



**SPECIAL MEETING
BOARD OF DIRECTORS OF THE
MIDPENINSULA REGIONAL OPEN SPACE DISTRICT**

Tuesday, December 5, 2023

Special Meeting starts at 9:30 AM*

Midpeninsula Regional Open Space District Board meetings are held in person at the District's Administrative Office, and by teleconference pursuant to Government Code Section 54953. Members of the public can attend and participate in the meeting using the following methods:

1. *In-person at the Midpen Administrative Office – 5050 El Camino Real, Los Altos, CA 94022.*
2. *Viewing the meeting in real-time at <https://openspace.zoom.us/j/82943243862> or listening to the meeting by dialing (669) 900-6833 or (346) 248-7799 (Meeting ID 829 4324 3862).*

Members of the public may submit written comments to be provided to the Board, or register to make oral comments, as follows:

- *Written comments may be submitted via the public comment form at: <https://www.openspace.org/public-comment>.*
- *Requests to provide oral comment must be submitted prior to the time public comment on the agenda item is closed. Requests to provide oral comments may be made by:*
 - *Submitting a request through the public comment form at: <https://www.openspace.org/public-comment> for those attending via Zoom.*
 - *Submitting a request via the paper-based public comment form at the meeting for those attending in-person.*
- *Any comments received after the deadline will be provided to the Board after the meeting.*

**9:30 SPECIAL MEETING OF THE BOARD OF DIRECTORS OF THE MIDPENINSULA
REGIONAL OPEN SPACE DISTRICT – BOARD RETREAT**

ROLL CALL

ADOPTION OF AGENDA

BOARD BUSINESS

Public comment on agenda items will be received at the time that the item is considered by the Board of Directors.

1. **2023 Environmental Scan and Fiscal Year 2024-25 Strategic Plan Goals and Objectives (R-23-140)**

Staff Contact: Ana Ruiz, General Manager

General Manager's Recommendation: Consider the results of the 2023 environmental scan and review, update if needed, and adopt the Fiscal Year 2024-25 (FY25) Strategic Plan Goals and Objectives to guide the development of the FY25 Budget and Capital Improvement and Action Plan (CIAP).

2. Informational Discussion of the following two Board-selected Topics:

- a. Options and considerations for expediting project delivery.
- b. Discuss the highest FOSM (Financial and Operational Sustainability Model) Refresh priorities for the agency.

Staff Contact: Ana Ruiz, General Manager

General Manager's Recommendation: Provide feedback on the two discussion topics and direction on whether and which other topics of interest to agendize for future Board discussion.

INFORMATIONAL MEMORANDA

- Progress on Measure AA Commitments

ADJOURNMENT

**Times are estimated and items may appear earlier or later than listed. Agenda is subject to change of order.*

In compliance with the Americans with Disabilities Act, if you need assistance to participate in this meeting, please contact the District Clerk at (650) 691-1200. Notification 48 hours prior to the meeting will enable the District to make reasonable arrangements to ensure accessibility to this meeting.

Written materials relating to an item on this Agenda that are considered to be a public record and are distributed to Board members less than 72 hours prior to the meeting, will be available for public inspection at the District's Administrative Office located at 5050 El Camino Real, Los Altos, California 94022.

CERTIFICATION OF POSTING OF AGENDA

I, Maria Soria, District Clerk for the Midpeninsula Regional Open Space District (MROSD), declare that the foregoing agenda for the special and regular meetings of the MROSD Board of Directors was posted and available for review on November 28, 2023, at the Administrative Offices of MROSD, 5050 El Camino Real, Los Altos California, 94022. The agenda and any additional written materials are also available on the District's website at <http://www.openspace.org>.



Maria Soria, MMC, CPMC
District Clerk





Midpeninsula Regional
Open Space District

R-23-140
Meeting 23-34
December 5, 2023

AGENDA ITEM 1

AGENDA ITEM

2023 Environmental Scan and Fiscal Year 2024-25 Strategic Plan Goals and Objectives

GENERAL MANAGER'S RECOMMENDATIONS

Consider the results of the 2023 environmental scan and review, update if needed, and adopt the Fiscal Year 2024-25 (FY25) Strategic Plan Goals and Objectives to guide the development of the FY25 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, 2025 (FY25), these retreats are scheduled on Tuesday, December 5, 2023 and Wednesday, March 6, 2024. On December 5, 2023, 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 adopting the FY25 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 6, 2024. 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 2024.

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, Midpen) 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 2023 Environmental Scan Report (Attachment 1) and discuss the strengths, challenges, barriers, and opportunities facing the District as it looks forward to FY25. The environmental scan identifies 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 internal and external opportunities and pressures that may influence the efficiency and effectiveness of the organization's operations, services, and project delivery. The environmental scan informs the Board's subsequent review and any revisions to or affirmation of the annual 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):

- Coming out of the pandemic with people reevaluating their professional and personal goals and priorities, alongside the advent of a hybrid/remote work environment, a continued high cost of living, the workforce at large has dramatically changed. Today, employees are more willing and able to shift jobs and employers, resulting in high employee mobility, causing an increase in turnovers and reduced average tenures. Given this fluid workforce, Midpen will need to continue seeking strategies to remain competitive in the labor market.
- Another impact coming out of the pandemic has been the toll on mental health. Midpen continues to provide an essential public service by maintaining preserves open to the public as safe spaces to connect with nature and seek a healthy respite. Impacts to mental health have also affected Midpen staff, heightening the consideration for additional internal wellness support.
- Millennials and Gen Z workers are expected to represent 75% of the workforce by 2025. As more young people start working, they will seek flexible hybrid/remote work opportunities. At the same time, the agency also benefits when in-person connections and interactions are maintained. Maintaining a hybrid work environment while ensuring deliberate in-person engagement will be essential for ongoing success, worker satisfaction, and workforce cohesion.
- Although showing some signs of improvement, recruitments can still be challenging to attract a pool of qualified candidates. Utilizing creative recruitment and hiring strategies to fill positions will continue to be critical.
- There are numerous central positions throughout the organization where employees are now of retirement age, pointing to the need for additional succession planning efforts to prepare up-and-coming staff in effectively competing for these positions.
- The FOSM refresh is identifying significant growth for the organization over the next 10 years (over 93 additional FTE) to address existing capacity gaps and increase program and project delivery. Other recommendations will enhance team collaborations/coordination and further streamline workflows to expedite program and project delivery.
- Inflation has diminished administrative level purchasing authorities, creating added workload and delays to obtain necessary approvals.

- Assessed valuations continue to increase above expectations, as do grant revenues. However, substantial increases in operational costs are expected over the next 10 years that require careful fiscal oversight, including major staff facility improvements, additional project and program costs, and increases in staffing related to the FOSM Refresh.
- The state is expecting a deficit of \$32 billion this coming year, likely impacting state grant programs for Midpen. A climate bond is anticipated to be placed on the November 2024 voter ballot that may be able to close a portion of the anticipated future grant funding gap.
- Public concerns relate to jobs/economy/inflation, homelessness, and crime/safety are outcompeting concerns regarding the environment and climate change, requiring Midpen to keep the natural environment, resource protection, and climate resilience as part of the narrative within our publications and amongst the media and partners.
- Although Midpen has been successful to date in reaching operational greenhouse gas emission reduction goals, actions to reach future reduction goals are expected to require more significant investments and staff time to implement.
- The storms of 2022-23 surfaced many questions and concerns about our region's climate resilience in the face of severe weather events. Midpen will now be considering the merits of using more resilient and durable materials and designs in its repair and construction work to account for more severe weather patterns.
- The FOSM Refresh recommends exploring Midpen's self-governing authorities to reduce the delays and unnecessary conditions/costs of local permitting, recognizing that Midpen is an independent local government agency with its own careful oversight of projects, high expertise and careful due diligence in how projects and programs are carried out.
- With the growth of field staff over the last 8 years since the original FOSM and the projected growth over the next 10 years, it has become a necessity to increase capacity at the Skyline Field Office and develop a Coastal Field Office.
- Midpen is poised to continue expanding its Diversity, Equity, and Inclusion work by building stronger ties with tribal groups and indigenous communities.
- Over the last five years, Midpen has extensively scaled up its internal IT/GIS systems to meet an expanding workforce, growth in acreage/facilities, and gain technological efficiencies by implementing a large portfolio of software systems to support departmental programs and agency-wide operations. As the agency continues to grow in staff, lands, facilities, and programs, additional IST staff will be needed to maintain Midpen's robust software programs, IT equipment, and other IT/GIS services.
- Cybersecurity attacks remain a major concern as the attacks become more sophisticated.
- The interest and use of generative artificial intelligence (AI) to boost productivity will continue to grow. A policy for appropriate Midpen use of AI will be necessary to ensure privacy of confidential information, proper use and evaluation of the data/results, and consideration of potential biases that may exist within these tools.

The Board is encouraged to review the detailed information in Attachment 1 prior to the retreat to prepare for the discussion.

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. After reviewing the 2023 Environmental Scan report, and considering recent Board input at the FOSM meeting, the General Manager offers the following food for thought as the Board discusses any potential edits to adopt the Strategic Plan Goals and Objectives (Attachment 2) for FY25:

- **Goal 2, Objective 3** – Lead by example to reduce the impacts of climate change: implement the Climate Action Plan to reduce operational emissions, expand regional landscape resiliency through partnerships, protect the capacity for long-term carbon storage of open space lands, and implement wildlife corridors and climate change adaptation strategies to protect viable populations of local native species.
- **Goal 3** – Connect people to open space and agricultural lands, and a regional environmental protection vision
- **Goal 3, Objective 2** – Implement diversity, equity, and inclusion (DEI) strategies to build and strengthen partnerships, increase broad and inclusive public outreach and engagement, engage tribal groups in the District's work, and instill DEI values across all levels of the organization
- **Goal 4, Objective 1** – Provide the necessary resources, tools, training, staff facilities, and infrastructure, including technology upgrades and capacity building
- **Goal 4, Objective 2** – Implement recommendations in the Updated 2023 ~~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
- **Goal 4 Objective 6** – ~~Continue to recruit, develop and retain talented staff to implement the District's mission and strengthen our organizational capacity~~ Reevaluate the employee compensation policy to ensure that the District remains competitive in the labor market and able to recruit and retain diverse and talented staff to implement the mission. Pursue opportunities to enhance professional development training and career ladders to strengthen our organizational capacity and succession planning efforts

FISCAL IMPACT

Acceptance of the Environmental Scan Report and adoption of the FY25 Strategic Plan Goals and Objectives have no immediate fiscal impact. These actions will inform, together with Board confirmation of District priorities on March 6, 2024, the development of the FY25 Budget and CIAP as part of the annual Budget and Action Plan development process.

PRIOR BOARD AND COMMITTEE REVIEW

The full 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 6, 2024, the Board will confirm the District-wide priorities for the upcoming fiscal year. The outcomes of the December 5, 2023 and March 6, 2024 Board retreat meetings will guide the development of the FY25 Budget and Action Plan.

Attachments:

1. 2023 Environmental Scan Report
2. FY25 Strategic Plan Goals and Objectives

Responsible Department Head:

Ana Ruiz, General Manager

Prepared by:

Rafaela Ocegüera, Budget & Finance Manager

Stefan Jaskulak, Chief Financial Officer

Brian Malone, Assistant General Manager

Susanna Chan, Assistant General Manager

Ana Ruiz, General Manager

Contact person:

Ana Ruiz, General Manager



2023 Environmental Scan Summary

Introduction

Each year, Midpeninsula Regional Open Space District (District) managers and Controller 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 operations and staffing; economy and finances; society, politics, environment, and regulations; and technology and innovation. The findings help inform Board revisions to the annual Strategic Plan Goals and Objectives.

