



Midpeninsula Regional
Open Space District

R-11-103
Meeting 11-30
November 9, 2011

AGENDA ITEM 7B

AGENDA ITEM

Approval of the Midpeninsula Regional Open Space District FY2011-12 Midyear Action Plan

GENERAL MANAGER'S RECOMMENDATION

Approve the Midpeninsula Regional Open Space District FY2011-12 Midyear Action Plan.

SUMMARY

The Fiscal Year 2011-12 District Action Plan was adopted by the Board of Directors on March 23, 2011 (Report R-11-47). The Fiscal Year (FY) 2011-12 Midyear Action Plan reflects the incorporation of the Strategic Plan policy direction which resulted in the recommended deferral or reduction in scope of a number of District Key Projects.

BACKGROUND

The FY2011-12 Action Plan was approved by the Board of Directors at its regular meeting held on March 23, 2011 (Report R-11-47). As part of the Midyear Review, staff identified recommended changes to the scope and budget of a select number of projects. These changes are summarized in Attachment A and highlighted as tracked changes in the FY2011-12 Midyear Action Plan (Attachment B). The proposed changes were presented to the Administration and Budget Committee (ABC) on October 6, 2011, for its review and concurrence.

DISCUSSION

The recent adoption of the District Strategic Plan by the Board on September 14, 2011 has significant workload implications for all Departments during the remainder of the fiscal year. These impacts fall primarily in the five areas discussed below:

1. Strategic Plan Development – Programmatic Structure

This task, which is part of the Strategic Plan development, is to define the District's current programs, and their respective goals and activities, and ensure that the programs align with the District's mission. Once the existing programs have been identified, the next step will be evaluating whether these programs need to be modified in order to most effectively achieve the Strategic Plan goal of balanced implementation of the District's mission.

2. Develop Regional Conservation Vision Plan

A major strategy to achieving Goal #1: Enhance Regional Collaboration is the development of an Open Space Vision Plan for the San Francisco Peninsula with our partners. It will be a science-and-community-informed document that recommends strategies and priorities for the next generation of land conservation, resource stewardship, and recreational access. The Open Space Vision Plan will address District obligations under the Local Agency Formation Commission (LAFCo) Conditions of Approval for the Coastside Service Plan by serving as the update to the District's Regional Open Space Study and Master Plan. Finally, the Open Space Vision Plan would form the backbone of any future funding measure by identifying the shared priorities of regional significance that the District, its partners, and the local communities wish to see implemented.

3. Develop Funding Campaign

One of the strategies to accomplish Goal #3: Enhance Financial and Staffing Resources, is to develop a potential funding campaign which would entail researching both a potential funding measure and best ways to engage the District's constituents. Involving the public in the early stages of the campaign is essential for meeting the goal of providing the voters with information they will need to objectively assess any eventual funding measure.

4. Evaluate Alternative Financial Models and Budget Guidelines

Another strategy that is a part of Goal #3 is to evaluate the current District financial model and OpEx and CapEx Guidelines to determine whether adjustments to any of these would enable more funds to be allocated toward resource management or public access activities. The recent passage of AB612 will also impact the availability of funds for these activities if the District chooses to refinance its 20-year notes to 30-year notes.

5. Re-Evaluate Organizational Business Model

This Key Project is also in support of Goal #3 and will complement the financial model evaluation discussed above. The analysis will evaluate how best to structure the organization, deliver services, and most effectively utilize our revenues to achieve a balanced mission.

In order to begin implementing the strategies discussed above, several Key Projects will need to be reduced in scope or deferred. The FY2011-12 Midyear Action Plan includes staff's recommended adjustments to the Adopted Action Plan needed to begin implementation of the Strategic Plan. Edits are shown in the attached Action Plan document as tracked changes and are summarized below by Department.

District-wide

Staff has proposed adding a new category to the District's Action Plan: District-wide Key Projects. This category reflects projects which have a significant workload impact on all departments and, rather than list the same project under each department, these projects are reflected in the District-wide Key Projects section.

For the FY2011-12 Midyear, three projects are included in this category: the Integrated Accounting and Financial System (IAFS), Strategic Plan Development, and Strategic Plan Implementation. The IAFS Project will be focused on development of a new Chart of Accounts and preparation for the Core Financials “go-live” scheduled for July 2, 2012. The Key Projects associated with the Strategic Plan are discussed above.

Department –level Projects

In order to accommodate the workload impacts generated by the adoption of the Strategic Plan, the IAFS implementation, the addition of new projects and a number of key staff vacancies, the following Key Project changes and updates are recommended:

Administration

- Strategic Plan – The Administration Department is the lead on the development and implementation of the Strategic Plan. In addition, Administration is responsible for the evaluation of alternative financial models and budget guidelines, and evaluation of the District’s organizational business model.
- Integrated Accounting and Financial System – Significant staff time will be required to meet the Core Financials “go-live” date of July 2, 2012.
- Classification and Compensation Study – Due to delays in Board approval of the consultant’s Study, the timeline for this project has been extended through the end of this fiscal year.
- Negotiations with the Field Employees Association (FEA) – Due to the 15-month extension of the FEA’s contract, negotiations are now scheduled to commence in January 2012.
- CapEx Forecast Model – Due to the adoption of the Strategic Plan and the implementation of the IAFS, this project will be implemented over two years. For FY2011-12, a list of capital projects in the pipeline will be presented to the ABC and the Board.
- General Counsel Recruitment – Due to the pending retirement of the current General Counsel, a portion of her remaining time with the District will be spent coordinating the recruitment for her replacement.

Real Property

- Bear Creek Redwoods (Moody Gulch) partnership project with Santa Clara County – Delayed due to staff capacity and delayed response from community stakeholders.
- San Francisco Bay Trail easement at Ravenswood (San Francisco Public Utilities Commission property) – Schedule delay due to staff vacancy.
- Blue Brush Canyon property grazing lease – Schedule delay due to staff vacancy.
- Ridge Vineyards Exchange – This formerly deferred project is recommended for active status since the landowner has agreed to fund outside legal and California Environmental Quality Act (CEQA) consultant services, thereby reducing the workload impact on District staff.
- New Property Rental Transition – Further analysis has identified the need for increased emphasis in this category, including the former Peninsula Open Space Trust (Silva) residence which has a greater degree of existing maintenance needs than previously thought.
- Other Project Delays – These include the Golden Gate National Recreation Area (GGNRA) Communications Tower construction, which is due to delays in GGNRA’s construction schedule, and the Hawthorns Property addition to Windy Hill Open Space Preserve, which is due to a delay in the property transfer.

Planning

- Mindego Gateway Project – Addition of this partnership project to the FY2011-12 Action Plan was approved by Board on August 10, 2011. This project will construct new staging area, commemorative site, and trail connections to Mindego Ranch property and existing Russian Ridge Open Space Preserve.
- Mary Davey Memorial – Addition of this project will celebrate accomplishments of this former Board member.
- Alma College Remediation – Unanticipated project requires ongoing action to address potential threat to environmental and public health resulting from previously undiscovered underground storage tank.
- Mount Umunhum Site Planning - Delayed to extend the review period of the Administrative Draft Environmental Impact Report.
- Thornewood Trail Improvements – Delayed to meet additional design and analysis requirements for Town of Woodside approval.
- Resource Management Policies – Delayed due to reduced staff capacity.
- Alma College Site Use Partnership – Delayed due to reduced staff capacity.
- Folger House Remodel – Delayed due to extended permit review.
- South Area Field Office Site Preparation and Design – Delayed due to findings of insufficient water at site.
- Skyline Field Office Improvements – Delayed to re-visit project approach due to County permitting requirements.

Operations

- District Fire Response Protocols – The development of these protocols will occur after further discussion with the FEA.
- Seasonal Ranger Program – The development of this program will be considered after further discussion with the FEA.
- Peters Creek Trail Reroute (Jikoji) – Project has been slightly delayed to allow more time for CEQA and Fish and Game Compliance.
- Control of Slender False Brome – Because grant funding of \$15,950 was received and the consultant is behind in completing the environmental review, the budget for this project has been reduced by \$58,850. Funds will need to be re-budgeted to next fiscal year.
- Weed Control on Mindego Property – The budget for this project was reduced because the contractor's work was terminated earlier than anticipated.
- Development of Madonna Creek Agricultural Production Plan – Project is delayed due to extended lease negotiations.

Public Affairs

- Strategic Plan – The Public Affairs Department is the lead in developing a potential funding campaign and will help draft a plan for generating the Regional Conservation Vision Plan (discussed above) which incorporates public participation.
- Diversity Outreach – Outreach to diverse audiences will continue this fiscal year but drafting a strategic outreach plan for these audiences will be delayed until next fiscal year so that outreach plans for the vision, funding measure, and diverse constituents can be synchronized.

FISCAL IMPACT

Fiscal impact is identified for each Key Project within the Action Plan document. The proposed Midyear District budget is linked to the Action Plan to reflect project costs. For more information on the FY2011-12 Midyear Budget, please refer to Board Item 7A.

PUBLIC NOTICE

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

CEQA COMPLIANCE

Board approval of the District's FY2011-12 Action Plan is not a project under CEQA and no environmental review is required. The Action Plan contains anticipated projects that will require further Board review and approval, some of which may be subject to CEQA review. These projects will comply with all CEQA requirements prior to proceeding as a normal part of the implementation process.

NEXT STEPS

Projects listed in the FY2011-12 Midyear Action Plan will be implemented according to the schedules described in the Action Plan.

Attachments:

1. Summary Comparison of FY2011-12 Adopted to Midyear Action Plan Key Projects
2. FY2011-12 Proposed Midyear Action Plan Changes

Prepared by:

Kate Drayson, Administrative Services Manager
Ana Ruiz, Planning Manager
David Sanguinetti, Operations Manager
Rudy Jurgensen, Public Affairs Manager
Michael Williams, Real Property Manager
Gordon Baillie, Management Analyst, Operations
Elaina Cuzick, Real Property Specialist
Kirk Lenington, Sr. Resource Planner
Anna Duong, Deputy District Clerk/Office Manager

Contact person:

Stephen E. Abbors, General Manager
Kate Drayson, Administrative Services Manager

Comparison Summary of Key Projects by Department, Program, and Priority between the Original FY2011-12 Action Plan and Proposed Midyear Changes

Department	Program	Adopted Action Plan					Proposed Midyear Changes					Change from Adopted	
		Priority			Total Active	Total Deferred	Priority			Total Active	Total Deferred*	Active Projects	Deferred Projects
		1	2	3			1	2	3				
Administration Total		14	2	0	16	4	15	0	0	15	7	-1	3
Operations Total		6	7	7	20	4	7	6	6	19	6	-1	2
Planning Total		14	12	2	28	7	19	14	1	34	7	6	0
Public Affairs Total		11	1	0	12	3	14	1	0	15	2	3	-1
Real Property Total		12	7	1	20	12	14	8	0	22	8	2	-4
GRAND TOTAL					96	30				105	30	9	0

* This column identified the number of projects within each Program that, although they remain on the Action Plan to account for work done to date, the remainder of the scope of work has been delayed to a subsequent fiscal year given the need to reallocate staff resources for District Wide Projects through the end of FY11-12.

