationships
- Objective 2 – Build and strengthen diverse partnerships to implement a collaborative and science-based approach to regional environmental protection
- Objective 3 – Build and strengthen relationships with legislators to advocate environmental protection goals
- Objective 4 – Preserve open space lands of local and regional significance

### ***Goal 2 – Protect the positive environmental values of open space lands***

- Objective 1 – Take a regional leadership role in promoting the benefits of open space
- Objective 2 – Protect and restore the natural environment in a manner that expands regional resiliency and climate change adaptation to preserve healthy natural systems
- Objective 3 – 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
- Objective 4 – Support the viability of sustainable agriculture and character of rural communities

### ***Goal 3 – Connect people to open space and a regional environmental protection vision***

- Objective 1 – Communicate the benefits of a regional environmental protection vision
- Objective 2 – Refine and implement a comprehensive public engagement strategy, including the outreach to diverse communities and enhanced public education programs
- Objective 3 – Expand opportunities to connect people to their public open space preserves consistent with an environmental protection vision
- Objective 4 – Reflect the diverse communities we serve in the District’s, 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, and infrastructure, including technology upgrades and capacity building
- Objective 2 – Continuously evaluate and improve processes and business model to effectively and efficiently deliver Vision Plan projects and the District’s ongoing functions
- Objective 3 - Build state of readiness for potential disruptions by completing a risk assessment and creating a business continuity plan
- Objective 4 – Continue to engage constituents for bond sales and via the work of the Bond Oversight Committee – “Promises made, promises kept.”
- Objective 5 – Remain financially sustainable by pursuing and ensuring discretionary funding opportunities and partnerships to augment operating, capital, and bond funding sources, and ensure that large capital expenses and land acquisitions, including associated public access and land management costs, are evaluated within the long-term financial model and remain financially sustainable
- Objective 6 – Continue to recruit, develop and retain talented staff to implement the District's mission and strengthen our organizational capacity

### Capital Improvement & Action Plan (CIAP) Summaries

CIAP Summary by Funding Source	Total FY2020-21 Estimated Budget	Budget Total as a %	Project Count by Fund <sup>(1)</sup>	Project Count Total as a %
Fund 10 - General Fund Operating <sup>(2, 3)</sup>	\$2,482,200	8%	49	45%
Fund 20 - Hawthorn	\$48,000	0%	1	1%
Fund 30 - Measure AA	\$10,559,075	33%	24	22%
Fund 40 - General Fund Capital <sup>(3, 4)</sup>	\$18,998,293	59%	34	31%
<b>Total</b>	<b>\$32,087,568</b>	<b>100%</b>	<b>108</b>	<b>100%</b>

CIAP Summary by Program	Total FY2020-21 Estimated Budget	Budget Total as a %	Project Count by Program	Project Count Total as a %
Land Acquisition and Preservation	\$559,000	2%	14	13%
Natural Resource Protection and Restoration	\$3,961,275	12%	28	26%
Public Access, Education, and Outreach	\$12,368,000	39%	33	31%
Assets and Organizational Support	\$15,199,293	47%	33	31%
<b>Total</b>	<b>\$32,087,568</b>	<b>100%</b>	<b>108</b>	<b>100%</b>

CIAP Summary by Program & Fund	Total FY2020-21 Estimated Budget	Budget Total as a %	Project Count by Program <sup>(1)</sup>	Project Count Total as a %
<b>Land Acquisition and Preservation</b>				
Fund 10 - General Fund Operating	-	0%	1	1%
Fund 30 - Measure AA	10,000	0%	1	1%
Fund 40 - General Fund Capital	549,000	2%	12	11%
<b>Land Acquisition and Preservation Total</b>	<b>559,000</b>	<b>2%</b>	<b>14</b>	<b>13%</b>
<b>Natural Resource Protection and Restoration</b>				
Fund 10 - General Fund Operating	1,420,200	4%	14	13%
Fund 30 - Measure AA	1,821,075	6%	9	8%
Fund 40 - General Fund Capital	720,000	2%	5	5%
<b>Natural Resource Protection and Restoration Total</b>	<b>3,961,275</b>	<b>12%</b>	<b>28</b>	<b>26%</b>
<b>Public Access, Education, and Outreach</b>				
Fund 10 - General Fund Operating	552,000	2%	15	14%
Fund 30 - Measure AA	8,728,000	27%	14	13%
Fund 40 - General Fund Capital <sup>(4)</sup>	3,088,000	10%	4	4%
<b>Public Access, Education, and Outreach Total</b>	<b>12,368,000</b>	<b>39%</b>	<b>33</b>	<b>31%</b>
<b>Assets and Organizational Support</b>				
Fund 10 - General Fund Operating	510,000	2%	19	18%
Fund 20 - Hawthorn	48,000	0%	1	1%
Fund 40 - General Fund Capital	2,906,968	9%	11	10%
Fund 40 - General Fund Capital (AO & SAO) <sup>(4)</sup>	11,734,326	37%	2	2%
<b>Assets and Organizational Support Total</b>	<b>15,199,293</b>	<b>47%</b>	<b>33</b>	<b>31%</b>
<b>Total</b>	<b>\$32,087,568</b>	<b>100%</b>	<b>108</b>	<b>100%</b>

Notes:

(1) Total is inclusive of operating projects.

(2) Fund 10 - General Fund Operating: includes 26 operating projects with a zero dollar budget. Operating projects are important activities undertaken each year that do not meet CIAP project criteria of \$50,000 or more. While the operating projects included in this attachment may incur real expenses, those expenses will only be included in the lead departments operating budget.

(3) Approximately 12 proposed projects, representing \$455,500 of proposed CIAP expenditures, could result in Fund 30 Measure AA projects in future years. One project is an operating project; the other 11 are Vision Plan projects.

(4) Fund 40 - General Fund Capital: the majority of these projects are either Land Acquisition and Preservation opportunities or related to Assets and Organizational Support. Specifically three large projects account for 75% of Fund 40 proposed project expenditures (31202 Administrative Office (AO) Facility; 31601 South Area Field Office; and VP23-XXX Mt. Umunhum - Radar Tower Repair). Note also that the cost of a land purchase is typically not included in the adopted budget as most purchases are still speculative at the time of budget adoption; instead, Board-approved budget adjustments are made at the time the purchase is approved by the Board.

