



Midpeninsula Regional  
Open Space District

R-18-13  
Meeting 18-06  
February 1, 2018

## AGENDA ITEM 1

### AGENDA ITEM

Annual Board of Director's Retreat – Meeting 1 (Strategic Plan Goals and Objectives Review and Measure AA Optional Project List Prioritization)

### ACTING GENERAL MANAGER'S RECOMMENDATIONS

1. Review, update if needed, and adopt the Fiscal Year 2018-19 Strategic Plan Goals and Objectives to position Midpen to meet emerging opportunities and challenges, and guide the development of the Budget for Fiscal Year 2018-19.
2. Review the proposed enhancements to the Budget Development Process for Fiscal Year 2018-19.
3. Review Measure AA accomplishments and adopt the recommended Measure AA Project List for Fiscal Years 2018-19 through 2022-23 (next 5 years). The list includes projects of high priority and projects where significant progress is underway.
4. Review and prioritize the Measure AA Optional Project List, and direct staff to evaluate the organizational capacity over the next five years and incorporate the Board's highest ranking projects that can feasibly be added to the Measure AA Project List, and return to the Board with the revised list for review and approval.

### SUMMARY

Each year, the Board of Directors meets in several day-long meetings to kick-off the annual budgeting process. In 2018, the meetings are scheduled on Thursday, February 1 from 9:30 am to 2:00 pm and Thursday, March 15 from 9:30 am to 2:00 pm.

On February 1, 2018, the Board of Directors (Board) will review accomplishments, discuss key challenges and opportunities facing the Midpeninsula Regional Open Space District (District) in the near future, and review, and if needed, update the Board's Strategic Plan Goals and Objectives. (See Attachment 1.) In 2011, the Board adopted a comprehensive Strategic Plan (R-11-96) to provide a high-level framework for guiding the District's implementation of its mission. The Board annually reviews and updates the Strategic Plan Goals and Objectives to keep them current based on the findings of the annual environmental scan.

At the retreat, the Board will also preview enhancements to the Budget Development process and the Budget Book for the Fiscal Year (FY) 2018-19 budget cycle. While most activities in the budgeting process remain unchanged, incremental process improvements aim to improve the overall efficiency and effectiveness of the Budget Development and the Budget Book in support of District activities.

In addition, on February 1 the Board will review the Measure AA accomplishments, adopt the recommended Measure AA Project List for FY2018-19 through FY2022-23, and prioritize the Measure AA Optional Project List. Following the prioritization of the 27 projects on the Measure AA Optional Projects List, staff will assess internal capacity to complete the projects, and identify which of the Board's highest-ranking projects can be reasonably included into the Measure AA 5-Year Project List for FY2018-19 through FY2022-23 based on current and projected staffing capacity. This updated Measure AA 5-Year Project List will return to the Board on March 15 for final review and approval.

## **BACKGROUND**

### *Strategic Plan Goals and Objectives: Opportunities and Challenges FY2018-19*

Each year, the District recommends, and the Board reviews and approves, the Strategic Plan Goals and Objectives. The Board will have the opportunity to affirm, and if needed update, the Strategic Plan Goals and Objectives to provide high-level direction for developing the upcoming fiscal year Budget and Action Plan. Staff will present the results of an environmental scan assessment and discuss the strengths, challenges, opportunities and barriers facing the District as it looks forward to FY2018-19 to inform the Board's review and discussion of the Strategic Plan Goals and Objectives. The annual review is intended to provide the Board with an early opportunity to set the District's overall course for the coming year at a broad policy level. It also provides the framework for Retreat – Meeting 2 (Priority Setting) slated for March 15. At this future meeting, the Board will discuss and confirm the District-wide priorities for the next fiscal year to guide the Budget and Action Plan development ahead of the presentations to the Action Plan and Budget Committee, which begin in April.

### *Budget Process Enhancements:*

The annual District budget is built by line item each fiscal year to support the Action Plan, and after review by the General Manager, presented to the Action Plan & Budget Committee. It is then adjusted as needed, and presented to the full Board in detail, with a second time for final adoption. The entire Budget development process takes approximately six to seven months to complete and involves staff from all departments. The enhancements for FY2018-19 include combining the Capital Improvement and Action Plan into a 3-year Capital Improvement & Action Plan (CIAP), as well as enhancing the departmental pages. Staff will also present the option of including "Agriculture" as an additional subprogram category, to further highlight District efforts in protecting and supporting local agriculture.

### *Measure AA Accomplishments, Recommended Project List for FY2018-19 through FY2022-23*

On October 29, 2014, the Board approved the first Measure AA 5-Year Project List (R-14-130), which was developed using Board-approved prioritization criteria (See Attachment 3). Measure AA provides funding to complete the Top 25 Vision Plan Priorities, as approved by the voters in June 2014. The prioritization criteria and high priority Measure AA 5-Year Project List for FY2014-15 through FY2018-19 informed the District's initial development of the capital improvement program and bond issuance in 2015.

The first Measure AA 5-Year Project List expires in FY2018-19. As such, staff will present accomplishments and an updated high priority Measure AA 5-Year Project list at the Retreat – Meeting 1 (See Attachment 4). Following an overview of the accomplishments and recommended updates to the Measure AA 5-Year Project List, the Board will be invited to review and prioritize the Measure AA Optional Project List (See Attachment 5).

## DISCUSSION

### Strategic Plan Goals: Opportunities and Challenges for FY2018-19

Following the staff presentation of the past year's accomplishments, the Board will receive a presentation of significant internal and external conditions, data, and factors that may influence the efficiency and effectiveness of the organization's operations, services, and projects delivery. The Board will then review and either affirm or update the FY2017-18 Strategic Plan Goals and Objectives based upon the high-level factors that are influencing District work.

A summary of the high-level themes and findings include:

- Midpen is delivering on the Vision Plan and Measure AA (MAA)
- Work is underway on 18 of the 25 MAA Portfolios (to be reviewed at the meeting)
- The District remains in a strong financial position. The District's recently affirmed AAA Bond Rating by Standard and Poor's is a good example of this strength.
- As Midpen continues to deliver more public access opportunities, the organization's project work is increasing in complexity and as a result, project costs are correspondingly climbing. Bear Creek Stables and the Red Barn are key public access projects that will depend on multiple funding sources to cover growing costs.
- The booming economy, local housing shortage, and regional disasters are driving construction costs up.
- The continuing housing shortage and difficult traffic conditions warrant creative solutions and new partnerships to mitigate local and regional impacts, reduce carbon emissions, and proactively support the District's and region's environmental sustainability and land management goals
- Extreme weather patterns are the new normal. Developing resiliency practices and policies will allow the District to rebound and adapt to the forecasted changes to ensure continued efficient and effective operations, service, and project delivery.
- The District will need to continue monitoring state and national policies, such as the new federal tax rules, to ensure projects and programs continue their long-term financial sustainability. Along with monitoring, it will be important to reach out and educate elected officials and the public of the critical role the District plays in protecting water quality and supplies, reducing human impact from wildfires, and climate change.
- The District will continue to take an outward focus, (e.g. new proposed grant-making program), by engaging and strengthening partnership opportunities throughout the Bay Area to communicate the District's regional conservation vision to support and sustain our region's life support system.
- High visitation at newly opened public access locations and the anticipation of more public areas increases pressure on field personnel and constrains those staffing resources.
- Recruitment and retention of employees will continue to be a key focus for the organization. Some of the factors that demonstrate this need, include:
  - While the District continues to assemble strong hiring pools with competitive candidates, market competition, high cost of living, and difficult commutes are a growing challenge. These factors may lead to staffing turnover, and new employees are commanding salaries near the top of their salary range. Creative employee retention strategies are increasingly important, particularly those focused on mitigating commute stress and costs and expanding work schedule flexibility.

