



Midpeninsula Regional  
Open Space District

R-14-113  
Meeting 14-23  
August 28, 2014

## STUDY SESSION ITEM 1

### AGENDA ITEM

Overview of Measure AA Implementation Process

### GENERAL MANAGER'S RECOMMENDATIONS

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1. Receive an informational presentation on the Measure AA implementation process, including an overview of the different major implementation components, their coordination and sequencing over the next two (2) years, progress on Measure AA projects (to date and through the end of Fiscal Year 2014-15), and potential strategies to streamline project delivery.
2. Confirm level of full Board involvement and oversight on implementation of Measure AA over the next two (2) years as set out in the staff report.
3. Direct the formation of a new Measure AA Implementation Ad Hoc Committee to provide the General Manager with strategic guidance during this next year on the initiation of new processes for the effective implementation and delivery of Measure AA projects.

### SUMMARY

Following the passage of Measure AA on June 3, 2014, the District has outlined the implementation process and identified the critical components that are needed over the next two years to implement Measure AA. Included among the critical components are: prioritization and scheduling of Measure AA projects; completion of a Financial and Operational Sustainability Model study; determination of the initial bond issuance size and schedule; integration of Measure AA projects into the annual Action Plan, Budget, and 5-Year Capital Improvement Plan; and formation of the Bond Oversight Committee. In addition, the District will be evaluating strategies to streamline project delivery in order to successfully meet the timeline commitments of Measure AA, deliver the project priorities in a sustainable manner, and demonstrate timely implementation success to the public.

The purpose of this Study Session is to provide an overview of the above Measure AA implementation efforts, both planned and under way, to familiarize the Board on the overall process and anticipated next steps.

## **BACKGROUND**

Measure AA was approved by more than 2/3 of the electorate on June 3, 2014. Passage of Measure AA authorizes the Midpeninsula Regional Open Space District (District) to issue up to \$300 million in bonds at a tax rate not to exceed \$3.18 per \$100,000 of assessed property value to specifically implement the Vision Plan Top 25 Priority Actions. These Priority Actions, which were developed as part of a robust public visioning process, will improve hiking and biking access; protect and preserve redwood forests, natural open spaces, the scenic beauty of our region and coastline, and critical wildlife habitat; restore creeks to protect water quality; and reduce forest fire risk. Consistent with Measure AA's Ordinance and Expenditure Plan, expenditures will be verified annually by a seven-member, at-large, bond oversight committee.

Anticipating the possible successful outcome to Measure AA, the District identified a number of important next steps that would follow passage of the bond measure and included these steps as Key Projects in the Board-approved Fiscal Year (FY) 2014-15 Action Plan (R-14-38 and R-14-59).

## **DISCUSSION**

Following the successful passage of Measure AA, the public, as well as the District's Board of Directors (Board), have asked how the District will proceed with implementing Measure AA, including:

1. Implementation schedule and sequencing of Measure AA projects
2. Timing and size of the first bond issuance
3. Formation of the Bond Oversight Committee
4. Incorporation of Measure AA projects into the District's annual 5-Year Capital Improvement Plan (CIP), Action Plan, and Budget

The purpose of this report and the August 28 Study Session is to clarify the Measure AA implementation process as currently envisioned over the next two (2) years, including key points of Board involvement and direction, as well as the necessary coordination and sequencing of the key implementation components. The August 28 Study Session will also prepare the Board for two upcoming study sessions when specific project components will be discussed in greater detail - one on September 10 to present and discuss the draft Measure AA project prioritization criteria, and the second on September 24 to present and discuss the recommended formation process and structure for the Bond Oversight Committee.

### **Measure AA Implementation Components, Inter-dependencies, and Process Flow**

Successful implementation of Measure AA requires well-coordinated sequencing of several significant process flow components. The work flow and inter-dependencies of each are graphically displayed in Attachment 1, Flow Diagram of Measure AA Implementation Process, and further described below.

*Measure AA Projects (Project Prioritization and Scheduling)*

- Development of Measure AA prioritization criteria  
Measure AA calls for the implementation of the 25 Top Vision Plan Priority Actions (portfolios) over the next 20 to 30 years. Each of these 25 Vision Plan portfolios includes many projects. The District is beginning to develop prioritization criteria to guide decisions about the timing for implementation of these projects.
- Development of 5-year Measure AA project list with 6-10 year horizon  
Once the Board accepts the prioritization criteria, an implementation schedule will be developed that includes Measure AA projects for years 1 - 5, and a list of future projects for the 6 - 10 year horizon. This 5-year Capital Improvement Plan with a 6-10 year horizon for Measure AA portfolios will keep projects flowing, ensure sufficient resources are available over the course of the implementation time span for each project, and keep the District looking ahead as items are checked off the Measure AA implementation list. Nonetheless, this Measure AA implementation schedule will need to remain flexible to allow the District to quickly respond to new Measure AA-relevant opportunities as they arise (e.g. a new property purchase that was not previously scheduled during that year, and instead assumed to occur later in the 20-30 year implementation timeline). Moreover, this Measure AA implementation schedule will be subject to annual Board review as part of the annual Action Plan and Budget process to determine if any adjustment should be made based on new conditions.

