



Midpeninsula Regional
Open Space District

R-21-165
Meeting 21-34
December 9, 2021

AGENDA ITEM 2

AGENDA ITEM

2021 Environmental Scan and Fiscal Year 2022-23 Strategic Plan Goals and Objectives

GENERAL MANAGER'S RECOMMENDATIONS

Consider the results of the 2021 Environmental Scan and review, update if needed, and adopt the Fiscal Year 2022-23 (FY23) Strategic Plan Goals and Objectives to guide the development of the FY23 Budget and Capital Improvement and Action Plan (CIAP).

SUMMARY

Each year, the Board of Directors (Board) holds two retreats as part of the annual budget process. For the budget development cycle ending June 30, 2023 (FY23), these retreats are scheduled on Thursday, December 9, 2021 and Thursday, March 3, 2022. On December 9, 2021, the Board will review and discuss:

- The Environmental Scan Report, which is prepared annually to inform any updates to the Strategic Plan Goals and Objectives (Attachment 1);
- The current Strategic Plan Goals and Objectives, considering and identifying any proposed language revisions, and subsequently adopt the FY23 Strategic Plan Goals and Objectives (Attachment 2).

This annual Board Retreat Meeting 1 (Strategic Planning) provides the Board with an early opportunity to set the overall course for the coming year at a broad policy level. It also provides the framework for Board Retreat Meeting 2 (Priority Setting) scheduled on March 3, 2022. At this future meeting, the Board will discuss and confirm the priorities for the next fiscal year to guide the Budget and Action Plan development ahead of the presentations to the Action Plan and Budget Committee, which begin in late April 2022.

DISCUSSION

The Board adopted a comprehensive Strategic Plan in 2011 (R-11-96) to provide a policy framework for guiding the Midpeninsula Regional Open Space District (District) in implementing its mission. Each year, the Board reviews, makes edits as necessary, and adopts the Strategic Plan Goals and Objectives for the following fiscal year to provide high-level direction for developing the upcoming Budget and Action Plan.

Environmental Scan

Staff will present the results of the 2021 Environmental Scan Report (Attachment 1) and discuss the strengths, challenges, barriers, and opportunities facing the District as it looks forward to

FY23. The environmental scan includes significant internal and external conditions, data, and factors that may influence the efficiency and effectiveness of the organization's operations, services, and project delivery. The annual environmental scan informs the Board's subsequent review and any revisions to or affirmation of the Strategic Plan Goals and Objectives. Below is a summary of the notable themes and findings from the environmental scan (please refer to Attachment 1 for the complete list):

- Many agencies, including the District, are experiencing leadership change/resignations/retirements. COVID has triggered what is being described as the "Great Resignation" – whereby many people are reconsidering their career path and purpose, making major life changes that affect their employment. Continued focus on innovative recruitment methods and succession planning/staff development is critical to successfully prepare up and coming staff and fill vacant positions.
- Adjusting to a new hybrid work environment for office staff will take time and likely further adjustments to work schedules, new communication tools and norms, and refinements in how office staff collaborates and coordinates internally. As with any change, this transition will require time and room for staff to learn and adapt, and is important to ensure a successful, productive, and cohesive hybrid work environment.
- As the District expands its total acreage, trail miles, parking areas, fuel management work, public programming, etc., additional tools and business systems may be necessary to effectively schedule, budget, track, and report on activities. The addition of new tools and business systems may also increase the complexity of administrative processes to carry out the work.
- COVID continues to impact the District's effectiveness in conducting public engagement activities and also the responsiveness and timely permit processing by other local jurisdictions (along with robust site development and high permit application submittals). These factors are extending project timelines.
- The continued addition of new land holdings on the coastside increases District maintenance and patrol responsibilities, requiring additional staffing and resources, which then amplifies the need for a full-service coastside field office.
- Many countries and other states are struggling to fully recover from pandemic impacts as consumer demands for materials increase. Concurrently, a growing number of manufacturing and service delivery workers have been resigning from their jobs. Together, these factors are creating supply and demand imbalances and supply-chain disruptions, leading to a shortage of goods that drive up prices, including for construction materials. Tariffs from the past couple of years also continue to affect pricing.
- Local tax revenues remain strong with no negative COVID impact on assessed values; the real estate market remains robust.
- Federal stimulus and a favorable state budget surplus have provided additional funds for wildlife crossings, recreational trail access, and fuel management. Although the District has leveraged as much grant funding as possible, the District is now finding it hard to have

enough staffing and organizational capacity to take advantage of additional grant opportunities.