- The combination of recent retirements in key leadership positions and the resulting Acting assignments, along with dedicating time to train and develop new leaders is both a challenge and opportunity for the organization.

The detailed environmental scan assessment is included in Attachment 2. The Board is encouraged to review this information prior to the retreat to prepare for the discussion, and if needed, identify revisions for the FY2017-18 Strategic Plan Goals and Objectives.

Budget Process Enhancements:

The enhancements for FY2018-19 include combining the Capital Improvement and Action Plan into a 3-year Capital Improvement & Action Plan (CIAP), as well as enhancing the departmental pages, as further detailed below:

**Budget Book Enhancements**

1. Capital Improvement & Action Plan
  - The Action Plan section of the Budget Book will be combined with the Capital Improvement Plan (CIP) to reduce duplication of information and effort, and provide a consolidated view of the major projects and activities with a 3-year forecast. The CIAP worksheets, similar to the current CIP worksheets, will be completed for all projects (CapEx and OpEx).
  - Program Categories will be consolidated from 6 to 4, by combining *Public Outreach; Vehicles, Equipment, Facilities, and Other Infrastructure;* and *Administrative Support* into a single category *Infrastructure (Vehicles, Equipment, Facilities) and Other*. The updated Program Categories will be:
    - Land Acquisition and Preservation
    - Natural Resource Protection and Restoration
    - Public Access and Education
    - Infrastructure (Vehicles, Equipment, Facilities) and Other
  - The sub-program structure in the CIAP remains in place, with the addition of a new Agriculture sub-program across all applicable Program Categories to highlight District efforts in protecting and supporting agriculture, consistent with the Coastside Service Plan and Board policies.
2. The Department Pages of the Budget Book will be enhanced and include department metrics. Departments will identify 2-5 performance metrics to measure department activities and collect operational data as the District builds a baseline for measurements.

**Administrative Process Improvements**

1. The Budget and Analysis department are facilitating improved resource loading coordination through a series of six meetings with the management team.
2. Projects meeting specified budget and scope thresholds will be forecasted for 3 years, although budgets and appropriations are adopted one year at a time
3. The Project Numbering System will be updated and project numbers will be assigned at the beginning for each Fiscal Year.
4. The Budget & Analysis department is using the intranet and newly created landing pages to provide a central source of budget information for staff, which is designed to improve coordination across departments, increase visibility of current activities and upcoming milestones, and guide staff to relevant and timely budget documents.

Measure AA Accomplishments, Recommended Project List for FY2018-19 through FY2022-23, and Prioritization of the Measure AA Optional Project List

Staff will review the Budget process for FY2018-19 and provide a quick overview of the Vision Plan and the top 25 projects that make up Measure AA to help frame the subsequent detailed discussion on Measure AA Projects. This discussion will focus on Measure AA accomplishments completed to date, the recommended Measure AA 5-Year Project List, and prioritization of the Measure AA Optional Project List.

To develop the recommend next phase of the Measure AA 5-Year Project List, staff applied the criteria established by the Board to delineate high priority projects, and they include:

- Immediate Public Safety Concern (tier 1 priority)
- Existing Legal of Formal Commitment (tier 1 priority)
- Five-Year Deadline (tier 1 priority)
- Projects Underway (tier 2 priority)

Staff included *projects underway* to the high priority criteria, formerly a secondary criteria, based upon the District's level of financial investment in the projects to date.

On February 1, following an overview of the accomplishments and recommended new Measure AA 5-Year Project List, the Board will be invited to review and prioritize the Measure AA Optional Project List. In this process, staff will discuss each project and respond to Board questions.

Staff developed the Optional Project List through four separate, internal cross-functional department meetings. The list includes projects identified through the Board's ranking process that was done in the fall of 2014. The Optional Project List meets the following secondary and third criteria established by the Board:

- Quick Implementation
- Need for Timely Action
- Broad Geographic Distribution
- Diverse Public Benefit
- High Beneficial Impact for Public Use and Recreation
- High Beneficial Impact for Natural Resources
- Partnership Opportunity

Following the discussion, each Board member will receive a set of dots to designate priority projects on a large printout of the Measure AA Optional Project List. Staff will tabulate the ranking and report the results during the meeting. In preparation for this prioritization process, the Board is encouraged to review the matrices prior to the Retreat and begin thinking about how the projects might be ranked.

Prior to the Board Retreat – Meeting 2 on March 15, staff will evaluate departmental capacity to determine how many of the Board's highest-ranking projects can be incorporated into future work plans over the next five years and return with a recommendation of those projects to include in the new Measure AA 5-Year Project List. On March 15, staff will also recommend those Measure AA projects to include in the upcoming fiscal year's Action Plan.

**FISCAL IMPACT**

Acceptance of the Environmental Scan and adoption of the Fiscal Year 2018-19 Strategic Plan Goals and Objectives has no direct fiscal impact. However, these actions will drive, together with the Board's confirmation of District priorities on March 15, the development of the FY2018-19 Budget and three-year CIAP for FY2018-19 through FY2020-21.

Similarly, adoption of the recommended Measure AA 5-Year Project List for FY2018-19 through FY2022-23 and the prioritization of the Measure AA Optional Project List have no direct fiscal impact, but provide direction regarding Board interest as staff develops the FY 2018-19 Budget and three-year CIAP for FY2018-19 through FY2020-21.

**BOARD COMMITTEE REVIEW**

This item was brought directly to the full Board given full Board interest and importance.

**PUBLIC NOTICE**

Public notice was provided as required by the Brown Act, as well as to members of the public on the Measure AA interested parties list.

**CEQA COMPLIANCE**

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

**NEXT STEPS**

On March 15, 2018, the Board will confirm the District-wide priorities for the upcoming fiscal year. The outcomes of the February 1 and March 15 Board Retreat Meetings will guide the development of the Fiscal Year 2018-19 Budget and Action Plan, including the 3-Year CIAP.

**Attachments:**

1. Strategic Plan Goals and Objectives
2. 2017 Environmental Scan for Fiscal Year 2018-19: High-Level Themes and Demographics Summary
3. 2014 Measure AA Ranking Criteria
4. MAA Accomplishments and Recommended Projects (Measure AA Accomplishments Through 2017 and Recommended 5-Year Project List Fiscal Years 2018-19 through 2022-23)
5. Measure AA Optional Project List Worksheet (i.e., tool for the Board of Directors prioritization process)

Responsible Department Head:

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## Strategic Plan Goals and Objectives

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

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

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

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

Goal 3 – Strengthen organizational capacity to fulfill the mission

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

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

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



# Environmental Scan for Fiscal Year 2018-19

**Introduction:** The Environmental Scan analyzes and evaluates the internal and external conditions, data, and factors affecting the organization to strategically position the District to best respond to future challenges and opportunities. The Environmental Scan considers current and anticipated changes to the economy, political environment and local leadership, regulatory requirements, demographics, organization and workflow, and technology trends as perceived by each department and major work unit. The findings are presented below to inform Board discussion as they consider whether revisions to the annual Strategic Plan Goals and Objectives are warranted.

The Environmental Scan findings are presented in two sections. Section A. High Level Themes, provides the detailed findings information for each internal and external factor. Section B. Demographic Summary includes visual figures to illustrate local demographic trends.

## A. High Level Themes

### **Detailed Findings:**

#### **1. Economy**

- a. Escalation of Costs
  - i. Construction costs are expected to increase by 14% from 2018-2020.
  - ii. Conceptual construction budgets for MAA projects that were completed in 2014 are becoming inaccurate given rising costs for both contractors and consultants.
  - iii. Contractors are less available and willing to do business with the District given the surrounding high construction demand and other outside projects with greater profit margins and fewer administrative and legal requirements.
  - iv. Booming economy continues to increase land values.
- b. Housing
  - i. Housing shortage and high costs are causing more staff to commute from farther away.
- c. Traffic
  - i. Increased traffic is affecting commute time for employees, visitors, and hired consultants/contractors, creating added stress, time loss, and cost.
  - ii. New open preserves, additional trail coverage, and increased local road traffic result in increased ranger response times to service calls and incidents.
  - iii. Conditions continue to warrant creative transit options, incentives, potential subsidies, expanded remote access, and enhanced mobile work tools, and drop-in office space at District staff facilities.

