



Midpeninsula Regional
Open Space District

R-24-144
Meeting 24-31
December 3, 2024

REVISED AGENDA ITEM 2

AGENDA ITEM

Implementation Status of the Financial and Operational Sustainability Model (FOSM) Refresh Recommendations

GENERAL MANAGER'S RECOMMENDATION

Review the implementation status of the Financial and Operational Sustainability Model (FOSM) Refresh recommendations. No Board action required.

SUMMARY

In 2023, the Midpeninsula Regional Open Space District (District) contracted to update and refresh the 2015 Financial and Operational Sustainability Model (FOSM) to ensure organizational capacity and focus for the successful implementation of the Measure AA commitments as well as new tasks that were not included or contemplated in the original study. This report provides a status update on the progress in implementing the 49 recommendations from the FOSM Refresh report (Attachment 1).

DISCUSSION

After voter passage of Measure AA (MAA) in 2014, the District embarked on a Financial and Operational Sustainability Model (FOSM) study in 2015 to evaluate existing District workflow processes, staff capacity, and organizational structure and develop recommendations for supporting MAA projects in a financially prudent and sustainable manner. In 2023, the District refreshed the FOSM to ensure sufficient and deliberate capacity for fulfilling its Measure AA commitments and the expanded programmatic needs not previously envisioned back in 2015.

The FOSM Refresh report identifies 49 recommendations, which are being implemented in a phased approach across 3.5 fiscal years (from midyear Fiscal Year 2023-24 (FY24) to FY27). This phased approach is outlined in the FOSM Refresh implementation plan, which breaks down the 49 FOSM recommendations into 57 distinct implementation actions to enact the recommendations. While the majority of recommendations match implementation actions 1-to-1, some recommendations require multiple actions to be fully implemented. This report, which is anticipated to be an annual report for the December Board retreats, provides an update on the implementation status of the 49 recommendations.

Status of FOSM Refresh Recommendations

On March 6, 2024, the Board of Directors (Board) received the phased FOSM Refresh Implementation Plan with a list of actions that are to be phased by Fiscal Year (Attachment 1). The first phase began in November 2023, with phasing continuing through the end of FY27 (R-24-28). A total of 20 implementation actions (out of 5749) are slated to begin during the first three phases of the implementation plan, between November 2023 and November 2024. Based on a status review of these 20 actions, 11 (1922%) are now complete and the other 9 have started and are in progress (168%). Table 1 below provides added details, with the status of scheduled actions through the end of this reporting period shown in white cells. The gray cells pertain to future actions scheduled for later phases. Attachment 1 provides this information in greater detail and includes other action items slated for future fiscal years that have been initiated ahead of schedule (a total of 9 additional implementation actions).

Many of the “in progress” FOSM recommendations have had significant traction made towards completion. For example, with regards to an “in progress” recommendation for adding two (2) new Rangers in FY24, since November 2023, the District has hired eight (8) new Rangers to fill prior vacancies (of which two have since separated from the District). The next Ranger recruitment is scheduled for this coming March/April. Other “in progress” recommendations are multi-year projects. Examples include exploring self-regulating authority and establishing a Coastal Field Office. Table 2 below outlines the progress of FOSM Refresh implementation by recommendations. If a recommendation has action items spanning multiple years, it is not denoted in the table until the last year an action item pertaining to that recommendation is slated to be completed.

Table 1 -- Status of Implementation Actions by Phase and Fiscal Year

Total Number of Implementation Actions	Fiscal Year	Phase	Completed	In Progress
4	2024	2: Nov - Feb	3	1
5		3: March-June	2	3
11	2025	1: July - October	6	<u>5</u> 4
6		2: November - February	1	5
2		3: March-June	--	--
6	2026	1: July - October	--	2
7		2: November - February	--	<u>1</u> 2
7		3: March-June	--	--
3	2027	1: July - October	--	--
4		2: November - February	--	--
2		3: March-June	--	--

Table 2 -- Status of Recommendations by Phase and Fiscal Year

Total Number of Recommendations	Fiscal Year	Phase	Completed	In Progress
4	2024	2: November - February	3	1
5		3: March-June	3	2
8	2025	1: July - October	5	3
5		2: November - February	1	4
2		3: March-June	--	--
4	2026	1: July - October	--	1
6		2: November - February	--	1
7		3: March-June	--	--
2	2027	1: July - October	--	--
4		2: November - February	--	--
2		3: March-June	--	--

Status of FOSM Position Hiring

A significant part of the FOSM Refresh effort is to recalibrate District capacity needs. Several FOSM Refresh recommendations relate directly to specific new positions, including those that support the Coastal Management Plan. The total staffing expansion for the next decade is estimated at 93 new positions, 32 of which are prescribed through FY27. Per Table 3 below, staff growth is on schedule and on target. Recruitments through the end of the reporting period are shown in white cells; gray cells show recruitments for future phases.