Comparison Summary of Key Projects by Department, Program, and Priority between the Original FY2011-12 Action Plan and Proposed Midyear Changes

Department	Program	Adopted Action Plan					Proposed Midyear Changes					Change from Adopted		
		Priority			Total Active	Total Deferred	Priority			Total Active	Total Deferred*	Active Projects	Deferred Projects	
		1	2	3			1	2	3					
Administration	Strategic Planning	1	0	0	1	0	4	0	0	4	0	3	0	
	Information Technology	1	1	0	2	0	1	0	0	1	1	-1	1	
	Human Resources	4	1	0	5	2	2	0	0	2	3	-3	1	
	District Clerk	4	0	0	4	2	4	0	0	4	1	0	-1	
	Accounting	2	0	0	2	0	2	0	0	2	1	0	1	
	Legal and Risk Mgmt	2	0	0	2	0	2	0	0	2	1	0	1	
Administration Total		14	2	0	16	4	15	0	0	15	7	-1	3	
Operations	Strategic Planning	0	0	0	0	0	1	0	0	1	0	1	0	
	Public Safety, Law Enforcement & Fire Protection	1	4	2	7	1	1	3	1	5	3	-2	2	
	Public Recreation & Access	0	1	1	2	1	0	1	1	2	1	0	0	
	Staff Facility & Infrastructure	1	1	1	3	0	1	1	1	3	0	0	0	
	Visitor Services	0	0	1	1	0	0	0	1	1	0	0	0	
	Cultural Resource Stewardship	0	0	0	0	1	0	0	0	0	1	0	0	
	Environmental Restoration & Remediation	3	0	1	4	0	3	0	1	4	0	0	0	
	Biotic Resource Stewardship	1	0	0	1	0	1	0	0	1	0	0	0	
	Agricural Resource Stewardship	0	1	1	2	1	0	1	1	2	1	0	0	
	Operations Total		6	7	7	20	4	7	6	6	19	6	-1	2
	Planning	Strategic Planning	0	0	0	0	0	2	0	0	2	0	2	0
Long Range Planning		2	0	0	2	3	2	0	0	2	3	0	0	
GIS Services		1	1	0	2	1	1	1	0	2	1	0	0	
Public Recreation & Access		4	2	1	7	1	5	3	1	9	1	2	0	
Public Safety, Law Enforcement & Fire Protection		2	1	0	3	0	2	1	0	3	0	0	0	
Environmental Restoration & Remediation		4	3	0	7	0	6	3	0	9	0	2	0	
Biotic Resource Stewardship		0	1	0	1	1	0	1	0	1	1	0	0	
Cultural Resource Stewardship		0	1	1	2	0	0	2	0	2	0	0	0	
Staff Facility & Infrastructure		1	3	0	4	1	1	3	0	4	1	0	0	
Planning Total			14	12	2	28	7	19	14	1	34	7	6	0
Public Affairs	Strategic Planning	0	0	0	0	0	2	0	0	2	0	2	0	
	Public Information and Outreach	5	0	0	5	2	6	0	0	6	1	1	-1	
	Legislative Community Involvement & Education	3	0	0	3	0	3	0	0	3	0	0	0	
		3	1	0	4	1	3	1	0	4	1	0	0	
Public Affairs Total		11	1	0	12	3	14	1	0	15	2	3	-1	
Real Property	Strategic Planning	0	0	0	0	0	2	0	0	2	0	2	0	
	Greenbelt Preservation	2	2	0	4	3	2	3	0	5	1	1	-2	
	Coastside Protection Plan	1	1	0	2	1	1	1	0	2	0	0	-1	
	Long Range Planning	1	0	0	1	0	1	0	0	1	0	0	0	
	Property Rights Stewardship	2	1	0	3	2	2	1	0	3	1	0	-1	
	Revenue Generation	1	0	1	2	2	1	0	0	1	3	-1	1	
	Public Safety, Law Enforcement & Fire Protection	2	0	0	2	0	2	0	0	2	0	0	0	
	Agricultural Land Stewardship	1	2	0	3	1	1	2	0	3	1	0	0	
	Public Recreation & Access	0	1	0	1	2	0	1	0	1	2	0	0	
	Cultural Resource Stewardship	2	0	0	2	1	2	0	0	2	0	0	-1	
Real Property Total		12	7	1	20	12	14	8	0	22	8	2	-4	
GRAND TOTAL														
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MIDYEAR FY 2011-12 ACTION PLAN DISTRICT WIDE KEY PROJECTS

Key Project	Reasons for Revisions/Additions	Project Description Revisions/Additions			Project Manager Other Depts/BOD Involved/Impacted
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	
DISTRICT-WIDE KEY PROJECTS					
Priority 1					
<u>Integrated Accounting, Budget and Finance Software</u>	Scope was changed to incorporate a two-phase implementation: Phase I (Core Financials) and Phase II (HR/Payroll).	Work with staff and consultant on contract negotiation and implementation of Phase I (Core Financials) with a go-live date of July 2, 2012.	Q3 Q2 FY12-13 - Phase I	\$375,000	Kate Drayson Anna Duong All Departments General Manager Managers Controller
Strategic Plan - Development	The District Strategic Plan was adopted by the Board on September 14, 2011.	Complete the initial Strategic Plan document	Q2 Q3 FY11-12	Decrease from \$12,000 to \$7,000	Kate Drayson Board of Directors General Manager All Departments Strategic Plan Team

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2. Items underlined are new additions or changes to current Fiscal Year.
3. Projects gray-out reflect no changes.

MIDYEAR FY 2011-12 ACTION PLAN DISTRICT WIDE KEY PROJECTS

Key Project	Reasons for Revisions/Additions	Project Description Revisions/Additions			Project Manager
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Other Depts/BOD Involved/Impacted
<u>Strategic Plan - Implementation</u>	The District Strategic Plan was adopted by the Board on September 14, 2011.	<u>Evaluate alternative financial models and budget guidelines to consider for adoption in FY12-13</u>	<u>Q4 FY11-12</u>	<u>\$0</u>	<u>Mike Foster</u> <u>Kate Drayson</u> <u>Lynn Tottori</u> <u>Louise Eichhorn</u> <u>General Manager</u> <u>All Departments</u>
		<u>Develop programmatic strategies to implement Strategic Plan</u>	<u>Q4 FY11-12</u>	<u>\$0</u>	<u>Kate Drayson</u> <u>Strategic Plan Team</u> <u>Managers</u>
		<u>Evaluate organizational business model</u>	<u>Q2 FY12-13</u>	<u>\$0</u>	<u>Steve Abbors</u> <u>Managers</u>
		<u>Develop the scope of work for an Open Space Vision plan</u>	<u>Q4 FY11-12</u>	<u>\$0</u>	<u>Kirk Lenington</u> <u>Sandy Sommer</u> <u>General Manager</u> <u>Managers</u>
		<u>Develop the scope of work for a funding measure</u>	<u>Q4 FY11-12</u>	<u>\$0</u>	<u>Rudy Jurgensen</u> <u>General Manager</u> <u>Managers</u>

Priority 2
Priority 3
Deferred

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PROPOSED CHANGES TO FY 2011-12 ACTION PLAN KEY PROJECTS

Key Project	Reasons for Revisions/Additions	Project Description Revisions/Additions			Project Manager
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Other Depts/BOD Involved/Impacted
PROGRAM: STRATEGIC PLANNING					
Priority 1					
Strategic Plan	<u>See District-Wide Projects</u>				Kate Drayson
Priority 2					
Priority 3					
Deferred					
PROGRAM: INFORMATION TECHNOLOGY					
Priority 1					
District Internet Services		Research and negotiate telecommunication services for the District.	Q4 FY10-11 - Research budget needs Q3 FY11-12 Sign new term contracts and implement services	\$0	Legal
Priority 2					
Priority 3					
Deferred					
District-wide Intranet	<u>Deferred due to lack of staff resources to design content</u>	Design intranet site interface and determine content.	<u>FY12-13</u>	\$0	Benny Hsieh or IT Intern Operations

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PROPOSED CHANGES TO FY 2011-12 ACTION PLAN KEY PROJECTS

Key Project	Reasons for Revisions/Additions	Project Description Revisions/Additions			Project Manager Other Depts/BOD Involved/Impacted
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	
PROGRAM: HUMAN RESOURCES					
Priority 1					
Negotiate and Renew Memorandum of Agreement (MOA)	<u>MOA contract was extended status quo for 15 months through 6-30-2012.</u>	Finalize and implement negotiated items.	<u>Q4 FY11-12 - Non-monetary items</u> <u>Q1 FY12-13 - Monetary items</u>	\$0	Annetta Spiegel General Manager Legal Operations Board of Directors
<u>Classification and Compensation Study</u>	<u>Board accepted the study on 9/13/11 and directed the GM to return in December 2011 with his recommendations for changes and implementation.</u>	<u>Complete update to the District's current job classifications and compensation plan to reflect correct job duties and responsibilities; maintain compliance with FLSA; and set appropriate salaries for each classification.</u>	<u>Q3Q4 FY11-12</u>	<u>\$15,000</u>	Annetta Spiegel General Manager Legal Operations Board of Directors
Site Safety Inspections	Project is slated as on-going and has been moved to the "On-going" project list - see below.	Establish program for inspecting properties pre-purchase or at closing, as well as annually; program to focus on identifying potentially hazardous materials for staff, gaining expert consultation when necessary, and communicating hazards to staff.		\$2,500-	Jeff Griffith-Jones General Manager All Departments
Staff Recognition Activities	Project is slated for on-going and has been moved to the "On-going" project list - see below.	Plan and execute annual recognition event, service awards, all staff photo, caterer, activities, logistics.		\$12,000-	Gioia Stenson All Departments
OPEB Biannual actuarial study	Project is slated for on-going and has been moved to the "On-going" project list - see below.	Gather data to submit to consultant for review.		\$12,000-	Louise Eichhorn Accounting

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PROPOSED CHANGES TO FY 2011-12 ACTION PLAN KEY PROJECTS

Key Project	Reasons for Revisions/Additions	Project Description Revisions/Additions			Project Manager Other Depts/BOD Involved/Impacted
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	

Priority 2
Priority 3
Deferred

Remote Access Policy	<u>Due to competing priorities and lack of HR staff, this has been delayed.</u>	Research and develop a policy and procedures to allow employee access to the District computer network to do work remotely.	<u>FY12-13</u>	\$0	Annetta Spiegel Admin- IT Management Team
Performance Planning and Evaluation Process and Forms	Due to competing priorities and lack of HR staff, this has been delayed.	Develop Manager, Supervisor, Office and Field staff process and forms.	FY12-13	\$1,000	Annetta Spiegel General Manager Legal Managers
Training Database	Due to competing priorities and lack of HR staff, this has been delayed.	Work with consultant to add multiple user access, more reports, and more data fields to database.	FY12-13	\$3,000	Jeff Griffith-Jones General Manager All Departments

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PROPOSED CHANGES TO FY 2011-12 ACTION PLAN KEY PROJECTS

Key Project	Reasons for Revisions/Additions	Project Description Revisions/Additions			Project Manager Other Depts/BOD Involved/Impacted
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	

PROGRAM: DISTRICT CLERK SERVICES

Priority 1

Ward Boundaries Re-districting	<u>Deadline to finalize Ward boundaries is April 2012. Will have public meetings in October.</u>	Confirm new boundary changes with the counties.	<u>Q4 FY11-12</u>	(TBD on 10/19)	Michelle Radcliffe Planning
Board Policies		Establish a centralized storage location and purge out-of-date board policies.	Q2 FY11-12	\$500	Michelle Radcliffe Kate Drayson All Departments Managers Board
Records Management - Phase II	<u>Project was originally deferred. Due to lack of resources and budget, the scope was reduced to focus on files located at Administrative Office. Files located in the annex were moved to a storage container for safety reasons.</u>	Index and purge Board legislative files at Administrative Office (Board and Committee meetings); update the District's Records Retention Schedules.	Q1 FY11-12 - Complete update of Records Retention Schedule Q4Q3 FY11-12 - Index and purge Board legislative history	<u>Decrease from \$2,000 to \$0</u>	Michelle Radcliffe General Counsel
Board Committee Process		Standardize standing committee schedules; develop and implement a uniform process for all committee meetings.	Q2 FY11-12	\$0	Michelle Radcliffe Managers

Priority 2

Priority 3

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PROPOSED CHANGES TO FY 2011-12 ACTION PLAN KEY PROJECTS

Key Project	Reasons for Revisions/Additions	Project Description Revisions/Additions			Project Manager
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Other Depts/BOD Involved/Impacted