- d. Labor Force
  - i. While the District continues to assemble strong hiring pools with competitive candidates, low unemployment, market competition, high cost of living, and difficult commutes are a growing challenge and increasingly resulting in new employees commanding salaries near the top of their salary range, or in some cases, causing turnover among current employees. Creative employee retention strategies are increasingly important, particularly those that focus on mitigating commute stress and commuter costs, as well as enhancing professional development and work schedule flexibility.
  - ii. There is an increased need for more field staff as the District's publically accessible open space continues to expand and visitation levels continue to increase.
  - iii. AB 1487 (described below) places added pressure to either fill vacancies or rotate Acting assignments.

## **2. Political Environment and Local Leadership**

- a. Federal.
  - i. The President's cabinet choices are creating political instability that will require ongoing monitoring and a coalition-based response if changes to federal policies are pursued that negatively impact the District's mission. Cuts to federal agencies with regulatory and environmental missions will continue to impact permitting, grants, and other federal programs with which the District has traditionally partnered.
  - ii. The 2017 Tax Reform Bill impacts contributions to nonprofit organizations. As such, the ability for partner agencies to fund projects may decline and their need for grant funding may correspondingly grow.
  - iii. National public sentiment of law enforcement officials is very low. There is a heightened sensitivity regarding enforcement and peace officer interactions.
- b. State
  - i. The passage of SB 793 will allow the District to implement capital projects using Design Build project delivery methods. For projects well suited to this method, the project delivery method saves time and money.
  - ii. The Governor's approval of SB 492 authorizes the San Jose Water Company to sell lands in the Upper Guadalupe River watershed. The District is preparing to negotiate with San Jose Water Company and working with other departments on assessing and valuing the 6,300-acres of watershed lands. The legislation provides for a five year negotiation timeframe (January 1, 2023.)
  - iii. If SB 5, the 2018 Park Bond, is passed by voters in June 2018, new funding sources related to land acquisition, natural resource, and park improvements will be available.
  - iv. AB 1487 goes into effect on January 1, 2018, and limits Acting assignments to 960 hours per fiscal year.

- v. In response to recent fire disasters, recently proposed legislation (AB 898), if passed, would divert a portion of property tax revenue from the East Bay Regional Park District to the East Contra Costa Fire Protection District. This sets a legislative precedent with the potential to impact the District's general fund.
  - vi. Governor Brown, considered a friend to the environment, will term out in 2018.
  - vii. Proposition 64, the legalization of marijuana, will go into effect on January 1, 2018. This change should reduce pressure on illegal marijuana cultivation on District lands unless taxes on the sale of this new commodity become excessive.
- c. Local
- i. Regional partnerships are becoming more critical to leverage resources, effectively address common open space goals, and remain competitive for grant funds.
  - ii. Jonathan Gervais recently started as the new San Mateo County Parks Director.

### **3. Regulatory Requirements**

- a. The financial regulatory environment is ever changing (Governmental Accounting Standards Board, State Controller, etc.) requiring monitoring to remain in compliance with regulations.
- b. Local stormwater and Stormwater Pollution Prevention Plan regulations are also changing frequently and need monitoring to stay abreast of changes and avoid violations.
- c. Many cities and other municipalities are incorporating Leadership in Energy & Environmental Design (LEED) standards into their project designs. Adopting similar environmental design standards aligns well with the mission.

### **4. Organization and Workflow**

- a. The formation of special projects crews has added internal capacity for the construction of new trail projects and redirected resources from maintenance duties.
- b. Public openings at Mount Umunhum and La Honda are increasing the District's public profile. With these new public access locations, the organization is beginning to transition from a land acquisition to a land management agency. These openings, coupled with the future opening of Bear Creek Redwoods, will place unprecedented pressure on field staff to deliver routine patrol and maintenance services, expanding the District's Visitor and Field Services responsibilities.. All of these new demands and functional transition will create the opportunity to consider new policies and review existing policies typical of land management organizations (i.e., traffic management, parking management, trail use, etc.)
- c. Project complexity continues to grow as well as project costs (i.e., Mount Umunhum budget compared to final costs, grading for the Red Barn staging area, etc.)
- d. Implementation of new District processes (SharePoint, CIAP, enhanced invoices, etc.) require upfront staff time to roll out, train, and adopt, and should streamline administrative processes on the back end.

- e. Clear communication and increased transparency is important as the District's leadership continues to transition.
- f. Significant progress has been made on a permanent South Area Office and a temporary Coastal Office; these facilities will increase efficiency and support District and staff work.
- g. It is important to connect the Vision Plan goals to the MAA projects, recognizing that the Vision Plan is the guiding document for the District's growth over the next 40 years and MAA is a funding source to implement the top tier Vision Plan projects.
- h. Climate change and extreme weather patterns complicate project delivery and trigger opportunities to reflect and evaluate disaster/hazard preparedness. The rains that spanned the FY2016-17 winter season interrupted and delayed project timelines as well as triggered a number of significant repair projects. Although the District was not directly affected this past year, recent California wildland and urban fires shine a bright light on the need for public agencies to review disaster preparedness practices and plans to ensure resilience.

#### **5. *Changing District Leadership***

- a. Movement of staff at higher levels (i.e. General Manager, Assistant General Manager, General Counsel, Visitor Services Manager, and Area Superintendent) has resulted in the loss of historical knowledge, more Acting assignments, time to adjust to new responsibilities and reporting structures, and time to reestablish connections with existing partners. Conversely, new leadership can help promote new ideas and approaches on how to improve business processes, reenergize staff, and ignite discussions about current and emerging issues, trends, and needs for the agency.

#### **6. *Technology Trends***

- a. Microsoft SharePoint is helping the District improve project management and will continue to be rolled out throughout the next fiscal year.
- b. BidSync software is being implemented to reach out to more contractors and consultants, and help identify additional bidders to get better pricing on projects.
- c. Interest is growing around incorporating drones into District operations, raising the need for a District drone policy. Drones can help preview properties for land acquisition, planning, resource management, visitor services, and trails planning, and help Public Affairs with media and outreach to the general public.
- d. New Asset Management Software will help the District categorize and prioritize maintenance projects for more efficient tracking of completed and future projects.

## B. Demographic Summary

**Introduction:** The Environmental Scan considers demographic information from both the District boundary and Bay Area region scales. Within the District boundary, total population continues to increase, grow older, and become more diverse; per-capita income continues to rise; average household size continues to increase; owner occupied units continue to decline; English proficiency continues to increase; and educational attainment continues to remain very high.