**Grant Income**

CIAP Ref #	Grant/Partnership/Other	Project #	Total Grants in FY2020-21
<i>California Department of Parks and Recreation</i>			
32	Russian Ridge Mindego Pond Improvement	MAA09-003	\$ 100,000
<i>California Natural Resources Agency</i>			
67	Phase II Trail Improvements, Bear Creek Redwoods OSP	MAA21-011	320,000
<i>Santa Clara County Stanford Mitigation</i>			
56	Ravenswood Bay Trail Design and Implementation	MAA02-002	100,000
<i>Santa Clara Valley Water District</i>			
35	Bear Creek Redwoods Preserve Plan Invasive Weed Treatment and Restoration	MAA21-007	50,000
17	IPM Implementation of Santa Clara Valley Water District Grant	80065	150,000
<i>Total Santa Clara Valley Water District</i>			<i>200,000</i>
<i>Tindall and Friends of DHF Donations</i>			
62	Rancho San Antonio - Deer Hollow Farm - White Barn Rehabilitation	MAA11-002	330,000
<i>Urban Greening Grant Program</i>			
56	Ravenswood Bay Trail Design and Implementation	MAA02-002	374,230
<b>Total</b>			<b>\$ 1,424,230</b>

## Categories of Interest Project Summary

CIAP Ref #	Category & Project Name	Project #	Total FY2020-21 Estimated Budget
<b>Agriculture**</b>			
103	Toto Ranch Well Drilling and Construction, Tunitas Creek	61010	\$ 128,625
99	Tunitas Creek - Toto Ranch Driveway Improvements	61002	423,112
28	Remediation Plan Development and Ranch Dump Clean Up - Madonna Creek Ranch	MAA01-XXX	200,000
31	Lone Madrone Ranch Fence Installation	MAA05-XXX	87,075
32	Russian Ridge Mindego Pond Improvement	MAA09-003	316,000
33	Mindego Ranch South Pasture	MAA09-XXX	107,000
4	Miramontes Ridge Land Conservation	VP01-001	52,000
5	South Cowell Upland Land Conservation	VP03-002	55,000
106	Agricultural Workforce Housing - La Honda Creek	VP07-002	317,500
20	Lower Turtle Pond	VP07-XXX	110,000
7	Cloverdale Ranch Land Opportunity	VP13-001	85,000
39	Toto Ponds Management Planning	VP32-003	68,000
13	Lower San Gregorio Creek Watershed Land Conservation	VP39-001	39,000
41	Toto Ranch North Water Line	XXXXX	107,000
25	Agricultural Policy Review and Development	Operating*	-
85	Coastside Lands Management Plan	Operating*	-
26	Elkus/Lobitos Water Supply Feasibility	Operating*	-
<b>Agriculture Total</b>			<b>\$ 2,095,312</b>
<b>Diversity</b>			
70	ADA Barrier Removal	31901	\$ 455,500
56	Ravenswood Bay Trail Design and Implementation	MAA02-002	312,500
62	Rancho San Antonio - Deer Hollow Farm - White Barn Rehabilitation	MAA11-002	264,000
45	Rancho San Antonio (RSA) Multimodal Access Study	VP11-001	50,000
21	Amah Mutsun Land Trust Native Garden	XXXXX	50,000
81	Ward Boundary Redistricting Plan	XXXXX	42,500
48	Cooley Landing Park Business and Operation Plan	Operating*	-
49	Cooley Landing Site Use Agreements	Operating*	-
51	La Honda Elementary Path to Pond	Operating*	-
53	Preserve Use Survey Implementation	Operating*	-
54	Regional Trails Planning and Coordination	Operating*	-
<b>Diversity Total</b>			<b>\$ 1,174,500</b>
<b>Fire Prevention</b>			
	Los Trancos - Page Mill Fire Safety Eucalyptus Removal	61008	\$ 245,000
16	San Mateo County Vegetation Map	80063	39,200
18	Wildland Fire Resiliency Program	80003-10	266,000
30	Restoration Forestry Demonstration Project	MAA05-010	207,000
35	Bear Creek Redwoods Preserve Plan: Invasive Weed Treatment and Restoration	MAA21-007	120,000
23	District-Wide Fuel Reduction Work	XXXXX	175,000
24	Santa Clara & Santa Cruz Vegetation Mapping	XXXXX	50,000
89	Fire Suppression Program: Review Staffing, Equipment and Training	Operating*	-
<b>Fire Prevention Total</b>			<b>\$ 1,102,200</b>
<b>Total</b>			<b>\$ 4,372,012</b>

\* Operating Projects do not qualify as a Capital Project. Expenditures for these projects are part of ongoing operating programs that are reflected in staff time and departmental service and supplies budgets.

\*\* A majority of projects within the Agriculture area are improvements to grazing properties, which provide significant fuel reduction and fire prevention benefits.

Item #	Program & Fund	Project #	Project Name	Project Purpose	FY2020-21 Scope	Status	Strategic Plan Linkage (Primary)	Strategic Plan Linkage (Secondary)	FY2020-21 Estimated Budget
<b>Land Acquisition and Preservation</b>									
<b>10 - General Fund Operating</b>									
1	Operating Project		Land Conservation Guidance Document	Create a Land Conservation Guidance Document that compiles all relevant District acquisition policies and goals and includes best practices to guide future land acquisition work (Consistent FOSM Recommendation #11)	Review and compile existing Policies and Procedures related to land acquisition. Document best practices. Organize all the information into a guidance document to serve as a road map for land conservation activities as a tool for current and future employees.	New	Goal 4, Objective 2	Goal 1, Objective 4	\$0
<b>10 - General Fund Operating Total</b>									<b>\$0</b>
<b>30 - Measure AA Capital</b>									
2	MAA15-004		Irish Ridge	Pursue opportunity to connect Tunitas Creek Preserve to Purisima Creek Redwoods Preserve to establish a protected wildlife corridor and facilitate a future public trail connection.	Complete Planned Agricultural District Zoning amendment process, submit lot split application and complete purchase.	Continuing	Goal 1, Objective 4	Goal 2, Objective 4	\$10,000
<b>30 - Measure AA Capital Total</b>									<b>\$10,000</b>
<b>Land Acquisition and Preservation</b>									
<b>40 - General Fund Capital</b>									
3	20125		Cal-Water Land Exchange, Teague Hill Preserve	Pursue trail connections between Huddart Park and Teague Hill Preserve, and pursue future land conservation protections in the Bear Creek Watershed.	Pursue trail connections between Huddart Park and Teague Hill Preserve, and pursue future land conservation protections in the Bear Creek watershed in exchange for land rights to allow the installation of Cal Water water tanks for fire suppression at El Corte de Madera Preserve.	Continuing	Goal 1, Objective 4	Goal 3, Objective 3	\$23,000
4	VP01-001		Miramontes Ridge Land Conservation	Purchase the uplands portion of Johnston Ranch from Peninsula Open Space Trust (POST) as an addition to the Miramontes Ridge Open Space Preserve to expand the acreage of protected open space lands and facilitate connections with adjacent park land.	Complete Planned Agricultural District Zoning amendment process, partner with POST as co-applicant to resubmit lot line adjustment application, and complete purchase. Work with City of Half Moon Bay to coordinate on future shared parking and future trails at Historic Johnston House, and shared patrol and farm access road. Work with neighbor and State Parks on future trail connection to Burleigh Murray State Park. Continue to pursue additional land purchase grant funds.	Continuing	Goal 1, Objective 4	Goal 2, Objective 4	\$52,000
5	VP03-002		South Cowell Upland Land Conservation	Pursue potential land purchase in partnership with POST to provide improved parking, patrol, and trail access for the Purisima-to-the-Sea regional trail corridor.	Purchase property and begin trail and parking planning to inform the Preliminary Use and Management Plan.	Continuing	Goal 1, Objective 4	Goal 3, Objective 3	\$55,000
6	VP08-001		Upper San Gregorio Land Conservation	Address property access needs related to a recent purchase opportunity to acquire and protect open space lands in upper San Gregorio Creek Watershed.	Continue to work with neighboring private property owner on access alternative to the recent Woodruff Redwoods addition to La Honda Creek Open Space Preserve. Next steps include surveying alternative access road and entering into a new access easement.	Continuing	Goal 1, Objective 2	Goal 1, Objective 4	\$20,000
7	VP13-001		Cloverdale Ranch Land Opportunity	Prepare for the potential purchase of Cloverdale Ranch. Purchase would help further Measure AA Portfolio 13.	Work with POST to complete additional studies and/or restoration projects prior to land transfer, including road and trail assessment, water system infrastructure assessment, botanical surveys. Initiate community engagement, outreach and meetings. Identify natural resource management goals and outline staffing and management plan. Work with POST to develop an integrated rangeland management plan for the lease area. Pursue grant funding opportunities to support the potential purchase.	Continuing	Goal 1, Objective 4	Goal 2, Objective 4	\$85,000
8	VP15-001		Redwood Forest Land Opportunity	Pursue land purchase opportunities to grow the District's contiguous greenbelt in Redwood Forests.	Pursue opportunities in the Oil Creek and Slate Creek watersheds.	Continuing	Goal 1, Objective 4	Goal 2, Objective 4	\$25,000