- Ongoing District investments in aging infrastructure, including grazing facilities, residences, bridges, and culverts are necessary to protect assets and maintain ongoing operations.
- Increased preserve visitation continues to pose parking challenges, affecting neighbors who are raising concerns about new public access projects; these concerns and high visitation levels to regional preserves and parks that are located in remote areas where parking is limited, and access roads are constrained, elevate the need for regional, green, multi-modal solutions. These issues challenge the District's ability to balance local versus regional perspectives, needs, and concerns related to public access.
- 50th anniversary activities require an allocation of capacity from support staff, including subject matter experts, through the end of calendar year 2022; these activities are an investment of time and effort to raise public awareness and appreciation for the accomplishments made possible thanks to high public support, and to expand the diversity of partnerships and broaden community reach for greater inclusion.
- As seen in the news, cyber-attacks are becoming increasingly frequent and sophisticated, requiring ongoing District-wide training and greater security measures.

The Board is encouraged to review the detailed information in Attachment 1 prior to the retreat to prepare for the discussion. In addition, results from the Pre-Retreat Board Survey are provided as Attachment 3 as additional input that may inform Board discussions on this and the following topic.

Strategic Plan Goals and Objectives

Last year, the Board made a few edits to the District's Strategic Plan Goals and Objectives in response to prior environmental scan considerations to ensure ongoing successful implementation of the District's mission (Attachment 2). After reviewing the 2021 environmental scan report and considering the potential focus areas for FY23, the General Manager offers the following food for thought as the Board discusses any potential edits to adopt the Strategic Plan Goals and Objectives for FY23:

- Goal 3, Objective 2 – consider updating language to reflect recent efforts by the DEI teams.
- Goal 3, Objective 3 – consider adding “while balancing the protection of sensitive natural resources” to highlight the District's careful approach in ensuring that the natural resources remain protected when considering new or expanded public access opportunities.
- Goal 4, Objective 2 – consider replacing general language regarding business model improvements with the specific objective of updating the financial and operational sustainability model to guide future operational growth and area of focus to ensure successful and financially sustainable delivery of District priorities.
- Goal 4, Objective 3 – consider adding language to leverage new resilient practices and procedures gained during recent COVID disruptions that enhance long-term business operations, public participation, and communications.

FISCAL IMPACT

Acceptance of the Environmental Scan Report and adoption of the FY23 Strategic Plan Goals and Objectives have no immediate fiscal impact. These actions will inform, together with Board confirmation of District priorities on March 3, 2022, the development of the FY23 Budget and CIAP as part of the annual Budget and Action Plan development process.

BOARD AND COMMITTEE REVIEW

The Board reviews the environmental scan report and strategic goals and objectives annually as a part of the Annual Budget and Action Plan development process.

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

On March 3, 2022, the Board will confirm the District-wide priorities for the upcoming fiscal year. The outcomes of the December 9, 2021 and March 3, 2022 Board retreat meetings will guide the development of the FY23 Budget and Action Plan.

Attachments:

1. 2021 Environmental Scan Report
2. FY23 Strategic Plan Goals and Objectives
3. Pre-Retreat Board Survey

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2021 Environmental Scan Answer Summary

Introduction

Each year, District managers take time to reflect on external and internal environments as part of the annual Environmental Scan by answering a series of questions. The goal of this exercise is to identify any new trends that the District should be aware of, respond in a timely fashion and ideally, get ahead of to leverage new prospects and avoid potential challenges. The Environmental Scan considers current and emerging opportunities and pressures on District workflow, staffing, operations, economy/finances, society, political environment, regulations, technology, and innovation. The key findings are presented below to inform Board discussion as they consider revisions to the annual Strategic Plan Goals and Objectives.