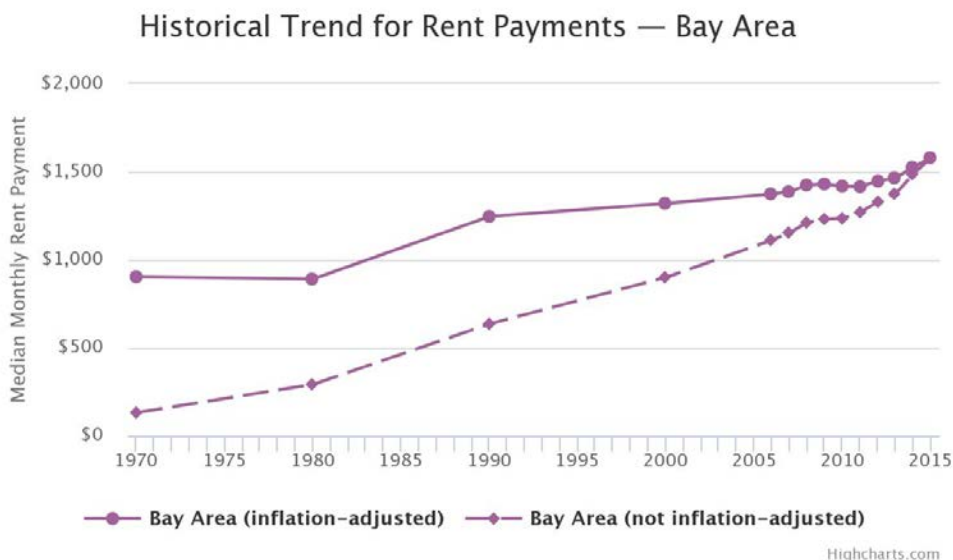
Within the larger Bay Area region, population continues to rise; job growth remains very high; traffic congestion continues to worsen; although housing production has increased, housing stock remains low; Santa Clara County and San Mateo County economic growth continues to boom; regional home and rent prices are increasing; greenhouse gas and air quality emissions are improving slightly; sea level rise is threatening low-lying communities along the bay; and displacement risk is increasing throughout the region. The figures below summarize some of these findings in greater detail. More information can be found on the Bay Area Vital Signs website (<http://www.vitalsigns.mtc.ca.gov/>).

**Figure One:** Bay Area Home Prices from 1997 – 2015 (MTC, 2017)



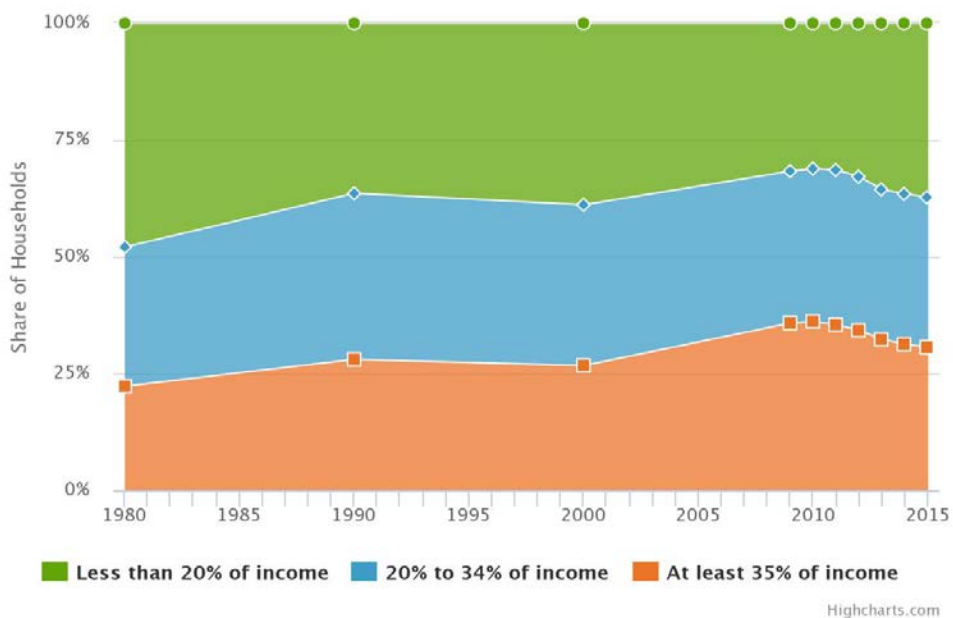
The median Bay Area home price was \$708,400, making the region the most expensive housing market in the United States.

**Figure Two:** Bay Area Rent Prices from 1970 – 2015 (MTC, 2017)



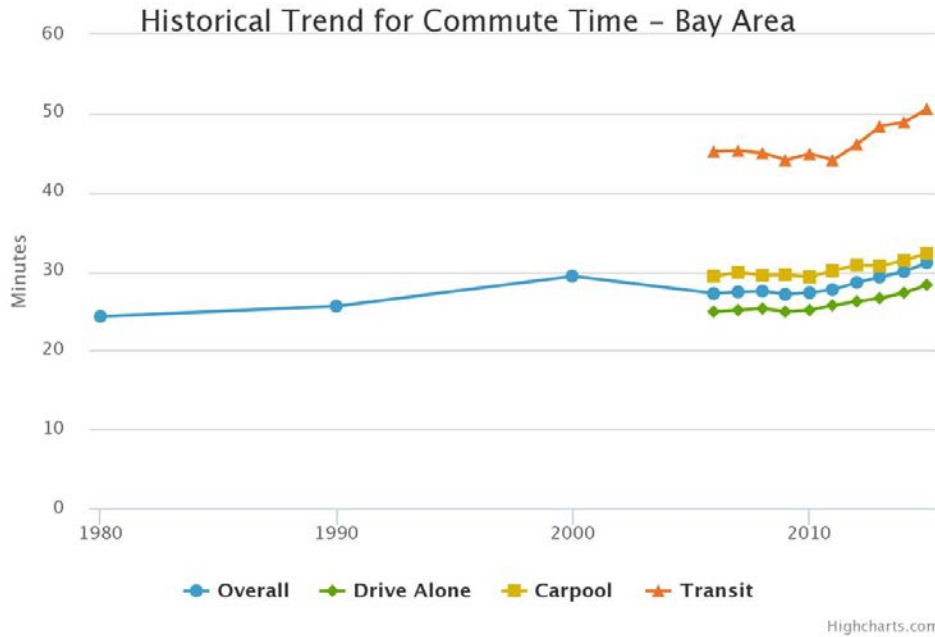
Since the end of the recession, list rents have risen steadily to a median monthly price of over \$2,340. Bay Area rents are the highest in the United States.

**Figure Three:** Housing Affordability in the Bay Area (MTC, 2017)



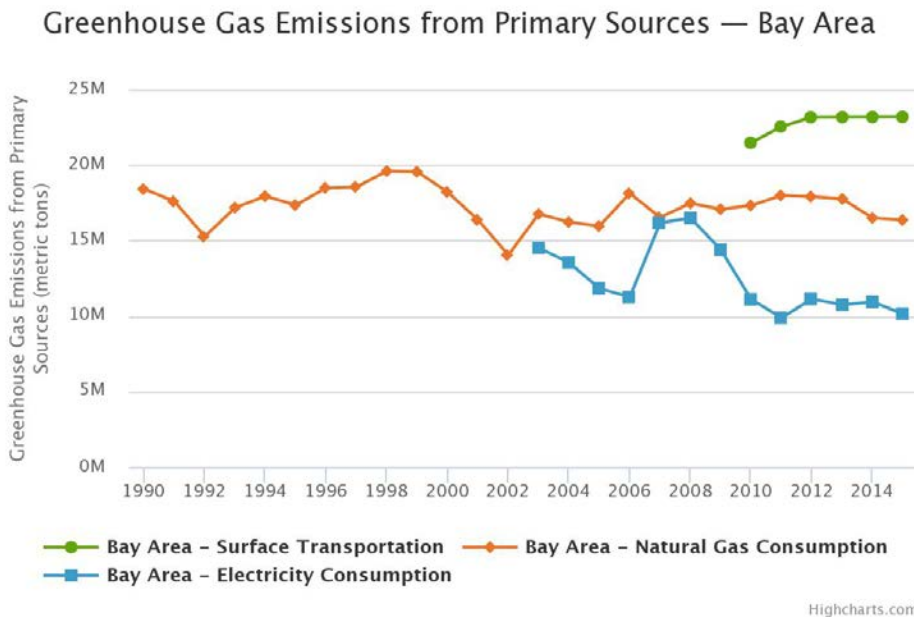
Nearly one in three Bay Area households spent at least 35% of its income on housing. Historically, homeowners have been less cost-burdened than renters; this divergence has grown in recent years.