*Financial and Operational Sustainability Model (FOSM)*

- Implementation of the FOSM study  
The purpose of the study is to evaluate existing District workflow processes, staff capacity, and organizational structure and identify options to accelerate completion of high priority projects, including Measure AA projects, while continuing to carry out the daily on-going business of the District in a financially prudent and sustainable manner. Results and recommendations from the study would be considered by District management and inform the General Manager's organizational improvement recommendations to the Board.
- Scope of work
  - 1) Develop and analyze critical organizational structure, workflow, and staffing questions;
  - 2) Study the District's existing financial and organizational conditions;
  - 3) Research and evaluate other similar agencies' and industry standard best practices; and
  - 4) Develop a set of options for improvements with relative advantages and disadvantages for each.

*Annual Action Plan and Budget Development*

- Integration with Annual Action Plan, Budget, and 5-Year Capital Improvement Plan  
The first set of Measure AA projects that are identified for years 1-5 will be folded into the District's 5-Year Capital Improvement Plan and the annual Action Plan and Budget. As part of the Mid-Year and Year-End Action Plan and Budget Review (typically

scheduled for November and May, respectively), the Board will receive a status update on the progress and accomplishments made for each Measure AA project that is listed as part of that fiscal year.

#### *Bond Issuance*

- Determination of Bond Issuance Size (amount requested for first 3 years)  
Once the Measure AA project list for years 1-5 are identified, those projects that will be implemented over the course of the first 3 years will be grouped. The District will then estimate the project costs for this 3 year time frame, including resource loading requirements. The total anticipated Measure AA implementation cost for the 3-year timeframe will then be used to identify the Bond Issuance Amount to be requested as part of the first bond sale.
- Bond Sale  
The first Bond Sale is currently scheduled to occur during the Spring of 2015. Proceeds from this bond sale will be used to fund projects over a 3-year timeframe, and proceeds can be applied to reimburse the District for costs incurred to date as of May 11, 2014 on Measure AA eligible projects that the District is currently working on as part of this fiscal year (refer to section of Progress Underway on Measure AA Projects, and Attachment 2 for more information on eligible projects). On July 9, 2014, the Board approved a Resolution declaring its intention to reimburse expenditures from the proceeds of General Obligation Bonds, permitting the District to be reimbursed for Measure AA expenditures made no earlier than 60 days from the date of the resolution (thus May 11, 2014), and not later than 18 months after the expenditures are paid. This Resolution was adopted to meet the official intent requirement per the IRS and U.S. Treasury regulations (R-14-92).

#### *Bond Oversight Committee (BOC)*

- BOC Formation and Annual Review of Expenditures  
Measure AA authorized the formation of a Bond Oversight Committee (BOC) comprised of seven members, who are District residents, to verify expenditures of bond proceeds. The BOC will meet annually to review the District's Annual Audit and Annual Accountability report, verify conformity of District expenditures with the Expenditure Plan adopted in Measure AA, and present the BOC's findings to the Board. The BOC may also meet as needed to review any proposed amendments to the Expenditure Plan. Prior to formation, the Board will need to review and adopt the BOC's bylaws outlining its duties, process for appointment, member terms, etc. The BOC is intended to review and verify expenditures after they have been incurred by the District. Therefore, the core work for the BOC would not begin until one year after the first bond sale (following the close of FY2015-16).

#### **Progress Underway on Measure AA Projects**

As part of this forward-looking two-year overview on the Measure AA Implementation Process, it is important to note that progress is already underway on a number of Measure AA projects. These projects were included as part of the Fiscal Year (FY) 2014-15 Action Plan, as approved by the Board on March 26, 2014 (R-14-59).

Of the 96 projects approved in the FY2014-15 Action Plan, 24 of them are elements of the 25 Top Priority Actions listed in the Measure AA Expenditure Plan. Within these 24 projects are: construction of the Mount Umunhum Summit Trail at Sierra Azul OSP, securing of a Bay Trail Easement north of Ravenswood OSP, development of the Mindego Ranch Aquatic Species Management Plan at Russian Ridge OSP, demolition of abandoned structures at Sierra Azul OSP, and installation of new grazing infrastructure at La Honda Creek OSP (please refer to Attachment 2 for the complete project list). The Board-approved budget for these 24 projects totals \$9.0M, of which all expenditures incurred as of May 11, 2014 that are not reimbursed through a separate grant may be eligible for reimbursement through Measure AA funds. At this time, estimated projected expenditures that may be eligible for Measure AA funds total \$8.7M.