District Operations and Staffing Themes:

Fluid Workforce, Mental Health, Organizational Growth and Succession Planning

- Coming out of the pandemic with people reevaluating their professional and personal goals and priorities, alongside the advent of a hybrid/remote work environment, a continued high cost of living/housing and inflation, the workforce at large has dramatically changed. Compared to pre-pandemic times, employees are more willing and able to shift jobs and employers, resulting in high employee mobility, causing an increase in turnovers and reduced average tenures. Given this fluid workforce, Midpen will need to continue seeking strategies to remain competitive in the labor market. The recent compensation studies indicate that by and large, Midpen meets the current compensation philosophy based on the current comparable agency list. When these studies are completed (March 2024), an evaluation should be made on whether it may be time to reassess the compensation philosophy (at median +/- 5%) and comparable agency list to remain competitive and continue hiring talented and skilled staff.
- Another impact coming out of the pandemic has been the toll on mental health. For the surrounding community, Midpen has provided an essential public service since the start of the pandemic by maintaining preserves open to the public as safe spaces to connect with nature and find a respite from anxiety and stress to rejuvenate and gain mental clarity and grounding. Impacts to mental health also affect Midpen staff. Aside from providing intentional opportunities for staff to connect with the land and the “why” of the mission and their work, it is also worth considering offering additional mental health benefits to support the health and wellbeing of staff.
- Millennials and Gen Z workers are expected to represent 75% of the workforce by 2025. As more young people start working, they will seek flexible hybrid/remote work opportunities. At the same time, the agency also benefits when in-person connections and interactions are maintained, especially amongst new employees and entry level employees who are learning the culture, policies, practices, and networks of the agency. The success of entry level employees is also partly dependent on shadowing/learning from senior level staff and managers. Midpen’s hybrid office work policies help position the agency well to remain competitive amongst other public agencies. Maintaining a hybrid work environment while ensuring deliberate in-person engagement will be essential for ongoing success, worker satisfaction, and workforce cohesion.
- Although showing some signs of improvement, recruitments can still be challenging to attract a pool of qualified candidates, particularly for certain classifications (finance/accounting and

specialized technical skills). It is in Midpen's best interest to utilize creative recruitment and hiring strategies to fill positions, including through special assignments, interim/limited term hires, part time hires, retired annuitants, and temp agencies. For Rangers, the new Memorandum of Understanding (MOU) entered into with the Midpeninsula Rangers Peace Officers Association includes new elements that enhance Ranger recruitment and retention. Negotiations with the Field Employees Association are scheduled to begin in 2024 and presents an opportunity to also reach a mutually agreeable MOU with similar recruitment and retention benefits.

- There are numerous central positions throughout the organization where employees are now of retirement age. Retirements in these positions can disrupt the workflow, impact productivity, delay deliverables, expand workloads for other employees, and affect institutional knowledge. Enhancing Midpen's succession planning efforts such as developing and supporting professional growth career plans can reduce these impacts and prepare up-and-coming staff to effectively compete for these positions.
- The FOSM refresh is identifying significant growth for the organization over the next 10 years (over 93 additional FTE). A near term step-up is identified to address existing capacity gaps, particularly around wildland fire resiliency and vegetation management, trail maintenance, property and facilities management, and to increase program and project delivery. The recommendations also identify future growth rates over time across all service lines based on the addition of new lands, facilities, and increased visitation. In particular, the addition of Cloverdale Ranch Open Space Preserve and other coastal lands present unique challenges and staffing needs. The FOSM recommends implementing the recommendations in the Coastal Management plan to meet these needs. While the administrative office and south area office can support increases in staffing, plans for expanding capacity at the Skyline Field Office and developing a Coastal Office have taken on new urgency. In addition, careful consideration will need to be given to ensure that with added growth in field and project delivery positions, there is sufficient growth in Administrative Services to support increasing demands in information systems & technology, accounting/finance, procurement, and human resources.
- Team collaborations throughout Midpen remain strong and effective. Midpen's talented, educated, skilled and collaborative workforce fosters a culture of support and teamwork – a hallmark of Midpen's success and a key strength of the workforce. A good example is the way staff came together after the unprecedented winter storms of 2022-23, pivoting internal resources to expeditiously inventory the damage, successfully solicit FEMA funds, and begin repair work. One important strategy for supporting team collaborations and streamlining workflows is to provide operational and project delivery staff with additional administrative contracting and procurement support. This will maximize the expertise and capacity of field and project staff to run on-the-ground projects while reducing errors and learning curves for contracting activities that lead to delays and frustrations. The FOSM Refresh identifies this as one of 50 recommendations.

Economic and Financial Themes:

Inflation Effects on Purchasing Authority, Strong Revenues and Future Major Expenditures, State Funding

- Materials, equipment, labor and services are regularly exceeding the General Manager's purchasing authority of \$50,000, requiring more extended administrative processes and added time to obtain board approvals for a growing list of expenditures. The current GM purchasing

authority was set by the State legislature in 2015. According to the U.S. Bureau of Labor Statistics, prices in San Francisco, California (our local region) are 30.87% higher in 2023 versus 2015. Working with Midpen's legislative delegation to increase the General Manager's purchasing authority to at minimally keep pace with inflation would expedite smaller and more operational procurements to improve internal efficiencies.

- Assessed valuations for properties, and therefore Midpen's primary source of revenue, continues to increase above expectations. Midpen is also experiencing an increase in interest income due to higher interest rates, including interest on Measure AA bond issuances. Moreover, Midpen projects remain popular with a growing set of grant funders to further leverage Midpen dollars. Although Midpen has been incredibly fortunate to have strong revenue sources, there are substantial increases in operational costs over the next 10 years that require careful fiscal oversight, including the need for an expanded Skyline Field Office, a new full-service Coastal Field Office, and increase of over 93 FTE positions over the next 10 years, and increases in program/project expenditures related to wildland fire resiliency, integrated pest management, trail/facility maintenance, climate resiliency/sustainability, wildlife corridors, etc.
- The state budget experienced a surplus in Fiscal Year 2022-23 (FY23), which provided substantial allocations to numerous grant programs that support Midpen's work, including \$54 million for climate resilience and \$15 billion for nature-based solutions, wildfire, and drought. This surplus has turned into a deficit of \$32 billion. Due to the 2022-23 winter storms in California, tax receipts were deferred until October 2023, delaying the final tally of available tax revenue to November (normally known in June). Early indications are that the state budget deficit will grow further. To make up for the cuts, a climate bond is anticipated to be placed on the November 2024 voter ballot. Future state funds may be dependent on passage of this bond.
- The 2024 U.S. presidential election will influence future climate policy and related federal funding programs. Fortunately, the legislature did recently pass many ambitious spending bills, including the Bipartisan Infrastructure Law of 2021 and the Inflation Reduction Act of 2022. In the near term, funding from these bills should be available for the next several years to fund climate resiliency and environmental restoration projects.

Societal, Political, Environmental and Regulatory Themes:

Societal priorities, Climate Resilience, Self-Governing Authority, and Tribal Partnerships

- A recent poll indicates a growing pessimism among Bay Area residents on the trajectory of the region as a whole. Some of the greatest concerns relate to jobs/economy/inflation, homelessness, and crime/safety. Other important topics, such as the environment and climate change are ranking lower despite ongoing climate impacts affecting communities locally, nationwide, and globally. Midpen has a major role to play in keeping the natural environment, resource protection, and climate resilience an important topic of conversation and ensuring that the narrative is transmitted through our publications and amongst the media and partners.
- Midpen achieved a 30% reduction in administrative greenhouse gas emissions as of FY23 compared to 2016 levels, surpassing the goal of a 20% reduction. Most of the "lower hanging fruit" to reach the reduction goals have been accomplished. Midpen is now pursuing a fleet transition plan to help the agency move toward an electrified fleet. This plan will help continue Midpen's efforts in transitioning away from fossil fuel reliant vehicles. These actions and others

to reach future reduction goals are expected to require significant investments and staff time to implement.

- The storms of 2022-23 surfaced many questions and concerns about our region's climate resilience in the face of severe weather events. As trail/road/facility repairs or new infrastructure is pursued, Midpen will now be considering the merits of further fortifying and using more resilient and durable materials and designs for this work to account for more severe weather patterns (e.g., upsizing culvert crossings, higher bridge spans, etc.).
- Two state-sponsored measures on the November 5, 2024 ballot have important implications meriting Midpen's careful tracking and possibly issuing an official position. The first is ACA 1 (Aguilar-Curry), which would lower the necessary voter threshold from a two-thirds supermajority to 55% to approve local general obligation (GO) bonds and special taxes for public infrastructure projects, including open space and recreation facilities. The second is ACA 13 (Ward), which would require future ballot measures that increase voter approval requirements to also pass by the same margin.
- The time needed for securing local permits frequently delays project delivery. It is common for projects to undergo lengthy negotiations and be subject to permit conditions that either do not fit the site conditions or are unnecessary, resulting in extra costs, superfluous requirements, and time delays. Additionally, the time durations can be so great that permit officials can change in the midst of a project, causing added delays with trying to bring new people up to speed. The FOSM Refresh recommends exploring Midpen's self-governing authorities to reduce the negative impacts of local permitting, where possible, recognizing that Midpen is an independent local government agency with its own careful oversight of projects, high expertise and careful due diligence in how projects and programs are carried out.
- Midpen is poised to continue expanding its Diversity, Equity, and Inclusion work by building stronger ties with tribal groups and indigenous communities. Numerous staff have been engaged in meaningful trainings and network conversations to expand their knowledge and awareness of tribal challenges and opportunities. In addition, Midpen has opportunities to consider allocating grant funds to several organizations, including a local tribal group, to support efforts in engaging tribal communities in resource stewardship, connecting tribal youth to their ancestral lands, and strengthening tribal leadership to support future conservation partnerships.

Technology and Innovation Themes:

Expansion and Power of IT/GIS Systems, Cybersecurity and Artificial Intelligence

- Over the last five years, Midpen has placed extensive focus on scaling up its internal IT/GIS systems to meet an expanding workforce, growth in land acreage and facilities, and technological innovations and new efficiencies by implementing a large portfolio of software systems to support various departmental programs and agency-wide operations. This includes the Asset Management System (CityWorks), Citations System, Customer Management System, Digital Management System, Project Central, Sharepoint, and many more. Also, existing staff, and new entry level staff are both requesting and becoming more adept and reliant on technological solutions to support their work. For example, GIS recently developed customized applications and dashboards used by departments to store and analyze data. Remote sensing and use of wildlife cameras (and related data analysis) is also new. These systems all require ongoing IST

support, trouble shooting, staff training, and maintenance. As the agency continues to grow in staff, lands, visitor facilities, and programs, additional IST staff will be needed to maintain Midpen's robust software programs, IT equipment, and other IT/GIS services

- Cybersecurity attacks remain a major concern as the attacks become more sophisticated. Geopolitical tensions may lead to increased attacks within the country, including attempts that might impact Midpen and our partners. A successful attack could negatively impact Midpen's bond rating. Staff is continuously monitoring and upgrading hardware and software against cyber-attacks and has recently issued a Request for Proposals for a cyber security assessment.
- The interest and use of generative artificial intelligence (AI) to boost productivity will continue to grow. Staff successfully developed AI scripts to blur human faces in wildlife camera photographs. As society relies more on AI, computing costs will also increase due to the need for better hardware. Given the rapid growth of AI tools, a policy for appropriate Midpen use of AI will be necessary to ensure privacy of confidential information, proper use and evaluation of the data/results, and consideration of potential biases that may exist within these tools.

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FY25 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 and connect 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 and biodiversity

Objective 3 – Lead by example to reduce the impacts of climate change: implement the Climate Action Plan to reduce operational emissions, expand regional landscape resiliency through partnerships, protect the capacity for long-term carbon storage of open space lands, and implement wildlife corridors and climate change adaptation strategies to protect viable populations of local native species

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 protect the character of rural communities

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

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

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

Objective 3 – Expand opportunities, including multimodal options, to equitably connect people to their public open space preserves in balance with the protection of 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, staff facilities, and infrastructure, including technology upgrades and capacity building

Objective 2 – Implement recommendations in the Updated 2023~~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 resiliency 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 operational and capital expenses, including land acquisitions, associated public access and land management costs, are evaluated within the long-term financial model and remain financially sustainable


Objective 6 – ~~Continue to recruit, develop and retain talented staff to implement the District's mission and strengthen our organizational capacity~~ Reevaluate the employee compensation policy to ensure that the District remains competitive in the labor market and able to recruit and retain diverse and talented staff to implement the mission. Pursue opportunities to enhance professional development training and career ladders to strengthen our organizational capacity and succession planning efforts.



Memorandum

DATE: December 5, 2023

MEMO TO: Board of Directors

THROUGH: Ana Ruiz, General Manager 

FROM: Rafaela Ocegüera, Budget & Finance Manager

SUBJECT: Progress on Measure AA Commitments

Background

In June 2014, voters passed Measure AA (MAA), authorizing Midpeninsula Regional Open Space District (District) to issue up to \$300 million in general obligation bonds over the next 30 years to accelerate land acquisition, environmental restoration and public access within District boundaries. MAA projects are grouped into 25 portfolios organized by geographic area. Proceeds are generated from a series of bond sales over a 20-to-30-year period.

The District began using MAA funds in 2014. The fiscal year ending June 30, 2023 (FY23) marks the completion of the ninth year of funding.

In June 2023, the District's Board of Directors (Board) confirmed the completion and approved the closing of Portfolio #18 (*South Bay Foothills: Saratoga-to-the-Sea Trail and Wildlife Corridor*) and Portfolio #23 (*Sierra Azul: Mt. Umunhum Public Access and Interpretation Projects*). The remaining funds of \$6,357,920 were moved to further support Portfolio #03 (*Purisima Creek Redwoods: Purisima-to-Sea Trail, Watershed Protection and Conservation Grazing*) (R-23-67).