Table 3 – Status of Recruitments by Fiscal Year by Business Line

Fiscal Year	Business Line	Total Number of New FTE Positions	Complete	In Progress
FY24	Project Planning and Delivery	4	4	--
	Visitor and Field Services	8	3	5
	Administrative Services	2	2	--
FY25 July- Oct	Project Planning and Delivery	1	1	--
	Visitor and Field Services	3	3	--
	Administrative Services	1	--	1
FY25 Nov-Jun	Project Planning and Delivery	0	--	--
	Visitor and Field Services	1	--	1
	Administrative Services	3	1	2
FY26	Project Planning and Delivery	0	--	--
	Visitor and Field Services	7	--	--
	Administrative Services	0	--	--
2027	Project Planning and Delivery	0	--	--
	Visitor and Field Services	2	--	--
	Administrative Services	0	--	--

FISCAL IMPACT

Projects to implement the FOSM recommendations that are scheduled for the upcoming fiscal year will be included in the list of proposed project priorities that the Board will consider as part of the March 2025 Board Priority Setting Retreat. Associated budgets of priority projects will be folded into the proposed Budget and three-year Capital Improvement and Action Plan (CIAP).

New FOSM-recommended positions that are planned for recruitment in FY25 will be folded into the annual Budget and Action Plan development process after reconfirming the long-term affordability according to the Controller's 30-year Cash Flow Model. These positions, including summary job descriptions, would be presented first to the Action Plan and Budget Committee during the spring and subsequently to the Board as part of their first FY25 Budget hearing.

PRIOR BOARD OR COMMITTEE REVIEW

January 10, 2024: The Board received the FOSM Refresh Report and the implementation prioritization list of the FOSM Refresh recommendations ([R-24-05](#), [minutes](#))

PUBLIC NOTICE

Public notice was provided as required by the Brown Act.

CEQA COMPLIANCE

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

Attachments:

1. FOSM Refresh Priorities – Implementation Plan with Status Update

Responsible Department Head:

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Prepared by:

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FOSM Refresh Priorities

Recommendation	Status	FY24 - Midyear Implementation	Lead plus Key Support	Business Line	July - October = 1	Nov - Feb = 2	March - June = 3
39	Complete	Add HR analyst	Candice	HR		2	
6	Complete	Add two Planner IIIs	HR, Jane	HR		2	
15	Complete	Add Senior Capital Project Manager	HR, Jay	HR		2	
23	In Progress	Establish 2 crews assigned to RM and WFRP	HR, Brandon	HR		2	
7	Complete	Add Capital Project Manager II	HR, Jay	HR			3
31	In Progress	Add two regular Rangers (leverage existing recruitment effort)	HR, Matt	HR			3
37/40	Complete	Convert ½ time HR Tech and ½ Accounting Tech to full time	Candice, Rafaela	HR			3
12	In Progress	Explore self-regulating authority	Ana, Hilary, and Josh	GMO			3
35	In progress	Begin the 2025 IPM Update	Coty	VFS			3
FY25 First Full Year 1 Implementation				Owner	July - October = 1	Nov - Feb = 2	March - June = 3
1	Complete	Next Round of Coastal Management Plan recruitments - Admin Assistant	HR, Kirk, Allen	HR	1		
1	Complete	Next Round of Coastal Management Plan recruitments - Planner III	HR, Jane	HR	1		
1	In Progress	Next Round of Coastal Management Plan recruitments - Pursue creation of Coastal Field Office	Allen and Kelly	PPD	1		
31	Complete	Add a lead Ranger	HR, Matt	HR	1		
47	In Progress	Add IST Mgmt. Analyst	HR, Casey	HR	1		
2	In Progress	Invest in improving project management practices (assessment/training)	Susanna	PPD	1		
11	In progress	Continue pursuing blanket permits	Brian, Kirk, David	VFS	1		
18	In progress	Evaluate impact of new initiatives through district-wide/mission lens	Ana	GMO	1		
44	Complete	Continue participation in SM County Regional Training and Development Consortium	Stefan, Candice	FAS	1		
49	Complete	Ensure GIS Master Plan (under preparation) evaluates need for additional resources	Stefan, Casey, Jamie	FAS	1		
33	Complete	Add Vol Program Lead	HR, Matt, Jen, Brandon	HR	1		
1	In progress	Next Round of Coastal Management Plan recruitments - Open Space Technician	HR, Brandon	HR		2	

