



Midpeninsula Regional  
Open Space District

R-20-59  
Meeting 20-12  
June 10, 2020

## AGENDA ITEM 9

### AGENDA ITEM

Proposed Fiscal Year 2020-21 Budget and Action Plan Review and Public Hearing

### GENERAL MANAGER'S RECOMMENDATIONS *dem*

1. Review and hold a public hearing on the Proposed Fiscal Year 2020-21 (FY21) Budget and Action Plan, as reviewed and recommended by the Action Plan and Budget Committee in preparation for adoption at the June 24, 2020 regular meeting of the Board of Directors.
2. Direct either:
  - a. The General Manager to bring the proposed FY21 Budget and Action Plan back for adoption at the June 24, 2020 regular meeting of the Board of Directors; or
  - b. The Action Plan and Budget Committee to consider proposed changes to the FY21 Budget and Action Plan prior to the General Manager bringing the item back to the Board of Directors for adoption at the June 24, 2020 regular meeting.

### SUMMARY

The Proposed FY21 budget of \$69.3 million is essentially flat at 0% growth (approximately \$200,000) compared to the adopted FY20 budget (\$69 million) - excluding large one-time expenditures in the General Fund Capital (Fund 40). The total FY21 budget, including large one-time expenditures, totals \$81.2 million, which is a 9% increase over the FY20 adopted budget. Operating expenses (salaries and benefits, services and supplies) decreased by \$230,000 and debt service is reduced by \$1 million. The General Manger is not requesting new positions at this time for FY21 given the economic uncertainty arising from the global COVID-19 pandemic and recent State and County-issued shelter-in-place orders.

On December 9, 2019, the Board of Directors held its annual retreat to review the environmental scan prepared by staff and accordingly adjust the Midpeninsula Regional Open Space District's (Midpen) Strategic Goals and Objectives. Following the adjustment of the Strategic Goals and Objectives, the Board of Directors (Board) held a second retreat on March 3, 2020 to establish the priorities for the following fiscal year for inclusion into the FY21 Budget and Action Plan. The proposed FY21 Capital Improvement and Action Plan (CIAP) reflects Board priorities as confirmed at the March 3, 2020 Board Priority Setting Retreat and is comprised of 74 Capital Projects and 25 Operating Projects.

## DISCUSSION

### Revenue

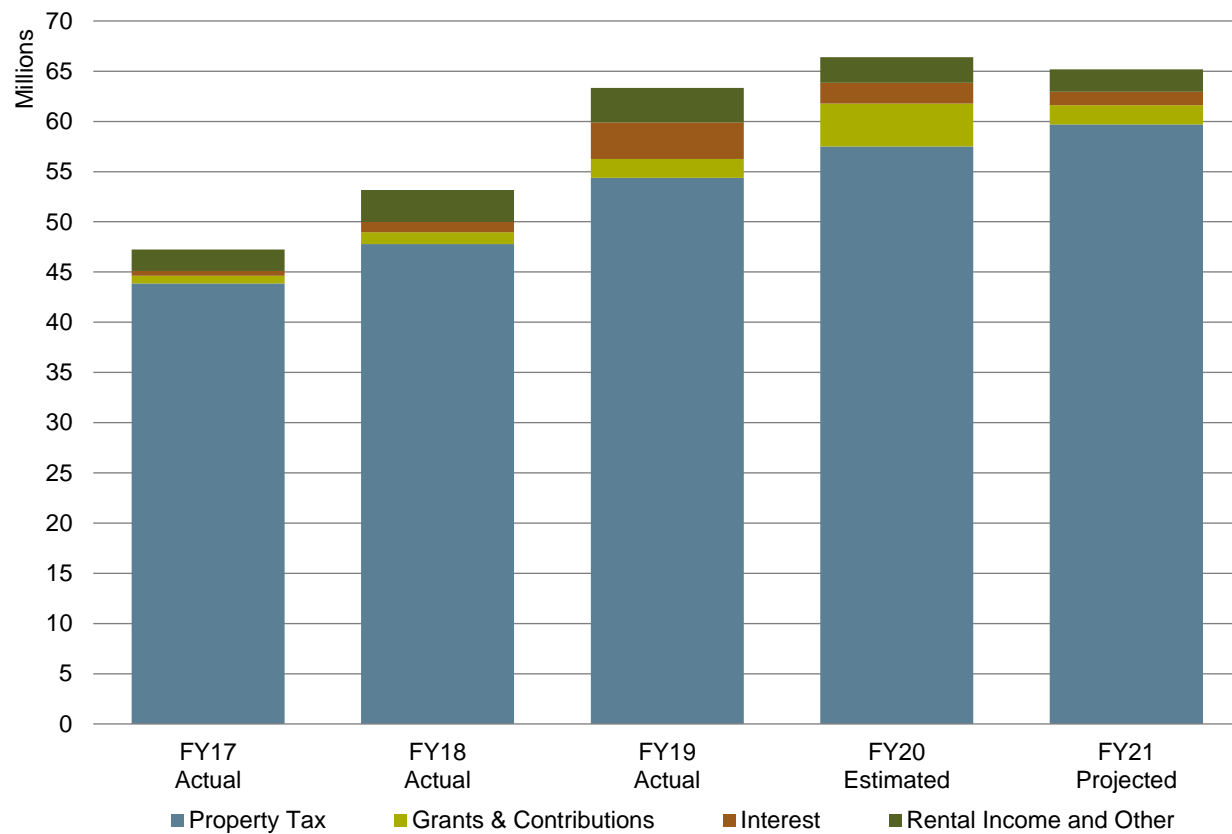
The proposed FY21 budget includes revenues from various sources, with the vast majority coming from property tax receipts. Midpen also receives annual revenues from grants, interest income, rental income, and a small amount of miscellaneous income. Measure AA Bonds are also a significant funding source for qualified capital projects.

Annual property taxes – which make up 92% of total revenues – are estimated at \$59.7 million for FY21. Estimated property tax revenues are up \$2.2 million when compared to the current fiscal year amended (\$57.5 million in FY20), yet reduced from original projections for FY21 (reduced by \$2 million) per the Controller. The reduced projected tax revenues are due to reductions in real estate transactions that generate supplemental taxes and the expectation of slower collections resulting from the State Governor’s executive order waiving penalties and fees for late payments. These impacts to revenue sources are attributed to COVID-19. The Assessed Value roll for the FY21 property taxes was established on January 1, 2020 and therefore does not affect property tax assessments for FY21. Total estimated FY21 revenue and other funding sources are summarized by fund in the table below.

FY2020-21 Revenues & Other Funding Sources	Fund 10 General Fund	Fund 20 Hawthorns	Fund 30 Measure AA Capital	Fund 40 General Fund Capital	Fund 50 Debt Service	Total
<b>Revenue</b>						
Property Tax Revenues	\$53,487,274				\$6,200,000	\$59,687,274
Grants Awarded	293,500		1,621,509			1,915,009
Interest Income	894,260	13,500	441,475		41,040	1,360,275
Rental Income	1,329,450					1,329,450
Rental Income - 5050 El Camino Real	400,000					400,000
Rancho San Antonio Agreement	386,761					386,761
Miscellaneous	100,000					100,000
<b>Total Revenues</b>	<b>56,891,245</b>	<b>13,500</b>	<b>2,032,984</b>	<b>0</b>	<b>6,241,040</b>	<b>65,178,769</b>
<b>Other Funding Sources</b>						
Bond Reimbursements			10,247,079	6,415,212		16,662,291
Hawthorns Funds		96,700				96,700
Assigned Fund Balance Transfers						0
Committed for Infrastructure Transfer	(400,000)			5,546,271		5,146,271
Committed for future acquisitions & capital projects	(4,200,000)					(4,200,000)
Committed for capital maintenance	(500,000)					(500,000)
Committed for promissory note	(300,000)					(300,000)
General Fund Transfers	(14,573,920)			3,894,845	10,679,075	0
<b>Total Other Funding Sources</b>	<b>(19,973,920)</b>	<b>96,700</b>	<b>10,247,079</b>	<b>15,856,328</b>	<b>10,679,075</b>	<b>16,905,262</b>
<b>Grand Total: Revenues &amp; Other Funding Sources</b>	<b>36,917,325</b>	<b>110,200</b>	<b>12,280,063</b>	<b>15,856,328</b>	<b>16,920,115</b>	<b>82,084,031</b>

When compared to the current fiscal year, total revenues of \$65.2 million are about \$1.2 million less than FY20 (\$66.4 million amended in FY20). Although property taxes are projected to have modest growth (\$2.2 million) in FY21, other revenue sources, including interest, grants, and rental income for 5050 El Camino, are all projected to decrease (\$3.4 million total for all categories).

Year-over-year revenue trends are shown in the graph below.



Expenditures

The proposed FY21 budget (\$69.3 million) compared to the adopted FY20 budget (\$69 million) is essentially flat (increasing only by approximately \$200,000) – excluding large one-time expenditures in the General Fund Capital (Fund 40).

The total Proposed FY21 budget totals \$81.2 million, which is a 9% increase over the prior year adopted budget. The year-over-year change is due to increased capital expenditures in Measure AA (Fund 30) as more projects move into construction, as well as one-time capital expenditures in General Fund Capital (Fund 40) on Midpen infrastructure. Operating expenses (salaries and benefits, services and supplies) decreased by \$230,000 and debt service is reduced by \$1 million.

The table on the next page shows the total budget by funding source for FY21 and the percent change as compared to the current fiscal year (adopted).

Midpen Budget by Funding Source	FY19	FY20	FY21	\$ Change From	% Change From
	Actual	Adopted Budget	Proposed Annual Budget	FY20 Adopted Budget	FY20 Adopted Budget
Fund 10 – General Fund Operating	\$28,783,378	\$37,003,848	\$36,773,825	(\$230,023)	-1%
Fund 20 – Hawthorns	30,888	140,200	110,200	(30,000)	-21%
Fund 30 – MAA Land/Capital	10,871,866	9,447,647	11,868,588	2,420,941	26%
Fund 40 – General Fund Land/Capital	3,305,485	4,819,875	3,894,845	(925,030)	-19%
Fund 50 – Debt Service	15,670,988	17,669,563	16,640,925	(1,028,638)	-6%
<b>Subtotal Midpen Budget</b>	<b>\$58,662,605</b>	<b>\$69,081,133</b>	<b>\$69,288,383</b>	<b>\$207,250</b>	<b>0%</b>
Fund 40 – General Fund Land/Capital One Time Expenses	31,550,000	5,726,720	11,961,483	6,234,763	109%
<b>Total Midpen Budget</b>	<b>\$90,212,605</b>	<b>\$74,807,853</b>	<b>\$81,249,866</b>	<b>\$6,442,013</b>	<b>9%</b>

Primary drivers within each fund are discussed below.

- General Fund Operating (Fund 10): The General Fund Operating has a -1.0% net change. Salaries and Benefits increased slightly by \$280,000 due to anticipated salary step increases, changes in benefit costs, and maintaining a flat head count (no new positions). A greater proportion of staff time is expected to be reimbursed through Measure AA for qualified projects as compared to prior years. Services and Supplies decreased by approximately \$510,000, reflecting a prudent approach to next fiscal year in light of COVID-19 and the expected project delays and program limitations due to extended social distancing requirements. Typical operating project expenditures continue, such as for habitat restoration work associated with new capital improvement projects like the opening of the western area of the Bear Creek Redwoods Preserve. In addition, the proposed budget includes significant funds to expand Midpen's efforts in preventing, preparing for, and responding to potential wildland fires. In contrast, non-project related operating expenses were reduced, such as in-person conference and training attendance budgets.
- Hawthorn (Fund 20): The Hawthorn Fund includes funding for fuel reduction and fire clearance work.
- Measure AA Land/Capital (Fund 30): The Measure AA (MAA) Capital fund increase of 26%, or \$2.4 million, in projected annual expenses represents new projects that are beginning and multiple MAA projects that will be under construction next fiscal year. The proposed CIAP includes over 20 MAA projects in various stages of planning and construction.

The Measure AA Capital fund increase includes both higher reimbursable labor (+\$200,000) and expenditures (+\$2.2 million) for multiple large-scale projects. The increase in reimbursable labor is primarily due to more shovel-ready trail projects that will be completed by Midpen's special projects crews.

Measure AA projects in FY21 include the conservation of important coastal agricultural and watershed lands, the Highway 17 Wildlife and Trail Crossing project, the Bear Creek Redwoods Alma College Site Rehabilitation Plan, Beatty Parking Area and Trail Connections, and finalizing the Saratoga-to-Sea Regional Trail and Ravenswood Bay Trail Connections. Additional projects include the Bear Creek Redwoods Landfill Characterization and Remediation, Purisima Upland Site Clean-up and various infrastructure improvements to support the Conservation Grazing Program. Work will

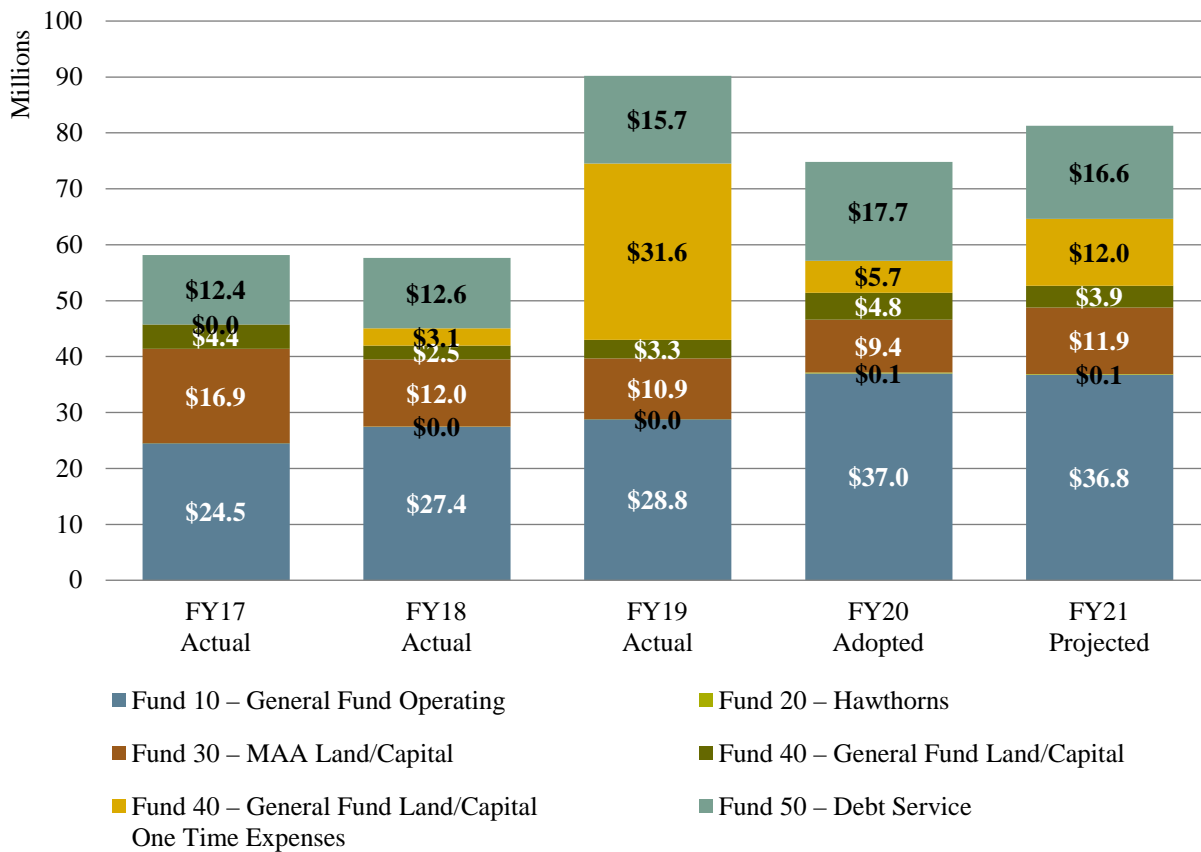
also continue on the Lower La Honda Creek Phase II Trails and Hawthorns Public Access Site Plan.

- General Fund Land/Capital (Fund 40): The General Fund Capital – excluding one-time expenditures – is decreasing by \$925,000 compared to the FY20 adopted budget. Most projects are in support of Measure AA and the Vision Plan. Other projects included in next year’s plan will improve Midpen’s business and data systems; complete repairs and maintenance on Midpen residences and driveways; improve infrastructure for the Conservation Grazing Program; and demolish dilapidated structures to restore these sites to a natural condition.

As previously mentioned, the General Fund Capital includes one-time improvements to Midpen’s South Area Field Office and Administrative Office to meet long-term office space needs and support Midpen’s mission and Measure AA project delivery in perpetuity. Midpen has been prudently setting aside funding for these one-time expenditures since 2014 and rental revenues through January 2021 to offset these costs. In addition, Midpen is under negotiations for the sale of the 330 Distel Circle building (current main Administrative Office site), which will further offset the total costs for facility improvements.

- Debt Service (Fund 50). The Debt Service Fund for FY21 decreased by approximately \$1 million from FY20, or 6%. Annual debt service principal payments are projected to go down for FY21 and FY22 on the recently issued 2018 General Obligation Bonds (Series GO Green Bonds); the total debt service payments for the GO Bonds remain flat for the next 20 years, or until additional bonds are issued.

Year-over-year expense trends and the breakdown of proposed FY21 expenditures by Fund are shown in the graph below.



Capital Improvement and Action Plan (CIAP)

The proposed FY21 CIAP encompasses projects that align with and deliver on Midpen’s Mission and Coastside Mission and respond to the Board-adopted FY21 Strategic Goals and Objectives. Projects that are \$50,000 or more are specified in this section. Projects below this threshold are included in the Department Summary section of the budget book; these projects were called out as Operating Projects during the March 3, 2020 Board retreat.

The CIAP is organized into the following four program categories:

1. Land Acquisition and Preservation
2. Natural Resources Protection and Restoration
3. Public Access, Education and Outreach
4. Assets and Organizational Support

The General Manager is mindful of the Board’s list of success criteria that emphasize delivery of Measure AA commitments, projects completed on time and on budget, pacing of projects, balanced delivery of the mission, exceptional work recognizing time and budget constraints, project delivery innovation, creating an exceptional organization, and careful long-term fiscal stewardship. To support these important organizational norms, the General Manager approaches new projects and initiatives objectively and thoroughly to understand the impacts on capacity, as well as project and staffing interdependencies.

To this end, all departments completed comprehensive resource loading on the proposed FY21 CIAP projects in January 2020 to confirm capacity assumptions. The General Manager reviewed each project scope, schedule, and budget with staff from the General Manager's Office in February to adjust as necessary the proposed pacing and budget for each project. Unbeknownst to all, COVID-19 soon after expanded into a worldwide pandemic as declared by the World Health Organization on March 11, with Shelter-in-Place Orders executed by Santa Clara and San Mateo Counties effective March 17. These events have impacted Midpen's ability to move forward numerous projects that either require field work or were planned to be under construction in Q4 of FY20.

**FY21 Proposed CIAP by Program**



In light of these project impacts, the General Manager directed staff to review the proposed FY21 CIAP again in April to make additional changes and recalibrate the project list and budgets given the unanticipated project delays and schedule extensions that are occurring in Q4 of FY20. These changes update the original project list that was presented to the Board at the March 3, 2020 retreat when the Board received an early review of the proposed FY21 CIAP projects.

In response to the Q4 impacts to project schedules, eleven projects are proposed to be deferred until after FY21 (see list below). Most projects are ongoing yet at a phase that facilitates deferral until FY22. These projects will remain in the FY21 Budget and Action Plan, with funding allocated in FY22, indicating that the project was deferred due to the pandemic. Should events develop that warrant moving these deferred projects forward into FY21, such as a notable decrease in construction prices and/or available staff capacity, the General Manager will bring a future recommendation to activate the project(s) with funding allocated through either budget savings or from the committed for capital projects reserve for Board consideration and approval.

- Capital Projects:
  - Tunitas Creek - Toto Ranch Driveway Improvements (61001)
  - Russian Ridge - Bergman Residences Driveway Improvement (61002)
  - 4150 Sears Ranch Road Water and Driveway (61005)
  - Radio System Assessment and Upgrade (65407)
  - Toto Ponds Management Planning (VP32-003)
  - Rancho San Antonio County Parks Repairs (61018)
  - Amah Mutsun Land Trust Native Garden (80066)
  - Pescadero Total Maximum Daily Load (80067)
- Operating Projects:
  - Long Ridge Trail Connection to Eagle Rock and Devils Canyon Waterfall
  - Elkus/Lobitos Water Supply Feasibility
  - E-Bike Policy Evaluation

- In addition, the following three projects were added to the CIAP as explained below:
  - Cooley Landing Interpretive Facilities Design and Implementation (MAA02-001) to account for ongoing plant restoration work in FY21 and FY22 now that construction is complete. The addition corrects a previously overlooked omission.
  - Mountain Lion Collaring Effort - Rancho San Antonio/Foothills Area Preserves (an operating project) to better understand mountain lion use of Preserves and to inform wildlife management and public use and reduce potential conflicts.
  - Historic Resources Procedural Guide/Inventory (an operating project) – to develop a Districtwide historic resources procedural guide and robust historic resources database.
- In addition, the following project was deferred completely:
  - The Lower Turtle Pond (VP07-XXX) project was deferred and removed from the FY21 CIAP because only preliminary operating work will be done in FY21, with the main capital project work likely starting in FY22.

The annual CIAP forms the fiscal year work program and includes all of the projects and key initiatives that Midpen will pursue in the upcoming fiscal year, and for which it will dedicate staff and financial resources. The proposed total budgets were presented to the Controller who confirmed that the budget is sustainable per the 30-year fiscal model.

Midpen staff prepared the FY21 CIAP in accordance with Board priorities. The FY21 CIAP encompasses 74 Key Action Plan Projects and 25 Operating Projects spread throughout the following Programs, as shown in the table below.

CIAP Program	FY20				FY21			
	Key	Op	Total	As a %	Key	Op	Total	As a %
Land Acquisition and Preservation	20	0	20	18%	13	1	14	14%
Natural Resource Protection and Restoration	22	6	28	26%	20	3	23	23%
Public Access, Education, and Outreach	28	4	32	29%	23	7	30	30%
Assets and Organizational Support	19	10	29	27%	18	14	32	32%
<b>Total</b>	<b>89</b>	<b>20</b>	<b>109</b>	<b>100%</b>	<b>74</b>	<b>25</b>	<b>99</b>	<b>100%</b>

Position Requests

At the time of the March Board retreat, the General Manager was evaluating the need for growth of Ranger and Field Maintenance staff in relation to the additional acreage of protected lands, miles of new trail, number of major public access facilities, and visitation levels since 2015 (when Midpen began to implement the FOSM), as well as the need for increased fuel management work. However, at this time the General Manger is not requesting new positions for FY21 given the economic uncertainty arising from the global pandemic and current shelter in place orders. Additional positions may be recommended later in FY21 per Board policy 3.04, based on greater projected certainty about our regional economic stability and Midpen’s financial outlook.



The General Manager also reviewed current and future needs of the property management program and the expanded workload to manage additional residential and grazing/agricultural leases, update new leases as these expire, track and report on lease terms, maintain clear and regular communications with lessees, and address a backlog of infrastructure repairs. The General Manager has since directed staff to explore contracting options to expand Midpen's capacity for routine residential property management activities and allow internal resources to focus on more complex tasks and projects.

Staffing totals to date were anticipated and modeled in the Financial and Operational Sustainability Model (FOSM) as shown in the table below. Current and projected staffing numbers are included in the Controllers 30-year model and continue to be deemed financially sustainable.

<b>Business Line</b>	<b>FOSM Projected Growth by 2020</b>	<b>FOSM Projected Growth between 2020 to 2045</b>	<b>Positions Approved through 2020</b>	<b>Remaining FOSM Projected Positions Through 2045</b>
Planning and Project Delivery	10 to 13	TBD / 4	10	TBD / 4
Visitor and Field Services	20 to 25	37 to 45	29	36 to 44
Finance and Administrative Services	9 to 11	6 to 8	11	6 to 8
General Manager's Office	2	0	2	0
<b>Total</b>	<b>41 to 51</b>	<b>43 to 57</b>	<b>52</b>	<b>42 to 56</b>

## **FISCAL IMPACT**

Final adoption of the Proposed FY21 Midpen Budget and Action Plan by the Board would authorize spending of \$52,630,153 from the General Fund (funds 10 and 40), \$110,200 from the Hawthorn Fund (fund 20), \$11,868,588 from Measure AA Fund (fund 30), and \$16,640,925 from Debt Service (fund 50) to accomplish Midpen's work plan for the next fiscal year.

The proposed FY21 Budget and CIAP has been reviewed by the Controller and input into the 30-year fiscal model. The proposed budget is confirmed to be within the parameters and expectations of that 30-year fiscal model.

The table on the following page provides an overview for FY21 budget, including the General Fund (funds 10 and 40), the Hawthorn fund (fund 20), capital expenditures that are reimbursable from bond funds (fund 30), and debt service (fund 50).

<b>FY21 Change in Fund Balance</b>	<b>Fund 10 General Fund</b>	<b>Fund 20 Hawthorns</b>	<b>Fund 30 Measure AA Capital</b>	<b>Fund 40 General Fund Capital</b>	<b>Fund 50 Debt Service</b>	<b>Total</b>
<b>Revenue</b>						
Property Tax Revenues	\$53,487,274				\$6,200,000	\$59,687,274
Grants Awarded	293,500		1,621,509			1,915,009
Interest Income	894,260	13,500	441,475		41,040	1,360,275
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Rental Income - 5050 El Camino Real	400,000					400,000
Rancho San Antonio Agreement	386,761					386,761
Miscellaneous	100,000					100,000
<b>Total Revenues</b>	<b>56,891,245</b>	<b>13,500</b>	<b>2,032,984</b>	<b>0</b>	<b>6,241,040</b>	<b>65,178,769</b>
<b>Other Funding Sources</b>						
Bond Reimbursements			10,247,079	6,415,212		16,662,291
Hawthorns Funds		96,700				96,700
Assigned Fund Balance Transfers						0
Committed for Infrastructure Transfer	(400,000)			5,546,271		5,146,271
Committed for future acquisitions & capital projects	(4,200,000)					(4,200,000)
Committed for capital maintenance	(500,000)					(500,000)
Committed for promissory note	(300,000)					(300,000)
General Fund Transfers	(14,573,920)			3,894,845	10,679,075	0
<b>Total Other Funding Sources</b>	<b>(19,973,920)</b>	<b>96,700</b>	<b>10,247,079</b>	<b>15,856,328</b>	<b>10,679,075</b>	<b>16,905,262</b>
<b>Grand Total: Revenues &amp; Other Funding Sources</b>	<b>36,917,325</b>	<b>110,200</b>	<b>12,280,063</b>	<b>15,856,328</b>	<b>16,920,115</b>	<b>82,084,031</b>
<b>Expenses</b>						
Operating	35,032,860	62,200				35,095,060
Labor Reimbursement	(669,235)					(669,235)
Capital & Projects	2,410,200	48,000	11,868,588	15,856,328		30,183,116
Debt Service (General Fund Debt)					10,679,075	10,679,075
Debt Service (Measure AA Debt)					5,961,850	5,961,850
<b>Total Expenses</b>	<b>\$36,773,825</b>	<b>\$110,200</b>	<b>\$11,868,588</b>	<b>\$15,856,328</b>	<b>\$16,640,925</b>	<b>\$81,249,866</b>
<b>Change in Fund Balance</b>	<b>\$143,500</b>	<b>\$0</b>	<b>\$441,475</b>	<b>\$0</b>	<b>\$279,190</b>	<b>\$834,165</b>

## BOARD COMMITTEE REVIEW

Midpen's Action Plan and Budget Committee held a meeting on May 14 and May 19, 2020. The Committee voted to forward the proposed FY21 Budget and Action Plan to the full Board of Directors for review and approval.

## **PUBLIC NOTICE**

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

## **CEQA COMPLIANCE**

This proposed action is not a project under the California Environmental Quality Act and no environmental review is required.

## **NEXT STEPS**

- The Board determines whether the Action Plan and Budget Committee (ABC) shall further discuss and refine the Proposed FY21 Budget and Action Plan.
- The ABC will consider any changes to the Proposed FY21 Budget and Action Plan on June 16, 2020 if the Board directs such a review.
- The Board will consider adoption of the Proposed FY21 Budget and Action Plan, and approval of new positions at the June 24, 2020 Board Meeting.

To summarize, the next steps in the budget process are:

- June 16, 2020 – ABC Meeting #3: Follow-up (if needed) and review Financial Policies
- June 24, 2020 – Board Meeting: Adoption of the FY21 Budget & Action Plan and Adoption/Affirmation of Finance Policies

Attachments:

1. FY21 Budget and Action Plan

Responsible Department Manager:

Stefan Jaskulak, Chief Financial Officer and Director of Administrative Services

Contact person:

Stefan Jaskulak, Chief Financial Officer and Director of Administrative Services

Prepared by:

Carmen Narayanan, Budget & Analysis Manager

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# Budget and Action Plan

FISCAL YEAR ENDING JUNE 30, 2021

ADOPTED JUNE XX, 2020





Russian Ridge Open Space Preserve by James Snyder

**FRONT COVER PHOTO CREDITS**

Top: Purisima Creek Redwoods Open Space Preserve by Jon Martin

Lower left: La Honda Creek Open Space Preserve by Frances Freyburg

Lower middle: Rancho San Antonio Open Space Preserve by Sohum Phadke

Lower right: Ravenswood Open Space Preserve by John Green

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# General Manager's Transmittal

Dear Board of Directors and Midpen Constituents,

Having both experienced and witnessed the effects of an unprecedented worldwide pandemic, I am especially grateful for the role the Midpeninsula Regional Open Space District plays in providing vast outdoor spaces and hundreds of miles of trail where our community can find solace in the beauty of nature, absorbing the mental, emotional and physical health benefits that we all need now, and always. Bay Area public health officers agree that outdoor open spaces provide an essential service, as a meaningful, instrumental and natural antidote, to help us decompress and reduce our anxieties, to renew our sense of hope and give us new perspective to move forward.

Throughout the public health emergency created by COVID-19, Midpen staff has worked tirelessly to follow the directives of public health officials in Santa Clara, San Mateo and Santa Cruz counties. We were able to keep our preserves open as much as possible with temporary, innovative measures to promote social distancing and reduce the potential need for medical response. We took to heart our responsibility for providing relief for residents with outdoor recreation—one of the few essential activities allowed under shelter-in-place orders. One of the values of public open space is that it is here to care for us when we need it most.

Although Midpen has managed to maintain essential operations in the field and project momentum by telecommuting, the pandemic has significantly impacted many businesses and employment sectors that contribute to our regional, state, national and global financial stability. Our Budget and Action Plan for fiscal year ending June 30, 2021 reflects prudent estimates of how this crisis may stress our local economy, and in turn impact Midpen's revenues over the next fiscal year. The total FY21 budget remains static in the General Fund, with essentially no growth from the prior fiscal year, anticipating that Midpen may likely see a notable reduction in tax revenue growth—the first slow-to-no-growth forecast in recent history and potentially similar to what the area experienced during the 2007-09 Great Recession.

This budget reflects a flat head count, with no additional new position requests. The Budget and Action Plan includes numerous time-sensitive and high-priority projects that we have been able to move forward while working remotely. However, to keep our General Fund Operating and Capital budget flat (with exception of the one-time capital expenditures) and account for ongoing work restrictions that may continue through the foreseeable future, certain projects that were in the queue have been deferred to a future fiscal year. Capital expenditures supporting the delivery of our mission account for 35% of the FY21 budget, and the remaining includes salaries and benefits (31%), services and supplies (14%) and annual debt service obligations (20%). Total revenues and other funding sources are projected at \$82.1 million, which include annual revenues at \$65.2 million, bond reimbursements at \$16.6 million and other funding sources at \$300,000, balancing a budget of \$81.2 million in expenses.

Even if mobility restrictions continue, we project that Midpen can make substantial progress on our Vision Plan priorities—whether by working from home or in the field on projects that serve essential governmental functions to maintain public health and safety, protect public lands and natural resources, and support the essential activity of outdoor recreation. This year's projects include critical trail connections linking residents to expansive regional trails and trail systems; such as connecting the Ravenswood Bay Trail to create 80 miles of continuous Bay Trail access for Peninsula residents stretching from Menlo Park to Santa Clara, and contributing funds towards the Saratoga to the Skyline Trail to connect bayside residents to the Bay Area Ridge Trail, the Skyline-to-the-Sea Trail and out to the Pacific Ocean.

Land conservation remains a founding priority, and Midpen continues its work to protect important coastal agricultural and watershed lands. Since 2004, when the San Mateo County Coast became a part of the District, we've protected more than 11,000 acres of Coastside open space, including biodiverse grasslands and critical salmonid watersheds, while preserving the area's rich agricultural heritage. Our natural resource protection priorities are focused on climate resiliency, wildlife crossings, habitat restoration and effective wildland fire preparedness and responsiveness. Key projects include completing the environmental review process for the Highway 17 wildlife crossing and finalizing the Wildland Fire Resiliency Program that will allow us to expand our vegetation and fuel treatment work.

With our ability to continue moving projects forward, albeit under a different work environment, Midpen is well-suited to leverage new funding sources aimed at jump-starting the economy. By positioning the agency to be ready to enter into new contracts for services, supplies and capital projects in FY21, Midpen can be part of the regional solution to move our economy forward. We are thankful for the property tax revenues that remain a fairly steady funding source, which will allow us to manage through the economic disruptions and continue to invest in the lands that are so critical to our collective well-being. In doing so, Midpen can reinvest in our local economy for the good of our broader region.

Respectfully submitted,



A handwritten signature in black ink that reads "Ana M. Ruiz".

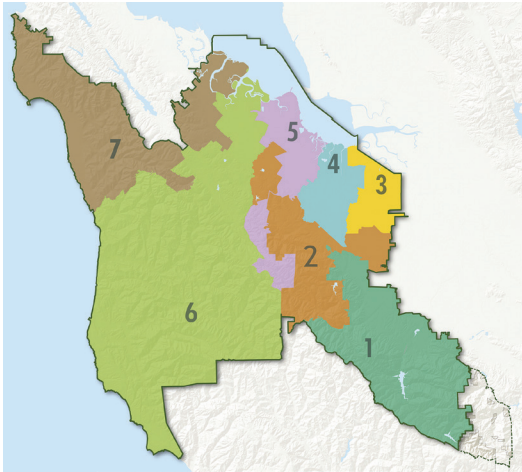
**Ana María Ruiz**  
General Manager



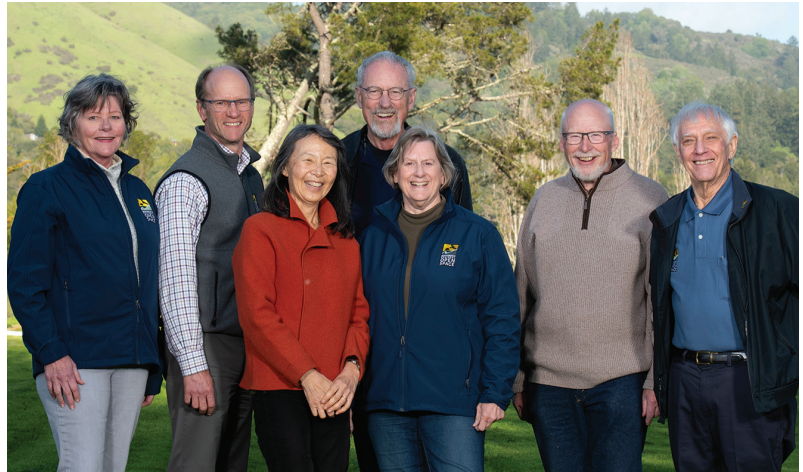
Rancho San Antonio Open Space Preserve by Hongyan Liu



# Board of Directors and Management



District Wards



Left to right: Zoe Kersteen-Tucker, Curt Riffle, Yoriko Kishimoto, Jed Cyr, Karen Holman, Larry Hassett, Pete Siemens.