Measure AA Completion Percentage

Table 1 estimates the overall MAA completion percentage as of June 30, 2023. To determine the completion percentage for each portfolio, staff use two estimation methods in Columns 1 and 2:

- Column 1 percentages are based on the projects or tasks completed in FY23, using the Portfolio Progress Indicators in the MAA Annual Accountability Report. These indicators estimate the level of completion by percentage as either 0%, 25% 50% 75% or 100%.
- Column 2 percentages are based on expenditures from inception through FY23. The approved portfolio reallocation from Portfolio #18 and Portfolio #23 to Portfolio #3 is reflected.

Staff then calculate the weighted percentage of the first two columns using two different weighting methods in Columns 3 and 4:

- Column 3 shows an equal weighting by portfolio (e.g., each portfolio is 1/25th, or 4%, of the total \$300 million allocation).
- Column 4 shows a weighting by portfolio allocation as approved in the expenditure plan. The approved portfolio reallocation from Portfolio #18 and Portfolio #23 to Portfolio #3 is reflected.

A matrix of weighted averages is shown in the bottom green section of Table 1. The portfolio completion range is estimated between 40.1% and 46.1%, and the net bond spend is between 29.0% and 29.2%. If grants and interest income are excluded, the total net bond spent would be between 36.81% and 39.40%. This aligns well with the 9-year span reflected in this analysis through end of FY23, or 30% through the 30-year MAA timeframe.

Table 1. MAA Completion Estimate

MAA Overall Completion Estimate	Estimated Total Percent Complete of			
	Portfolio Commitments		Portfolio Weighting	
	Based on the	Inception-to-Date		
	Average of the	Through FY23	Equal	By
	Portfolio Projects	Total Net* Spend	Weight	Allocation \$
	Estimated	as % of Allocation		
Portfolio 1 Miramontes Ridge	20%	2%	4.0%	9.3%
Portfolio 2 Regional	100%	68%	4.0%	1.7%
Portfolio 3 Purisima Creek Redwoods	38%	54%	4.0%	4.7%
Portfolio 4 El Corte de Madera Creek	58%	12%	4.0%	2.8%
Portfolio 5 La Honda Creek	44%	29%	4.0%	3.9%
Portfolio 6 Windy Hill	8%	2%	4.0%	4.2%
Portfolio 7 La Honda Creek	81%	84%	4.0%	4.9%
Portfolio 8 La Honda Creek and Russian Ridge	13%	14%	4.0%	5.1%
Portfolio 9 Russian Ridge	100%	11%	4.0%	1.9%
Portfolio 10 Coal Creek	75%	25%	4.0%	2.7%
Portfolio 11 Rancho San Antonio	42%	3%	4.0%	3.6%
Portfolio 12 Peninsula/South Bay Cities	8%	0%	4.0%	0.3%
Portfolio 13 Cloverdale Ranch	25%	36%	4.0%	5.2%
Portfolio 14 Regional	13%	0%	4.0%	1.3%
Portfolio 15 Regional	13%	6%	4.0%	16.9%
Portfolio 16 Long Ridge	0%	0%	4.0%	1.7%
Portfolio 17 Regional	50%	21%	4.0%	2.6%
Portfolio 18 South Bay Foothills	100%	100%	4.0%	0.4%
Portfolio 19 El Sereno	88%	13%	4.0%	0.8%
Portfolio 20 South Bay Foothills	25%	5%	4.0%	4.7%
Portfolio 21 Bear Creek Redwoods	85%	78%	4.0%	5.8%
Portfolio 22 Sierra Azul	40%	22%	4.0%	2.2%
Portfolio 23 Sierra Azul	100%	100%	4.0%	7.3%
Portfolio 24 Sierra Azul	13%	16%	4.0%	3.4%
Portfolio 25 Sierra Azul	17%	30%	4.0%	2.7%
All Portfolios			100.0%	100.0%
Total MAA Estimated Percent Complete				
Average of Portfolio Projects Estimated Completion			46.1%	40.1%
Total Net* Spend and Committed as % of Allocation			29.2%	29.0%
Total Gross Spend and Committed as % of Allocation			39.4%	36.8%
* Net expenditure after reducing for grants				

Summary of MAA Accomplishments and Beneficial Outcomes Since 2014

- Preserved 9,687 acres of open space land in perpetuity (Attachment 1).
- Opened 31.4 miles of new trail within eight preserves (Attachment 2).
- Opened five preserves or preserve areas to the public, including the Mindego Gateway area of Russian Ridge Preserve, Mount Umunhum area of Sierra Azul Preserve, Lower La Honda Creek Preserve, and the Phase 1 Trails and Alma Cultural Landscape areas of Bear Creek Redwoods Preserve.
- Opened three new parking areas, with a total of 126 new parking spaces.
- Expanded the conservation grazing program by entering into eight new agricultural leases at four preserves.
- Invested \$33.9 million in Coastside projects.

Recent FY23 Major Accomplishments

- Preserved and protected 5,210 acres of open space land in perpetuity:
 - Escrow closed on the purchase of approximately 5,100-acres of the Cloverdale Ranch property from our nonprofit partner Peninsula Open Space Trust (POST), creating the District's 27th open space preserve (MAA13).
 - Purchased POST's remaining undivided 33% interest in the 611-acre South Cowell Property, protecting the Lobitos Creek watershed (MAA03).
 - Purchased a 102-acre property from San Jose Water Company, connecting protected open space lands and wildlife corridors (MAA22).
- Enhanced available breeding habitat for western snowy plovers and worked with the San Francisco Bay Bird Observatory to monitor and manage breeding plovers at Stevens Creek Shoreline Nature Study Area (MAA02).
- Engaged stakeholder groups and completed feasibility/technical studies to identify a highway trail crossing location and future expansion designs for the North Ridge parking area at Purisima Creek Redwoods Preserve (MAA03).
- Completed a multimodal access study for Purisima Creek Redwoods Preserve (MAA03).
- Completed feasibility studies to identify a preferred trail alignment, parking area design, connector trails, and roadway pedestrian crossings for the Purisima-to-the-Sea Regional Trail and Verde Road Parking Area project (MAA03).
- Approved the vision and goals for the Hawthorns Area Plan and formed the Hawthorns Public Access Working Group to develop public access recommendations for Committee and Board consideration (MAA06).
- Completed Phase 1 of the Alpine Regional Trail Improvement project (MAA10).
- Implemented the first set of multimodal access recommendations to improve traffic and parking conditions at Rancho San Antonio Preserve, including new bike facilities, dynamic parking signage, a parking status web page and a pilot carpool lot program (MAA11).
- Explored and secured grant funding, entered into new implementation partnerships, held in-person and virtual public informational meetings, and prepared technical reports to inform the final design for the Highway 17 Wildlife and Trail Crossings project (MAA20).

A full list of MAA accomplishments since 2014 are included in the Measure AA Bond Annual Accountability Report. Interested parties may access the report via the District's website (openspace.org/district-reports).

Progress on the Board-Approved FY24-28 MAA Five-Year Project List

During the development of the FY23-25 Capital Improvement and Action Plan (CIAP) in Fall 2021, a new draft MAA Five-Year Project List was prepared for Board consideration to prioritize and thus inform which MAA projects to input in the latter fiscal years of the CIAP (FY24 and FY25). Subsequently, in December 2021, the Board approved the new MAA Five-Year Project List and Optional List for FY24 through FY28 (Attachment 4). However, FY23 falls within the prior Board-approved MAA Five-Year Project List and Optional Project List for FY19 through FY23 (Attachment 3). To measure progress as of June 30, 2023, the FY19-FY23 project list is used for the purposes of this report.

The FY19-FY23 project list includes 53 projects the District planned to start by FY23. As of June 30, 2023, 17 project scope items were completed, 33 were in progress, two were deferred, and one cancelled. Ongoing projects on the FY19-FY23 list have been carried over to the new FY24-FY28 list. The deferred or cancelled projects and justifications are described below followed by a table listing all the projects and their status as of June 30, 2023:

Deferred

- MAA17 - Upper Stevens Creek Trail (in partnership with Santa Clara County Parks)
 - Deferred to FY24 pending partner availability.
- MAA22 - Parking Area at Beatty property
 - Deferred pending completion of the Alma Bridge Road new study and implementation of wildlife crossing improvements across the public road.

Cancelled

- MAA09 - Road & Trail Projects - Charquin Trail (Realignment)
 - Cancelled given the results of recent surveys that indicate the area is relatively stable and no longer a priority for consideration of a trail realignment.

Table 2. Status of the FY19 to FY23 MAA Five-Year Project List

MAA Portfolio No.	Project Name	Status
MAA01- Miramontes Ridge: <i>Gateway to the Coast Public Access, Stream Restoration and Agriculture Enhancement</i>	Madonna Bridge Replacement	In progress
	Water Infrastructure Development	In progress
	Pursue Land Conservation Opportunities	In progress
	Pursue Public Access Partnerships with Other Public Agencies	In progress
MAA02- Regional: <i>Bayfront Habitat Protection and Public Access Partnerships</i>	Pursue Land Conservation Opportunities	Complete
	Cooley Landing - Interpretative Facilities & Infrastructure	Complete
	Ravenswood Bay Trail	Complete
MAA03- Purisima Creek Redwoods: <i>Purisima-to-Sea Trail, Watershed Protection, and Conservation Grazing</i>	Grazing and Water Systems Infrastructure	Complete
	Site Clean Up and Soil Remediation Post-Purchase (Giusti - Purisima uplands)	In progress
	Pursue Land Conservation Opportunities	In progress
	Lot Line Adjustment / Property Transfer (Giusti - Purisima Uplands) and Protection of Lobitos Creek Watershed	Complete
	Purisima Uplands Parking Area, Trails, Invasive Species Removal and Restoration	In progress
MAA04- El Corte de Madera Creek: <i>Bike Trail and Water Quality Projects</i>	Oljon Trail	Complete
	Phase 2 - Paulin Bridge Replacements (2)	In progress

MAA Portfolio No.	Project Name	Status
MAA05- La Honda Creek: <i>Upper Area Recreation, Habitat Restoration and Conservation Grazing Projects</i>	Fisheries Restoration	In progress
	Red Barn Public Access Area	In progress
	Phase II Trail Design & Implementation - Red Barn to Main Ranch Road (connects to La Honda Creek loop)	In progress
	Grazing and Water Systems Infrastructure	In progress*
MAA06- Windy Hill: <i>Trail Improvements, Preservation and Hawthorns Area Historic Partnership</i>	Hawthorns Property Site Specific Plan Implementation	In progress
	Hawthorns Property Public Access Site Plan	In progress
MAA07- La Honda Creek: <i>Driscoll Ranch Public Access, Endangered Wildlife Protection and Conservation Grazing</i>	Redwood Restoration and Road Rehabilitation	In progress
	Phase II Trails Design & Implementation - La Honda Creek Loop	Complete
MAA08- La Honda/Russian Ridge: <i>Preservation of Upper San Gregorio Creek Watershed & Ridge Trail Completion</i>	Pursue Land Conservation Opportunities	In progress
MAA09- Russian Ridge: <i>Public Recreation, Grazing and Wildlife Protection Projects</i>	Road & Trail Projects - Charquin Trail	Cancelled
	Grazing Infrastructure Assessment, Scoping, & Implementation; Grazing Lease; Water Systems Infrastructure	Complete
	Pond Improvements (1-2 ponds)	Complete
MAA10- Coal Creek: <i>Reopen Alpine Road for Trail Use</i>	Alpine Road Trail Improvements	In progress
MAA11- Rancho San Antonio: <i>Interpretive Improvements, Refurbishing, and Transit Solutions</i>	Interpretive Facility Improvements at Deer Hollow Farm	Complete
	Non-Motorized Mobility; Transit Connections and Parking Alternatives	In progress
MAA13- Cloverdale Ranch: <i>Wildlife Protection, Grazing, and Trail Connections</i>	Pursue Land Conservation Opportunities	In progress
MAA16- Long Ridge: <i>Trail, Conservation and Habitat Restoration Projects</i>	Trail Connections to Eagle Rock and Devil's Canyon	In progress
MAA17- Regional: <i>Complete Upper Stevens Creek Trail</i>	Stevens Creek Nature Trail Bridges (2)	Complete
	Lysons Demolition & Site Restoration; assess water rights and stream restoration	Complete
	Upper Stevens Creek Trail - Complete Trails Master Plan and environmental review, design and construction plans	Deferred
MAA18, 19, 20, 21, 22, 23, 25: <i>Multiple</i>	Purchase San Jose Water Company Watershed Lands	In progress
MAA20- South Bay Foothills: <i>Wildlife Passage and Ridge Trail Improvements</i>	HWY 17 Bay Area Ridge Trail Crossing	In progress
	HWY 17 Wildlife Crossing	In progress
MAA21- Bear Creek Redwoods: <i>Public Recreation and Interpretive Projects</i>	Pond Improvements	In progress
	Bat Relocation / Re-housing	Complete
	Water Infrastructure Improvements	In progress
	Alma College Site Rehabilitation	In progress*
	Alma College Parking Lot at Gate BC04	Complete

