



Midpeninsula Regional
Open Space District

R-17-28
Meeting 17-06
February 23, 2017

AGENDA ITEM 1

AGENDA ITEM

Discuss and Confirm Priorities for Fiscal Year 2017-18 Action Plan Projects

GENERAL MANAGER'S RECOMMENDATION

Confirm or reprioritize the proposed Fiscal Year 2017-18 Action Plan projects and, if reprioritized, direct the General Manager to evaluate staff and resource capacity as needed to adjust priority actions and, if needed, return to the Board for further discussion and direction in March prior to review by the Action Plan and Budget Committee in April 2017.

SUMMARY

Annually, the Board of Directors (Board) holds two strategic planning retreats to establish work plan priorities for the upcoming fiscal year (process described in Attachment 1). At the first retreat, held on January 24, 2017, the Board adopted Strategic Plan revisions to guide the District's work priorities for Fiscal Year (FY) 2017-18 (Attachment 2). At the second retreat, scheduled for February 23, the Board will review the status of Action Plan priorities for the current fiscal year; consider recommendations for the FY2017-18 Action Plan and confirm and/or direct changes to the proposed FY2017-18 Action Plan projects, including direction to the General Manager to evaluate the impact of Board-directed changes.

The priorities recommended for the FY2017-18 Action Plan encompass 124 projects that have been grouped into the following focus areas: Mount Umunhum, La Honda Creek Open Space Preserve, Bear Creek Redwoods Open Space Preserve, Regional Connections, Other Measure AA Projects, Staff Facilities & Technology Improvements, and Projects that Support the Strategic Plan and Mission. The recommended priorities assume current staff capacity, the filling of 6 positions approved by the Board on June 22, 2016 (R-16-17) but not budgeted until FY2017-18, and Board approval of three (3) new positions (2 in Engineering and Construction, and 1 in Planning), which were anticipated in the Financial and Operational Sustainability Model (FOSM). Following presentations about the current Action Plan priorities and their relationship to proposed FY2017-18 priorities, Board members will have an opportunity to propose new priority projects. If a majority of the Board approves new priority project(s), the General Manager will evaluate capacity and the potential to add or remove project(s) and return to the Board for further discussion and direction prior to review by the Action Plan and Budget Committee in April 2017.

The General Manager recommends that the Board add one new priority focus area titled "Regional Connections" to the original six, as noted above. As reported to the Board at the retreat on January 24, 2017, the General Manager anticipates that continuation of the current

Action Plan priority focus areas will dominate staff capacity into FY2017-18, in addition to continued improvements to the District's on-going programs such as public outreach, field maintenance and visitor services functions, and restoration work. Depending on the Board's direction, the outcomes of the February 23 Retreat will guide additional evaluation of capacity, if needed, and the development of the FY2017-18 Action Plan and Budget, including the 3-Year Capital Improvement Plan.

DISCUSSION

The proposed FY2017-18 Action Plan includes 124 projects, which are described in Attachment 3. Of this number, 83 are FY2016-17 Action Plan projects that are underway (i.e. where effort has been or will be expended by June 30, 2017) and 41 are new projects recommended for the FY2017-18 Action Plan. The proposed FY2017-18 Action Plan has been organized into the following seven focus areas, with the fourth, "expanding regional trail connections and wildlife corridors" as a new focus area:

1. Opening the Mount Umunhum summit to public access;
2. Opening southern La Honda Creek Open Space Preserve to public access;
3. Opening western Bear Creek Redwoods Open Space Preserve to general public access;
4. Expanding regional trail connections and wildlife corridors;
5. Other Measure AA projects;
6. Improvements to staff facilities, technology and information systems, and organizational practices and processes; and
7. Other projects related to the strategic plan or mission delivery.

Attachment 3 provides the Board with a comprehensive early look at the proposed FY2017-18 Action Plan projects and contains the following project information: Measure AA related, Strategic Plan related, already underway, Board-directed/non-discretionary, staff-recommended/discretionary and rationale for inclusion in the Action Plan. In considering the proposed FY2017-18 Action Plan projects, the Board will also have the opportunity to propose, discuss, and approve or reject changes to the proposed FY2017-18 Action Plan projects.

The General Manager is mindful of the Board's list of five success criteria that emphasize pacing of projects, delivering exceptional work, a balanced mission delivery, project delivery innovation, and creating an exceptional organization. To support these important organizational norms, the General Manager approaches new projects and initiatives, whether directed by the Board or proposed by staff, objectively and thoroughly to understand the impacts on capacity, project interdependencies, and organizational change. All departments completed comprehensive resource loading on the proposed FY2017-18 Action Plan projects to confirm capacity assumptions. If the Board directs the inclusion of new projects in the Action Plan and the subsequent evaluation surfaces the need to make substantive changes to the proposed action plan, the General Manager will return to the Board for further discussion and direction in March prior to review by the Action Plan and Budget Committee in April 2017.

Additional Anticipated Positions

Detailed resource loading analysis confirmed the need for additional staff capacity to manage the proposed FY2017-18 Action Plan workload as recommended by the General Manager or revised by the Board. The resource loading analysis identifies two (2) additional positions in

Engineering and Construction and (1) additional position in Planning. The General Manager raised the capacity deficit in the Planning and Project Delivery business line to the Board during the January 24 Board Retreat. Growth through Year 2020 in the Planning and Project Delivery business line was anticipated and modeled in the FOSM as shown below:

Business Line	Positions approved to date	FOSM Projected Growth by 2020	Difference Between Current and FOSM Projected	Recommended New Positions	Remaining FOSM Projected Positions Before 2020 (if new positions are approved)
Planning & Project Delivery	7	10 to 13	3 to 6	3	0 to 3
Visitor & Field Services	24	20 to 25	0 to 1	0	0 to 1
Finance & Administrative Services	8	9 to 11	1 to 3	0	1 to 3
General Manager's Office	3	2	0	0	0
Total	42	41 to 51	4 to 9*	3	1 to 6*

*Upper limit reflects one (1) less to account for the GMO total of three (3) positions approved to date due to the GMO including Public Affairs and the approved Legislative/External Affairs Specialist position.

Consistent with the FOSM, the recommended three (3) positions are at lower limit of the anticipated growth within the Planning and Project Delivery business line and well within overall staff growth projections. If the Board chooses to defer or reduce the number of proposed positions, the total number of recommended projects for the FY2017-18 Action Plan would need to be reevaluated and reduced accordingly. To help the Board gauge this impact to the FY2017-18 Action Plan, Attachment 3 identifies, with a light gray background, those priorities that would be considered for deferral.

Agenda for February 23, 2017 Retreat

The following draft agenda has been prepared for the February 23 retreat to inform Board discussion of FY2017-18 Action Plan priorities:

- I. General Manager Remarks/Purpose of the Retreat
 - a. Review success criteria
 - b. Status of the organization
 - c. Strategic Plan direction from the January 24 retreat
 - d. Purpose of the February 23 retreat

- II. On-going Significant District Efforts
 - a. New Business Model Implementation
 - b. Staff Facilities
 - c. Opening of preserve areas
 - d. Other Measure AA and Strategic Plan related actions

- III. Board Discussion of Focus Areas and Priorities
- Confirm existing focus areas and priorities
 - Consider additional priorities or changes
 - Board vote

FISCAL IMPACT

As described above, the nine additional positions (6 previously approved by the Board and 3 new positions) being assumed to staff the FY2017-18 Action Plan have been previously accounted for in both the FOSM and the Controller's Financial Model. If the Board chooses to provide the additional capacity needed to execute the 124 projects proposed for the FY2017-18 Action Plan, the FY2017-18 cost is projected to be \$683,111 for approximately 7 ½ months (to accommodate recruitments) and \$1,098,282 for FY2018-19 with costs fully loaded. Once the Board's input on the proposed FY2017-18 Action Plan projects and/or staffing assumptions has been confirmed, the General Manager will align projects with capacity and ultimately return to the Action Plan and Budget Committee (ABC) and then the full Board to obtain approval for the FY2017-18 Budget and Action Plan.