Pete Siemens	Ward 1: Cupertino, Los Gatos, Monte Sereno, Saratoga
Yoriko Kishimoto— <b>Board Treasurer</b>	Ward 2: Cupertino, Los Altos, Los Altos Hills, Palo Alto, Stanford, Sunnyvale
Jed Cyr	Ward 3: Sunnyvale
Curt Riffle— <b>Board Vice President</b>	Ward 4: Los Altos, Mountain View
Karen Holman— <b>Board President</b>	Ward 5: East Palo Alto, Menlo Park, Palo Alto, Stanford
Larry Hassett— <b>Board Secretary</b>	Ward 6: Atherton, La Honda, Loma Mar, Menlo Park, Pescadero, Portola Valley, Redwood City, San Gregorio, Woodside
Zoe Kersteen-Tucker	Ward 7: El Granada, Half Moon Bay, Montara, Moss Beach, Princeton, Redwood City, San Carlos, Woodside

## Executive Management

- Ana María Ruiz—General Manager
- Hilary Stevenson—General Counsel
- Mike Foster—Controller

- Susanna Chan—Assistant General Manager/Project Planning and Delivery
- Brian Malone—Assistant General Manager/Visitor and Field Services
- Stefan Jaskulak—Chief Financial Officer/Director of Administrative Services

## Mission Statement

*The mission of the Midpeninsula Regional Open Space District is to acquire and preserve a regional greenbelt of open space land in perpetuity, protect and restore the natural environment, and provide opportunities for ecologically sensitive public enjoyment and education.*

## Coastside Protection Mission Statement

*To acquire and preserve in perpetuity open space land and agricultural land of regional significance, protect and restore the natural environment, preserve rural character, encourage viable agricultural use of land resources, and provide opportunities for ecologically sensitive public enjoyment and education.*

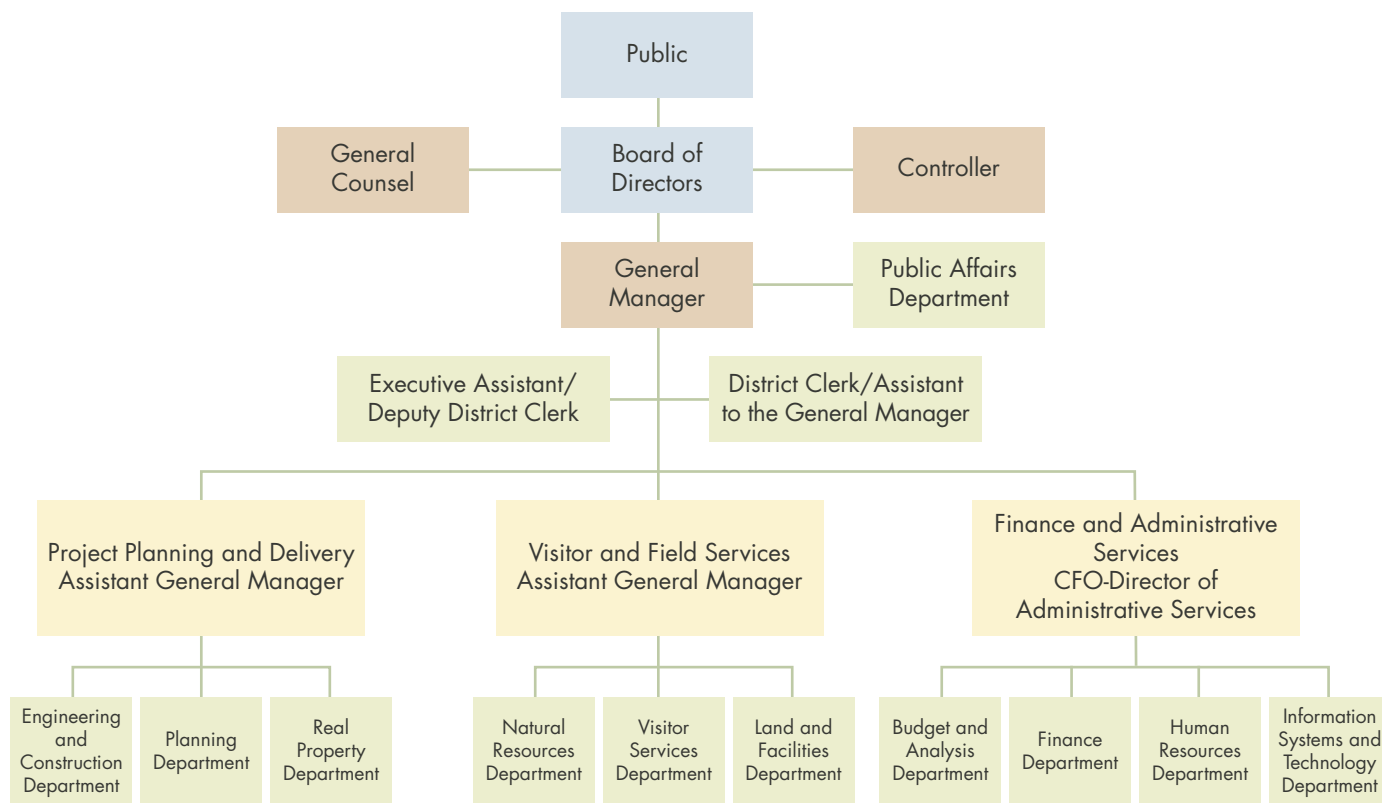
## Budget Document Preparation

Carmen Narayanan–Budget and Analysis Manager  
 Elissa Martinez–Management Analyst  
 Lupe Hernandez–Management Analyst

### Management Team

Matthew Anderson–Visitor Services  
 Candice Basnight–Human Resources  
 Casey Hiatt–Information Systems and Technology  
 Michael Jurich–Land and Facilities Services  
 Kirk Lenington–Natural Resources  
 Jason Lin–Engineering and Construction  
 Jane Mark–Planning  
 Carmen Narayanan–Budget and Analysis  
 Korrine Skinner–Public Affairs  
 Maria Soria–General Manager’s Office  
 Hilary Stevenson–General Counsel’s Office  
 Andrew Taylor–Finance  
 Mike Williams–Real Property  
 Jennifer Woodworth–District Clerk

## Organizational Chart



# FY21 Strategic Plan Goals and Objectives

The Strategic Plan was adopted by the board of directors in September 2011 and is updated annually based on the results of an environmental scan. The FY21 Strategic Plan provides high-level direction for the annual Budget and Action Plan.

## **GOAL 1 Promote, establish, and implement a regional environmental protection vision with partners**

**Objective 1** – Continue implementation of the District’s Vision Plan and communicate progress on projects through reporting results and building partner relationships

**Objective 2** – Build and strengthen diverse partnerships to implement a collaborative and science-based approach to regional environmental protection

**Objective 3** – Build and strengthen relationships with legislators to advocate environmental protection goals

**Objective 4** – Preserve open space lands of local and regional significance

## **GOAL 2 Protect the positive environmental values of open space lands**

**Objective 1** – Take a regional leadership role in promoting the benefits of open space

**Objective 2** – Protect and restore the natural environment in a manner that expands regional resiliency and climate change adaptation to preserve healthy natural systems

**Objective 3** – Work with fire agencies and surrounding communities to strengthen the prevention of, preparation for and response to wildland fires for enhanced ecosystem resiliency and public safety

**Objective 4** – Support the viability of sustainable agriculture and character of rural communities

## **GOAL 3 Connect people to open space and a regional environmental protection vision**

**Objective 1** – Communicate the benefits of a regional environmental protection vision

**Objective 2** – Refine and implement a comprehensive public outreach strategy, including the engagement of diverse communities and enhanced public education programs

**Objective 3** – Expand opportunities to connect people to their public open space preserves consistent with a regional environmental protection vision

**Objective 4** – Reflect the diverse communities we serve in the District’s visitors, staff, volunteers, and partners

## **GOAL 4 Strengthen organizational capacity and long-term financial sustainability to fulfill the mission**

**Objective 1** – Provide the necessary resources, tools, and infrastructure, including technology upgrades and capacity building

**Objective 2** – Continuously evaluate and improve recent processes and business model to effectively and efficiently deliver Vision Plan projects and the District’s ongoing functions

**Objective 3** – Build state of readiness for potential disruptions by completing a risk assessment and creating a business continuity plan

**Objective 4** – Continue to engage constituents for bond sales and via the work of the Bond Oversight Committee—“Promises made, promises kept.”

**Objective 5** – Remain financially sustainable by pursuing and ensuring discretionary funding opportunities and partnerships to augment operating, capital, and bond funding sources, and ensure that large capital expenses and land acquisitions, including associated public access and land management costs, are evaluated within the long-term financial model and remain financially sustainable

**Objective 6** – Continue to recruit, develop and retain talented staff to implement the District’s mission and strengthen our organizational capacity

Based upon these priorities, staff prepared the FY21 Proposed Three-Year Capital Improvement and Action Plan (included in Section III) for board approval. Below is a summary of project costs in the CIAP based on primary and secondary goal and objective per project. Some objectives are not directly related to a CIAP project but instead are captured in department's operational activities.

### Three-Year CIAP by Primary Goal and Objective

CIAP Summary by Primary Goal & Objective	FY21	FY22	FY23	3-Year Total
Goal 1, Objective 1	\$359,750	\$0	\$0	\$359,750
Goal 1, Objective 1 & 2	553,293	0	0	553,293
Goal 1, Objective 2	1,498,440	475,600	5,150,000	7,124,040
Goal 1, Objective 2 & 3	48,000	31,000	0	79,000
Goal 1, Objective 3	508,000	15,000	0	523,000
Goal 1, Objective 4	2,466,751	330,000	300,000	3,096,751
<b>Goal 1 Total</b>	<b>5,434,234</b>	<b>851,600</b>	<b>5,450,000</b>	<b>11,735,834</b>
Goal 2, Objective 1	150,000	200,000	200,000	550,000
Goal 2, Objective 2	1,127,231	471,239	1,734,000	3,332,470
Goal 2, Objective 3	460,000	511,000	160,000	1,131,000
Goal 2, Objective 4	785,000	68,000	210,000	1,063,000
<b>Goal 2 Total</b>	<b>2,522,231</b>	<b>1,250,239</b>	<b>2,304,000</b>	<b>6,076,470</b>
Goal 3, Objective 1*	0	0	0	0
Goal 3, Objective 2	4,602,622	0	0	4,602,622
Goal 3, Objective 3	2,961,353	10,523,800	2,493,632	15,978,785
Goal 3, Objective 4*	0	0	0	0
<b>Goal 3 Total</b>	<b>7,563,975</b>	<b>10,523,800</b>	<b>2,493,632</b>	<b>20,581,407</b>
Goal 4, Objective 1	12,876,903	20,495,000	1,093,000	34,464,903
Goal 4, Objective 1 & 2	35,000	0	0	35,000
Goal 4, Objective 2	200,000	49,500	0	249,500
Goal 4, Objective 3*	0	0	0	0
Goal 4, Objective 4*	0	332,450	0	332,450
Goal 4, Objective 5	1,550,773	2,933,612	537,500	5,021,885
Goal 4, Objective 6*	0	0	0	0
<b>Goal 4 Total</b>	<b>14,662,676</b>	<b>23,810,562</b>	<b>1,630,500</b>	<b>40,103,738</b>
<b>Total CIAP</b>	<b>\$30,183,116</b>	<b>\$36,436,201</b>	<b>\$11,878,132</b>	<b>\$78,497,449</b>

### Three-Year CIAP by Secondary Goal and Objective

CIAP Summary by Secondary Goal & Objective	FY21	FY22	FY23	3-Year Total
Goal 1, Objective 1	\$0	\$0	\$0	\$0
Goal 1, Objective 2	143,500	143,500	0	287,000
Goal 1, Objective 3	0	0	0	0
Goal 1, Objective 4	20,000	0	0	20,000
<b>Goal 1 Total</b>	<b>163,500</b>	<b>143,500</b>	<b>0</b>	<b>307,000</b>
Goal 2, Objective 1	0	0	0	0
Goal 2, Objective 2	529,647	21,250	0	550,897
Goal 2, Objective 3	388,357	187,000	1,345,000	1,920,357
Goal 2, Objective 4	1,835,318	30,000	0	1,865,318
<b>Goal 2 Total</b>	<b>2,753,322</b>	<b>238,250</b>	<b>1,345,000</b>	<b>4,336,572</b>
Goal 3, Objective 1	0	0	0	0
Goal 3, Objective 2 & 3	50,000	0	0	50,000
Goal 3, Objective 3	6,199,235	577,000	3,550,000	10,326,235
Goal 2, Objective 4	0	0	0	0
<b>Goal 3 Total</b>	<b>6,249,235</b>	<b>577,000</b>	<b>3,550,000</b>	<b>10,376,235</b>
Goal 4, Objective 1	0	0	0	0
Goal 4, Objective 2	0	0	0	0
Goal 4, Objective 3	0	0	0	0
Goal 4, Objective 4	0	0	0	0
Goal 4, Objective 5	13,724,417	27,024,000	742,032	41,490,449
Goal 4, Objective 6	0	0	0	0
<b>Goal 4 Total</b>	<b>13,724,417</b>	<b>27,024,000</b>	<b>742,032</b>	<b>41,490,449</b>
<b>Total CIAP</b>	<b>\$22,890,473</b>	<b>\$27,982,750</b>	<b>\$5,637,032</b>	<b>\$56,510,255</b>

\*Goals and objectives are not directly impacted by CIAP projects but are included in department's operational activities.

# Regional Map

## Midpeninsula Regional Open Space District



Preserve

Protect

Restore

Educate

Enjoy



- |                            |                     |                            |  |                  |
|----------------------------|---------------------|----------------------------|--|------------------|
| 1 Bear Creek Redwoods      | 7 La Honda Creek    | 13 Pulgas Ridge            | 19 Sierra Azul                         | 25 Tunitas Creek |
| 2 Coal Creek               | 8 Long Ridge        | 14 Purisima Creek Redwoods | 20 Skyline Ridge                       | 26 Windy Hill    |
| 3 El Corte de Madera Creek | 9 Los Trancos       | 15 Rancho San Antonio      | 21 St. Joseph's Hill                   |                  |
| 4 El Sereno                | 10 Miramontes Ridge | 16 Ravenswood              | 22 Stevens Creek Shoreline Nature Area |                  |
| 5 Foothills                | 11 Monte Bello      | 17 Russian Ridge           | 23 Teague Hill                         |                  |
| 6 Fremont Older            | 12 Picchetti Ranch  | 18 Saratoga Gap            | 24 Thornewood                          |                  |

## About Us

Midpen helps plants, animals and people thrive throughout the greater Santa Cruz Mountains region by preserving a connected greenbelt of nearly 65,000 acres of public open space. These diverse and scenic landscapes, from bay wetlands to redwood forests and coastal grasslands, host an incredible diversity of life, making our region one of the world's biodiversity hotspots.

Midpen preserves have long and complex histories of human use prior to becoming public open space. We actively manage the land and waterways to restore their health and function, helping our local ecosystem become more resilient in a time of climate change. By caring for the land, the land in turn takes care of us, providing tangible and intangible benefits like clean air and water, flood protection and the opportunity for restorative experiences in nature.

On the San Mateo County Coast, where local agricultural roots run deep, our mission also includes preserving viable working lands. We partner with small-scale local ranchers to use conservation grazing as a land management tool for enhancing native coastal grasslands and providing wildland fire protection.

Midpen preserves are free and open to the public daily, providing an extensive trail network for low-impact recreation. Our programming connects people to nature through enriched experiences including environmental interpretation, docent-led activities and volunteer opportunities.

By preserving, restoring and providing access to our region's iconic, cultural, working and scenic landscapes, Midpen lands offer us opportunities for health, climate change resilience and refuge.

### HISTORY

The late 1960s was a time of rapid growth in the Bay Area. Through a determined and heartfelt grassroots effort by local conservationists, the Midpeninsula Regional Open Space District was created in 1972, when the Measure R "Room to Breathe" Initiative was passed by Santa Clara County voters. Local residents voted to expand Midpen's boundary into southern San Mateo County in 1976, and in 1992 to a small portion of Santa Cruz County. In the late 1990s, development pressure increased on the San Mateo County Coast, threatening sensitive habitat and the area's rural heritage. This led to the 2004 Coastside Protection Area, an extension of District boundaries to the Pacific Ocean in San Mateo County, and the addition of preserving rural character and encouraging viable agricultural use of land resources to our mission.

### GOVERNANCE

Midpen is governed by a seven-member publicly elected board of directors. Board members serve a four-year term, and represent a geographic ward of approximately equal populations. The board holds its regular public meetings on the second and fourth Wednesdays of each month at 7 p.m., at the Midpen administrative office: 330 Distel Circle, Los Altos, CA.

### STAFFING

The staff currently includes over 180 employees in 11 departments: budget and analysis, engineering and construction, finance, human resources, information systems and technology, land and facilities services, natural resources, planning, public affairs, real property and visitor services.

For more information about Midpen, visit [openspace.org](https://openspace.org).

## Midpen At-A-Glance



Founded in 1972



Nearly 65,000  
Acres Preserved



245 Miles of Trails



26 Preserves



182 Full-Time  
Employees



Over 2 Million  
Visitors Per Year



\$81.2 Million  
Budget



770,000  
Residents

# Demographics and Economic Statistics

The following is economic and demographic information on Santa Clara and San Mateo counties, representing the majority of Midpen’s constituency. Because Midpen does not receive property tax revenue from the small amount of Santa Cruz County land that it holds, information on Santa Cruz County is not included.

## Demographics and Economic Statistics Last Ten Fiscal Years

### County of Santa Clara

Fiscal Year	Population <sup>1</sup>	Personal Income <sup>2</sup> (in millions)	Per Capita Personal Income <sup>2</sup>	Median Age <sup>3</sup>	School Enrollment <sup>4</sup>	County Unemployment Rate <sup>5</sup>
2010	1,880,876	\$109,495	\$61,289	35.8	265,643	10.5%
2011	1,797,375	120,376	66,366	36.0	266,256	9.6%
2012	1,816,486	133,912	72,704	36.2	270,109	8.2%
2013	1,842,254	136,118	72,754	36.4	273,701	6.8%
2014	1,868,558	149,717	78,955	36.6	276,175	5.2%
2015	1,889,638	165,323	86,141	36.8	276,689	4.3%
2016	1,927,888	178,029	92,168	36.8	274,948	3.9%
2017	1,938,180	190,002	98,032	*	273,264	3.4%
2018	1,956,958	*	*	*	272,132	2.9%
2019	1,954,286	*	*	*	267,224	2.9%

### County of San Mateo

Calendar Year	Population <sup>1</sup>	Personal Income <sup>2</sup> (in millions)	Per Capita Personal Income <sup>2</sup>	Median Age <sup>3</sup>	School Enrollment <sup>4</sup>	County Unemployment Rate <sup>5</sup>
2010	719,951	\$53,084	\$73,739	39.3	91,371	8.5%
2011	729,425	58,228	79,872	39.4	92,097	7.9%
2012	740,738	65,167	87,986	39.6	93,674	6.8%
2013	750,489	65,656	87,501	39.3	93,931	5.6%
2014	758,581	71,111	93,672	39.4	94,567	4.3%
2015	759,155	78,607	102,516	39.8	95,187	3.5%
2016	765,895	82,046	106,615	39.5	95,502	3.2%
2017	770,203	87,486	113,410	*	95,620	2.9%
2018	774,155	*	*	*	95,155	2.5%
2019	774,485	*	*	*	94,234	2.4%

\*Information not available

#### Data Sources

<sup>1</sup>State of California Department of Finance

<sup>2</sup>U.S. Department of Commerce Bureau of Economic Analysis

<sup>3</sup>U.S. Census Bureau, American Community Survey

<sup>4</sup>State of California Department of Education

<sup>5</sup>State of California Employment Development Department, Labor Market Division

Notes: Starting FY16, Midpen changed from a fiscal year end date of March 31 to June 30. As a result, FY16 is a fifteen-month period rather than a twelve-month period.

## Principal Employers Most Current Year and Nine Years Ago

### County of Santa Clara

Employer	2018 <sup>4</sup>			2009		
	Number of Employees <sup>1</sup>	Rank	Percentage of Total Employment	Number of Employees <sup>2</sup>	Rank	Percentage of Total Employment
Apple Computer, Inc.	25,000	1	2.44%	10,000	3	1.23%
Alphabet/Google Inc.	20,000	2	1.95	*		*
County of Santa Clara	18,806	3	1.84	*		*
Stanford University	16,919	4	1.65	*		*
Cisco Systems Inc.	14,120	5	1.38	13,000	1	1.60%
Kaiser Permanente	12,500	6	1.22	5,000	10	0.61%
Stanford Healthcare	10,034	7	0.98	5,500	8	0.68%
Tesla Motors Inc.	10,000	8	0.98	*		
Intel Corporation	8,450	9	0.83	5,000	9	0.61%
City of San Jose	6,159	10	0.60	*		
Lockheed Martin Space Systems Co.	*		*	10,400	2	1.28%
Intuit, Inc.	*		*	8,000	4	0.98%
IBM Corporation	*		*	7,500	5	0.94%
Hewlett-Packard Co.	*		*	7,000	6	0.86%
KLA-Tencor Corporation	*		*	6,200	7	0.76%
<b>Total</b>	<b>141,988</b>		<b>13.87%</b>	<b>77,750</b>		<b>9.55%</b>

### County of San Mateo<sup>3</sup>

Employer	2017 <sup>4</sup>			2009		
	Number of Employees	Rank	Percentage of Total Employment	Number of Employees	Rank	Percentage of Total Employment
United Airlines	12,000	1	2.474%	*		*
Genentech Inc.	11,000	2	2.51	8,800	1	2.60%
Facebook Inc.	7,091	3	1.62	*		*
Oracle Corp.	6,781	4	1.55	5,642	2	1.66%
County of San Mateo	5,485	5	1.25	5,179	3	1.53%
Gilead Sciences Inc.	3,900	6	0.89	1,480	10	0.44%
Visa U.S.A. Inc.	3,500	7	0.80	*		*
Electronic Arts Inc.	2,367	8	0.54	2,000	6	0.59%
Robert Half International Inc.	1,790	9	0.41	*		*
YouTube LLC	1,700	10	0.39	*		*
Kaiser Permanente	*		*	3,790	4	1.12%
Mills-Peninsula Health Services	*		*	2,500	5	0.74%
United States Postal Service	*		*	1,964	7	0.58%
San Mateo Community College District	*		*	1,800	8	0.53%
SLAC National Accelerator Laboratory	*		*	1,650	9	0.49%
<b>Total</b>	<b>55,614</b>		<b>12.70%</b>	<b>34,805</b>		<b>10.28%</b>

\*Information not available

#### Data Sources

<sup>1</sup>Silicon Valley Business Journal, July 27, 2018

<sup>2</sup>County of Santa Clara Finance Department. FY09 CAFR

<sup>3</sup>San Francisco Business Times—2018 Book of Lists and California Employment Development Department

<sup>4</sup>Latest information available for principal employers in the County of San Mateo

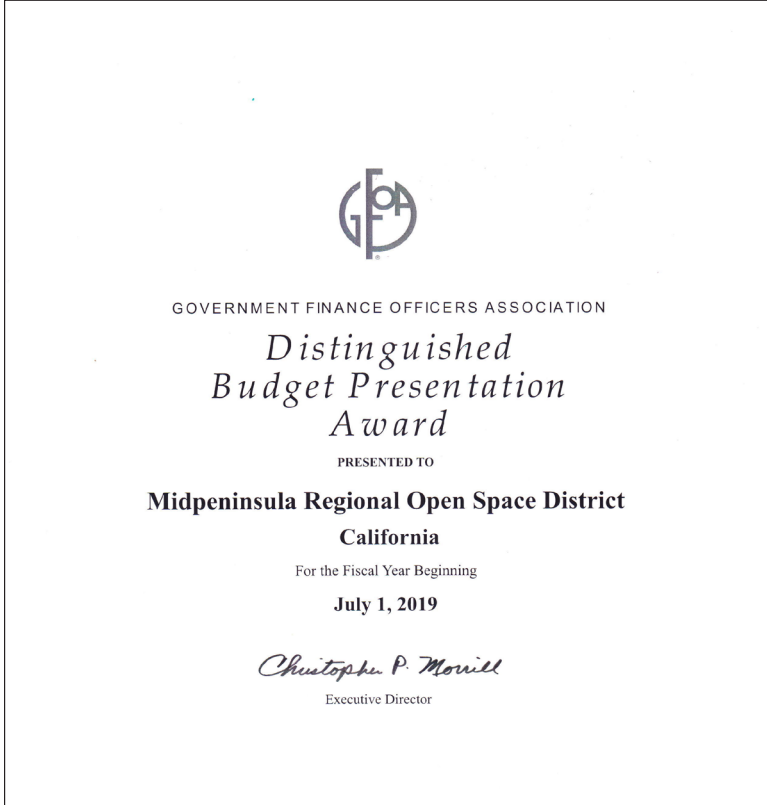


# Resolution No. 20-XX



Government Finance Officers Association of the United States and Canada presented a Distinguished Budget Presentation Award to Midpeninsula Regional Open Space District, California, for its annual budget for FY19. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



# Section II

## Budget Summary and Overview



Foothills Open Space Preserve by Aaron Arul

# Budget Summary and Overview

The Midpeninsula Regional Open Space District's Proposed FY21 Budget reflects Midpen's priorities established by the board of directors in December 2019 as part of its annual Strategic Plan update. Based upon these priorities, staff prepared the FY21 Proposed Three-Year Capital Improvement and Action Plan (included in Section III) for board approval. Subsequently, staff developed a detailed budget by department and fund which are included in Budget Summary and Overview (Section II) and Department Summaries (Section IV).

## FY21 FINANCIAL OVERVIEW

Midpen's budget is comprised of the operating and capital budgets, land acquisition, and debt service, which are funded by five distinct funds, four of which are major governmental funds:

---

**Fund 10: General Fund Operating.** This includes personnel costs, routine operational and maintenance expenses, debt service, and non-capital projects (Fund 10 is a major fund).

---

**Fund 20: Hawthorns.** This endowment fund may only be used for expenses required to maintain the value of the property gifted to Midpen by the Woods family (Fund 20 is reported as part of Fund 10 General Fund in audited financial statements).

---

**Fund 30: Measure AA Capital.** Only capital projects and land acquisitions included in the top 25 priority Project Portfolios in the Vision Plan are eligible for MAA funding (Fund 30 is a major fund).

---

**Fund 40: General Fund Capital.** This includes vehicles and equipment, facilities, and non-MAA capital projects and land acquisitions (Fund 40 is a major fund).

---

**Fund 50: Debt Service Fund.** This includes payments on all Midpen-issued debt, both public and private (Fund 50 is a major fund).

---

Compared to most city and county government agencies, Midpen's operating budget accounts for a much lower percentage of the total budget (45%), reflecting the organization's focus on project delivery. Capital projects and land acquisition account for 35% of the budget and debt service totals 20%.

The following table breaks out the revenue and expenses by fund. Each fund has either a balanced budget for FY21 or a positive change in fund balance. Once adopted, appropriations are made for all funds at the fund level.

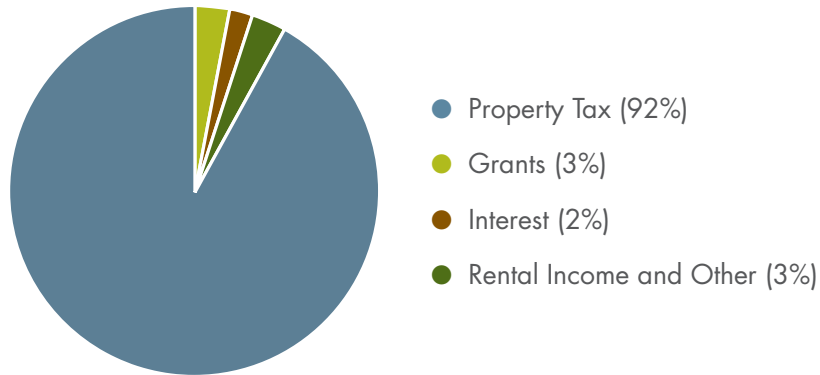
### FY21 Budget by Fund

FY21 Change in Fund Balance	Fund 10 General Fund Operating	Fund 20 Hawthorns	Fund 30 Measure AA Capital	Fund 40 General Fund Capital	Fund 50 Debt Service	Total
<b>Revenue</b>						
Property Tax Revenues	\$53,487,274				\$6,200,000	\$59,687,274
Grants (Awarded)	293,500		1,621,509			1,915,009
Interest Income	894,260	13,500	411,475		41,040	1,360,275
Rental Income	1,329,450					1,329,450
Rental Income (5050 El Camino Real)	400,000					400,000
Rancho San Antonio Agreement	386,761					386,761
Miscellaneous	100,000					100,000
<b>Total Revenues</b>	<b>56,891,245</b>	<b>13,500</b>	<b>2,032,984</b>	<b>0</b>	<b>6,241,040</b>	<b>65,178,769</b>
<b>Other Funding Sources</b>						
Bond Reimbursements			10,247,079	6,415,212		16,662,291
Hawthorns Funds		96,700				96,700
Assigned Fund Balance Transfers						0
Committed for Infrastructure Transfer	(400,000)			5,546,271		5,146,271
Committed for Future Acquisitions & Capital Projects	(4,200,000)					(4,200,000)
Committed for Capital Maintenance	(500,000)					(500,000)
Committed for Promissory Note	(300,000)					(300,000)
General Fund Transfers	(14,573,920)			3,894,845	10,679,075	0
<b>Total Other Funding Sources</b>	<b>(19,973,920)</b>	<b>96,700</b>	<b>10,247,079</b>	<b>15,856,328</b>	<b>10,679,075</b>	<b>16,905,262</b>
<b>Grand Total: Revenues &amp; Other Funding Sources</b>	<b>36,917,325</b>	<b>110,200</b>	<b>12,280,063</b>	<b>15,856,328</b>	<b>16,920,115</b>	<b>82,084,031</b>
<b>Expenses</b>						
Operating	35,032,860	62,200				35,095,060
Labor Reimbursement	(669,235)					(669,235)
Capital & Projects	2,410,200	48,000	11,868,588	15,856,328		30,183,116
Debt Service (General Fund Debt)					10,679,075	10,679,075
Debt Service (Measure AA Debt)					5,961,850	5,961,850
<b>Total Expenses</b>	<b>\$36,773,825</b>	<b>\$110,200</b>	<b>\$11,868,588</b>	<b>\$15,856,328</b>	<b>\$16,640,925</b>	<b>\$81,249,866</b>
<b>Change in Fund Balance</b>	<b>\$143,500</b>	<b>\$0</b>	<b>\$441,475</b>	<b>\$0</b>	<b>\$279,190</b>	<b>\$834,165</b>

## Revenues

Midpen's FY21 revenue estimate totals \$65.2 million with the vast majority, 92% or \$59.7 million, coming from property tax receipts. Property taxes are projected to have modest growth (\$2.2 million) in FY21 and remain flat with little to no growth in the coming year due to the effects of the COVID-19 pandemic on the real estate market. Other revenue sources including grants, interest income and rental income are all projected to decrease (\$3.4 million total for all categories). The chart below provides a breakdown of projected FY21 revenue by source.

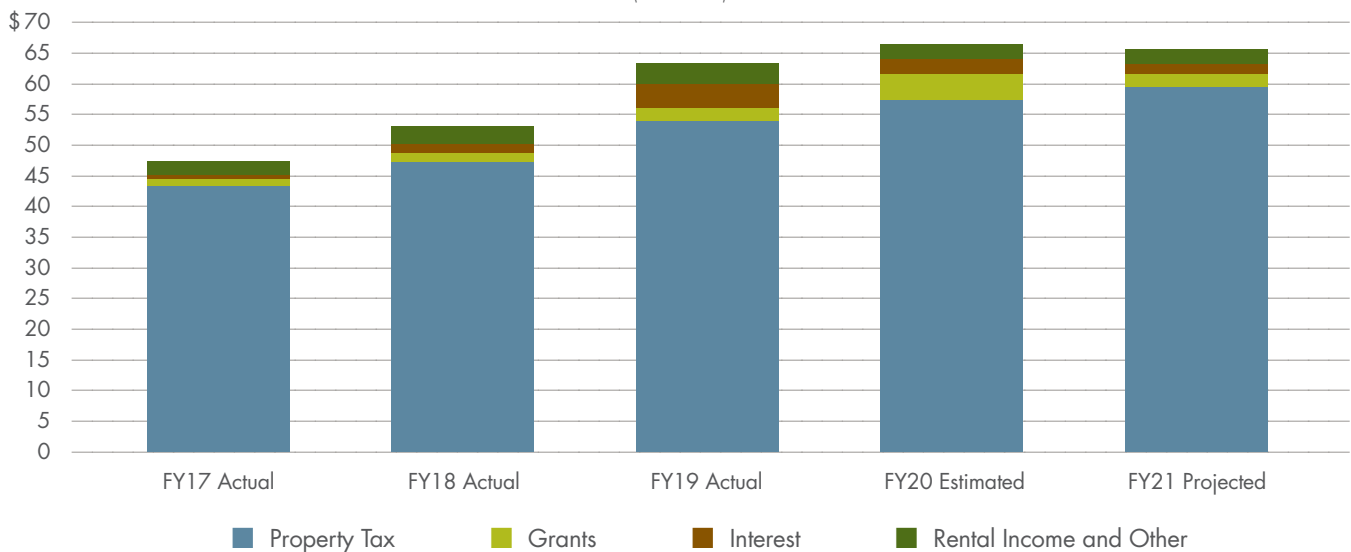
### FY21 Revenue by Source



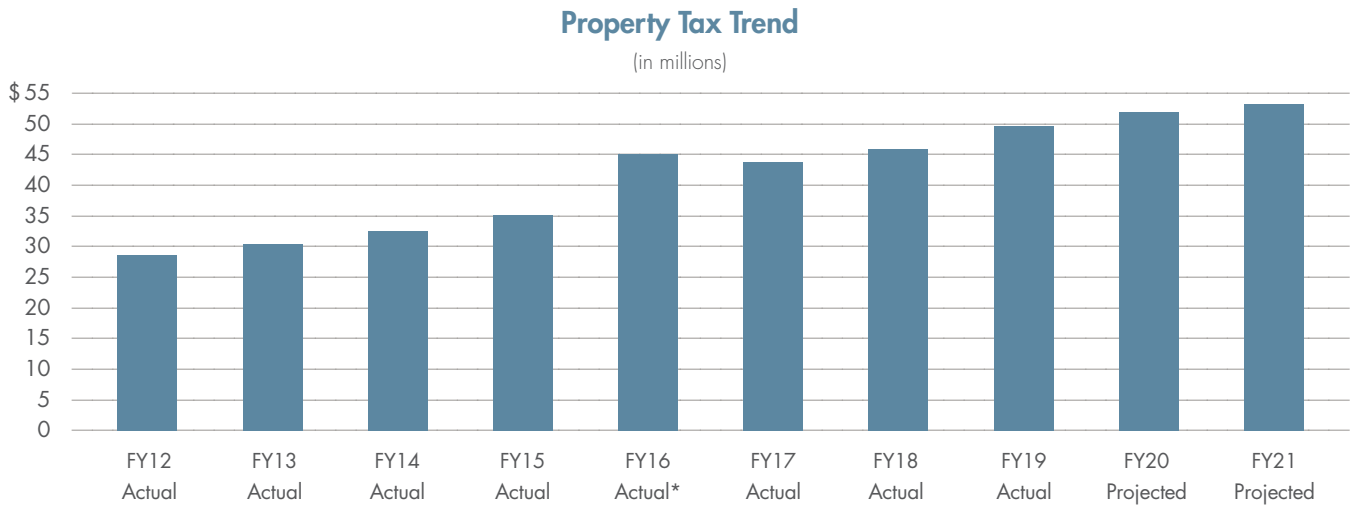
	Property Tax	Grants	Interest	Rental Income and Other	Total
Amount	\$59,687,274	\$1,915,009	\$1,360,275	\$2,216,211	\$65,178,769
Percent	92%	3%	2%	3%	100%

### Total Revenue Trend

(in millions)



The following graph depicts the historical and projected trend for general fund property tax revenues (excluding MAA ad valorem levy for debt service).



\*FY16 reflects 15 months of revenue due to changing the fiscal year start from April 1 to July 1.

Silicon Valley and the Peninsula continue to see stable real estate prices and demand for housing for now, resulting in projected growth of 3.5% in FY21. The primary factors used in the projection of revenues are historical growth in assessed valuation and new construction information, which are provided by the County Assessors' offices in San Mateo and Santa Clara counties.

### 2017-2021 General Fund Tax Revenue

	Actual FY17	Actual FY18	Actual FY19	Budget FY20	Estimated FY20	Budget FY21	% Increase*
<b>Santa Clara County</b>							
Current Secured	\$25,277,000	\$27,254,000	\$29,505,000	\$31,173,000	\$31,526,000	\$32,659,771	3.6%
Current Unsecured	1,747,000	1,860,000	2,113,000	1,983,000	2,065,000	2,065,000	0.0%
<b>Total Santa Clara County</b>	<b>27,024,000</b>	<b>29,114,000</b>	<b>31,618,000</b>	<b>33,156,000</b>	<b>33,591,000</b>	<b>34,724,771</b>	<b>3.4%</b>
<b>San Mateo County</b>							
Current Secured	12,039,000	13,008,000	13,868,000	15,102,000	14,839,000	15,444,330	4.1%
Current Unsecured	515,000	544,000	628,000	667,000	638,000	638,373	0.1%
Prior Taxes	(14,000)	0	0	0	0	0	0.0%
<b>Total San Mateo County</b>	<b>12,540,000</b>	<b>13,552,000</b>	<b>14,496,000</b>	<b>15,769,000</b>	<b>15,477,000</b>	<b>16,082,703</b>	<b>3.9%</b>
Supplement + HOPTR	1,578,000	1,598,000	1,870,000	1,472,000	955,000	764,000	-20.0%
Redevelopment	1,148,000	1,477,000	1,698,000	1,658,000	1,860,000	1,915,800	3.0%
<b>Total Tax Revenue</b>	<b>\$42,290,000</b>	<b>\$45,741,000</b>	<b>\$49,682,000</b>	<b>\$52,055,000</b>	<b>\$51,883,000</b>	<b>\$53,487,274</b>	<b>3.1%</b>

\*Percentage increase compares Budget FY21 to Estimated FY20.

