

**From:** [Jennifer Woodworth](#)  
**Subject:** Draft Responses to Agenda Questions for 6/12/19  
**Date:** Wednesday, June 12, 2019 9:49:22 AM  
**Attachments:** [Land Facilities Organizational Chart.pdf](#)  
[March 8, 2019 AO Org Chart.pdf](#)  
[Visitor Services Organization Chart.pdf](#)  
[30YRCF031119.pdf](#)  
[Response to ABC Mtg 1 Email.pdf](#)  
[Agenda Question Re Bergman Driveway.pdf](#)

---

Good morning all,

Please see the responses below in [blue](#) to questions submitted regarding tonight's Board meeting agenda. Thank you.

Jen

**Director Kishimoto**

\* The \$62,000 for San Mateo county elections - is that in addition to earlier payment? Just curious what the total was for San Mateo and Santa Clara county elections

[The \\$42,875.76 on the 6/12/19 claims report is in addition to \\$1,120 that was paid to the San Mateo County Clerk Recorder earlier this year. The larger amount is for the cost of the election, and the smaller amount was for the cost of translating and publishing the candidate statements for Ward 5. The amount for Santa Clara County was \\$174,688, and Santa Cruz County was \\$75.00 for a total of \\$218,683.76 for the elections for Wards 1 and 5.](#)

\* AGM recruitment for 2 positions? Not search for AGM but by AGM?

[This was a bill for the recruitment for two Assistant General Managers. The bill was sent late to the District by the recruiter, Ralph Andersen.](#)

[The bill was paid late because we needed the correct documentation from the recruitment firm to make the payment.](#)

[Additionally, \\$28,750 was a discounted rate for the recruitment because Ralph Anderson conducted one recruitment for two positions.](#)

[The recruitments occurred at the same time, however given the different types of prior experience and areas of expertise required for each, a separate recruitment announcement and application review was performed for each position.](#)

Item 3 - printing. "encourage use of recycled and sustainable paper" - can we require this, rather than encourage? What is the price difference these days?

[We evaluate use of recycled stock for all District printed materials but it has been increasingly more difficult for these papers to meet District price requirements. Per Board Policy 3.03 Section V.C, Purchase of Recycled Products, "District staff shall purchase recycled products whenever such products are available at equal cost to non-recycled products and when fitness and quality are equal." On average, print jobs on recycled papers are 30-50% higher in cost. The Board may choose to request that the policy be revised to delete the equal cost requirement for recycled products.](#)

Budget - I had asked for my Q&A including the organizational charts to be shared with the entire board. I didn't see them unless they were all incorporated into the budget book or staff report

including the breakdown of staff cost increases?

Attached are the responses to Director Kishimoto's questions from ABC meeting #1 to share with the full Board.

### **Director Holman**

I have these questions about the printing contracts:

Was distance a consideration in the selection of the printing firms given shipping, trucking are both cost and environmental aspects of such contracts? Also, the response, turnaround time for quick turnaround projects. For instance, will Advantage be providing services through its Santa Clara shop?

Printing is subject to the Board's low-bid Policy 3.03 Section II.A, which states "vendors of repetitive supplies and services shall be selected through the competitive bidding procedures and shall be awarded to the lowest responsible, responsive bidder." Printing services fall under the low-bid contracting requirements. Therefore, bid fees determine the award as long as the bidder is deemed responsible and responsive.

Distance is a consideration in as much as firms submitting bid proposals are required to have a quick turnaround time and the ability to respond to urgent project requests (responsive to the request for bids). One of the proposed vendors, Advantage, has a satellite office in Santa Clara that can provide services for urgent jobs if required, but most printing jobs will not come out of that office.

Was there outreach to local printers?

We reached out to nine local (located within 25 miles) printers through the District's online bid program *Bidsync*.

Recycled paper has come a long way in terms of quality in the last several years. So has ink. Is there commitment to using soy inks which are much more environmentally responsible? Or other options akin to soy?

While we do evaluate use of recycled stock for District printed materials, it's increasingly more difficult for these papers to meet District price requirements. Non-recycled (or partially recycled) paper is consistently less expensive. Per Board Policy 3.03 Section V.C, *Purchase of Recycled Products*, "District staff shall purchase recycled products whenever such products are available at equal cost to non-recycled products and when fitness and quality are equal." The Board may choose to request that the policy be revised to delete the equal cost requirement for recycled products.

Both of proposed vendors have communicated a commitment to sustainability, including Forest Stewardship Council® (FSC) certification, which guarantees products meet the world's most stringent environmental, economic and social standards for responsible forest management.

At this time, soy ink is standard in the printing industry and District materials are printed using soy-based inks.



**Jennifer Woodworth, MMC**  
District Clerk/ Assistant to the General Manager  
[jwoodworth@openspace.org](mailto:jwoodworth@openspace.org)  
Midpeninsula Regional Open Space District  
330 Distel Circle, Los Altos, CA 94022  
P: (650) 691-1200 - F: (650) 691-0485

E-mail correspondence with the Midpeninsula Regional Open Space District (and attachments, if any) may be subject to the California Public Records Act, and as such may therefore be subject to public disclosure unless otherwise exempt under the Act.

**1. Can you send the newest 30 year scenario that our controller prepares?**

Most recent file is attached in response.

**2. (p. 4) can you break down the \$2.25 million increase in salaries and benefit by cost of living, new positions, etc.?**

The table below breaks down the \$2.25 million increase in salaries and benefits. Of note, the budget incorporates all approved positions that are currently vacant, or were added during FY2018-19, at 100% for FY2019-20. New positions are budgeted for nine months of the year at the highest step (to be conservative we budget new positions at step 10 but try to hire at step 4 or lower). A final note on MAA reimbursable labor: the District is expecting lower labor reimbursements than last year. A majority of MAA projects are in the design phase verses construction; labor is only reimbursed for construction.