### **Potential Strategies to Streamline Measure AA Project Delivery**

To meet the commitments under Measure AA, the District is evaluating various administrative, project management, and project flow strategies to streamline overall project delivery as listed below. Some of these strategies can be implemented internally and with minimal delay. Others require outside partnerships, additional data collection and analysis, and/or more substantial internal restructuring and training.

#### **Internal Processes**

- Efficiencies in internal processes and work flows based on recommendations from the FOSM study
- Development of focused site plans versus comprehensive master plans to facilitate shorter implementation timeframes
- Streamlined CEQA review and analysis
- Additional project management and/or construction management expertise to facilitate consistent and expedited capital project delivery (i.e. standardized practices, training, construction contract revisions, etc.)
- Contract and budget efficiencies with flexibility to use supplemental work allowances and contingencies to meet project delivery schedules
- Improved accounting system design and reporting structure for project management through the District's Integrated Accounting Finance Software (IAFS)

#### **Streamlined Board Review and Approval Processes**

- Expanded use of Board Committees for reviews and recommendations to the full Board
- Focus on use of consent calendar to create more time for Board discussion of non-routine items
- Use of informational reports to the Board on project implementation to enhance the Board's understanding of a project's overall scope, schedule, and budget
- Improved Board understanding of critical project implementation timelines and time-critical decision-making to fulfill project delivery schedules to meet Measure AA requirements
- Streamlined public process to inform Board decision-making to meet project delivery schedules and Measure AA requirements

#### External Processes

- Continued collaboration with San Mateo County to streamline permitting process and standardize permitting requirements (i.e. use of Master Grading Permit or update of grading ordinance to include exceptions similar to that of Santa Clara County)
- Streamlined permit review and oversight by regulatory agencies

#### **Recommended Level of Full Board Oversight on Measure AA Implementation**

The implementation process developed for Measure AA includes important steps, milestones, and deliverables, as well as the recommended check-ins and approvals from the full Board. These were carefully identified and deliberately included to ensure Board guidance on policy issues to align the implementation process with Board priorities and goals. The means for implementing the Board's priorities and goals are the responsibility of the General Manager. The recommended level of full Board involvement as described below and in the attached flow chart allows for important milestones to be accomplished on time to meet bond requirements and achieve the highest return on the Measure AA eligible expenses incurred as of May 11, 2014. In addition to timely and thorough staff work, disciplined review and action by the Board is essential to meet project implementation schedules, especially as they relate to requirements for spending bond proceeds.

#### Recommended Key Milestone Reviews and Approvals by the Full Board

##### *Project Implementation (including Scheduling)*

- Review and confirm Measure AA prioritization criteria
- Review and approve the Measure AA project list (years 1-5, and draft 6-10 horizon)
- Approve Use and Management Plans, Amendments, and New Purchases to allow for new land acquisitions, public access facilities, and other site improvements.
- Approve all implementation contracts over \$25,000 (includes contracts placed on the Board consent calendar)

##### *Annual Action Plan and Budget Development*

- Approve the 5-Year Capital Improvement Plan and subsequent annual updates
- Review and Approve the annual Action Plan and Budget, including any recommended increases in the Operational Budget (staffing, services, supplies)
- Receive the Midyear Action Plan and Budget Review providing a status update on projects and expenditures during the first six months of the current fiscal year
- Receive the Year-End Action Plan and Budget Review describing the accomplishments and progress made during the prior fiscal year

##### *Financial and Operational Sustainability Model (FOSM)*

- Review and comment on the draft FOSM report and findings
- Accept the final FOSM report and findings and approve any related staffing and operational efficiency recommendations through the action plan and budget process, including the mid-year update.

*Bond Sale*

- Adopt the Bond Resolution and Official Statement indicating the desired funding amount and length of the first bond sale

*Bond Oversight Committee (BOC)*

- Review and Approve the BOC role, bylaws, membership composition, and recruitment process
- Interview BOC applicants
- Vote to select BOC members
- Hold BOC Ceremonial Oath of Office
- Receive BOC findings of their annual audit verifying Measure AA expenditures

**Recommended Formation of New Ad Hoc Committee**

Recognizing that the District is establishing new processes and incorporating new tools to successfully manage and meet the very specific requirements of Measure AA, which is the District's first source of General Obligation Bond revenue in its 44-year history, the General Manager recommends the formation of a Measure AA Implementation Ad Hoc Committee (AA Ad Hoc Committee) for guidance as these processes and tools are developed. The AA Ad Hoc Committee would also provide guidance as the General Manager prepares for upcoming and related public Board Study Sessions to ensure that the information is clear and effectively delivered to facilitate meaningful and productive discussion and clear Board direction.