District Workflow, Staffing and Operations:

Major recurring themes reflect COVID disruptions and sensitivities related to workloads, increasing demands and new priorities, and major initiatives that are underway.

- Adjusting to a new hybrid work environment for office staff will take time and likely further adjustments to work schedules, new communication tools and norms, and refinements in how office staff collaborates and coordinates internally. As with any change, this transition will require time and room for staff to learn and adapt, and is important to ensure a successful, productive, and cohesive hybrid work environment. Same will be true for the move to the new 5050 El Camino building, with staff adapting to a new physical work environment, hybrid meetings/hybrid forms of communication, and with the space used differently than first imagined as many more people hold hybrid MS Teams meetings directly from their workstations and other docking locations.
- The implementation of a new enterprise resource planning (finance) software will require staff training and time to gain familiarity, yet also presents the opportunity for finance and budget to serve the needs of other departments more effectively.
- As the District expands its total acreage, trail miles, parking areas, fuel management work, public programming, etc., additional tools and business systems may be necessary to effectively schedule, budget, track, and report on activities. The addition of new tools and business systems may also increase the complexity of administrative processes to carry out the work.
- Many agencies, including the District, are experiencing leadership change/resignations/retirements. COVID triggered what is being described as the “Great Resignation” – whereby many people are reconsidering their career path and purpose, making major life changes that affect their employment. Continued focus on innovative recruitment methods and succession planning/staff development is critical to successfully prepare up-and-coming staff and fill vacant positions. Also, emphasizing the District’s leadership role in climate resiliency and environmental protection can help further attract new mission-driven candidates.
- The ever-climbing Bay Area cost of living, labor shortage, and high labor demands have led to a very competitive recruitment process.
- Increased focus and commitments related to wildland fire resiliency work in response to changing climatic conditions and increased fire risk require additional staffing and resources to fulfill and may necessitate a ramp up in new staffing to successfully operate the District’s vegetation management program.



2021 Environmental Scan Answer Summary

- COVID continues to impact the District's effectiveness in conducting public engagement activities and also the responsiveness and timely permit processing by other local jurisdictions (also affected by robust site development and high permit application submittals). These factors are extending project timelines.
- The continued addition of new land holdings on the coastside increases District maintenance and patrol responsibilities, requiring additional staffing and resources, which then amplifies the need for a full-service coastside field office.
- A review and update of the 2015 FOSM (Financial and Operational Sustainability Model) to guide priority areas of growth and pace of growth would be beneficial at this time given emerging new priorities.

Economy and Finances:

The robust local economy, coupled with COVID-related impacts, continue to create challenges and opportunities for the District. Challenges include high project costs, increased material costs, delivery chain disruptions, and labor shortages. Positives include increases in tax revenues and grant opportunities, as well as an unexpected state surplus resulting in available state funding to support District activities.

- Many countries and other states are struggling to fully recover from pandemic impacts while consumer demands for materials increase. Concurrently, a growing number of manufacturing and service delivery workers have been resigning from their jobs. Together, these factors are creating supply and demand imbalances and supply-chain disruptions, leading to a shortage of goods that drive up prices, including for construction materials. Tariffs from the past couple of years also continue to affect pricing.
- Local tax revenues remain strong with no negative COVID impact on assessed values; the real estate market remains robust.
- Federal stimulus and a favorable state budget surplus have provided additional funds for wildlife crossings, recreational trail access, and fuel management. Although the District has leveraged as much grant funding as possible, it is now difficult to allocate sufficient staffing and organizational capacity to take advantage of additional grant opportunities.
- The federal infrastructure bill that recently passed into law includes over \$50M to protect communities against droughts, heat, floods, and fires and may be a source of new potential funding for climate sustainability and resiliency actions on District lands.
- Ongoing District investments in aging infrastructure, including grazing facilities, residences, bridges, and culverts are necessary to protect assets and maintain ongoing operations.