Item #	Program & Fund	Project #	Project Name	Project Purpose	FY2020-21 Scope	Status	Strategic Plan Linkage (Primary)	Strategic Plan Linkage (Secondary)	FY2020-21 Estimated Budget
<b>Land Acquisition and Preservation</b>									
<b>40 - General Fund Capital</b>									
9		VP19-001	El Sereno Trails, Wildlife Corridors and Land Conservation	Pursue trail connections to Skyline-Sanborn County Park and protect wildlife corridors at Highway 17 near El Sereno Open Space Preserve.	Work with public agency and private landowners to purchase property and trail easements to connect El Sereno Preserve to Sanborn County Park and protect wildlife corridors at El Sereno Preserve.	Continuing	Goal 1, Objective 4	Goal 3, Objective 3	\$5,000
10		VP19-002	El Sereno Land Conservation	Pursue land purchase as an addition to El Sereno OSP to connect District lands and the Bay Area Ridge Trail to Sanborn County Park.	Pursue land rights for a trail connection between El Sereno Preserve and Sanborn County Park as part of the Bay Area Ridge Trail.	Continuing	Goal 1, Objective 4	Goal 3, Objective 3	\$25,000
11		VP24-002	SCVWD Exchange Agreement at Rancho de Guadalupe Area of SAOSP	Pursue opportunity with Santa Clara Valley Water District (Valley Water) to support dam repairs to Guadalupe Reservoir in exchange for Valley Water's construction of future public parking lot to support public access at the Rancho de Guadalupe area of Sierra Azul.	Enter into exchange agreement with Valley Water for license to use Pheasant and Hicks Road intersection as a staging area for Guadalupe Dam repairs in exchange for Valley Water's construction of a public parking lot for accessing the Rancho de Guadalupe area of Sierra Azul Preserve. Work with Santa Clara County Planning Department to change zoning of Pheasant and Hicks Road property to Hillside to be compatible with open space use.	Continuing	Goal 1, Objective 4	Goal 3, Objective 3	\$10,000
12		VP25-001	Sierra Azul Loma Prieta Land Conservation	Pursue land purchase opportunity to grow the District's contiguous greenbelt.	Pursue land purchase opportunities in the Loma Prieta area of Sierra Azul Preserve.	Continuing	Goal 1, Objective 4	Goal 2, Objective 4	\$10,000
13		VP39-001	Lower San Gregorio Creek Watershed Land Conservation	Protect watershed land and farmland in the Lower San Gregorio Creek watershed.	Work with POST to prepare conservation easement for San Gregorio Farm property to ensure protection of lower San Gregorio creek riparian corridor and allowance for future creek habitat restoration.	Continuing	Goal 1, Objective 4	Goal 2, Objective 4	\$39,000
14		None	District-wide purchase options and low-value Land Fund	Pursue unanticipated purchase opportunities for other open space lands with interested property owners as these become available.	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-value land purchases under the general manager's purchasing authority such as small parcels, public trail easements or patrol and maintenance access easements.	Continuing	Goal 1, Objective 4		\$200,000
<b>40 - General Fund Capital Total</b>									<b>\$549,000</b>
<b>Land Acquisition and Preservation Total</b>									<b>\$559,000</b>
<b>Natural Resource Protection and Restoration</b>									
<b>10 - General Fund Operating</b>									
15		80054	Badger/Burrowing Owl Habitat Assessment	Prepare a management plan of grasslands and upland habitat for badger and burrowing owl.	Continue data collection, including field surveys, wildlife camera trapping, hair/genetics collection and incidental reports of observations/roadkill. Calibrate habitat and linkage models using new data. Engage public interest through outreach, community events and volunteer opportunities. Facilitate interest from partner agencies for a long-term goal of regional species protection and habitat management.	Continuing	Goal 2, Objective 2		\$50,000
16		80063	San Mateo County Vegetation Map	Collaborate with the Golden Gate National Parks Conservancy to quantify vegetation changes and fuels on a landscape scale through seamless mapping and data to inform preserve management needs in San Mateo County.	Provide technical project support and coordination (review GIS deliverables and provide feedback on project).	Continuing	Goal 1, Objective 2		\$39,200
17		80065	Integrated Pest Management (IPM) Implementation of Valley Water Grant	Leverage grant funding to complete invasive plant removal at multiple preserves to improve overall habitat and watershed health.	Oversee contractor to implement IPM on high priority weeds in riparian areas at Bear Creek Redwoods, Rancho San Antonio, and Picchetti Ranch preserves.	Continuing	Goal 2, Objective 1		\$200,000