<b>NET Change from FY2018-19 to FY2019-20</b>	<b>2,247,968</b>
3% COLA	541,582
2.5% Step Increases	451,319
New Positions (S&B) at 9 months	426,727
Full Staffing for all other Positions	314,918
<b>Subtotal Salary shifts</b>	<b>1,734,546</b>
OPEB	(128,000)
Benefits	334,402
Workers Comp & Unemployment	(94,668)
Director Fees	7,000
<b>TOTAL</b>	<b>1,853,280</b>
Change in MAA Labor	394,688
<b>GRAND TOTAL</b>	<b>2,247,968</b>

**3. (p. 4) special projects crew - how many do we have and at what classification?**

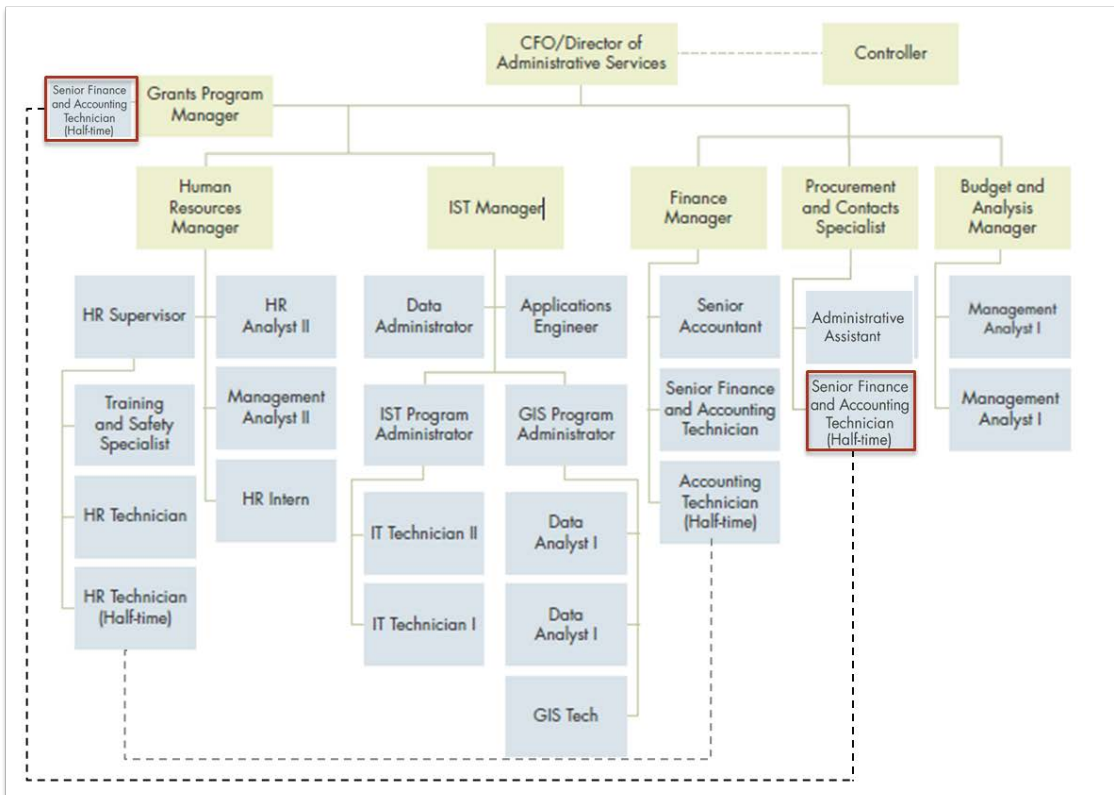
- Capital Field Projects Manager (1 at Range 31)
- Maintenance Supervisors (2 at Range 35)
- Equipment Mechanic Operators (3 at Range 28)
- Lead Open Space Technicians (2 at Range 24)
- Open Space Technicians (4 at Range 20)

**4. a new org chart would be great and perhaps a link to a table with all the positions/salary range (maybe these are included - )**

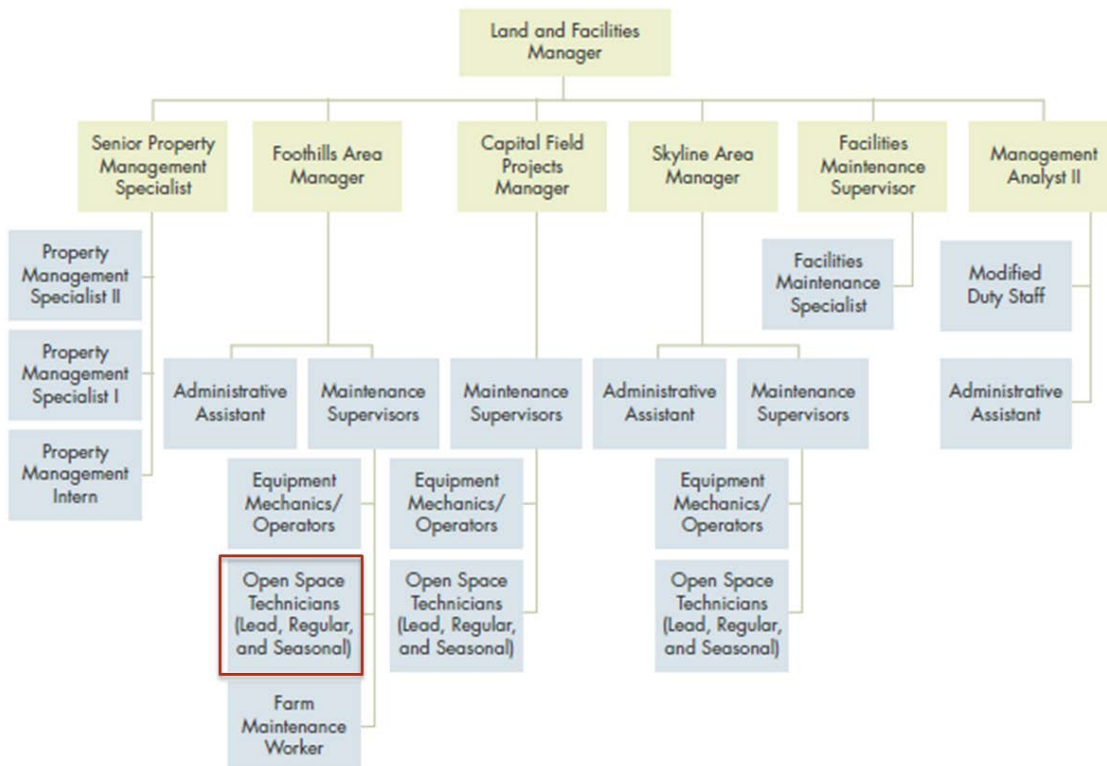
District org charts as of early May 2019 are attached in response. Additionally, new positions are shown below, in their respective department pages (Attachment 4, Section IV of the FY2019-20 Budget Book) and will be highlighted during the meeting on May 14, 2019. A link to the Classification and Compensation salary schedule is below.