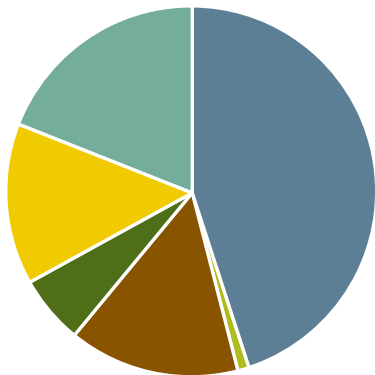


# Expenditures

Midpen's FY21 budget totals \$81.2 million, a net total budget increase is 9% when compared to the FY20 adopted budget. The year-over-year change is due to increased capital expenditures in Measure AA (Fund 30) as more projects move into construction, as well as one-time capital expenditures in General Fund Capital (Fund 40) on Midpen infrastructure. Operating expenses (salaries and benefits, services and supplies) decreased by \$230,000 and debt service is reduced by \$1 million. At this time there are no new positions proposed for FY21.

The following table and chart provide a summary of the FY21 budget by fund.

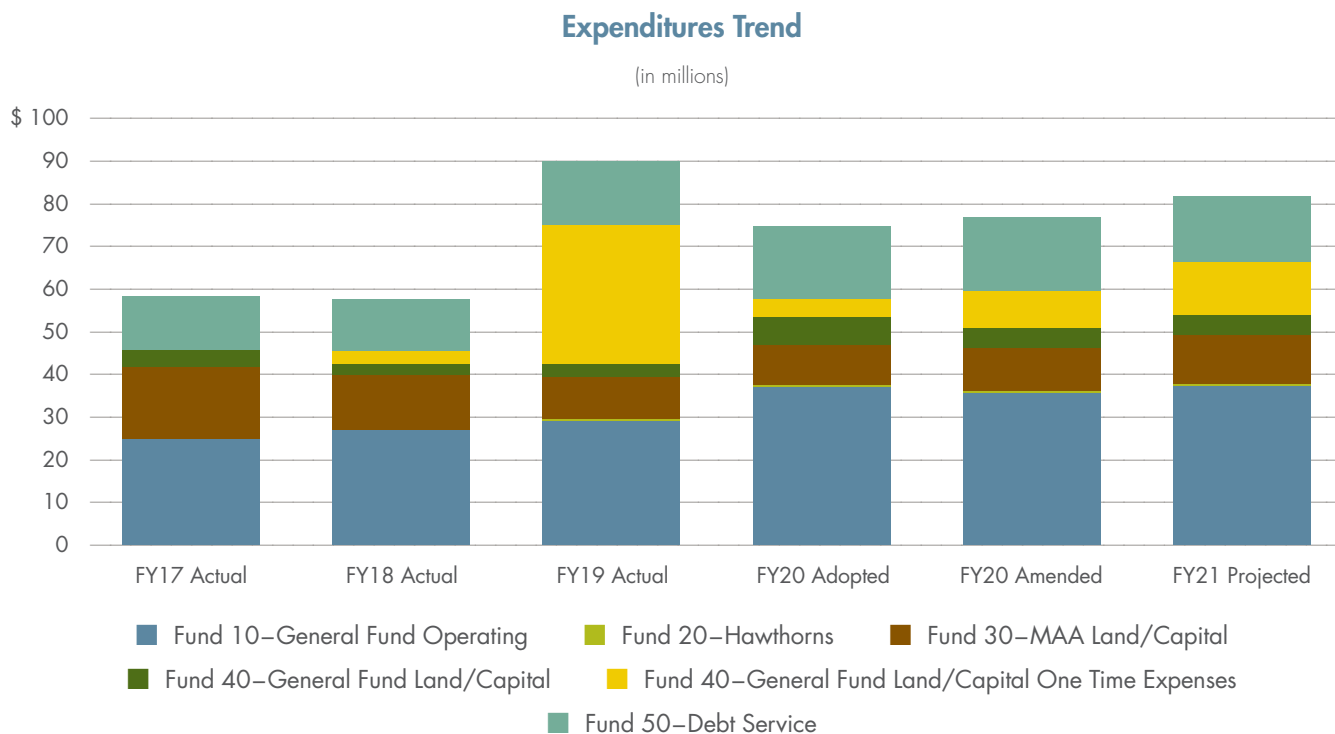
Midpen Budget By Funding Source	FY19 Actuals	FY20 Adopted Budget	FY21 Proposed Annual Budget	\$ Change From FY20 Adopted Budget	% Change From FY20 Adopted Budget
Fund 10–General Fund Operating	\$28,783,378	\$37,003,848	\$36,773,825	(\$230,023)	- 1%
Fund 20–Hawthorns	30,888	140,200	110,200	(30,000)	-21%
Fund 30–MAA Land/Capital	10,871,866	9,447,647	11,868,588	2,420,941	26%
Fund 40–General Fund Land/Capital	3,305,485	4,819,875	3,894,845	(925,030)	- 19%
Fund 50–Debt Service	15,670,988	17,669,563	16,640,925	(1,028,638)	- 6%
<b>Subtotal Midpen Budget</b>	<b>58,662,605</b>	<b>69,081,133</b>	<b>69,288,383</b>	<b>207,250</b>	<b>0%</b>
Fund 40–General Fund Land/Capital One Time Expenses	31,550,000	5,726,720	11,961,483	6,234,763	109%
<b>Total Midpen Budget</b>	<b>\$90,212,605</b>	<b>\$74,807,853</b>	<b>\$81,249,866</b>	<b>\$6,442,013</b>	<b>9%</b>



**FY21 Budget By Source**

- Fund 10–General Fund Operating (45%)
- Fund 20–Hawthorns (<1%)
- Fund 30–MAA Land/Capital (15%)
- Fund 40–General Fund Land/Capital (5%)
- Fund 40–General Fund Land/Capital One Time Expenses (15%)
- Fund 50–Debt Service (20%)

The following chart depicts actual and projected expenditures over a five-year period by fund.



### FUND 10 - GENERAL FUND OPERATING

The General Fund Operating has a -1.0% net change. Salaries and Benefits increased slightly by \$280,000 due to anticipated salary step increases, changes in benefit costs and maintaining a flat head count (no new positions). A greater proportion of staff time is expected to be reimbursed through MAA for qualified projects as compared to prior years. Services and Supplies decreased by approximately \$510,000, reflecting a prudent approach to next fiscal year in light of COVID-19 and the expected project delays and program limitations due to extended social distancing requirements.

Typical operating project expenditures continue, such as habitat restoration work associated with new capital improvement projects like the opening of the western area of the Bear Creek Redwoods Preserve. In addition, the proposed budget includes significant funds to expand Midpen’s efforts in preventing, preparing for and responding to potential wildland fires. In contrast, non-project related operating expenses were reduced, such as in-person conference and training attendance budgets.

### FUND 20 - HAWTHORNS

The Hawthorns fund includes funding for fuel reduction and fire clearance work.

### FUND 30 - MEASURE AA LAND/CAPITAL

The Measure AA Capital fund increase of 26%, or \$2.4 million, in projected annual expenses represents new projects that are beginning and multiple MAA projects that will be under construction next fiscal year. The proposed CIAP includes over 20 MAA projects in various stages of planning and construction.

The Measure AA Capital fund increase includes both higher reimbursable labor (+\$200,000) and expenditures (+\$2.2 million) for multiple large-scale projects. The increase in reimbursable labor is primarily due to more shovel-ready trail projects that will be completed by Midpen’s special projects crews.

MAA projects in FY21 include the conservation of important coastal agricultural and watershed lands, the Highway 17 Wildlife and Trail Crossing project, the Bear Creek Redwoods Alma College Site Rehabilitation Plan, Beatty Parking Area and Trail Connections, and finalizing the Saratoga-to-Sea Regional Trail and the Ravenswood Bay Trail Connections. Additional projects include the Bear Creek Redwoods Landfill Characterization and Remediation, Purisima Upland Site Clean-up and various infrastructure improvements to support the Conservation Grazing Program. Work will also continue on the Lower La Honda Creek Phase II Trails and Hawthorns Public Access Site Plan.

**FUND 40 – GENERAL FUND LAND/CAPITAL**

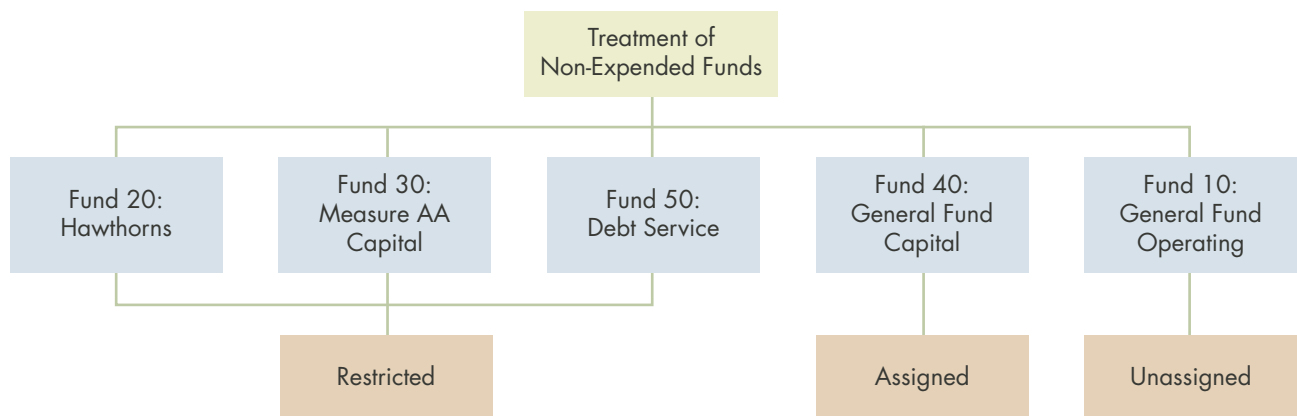
The General Fund Capital—excluding one-time expenditures—is decreasing by \$925,000 compared to the FY20 adopted budget. Most projects are in support of MAA and the Vision Plan. Other projects included in next year’s plan will improve Midpen’s business and data systems; complete repairs and maintenance on Midpen residences and driveways; improve infrastructure for the Conservation Grazing Program; and demolish dilapidated structures to restore these sites to a natural condition.

As previously mentioned, the General Fund Capital includes one-time improvements to Midpen’s South Area Field Office and Administrative Office to meet long-term office space needs and support Midpen’s mission and MAA project delivery in perpetuity. Midpen has been prudently setting aside funding for these one-time expenditures since 2014 and rental revenues through January 2021, to offset these costs. In addition, Midpen is under negotiations for the sale of the 330 Distel Circle building (current main Administrative Office site), which will further offset the total costs for facility improvements.

**FUND 50 – DEBT SERVICE**

The Debt Service Fund for FY21 decreased by approximately \$1 million from FY20, or 6%. Annual debt service principal payments were projected to go down for FY21 and FY22 on the recently issued 2018 General Obligation Bonds (Series GO Green Bonds); the total debt service payments for the GO Bonds remain flat for the next 20 years, or until additional bonds are issued.

**Treatment of Non-Expended Funds Flowchart**



For FY21, operating expenses are expected to decrease slightly compared to the FY20 adopted budget.

Consistent with Midpen’s practice over the last several fiscal years, land acquisitions will be budgeted if the transaction has great certainty, otherwise the budget is amended at the time of purchase.

The first table on the next page illustrates the breakdown of the FY21 budget by fund and breaks out the General Fund between salaries and services and supplies. The second table on the next page breaks out the budget by department. Additional budget information can be found on the individual department pages in Section IV.

## FY21 Budget by Fund and Expenditure Type

Midpen Budget by Expenditure Category	FY19 Actuals	FY20 Adopted Budget	FY21 Proposed Budget	\$ Change From FY20 Adopted Budget	% Change From FY20 Adopted Budget
Salaries and Benefits	\$21,095,865	\$25,821,535	\$26,302,406	\$480,871	2%
Less: MAA Reimbursable Staff Costs	(368,306)	(471,697)	(669,235)	(197,538)	42%
Net Salaries and Benefits	20,727,559	25,349,838	25,633,171	283,333	1%
Services and Supplies	8,055,819	11,654,010	11,140,654	(513,356)	-4%
<b>Total Operating Expenditures</b>	<b>28,783,378</b>	<b>37,003,848</b>	<b>36,773,825</b>	<b>(230,023)</b>	<b>-1%</b>
Hawthorns Operating	30,888	92,200	62,200	(30,000)	-33%
Hawthorns Capital	0	48,000	48,000	0	0%
<b>Total Hawthorns Expenditures</b>	<b>30,888</b>	<b>140,200</b>	<b>110,200</b>	<b>(30,000)</b>	<b>-21%</b>
Measure AA Capital (Fund 30)	8,697,840	9,434,147	10,306,588	872,441	9%
General Fund Capital (Fund 40)	2,885,198	4,064,375	3,894,845	(169,530)	-4%
General Fund Capital (Fund 40)– One Time Expenses	0	1,846,720	11,961,483	10,114,763	548%
<b>Total Capital Expenditures</b>	<b>11,583,038</b>	<b>15,345,242</b>	<b>26,162,916</b>	<b>10,817,674</b>	<b>70%</b>
Measure AA Land and Associated Costs (Fund 30)	2,174,026	13,500	1,562,000	1,548,500	11,470%
General Fund Land and Associated Costs (Fund 40)	31,970,286	4,635,500	0	(4,635,500)	-100%
<b>Total Land and Associated Costs</b>	<b>34,144,312</b>	<b>4,649,000</b>	<b>1,562,000</b>	<b>(3,087,000)</b>	<b>-66%</b>
Debt Service	15,670,988	17,669,563	16,640,925	(1,028,638)	-6%
<b>Total Debt Service (Fund 50)</b>	<b>15,670,988</b>	<b>17,669,563</b>	<b>16,640,925</b>	<b>(1,028,638)</b>	<b>-6%</b>
<b>Total Midpen Budget</b>	<b>\$90,212,605</b>	<b>\$74,807,853</b>	<b>\$81,249,866</b>	<b>\$6,442,013</b>	<b>9%</b>

## FY21 Budget by Department

Midpen Budget by Department	FY19 Actuals	FY20 Adopted Budget	FY21 Proposed Budget	\$ Change From FY20 Adopted Budget	% Change From FY20 Adopted Budget
Administrative Services	\$4,970,461	\$6,803,459	\$7,213,966	\$410,507	6%
Engineering and Construction	6,808,477	9,994,698	10,259,896	265,198	3%
General Counsel	512,049	752,420	800,406	47,986	6%
General Manager	2,241,317	2,097,810	2,218,621	120,811	6%
Land and Facilities	11,332,374	13,706,416	11,934,423	(1,771,993)	-13%
Natural Resources	3,803,936	5,986,696	5,680,572	(306,124)	-5%
Planning	3,195,416	3,105,268	3,329,179	223,911	7%
Public Affairs	1,460,743	2,018,527	1,856,887	(161,640)	-8%
Real Property	3,390,523	1,810,593	2,942,260	1,131,667	63%
Visitor Services	5,276,320	7,062,403	6,411,248	(651,155)	-9%
Debt Service	15,670,988	17,669,563	16,640,925	(1,028,638)	-6%
<b>Total Midpen Budget</b>	<b>58,662,605</b>	<b>71,007,853</b>	<b>69,288,383</b>	<b>(1,719,470)</b>	<b>-2%</b>
One Time Expense: Fund 40 Land/Buildings	31,550,000	3,800,000	11,961,483	8,161,483	215%
<b>Grand Total: Midpen Budget</b>	<b>\$90,212,605</b>	<b>\$74,807,853</b>	<b>\$81,249,866</b>	<b>\$6,442,013</b>	<b>9%</b>

## Staffing

Midpen staffing for FY21 is budgeted for 181.95 Full Time Equivalents and does not include additional positions. At the time of budget development, the General Manager is not requesting the approval of any new positions for FY21 given the economic and functional uncertainty in the midst of a global pandemic and shelter-in-place orders. Additional positions may be recommended later in FY21 if there is more certainty about the end of shelter-in-place orders and economic stability.

Activity since the inception of the Financial and Operational Sustainability Model which was approved in 2014 is summarized in the first table on this page. Consistent with the FOSM, any future year recommended positions will be within the agency wide anticipated total growth numbers. It is important to note that the FOSM projections did not account for the notable rise in visitation levels that Midpen is experiencing with the opening of new preserve areas. Additional position recommendations are expected in future years.

### FOSM Projections and Staffing Growth

Business Line	FOSM Projected Growth by 2020	FOSM Projected Growth between 2020 to 2045	Positions approved through 2020	Remaining FOSM Projected Positions Through 2045
Planning and Project Delivery	10 to 13	TBD / 4	10	TBD / 4
Visitor and Field Services	20 to 25	37 to 45	29	36 to 44
Finance and Administrative Services	9 to 11	6 to 8	11	6 to 8
General Manager's Office	2	0	2	0
<b>Total</b>	<b>41 to 51</b>	<b>43 to 57</b>	<b>52</b>	<b>42 to 56</b>

Midpen staffing for FY21 is detailed by department in the table below.

### Positions by Department

Department	FY17 Adopted FTE	FY18 Adopted FTE	FY19 Amended FTE	FY20 Adopted FTE	FY21 Proposed FTE	Change from FY20 Modified
Administration	24.75	24.75	26.75	27.75	27.75	0.00
Engineering and Construction	5.00	7.00	7.00	7.00	7.00	0.00
General Counsel	2.50	2.50	3.50	3.50	3.50	0.00
General Manager	8.00	8.00	8.00	8.00	8.00	0.00
Land and Facilities	51.30	55.30	56.30	57.30	57.30	0.00
Natural Resources	11.00	12.00	12.00	12.00	12.00	0.00
Planning	10.00	11.00	11.00	11.00	11.00	0.00
Public Affairs	8.00	8.00	8.00	8.00	7.00	- 1.00
Real Property	5.00	5.00	5.00	5.00	5.00	0.00
Visitor Services	39.90	39.90	41.90	43.40	43.40	0.00
<b>Total FTE</b>	<b>165.45</b>	<b>173.45</b>	<b>179.45</b>	<b>182.95</b>	<b>181.95</b>	<b>- 1.00</b>

## **FUTURE GROWTH IN STAFFING**

The FOSM projected growth in Midpen staffing initially from 2014 through 2020 with a second growth phase from 2020 through 2045. Growth from 2014 through 2020 projects a total of up to 51 new positions. The FOSM also projects growth in Midpen staffing between 2020 and 2045 of up to 57 additional new positions. Since December 2014, 52 new positions have been approved by the board, completing the first growth phase (51 positions).

Notably in the proposed FY21 budget there are no new positions being recommended given the economic uncertainty arising from the global pandemic and current shelter-in-place orders. Additional positions may be recommended later in FY21, based on greater projected certainty about our regional economic stability and Midpen's financial outlook. The General Manager will continue to assess capacity needs and gaps in expertise during FY21, and in the coming years, as new positions are filled and core functions are reorganized into new departments and programs, in tandem with changes to board priorities and the pace of upcoming action plans to determine if and when additional positions are merited.

Considering the magnitude of Midpen's restructuring, it is important to spend some time working with the expanded organization to evaluate how the synergies among new "capacities" may provide unanticipated efficiencies and additional revenue. Based on that evaluation and reforecasting Midpen's 30-year financial model, future additional positions would be submitted for board consideration as part of future budget approvals. Such additional position requests would need to remain consistent with the FOSM projections and be financially sustainable.

## **COMPENSATION AND BENEFITS**

Salaries and benefits make up the largest component of expenditures, estimated at 31% of total FY21 expenditures. This category includes all personnel-related costs. Midpen has one represented group: Midpeninsula Regional Open Space District Field Employees Association. The remaining unrepresented employees are Office, Supervisory and Management Employees.

Midpen's board-adopted Classification and Compensation Plan outlines all position titles, step range number (6-59), and salary ranges, and is available on the organization's website.

Midpen contracts with the California Public Employee's Retirement System for retirement pension benefits. Midpen's retirement formulas are 2.5% @ age 55 for "Classic" members and 2% @ age 62 for "New" members. Staff may participate in optional deferred compensation plans.

Midpen provides health insurance coverage to all its full-time employees and their dependents. The health insurance program is administered by CalPERS where a variety of medical plans are available for the employee's selection. There is also a cash-in-lieu benefit for those who opt out of a medical plan. Additional health benefits include full dental insurance coverage for employees and their eligible dependents (Delta Dental), including 60% orthodontia coverage, and full vision insurance for employees and their dependents (VSP).

Other insurances provided include Life, AD&D, Long Term Disability, supplemental life, SDI, paid family leave and workers' compensation. Additional benefits include a Midpen-paid employee assistance program, vacation starting at 15 days per year, 4.5 days of personal leave per year, administrative leave (if eligible), 11 paid holidays and up to 12 days of sick leave per year. Optional benefits that staff may take advantage of include flexible spending plans, commuter check program, tuition reimbursement programs, and supplemental life insurance. In addition, Midpen is a strong advocate for training and provides numerous opportunities for employees throughout the year.

Midpen pays \$350 per month toward CalPERS retiree medical. By state law, Midpen pays all retirees the PEMHCA minimum amount of \$119 per month (a lifetime benefit).

## Hawthorns Fund

Hawthorns, a 78-acre historic estate named for the flowering hawthorn bushes that once lined its boundary, is one of the last remaining islands of open space in residential Portola Valley. On November 10, 2011, Midpen received a gift of the Hawthorns property and an endowment of \$2,018,445 to manage the property in perpetuity.

The FY21 Annual Budget for the Hawthorns endowment totals \$110,200, which is 21% lower than the FY20 Adopted Budget. The \$48,000 capital budget includes funding to pursue a partnership for long-term care, rehabilitation, and maintenance of the historic complex, as well as other stabilization efforts to mitigate deterioration and maintain defensible space as required by the Woodside Fire Protection District.

The endowment fund balance at the end of FY21 is projected to be \$1,383,139 as shown below.

### Hawthorns – Projected Cash Balance

Hawthorns: Endowment Fund	Interest Income	Expenditures	Total Cash Balance
Hawthorns Fund Original Endowment			\$2,018,445
Actual: FY12 through FY16	\$53,466	(\$540,243)	1,531,668
FY17 Actual	10,349	(6,146)	1,535,871
FY18 Actual	5,147	(40,412)	1,500,606
FY19 Actual	63,321	(30,888)	1,533,039
FY20 Estimated Actual	39,000	(92,200)	1,479,839
FY21 Projected	13,500	(110,200)	1,383,139
<b>Projected Ending Balance</b>			<b>\$1,383,139</b>



Windy Hill Open Space Preserve by Midpen Staff

# Measure AA Projects

FUNDED BY

**MEASURE AA**

2014 OPEN SPACE BOND

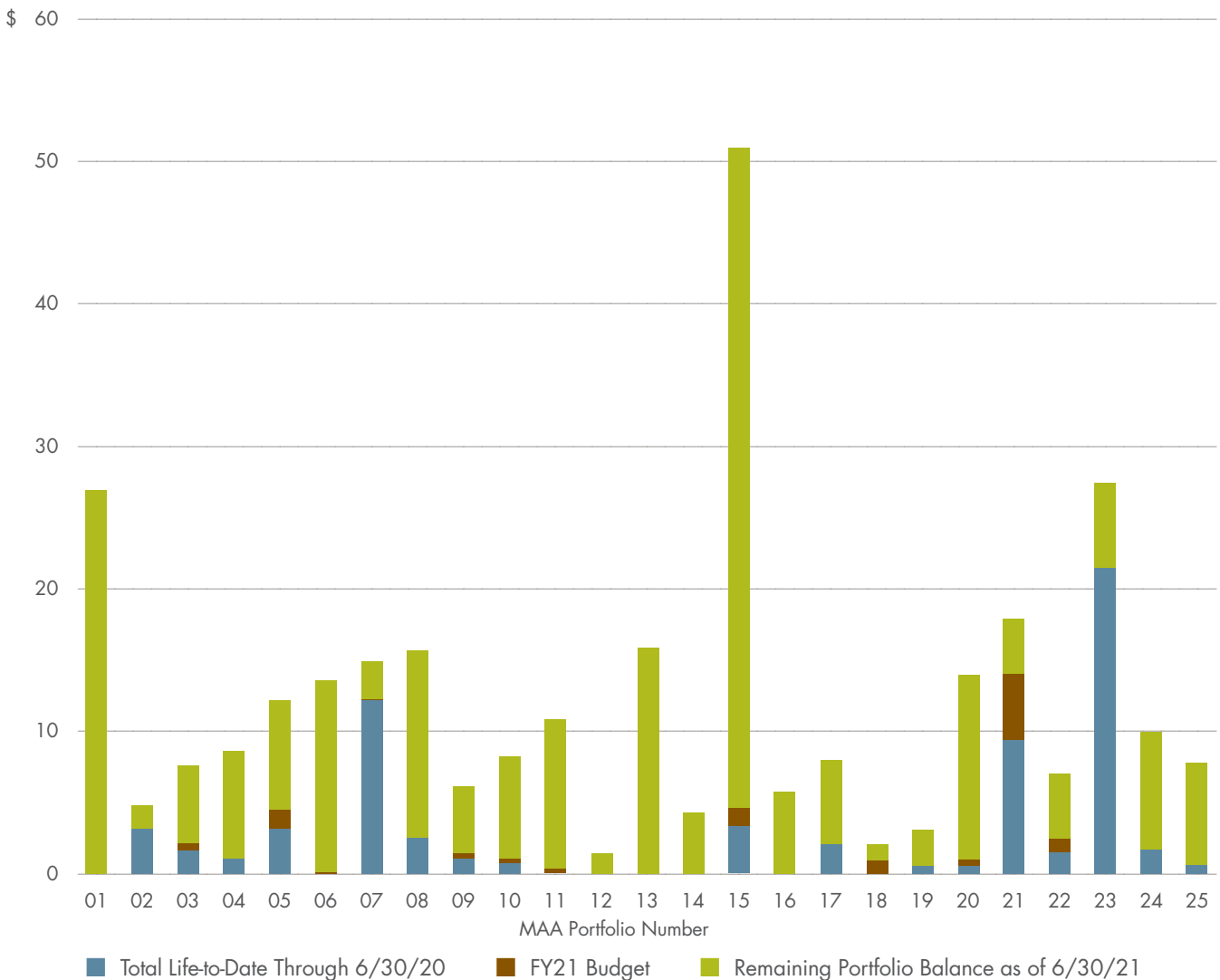
In June 2014, voters approved Measure AA, a \$300 million general obligation bond to protect natural open space lands; open preserves or areas of preserves to the public; construct public access improvements such as new trails and staging areas; and restore and enhance open space land, forests, streams, watersheds, and coastal ranch areas. Projects are grouped in 25 key project portfolios organized by geographic area within the District's boundaries.

Midpen began using MAA funds in 2014 and FY21 will mark the seventh year of funding. As of June 30, 2020, an estimated 64.1 million in MAA funds will be expended and the proposed FY21 budget brings the total to \$74.3 million, or 24.8% of the \$300 million bond. The table below summarizes the estimated expenditures by project portfolio.

The expenditures relative to each portfolio allocation, including life-to-date estimate at June 30, 2020, the amounts budgeted for FY21, and the amount remaining for each allocation net grants awarded, are illustrated in the Measure AA Projects Budget Overview graph below and the table on the following page.

## Measure AA Expenditures

(in millions)





## Measure AA Projects Budget Overview

Tier 1 Vision Plan Priority Actions

MAA#	Measure AA Portfolio	Expenditure Plan (adopted 2014)	Total Life-To-Date Estimate through 6/30/20	FY21 Proposed	Balance Remaining	% Expended
01	Miramontes Ridge: Gateway to the Coast Public Access, Stream Restoration and Agriculture Enhancement	\$27,774,000	\$0	\$261,874	\$27,512,126	0.9%
02	Regional: Bayfront Habitat Protection and Public Access Partnership	5,052,000	3,680,721	30,000	1,341,280	73.5%
03	Purisima Creek Redwoods: Purisima-to-Sea Trail, Watershed Protection and Conservation Grazing	7,608,000	1,292,250	473,433	5,842,318	23.2%
04	El Corte de Madera Creek: Bike Trail and Water Quality Projects	8,376,000	886,868	0	7,489,132	10.6%
05	La Honda Creek: Upper Area Recreation, Habitat Restoration and Conservation Grazing Projects	11,733,000	2,672,206	422,205	8,638,589	26.4%
06	Windy Hill: Trail Implementation, Preservation and Hawthorns Area Historic Partnership	12,740,000	82,452	107,685	12,549,863	1.5%
07	La Honda Creek: Driscoll Ranch Public Access, Endangered Wildlife Protection and Conservation Grazing	14,825,000	12,030,019	229,292	2,565,689	82.7%
08	La Honda Creek/Russian Ridge: Preservation of Upper San Gregorio Watershed and Ridge Trail	15,347,000	2,153,910	0	13,193,090	14.0%
09	Russian Ridge: Public Recreation, Grazing and Wildlife Protection Projects	5,560,000	952,901	258,010	4,349,089	21.8%
10	Coal Creek: Reopen Alpine Road for Trail Use	8,017,000	357,155	206,568	7,453,277	7.0%
11	Rancho San Antonio: Interpretive Improvements, Refurbishing, and Transit Solutions	10,811,000	165,719	29,750	10,615,531	1.8%
12	Peninsula/South Bay Cities: Partner to Complete Middle Stevens Creek Trail	1,038,000	0	0	1,038,000	0.0%
13	Cloverdale Ranch: Wildlife Protection, Grazing and Trail Connections	15,712,000	0	0	15,712,000	0.0%
14	Regional: Trail Connections and Campgrounds	3,966,000	0	0	3,966,000	0.0%
15	Regional: Redwoods Protection and Salmon Fishery Conservation	50,728,000	3,103,050	1,573,318	46,051,632	9.2%
16	Long Ridge: Trail, Conservation and Habitat Restoration Projects (Saratoga)	5,140,000	0	0	5,140,000	0.0%
17	Regional: Complete Upper Stevens Creek Trail	7,760,000	1,315,333	0	6,444,667	17.0%
18	South Bay Foothills: Saratoga-to-Sea Trail and Wildlife Corridor	1,365,000	553,850	553,293	257,857	81.1%
19	El Sereno: Dog Trails and Connections	2,254,000	480,242	0	1,773,759	21.3%
20	South Bay Foothills: Wildlife Passage and Ridge Trail Improvements	13,966,000	551,296	389,648	13,025,056	6.7%
21	Bear Creek Redwoods: Public Recreation and Interpretive Projects	17,478,000	8,789,456	5,226,539	3,462,005	80.2%
22	Sierra Azul: Cathedral Oaks Public Access and Conservation Projects	6,714,000	1,380,330	485,465	4,848,205	27.8%
23	Sierra Azul: Mount Umunhum Public Access and Interpretive Projects	27,972,000	21,614,442	0	6,357,558	77.3%
24	Sierra Azul: Rancho de Guadalupe Family Recreation	10,078,000	1,591,996	0	8,486,004	15.8%
25	Sierra Azul: Loma Prieta Area Public Access, Regional Trails and Habitat Projects	7,986,000	410,150	0	7,575,850	5.1%
	<b>TOTAL MAA Bond</b>	<b>\$300,000,000</b>	<b>\$64,064,346</b>	<b>\$10,247,079</b>	<b>\$225,688,576</b>	<b>24.8%</b>

Measure AA Portfolio numbers do not coincide with Regional Map locations 1-26. Total life-to-date and proposed expenditures are net of grants awarded.

# Vision Plan

Through a comprehensive community engagement process and a thorough resource assessment, Midpen developed 54 priority action portfolios focused on the three legs of the mission: land protection, habitat restoration and low-intensity recreation. These were prioritized by the public and approved by Midpen's board of directors in January 2014 as a slate of 25 high-priority project portfolios (now identified as MAA portfolios) and 29 additional portfolios to be completed as time and resources allow.

## Vision Plan Goals

1. **Outdoor Recreation and Healthy Living:** Provide accessible open space lands for recreation and outdoor exercise in nature.
2. **Cultural and Scenic Landscape Preservation:** Conserve the area's scenery and rich history; provide places for escape and quiet enjoyment.
3. **Healthy Nature:** Take care of the land, air, water and soil so that plants and animals thrive and people can receive nature's benefits.
4. **Connecting with Nature and Each Other:** Provide opportunities for people to learn about and appreciate the natural environment and to connect with nature and each other.
5. **Viable Working Lands:** Provide viable working lands that reflect our agricultural heritage and provide food and jobs.

The 54 priority actions portfolios identified in the Vision Plan were separated into two tiers.

Tier 1 represents the top 25 priority actions identified in the Vision Plan (see previous page for a full list of MAA portfolios).

Tier 2 includes longer-term priority actions as identified in the Vision Plan.

This map identifies the location of both Tier 1 and Tier 2 priority actions, followed by a list of Tier 2 action locations and names.



## TIER 2 VISION PLAN PRIORITY ACTIONS

### Portfolio Location and Name

26	Pulgas Ridge: Regional and Neighborhood Trail Extensions
27	Miramontes Ridge/Purisima Creek Redwoods: Coastside Environmental Education Partnerships
28	Miramontes Ridge/Purisima Creek Redwoods: Mills Creek /Arroyo Leon Watershed Protection, Stream Restoration, and Regional Trail Connections
29	Regional: Advocate to Protect Coastal Vistas of North San Mateo County Coast
30	Regional: Support California Coastal Trail
31	Miramontes Ridge/Purisima Creek Redwoods: Fire Management and Risk Reduction
32	Tunitas Creek: Additional Watershed Preservation and Conservation Grazing
33	Purisima Creek Redwoods: Parking and Repair Projects
34	Teague Hill: West Union Creek Watershed Restoration Partnership
35	Peninsula and South Bay Cities: Major Roadway Signage
36	Regional: Collaborate to Restore San Francisquito Creek Fish Habitat
37	Peninsula and South Bay Cities: San Francisquito Creek Restoration Partnership
38	Ravenswood: Cooley Landing Nature Center Partnership
39	La Honda Creek/El Corte de Madera Creek: San Gregorio Watershed and Agriculture Preservation Projects
40	Regional: San Andreas Fault Interpretive Trail Program
41	Rancho San Antonio: Hidden Villa Access and Preservation Projects
42	Regional: Advocate to Protect Coastal Vistas of South San Mateo County Coast
43	Lower Pomponio Creek: Watershed Preservation and Conservation Grazing
44	Lower Pescadero Creek: Watershed Preservation and Conservation Grazing
45	Skyline Subregion: Fire Management and Forest Restoration Projects
46	Skyline Ridge: Education Facilities, Trails, and Wildlife Conservation Projects
47	Monte Bello: Campfire Talks and Habitat Projects
48	Gazos Creek Watershed: Redwood Preservation, Long-distance Trails, Fish Habitat Improvements
49	Saratoga Gap: Stevens Canyon Ranch Family Food Education Projects
50	Picchetti Ranch: Family Nature Play Program
51	Fremont Older: Historic Woodhills Restoration and Overall Parking Improvements
52	Peninsula and South Bay Cities: Los Gatos Creek Trail Connections
53	Sierra Azul: Expand Access in the Kennedy-Limekiln Area
54	Sierra Azul: Fire Management

Midpen's Vision Plan Report and appendices can be found online at:  
[openspace.org/our-work/projects/vision-plan](https://openspace.org/our-work/projects/vision-plan)

# Debt Service

## LEGAL DEBT LIMIT

The legal debt limit for Midpen is based on Section 5568 of the California Public Resources Code, which states that for the purpose of acquiring land or other property, and for constructing or completing any capital improvements, Midpen may incur an indebtedness not to exceed fifteen percent of the assessed valuation of property situated in the District. As of June 30, 2020, the assessed value of property within the District's jurisdiction totaled \$270.536 billion, resulting in a legal debt limit of \$40.580 billion.

In 2017 and 2018, both Standard & Poor's and Fitch Ratings awarded AAA ratings to Midpen's new 2017 Green Refunding Bonds, the 2017 Parity Bonds, and the 2018 General Obligation Bonds. Midpen's Refunding Promissory Notes and Bonds remain at AAA, and the 2011 District's Revenue Bonds are rated AA+ by both ratings agencies.

## OUTSTANDING DEBT OBLIGATIONS

As of June 30, 2020, Midpen had the following outstanding debt obligations:

### Outstanding Debt Obligations

Type of Debt	Maturity Actual	Interest Rate	Authorized and Issued	Outstanding as of June 30, 2020
2011 Revenue Bonds*	2022	2% to 6%	\$1,080,000	\$535,000
2012 Refunding Promissory Notes**	2034	2% to 5%	9,085,601	7,900,601
2015 Refunding Promissory Notes	2034	3.5% to 5%	23,630,000	20,135,000
2016 Green Refunding Bonds	2039	3% to 5%	57,410,000	47,410,000
2017 Green Refunding Bonds	2038	3.125% to 5%	25,025,000	25,025,000
2017 Parity Bonds	2028	5%	11,220,000	9,480,000
Promissory Note	2023	5%	1,500,000	1,500,000
<b>General Fund</b>			<b>128,950,601</b>	<b>111,985,601</b>
2015 General Obligation Bonds	2021/2045	1.5% to 2.5%	45,000,000	41,555,000
2018 General Obligation Bonds	2049	2% to 5%	50,000,000	47,255,000
<b>Measure AA Fund</b>			<b>95,000,000</b>	<b>88,810,000</b>
<b>Total Debt</b>			<b>\$223,950,601</b>	<b>\$200,795,601</b>

\*The 2023 through 2041 maturities of the 2011 Revenue Bonds were refunded through Midpen's 2016 Green Bonds.