**Figure Four:** Bay Area Average Commute Time (MTC, 2017)



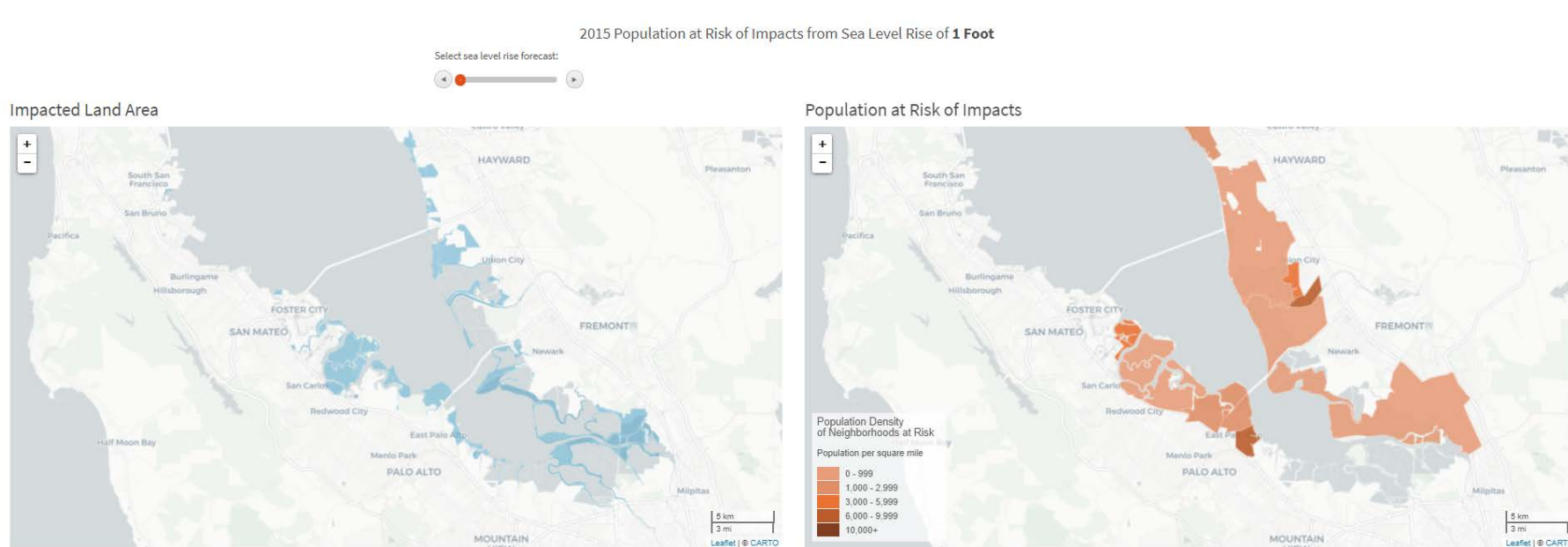
The average Bay Area one-way drive-alone commute to work was 28 minutes. District staff spend an average of 48 minutes in the car one-way getting to the Administrative Office, a 71% increase to the Bay Area average.

**Figure Five:** Bay Area Greenhouse Gas Emissions (MTC, 2017)



Since 2010, per-capita greenhouse gas emissions have declined by six percentage points. This trend is primarily attributable to decreased consumption of electricity and natural gas and expanded availability of renewable power sources like solar and wind.

**Figure Six: Bay Area Sea Level Rise Vulnerability | One Foot of Sea Level Rise (MTC, 2017)**



With a one foot rise in sea levels – a likely forecast for 2050 – areas bordering the Bay shoreline are exposed to significant risk. East Palo Alto is among the most vulnerable communities in the Bay Area, with at-risk population density of 6,000-9,999 per square mile.



## References

Metropolitan Transportation Commission (MTC), 2017. Bay Area Vital Signs. Available online at: <http://www.vitalsigns.mtc.ca.gov/>. Accessed December 2017.

BOARD ADOPTED PRIORITIZATION CRITERIA FOR MEASURE AA PROJECTS WEIGHTED THREE TIER SYSTEM PER STUDY SESSION OF SEPTEMBER 10, 2014			
KEY	CRITERION	DESCRIPTION	WEIGHT
<b>TIER ONE CRITERIA (ESSENTIAL)</b>			
A	Immediate Public Safety Concern Regarding District Facilities and Infrastructure	Implementation action would address an imminent public safety concern or emergency issue related to District facilities or infrastructure (e.g. bridge failure)	Essential
B	Existing or Prior Legal or Formal Commitment	Existing or prior formal or legal commitment (e.g. written agreement) has been made to complete the action item	Essential
C	Existing Deadline Within 1-5 Years	The action is associated with a specific deadline (within 1-5 years) related to an existing grant, agreement, or partner commitment	Essential
<b>TIER TWO CRITERIA</b>			
D	Project Underway	The action is in the middle of implementation and/or the action is an essential part of a multi-phase project that is currently underway	2
E	Quick Implementation (2 years or less)	High level of confidence regarding the ease and feasibility of implementation	2
F	Need for Timely Action	Loss of opportunity if timely action not taken	2
<b>TIER THREE CRITERIA</b>			
G	Broad Geographic Distribution	Inclusion allows for a wide geographic distribution of benefits and new facilities	1
H	Diverse Public Benefit	Inclusion provides benefit to two or more user groups (hikers, bicycles, horses, dogs, families, all-access) and/or underserved populations, greater access for <u>limited mobility</u>	1
I	High Beneficial Impact for Public Use and Recreation	The action would result in a significant, beneficial impact to public use and recreation	1
J	High Beneficial Impact for Natural Resources	The action would result in a significant, beneficial impact to natural resource values	1
K	Partnership Opportunity	Implementation action enhances or leverages opportunities for partnerships	1

## Notes:

1. Prioritization and scheduling of projects may need to adjust to allow for the addition of new, unplanned opportunities as they arise each year related to the implementation of Measure AA projects (e.g. new land purchase opportunity, partnership project, etc.)

## MAA Accomplishments & Recommended Projects

1/26/2018 4:13 PM

Measure AA Portfolio Title	% Complete	MAA Accomplishments through Calendar Year 2017	Recommended MAA 5-Year Project List Fiscal Years 2018-19 through 2022-23
<b>AA01- Miramontes Ridge:</b> <i>Gateway to the Coast Public Access, Stream Restoration, &amp; Agriculture Enhancement</i>	0%	<ul style="list-style-type: none"> <li>• Surveys, appraisals, and other research related to land acquisition activities</li> </ul>	<ul style="list-style-type: none"> <li>• Madonna Bridge Replacement</li> <li>• Water Infrastructure Development</li> <li>• Pursue Land Conservation Opportunities</li> </ul>
<b>AA02- Regional:</b> <i>Bayfront Habitat Protection and Public Access Partnerships</i>	30%	<b>Ravenswood Bay Trail Gap</b> <ul style="list-style-type: none"> <li>• CEQA environmental review documentation</li> <li>• Board and SFPUC approval of the trail easement exchange</li> <li>• Conceptual trail design (includes bridge and boardwalk)</li> <li>• Memorandum of Agreement between Midpen and City of East Palo Alto for trail easement operation (a condition of future City project approvals) <i>under review</i></li> <li>• Regulatory/permitting agency consultations</li> <li>• Regulatory agency approval for geotechnical investigations to inform bridge/boardwalk footings</li> </ul>	<ul style="list-style-type: none"> <li>• Complete the Ravenswood Bay Trail Gap Extension Project</li> <li>• Cooley Landing – Expanded Interpretive Facilities and Infrastructure</li> <li>• Pursue Additional Bay Trail Gaps</li> </ul>