[https://www.openspace.org/sites/default/files/hr\\_SalarySchedule.pdf](https://www.openspace.org/sites/default/files/hr_SalarySchedule.pdf)

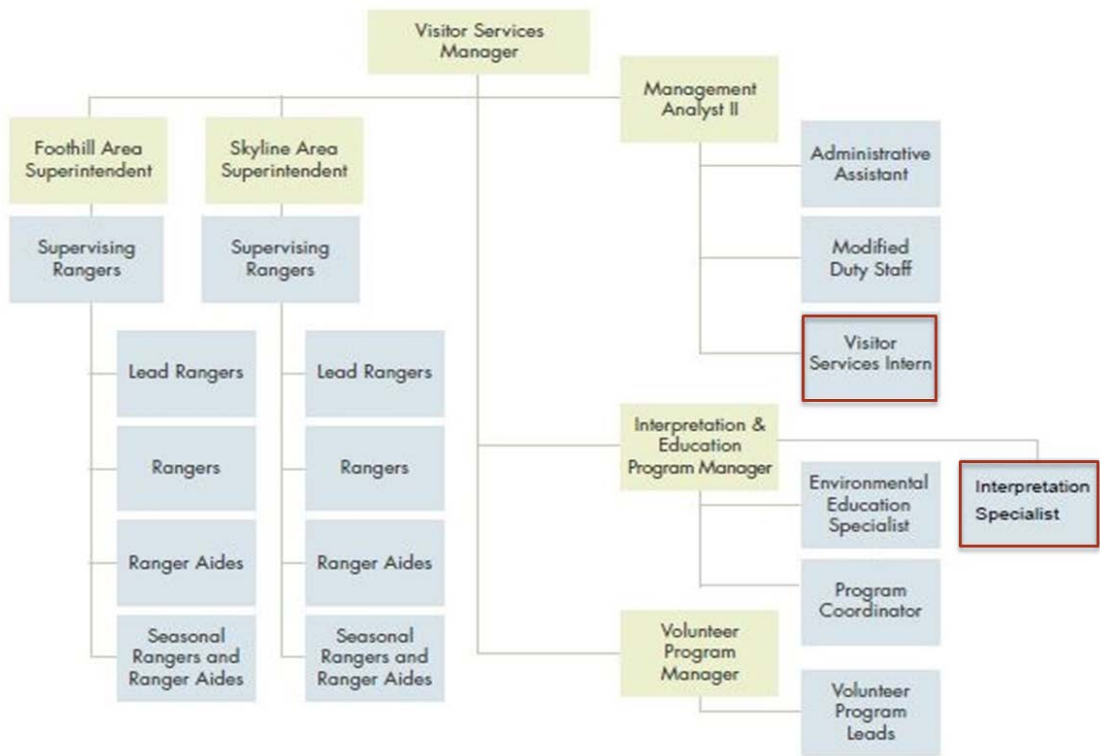
## Administrative Services:



## Visitor & Field Services: Land & Facilities



**Visitor & Field Services: Visitor Services**



**5. (p. 8) new interpretative specialist @ \$169,000/year - how was this determined and how does it compare to other visitor service positions?**

In FY2019-20 total compensation for this position is budgeted at \$103,000 (9 months; \$77,000 in salary at range 31 step 10, and \$26,000 in taxes and benefits). Annualized for FY2020-21 this position will cost around \$141,000 (includes a 3% COLA). The \$169,000 amount referenced for FY2020-21 in the ABC report was overstated; essentially the annualized position was annualized. Since this amount is a projection for FY2020-21, the budget for FY2019-20 is not impacted.

Human Resources staff researched the level of compensation based on the job specifications for the classification. This position was budgeted at the same range as the Environmental Education Specialist and a Management Analyst I. We budget conservatively at top step (10) but try to hire at step 4 or below. This position will be working with the Environmental Education Specialist, and reporting to the same program manager.

**6. (p. 5) Gordon Ridge large land acquisition is not eligible for AA - why not eligible for regional redwoods project - I didn't remember it had such specific boundaries.**

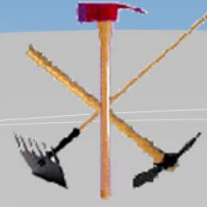
There are no redwoods on the property and it is not located in the Pescadero Watershed. The property is located directly next to Tunitas Creek OSP, which coincides with *Portfolio 32 Tunitas Creek: Additional Watershed Preservation & Conservation Grazing*.

The property includes:

- Protection of Lower San Gregorio Watershed Steelhead & Coho Salmon Habitat
- Agricultural Protection & Conservation Grazing



# Land & Facilities Services Department Organization Chart



**Michael Jurich**  
Land and Facilities Services Manager

**Michael Gorman**  
Foothills Area Manager

**Bryan Apple**  
Capital Projects Field Manager

**Craig Beckman**  
Skyline Area Manager

**Elaina Cuzick**  
Senior Property  
Management Specialist

**Susan Weidemann**  
Property  
Management  
Specialist II

**Jean Chung**  
Property  
Management  
Specialist I

**Jennifer Kavanagh**  
Admin. Asst.

**Gloria Bell**  
Admin. Asst.

**Deborah Bazar**  
Management Analyst II

**Adriana Headley**  
Admin. Asst.

**Modified Duty Staff**

**Michael Bankosh**  
Maintenance Supervisor

**Jim Mort**  
Maintenance Supervisor

**Dan Chamberlin**  
Acting Special Projects  
Maintenance Supervisor FFO

**Don Mackessy**  
Maintenance Supervisor SFO

**Grant Kern**  
Maintenance Supervisor

**Brendan Dolan**  
Maintenance Supervisor

**Omar Smith**  
Facilities Maintenance  
Supervisor

**Joe Mackessy**  
Facilities  
Maintenance  
Specialist

- Vacant Equipment Mechanic Operator
- Stephanie Towne Lead Open Space Technician
- Brian Fair Open Space Technician
- John Cifelli Open Space Technician
- Miguel Ojeda Farm Maintenance Worker

- Tom Hanson Equipment Mechanic Operator
- Vince Hernandez Lead Open Space Technician
- Ignacio Zavala Open Space Technician
- Frank Healey Open Space Technician
- Alex Rodriguez Open Space Technician

- Vacant Equipment Mechanic Operator
- Cody Fickes Lead Open Space Technician
- Steve Neighbors Open Space Technician
- Vacant Open Space Technician

- Erik Viik Lead Open Space Technician
- Ken Bolle Equipment Mechanic Operator
- Chris Perry Open Space Technician
- Holden Neal Equipment Mechanic Operator
- Trisha Marshall Open Space Technician

- Warren Jenkins Equipment Mechanic Operator
- Eric Stanton Equipment Mechanic Operator
- Brett Snider Open Space Technician
- Steve Reed Open Space Technician
- Brennon McKibbin Open Space Technician

- Steve Davison Lead Open Space Technician
- Rob Scilingo Acting Lead Open Space Technician
- Temporarily Vacant Open Space Technician
- Rich Hopp Open Space Technician
- Jessica Vizena Open Space Technician