Consistent with Board Policy on Committees, the AA Ad Hoc Committee would be active for only one year following the date of its formation and be charged specifically with providing the General Manager guidance on the development of new processes, the incorporation of new tools, and the preparation of future and related Board meetings to support the successful delivery of Measure AA projects and the first bond issuance during the initial first year of implementation. The AA Ad Hoc Committee would not replace the existing Standing Committees. Therefore, any items that would normally go to a Standing Committee would continue to be reviewed by that Standing Committee. The only difference during this first year of Measure AA implementation is that the item may first go to the AA Ad Hoc Committee for initial guidance.

Of note, the Board is reminded that the Capital Finance Ad Hoc Committee that was formed in November 2013 to guide the process for seeking additional sources of funding, including the placement of the General Obligation Bond on June 3, 2014, will be disbanded as its charge has ended and the Committee will soon reach its one year limit.

**FISCAL IMPACT**

There is no fiscal impact related to providing an overview on the Measure AA implementation process. Implementation of Measure AA Projects would be funded by the periodic issuance of bonds, as approved by the voters on June 3, 2014. Formation of a new Measure AA Implementation Ad Hoc Committee may result in a modest fiscal impact if the Board selects to make these meetings compensable. Per Board policy on *Compensation of Directors and Payment of Expenses*, the maximum allowable total compensation per Board member shall be

one hundred dollars (\$100.00) per day and five hundred dollars (\$500.00) per calendar month, irrespective of the number of meetings attended each day or each month (Chapter 6, Policy 6.03). The current budget does not include a specific allocation for the proposed new Ad Hoc Committee.

## **PUBLIC NOTICE**

Notice was provided pursuant to the Brown Act. Members of the public who are part of the Vision Plan notification list were asked to opt-in to be added onto a new Measure AA Implementation notification list, as the vision planning process has ended. Notices were subsequently also sent to the new Measure AA Implementation notification list.

## **CEQA COMPLIANCE**

This action is not a project under the California Environmental Quality Act (CEQA), and no CEQA analysis is therefore required.

## **NEXT STEPS**

At the study session scheduled on September 10, 2014, staff will present Prioritization Criteria that will be used to screen and prioritize Measure AA projects over the first 5 years. Following this study session, staff will return to the Board at a future meeting with a list of projects for the first 5 years and for the 6 to 10 year horizon that have been screened through the criteria. The Measure AA project list will inform the bond issuance and the development of the Action Plan, Budget, and 5-year Capital Improvement Plan.

At the study session scheduled on September 24, 2014, staff will provide recommended guidelines for the BOC formation, charges, and organization. Following the study session, staff will return to the Board at a future meeting with a resolution to adopt the BOC's bylaws and formally organize the BOC.

Concerning the FOSM Study, a thorough consultant selection process has been completed and authorization to enter into a contract with the top-selected firm is on the Board's regular business agenda for tonight's meeting (August 28, 2014).

### **Attachments:**

1. Flow Diagram of Measure AA Implementation Process
2. Measure AA Projects Currently Underway

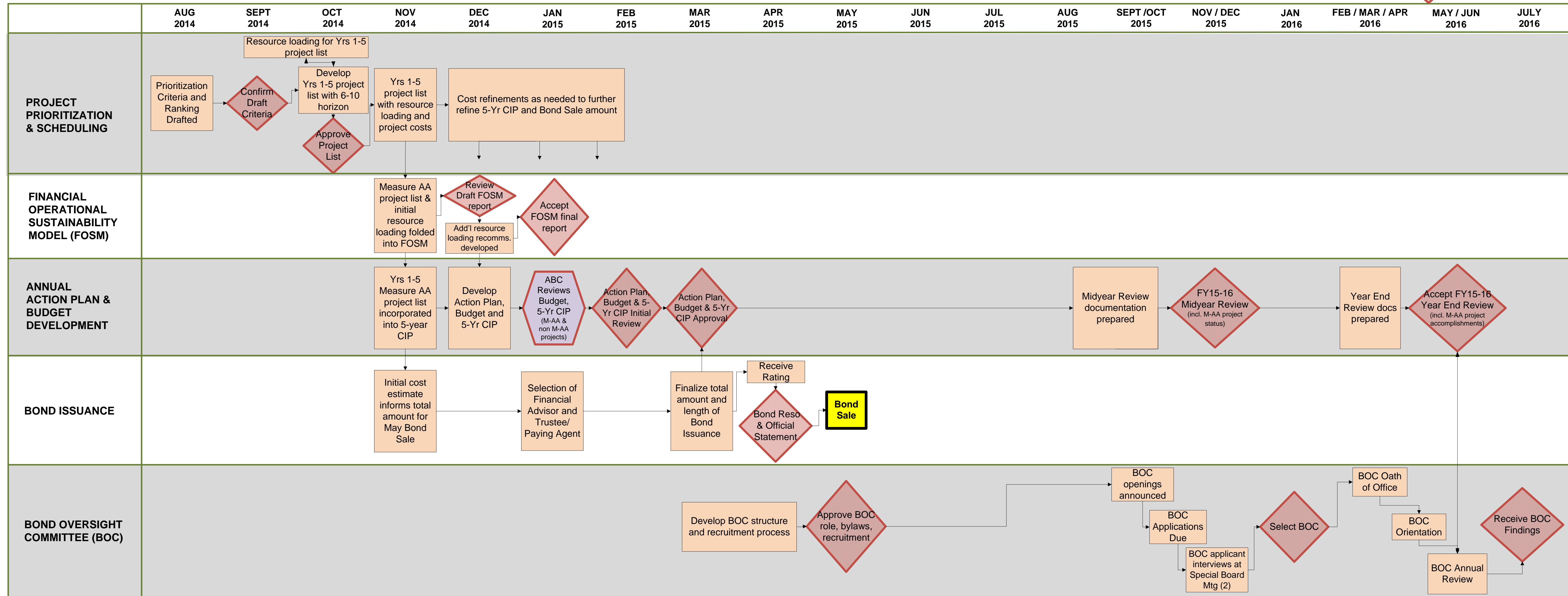
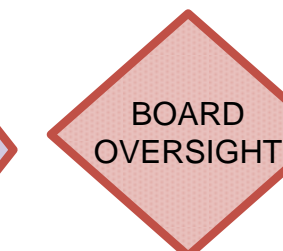
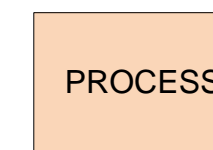
**Responsible Manager:**  
Steve Abbors, General Manager