Item #	Program & Fund	Project #	Project Name	Project Purpose	FY2020-21 Scope	Status	Strategic Plan Linkage (Primary)	Strategic Plan Linkage (Secondary)	FY2020-21 Estimated Budget
<b>Natural Resource Protection and Restoration</b>									
<b>10 - General Fund Operating</b>									
18		80003-10	Wildland Fire Resiliency Program	Develop a robust and comprehensive wildland fire program for District lands for ongoing fire and climate resiliency to protect public open space lands, habitat values, and sensitive natural resources.	Complete phase I of the Wildland Fire Resiliency Program development, including the Vegetation Management Plan, pre-plan maps, and monitoring plan. Complete scoping of phase II (prescribed fire) and start the CEQA process.	Continuing	Goal 2, Objective 3		\$266,000
19		80034-44	Programmatic Permitting	Develop State and Federal programmatic permits for compliance with Endangered Species and Clean Water Acts. Facilitates streamlined implementation of projects, resource protection, and partnering efforts.	Finalize and obtain permits with regulatory Resource Agencies and begin program implementation and staff training as needed.	Continuing	Goal 1, Objective 3		\$405,000
20		VP07-XXX	Lower Turtle Pond Repair	Maintain long term stability of important habitat and grazing pond and prevent downstream flooding.	Conduct geotechnical and engineering work to evaluate potential repair options. Select reconstruction approach and begin permitting.	New	Goal 2, Objective 2		\$110,000
21		XXXXX	Amah Mutsun Land Trust Native Garden	Strengthen partnership and restoration efforts at Mount Umunhum by supporting the Amah Mutsun Land Trust efforts to implement a native cultural demonstration garden.	Coordinate closely with the Amah Mutsun Land Trust to inform, review, and approve the revegetation plan.	New	Goal 1, Objective 2		\$50,000
22		XXXXX	BCR Stables Road Drainage Repairs and Tree Planting	Improve surface drainage and reduce potential erosion to protect Briggs Creek.	Assess drainage and erosion potential from arena area of Bear Creek Stables onto the old road cut around paddock area. Assess old road to determine feasibility of retaining as trail width or removing. Plant tree seedlings/vegetation within riparian zone.	New	Goal 2, Objective 2		\$75,000
23		XXXXX	District-wide Fuel Reduction Work	Improve wildfire resiliency to protect public lands, sensitive habitat, and natural resource values from catastrophic fire.	Continue fuel reduction in critical areas along roads, infrastructure, and adjacent properties.	New	Goal 2, Objective 3		\$175,000
24		XXXXX	Santa Clara & Santa Cruz Vegetation Mapping	Collaborate with the Golden Gate National Parks Conservancy to quantify vegetation changes and fuels on a landscape scale through seamless mapping and data to inform preserve management needs in Santa Clara and Santa Cruz Counties.	Provide technical project support and coordination.	New	Goal 1, Objective 2		\$50,000
25	Operating Project		Agricultural Policy Review and Development	Compile and review existing agricultural policies, guidelines, and current practices. Evaluate gaps and areas requiring greater clarification. Develop comprehensive Board-approved agricultural policy.	Prepare or amend agricultural policies in consultation with partners and stakeholders. Hold Board of Directors workshop(s) on proposed policies, conduct necessary environmental review, and adopt policy changes.	Continuing	Goal 2, Objective 4		\$0
26	Operating Project		Elkus/Lobitos Water Supply Feasibility	Increase water supply and storage in support of year-round conservation grazing throughout the lease area to help manage grassland habitat.	Engage consulting engineer and consult with San Mateo Resource Conservation District/Natural Resources Conservation Service on pond feasibility study.	New	Goal 2, Objective 4		\$0
27	Operating Project		Science Advisory Panel	Form a Scientific Advisory Panel to annually review key issues to better inform Midpen land management decisions.	Complete first round of analysis of selected topics, presenting results on at least one topic; review process and revise Science Advisory Panel process as necessary; select second round topics and begin analysis of new and continuing topics.	Continuing	Goal 1, Objective 2		\$0
<b>10 - General Fund Operating Total</b>									<b>\$1,420,200</b>

Item #	Program & Fund	Project #	Project Name	Project Purpose	FY2020-21 Scope	Status	Strategic Plan Linkage (Primary)	Strategic Plan Linkage (Secondary)	FY2020-21 Estimated Budget
<b>Natural Resource Protection and Restoration</b>									
<b>30 - Measure AA Capital</b>									
28	MAA01-XXX		Remediation Plan Development and Ranch Dump Clean Up - Madonna Creek Ranch	Remove former dumpsite from a riparian area to protect and restore sensitive habitat.	Permit and implement remediation plan to remove all ranch and farm dump debris from riparian area and restore vegetation.	New	Goal 2, Objective 2		\$200,000
29	MAA03-002		Purisima Upland Site Clean up and Soil Remediation Assessment	Clean and remediate a former oil drilling site at a recently acquired property to remove a public hazard and restore the site's open space values.	Finalize permits, release request for bids and complete remediation and cleanup activities. Conduct revegetation.	Continuing	Goal 1, Objective 4	Goal 3, Objective 3	\$484,000
30	MAA05-010		Restoration Forestry Demonstration Project	Develop pilot project to restore degraded forest habitat, and enhance fire resiliency on District land.	Develop restoration forestry prescription, designs for road and creek restoration work, and begin permitting.	Continuing	Goal 2, Objective 2	Goal 2, Objective 3	\$207,000
31	MAA05-XXX		Lone Madrone Ranch Fence Installation	Install fence to properly manage livestock as part of the conservation grazing program and protect riparian areas of La Honda Creek Open Space Preserve.	Project contingent on resolution of an agreement with neighbor for access. Construct a livestock boundary fence along riparian corridor.	New	Goal 2, Objective 4		\$87,075
32	MAA09-003		Russian Ridge Mindego Pond Improvement	Restore and enhance aquatic habitats at Mindego Ranch for the benefit of the threatened California red-legged frog and endangered San Francisco garter snake; includes water supply improvements that support the conservation grazing program.	Complete project design, permitting, and construction.	Continuing	Goal 1, Objective 2		\$316,000
33	MAA09-XXX		Mindego Ranch South Pasture	Improve site conditions and infrastructure that supports the conservation grazing program to protect and manage sensitive grassland habitat.	Install livestock fencing, water infrastructure, and perform invasive removal in south pasture area.	New	Goal 2, Objective 2	Goal 4, Objective 5	\$107,000
34	MAA20-001		Wildlife Corridor: Highway 17 Crossing	Work with partners to develop and engineer a wildlife crossing at Highway 17.	Continue CEQA/NEPA and Caltrans Project Approval/Environmental Document (environmental review documents). Work with consultant to develop CEQA documents in conjunction with Caltrans lead on NEPA documents. Continue public and partner outreach, and seek funding opportunities.	Continuing	Goal 1, Objective 2		\$100,000
35	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 the preserve to public access.	Continue targeted invasive species removal at Bear Creek Redwoods Preserve.	Continuing	Goal 1, Objective 2	Goal 2, Objective 2	\$120,000
36	MAA21-010		Bear Creek Redwoods Landfill Characterization and Remediation	Remediate former landfill to restore natural open space values, protect public health and safety, and allow for Phase II public access at Bear Creek Redwoods.	Implement remediation plan to remove toxic substances from landfill site, including data recovery of historic resources within landfill, and restore site to stable configuration.	Continuing	Goal 1, Objective 2	Goal 2, Objective 2	\$200,000
<b>30 - Measure AA Capital Total</b>									<b>\$1,821,075</b>



Item #	Program & Fund	Project #	Project Name	Project Purpose	FY2020-21 Scope	Status	Strategic Plan Linkage (Primary)	Strategic Plan Linkage (Secondary)	FY2020-21 Estimated Budget
<b>Natural Resource Protection and Restoration</b>									
<b>40 - General Fund Capital</b>									
37		61008	Los Trancos - Page Mill Fire Safety Eucalyptus Removal	Improve fire and road safety in Los Trancos Open Space Preserve next to Page Mill Road by removing non-native, fire-prone eucalyptus trees.	Work in partnership with Santa Clara County FireSafe Council to remove approximately 100 mature, non-native, fire-prone eucalyptus trees.	Continuing	Goal 2, Objective 2	Goal 2, Objective 3	\$245,000
38		80059	Groundwater Well Decommissioning	Prevent groundwater contamination by sealing unused and abandoned wells in Sierra Azul Open Space Preserve.	Evaluate, obtain permits for and bid out the decommissioning of 10 unused and abandoned wells in Sierra Azul Preserve.	Continuing	Goal 2, Objective 2		\$200,000
39		VP32-003	Toto Ponds Management Planning	Develop a pond management plan to identify priority ponds for restoration to benefit the threatened California red-legged frog and endangered San Francisco garter snake and protect a long term water supply source.	Finalize the Pond Management Plan, complete archaeology surveys, issue Request for Qualifications and Proposals for pond repair design and begin permitting process.	Continuing	Goal 2, Objective 4		\$68,000
40		XXXXX	Pescadero Total Maximum Daily Load	Comply with the Pescadero Sediment Total Maximum Daily Load regulations.	Hire consultant team to inventory all potential sediment sources in Skyline Ridge and Long Ridge preserves. Identify high priority sediment reduction actions for future years to comply with the Pescadero-Butano sediment regulations from the Regional Water Quality Control Board.	New	Goal 2, Objective 2		\$100,000
41		XXXXX	Toto Ranch North Water Line	Install new water line from homestead to North Pasture (pasture 4) for new water trough to support the conservation grazing program.	Coordinate with tenant who will subcontract work to install new water line.	New	Goal 2, Objective 4	Goal 4, Objective 5	\$107,000
<b>40 - General Fund Capital Total</b>									<b>\$720,000</b>
<b>Natural Resource Protection and Restoration Total</b>									<b>\$3,961,275</b>