Seasonal Open Space Technicians

Seasonal Open Space Technicians

56.5 FTEs in Land and Facilities Services  
48 Permanent Staff  
17 Seasonal Staff



**PUBLIC**

**BOARD OF DIRECTORS**

**Hilary Stevenson**  
General Counsel

**Ana Ruiz**  
General Manager

**Mike Foster**  
Controller

**Mazarin Vakharia**  
Asst. General Counsel

**Sue Voiss**  
Risk Management Coordinator

**Maria Soria**  
Executive Assistant/  
Deputy District Clerk

**Jennifer Woodworth**  
District Clerk/Assistant  
to General Manager

**Loana Lumina**  
Administrative Assistant

**Stefan Jaskulak**  
CFO/ Director of  
Administrative Services

**Susanna Chan**  
Project Planning & Delivery  
Assistant General Manager

**Brian Malone**  
Visitor & Field Services  
Assistant General Manager

**PUBLIC AFFAIRS**  
**Korrine Skinner, Manager**

**Melanie Askay**  
Grants Program  
Manager

**Marion Shaw**  
Management  
Analyst II

**VISITOR SERVICES**  
**Matt Anderson, Manager**

**LAND & FACILITIES SERVICES**  
**Michael Jurich, Manager**

**Cydney Bieber**  
Public Affairs  
Specialist II

**Joshua Hugg**  
Governmental  
Affairs Specialist

**HUMAN RESOURCES**  
**Candice Basnight, Manager**

**IST**  
**Casey Hiatt (Acting), Manager**

**ENGINEERING & CONSTRUCTION**  
**Jay Lin, Manager**

**REAL PROPERTY**  
**Mike Williams, Manager**

**Peggy Gibbons**  
Public Affairs  
Specialist II

**Carmen Lau**  
Public Affairs  
Specialist I

**Vacant**  
HR Supervisor

**Mindy Vargas**  
HR Analyst II

**Tad Hammer**  
Data Administrator

**Johnny Baldwin**  
Applications  
Engineer

**Felipe Nistal**  
Sr. Capital Project  
Manager

**Scott Reeves**  
Sr. Capital Project  
Manager

**Allen Ishibashi**  
Sr. Real Property  
Agent

**Elish Ryan**  
Planner III

**Leigh Ann Gessner**  
Public Affairs  
Specialist II

**Jordan McDaniel**  
Administrative  
Assistant

**Heather Reiter**  
Training & Safety  
Specialist

**Rutuja Khare**  
HR Analyst II

**Owen Sterzl**  
IT Program  
Administrator

**Jamie Hawk (Acting)**  
GIS Program  
Administrator

**Leigh Guggemos**  
Capital Project  
Manager III

**Zachary Alexander**  
Capital Project  
Manager III

**VACANT**  
Real Property  
Specialist II

**Jasmine Leong**  
Administrative  
Assistant

**Mike Kahn**  
Public Affairs  
Specialist II

**VACANT**  
PA Intern

**Rose Ferrer**  
HR Technician

**VACANT**  
HR Intern

**Davin Wong**  
IT Technician II

**Francisco Lopez Tapia**  
Data Analyst I

**Tanisha Werner**  
Capital Project  