A detailed report describing planned staff build-out and costs for FY2016-17 was reviewed and approved by both ABC and the Board during action plan and budget preparation last year (Attachment 4). In addition to the positions approved and funded at that time, the following six positions for Visitor & Field Services (5) and Planning & Project Delivery (1) were also approved, but not funded with the understanding that they would be included in the budget in FY2017-18.

Positions approved, not yet funded	FY2017-18 Cost	FY2018-19 Cost
Maintenance Supervisor -- Special Projects	58,905	117,809
Lead Open Space Technician	46,315	92,630
Open Space Technician	50,337	100,675
Facilities Maintenance Specialist I	46,315	92,630
Resource Management Specialist II	57,930	115,861
Real Property Specialist I	51,871	103,742
Total New Positions Cost	311,673	623,347

The three (3) Planning and Project Delivery business line positions listed below were identified through resources loading as essential to complete the 124 proposed FY2017-18 Action Plan projects and were specifically anticipated as part of the 2020 FOSM build-out also described in Attachment 4 (highlighted in yellow):

Additional Positions	FY2017-18 Cost	FY2018-19 Cost
Senior Capital Project Manager	162,800	162,800
Senior Capital Project Manager	108,533	162,800
Planner III	100,105	149,332
Total New Positions Cost	371,438	474,932

Organizational growth as analyzed in the FOSM, including the nine positions listed above, was included in the Controller's 30-year model and is financially sustainable.

BOARD COMMITTEE REVIEW

This item was not reviewed by committee and, instead, is being brought forward to the full Board for consideration during its second annual retreat.

PUBLIC NOTICE

Public notice was provided as required by the Brown Act.

CEQA COMPLIANCE

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

NEXT STEPS

Following the Board's confirmation of District-wide priorities for the upcoming fiscal year, or the Board's direction to evaluate new priority projects, the General Manager will begin the preparation of the FY2017-18 Action Plan and Budget, including the 3-Year Capital Improvement Plan, or return to the full Board if necessary with an evaluation of alternatives and recommendations for the FY2017-18 Action Plan prior to meeting with ABC.

Attachments

1. Action Plan Development Process Flow Chart
2. FY2017-18 Strategic Plan Goals and Objectives
3. List of Potential Action Plan Projects for FY2017-18
4. May 25, 2016 Proposed FY2016-17 Budget and Action Plan Board Report, Attachment 4 (see highlights on pages 5 and 11)

Responsible Department Head:

Stephen E. Abbors, General Manager

Prepared by:

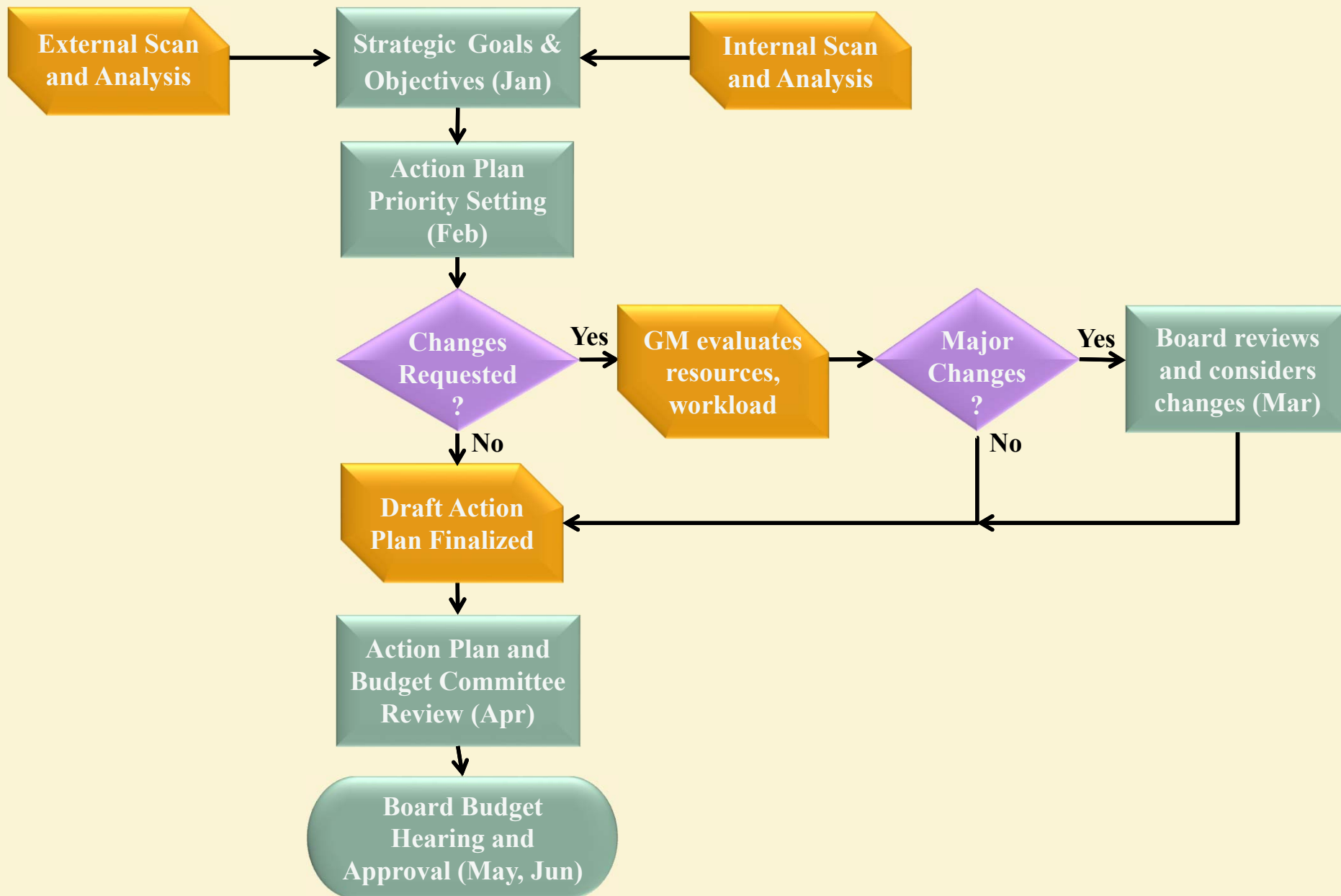
Ana Ruiz, Assistant General Manager

Kevin Woodhouse, Assistant General Manager

Stefan Jaskulak, Chief Financial Officer/Director of Administrative Services



Action Plan Development Process



FY2017-18 Strategic Plan Goals and Objectives

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

- Objective 1 – Review, and if needed refine, the District’s Vision Plan
- Objective 2 – Build and strengthen diverse partnerships to implement a collaborative approach to environmental protection on the Peninsula, South Bay and San Mateo Coast
- Objective 3 – Implement and communicate progress on the District’s Vision Plan
- Objective 4 – Build and strengthen relationships with legislators to advocate environmental protection goals

Goal 2 – Connect people to open space and a regional environmental protection vision

- Objective 1 – Communicate the purpose of the regional environmental protection vision to help guide future decisions and to clarify and strengthen the District’s regional role with the public and partners
- Objective 2 – Refine and implement a comprehensive public outreach strategy, including the engagement of diverse communities and enhanced public education programs
- Objective 3 – Develop and implement strategies to accommodate an expanding public use of District preserves consistent with environmental protection vision

Goal 3 – Strengthen organizational capacity to fulfill the mission

- Objective 1 – Provide the necessary resources, tools, and infrastructure, including technology upgrades and capacity building to meet project commitments
- Objective 2 – Continuously improve recent process and business model changes to effectively and efficiently deliver Vision Plan projects and the District’s ongoing functions
- Objective 3 – Reflect the changing community we serve in the District’s visitors, staff, volunteers, and partners

Goal 4 – Position the District for long-term financial sustainability to fulfill the District’s mission on behalf of the public

- Objective 1 – Continue to engage constituents for bond sales and via the work of the Bond Oversight Committee
- Objective 2 – Pursue discretionary funding opportunities and partnerships to augment operating, capital, and bond funding sources
- Objective 3 – Ensure large capital expenses and land acquisitions are evaluated within the long-term financial model and remain financially sustainable

Action Plan Projects Anticipated for Fiscal Year 2017-18

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"Board Directed or Non-Discretionary" means a project previously approved by the Board or required by regulatory/legal triggers. "Staff Recommendation" means a new project recommended by staff, with the reason stated under the Rationale. Grayed-out rows identify those projects that may need to be deferred if three new additional positions are not approved for FY17-18.