Item #	Program & Fund	Project #	Project Name	Project Purpose	FY2020-21 Scope	Status	Strategic Plan Linkage (Primary)	Strategic Plan Linkage (Secondary)	FY2020-21 Estimated Budget
<b>Public Access, Education, and Outreach</b>									
<b>10 - General Fund Operating</b>									
42		40011	Website Redesign	Update current website structure and design to Drupal 8 platform (required since Drupal 7 will no longer be supported).	Work with contractor to redesign structure. Retain contractor to design and migrate current site to new platform; develop new content.	Continuing	Goal 4, Objective 1		\$90,000
43		VP03-XXX	Purisima-to-the-Sea Trail and Parking Area Feasibility and Planning	Provide a new public parking area and trail connecting the Coastal Trail on Highway 1 to the Bay Area Ridge Trail on Highway 35.	Pending acquisition of land rights, initiate a feasibility analysis in collaboration with POST to study parking area alternatives to facilitate the Purisima-to-the-Sea regional trail connection. Perform preliminary field reconnaissance for potential trail alignment depending on location of proposed parking area. Initiate preliminary technical studies and assessments (e.g. cultural resources, biological, geotechnical, traffic) to inform feasibility studies.	New	Goal 3, Objective 3	Goal 1, Objective 2	\$143,500
44		VP05-002	La Honda Creek Parking and Trailhead Access Feasibility Study	Provide public access to the central area of the La Honda Creek Open Space Preserve.	Pending Board direction, anticipated July/August 2020, that will be informed by the Public Access Working Group input and PNR recommendations, conduct feasibility study and technical analyses for public access alternative(s).	Continuing	Goal 3, Objective 3		\$25,000
45		VP11-001	Rancho San Antonio (RSA) Multimodal Access Study	Engage stakeholders and partner agencies to explore non-motorized mobility, transit options and parking alternatives for Rancho San Antonio.	Complete multimodal access study to identify new strategies for reducing parking issues. The study will expand upon a suite of recommendations developed by staff for managing parking demand and improving multimodal access and present a menu of short-, med-, and long-term strategies to the board. Continue implementing short-term measures.	Continuing	Goal 1, Objective 2	Goal 3, Objective 2 & 3	\$50,000
46		VP23-002	Traffic Study for Mt. Umunhum Road	Further enhance traffic safety along Mt. Umunhum Road.	Implement signage, striping and pavement enhancements; completion anticipated by fall 2020.	Continuing	Goal 4, Objective 2		\$113,500
47		XXXXX	Hwy 35 Pedestrian Crossing and Parking/Multi-modal Access	Pursue a designated Bay Area Ridge Trail crossing at Highway 35 between the SFPUC Ridge Trail Extension to Purisima Creek Redwoods Open Space Preserve and a potential parking expansion of the North Ridge parking lot.	In coordination with the Bay Area Ridge Trail Council and SFPUC, conduct feasibility analysis and technical studies for potential pedestrian crossing at Highway 35 and parking expansion opportunity at North Ridge parking lot at Purisima Creek Redwoods Preserve.	New	Goal 3, Objective 3		\$130,000
48	Operating Project		Cooley Landing Park Business and Operation Plan	Continue to support the City of East Palo Alto's efforts to recruit and select an operator to provide environmental stewardship programming at Cooley Landing that is reflective of the community's culture. Midpen will provide funding for the development of a business and operating plan for the preferred operator.	Continue to support the City of East Palo Alto's efforts to recruit and select an operator to provide environmental stewardship programming at Cooley Landing that is reflective of the community's culture. Midpen will provide funding for the development of a business and operating plan for the preferred operator.	Continuing	Goal 3, Objective 2 & 3		\$0
49	Operating Project		Cooley Landing Site Use Agreements	Formalize separate agreements/easements/MOUs (District, City of East Palo Alto, Regional Water Quality Control Board, Menlo Fire) to meet operations and maintenance requirements. Supports partnership project at Cooley Landing Park.	Enter into agreements for the operation and use of Cooley Landing, including patrol agreements, maintenance agreements, soil cap institutional controls and maintenance, Menlo Fire use agreement for airboat ramp. In addition, adjust EPA driveway access easement to center of driveway, and Bay Trail designation of spur to Cooley Landing.	Continuing	Goal 3, Objective 2	Goal 3, Objective 3	\$0

Item #	Program & Fund	Project #	Project Name	Project Purpose	FY2020-21 Scope	Status	Strategic Plan Linkage (Primary)	Strategic Plan Linkage (Secondary)	FY2020-21 Estimated Budget
<b>Public Access, Education, and Outreach</b>									
<b>10 - General Fund Operating</b>									
50	Operating Project	E-Bike Policy Evaluation	Explore pilot option(s) for e-bike access on select District trails/areas as appropriate.	Explore pilot option(s) for e-bike access on select District trails/areas as appropriate.	Evaluate class 1 and 2 e-bike use on paved trails/roads. Evaluate a phased, one-year pilot program for class 1 e-bikes on select unpaved trails that considers regulation enforcement and protection of natural resources.	New	Goal 4, Objective 2		\$0
51	Operating Project	La Honda Elementary Path to Pond	Work with La Honda Elementary School to enhance the local environmental education program at La Honda Creek Open Space Preserve via an educational nature trail to a pond near the Sears Ranch Road entrance.	Work with La Honda Elementary School to enhance the local environmental education program at La Honda Creek Open Space Preserve via an educational nature trail to a pond near the Sears Ranch Road entrance.	Identify suitable trail path and construct/mow pathway for safe access. Assess potential impacts to California red-legged frog and cattle operation after the first year of implementation and renew, adjust, or suspend annual educational use permit accordingly. Collaborate on educational material with the school, assist with (re)training school staff on naturalist curriculum and practices to avoid impacts to sensitive species and cattle operation.	New	Goal 3, Objective 2	Goal 3, Objective 3	\$0
52	Operating Project	Parking Area Naming Conventions	Formalize naming convention and secure addresses for all existing parking areas to improve placenaming and wayfinding.	Formalize naming convention and secure addresses for all existing parking areas to improve placenaming and wayfinding.	Coordinate with Mountain View Dispatch and the counties of San Mateo and Santa Clara, and apply for official addresses for all parking lots that do not have addresses. Coordinate with field and patrol staff to determine, by preserve, the names for parking areas that are already in use with emergency response personnel. Submit applications to each county.	Continuing	Goal 3, Objective 3		\$0
53	Operating Project	Preserve Use Survey Implementation	Implement the recommendations detailed in the Preserve Use Survey to enhance visitor satisfaction and outreach.	Implement the recommendations detailed in the Preserve Use Survey to enhance visitor satisfaction and outreach.	Develop a system for rating and describing District trails to allow the public the ability to choose the trail routes that fit their needs.	Continuing	Goal 3, Objective 3		\$0
54	Operating Project	Regional Trails Planning and Coordination	Provide technical and planning support on external regional trail projects that are initiated by partner agencies.	Provide technical and planning support on external regional trail projects that are initiated by partner agencies.	Continue to participate in planning coalition and stakeholder working groups to provide technical support on regional connections to District trails and preserves. Example projects include Bay-to-Sea Trail, Dumbarton Rail Corridor Bike-Ped Feasibility, SFPUC Bay Area Ridge Trail Extension.	Continuing	Goal 3, Objective 3		\$0
55	Operating Project	Stevens Creek Trail Signage	Install new trail signage for Stevens Creek Trail to provide consistent signage across jurisdictions.	Install new trail signage for Stevens Creek Trail to provide consistent signage across jurisdictions.	Complete pilot signage program for Stevens Creek Trail at Monte Bello Preserve.	Continuing	Goal 3, Objective 3		\$0
<b>10 - General Fund Operating Total</b>									<b>\$552,000</b>