Society, Political Environment, and Regulations:

The value of a diverse and inclusive work environment remains strong. Over the last two years, many employers, including the District, have been integrating expanded telecommuting and flexible work schedule options that support recruitment and retention efforts, and reduce operational greenhouse gas emissions. Increased community pressures for wildland fuels management continues, with funding and partnership opportunities becoming difficult to leverage as staff capacities to administer grants and complete grant-funded projects reach their limit.



2021 Environmental Scan Answer Summary

- Community emphasis on diversity, inclusion, and equity (DEI) prompted the District to review and make recommendations for improving current practices in attracting and retaining a diverse workforce, pursuing effective community outreach and engagement, and broadening partnerships. Through its work and existing programs, the District can further its DEI goals and also play a positive role in promoting community connections and belonging.
- The local population continues to trend more diverse and with high per capita incomes; the Asian community has steadily grown to be the largest community of color based on the 2020 census.
- The Bay Area offers more jobs than employable/skilled persons. Applicants are coming in with more demands and more inclined to negotiate for pay and benefits, as well as seek telecommuting schedules that are more flexible than the District's newly expanded telecommuting policy. On the other hand, allowing up to 3 days a week of telecommuting provides significantly greater flexibility compared to other public agencies.
- Public support for land preservation, resource protection and public access to nature remains high.
- Increased preserve visitation continues to pose parking challenges, affecting neighbors who are raising concerns about new public access projects; these concerns and high visitation levels to open space lands located in remote areas where parking is limited and access roads are constrained elevate the need for regional, green, multi-modal solutions. Consideration for allocating staff capacity to address these operational challenges will need to be balanced with capacity needs to complete Measure AA capital projects. In addition, consideration will also need to be given to the level of receptivity from neighbors and the need for more robust public engagement and strategic solutions that address and balance both local and regional perspectives, needs, and concerns.
- The topic of e-bike use continues to be of interest for specific individuals; an e-bike evaluation remains underway regarding potential impacts of e-bike use to sensitive wildlife, trail maintenance, and overall visitor experience.
- Challenges in finding the right balance to further the goals of natural resource protection/restoration and public enjoyment/education are becoming more complex as the District works to connect protected open space lands and establish wildlife corridors (a growing need to maintain wildlife and plant resiliency amid a changing climate) while at the same time furthering regional trail connectivity goals and managing an increase in visitation. The District is gaining new insights on the benefits and impacts of public access through its work with the Science Advisory Panel and gaining a deeper understanding of sensitive preserve resources through increased data collection and habitat/corridor assessments to inform land management decisions.
- Field crew activities have overall shifted more toward managing visitor use (trail repair and maintenance) and fuels management, pulling time away from natural resource work such as invasive weed removal.
- Regional activities and development proposals that affect climate sustainability goals are of growing interest; the District's level of monitoring, review, and engagement has grown over the last few years, requiring an allocation of staff capacity to continue this level of effort.
- 50th anniversary activities require an allocation of capacity from support staff, including subject matter experts, through the end of calendar year 2022; these activities are an investment of time and effort to raise public awareness and appreciation for the accomplishments made thanks to high public support and to expand the diversity of partnerships and broaden the community reach for greater inclusion.



2021 Environmental Scan Answer Summary

- A number of elected officials in both Santa Clara and San Mateo Counties will be terming out, resulting in new representation and a need for expanded District efforts to establish new relationships.

Technology and Innovation:

As the District continues to scale up, it is applying more tools and technology to support work functions, which require time to bring systems online, train staff, and integrate with existing business practices. Cyber security remains an increasing threat to District operations, with cyber-attacks growing in complexity and frequency.