**Prepared by:**  
Ana Ruiz, AICP, Assistant General Manager



# ATTACHMENT 1 MEASURE AA IMPLEMENTATION FLOW CHART

## LEGEND



**MEASURE AA PROJECTS CURRENTLY UNDERWAY**

Projects approved by the Board of Directors as part of the Fiscal Year 2014-15 Action Plan on March 26, 2014

Key Project	Purpose	Project Description			Board Committee Review	Dept Lead	Measure AA Priority Action(s)* (Portfolios)
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget			
<b>PROGRAM: GREENBELT PRESERVATION</b>							
<b>Priority 1</b>							
New Land Purchases (Core Function)	Continue to grow the District's contiguous greenbelt.	Pursue the purchase and gift of fee and conservation easement as new land additions to Purisima Creek Redwoods, La Honda Creek, Long Ridge, Sierra Azul	FY14-15	\$3,900,000  Majority of expenditures as of May 11 eligible for AA funding	Real Property	Real Property	3, 7, 16, 22, 23, 24, 25
<b>Priority 2</b>							
Land Purchase Partnerships (Core Function)	Create connections within District lands and with other park and open space lands.	Cooperatively work with local land preservation organizations on the following property partnerships: 1. Alpine Ranch - POST 2. Monte Bello - Santa Clara County Parks 3. Bear Creek Redwoods - Santa Clara County Parks	FY14-15	\$3,100,000  All expenditures as of May 11 eligible for AA funding	Real Property	Real Property	15, 17, 21
<b>PROGRAM: PUBLIC RECREATION AND ACCESS</b>							
<b>Priority 1</b>							
Mindego Area (Mindego Hill Trail)	Provide access to Mindego Hill. Public's first introduction to cattle grazing operations on District lands.	Design and permitting complete. Construct trail to top of Mindego Hill. Initiate planning for demolition of structure(s) as required as a condition of the County grading permit to build the trail.	Q1-Q2 FY14-15: Construction	\$80,000  All expenditures as of May 11 eligible for AA funding	No Committees, Q4 FY13-14 Board approval for CCC contract or other trailbuilding contract	District-Wide	9
Mindego Area (Silva Driveway)	To receive final on the Mindego Gateway Project, all outstanding permit issues with the Silva driveway must be resolved.	Fire code-related driveway and turnaround upgrades, water tank system, and hydrant. Target completion date is September 2014 to comply with Mindego Gateway MOU. Refer to Real Property Action Plan for remaining house improvements.	Q1 FY14-15: Permitting & Bidding Q2 FY14-15: Construction	\$97,000 (budget carried by Real Property)  All expenditures as of May 11 eligible for AA funding	No Committees	District-Wide	9