Item #	Program & Fund	Project #	Project Name	Project Purpose	FY2020-21 Scope	Status	Strategic Plan Linkage (Primary)	Strategic Plan Linkage (Secondary)	FY2020-21 Estimated Budget
<b>Public Access, Education, and Outreach</b>									
<b>30 - Measure AA Capital</b>									
56		MAA02-002	Ravenswood Bay Trail Design and Implementation	Complete a critical Bay Trail gap north of Ravenswood Open Space Preserve, thus creating 80 miles of continuous Bay Trail access in the South Bay.	Finalize construction of the Bay Trail gap and continue revegetation plant maintenance and monitoring.	Continuing	Goal 3, Objective 3		\$312,500
57		MAA05-008	La Honda Creek White Barn Structural Rehabilitation	Preserve the white barn as historic resource and use for onsite storage.	Complete design, environmental review and permitting phase for the structure stabilization.	Continuing	Goal 4, Objective 5		\$349,750
58		MAA05-009	La Honda Creek Redwood Cabin Stabilization and Assessment	Preserve the redwood cabin as a historic resource.	Complete design, environmental review and permitting phase of the structure stabilization.	Continuing	Goal 4, Objective 5		\$228,750
59		MAA06-002	Hawthorns Public Access Site Plan and CEQA	Complete a site-specific plan for public access trails and staging area to open the property to public access consistent with the conservation easement on the property.	Work with contract planner/consultant to amend the Preliminary Use and Management Plan; develop and initiate stakeholder outreach plan with board committee; initiate design of public access facilities. Work closely with Town of Portola Valley to apply for use permit.	Continuing	Goal 1, Objective 2	Goal 3, Objective 3	\$111,000
60		MAA07-011	Lower La Honda Creek Phase II Loop Trails	Design and implement the Master Plan Phase II trails to expand public access opportunities at La Honda Creek Open Space Preserve.	Begin construction of easy access loop trail in pasture one of Lower La Honda, pending permitting approval. Perform biomonitoring, permitting assistance and begin mitigation implementation and revegetation/reseeding.	Continuing	Goal 3, Objective 3		\$375,000
61		MAA10-001	Alpine Road Regional Trail, Coal Creek	Complete trail repairs to maintain and enhance public access and reduce further erosion and sedimentation downstream.	Prepare design documents and garner permits for the construction of trail and drainage improvements. Perform biomonitoring and begin revegetation/reseeding activities.	Continuing	Goal 3, Objective 3	Goal 4, Objective 5	\$181,000
62		MAA11-002	Rancho San Antonio - Deer Hollow Farm - White Barn Rehabilitation	Preserve the White Barn as a historic and educational resource.	Complete construction of stabilization and weatherproofing improvements.	Continuing	Goal 1, Objective 1		\$264,000
63		MAA18-002	Saratoga-to-the-Sea Regional Trail Connection	Support the City of Saratoga's 3.2-mile long regional trail connection from Saratoga Quarry Park to Sanborn County Park (Partnership Project). Project will transition to Measure AA funding by next fiscal year.	Continue to provide the City of Saratoga with technical and financial support. The city anticipates completing phase I of construction (trail work) in FY2019-20 and completing phase II of construction (bridge construction) in FY2020-21.	Continuing	Goal 1, Objective 1 & 2	Goal 3, Objective 3	\$550,000
64		MAA20-002	Bay Area Ridge Trail: Highway 17 Crossing	Provide regional recreational trail across Highway 17 in Santa Clara County by constructing a new overcrossing between Los Gatos and Lexington Reservoir in close alignment with HWY 17 Wildlife Crossing project #MAA20-001.	Continue CEQA/NEPA and Caltrans PAED (environmental review documents). Work with consultant to develop CEQA documents in conjunction with Caltrans lead on NEPA documents. Continue public and partner outreach, and seek funding opportunities.	Continuing	Goal 1, Objective 2	Goal 3, Objective 3	\$248,000
65		MAA21-004	Bear Creek Stables Site Plan Implementation	Implement stables maintenance repairs and water improvements to address deferred maintenance issues and improve public safety.	Complete construction documents for stables site plan and water system. Continue to coordinate with Santa Clara County Planning regarding permitting as necessary. Prepare and release request for bids. Secure project permits.	Continuing	Goal 3, Objective 3	Goal 4, Objective 5	\$531,000