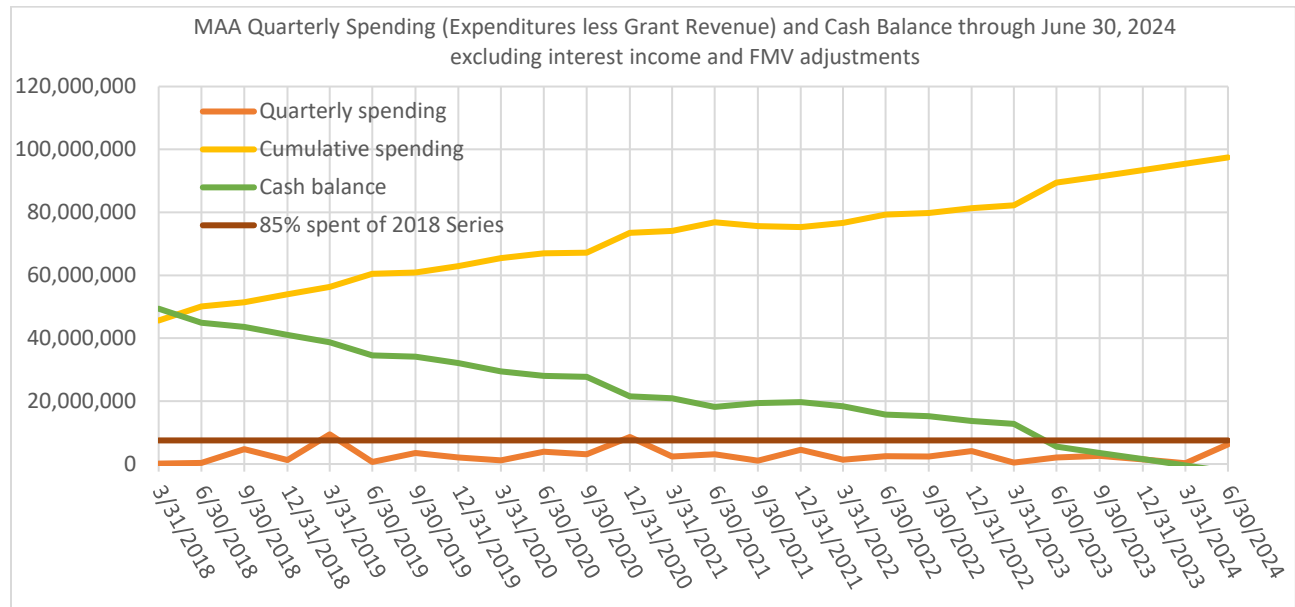
MAA Portfolio No.	Project Name	Status
	Webb Creek Bridge Replacement	Complete
	Bear Creek Redwoods Public Access (PHASE I)	Complete
	Bear Creek Stables Site Plan (PHASE I)	In progress
	Phase II Trails - Multi Use Links	In progress
	Phase II Trails Public Loop Trail connecting to the Stables	In progress
	Phase II Trails - Briggs Creek Trail	In progress
	Phase II Trails - Alma College Loop Trail	In progress
MAA22- Sierra Azul: <i>Cathedral Oaks Public Access and Conservation Projects</i>	Parking Area at Beatty property	Deferred
	Pursue Land Conservation Opportunities	In progress
	Hendry's Creek Restoration	Complete
MAA24- Sierra Azul: <i>Rancho de Guadalupe Family Recreation</i>	Pursue Land Conservation Opportunities	In progress

* This project was completed in early FY24.

NEXT STEPS

On December 9, 2021, the Board approved a new MAA Five-Year Project List and Optional Project List for FY24 through FY28 (Attachment 4). This project list will guide the development of the FY25-FY27 Budget and Action Plan.

Based on the funds remaining from the \$50 million tax-exempt 2018 General Obligation Bonds, a new bond issuance will be needed in 2024 to fund future projects. The chart below summarizes the historical spending and the projected spend through the end of FY24.



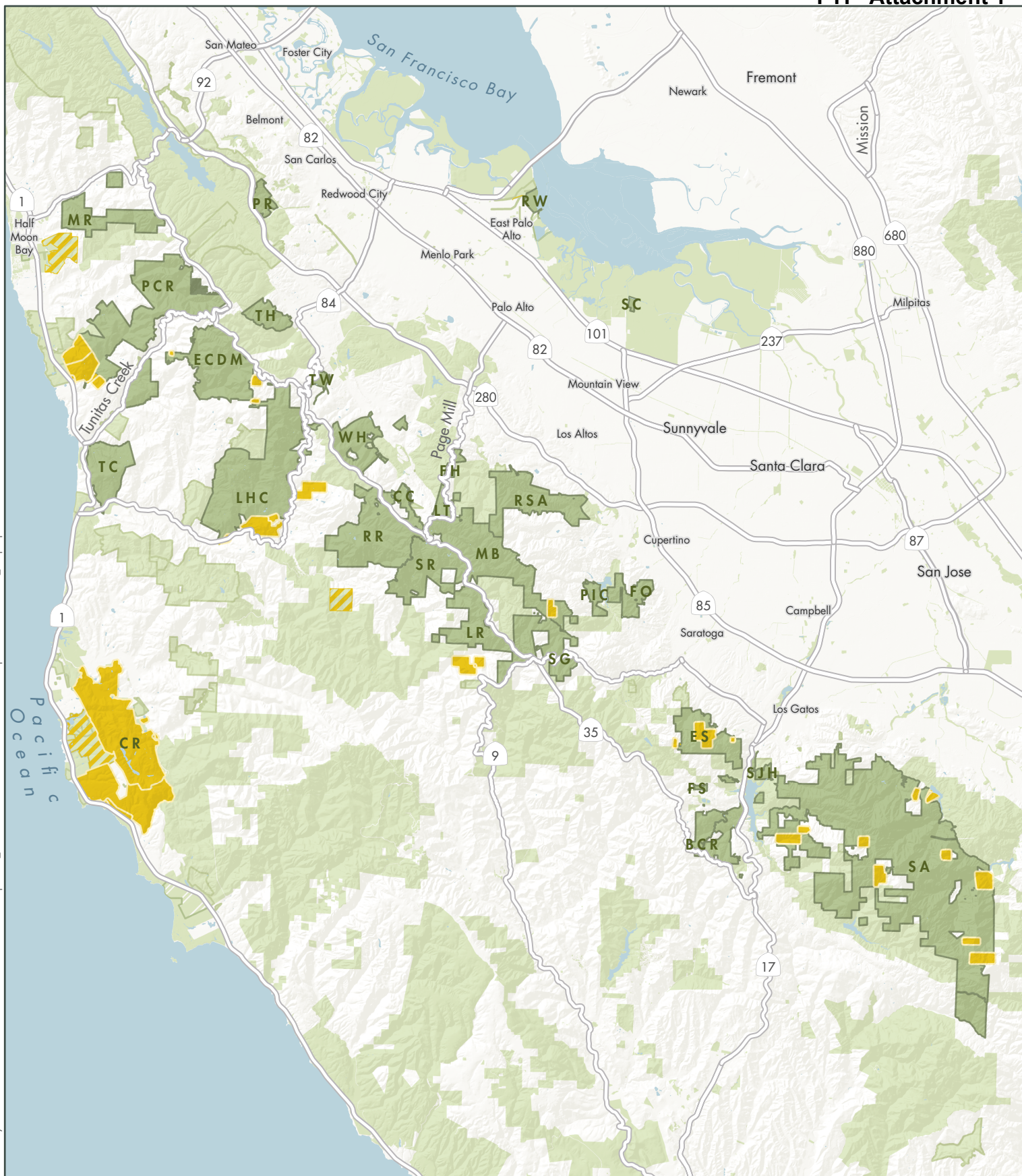
Attachments:

1. Land Acquisitions Funded by Measure AA Map
2. Measure AA Trails Completed and Planned Map
3. Measure AA Five-Year Project List and Optional Project List for FY19 through FY23
4. Measure AA Five-Year Project List and Optional Project List for FY24 through FY28

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Path: G:\Projects\Districtwide\MeasureAA\MeasureAAExplorer\MeasureAA_Map.aprx

Created By: acostanza



Land Acquisitions Using MAA Funds

Land purchased or augmented by grant funds since 2014

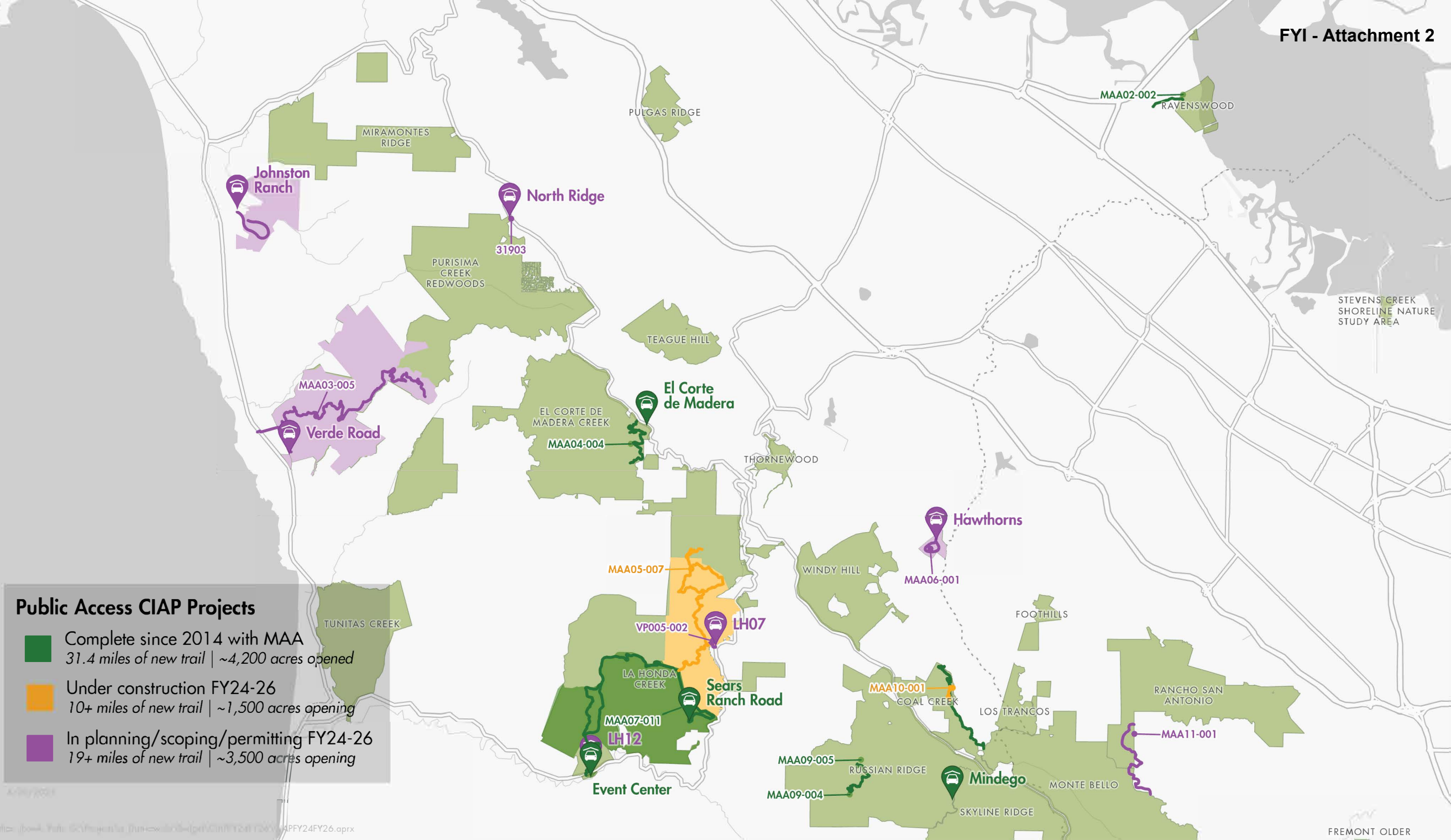
- | | |
|---|--|
|  Midpen preserves |  MAA land: Fee |
|  Other protected lands |  MAA land: Easements, management lease agreements |
|  Private property | |