- An effective transition to a hybrid office work environment requires an increase in paperless technology and learning to adapt to new processes. The outstanding technological support IST provides has helped everyone with this transition.
- The addition of new software tools to support core functions, including the migration to a new ERP (enterprise resource planning) system and use of remote sensing and wildlife tracking equipment, requires setup time and staff training.
- The ongoing records management work and transition of files to an electronic records repository and SharePoint (digital cloud system) requires additional time and effort from each department in FY23.
- The pandemic has brought on societal technological changes that the District may want to consider fully integrating as part of its standard business practices, such as expanded social media communication, shifting from paper communications/information to digital, and greater use of video-conferencing capabilities (which has facilitated increased attendance and participation in public meetings).
- As the demand for remote technologies increases in the preserves, the need for broader cell phone and radio coverage also grows.
- As seen in the news, cyber-attacks are becoming increasingly frequent and sophisticated, requiring ongoing District-wide training and greater security measures.

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FY23 Strategic Plan Goals and Objectives

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

Objective 1 – Continue implementation of the District’s Vision Plan 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 and other elected officials to advocate environmental protection goals

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

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

Objective 1 – Take a regional leadership role in promoting the benefits of open space

Objective 2 – Protect and restore the natural environment to preserve healthy natural systems

Objective 3 – Implement the Climate Action Plan, expand regional resiliency, and implement climate change adaptation strategies.

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

Objective 5 – 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 and District achievements in protecting natural and working lands while maintaining a high quality of life

Objective 2 – Implement diversity, equity, and inclusion (DEI) strategies to build and strengthen partnerships, increase broad and inclusive public outreach and engagement, and instill DEI values across all levels of the organization **Objective 3** – Consistent with a regional environmental protection vision, expand opportunities including multi-modal options to equitably connect all people to their public open space preserves while balancing the protection of sensitive natural resources

Objective 4 – Reflect the diverse communities we serve in the District’s visitors, staff, volunteers, and partners

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

Objective 1 – Provide the necessary resources, tools, training, and infrastructure, including technology upgrades and capacity building

Objective 2 – Update the financial and operational sustainability model to guide operational growth and areas of focus to effectively and efficiently deliver Vision Plan projects and priority initiatives

Objective 3 – Maintain a state of readiness for potential disruptions and leverage new resilient practices and procedures to improve business operations, public participation, and communications

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

Objective 5 – Ensure 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

Pre-Retreat Board Survey

QUESTION	Director A	Director B	Director C	Director D	Director E	Director F
1. What are the major threats to MROSD's success over the next five year? Please prioritize your top five choices with a 1, 2, 3, 4, or 5)						
a. Staff retirement/turnover and recruiting top-notch staff.	2	1	3	1	1	1
b. Effects of climate change (drought, flood, wildfires, etc.).	1	5	1	2	2	3
c. Inflation and cost/availability of materials and contractors.		4		4	5	2
d. Changing demographics (age, race, ethnicity, user needs, etc.) of our constituents.	4	3	5			
e. Staff working requirements (Remote v. In-office, Commute, Housing, Compensation, etc.).	5	2	2	5	3	4
f. State RHNA allocations that mandate housing construction outside the urban centers; ongoing pressure and demands to develop housing moving into open space/rural areas.				3	4	
g. Diminished public support for future funding measures.						
h. Capacity to leverage additional outside funding, partnerships and take on new initiatives.						
i. Other: Managing a larger district (Cloverdale, perhaps into adjacent counties.	3					
i. Other: Organizational capacity/ability to efficiently manage larger and more complex and distant preserves with tougher resource management issues and more diverse user needs.			4			
i. Other: Elections that empower single issue candidates.						5