Item #	Program & Fund	Project #	Project Name	Project Purpose	FY2020-21 Scope	Status	Strategic Plan Linkage (Primary)	Strategic Plan Linkage (Secondary)	FY2020-21 Estimated Budget
<b>Public Access, Education, and Outreach</b>									
<b>30 - Measure AA Capital</b>									
66		MAA21-006	Bear Creek Redwoods - Alma College Cultural Landscape Rehabilitation Project	Implement the Alma College Cultural Landscape Rehabilitation Plan to open the area to public access.	Complete site cleanup and rehabilitation work, including Upper Lake overflow and access improvements.	Continuing	Goal 3, Objective 2	Goal 3, Objective 3	\$4,530,000
67		MAA21-011	Phase II Trail Improvements, Bear Creek Redwoods OSP	Implement Phase II trail improvements to open eastern part of the Preserve to public access.	Complete the planning and permitting for new trail infrastructure, begin in-house construction of trail segments. Complete traffic studies for the trailheads of the multiuse trail and begin the trailhead design.	Continuing	Goal 3, Objective 3	Goal 4, Objective 5	\$377,250
68		MAA22-004	Beatty Parking Area and Trail Connections	Provide a new parking lot and a trail connection to Sierra Azul Preserve in the area east of Highway 17.	Finalize schematic design and complete CEQA review for a new parking area and trail, and for stabilization of the Beatty house that is located in the project area.	Continuing	Goal 3, Objective 3		\$669,750
69	Operating Project		Long Ridge Trail Connection to Eagle Rock and Devils Canyon Waterfall	Provide public access to the Devils Canyon waterfall and Eagle Rock.	Develop a conceptual trail alignment. Initiate site assessment and preliminary plans.	New	Goal 3, Objective 3	Goal 1, Objective 2	\$0
<b>30 - Measure AA Capital Total</b>									<b>\$8,728,000</b>
<b>Public Access, Education, and Outreach</b>									
<b>40 - General Fund Capital</b>									
70		31901	ADA Barrier Removal	Identify and prioritize ADA barrier removals to improve accessibility to District lands and facilities; includes ongoing tracking and annual reporting of accomplishments.	Complete year two of barrier removals and report year one accomplishments.	Continuing	Goal 3, Objective 3		\$455,500
71		VP23-XXX	Mt. Umunhum Radar Tower Repair	Complete repairs to the Mt. Umunhum Radar Tower that implement the Board's "retain and seal" decision. All work is anticipated to be complete by 2020.	Secure permits, award the construction contract, and complete the repairs.	New	Goal 4, Objective 5		\$2,448,000
72		XXXXX	Rancho San Antonio County Parks Repairs	Repair service road at Rancho San Antonio County Park and refurbish restroom interior.	Complete the engineering and repair design for a road slip out, pending cost sharing agreement with Santa Clara County Parks.	New	Goal 4, Objective 5		\$55,000
73		XXXXX	Restroom Replacements	Provide quality restrooms for public use that are also easily maintained.	Perform the feasibility study, design, and begin permitting for the Purisima North and Kennedy Trailhead restrooms.	New	Goal 4, Objective 5		\$129,500
<b>40 - General Fund Capital Total</b>									<b>\$3,088,000</b>
<b>Public Access, Education, and Outreach Total</b>									<b>\$12,368,000</b>

Item #	Program & Fund	Project #	Project Name	Project Purpose	FY2020-21 Scope	Status	Strategic Plan Linkage (Primary)	Strategic Plan Linkage (Secondary)	FY2020-21 Estimated Budget
<b>Assets and Organizational Support</b>									
<b>10 - General Fund Operating</b>									
74		51701	Work Order & Asset Management System	Implement Work-Order Asset Management System to streamline the maintenance and management of District land and infrastructure assets.	Conducting phase II for Natural Resources (NR) work orders. Migrate SharePoint request form to CityWorks. All NR requests will go through CityWorks thereafter.	Continuing	Goal 4, Objective 1		\$55,000
75		51703	Real Property Database	Implement an integrated enterprise geographic information (E-GIS) and data management system (E-GIS) capable of providing reports on all aspects of District land transactions.	Migrate legacy content into new database, develop web applications, provide user training, go live with new system and retire old database.	Continuing	Goal 4, Objective 1 & 2	Goal 4, Objective 5	\$35,000
76		XXXXX	Bear Creek Stables Operator RFP/Lease	Enter into a long-term lease agreement with an operator to manage Bear Creek Stables.	Issue a Request for Proposals for new tenant/operator and negotiate lease.	New	Goal 4, Objective 5	Goal 3, Objective 3	\$28,750
77		XXXXX	Burkhart Spring Construction	Repair a water source springbox damaged by slide and improve water infrastructure to the District's Stevens Creek Ranch residence.	Complete permitting and construction.	New	Goal 4, Objective 5	Goal 2, Objective 2	\$38,750
78		XXXXX	Records Management	Implement the Board-approved retention schedule to inventory and digitize paper files in preparation for the District's move to a new office building in spring 2022.	Select and implement an electronic document management system (EDMS). Perform records inventory and disposition of records per board-adopted records retention schedule. Begin document scanning, digitization and input of digital records into EDMS.	Continuing	Goal 4, Objective 1		\$200,000
79		XXXXX	Repaint Red Barn	Maintain a historic resource and scenic landscape feature at La Honda Creek Open Space Preserve.	Complete the repainting of the Red Barn.	New	Goal 4, Objective 5		\$60,000
80		XXXXX	San Mateo County Master Permit	Develop a Master Permit with San Mateo County to streamline project implementation.	Complete zoning and subdivision ordinance amendments with the County of San Mateo to streamline land divisions. Complete master permit application; begin stakeholders engagement.	Continuing	Goal 4, Objective 2		\$50,000
81		XXXXX	Ward Boundary Redistricting Plan	Adjust District ward boundaries following the 2020 Census to meet population variance standards.	Host board study sessions to introduce the redistricting process, review relevant federal laws and state guidelines, and finalize redistricting criteria. Begin analyzing census and demographic data and develop potential boundary realignment scenarios. Develop communication plan and web page for public information.	New	Goal 4, Objective 2		\$42,500
82	Operating Project		50th Anniversary Planning	Commemorate the District's 50 years of public open space preservation, restoration and public connections to nature.	Develop consensus plan for signature event and celebrations to commemorate 1972 founding of the District.	New	Goal 3, Objective 1		\$0
83	Operating Project		Basic Policy Update	Update the Basic Policy to incorporate the Coastal Annexation Area.	Update Basic Policy to incorporate the Coastal Annexation Area, and conduct public engagement and study sessions.	Continuing	Goal 2, Objective 4	Goal 3, Objective 1	\$0
84	Operating Project		Citation Management System	Update the citations database to modern software to increase its functionality and stability.	Finalize business requirements and select software solution.	Continuing	Goal 4, Objective 1		\$0
85	Operating Project		Coastside Lands Management Plan	Develop a management plan for existing and future Coastal Preserves evaluating potential new land purchase opportunities, management, restoration and future public access priorities to identify staffing and facilities needs on the San Mateo Coast.	Work with various departments to assess operational needs and capacity, and develop a management plan for existing and future Coastal preserves. Pursue opportunities for new centralized field office in vicinity of Highway 1. Integrate into Field Office Infrastructure Assessments.	New	Goal 4, Objective 2	Goal 1, Objective 4	\$0