Manager III

**Sean Smith**  
Capital Project  
Manager II

**NATURAL RESOURCES**  
**Kirk Lenington, Manager**

**Coty Sifuentes-Winter**  
Sr. Resource Mgmt  
Specialist

**Matt Baldzikowski**  
Sr. Resource Mgmt  
Specialist

**FINANCE**  
**Andrew Taylor, Manager**

**Janine Ward**  
Procurement &  
Contracts Specialist

**BUDGET & ANALYSIS**  
**Carmen Narayanan, Manager**

**PLANNING**  
**Jane Mark, Manager**

**Luke Mulhall**  
Administrative  
Assistant

**Tina Hugg**  
Sr. Planner

**Meredith Manning**  
Sr. Planner

**Thomas Reyes**  
IPM Coordinator

**Julie Andersen**  
Resource Mgmt  
Specialist III

**Aaron Hebert**  
Water Resources  
Specialist

**Warren Chan**  
Accountant

**Kimberly Whelan**  
Administrative  
Assistant

**Lupe Hernandez**  
Management  
Analyst I

**Elissa Martinez**  
Management  
Analyst I

**Whitney Berry**  
Planner III

**Gretchen Laustsen**  
Planner III

**VACANT**  
Planner III

**Aaron Peth**  
Planner II

**Amanda Mills**  
Resource Mgmt  
Specialist II

**Karine Tokatlian**  
Resource Mgmt  
Specialist II

**VACANT**  
Natural Resources  
Intern (Half-time)

**Lisa Jenkinson**  
Accounting  
Technician  
(Half-time)

**Debbie Ledger**  
Sr. Finance &  
Accounting  
Technician

**Leilani Hufana**  
Planner II

**Melissa Borgesi**  
Planner I/II

**Sophie Christel**  
Planner I/II

**Lewis Reed**  
Resource Mgmt  
Specialist II

**Matt Sharp-Chaney**  
Resource Mgmt  
Specialist I

**Hayley Edmonston**  
Climate Resiliency  
Fellow

**Katarina Palermo**  
Natural Resources  
Intern (Half-time)



41 FTEs Budgeted in Visitor Services  
 43 Actual Staff Members (including Seasonals)

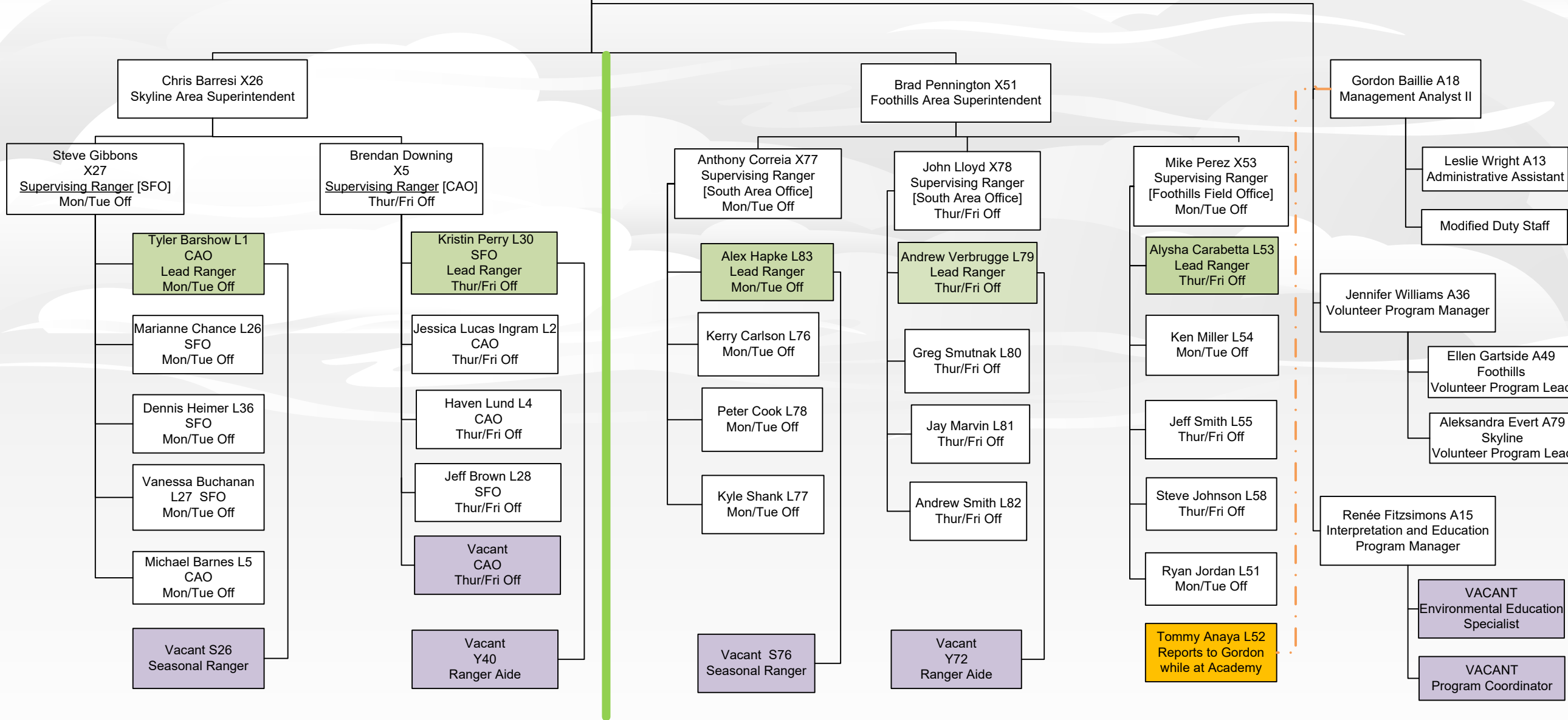
Patrol Staffing (34 Badged Staff) Inc. 2 Seasonal Rangers

1 VS Manager, 2 Area Sups  
 5 Supervising Rangers  
 5 Lead Rangers  
 19 Rangers

Budgeted - 2 Seasonal Ranger (0.5 FTE each)  
 Budgeted - 2 Seasonal Ranger Aides [Not Badged] (0.5 FTE each)

**Visitor Services Department**  
*Effective May 2, 2019*  
*Numbers after names are radio call signs*

**Matt Anderson A10**  
 Visitor Services  
 Manager/Chief Ranger



# MROSD 30 YEAR CASH FLOW PROJECTION (FY19-48)

30YRCF031119

(\$Millions)      TAX GROWTH (\*): **3.5** %      NON-MAA CAPEX BASE: **\$4.5 M**      22-32 RESERVE INCR: **\$22 M**  
 3/11/19      OPEX GROWTH: **5.5** %      NON-MAA CAPEX GR: **4.0** %      OTHER REVENUE GR: **2** %  
 OPEX GR > TAX GR: **2.0** %      GRANTS/MAA CAPEX: **6** %      Occupy all of AO: **31-32**