No.	Project Name	Measure AA	Strategic Plan	Underway prior to 6/30/17	Board Directed or Non-Discretionary	Staff recommendation, contingent on Board approval	Rationale Rationale for including in the Action Plan
MT. UMUNHUM (8 projects in total, 7 underway and 1 new)							
1	Mount Umunhum Public Access and Property Rights	X		X	X		Secure public access rights at Mount Um to meet scheduled fall 2017 public opening.
2	Mount Umunhum Road Rehabilitation (MAA 23-6)	X		X	X		Complete road repairs and safety improvements to allow public vehicular use/access to the summit for scheduled public opening in fall 2017.
3	Mount Umunhum Trail Construction (MAA 23-2)	X		X	X		Complete trail construction, including steps for scheduled public opening in fall 2017.
4	Mount Um Summit Improvements and Site Restoration (MAA 23-4)	X		X	X		Complete construction of public access facilities for scheduled public opening in fall 2017. Complete habitat restoration of disturbed areas.
5	Mount Umunhum Area Residence Evaluation and Improvements			X	X		Evaluate best location and improvements needed to house tenant near the site for added security given the upcoming public opening of Mount Umunhum.
6	Mount Umunhum - Grand Opening Events	X	X	X	X		Connect people to open space and a regional environmental protection vision.

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7	Mount Umunhum - Audio Tour	X	X	X	X		Connect people to open space and a regional environmental protection vision.
8	Mount Umunhum Radar Tower: 2nd Assessment and Repairs				X		As part of Board approval of the Retain and Seal option, the Board also approved a reassessment of the tower to identify subsequent repairs to meet the Retain and Seal goals.
LA HONDA CREEK (10 projects in total, 9 underway and 1 new)							
9	La Honda Creek Endangered Wildlife Protection: Fisheries Enhancement, Driscoll Event Center (MAA 7-4)	X	X	X	X		Restore coho salmon and steelhead habitat within San Gregorio Creek at the Event Center parcel of La Honda Creek OSP. Partnership project.
10	La Honda Creek - Sears Ranch Parking Area and Trail Connections (MAA 5-4)	X		X	X		Complete construction of new parking area and trail loop to open the Sears Ranch Road entrance/lower La Honda Creek to the public - commitment to open by end of 2017 as part of HCF grant for pond repair.

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11	La Honda Creek - Red Barn Site Plan (MAA 5-5)	X		X	X		Detailed site plan for new parking area, trails, driveway, grazing infrastructure, etc., needed prior to design development/construction plans to construct new public access facilities and open the Red Barn area of La Honda to public access.
12	La Honda Creek - Harrington Creek Bridge Restructure	X		X	X		Structural and redecking repairs needed for a major vehicle bridge to facilitate ongoing cattle use and provide safe public, patrol, maintenance, and emergency vehicle access; important to complete the repairs prior to opening the area to the public in the fall of 2017.
13	Upper La Honda Creek Water Line Replacement (Point of Diversion #17)	X		X	X		Replacement of main water line for McDonald Ranch.
14	La Honda Creek - Project Support		X	X	X		Connect people to open space and a regional environmental protection vision.

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15	La Honda Creek - Groundbreaking & Grand Opening Events	X	X	X	X		Connect people to open space and a regional environmental protection vision.
16	La Honda Creek - Fire Response Plan			X	X		Develop Fire Response Plan as required by the La Honda Creek Master Plan.
17	La Honda Creek - White Barn Historic and Structural Assessment	X			X		Identified as a Phase I Moderate Priority project in the LHC Master Plan; Phase I projects are to be initiated between 2012 & 2017.
18	La Honda Creek - Sears Ranch Road Farm Labor Residence		X	X	X		Partnership with San Mateo County's Farm Labor Housing Rehabilitation Pilot Program.
BEAR CREEK REDWOODS (12 projects in total, 10 underway and 2 new)							
19	Bear Creek Redwoods Water System Improvements (MAA 21-3)	X		X	X		Water system improvements needed to reliably supply water to Stables/caretaker residence and improve fire suppression water system; likely to also be conditions of permit approvals for facility upgrades.

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20	Bear Creek Stables Site Plan Implementation (MAA 21-4)	X		X	X		With recent Board approval of the Preserve Plan, major stables improvements can begin in earnest; next FY would be the finalization of detailed schematic design, design development, engineering, and preparation of construction documents.
21	Bear Creek Stables RFP/Long-Term Lease	X			X		Enter into long-term lease given interim lease arrangement. Long-term lease will also facilitate Site Plan implementation.
22	Bear Creek Redwoods Road and Trail Repair and Upgrades (MAA 3-4)	X		X	X		To meet fall 2018 Preserve opening date: landslide repair, road re-route, retaining wall, drainage improvements needed for roads/trails on west side of Bear Creek Road.
23	Bear Creek Redwoods - Webb Creek Bridge Replacement	X		X*	X		To meet fall 2018 Preserve opening date: bridge replacement needed for public/staff safety and emergency vehicle access.
24	Bear Creek Redwoods - Alma College Parking Lot and Pedestrian Crossing (MAA 21-5)	X		X	X		Parking and road crossing improvements necessary to open the west side of the Preserve for general public use by fall 2018. Includes completing engineering and design documents, securing permits, and preparing bid package to get ready for construction.

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25	Bear Creek Redwoods Invasive Weed Treatment/Restoration	X		X	X		Year 2 of program: to meet 2018 Preserve opening date: involves restoring weed-infested areas; requires multiple years of focused abatement.
26	Bear Creek Redwoods Pond Repairs and Restoration (MAA 21-8)	X		X	X		Pond infrastructure, hydrology and restoration important for land/habitat management and to facilitate new public access facilities; includes the securing of water rights. Public Safety
27	Bear Creek Redwoods - Alma College Cleanup and Stabilization (MAA 21-6)	X			X		Consistent with Preserve Plan: minimal repairs and cleanup to the Alma College site needed to prepare gateway entrance for visitation and address public safety/enforcement concern; includes bat relocation work.
28	Bear Creek Redwoods - General Project Communications		X	X	X		Connect people to open space and a regional environmental protection vision.
29	Bear Creek Redwoods - Alma College Project Communications		X	X	X		Connect people to open space and a regional environmental protection vision.

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30	Bear Creek Stables Communications		X	X	X		Connect people to open space and a regional environmental protection vision.
REGIONAL CONNECTIONS (18 projects in total, 13 underway and 5 new)							
31	Alpine Road Regional Trail Repair	X		X	X		Alpine Road Trail has suffered major damage and is now closed to use, yet serves as a major regional trail connection to Skyline Boulevard.
32	District-Wide Land Purchase Opportunities	X			X		Opportunity to grow the District's greenbelt.
33	Rancho San Antonio Transit Connections	X	X	X		X	Transit solutions needed to address high demand and over capacity parking.
34	Purisima Uplands Lot Line Adjustment/Property Transfer/Protection of Lobitos Creek Watershed (MAA3-1)	X		X	X		Finish Purisima Uplands transfer; needed for future Purisima to the Sea Trail; also results in added protection of Lobitos Creek Watershed.
35	Purisima Uplands Public Access Site Plan	X				X	All necessary land holdings are expected to be secured by December 2017 to proceed with public access site plan to implement the Purisima-to-the-Sea regional trail connection.