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		<b>Cooley Landing</b> <ul style="list-style-type: none"> <li>• Amendment to the Partnership Agreement with City of East Palo Alto to fund public access improvements at Cooley Landing Park</li> <li>• Review of construction plans for new park amenities</li> </ul>	
<b>AA03- Purisima Creek Redwoods:</b> <i>Purisima-to-Sea Trail, Watershed Protection, and Conservation Grazing</i>	10%	<ul style="list-style-type: none"> <li>• Redwood parcel gifts totaling 0.5 acres</li> <li>• Purchase of the Lobitos Creek Conservation Easement Area</li> <li>• Lot Line Adjustment application submittal and site assessments for new land transfer*</li> <li>• Road and trail repairs on North Ridge Trail, Borden-Hatch Mill Trail and Grabtown Gulch Trail*</li> <li>• Harkins Bridge replacement</li> </ul>	<ul style="list-style-type: none"> <li>• Grazing and Water Systems Infrastructure</li> <li>• Site Clean Up and Soil Remediation (Purisima Uplands)</li> <li>• Complete Lot Line Adjustment/Property Transfer (Purisima Uplands)</li> </ul>
<b>AA04- El Corte de Madera Creek:</b> <i>Bike Trail and Water Quality Projects</i>	15%	<ul style="list-style-type: none"> <li>• Phase I &amp; II Oljon Trail</li> <li>• Receipt of Phase III &amp; IV Oljon Trail permits (construction to begin FY 2017-2018)</li> <li>• Watershed Protection Program final phase</li> </ul>	<ul style="list-style-type: none"> <li>• Phase II Oljon Trail Construction</li> </ul>
<b>AA05- La Honda Creek:</b> <i>Upper Area Recreation, Habitat Restoration, and</i>	10%	<ul style="list-style-type: none"> <li>• Red Barn Public Access Concept Design <ul style="list-style-type: none"> <li>○ Technical site investigations</li> <li>○ 4 Conceptual Design Alternatives</li> <li>○ Regulatory agency consultations</li> <li>○ Public and PNR Committee input</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Phase 2- Paulin Bridge Replacement</li> <li>• Red Barn Public Access Area (site plan, design, construction)</li> </ul>

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<i>Conservation Grazing Projects</i>		<ul style="list-style-type: none"> <li>• Preliminary trail scouting from the parking location to the former Driscoll Ranch area</li> <li>• Water system and fencing improvements at McDonald Ranch</li> <li>• Purchase of 2 properties totaling 43 acres</li> </ul>	<ul style="list-style-type: none"> <li>• Phase 2 Trail (design &amp; implementation) - Red Barn to Main Ranch Road (connects to La Honda Creek loop)</li> <li>• Grazing and Water Systems Infrastructure</li> <li>• Fisheries Restoration</li> </ul>
<b>AA06- Windy Hill: Trail Improvements, Preservation, and Hawthorns Area Historic Partnership</b>	5%	<ul style="list-style-type: none"> <li>• Partner discussions</li> <li>• Initial trail scouting discussions and consultations with Town of Portola Valley regarding Hawthorns Public Access Site Plan</li> <li>• Meeting with Portola Ranch Subdivision to discuss schedule</li> </ul>	<ul style="list-style-type: none"> <li>• Hawthorns Public Access Site Plan</li> <li>• Phase I Implementation of the Hawthorns Public Access Site Plan</li> </ul>
<b>AA07- La Honda Creek: Driscoll Ranch Public Access, Endangered Wildlife Protection, and Conservation Grazing</b>	80%	<ul style="list-style-type: none"> <li>• Site improvements to open lower La Honda to public access: <ul style="list-style-type: none"> <li>○ New parking area with restroom, signage, fencing, gates, and driveway improvements</li> <li>○ Repairs to 6.0 miles of ranch road</li> <li>○ Demolition of dilapidated and obsolete structures</li> <li>○ Permit equestrian parking area at Event Center</li> </ul> </li> <li>• New corrals at the Wool Ranch area</li> </ul>	<ul style="list-style-type: none"> <li>• Redwood Restoration and Road Repairs</li> <li>• Phase 2 Trails (Design &amp; Implementation) La Honda Creek Loop</li> </ul>

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		<ul style="list-style-type: none"> <li>• Pond DR05 Reconstruction</li> <li>• Purchase of 3 properties (337 acres) as additions to the Preserve</li> <li>• Water system and fencing improvements</li> </ul>	
<b>AA09- Russian Ridge:</b> <i>Public Recreation, Grazing, and Wildlife Protection Projects</i>	70%	<ul style="list-style-type: none"> <li>• New water system and corrals to re-introduce grazing</li> <li>• New Mindego Hill Trail to open Mindego Hill Area to public access</li> <li>• Year 4 of the San Francisco garter snake field study and ongoing bullfrog eradication work</li> <li>• Began engineering designs for aquatic habitat improvements</li> </ul>	<ul style="list-style-type: none"> <li>• Road &amp; Trail Projects - Charquin Trail</li> <li>• Grazing Infrastructure (Scoping_</li> <li>• Pond Improvements (1-2 ponds)</li> </ul>
<b>AA10- Coal Creek:</b> <i>Reopen Alpine Road for Trail Use</i>	5%	<ul style="list-style-type: none"> <li>• Meetings with San Mateo County regarding status of repair and inter-agency coordination</li> <li>• Short term stabilization work</li> <li>• Updated geotechnical evaluation and repair recommendations</li> <li>• Updated cost estimates</li> </ul>	<ul style="list-style-type: none"> <li>• Alpine Road Trail Improvements</li> </ul>
<b>AA11- Rancho San Antonio:</b> <i>Interpretive Improvements, Refurbishing, and Transit Solutions</i>	5%	<ul style="list-style-type: none"> <li>• Stakeholder agency engagement to explore parking and transit improvement options; evaluated parking patterns*</li> <li>• Deer Hollow Farm white barn milk room restoration*</li> </ul>	<ul style="list-style-type: none"> <li>• Deer Hollow Farm Interpretive facilities' improvements</li> </ul>

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		<ul style="list-style-type: none"> <li>Partner coordination to initiate historic and structural assessment of White Barn; RFQP release for hire design/historic/engineering services*</li> </ul>	
<b>AA15- Regional:</b> <i>Redwood Protection and Salmon Fishery Conservation</i>	5%	<ul style="list-style-type: none"> <li>Purchase of the 191-acre Conley Property to protect redwood forest and upper Pescadero watershed</li> <li>Purchase of 353-acre conservation easement of the Alpine Ranch property</li> </ul>	
<b>AA17- Regional:</b> <i>Complete Upper Stevens Creek Trail</i>	20%	<ul style="list-style-type: none"> <li>Purchased the 60-acre former Lysons Property, securing land to facilitate the Upper Stevens Creek regional trail</li> <li>Evaluation of Lysons Property for demolition and restoration</li> <li>Demolition of dilapidated structures in Upper Stevens Canyon</li> <li>Construction documents and permits for the Stevens Creek Nature Trail Bridges (2)</li> </ul>	<ul style="list-style-type: none"> <li>Stevens Creek Nature Trail - Bridge Replacement &amp; New Bridge</li> <li>Lysons Demolition &amp; Site Restoration; Assess water system</li> </ul>
<b>AA19- El Sereno:</b> <i>Dog Trails and Connections</i>	20%	<ul style="list-style-type: none"> <li>CEQA Review and Board approval of a Use and Management Plan Amendment to expand dog access; new signage, brochure map and preserve information updates</li> <li>Site investigations for regional trail connections</li> </ul>	