FISCAL YEAR:	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	FY19-33
BEGINNING GEN CASH	57.94	75.94	52.51	50.10	45.81	33.93	47.85	54.81	61.45	67.61	73.55	79.22	86.15	92.52	97.54	100.93	
TAX REVENUE	45.35	49.09	52.05	54.13	56.03	57.99	60.02	62.12	64.29	66.54	68.87	71.28	73.78	76.36	79.03	81.80	973.4
NET LEASE REVENUE		0.50	1.00	0.50		0.70	0.75	0.80	0.82	0.83	0.85	0.87	0.88	0.90			9.4
SALE OF BUILDING						10.00											10.0
OTHER REVENUE	<u>3.29</u>	<u>3.20</u>	<u>3.10</u>	<u>3.16</u>	<u>2.90</u>	<u>2.96</u>	<u>3.32</u>	<u>3.38</u>	<u>3.45</u>	<u>3.52</u>	<u>3.59</u>	<u>3.66</u>	<u>3.74</u>	<u>3.81</u>	<u>3.89</u>	<u>3.96</u>	51.6
OPERATING REVENUES	48.64	52.79	56.15	57.79	58.93	71.65	64.08	66.30	68.56	70.89	73.31	75.81	78.40	81.07	82.92	85.76	1044.4
OPERATING EXPENSES	27.46	31.00	33.56	35.91	37.89	39.47	41.64	43.93	46.35	48.90	51.59	54.42	57.42	60.57	63.91	67.42	714.0
<i>Operating Exp/Taxes</i>	61%	63%	64%	66%	68%	68%	69%	71%	72%	73%	75%	76%	78%	79%	81%	82%	
NON-MAA CAPEX	2.26	5.30	11.30	8.20	4.78	4.98	5.17	5.38	5.60	5.82	6.05	6.30	6.55	6.81	7.08	7.36	96.7
NEW FACILITIES	3.15	32.60	3.30	7.30	17.40	1.00											61.6
DEPOSITS/ADJUSTMTS	0.75	-3.70	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-3.7
NON-MAA DEBT SERVICE	<u>8.84</u>	<u>11.02</u>	<u>10.40</u>	<u>10.68</u>	<u>10.74</u>	<u>12.28</u>	<u>10.31</u>	<u>10.34</u>	<u>10.46</u>	<u>10.23</u>	<u>10.00</u>	<u>8.16</u>	<u>8.06</u>	<u>8.67</u>	<u>8.54</u>	<u>8.36</u>	148.3
NON-MAA SPENDING	<u>42.46</u>	<u>76.22</u>	<u>58.56</u>	<u>62.09</u>	<u>70.81</u>	<u>57.73</u>	<u>57.13</u>	<u>59.65</u>	<u>62.41</u>	<u>64.95</u>	<u>67.64</u>	<u>68.88</u>	<u>72.02</u>	<u>76.06</u>	<u>79.52</u>	<u>83.15</u>	1016.8
OPERATING CASH FLOW	6.18	-23.43	-2.41	-4.30	-11.88	13.92	6.96	6.65	6.15	5.94	5.67	6.93	6.37	5.01	3.39	2.62	27.6
BOND PROCEEDS (NET)	<u>11.82</u>																0.0
ENDING GENERAL CASH	75.94	52.51	50.10	45.81	33.93	47.85	54.81	61.45	67.61	73.55	79.22	86.15	92.52	97.54	100.93	103.55	
COMMITTED RESERVES	<u>42.30</u>	<u>23.10</u>	<u>20.40</u>	<u>20.70</u>	<u>16.00</u>	<u>18.00</u>	<u>20.00</u>	<u>22.00</u>	<u>24.00</u>	<u>26.00</u>	<u>28.00</u>	<u>30.00</u>	<u>32.00</u>	<u>34.00</u>	<u>36.00</u>	<u>38.00</u>	
AVAILABLE GEN CASH	33.64	29.41	29.70	25.11	17.93	29.85	34.81	39.45	43.61	47.55	51.22	56.15	60.52	63.54	64.93	65.55	
BOND PROCEEDS (NET)	50.00			50.00			30.00			25.00			25.00			25.00	155.0
GO BOND DEBT SERVICE	2.59	2.59	5.64	6.46	7.21	7.70	8.60	9.75	9.99	10.52	11.49	11.49	12.03	12.99	12.98	13.53	143.0
GO BOND TAX REVENUE	2.45	5.14	5.35	6.78	7.57	8.09	9.02	10.23	10.49	11.05	12.06	12.06	12.63	13.64	13.63	14.21	152.0
INTEREST LESS COI	0.40	1.13	1.15	0.30	0.80	0.40	0.20	0.60	0.35	0.20	0.55	0.33	0.20	0.55	0.35	0.20	7.3
MAA CAPEX	11.79	11.00	17.00	21.00	27.00	25.00	12.00	12.00	12.00	10.00	10.00	9.50	10.00	10.00	9.50	10.00	206.0
LESS: GRANT INCOME	<u>1.06</u>	<u>0.50</u>	<u>2.00</u>	<u>1.76</u>	<u>1.62</u>	<u>1.50</u>	<u>0.72</u>	<u>0.72</u>	<u>0.72</u>	<u>0.60</u>	<u>0.60</u>	<u>0.57</u>	<u>0.60</u>	<u>0.60</u>	<u>0.57</u>	<u>0.60</u>	13.7
<b>NET MAA CAPEX</b>	<b>10.73</b>	<b>10.50</b>	<b>15.00</b>	<b>19.24</b>	<b>25.38</b>	<b>23.50</b>	<b>11.28</b>	<b>11.28</b>	<b>11.28</b>	<b>9.40</b>	<b>9.40</b>	<b>8.93</b>	<b>9.40</b>	<b>9.40</b>	<b>8.93</b>	<b>9.40</b>	192.3
BOND REIMBURSEMENT	<u>15.80</u>	<u>11.10</u>	<u>15.00</u>	<u>19.24</u>	<u>25.38</u>	<u>23.50</u>	<u>11.28</u>	<u>11.28</u>	<u>11.28</u>	<u>9.40</u>	<u>9.40</u>	<u>8.93</u>	<u>9.40</u>	<u>9.40</u>	<u>8.93</u>	<u>9.40</u>	192.9
<b>MAA FUND CASH</b>	<b>51.37</b>	<b>43.95</b>	<b>29.81</b>	<b>61.19</b>	<b>36.97</b>	<b>14.26</b>	<b>33.61</b>	<b>23.42</b>	<b>12.99</b>	<b>29.31</b>	<b>21.04</b>	<b>13.01</b>	<b>29.41</b>	<b>21.21</b>	<b>13.28</b>	<b>29.75</b>	
BOND PREMIUM CASH	3.70	1.64	0.01	1.50	0.50	0.00	0.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
ENDOWMENT CASH	<u>1.54</u>	<u>1.46</u>	<u>1.37</u>	<u>1.30</u>	<u>1.23</u>	<u>1.16</u>	<u>1.08</u>	<u>1.01</u>	<u>0.93</u>	<u>0.86</u>	<u>0.78</u>	<u>0.70</u>	<u>0.62</u>	<u>0.54</u>	<u>0.46</u>	<u>0.38</u>	1.17
ENDING TOTAL CASH	132.55	99.56	81.29	109.80	72.63	63.26	89.75	85.88	81.52	103.72	101.03	99.85	122.55	119.28	114.66	133.67	
<b>CUMM MAA CAPEX</b>	<b>54.3</b>	<b>65.3</b>	<b>82.3</b>	<b>103.3</b>	<b>130.3</b>	<b>155.3</b>	<b>167.3</b>	<b>179.3</b>	<b>191.3</b>	<b>201.3</b>	<b>211.3</b>	<b>220.8</b>	<b>230.8</b>	<b>240.8</b>	<b>250.3</b>	<b>260.3</b>	

[\*] Starting in 2021-22; 7.2% in 2018-19, 6.0% in 2019-20 and 4.0% in 2020-21

# MROSD 30 YEAR CASH FLOW PROJECTION (FY17-46)

30YRCF031119

3/11/19  
(\$Millions)