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36	Cloverdale Land Purchase Opportunity	X				X	Recommend initiating pre-acquisition consultation to prepare for potential future land acquisition and provide feedback on early private property rights transactions; total timeline is expected to be 3-5 years.
37	Hawthorn Public Access Site Plan	X	X			X	Opportunity to develop a public access site plan for the property in combination with pursuing Town of Portola Valley request to realign the Alpine Road Trail; partnership project.
38	Bay Area Ridge Trail Crossing: Highway 17 (MAA 20-2)	X	X	X	X		Establish a critical Ridge Trail/regional trail crossing across Highway 17; partnership project.
39	Highway 17 - Ridge Trail and Wildlife Crossing Communications	X		X	X		Manage District's communications and public outreach including: meetings, establish key messages, draft and update information materials such as fact sheets, supply information to the media, communicate with constituents.

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40	Saratoga-to-the-Sea Regional Trail Connection	X	X			X	Partnership opportunity with City of Saratoga to complete an important regional trail connection.
41	Watershed Land Purchase Opportunities	X		X*	X		Opportunity to grow the District's greenbelt and protect redwood forest and watershed near Sierra Azul and El Sereno OSPs.
42	Ravenswood Bay Trail Design and Implementation (MAA 2-2)	X	X	X	X		Finalize design plans/construction documents and submit permit applications to construct a key regional trail connection gap between Ravenswood OSP and University Ave, providing 80 miles of continuous Bay Trail; partially-funded by outside grants; partnership project.
43	Miramontes Ridge Land Conservation (MAA 1-3)	X		X	X		Opportunity to grow the District's greenbelt near Miramontes Ridge OSP.
44	Long Ridge Land Conservation (MAA 15-1)	X		X		X	Opportunity to grow the District's greenbelt and protect redwood forest and watershed near Long Ridge OSP.
45	Sierra Azul - Rancho de Guadalupe Land Conservation (MAA 24-1)	X		X	X		Opportunity to grow the District's greenbelt in the Rancho de Guadalupe Area of Sierra Azul OSP.
46	Sierra Azul Loma Prieta Land Conservation (MAA-25-1)	X		X	X		Opportunity to grow the District's greenbelt in the Loma Prieta area of Sierra Azul OSP.

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47	Lower San Gregorio Creek Watershed Land Conservation (MAA-15-2)	X		X	X		Opportunity to grow the District's greenbelt within the San Gregorio Creek Watershed.
48	El Sereno Trails and Wildlife Corridors (MAA #19)	X		X	X		To secure new public access and perfect existing public access on historically-used trailhead entrances to and connections within the Preserve.
OTHER MEASURE AA PROJECTS (15 projects in total, 10 underway and 5 new)							
49	Deer Hollow Farm White Barn Rehabilitation	X	X			X	Significant donation provided to the farm for site improvements; barn repairs identified as priority project in collaboration with partners; partnership project.
50	CalWater Land Exchange	X		X*		X	Opportunity to pursue trail connections between Huddart Park and Teague Hill OSP and future land conservation protections in the Bear Creek/Upper San Francisquito Watershed.
51	Russian Ridge Grazing and Wildlife Protection Projects: Mindego Area Pond Improvements (MAA 9-3)	X				X	Pond hydrology and stability improvements critical to recovery actions for SFGS and CRLF.

Action Plan Projects Anticipated for Fiscal Year 2017-18

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No.	Project Name	Measure AA	Strategic Plan	Underway prior to 6/30/17	Board Directed or Non-Discretionary	Staff recommendation, contingent on Board approval	Rationale Rationale for including in the Action Plan
52	Russian Ridge Grazing Infrastructure	X				X	Expanded grazing for vegetation management.
53	Wildlife Passage Improvements: Highway 17 (MAA 20-1)	X	X	X	X		Improve wildlife movement across Highway 17 near Lexington Reservoir. Partnership project.
54	El Corte de Madera Creek Watershed Protection Program: Water Quality/Sediment Monitoring (MAA 4-3)	X		X	X		Reduce sedimentation to El Corte de Madera and San Gregorio Creeks. New phase of WPP, first of multi-year.
55	El Corte de Madera Oljon Trail Implementation Phases III/IV (MAA 4-4)	X		X	X		Construct remaining Phases III and IV trail improvements; part of the ECdM Watershed Protection Program.
56	Harkins Bridge Replacement (MAA 3-4)	X		X	X		Address public safety concern; permits are under review and may be received in time for a late fall 2017 construction.
57	Stevens Creek Nature Trail Bridges (MAA 17-4)	X		X	X		Address public safety concern; replace one bridge and install a new bridge over a wet ford; close to securing permits for construction in fall 2017.
58	Purisima Creek Bridge 1 Redecking	X		X	X		Address public safety concern; redecking necessary to keep bridge structurally safe and usable.

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59	Purisima-to-the-Sea Grazing Infrastructure	X				X	Complete fencing and water system upgrades to implement conservation grazing program.
60	Hendrys Creek Property Land Restoration (MAA-22-1)	X		X	X		Land restoration required as part of SCVWD purchase agreement; grant funded with 2019 deadline.
61	Cooley Landing Interpretative Facilities Design & Implementation (MA 2-1)	X	X	X	X		Partnership with City of East Palo Alto to implement Phases III and IV (outdoor classroom, restroom, secondary trails, and lighting).
62	Site Clean Up and Soil Remediation - Purisima Uplands (MAA 3-2)	X		X	X		Public safety actions to prepare site for future public access (Purisima-to-the-Sea Trail). Includes removal old fuel tanks and pipelines, potential site remediation, and demo of old hunting cabin.
63	Vision Plan Review and Updated 5-Year Project List	X	X		X		With the Vision Plan approved in 2014, it is timely to review the Vision Plan goals and priority actions, and update the 5-year project list.

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No.	Project Name	Measure AA	Strategic Plan	Underway prior to 6/30/17	Board Directed or Non-Discretionary	Staff recommendation, contingent on Board approval	Rationale Rationale for including in the Action Plan
STAFF FACILITIES/TECHNOLOGY/ORGANIZATIONAL IMPROVEMENTS (20 Projects in total, 8 underway and 12 new)							
64	Integration of Insurance Requirements into IAFS			X	X		To ensure Purchase Orders with no contract carry appropriate insurance coverage.
65	New Administrative Office Construction - additional programming, schematic and conceptual design		X	X	X		Necessary for expanded staffing capacity to expedite Measure AA project delivery and further enhance service delivery; also eliminates ongoing lease costs for growing rental space.
66	New Admin Office Construction - Project Communications		X	X	X		Provide consistency around messages to public and in communications to staff
67	Field Offices Internet Upgrade Project		X			X	Slow or no connectivity is a regular occurrence, affecting phone, email, and video conferencing services at the field offices. Replacement of current 'home-grade' infrastructure with fiber is needed.

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No.	Project Name	Measure AA	Strategic Plan	Underway prior to 6/30/17	Board Directed or Non-Discretionary	Staff recommendation, contingent on Board approval	Rationale Rationale for including in the Action Plan
68	South Area Staff Facilities Improvements		X	X	X		Necessary for expanded staffing capacity to expedite Measure AA project delivery and further enhance service delivery/improve dispatch/call-out services and response times.
69	Skyline Field Office Storage Building		X			X	Additional covered storage needed at existing facility; final near-term major improvement in lieu of large-scale remodel at this site.
70	Web GIS Development		X			X	Implement GIS self-service through department-centric web mapping applications.
71	GIS Data Development		X			X	20 + new GIS layers to support current business needs, the upcoming work order database, and new workflows. This work will allow for a more complete GIS and support various other District
72	GIS Mobile Data Collection (Assets)		X			X	Facilitates Enterprise GIS data creation and maintenance, support the implementation of the Work-Order Asset Management System, and put the power of GIS in many staff's hands.

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73	SharePoint v3.1 - Document Management System		X	X	X		Streamlines business processes and supports project management reporting/documentation, project delivery process, and develop a more collaborative work environment built on Office 365.
74	Work Order & Asset Management System		X	X	X		Support automated work orders and requests, inspections and condition assessments, preventative and predictive maintenance, facilities maintenance, asset tracking, and Enterprise GIS Integrations.
75	Citation Management System		X			X	Better data quality and seamless access by Rangers in the field. The current MS Access solution is difficult to support and will not scale for access in mobile environment.
76	Yearly IT Audit		X			X	Determines whether IT controls protect District assets, ensure data integrity, and are aligned with the agency's overall long-term technology goals.
77	Mobile IT Training		X			X	Supports training opportunities in a consistent, high quality manner.