\*\*The 2024 through 2029 and 2035 through 2042 maturities of the 2012 Revenue Bonds were refunded through Midpen's 2017 Green Bonds.

## GENERAL FUND BOND

### 2011 Revenue Bonds

On May 19, 2011, the District Financing Authority, on behalf of Midpen, issued \$20.5 million of Revenue Bonds for the purpose of acquiring land to preserve and use as open space. Each year, Midpen will appropriate revenues (primarily limited property tax collections that Santa Clara County and San Mateo County allocate to Midpen) to pay its obligations under a lease agreement for use and occupancy of District land in addition to other Midpen debt and lease obligations unrelated to this financing. The maturities from 2022 through the final maturity in 2041 issue were advance refunded through Midpen's 2016 Green Bonds.

### 2012 Revenue Refunding Bonds

On January 19, 2012, Midpen advance refunded \$34.7 million in 1999 Lease Revenue Bonds by issuing \$34.265 million in promissory notes. The notes are a blend of current interest and capital appreciation notes maturing through 2042. The net proceeds of \$33.396 million were used to purchase U.S. government securities, which were deposited in an irrevocable trust with an escrow agent to provide for all future debt service payments on the 1999 Series bonds. As a result, the 1999 Series bonds are considered to be defeased and the liability for those bonds has been removed from the long-term debt in the financial statements.

### 2015 Refunding Promissory Notes (2004 Project Lease)

On January 22, 2015, Midpen refunded \$31.9 million of the District's Financing Authority's 2004 Revenue Bonds by issuing \$23.63 million in promissory notes. The net proceeds of \$30.9 million, together with \$2.3 million of funds related to the 2004 Revenue Bonds, were used to purchase U.S. government securities. Those securities were deposited in an irrevocable trust with an escrow agent to redeem the 2004 Revenue Bonds in full on March 1, 2015.

### 2016 Green Bonds Refunding

On September 22, 2016, Midpen refunded \$44.1 million of the District Financing Authority's 2007 Series A Revenue Refunding Bonds and advance refunded \$19.1 million of the District Financing Authority's 2011 Revenue Bonds by issuing \$57.4 million in Green Bonds Refunding. The net proceeds of \$24.0 million were deposited in an irrevocable trust with an escrow agent to redeem the 2011 Revenue Bonds in full on September 1, 2021.

### 2017 Green Bonds Refunding (Series A)

On December 13, 2017, Midpen advance refunded \$11.6 million of the District's 2012 Revenue Bonds Current Interest Notes and \$8.9 million of the District's 2012 Revenue Bonds Capital Appreciation Notes by issuing \$25.025 million in Green Bonds Refunding. The net proceeds of \$28.3 million were deposited in an irrevocable trust with an escrow agent to redeem the 2012 Revenue Bonds in full on September 1, 2022.

### 2017 Parity Bonds (Series B)

On December 13, 2017, Midpen issued \$11.22 million of Parity Bonds to finance a portion of the cost of acquiring and improving staffing facilities to establish the new South Area Field Office and to refurbish the newly acquired Administrative Office. The net proceeds of \$12.5 million were deposited into the Project Fund.

### Promissory Note

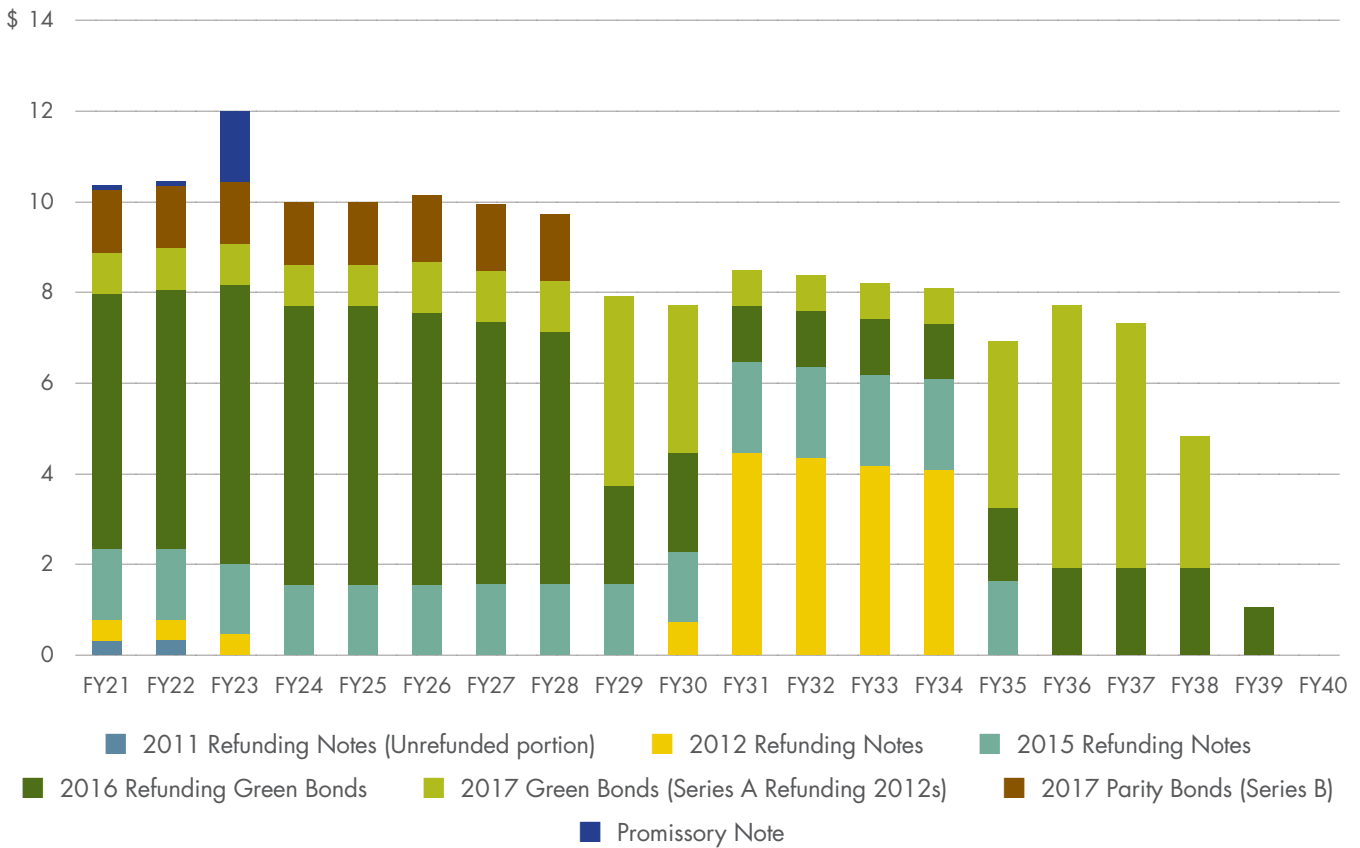
On April 1, 2003, Midpen entered into a \$1.5 million promissory note with the Hunt Living Trust as part of a lease and management agreement. The note is due in full on April 1, 2023 and bears interest at 5.5% semi-annually through April 1, 2013 and 5.0% per annum until the maturity, or prior redemption, of the note.



Monte Bello Open Space Preserve by Cass Kalinski

## General Fund Annual Debt Service

(in millions)



### Five-Year General Fund Debt Projection

Type of Debt	FY21	FY22	FY23	FY24	FY25
2011 Refunding Bonds	\$266,400	\$290,700	\$0	\$0	\$0
2012 Refunding Notes	460,350	460,250	461,825	0	0
2015 Refunding Notes	1,918,675	1,939,375	1,967,125	1,995,750	1,990,875
2016 Green Bonds	5,497,200	5,509,200	5,818,575	5,852,325	5,893,575
2017 Green Bonds (Series A Refunding 2012s)	1,022,200	1,022,200	1,022,200	1,022,200	1,022,200
2017 Parity Bonds (Series B)	1,439,250	1,438,500	1,435,250	1,439,250	1,435,575
Promissory Note	75,000	75,000	1,575,000	0	0
<b>Total</b>	<b>10,679,075</b>	<b>10,735,225</b>	<b>12,279,975</b>	<b>10,309,525</b>	<b>10,342,225</b>
Total General Fund Principal	5,985,000	6,295,000	8,135,000	6,565,000	6,935,000
Total General Fund Interest	4,694,075	4,440,225	4,144,975	3,744,525	3,407,225
<b>Grand Total</b>	<b>\$10,679,075</b>	<b>\$10,735,225</b>	<b>\$12,279,975</b>	<b>\$10,309,525</b>	<b>\$10,342,225</b>

## MAA BOND FUND

### MAA Tax Levy

Debt service payments on the MAA Bonds are paid through ad valorem taxes on all taxable property within the District. Midpen receives property tax revenue from Santa Clara and San Mateo counties. The counties are responsible for assessing, collecting and distributing property taxes in accordance with state law. Each year, the levy is calculated based on the assessed value and the debt service amount that Midpen needs to collect.

The evolution of the tax levy is as follows:

<b>2015-16</b>	\$.0008 per \$100 of assessed valuation
<b>2016-17</b>	\$.0006 per \$100 of assessed valuation
<b>2017-18</b>	\$.0009 per \$100 of assessed valuation
<b>2018-19</b>	\$.0018 per \$100 of assessed valuation
<b>2019-20</b>	\$.0016 per \$100 of assessed valuation
<b>2020-21</b>	\$.0019 per \$100 of assessed valuation (projected)

### 2015 General Obligation Bonds (Series 2015A and 2015B)

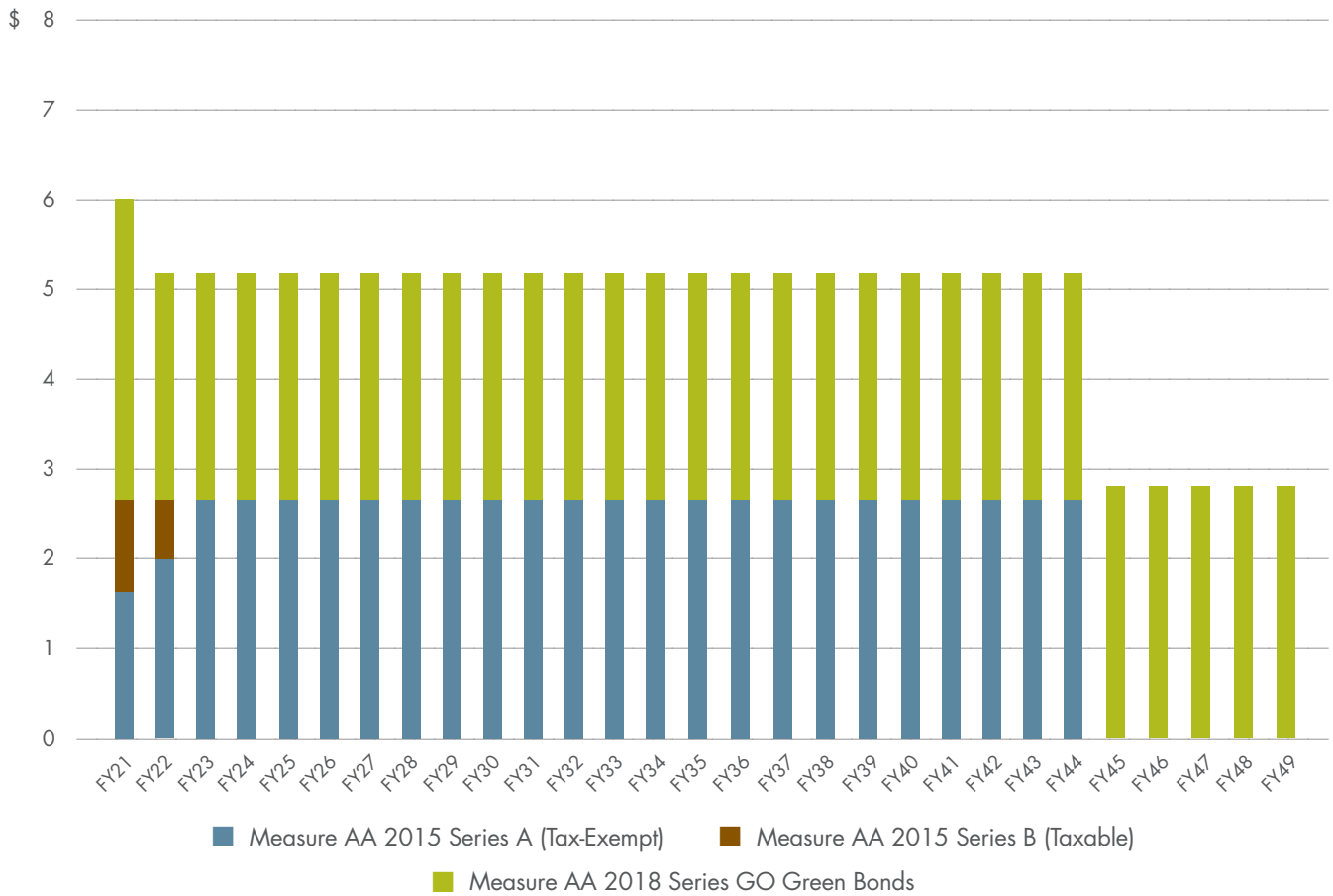
On August 13, 2015, Midpen issued \$40 million of tax-exempt general obligation bonds (Series 2015A) and \$5 million of taxable general obligation bonds (Series 2015B). The bonds are payable from ad valorem taxes pursuant to an election of registered voters of the District held on June 3, 2014, which approved MAA to authorize the issuance of up to \$300 million principal amount of general obligation bonds.

### 2018 General Obligation Bonds (Series GO Green Bonds)

On February 14, 2018, Midpen issued an additional \$50 million of tax-exempt general obligation Green Bonds. The bonds are also payable from ad valorem taxes pursuant to an election of registered voters of the District held on June 3, 2014 which approved MAA to authorize the issuance of up to \$300 million principal amount of general obligation bonds.

## Measure AA Annual Debt Service

(in millions)



### Five-Year Measure AA Debt Projection

	FY21	FY22	FY23	FY24	FY25
Measure AA 2015 Series A (Tax-Exempt)	\$1,636,163	\$1,943,288	\$2,575,913	\$2,570,788	\$2,573,163
Measure AA 2015 Series B (Taxable)	952,313	637,875	0	0	0
Measure AA 2018 Series GO Green Bonds	3,373,375	2,728,500	2,727,600	2,730,200	2,721,350
<b>Total</b>	<b>5,961,850</b>	<b>5,309,663</b>	<b>5,303,513</b>	<b>5,300,988</b>	<b>5,294,513</b>
Total Measure AA Principal	2,410,000	1,825,000	1,895,000	1,980,000	2,070,000
Total Measure AA Interest	3,551,850	3,484,663	3,408,513	3,320,988	3,224,513
<b>Grand Total</b>	<b>\$5,961,850</b>	<b>\$5,309,663</b>	<b>\$5,303,513</b>	<b>\$5,300,988</b>	<b>\$5,294,513</b>
<b>Projected Tax Rate</b>	<b>\$1.95</b>	<b>\$2.17</b>	<b>\$2.13</b>	<b>\$2.20</b>	<b>\$2.56</b>



## Grants Program

Midpen recognizes that it cannot accomplish its mission alone. The ambitious vision set forth by MAA requires the organization to think strategically about how to broaden its impact in partnership with the conservation community and leverage existing revenue sources to augment funding gaps.

To address this need, in early 2017, Midpen created a formal Grants Program focused on increasing grant funding for the organization and deepening its relationships with external partners. The objective of the Grants Program is to bring in additional revenue to fulfill MAA obligations, work in concert with partner organizations to build the collective impact of the conservation community and remain responsive to community needs and trends.

Over the long-term, the goal is to build a diverse portfolio of external revenue sources and engage more deeply and collaboratively with partners. As part of its effort to build these relationships, Midpen has expanded its Grantmaking Program, which provides modest conservation grants to partners working on projects that align with Midpen's mission.

To this end, Midpen increased its investment in this program and broadened the categories of eligible funding to align with the organization's current priorities. Going forward, Midpen will continue to build the capacity of the Grants Program, work collaboratively with its partners and strategically align grant awards with Midpen's mission. In the short term, the Grants Program will refine these goals, build institutional knowledge about grants among staff and focus on small-scale successes to demonstrate the value of the program.



Russian Ridge Open Space Preserve by Jamie Tan

# General Fund Balance

The projected FY21 Total Fund Balance in the General Fund remains essentially flat due to the FY21 proposed budget having a zero percent increase over the FY20 adopted budget. Of note, some funds are shifting from unassigned to committed in preparation for future capital expenditures in FY22 and beyond.

## Projected General Fund Balance

	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Projected	FY21 Budget
Nonspendable	—	\$55,093	\$35,968	\$185,984	\$185,984	\$185,984
Restricted	\$1,971,040	1,971,040	1,466,982	1,436,094	1,382,894	1,286,194
Committed	35,400,000	35,400,000	55,300,000	29,288,465	30,317,570	30,171,299
Assigned	—	—	—	—	—	—
Unassigned	16,857,586	23,872,450	16,306,537	20,442,045	19,608,600	19,898,371
<b>Total Fund Balance</b>	<b>\$54,228,626</b>	<b>\$61,298,583</b>	<b>\$73,109,487</b>	<b>\$51,352,588</b>	<b>\$51,495,048</b>	<b>\$51,541,848</b>
Minimum Unassigned Fund Balance*	\$11,839,200	\$12,691,200	\$13,722,600	\$14,493,900	\$15,616,500	\$16,046,100

\*Calculated as 30% of total annual Fund 10 property tax revenues.

General fund balances include Fund 10 General Fund and Fund 20 Hawthorns Fund, as presented in Midpen's audited financial statements.

## CHANGE IN FUND BALANCE

Midpen maintains a balanced budget by ensuring that annual operating revenues are equal to or greater than annual operating expenses, general fund capital expenses and debt service obligations.

The FY21 projected balance in each fund is based on FY20 projected fund balances at fiscal year-end; audited financial statements are not available at the time of budget development.

A balance is maintained in Fund 50 due to an offset in timing between property tax collection and debt service payments.

The following table depicts the change in fund balance.

## Projected Change in Fund Balance

	Fund 10 General Fund Operating	Fund 20 Hawthorns	Fund 30 Measure AA Capital	Fund 40 General Fund Capital	Fund 50 Debt Service	Total
<b>FY19 Audited Fund Balance</b>	<b>\$49,916,494</b>	<b>\$1,436,094</b>	<b>\$37,944,253</b>	<b>\$8,254,539</b>	<b>\$6,775,924</b>	<b>\$104,327,304</b>
Change in Fund Balance	195,660	(53,200)	(7,947,370)	(1,839,327)	746,085	(8,898,152)
<b>FY20 Projected Balance</b>	<b>\$50,112,154</b>	<b>\$1,382,894</b>	<b>\$29,996,883</b>	<b>\$6,415,212</b>	<b>\$7,522,009</b>	<b>\$95,429,152</b>
Change in Fund Balance	143,500	(96,700)	(9,835,604)	(6,415,212)	279,190	(15,924,826)
<b>FY21 Projected Balance</b>	<b>\$50,255,654</b>	<b>\$1,286,194</b>	<b>\$20,161,279</b>	<b>\$0</b>	<b>\$7,801,199</b>	<b>\$79,504,326</b>

Fund 10 General Fund and Fund 20 Hawthorns Fund are presented in Midpen's audited financial statements as the General Fund. Fund 20 Hawthorns Fund is called out separately as part of the Budget and Action Plan for clarity and tracking.

# Long-Range Financial Planning

## INTENTIONS AND ASSUMPTIONS

This Long-Range Financial Plan looks forward for five years, projecting revenues and expenditures, while testing the financial resiliency of Midpen beyond FY21. Information is included for the two prior year actuals for reference. Annual revenues are based on the Controller's conservative revenue projections; FY22 property taxes are expected to grow at 1% and then at 3.5% each year thereafter. Estimated one-time revenue of \$10 million in FY23 represents the anticipated sale of the current administrative office.

Expenditures include salaries and benefits, inflated at 5% per year beginning in FY22 and the inclusion of four new FTEs per year at various salary ranges (note: these positions have not been approved by the board). Additional annual expenditures include services and supplies inflated at 5% per year, capital expenditures in the General Fund and Measure AA at 4% per year, land acquisition in the General Fund at 2% per year and known one-time expenditures in the General Fund. Annual debt service payments reflect higher principal and interest from new bond proceeds, projected to be issued in FY22 and FY25.

Long-Range Financial Plan (in thousands)	FY19 Actual	FY20 Projected	FY21 Budget	FY22 Projected	FY23 Projected	FY24 Projected	FY25 Projected
<b>Fund balance beginning</b>	\$132,413	\$104,327	\$95,429	\$79,504	\$95,530	\$95,390	\$86,141
<b>Revenue</b>							
Property Taxes	54,395	57,510	59,687	60,429	62,725	65,202	68,839
Grant Income	1,082	4,265	1,915	1,170	942	740	980
Interest Income	3,649	2,067	1,360	1,374	1,388	1,402	1,416
Rental Income	2,360	2,061	1,729	1,347	1,764	1,782	1,800
Other Revenues	641	479	487	487	487	500	500
One-Time Revenues	0	0	0	0	10,000	0	0
<b>Total Revenues</b>	<b>62,127</b>	<b>66,382</b>	<b>65,179</b>	<b>64,806</b>	<b>77,306</b>	<b>69,626</b>	<b>73,535</b>
<b>Other Funding Sources</b>							
Use of Bond Proceeds	0	983	0	0	0	0	0
New Bond Proceeds & Debt Service Premiums	0	1,633	0	45,000	0	0	35,000
Transfers In / (Out)	0	(729)	146	0	0	0	0
<b>Total Other Funding Sources</b>	<b>0</b>	<b>1,887</b>	<b>146</b>	<b>45,000</b>	<b>0</b>	<b>0</b>	<b>35,000</b>
<b>Grand Total: Revenues &amp; Other Funding Sources</b>	<b>62,127</b>	<b>68,269</b>	<b>65,325</b>	<b>109,806</b>	<b>77,306</b>	<b>69,626</b>	<b>108,535</b>
<b>Expenses</b>							
<b>General Fund, Hawthorns &amp; GF Capital (10, 20 &amp; 40)</b>							
Salaries and Benefits	20,728	25,461	25,633	26,915	28,261	29,674	31,158
Salaries and Benefits (4 add'l FTEs per year)	0	0	0	1,001	2,102	3,311	4,635
<i>Total Salaries and Benefits</i>	<i>20,728</i>	<i>25,461</i>	<i>25,633</i>	<i>27,916</i>	<i>30,363</i>	<i>32,985</i>	<i>35,793</i>
Services and Supplies	8,087	10,161	11,203	11,763	12,351	12,969	13,617
General Fund Capital Outlay	2,885	2,458	3,943	7,280	3,045	4,080	4,240
General Fund Land Acquisition	31,970	9,215	0	1,000	1,020	1,040	1,061
Other One-Time Expenditures	0	1,847	11,961	18,825	2,000	0	0
<b>General Fund, Hawthorns &amp; GF Capital Total</b>	<b>63,670</b>	<b>49,142</b>	<b>52,740</b>	<b>66,784</b>	<b>48,779</b>	<b>51,074</b>	<b>54,712</b>
<b>Measure AA Fund (30)</b>							
Measure AA Funded Capital Outlay	8,698	10,356	10,307	9,601	8,834	9,940	10,340
Measure AA Land Acquisition	2,174	0	1,562	0	0	0	0
<b>Measure AA Fund Total</b>	<b>10,872</b>	<b>10,356</b>	<b>11,869</b>	<b>9,601</b>	<b>8,834</b>	<b>9,940</b>	<b>10,340</b>
<b>Debt Service Fund (50)</b>							
Debt Service	15,671	17,670	16,641	17,395	19,833	17,861	18,937
<b>Total Expenses</b>	<b>\$90,213</b>	<b>\$77,167</b>	<b>\$81,250</b>	<b>\$93,780</b>	<b>\$77,446</b>	<b>\$78,875</b>	<b>\$83,988</b>
<b>Net changes in fund balance</b>	<b>(\$28,086)</b>	<b>(\$8,898)</b>	<b>(\$15,925)</b>	<b>\$16,026</b>	<b>(\$140)</b>	<b>(\$9,249)</b>	<b>\$24,547</b>
<b>Fund Balance Ending</b>							
General Fund	\$49,916	\$50,112	\$50,256	\$30,241	\$39,009	\$39,254	\$37,886
Hawthorns Endowment Fund	1,436	1,383	1,286	1,211	1,136	1,061	986
Measure AA Capital Projects Fund (Bond Proceeds)	37,944	29,997	20,161	56,530	48,439	39,239	64,879
General Fund Capital Projects Fund (Bond Proceeds)	8,255	6,415	0	0	0	0	0
Debt Service Fund	6,776	7,522	7,801	7,548	6,806	6,587	6,937
<b>Fund balance ending</b>	<b>\$104,327</b>	<b>\$95,429</b>	<b>\$79,504</b>	<b>\$95,530</b>	<b>\$95,390</b>	<b>\$86,141</b>	<b>\$110,688</b>

## CONCLUSIONS

Beginning FY21 cash balances, estimated at a total of \$95.4 million, and future projected revenues are adequate to cover projected debt service, operating expenses, capital expenditures, and reserve requirements. Ending FY25 cash balances are estimated at a total of \$110.7 million. Midpen's long-term financial projections indicate that the proposed FY21 budget is balanced, sustainable and aligned with Midpen's long-term plans and objectives.

## Delivering on Midpen's Mission

### AGRICULTURE

In keeping with Strategic Plan Goal 2, Objective 4: take a regional leadership role in promoting the benefits of open space and sustainable agriculture, Midpen has prioritized 13 projects to support regional agriculture and sustain conservation grazing on District lands such as the Russian Ridge Mindego Pond Improvement.

### DIVERSITY

In support of Goal 3, Objective 2: engaging diverse communities, Midpen has prioritized seven projects to connect diverse communities to their public open space preserves, including projects at Rancho San Antonio and Cooley Landing.

### WILDLAND FIRE RESILIENCY

In support of Goal 2, Objective 3: Climate change has created a new wildfire reality in California: fires are becoming more frequent and catastrophic. In response, Midpen has prioritized seven fire prevention projects, including an emphasis on fuels reduction and wildland fire readiness.



Windy Hill Open Space Preserve by David Medeiros

# Climate Action Plan

## CLIMATE ACTION PLAN OVERVIEW

The board adopted the Climate Action Plan in October 2018 to chart a course for reducing greenhouse gas emissions from agency operations. The plan identified Midpen’s goals for reducing GHG emissions as the following: 20% below 2016 baseline by 2022, 40% by 2030 and 80% by 2050. Changes have already been implemented that reduced emissions by 14% from 2016 to 2018.

Actions taken in FY21 are expected to reduce emissions by a further 3-5%. The table below describes the Climate Action Plan items that will be implemented in FY21. Of note is a higher and sustained level of telecommuting due to the pandemic and expected extension of social distancing requirements. This shift in how Midpen works while delivering on the mission will not only reduce employee commute-generated emissions, it will support Midpen’s long-term goals to permanently reduce GHG emissions from agency operations. As of the time of when this report was written, Midpen is evaluating the opportunity for expanding its telecommuting options given the success of maintaining high productivity during the shelter-in-place/work-from-home requirements. With greater telecommuting by its administrative office staff, Midpen can achieve further reductions in its greenhouse gas emissions this coming fiscal year.

The Climate Action Plan can be found on Midpen’s website at [openspace.org/our-work/projects/climate-change](https://openspace.org/our-work/projects/climate-change).

### FY21 Climate Action Plan Implementation Actions

Climate Action Plan Item	Budget*	Department
Commute-3/Facilities-5: Assess feasibility of a weekly or biweekly AO closure (compressed schedules or telework)	\$0 (Staff time only*)	Land and Facilities, Human Resources
Commute-4: Continue incentives for employees commuting via carpool, public transit, bike, or walking	\$48,000	Administrative Services
Facilities-2: Install solar panel system at Skyline Field Office	\$150,000	Land and Facilities
Livestock-2: Partner with San Mateo County Resource Conservation District to develop plan to increase carbon sequestration	\$25,000	Natural Resources, Land and Facilities
Vehicles-X: As patrol vehicles are up for replacement, replace with diesel or lower emissions options whenever possible		Visitor Services
Vehicles-4: Acquire and test electric maintenance equipment and electric ATVs	\$20,000	Land and Facilities
Vehicles-9: Acquire and test electric bikes, motorcycles, or ATVs	\$10,000	Visitor Services
Vehicles-14: Purchase carbon offsets for business flights	\$1,000	Natural Resources

\*Staff time only: Midpen recognizes staff time as an indirect cost of implementing the Climate Action Plan actions.

## MONITORING PROGRESS

To track progress towards the climate change goals, staff will conduct a greenhouse gas inventory every two years to measure emissions and assess change over time. The 2018 greenhouse gas inventory found that emissions decreased by 14% from 2016 to 2018, primarily due to “low-hanging fruit” actions such as purchasing carbon offsets and buying renewable electricity that cut significant emissions without great financial or administrative costs. However, an inventory of avoided emissions showed that had actions not been taken, administrative emissions would have risen 9%—this reminds us that without intentional effort, emissions will continue to rise. This page, which is now included annually in the Budget and Action Plan, is intended to drive progress, highlight work on this important initiative, and provide accountability on progress towards Midpen’s climate change goals. Implementation updates will be shared throughout the year through newsletters and social media.

# Budget Process

Midpen's annual budget development process begins in December each year. An annual retreat is held where the board reviews and updates Midpen's Strategic Plan, based on the findings of an environmental scan, and reviews prior-year accomplishments. At this time, staff begins capacity planning for ongoing projects and proposed new projects. In March, the board meets with executive management and department managers to establish priorities for the upcoming fiscal year and provide staff with strategic direction regarding the Capital Improvement and Action Plan.

Departments begin developing Midpen's annual CIAP in February/March in accordance with the board's priorities, and CIAP budgets are developed in March. The individual department budgets and CIAPs are consolidated in March/April and reviewed by executive management before being presented to the Action Plan and Budget Committee in April/May. The board conducts its initial review of the proposed Annual Budget and Action Plan in May and formally adopts it in June.

Notable to the FY21 budget development process was an additional review period in April 2020 that executive management and department managers performed in response to the pandemic. Proposed operating expenses were carefully reviewed and reduced as appropriate (e.g. in-person conferences, trainings and events; consulting services). CIAP projects were also carefully reviewed with some projects being deferred into FY22 or beyond. This additional review period is included in the process map below.

## Budget Development Process

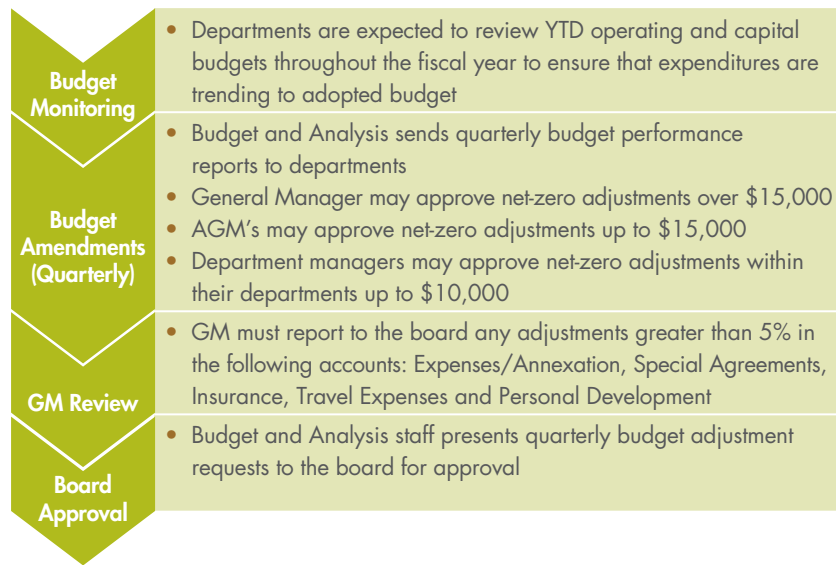


Midpen's board of directors adopts an annual operating budget for the organization by major fund on or before June 30 for the ensuing fiscal period. The board may amend the budget by resolution during the fiscal period. The legal level of control, the level at which expenditures may not legally exceed the budget, is at the category level.

Midpen uses three methods of amending the budget throughout the year: (1) at the quarterly re-forecast, (2) ad hoc for property purchases or time-sensitive expenditure adjustments, and (3) a net zero adjustment within a fund and expense category.

1. After the end of the first, second, and third quarters, department managers and project managers provide a re-forecast report for all non-personnel related expenditures. Based on the aggregated re-forecast reports, a consolidated budget adjustment is proposed to the board for adoption via resolution.
2. The Ad Hoc budget adjustments are used for property purchases as well as time-sensitive expenditures that require budget availability prior to the quarterly re-forecast. This method ensures continuation of projects and operations without administrative restrictions. Ad Hoc budget adjustments are adopted by the board via resolution.
3. Net-zero budget transfers can be implemented administratively, provided these transfers are within the same fund and the same expenditure category. A summary of net zero transfers is included in each quarterly re-forecast report to the board.

### Budget Management Process



## Financial Policies

### BUDGET POLICY

Midpen follows best practices in budgeting, including assessing constituent needs, developing long range plans, adhering to budget preparation and adoption procedures, monitoring performance, and adjusting budgets as required. Midpen's budget is divided into four categories: Operating Budget, Capital Budget, Land and Associated Costs, and Debt Service. The budget is prepared and adopted on a cash basis, whereas the annual financial statements are prepared on a modified accrual basis, which takes into account all of the current year revenues and expenses regardless of when cash is received or paid.

The board adopts the annual budget on the Fund level:

**Fund 10** – General Fund Operating

**Fund 20** – Hawthorns

**Fund 30** – Measure AA Land/Capital

**Fund 40** – General Fund Land/Capital

**Fund 50** – Debt Service

The budget can be amended during the year, in accordance with the board Budget and Expenditure Policy, which states that increases to any of the four budget categories must be approved by the Board.

### DEBT MANAGEMENT POLICY

The board adopted a Debt Management Policy in 2017. The stated purpose of the Debt Management Policy is to establish the overall parameters for issuing, structuring, and administering Midpen's debt in compliance with applicable federal and state securities law. The Debt Management Policy was developed in conjunction with the Policy for Initial and Continuing Disclosure Relating to Bond Issuances, with the latter ensuring that statements or releases of information to the public and investors relating to the finances of Midpen are complete, true and accurate in all material respects.

### FUND BALANCE POLICY

During 2014, the board adopted the Fund Balance Policy to provide adequate funding to meet Midpen's short-term and long-term plans, provide funds for unforeseen expenditures related to emergencies such as natural disasters, strengthen the financial stability of the organization against present and future uncertainties, such as economic downturns and revenue shortfalls, and maintain an investment-grade bond rating. This policy has been developed, with the counsel of the Midpen auditors, to meet the requirements of GASB 54.

The components of Midpen's fund balance are as follows:

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**Nonspendable** fund balance includes amounts that cannot be spent either because they are not in spendable form, e.g. prepaid insurance, or because of legal or contractual constraints. At all times, Midpen shall hold fund balance equal to the sum of its nonspendable assets.

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**Restricted** fund balance includes amounts that are constrained for specific purposes which are externally imposed by constitutional provisions, enabling legislation, creditors or contracts.

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**Committed** fund balance includes amounts that are constrained for specific purposes that are internally imposed by the government through formal action of the highest level of decision making authority and do not lapse at period end.

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**Assigned** fund balance includes amounts that are intended to be used for specific purposes that are neither restricted nor committed. Such amounts may be assigned by the General Manager if authorized by the board to make such designations. Projects to be funded by assigned funds require the approval of the General Manager.

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**Unassigned** fund balance includes amounts within the general fund which have not been classified within the above categories. The board shall designate the minimum amount of unassigned fund balance which is to be held in reserve in consideration of unanticipated events that could adversely affect the financial condition of Midpen and jeopardize the continuation of necessary public services.

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### INVESTMENT POLICY

Midpen's Investment Policy is adopted annually, in accordance with state law. The policy provides guidance and direction for the prudent investment of Midpen funds to safeguard the principal of invested funds and achieve a return on funds while maintaining the liquidity needs of the organization. The ultimate goal is to maximize the efficiency of Midpen's cash management system, and to enhance the organization's economic status, while protecting its pooled cash.

The investment of funds is governed by the California Government Code Section 53601 et seq., and by California Government Code Section 53630 et seq. Funds on deposit in banks must be federally insured or collateralized in accordance with the provisions of California Government Code, Sections 53630 et seq.

Midpen uses restricted/committed amounts to be spent first when both restricted and unrestricted fund balance is available unless there are legal documents/contracts that prohibit doing this, such as a grant agreement requiring dollar-for-dollar spending. Additionally, Midpen would first use committed, then assigned and lastly unassigned amounts of unrestricted fund balance when expenditures are made.