TAX GROWTH: **3.5** %

NON-MAA CAPEX BASE: **\$4.5 M**

32-46 RESERVE INCR: **\$1.00 M/year**

OPEX GROWTH: **4.50** %

NON-MAA CAPEX GR: **4.0** %

GRANTS/MAA CAPEX: **6** %

OPEX GR > TAX GR: **1.00** %

OTHER REVENUE GR: **2** %

FISCAL YEAR:	32-33	33-34	34-35	35-36	36-37	37-38	38-39	39-40	40-41	41-42	42-43	43-44	44-45	45-46	46-47	47-48	FY34-48
BEGINNING GEN CASH	100.93	103.55	105.98	109.18	110.93	112.64	116.53	123.39	130.57	136.97	144.61	149.53	152.93	155.21	158.07	157.83	
TAX REVENUE	81.80	84.66	87.62	90.69	93.86	97.15	100.55	104.07	107.71	111.48	115.38	119.42	123.60	127.93	132.40	137.04	1633.6
OTHER REVENUE	<u>3.96</u>	<u>4.04</u>	<u>4.12</u>	<u>4.21</u>	<u>4.29</u>	<u>4.38</u>	<u>4.46</u>	<u>4.55</u>	<u>4.64</u>	<u>4.74</u>	<u>4.83</u>	<u>4.93</u>	<u>5.03</u>	<u>5.13</u>	<u>5.23</u>	<u>5.34</u>	<u>69.9</u>
OPERATING REVENUES	85.76	88.70	91.75	94.90	98.16	101.53	105.01	108.62	112.36	116.22	120.22	124.35	128.63	133.06	137.64	142.37	1703.5
OPERATING EXPENSES	67.42	70.45	73.63	76.94	80.40	84.02	87.80	91.75	95.88	100.19	104.70	109.41	114.34	119.48	124.86	130.48	1464.3
<i>Operating Exp/Taxes+RR</i>	82%	83%	84%	85%	86%	86%	87%	88%	89%	90%	91%	92%	93%	93%	94%	95%	
NON-MAA CAPEX	7.36	7.66	7.97	8.28	8.62	8.96	9.32	9.69	10.08	10.48	10.90	11.84	12.31	12.80	13.32	13.85	156.1
DEPOSITS/ADJUSTMTS	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-2.10	-0.30	-0.30	-0.30	-2.09	-0.30	-0.25	-5.6
NON-MAA DEBT SERVICE	<u>8.36</u>	<u>8.16</u>	<u>6.95</u>	<u>7.93</u>	<u>7.43</u>	<u>4.66</u>	<u>1.03</u>										<u>36.2</u>
NON-MAA SPENDING	<u>83.15</u>	<u>86.27</u>	<u>88.54</u>	<u>93.15</u>	<u>96.45</u>	<u>97.64</u>	<u>98.15</u>	<u>101.44</u>	<u>105.96</u>	<u>108.57</u>	<u>115.30</u>	<u>120.95</u>	<u>126.35</u>	<u>130.20</u>	<u>137.88</u>	<u>144.08</u>	<u>1650.9</u>
OPERATING CASH FLOW	2.62	2.43	3.21	1.75	1.70	3.89	6.87	7.18	6.40	7.64	4.92	3.40	2.28	2.86	-0.24	-1.70	52.6
<b>ENDING GENERAL CASH</b>	<b>103.55</b>	<b>105.98</b>	<b>109.18</b>	<b>110.93</b>	<b>112.64</b>	<b>116.53</b>	<b>123.39</b>	<b>130.57</b>	<b>136.97</b>	<b>144.61</b>	<b>149.53</b>	<b>152.93</b>	<b>155.21</b>	<b>158.07</b>	<b>157.83</b>	<b>156.13</b>	
COMMITTED RESERVES	<u>38.00</u>	<u>39.00</u>	<u>40.00</u>	<u>41.00</u>	<u>42.00</u>	<u>43.00</u>	<u>44.00</u>	<u>45.00</u>	<u>46.00</u>	<u>47.00</u>	<u>48.00</u>	<u>49.00</u>	<u>50.00</u>	<u>51.00</u>	<u>51.00</u>	<u>51.00</u>	
AVAILABLE GEN CASH	65.55	66.98	69.18	69.93	70.64	73.53	79.39	85.57	90.97	97.61	101.53	103.93	105.21	107.07	106.83	105.13	
BOND PROCEEDS (NET)	25.00			25.00			25.00										50.0
GO BOND DEBT SERVICE	13.53	14.49	14.49	14.99	15.98	15.97	16.47	17.47	17.47	17.46	17.46	17.46	17.46	17.45	14.90	14.90	244.4
GO BOND TAX REVENUE	14.21	15.22	15.22	15.74	16.78	16.77	17.30	18.34	18.34	18.33	18.33	18.33	18.33	18.32	15.64	15.64	256.6
INTEREST LESS COI	0.20	0.60	0.40	0.10	0.60	0.40	0.10	0.60	0.40	0.30	0.30	0.30	0.30	0.30	0.30	0.30	5.3
MAA CAPEX	10.00	10.00	10.00	10.50	10.00	10.00	10.00	10.00	9.60								80.1
LESS: GRANT INCOME	0.60	<u>0.60</u>	<u>0.60</u>	<u>0.63</u>	<u>0.60</u>	<u>0.60</u>	<u>0.60</u>	<u>0.60</u>	<u>0.58</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>4.8</u>
<b>NET MAA CAPEX</b>	<b>9.40</b>	<b>9.40</b>	<b>9.40</b>	<b>9.87</b>	<b>9.40</b>	<b>9.40</b>	<b>9.40</b>	<b>9.40</b>	<b>9.02</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>75.3</b>
BOND REIMBURSEMENT	9.40	<u>9.40</u>	<u>9.40</u>	<u>9.87</u>	<u>9.40</u>	<u>9.40</u>	<u>9.40</u>	<u>9.40</u>	<u>9.02</u>	<u>2.10</u>	<u>0.30</u>	<u>0.30</u>	<u>0.30</u>	<u>2.09</u>	<u>0.30</u>	<u>0.25</u>	80.9
<b>MAA FUND CASH</b>	<b>29.75</b>	<b>21.68</b>	<b>13.40</b>	<b>29.38</b>	<b>21.38</b>	<b>13.18</b>	<b>29.70</b>	<b>21.78</b>	<b>14.02</b>	<b>12.22</b>	<b>12.22</b>	<b>12.22</b>	<b>12.22</b>	<b>10.43</b>	<b>10.43</b>	<b>10.43</b>	
BOND PREMIUM CASH	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
ENDOWMENT	<u>0.38</u>	<u>0.35</u>	<u>0.32</u>	<u>0.29</u>	<u>0.26</u>	<u>0.23</u>	<u>0.20</u>	<u>0.17</u>	<u>0.14</u>	<u>0.11</u>	<u>0.07</u>	<u>0.04</u>	<u>0.01</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	0.38
ENDING TOTAL CASH	133.67	128.00	122.90	140.60	134.27	129.93	153.29	152.51	151.13	156.94	161.82	165.19	167.44	168.50	168.26	166.55	
<b>CUMM MAA CAPEX</b>	<b>260.3</b>	<b>270.3</b>	<b>280.3</b>	<b>290.8</b>	<b>300.8</b>	<b>310.8</b>	<b>320.8</b>	<b>330.8</b>	<b>340.4</b>	<b>340.4</b>	<b>340.4</b>	<b>340.4</b>	<b>340.4</b>	<b>340.4</b>	<b>340.4</b>	<b>340.4</b>	

# MROSD PROJECTED MEASURE AA TAX RATE

3/11/19

FISCAL YEAR: **17-18** **18-19** **19-20** **20-21** **21-22** **22-23** **23-24** **24-25** **25-26** **26-27** **27-28** **28-29** **29-30** **30-31** **31-32** **32-33**