Item #	Program & Fund	Project #	Project Name	Project Purpose	FY2020-21 Scope	Status	Strategic Plan Linkage (Primary)	Strategic Plan Linkage (Secondary)	FY2020-21 Estimated Budget
<b>Assets and Organizational Support</b>									
<b>10 - General Fund Operating</b>									
86	Operating Project		Customer Relationship Management	Provide for more efficient management of public notification and engagement and create consistent contact management for partners, vendors and other organizations.	The IT Master Plan recommends investigating a customer relationship management (CRM) solution to replace the legacy contact's database. A CRM provides the ability to manage, track and communicate with the public, contacts, organizations, and partners. Assess business requirements and evaluate CRM solutions.	New	Goal 4, Objective 1		\$0
87	Operating Project		Digital Asset Management	Provide staff with an efficient online tool for archive, retrieval and distribution of photos (and potentially other digital assets) to be used in internal and external digital and print publications.	Train other departments in the processes for submitting photos and important metadata for input into the digital asset management system.	New	Goal 4, Objective 1		\$0
88	Operating Project		Emergency/Disaster Preparedness Response and Recovery Plan	Conduct a review of agency policies, practices and industry best practices to develop a comprehensive District-wide Emergency/Disaster Preparedness, Response and Recovery Plan.	Develop Business Continuity Plan for Administrative Office and IT infrastructure. Update Emergency/Disaster Preparedness Response and Recovery Plan and align with Business Continuity Plan.	Continuing	Goal 2, Objective 3	Goal 4, Objective 3	\$0
89	Operating Project		Fire Suppression Program: Review Staffing, Equipment and Training	Review the District current Fire Suppression Program to evaluate and plan for near-term and long-term internal and external capacity, tools, and other resource needs.	Form subcommittee of wildfire coordination team to review and develop program recommendations.	New	Goal 2, Objective 3		\$0
90	Operating Project		Good Neighbor Policy Update	Conduct periodic update of the Good Neighbor Policy to keep the goals, strategies, and practices fresh and effective.	Review and update Good Neighbor Policy by soliciting input from staff and public through presentations, workshops and comments to inform a board study session. Draft policy updates for committee and board consideration.	New	Goal 3, Objective 1		\$0
91	Operating Project		Human Resources Information System	Streamline and centralize the tracking of Human Resources' training, performance management, and recruitment processes.	Select software and begin to implement high priority modules as part of Phase I.	New	Goal 4, Objective 1	Goal 4, Objective 6	\$0
92	Operating Project		Interim Coastal Area Field Office	Finalize permitting and environmental review for Interim Coastal Area Field Office .	Finalize permitting and environmental review for the interim Coastal Area Field Office and equestrian uses of the Event Center property.	New	Goal 4, Objective 1	Goal 3, Objective 3	\$0
93	Operating Project		SharePoint - Document Management System	Continue building out the Document Management System -SharePoint platform on Office 365.	Continue effort to migrate files from network drives to SharePoint. Implement additional workflows to move toward paperless routing.	Continuing	Goal 4, Objective 1		\$0
94	Operating Project		Volunteer and Docent Management System	Implement a new Volunteer and Docent Management System to replace the current web system that will no longer be supported by the upgraded website.	Obtain business requirements, select software solution, configure system, and Go-Live.	New	Goal 4, Objective 1		\$0
<b>10 - General Fund Operating Total</b>									<b>\$510,000</b>

Item #	Program & Fund	Project #	Project Name	Project Purpose	FY2020-21 Scope	Status	Strategic Plan Linkage (Primary)	Strategic Plan Linkage (Secondary)	FY2020-21 Estimated Budget
<b>Assets and Organizational Support</b>									
<b>20 - Hawthorn Fund</b>									
95		VP06-001	Hawthorns Historic Complex Partnership and Lease	Investigate and potentially develop a partnership for long-term re-use, care and maintenance of the Hawthorns historic complex.	Continue effort to find a path forward for reuse of the historic complex through the Town of Portola Valley's permitting and zoning process. If efforts are unsuccessful, consider initiating mothballing of structures to prevent further deterioration of buildings while continuing discussions of next steps with the board.	Continuing	Goal 1, Objective 2 & 3	Goal 4, Objective 5	\$48,000
<b>20 - Hawthorn Fund Total</b>									<b>\$48,000</b>
<b>40 - General Fund Capital</b>									
96		31202	Administrative Office (AO) Facility	Prepare 5050 El Camino as the new administrative office.	Finalize design and begin construction.	Continuing	Goal 4, Objective 1	Goal 4, Objective 5	\$8,402,000
97		31601	South Area Field Office	Renovate an existing industrial warehouse building as the new, permanent South Area Field Office that will accommodate anticipated field staff growth, expedite Measure AA project delivery, and further enhance service delivery.	Complete construction and receive building occupancy. Purchase, setup and install technology.	Continuing	Goal 4, Objective 1	Goal 4, Objective 5	\$3,332,326
98		35004	Sierra Azul Ranger Residence	Implement an additional permanent residence in or adjacent to Sierra Azul Open Space Preserve for increased District presence and vigilance.	Continue design to reconvert satellite office to a residence, secure any necessary permits, and begin construction. Continue to work closely with County of Santa Clara Planning Department to update the Conditional Use Permit.	Continuing	Goal 4, Objective 1		\$285,000
99		61001	Tunitas Creek - Toto Ranch Driveway Improvements	Improve driveway surface and drainage to limit erosion and sedimentation and protect water quality.	Complete CEQA review, secure permits, and complete construction.	Continuing	Goal 4, Objective 5		\$423,112
100		61002	Russian Ridge - Bergman Residence Driveway Improvement	Repair and rerock the driveway to provide safe access to staff, tenants, and inholding property.	Repair Bergman residence driveway. Pending board disposition of Quam residence and associated driveway extension, either repair lower Quam driveway or demolish Quam residence.	Continuing	Goal 4, Objective 4		\$290,750
101		61005	4150 Sears Ranch Road Water and Driveway	Repair water system and driveway to a District residence that provides District presence and vigilance in lower La Honda Creek Preserve.	Work with consultants to design water system and driveway repairs.	Continuing	Goal 4, Objective 5		\$39,250
102		61009	Russian Ridge - Bergman Residences Reconstruction	Address non-conforming Bergman housing complex structures, demolishing two and improving remaining three as rental residences.	Demolish grandma house, stable building and small shed. Natural Resources to provide biomonitoring as needed.	Continuing	Goal 4, Objective 5		\$222,800
103		61010	Toto Ranch Well Drilling and Construction, Tunitas Creek	Provide a reliable water source for the Toto Ranch residence.	Finalize permitting and construction of well. Planning to assist with permitting as needed.	Continuing	Goal 2, Objective 4		\$128,625
104		61011	Install Solar Panels at Skyline Field Office	Install solar panels at the Skyline Field Office; supports implementation of Climate Action Plan.	Solar panel installation slated for completion in FY20; may continue into FY21 to finalize the installation.	Continuing	Goal 2, Objective 2		\$150,000



Item #	Program & Fund	Project #	Project Name	Project Purpose	FY2020-21 Scope	Status	Strategic Plan Linkage (Primary)	Strategic Plan Linkage (Secondary)	FY2020-21 Estimated Budget
<b>Assets and Organizational Support</b>									
<b>40 - General Fund Capital</b>									
105		65407	Radio System Assessment and Upgrade	Ensure District's radio system is operational and reliable into the future. Provide radio coverage within new land acquisitions and address coverage gaps in existing high-use areas.	Create technical radio system specifications for inclusion in a new Request for Proposals. Review proposals, select vendor, and award contract. Oversee and guide vendor design and planning, begin building new radio system.	Continuing	Goal 4, Objective 1		\$640,000
106		VP07-002	Agricultural Workforce Housing - La Honda Creek	Construct repairs to agricultural workforce housing to support Midpen's conservation grazing program.	Complete repairs. Natural Resources to provide bat and special status species biomonitoring as needed.	Continuing	Goal 2, Objective 4		\$317,500
107		XXXXX	Thornewood Residence Evaluation	Protect an important public asset.	Complete a historic and structural evaluation of the Thornewood residence to inform future repairs and maintenance work.	New	Goal 2, Objective 4		\$46,000
108		None	Vehicle and Machinery/Equipment Purchases	Provide necessary vehicles and equipment for Administrative and Field Office staff to successfully carry out the District's mission and priority projects.	Purchase new and replacement vehicles and equipment for administrative and field office staff.	Continuing	Goal 4, Objective 1		\$363,930
<b>40 - General Fund Capital Total</b>									<b>\$14,641,293</b>
<b>Assets and Organizational Support Total</b>									<b>\$15,199,293</b>
<b>Grand Total</b>									<b>\$32,087,568</b>