Recommendation	Status	FY24 - Midyear Implementation	Lead plus Key Support	Business Line	July - October = 1	Nov - Feb = 2	March - June = 3
38	Complete	Add Senior Procurement Technician	HR, Sarah	HR		2	
46	In progress	Add App Programs Manager	HR, Casey	HR		2	
9	In Progress	Adjust internal review authorities	Stefan , Maria, Hilary	GMO		2	
10	In Progress	Adjust administrative contract change order approval authority	Stefan , Maria	GMO		2	
36	In Progress	Add Budget and Analysis Supervisor	Stefan, Rafaela	ADM		2	
16		Solidify project scope early in planning process	Susanna , Jane	PPD			3
45		Add salary to job descriptions	Stefan, Candice , HR	FAS			3
FY26 - Year 2 Implementation				Owner	July - October = 1	Nov - Feb = 2	March - June = 3
25	In progress	Establish new Central Services Department - Add CSD Manager	HR, Brian, Brandon	HR	1		
26	In progress	Rename Land & Facilities Dept to Land Stewardship Dept	Brian, Brandon	VFS	1		
1		Next round of Coastal Management Plan recruitments - Resource Management Specialist I/II	HR, Kirk	HR	1		
14		Develop in-house conceptual design capacity	Susanna, Jay	PPD	1		
21		Evaluate resource loading tool for CIAPs and modify as needed	Stefan, Rafaela	FAS	1		
48		Evaluate IST job descriptions (move to FY25 if capacity allows)	Stefan, Candice, Casey	FAS	1		
29		Establish new Central Services Department - Add Fleet Manager	HR, Brian, Brandon/New Mgr	HR		2	
25		Establish new Central Services Department - Add Admin Assistant	HR, Brian, Brandon/New Mgr	HR		2	
3		Explore options for new Project Management Tool	Susanna	PPD		2	
13		Centralize Resource Agency regulatory permitting function	Brian and Kirk	VFS		2	
17		Incorporate post-construction staff time in scheduling	Susanna, Brian , Brandon, Jay, Kirk	VFS		2	
20		Evaluate admin tasks that can transfer from project managers to admin (new/existing) staff	Stefan , Susanna, Brian	GMO		2	
42	In progress	Expand career ladders	Stefan, Candice	FAS		2	
24		Add PM Specialist I/II	HR, Brandon	HR			3
27		Establish new Central Services Department - Add Fac Maintenance FTE	HR, Brian, Brandon/New Mgr	HR			3
30		Establish new Central Services Department - Add Contract Management Position	HR, Brian, Brandon/New Mgr	HR			3

Recommendation	Status	FY24 - Midyear Implementation	Lead plus Key Support	Business Line	July - October = 1	Nov - Feb = 2	March - June = 3
19		Provide staff training for new program areas	Stefan	FAS			3
22		Conduct project close-out reviews to document full project time to inform future resource loading efforts	Susanna, Brian, Brandon, Jay, Kirk, Jane	PPD			3
41		Expand succession planning efforts	Stefan, Candice	FAS			3
32		Identify goals and objectives for the roles of Rangers	Brian, Matt, Ana	VFS			3
FY27 - Year 3 Implementation				Owner	July - October = 1	Nov - Feb = 2	March - June = 3
1		Next round of Coastal Management Plan recruitments - Supervising Ranger	HR, Candice, Matt	HR	1		
1		Next round of Coastal Management Plan recruitments - Resource Management Specialist I/II	HR, Candice, Kirk	HR	1		
5		Identify levels of public engagement by project type/condition	Susanna, Jane, Jay	PPD	1		
3		Purchase/train on new Project Mgmt. Tool	Stefan, Casey, Susanna	FAS		2	
4		Establish PAWG formation criteria	Susanna, Jane	PPD		2	
34		Develop Volunteer Training Program and software system	Brian, Casey, Jen, and Ellen	VFS		2	
8		Improve project record keeping	Susanna	PPD		2	
43		Establish internship/apprenticeship program pipeline with local colleges	Stefan, Candice, and Katie	FAS			3
28		Evaluate general AO building management requirements and staff accordingly	Brian, Stefan, Joe, and CSD Manager	VFS			3