AV GROWTH (starting 21-22): **3.5** %

ASSESSED VALUE (\$B)	265.5	284.6	301.7	313.8	324.7	336.1	347.9	360.0	372.6	385.7	399.2	413.2	427.6	442.6	458.1	474.1
MAA DEBT SVC-OLD (\$M)	2.59	4.65	7.27	5.96	5.31	5.30	5.30	5.30	5.29	5.29	5.29	5.29	5.29	5.29	5.28	5.30
MAA DEBT SVC-NEW (\$M)				1.00	2.90	2.90	3.55	4.70	4.70	5.24	6.20	6.20	6.74	7.70	7.70	8.24
less Bond Premium		2.06	1.63	0.50	1.00	0.50	0.25	0.25								
NET MAA DEBT SVC		2.59	5.64	6.46	7.21	7.70	8.60	9.75	9.99	10.52	11.49	11.49	12.03	12.99	12.98	13.53
MAA TAX REVENUE	2.45	5.14	5.35	6.78	7.57	8.09	9.02	10.23	10.49	11.05	12.06	12.06	12.63	13.64	13.63	14.21
<b>TAX RATE</b>	<b>\$0.92</b>	<b>\$1.81</b>	<b>\$1.77</b>	<b>\$2.16</b>	<b>\$2.33</b>	<b>\$2.41</b>	<b>\$2.59</b>	<b>\$2.84</b>	<b>\$2.81</b>	<b>\$2.87</b>	<b>\$3.02</b>	<b>\$2.92</b>	<b>\$2.95</b>	<b>\$3.08</b>	<b>\$2.98</b>	<b>\$3.00</b>

FISCAL YEAR: **32-33** **33-34** **34-35** **35-36** **36-37** **37-38** **38-39** **39-40** **40-41** **41-42** **42-43** **43-44** **44-45** **45-46** **46-47** **47-48**

AV GROWTH: **3.5** %

ASSESSED VALUE (\$B)	474.1	490.7	507.9	525.7	544.1	563.1	582.8	603.2	624.3	646.2	668.8	692.2	716.4	741.5	767.4	794.3
MAA DEBT SVC-OLD (\$M)	5.30	5.29	5.29	5.29	5.28	5.27	5.27	5.27	5.27	5.26	5.26	5.26	5.26	5.25	2.70	2.70
MAA DEBT SVC-NEW (\$M)	8.24	9.20	9.20	9.70	10.70	10.70	11.20	12.20	12.20	12.20	12.20	12.20	12.20	12.20	12.20	12.20
NET MAA DEBT SVC	13.53	14.49	14.49	14.99	15.98	15.97	16.47	17.47	17.47	17.46	17.46	17.46	17.46	17.45	14.90	14.90
MAA TAX REVENUE	14.21	15.22	15.22	15.74	16.78	16.77	17.30	18.34	18.34	18.33	18.33	18.33	18.33	18.32	15.64	15.64
<b>TAX RATE</b>	<b>\$3.00</b>	<b>\$3.10</b>	<b>\$3.00</b>	<b>\$2.99</b>	<b>\$3.08</b>	<b>\$2.98</b>	<b>\$2.97</b>	<b>\$3.04</b>	<b>\$2.94</b>	<b>\$2.84</b>	<b>\$2.74</b>	<b>\$2.65</b>	<b>\$2.56</b>	<b>\$2.47</b>	<b>\$2.04</b>	<b>\$1.97</b>

## Agenda Question Re: 5/24/19 Action Plan and Budget Committee Agenda

\* Re: pp. 14/15 of Attachment 4 - Land and Facilities Department and Non -MAA CAPEX/Operating Expenses. As we increase our stock of buildings including housing, fencing, restrooms, bridges, etc. - what's a good way to estimate maintenance costs and capital improvement projects to just replace what we have? Do we have an "assets" view of what capital stock we need to maintain? FOSM made a rough estimate based on where we are on the growth trajectory - we are on track?

One of the action plan projects for FY 18-19 is the development of a Work Order Asset Management System, which went live earlier this week with the initial phase. We are on track with our implementation of that system. The software we are using (Cityworks) will allow us to better track our on-the-ground-assets, work orders, and monitor our ADA transition plan. Over time, all of our physical assets that need to be maintained will be put into the system and geo-located. Currently we make budget estimates based on the need to perform repairs and the cost of prior similar repairs. In general housing, driveways and grazing infrastructure inherited through land purchases are in fair to poor condition. We are working through a backlog of infrastructure projects. Some of this work is managed through the Land & Facilities Department operating budget and larger projects over 50K are managed under our capital budgets. We don't have replacement costs determined for all our assets, but estimates can be made based on the cost of similar work when creating annual budgets.

Through Board action, a Committed Capital Maintenance Reserve Fund was established and funded with a \$1,000,000 contribution two years in a row, bringing the current balance to \$2,000,000. Pending further development and refinement of the data in the Work Order and Asset Management system (such as quantity and description of assets, remaining life, replacement cost, etc), we will propose to add funds to the Capital Maintenance fund from time to time as budget allows. Once additional information and data is available, a more detailed capital maintenance schedule and budget can be developed, funded by this Capital Maintenance fund.

The FOSM estimated the levels of staff growth in two periods: 2015 to 2020 and 2020 to 2045. We are on target for those growth projections. The need for staff growth going forward we be dependent on the development of public access, visitation growth, acquisition of new lands, and resource management needs, which we assess in part based on the Board's Strategic Plan Goals and Objectives, the CIAP, and the Board's 5-year MAA Project List.

\* Re: Berman/Quam driveway, p. 87 of budget. \$414,000 for the driveway. Last time, you showed the long driveway to one house to be re-rocked. Can you give more details on the house it would serve - size and state of repair - is it staff housing? Or market value? I'm trying to justify this amount for one house given it must need to be done periodically.

The Quam/Bergman driveway is approximately 1.5 miles long. It serves four District residences, in addition to private residences near the top of the driveway. The cost of any work on the top section is shared with the private residents.

Repairs to the Bergman Houses (located at the middle of the driveway) are underway to meet permitting and habitability needs:

- 2,500 square foot, 2 bedroom, 1 bath, market rent \$2,900;
- 850 square foot, 1 bedroom, 1 bath, market rent \$986;
- 1200 square foot, 2 bedroom, 1 bath, market rent \$1,392;

The Quam house located at the end of the driveway is a 960 square foot, 1 bedroom/1.5 bath house with a separate garage. Market rent is \$1,114/month. It is in good condition.

The request for bids for the Quam/Bergman driveway project will include the section of driveway between Bergman and Quam as an add alternate. We will evaluate the cost of just the lower section of road against the return from the residential rental of the Quam house based on the actual bids received. As an add alternate item, this section of the driveway can be excluded from the proposed bid amount based on the cost. If a recommendation is made to not repair the lower section of road, and the Board approves this recommendation, the house will not be rented out. In that case, staff will return to the Board with options for the final disposition of the Quam house.

These houses are not currently designated as employee housing and therefore can be made available to general employees (e.g. administrative employees) per our housing policy. If there is no interest from employees, they would be offered to the general public.