# Section III

## Capital Improvement and Action Plan



Russian Ridge Open Space Preserve by Tristan Paine

# Capital Improvement and Action Plan Overview

This section of the budget, the Capital Improvement and Action Plan, provides multi-year budget information and a consolidated view of the major projects and activities at Midpen. Projects with budgets of \$50,000 or more are highlighted in this section. Projects below this threshold are noted at the beginning of each program and are also included in Section IV: Department Summary.

Midpen's CIAP forms the fiscal year work program and includes the projects and key initiatives that the organization will pursue and for which it will dedicate staff and financial resources. The FY21 CIAP contains a total of 74 projects, of which 24 projects, or 32%, are eligible for Measure AA reimbursement, a general obligation bond funding source that was approved by the voters in 2014.

Midpen staff prepared the FY21 CIAP in accordance with the board's direction outlined at the March 3, 2020 retreat. However, given the worldwide pandemic and resulting shelter-in-place orders, the District's ability to move forward numerous projects that either require field work or were planned to be under construction in Q4 of FY20 has been significantly impacted. In light of these impacts, the General Manager directed staff to review the proposed FY21 CIAP again in April 2020 to recalibrate the project list and budgets given the unanticipated project delays and schedule extensions that are occurring in Q4 of FY20. Significant edits were made to the proposed FY21 CIAP, resulting in 74 projects spread throughout the following programs:

**FY21 CIAP by Program**



From a funding perspective, 70% of the CIAP projects are capital projects or land acquisition while the remaining 30% are included in the operating budget.

**FY21 CIAP Projects by Program**

Program	Fund 10– General Fund Operating	Fund 20– Hawthorns	Fund 30– Measure AA Capital	Fund 40– General Fund Capital	Grand Total	% Total
Land Acquisition and Preservation	-	-	1	12	13	18%
Natural Resource Protection and Restoration	8	-	9	3	20	27%
Public Access, Education and Outreach	6	-	14	3	23	31%
Assets and Organizational Support	8	1	-	9	18	24%
<b>Total Projects</b>	<b>22</b>	<b>1</b>	<b>24</b>	<b>27</b>	<b>74</b>	<b>100%</b>

# FY21 CIAP Budget

The FY21 Three-Year CIAP lists projected capital and operating projects and associated costs for FY21 through FY23 and provides funding of \$78.5 million over the next three years.

The CIAP is funded by the General Fund, Measure AA general obligation bonds, the Hawthorns Fund and grants. The CIAP lists the capital and operating projects by program.

Midpen's budget typically excludes new land purchase funding, for which a corresponding budget adjustment to fund the purchase will be included when new land acquisitions are presented to the board for approval. However, associated land costs, such as surveys, appraisals, legal services, environmental planning and studies are included in the FY21 budget.

## Three-Year CIAP Funding Sources

CIAP Summary by Funding Source	FY21	FY22	FY23	3-Year Total
Fund 10 – General Fund Operating	\$2,116,700	\$944,589	\$459,000	\$3,520,289
Fund 20 – Hawthorns	48,000	31,000	TBD	79,000
Fund 30 – Measure AA Capital	10,247,079	8,358,589	8,091,600	26,697,268
Fund 40 – General Fund Capital	15,856,328	25,516,312	2,385,500	43,758,140
Grants/Partnerships/Other	1,915,009	1,585,711	942,032	4,442,752
<b>Total CIAP</b>	<b>\$30,183,116</b>	<b>\$36,436,201</b>	<b>\$11,878,132</b>	<b>\$78,497,449</b>

## Three-Year CIAP by Program

CIAP Summary by Program	FY21	FY22	FY23	3-Year Total
Land Acquisition and Preservation*	\$2,013,318	\$330,000	\$300,000	\$2,643,318
Natural Resource Protection and Restoration	3,808,042	1,463,839	4,204,000	9,475,881
Public Access, Education, and Outreach	10,321,928	13,250,800	5,899,132	29,471,860
Assets and Organizational Support	14,039,828	21,391,562	1,475,000	36,906,390
<b>Total CIAP</b>	<b>\$30,183,116</b>	<b>\$36,436,201</b>	<b>\$11,878,132</b>	<b>\$78,497,449</b>

\*The land budget does not include title and purchase costs and only accounts for appraisals and other costs associated with property purchase research and early negotiations. Land purchase costs for titles or easements are budgeted upon approval by the board.

## ICONS

In an effort to highlight projects that support key areas of interest and improve readability, icons are now included on pertinent CIAP project worksheets.



Land Acquisition and Preservation



Natural Resource Protection and Restoration



Public Access, Education and Outreach



Assets and Organizational Support



Agriculture



Diversity



Wildland Fire Resiliency



Grant Funded



Supports Climate Action Plan implementation



Project has an ongoing impact on the operating budget

With the support of the Grants Program, additional revenue is secured annually to support Midpen’s mission, leverage existing financial resources to relieve funding gaps and ensure project delivery. A summary of CIAP projects with awarded external funding sources is included below.



### Grant Income

Project #	Project Name	Grant/Partnership/Other	FY21	FY22	FY23	3-Year Total
80065	IPM Implementation of Santa Clara Valley Water District Grant	Santa Clara Valley Water District	\$150,000	\$200,000	\$200,000	\$550,000
MAA02-002	Ravenswood Bay Trail Design and Implementation	Urban Greening Grant Program	200,257	0	0	200,257
MAA09-003	Russian Ridge Mindego Pond Improvement	California Department of Parks and Recreation	200,000	0	0	200,000
MAA10-001	Alpine Road Regional Trail, Coal Creek	Santa Clara County Stanford Mitigation	0	272,211	0	272,211
MAA11-002	Rancho San Antonio–Deer Hollow Farm–White Barn Rehabilitation	Tindall and Friends of DHF Donations	330,000	0	0	330,000
MAA21-006	Bear Creek Redwoods–Alma College Cultural Landscape Rehabilitation	California Natural Resources Agency	179,378	0	0	179,378
MAA21-006	Bear Creek Redwoods–Alma College Cultural Landscape Rehabilitation	Historic Grant Program	200,000	0	0	200,000
MAA21-007	Bear Creek Redwoods Preserve Plan Invasive Weed Treatment and Restoration	Santa Clara Valley Water District	50,000	0	0	50,000
MAA21-011	Phase II Trail Improvements, Bear Creek Redwoods OSP	California Natural Resources Agency	411,968	870,000	742,032	2,024,000
MAA22-004	Beatty Parking Area and Trail Connections	Safe, Clean Water Priority D3 Grant	49,906	100,000	0	149,906
VP03-003	Purisima-to-the-Sea Trail and Parking Area Feasibility and Planning	State Coastal Conservancy	143,500	143,500	0	287,000
<b>Grand Total</b>			<b>\$1,915,009</b>	<b>\$1,585,711</b>	<b>\$942,032</b>	<b>\$4,442,752</b>

Midpen has identified several key areas of interest in addition to the four CIAP programs.



**Agriculture:** Supporting agriculture and sustaining conservation grazing programs on District lands support Midpen’s mission and board adopted Strategic Goals and Objectives (Goal 2, Objective 4).



**Diversity:** Connecting diverse communities to their public open space preserves, through support of regional partnerships and expanded outreach to youth and underserved communities (Strategic Goal 3, Objective 2).



**Wildland Fire Resiliency:** Working with local fire agencies and surrounding communities to enhance Midpen’s wildland fire preparedness and responsiveness (Strategic Goal 2, Objective 3).

CIAP project summary tables for these three areas of interest are included below.



### Agriculture Project Summary

Project #	Project Name	FY21	FY22	FY23	3-Year Total
61001	Tunitas Creek–Toto Ranch Driveway Improvements*	\$0	\$423,112	\$0	\$423,112
61010	Toto Ranch Well Drilling and Construction, Tunitas Creek	227,425	0	0	227,425
61021	Toto Ranch North Water Line	107,000	0	0	107,000
MAA01-004	Remediation Plan Development and Ranch Dump Clean Up–Madonna Creek Ranch	261,874	10,000	4,000	275,874
MAA05-011	Lone Madrone Ranch Fence Installation	87,075	0	0	87,075
MAA09-003	Russian Ridge Mindego Pond Improvement	351,010	0	0	351,010
MAA09-006	Mindego Ranch South Pasture	107,000	0	0	107,000
VP01-001	Miramontes Ridge Land Conservation	77,000	0	0	77,000
VP03-002	South Cowell Upland Land Conservation	50,000	0	0	50,000
VP07-002	Agricultural Workforce Housing–La Honda Creek	317,500	0	0	317,500
VP13-001	Cloverdale Ranch Land Opportunity	70,000	20,000	0	90,000
VP32-003	Toto Ponds Management Planning*	0	68,000	210,000	278,000
VP39-001	Lower San Gregorio Creek Watershed Land Conservation	70,000	10,000	0	80,000
<b>Total</b>		<b>\$1,725,883</b>	<b>\$531,112</b>	<b>\$214,000</b>	<b>\$2,470,995</b>



### Diversity Project Summary

Project #	Project Name	FY21	FY22	FY23	3-Year Total
31901	ADA Barrier Removal	\$487,000	\$1,433,500	\$0	\$1,920,500
80066	Amah Mutsun Land Trust Native Garden*	0	50,000	100,000	150,000
51704	Ward Boundary Redistricting Plan	42,500	49,500	0	92,000
MAA02-001	Cooley Landing Interpretive Facilities Design and Implementation	30,000	25,000	0	55,000
MAA02-002	Ravenswood Bay Trail Design and Implementation	200,257	0	0	200,257
MAA11-002	Rancho San Antonio–Deer Hollow Farm–White Barn Rehabilitation	359,750	0	0	359,750
VP11-001	Rancho San Antonio (RSA) Multimodal Access Study	50,000	0	0	50,000
<b>Total</b>		<b>\$1,169,507</b>	<b>\$1,558,000</b>	<b>\$100,000</b>	<b>\$2,827,507</b>



### Wildland Fire Resiliency Project Summary

Project #	Project Name	FY21	FY22	FY23	3-Year Total
61008	Los Trancos–Page Mill Fire Safety Eucalyptus Removal	\$245,000	\$0	\$0	\$245,000
80063	San Mateo County Vegetation Map	39,200	33,600	0	72,800
80003-10	Wildland Fire Resiliency Program	285,000	311,000	0	596,000
61017	Fuel Reduction Implementation	175,000	200,000	160,000	535,000
80068	Santa Clara & Santa Cruz Vegetation Mapping	50,000	50,000	50,000	150,000
MAA05-010	Restoration Forestry Demonstration Project	143,357	187,000	1,345,000	1,675,357
MAA21-007	Bear Creek Redwoods Preserve Plan: Invasive Weed Treatment and Restoration	133,500	0	0	133,500
<b>Total</b>		<b>\$1,071,056</b>	<b>\$781,600</b>	<b>\$1,555,000</b>	<b>\$3,407,656</b>

\*The entire project budget for this project has been shifted out by a year due to changes in project timelines and workload capacity because of the impacts of COVID-19 and the shelter-in-place order in San Mateo, Santa Clara and Santa Cruz counties.

## PROJECT NUMBERING

All projects are assigned a name and a unique number. Additionally, Midpen has three categories of projects, MAA eligible, Vision Plan related, or other capital and operating projects.

MAA eligible projects are designated by portfolio and project number, for example MAA21-006 indicates MAA portfolio number 21 (Bear Creek Redwoods: Public Recreation and Interpretive Projects), and project number 6 (Bear Creek Redwoods Alma College Cultural Landscape Rehabilitation).

Vision Plan related projects are also designated by portfolio and project number, for example VP11-001 indicates Vision Plan portfolio number 11 (Rancho San Antonio: Interpretive Improvements, Refurbishing Projects), and project number 1 [Rancho San Antonio (RSA) Multimodal Access Study]. Vision Plan portfolios number 01 through 25 represent Midpen-funded efforts in support of the corresponding MAA portfolios. Vision Plan portfolios 26 through 54 are the Tier 2 priority actions in Midpen's Vision Plan.

Other projects are assigned a five-digit project number set (such as 31901, ADA Barrier Removal) and designate operating projects such as wildlife monitoring, facility improvements and administrative systems implementations.

## OPERATING PROJECTS

Operating projects are important activities undertaken each year that do not meet CIAP project criteria (typically with expenses less than \$50,000). While the operating projects listed on program summary pages may incur real expenses, they are only included in the lead department's operating budget (see Section IV).

## OPERATING IMPACT

Within the FY21 CIAP, Midpen has identified over 50 projects (or 61% of the CIAP) as having a future operating impact to the annual Budget and Action Plan. Some projects will have costs in perpetuity while other projects will have a shorter-term impact.

For example, numerous Natural Resource Protection and Restoration projects that are completed require an additional three to five years of ongoing monitoring work (for example, ensuring native plants are well established after being planted can take over three years). When new areas are opened to the public, that space will require long-term patrol and maintenance work; this may result in additional staff. Staff is monitoring new and existing CIAP projects for their ongoing operating impact to the annual Budget and Action Plan to identify how operating costs will change in the future.

# Land Acquisition and Preservation

Project #	Project Name	FY21	FY22	FY23	3-Year Total
20125	Cal-Water Land Exchange, Teague Hill Preserve	\$23,000	\$0	\$0	\$23,000
MAA15-004	Irish Ridge Land Conservation	1,573,318	0	0	1,573,318
VP01-001	Miramontes Ridge Land Conservation*	77,000	0	0	77,000
VP03-002	South Cowell Upland Land Conservation*	50,000	0	0	50,000
VP08-001	Upper San Gregorio Land Conservation*	20,000	0	0	20,000
VP13-001	Cloverdale Ranch Land Opportunity*	70,000	20,000	0	90,000
VP15-001	Redwood Forest Land Opportunity*	25,000	0	0	25,000
VP19-001	El Sereno Trails, Wildlife Corridors and Land Conservation*	5,000	0	0	5,000
VP19-002	El Sereno Land Conservation*	20,000	0	0	20,000
VP24-002	SCVWD Exchange Agreement at Rancho de Guadalupe Area of SAOSP*	10,000	0	0	10,000
VP25-001	Sierra Azul Loma Prieta Land Conservation*	20,000	0	0	20,000
VP39-001	Lower San Gregorio Creek Watershed Land Conservation	70,000	10,000	0	80,000
None	District-wide purchase options and low-value Land Fund	50,000	300,000	300,000	650,000
<b>Total</b>		<b>\$2,013,318</b>	<b>\$330,000</b>	<b>\$300,000</b>	<b>\$2,643,318</b>

\*Pre-acquisition activity for land purchases is budgeted in Fund 40. Upon approval from the board for fee or easement, pre-acquisition expenses and the purchase price are eligible for MAA reimbursement and a budget adjustment request will be made to transfer budget to Fund 30.

## OPERATING PROJECTS

The table below lists operating projects by name and includes the project purpose and lead department. While the operating project listed below may incur real expenses, they are only included in the lead department’s operating budget.

Project Name	Project Purpose	Lead Department
Land Conservation Guidance Document	Create a Land Conservation Guidance Document that clearly communicates District acquisition policies and goals that provides a road map for strategic land acquisition. (Consistent FOSM Recommendation #11)	Real Property/General Manager’s Office



**LAND ACQUISITION AND PRESERVATION**

**Cal Water Land Exchange, Teague Hill Preserve**  
**Project #: 20125**  
**Fund: 40 – General Fund Capital**



**PROJECT DESCRIPTION**

Pursue trail connections between Huddart Park and Teague Hill Open Space Preserve, and pursue future land conservation protections in the Bear Creek watershed in exchange for land rights to allow the installation of Cal Water water tanks at El Corte de Madera Open Space Preserve.

**FY21 SCOPE**

Pursue trail connections between Huddart Park and Teague Hill Preserve, and pursue future land conservation protections in the Bear Creek watershed in exchange for land rights to allow the installation of Cal Water water tanks for fire suppression at El Corte de Madera Preserve.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	0	0	23,000	0	0	0	23,000
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$23,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$23,000</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	0	23,000	0	0	0	23,000
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$23,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$23,000</b>

**LAND ACQUISITION AND PRESERVATION****Irish Ridge Land Conservation****Project #: MAA15-004****Fund: 30 – Measure AA Capital****PROJECT DESCRIPTION**

Pursue land purchase as addition to Tunitas Creek Open Space Preserve for connection to Purisima Creek Redwoods Open Space Preserve and protection of Tunitas Creek watershed.

**FY21 SCOPE**

Complete Planned Agricultural District zoning amendment process, submit lot split application and complete purchase.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$1,318	\$0	\$0	\$0	\$1,318
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	24,703	110,000	1,572,000	0	0	0	1,706,703
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$24,703</b>	<b>\$110,000</b>	<b>\$1,573,318</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,708,021</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	24,703	110,000	1,573,318	0	0	0	1,708,021
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$24,703</b>	<b>\$110,000</b>	<b>\$1,573,318</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,708,021</b>

**LAND ACQUISITION AND PRESERVATION**

**Miramontes Ridge Land Conservation  
Project #: VP01-001  
Fund: 40 – General Fund Capital**



**PROJECT DESCRIPTION**

Purchase uplands portion of Johnston Ranch from Peninsula Open Space Trust as an addition to the Miramontes Ridge Open Space Preserve.

**FY21 SCOPE**

Complete Planned Agricultural District Zoning amendment process, partner with POST as co-applicant to resubmit lot line adjustment application, and complete purchase. Work with City of Half Moon Bay to coordinate on future shared parking and future trails at Historic Johnston House, and shared patrol and farm access road. Work with neighbor and State Parks on future trail connection to Burleigh Murray State Park. Continue to pursue additional land purchase grant funds.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	100,326	22,000	77,000	0	0	0	199,326
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$100,326</b>	<b>\$22,000</b>	<b>\$77,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$199,326</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	100,326	22,000	77,000	0	0	0	199,326
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$100,326</b>	<b>\$22,000</b>	<b>\$77,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$199,326</b>

## LAND ACQUISITION AND PRESERVATION

### South Cowell Upland Land Conservation

Project #: VP03-002

Fund: 40 – General Fund Capital



### PROJECT DESCRIPTION

In partnership with Peninsula Open Space Trust, pursue land purchase to provide improved parking and trail access for the Purisima-to-the-Sea regional trail corridor.

### FY21 SCOPE

Purchase property and begin trail and parking planning for Preliminary Use and Management Plan preparation.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	0	37,500	50,000	0	0	0	87,500
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$37,500</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$87,500</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	37,500	50,000	0	0	0	87,500
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$37,500</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$87,500</b>

**LAND ACQUISITION AND PRESERVATION**

**Upper San Gregorio Land Conservation  
Project #: VP08-001  
Fund: 40 – General Fund Capital**



**PROJECT DESCRIPTION**

Negotiate property additions to the Upper San Gregorio Creek watershed.

**FY21 SCOPE**

Continue to work with neighboring private property owner on access alternative to the Woodruff Redwoods addition to La Honda Creek Open Space Preserve. Next steps include surveying alternative access road and entering into a new access easement.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	3,270	13,000	20,000	0	0	0	36,270
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$3,270</b>	<b>\$13,000</b>	<b>\$20,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$36,270</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	3,270	13,000	20,000	0	0	0	36,270
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$3,270</b>	<b>\$13,000</b>	<b>\$20,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$36,270</b>

## LAND ACQUISITION AND PRESERVATION

### Cloverdale Ranch Land Opportunity

Project #: VP13-001

Fund: 40 – General Fund Capital



#### PROJECT DESCRIPTION

Complete the property's existing conditions assessment and report, and identify additional improvements and restoration projects for Peninsula Open Space Trust to complete. Develop funding plan and pursue grant opportunities, and pursue lot line adjustment as co-applicants with POST. Develop a community outreach/communications plan, and identify and initiate outreach with partners and stakeholders. Continue to participate in regional trail planning in the vicinity of Cloverdale Ranch, and identify preliminary land and resource management goals in preparation for future potential acquisition of property.

#### FY21 SCOPE

Work with POST to complete additional studies and/or restoration projects needed prior to land transfer, including roads and trails assessment, water system infrastructure assessment, botanical surveys. Initiate community engagement, outreach and meetings. Identify natural resource management goals and outline staffing and management plan to be put in place for the first years after land transfer and inform the Coastal Management Plan. Work with POST to develop an integrated rangeland management for lease area. Pursue grant funding opportunities to support purchase.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	0	40,000	70,000	20,000	0	0	130,000
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$40,000</b>	<b>\$70,000</b>	<b>\$20,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$130,000</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	40,000	70,000	20,000	0	0	130,000
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$40,000</b>	<b>\$70,000</b>	<b>\$20,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$130,000</b>

**LAND ACQUISITION AND PRESERVATION**

**Redwood Forest Land Opportunity  
Project #: VP15-001  
Fund: 40 – General Fund Capital**



**PROJECT DESCRIPTION**

Pursue land purchase opportunities to grow the District’s contiguous greenbelt in redwood forests.

**FY21 SCOPE**

Pursue opportunities in the Oil Creek and Slate Creek watersheds.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	0	10,000	25,000	0	0	0	35,000
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$25,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$35,000</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	10,000	25,000	0	0	0	35,000
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$25,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$35,000</b>

**LAND ACQUISITION AND PRESERVATION****El Sereno Trails, Wildlife Corridors and Land Conservation****Project #: VP19-001****Fund: 40 – General Fund Capital****PROJECT DESCRIPTION**

Work with public agency and private landowners to purchase property and trail easements to connect El Sereno Open Space Preserve to Sanborn County Park and protect wildlife corridors at El Sereno Preserve.

**FY21 SCOPE**

Work with public agency and private landowners to purchase property and trail easements to connect El Sereno Preserve to Sanborn County Park and protect wildlife corridors at El Sereno Preserve.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	8,500	12,500	5,000	0	0	0	26,000
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$8,500</b>	<b>\$12,500</b>	<b>\$5,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$26,000</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	8,500	12,500	5,000	0	0	0	26,000
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$8,500</b>	<b>\$12,500</b>	<b>\$5,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$26,000</b>



**LAND ACQUISITION AND PRESERVATION**

**El Sereno Land Conservation**

**Project #: VP19-002**

**Fund: 40 – General Fund Capital**



**PROJECT DESCRIPTION**

Pursue land rights for a trail connection between El Sereno Open Space Preserve and Sanborn County Park as part of the Bay Area Ridge Trail.

**FY21 SCOPE**

Pursue land rights for a trail connection between El Sereno Preserve and Sanborn County Park as part of the Bay Area Ridge Trail.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	0	0	20,000	0	0	0	20,000
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$20,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$20,000</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	0	20,000	0	0	0	20,000
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$20,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$20,000</b>

**LAND ACQUISITION AND PRESERVATION****SCVWD Exchange Agreement at Rancho de Guadalupe Area of SAOSP****Project #: VP24-002****Fund: 40 – General Fund Capital****PROJECT DESCRIPTION**

Enter into exchange agreement with Valley Water for license to use Pheasant and Hicks Road intersection as a staging area for Guadalupe Dam repairs in exchange for Valley Water’s construction of a public parking lot for accessing the Rancho de Guadalupe area of Sierra Azul Open Space Preserve.

**FY21 SCOPE**

Enter into exchange agreement with Valley Water for license to use Pheasant and Hicks Road intersection as a staging area for Guadalupe Dam repairs in exchange for Valley Water’s construction of a public parking lot for accessing the Rancho de Guadalupe area of Sierra Azul Preserve. Work with Santa Clara County Planning Department to change zoning of Pheasant and Hicks Road property to Hillside to be compatible with open space use.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	0	0	10,000	0	0	0	10,000
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,000</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	0	10,000	0	0	0	10,000
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,000</b>

**LAND ACQUISITION AND PRESERVATION**

**Sierra Azul Loma Prieta Land Conservation  
Project #: VP25-001  
Fund: 40 – General Fund Capital**



**PROJECT DESCRIPTION**

Pursue land purchase opportunity to grow Midpen’s contiguous greenbelt in the Loma Prieta area of Sierra Azul Open Space Preserve.

**FY21 SCOPE**

Pursue land purchase opportunities in the Loma Prieta area of Sierra Azul Preserve.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	0	10,000	20,000	0	0	0	30,000
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$20,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$30,000</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	10,000	20,000	0	0	0	30,000
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$20,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$30,000</b>

**LAND ACQUISITION AND PRESERVATION****Lower San Gregorio Creek Watershed Land Conservation****Project #: VP39-001****Fund: 40 – General Fund Capital****PROJECT DESCRIPTION**

Pursue opportunity to protect watershed and farmland in the Lower San Gregorio watershed.

**FY21 SCOPE**

Work with POST to prepare conservation easement for San Gregorio Farm property to ensure protection of lower San Gregorio creek riparian corridor and provide for future creek habitat restoration, including a conceptual plan for creek and floodplain restoration.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	5,234	11,074	9,670	20,000	10,000	0	0	55,978
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	50,000	0	0	0	50,000
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$5,234</b>	<b>\$11,074</b>	<b>\$9,670</b>	<b>\$70,000</b>	<b>\$10,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$105,978</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	5,234	11,074	9,670	70,000	10,000	0	0	105,978
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$5,234</b>	<b>\$11,074</b>	<b>\$9,670</b>	<b>\$70,000</b>	<b>\$10,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$105,978</b>

# Natural Resource Protection and Restoration



Project#	Project Name	FY21	FY22	FY23	3-Year Total
61008	Los Trancos–Page Mill Fire Safety Eucalyptus Removal	\$245,000	\$0	\$0	\$245,000
61014	BCR Stables Road Drainage Repairs and Mitigation	75,000	10,000	10,000	95,000
61017	Fuel Reduction Implementation	175,000	200,000	160,000	535,000
61021	Toto Ranch North Water Line	107,000	0	0	107,000
80003-10	Wildland Fire Resiliency Program	285,000	311,000	0	596,000
80034-44	Programmatic State and Federal Environmental Permitting	508,000	15,000	0	523,000
80054	Badger/Burrowing Owl Habitat Assessment	50,000	14,239	0	64,239
80059	Groundwater Well Decommissioning	95,000	200,000	0	295,000
80063	San Mateo County Vegetation Map	39,200	33,600	0	72,800
80065	IPM Implementation of Santa Clara Valley Water District Grant	150,000	200,000	200,000	550,000
80066	Amah Mutsun Land Trust Native Garden*	0	50,000	100,000	150,000
80067	Pescadero Total Maximum Daily Load*	0	50,000	375,000	425,000
80068	Santa Clara & Santa Cruz Vegetation Mapping	50,000	50,000	50,000	150,000
MAA01-004	Remediation Plan Development and Ranch Dump Clean Up–Madonna Creek Ranch	261,874	10,000	4,000	275,874
MAA03-002	Purisima Upland Site Clean up and Soil Remediation Assessment	473,433	0	0	473,433
MAA05-010	Restoration Forestry Demonstration Project	143,357	187,000	1,345,000	1,675,357
MAA05-011	Lone Madrone Ranch Fence Installation	87,075	0	0	87,075
MAA09-003	Russian Ridge Mindego Pond Improvement	351,010	0	0	351,010
MAA09-006	Mindego Ranch South Pasture	107,000	0	0	107,000
MAA20-001	Wildlife Corridor: Highway 17 Crossing	114,196	65,000	1,750,000	1,929,196
MAA21-007	Bear Creek Redwoods Preserve Plan: Invasive Weed Treatment and Restoration	133,500	0	0	133,500
MAA21-010	Bear Creek Redwoods Landfill Characterization and Remediation	357,398	0	0	357,398
VP32-003	Toto Ponds Management Planning*	0	68,000	210,000	278,000
<b>Total</b>		<b>\$3,808,042</b>	<b>\$1,463,839</b>	<b>\$4,204,000</b>	<b>\$9,475,881</b>

## OPERATING PROJECTS

The table below lists operating projects by name and includes the project purpose and lead department. While the operating projects listed below may incur real expenses, they are only included in the lead department’s operating budget.

Project Name	Project Purpose	Lead Department
Agricultural Policy Review and Development	Compile and review existing agricultural policies, guidelines, and current practices. Evaluate gaps and areas requiring greater clarification. Develop comprehensive board-approved agricultural policy.	Natural Resources
Elkus/Lobitos Water Supply Feasibility*	Increase water supply and storage in support of year-round grazing throughout the lease area.	Natural Resources
Mountain Lion Collaring Effort–Rancho San Antonio/Foothills Preserve	To better understand mountain lion use of Santa Clara Foothills Preserves (focus on Rancho San Antonio) to inform wildlife management and public use and reduce conflict.	Natural Resources
Science Advisory Panel	Formation of a Scientific Advisory Panel to inform Midpen land management decisions.	Natural Resources

\*The entire project budget for this project has been shifted out by a year due to changes in project timelines and workload capacity because of the impacts of COVID-19 and the shelter-in-place order in San Mateo, Santa Clara and Santa Cruz counties.

## NATURAL RESOURCE PROTECTION AND RESTORATION

### Los Trancos – Page Mill Fire Safety Eucalyptus Removal

Project #: 61008

Fund: 40 – General Fund Capital



#### PROJECT DESCRIPTION

Improve fire and road safety in Los Trancos Open Space Preserve next to Page Mill Road by removing approximately 100 mature nonnative and fire-prone eucalyptus trees in Los Trancos Preserve. Midpen will contract with Santa Clara County Fire Safe Council for tree removal. Midpen funding is a match for grant funding received by Santa Clara County Fire Safe Council to complete additional vegetation management along Page Mill Road, as well as other projects throughout the county.

#### FY21 SCOPE

Continue eucalyptus removal and restoration.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	9,250	245,000	0	0	0	254,250
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,250</b>	<b>\$245,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$254,250</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	9,250	245,000	0	0	0	254,250
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,250</b>	<b>\$245,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$254,250</b>

**NATURAL RESOURCE PROTECTION AND RESTORATION**

**BCR Stables Road Drainage Repairs and Mitigation  
Project #: 61014  
Fund: 10 – General Fund Operating**



**PROJECT DESCRIPTION**

Assess drainage and erosion from arena area onto the road around paddocks. Repair or remove old road and plant trees for mitigation.

**FY21 SCOPE**

Assess and repair drainage and erosion issues from arena area to Briggs Creek. Develop and implement mitigation plan for trees removed from riparian area.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	75,000	10,000	10,000	0	95,000
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$75,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$0</b>	<b>\$95,000</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$75,000	\$10,000	\$10,000	\$0	\$95,000
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$75,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$0</b>	<b>\$95,000</b>

**NATURAL RESOURCE PROTECTION AND RESTORATION**

**Fuel Reduction Implementation**

**Project #: 61017**

**Fund: 10 – General Fund Operating**



**PROJECT DESCRIPTION**

Begin fuel reduction work outlined in upcoming Vegetation Management Plan to reduce fuels that contribute to wildfire risks.

**FY21 SCOPE**

Continue fuel reduction in critical areas along roads, infrastructure and adjacent properties.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	175,000	200,000	160,000	0	535,000
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$175,000</b>	<b>\$200,000</b>	<b>\$160,000</b>	<b>\$0</b>	<b>\$535,000</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$175,000	\$200,000	\$160,000	\$0	\$535,000
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$175,000</b>	<b>\$200,000</b>	<b>\$160,000</b>	<b>\$0</b>	<b>\$535,000</b>



**NATURAL RESOURCE PROTECTION AND RESTORATION**

**Toto Ranch North Water Line**

**Project #: 61021**

**Fund: 40 – General Fund Capital**



**PROJECT DESCRIPTION**

Install Toto Ranch north water line

**FY21 SCOPE**

Tenant will subcontract work to install new water line.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	7,500	0	0	0	7,500
8203–Inspection/Construction Monitoring	0	0	0	7,500	0	0	0	7,500
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	92,000	0	0	0	92,000
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$107,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$107,000</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	0	107,000	0	0	0	107,000
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$107,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$107,000</b>

**NATURAL RESOURCE PROTECTION AND RESTORATION**

**Wildland Fire Resiliency Program**  
**Project #: 80003-10**  
**Fund: 10 – General Fund Operating**



**PROJECT DESCRIPTION**

Develop the Wildland Fire Resiliency Program for Midpen lands and hire consultants to design program and prepare environmental review.

**FY21 SCOPE**

Complete phase I of the Wildland Fire Resiliency Program development, including the Vegetation Management Plan, pre-plan maps, and monitoring plan. Complete scoping of phase II (prescribed fire) and start the CEQA process.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	29,533	76,268	441,000	285,000	311,000	0	3,000	1,145,801
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$29,533</b>	<b>\$76,268</b>	<b>\$441,000</b>	<b>\$285,000</b>	<b>\$311,000</b>	<b>\$0</b>	<b>\$3,000</b>	<b>\$1,145,801</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$29,533	\$76,268	\$441,000	\$285,000	\$311,000	\$0	\$3,000	\$1,145,801
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$29,533</b>	<b>\$76,268</b>	<b>\$441,000</b>	<b>\$285,000</b>	<b>\$311,000</b>	<b>\$0</b>	<b>\$3,000</b>	<b>\$1,145,801</b>

**NATURAL RESOURCE PROTECTION AND RESTORATION**

**Programmatic State and Federal Environmental Permitting**

**Project #: 80034-44**

**Fund: 10 – General Fund Operating**

**PROJECT DESCRIPTION**

Develop state and federal programmatic permits for compliance with Endangered Species and Clean Water acts. Facilitates streamlined implementation of MAA and non-MAA projects, resource protection and partnering efforts.

**FY21 SCOPE**

Finalize and obtain permits with the permit agencies and begin program implementation and staff training as needed.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	13,123	82,409	218,922	508,000	15,000	0	0	837,454
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$13,123</b>	<b>\$82,409</b>	<b>\$218,922</b>	<b>\$508,000</b>	<b>\$15,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$837,454</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$13,123	\$82,409	\$218,922	\$508,000	\$15,000	\$0	\$0	\$837,454
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$13,123</b>	<b>\$82,409</b>	<b>\$218,922</b>	<b>\$508,000</b>	<b>\$15,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$837,454</b>

## Badger/Burrowing Owl Habitat Assessment

Project #: 80054

Fund: 10 – General Fund Operating



### PROJECT DESCRIPTION

Develop a request for proposal quote/qualification and award consultant services to provide expertise in the management of grasslands and upland habitat for badger and burrowing owl. Provide a detailed habitat suitability assessment (Districtwide) for badger and burrowing owl. Determine the presence, use and status of the species within the available habitat. Recommend specific management measures to protect and enhance habitat. Project may involve genetic studies to determine viability of population(s). Project may also involve banding and telemetry of burrowing owls to determine breeding locations (presumed to be off of Midpen lands), to allow for partnering to provide management of the species throughout the year (both breeding and non-breeding).

### FY21 SCOPE

Continue data collection, including field surveys, wildlife camera trapping, hair/genetics collection and incidental reports of observations/roadkill. Ongoing calibration of habitat and linkage models using new data. Engage public interest through outreach, community events and volunteer opportunities. Facilitate interest from partner agencies for a long-term goal of regional species protection and habitat management.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	78,602	71,410	50,000	14,239	0	0	214,251
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$78,602</b>	<b>\$71,410</b>	<b>\$50,000</b>	<b>\$14,239</b>	<b>\$0</b>	<b>\$0</b>	<b>\$214,251</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$78,602	\$71,410	\$50,000	\$14,239	\$0	\$0	\$214,251
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$78,602</b>	<b>\$71,410</b>	<b>\$50,000</b>	<b>\$14,239</b>	<b>\$0</b>	<b>\$0</b>	<b>\$214,251</b>

**NATURAL RESOURCE PROTECTION AND RESTORATION**

**Groundwater Well Decommissioning  
Project #: 80059  
Fund: 40 – General Fund Capital**

**PROJECT DESCRIPTION**

Work with consultant to evaluate approximately 10 wells and contract for their decommissioning with a qualified driller.

**FY21 SCOPE**

Evaluate, obtain permits for and bid out the decommissioning of 10 unused and abandoned wells in Sierra Azul Preserve.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	0	20,000	40,000	0	0	60,000
8202–Environmental/Planning Services	0	0	0	10,000	10,000	0	0	20,000
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	5,000	10,000	0	0	15,000
8205–Construction	0	0	0	60,000	140,000	0	0	200,000
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$95,000</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$295,000</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	0	95,000	200,000	0	0	295,000
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$95,000</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$295,000</b>

**San Mateo County Vegetation Map**  
**Project #: 80063**  
**Fund: 10 – General Fund Operating**



**PROJECT DESCRIPTION**

To inform preserve management needs in San Mateo County, Midpen will collaborate with the Golden Gate National Parks Conservancy to quantify vegetation changes and fuels on a landscape scale. This collaboration is coordinated with parallel efforts being undertaken by neighboring land managers to create seamless mapping and data products for all of San Mateo County. This project will additionally support project planning and review.

**FY21 SCOPE**

Provide technical project support and coordination (staff to review GIS deliverables and provide feedback on project).

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	50,000	39,200	39,200	33,600	0	0	162,000
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$39,200</b>	<b>\$39,200</b>	<b>\$33,600</b>	<b>\$0</b>	<b>\$0</b>	<b>\$162,000</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$50,000	\$39,200	\$39,200	\$33,600	\$0	\$0	\$162,000
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$39,200</b>	<b>\$39,200</b>	<b>\$33,600</b>	<b>\$0</b>	<b>\$0</b>	<b>\$162,000</b>

**NATURAL RESOURCE PROTECTION AND RESTORATION**

**IPM Implementation of Santa Clara Valley Water District Grant**

**Project #: 80065**

**Fund: 10 – General Fund Operating**



**PROJECT DESCRIPTION**

Expand scope of the Valley Water integrated pest management grant to include invasive plant removal at Bear Creek Redwoods, Rancho San Antonio and Picchetti Ranch preserves.