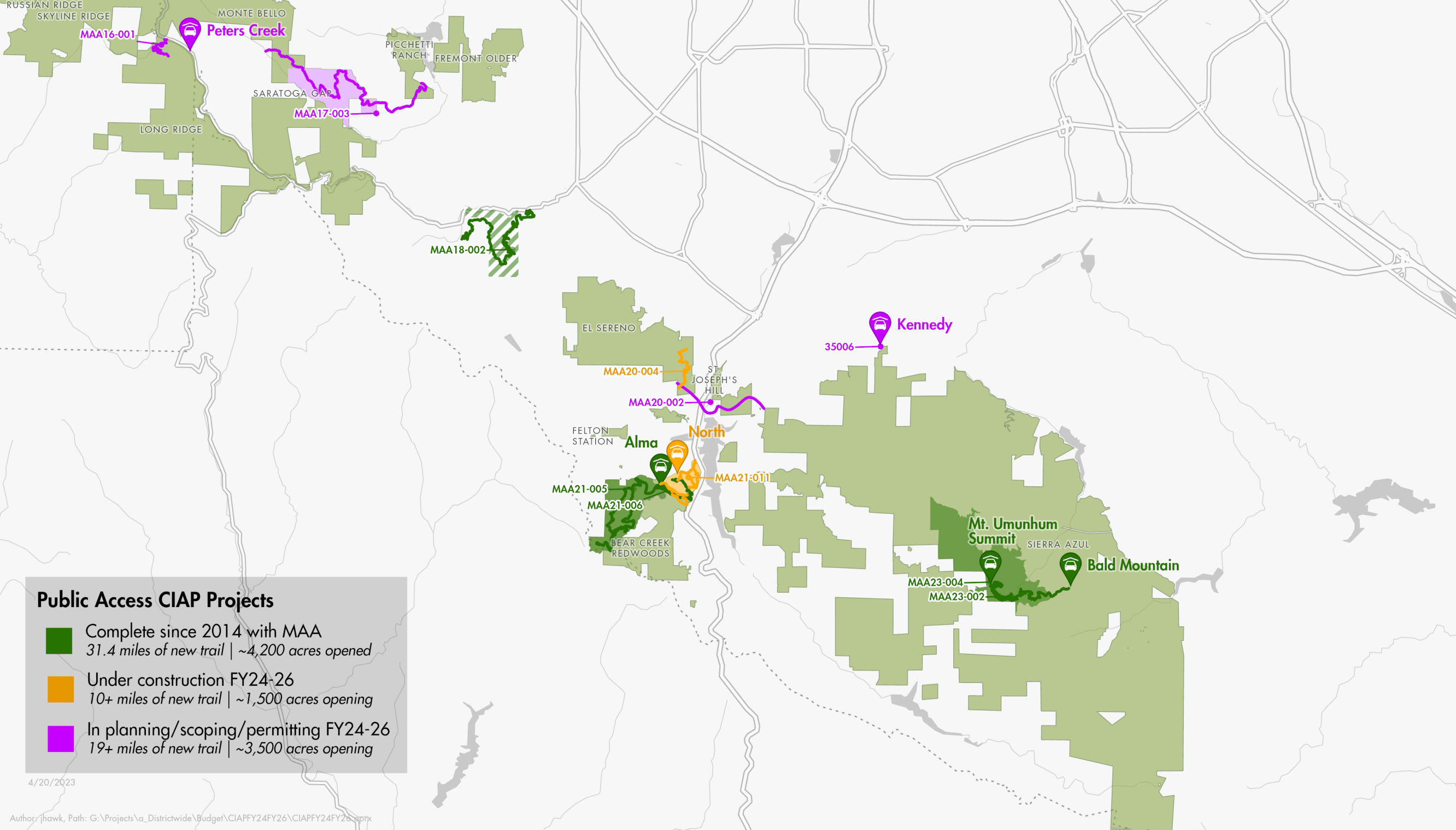
Midpeninsula Regional
Open Space District
(Midpen)
11/17/2023

Miles 



While the District strives to use the best available digital data, these data do not represent a legal survey and are merely a graphic illustration of geographic features.





Public Access CIAP Projects

- Complete since 2014 with MAA
31.4 miles of new trail | ~4,200 acres opened
- Under construction FY24-26
10+ miles of new trail | ~1,500 acres opening
- In planning/scoping/permitting FY24-26
19+ miles of new trail | ~3,500 acres opening

MAA 5 Year Recommended Projects List FY 2018-19 through FY 2022-23

Attachment 3

MAA Portfolio No.	Project Name	Project Description	Status	Project Number
AA01- Miramontes Ridge: <i>Gateway to the Coast Public Access, Stream Restoration and Agriculture Enhancement</i>	Madonna Bridge Replacement	Replace current interior bridge with bridge or culvert crossing. The current bridge is weight limited and does not allow for emergency vehicle access.	Not Started-on FY2022 CIAP	MAA01-006 (combined with project below)
AA01- Miramontes Ridge: <i>Gateway to the Coast Public Access, Stream Restoration and Agriculture Enhancement</i>	Water Infrastructure Development	Investigate and implement alternative water supply at Madonna Creek Ranch to replace agricultural water currently provided through in-stream impoundment on steelhead fisheries stream. Develop and implement restoration plans for Madonna Creek.	In progress - completed to date MAA01-004 Remediation Plan Development and Ranch Dump Clean Up at Madonna Creek Ranch (required to proceed with alternative water supply)	MAA01-006 (combined with project above)
AA01- Miramontes Ridge: <i>Gateway to the Coast Public Access, Stream Restoration and Agriculture Enhancement</i>	Pursue Land Conservation Opportunities	Purchase uplands portion of Johnston Ranch from POST as an addition to the Miramontes Ridge Open Space Preserve.	In progress-on FY2022 CIAP	MAA01-005
AA01- Miramontes Ridge: <i>Gateway to the Coast Public Access, Stream Restoration and Agriculture Enhancement</i>	Pursue Public Access Partnerships with Other Public Agencies	Pursue partnerships with other public agencies to improve public access and preserve scenic open space in Miramontes Ridge Open Space Preserve.	In progress-on FY2022 CIAP, executed trail, access, and waterlines easement exchange documents with City of Half Moon Bay	MAA01-005
AA02- Regional: <i>Bayfront Habitat Protection and Public Access Partnerships</i>	Pursue Land Conservation Opportunities	Work with partners to purchase or otherwise secure public access rights on remaining properties needed to close gaps on the San Francisco Bay Trail in the vicinity of Ravenswood Open Space Preserve.	Complete	MAA02-001
AA02- Regional: <i>Bayfront Habitat Protection and Public Access Partnerships</i>	Cooley Landing - Interpretative Facilities & Infrastructure	New interpretative facilities, infrastructure, and signage related to Cooley Landing Park.	Overall Complete - some work remains on FY22 CIAP to close out habitat restoration work (final year of three-year contract)	MAA02-001
AA02- Regional: <i>Bayfront Habitat Protection and Public Access Partnerships</i>	Ravenswood Bay Trail	Secure and record trail easement. Complete design, environmental review, permitting, and implementation of the Bay Trail gap north of Ravenswood Open Space Preserve.	Complete	MAA02-002
AA03- Purisima Creek Redwoods: <i>Purisima-to-Sea Trail, Watershed Protection, and Conservation Grazing</i>	Grazing and Water Systems Infrastructure	Improve ranching infrastructure (fences, corrals, stockwater) to provide greater protection of streams and habitat.	Complete	MAA03-003
AA03- Purisima Creek Redwoods: <i>Purisima-to-Sea Trail, Watershed Protection, and Conservation Grazing</i>	Site Clean Up and Soil Remediation Post-Purchase (Giusti - Purisima uplands)	Site clean up and soil remediation around existing empty oil tank.	In progress-on FY2022 CIAP	MAA03-002

MAA 5 Year Recommended Projects List FY 2018-19 through FY 2022-23

Attachment 3

MAA Portfolio No.	Project Name	Project Description	Status	Project Number
AA03- Purisima Creek Redwoods: <i>Purisima-to-Sea Trail, Watershed Protection, and Conservation Grazing</i>	Pursue Land Conservation Opportunities	Continue to seek or respond to opportunities to acquire open space lands that support Vision Plan goals for this MAA Portfolio. Acquisitions would provide high beneficial impact for recreational uses and natural resource and leverage partnership opportunities.	In progress-on FY2022 CIAP - Upon approval of a land division application by San Mateo County, will complete fee transfer of South Cowell upland property to Midpen.	MAA03-006
AA03- Purisima Creek Redwoods: <i>Purisima-to-Sea Trail, Watershed Protection, and Conservation Grazing</i>	Lot Line Adjustment / Property Transfer (Giusti - Purisima Uplands) and Protection of Lobitos Creek Watershed	Complete lot line adjustment and transfer of Purisima Uplands as an addition to the Purisima Creek Redwoods Open Space Preserve for protection of the Lobitos Creek Watershed and implementation of the Purisima-to-the-Sea Trail.	Complete	MAA03-001
AA03- Purisima Creek Redwoods: <i>Purisima-to-Sea Trail, Watershed Protection, and Conservation Grazing</i>	Purisima Uplands Parking Area, Trails, Invasive Species Removal and Restoration	Purisima-to-the-Sea public access project: new parking area and trail connection from Bald Knob in the southwestern area of Purisima Creek Open Space Preserve to the Cowell parking area along Highway 1. The trail would connect the Coastal Trail on Hwy 1 to the Bay Area Ridge Trail on Hwy 35. As part of the project, invasive vegetation will be removed and habitat restored.	In progress - on FY22 CIAP, trail and parking area feasibility study ongoing.	VP03-003/MAA03-005
AA04- El Corte de Madera Creek: <i>Bike Trail and Water Quality Projects</i>	Oljon Trail	Complete Phases III and IV of the Oljon Trail.	Complete	MAA04-004
AA05- La Honda Creek: <i>Upper Area Recreation, Habitat Restoration and Conservation Grazing Projects</i>	Phase 2 - Paulin Bridge Replacements (2)	Design, engineering, permitting, CEQA, and replacement of two Paulin Bridges at LH04.	Not started yet - on FY23 CIAP	MAA05-012
AA05- La Honda Creek: <i>Upper Area Recreation, Habitat Restoration and Conservation Grazing Projects</i>	Fisheries Restoration	Address erosion impacts to riparian habitat in Conservation Management Unit and improve fisheries habitat.	In progress - started in FY2020, Forestry restoration Plan includes fisheries restoration and covers areas in both upper MAA05 and lower MAA07 La Honda	MAA05-010
AA05- La Honda Creek: <i>Upper Area Recreation, Habitat Restoration and Conservation Grazing Projects</i>	Red Barn Public Access Area	Scope and design parking area, trailhead, and easy access trail loop at Red Barn area.	In progress- completed Public Access Working Group process. Feasibility studies underway.	VP05-002
AA05- La Honda Creek: <i>Upper Area Recreation, Habitat Restoration and Conservation Grazing Projects</i>	Phase II Trail Design & Implementation - Red Barn to Main Ranch Road (connects to La Honda Creek loop)	Phase II trail design and implementation: one of two alternate routes in the Master Plan (Trail 5 connection to Driscoll Ranch via main Ranch Road OR Trail 9 Weeks Creek).	In progress-on FY2022 CIAP-Connection to Red Barn dependent on Feasability Studies	MAA05-007