Key Project	Purpose	Project Description			Board Committee Review	Dept Lead	Measure AA Priority Action(s)* (Portfolios)
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget			
<b>PROGRAM: PUBLIC RECREATION AND ACCESS Continued</b>							
<b>Priority 1 Continued</b>							
Purisima to the Sea (POST)	Acquire new land in the Purisima/Lobitos Creek Watershed corridor to eventually create a Purisima to the Sea trail from Skyline Area	Work with private property owner of Purisima Farms property to pursue lot line adjustment separating ownership of upland and private agricultural area of property.	FY 14-15	\$20,000  All expenditures as of May 11 eligible for AA funding		Real Property	3
Potential Access Easements - Mt. Umunhum	Obtain improved road access rights along Mt. Umunhum Road	Work with neighboring land owners to improve road access easements along Mt. Umunhum Road	FY14-15	\$50,000  All expenditures as of May 11 eligible for AA funding		Real Property	23
Mount Umunhum Public Access Implementation <b>(Bald Mt to summit trail)</b>  <i>(Element of the SA/BCR Master Plan project)</i>	Provide public multi-use trail access (hiking, biking, equestrian) from new Bald Mtn Staging Area to Mt. Umunhum summit	Construct a trail connection between the Umunhum Summit and the yet to be built Bald Mountain staging area. Project is partially funded by State Coastal Conservancy and includes grant administration requirements.  Trail construction to be done in segments. Three year completion schedule will accommodate crew scheduling and match timeline of other projects required to open summit.	FY14-15: Complete steep section below summit to intersection with old road.  FY 15-16: Complete 2nd segment to intersection with 2nd old road, add drainage crossings.  FY 16-17: Complete trail from summit to Barlow Road.	\$25,000  Budget Carried by Planning Dept.  Partially funded by Coastal Conservancy Grant with remaining expenditures as of May 11 eligible for AA funding		Operations	23
Mt. Um Guadalupe Creek Overlook and Bridges Planning and Design	Continue next phase of planning for Mt. Umunhum Trail (associated amenities)	Research and design options for destination overlook platform, railings, and seating, and also up to two trail bridges over Guadalupe Creek as part of the Mt. Umunhum Trail. Apply for permits.	Q1/Q3 FY14-15	\$75,000  All expenditures as of May 11 eligible for AA funding	PNR for review of overlook platform design /construction authorization	Planning	23

Key Project	Purpose	Project Description			Board Committee Review	Dept Lead	Measure AA Priority Action(s)* (Portfolios)
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget			

**PROGRAM: PUBLIC RECREATION AND ACCESS Continued****Priority 1 Continued**

Bear Creek Stables RFP/Lease	Create Stable Site Plan and Lease for the Bear Creek Stables	1. Complete development Bear Creek Stables site plan and lease. 2. Identify possible capital improvements for stable area.	Q4 FY14-15	\$10,000  All expenditures as of May 11 eligible for AA funding		Real Property	21
Cooley Landing  <i>Previously listed under Long Range Planning</i>	Cooley Landing Adding new elements to existing Phase 2 park.	Coordinate with City and provide technical assistance during next phase of design (Phase 3 - Education Center). Wrap up outstanding easement/agreement/institutional control agreements with City and other agencies. If asked by City, evaluate the following uses: fishing, kayaking, canoeing. Assist City with other Phases of work, including amendments to U&M Plan and Partnership Agreement.	Dependent on City's schedule Tentatively: FY13-14: Planning and design of education center FY14-15 and FY15-16: Construction of education center FY15-16: Future phases	\$10,000  All expenditures as of May 11 eligible for AA funding	Q1 or Q2 FY14-15 PNR review of use agreement with Menlo Fire, City of EPA, and District	District-Wide	2
New SFPUC Bay Trail Easement (RP) and Bay Trail Design Implementation (PL)  <i>Previously listed under Long Range Planning</i>	Obtain new Bay Trail Easement through lands of SFPUC, and Bay Trail Implementation to complete critical gap in Bay Trail adjacent and partially in Ravenswood Open Space Preserve	Obtain concurrence on final trail alignment from SFPUC, complete environmental analysis of Bay Trail alignment, and complete trail easement conveyance by SFPUC. For grant, coordinate with the Cities of East Palo Alto and Menlo Park, and San Francisquito Joint Powers Authority to establish project lead.  <u>Deferred:</u> Finalize \$400,000 Santa Clara County grant agreement and seek construction grant. Begin planning and design. Begin work on geotechnical surveys, construction documents, and additional public outreach.	FY14-15: Easement and CEQA  <u>Deferred:</u> Planning, design, and permitting	Bay Trail Easement: \$60,000  All expenditures as of May 11 eligible for AA funding	Easement: Real Property  <u>Deferred:</u> Trail Implementation: Planning & Nat Res Committee	District-Wide	2

Key Project	Purpose	Project Description			Board Committee Review	Dept Lead	Measure AA Priority Action(s)* (Portfolios)
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget			

**PROGRAM: PUBLIC RECREATION AND ACCESS Continued****Priority 1 Continued**

Vehicle Bridge Evaluation and Repair (Core Function)  <i>Previously listed under Public Safety, Law Enforcement, and Fire Protection</i>	Provide for continued vehicle access for emergency response, patrol, maintenance, and public use.	Finalize bridge designs and apply for required permits.	FY14-15 Q1 Finalize Designs Q2 Apply for Permits  FY15-16 Construction	\$32,000 Permits \$78,000 Design  \$110,000 Total  All expenditures as of May 11 eligible for AA funding		Operations	3
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**Priority 2**