Deferred

Fair Political Practices Commission (FPPC) - Conflict of Interest Code	<u>Project was originally a priority 1. Deferred due to pending completion of the Classification and Compensation Study.</u>	Revise the adopted Conflict of Interest Code with any new/revised job classification from the Classification and Compensation Study and submit revised code for approval to the FPPC.	<u>FY12-13</u>	<u>\$0</u>	Michelle Radcliffe Legal
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PROGRAM: FINANCIAL MANAGEMENT

Priority 1

2010-11 Year-end Financial Audit	<u>Change in project manager</u>	Review and evaluate the District's financial statements in compliance with regulations.	Q2 FY11-12		<u>Louise Eichhorn</u>
Integrated Accounting, Budget and Finance Software	<u>See District-Wide Projects</u>				Kate Drayson Anna Duong All Departments General Manager Managers Controller
<u>Develop CapEx 5-Year Forecast Model</u>	<u>New project assigned by Board as part of FY11-12 Adopted Budget. Due to adoption of Strategic Plan, this project will be phased in over the next two fiscal years</u>	<u>1. Develop list of projects in the pipeline</u> <u>2. Develop a financial forecasting model for 5-year capital expenses to be used during annual budget development process.</u>	<u>Q4 FY11-12</u> <u>FY2012-13</u>	<u>\$0</u>	<u>Kate Drayson</u> <u>Lynn Tottori</u> Planning Operations Real Property

Priority 2

Priority 3

Deferred

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PROPOSED CHANGES TO FY 2011-12 ACTION PLAN KEY PROJECTS

Key Project	Reasons for Revisions/Additions	Project Description Revisions/Additions			Project Manager
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Other Depts/BOD Involved/Impacted
PROGRAM: LEGAL AND RISK MANAGEMENT					
Priority 1					
<u>Recruitment for General Counsel</u>	<u>Sue Schectman is retiring at the end of CY2011.</u>	<u>Work with a consultant for the recruitment.</u>	<u>Q3 FY11-12</u>	<u>\$25,000</u>	<u>Sue Schectman</u> <u>Board Appointee</u> <u>Evaluation Committee</u> <u>Administration - HR</u>
Insurance Tracking Database		Work with consultant to improve report generation for ease of use by project managers.	Q3 FY11-12	\$2,000	Sue Voiss All Departments
Priority 2					
Priority 3					
Deferred					
Streamline Purchase Order (PO) process	<u>Deferred due to General Counsel's retirement.</u>	Work with staff on incorporating indemnity and insurance language in Purchase Orders as needed.	<u>FY12-13</u>	\$0	<u>New General Counsel</u> <u>Managers</u> <u>Accounting staff</u>

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		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Other Depts/BOD Involved/Impacted

Ongoing

				<u>\$12,000</u>	
				<u>\$2,500</u>	
				<u>\$12,000</u>	
	<ul style="list-style-type: none"> • Staff Recognition Events • Site Safety Inspection • OPEB Biannual Actuarial Study • Personnel Policies & Procedures Interpretation & Updating • Benefits Administration -- health, dental, vision, open enrollment, life & LTD insurance, flex plan, retirement, workers compensation and employee leaves of absence • Recruitment and Staffing • Payroll support • Labor relations • Action Plan and Budget • Maintain and update a calendar of board meetings and events, e.g. Standing and Ad Hoc Committees and special and regular board meetings • Adhere to regulatory compliance with the Brown Act, Robert's Rules of Order, Public Records Act Requests, Conflict of Interest Code, AB 1234 • Prepare, distribute and retain ordinances, resolutions, minutes, agendas and related board meeting documents • Assistance to the District in carrying out rules, policies and regulations of the Board • Coordinate Board of Directors election activities with the County • Attest deeds, easements, agreements, and other legal documents • Review, prepare, assemble and distribute meeting agendas and supporting data for Board and Committee meetings • Annual, mid-year and year-end District-wide Action Plan and Budget process • Payroll • Conservation Grazing Program • Risk Management-Maintain effective risk management tools, practices, insurance programs, and procedures to control loss exposure • Draft transactional documents for Real Property Department projects, including acquisitions, easements, leases, licenses, and permits to enter • Draft documents for District departments to contract for work to construct new facilities (e.g., trails, staff facilities), repair existing facilities, remediate contaminated sites and restore or remove structures and improvements • Draft contracts and provide advice for District departments to contract with other outside vendors/consultants. • Assist departments in negotiating or drafting documents in order to obtain grants • Assist departments in drafting third party permits to enter District lands, including assistance to Operations in drafting prescribed burn permits and other permits to enter District lands to promote law enforcement and firefighting training • Draft contracts for Real Property Management Program to maintain or remove structures • Work with Operations Department to enforce District land use regulations and collaborate with District Attorney's Office and judicial officers • Draft legislation proposed by the District; work with Public Affairs Department to obtain passage of such legislation • Provide advice to Board and staff on legal requirements such as Brown Act, elections, Board meeting requirements and procedures, conflicts of interest, Public Records Act, public works contracting, and economic interest filing. 				

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PROPOSED CHANGES TO FY 2011-12 ACTION PLAN KEY PROJECTS

Key Project	Reasons for Revisions/Additions	Project Description Revisions/Additions			Project Manager
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Other Depts/BOD Involved/Impacted
		<ul style="list-style-type: none"> • Provide CEQA advice to Planning, Real Property and Operations Departments to insure adequacy of environmental documents • Advise Administration Department concerning labor relations and personnel matters; assist in resolving personnel issues • Assist Real Property in administering Guadalupe Land Company • Represent the District's interests in litigation or administrative proceedings to protect the District's resources, real property, and finances • Assist Real Property Department in resolving encroachment and property rights issues (e.g., access easement issues, conservation easement violations, and damage to District lands); represent the Department's legal position in negotiating mutually acceptable solutions or litigation as necessary • Provide legal research and advice to departments in reviewing outside agency projects and regulations • Work with Operations and CalJPIA to manage risk in response to accidents and injuries on District lands • Work with departments to obtain insurance coverage for losses, contamination, or other insured events on District lands • Work with CalJPIA to monitor claims filed against District; represent the District's interests in obtaining insurance coverage for losses; maximize insurance payments for incurred losses; monitor quarterly CalJPIA loss calculations and insurance premiums; assist Departments in insuring contractors and consultants have appropriate insurance 			

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PROPOSED CHANGES TO CURRENT FY2011-12 KEY ACTION PLAN PROJECTS

Key Project	Reasons for Revisions/Additions	Project Description Revisions/Additions			Project Manager
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Other Dept/BOD Involved/Impacted

PROGRAM: PUBLIC SAFETY, LAW ENFORCEMENT, AND FIRE PROTECTION

Priority 1

Radio Improvement Project		Continue with the work already completed on this project. Goals for this fiscal year are: - Install, maintain, and utilize the new simulcast system - Deployment of the new 2nd radio frequency. <i>(Note: this project is outside of the 10.5% CapEx Guideline)</i>	Q4 FY11-12	\$1,170,000	David Topley Legal Real Property
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Priority 2

Permits Database		Create a linked system to improve communications between the offices and improve the ability to: issue permits in a timely manner, gather data, and generate accurate and specific reports. Also, create a manual for users and administrators of the system.	Q4 FY11-12	\$6,000	Gordon Baillie Admin - IT
Update the Ranger Operations Manual (ROM)		Create a review team to go through the sections in the manual, and work with field staff to edit, add, and delete sections as necessary.	Q4 FY11-12	\$2,000	Gordon Baillie Legal Admin - HR

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PROPOSED CHANGES TO CURRENT FY2011-12 KEY ACTION PLAN PROJECTS

Key Project	Reasons for Revisions/Additions	Project Description Revisions/Additions			Project Manager
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Other Dept/BOD Involved/Impacted
District Ordinance Update	<u>Change completion date to 4th Quarter due to two month absence of project manager.</u>	Work with outside legal counsel to update the District's Land Use Ordinances. Last update was in 2004 and a variety of requested changes have been identified and need to be addressed. This project will also include a review of the District's Bail Schedule. Costs include publication and printing costs for new Ordinances. Ordinances to be taken to Use and Management Committee for review.	Q3 Q4 FY11-12	\$7,000	Gordon Baillie Legal Public Affairs Use and Management Committee
Priority 3					
Radar Database Improvements		Utilize the Incident Database model and components to start process of improving the existing Radar Database to allow for access by field staff, and to have data entry done at the field offices. Limited funds budgeted for this year. Project is expected to be completed in 2012-13.	Q4 FY11-12	\$2,000	Gordon Baillie Admin-IT

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PROPOSED CHANGES TO CURRENT FY2011-12 KEY ACTION PLAN PROJECTS

Key Project	Reasons for Revisions/Additions	Project Description Revisions/Additions			Project Manager Other Dept/BOD Involved/Impacted
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	
Deferred					
Operations Administration Policies Manual (AOM)		Gather memorandums, written policies, and procedures which affect patrol, maintenance, and Operations administrative functions and consolidate them into one binder; memorialize policies and procedures which are not currently available in written form.	TBD	\$0	Gordon Baillie Legal
District Fire Response and Suppression Program	<u>Project moved to "Deferred" category. The evaluation will occur after further discussions with the FEA. Project was previously a Priority 2.</u>	Utilize the information gathered at the Operations Leadership Workshop of 2010 to evaluate the current District Fire Response and Suppression model for service delivery. The process will include a review of service requirements required by the District's enabling legislation, staff fire response and suppression role, required training, and equipment. Final recommendations will be presented to the Use and Management Committee.	Q4 FY11-12 TBD	\$400	David Sanguinetti Legal Use and Management Committee
Seasonal Ranger Program	<u>Project moved to "Deferred" category. Seasonal Ranger program will be considered after further discussions with the FEA. Project was previously a Priority 3.</u>	Depending on the results of negotiations with the Field Employees Association, update the proposal for creating a seasonal ranger program. If the decision is made to further research this program, then no funds would be spent in FY11-12, but the program would be prepared for implementation in FY12-13.	Q2 FY11-12 TBD	\$0	Gordon Baillie

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PROPOSED CHANGES TO CURRENT FY2011-12 KEY ACTION PLAN PROJECTS

Key Project	Reasons for Revisions/Additions	Project Description Revisions/Additions			Project Manager
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Other Dept/BOD Involved/Impacted
PROGRAM: PUBLIC RECREATIONAL ACCESS					
Priority 1					
Priority 2					
Rancho San Antonio Black Mountain Trail Connection		Repair the trail within the trail easement corridor identified in the former Hanson property exchange report. Project is continued from last fiscal year due to difficulties in establishing trail route.	Q4 FY11-12	\$10,000	Michael Jurich Planning
Priority 3					
Peters Creek Trail Reroute (Jikoji)	<u>Additional time required for CEQA and Fish & Game compliance.</u>	Lay out trail, complete CEQA evaluation, and construction. New trail would be about a quarter mile. Costs budgeted are for materials and supplies, <u>which will be purchased this year.</u> <u>Additional CEQA and F&G compliance work will be done in the 3rd and 4th Quarter. Construction anticipated in FY12-13.</u>	Q34 FY11-12 <u>Construction in FY12-13</u>	\$5,000 \$10,000 expected in donations for staff time & materials	Brian Malone Planning
Deferred					
Fremont Older Ennex Road Realignment		Realign the Ennex Roadway from gate FO04 to the Rainbow Knoll Trail.	TBD	TBD	TBD

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PROPOSED CHANGES TO CURRENT FY2011-12 KEY ACTION PLAN PROJECTS

Key Project	Reasons for Revisions/Additions	Project Description Revisions/Additions			Project Manager
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Other Dept/BOD Involved/Impacted
PROGRAM: STAFF FACILITY INFRASTRUCTURE					
Priority 1					
South Area Outpost Development		Complete the project started in FY10-11 to establish a temporary outpost at the former Slaght Property; continue to assist Planning with the search for a permanent south area office location.	Q3 FY11-12	\$12,000	Michael Newburn Real Property Planning Legal Admin - IT
Priority 2					
La Honda Garage Roof Replacement Project		Complete the project started in FY10-11 to remove the second story of the structure and perform repairs to the roof to make the structure weather proof; San Mateo County permits required for project completion.	Q2 FY11-12	\$25,000	Brian Malone Planning Real Property
Priority 3					
Electric gate at Windy Hill Portola Road lot		Contract for the construction and installation of an electric gate at the Windy Hill Portola Road Parking lot.	Q4 FY11-12	\$23,000	Brendan Downing Planning