MAA 5 Year Recommended Projects List FY 2018-19 through FY 2022-23

Attachment 3

MAA Portfolio No.	Project Name	Project Description	Status	Project Number
AA05- La Honda Creek: <i>Upper Area Recreation, Habitat Restoration and Conservation Grazing Projects</i>	Grazing and Water Systems Infrastructure	Conservation grazing infrastructure improvements at McDonald Ranch. Improve and upgrade ranching infrastructure (fences, corrals, stockwater) to provide greater protection of streams and habitat.	In progress-on FY2022 CIAP	MAA05-011
AA06- Windy Hill: <i>Trail Improvements, Preservation and Hawthorns Area Historic Partnership</i>	Hawthorns Property Site Specific Plan Implementation	Working with partners, implement site specific plan including parking and trail connections to Town of Portola Valley's existing trail system.	In progress-visioning and goal setting process for Hawthorns Area Plan underway	MAA06-002
AA06- Windy Hill: <i>Trail Improvements, Preservation and Hawthorns Area Historic Partnership</i>	Hawthorns Property Public Access Site Plan	Complete site-specific plan for public access trails and staging area, and conduct CEQA review and coordination with Town permitting.	In progress-on FY2022 CIAP	MAA06-002
AA07- La Honda Creek: <i>Driscoll Ranch Public Access, Endangered Wildlife Protection and Conservation Grazing</i>	Redwood Restoration and Road Rehabilitation	Forestry restoration and road rehabilitation project.	In progress - Plan covers areas in both upper MAA05 and lower MAA07 La Honda	MAA05-010
AA07- La Honda Creek: <i>Driscoll Ranch Public Access, Endangered Wildlife Protection and Conservation Grazing</i>	Phase II Trails Design & Implementation - La Honda Creek Loop	Phase II trail design and implementation: Master Plan Trail 6- La Honda Creek Easy Access loop, The multi-use portion (hiking, biking, equestrian use) was removed due to unavoidable impacts to sensitive resources.	In progress-on FY2022 CIAP	MAA07-011
AA08- La Honda/Russian Ridge: Preservation of Upper San Gregorio Creek Watershed & Ridge Trail Completion	Pursue Land Conservation Opportunities	Pursue partnership opportunities to acquire open space lands in upper San Gregorio Creek Watershed.	In progress - Completed Purchase Woodruff Creek property in FY2019 Access easement In progress - on FY2022 CIAP	MAA/VP08-001
AA09- Russian Ridge: <i>Public Recreation, Grazing and Wildlife Protection Projects</i>	Road & Trail Projects - Charquin Trail	Design, engineering, permitting, CEQA, construction.	Project cancelled -Current surveys indicate area is relatively stable and no longer a priority	
AA09- Russian Ridge: <i>Public Recreation, Grazing and Wildlife Protection Projects</i>	Grazing Infrastructure Assessment, Scoping, & Implementation Grazing Lease Water Systems Infrastructure	Expand grazing lease area to include south pasture and additional grazing infrastructure to further protect streams and habitat.	In progress-Mindeggo Ranch South Pasture expansion scheduled to be completed in FY2022	MAA09-001
AA09- Russian Ridge: <i>Public Recreation, Grazing and Wildlife Protection Projects</i>	Pond Improvements (1-2 ponds)	Engineer, permit, and restore aquatic habitats at Mindeggo Ranch for California red-legged frog and San Francisco garter snake as well as water supply for livestock operation.	Complete.	MAA09-003

MAA 5 Year Recommended Projects List FY 2018-19 through FY 2022-23

FYI - Attachment 3
Attachment 3

MAA Portfolio No.	Project Name	Project Description	Status	Project Number
AA10- Coal Creek: <i>Reopen Alpine Road for Trail Use</i>	Alpine Road Trail Improvements	Engineer, CEQA review, permit, and construct road improvements to enhance public access and reduce further erosion and sedimentation downstream.	In progress-on FY2022 CIAP	MAA10-001
AA11- Rancho San Antonio: <i>Interpretive Improvements, Refurbishing, and Transit Solutions</i>	Interpretive Facility Improvements at Deer Hollow Farm	White Barn Stabilization - Structural/historic assessment, planning, design, and implementation of repairs.	Complete	MAA11-002
AA11- Rancho San Antonio: Interpretive Improvements, Refurbishing, and Transit Solutions	Non-Motorized Mobility, Transit Connections and Parking Alternatives	Project engages stakeholders and partner agencies to explore non-motorized mobility, transit options and parking alternatives for Rancho San Antonio. Currently underway, this project would provide high beneficial impact for recreational users and leverage partnerships.	In progress-obtained Board approval of priority multimodal access strategies. Implementation underway - on FY2022 CIAP	VP11-001 MAA11-003
AA13- Cloverdale Ranch: Wildlife Protection, Grazing, and Trail Connections	Pursue Land Conservation Opportunities	Compile background documentation of Cloverdale Ranch restoration work completed to date by POST. Conduct project scoping for staffing and management plan, assess future trail opportunities and site restoration in preparation for future acquisition of property.	In progress- on FY2022 CIAP	VP13-001
AA16- Long Ridge: Trail, Conservation and Habitat Restoration Projects	Trail Connections to Eagle Rock and Devil's Canyon	Highly scenic, approx 1-mile of trail to the Devils Canyon waterfall and Eagle Rock overlooking the Pescadero Creek watershed. If feasible, both locations would be connected with a loop trail through Tafoni sandstone formations, beloved by the climbing community. Formalizing trails eliminates current user-created trail system to access the sandstone overlook and waterfall, and protect them from degradation. Excellent opportunity for partnership with Bay Area Ridge Trail Council.	In progress - on FY2022 CIAP	MAA16-001
AA17- Regional: <i>Complete Upper Stevens Creek Trail</i>	Stevens Creek Nature Trail Bridges (2)	Replace a deteriorating bridge located between Stevens Creek bridge crossing and the Canyon Trail. Also scope and conduct environmental review for a new bridge on the Stevens Creek Nature Trail to replace a ford crossing that can be impassable during winter.	Complete	MAA17-004
AA17- Regional: <i>Complete Upper Stevens Creek Trail</i>	Lysons Demolition & Site Restoration; assess water rights and stream restoration	Remove structures and restore site along Stevens Creek in Monte Bello Open Space Preserve.	Complete	MAA17-002
AA17- Regional: Complete Upper Stevens Creek Trail	Upper Stevens Creek Trail - Complete Trails Master Plan and environmental review, design and construction plans (in partnership with Santa Clara County Parks)	Partner with Santa Clara County Parks to design and construct a new multi-use trail connecting Picchetti Ranch and Montebello OSPs with Upper Stevens Creek County Park, benefitting a wide range of user groups across the region.	Not started - deferred beyond FY23 pending partner (Santa Clara County Parks) availability	
AA18, 19, 20, 21, 22, 23, 25: <i>Multiple</i>	Purchase San Jose Water Company Watershed Lands	Pursue land purchase of Los Gatos Creek, Upper Guadalupe and Saratoga Creek Watersheds to further the Vision Plan goals of MAA Portfolios 19, 20, 21, and 22. Acquisitions would provide multiple benefits with broad geographic distribution, diverse public benefit, high beneficial impacts to recreational uses and natural resources, and leverage partnership opportunities.	In progress - Completed purchase of El Sereno inholding. Completed City of Saratoga trail easement protecting parcel adjacent to Quarry Park	MAA15-003

MAA 5 Year Recommended Projects List FY 2018-19 through FY 2022-23
Attachment 3

MAA Portfolio No.	Project Name	Project Description	Status	Project Number
AA20- South Bay Foothills: <i>Wildlife Passage and Ridge Trail Improvements</i>	HWY 17 Bay Area Ridge Trail Crossing	In conjunction with the wildlife crossing, explore public access across Highway 17.	In progress-on FY2022 CIAP	MAA20-002
AA20- South Bay Foothills: <i>Wildlife Passage and Ridge Trail Improvements</i>	HWY 17 Wildlife Crossing	Work with partners to develop and engineer wildlife crossing improvements at Highway 17.	In progress-on FY2022 CIAP	MAA20-001
AA21- Bear Creek Redwoods: <i>Public Recreation and Interpretive Projects</i>	Pond Improvements	Develop pond restoration plans, permit and construct pond improvements (Phase I- Upper Lake and Mud Lake).	In progress- Mud Lake improvements completed and began improvements to Upper Lake	MAA21-008 Upper Lake improvements are being rolled into Alma College work.
AA21- Bear Creek Redwoods: <i>Public Recreation and Interpretive Projects</i>	Bat Relocation / Re-housing	Design and construct structure(s) for sensitive bat species to relocate to from Alma College buildings.	Complete	MAA21-006
AA21- Bear Creek Redwoods: <i>Public Recreation and Interpretive Projects</i>	Water Infrastructure Improvements	Evaluate long term water needs and implement water infrastructure improvements for Bear Creek Stables operation.	In progress-on FY2022 CIAP Merged with MAA21-003	MAA21-004 (formerly) MAA21-003
AA21- Bear Creek Redwoods: <i>Public Recreation and Interpretive Projects</i>	Alma College Site Rehabilitation	Complete remediation and stabilization.	In progress-on FY2022 CIAP	MAA21-006
AA21- Bear Creek Redwoods: <i>Public Recreation and Interpretive Projects</i>	Alma College Parking Lot at Gate BC04	Design, secure permits, and construct new parking area at Gate BC04 (Alma College gate).	Complete	MAA21-005
AA21- Bear Creek Redwoods: <i>Public Recreation and Interpretive Projects</i>	Webb Creek Bridge Replacement	Design, secure permits, and construct Webb Creek Bridge Replacement.	Complete	MAA21-009
AA21- Bear Creek Redwoods: <i>Public Recreation and Interpretive Projects</i>	Bear Creek Redwoods Public Access (PHASE I)	Design, secure permits, and construct new trail and visitor-serving amenities.	Complete	MAA21-005
AA21- Bear Creek Redwoods: <i>Public Recreation and Interpretive Projects</i>	Bear Creek Stables Site Plan (PHASE I)	Implement Phase I of Bear Creek Stables site plan.	In progress-on FY2022 CIAP Merged with MAA21-003	MAA21-004 MAA21-003
AA21- Bear Creek Redwoods: <i>Public Recreation and Interpretive Projects</i>	Phase II Trails - Multi Use Links	Design and construct new (or improve existing) trails, to provide a multi-use trail through the Preserve, linking the Los Gatos Creek Trail with Skyline. Fulfills Preserve Plan goals to provide through-access for bikes, and opportunity to partner with CalTrans and County.	In progress-on FY2022 CIAP	MAA21-011
AA21- Bear Creek Redwoods: <i>Public Recreation and Interpretive Projects</i>	Phase II Trails Public Loop Trail connecting to the Stables	Provide a new link to the Stables and an improved trail system in the northeastern Preserve to address erosion/maintenance issues and enhance the visitor experience.	In progress-on FY2022 CIAP	MAA21-011
AA21- Bear Creek Redwoods: <i>Public Recreation and Interpretive Projects</i>	Phase II Trails - Briggs Creek Trail	Address erosion/maintenance issues on heavily-used trail north of stables, improve stream crossings to allow year-round patrol use.	In progress-on FY2022 CIAP	MAA21-011
AA21- Bear Creek Redwoods: <i>Public Recreation and Interpretive Projects</i>	Phase II Trails - Alma College Loop Trail	Improve existing roads flanking ridgeline to reduce erosion and provide year-round patrol access from the Alma parking lot to the eastern Preserve.	In progress-on FY2022 CIAP	MAA21-011

MAA 5 Year Recommended Projects List FY 2018-19 through FY 2022-23

Attachment 3

MAA Portfolio No.	Project Name	Project Description	Status	Project Number
AA22- Sierra Azul: <i>Cathedral Oaks Public Access and Conservation Projects</i>	Parking Area at Beatty property (Santa Clara County agreement must be complete by 2023)	Plan, design and construct a new parking area and trail connections to Priest Rock Trail in Lexington Reservoir County Park and Sierra Azul OSP which would fulfill a legal commitment with County of Santa Clara, provide high beneficial impact for recreational use and fulfill Vision Plan #22 goal for public access within Cathedral Oaks Area of Sierra Azul. New trail connections would also connect to Highway 17 Regional Trail Connections.	In progress- project options pending ongoing new studies	MAA22-004
AA22- Sierra Azul: <i>Cathedral Oaks Public Access and Conservation Projects</i>	Pursue Land Conservation Opportunities	Pursue purchase of lands with prior option rights (fee and easement).	In progress	MAA22-002
AA22- Sierra Azul: <i>Cathedral Oaks Public Access and Conservation Projects</i>	Hendry's Creek Restoration	Complete permitting of stream channel restoration. Implement restoration plan and construct improvements.	Overall complete - some work remains to remove final stream crossing	MAA22-001
AA24- Sierra Azul: <i>Rancho de Guadalupe Family Recreation</i>	Pursue Land Conservation Opportunities	Pursue purchase of lands with prior option rights (fee and easement).	In progress	VP24-001