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<b>AA20- South Bay Foothills:</b> <i>Wildlife Passage and Ridge Trail Improvements</i>	5%	<ul style="list-style-type: none"> <li>• Draft Preliminary Crossings Alternatives Report</li> <li>• Presentation of Recommended Alternatives at a Public Workshop</li> <li>• Cooperative Agreement with Caltrans; Caltrans Project Initiation Document</li> </ul>	<ul style="list-style-type: none"> <li>• Highway 17 Bay Area Ridge Trail Crossing</li> <li>• Highway 17 Wildlife Crossing</li> </ul>
<b>AA21- Bear Creek Redwoods:</b> <i>Public Recreation and Interpretive Projects</i>	20%	<ul style="list-style-type: none"> <li>• Board approval of the Preserve Plan and Environmental Impact Report</li> <li>• Work to prepare west area for public opening in late 2018: <ul style="list-style-type: none"> <li>○ Natural resources protection and restoration projects <ul style="list-style-type: none"> <li>▪ Invasive pest management plan and Years 1-2 implementation</li> <li>▪ Pond Habitat Restorations Plans; design plans for Mud Lake pond improvements</li> </ul> </li> <li>○ Construction plans for new parking area and road crossing; submittal of encroachment and building permit applications</li> <li>○ Construction plans for retaining wall, road repair, and new bridge crossing; submittal of permits to CDFW and RWQCB</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Ponds</li> <li>• Bat Relocation/Re-housing</li> <li>• Water Infrastructure Improvements for Existing Uses</li> <li>• Alma College Site Rehabilitation</li> <li>• Bear Creek Stables Site Plan (Phase I Implementation)</li> <li>• Alma College Parking Lot at Gate BC04</li> <li>• Webb Creek Bridge Replacement</li> <li>• Bear Creek Redwoods Public Access (Phase I Implementation)</li> </ul>

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		<ul style="list-style-type: none"> <li>• Board approval of a Memorandum of Understanding with Santa Clara Valley Water District for a five year, \$1,000,000 funding agreement to complete invasive species removal</li> <li>• Contract award for water system improvements; water line hook-up to San Jose Water main</li> <li>• Conceptual alternative site plans for Bear Creek Stables; award of contract for detailed construction plans; geological and site investigations to inform detailed design; revised cost estimates</li> <li>• Cultural resource evaluations to inform implementation of future phases of public access improvements</li> <li>• Alma College trench and fault trace surveys</li> <li>• New trail to complete loop on west side of preserve</li> </ul>	

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<b>AA22- Sierra Azul:</b> <i>Cathedral Oaks Public Access and Conservation Projects</i>	10%	<ul style="list-style-type: none"> <li>• First phase of invasive plant removal*</li> <li>• Purchase of 24-acre property</li> <li>• Restoration partnership for Hendry's Creek watershed with Acterra; jurisdictional wetland delineation for permitting; submittal of permit applications to regulatory agencies; and invasive plant surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Parking Area at Beatty property</li> <li>• Pursue Land Conservation Opportunities</li> <li>• Hendrys Creek Restoration</li> </ul>
<b>AA 18, 19, 20, 21, 22, 23- Multiple</b>			<ul style="list-style-type: none"> <li>• Purchase San Jose Water Company Watershed Lands</li> </ul>
<b>AA23- Sierra Azul:</b> <i>Mt. Umunhum Public Access and Interpretation Projects</i>	90%	<ul style="list-style-type: none"> <li>• Actions to open the summit to public access: <ul style="list-style-type: none"> <li>○ New parking area with restroom, signage, and gate at Bald Mountain (lower trailhead to Mt. Um Trail)</li> <li>○ New 4.6 mile Mount Umunhum Trail with three bridge crossings and the Guadalupe Creek Overlook vista point</li> <li>○ Habitat restoration plan; landform restoration and native plant rehabilitation</li> <li>○ Repairs/repaving of 5.5 miles of Mount Umunhum Road</li> </ul> </li> <li>• New contract for Phase 1 revegetation work</li> <li>• Purchase of the 38.97-acre former Meyer/Connolly Property*</li> </ul>	

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<b>AA24- Sierra Azul:</b> <i>Rancho de Guadalupe Family Recreation</i>	10%	<ul style="list-style-type: none"> <li>• Purchase of 3 properties totaling 51 acres to protect grassland habitat and water quality in the Guadalupe Creek Watershed</li> </ul>	<ul style="list-style-type: none"> <li>• Pursue Land Conservation Opportunities</li> </ul>
<b>AA25- Sierra Azul:</b> <i>Loma Prieta Area Public Access, Regional Trails, and Habitat Projects</i>	5%	<ul style="list-style-type: none"> <li>• Purchase of a 40-acre property</li> </ul>	

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## MAA Optional Project List Worksheet

1/26/2018 10:25 AM

MAA Portfolio No.	Project Name	Project Description	Board Ranking and Notes
<b>AA01- Miramontes Ridge:</b> <i>Gateway to the Coast Public Access, Stream Restoration, and Agriculture Enhancement</i>	Pursue Public Access Partnerships with Other Public Agencies	Pursue partnerships with other public agencies to improve public access and preserve scenic open space in Miramontes Ridge Open Space Preserve.	
<b>AA02- Regional:</b> <i>Bayfront Habitat Protection and Public Access Partnerships</i>	Stevens Creek Tidal Wetland Restoration	Develop a concept study and partner visioning process to restore tidal wetlands and ecological function at tidal interface of Stevens Creek. Partnership with South Bay Salt Ponds Restoration Project, San Francisco Estuary Institute, NASA, SCVWD, Google, and local Cities.	
<b>AA03- Purisima Creek Redwoods:</b> <i>Purisima-to-Sea Trail, Watershed Protection and Conservation Grazing</i>	Pond Work	Restore upland ponds to enhance habitat for California red-legged frog and other sensitive aquatic species and improve water availability for cattle grazing.	
<b>AA03- Purisima Creek Redwoods:</b> <i>Purisima-to-Sea Trail, Watershed Protection and Conservation Grazing</i>	Fish Passage / Barrier Removal (Lobitos)	Develop and implement fish passage improvement design plans to remove barriers to steelhead migration at Verde Road (San Mateo County) and Highway 1 (Caltrans) culverts.	
<b>AA03- Purisima Creek Redwoods:</b> <i>Purisima-to-Sea Trail, Watershed Protection and Conservation Grazing</i>	Pursue Land Conservation Opportunities	Continue to seek or respond to opportunities to acquire open space lands that support Vision Plan goals for this MAA Portfolio. Acquisitions would provide high beneficial impact for recreational uses and natural resource and leverage partnership opportunities.	

### MAA Optional Projects Fiscal Year 2018-19 through Fiscal Year 2022-23

MAA Portfolio No.	Project Name	Project Description	Board Ranking and Notes
<b>AA03- Purisima Creek Redwoods:</b> <i>Purisima-to-Sea Trail, Watershed Protection and Conservation Grazing</i>	Purisima Uplands Parking Area, Trails, Invasive Species Removal and Restoration	Purisima-to-the-Sea public access project: new parking area and trail connection from Bald Knob in the southwestern area of Purisima Creek Open Space Preserve to the Cowell parking area along Highway 1. The trail would connect the Coastal Trail on Hwy 1 to the Bay Area Ridge Trail on Hwy 35. As part of the project, invasive vegetation will be removed and habitat restored.	
<b>AA04- El Corte de Madera Creek:</b> <i>Bike Trail and Water Quality Projects</i>	Single use biking/hiking trails.	Explore the potential revision to District policies to allow single use, bike only trails. If change is approved, proceed with planning and implementation of single use bike trail.	
<b>AA04- El Corte de Madera Creek:</b> <i>Bike Trail and Water Quality Projects</i>	Pursue Land Conservation Opportunities	Continue to seek or respond to opportunities to acquire open space lands to complete gaps in the Bay Area Ridge Trail in the vicinity of El Corte De Madera Creek Open Space Preserve.	
<b>AA05- La Honda Creek:</b> <i>Upper Area Recreation, Habitat Restoration and Conservation Grazing Projects</i>	Pursue Land Conservation Opportunities	Continue to seek or respond to opportunities to acquire open space lands to complete gaps in the Bay Area Ridge Trail in the vicinity of La Honda Creek Open Space Preserve.	
<b>AA05- La Honda Creek:</b> <i>Upper Area Recreation, Habitat Restoration and Conservation Grazing Projects</i>	Phase 2 Trails (design & implementation) Red Barn connection to Upper La Honda	Design and construct a new segment of the Bay Area Ridge Trail to connect the Red Barn area to upper La Honda Creek and Skyline. Fulfills Master Plan goal to provide multi-use trail, and expands visitor access for the upper Preserve.	