Stevens Creek Trail Bridge Repair	Repair or replace failing bridge.	Conduct permitting and design for repair or replacement of bridge on the Stevens Canyon Trail.	Q4 FY 14-15	\$40,000  All expenditures as of May 11 eligible for AA funding		Operations	17
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**PROGRAM: PUBLIC RECREATION AND ACCESS Continued****Priority 3**

El Corte de Madera Creek Staging Area and Trail Improvements (Phase III/IV - Oljon Trail)	Continues Phases III and IV of overall staging area and trails project. If time allows, includes "No Parking" highway signage.	If time allows, complete trail design and permitting for Phase III/IV trails. Complete Phase II culvert and Phase IV puncheon permitting. \$15K plan preparation/consultant fees. \$5K permit fee. If time allows, complete "No Parking" signage component of staging area project, including County Board of Supervisor and Caltrans approval.	Q3/4 FY14-15: Permitting	\$35,000  All expenditures as of May 11 eligible for AA funding		Planning	4
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Key Project	Purpose	Project Description			Board Committee Review	Dept Lead	Measure AA Priority Action(s)* (Portfolios)
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget			

**PROGRAM: ENVIRONMENTAL RESTORATION AND REMEDIATION****Priority 1**

Mindego Ranch Aquatic Species Management Plan  <i>Previously listed under Resource Management</i>	Define a habitat restoration and long-term management plan for sensitive aquatic species at Mindego Ranch area of Russian Ridge Open Space Preserve.	Collect additional San Francisco Garter Snake and other sensitive aquatic species distribution and abundance data.  *Board action on November 20, 2013 authorized contract.	Q1-FY14-15 - Begin first year monitoring and staff training Q4 FY14 - 15 Year 1 Report Complete	\$55,000  All expenditures as of May 11 eligible for AA funding		Natural Resources	9
La Honda Creek Master Plan Phase I Implementation - Roads Watershed Protection Upgrade	Upgrade ranch road system to prevent erosion and sediment input to anadromous streams.	Design road upgrade program to address priority sites.	Q1 FY14-15 Consultant Design Documents Complete Q2 FY2014-15 Obtain permits, conduct bidding process Q3 FY2014-15 Begin Construction	\$50,000  Approx. \$30k grant-funded through CDFW Fisheries Restoration Grant Program with remaining expenditures as of May 11 eligible for AA funding	Q3 FY14-15 Board Award Construction Contract	Natural Resources	7
El Corte de Madera Creek Watershed Protection Program	Reduce sedimentation to ECdM and San Gregorio Creeks.	Construction at 4 locations, construction oversight, design. Preconstruction biological monitoring. Complete second phase of road fill removal/trail restoration to close abandoned alignments.	Q2-FY14-15 Construction of next phase complete (1 phase remaining) in FY 2015/16	\$70,000  All expenditures as of May 11 eligible for AA funding		Natural Resources	4
Rebuild Pond DR05	Continue implementation of the Driscoll Ranch Pond Management Plan, repairing additional failed/failing ponds on the property.	Submit for permits; bid and construct the project.	Q1 FY14-15 - Permits Submitted Q2 FY14-15 - Award Construction Contract Q3 FY14-15 - Construction Complete	\$170,000  All expenditures as of May 11 eligible for AA funding	Q2 FY14-15 Board Award Construction Contract	Natural Resources	7

Key Project	Purpose	Project Description			Board Committee Review	Dept Lead	Measure AA Priority Action(s)* (Portfolios)
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget			

**PROGRAM: ENVIRONMENTAL RESTORATION AND REMEDIATION Continued****Priority 1 Continued**

Mindego Ranch Landfill Remediation	Remediate contaminated site on Mindego Ranch property.	Landfill: complete stormwater runoff control plan and install signs restricting access.	Q2 FY14-15 - Construction of stormwater runoff control structure and sign installation	\$25,000  All expenditures as of May 11 eligible for AA funding		Natural Resources	9
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**Priority 2**

Demolition and Clean up of Abandoned Structures [Foothills Area] (Core Function)	Remove abandoned structures, limit environmental pollution, and limit employee exposure to hazardous materials.	Evaluate and choose highest priority structures for demolition in the Foothills area. Contract out the demolition and clean up of listed structures.  Only buildings which are deemed not to have historic value will be included in this project.	<u>FY14-15</u> Q1-2 Evaluate, Permit, and Abate  Q3-4 Demolish	\$600,000 (updated cost now estimated at \$460,000)  All expenditures as of May 11 eligible for AA funding	Planning and Natural Resources  Q4 FY13-14	Operations	24
Demolition and Clean up of Abandoned Structures [Skyline] (Core Function)	Remove abandoned structures, limit environmental pollution, and limit employee exposure to hazardous materials.	Evaluate and choose highest priority structures for demolition in the Skyline area. Obtain permits as necessary.  Only buildings which are deemed not to have historic value will be included in this project.	<u>FY14-15</u> Q1-2 Evaluate, Permit, and Abate  Q3-4 Demolish	\$120,000  Expenditures for La Honda (\$59,168) incurred as of May 11 are eligible for AA funding	Planning and Natural Resources  Q4 FY 13-14	Operations	5