MAA Optional Projects List FY2018-19 through FY2022-23					
Priority	MAA Portfolio No.	Project Name	Project Description	Status	Project Number
1	AA07- La Honda Creek: <i>Driscoll Ranch Public Access, Endangered Wildlife Protection and Conservation Grazing</i>	Staging Area and Trail Connections for Event Center and Apple Orchard Property	New staging area and trail connections would provide equestrian parking and improved access, fulfill Master Plan goal for public access. Planned trail connections from Event Center would connect to the new Harrington Creek Trail in Lower La Honda Creek, provide diverse public benefit, high beneficial impact for recreational use.	New staging area and trail connections planning not yet started. Implemented hiking permit program to allow public access via Event Center	MAA07-011
2	AA10- Coal Creek: <i>Reopen Alpine Road for Trail Use</i>	Meadow Trail Re-route	Trail reroute improves public access and resolves a high priority sediment site.	Not Started yet	
3	AA05- La Honda Creek: <i>Upper Area Recreation, Habitat Restoration and Conservation Grazing Projects</i>	Phase II Trails design & implementation- Red Barn connection to Upper La Honda	Design and construct a new segment of the Bay Area Ridge Trail to connect the Red Barn area to upper La Honda Creek and Skyline. Fulfills Master Plan goal to provide multi-use trail, and expands visitor access for the upper Preserve.	In progress-on CIAP FY2022	MAA05-007
4	AA02- Regional: <i>Bayfront Habitat Protection and Public Access Partnerships</i>	Stevens Creek Tidal Wetland Restoration	Develop a concept study and partner visioning process to restore tidal wetlands and ecological function at tidal interface of Stevens Creek. Partnership with South Bay Salt Ponds Restoration Project, San Francisco Estuary Institute, NASA, SCVWD, Google, and local Cities.	In progress- developing restoration options to bring to the full the Board	
5	AA04- El Corte de Madera Creek: <i>Bike Trail and Water Quality Projects</i>	Pursue Land Conservation Opportunities	Continue to seek or respond to opportunities to acquire open space lands to complete gaps in the Bay Area Ridge Trail in the vicinity of El Corte De Madera Creek Open Space Preserve.	Completed Chet Gallaway purchase FY2020	VP04-001
6	AA05- La Honda Creek: <i>Upper Area Recreation, Habitat Restoration and Conservation Grazing Projects</i>	Pursue Land Conservation Opportunities	Continue to seek or respond to opportunities to acquire open space lands to complete gaps in the Bay Area Ridge Trail in the vicinity of La Honda Creek Open Space Preserve.	Completed Toepfer purchase FY2016 Completed Ashworth purchase FY2015 Other potential purchases in progress	VP05-001
7	AA19- El Sereno: <i>Dog Trails and Connections</i>	Regional Trail Connection to Sanborn & Lexington County Parks	Pending the securing of trail easements, this project would complete a regional trail connection between El Sereno Open Space Preserve and Sanborn and Lexington Reservoir County Parks via the regional trail crossing at Highway 17. Project provides broad geographic distribution, high beneficial impact for recreation and natural resources and leverage partnership opportunities.	Completed Gupta-Khan Easement purchase FY2018 Completed purchase of Haight-Perry property FY2019 Trail planning in progress as part of the Highway 17 Trail Crossing project	VP19-001 & VP19-002?
8	AA24- Sierra Azul: <i>Rancho de Guadalupe Family Recreation</i>	Staging Area and Trail Connections for Rancho de Guadalupe Area	Complete assessment, planning, design, permitting and construction of new parking area at Hicks Road and Pheasant Road. This new parking area and trail connections would open Rancho de Guadalupe area to public access. Cherry Pond and the surrounding preserve provide exceptional family recreational opportunities. This new visitor area would focus on providing easy access for all users and provide high recreational use benefits.	Not started yet - held initial conversations with Valley Water regarding potential partnership to develop new staging area.	

MAA Optional Projects List FY2018-19 through FY2022-23					
Priority	MAA Portfolio No.	Project Name	Project Description	Status	Project Number
9	AA15- Regional: <i>Redwood Protection and Salmon Fishery Conservation</i>	Pursue Land Conservation	Seek or respond to general land conservation acquisition or partnership opportunities to protect redwood and fisheries habitat.	Completed purchase of a conservation easement from POST for the Alpine Ranch property FY2015 Completed Conley property purchase FY2017	VP15-001?
10	AA03- Purisima Creek Redwoods: <i>Purisima-to-Sea Trail, Watershed Protection and Conservation Grazing</i>	Fish Passage / Barrier Removal (Lobitos)	Develop and implement fish passage improvement design plans to remove barriers to steelhead migration at Verde Road (San Mateo County) and Highway 1 (Caltrans) culverts.	Not started yet	
11	AA11- Rancho San Antonio: <i>Interpretive Improvements, Refurbishing, and Transit Solutions</i>	New Trails to Connect Quarry Trail to Black Mountain Trail and New Quarry Trail Extension	New trail construction (short reroute and extension of the Quarry Trail) would provide safer, more scenic alternative route between Rancho San Antonio and Monte Bello to hikers and bikers to avoid a very steep fall-line road-width section of the Black Mountain Trail. New trail would use a 2014 easement secured from LeHigh Quarry. This fulfills a legal obligation, provides broad geographic distribution, diverse public benefit, and high beneficial impact for public use.	Not started yet	MAA11-001
12	AA19- El Sereno: <i>Dog Trails and Connections</i>	Spooky Knoll Trail	Located in the southeastern area of El Sereno Open Space Preserve, this trail loop would provide a key regional trail connection and potential Bay Area Ridge Trail section from the Hwy 17 crossing to Sanborn County Park. Also provides a rare loop experience in the preserve.	Not started yet	
13	AA03- Purisima Creek Redwoods: <i>Purisima-to-Sea Trail, Watershed Protection and Conservation Grazing</i>	Pond Work	Restore upland ponds to enhance habitat for California red-legged frog and other sensitive aquatic species and improve water availability for cattle grazing.	Not started yet- on FY2022 CIAP	MAA03-007
14	AA06- Windy Hill: <i>Trail Improvements, Preservation and Hawthorns Area Historic Partnership</i>	Habitat Protection	Evaluate restoration needs for both upland and riparian habitats, develop restoration plans and implement projects.	Not started yet	
15	AA04- El Corte de Madera Creek: <i>Bike Trail and Water Quality Projects</i>	Develop plans for and construct single use biking/hiking trails.	Explore a potential revision to District policies to allow single use, bike only trails. If change is approved, proceed with planning and implementation of single use bike trail.	Not started yet	

MAA 5 Year Recommended Projects List FY 2023-24 through FY 2027-28

Attachment 4

MAA Portfolio No.	Project Name	Project Description	Status	Project Number
AA01- Miramontes Ridge: <i>Gateway to the Coast Public Access, Stream Restoration and Agriculture Enhancement</i>	Madonna Bridge Replacement	Replace current interior bridge with bridge or culvert crossing. The current bridge is weight limited and does not allow for emergency vehicle access.	Not Started-on FY2022 CIAP	MAA01-006 (combined with project below)
AA03- Purisima Creek Redwoods: <i>Purisima-to-Sea Trail, Watershed Protection, and Conservation Grazing</i>	Site Clean Up and Soil Remediation Post-Purchase (Giusti - Purisima uplands)	Site clean up and soil remediation around existing empty oil tank.	In progress-on FY2022 CIAP	MAA03-002
AA05- La Honda Creek: <i>Upper Area Recreation, Habitat Restoration and Conservation Grazing Projects</i>	Phase 2 - Paulin Bridge Replacements (2)	Design, engineering, permitting, CEQA, and replacement of two Paulin Bridges at LH04.	Not started yet - on FY23 CIAP	MAA05-012
AA10- Coal Creek: <i>Reopen Alpine Road for Trail Use</i>	Alpine Road Trail Improvements	Engineer, CEQA review, permit, and construct road improvements to enhance public access and reduce further erosion and sedimentation downstream.	In progress-on FY2022 CIAP	MAA10-001
AA16- Long Ridge: <i>Trail, Conservation and Habitat Restoration Projects (Saratoga)</i>	Natural Resource Project grazing natural resource			
AA19- El Sereno: <i>Dog Trails and Connections</i>	Regional Trail Connection to Sanborn & Lexington County Parks	Pending the securing of trail easements, this project would complete a regional trail connection between El Sereno Open Space Preserve and Sanborn and Lexington Reservoir County Parks via the regional trail crossing at Highway 17. Project provides broad geographic distribution, high beneficial impact for recreation and natural resources and leverage partnership opportunities.	Completed Gupta-Khan Easement purchase FY2018 Completed purchase of Haight-Perry property FY2019. Easement over Quint property currently being negotiated (FY2022). Trail planning and CEQA clearance in progress as part of the Highway 17 Trail Crossing project	VP19-001 & VP19-002?
AA20- South Bay Foothills: <i>Wildlife Passage and Ridge Trail Improvements</i>	HWY 17 Bay Area Ridge Trail Crossing	In conjunction with the wildlife crossing, explore public access across Highway 17.	In progress-on FY2022 CIAP	MAA20-002
AA20- South Bay Foothills: <i>Wildlife Passage and Ridge Trail Improvements</i>	HWY 17 Wildlife Crossing	Work with partners to develop and engineer wildlife crossing improvements at Highway 17.	In progress-on FY2022 CIAP	MAA20-001
AA21- Bear Creek Redwoods: <i>Public Recreation and Interpretive Projects</i>	Alma College Site Rehabilitation	Complete remediation and stabilization.	In progress-on FY2022 CIAP	MAA21-006
AA21- Bear Creek Redwoods: <i>Public Recreation and Interpretive Projects</i>	Phase II Trails - Multi Use Links	Design and construct new (or improve existing) trails, to provide a multi-use trail through the Preserve, linking the Los Gatos Creek Trail with Skyline. Fulfills Preserve Plan goals to provide through-access for bikes, and opportunity to partner with CalTrans and County.	In progress-on FY2022 CIAP	MAA21-011
AA21- Bear Creek Redwoods: <i>Public Recreation and Interpretive Projects</i>	Phase II Trails Public Loop Trail connecting to the Stables	Provide a new link to the Stables and an improved trail system in the northeastern Preserve to address erosion/maintenance issues and enhance the visitor experience.	In progress-on FY2022 CIAP	MAA21-011
AA21- Bear Creek Redwoods: <i>Public Recreation and Interpretive Projects</i>	Phase II Trails - Briggs Creek Trail	Address erosion/maintenance issues on heavily-used trail north of stables, improve stream crossings to allow year-round patrol use.	In progress-on FY2022 CIAP	MAA21-011
AA21- Bear Creek Redwoods: <i>Public Recreation and Interpretive Projects</i>	Phase II Trails - Alma College Loop Trail	Improve existing roads flanking ridgeline to reduce erosion and provide year-round patrol access from the Alma parking lot to the eastern Preserve.	In progress-on FY2022 CIAP	MAA21-011

MAA 5 Year Recommended Projects List FY 2023-24 through FY 2027-28

Attachment 4

MAA Portfolio No.	Project Name	Project Description	Status	Project Number
AA11- Rancho San Antonio: <i>Interpretive Improvements, Refurbishing, and Transit Solutions</i>	Non-Motorized Mobility, Transit Connections and Parking Alternatives	Project engages stakeholders and partner agencies to explore non-motorized mobility, transit options and parking alternatives for Rancho San Antonio. Currently underway, this project would provide high beneficial impact for recreational users and leverage partnerships.	In progress-obtained Board approval of priority multimodal access strategies. Implementation underway - on FY2022 CIAP	VP11-001 MAA11-003
AA02- Regional: <i>Bayfront Habitat Protection and Public Access Partnerships</i>	Stevens Creek Tidal Wetland Restoration	Develop a concept study and partner visioning process to restore tidal wetlands and ecological function at tidal interface of Stevens Creek. Partnership with South Bay Salt Ponds Restoration Project, San Francisco Estuary Institute, NASA, SCVWD, Google, and local Cities.	In progress- developing restoration options to bring to the full the Board	
AA03- Purisima Creek Redwoods: <i>Purisima-to-Sea Trail, Watershed Protection, and Conservation Grazing</i>	Purisima-to-the-Sea Trail and Parking Area - Feasibility Study	Purisima-to-the-Sea public access project: new parking area and trail connection from Bald Knob in the southwestern area of Purisima Creek Open Space Preserve to the Cowell parking area along Highway 1. The trail would connect the Coastal Trail on Hwy 1 to the Bay Area Ridge Trail on Hwy 35. As part of the project, invasive vegetation will be removed and habitat restored.	In progress - on FY22 CIAP, trail and parking area feasibility study ongoing.	VP03-003/MAA03-005
AA21- Bear Creek Redwoods: <i>Public Recreation and Interpretive Projects</i>	Bear Creek Stables Site Plan (PHASE I)	Implement Phase I of Bear Creek Stables site plan. Evaluate long-term water needs and implement water infrastructure improvements.	In progress-on FY2022 CIAP Merged with MAA21-003	MAA21-004
AA22- Sierra Azul: <i>Cathedral Oaks Public Access and Conservation Projects</i>	Wildlife Crossing Improvements on Alma Bridge Rd	Design and construct wildlife crossing structures to reduce road mortality impacts to newts along Alma Bridge Road.	In progress	Currently VP-22
AA24- Sierra Azul: <i>Rancho de Guadalupe Family Recreation</i>	Pursue Land Conservation Opportunities	Pursue purchase of lands with prior option rights (fee and easement).	In progress	VP24-001