QUESTION	Director A	Director B	Director C	Director D	Director E	Director F
2. What capabilities does MROSD need to strengthen or develop over the next five years. Please prioritize your top five choices with a 1, 2, 3, 4, or 5)						
a. Managing increased visitation.	1	1	3		1	1
b. Increasing our ability to work with partners more effectively.				3		
c. Enhancing our relationships with coastal communities.				1	3	3
d. Managing MROSD's role in agriculture on the coast.	3	3	5		4	2
e. Staff working requirements (Remote v. In-office, Commute, Housing, Compensation, etc.).		2	2		2	4
f. Strengthening relationship with other elected officials (local, county, state, federal); building relationships with new elected officials.		4		4	5	
g. Expanding diversity, equity, and inclusion efforts; increasing diversity of our Board, staff and volunteers.	4	5	4	5		5
h. Other: Continuing to deepen our science - soils, water, climate - to make us even better managers of our lands and larger region. As staff report notes, dealing with the greater trade-offs between public access and natural resource visitation.	2					
h. Other: Update to MROSD organization design and management systems to efficiently manage more land, more complex resource management requirements, and a more diverse set of users.			1			
h. Other: Merge "Manage increased visitation" (2a) and "Manage MROSD's role in agriculture on the coast" (2d). Both are related to "Enhancing our relationship with coastal communities (2c).				2		

QUESTION	Director A	Director B	Director C	Director D	Director E	Director F
3. What metrics should MROSD use to show our progress to the public? Please prioritize your top five choices with a 1, 2, 3, 4, or 5)						
a. Acres of land protected.	2	5	1	1	1	5
b. Miles of trails built.					5	3
c. Number and type of natural resources projects completed.		2	2	2	2	4
d. Acres of land treated for wildfire resiliency.	1	3	3	4		1
e. Number of people visiting MROSD preserves.		4	4		4	2
f. Increased awareness and participation across our constituent communities.		1	5			
g. Total dollars/partnerships leveraged.				5		
h. Other: All of above!	3					
h. Other: Acres of working lands.				3		
h. Other: Species protected through migration projects such as Hwy 10 and newt crossing project considerations.					3	

Pre-Retreat Board Survey

4. What should be MROSD's key priorities to manage our growth over the next five years? Please indicate your recommended priorities and investment levels.

	<u>Priority</u> (High/Medium/Low)	<u>Investment Level</u> (More/Same/Less)
Public Access within Preserves (parking, trails, etc.)	Medium	
	Medium	Same
	High	Same
	Medium	Same
	Low to Medium	
	High	More
Multimodal Solutions/Access to Preserves	Medium	
	Medium	Same
	Medium	Same
	High	More
	Medium to High	
	Medium	Same
Natural Resource Management	High	
	High	More
	High	Same
	High	More
	High	
	Medium	Same
Community Outreach	Medium	
	High	Same
	Medium	Same
	High	More
	Medium	

4. What should be MROSD's key priorities to manage our growth over the next five years? Please indicate your recommended priorities and investment levels.

	<u>Priority</u> (High/Medium/Low)	<u>Investment Level</u> (More/Same/Less)
	Medium	
Wildfire Resiliency	High	
	High	More
	High	More
	High	Same
	High	
	High	More
Diversity, Equity, and Inclusion	Medium	
	Medium	Same
	Medium	Same
	Medium	Same
	Medium	
	Medium	Same
Agriculture	Medium	
	Medium	Less
	High	More
	High	More
	Medium	
	High	More
Land Acquisition	Medium	
	Medium	Less
	High	Same
	Medium	Same
	Medium	
	High	More

4. What should be MROSD's key priorities to manage our growth over the next five years? Please indicate your recommended priorities and investment levels.

	<u>Priority</u> (High/Medium/Low)	<u>Investment Level</u> (More/Same/Less)
Cultural Resources	Medium	
	Medium	Same
	Low	Less
	Low	Less
	High	
	Medium	Same
Organization Infrastructure/Capacity	High	
	High	Same
	High	More
	High	More
	High	
	Medium	
Climate Resiliency and GHG Reduction	High	
	High	Same
	High	More
	High	More
	High	
	High	
Environmental Education & Interpretation	High	
	Medium	More
	Medium	Same
	Medium	Same
	Medium	
	Medium	