Deferred

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PROPOSED CHANGES TO CURRENT FY2011-12 KEY ACTION PLAN PROJECTS

Key Project	Reasons for Revisions/Additions	Project Description Revisions/Additions			Project Manager
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Other Dept/BOD Involved/Impacted

PROGRAM: VISITOR SERVICES

Priority 1

Priority 2

Priority 3

Work Order System Improvement	<u>Moved to Q4 due to Strategic Plan and other high priority projects. A module in the Accounting Software was considered, but did not fully meet District needs.</u>	Research alternatives to combine the current two area systems used for tracking work orders, and develop a proposal for a system that meets the needs of all field staff and administrative staff. If successful, implementation costs would be budgeted for in FY12-13. No expenses, beyond staff time, are anticipated for FY11-12	Q3 Q4 FY11-12	\$0	TBA - Maintenance Sup. Admin - IT
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Deferred

PROGRAM: CULTURAL RESOURCE STEWARDSHIP

Priority 1

Priority 2

Priority 3

Deferred

Evaluate and Plan for Deferred Maintenance of Sherrill Winery Building		Evaluate structure and determine if demolition or completing deferred maintenance is preferable. Develop plans to restore building if deemed appropriate	TBD	TBD	TBD
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PROPOSED CHANGES TO CURRENT FY2011-12 KEY ACTION PLAN PROJECTS

Key Project	Reasons for Revisions/Additions	Project Description Revisions/Additions			Project Manager Other Dept/BOD Involved/Impacted
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	
PROGRAM: ENVIRONMENTAL RESTORATION AND REMEDIATION					
Priority 1					
Control of Slender False Brome	<u>Received \$15,950 in grant funds which offset costs to control slender false brome. Consultant behind schedule on environmental review, therefore implementation of creek work in amount of \$42,900 delayed until next year.</u>	Control of slender false brome on District preserves and financial reimbursement to neighbors for treatment on adjacent private property; treat slender false brome along creek corridors.	Q1 FY11-12 - CEQA revised Q3 FY11-12 - creek work completed Q4 FY16-17 - Slender false brome eradicated from Woodside area	\$434,810 <u>Decrease from \$134,810 to \$75,960 (\$58,850)</u>	Cindy Roessler Public Affairs
Integrated Pest Management Program	<u>Behind schedule due to other priorities.</u>	Hire consultant to develop IPM program, conduct environmental review, and coordinate public input.	Q2 3 FY11-12 - Board award contract Q4 FY11-12 Develop program Q4 FY12-13 - Board consideration of project & CEQA certification	\$95,750	Cindy Roessler Planning
Grassland Burns		Develop a process to bring on a consultant to continue vegetation and wildlife monitoring at previously burned and control sites on Russian Ridge.	Q2 FY11-12 - conduct vegetation and wildlife monitoring. Q2 FY13-14 - Board consideration of project & CEQA certification	\$8,750	Cindy Roessler

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PROPOSED CHANGES TO CURRENT FY2011-12 KEY ACTION PLAN PROJECTS

Key Project	Reasons for Revisions/Additions	Project Description Revisions/Additions			Project Manager
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Other Dept/BOD Involved/Impacted

Priority 2

Priority 3

Bluebrush Canyon Dump Site Clean Up		Remove dumped materials from drainage. This project will also require CEQA review.	Q3 FY11-12	Refer to Real Property budget.	Stan Hooper Planning Real Property
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Deferred

PROGRAM: BIOTIC RESOURCE STEWARDSHIP

Priority 1

Sudden Oak Death Monitoring & Research		Fund and assist Sudden Oak Death research, and monitor infested areas.	Q3 FY11-12 summary report on canyon oak susceptibility to SOD Q3 FY11-12 spray treatment of research & specimen oaks	\$20,700	Cindy Roessler Public Affairs
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Priority 2

Priority 3

Deferred

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PROPOSED CHANGES TO CURRENT FY2011-12 KEY ACTION PLAN PROJECTS

Key Project	Reasons for Revisions/Additions	Project Description Revisions/Additions			Project Manager
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Other Dept/BOD Involved/Impacted
PROGRAM: AGRICULTURAL RESOURCE STEWARDSHIP					
Priority 1					
Priority 2					
Weed Control on Mindego property	<u>Contractor's work interrupted. Budget was decreased.</u>	Continue vegetation management on Mindego.	Q1& Q2 FY11-12 spring & summer weed work Q4 FY20-22 priority weeds controlled on Mindego	\$28,456 <u>Decrease from \$28,456 to \$22,171 (\$6,285)</u>	Clayton Koopmann Planning Real Property
Priority 3					
Development of Madonna Creek Agricultural Production Plan	<u>Project delayed due to extended lease negotiations</u>	Develop an Agricultural Production Plan for the Madonna Creek property.	<u>Q4 FY11-12</u> <u>Q2 FY12-12</u>	\$55,000	Clayton Koopmann Planning Real Property
Deferred					
Weed Control on Driscoll property		Conduct vegetation management on former Driscoll property.	TBD	TBD	Clayton Koopmann Planning Real Property

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PROPOSED CHANGES TO CURRENT FY 2011-12 KEY ACTION PLAN PROJECTS

Key Project	Reason for Revisions/Additions	Project Description Revisions/Additions			Project Manager Other Depts/BOD Involved/Impacted
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	
PROGRAM: LONG RANGE PLANNING					
Priority 1					
Cooley Landing Peninsula Partnership Agreement with East Palo Alto	<u>Delay in schedule due to extended permitting process.</u>	Coordination with City of East Palo Alto to review RFPs, construction drawings, grant documents, and others to support the project. Provide technical assistance as needed to review documents and other work products. Work with District Board for amendments to U&M Plan and Partnership Agreement with City.	Q4 <u>Q2</u> FY11-12 - Amend Ravenswood U&M Plan and partnership agreement Q2 <u>Q3</u> FY11-12 - Site remediation begins	\$30,000	Tina Hugg Legal Operations Public Affairs Real Property Cooley Landing Ad Hoc Committee
Mt. Umunhum Site Planning <i>(Element of the SA/BCR Master Plan project)</i>	<u>Delay in schedule to extend the review period of the Administrative Draft EIR to obtain early comments from Santa Clara County.</u>	Complete environmental assessment and Environmental Restoration and Public Access Plan for Mt. Umunhum for Board consideration and adoption (Final Adoption).	Q2 FY11-12 - Certify EIR and Final Board approval of Site Plan <u>Q3 FY11-12 - Draft EIR Public Release</u> <u>Q4 FY11-12 - Board CEQA certification</u> <u>Q1 FY12-13 - Site/Management Plan approved by Board</u>	\$200,000	Meredith Manning All Departments General Manager Legal Sierra Azul/Bear Creek Redwoods Ad Hoc Committee

Priority 2 - None

Priority 3 - None

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Key Project	Reason for Revisions/Additions	Project Description Revisions/Additions			Project Manager
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Other Depts/BOD Involved/Impacted
Deferred					
Sierra Azul/Bear Creek Redwoods Master Plan Development <i>(To be informed by Mt. Um project)</i>		Incorporate Mount Umunhum Environmental Restoration and Public Access Plan and finalize Draft Master Plan and EIR. Production and release of Public Draft, and Final EIR, Findings and Final Notice.	Q3 FY11-12 - Begin edits to Admin Draft Master Plan Q2 FY12-13 - Project completion (Board final approval of Master Plan)	\$0	Lisa Bankosh All Departments General Manager Legal Sierra Azul/Bear Creek Redwoods Ad Hoc Committee
El Sereno Use and Management Plan Amendment		Identify new trail opportunities; assess suitability for expanding dog use throughout Preserve trails using Board-adopted criteria; hold a neighborhood/Use and Management Committee meeting; forward recommendations to the Board for review and consideration.	TBD	TBD	TBD
Public Use Study (Trail Impacts)		Scope out study design, criteria, inputs/outputs, factors to consider, potential partners, and funding; potential partners include local universities and research institutions.	TBD	TBD	TBD

PROGRAM: GEOGRAPHIC AND INFORMATION SYSTEMS SERVICES

Priority 1

Ward Boundaries Analysis	<u>Slightly ahead of schedule. Final Board approval anticipated by October/November.</u>	Obtain new census data information and conduct GIS analysis to update Ward boundaries for the District.	<u>Q2-Q3 FY11-12 - Complete Ward boundary updates and present boundary map options to Board for review and consideration.</u>	Refer to Administration budget.	Casey Cleve Administration General Manager Legal
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Key Project	Reason for Revisions/Additions	Project Description Revisions/Additions			Project Manager
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Other Depts/BOD Involved/Impacted

Priority 2

Conservation GIS Library		Begin creating a comprehensive Conservation GIS Library by compiling and examining regional conservation GIS data and current District GIS data to create conservation layers for use in evaluating biodiversity value of lands.	Q4 FY11-12 - Produce series of initial maps as support tool to evaluate biodiversity value of new lands.	\$2,000	Casey Cleve Real Property
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Priority 3 - None Deferred

District-Wide GPS Field Collection and Implementation	Implement District-wide GPS system to improve consistency, accuracy, and efficiency in field data collection and data management.	TBD	TBD	TBD	TBD
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PROGRAM: PUBLIC RECREATION ACCESS

Priority 1

El Corte de Madera Creek Staging Area and Trail Improvements		Complete trail design and permitting for Phase I trails and relocated trail crossing across Highway 35.	Q1 FY11-12 - Phase I permitting Q4 FY11-12 - Phase I bidding Q1 FY12-13 - Phase I award construction contract Q2 FY12-13 - Staging area construction Q3 FY12-13 - New trail crossing construction Q3 FY14-15 - Project completion (all phases)	\$56,500	Tina Hugg Operations Real Property Legal
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Key Project	Reason for Revisions/Additions	Project Description Revisions/Additions			Project Manager
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Other Depts/BOD Involved/Impacted
<u>Mindego Gateway Project</u>	Board approved inclusion of new partnership project with Peninsula Open Space Trust as a new Key Action Plan Project on August 10, 2011. Project is being funded by Peninsula Open Space Trust (POST). Project elements were identified as potential new improvements as part of the former Silva Property purchase agreement.	Complete planning and design for trails and staging area, and prepare CEQA documentation for all four project components: Audrey Rust Commemorative Site (POST- managed); new staging area; Ancient Oaks Trail Connection; and Mindego Hill Trail. Project also includes studies (habitat assessment, sensitive species surveys, and cultural surveys) to inform project design.	Staging area and commemorative site: Q2-Q4 FY11-12 - Scoping and design Q1 FY12-13 - CEQA certification Q1-Q4 FY12-13 - Permitting Q2-Q3 FY12-13 - Commemorative Site construction (assumes separate, quick permit review) Q2-Q3 FY13-14 - staging area construction Trails: Q1 FY12-13 - CEQA certification Q1-Q3 FY 12-13 - Project design Q3 FY12-13 - Q1 FY13-14 - Permitting Q2-Q3 FY13-14 - Construction	Move \$22,000 from the Mindego Hill Trail Project to this Project budget (this amount is a carryover from the budget previously set aside by the District for Mindego Hill Trail, see text of row below) Add additional \$175,000 which will be reimbursed by POST for a total project budget of \$197,000	Gina Coony - staging area Lisa Bankosh - surveys, studies, CEQA, and trail connection to Ancient Oaks Trail Gretchen Lausten - Mindego Hill Trail Operations Use and Management Committee Legislative, Finance, and Public Affairs Committee
Russian Ridge Use and Management Plan Amendment (Mindego Hill Trail)	Project has been grouped into the Mindego Gateway Project as one of the four project components to open the Mindego area of Russian Ridge to public access. It is no longer identified as a stand-alone project. See row above for more information.	Work with Mindego Gateway Project consultant to complete environmental review and s Seek Board approval of a Use and Management Plan Amendment; complete trail design, including constructions drawings and specifications; prepare and submit permit applications.	Q2 FY11-12 - CEQA process Q3 FY11-12 - Board consideration of U&M Plan Amendment and CEQA certification Q3 FY12-13 - Trail construction	Move \$22,000 project budget into the Mindego Gateway Project.	Gretchen Laustsen Operations Use and Management Committee