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78	NWS Migration to Cloud or Upgrade		X			X	Current version of the system will be obsolete and unsupported in FY17-18. Migration of data to a newer version or to a hosted model by Tyler Technologies in order for the District to continue with daily financial practice.
79	FEA Negotiations				X		FEA MOU expires June 30, 2018. Negotiations prep to begin in winter 2017-18.
80	Innovation Team					X	Form a second innovation team to develop an innovative mission-related project, while also building employee experience and morale.
81	Employee Code of Ethics Development					X	Form an employee ethics committee to design a process for employees to develop a code of ethics for the organization.
82	Employee Leadership Academy		X	X	X		Provide leadership development for employees, including various aspects of district operations
83	New Employee On-boarding Program Development		X	X	X		Thorough on-boarding process necessary to orient new employees efficiently and effectively.

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OTHER STRATEGIC PLAN AND MISSION-RELATED PROJECTS (41 projects in total, 26 ongoing and 15 new)							
84	Hawthorn Historic Complex Partnership		X	X	X		Establish long-term partnership for care, rehabilitation, and maintenance of historic structures.
85	Trail Database for District's website		X			X	Expand public use of District trail data by providing more user-friendly web interface.
86	Accessibility Plan Update		X	X	X		Legal requirement to update the District's ADA plan to comply with federal ADA guidelines.
87	San Mateo County Coast Outreach Plan		X	X	X		Connect people to open space and a regional environmental protection vision.
88	Youth Outreach Plan		X		X		Connect people to open space and a regional environmental protection vision.
89	Latino Outdoors Program Funding		X	X	X		Continue partnership with Latino Outdoors to connect with current and new populations.
90	Intergovernmental Affairs Strategy		X	X	X		Strategy for partnerships and legislative advocacy.

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91	Preserve Use Survey		X	X	X		Better understand preserve users and preserve satisfaction (what do they need and think)
92	Climate Change and Environmental Education Campaign		X	X	X		Educate the public about "the why" and about the importance of open space, forests, as part of carbon footprint
93	Participation in Santa Cruz Mountains Stewardship Network		X	X	X		Strategic partnership focused on regional stewardship awareness and projects.
94	San Gregorio Creek Adjudication Compliance				X		Review and compliance with adjudication and state water law.
95	Sudden Oak Death (SOD) Monitoring and Research		X	X	X		Fund and assist SOD research, and continue to identify and monitor infested areas.
96	Mindego Ranch Aquatic Species Habitat Enhancement Plan Implementation		X	X	X		Implement the Mindego Ranch Aquatic Species Habitat Enhancement Plan. Last year of 3 year partnership with USGS.
97	Endangered Species Act Programmatic Permitting			X	X		Continuation of efforts to streamline permitting process for District projects that may impact protected species
98	Predator/Livestock Predation Policy			X	X		Develop District Policy for response to predator interactions with public and tenants to protect human health and safety.

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99	Marbled Murrelet Recovery Planning	X	X	X	X		Collaborate with regional partners to develop recovery actions for endangered species. Underway with State Parks.
100	Madonna Creek Agricultural Production Plan				X		Develop plan for agricultural use of property, includes production areas, water infrastructure, and resource management. Will inform future ag lease, negotiations, and resource enhancement actions.
101	Restoration Forestry Demonstration Project	X		X	X		Develop pilot project to restore degraded forest habitat on District Open Space Preserve. Project Facilitates Measure AA Implementation.
102	Archaeological Resource Survey, Assessment, and Curation			X	X	X	Develop curation plans for high priority resources to fulfill stewardship and education mission of District.
103	Resource Management Grants Program - Expansion and/or Continuation		X	X	X		To fund research on natural processes within District Preserves. Expand program.
104	Guadalupe River Total Maximum Daily Load (TMDL) Coordinated Monitoring Program			X	X		Comply with Regional Water Quality Control Board orders to investigate and monitor TMDL implementation.

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105	Carbon Sequestration/Climate Change Analysis		X	X	X		Evaluate District opportunities to reduce GHGs and enhance carbon sequestration on Preserves through management actions.
106	Prescribed Fire Program Development		X	X	X		Develop prescribed fire program for MROSD grasslands and prepare environmental review.
107	Routine Maintenance Agreement Renewal					X	Renewal required to allow permitting efficiencies.
108	Wildlife Photograph Index		X			X	Explore cost and feasibility for developing a District WPI program and/or collaborate with similar agencies to support a regional WPI.
109	Madonna Ranch Access Rights			X*		X	Resolve limited public access rights to maintain Madonna Ranch property accessible by special permit.
110	Encroachment Resolution (Gullicksen) Saratoga Gap			X	X		Resolve landfill encroachment.
111	Encroachment Resolution (Kennedy) Sierra Azul			X	X		Resolve property boundary dispute and fencing encroachment.
112	Sphere of Influence Annexation			X*		X	Further protects the vast acreage of land holdings in District ownership that lie within the Sphere of Influence.
113	El Sereno Residence Demolition			X	X		Pending Board disposition decision, permitting and demo of house.

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114	Montebello Communications Site Driveway Improvements					X	Road improvements necessary for access to site with multiple leasees.
115	Page Mill Eucalyptus Removal			X	X		Improve fire and road safety in Los Trancos Preserve next to Page Mill Road.
116	Toto Ranch Grazing Lease and Ag License				X		Necessary to continue the grazing program.
117	Toto Ranch Driveway					X	Improvements necessary.
118	Tunitas Creek Perimeter Fence, Wicket property					X	Necessary improvement for grazing management.
119	Russian Ridge - Bergman Phase I Reconstruction					X	Evaluate for demolitions and/or permitting for non-compliant structures.
120	Skyline Christmas Tree Farm Lease				X		Lease ending in FY 18-19, so prep work necessary.
121	Property Management Residence Improvements and Bidding/Contracting Process Refinement					X	Cumulative actions in Property Management to improve the program.

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122	District-Widewide Demolitions					X	Address public safety concerns and restore natural habitat and scenic landscapes; focus on priority demolitions out of district-wide demolitions assessment.
123	Purisima Creek Restroom Replacement			X*		X	Replace poorly functioning restroom at Lower Purisima to improve the visitor experience.
124	October Farm Long-term Grazing Lease					X	Develop new lease.

* Indicates that the project is not on the current FY16-17 Action Plan yet work has/will begin due to an unexpected opportunity or because the work began as part of a department's core functions and is expanding to become a discreet new project.



Midpeninsula Regional
Open Space District

ACTION PLAN AND BUDGET COMMITTEE MEETING

R-16-52
April 19, 2016

AGENDA ITEM 3

AGENDA ITEM

Proposed New Positions for Operations Department Transition and District-wide.

GENERAL MANAGER'S RECOMMENDATIONS *SM*

1. Review new position requests and forward a recommendation to the full Board for eight positions to be considered during the FY2016-17 budget review process and four more positions projected for the FY2017-18 budget review process, for continuing the build out of the Visitor Services and Land and Facilities Services Departments;
2. Review other District department new position requests and forward a recommendation to the full Board for four more positions to be considered during the FY2016-17 budget review process and two more positions known at this time and projected for the FY2017-18 budget review process.

SUMMARY

The Action Plan and Budget Committee began review of this item at its meeting on April 13, 2016. At that meeting, the Committee approved the following General Manager's recommendation:

Confirm and forward to the full Board on April 27, 2016, a recommendation to approve three new positions in order to begin implementing the transition of the Operations Department into the Visitor Services and Land and Facilities Services Departments by the beginning of FY2016-17.

The Committee also decided to continue discussion of the other two General Manager recommendations at the following Committee meeting scheduled for April 19, 2016. The remainder of this report includes the same information as the April 13, 2016, Committee report.