**FY21 SCOPE**

Oversee contractor to implement IPM on high priority weeds in riparian areas at Bear Creek Redwoods, Rancho San Antonio, and Picchetti Ranch preserves.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	100,000	150,000	200,000	200,000	0	650,000
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$150,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$650,000</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	100,000	150,000	200,000	200,000	0	650,000
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$150,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$650,000</b>

## NATURAL RESOURCE PROTECTION AND RESTORATION

## Amah Mutsun Land Trust Native Garden

Project #: 80066

Fund: 10 – General Fund Operating



## PROJECT DESCRIPTION

Create a culturally significant native plant garden at Mount Umunhum.

## FY22 SCOPE

Amah Mutsun Land Trust to draft and finalize a revegetation plan for a culturally significant native plant demonstration garden.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	0	50,000	100,000	50,000	200,000
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$100,000</b>	<b>\$50,000</b>	<b>\$200,000</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$50,000	\$100,000	\$50,000	\$200,000
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$100,000</b>	<b>\$50,000</b>	<b>\$200,000</b>



## Pescadero Total Maximum Daily Load

Project #: 80067

Fund: 40 – General Fund Capital



### PROJECT DESCRIPTION

Assess all Pescadero-Butano Watershed lands for sediment sources, develop implementation plan and reduce sediment from high and medium priority sites.

### FY22 SCOPE

Hire consultant team to inventory all potential sediment sources in Skyline Ridge and Long Ridge preserves. Identify high priority sediment reduction actions for future years to comply with the Pescadero-Butano sediment regulations from the Regional Water Quality Control Board.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	0	0	50,000	250,000	150,000	450,000
8202–Environmental/Planning Services	0	0	0	0	0	125,000	20,000	145,000
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	0	500,000	500,000
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$375,000</b>	<b>\$670,000</b>	<b>\$1,095,000</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	0	0	50,000	375,000	670,000	1,095,000
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$375,000</b>	<b>\$670,000</b>	<b>\$1,095,000</b>

## NATURAL RESOURCE PROTECTION AND RESTORATION

## Santa Clara &amp; Santa Cruz Vegetation Mapping

Project #: 80068

Fund: 10 – General Fund Operating



## PROJECT DESCRIPTION

To inform preserve management needs in Santa Clara County and applicable portions of Santa Cruz County, Midpen will collaborate with the Golden Gate National Parks Conservancy to quantify vegetation changes and fuels on a landscape scale. This collaboration is coordinated with parallel efforts being undertaken by neighboring land managers to create seamless mapping and data products for all of San Mateo County. This project will additionally support project planning and review.

## FY21 SCOPE

Provide technical project support and coordination.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	50,000	50,000	50,000	0	150,000
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$150,000</b>
Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$50,000	\$50,000	\$50,000	\$0	\$150,000
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$150,000</b>

**NATURAL RESOURCE PROTECTION AND RESTORATION**

**Remediation Plan Development and Ranch Dump Clean Up – Madonna Creek Ranch  
Project #: MAA01-004  
Fund: 30 – Measure AA Capital**



**PROJECT DESCRIPTION**

Obtain permits, remediate dumpsite and restore vegetation as warranted.

**FY21 SCOPE**

Permit and implement remediation plan to remove all ranch and farm dump debris from riparian area and restore vegetation.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$16,874	\$0	\$0	\$0	\$16,874
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	45,000	10,000	4,000	10,000	69,000
8203–Inspection/Construction Monitoring	0	0	0	25,000	0	0	0	25,000
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	175,000	0	0	0	175,000
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$261,874</b>	<b>\$10,000</b>	<b>\$4,000</b>	<b>\$10,000</b>	<b>\$285,874</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	261,874	10,000	4,000	10,000	285,874
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$261,874</b>	<b>\$10,000</b>	<b>\$4,000</b>	<b>\$10,000</b>	<b>\$285,874</b>

**NATURAL RESOURCE PROTECTION AND RESTORATION**

**Purisima Upland Site Clean up and Soil Remediation Assessment**

**Project #: MAA03-002**

**Fund: 30 – Measure AA Capital**



**PROJECT DESCRIPTION**

Complete site cleanup and soil remediation around existing empty oil tank on newly transferred Purisima Upland property entry.

**FY21 SCOPE**

Finalize permits, release request for bids and complete construction activities. Begin revegetation, seeding.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$3,884	\$2,715	\$12,954	\$28,933	\$0	\$0	\$0	\$48,486
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	65,271	0	0	0	0	0	0	65,271
8201–Architect/Engineering Services	0	9,158	620	0	0	0	0	9,778
8202–Environmental/Planning Services	0	7,152	0	25,000	0	0	0	32,152
8203–Inspection/Construction Monitoring	0	0	3,000	40,000	0	0	0	43,000
8204–Permitting Fees	0	1,574	5,000	0	0	0	0	6,574
8205–Construction	0	0	0	379,500	0	0	0	379,500
<b>Grand Total</b>	<b>\$69,155</b>	<b>\$20,599</b>	<b>\$21,574</b>	<b>\$473,433</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$584,761</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	69,155	20,599	21,574	473,433	0	0	0	584,761
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$69,155</b>	<b>\$20,599</b>	<b>\$21,574</b>	<b>\$473,433</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$584,761</b>

**NATURAL RESOURCE PROTECTION AND RESTORATION**

**Restoration Forestry Demonstration Project**

**Project #: MAA05-010**

**Fund: 30 – Measure AA Capital**



**PROJECT DESCRIPTION**

Develop pilot project to restore and enhance forest habitat on Midpen preserves. Facilitates implementation of MAA Portfolio 15–Regional Redwood Protection and Salmon Fishery Conservation.

**FY21 SCOPE**

Develop restoration forestry prescription, designs for roads and creek restoration, and begin permitting.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$11,357	\$0	\$0	\$0	\$11,357
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	0	60,000	110,000	75,000	0	245,000
8202–Environmental/Planning Services	0	0	0	72,000	77,000	70,000	0	219,000
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	1,200,000	0	1,200,000
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$143,357</b>	<b>\$187,000</b>	<b>\$1,345,000</b>	<b>\$0</b>	<b>\$1,675,357</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	143,357	187,000	1,345,000	0	1,675,357
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$143,357</b>	<b>\$187,000</b>	<b>\$1,345,000</b>	<b>\$0</b>	<b>\$1,675,357</b>

**NATURAL RESOURCE PROTECTION AND RESTORATION**

**Lone Madrone Ranch Fence Installation**

**Project #: MAA05-011**

**Fund: 30 – Measure AA Capital**



**PROJECT DESCRIPTION**

Construct a livestock boundary fence along riparian corridor.

**FY21 SCOPE**

Project contingent on resolution of an agreement with neighbor for access. Construct a livestock boundary fence along riparian corridor.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	10,000	0	0	0	10,000
8203–Inspection/Construction Monitoring	0	0	0	7,500	0	0	0	7,500
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	69,575	0	0	0	69,575
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$87,075</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$87,075</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	87,075	0	0	0	87,075
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$87,075</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$87,075</b>

**NATURAL RESOURCE PROTECTION AND RESTORATION**

**Russian Ridge Mindego Pond Improvement**

**Project #: MAA09-003**

**Fund: 30 – Measure AA Capital**



**PROJECT DESCRIPTION**

Engineer, permit and restore aquatic habitats at Mindego Ranch for California red-legged frog and San Francisco garter snake as well as water supply for livestock operation in support of Midpen’s conservation grazing program.

**FY21 SCOPE**

Complete project design, permitting and construction, with support of a subject matter expert.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$136	\$7,659	\$8,434	\$35,010	\$0	\$0	\$0	\$51,239
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	25,000	0	0	0	25,000
8203–Inspection/Construction Monitoring	0	2,625	50,000	50,000	0	0	0	102,625
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	65,519	575,000	241,000	0	0	0	881,519
<b>Grand Total</b>	<b>\$136</b>	<b>\$75,803</b>	<b>\$633,434</b>	<b>\$351,010</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,060,383</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	136	75,803	633,434	151,010	0	0	0	860,383
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	200,000	0	0	0	200,000
<b>Grand Total</b>	<b>\$136</b>	<b>\$75,803</b>	<b>\$633,434</b>	<b>\$351,010</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,060,383</b>

**NATURAL RESOURCE PROTECTION AND RESTORATION**

**Mindego Ranch South Pasture  
Project #: MAA09-006  
Fund: 30 – Measure AA Capital**



**PROJECT DESCRIPTION**

Install livestock fencing, water infrastructure and perform invasive removal in south pasture area.

**FY21 SCOPE**

Install livestock fencing, water infrastructure and perform invasive removal in south pasture area.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	7,500	0	0	0	7,500
8203–Inspection/Construction Monitoring	0	0	0	7,500	0	0	0	7,500
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	92,000	0	0	0	92,000
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$107,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$107,000</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	107,000	0	0	0	107,000
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$107,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$107,000</b>



## Wildlife Corridor: Highway 17 Crossing

Project #: MAA20-001

Fund: 30 – Measure AA Capital



### PROJECT DESCRIPTION

Work with partners to develop and engineer wildlife crossing improvements at Highway 17.

### FY21 SCOPE

Continue CEQA/NEPA and Caltrans Project Approval/Environmental Document (environmental review documents). Continue working with consultant (TBD) to develop CEQA documents in conjunction with Caltrans lead on NEPA documents. Continue public and partner outreach and seek funding opportunities.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$20,928	\$13,593	\$14,196	\$0	\$0	\$0	\$48,717
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	2,485	0	0	0	0	0	0	2,485
8201–Architect/Engineering Services	94,389	102,745	21,000	0	0	1,750,000	1,900,000	3,868,134
8202–Environmental/Planning Services	12,410	0	29,000	100,000	65,000	0	0	206,410
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	87,236	0	0	0	0	0	11,400,000	11,487,236
<b>Grand Total</b>	<b>\$196,520</b>	<b>\$123,673</b>	<b>\$63,593</b>	<b>\$114,196</b>	<b>\$65,000</b>	<b>\$1,750,000</b>	<b>\$13,300,000</b>	<b>\$15,612,982</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	196,520	123,673	63,593	114,196	65,000	1,750,000	13,300,000	15,612,982
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$196,520</b>	<b>\$123,673</b>	<b>\$63,593</b>	<b>\$114,196</b>	<b>\$65,000</b>	<b>\$1,750,000</b>	<b>\$13,300,000</b>	<b>\$15,612,982</b>

**NATURAL RESOURCE PROTECTION AND RESTORATION**

**Bear Creek Redwoods Preserve Plan: Invasive Weed Treatment and Restoration**

**Project #: MAA21-007**

**Fund: 30 – Measure AA Capital**



**PROJECT DESCRIPTION**

Implement targeted treatments under the Integrated Pest Management Plan to control invasive weed populations at Bear Creek Redwoods Open Space Preserve, and facilitate opening the preserve for public access. Implement third year of targeted weed treatments at Bear Creek Redwoods Preserve to restore native habitats along roads and trails. Project is expected to require five years of treatment before habitats are restored to maintenance levels.

**FY21 SCOPE**

Continued targeted invasive species at Bear Creek Redwoods Preserve in both phase I and phase II.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$1,233	\$6,807	\$13,500	\$0	\$0	\$0	\$21,540
5000-7000–Service & Supplies	553	0	0	0	0	0	0	553
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	501,125	317,446	170,000	120,000	0	0	0	1,108,571
<b>Grand Total</b>	<b>\$501,678</b>	<b>\$318,679</b>	<b>\$176,807</b>	<b>\$133,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,130,664</b>
Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	394,636	128,797	76,807	83,500	0	0	0	683,740
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	107,042	189,882	100,000	50,000	0	0	0	446,924
<b>Grand Total</b>	<b>\$501,678</b>	<b>\$318,679</b>	<b>\$176,807</b>	<b>\$133,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,130,664</b>

**NATURAL RESOURCE PROTECTION AND RESTORATION**

**Bear Creek Redwoods Landfill Characterization and Remediation**

**Project #: MAA21-010**

**Fund: 30 – Measure AA Capital**



**PROJECT DESCRIPTION**

Conduct investigation to assess and characterize old landfill for potential toxic substances, develop remediation plan and CEQA analysis, and implement remediation to facilitate opening Bear Creek Redwoods Open Space Preserve phase II trails for public access.

**FY21 SCOPE**

Implement remediation plan to remove toxic substances from landfill site, including data recovery of historic resources within landfill, and restore site to stable configuration.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$7,142	\$22,398	\$0	\$0	\$0	\$29,540
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	36,375	12,998	160,000	0	0	0	209,373
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	175,000	0	0	0	175,000
<b>Grand Total</b>	<b>\$0</b>	<b>\$36,375</b>	<b>\$20,140</b>	<b>\$357,398</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$413,913</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	36,375	20,140	357,398	0	0	0	413,913
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$36,375</b>	<b>\$20,140</b>	<b>\$357,398</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$413,913</b>

**NATURAL RESOURCE PROTECTION AND RESTORATION**

**Toto Ponds Management Planning  
Project #: VP32-003  
Fund: 40 – General Fund Capital**



**PROJECT DESCRIPTION**

Develop Pond Management Plan for Toto Ranch and implement priority ponds projects.

**FY22 SCOPE**

Finalize Pond Management Plan, complete archaeology surveys, issue RFPQ for design and begin permitting process.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	93,902	0	35,000	10,000	0	138,902
8202–Environmental/Planning Services	0	0	0	0	33,000	0	50,000	83,000
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	200,000	0	200,000
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$93,902</b>	<b>\$0</b>	<b>\$68,000</b>	<b>\$210,000</b>	<b>\$50,000</b>	<b>\$421,902</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	93,902	0	68,000	210,000	50,000	421,902
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$93,902</b>	<b>\$0</b>	<b>\$68,000</b>	<b>\$210,000</b>	<b>\$50,000</b>	<b>\$421,902</b>

# Public Access, Education and Outreach



Project#	Project Name	FY21	FY22	FY23	3-Year Total
31901	ADA Barrier Removal	\$487,000	\$1,433,500	\$0	\$1,920,500
31903	Hwy 35 Multi-use Trail Crossing and Parking/Multimodal Access Study	130,000	50,000	9,000	189,000
35006	Restroom Replacements	129,500	205,000	130,500	465,000
40011	Website Redesign	90,000	0	0	90,000
61018	Rancho San Antonio County Parks Repairs*	0	25,000	25,000	50,000
MAA02-001	Cooley Landing Interpretive Facilities Design and Implementation	30,000	25,000	0	55,000
MAA02-002	Ravenswood Bay Trail Design and Implementation	200,257	0	0	200,257
MAA05-008	La Honda Creek White Barn Structural Rehabilitation	160,386	202,500	0	362,886
MAA05-009	La Honda Creek Redwood Cabin Stabilization and Assessment	31,386	462,500	0	493,886
MAA06-002	Hawthorns Public Access Site Plan and CEQA	107,685	102,000	0	209,685
MAA07-011	Phase II Loop Trails, Lower La Honda Creek OSP	229,292	0	0	229,292
MAA10-001	Alpine Road Regional Trail, Coal Creek	206,568	3,015,000	0	3,221,568
MAA11-002	Rancho San Antonio–Deer Hollow Farm–White Barn Rehabilitation	359,750	0	0	359,750
MAA18-002	Saratoga-to-the-Sea Regional Trail Connection	553,293	0	0	553,293
MAA20-002	Bay Area Ridge Trail: Highway 17 Crossing	275,452	175,000	3,250,000	3,700,452
MAA21-004	Bear Creek Stables Site Plan Implementation	562,398	3,993,000		4,555,398
MAA21-006	Bear Creek Redwoods–Alma College Cultural Landscape Rehabilitation	4,602,622	0	0	4,602,622
MAA21-011	Phase II Trail Improvements, Bear Creek Redwoods OSP	411,968	870,000	742,032	2,024,000
MAA22-004	Beatty Parking Area and Trail Connections	535,371	993,800	1,742,600	3,271,771
VP03-003	Purisima-to-the-Sea Trail and Parking Area Feasibility and Planning	143,500	143,500		287,000
VP05-002	La Honda Creek Parking and Trailhead Access Feasibility Study	25,000	0	0	25,000
VP11-001	Rancho San Antonio (RSA) Multimodal Access Study	50,000	0	0	50,000
VP23-002	Traffic Study for Mt. Umunhum Road	107,500	0	0	107,500
VP23-003	Mt. Umunhum–Radar Tower Repair	893,000	1,555,000	0	2,448,000
<b>Total</b>		<b>\$10,321,928</b>	<b>\$13,250,800</b>	<b>\$5,899,132</b>	<b>\$29,471,860</b>

\*The entire project budget for this project has been shifted out by a year due to changes in project timelines and workload capacity because of the impacts of COVID-19 and the shelter-in-place order in San Mateo, Santa Clara and Santa Cruz counties.

## OPERATING PROJECTS

The table below lists operating projects by name and includes the project purpose and lead department. While the operating project listed below may incur real expenses, they are only included in the lead department's operating budget.

Project Name	Project Purpose	Lead Department
Cooley Landing Park Business and Operation Plan	Continue to support the City of East Palo Alto's efforts to recruit and select an operator to provide environmental stewardship programming at Cooley Landing that is reflective of the community's culture. Midpen will provide funding for the development of a business and operating plan for the preferred operator.	General Manager's Office
Cooley Landing Site Use Agreements	Formalize separate agreements/easements/MOUs (Midpen, City of East Palo Alto, Regional Water Quality Control Board, Menlo Fire) to meet operations and maintenance requirements. Supports partnership project at Cooley Landing park.	General Manager's Office
E-Bike Policy Evaluation*	Explore pilot options for e-bikes access on District trails to address this up and coming form of transportation.	Visitor Services
La Honda Elementary Path to Pond	Work with La Honda Elementary School to implement environmental education program at La Honda Creek Open Space Preserve.	Planning/Land and Facilities Services
Long Ridge Trail Connection to Eagle Rock and Devils Canyon Waterfall*	Provide public access by developing parking and one-mile trail connection to Devils Canyon waterfall and Eagle Rock.	Land and Facilities Services
Parking Area Naming Conventions	Determine naming convention and addresses for all existing parking areas.	Planning
Preserve Use Survey Implementation	Implement the recommendations detailed in the Preserve Use Survey to enhance visitor satisfaction and outreach.	General Manager's Office
Regional Trails Planning and Coordination	Provide technical and planning support on external regional trail projects that are initiated by partner agencies. Example projects include Bay-to-Sea Trail, Dumbarton Rail Corridor Bike-Ped Feasibility, SFPUC Bay Area Ridge Trail Extension, etc.	Planning/Real Property
Stevens Creek Trail Signage	Install new trail signage for Stevens Creek Trail, to provide consistent signage across jurisdictions.	Planning

\*The entire project budget for this project has been shifted out by a year due to changes in project timelines and workload capacity because of the impacts of COVID-19 and the shelter-in-place order in San Mateo, Santa Clara and Santa Cruz counties.

**PUBLIC ACCESS, EDUCATION AND OUTREACH**

**ADA Barrier Removal**

**Project #: 31901**

**Fund: 10 – General Fund Operating**

**Fund: 40 – General Fund Capital**



**PROJECT DESCRIPTION**

Prioritize barrier removals and develop cost estimates for Budget and Action Plan. Complete tracking and reporting on annual accomplishments of completed priorities.

**FY21 SCOPE**

Complete year two of barrier removals.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	439	30,000	0	0	0	0	30,439
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	78,500	77,500	18,000	0	0	174,000
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	15,000	30,000	30,000	0	0	75,000
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	100,000	379,500	1,385,500	0	0	1,865,000
<b>Grand Total</b>	<b>\$0</b>	<b>\$439</b>	<b>\$223,500</b>	<b>\$487,000</b>	<b>\$1,433,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,144,439</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$439	\$30,000	\$0	\$0	\$0	\$0	\$30,439
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	193,500	487,000	1,433,500	0	0	2,114,000
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$439</b>	<b>\$223,500</b>	<b>\$487,000</b>	<b>\$1,433,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,144,439</b>

**PUBLIC ACCESS, EDUCATION AND OUTREACH****Hwy 35 Multi-use Trail Crossing and Parking/Multimodal Access Study****Project #: 31903****Fund: 10 – General Fund Operating****PROJECT DESCRIPTION**

Partnership opportunity with the Bay Area Ridge Trail Council, SFPUC and other partners in evaluating pedestrian crossing at Highway 35 from SFPUC's Bay Area Ridge Trail Extension to North Ridge parking lot and feasibility of potential parking expansion.

**FY21 SCOPE**

In coordination with Bay Area Ridge Trail Council and SFPUC, conduct feasibility analysis and technical studies for potential pedestrian crossing at Highway 35 and parking expansion opportunity at North Ridge parking lot at Purisima Creek Redwoods Preserve.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	130,000	50,000	9,000	0	189,000
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$130,000</b>	<b>\$50,000</b>	<b>\$9,000</b>	<b>\$0</b>	<b>\$189,000</b>
Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$130,000	\$50,000	\$9,000	\$0	\$189,000
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$130,000</b>	<b>\$50,000</b>	<b>\$9,000</b>	<b>\$0</b>	<b>\$189,000</b>



**PUBLIC ACCESS, EDUCATION AND OUTREACH**

**Restroom Replacements**

**Project #: 35006**

**Fund: 40 – General Fund Capital**

**PROJECT DESCRIPTION**

Replace existing degraded restrooms and install new restrooms at parking areas where they are needed using design-build delivery method.

**FY21 SCOPE**

Perform the feasibility study, design and begin permitting for the Purisima North and Kennedy Trailhead restrooms.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	0	61,500	46,500	0	0	108,000
8202–Environmental/Planning Services	0	0	0	48,000	8,000	0	0	56,000
8203–Inspection/Construction Monitoring	0	0	0	0	10,000	0	0	10,000
8204–Permitting Fees	0	0	0	20,000	10,000	0	0	30,000
8205–Construction	0	0	0	0	130,500	130,500	0	261,000
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$129,500</b>	<b>\$205,000</b>	<b>\$130,500</b>	<b>\$0</b>	<b>\$465,000</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	0	129,500	205,000	130,500	0	465,000
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$129,500</b>	<b>\$205,000</b>	<b>\$130,500</b>	<b>\$0</b>	<b>\$465,000</b>

**PUBLIC ACCESS, EDUCATION AND OUTREACH****Website Redesign****Project #: 40011****Fund: 10 – General Fund Operating****PROJECT DESCRIPTION**

Update current website structure and design and migrate website to updated Drupal 8 platform.

**FY21 SCOPE**

Work with contractor to redesign structure. Retain contractor to design and migrate current site to new platform; develop new content.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	10,000	90,000	0	0	0	100,000
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$90,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$10,000	\$90,000	\$0	\$0	\$0	\$100,000
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$90,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>

**PUBLIC ACCESS, EDUCATION AND OUTREACH**

**Rancho San Antonio County Parks Repairs  
Project #: 61018  
Fund: 10 – General Fund Operating**

**PROJECT DESCRIPTION**

Repair slip out on service road. Upgrade and repair the restrooms.

**FY22 SCOPE**

Engineering and design for repair of slip out, pending agreement with Santa Clara County Parks for cost sharing.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	0	25,000	25,000	\$0	50,000
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$0</b>	<b>\$50,000</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$25,000	\$25,000	\$0	\$50,000
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$0</b>	<b>\$50,000</b>

**PUBLIC ACCESS, EDUCATION AND OUTREACH****Cooley Landing Interpretive Facilities Design and Implementation****Project #: MAA02-001****Fund: 30 – Measure AA Capital****PROJECT DESCRIPTION**

Habitat restoration work at Cooley Landing and Ravenswood Open Space Preserve.

**FY21 SCOPE**

Complete habitat restoration work (second year of three-year contract).

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	183,037	33,437	30,000	0	0	0	0	246,474
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	52,149	939,639	30,000	30,000	25,000	0	0	1,076,788
<b>Grand Total</b>	<b>\$235,186</b>	<b>\$973,076</b>	<b>\$60,000</b>	<b>\$30,000</b>	<b>\$25,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,323,262</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	235,186	973,076	60,000	30,000	25,000	0	0	1,323,262
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$235,186</b>	<b>\$973,076</b>	<b>\$60,000</b>	<b>\$30,000</b>	<b>\$25,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,323,262</b>

## Ravenswood Bay Trail Design and Implementation

Project #: MAA02-002

Fund: 30 – Measure AA Capital



### PROJECT DESCRIPTION

Secure and record trail easement. Complete design, environmental review, permitting and implementation of the Bay Trail gap north of Ravenswood Open Space Preserve to open up 80 continuous miles of the Bay Trail.

### FY21 SCOPE

Finalize construction and continue plant maintenance and monitoring.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$20,418	\$31,148	\$74,822	\$13,729	\$0	\$0	\$0	\$140,117
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	30,850	780	0	0	0	0	0	31,630
8201–Architect/Engineering Services	329,810	137,254	90,000	0	0	0	0	557,064
8202–Environmental/Planning Services	41,185	148,209	244,528	61,528	0	0	0	495,450
8203–Inspection/Construction Monitoring	7,763	0	127,000	0	0	0	0	134,763
8204–Permitting Fees	2,310	28,095	95,592	0	0	0	0	125,997
8205–Construction	29,538	4,250	3,831,701	125,000	0	0	0	3,990,489
<b>Grand Total</b>	<b>\$461,874</b>	<b>\$349,736</b>	<b>\$4,463,643</b>	<b>\$200,257</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,475,510</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	232,253	66,983	2,234,659	0	0	0	0	2,533,895
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	229,621	282,753	2,228,984	200,257	0	0	0	2,941,615
<b>Grand Total</b>	<b>\$461,874</b>	<b>\$349,736</b>	<b>\$4,463,643</b>	<b>\$200,257</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,475,510</b>

## PUBLIC ACCESS, EDUCATION AND OUTREACH

## La Honda Creek White Barn Structural Rehabilitation

Project #: MAA05-008

Fund: 30 – Measure AA Capital



## PROJECT DESCRIPTION

Repair the La Honda Creek White Barn for external viewing and interpretation. Repair the exterior, stabilize the structure, and exclude wildlife.

## FY21 SCOPE

Environmental review and design development for structural stabilization of white barn.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$3,816	\$9,714	\$21,386	\$0	\$0	\$0	\$34,916
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	14,699	3,156	94,000	104,000	0	0	0	215,855
8202–Environmental/Planning Services	0	6,240	2,500	20,000	0	0	0	28,740
8203–Inspection/Construction Monitoring	0	0	0	0	30,000	0	0	30,000
8204–Permitting Fees	0	0	0	15,000	0	0	0	15,000
8205–Construction	0	0	0	0	172,500	0	0	172,500
<b>Grand Total</b>	<b>\$14,699</b>	<b>\$13,212</b>	<b>\$106,214</b>	<b>\$160,386</b>	<b>\$202,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$497,011</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	14,699	13,212	106,214	160,386	202,500	0	0	497,011
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$14,699</b>	<b>\$13,212</b>	<b>\$106,214</b>	<b>\$160,386</b>	<b>\$202,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$497,011</b>

## La Honda Creek Redwood Cabin Stabilization and Assessment

Project #: MAA05-009

Fund: 30 – Measure AA Capital



### PROJECT DESCRIPTION

Conduct environmental review of proposed demolition of the redwood cabin and site restoration. Consultation with San Mateo County Planning and County Historic Resources Advisory Board. Demolition of the Redwood Cabin.

### FY21 SCOPE

Environmental review for demolition of the Redwood Cabin.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$7,733	\$21,386	\$0	\$0	\$0	\$29,119
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	3,221	127,000	0	0	0	0	130,221
8202–Environmental/Planning Services	0	0	2,500	0	20,000	0	0	22,500
8203–Inspection/Construction Monitoring	0	0	0	10,000	20,000	0	0	30,000
8204–Permitting Fees	0	0	0	0	20,000	0	0	20,000
8205–Construction	0	0	0	0	402,500	0	0	402,500
<b>Grand Total</b>	<b>\$0</b>	<b>\$3,221</b>	<b>\$137,233</b>	<b>\$31,386</b>	<b>\$462,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$634,340</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	3,221	137,233	31,386	462,500	0	0	634,340
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$3,221</b>	<b>\$137,233</b>	<b>\$31,386</b>	<b>\$462,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$634,340</b>

**PUBLIC ACCESS, EDUCATION AND OUTREACH****Hawthorns Public Access Site Plan and CEQA****Project #: MAA06-002****Fund: 30 – Measure AA Capital****PROJECT DESCRIPTION**

Complete site-specific plan for public access trails and staging area, and conduct CEQA review and coordination with Town of Portola Valley permitting.

**FY21 SCOPE**

Work with contract planner/consultant to amend the Preliminary Use and Management Plan; develop and initiate stakeholder outreach plan with board committee; initiate design and engineering of public access improvements. Work closely with Town of Portola Valley to obtain use permit specific to public access project but tangentially with historic complex activities.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$850	\$2,685	\$10,000	\$0	\$0	\$13,535
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	0	5,000	5,000	5,000	0	0	15,000
8201–Architect/Engineering Services	0	0	0	65,000	50,000	0	0	115,000
8202–Environmental/Planning Services	0	18,113	50,000	35,000	17,000	0	0	120,113
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	20,000	0	0	20,000
8205–Construction	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$18,113</b>	<b>\$55,850</b>	<b>\$107,685</b>	<b>\$102,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$283,648</b>
Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	18,113	55,850	107,685	102,000	0	0	283,648
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$18,113</b>	<b>\$55,850</b>	<b>\$107,685</b>	<b>\$102,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$283,648</b>



**PUBLIC ACCESS, EDUCATION AND OUTREACH**

**Phase II Loop Trails, Lower La Honda Creek OSP**

**Project #: MAA07-011**

**Fund: 30 – Measure AA Capital**



**PROJECT DESCRIPTION**

Phase II trail design and implementation: Implement La Honda Creek Open Space Preserve Master Plan phase II trail improvements, including planning, technical studies (biological, cultural, geotechnical), design, permitting and construction.

**FY21 SCOPE**

Begin construction of easy access loop trail in pasture one of Lower La Honda, pending permitting approval. Perform biomonitoring, permitting assistance and begin mitigation implementation and revegetation/reseeding.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$8,629	\$4,555	\$104,292	\$0	\$0	\$0	\$117,476
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	27,058	73,335	20,000	15,000	0	0	0	135,393
8202–Environmental/Planning Services	0	11,384	45,000	35,000	0	0	0	91,384
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	7,637	20,000	5,000	0	0	0	32,637
8205–Construction	0	0	10,000	70,000	0	0	0	80,000
<b>Grand Total</b>	<b>\$27,058</b>	<b>\$100,985</b>	<b>\$99,555</b>	<b>\$229,292</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$456,890</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	27,058	100,985	99,555	229,292	0	0	0	456,890
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$27,058</b>	<b>\$100,985</b>	<b>\$99,555</b>	<b>\$229,292</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$456,890</b>

**PUBLIC ACCESS, EDUCATION AND OUTREACH****Alpine Road Regional Trail, Coal Creek****Project #: MAA10-001****Fund: 30 – Measure AA Capital****PROJECT DESCRIPTION**

Engineer, complete CEQA review, permit and construct road improvements to enhance public access and reduce further erosion and sedimentation downstream.

**FY21 SCOPE**

Prepare design documents and garner permits for the construction of trail and drainage improvements. Perform biomonitoring and begin revegetation/reseeding activities.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$9,032	\$12,283	\$22,818	\$10,000	\$0	\$0	\$54,133
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	4,286	0	0	0	0	0	0	4,286
8201–Architect/Engineering Services	17,663	114,008	45,000	95,000	55,000	0	0	326,671
8202–Environmental/Planning Services	0	12,959	110,000	50,000	0	0	0	172,959
8203–Inspection/Construction Monitoring	0	0	0	0	70,000	0	0	70,000
8204–Permitting Fees	0	0	23,750	38,750	5,000	0	0	67,500
8205–Construction	0	5,000	0	0	2,875,000	0	0	2,880,000
<b>Grand Total</b>	<b>\$21,949</b>	<b>\$140,999</b>	<b>\$191,033</b>	<b>\$206,568</b>	<b>\$3,015,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,575,549</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	21,949	140,999	191,033	206,568	2,742,789	0	0	3,303,338
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	0	272,211	0	0	272,211
<b>Grand Total</b>	<b>\$21,949</b>	<b>\$140,999</b>	<b>\$191,033</b>	<b>\$206,568</b>	<b>\$3,015,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,575,549</b>

**PUBLIC ACCESS, EDUCATION AND OUTREACH**

**Rancho San Antonio – Deer Hollow Farm – White Barn Rehabilitation**

**Project #: MAA11-002**

**Fund: 30 – Measure AA Capital**



**PROJECT DESCRIPTION**

White barn stabilization–structural/historic assessment, planning, design and implementation of repairs.

**FY21 SCOPE**

Complete construction for stabilization and weatherproofing improvements.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$1,654	\$15,065	\$44,000	\$0	\$0	\$0	\$60,719
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	29,511	0	105,000	86,250	0	0	0	220,761
8202–Environmental/Planning Services	0	1,225	10,000	10,000	0	0	0	21,225
8203–Inspection/Construction Monitoring	0	0	0	22,000	0	0	0	22,000
8204–Permitting Fees	0	0	5,000	2,000	0	0	0	7,000
8205–Construction	0	0	0	195,500	0	0	0	195,500
<b>Grand Total</b>	<b>\$29,511</b>	<b>\$2,879</b>	<b>\$135,065</b>	<b>\$359,750</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$527,205</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	132,455	29,750	0	0	0	162,205
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	29,511	2,879	2,610	330,000	0	0	0	365,000
<b>Grand Total</b>	<b>\$29,511</b>	<b>\$2,879</b>	<b>\$135,065</b>	<b>\$359,750</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$527,205</b>

**PUBLIC ACCESS, EDUCATION AND OUTREACH****Saratoga-to-the-Sea Regional Trail Connection****Project #: MAA18-002****Fund: 30 – Measure AA Capital****PROJECT DESCRIPTION**

Support the City of Saratoga's 3.2-mile long trail connection from Saratoga Quarry Park to Sanborn County Park (Partnership Project).

**FY21 SCOPE**

Continue to provide the City of Saratoga with technical and financial support. The city anticipates completing phase I of construction (trail work) in FY20 and completing the phase II of construction (bridge construction) in FY21.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$3,293	\$0	\$0	\$0	\$3,293
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	133,991	0	0	0	0	133,991
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	416,009	550,000	0	0	0	966,009
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$550,000</b>	<b>\$553,293</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,103,293</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	550,000	553,293	0	0	0	1,103,293
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$550,000</b>	<b>\$553,293</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,103,293</b>

**Bay Area Ridge Trail: Highway 17 Crossing**  
**Project #: MAA20-002**  
**Fund: 30 – Measure AA Capital**



**PROJECT DESCRIPTION**

Eight project alternatives have been developed for separate and/or shared wildlife/recreational trail crossings, and have been forwarded to Caltrans for review, known as their Project Study Report. Once reviewed, alternatives will undergo environmental analysis and permitting prior to construction, all in close alignment with Highway 17 Wildlife Crossing #MAA20-001.

**FY21 SCOPE**

Continue CEQA/NEPA and Caltrans PAED (environmental review documents). Continue working with consultant (TBD) to develop CEQA documents in conjunction with Caltrans lead on NEPA documents. Continue public and partner outreach, and seek funding opportunities.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$317	\$0	\$0	\$67,452	\$40,000	\$0	\$0	\$107,769
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	63,880	58,500	8,000	0	3,250,000	3,510,000	6,890,380
8202–Environmental/Planning Services	0	225	39,000	200,000	135,000	0	0	374,225
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	0	22,400,000	22,400,000
<b>Grand Total</b>	<b>\$317</b>	<b>\$64,105</b>	<b>\$97,500</b>	<b>\$275,452</b>	<b>\$175,000</b>	<b>\$3,250,000</b>	<b>\$25,910,000</b>	<b>\$29,772,374</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	317	64,105	97,500	275,452	175,000	3,250,000	25,910,000	29,772,374
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$317</b>	<b>\$64,105</b>	<b>\$97,500</b>	<b>\$275,452</b>	<b>\$175,000</b>	<b>\$3,250,000</b>	<b>\$25,910,000</b>	<b>\$29,772,374</b>

**PUBLIC ACCESS, EDUCATION AND OUTREACH****Bear Creek Stables Site Plan Implementation****Project #: MAA21-004****Fund: 30 – Measure AA Capital****PROJECT DESCRIPTION**

Implement maintenance and repairs plan to maintenance equestrian use. Evaluate long-term water needs and implement water infrastructure improvements for Bear Creek Stables operation.