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Key Project	Reason for Revisions/Additions	Project Description Revisions/Additions			Project Manager
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Other Depts/BOD Involved/Impacted
Thornewood Trail Improvements	<u>Increase in budget for additional consultant design services to assist with multiple onsite meetings with Town requiring several design iterations & hydraulic scour analysis; budget increase also to cover CA Department of Fish and Game permit fees. Delay in schedule to account for these activities.</u>	Following Town of Woodside approval of permit resubmittal, complete the equestrian ford crossing installation.	Q2 Q4 FY11-12 - Project completion	\$10,000 Increase from \$10,000 to \$15,000 <i>Grant-funded through Federal ARRA</i>	Meredith Manning Operations
Renewal of Memorandum of Understanding (MOU) with California Department of Fish and Game (DFG)	N/A	Renew a multi-year MOU with DFG to permit routine maintenance activities on District lands.	Q4 FY11-12 - Obtain DFG concurrence on edits to MOU and required list of submittals	\$10,000	Kirk Lenington Operations Legal
<u>San Mateo County Permit Streamlining</u>	Project moved from ongoing list to Key Project list.	<u>Explore opportunities for streamlining permitting system through San Mateo County to help reduce project delays, excessive design requirements, and costs.</u>	<u>TBD, dependent on coordination with San Mateo County</u>	\$0	<u>Ana Ruiz</u> <u>General Manager</u> <u>Real Property</u> <u>Legal</u>

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Key Project	Reason for Revisions/Additions	Project Description Revisions/Additions			Project Manager Other Depts/BOD Involved/Impacted
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	
Priority 2					
Mt. Umunhum Implementation Phase I-Year 1	<u>Delay in completing Mt. Umunhum Site Planning project is delaying initiation of ecological restoration at summit and development of design plans for new trail to summit.</u>	Initiate planning for Phase I site improvements: develop plans for trail connections to Barlow Road and Lexington Basin and ecological restoration. Seek grant funding for public access improvements.	Q1 FY11-12 - Initiate planning for trail to summit Q2-Q4 FY11-12 - Identify grant funding Q1 FY11-12 Q4 FY12-13- Complete trail planning, topo survey, and bio survey (trails) Q4 FY11-12 FY12-13 - Initiate summit restoration planning, complete archeological surveys	\$200,000 Decrease budget from \$200,000 to \$50,000	Meredith Manning Operations Public Affairs Real Property Legal
Alpine Pond Long-Term Management Plan	<u>Unsuccessful first attempt at grant funding. Staff will make second attempt, this time for partial grant funds for a phased project implementation approach.</u>	Complete environmental review for new interpretive, trail, and habitat enhancement improvements at Alpine Pond. Continue to seek grant funding for a phased implementation approach.	Q4 FY11-12 - Complete CEQA review Q4 FY12-13 - Permitting Q4 FY13-14 - Site improvements completed Q3 FY11-12 - Seek grant opportunities and adjust project scope and budget accordingly for phased implementation approach	\$400,000 Reduce from \$100,000 to \$20,000 <i>Awaiting grant notification for <u>second attempt</u></i>	Lisa Bankosh Legal Operations Public Affairs Use and Management Committee
<u>Mary Davey Memorial</u>	<u>Install memorial on District land to celebrate accomplishments of a former Board member.</u>	<u>Develop project scope, schedule, and design for memorial. Work with LFPAC to finalize design. Obtain engineer plans and secure permits as necessary. Work with crew to install memorial.</u>	<u>FY11-12 - Planning, design, and permits</u> <u>FY12-13 - Installation</u>	Add budget of \$5,000	<u>Gretchen Lausten</u> <u>Operations</u> <u>Public Affairs</u> <u>Legislative, Finance and Public Affairs Committee</u>

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Key Project	Reason for Revisions/Additions	Project Description Revisions/Additions			Project Manager Other Depts/BOD Involved/Impacted
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	

Priority 3

Pulgas Ridge Trail Connection		Explore possibility of extending a trailhead through SFPUC lands; work with City and neighbors to address concerns regarding trail access and use; return to Use and Management Committee with recommendations; continue to coordinate with City as needed.	TBD based on coordination with City of San Carlos	\$6,500	Gretchen Laustsen Operations Use and Management Committee
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Deferred

La Honda Creek Master Plan Phase I Implementation		Work with tenant to design sign plan and language for Phase I trail use; submit permits to complete repairs to main ranch road (Phase I segment).	Q4 FY11-12 - Secure permits for road repair Q1/Q2 FY12-13 - Bidding and award of contract Q3 FY12-13 - Road repair completed	TBD	Galli Basson Operations Real Property
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PROGRAM: PUBLIC SAFETY, LAW ENFORCEMENT, AND FIRE PROTECTION

Priority 1

Fremont Older Staging Area Public Safety Improvements	<u>Decrease in budget due to less than expected expense for consultant services.</u>	Negotiate canopy and other site safety improvements with the Country Club; seek Board approval of the site improvements; complete design plans and secure permits; prepare bid package, solicit bids, and administer contract. Project scope contingent on negotiations with Country Club.	TBD based on negotiations with Saratoga Country Club	\$70,000 Reduce budget from \$70,000 to \$50,000	Gretchen Laustsen All Departments General Manager Legal
Schilling Lake Management Plan - Implementation		Remove select trees per Board-approved Lake Management Plan from Schilling Lake Dam to protect dam integrity.	Q3 FY11-12 - Complete tree removal	\$15,000	Galli Basson Operations

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Key Project	Reason for Revisions/Additions	Project Description Revisions/Additions			Project Manager
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Other Depts/BOD Involved/Impacted

Priority 2

Peter's Creek Trail Bridge Repair		Assess trail bridge condition; if deemed necessary, begin design for new trail bridge.	Q2 FY11-12 - Complete assessment; determine need for repair/ replacement and begin design	\$25,000	Lisa Bankosh Operations
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Priority 3 - None
Deferred - None

PROGRAM: ENVIRONMENTAL RESTORATION AND REMEDIATION

Priority 1

Guadalupe River Mercury Total Maximum Daily Load (TMDL)	<u>Decrease in budget due to delayed invoicing for coordinated monitoring effort.</u>	Implement first year of the coordinated monitoring effort to assess TMDL implementation success. Continue investigations of potential mercury mitigation sites on District lands	Q3 FY19-20 - Complete erosion control projects and monitoring	\$50,000 Reduce from \$50,000 to \$20,000	Kirk Lenington Legal
Hicks Flat Mercury Remediation	<u>Increase in budget to pay for work that was invoiced late, during this fiscal year (versus last fiscal year).</u>	Complete mercury remediation design (for removal and stabilization of eroding mining waste rock along streambank) at Sierra Azul.	Q1 FY11-12 - Complete remediation design Q1 FY12-13 - CEQA and permitting Q2 FY13-14 - Remediation completed	\$37,000 Increase from \$37,000 to \$52,000 <i>Grant-funded through State Water Resources Control Board</i>	Matt Baldzikowski Operations Legal
Mindego Ranch Remediation		Negotiate final agreement to close project with affected parties and obtain "no further action" letter from Water Board.	TBD - based on negotiations with affected parties	Refer to Real Property budget.	Kirk Lenington Legal

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		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Other Depts/BOD Involved/Impacted
Mt. Umunhum Remediation and Restoration	<u>Given desire to complete a full demolition by next fiscal year even though District's second allotment of \$2.4M of federal funding fell through, District share of costs by fiscal year has been readjusted as such:</u> FY10-11 - \$274,954 FY11-12 - \$292,622 FY12-13 - \$333,804 <u>This adjustment allows for entire demolition cost of \$1,500,000 to be covered by federal funds and spread District costs over three years to reduce the impact to the CAPEX Guideline.</u>	Complete permitting/bidding process and award contract to demolish first phase of buildings and structures, consistent with a Board-approved Restoration and Public Access Plan.	Q1 FY11-12 - Lead/ asbestos removed from structures. Q3 FY11-12 - Prepare bidding documents for Demolition Q4 FY12-13 - Bid & Award Demolition Contract Q4 FY11-12 & Q1 FY12-13 - Begin Demolition Q2 FY12-13 Complete Demolition	\$582,500 Reduce from \$582,500 to \$292,622 Federal reimbursement funds moved to FY12-13 to cover demolition cost. \$580,500 to be reimbursed through FY 09/10 federal appropriations	Gina Coony All Departments Legal
<u>Alma College Remediation</u>	<u>This is an unanticipated emergency project that required immediate attention starting at the end of last fiscal year, after the Action Plan and Budget for FY11-12 was completed.</u>	<u>Contain fuel leak and conduct remediation activities to remove source of contaminants (underground storage tank/piping) and contaminated soil. Conduct Phase I investigations of Alma College site to identify any other potential contaminant sources.</u>	<u>Q4 FY10-11 - Contain fuel leak and conduct emergency response</u> <u>Q1-Q2 FY11-12 - Complete Remedial Design</u> <u>Q3-Q4 FY11-12 - Obtain permits, conduct bidding process and complete remediation work; complete Phase I investigations of Alma College</u>	Add budget of \$150,000	<u>Kirk Lenington</u> <u>Legal Operations</u>
<u>Potential Purchase Land Restoration</u>	<u>Potential land purchase agreement with Santa Clara Valley Water District would require development and implementation of a Land Restoration Plan; project is dependent upon Board approval of potential purchase.</u>	<u>Pending purchase of new property, work with Santa Clara Valley Water District to develop, fund, and implement a Land Restoration Plan; Plan would be due at time of purchase.</u>	<u>Q4 FY11-12 - Scope project and prepare RFP</u> <u>Q1 FY12-13 - Develop Land Restoration Plan</u> <u>Q1-Q4 FY12-13 - Complete design and permitting</u> <u>Q1-Q3 FY13-14 - Implementation</u>	Refer to Real Property Department's budget	<u>Kirk Lenington - negotiations</u> <u>Meredith Manning - implementation</u> <u>Real Property Legal Operations</u>

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		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	
Priority 2					
Big Dipper Road Restoration	<u>Decrease in budget due to lower than expected repair bids.</u>	Seek bids, award contract, and complete restoration project to remove perched fill and road/stream crossings along one mile of badly-eroding former ranch road and upgrade 1/2 mile of Old Page Mill Road.	Q1 FY11-12 - Bidding process Q2 FY11-12 - Award construction contract Q4 FY11-12 - Project completion	\$352,000 Decrease from \$352,000 to \$302,000 <i>Partially funded (\$148,000) by a Department of Fish and Game grant.</i>	Matt Baldzikowski Operations Legal Public Affairs
Resource Management Policies	<u>Delay in schedule given other project priorities and reduced staff capacity.</u>	Obtain final Board approval for the entire set of Resource Management Policies	Q1 FY11-12 - CEQA review Q1 Q4 FY11-12 - Board considers certification of CEQA document and adoption of RM Policies	\$14,500	Julie Anderson Administration Operations Public Affairs Legal
El Corte de Madera Creek Watershed Protection Program		Secure permits for Methuselah bridge and Manzanita Trail improvements and complete first phase of road fill removal/trail restoration to close abandoned alignments.	Q1 FY11-12 - Complete design and construction plans Q2 FY11-12 - Permitting Q2 FY12-13 - Construction	\$37,000	Julie Andersen (Meredith Manning during Julie's maternity leave) Operations