To proceed with FOSM recommendations and increase the Midpeninsula Regional Open Space District's (District) project delivery output to meet Measure AA commitments, as well as keep pace with patrol and maintenance and restoration service levels as new trails in existing or newly opened preserves are opened to the public, the General Manager recommends approval of three new positions during this Fiscal Year to begin creating the Land and Facilities Services Department, twelve new positions for approval for FY2016-17 (eight to continue build out of the Land and Facilities Services and Visitor Services Departments and four in other departments), and six new positions known at this time and recommended for approval for FY2017-18 (four in

Land and Facilities Services and two in other departments). Per the District Controller's 30-Year Financial Model, these proposed staffing changes, 21 total identified at this time between now and the end of FY2017-18, are financially sustainable over the long-term and the District has organizational capacity to handle these recruitments and current facility capacity to house these employees. (NOTE: Additional growth projected by the FOSM before 2020, comprised of nine other positions that have not been identified at this time, are also financially sustainable over the long-term under the District Controller's 30-Year Financial Model and are not the subject of this report).

The recommended positions enable the creation of two new departments – Visitor Services and Land and Facilities Services – in place of the current single Operations Department, with increased service delivery capacity in this business line. The recommended positions also continue to build service delivery capacity in other District departments that fulfill the project planning and delivery and finance and administrative services business lines as recommended by the Financial and Operational Sustainability Model study. Implementation of the proposed FY2016-17 Action Plan is not contingent on the approval of these positions. However, approval will enable the Visitor Services and Land and Facilities Services Departments to keep pace with the patrol and maintenance requirements of newly opened and anticipated trails and preserves, while continuing to construct high priority Measure AA projects. Approval of the position recommendations for other departments will fill important capacity gaps needed to ensure effective delivery of Action Plan projects.

DISCUSSION

The first 40 years of the District's conservation strategy emphasized land acquisition. While this strategy was highly successful, other organizational functions and resources necessary to deliver the restoration, maintenance, public access and education parts of the District's mission remain underdeveloped. With the passage of Measure AA, which results in substantial capital funding to deliver priority projects approved by the voters, the District completed a comprehensive organizational review to determine how the organization will need to restructure and grow to be able to deliver Measure AA projects and sustain patrol, maintenance and restoration service levels as new trails in existing or newly opened preserves are opened to the public. This review, called the Financial and Operational Sustainability Model (FOSM) study, identified 60 recommendations for addressing organizational gaps and completing a strategy for preparing the District for the next 30 years of service delivery.

FOSM Background

The FOSM study was completed spring 2015 and accepted by the Board of Directors May 27, 2015. It resulted in 60 recommendations that organize the District to grow sustainably, as well as enhance staffing capacity and District systems to deliver the Vision Plan and Measure AA projects and maintain on-going service levels into the future. An overarching recommendation of the FOSM was to reorganize the District into clearly delineated business lines – Project Planning and Delivery functions, Visitor and Field Services functions, Finance and Administrative Services functions, and General Management functions. Significant FOSM implementation progress has been made in Project Planning and Delivery through the creation of an Engineering and Construction Department and the hiring of this department manager, increased capacity by adding capital project manager positions and planner positions, and development of a new internal project delivery process. Significant progress has also been made

in Finance and Administrative Services through the hiring of a Chief Financial Officer/Administrative Services director, completion of an Information Systems and Technology (IST) master plan and the hiring of an IST Division manager. Progress has also been made in the General Manager's Office by consolidating the Public Affairs Department into the GMO and hiring a Senior Management Analyst to enhance tracking of project delivery. An organizational chart is provided as Attachment 1 showing the current District-wide organizational structure with FOSM implementation progress to date.

The final remaining organizational transition yet to be implemented, and the main focus of this report, is reorganizing the current Operations Department into two separate departments – Visitor Services and Land and Facilities Services. This transition is significant, involves the largest department in the District, and improves structure and capacity for the District's primary functional interface with preserve visitors (rangers, docents, volunteers) and work on the land (in-house capital project construction, maintenance, and restoration). Some transition actions have already been taken, such as consolidating the docent and volunteer programs in the Operations Department, and Board approval of the Land & Facilities Services Manager position. There are a total of 11 FOSM recommendations related to this transition. Additional background about the FOSM recommendations specific to the Operations Department is provided in Attachment 2.

The remainder of this staff report will provide discussion and analysis of the growth of District positions projected by FOSM, affordability of this growth, organizational capacity (such as recruitment and facility capacity) to handle this growth, the operational rationale behind the position recommendations, and alternatives with accompanying organizational charts.

FOSM Implementation Position History and Projections

The FY2014-15 Mid-Year Budget adjustments, approved by the Board in December 2014, began District capacity building based in part on preliminary FOSM recommendations presented to the Board following initial research and analysis during the study. At that time, the Board approved five new positions. As the FOSM was refined and finalized, the Board approved eight more positions in the FY2015-16 Budget. Finally, the Board most recently approved eight more positions in FY2015-16 Mid-Year Budget adjustments. Therefore, at this point in time, the District has added 21 new positions in the first two years of FOSM implementation. The following table shows these positions according to business line, the FOSM projected position increases before 2020, the next 21 positions recommended in this report, and the difference between current plus recommended positions and FOSM projected positions before 2020:

Business Line	Positions approved since December 2014	FOSM Projected Growth by 2020	Difference Between Current and FOSM Projected	Recommended New Positions	Remaining FOSM Projected Positions Before 2020 (if new positions are approved)
Project Planning & Delivery	5	10 to 13	5 to 8	2	3 to 6
Visitor & Field Services	8	20 to 25	12 to 17	16	0 to 1

Finance & Administrative Services	5	9 to 11	4 to 6	3	1 to 3
General Manager's Office	3	2	-	-	-
Total	21	41 to 51	20 to 30	21	4 to 9*

*Total reflects 9 instead of 10 to account for the GMO total of 3 due to the GMO including Public Affairs and the approved Legislative/External Affairs Specialist position.

According to FOSM projections, the District may need to grow by 20 to 30 more positions before 2020, with 12 to 17 of these positions in the Visitor and Field Services business line. The year 2020 is 3 ½ fiscal years away. As will be discussed later in this report, the General Manager is recommending that most of this growth occur in FY2016-17, with some phasing in over FY2017-18, in order to deliver high-priority Measure AA projects while maintaining current service levels.

The FOSM also projects additional growth in each business line between 2020 and 2045. These projections show growth in Project Planning and Delivery, Finance and Administrative Services, and the General Manager's Office slowing dramatically after 2020, while Visitor and Field Services staffing needs will continue to increase incrementally as Vision Plan projects come online and require long term operations and maintenance. In terms of actual projected staff numbers, growth in Project Planning and Delivery is to be determined based on the volume and pace of new projects, Finance and Administrative Services could see 6 to 8 additional positions between 2020-2045, none projected for the General Manager's Office, and 43 to 53 additional positions between 2020-2045 for Visitor and Field Services, all of which would be dependent on affordability depending on the District's future finances.

Affordability of Growth

The financial impact of the recommended staffing addition of 21 positions has been tested in the District Controller's 30-Year Financial Model. The hiring of the positions is spread out over FY16-17 and FY17-18, with the full impact to the budget of annualized salaries taking effect in FY18-19. Vehicles and equipment also were included in the financial model sustainability test. Additional consideration in the District Controller's 30-Year Financial Model includes capital expenses for new facilities (administrative offices and field offices) within the next three to five years.

Factoring in the recommended 21 positions, and forecasting a conservative and modest 4% growth in tax revenue (for contrast, the current year actual growth in the tax base is approximately 6.5% and the past 10-year average is 6.662% growth), combined with a 5.5% growth in operation expense (OpEx), the General Fund cash flow remains positive for 25 years until 2040. This analysis supports the financial sustainability of the proposed addition of 21 positions.

The financial model signals a negative cash flow after 25 years, based on several conservative and time-tested variables. However, the analysis and forecast is being refined to reflect additional actions the District will be taking starting this year and these include increases in both

grants revenue and measure AA reimbursement and finalizing the implementation of the FOSM. The financial impacts of these changes are described below.