**FY21 SCOPE**

Complete construction documents for stables site plan and water system. Continue to coordinate with Santa Clara County Planning regarding permitting as necessary. Confirm adequacy of the environmental impact report for the modified project. Prepare and release request for bids. Secure project permits.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$41,360	\$1,088	\$4,147	\$37,398	\$6,000	\$0	\$0	\$89,993
5000-7000–Service & Supplies	58,067	0	0	0	0	0	0	58,067
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	331,524	1,784	385,000	425,000	65,000	0	0	1,208,308
8202–Environmental/Planning Services	0	0	10,000	5,000	15,000	0	0	30,000
8203–Inspection/Construction Monitoring	0	0	0	24,000	52,000	0	0	76,000
8204–Permitting Fees	1,275	0	86,000	71,000	5,000	0	0	163,275
8205–Construction	40,999	0	0	0	3,850,000	0	0	3,890,999
<b>Grand Total</b>	<b>\$473,225</b>	<b>\$2,872</b>	<b>\$485,147</b>	<b>\$562,398</b>	<b>\$3,993,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,516,642</b>
Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	473,225	2,872	485,147	562,398	3,493,000	0	0	5,016,642
40–General Fund Capital	0	0	0	0	500,000	0	0	500,000
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$473,225</b>	<b>\$2,872</b>	<b>\$485,147</b>	<b>\$562,398</b>	<b>\$3,993,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,516,642</b>

**Bear Creek Redwoods – Alma College Cultural Landscape Rehabilitation Project**  
**Project #: MAA21-006**  
**Fund: 30 – Measure AA Capital**



**PROJECT DESCRIPTION**

Implement the Alma College Cultural Landscape Rehabilitation Plan: complete hazardous materials remediation and site cleanup, demolish several buildings, stabilize the chapel and 1934 library and install visitor amenities and interpretation.

**FY21 SCOPE**

Complete construction, including Upper Lake overflow and access.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$61,448	\$52,249	\$65,848	\$72,622	\$0	\$0	\$0	\$252,167
5000-7000–Service & Supplies	8,865	0	0	0	0	0	0	8,865
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	368,113	223,568	90,000	125,000	0	0	0	806,681
8202–Environmental/Planning Services	188,280	5,210	19,500	60,000	0	0	0	272,990
8203–Inspection/Construction Monitoring	21,111	6,379	32,500	90,000	0	0	0	149,990
8204–Permitting Fees	1,720	8,697	15,000	0	0	0	0	25,417
8205–Construction	43,287	27,769	5,752	4,255,000	0	0	0	4,331,808
<b>Grand Total</b>	<b>\$692,824</b>	<b>\$323,872</b>	<b>\$228,600</b>	<b>\$4,602,622</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,847,918</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	692,824	323,872	228,600	4,223,244	0	0	0	5,468,540
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	379,378	0	0	0	379,378
<b>Grand Total</b>	<b>\$692,824</b>	<b>\$323,872</b>	<b>\$228,600</b>	<b>\$4,602,622</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,847,918</b>

**PUBLIC ACCESS, EDUCATION AND OUTREACH****Phase II Trail Improvements, Bear Creek Redwoods OSP****Project #: MAA21-011****Fund: 30 – Measure AA Capital****PROJECT DESCRIPTION**

Implement phase II trail improvements to open eastern part of Bear Creek Redwoods Open Space Preserve to public access. Includes multiuse through trail connection.

**FY21 SCOPE**

Complete the planning and permitting for trail infrastructure requiring permits, while beginning in-house construction of trail segments that do not require permits. Complete the necessary traffic studies for the trailheads of the multiuse trail and begin the trailhead design.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$6,000	\$84,718	\$0	\$0	\$25,000	\$115,718
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	275,000	215,000	85,000	8,500	0	583,500
8202–Environmental/Planning Services	0	0	15,000	35,000	0	0	0	50,000
8203–Inspection/Construction Monitoring	0	0	0	0	10,000	15,000	0	25,000
8204–Permitting Fees	0	0	0	52,250	0	0	0	52,250
8205–Construction	0	0	50,000	25,000	775,000	718,532	0	1,568,532
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$346,000</b>	<b>\$411,968</b>	<b>\$870,000</b>	<b>\$742,032</b>	<b>\$25,000</b>	<b>\$2,395,000</b>
Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	346,000	411,968	870,000	742,032	25,000	2,395,000
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$346,000</b>	<b>\$411,968</b>	<b>\$870,000</b>	<b>\$742,032</b>	<b>\$25,000</b>	<b>\$2,395,000</b>



**PUBLIC ACCESS, EDUCATION AND OUTREACH**

**Beatty Parking Area and Trail Connections**

**Project #: MAA22-004**

**Fund: 30 – Measure AA Capital**



**PROJECT DESCRIPTION**

Design and build a new parking lot at Beatty property and a trail connection to Sierra Azul Open Space Preserve. To fulfill the requirements of the 2008 conservation easement with Santa Clara County Parks, the trail should be constructed 15 years after the recording of the easement, which was April 8, 2008. Demolish Beatty property house.

**FY21 SCOPE**

Complete CEQA and finalize schematic design. Project scope includes continue parking area design and continue trail design.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$157	\$16,544	\$29,871	\$125,500	\$0	\$112,900	\$284,972
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	35,658	104,000	275,000	121,000	55,000	0	590,658
8202–Environmental/Planning Services	0	28,475	249,000	170,500	212,500	115,000	0	775,475
8203–Inspection/Construction Monitoring	0	0	0	0	30,000	43,000	0	73,000
8204–Permitting Fees	0	0	0	50,000	25,000	0	0	75,000
8205–Construction	0	0	0	10,000	479,800	1,529,600	79,400	2,098,800
<b>Grand Total</b>	<b>\$0</b>	<b>\$64,290</b>	<b>\$369,544</b>	<b>\$535,371</b>	<b>\$993,800</b>	<b>\$1,742,600</b>	<b>\$192,300</b>	<b>\$3,897,905</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	64,290	369,544	485,465	893,800	1,742,600	192,300	3,747,999
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	49,906	100,000	0	0	149,906
<b>Grand Total</b>	<b>\$0</b>	<b>\$64,290</b>	<b>\$369,544</b>	<b>\$535,371</b>	<b>\$993,800</b>	<b>\$1,742,600</b>	<b>\$192,300</b>	<b>\$3,897,905</b>

**PUBLIC ACCESS, EDUCATION AND OUTREACH****Purisima-to-the-Sea Trail and Parking Area Feasibility and Planning****Project #: VP03-003****Fund: 10 – General Fund Operating****PROJECT DESCRIPTION**

This is a partnership opportunity with Peninsula Open Space Trust to complete an important regional trail connection from Purisima Creek Open Space Preserve to the Coastal Trail.

**FY21 SCOPE**

Pending acquisition of land rights, initiate a feasibility analysis in collaboration with POST to study parking area alternatives to facilitate the Purisima-to-the-Sea regional trail connection. Perform preliminary field reconnaissance for potential trail alignment depending on location of proposed parking area. Initiate preliminary technical studies and assessments (e.g., cultural resources, biological, geotechnical, traffic) to inform feasibility studies.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	143,500	143,500	0	0	287,000
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$143,500</b>	<b>\$143,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$287,000</b>
Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	143,500	143,500	0	0	287,500
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$143,500</b>	<b>\$143,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$287,000</b>

**PUBLIC ACCESS, EDUCATION AND OUTREACH**

**La Honda Creek Parking and Trailhead Access Feasibility Study (former Red Barn)**

**Project #: VP05-002**

**Fund: 10 – General Fund Operating**

**PROJECT DESCRIPTION**

PENDING BOARD DIRECTION anticipated July/August 2020 following Public Access Working Group input and PNR recommendations to conduct a feasibility study for public access to the central area of the preserve.

**FY21 SCOPE**

PENDING BOARD DIRECTION anticipated July/August 2020 following Public Access Working Group input and PNR recommendations. Conduct feasibility study and technical analyses for public access alternative(s).

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	25,000	25,000	0	0	0	50,000
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,000</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$25,000	\$25,000	\$0	\$0	\$0	\$50,000
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,000</b>

**PUBLIC ACCESS, EDUCATION AND OUTREACH****Rancho San Antonio (RSA) Multimodal Access Study****Project #: VP11-001****Fund: 10 – General Fund Operating****PROJECT DESCRIPTION**

Project engages stakeholders and partner agencies to explore non-motorized mobility, transit options and parking alternatives for Rancho San Antonio Open Space Preserve. Currently underway, this project would provide significant benefits for recreational users and leverage partnerships.

**FY21 SCOPE**

Planning multimodal access study: Complete multimodal access study and identify strategies for reducing parking issues. The analysis will expand upon a suite of recommendations developed by Midpen staff for managing parking demand and improving multimodal access and present a menu of short-, med-, and long-term strategies to the board. Implement short-term measures.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	56,000	50,000	0	0	0	106,000
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$56,000</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$106,000</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$56,000	\$50,000	\$0	\$0	\$0	\$106,000
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$56,000</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$106,000</b>

**PUBLIC ACCESS, EDUCATION AND OUTREACH**

**Traffic Study for Mt. Umunhum Road**  
**Project #: VP23-002**  
**Fund: 10 – General Fund Operating**

**PROJECT DESCRIPTION**

Finalize traffic study and implement selected signage, striping and pavement improvements.

**FY21 SCOPE**

Finalize construction and implement selected signage, striping and pavement improvements; completion anticipated by fall 2020.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	173,000	107,500	0	0	0	280,500
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$173,000</b>	<b>\$107,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$280,500</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$173,000	\$107,500	\$0	\$0	\$0	\$280,500
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$173,000</b>	<b>\$107,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$280,500</b>

**PUBLIC ACCESS, EDUCATION AND OUTREACH**

## Mt. Umunhum – Radar Tower Repair

### Project #: VP23-003

### Fund: 40 – General Fund Capital

**PROJECT DESCRIPTION**

Completion of Mount Umunhum radar tower assessment, design and repairs. All work is anticipated to be complete by 2020 year end.

**FY21 SCOPE**

Complete Mount Umunhum radar tower repair design, acquire permits and begin construction.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	0	60,000	0	0	0	60,000
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	75,000	0	0	0	75,000
8204–Permitting Fees	0	0	0	5,000	0	0	0	5,000
8205–Construction	0	0	0	753,000	1,555,000	0	0	2,308,000
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$893,000</b>	<b>\$1,555,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,448,000</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	0	893,000	1,555,000	0	0	2,448,000
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$893,000</b>	<b>\$1,555,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,448,000</b>



# Assets and Organizational Support

Project#	Project Name	FY21	FY22	FY23	3-Year Total
10001	Records Management	\$220,000	\$60,000	\$60,000	\$340,000
10002	San Mateo County Master Permit	50,000	0	0	50,000
31202	New Administration Office (AO) Facility	8,488,000	18,825,000	0	27,313,000
31601	New South Area Field Office Facility	3,473,483	0	0	3,473,483
35004	Sierra Azul Ranger Residence	285,000	290,000	0	575,000
51701	Work Order and Asset Management System	57,000	55,000	45,000	157,000
51703	Real Property Database	35,000	0	0	35,000
51704	Ward Boundary Redistricting Plan	42,500	49,500	0	92,000
61001	Tunitas Creek–Toto Ranch Driveway Improvements*	0	423,112	0	423,112
61002	Russian Ridge–Bergman Residences Driveway Improvement*	0	332,450	0	332,450
61005	4150 Sears Ranch Road Water and Driveway*	0	39,250	382,000	421,250
61009	Russian Ridge–Bergman Residences Reconstruction	209,000	0	0	209,000
61010	Toto Ranch Well Drilling and Construction, Tunitas Creek	277,425	0	0	277,425
61011	Install Solar Panels at Skyline Field Office	150,000	0	0	150,000
61015	Bear Creek Stables Operator RFP/Lease	28,750	0	0	28,750
61016	Burkhart Spring Construction	38,750	21,250	0	60,000
61019	Repaint Red Barn	60,000	0	0	60,000
61020	Thornewood Residence Evaluation	46,000	0	0	46,000
65407	Radio System Assessment and Upgrade*	0	640,000	523,000	1,163,000
VP06-001	Hawthorns Historic Complex Partnership and Lease	48,000	31,000	0	79,000
VP07-002	Agricultural Workforce Housing–La Honda Creek	317,500	0	0	317,500
None	Vehicle and Machinery/Equipment Purchases	263,420	625,000	465,000	1,353,420
<b>Total</b>		<b>\$14,039,828</b>	<b>\$21,391,562</b>	<b>\$1,475,000</b>	<b>\$36,906,390</b>

\*The entire project budget for this project has been shifted out by a year due to changes in project timelines and workload capacity because of the impacts of COVID-19 and the shelter-in-place order in San Mateo, Santa Clara and Santa Cruz counties.

## OPERATING PROJECTS

The table below lists operating projects by name and includes the project purpose and lead department. While the operating projects listed below may incur real expenses, they are only included in the lead department's operating budget.

Project Name	Project Purpose	Lead Department
50th Anniversary Planning	Commemorate 50 years of public open space preservation, restoration and connection.	Public Affairs
Basic Policy Update	Update the Basic Policy to incorporate the Coastal Annexation Area.	Planning
Citation Management System	The current citations database is built on a legacy system that does not provide necessary end-user functionality and requires constant maintenance. Updating the citations database to modern software will increase its functionality and stability.	Information Systems and Technology
Coastside Lands Management Plan	Develop Management Plan for existing and future Coastal Preserves evaluating potential new land purchase opportunities, management, restoration and future public access priorities to identify staffing and facilities needs on the San Mateo Coast.	Real Property/General Manager's Office
Customer Relationship Management	Primarily, to provide for more efficient management of public notification and engagement. Secondly, to create consistent contact management for partners, vendors and other organizations.	Public Affairs/Information Systems and Technology
Digital Asset Management	Provide staff with an efficient online tool for archive, retrieval and distribution of photos (and potentially other digital assets) to be used in internal and external digital and print publications.	Public Affairs/Information Systems and Technology
Emergency/Disaster Preparedness Response and Recovery Plan	Conduct a review of agency policies, practices and industry best practices to develop a comprehensive District-wide Emergency/Disaster Preparedness, Response and Recovery Plan.	General Manager's Office
Fire Suppression Program: Review Staffing, Equipment and Training	Review and update District Fire Suppression Program.	General Manager's Office
Good Neighbor Policy Update	Ground truth policy against goals, strategy and practices.	Public Affairs
Historic Resources Procedural Guide/Inventory	Develop an administrative historic resources procedural guide as a guiding document for consistent historic resource management and update existing database to a comprehensive historic resources inventory.	Planning/Information Systems and Technology
Human Resources Information System	A Human Resources Information System (HRIS) is needed to streamline HR's training, performance management and recruitment.	Information Systems and Technology
Interim Coastal Area Field Office	Finalize permitting and environmental review for Interim Coastal Area Field Office.	Planning/Land and Facilities Services
SharePoint–Document Management System	Continue building out Midpen's SharePoint platform on Office 365.	Information Systems and Technology
Volunteer and Docent Management System	The current website hosts the Volunteer and Docent Management System; however, the website is being upgraded and can no longer support this functionality. As a result, a new Volunteer and Docent Management System needs to be developed and implemented.	Information Systems and Technology

*\*The entire project budget for this project has been shifted out by a year due to changes in project timelines and workload capacity because of the impacts of COVID-19 and the shelter-in-place order in San Mateo, Santa Clara and Santa Cruz counties.*



**ASSETS AND ORGANIZATIONAL SUPPORT**

**Records Management**

**Project #: 10001**

**Fund: 10 – General Fund Operating**



**PROJECT DESCRIPTION**

To prepare for Midpen’s move to a new office building in spring 2022, staff will use the board-approved retention schedule to inventory and digitize paper files.

**FY21 SCOPE**

Select and implement an electronic document management system. Perform records inventory and disposition of records in accordance with board-adopted records retention schedule. Begin document scanning, digitization and input of digital records into EDMS.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	220,000	60,000	60,000	0	340,000
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$220,000</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$0</b>	<b>\$340,000</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$220,000	\$60,000	\$60,000	\$0	\$340,000
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$220,000</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$0</b>	<b>\$340,000</b>

**ASSETS AND ORGANIZATIONAL SUPPORT****San Mateo County Master Permit****Project #: 10002****Fund: 10 – General Fund Operating****PROJECT DESCRIPTION**

Develop a Master Permit with San Mateo County to streamline project implementation.

**FY21 SCOPE**

Complete zoning and subdivision ordinance amendments with the County of San Mateo to streamline land divisions. Complete master permit application; begin stakeholders engagement.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	50,000	0	0	0	50,000
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,000</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$50,000	\$0	\$0	\$0	\$50,000
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,000</b>

**ASSETS AND ORGANIZATIONAL SUPPORT**

**New Administrative Office (AO) Facility  
Project #: 31202  
Fund: 40 – General Fund Capital**



**PROJECT DESCRIPTION**

Prepare 5050 El Camino for new administrative office.

**FY21 SCOPE**

Finalize design and begin construction.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	68,910	0	0	0	0	0	0	68,910
8101–Real Estate Services	0	31,742,406	0	0	0	0	0	31,742,406
8201–Architect/Engineering Services	66,232	466,041	512,133	347,000	345,000	0	0	1,736,406
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	172,500	230,000	0	0	402,500
8204–Permitting Fees	0	0	111,611	120,000	0	0	0	231,611
8205–Construction	0	0	0	7,762,500	17,250,000	0	0	25,012,500
8301 - Furniture	0	0	0	86,000	1,000,000	0	0	1,086,000
<b>Grand Total</b>	<b>\$135,142</b>	<b>\$32,208,447</b>	<b>\$623,744</b>	<b>\$8,488,000</b>	<b>\$18,825,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$60,280,333</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	135,142	32,208,447	623,744	8,488,000	18,825,000	0	0	60,280,333
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$135,142</b>	<b>\$32,208,447</b>	<b>\$623,744</b>	<b>\$8,488,000</b>	<b>\$18,825,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$60,280,333</b>

**ASSETS AND ORGANIZATIONAL SUPPORT****New South Area Field Office Facility****Project #: 31601****Fund: 40 – General Fund Capital****PROJECT DESCRIPTION**

Renovate an existing industrial warehouse building in Campbell as the new, permanent South Area Field Office that will accommodate anticipated field staff growth, expedite MAA project delivery and further enhance service delivery.

**FY21 SCOPE**

Complete construction and receive building occupancy. Purchase, setup and install technology.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	41,483	6,600	0	0	0	0	0	48,083
8201–Architect/Engineering Services	70,865	185,144	57,787	49,233	0	0	0	363,029
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	86,990	24,250	0	0	0	111,240
8204–Permitting Fees	0	20,489	40,806	20,000	0	0	0	81,295
8205–Construction	0	399	1,030,000	3,200,000	0	0	0	4,230,399
8301 - Furniture	0	0	0	100,000	0	0	0	100,000
8303–Computer Equipment	0	0	0	80,000	0	0	0	80,000
<b>Grand Total</b>	<b>\$112,348</b>	<b>\$212,632</b>	<b>\$1,215,583</b>	<b>\$3,473,483</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,014,046</b>
Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	112,348	212,632	1,215,583	3,473,483	0	0	0	5,014,046
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$112,348</b>	<b>\$212,632</b>	<b>\$1,215,583</b>	<b>\$3,473,483</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,014,046</b>

**ASSETS AND ORGANIZATIONAL SUPPORT**

**Sierra Azul Ranger Residence**  
**Project #: 35004**  
**Fund: 40 – General Fund Capital**



**PROJECT DESCRIPTION**

Develop a new permanent residence in or adjacent to Sierra Azul Open Space Preserve for improved site presence and monitoring. Structural assessment and implementation of recommended improvements to align with future site uses. Repave driveway from Pheasant to South Area Outpost.

**FY21 SCOPE**

Continue design and begin construction. Complete the structural assessment and receive direction on future uses. Continue to work closely with County of Santa Clara Planning Department to address and resolve violation and updated Conditional Use Permit.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	52,019	29,635	35,000	100,000	0	0	0	216,654
8202–Environmental/Planning Services	8,682	0	0	10,000	20,000	0	0	38,682
8203–Inspection/Construction Monitoring	0	6,579	0	20,000	20,000	0	0	46,579
8204–Permitting Fees	0	591	15,000	40,000	20,000	0	0	75,591
8205–Construction	0	0	50,000	115,000	230,000	0	0	395,000
<b>Grand Total</b>	<b>\$60,701</b>	<b>\$36,805</b>	<b>\$100,000</b>	<b>\$285,000</b>	<b>\$290,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$772,506</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	60,701	36,805	100,000	285,000	290,000	0	0	772,506
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$60,701</b>	<b>\$36,805</b>	<b>\$100,000</b>	<b>\$285,000</b>	<b>\$290,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$772,506</b>

**ASSETS AND ORGANIZATIONAL SUPPORT****Work Order and Asset Management System****Project #: 51701****Fund: 10 – General Fund Operating****PROJECT DESCRIPTION**

The IST Strategic Plan recommends a work order asset management system to streamline the maintenance and management of Midpen land and infrastructure assets.

**FY21 SCOPE**

Conducting phase II for Natural Resources. Migrate SharePoint request form to CityWorks. All NR requests will go through CityWorks thereafter.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	64,975	75,495	63,500	57,000	55,000	45,000	0	360,970
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$64,975</b>	<b>\$75,495</b>	<b>\$63,500</b>	<b>\$57,000</b>	<b>\$55,000</b>	<b>\$45,000</b>	<b>\$0</b>	<b>\$360,970</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$64,975	\$75,495	\$63,500	\$57,000	\$55,000	\$45,000	\$0	\$360,970
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$64,975</b>	<b>\$75,495</b>	<b>\$63,500</b>	<b>\$57,000</b>	<b>\$55,000</b>	<b>\$45,000</b>	<b>\$0</b>	<b>\$360,970</b>

Real Property Database

Project #: 51703

Fund: 10 – General Fund Operating



PROJECT DESCRIPTION

The IT Master Plan recommends upgrading legacy data management systems to modern software platforms that increase functionality, reporting accuracy, integration and user experience. The current real property database, created over 12 years ago, is a legacy system. To follow master plan recommendations, a new real property database will be implemented. This will be an enterprise geographic information system integrated data management system, capable of providing reports on all aspects of Midpen’s land transactions.

FY21 SCOPE

Migrate legacy content into new database, develop web applications, provide user training, go live with new system and retire old database.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	21,100	35,000	0	0	0	56,100
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$21,100</b>	<b>\$35,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$56,100</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$21,100	\$35,000	\$0	\$0	\$0	\$56,100
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$21,100</b>	<b>\$35,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$56,100</b>

## ASSETS AND ORGANIZATIONAL SUPPORT

## Ward Boundary Redistricting Plan

Project #: 51704

Fund: 10 – General Fund Operating



## PROJECT DESCRIPTION

Work with the board on redistricting Midpen’s seven ward boundaries following the release of the 2020 census data. Midpen is required by California Elections Code Section 22000 and the federal Voting Rights Act to adjust its ward boundaries prior to the next biennial general election following each federal decennial census.

## FY21 SCOPE

Host board study sessions to introduce the redistricting process, review relevant federal laws and state guidelines, and finalize redistricting criteria. Begin analyzing census and demographic data and develop potential boundary realignment scenarios. Develop communication plan and web page for public information.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	42,500	49,500	0	0	92,000
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$42,500</b>	<b>\$49,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$92,000</b>
Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$42,500	\$49,500	\$0	\$0	\$92,000
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$42,500</b>	<b>\$49,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$92,000</b>



**ASSETS AND ORGANIZATIONAL SUPPORT**

**Tunitas Creek – Toto Ranch Driveway Improvements**  
**Project #: 61001**  
**Fund: 40 – General Fund Capital**



**PROJECT DESCRIPTION**

Repair and resurface entrance driveway for Toto Ranch.

**FY22 SCOPE**

Design, specs and costs are complete. Initiate permitting process with the County of San Mateo and the CEQA process for the work.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	13,870	3,360	10,000	0	5,000	0	0	32,230
8202–Environmental/Planning Services	0	4,344	0	0	7,000	0	0	11,344
8203–Inspection/Construction Monitoring	0	0	0	0	32,000	0	0	32,000
8204–Permitting Fees	0	0	0	0	2,500	0	0	2,500
8205–Construction	0	0	0	0	376,612	0	0	376,612
<b>Grand Total</b>	<b>\$13,870</b>	<b>\$7,704</b>	<b>\$10,000</b>	<b>\$0</b>	<b>\$423,112</b>	<b>\$0</b>	<b>\$0</b>	<b>\$454,686</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	13,870	7,704	10,000	0	423,112	0	0	454,686
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$13,870</b>	<b>\$7,704</b>	<b>\$10,000</b>	<b>\$0</b>	<b>\$423,112</b>	<b>\$0</b>	<b>\$0</b>	<b>\$454,686</b>

**ASSETS AND ORGANIZATIONAL SUPPORT****Russian Ridge – Bergman Residences Driveway Improvement****Project #: 61002****Fund: 40 – General Fund Capital****PROJECT DESCRIPTION**

Repair and rerock the driveway from the edge of the chip seal section through 20000 Skyline Blvd. (Bergman) to potentially 20300 Skyline Blvd. (Quam) to provide safe access to staff, tenants and inholding property. Staff will work with in hold tenant for reimbursement of improvements on their section of driveway. This project is to be completed in two phases: Phase I–install culverts and driveway improvements. Phase II–rock complete driveway and improve oil screen.

**FY22 SCOPE**

Repair Bergman residence driveway. Pending board disposition of Quam residence and associated driveway extension, either repair lower Quam driveway or demolish Quam residence.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	13,870	3,837	0	0	46,700	0	0	64,407
8202–Environmental/Planning Services	0	0	0	0	5,000	0	0	5,000
8203–Inspection/Construction Monitoring	0	0	0	0	40,000	0	0	40,000
8204–Permitting Fees	0	0	0	0	5,000	0	0	5,000
8205–Construction	0	0	0	0	235,750	0	0	235,750
<b>Grand Total</b>	<b>\$13,870</b>	<b>\$3,837</b>	<b>\$0</b>	<b>\$0</b>	<b>\$332,450</b>	<b>\$0</b>	<b>\$0</b>	<b>\$350,157</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	13,870	3,837	0	0	332,450	0	0	350,157
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$13,870</b>	<b>\$3,837</b>	<b>\$0</b>	<b>\$0</b>	<b>\$332,450</b>	<b>\$0</b>	<b>\$0</b>	<b>\$350,157</b>

**ASSETS AND ORGANIZATIONAL SUPPORT**

**4150 Sears Ranch Road Water and Driveway  
Project #: 61005  
Fund: 40 – General Fund Capital**

**PROJECT DESCRIPTION**

Repair residence driveway.

**FY22 SCOPE**

Work with consultants to design water system and driveway repairs.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	0	0	28,750	5,000	0	33,750
8202–Environmental/Planning Services	0	0	0	0	7,500	0	0	7,500
8203–Inspection/Construction Monitoring	0	0	0	0	0	32,000	0	32,000
8204–Permitting Fees	0	0	0	0	3,000	0	0	3,000
8205–Construction	0	0	0	0	0	345,000	0	345,000
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$39,250</b>	<b>\$382,000</b>	<b>\$0</b>	<b>\$421,250</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	0	0	39,250	382,000	0	421,250
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$39,250</b>	<b>\$382,000</b>	<b>\$0</b>	<b>\$421,250</b>

**ASSETS AND ORGANIZATIONAL SUPPORT****Russian Ridge – Bergman Residences Reconstruction****Project #: 61009****Fund: 40 – General Fund Capital****PROJECT DESCRIPTION**

Perform cleanup of the Bergman housing complex, prepare drawings and warrant the main, old, guest and carriage houses with the County of San Mateo. These residences will be improved to provide three rental residences. The stables structure and grandma house will be demolished.

**FY21 SCOPE**

Demolish grandma house, stable building and small shed. Natural Resources to provide biomonitoring.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	30,213	21,063	5,750	3,500	0	0	0	60,526
8202–Environmental/Planning Services	0	9,829	0	10,000	0	0	0	19,829
8203–Inspection/Construction Monitoring	0	3,900	37,250	22,500	0	0	0	63,650
8204–Permitting Fees	0	3,378	2,300	500	0	0	0	6,178
8205–Construction	32,220	258,688	281,750	172,500	0	0	0	745,158
<b>Grand Total</b>	<b>\$62,433</b>	<b>\$296,858</b>	<b>\$327,050</b>	<b>\$209,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$895,341</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	62,433	296,858	327,050	209,000	0	0	0	895,341
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$62,433</b>	<b>\$296,858</b>	<b>\$327,050</b>	<b>\$209,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$895,341</b>

**ASSETS AND ORGANIZATIONAL SUPPORT**

**Toto Ranch Well Drilling and Construction, Tunitas Creek  
Project #: 61010  
Fund: 40 – General Fund Capital**



**PROJECT DESCRIPTION**

Locate, drill and plumb a well to provide a consistent water source for the Toto residence. The current water source for the house is a seasonal spring that has been unreliable.

**FY21 SCOPE**

Finalize permitting and construction of well. Planning to assist with permitting as needed.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	28,750	0	0	0	0	28,750
8202–Environmental/Planning Services	0	0	5,750	3,000	0	0	0	8,750
8203–Inspection/Construction Monitoring	0	0	0	45,000	0	0	0	45,000
8204–Permitting Fees	0	0	17,500	0	0	0	0	17,500
8205–Construction	0	159	0	229,425	0	0	0	229,584
<b>Grand Total</b>	<b>\$0</b>	<b>\$159</b>	<b>\$52,000</b>	<b>\$277,425</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$329,584</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	159	52,000	277,425	0	0	0	329,584
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$159</b>	<b>\$52,000</b>	<b>\$277,425</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$329,584</b>

**ASSETS AND ORGANIZATIONAL SUPPORT****Install Solar Panels at Skyline Field Office****Project #: 61011****Fund: 40 – General Fund Capital****PROJECT DESCRIPTION**

Research and install solar panels at the Skyline Field Office to produce clean, green energy that will help meet Midpen's greenhouse gas reduction goals.

**FY21 SCOPE**

Solar panel installation slated for completion in FY20; may continue into FY21 to complete work.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	10,000	0	0	0	10,000
8205–Construction	0	0	0	140,000	0	0	0	140,000
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150,000</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	0	150,000	0	0	0	150,000
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150,000</b>

**ASSETS AND ORGANIZATIONAL SUPPORT**

**Bear Creek Stables Operator RFP/Lease  
Project #: 61015  
Fund: 10 – General Fund Operating**

**PROJECT DESCRIPTION**

Identify a new long-term tenant for Bear Creek Stables through RFP process. Negotiate new lease.

**FY21 SCOPE**

Issue RFP for new tenant and negotiate lease.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	28,750	0	0	0	28,750
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$28,750</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$28,750</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$28,750	\$0	\$0	\$0	\$28,750
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$28,750</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$28,750</b>

**ASSETS AND ORGANIZATIONAL SUPPORT****Burkhart Spring Construction****Project #: 61016****Fund: 10 – General Fund Operating****PROJECT DESCRIPTION**

Rebuild damaged spring box. Repair lines, add water lines, storage and connection for the neighbor.

**FY21 SCOPE**

Permitting and construction.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	38,750	21,250	0	0	60,000
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$38,750</b>	<b>\$21,250</b>	<b>\$0</b>	<b>\$0</b>	<b>\$60,000</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$38,750	\$21,250	\$0	\$0	\$60,000
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$38,750</b>	<b>\$21,250</b>	<b>\$0</b>	<b>\$0</b>	<b>\$60,000</b>



**ASSETS AND ORGANIZATIONAL SUPPORT**

**Repaint Red Barn**

**Project #: 61019**

**Fund: 10 – General Fund Operating**

**PROJECT DESCRIPTION**

Assess current condition of exterior siding for any necessary repairs and repaint red barn.

**FY21 SCOPE**

Repaint red barn at La Honda Creek Open Space Preserve.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	60,000	0	0	0	60,000
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$60,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$60,000</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$60,000	\$0	\$0	\$0	\$60,000
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$60,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$60,000</b>

**ASSETS AND ORGANIZATIONAL SUPPORT****Thornewood Residence Evaluation****Project #: 61020****Fund: 40 – General Fund Capital****PROJECT DESCRIPTION**

Complete historic evaluation and structural evaluation of the Thornewood residence.

**FY21 SCOPE**

Complete historic evaluation and structural evaluation of the Thornewood residence.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	0	23,000	0	0	0	23,000
8202–Environmental/Planning Services	0	0	0	23,000	0	0	0	23,000
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$46,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$46,000</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	0	46,000	0	0	0	46,000
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$46,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$46,000</b>

**ASSETS AND ORGANIZATIONAL SUPPORT**

**Radio System Assessment and Upgrade**

**Project #: 65407**

**Fund: 40 – General Fund Capital**



**PROJECT DESCRIPTION**

Research options to expand Midpen radio coverage to Coastal areas, improve radio coverage in selected high-use areas and replace equipment reaching end of life.

**FY22 SCOPE**

Create technical specifications for, develop and release vendor request for proposal. Review proposals and select vendor. Oversee and guide vendor design and planning, build and ship, and installation of new radio system.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	56,000	0	266,000	133,000	0	455,000
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	374,000	390,000	0	764,000
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$56,000</b>	<b>\$0</b>	<b>\$640,000</b>	<b>\$523,000</b>	<b>\$0</b>	<b>\$1,219,000</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	56,000	0	640,000	523,000	0	1,219,000
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$56,000</b>	<b>\$0</b>	<b>\$640,000</b>	<b>\$523,000</b>	<b>\$0</b>	<b>\$1,219,000</b>

**ASSETS AND ORGANIZATIONAL SUPPORT**

## Hawthorns Historic Complex Partnership and Lease

### Project #: VP06-001

### Fund: 20 – Hawthorns Fund

**PROJECT DESCRIPTION**

Evaluate the Hawthorns house for potential stabilization options for board input. Perform structural repairs and maintenance of the house based on board directions. Continue to explore partnership opportunities for long-term reuse, care and maintenance of historic complex. Determine the viability of a proposed partnership with the potential partner. If viable, retain a historic preservation/architectural consultant to evaluate the partner's proposed plans for rehabilitation and reuse of the historic complex. Coordinate with Peninsula Open Space Trust on the development proposal review and consistency with the conservation easement if applicable.

**FY21 SCOPE**

Evaluate and implement short term measures to prevent deterioration of the Hawthorns house.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	0	42,000	10,000	0	0	52,000
8202–Environmental/Planning Services	0	0	0	6,000	21,000	0	0	27,000
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$48,000</b>	<b>\$31,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$79,000</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	48,000	31,000	0	0	79,000
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	0	0	0	0	0	0	0	0
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$48,000</b>	<b>\$31,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$79,000</b>

**ASSETS AND ORGANIZATIONAL SUPPORT**

**Agricultural Workforce Housing – La Honda Creek**

**Project #: VP07-002**

**Fund: 40 – General Fund Capital**



**PROJECT DESCRIPTION**

Establish designated agricultural workforce housing to support Midpen’s conservation grazing program.

**FY21 SCOPE**

Begin and complete construction. Natural Resources to provide biomonitoring and begin revegetation/reseeding.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	25,739	0	106,000	15,000	0	0	0	146,739
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	1,634	0	15,000	0	0	0	16,634
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	287,500	0	0	0	287,500
<b>Grand Total</b>	<b>\$25,739</b>	<b>\$1,634</b>	<b>\$106,000</b>	<b>\$317,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$450,873</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	25,739	1,634	106,000	317,500	0	0	0	450,873
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$25,739</b>	<b>\$1,634</b>	<b>\$106,000</b>	<b>\$317,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$450,873</b>

**ASSETS AND ORGANIZATIONAL SUPPORT****Vehicle and Machinery/Equipment Purchases****Project #: None****Fund: 40 – General Fund Capital****PROJECT DESCRIPTION**

Purchase necessary vehicles and equipment for administrative and field office staff.

**FY21 SCOPE**

Vehicles: Replace two Patrol vehicles and one maintenance vehicle that have reached their mileage and/or years in service limit. New patrol vehicles are planned to be Ford F-350 or similar to accommodate the additional load for water tanks and pumps to support the fire suppression program. In anticipation of ongoing social distancing requirements staff will evaluate all viable alternatives for transporting crews to safely perform planned field work. This will include exploring all green and fuel efficient modes of transportation, identifying vehicles that need to be replaced in the near future (beyond FY21), and vehicles that can be kept in service longer than anticipated.

Machinery: Replace one mini excavator that has reached its end of life and isn't cost effective to repair.

Summary of Estimated Costs	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
4000–Staff Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5000-7000–Service & Supplies	0	0	0	0	0	0	0	0
8101–Real Estate Services	0	0	0	0	0	0	0	0
8201–Architect/Engineering Services	0	0	0	0	0	0	0	0
8202–Environmental/Planning Services	0	0	0	0	0	0	0	0
8203–Inspection/Construction Monitoring	0	0	0	0	0	0	0	0
8204–Permitting Fees	0	0	0	0	0	0	0	0
8205–Construction	0	0	0	0	0	0	0	0
8410–Machinery	339,642	319,325	188,000	40,000	240,000	165,000	0	1,291,967
8501–Vehicles	687,553	503,929	391,500	223,420	385,000	300,000	0	2,491,402
<b>Grand Total</b>	<b>\$1,027,195</b>	<b>\$823,254</b>	<b>\$579,500</b>	<b>\$263,420</b>	<b>\$625,000</b>	<b>\$465,000</b>	<b>\$0</b>	<b>\$3,783,369</b>

Funding Source	Prior Year Actuals	FY19 Actuals	FY20 Estimated Actuals	FY21 Budget	FY22 Projections	FY23 Projections	Estimated Future Years	Total
10–General Fund Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
20–Hawthorns Fund	0	0	0	0	0	0	0	0
30–Measure AA Capital	0	0	0	0	0	0	0	0
40–General Fund Capital	1,027,195	823,254	579,500	263,420	625,000	465,000	0	3,783,369
Grants/Partnerships/Other	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>\$1,027,195</b>	<b>\$823,254</b>	<b>\$579,500</b>	<b>\$263,420</b>	<b>\$625,000</b>	<b>\$465,000</b>	<b>\$0</b>	<b>\$3,783,369</b>



# Section IV

## Department Summaries



Midpen Staff by Erin Ashford





# Departments Overview

Midpen is structured to deliver on project commitments in support of Midpen’s mission and goals and is organized by function into three business lines: Project Planning and Delivery, Visitor and Field Services, and Administrative Services. All business lines report to the General Manager and are structured as follows:

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## Administrative Services

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Budget and Analysis

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Finance

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Grants

---

Human Resources

---

Information Systems and Technology

---

Procurement

---

## Project Planning and Delivery

---

Engineering and Construction

---

Planning

---

Real Property

---

## Public Affairs

---

## Visitor and Field Services

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Land and Facilities

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Natural Resources

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Visitor Services

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This section identifies each of Midpen’s departments, their mission and core function, staffing levels, objectives, performance metrics and proposed FY21 budget.