Priority 3 - None
Deferred - None

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		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	

PROGRAM: BIOTIC RESOURCE STEWARDSHIP

Priority 1 - None

Priority 2

Ponds DR07 and DR08 Repair	Increase in budget to ensure sufficient funds for permitting, assuming all permit fees are paid this fiscal year.	Complete pond design and submit for permits; secure grant funding for repair work.	Q2 FY11-12 - Design Q3 FY11-12 - CEQA and permitting Q1-Q3 FY12-13 - Bidding, award of contract and repair	\$48,500 Increase from \$48,500 to \$58,500	Julie Anderson Operations
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Priority 3 - None

Deferred

Mindego Lake Management Plan	Define a habitat restoration and long-term management plan for Mindego Lake.	TBD	TBD	TBD	TBD
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PROGRAM: CULTURAL RESOURCE STEWARDSHIP

Priority 1 - None

Priority 2

Alma College Site Use Partnership	Delay in schedule due to resignation of project manager and shift in project priorities (Mindego Gateway Project)	Prepare and release of a draft Request for Proposals (RFP) to determine partnership interest in rehabilitating/stabilizing key structures; review results with the Committee; return to the Board with recommended next steps.	Q1 Q4 FY11-12 - Prepare draft RFP Q2 FY11-12 12-13 - Release RFP Q4 FY11-12 12-13 - Review proposals and prepare revised site plan; obtain Committee support Q1 FY12-13 13-14 - Present site plan for Board review and consideration	\$15,000	Erica Simmons, Lisa Bankosh Operations Legal Sierra Azul/Bear Creek Redwoods Ad Hoc Committee
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Key Project	Reason for Revisions/Additions	Project Description Revisions/Additions			Project Manager
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Other Depts/BOD Involved/Impacted
Archaeological Surveys (Mindego Ranch and Skyline Ridge)		Competetively select consultant to complete archaeological surveys to inform development of future plans/construction projects.	Q2 FY2011-12 - Release RFQ/P to solicit Proposals Q2 FY2011-12 - Award consultant contract Q4 FY2011-12 - Final report completed	\$25,000	Matt Baldzikowski Operations

Priority 3 - None
Deferred - None

PROGRAM: STAFF FACILITY INFRASTRUCTURE

Priority 1

Folger Ranch House Remodel	<u>Delay in schedule due to extended permit review. Increase in budget to include asbestos removal, as well as geotech construction monitoring, and additional permitting and construction management costs resulting from splitting the project into two phases to meet grading deadline for trenching work.</u>	Complete bidding process to award construction contract; complete residence remodel and new water system installation.	Q1 <u>Q2-Q3</u> FY2011-12 - Bidding Q2 and <u>Q3</u> FY2011-12 - Award remodel contract Q2 Q3 FY2011-12 - Begin construction Q3 - <u>Q4</u> FY2011-12 - Construction complete	\$277,000 Increase from \$277,000 to \$311,000	Erica Simmons, Galli Basson Planning Real Property Operations Legal
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Key Project	Reason for Revisions/Additions	Project Description Revisions/Additions			Project Manager Other Depts/BOD Involved/Impacted
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	
Priority 2					
South Area Field Office Site Preparation and Design	<u>Lack of water identified as a potential issue and could preclude building a field office at this site.</u> <u>Decrease in budget to remove design and geotechnical fees since design cannot begin until further well testing is completed to determine water availability and feasibility of project site.</u>	Secure the one building with historic merit; continue site planning and design through schematic design phase for new field office facility.	FY10-11: Site planning and utility infrastructure research FY11-12: <u>Study wells, water capacity, and possibly feasibility of drilling a new well; further scope will depend on findings</u> Programming and schematic design FY12-13: <u>Design development, construction documentation, permitting, CEQA</u> FY13-14: <u>Bidding & negotiation, construction</u>	\$195,500 Decrease from \$195,500 to \$100,000	Tina Hugg Operations Real Property Legal Facilities Ad Hoc Committee
Demolition of Beatty Accessory Structures	<u>Project postponed until feasibility of Beatty site as field office location is determined.</u>	Demolish accessory buildings; secure historically significant building; continue site planning for new field office facility (identify infrastructure requirements and preliminary layout); hire consultant team to begin programming design phase.	Q1 FY10-11 – Bidding process for demolition Q2 FY10-11 – Award demolition contract Q3 FY10-11 – Demolish accessory buildings and restore building pad sites	\$40,000 Decrease from \$40,000 to \$10,000	Zachary Alexander Operations Legal
Skyline Field Office Improvements	<u>Delay in schedule to re-visit project approach; pre-application meeting revealed more detail about costly County requirements such as improving existing road, providing fire water storage, and other site improvements that may increase project cost by ~\$1M.</u>	<u>Re-visit cost, program, and scope of project given County required site improvements. Implement minor remodel to existing building and build new shop.</u>	FY11-12: Coordination with County to discuss road improvement requirements; confirmation with Ad Hoc on scope and feasibility of project Construction documentation, permitting, CEQA FY12-13: <u>Bidding & negotiation, construction</u>	\$240,000 Decrease from \$240,000 to \$112,500	Tina Hugg Legal Operations Facilities Ad Hoc Committee

Priority 3 - None

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		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Other Depts/BOD Involved/Impacted

Deferred

Administrative Office HVAC and South End Remodel	Replace aging HVAC system and expand capacity of the Administrative Office to accommodate future staff growth.	TBD	TBD	TBD	TBD
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Ongoing

<ul style="list-style-type: none"> • Brochure map updates and formatting • GIS maintenance • Map and graphics production • Linking District databases to GIS (e.g. road & trail database) • Sign and signboard replacements • La Honda Creek Master Plan Development (remaining work to close out planning project) • Streamline permitting process with San Mateo County for routine maintenance projects • Participation in Details & Specifications Committee to develop standard construction details and specifications • Memorial Bench Inventory • Office of Emergency Services Coordination • Sign Committee participation to address emerging sign issues • Trail Naming • Bay Area Open Space Council Upland Habitat Project participation and input • Participate in the development and review of Community Wildfire Protection Programs (CWPP) • Cultural Resource Surveys • Natural Resource Surveys 					
<ul style="list-style-type: none"> • Pond Management and Monitoring 					<u>Increase from \$0 to \$11,000 for cattle exclusion fencing at Pond DR06</u>
<ul style="list-style-type: none"> • Administer the Resource Management Grants Program • Conduct Road and Trail Inventories • Stakeholder participation in the San Gregorio Creek Watershed Assessment Technical Advisory Committee (TAC) • Moffett Field/NASA Ames Site Cleanup (including Site 25 - Stevens Creek Nature Shoreline Study Area) • Ravenswood/Cooley Landing Predator Control 					\$25,000 \$20,000

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PROPOSED CHANGES TO CURRENT FY 2011-12 KEY ACTION PLAN PROJECTS

Key Project	Reasons for Revisions/Additions	Project Description Revisions/Additions			Project Manager
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Other Depts/BOD Involved/Impacted
PROGRAM: PUBLIC INFORMATION, MEDIA AND OUTREACH					
Priority 1					
Health Incentive Program		Continue program research to determine how best to reach out to the community through health and wellness by providing open space and trails as a resource for bettering one's health. Engage constituents in diverse communities.	Q4 FY11-12 - Provide project proposal to the Board	\$500; additional budget may be needed in future fiscal year[s]	Kristi Britt Planning Operations
District Coffee Table Book		Determine first pass of book content; deliver final manuscript to publisher; review and finalize copy edits; review design samples.	Q1 FY11-12 - Finalize first pass of book content and provide manuscript to publisher Q2-Q4 FY11-12 - Review and finalize copy edits, review design samples.	\$12,500	Kristi Britt Planning Legal
Media Management		Research and purchase press release and media list management software.	Q3 FY11-12	\$2,000	Leigh Ann Gessner
Diversity Outreach	<u>Diverse outreach strategy will be integrated in strategic plan implementation</u>	Implement outreach strategy drafted in FY 2010-11 <u>Phase 1: Identify community organizations for outreach</u> <u>Phase 2: Develop outreach strategy in coordination with strategic plan.</u>	Q4 FY11-12 <u>Phase 1: Q4 FY11-12</u> <u>Phase 2: FY 12-13</u>	\$2,000	Rudy Jurgensen All departments

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PROPOSED CHANGES TO CURRENT FY 2011-12 KEY ACTION PLAN PROJECTS

Key Project	Reasons for Revisions/Additions	Project Description Revisions/Additions			Project Manager
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Other Depts/BOD Involved/Impacted
Mobile Application		Survey current relevant apps. Consider mobile format for openspace.org. Determine scope, schedule, and budget for selected approach.	Q3 FY11-12	\$8,000	Vicky Gou Planning Legal
Visitor Estimate Survey		Continue to gather estimates of the number of individuals who have visited District open space preserves by surveying each preserve during all four seasons.	1Q FY11-12: project completed	TBD	Kristi Britt

Priority 2
Priority 3
Deferred

Wildlife Guides	Online resource to improve constituents' knowledge of the natural environment, including flora and fauna found on District preserves. <u>Company went out of business.</u>	Consider different approach from original eNature concept, such as possible iPhone application or online field guide to wildflower/plants and animals.	TBD	TBD	Kristi Britt
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PROPOSED CHANGES TO CURRENT FY 2011-12 KEY ACTION PLAN PROJECTS

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		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Other Depts/BOD Involved/Impacted

PROGRAM: LEGISLATIVE

Priority 1

Mt. Umunhum Remediation and Site Planning		Work with the District's Washington lobbyist to ensure that federal funding for the cleanup continues.	Ongoing	\$30,000	Rudy Jurgensen Operations Real Property Planning Legal
State Legislation		Work with the District's legislative advocate and with legislators and their staff to sponsor and support the Board-approved 2011-2012 Legislative Program. Update Legislative Program to respond to changing political landscape. Seek coordination and support from other special districts.	Ongoing	\$28,000	Rudy Jurgensen All departments
Federal Legislation		Work with the District's legislative advocate and with legislators and their staff to sponsor and support the Board-approved 2011-2012 Legislative Program. Update Legislative Program to respond to changing political landscape. Seek coordination and support from other special districts.	Ongoing	\$0	Rudy Jurgensen All departments

Priority 2

Priority 3

Deferred

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PROPOSED CHANGES TO CURRENT FY 2011-12 KEY ACTION PLAN PROJECTS

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		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Other Depts/BOD Involved/Impacted

PROGRAM: COMMUNITY INVOLVEMENT AND EDUCATION

Priority 1

Geocaching Program		Host event to launch program; print and distribute related materials; promote event in community and in various media outlets; offer staff, board, and volunteer educational training.	Q2 FY11-12 - Host event launch event Q1-Q4 FY11-12 - Promote program in community and internally	\$3,000	Jennifer Williams Operations Legal
District-Wide Interpretive Plan: Implementation - Continued Phase II		Identify interpretive priorities based on criteria outlined in District-wide Interpretive Plan and select highest priority project or site-specific plan development for 2011-12; project may be multi-year.	Q1 FY11-12 - Identify project and resources for implementation (consultant; vendor) Q2 FY11-12 - Contract established and work begins Q3-Q4 FY11-12 - Work in progress and completion	\$5,000	Renee Fitzsimons Operations Planning

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PROPOSED CHANGES TO CURRENT FY 2011-12 KEY ACTION PLAN PROJECTS

Key Project	Reasons for Revisions/Additions	Project Description Revisions/Additions			Project Manager
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Other Depts/BOD Involved/Impacted
Collaborative Family Programming with Diverse Audience Partner/s		Research and identify new partnership opportunities in regional communities - e.g. recreation departments, civic groups, after-school programs, non-profits/ NGOs; establish partnership and set-up program or activity; implement participation process and solicit families; involve District docents and/or partner volunteers.	Q1 FY11-12 - Conduct research on potential partners; contact selected partners to interview Q2 FY11-12 - Select partner and establish agreement; scope the program or activity to implement Q3 FY11-12 - Recruit staff and/or volunteers; set up program schedule Q3-Q4 FY11-12 - Conduct program; culminating event and/or evaluation of	\$3,000	Renee Fitzsimons Operations
Priority 2					
Memorial Plan Development for Volunteers & Docents		Present ideas and recommendations for locations and structures to LFPAC. Work with LFPAC to determine District guidelines.	Q4 FY11-12	\$0	Paul McKowan Operations Planning LFPAC Committee
Priority 3					