- Grants Revenue – over the past 10 years the District has received an average per year of \$2.4 million in grants revenue. This average includes a large \$9 million grant in 2009. After adjusting for that single large grant (removing it from the average), the grant revenue is an average \$1.5 million per year. Given that this recommendation for 21 additional positions includes a grants specialist, whose duty it will be to pursue new grant revenue, the District should be able to generate at least an average of \$1.5 million per year of additional grant revenue starting with the 2017/2018 fiscal year Measure AA Reimbursement – the current measure AA reimbursement includes reimbursement for field and project management work only. With the increase in activity and the increase in positions, this reimbursement is anticipated to increase. Combined with the ongoing effort to improve systems to track time by project, staff anticipates further expanding the reimbursement related to construction management and a portion of the planning. Therefore, an additional \$500,000 conservative increase in reimbursement can be modeled effective fiscal year 2017/2018.
- FOSM 2020 Implementation – to complete FOSM implementation projected by 2020, an additional nine positions may be needed. These positions are layered in at a fully loaded placeholder cost for half of fiscal year 2017/2018 and a fully annualized cost for the fiscal years following.

With inclusion of the augmented information (grants revenue, measure AA reimbursement and additional FOSM positions before 2020) the District Controller's 30-Year Financial Model retains a positive operating cash flow for all 30-years.

Organizational Capacity to Accommodate Growth

Two organizational constraints important to assess when considering significant position growth are the capacity of the Human Resources Division to recruit for and fill the positions in the needed timeframe and facility capacity to provide work space for the new employees. The District's Human Resources Division (HR) has averaged 23 recruitments per year (new positions and filling vacant positions due to promotion or other turnover). Based on a detailed recruitment timeline projection, HR has verified that they have capacity with existing staff to handle the recommended new position recruitments, in addition to normal vacancy recruitments due to retirements or other separations.

With the recent lease of new facility space (Administrative Office 4), the District's Administrative Offices have capacity to provide work space for the recommended phase in of Visitor and Field Services positions and positions recommended for other District departments. Based on staff's most recent desk space analysis, the main Administrative Office (AO) currently has five more desks available, AO2 will have two more desks available after Property Management staff move to AO3, AO3 will have four desks available, and AO4 will have three desks available.

While the Field Offices are currently at capacity, several moves will be made to address needed office space. This plan entails housing the Area Superintendents at AO4, which will create space for the Area Managers in each field office. In addition, work is proceeding to locate an interim coastal field office trailer at the Event Center location on Hwy 84 to provide work space for a

portion of the Skyline Ranger staff. A longer term facilities analysis is currently underway to plan for longer term growth in AO and field staff.

Operations Transition to Visitor Services and Land and Facilities Services

In fall 2015, the Assistant General Managers and Operations Manager began working with Management Partners on the design and sequence of steps necessary to split the Operations Department and achieve the numerous service and organizational goals recommended in the FOSM. These goals and a detailed assessment of the operational needs and rationales driving the recommended design of this departmental split are provided in Attachment 2. In addition, Attachment 2 provides a description and justification of each new position, including proposed salary ranges. A summary of the Operations transition plan is provided in the table below.

Position & (#)	Primary Justification (See Attachment 2 for more detail)	Recommended Timeline
<u>Visitor Services</u>		
Ranger (2)	<ul style="list-style-type: none"> • Additional patrol, emergency response and visitor services functions in response to increased public visitation; • Extend patrol coverage to address the additional openings of new preserves and areas to the public, such as Mt. Um summit, La Honda Creek OSP, and Bear Creek Redwoods; • Recruitment in early FY2016-17 allows rangers on patrol by summer 2017. 	FY2016-17
Volunteer Program Lead (1)	<ul style="list-style-type: none"> • Increased constituent engagement, including youth, in stewardship volunteer programs; • Increased volunteer stewardship work; • Fulfillment of “Enriched Experiences” Vision Plan goal. 	FY2016-17
<u>Land & Facilities Services</u>		
Area Managers (2)	<ul style="list-style-type: none"> • Field managers of LFS Department field employees; • Essential chain of command and field office presence; • Increased management over field operations, such as increased Measure AA project coordination, managing service contracts for ongoing work, handling small individual contracts, coordinating with Fire Safe Committees and fire departments on fuel reduction projects, and increased time for policy work related to field operations; • Increases capacity of Area Superintendents to focus on patrol and visitor activities. 	April, 2016
Administrative Assistant (1)	<ul style="list-style-type: none"> • Administrative support for new department; • Increases capacity of current administrative assistants in Visitor Services and Real Property/Natural Resources; 	April, 2016

	<ul style="list-style-type: none"> • Sharing admin support not feasible due to physical separation of offices. 	
Facilities Maintenance Supervisor (1)	<ul style="list-style-type: none"> • Management of maintenance and repair of AO facilities and field facilities; • Increases capacity in Administrative Services and Planning, where facility management is currently handled. 	FY2016-17
Capital Projects Field Manager (1)	<ul style="list-style-type: none"> • Critical project management linkage between Administrative Office-based project delivery teams and crews in the field tasked with constructing high priority projects; • Oversees clearly defined work units focused on Measure AA capital projects constructed by crew. 	FY2016-17
Maintenance Supervisor -Special Projects (2)	<ul style="list-style-type: none"> • In the field working supervisor overseeing work crews focused on Measure AA special projects. • Special project work units free up capacity in general maintenance crew work units to keep up with maintenance demands of new trails/preserves. 	One in FY2016-17 One in FY2017-18
Equipment Mechanic Operator (1)	<ul style="list-style-type: none"> • Additional field staff heavy equipment expertise and field leadership; • Most field construction projects require an EMO in the unit. 	FY2016-17
Lead Open Space Technician (2)	<ul style="list-style-type: none"> • Additional field staff expertise and field leadership of OSTs and Seasonal OSTs; • Most field work units require a LOST for in-field supervision. • Additional LOSTs free up capacity in general maintenance crew work units to keep up with maintenance demands of new trails/preserves. 	One in FY2016-17 One in FY2017-18
Open Space Technician (1)	<ul style="list-style-type: none"> • Additional field staff required to complete work crew; • Additional OST frees up capacity in general maintenance crew work units to keep up with maintenance demands of new trails/preserves. 	FY2017-18
Facilities Maintenance Specialist I (1)	<ul style="list-style-type: none"> • Expertise in facility repairs for AO and Field offices and District houses when jobs are not contracted out; • Frees up capacity for Foothills OSTs to focus on field maintenance rather than AO jobs. 	FY2017-18

Other Position Recommendations

In addition to the new position recommendations related to transitioning the Operations Department into the Land and Facilities Services and Visitor Services Departments, the District continues to see gaps and additional capacity needs in two additional business lines: Project Planning and Delivery and Finance and Administrative Services. At this time, six additional positions are recommended by the General Manager and summarized in the table below – four for FY2016-17 and two for FY2017-18. More detail about each of these positions, as well as

salary ranges, are provided in Attachment 3. The General Manager will continue to assess capacity needs and gaps in expertise in the coming years as new positions are filled and core functions are reorganized into new departments and programs, in tandem with changes to Board priorities and the pace of upcoming action plans to determine if and when additional positions to these two business lines are merited. Considering the magnitude of the restructuring of the District, it is important to spend some time working with the expanded organization to evaluate how the synergies among new “capacities” may provide unanticipated efficiencies and additional revenue. Based on that evaluation and reforecasting the District’s 30-year financial model, additional positions projected before 2020 in the FOSM will be considered for potential submittal to the Board as part of upcoming new Budget approvals and/or midyear budget reviews. Such additional position requests would need to remain consistent with the FOSM projections as shown in the table on page 3 and be financially sustainable.