Pre-Retreat Board Survey

QUESTION
<p>5. MROSD's first 50 years focused primarily on acquiring the lands that now constitute our regional greenbelt. What should be the focus for the next 50 years?</p>
<p>Comments: Midpen must really “know itself” - its biodiversity, geology, water cycles, carbon cycle, nitrogen cycles, etc. - how improve our natural habitat value even as climate change progresses. Opportunity to showcase what a healthy ecosystem looks and functions like, directly adjacent to significant population center. As “room to breathe”, we should be the healthy lungs and natural life support systems for the Bay Area.</p>
<p>Also, we should think about what a Midpen 2.0 looks like geographically - potentially adding Cloverdale which is so remote (at least from our office in Los Altos), thinking about the “sprawl” and pressures on our adjacent counties, Santa Cruz and San Benito etc.</p>
<p>Comments: Broad appreciation of how our healthy connected preserves provide benefits to us all despite the increasing impacts of climate change and pressures of living in the Bay Area.</p>
<p>Comments: In the next 50 years, we must be laser-focused on ensuring the District's lands are sturdily resilient in the face of climate change, ever expanding urbanization, and increasing visitation. This will mean continuing emphasis on wildfire resiliency, soil health, assemblage of regional wildlife corridors, opportunistic land acquisition, and reductions in GHG emissions. It will also mean hard decisions on where, how much and what kind of human visitation to permit. A new focus on the importance of our LOCAL food system (San Mateo, Santa Clara and Santa Cruz Counties) and the District's role as part of that local food system will be needed both as a tool in the reduction of GHG emissions, and a continued reminder of the historical significance of land-based food production as mandated in our Coastside mission statement.</p>
<p>And finally, the next 50 years will demand increased focus on finding ways to handle water scarcity on District lands. Beyond wildfire resiliency, we must prepare for the effects of drought on critters, their diverse habitats, and the ranchers/farmers who lease District lands. This will necessitate additional investment in water infrastructure, the maintenance of existing partnerships, and the creation of new ones.</p>
<p>In 50 years, I see the District's lands continuing to serve as a vitally important tapestry of oases and refuge for people, and the plants and animals that call these lands their home. The District's collective work must ensure that this tapestry continues to be worthy of generous financial investment and support, and Midpen must continue to make prudent investments in organizational infrastructure/staff so that we stay nimble in addressing the challenges ahead.</p>
<p>Comments: Environmental management advancements (eliminate Roundup, e.g.).</p>
<p>Comments: Partner with other organizations and cities to education about the importance of and enhance, restore, create safe migration paths.</p>
<p>Comments: Feature the important GHG contributions of trees and calculate as best as feasible how much GHG is sequestered by the forests on Midpen lands. This on its face is important, but as State housing mandates want to encroach into open space, it is important to inform about the negative aspects.</p>
<p>Comments: Continue to complete the land mosaic as the opportunity presents itself.</p>

Pre-Retreat Board Survey

QUESTION
<p>6. Would you support a half-day Board working session in 2022 to further explore some of the topics described above? If so, please describe potential topics you'd suggest for this working session.</p>
<p>Half-Day Board Working Session? (Yes or no): Yes: 6 No: None</p>
<p>Suggested Topics:</p>
<p>* Climate resiliency-droughts, flooding, soil health, wildfire, high temperature, infestations/invasive, changing eco-system and Midpen's role.</p>
<p>* Also interested in Cargill and our role on the Bay lands.</p>
<p>* Use the compiled answers to questions #2, #3, and #4 as a basis for more in-depth discussions that will help our staff prioritize the district's short term (1-3 years) projects. If I had to choose one, my vote is question #4.</p>
<p>* Regenerative Ag./soil health, staffing levels and the future, emerging trends in multi-modal park/open space access.</p>
<p>* Environmental management advancements (eliminate Roundup, e.g.).</p>
<p>* Partner with other organizations and cities to education about the importance of and enhance, restore, create safe migration paths.</p>
<p>* Feature the important GHG contributions of trees and calculate as best as feasible how much GHG is sequestered by the forests on Midpen lands. This on its face is important, but as State housing mandates want to encroach into open space, it is important to inform about the negative aspects.</p>
<p>- Open to others.</p>
<p>* How do we streamline our planning and construction processes and get things done.</p>