## MAA Optional Projects Fiscal Year 2018-19 through Fiscal Year 2022-23

MAA Portfolio No.	Project Name	Project Description	Board Ranking and Notes
<b>AA06- Windy Hill:</b> <i>Trail Improvements, Preservation, and Hawthorns Area Historic Partnership</i>	Habitat Protection	Evaluate restoration needs for both upland and riparian habitats, develop restoration plans and implement projects.	
<b>AA07- La Honda Creek:</b> <i>Driscoll Ranch Public Access, Endangered Wildlife Protection, and Conservation Grazing</i>	Staging Area and Trail Connections for Event Center and Apple Orchard Properties	New staging area and trail connections would provide equestrian parking and improved access, fulfill Master Plan goal for public access. Planned trail connections from Event Center would connect to the new Harrington Creek Trail in Lower La Honda Creek, provide diverse public benefit, high beneficial impact for recreational use.	
<b>AA08- La Honda/Russian Ridge:</b> <i>Preservation of Upper San Gregorio Creek Watershed &amp; Ridge Trail Completion</i>	Pursue Land Conservation Opportunities	Pursue partnership opportunities to acquire open space lands in upper San Gregorio Creek Watershed.	
<b>AA10- Coal Creek:</b> <i>Reopen Alpine Road for Trail Use</i>	Meadow Trail Re-route	Trail reroute improves public access and resolves a high priority sediment site.	
<b>AA11- Rancho San Antonio:</b> <i>Interpretive Improvements, Refurbishing, and Transit Solutions</i>	New Trails to Connect Quarry Trail to Black Mountain Trail and New Quarry Trail Extension	New trail construction (short reroute and extension of the Quarry Trail) would provide safer, more scenic alternative route between Rancho San Antonio and Monte Bello to hikers and bikers to avoid a very steep fall-line road-width section of the Black Mountain Trail. New trail would use a 2014 easement secured from LeHigh Quarry. This fulfills a legal obligation, provides broad geographic distribution, diverse public benefit, and high beneficial impact for public use.	
<b>AA11- Rancho San Antonio:</b> <i>Interpretive Improvements, Refurbishing, and Transit Solutions</i>	Non-Motorized Mobility, Transit Connections and Parking Alternatives	Project engages stakeholders and partner agencies to explore non-motorized mobility, transit options and parking alternatives for Rancho San Antonio. Currently underway, this project would provide high beneficial impact for recreational users and leverage partnerships.	

## MAA Optional Projects Fiscal Year 2018-19 through Fiscal Year 2022-23

MAA Portfolio No.	Project Name	Project Description	Board Ranking and Notes
<b>AA13- Cloverdale Ranch:</b> <i>Wildlife Protection, Grazing, and Trail Connections</i>	Pursue Land Conservation Opportunities	Compile background documentation of Cloverdale Ranch restoration work completed to date by POST. Conduct project scoping for staffing and management plan, assess future trail opportunities and site restoration in preparation for future acquisition of property.	
<b>AA15- Regional:</b> <i>Redwood Protection and Salmon Fishery Conservation</i>	Pursue Land Conservation	Seek or respond to general land conservation acquisition or partnership opportunities to protect redwood and fisheries habitat.	
<b>AA16- Long Ridge:</b> <i>Trail, Conservation, and Habitat Restoration Projects</i>	Trail Connections to Eagle Rock and Devil's Canyon	Highly scenic, approx 1-mile of trail to the Devils Canyon waterfall and Eagle Rock overlooking the Pescadero Creek watershed. If feasible, both locations would be connected with a loop trail through Tafoni sandstone formations, beloved by the climbing community. Formalizing trails eliminates current user-created trail system to access the sandstone overlook and waterfall, and protect them from degradation. Excellent opportunity for partnership with Bay Area Ridge Trail Council.	
<b>AA17- Regional:</b> <i>Complete Upper Stevens Creek Trail</i>	Upper Stevens Creek Trail - Complete Trails Master Plan, environmental review, and design/construction plans	Partner with Santa Clara County Parks to design and construct a new multi-use trail connecting Picchetti Ranch and Montebello OSPs with Upper Stevens Creek County Park, benefitting a wide range of user groups across the region.	
<b>AA19- El Sereno:</b> <i>Dog Trails and Connections</i>	Spooky Knoll Trail	Located in the southeastern area of El Sereno Open Space Preserve, this trail loop would provide a key regional trail connection and potential Bay Area Ridge Trail section from the Hwy 17 crossing to Sanborn County Park. Also provides a rare loop experience in the preserve.	

## MAA Optional Projects Fiscal Year 2018-19 through Fiscal Year 2022-23

MAA Portfolio No.	Project Name	Project Description	Board Ranking and Notes
<b>AA19- El Sereno:</b> <i>Dog Trails and Connections</i>	Regional Trail Connection to Sanborn & Lexington County Parks	Pending the securing of trail easements, this project would complete a regional trail connection between El Sereno Open Space Preserve and Sanborn and Lexington Reservoir County Parks via the regional trail crossing at Highway 17. Project provides broad geographic distribution, high beneficial impact for recreation and natural resources and leverage partnership opportunities.	
<b>AA21- Bear Creek Redwoods:</b> <i>Public Recreation and Interpretive Projects</i>	Phase 2 Trails - Multi Use Links	Design and construct new (or improve existing) trails, to provide a multi-use trail through the Preserve, linking the Los Gatos Creek Trail with Skyline. Fulfills Preserve Plan goals to provide through-access for bikes, and opportunity to partner with CalTrans and County.	
<b>AA21- Bear Creek Redwoods:</b> <i>Public Recreation and Interpretive Projects</i>	Phase 2 Trails - Stables Loop Trail	Provide a new link to the Stables and an improved trail system in the northeastern Preserve to address erosion/maintenance issues and enhance the visitor experience.	
<b>AA21- Bear Creek Redwoods:</b> <i>Public Recreation and Interpretive Projects</i>	Phase 2 Trails - Briggs Creek Trail	Address erosion/maintenance issues on heavily-used trail north of stables, improve stream crossings to allow year-round patrol use.	
<b>AA21- Bear Creek Redwoods:</b> <i>Public Recreation and Interpretive Projects</i>	Phase 2 Trails - Alma College Loop Trail	Improve existing roads flanking ridgeline to reduce erosion and provide year-round patrol access from the Alma parking lot to the eastern Preserve.	
<b>AA24- Sierra Azul:</b> <i>Rancho de Guadalupe Family Recreation</i>	Staging Area and Trail Connections for Rancho de Guadalupe Area	Complete assessment, planning, design, permitting and construction of new parking area at Hicks Road and Pheasant Road. This new parking area and trail connections would open Rancho de Guadalupe area to public access. Cherry Pond and the surrounding preserve provide exceptional family recreational opportunities. This new visitor area would focus on providing easy access for all users and provide high recreational use benefits.	