**Priority 3**

POST Hendrys Creek Property Land Restoration	Environmental restoration of Hendrys Creek property	Schedule is dependent upon SCVWD schedule for environmental review. Next steps following CEQA completion: develop plans and specs for a) SWPPP preparation, b) permitting, and c) contractor bidding. Coordinate with SC County, SCVWD, and regulatory agencies including DFW, USFWS, RWQCB, ACOE. CEQA Review costs to be reimbursed by SCVWD.	Q3/4 FY14-15: Design & Permitting (dependent on schedule of SCVWD's CEQA review)	Budget carried by Real Property  Estimated at \$25,000  All expenditures as of May 11 eligible for AA funding		Planning	22
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Key Project	Purpose	Project Description			Board Committee Review	Dept Lead	Measure AA Priority Action(s)* (Portfolios)
		Scope	Schedule (Quarterly Milestones & Completion Date)	Budget			

**PROGRAM: AGRICULTURAL LAND MANAGEMENT****Priority 1**

Mindego Grazing Infrastructure	Improve grazing infrastructure at Russian Ridge OSP (Mindego Ranch).	Install water system and new corrals to reintroduce grazing to Russian Ridge OSP.	Q4 FY14-15	\$150,000  All expenditures as of May 11 eligible for AA funding		District-Wide	9
La Honda Creek Grazing Infrastructure	Improve grazing infrastructure at La Honda Creek OSP (McDonald Ranch).	Work with tenant to improve water system infrastructure and fencing to reintroduce grazing to La Honda Creek OSP.	Q4 FY14-15	\$135,000  All expenditures as of May 11 eligible for AA funding	Q3 FY14-15 Board Award Construction Contract	Natural Resources	5

\* Numbers correspond to the numbered **Priority Actions as listed in the Measure AA Expenditure Plan** and provided below. As a reminder, embedded within each Priority Action (Portfolio) is a list of multiple projects. Those projects that are currently on the existing FY2014-15 Action Plan as a Key Project and therefore underway are listed above.

- 1 Miramontes Ridge: Gateway to the Coast Public Access, Stream Restoration, and Agriculture Enhancement
- 2 Regional: Bayfront Habitat Protection and Public Access Partnerships
- 3 Purisima Creek Redwoods: Purisima-to-Sea Trail, Watershed Protection and Conservation Grazing
- 4 El Corte de Madera Creek: Bike Trail and Water Quality Projects
- 5 La Honda Creek: Upper Area Recreation, Habitat Restoration, and Conservation Grazing Projects
- 6 Windy Hill: Trail Improvements, Preservation, and Hawthorns Area Historic Partnership
- 7 La Honda Creek: Driscoll Ranch Public Access, Endangered Wildlife Protection, and Conservation Grazing
- 8 La Honda Creek/Russian Ridge: Preservation of Upper San Gregorio Creek Watershed and Ridge Trail Completion
- 9 Russian Ridge: Public Recreation, Grazing, and Wildlife Protection Projects
- 10 Coal Creek: Improve Alpine Road for Trail Use
- 11 Rancho San Antonio: Interpretive Improvements, Refurbishing, and Transit Solutions
- 12 Peninsula/South Bay Cities: Partner to Complete Middle Stevens Creek Trail
- 13 Cloverdale Ranch: Wildlife Protection, Grazing, and Trail Connections
- 14 Regional: Trail Connections and Campgrounds
- 15 Regional: Redwood Protection and Salmon Fishery Conservation
- 16 Long Ridge: Trail, Conservation, and Habitat Restoration Projects
- 17 Regional: Complete Upper Stevens Creek Trail
- 18 South Bay Foothills: Saratoga-to-Sea Trail and Wildlife Corridor
- 19 El Sereno: Dog Trails and Connections
- 20 South Bay Foothills: Wildlife Passage and Ridge Trail Improvements
- 21 Bear Creek Redwoods: Public Recreation and Interpretive Projects
- 22 Sierra Azul: Cathedral Oaks Public Access and Conservation Projects
- 23 Sierra Azul: Mt. Umunhum Public Access and Interpretation Projects
- 24 Sierra Azul: Rancho de Guadalupe Family Recreation
- 25 Sierra Azul: Loma Prieta Area Public Access, Regional Trails, and Habitat Projects