MAA 5 Year Recommended Projects List FY 2023-24 through FY 2027-28

Attachment 4

MAA Portfolio No.	Project Name	Project Description	Status	Project Number
AA05- La Honda Creek: <i>Upper Area Recreation, Habitat Restoration and Conservation Grazing Projects</i>	La Honda Creek Parking and Trailhead Access - Feasibility Study	Implement board direction to proceed with Public Access Working Group input and Planning and Natural Resources Committee recommendations to conduct a feasibility study for public access to the central area of the preserve.	In progress- completed Public Access Working Group process. Feasibility studies underway.	VP05-002
AA06- Windy Hill: <i>Trail Improvements, Preservation and Hawthorns Area Historic Partnership</i>	Hawthorns Area Plan	Complete area plan for public access trails and staging area, and conduct CEQA review and coordination with Town permitting.	In progress-on FY2022 CIAP	MAA06-002
AA07- La Honda Creek: <i>Driscoll Ranch Public Access, Endangered Wildlife Protection and Conservation Grazing</i>	Redwood Restoration and Road Rehabilitation	Forestry restoration and road rehabilitation project.	In progress - Plan covers areas in both upper MAA05 and lower MAA07 La Honda	MAA05-010
AA16- Long Ridge: <i>Trail, Conservation and Habitat Restoration Projects</i>	Long Ridge Trail Connections to Eagle Rock and Devil's Canyon	Highly scenic, approx. 1-mile of trail to the Devils Canyon waterfall and Eagle Rock overlooking the Pescadero Creek watershed. If feasible, both locations would be connected with a loop trail through Tafoni sandstone formations, beloved by the climbing community. Formalizing trails eliminates current user-created trail system to access the sandstone overlook and waterfall, and protect them from degradation. Excellent opportunity for partnership with Bay Area Ridge Trail Council.	In progress - on FY2022 CIAP	MAA16-001
AA16- Long Ridge: <i>Trail, Conservation and Habitat Restoration Projects (Saratoga)</i>	Long Ridge Parking Feasibility Study	Initiate discussions with Santa Clara County Parks, Caltrans and other stakeholders in scoping potential sites for parking. Conduct feasibility study for parking/trailhead/restrooms options for Long Ridge Preserve (roadside parking or other alternatives). (requested by Director Kishimoto)	Not started	MAA-16 new project separate from MAA-16-001
AA01- Miramontes Ridge: <i>Gateway to the Coast Public Access, Stream Restoration and Agriculture Enhancement</i>	Water Infrastructure Development	Investigate and implement alternative water supply at Madonna Creek Ranch to replace agricultural water currently provided through in-stream impoundment on steelhead fisheries stream. Develop and implement restoration plans for Madonna Creek.	In progress - completed to date MAA01-004 Remediation Plan Development and Ranch Dump Clean Up at Madonna Creek Ranch (required to proceed with alternative water supply)	MAA01-006 (combined with project above)
AA01- Miramontes Ridge: <i>Gateway to the Coast Public Access, Stream Restoration and Agriculture Enhancement</i>	Pursue Public Access Partnerships with Other Public Agencies	Pursue partnerships with other public agencies to improve public access and preserve scenic open space in Miramontes Ridge Open Space Preserve.	In progress-on FY2022 CIAP, executed trail, access, and waterlines easement exchange documents with City of Half Moon Bay	MAA01-005

MAA 5 Year Recommended Projects List FY 2023-24 through FY 2027-28

Attachment 4

MAA Portfolio No.	Project Name	Project Description	Status	Project Number
AA03- Purisima Creek Redwoods: <i>Purisima-to-Sea Trail, Watershed Protection and Conservation Grazing</i>	Pond Work	Restore upland ponds to enhance habitat for California red-legged frog and other sensitive aquatic species and improve water availability for cattle grazing.	Not started yet- on FY2022 CIAP	MAA03-007
AA04- El Corte de Madera Creek: <i>Bike Trail and Water Quality Projects</i>	Pursue Land Conservation Opportunities	Continue to seek or respond to opportunities to acquire open space lands to complete gaps in the Bay Area Ridge Trail in the vicinity of El Corte De Madera Creek Open Space Preserve.	Completed Chet Gallaway purchase FY2020	VP04-001
AA05- La Honda Creek: <i>Upper Area Recreation, Habitat Restoration and Conservation Grazing Projects</i>	Grazing and Water Systems Infrastructure	Conservation grazing infrastructure improvements at Lone Madrone. Improve and upgrade ranching infrastructure (fences, corrals, stockwater) to provide greater protection of streams and habitat.	In progress-on FY2022 CIAP	MAA05-011
AA05- La Honda Creek: <i>Upper Area Recreation, Habitat Restoration and Conservation Grazing Projects</i>	Pursue Land Conservation Opportunities	Continue to seek or respond to opportunities to acquire open space lands to complete gaps in the Bay Area Ridge Trail in the vicinity of La Honda Creek Open Space Preserve.	Completed Toepfer purchase FY2016 Completed Ashworth purchase FY2015 Other potential purchases in progress	VP05-001
AA10- Coal Creek: <i>Reopen Alpine Road for Trail Use</i>	Meadow Trail Re-route	Trail reroute improves public access and resolves a high priority sediment site.	Not Started yet	
AA19- El Sereno: <i>Dog Trails and Connections</i>	Spooky Knoll Trail	Located in the southeastern area of El Sereno Open Space Preserve, this trail loop would provide a key regional trail connection and potential Bay Area Ridge Trail section from the Hwy 17 crossing to Sanborn County Park. Also provides a rare loop experience in the preserve.	Not started yet	
AA05- La Honda Creek: <i>Upper Area Recreation, Habitat Restoration and Conservation Grazing Projects</i>	Fisheries Restoration	Address erosion impacts to riparian habitat in Conservation Management Unit and improve fisheries habitat.	In progress - started in FY2020, Forestry restoration Plan includes fisheries restoration and covers areas in both upper MAA05 and lower MAA07 La Honda	MAA05-010
AA05- La Honda Creek: <i>Upper Area Recreation, Habitat Restoration and Conservation Grazing Projects</i>	Phase II Trail Design & Implementation - Red Barn to Main Ranch Road (connects to La Honda Creek loop)	Phase II trail design and implementation: one of two alternate routes in the Master Plan (Trail 5 connection to Driscoll Ranch via main Ranch Road OR Trail 9 Weeks Creek).	In progress-on FY2022 CIAP- Connection to Red Barn dependent on Feasibility Studies	MAA05-007

MAA 5 Year Recommended Projects List FY 2023-24 through FY 2027-28

Attachment 4

MAA Portfolio No.	Project Name	Project Description	Status	Project Number
AA05- La Honda Creek: <i>Upper Area Recreation, Habitat Restoration and Conservation Grazing Projects</i>	Phase II Trails design & implementation- Red Barn connection to Upper La Honda	Design and construct a new segment of the Bay Area Ridge Trail to connect the Red Barn area to upper La Honda Creek and Skyline. Fulfills Master Plan goal to provide multi-use trail, and expands visitor access for the upper Preserve.	In progress-on CIAP FY2022	MAA05-007
AA06- Windy Hill: <i>Trail Improvements, Preservation and Hawthorns Area Historic Partnership</i>	Hawthorns Area Plan	Working with partners, implement area plan including parking and trail connections to Town of Portola Valley's existing trail system.	In progress-visioning and goal setting process for Hawthorns Area Plan underway	MAA06-002
AA22- Sierra Azul: <i>Cathedral Oaks Public Access and Conservation Projects</i>	Pursue Land Conservation Opportunities	Pursue purchase of lands with prior option rights (fee and easement).	In progress	MAA22-002

FY18-23 Priority	MAA Portfolio No.	Project Name	Project Description	Status	Project Number	Projected Completion?
1	AA07- La Honda Creek: <i>Driscoll Ranch Public Access, Endangered Wildlife Protection and Conservation Grazing</i>	Staging Area and Trail Connections for Event Center and Apple Orchard Property	New staging area and trail connections would provide equestrian parking and improved access, fulfill Master Plan goal for public access. Planned trail connections from Event Center would connect to the new Harrington Creek Trail in Lower La Honda Creek, provide diverse public benefit, high beneficial impact for recreational use.	New staging area and trail connections planning not yet started. Implemented hiking permit program to allow public access via Event Center	MAA07-011	
8	AA24- Sierra Azul: <i>Rancho de Guadalupe Family Recreation</i>	Staging Area and Trail Connections for Rancho de Guadalupe Area	Complete assessment, planning, design, permitting and construction of new parking area at Hicks Road and Pheasant Road. This new parking area and trail connections would open Rancho de Guadalupe area to public access. Cherry Pond and the surrounding preserve provide exceptional family recreational opportunities. This new visitor area would focus on providing easy access for all users and provide high recreational use benefits.	Not started yet - held initial conversations with Valley Water regarding potential partnership to develop new staging area.		
9	AA15- Regional: <i>Redwood Protection and Salmon Fishery Conservation</i>	Pursue Land Conservation	Seek or respond to general land conservation acquisition or partnership opportunities to protect redwood and fisheries habitat.	Completed purchase of a conservation easement from POST for the Alpine Ranch property FY2015 Completed Conley property purchase FY2017	VP15-001?	Ongoing
10	AA03- Purisima Creek Redwoods: <i>Purisima-to-Sea Trail, Watershed Protection and Conservation Grazing</i>	Fish Passage / Barrier Removal (Lobitos)	Develop and implement fish passage improvement design plans to remove barriers to steelhead migration at Verde Road (San Mateo County) and Highway 1 (Caltrans) culverts.	Not started yet		
11	AA11- Rancho San Antonio: <i>Interpretive Improvements, Refurbishing, and Transit Solutions</i>	New Trails to Connect Quarry Trail to Black Mountain Trail and New Quarry Trail Extension	New trail construction (short reroute and extension of the Quarry Trail) would provide safer, more scenic alternative route between Rancho San Antonio and Monte Bello to hikers and avoid a very steep fall-line road-width section of the Black Mountain Trail. New trail would use a 2014 easement secured from LeHigh Quarry. This fulfills a legal obligation, provides broad geographic distribution, diverse public benefit, and high beneficial impact for public use.	Not started yet	MAA11-001	
14	AA06- Windy Hill: <i>Trail Improvements, Preservation and Hawthorns Area Historic Partnership</i>	Habitat Protection	Evaluate restoration needs for both upland and riparian habitats, develop restoration plans and implement projects.	Not started yet		
15	AA04- El Corte de Madera Creek: <i>Bike Trail and Water Quality Projects</i>	Develop plans for and construct single use biking/hiking trails.	Explore a potential revision to District policies to allow single use, bike only trails. If change is approved, proceed with planning and implementation of single use bike trail.	Not started yet		
	AA11- Rancho San Antonio: <i>Interpretive Improvements, Refurbishing, and Transit Solutions</i>	Rancho San Antonio Welcome Center	Plan, permit and construct public welcome center. (recommend open air exhibit)	Not started	Not assigned MAA-11	TBD
	AA17- Regional: <i>Complete Upper Stevens Creek Trail</i>	Upper Stevens Creek Trail - Complete Trails Master Plan and environmental review, design and construction plans (in partnership with Santa Clara County Parks)	Partner with Santa Clara County Parks to design and construct a new multi-use trail connecting Picchetti Ranch and Montebello OSPs with Upper Stevens Creek County Park, benefitting a wide range of user groups across the region.	Not started - deferred beyond FY23 pending partner (Santa Clara County Parks) availability		
	AA22- Sierra Azul: <i>Cathedral Oaks Public Access and Conservation Projects</i>	Parking Area at Beatty property (Santa Clara County agreement must be complete by 2023)	Plan, design and construct a new parking area and trail connections to Priest Rock Trail in Lexington Reservoir County Park and Sierra Azul OSP which would fulfill a legal commitment with County of Santa Clara, provide high beneficial impact for recreational use and fulfill Vision Plan #22 goal for public access within Cathedral Oaks Area of Sierra Azul. New trail connections would also connect to Highway 17 Regional Trail Connections.	In progress- project options pending ongoing new studies	MAA22-004	FY2026+
	AA16- Long Ridge: <i>Trail, Conservation and Habitat Restoration Projects (Saratoga)</i>	Jikoji Pond Area Habitat Enhancement	Reroute public bicycle trail away from Jikoji Pond to enhance San Francisco garter snake habitat.	Not started	MAA-16 no project # assigned	TBD
	AA25- Sierra Azul: <i>Loma Prieta Area Public Access, Regional Trails and Habitat Projects</i>	Umunhum to the Sea	Design, permit and construct trail between Mount Umunhum and Nisene Marks State Park. Secure land rights...	Not started	MAA-25 no project assigned	TBD
	AA12- Peninsula/South Bay Cities: <i>Partner to Complete Middle Stevens Creek Trail</i>	Stream Corridor Restoration	Support work by partners to complete stream corridor restoration and steelhead habitat enhancement below dam.	Not started other than consultation	MAA-16 no project # assigned	TBD
	MAA02- Regional: <i>Bayfront Habitat Protection and Public Access partnerships</i>	Pursue Land Conservation Opportunities	Pursue partnership opportunities to preserve additional bayfront open space. (requested by Director Kishimoto)	Not started	Not assigned MAA-02	TBD