Position & (#)	Primary Justification (See Attachment 3 for more detail)	Recommended Timeline
<u><i>Real Property</i></u>		
Real Property Specialist I/II (1)	<ul style="list-style-type: none"> • Responsible for Real Property tasks previously handled by two staff who have moved to the Land & Facilities Services department; • Enables Real Property to be more proactive regarding Measure AA land additions. 	FY2017-18
<u><i>Planning and Project Delivery (serving Real Property, Planning, and Engineering & Construction)</i></u>		
Management Analyst I/II (1)	<ul style="list-style-type: none"> • Analytic support in this business line to enhance tracking and reporting of data to improve project planning and delivery; • Enables real property specialists, planners, and capital project managers to focus on their projects. 	FY2016-17
<u><i>Natural Resources</i></u>		
Resource Management Specialist I/II (1)	<ul style="list-style-type: none"> • Enhanced restoration and management of rare, threatened, and endangered species and habitats; • Increases NR’s capacity for survey, monitoring, and reporting requirements of permitting components of capital and maintenance projects. 	FY2017-18
<u><i>Finance</i></u>		
Finance Manager (1)	<ul style="list-style-type: none"> • Provides daily oversight and coordination between the budget, accounting, payables, debt and cash management functions of Finance • Develop, document and implement best practice procedures for Finance • Review and enhance use of New World ERP system functionality system-wide and organization-wide 	FY2016-17
<u><i>Human Resources</i></u>		
(Position to be determined) (1)	<ul style="list-style-type: none"> • Placeholder pending completion of capacity and function assessment for how HR should be structured and sized to handle all of its functions, such as classification and compensation work, 	FY2016-17

	benefits, labor relations, policy creation and update work, workers' compensation claims, performance evaluation systems, staff development and training, staff recognition, etc.	
<i>Administrative Services</i>		
Grants Specialist (1)	<ul style="list-style-type: none"> • Expertise and focus to handle increasing competition to secure grants and more extensive submittals and reporting requirements; • Serves all departments; • Increases departmental staff time to focus on projects. 	FY2016-17

An organizational chart showing these other department positions is provided as Exhibit 1 to Attachment 3.

ALTERNATIVES

The Committee may wish to consider one of the following alternatives to the General Manager's recommendation. For each alternative, the main pros and cons are identified. Each alternative entails at least 10 new positions between now and FY2016-17 to begin the build out of the Land and Facilities Services and Visitor Services Departments. If the Committee wishes to consider different alternatives that approve fewer than 10 positions initially, staff will need to evaluate further and return to the Committee, or the full Board, with information about operational and workload feasibility of the chosen different alternative. For each alternative, the recommendation is the same for other department positions – four in FY2016-17 and two in FY2017-18. The Committee may also wish to consider other alternatives to phasing in these other department positions.

Alternative 1: Delay approval of the Area Manager and Administrative Assistant positions until FY2016-17. ***Committee action on April 12, 2016, makes this alternative no longer applicable.***

Discussion: This alternative can be combined with any other phasing alternative. The main impact of this decision would be that the Land & Facilities Services Department could not be physically created until six to eight weeks into FY2016-17, and would delay hiring of other positions during the primary construction season.

Alternative 2: Approve all of the new positions for FY2016-17 and don't phase-in over two years.

Discussion: While this alternative would provide the greatest influx of staff resources to fulfill Measure AA projects and other organizational gaps, HR does not have current capacity to handle this recruitment load in one year in addition to capacity to fill normally occurring vacancies due to retirements or other separation. However, outside recruitment assistance may be contracted help with capacity challenges.

Alternative 3: Phase positions over two years with two special projects work crews overseen by Area Managers instead of a Capital Projects Field Manager for the first year.

Discussion: Compared to Alternative 2, this alternative delays the approval of two positions – the Capital Projects Field Manager and the Facilities Maintenance Specialist I. Having two special projects work crews in the first year improves special projects capacity. However, since they would be overseen by the Area Managers, capacity for Area Managers to oversee their general maintenance work crews would be less. Furthermore, this structure does not provide as clear a delineation of a special projects accountability structure compared to if the Capital Projects Field Manager and division were established.

Alternative 4: Phase positions over two years with one special projects work crew overseen by an Area Manager in the first year, a second special projects work crew overseen by the other Area Manager in the second year, and the addition of the Capital Projects Field Manager in the third year.

Discussion: This Alternative is the same as Alternative 3, except phasing takes three years instead of two. Special projects crews are created one at a time over FY2016-17 and FY2017-18, and are overseen by the Area Managers, followed by the Capital Projects Field Manager in FY2018-19.

Organizational charts for Alternatives 1 and 2 are the same as Exhibits 1 and 2 to Attachment 2 and Exhibit 1 to Attachment 3. Organizational charts for Alternative 3 and 4, showing phasing of positions with different colors, are provided as Attachment 4.

FISCAL IMPACT

The table below reflects the pro-rated costs of each position for FY2016-17, based on anticipated month of hire, as well as the annualized cost of the positions for FY2017-18. The Chief Financial Officer, working with the District Controller, has concluded that the proposed addition of 21 positions is financially sustainable.

Position	FY2016-17 Cost	FY2017-18 Cost	FY2018-19 Cost
Area Manager	100,045	133,394	133,394
Area Manager	100,045	133,394	133,394
Administrative Assistant	63,787	85,050	85,050
Facilities Maintenance Supervisor	95,990	127,987	127,987
Maintenance Supervisor -- Special Projects	88,357	117,809	117,809
Equipment Mechanic/Operator	72,220	96,293	96,293
Lead Open Space Technician	69,472	92,630	92,630
Capital Projects Field Manager	95,990	127,987	127,987
Volunteer Program Lead	69,525	92,701	92,701
Ranger	46,946	93,893	93,893
Ranger	46,910	93,819	93,819
Management Analyst II	88,357	117,809	117,809

Grants Coordinator	88,357	117,809	117,809
Finance Manager	116,110	154,813	154,813
Human Resources Manager	116,020	154,693	154,693
Maintenance Supervisor -- Special Projects	-	58,905	117,809
Lead Open Space Technician	-	46,315	92,630
Open Space Technician	-	50,337	100,675
Facilities Maintenance Specialist I	-	46,315	92,630
Resource Management Specialist II	-	57,930	115,861
Real Property Specialist I	-	51,871	103,742
Total New Positions Cost	1,258,132	2,051,753	2,363,426

In addition, some of these positions will require vehicles and equipment. It is estimated that 12 vehicles will be required for the Land and Facilities Services and Visitor Services positions. This number of vehicles, and the cost to outfit the vehicles with supplies and specialized tools and equipment is estimated to be approximately \$558,000. The vehicle cost will be split over the next two fiscal years, \$443,000 in FY2016-17 and \$115,000 in FY2017-18. The various alternates would change the timing of vehicle expenditures.

As discussed in the “Affordability of Growth” section earlier, there are an additional nine positions projected in the FOSM before 2020, above and beyond the 21 recommended in this report. Since these positions are not identifiable at this time, specific costs cannot be shown. However, the Controller’s model has allocated \$120,000 per position (salary and benefits) to be layered in at a fully loaded placeholder cost for half of fiscal year 2017/2018 and a fully annualized cost for the fiscal years following. This additional annualized cost of \$1,080,000 per year is also financially sustainable.

PUBLIC NOTICE

Public notice was provided as required by the Brown Act.

CEQA COMPLIANCE

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

NEXT STEPS

Following the Committee’s action from the meeting of April 12, 2016, the General Manager is preparing a recommendation for the full Board’s consideration on April 27, 2016, for the approval of the three priority positions required to initiate the Operations Department split. It is anticipated that a similar report and presentation as this Committee report and presentation would be provided to the full Board at that time to provide the complete rationale, context, and cost of approving these three priority positions. Based on the Committee’s direction on April 19, 2016, regarding the phasing of additional positions for FY2016-17 and FY2017-18, positions and funding will be incorporated into the proposed budget for the Board of Directors’ budget hearing in May 2016.

Attachments:

1. Current District-wide Organizational Chart
2. Operations Transition Detail Memorandum and New Position Rationales
 - a. Exhibit 1 – Visitor Services Department Organizational Chart
 - b. Exhibit 2 – Land and Facilities Services Department Organizational Chart
 - c. Exhibit 3 – Information Regarding General Maintenance and Special Projects Workload in Land and Facilities Services Department
3. Other Department New Position Rationales
 - a. Exhibit 1 – Other Departments Organizational Chart
4. Alternative Position Phasing Organizational Charts

Responsible Manager:

Steve Abbors, General Manager

Prepared by:

Kevin S. Woodhouse, Assistant General Manager