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PROPOSED CHANGES TO CURRENT FY 2011-12 KEY ACTION PLAN PROJECTS

Key Project	Reasons for Revisions/Additions	Project Description Revisions/Additions			Project Manager
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Other Depts/BOD Involved/Impacted

Deferred

ARMS Program Expansion	Hire new 1/2- or full-time Volunteer Program field lead position to oversee the ARMS volunteers.	TBD	TBD	Paul McKowan
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Ongoing

- Community-hosted Outreach Events (i.e. Woodside Envirofest); Research, respond to requests, attend as appropriate.
- District-hosted Community Events (i.e. Nature Center Opening Weekend. Co-lead annual Bay Area Ridge Trail Cruz with Ridge Trail Council).
- Coordinate spring and fall *Spaces & Species* field trips - docent/class scheduling; school/teacher and field office communication.
- Docent recruitment - development/placement of print/online/community ads and flyers; track incoming recruits and results.
- Coordinate continued outreach to underserved schools for inclusion in field trip program/ TAP
- Plan, coordinate, implement, and evaluate 2011 Volunteer Recognition Event.
- Schedule and lead annual training for staff. Update training materials, etc.
- Schedule and coordinate 55+ outdoor service projects, including April Earth Day and June Trail Days events.
- Present ARMS 1/2-time and optional full-time Lead Position recommendations to management.
- Continue to manage the existing ARMS Program, make needed adjustments to proposed 1/2- and optional full-time Lead Position.
- Schedule guest speaker/instructor enrichment trainings or presentations for volunteers.
- Schedule and lead Crew Leader combination Project Training/Meeting sessions.
- Recruit for 2012 spring Trail Patrol and fall Crew Leader training classes.
- Coordinate and lead Volunteer Trail Patrol-Team Patrol Days at preserves with general regulations or other ongoing challenges.
- Coordinate specific Trail Patrol outreach tables and patrols at dog preserves; provide education regarding new waste removal guidelines, forward public/volunteer feedback to Ops.
- Manage special project volunteer requests and coordinate with appropriate staff members.
- Manage Volunteer Section of Contact Database and make needed adjustments/additions to new manual.
- Manage improvements to Conservation Easement Monitoring Program, including training and hours reporting.
- Create and send periodic/quarterly E-blast (electronic) volunteer updates, newsletters, etc.
- Plan, schedule, and manage 200+ quarterly docent-led activities for the public.
- Process requests for docent-led hikes and other activities from constituents.
- Manage Daniels Nature Center, including docent scheduling, and maintenance and operational needs.
- Plan/coordinate annual Fremont Older House & Garden Tours for public - including docent scheduling, media outreach, etc. once or twice a year. in February-March (six weeks) for OELs, and in March for NCHs.
- Networking: meet with groups like MEEA (environmental education), VAN (volunteer administration), NAI-Chapter 9 (interpretation)

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PROPOSED CHANGES TO CURRENT FY 2011-12 KEY ACTION PLAN PROJECTS

Key Project	Reasons for Revisions/Additions	Project Description Revisions/Additions			Project Manager
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	Other Depts/BOD Involved/Impacted

- for professional development, and programmatic or project collaboration.
- Training: Research/solicit other organizations for partnerships to provide new enrichment/joint training opportunities for volunteers. Continue to work with POST and other organizations or agencies
- Host and attend Volunteer Management - Best Practices Roundtable meetings and trainings.
- Coordinate Public Affairs team feedback and represent group at T3 and other internal District committees.
- Alpine Pond Long Term Management Plan
- Stevens Canyon Ranch long-term orchard management agreement
- Promote diverse media coverage of the District that communicates its key messages.
- Host special events and celebrations such as a Legislative Meet-and-Greet, Mary Davey dedication event, etc.
- Produce the quarterly newsletter *Open Space Views*, including the 2010-11 Annual Report; coordinate graphic design, print, mail.
- Produce and update District trail brochures and other printed matter; create new brochures for special activities/topics as needed.
- Hold an annual public meeting to review the Good Neighbor Policy (and brochure) and its implementation and effectiveness.
- Continue to promote the District's trail guide book *Peninsula Tales & Trails*.
- Work with Planning and Operations to design, write, and edit content for signs and signboards; attend Sign Committee meetings.
- Develop District advertisements for public meetings, announcements, docent and volunteer recruitment, etc. as needed.
- Develop collaborative partnerships with other organizations to help the District achieve its mission.
- Maintain/improve the District Web site to serve volunteers, community, constituents, staff with timely/relevant news and project info.
- Prepare department Action Plan and Budget and related mid-year and forecast
- Build relationships and work on getting regular coverage of the District in ethnic media outlets to reach new audiences.
- Plan and give regular general information community presentations about the District to our target audiences.
- Publish and distribute weekly blog posts to communicate about the District and nature, particularly with the media and younger readers online.

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PROPOSED CHANGES TO CURRENT FY 2011-12 ACTION PLAN KEY PROJECTS

Key Project	Reasons for Revisions/Additions	Project Description Revisions/Additions			Project Manager
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	
PROGRAM: GREENBELT PRESERVATION					
Priority 1					
Potential New Land Additions	<u>See Land Purchase Partnerships below for explanation on El Corte de Madera.</u>	Pursue purchase of new land additions to Purisima Creek, El Corte de Madera , La Honda Creek, Russian Ridge, Skyline Ridge and Sierra Azul Open Space Preserves. Pursue additional property rights in the Mt. Umunhum area to assist with the Mt. Umunhum Site Planning project (Key Project).	FY11-12	\$7,670,000	Mike Williams All Departments
The Hawthorns Property Transfer	<u>Hawthorns Fund is outside the District Budget.</u>	Transfer of this historic property in Portola Valley to the District. Upon transfer secure the site, implement improvements to the Alpine Road residence to use for management presence and ensure defensible space clearing. (See also <i>Cultural Resource Stewardship</i>)	FY11-12	\$85,000 Funded by Hawthorns Fund	Real Property Team Legal Operations Planning Public Affairs
Priority 2					
Land Purchase Partnerships	<u>1. Will be completed as scheduled.</u> <u>2. ECDM moved from priority 1 in Potential New Land Additions.</u> <u>3. Bear Creek Redwoods (Moody Gulch) delay in schedule due to staff capacity and delayed response from community stakeholders.</u>	Cooperatively work with local land preservation organizations on the following property partnerships: 1. Saratoga to Skyline Sanborn w/ City of Saratoga & Santa Clara County Parks 2. <u>El Corte de Madera Additions - Sempervirens/Galloway.</u> 3. Bear Creek Redwoods (Moody Gulch) with Santa Clara County Parks	FY11-12 FY11-12 FY11-12 FY12-13	\$775,000	Mike Williams Sandy Sommer Legal Operations Planning Public Affairs

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PROPOSED CHANGES TO CURRENT FY 2011-12 ACTION PLAN KEY PROJECTS

Key Project	Reasons for Revisions/Additions	Project Description Revisions/Additions			Project Manager
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	
Potential New Trail Easements	<u>1. Caltrans agreed to exchange of easements.</u> <u>2. SF Bay Trail delay in schedule due to staff position vacancy.</u> <u>3. Will be completed as scheduled.</u>	<u>1. La Honda Creek Open Space Preserve (Caltrans)</u> <u>2. San Francisco Bay Trail (SFPUC at Ravenswood)</u> <u>3. Bay Area Ridge Trail (Cal Water at ECDM)</u>	FY11-12 FY11-12 FY12-13 FY11-12	\$70,000	Mike Williams Legal Operations Planning Public Affairs
New Land Transition	<u>Contract elevated in priority to avail of funds set aside in escrow (time constrained). Project was originally deferred.</u>	<u>Contractual agreement to initiate dump site cleanup at Powell.</u>	<u>Q4 FY11-12</u>	<u>Withheld in purchase price - placed in escrow.</u>	Sandy Sommer Operations Planning
Priority 3					
Deferred					
New Land Transition	<u>Powell Property Dump Site moved up to priority 2 in New Land Transition.</u>	Powell Property Dump Site and Structures Demolition Assessment	TBD	TBD	Sandy Sommer Operations Planning

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PROPOSED CHANGES TO CURRENT FY 2011-12 ACTION PLAN KEY PROJECTS

Key Project	Reasons for Revisions/Additions	Project Description Revisions/Additions			Project Manager
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	
PROGRAM: COASTSIDE PROTECTION PLAN					
Priority 1					
Coastside Purchases		Purchase new land additions to the Purisima Creek Redwoods and Miramontes Ridge Open Space Preserves and pursue other opportunities in the Coastside Protection Area.	FY11-12	\$5,050,000	Mike Williams All departments
Priority 2					
Purisima to the Sea	1. <u>Will be completed as scheduled.</u> 2. <u>Property division delay in schedule due to staff position vacancy.</u>	1. Continue to pursue a lot line adjustments to merge the Elkus Uplands & Lobitos Ridge properties. 2. Work with private property owner of Purisima Farms property to pursue property division of upland and agricultural areas of property. 3. Purisima Farms Property Transfer.	Q2 FY11-12 Lot line adjustment and open access easement. FY11-12 FY12-13 TBD	\$30,000	Mike Williams Legal Operations Planning Public Affairs
Priority 3 Deferred					
PROGRAM: LONG RANGE PLANNING					
Priority 1					
Greenbelt and Coastside Land Purchase Program Development	<u>Incorporated into Open Space/Conservation Vision Plan (see District-wide Projects).</u>	1. Review, consolidate, and analyze existing land acquisition policies including Basic Policy; Land Acquisition; ROSS; Coastside Service Plan; Master Plan; Real Property Committee Charge. 2. In conjunction with Strategic Plan development, review Greenbelt definition; discuss strategies for greenbelt and coastside land conservation.	Q1 FY11-12 -- Policy Review Q2 FY11-12 -- Strategies	\$0	Sandy Sommer Planning Administration

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PROPOSED CHANGES TO CURRENT FY 2011-12 ACTION PLAN KEY PROJECTS

Key Project	Reasons for Revisions/Additions	Project Description Revisions/Additions			Project Manager
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	

Priority 2
Priority 3
Deferred

PROGRAM: PROPERTY RIGHTS STEWARDSHIP

Priority 1

Ridge Vineyards	<u>Ridge Vineyards funding of CEQA documentation and outside counsel for easement drafting allows project to proceed with lower impact on District staff. Project was originally deferred</u>	<u>Draft agreement and easement documents for fee and easement property exchanges to resolve historic encroachment, protect scenic ridgeline and enhance compatible agricultural uses.</u>	<u>FY12-13</u>	<u>\$5,000</u>	Sandy Sommer Legal Operations Planning Public Affairs
Encroachment Resolution	<u>Delay in schedule due to staff position vacancy.</u>	Sierra Azul – Kennedy trail fence encroachment Saratoga Gap – dump site clean up (Gullicksen)	FY11-12-FY12-13	\$60,000–Budget reduced to \$30K to retain monies for any Gullicksen legal fees.	Mike Williams Sandy Sommer Legal Operations Planning Public Affairs

Priority 2

Guadalupe Land Company Capital Gains Tax Liability	<u>Delay in schedule due to staff capacity.</u>	1. Appraise fair market value of GLC property which is subject to an open space easement. 2. Work with Corporate counsel to assess potential capital gains tax liability.	FY11-12 FY12-13	\$6,000	Mike Williams Legal
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Priority 3

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PROPOSED CHANGES TO CURRENT FY 2011-12 ACTION PLAN KEY PROJECTS

Key Project	Reasons for Revisions/Additions	Project Description Revisions/Additions			Project Manager
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	
Deferred					
San Mateo County Williamson Act Contracts Nonrenewal		File a notice of nonrenewal with San Mateo County and City of Menlo Park for appropriate MROSD lands currently covered by the Williamson Act.	TBD	TBD	Sandy Sommer Jean Chung
PROGRAM: REVENUE GENERATION					
Priority 1					
New Land Rental Property Transition	<u>Silva residence has significant termite damage and will require treatment and reconstruction totaling \$60,375.</u> <u>Slaght has required lead and asbestos work totaling \$8,325.</u> <u>Folger house remodel delayed due to bid issues and project resizing.</u>	Transition Hawthorne Alpine Road house, POST(Silva) house, Slaght house(staff) , Folger house(staff) and POST(October Farm) house into rental residences. 1. Assess overall conditions of residence. 2. Make repairs and clean residence. 3. If residence does not have current tenant - list the residence for rent. 4. Enter into lease with current tenant or new tenant	FY11-12	\$5,000 \$68,700 Savings from Mindego Landfill rebudgeted to handle Silva/Slaght unanticipated expenses.	Elaina Cuzick All Departments

Priority 2
Priority 3

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PROPOSED CHANGES TO CURRENT FY 2011-12 ACTION PLAN KEY PROJECTS

Key Project	Reasons for Revisions/Additions	Project Description Revisions/Additions			Project Manager
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	
Deferred					
C&C New Building	Tenant has not initiated process. Project is deferred. Project was originally a priority 3.	<ol style="list-style-type: none"> 1. Planning, Operations, Legal to review proposal to build third building. 2. Take to Real Property Committee for approval on new location (at rear of facility) and impacts. 3. Revise communications lease with tenant to incorporate the third building as needed. 4. Work with tenant on design and permitting. 5. Issue permits and manage construction with tenant. 	FY 11-12 TBD	TBD	Elaina Cuzick Legal Operations Planning
Property Management Software		<ol style="list-style-type: none"> 1. Analyze Property Management requirements. 2. Develop requirements document. 3. Research Property Management firms use of software options. 4. Review software vendor options. 5. Test vendor software choices for best fit if possible. 6. Make recommendation. 7. Purchase software. 8. Integrate all current property management information into software 	TBD	TBD	Elaina Cuzick
Bi-Annual Contract Process		<ol style="list-style-type: none"> 1. Upon Board approval, issue painting and roofing bid packages. 2. Select painting and roofing contractors for two years. 3. Develop process flow for other department use. 	TBD	TBD	Elaina Cuzick

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PROPOSED CHANGES TO CURRENT FY 2011-12 ACTION PLAN KEY PROJECTS

Key Project	Reasons for Revisions/Additions	Project Description Revisions/Additions			Project Manager
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	

PROGRAM: PUBLIC SAFETY, LAW ENFORCEMENT, AND FIRE PROTECTION

Priority 1

San Mateo County Telecom Lease - Rolph Repeater, Russian Ridge Open Space Preserve		1. Understand with Operations the District Radio System requirements for tower at the County's Pise Peak Communications Site. 2. Work cooperatively with County to develop a lease that will assist the District with its radio system requirements at Pise Peak and allow the continued leasing of the Rolfe Repeater Site for the next 25 years. 3. Receive approval of the new 25-year lease from the County.	Q4 FY11-12 Contingent on San Mateo County Board of Supervisor approval	\$0	Elaina Cuzick Legal Operations Planning
GGNRA Communications Tower Construction	<u>GGNRA construction schedule has been delayed.</u>	1. Coordinate with Operations day-to-day contractor requirements. 2. Monitor with Operations day-to-day construction activities. 3. Coordinate with Operations/Public Affairs to manage public outreach regarding construction 4. Coordinate with GGNRA and Operations for installation of District Radio equipment on GGNRA tower 5. Ensure all site clean up and road repair completed by GGNRA post construction.	Q4 Q3 FY11-12	\$0	Elaina Cuzick Legal Operations Planning Public Affairs

Priority 2

Priority 3

Deferred

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PROPOSED CHANGES TO CURRENT FY 2011-12 ACTION PLAN KEY PROJECTS

Key Project	Reasons for Revisions/Additions	Project Description Revisions/Additions			Project Manager
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	
PROGRAM: AGRICULTURAL LAND STEWARDSHIP					
Priority 1					
Ag Lease - former POST (Lobitos Ridge) property	<u>Coastal consultations and tenant negotiations required additional time.</u>	1. Develop Agriculture Production Plan for Lobitos Ridge 2. Meet with tenant to discuss plan and lease specifics 3. Develop Agricultural Lease 4. Review Agricultural Production Plan with Farm Bureau & SMC Ag Advisory 5. Review Agricultural Production Plan with U&M committee 6. Sign Lease	Q1 Q3 FY11-12	\$0	Elaina Cuzick Legal Planning Operations Public Affairs
Priority 2					
Grazing Lease - former POST (Blue Brush Canyon) property	<u>Delay in schedule due to staff capacity.</u>	1. Develop Rangeland Management Plan for Bluebrush 2. Develop grazing lease 3. Meet with tenant to discuss plan, lease specifics and AUM pricing 4. Review Rangeland Management Plan with Farm Bureau & SMC Ag Advisory 5. Sign lease	Q2 FY11-12-FY12-13	\$0-	Elaina Cuzick Legal Planning Operations Public Affairs
Stevens Canyon Ranch Long Term Orchard Management Agreement	<u>Delay in schedule due to staff capacity.</u>	1. Review and possibly revise Orchard Plan previously developed with POST for management of the orchard. 2. Revise the previous POST management agreement and present to Village Harvest. 3. Negotiate with Village Harvest on agreement. 4. Present Orchard Plan and management agreement to Board for approval.	Q1 FY11-12-FY12-13	\$0-	Elaina Cuzick Legal Public Affairs Operations Planning

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PROPOSED CHANGES TO CURRENT FY 2011-12 ACTION PLAN KEY PROJECTS

Key Project	Reasons for Revisions/Additions	Project Description Revisions/Additions			Project Manager
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	
Priority 3					
Deferred					
Ag Lease - POST Madonna Creek		1. Develop Agriculture Production Plan for Miramontes Ridge property 2. Develop agricultural lease 3. Meet with tenant to discuss plan and lease specifics 4. Review Agricultural Production Plan with SMC Farm Bureau & SMC Ag Advisory 5. Sign Lease	TBD	TBD	Elaina Cuzick Legal Planning Operations Public Affairs
PROGRAM: PUBLIC RECREATION AND ACCESS					
Priority 1					
Priority 2					
Bear Creek Stables RFP/Lease	<u>Delay in schedule due to staff capacity.</u>	1. Prepare Bear Creek Stables draft site and management plan options	Q2 Q4 FY11-12	\$7,500	Elaina Cuzick Legal Planning Operations Public Affairs
Priority 3					

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PROPOSED CHANGES TO CURRENT FY 2011-12 ACTION PLAN KEY PROJECTS

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		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	
Deferred					
Stable Lease - POST Madonna Creek		<ol style="list-style-type: none"> 1. Develop Stable Plan for Miramontes Ridge property 2. Develop stable lease 3. Meet with tenant to discuss plan & lease specifics 4. Review Stable Plan with SMC Ag Advisory, SMC Farm Bureau 5. Sign Lease 	TBD	TBD	Elaina Cuzick Legal Planning Operations Public Affairs
Bear Creek Stables RFP/Lease		<ol style="list-style-type: none"> 1. Present Bear Creek Stables conceptual site and management plan options to Board Ad Hoc Committee 2. Work with Board Ad Hoc Committee to finalize on a Bear Creek Stables site and management plan option 3. Draft a long-term lease agreement to be included in Request for Proposal (RFP) 4. Prepare RFP including request for detailed financial plan 5. Issue RFP, evaluate proposals, select stable tenant 6. Sign Lease 	TBD	TBD	Elaina Cuzick Legal Planning Operations Public Affairs

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PROPOSED CHANGES TO CURRENT FY 2011-12 ACTION PLAN KEY PROJECTS

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		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	
PROGRAM: CULTURAL RESOURCE STEWARDSHIP					
Priority 1					
Fremont Older House Defensible Space	<u>Delay in schedule due to staff capacity.</u>	Phase 1 - North behind Fremont Older House Phase 2 - East of the Road all the way to the Adobe Phase 3 - Around the Adobe	Q3 FY11-12-FY12-13 TBD TBD	\$10,000-	Elaina Cuzick Planning Operations
Hawthorns Historic Residence	<u>Delay in schedule while waiting for property transfer and because of Real Property and Planning staff capacity.</u>	Secure and weatherproof historical buildings Identify and initiate discussions with potential partners for historic resource management	FY11-12 FY12-13	\$55,000-Funded by Hawthorns Fund	Real Property Team Planning Operations

Priority 2
Priority 3
Deferred

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PROPOSED CHANGES TO CURRENT FY 2011-12 ACTION PLAN KEY PROJECTS

Key Project	Reasons for Revisions/Additions	Project Description Revisions/Additions			Project Manager
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget	
Ongoing					
<ul style="list-style-type: none"> Convert the budgeted funds in New Land Commitments budget category into open space lands at desirable prices, focusing on critical greenbelt properties that round out and improve public access to existing preserves, connect to other preserves and to other public lands, protect natural habitat and resources, and further the completion of the Bay Area Ridge Trail and the San Francisco Bay Trail. Provide comprehensive land conservation planning and strategic analysis to guide the land purchase program. Work with Operations and Planning Departments to evaluate new properties being considered for purchase and help assess management issues and associated costs. Provide land use and site planning information to assist in developing terms and conditions for negotiating land purchases. Conduct due diligence investigations as necessary. Maintain a multi-year spending plan for open space land purchases that optimizes use of cash and borrowed funds to accomplish land purchase goals within budget constraints. Contingent on working with District Controller on Q3 financing measure. Explore grant opportunities to augment land purchase funds. Explore joint projects with non-profit and public agency partners, bargain sales, and/or gifts where possible. Explore various alternative terms of purchase to offer advantages and incentives to landowners, as well as cost savings to the District. Work jointly with Planning and Operations Departments to transition responsibility for planning, management, and operation of newly purchased lands. Assist with structure disposition and site remediation efforts in the short-term timeframe following property purchase. Administer tax cancellations for purchased property. Implement assessment agreement for San Mateo County Mosquito Abatement District. Continue to work with Operations and Administration Departments on Coastside Protection Program agreements with La Honda Pescadero Unified School District and San Mateo County Fire to pay and track service fees for existing and new land purchases on the coast. Convert the budgeted funds in New Land Commitments budget category into open space lands at desirable prices, focusing on critical greenbelt properties that round out and improve public access to existing preserves, connect to other preserves and to other public lands, protect natural habitat and resources, and further the completion of the Bay Area Ridge Trail and the San Francisco Bay Trail. Protect District interests in land by resolving conflicts arising from easement and encroachment issues. Coordinate closely with Operations and Legal Program to defend the District's interests in property rights disputes. Assist Planning Department in monitoring proposed outside land development or land use changes that could negatively impact District preserves. Participate in the local development review process to encourage dedications, exchanges, or purchases of land or easements for open space purposes to enhance the District's land protection goals. Manage District's real property assets and revenue-producing activities maximizing rental income consistent with Open Space Management policies, working with Operations and Planning Departments to implement grazing and agricultural leases, assessing viability of retaining structures or make recommendations to the Board for their disposition. Maintain a relocation assistance program utilizing staff and consultants as necessary. Administer rental accounts, communication, and agricultural leases. Maintain and enhance revenue stream through competitive and current rate structure, effective maintenance programs, and communication with tenants. Maintain and improve District rental structures as needed. Work with Legal to oversee the operation and management of the Guadalupe Land Co. in Sierra Azul Open Space Preserve. 					

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