# Administrative Services

## MISSION STATEMENT

Provide overall financial, human resources, information systems and other administrative support to serve Midpen's mission and goals.

## CORE FUNCTIONS

Provide financial management, budgeting and accounting services.

Administer Human Resources programs and coordinate employee relations activities.

Manage Midpen's Information Technology and Geographic Information Systems and services.

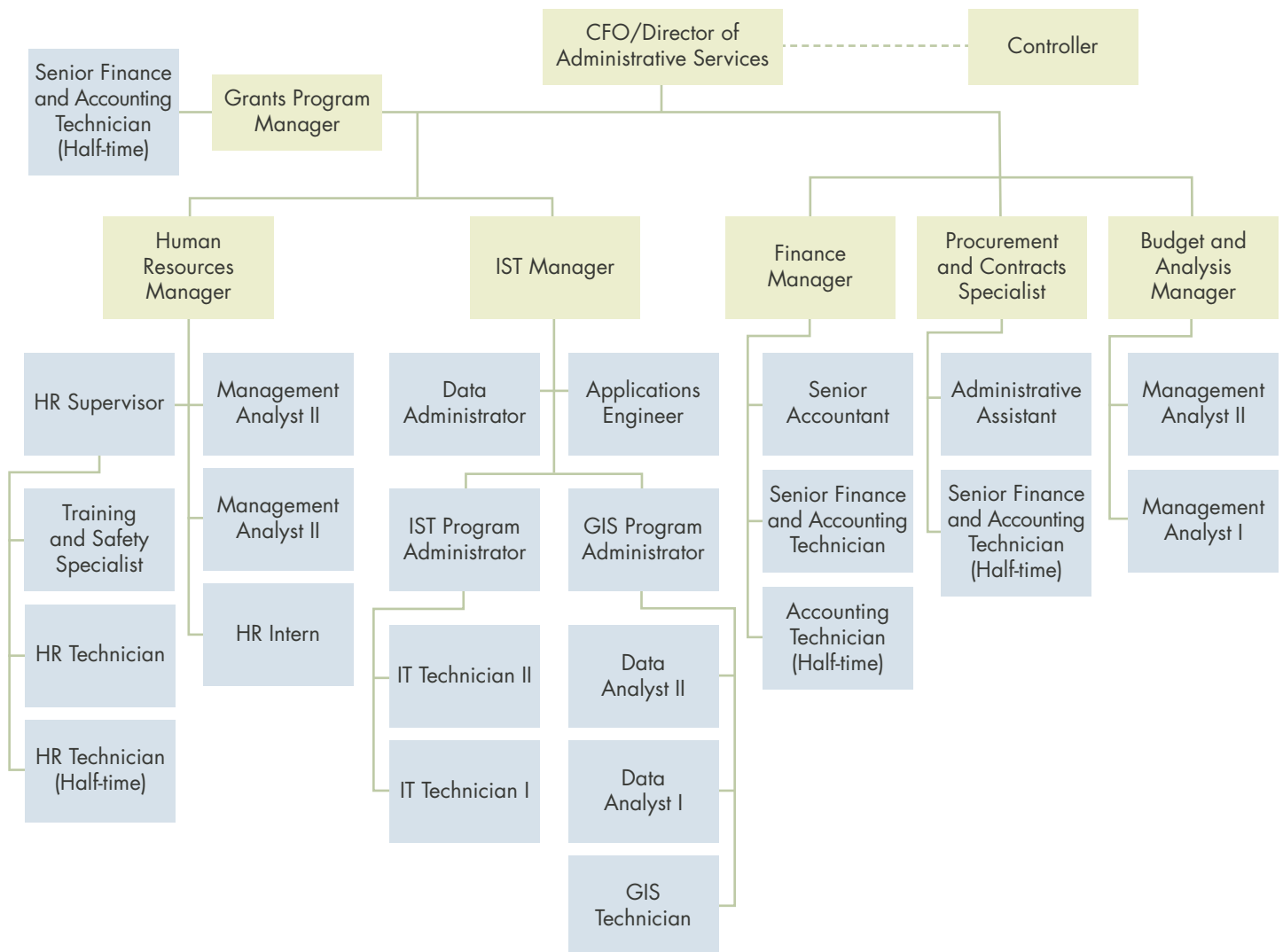
Provide Midpen with an overall IT strategy that fosters organizational innovation and efficiencies.

Provide office management and public reception/customer service at the Administrative Office.

Coordinate grants application, award and compliance.

Manage Midpen procurement.

## Organizational Chart



## Staffing Levels

Position	FY17 Adopted FTE	FY18 Adopted FTE	FY19 Amended FTE	FY20 Adopted FTE	FY21 Proposed FTE	Change from FY20 Modified
Accounting Technician	0.5	0.5	0.5	0.5	0.5	0
Administrative Assistant	1	1	1	1	1	0
Applications Engineer	0	0	1	1	1	0
Budget & Analysis Manager	1	1	1	1	1	0
Controller	0.25	0.25	0.25	0.25	0.25	0
Data Administrator	1	1	1	1	1	0
Data Analyst	2	2	2	2	2	0
Finance Manager	1	1	1	1	1	0
GIS Program Administrator	1	1	1	1	1	0
GIS Intern	0.5	0.5	0	0	0	0
GIS Technician	0	0	1	1	1	0
Grants Program Manager (formerly Grants Specialist)	1	1	1	1	1	0
Human Resources Intern	0	0	0.5	0.5	0.5	0
Human Resources Manager	1	1	1	1	1	0
Human Resources Supervisor	1	1	1	1	1	0
Human Resources Technician	1.5	1.5	1.5	1.5	1.5	0
IST Manager	1	1	1	1	1	0
IT Program Administrator	1	1	1	1	1	0
IT Technician I	0	0	1	1	1	0
IT Technician II	1	1	1	1	1	0
Management Analyst I	1	1	2	2	1	-1
Management Analyst II	3	3	2	2	3	1
Procurement and Contracts Specialist	1	1	1	1	1	0
Senior Accountant	1	1	1	1	1	0
Senior Finance and Accounting Technician	2	2	1	2	2	0
Training and Safety Specialist	1	1	1	1	1	0
<b>Total FTE</b>	<b>24.75</b>	<b>24.75</b>	<b>26.75</b>	<b>27.75</b>	<b>27.75</b>	<b>0</b>

Administrative Services aligns project deliverables to Midpen’s Strategic Plan goals and objectives primarily through:

Goal 4 – Strengthen organizational capacity and long-term financial sustainability to fulfill the mission

### Objectives

Strategic Plan Linkage	Project Number	Objective	Target Completion
Goal 4	51701	Work Order and Asset Management System Phase II	FY2021
Goal 4	51703	Real Property Database	FY2021
Goal 4	51704	Ward Boundary Redistricting Plan	FY2022
Goal 4	Operating	Citation Management System	FY2022
Goal 4	Operating	Customer Relationship Management	FY2022
Goal 4	Operating	Digital Asset Management	FY2021
Goal 4	Operating	Historic Resources Procedural Guide/Inventory	FY2025
Goal 4	Operating	Human Resources Information System	FY2022
Goal 4	Operating	SharePoint–Document Management System Phase I	FY2022
Goal 4	Operating	Volunteer and Docent Management System	FY2021

For the full statement of Midpen’s Strategic Plan goals and objectives, see page 6; project details are included in Section III.

### Performance Metrics

Strategic Plan Linkage	Indicator	FY19 Target	FY19 Actuals	FY20 Target	FY21 Target
Goal 4	Percent of job recruitments completed within target timeline	32	Information Not Available	32	32
Goal 4	Employee retention rate	<10%	12%	<10%	<10%
Goal 4	Percent of FTEs using web and mobile enterprise GIS	15%	27%	30%	60%
Goal 4	Percent of total District files in Office 365	10%	19%	25%	40%
Goal 4	Percent spent of adopted and final adjusted budget	90% / 90%	90% / 95%	90% / 90%	90% / 90%
Goal 4	Budget Book receives GFOA Award for Distinguished Budget Presentation	Yes	Yes	Yes	Yes
Goal 4	Obtain GFOA Award of Excellence in Financial Reporting for the CAFR	Yes	Yes	Yes	Yes
Goal 4	CAFR issued with unmodified opinion	Yes	Yes	Yes	Yes
Goal 4	General Fund reserve balance policy target met	Yes	Yes	Yes	Yes
Goal 4	Legal Debt limit not exceeded	Yes	Yes	Yes	Yes
Goal 4	Credit Rating from Fitch's and Standard and Poor's	AAA	AAA	AAA	AAA
Goal 4	Percent of electronic invoice payments	10%	47%	40%	50%

## Budget

Midpen Budget by Expenditure Category	FY19 Actuals	FY20 Adopted Budget	FY21 Proposed Budget	\$ Change from FY20 Adopted Budget	% Change from FY20 Adopted Budget
<b>Administrative Services</b>					
Salaries and Benefits	\$3,717,154	\$4,973,351	\$5,357,276	\$383,925	8%
Services and Supplies	1,020,528	1,750,108	1,776,690	26,582	2%
<b>Total Operating Expenditures</b>	<b>4,737,681</b>	<b>6,723,459</b>	<b>7,133,966</b>	<b>410,507</b>	<b>6%</b>
General Fund Capital	232,779	80,000	80,000	0	0%
Measure AA Capital	0	0	0	0	0%
<b>Total Capital Expenditures</b>	<b>0</b>	<b>80,000</b>	<b>80,000</b>	<b>0</b>	<b>0%</b>
<b>Total Administrative Services Expenditures</b>	<b>\$4,970,461</b>	<b>\$6,803,459</b>	<b>\$7,213,966</b>	<b>\$410,507</b>	<b>6%</b>



Monte Bello Open Space Preserve by Cass Kalinski

# Engineering and Construction Department

## MISSION STATEMENT

Implement large-scale capital projects to improve and maintain Midpen's infrastructure and facilities that are necessary to facilitate ecologically sensitive and safe public access and ongoing stewardship and care for the land.

## CORE FUNCTIONS

Oversee and manage the design and engineering, permitting, bidding, and construction of large-scale capital improvement projects.

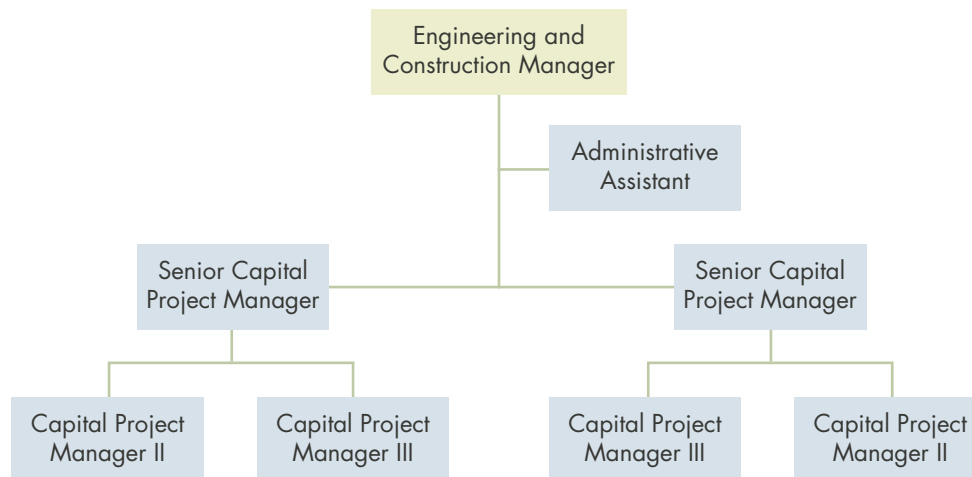
Provide design, project management, construction management and/or construction oversight of large-scale capital projects.

Ensure that capital projects comply with all necessary requirements and regulations related to construction, including building code requirements, mitigation measures, permit conditions and federal regulations.

Develop and assist with cost estimations and constructability assessments during the planning, scoping and early design phase of capital projects.

Stay abreast of current codes and construction regulations and ensure Midpen's construction standards remain current.

## Organizational Chart



### Staffing Levels

Position	FY17 Adopted FTE	FY18 Adopted FTE	FY19 Amended FTE	FY20 Adopted FTE	FY21 Proposed FTE	Change from FY20 Modified
Manager	1	1	1	1	1	0
Senior Capital Project Manager	0	2	2	2	2	0
Capital Project Manager II	1	1	1	1	1	0
Capital Project Manager III	3	3	3	3	3	0
<b>Total FTE</b>	<b>5</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>0</b>

Engineering and Construction aligns project deliverables to the Midpen's Strategic Plan goals and objectives primarily through:

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

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Goal 2 – Protect the positive environmental values of open space lands

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Goal 3 – Connect people to open space and a regional environmental protection vision

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Goal 4 – Strengthen organizational capacity and long-term financial sustainability to fulfill the mission

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Ravenswood Open Space Preserve by Mike Kahn/Midpen



## Objectives

Strategic Plan Linkage	Project Number	Objective	Target Completion
Goal 4	31202	New Administrative Office (AO) Facility	FY2022
Goal 4	31601	New South Area Field Office Facility	FY2021
Goal 3	31901	ADA Barrier Removal	Ongoing
Goal 4	35004	Sierra Azul Ranger Residence	FY2021
Goal 4	35006	Restroom Replacements	FY2022
Goal 3	MAA02-002	Ravenswood Bay Trail Design and Implementation	FY2021
Goal 1 & 3	MAA03-002	Purisima Upland Site Clean Up and Soil Remediation Assessment	FY2021
Goal 4	MAA05-008	La Honda Creek White Barn Structural Rehabilitation	FY2022
Goal 4	MAA05-009	La Honda Creek Redwood Cabin Stabilization and Assessment	FY2022
Goal 1	MAA09-003	Russian Ridge Mindego Pond Improvement	FY2021
Goal 1	MAA11-002	Rancho San Antonio–Deer Hollow Farm–White Barn Rehabilitation	FY2021
Goal 3 & 4	MAA21-004	Bear Creek Redwoods Stables Site Plan Implementation	FY2022
Goal 3	MAA21-006	Bear Creek Redwoods–Alma College Cultural Landscape Rehabilitation	FY2021
Goal 2	VP07-002	Agricultural Workforce Housing–La Honda Creek	FY2021
Goal 4	VP23-002	Traffic Study for Mt. Umunhum Road	FY2021
Goal 4	VP23-003	Mt. Umunhum–Radar Tower Repair	FY2021

For the full statement of Midpen’s Strategic Plan goals and objectives, see page 6; project details are included in Section III.



Fremont Older Open Space Preserve by Eric Chang

## Performance Metrics

Strategic Plan Linkage	Indicator	FY19 Target	FY19 Actuals	FY20 Target	FY21 Target
Goal 4	Percent of projects finished within Board approved budget (base bid and contingency)	80%	100%	80%	80%
Goal 4	Percent of projects finished within schedule indicated at the time of award of contract	80%	88%	80%	80%

## Budget

Midpen Budget by Expenditure Category	FY19 Actuals	FY20 Adopted Budget	FY21 Proposed Budget	\$ Change from FY20 Adopted Budget	% Change from FY20 Adopted Budget
<b>Engineering and Construction</b>					
Salaries and Benefits	\$940,169	\$1,104,405	\$1,145,128	\$40,723	4%
Less: MAA Reimbursable Staff Costs	(197,551)	(295,426)	(353,055)	(57,629)	20%
Net Salaries and Benefits	742,618	808,979	792,073	(16,906)	-2%
Services and Supplies	94,135	79,023	186,768	107,745	136%
<b>Total Operating Expenditures</b>	<b>836,754</b>	<b>888,002</b>	<b>978,841</b>	<b>90,839</b>	<b>10%</b>
General Fund Capital	950,441	2,745,470	13,941,983	11,196,513	408%
Measure AA Capital	5,021,283	6,361,226	7,300,555	939,329	15%
<b>Total Capital Expenditures</b>	<b>5,971,724</b>	<b>9,106,696</b>	<b>21,242,538</b>	<b>12,135,842</b>	<b>133%</b>
<b>Total Engineering and Construction Expenditures</b>	<b>\$6,808,477</b>	<b>\$9,994,698</b>	<b>\$22,221,379</b>	<b>\$12,226,681</b>	<b>122%</b>



Rancho San Antonio Open Space Preserve by Madhur Kulkarni

# Office of the General Counsel

## MISSION STATEMENT

Provide legal services and counsel to the board of directors, committees and Midpen departments.

## CORE FUNCTIONS

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Provide legal review and advice to the Midpen Board and staff.

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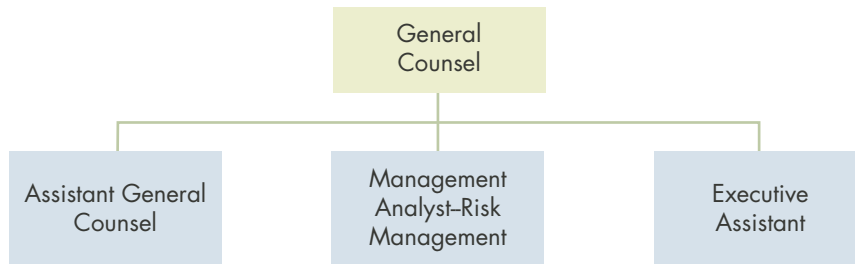
Represent Midpen in litigation and legal matters with outside agencies.

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Administer Midpen's risk management program.

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### Organizational Chart



La Honda Creek Open Space Preserve by Jindrich Zejda

### Staffing Levels

Position	FY17 Adopted FTE	FY18 Adopted FTE	FY19 Amended FTE	FY20 Adopted FTE	FY21 Proposed FTE	Change from FY20 Modified
General Counsel	1	1	1	1	1	0
Assistant General Counsel	1	1	1	1	1	0
Management Analyst–Risk Management	0.5	0.5	0.5	0.5	0.5	0
Executive Assistant	0	0	1	1	1	0
<b>Total FTE</b>	<b>2.5</b>	<b>2.5</b>	<b>3.5</b>	<b>3.5</b>	<b>3.5</b>	<b>0</b>

General Counsel aligns project deliverables to Midpen’s Strategic Plan goals and objectives primarily through:

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

Goal 2 – Protect the positive environmental values of open space lands

Goal 3 – Connect people to open space and a regional environmental protection vision

Goal 4 – Strengthen organizational capacity and long-term financial sustainability to fulfill the mission

### Objectives

Strategic Plan Linkage	Project Number	Objective	Target Completion
Goal 1	Operating	Assist with land preservation projects on the San Mateo County Coast	FY2023
Goal 2	Operating	Facilitate use of Design Build contract for Mindego Pond restoration and potential future projects	FY2021
Goal 4	51704	Assist in Ward Boundary Redistricting Plan	FY2022
Goal 1	Operating	Water resources program–develop legal strategies to improve sustainable watersheds	Ongoing

For the full statement of Midpen’s Strategic Plan goals and objectives, see page 6; project details are included in Section III.

### Budget

Midpen Budget by Expenditure Category	FY19 Actuals	FY20 Adopted Budget	FY21 Proposed Budget	\$ Change from FY20 Adopted Budget	% Change from FY20 Adopted Budget
<b>General Counsel</b>					
Salaries and Benefits	\$404,045	\$657,770	\$701,221	\$43,451	7%
Services and Supplies	108,004	94,650	99,185	4,535	5%
<b>Total Operating Expenditures</b>	<b>512,049</b>	<b>752,420</b>	<b>800,406</b>	<b>47,986</b>	<b>6%</b>
<b>Total General Counsel Expenditures</b>	<b>\$512,049</b>	<b>\$752,420</b>	<b>\$800,406</b>	<b>\$47,986</b>	<b>6%</b>

# Office of the General Manager

## MISSION STATEMENT

Responsible for the overall operation of Midpen. Under policy direction from the board of directors, the General Manager carries out Midpen's adopted Strategic Plan goals and objectives and Vision Plan priority actions and works through the executive team to provide leadership, direction, resources and tools to Midpen departments to ensure effective, efficient, and financially-prudent project and service delivery for public benefit.

## CORE FUNCTIONS

Provide leadership, oversight and direction for Midpen functions.

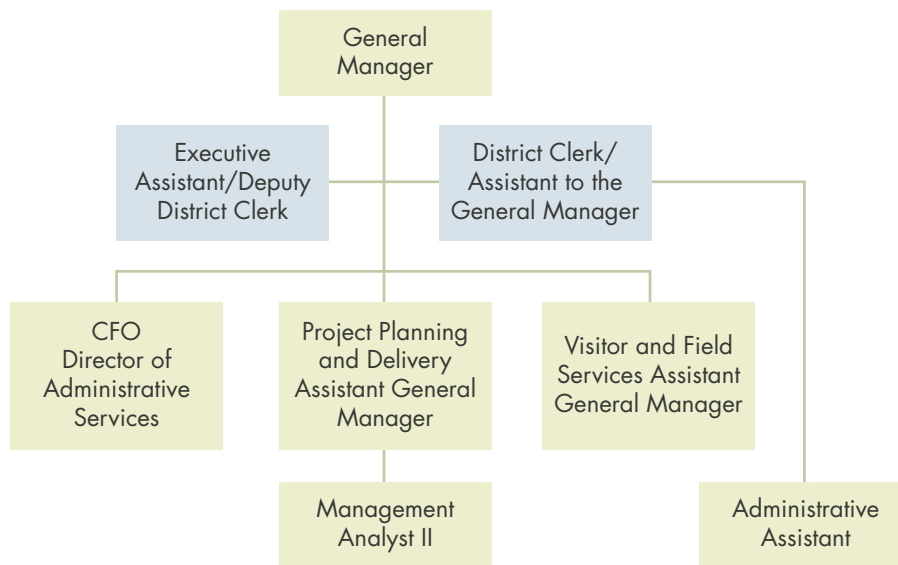
Accomplish the goals and objectives set out in the board of directors' Strategic Plan.

Implement Midpen's Vision Plan priority actions.

Ensure that Midpen's policies and procedures are fiscally sustainable.

Provide legislative support to the board of directors, including duties associated with the board of directors' agenda and actions, officiating all Midpen elections and maintaining all official records.

## Organizational Chart



## Staffing Levels

Position	FY17 Adopted FTE	FY18 Adopted FTE	FY19 Amended FTE	FY20 Adopted FTE	FY21 Proposed FTE	Change from FY20 Modified
Administrative Assistant	1	1	1	1	1	0
Assistant General Manager	2	2	2	2	2	0
Chief Financial Officer	1	1	1	1	1	0
District Clerk/Assistant to General Manager	1	1	1	1	1	0
Executive Assistant/Deputy Clerk	1	1	1	1	1	0
General Manager	1	1	1	1	1	0
Management Analyst II	1	1	1	1	1	0
<b>Total FTE</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>0</b>

General Manager aligns project deliverables to Midpen's Strategic Plan goals and objectives primarily through:

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

Goal 2 – Protect the positive environmental values of open space lands

Goal 3 – Connect people to open space and a regional environmental protection vision

Goal 4 – Strengthen organizational capacity and long-term financial sustainability to fulfill the mission

### Objectives

Strategic Plan Linkage	Project Number	Objective	Target Completion
Goal 4	10001	Records Management	FY2023
Goal 4	10002	San Mateo County Master Permit	FY2022
Goal 3	31901	ADA Barrier Removal	Ongoing
Goal 1 & 4	VP06-001	Hawthorns Historic Complex Partnership and Lease	FY2021
Goal 1 & 4	Operating	Coastside Lands Management Plan	FY2022
Goal 3	Operating	Cooley Landing Park Business and Operation Plan	FY2021
Goal 3	Operating	Cooley Landing Site Use Agreements	FY2021
Goal 2 & 4	Operating	Emergency/Disaster Preparedness Response and Recovery Plan	FY2021
Goal 2	Operating	Fire Suppression Program: Review Staffing, Equipment and Training	FY2021
Goal 1 & 4	Operating	Land Conservation Guidance Document	FY2022
Goal 3	Operating	Preserve Use Survey Implementation	FY2022
Goal 4	Operating	Complete negotiations with Field Employee Association (FEA)	FY2021

For the full statement of Midpen's Strategic Plan goals and objectives, see page 6; project details are included in Section III.

### Performance Metrics

Strategic Plan Linkage	Indicator	FY19 Target	FY19 Actuals	FY20 Target	FY21 Target
Goal 1	Number of public meetings held per year	65	52	60	60

### Budget

Midpen Budget by Expenditure Category	FY19 Actuals	FY20 Adopted Budget	FY21 Proposed Budget	\$ Change from FY20 Adopted Budget	% Change from FY20 Adopted Budget
<b>General Manager</b>					
Salaries and Benefits	\$1,366,167	\$1,647,485	\$1,741,796	\$94,311	6%
Services and Supplies	875,151	450,325	476,825	26,500	6%
<b>Total Operating Expenditures</b>	<b>2,241,317</b>	<b>2,097,810</b>	<b>2,218,621</b>	<b>120,811</b>	<b>6%</b>
<b>Total General Manger Expenditures</b>	<b>\$2,241,317</b>	<b>\$2,097,810</b>	<b>\$2,218,621</b>	<b>\$120,811</b>	<b>6%</b>



### Staffing Levels

Position	FY17 Adopted FTE	FY18 Adopted FTE	FY19 Amended FTE	FY20 Adopted FTE	FY21 Proposed FTE	Change from FY20 Modified
Administrative Assistant	3	3	3	3	3	0
Area Manager	2	2	2	2	2	0
Capital Projects Field Manager	1	1	1	1	1	0
Equipment Mechanic/Operator	6	6	7	7	7	0
Facilities Maintenance Specialist	0	1	1	1	1	0
Facilities Maintenance Supervisor	1	1	1	1	1	0
Farm Maintenance Worker	1	1	1	1	1	0
Land and Facilities Manager	1	1	1	1	1	0
Lead Open Space Technician	5	6	6	7	7	0
Maintenance Supervisor	5	6	6	6	6	0
Management Analyst II	1	1	1	1	1	0
Open Space Technician	14	15	15	15	15	0
Property Management Specialist I	1	1	1	1	1	0
Property Management Specialist II	1	1	1	1	1	0
Seasonal Open Space Technician	8.3	8.3	8.3	8.3	8.3	0
Senior Property Management Specialist	1	1	1	1	1	0
<b>Total FTE</b>	<b>51.3</b>	<b>55.3</b>	<b>56.3</b>	<b>57.3</b>	<b>57.3</b>	<b>0</b>



Land and Facilities Services aligns project deliverables to Midpen’s Strategic Plan goals and objectives primarily through:

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

Goal 2 – Protect the positive environmental values of open space lands

Goal 3 – Connect people to open space and a regional environmental protection vision

Goal 4 – Strengthen organizational capacity and long-term financial sustainability to fulfill the mission

### Objectives

Strategic Plan Linkage	Project Number	Objective	Target Completion
Goal 3	31901	ADA Barrier Removal	Ongoing
Goal 2	61008	Los Trancos–Page Mill Fire Safety Eucalyptus Removal	FY2021
Goal 4	61009	Russian Ridge - Bergman Residences Reconstruction	FY2021
Goal 2	61010	Toto Ranch Well Drilling and Construction, Tunitas Creek	FY2021
Goal 2	61011	Install Solar Panels at Skyline Field Office	FY2021
Goal 2	61014	BCR Stables Road Drainage Repairs and Mitigation	FY2021
Goal 3 & 4	61015	Bear Creek Stables Operator RFP/Lease	FY2021
Goal 2 & 4	61016	Burkhart Spring Construction	FY2022
Goal 2	61017	Fuel Reduction Implementation	Ongoing
Goal 4	61019	Repaint Red Barn	FY2021
Goal 2	61020	Thornewood Residence Evaluation	FY2022
Goal 2 & 4	61021	Toto Ranch North Water Line	FY2021
Goal 2	MAA05-011	Lone Madrone Ranch Fence Installation	TBD
Goal 3	MAA07-011	Phase II Loop Trails, Lower La Honda Creek OSP	FY2021
Goal 2 & 4	MAA09-006	Mindego Ranch South Pasture	FY2021
Goal 3 & 4	MAA10-001	Alpine Road Regional Trail, Coal Creek	FY2022
Goal 3 & 4	MAA21-011	Phase II Trail Improvements, Bear Creek Redwoods OSP	FY2023
Goal 2	Operating	Fire Suppression Program: Review Staffing, Equipment and Training	FY2021
Goal 3 & 4	Operating	Interim Coastal Area Field Office	FY2021
Goal 3	Operating	La Honda Elementary Path to Pond	FY2021
Goal 4	Operating	South Area Outpost/Residence Driveway Repaving	FY2021
Goal 2	Operating	Wildfire Fuel Reduction Projects & SJCC Fuel Reduction Contract Work	Ongoing
Goal 4	N/A	Vehicle and Machinery/Equipment Purchases	Ongoing

For the full statement of Midpen’s Strategic Plan goals and objectives, see page 6; project details are included in Section III.

## Performance Metrics

Strategic Plan Linkage	Indicator	FY19 Target	FY19 Actuals	FY20 Target	FY21 Target
Goal 3	Miles of single-track trail brushed annually	73	73	78	84
Goal 3	Miles of trails built annually	4	4	2	2

## Budget

Midpen Budget by Expenditure Category	FY19 Actuals	FY20 Adopted Budget	FY21 Proposed Budget	\$ Change from FY20 Adopted Budget	% Change from FY20 Adopted Budget
<b>Land and Facilities</b>					
Salaries and Benefits	\$5,796,491	\$6,649,054	\$6,599,123	(\$49,931)	- 1%
Less: MAA Reimbursable Staff Costs	(600,642)	(146,119)	(216,175)	(70,056)	48%
Net Salaries and Benefits	5,195,849	6,502,935	6,382,948	(119,987)	- 2%
Services and Supplies	3,244,052	3,803,987	3,544,930	(259,057)	- 7%
<b>Total Operating Expenditures</b>	<b>8,439,901</b>	<b>10,306,922</b>	<b>9,927,878</b>	<b>(379,044)</b>	<b>- 4%</b>
Services and Supplies	30,888	92,200	62,200	(30,000)	- 33%
<b>Total Hawthorns Expenditures</b>	<b>30,888</b>	<b>92,200</b>	<b>62,200</b>	<b>(30,000)</b>	<b>- 33%</b>
General Fund Capital	1,532,952	2,372,125	1,247,845	(1,124,280)	- 47%
Measure AA Capital	1,328,632	935,169	696,500	(238,669)	- 26%
<b>Total Capital Expenditures</b>	<b>2,861,585</b>	<b>3,307,294</b>	<b>1,944,345</b>	<b>(1,362,949)</b>	<b>- 41%</b>
<b>Total Land and Facilities Expenditures</b>	<b>\$11,332,374</b>	<b>\$13,706,416</b>	<b>\$11,934,423</b>	<b>(\$1,771,993)</b>	<b>- 13%</b>



Sierra Azul Open Space Preserve by Lubor Ptacek

# Natural Resources Department

## MISSION STATEMENT

Protect and restore the natural diversity and integrity of Midpen's resources for their value to the environment and the public and provide for the use of the preserves consistent with resource protection.

## CORE FUNCTIONS

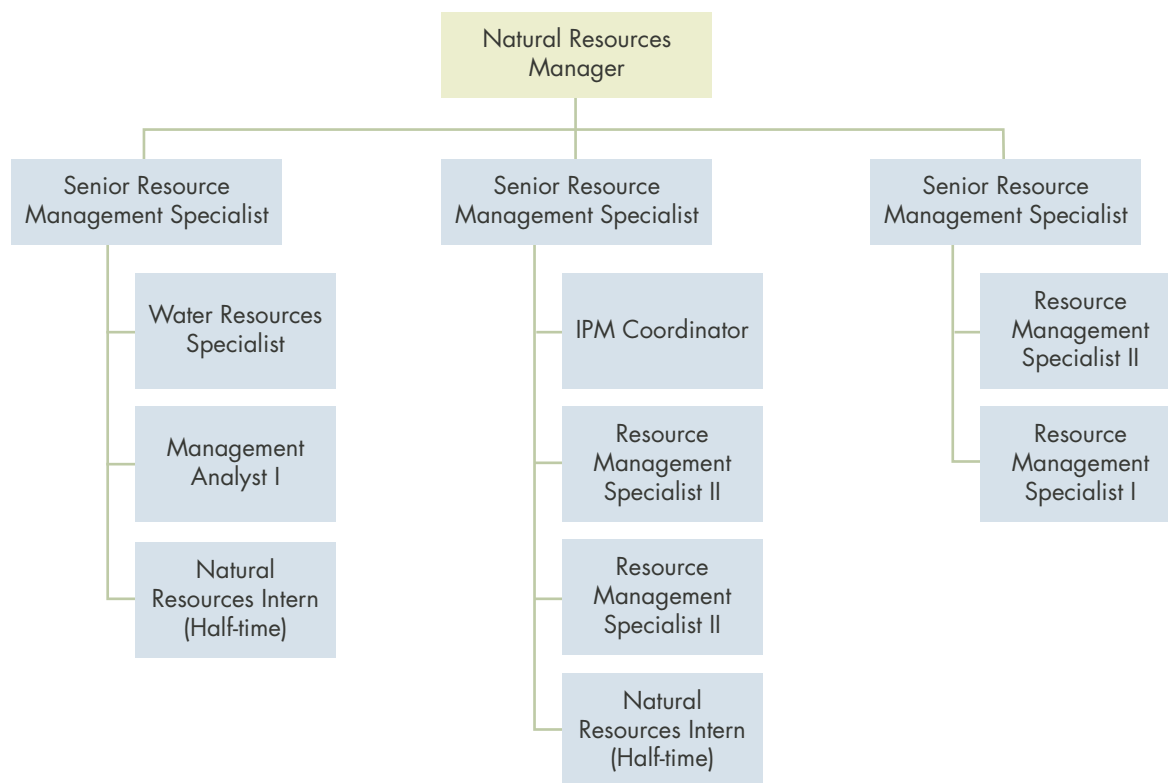
Plan, implement, and design projects to protect and restore the natural resources.

Comply with the California Environmental Quality Act and resource agency regulation requirements.

Work with other entities to obtain funding, plan for, and protect Midpen and regional natural resources.

Steward Midpen working landscapes to protect natural resource values and provide sustainable agricultural uses.

## Organizational Chart



## Staffing Levels

Position	FY17 Adopted FTE	FY18 Adopted FTE	FY19 Amended FTE	FY20 Adopted FTE	FY21 Proposed FTE	Change from FY20 Modified
Manager	1	1	1	1	1	0
Senior Resource Management Specialist	2	2	3	3	3	0
Resource Management Specialist III	1	1	0	0	0	0
Resource Management Specialist II	1	3	3	3	3	0
Resource Management Specialist I	2	1	1	1	1	0
Water Resources Specialist	1	1	1	1	1	0
Management Analyst I (formerly Climate Resiliency Fellow)	0	1	1	1	1	0
Integrated Pest Management Coordinator	1	1	1	1	1	0
Natural Resources Intern*	1	1	1	1	1	0
Senior Finance and Budget Technician	1	0	0	0	0	0
<b>Total FTE</b>	<b>11</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>0</b>

\*Two Natural Resources Interns, each at half-time.



Purisima Creek Redwoods Open Space Preserve by Renate Elster

Natural Resource aligns project deliverables to Midpen’s Strategic Plan goals and objectives primarily through:

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

Goal 2 – Protect the positive environmental values of open space lands

### Objectives

Strategic Plan Linkage	Project Number	Objective	Target Completion
Goal 2	80054	Badger/Burrowing Owl Habitat Assessment	FY2022
Goal 2	80059	Groundwater Well Decommissioning	FY2022
Goal 1	80063	San Mateo County Vegetation Map	FY2022
Goal 2	80065	IPM Implementation of Santa Clara Valley Water District Grant	FY2023
Goal 1	80068	Santa Clara & Santa Cruz Vegetation Mapping	FY2023
Goal 2	80003-10	Wildland Fire Resiliency Program	FY2022
Goal 1	80034-44	Programmatic State and Federal Environmental Permitting	FY2021
Goal 2	MAA01-004	Remediation Plan Development and Ranch Debris Site Clean Up–Madonna Creek Ranch	FY2021
Goal 2	MAA05-010	Restoration Forestry Demonstration Project	FY2026
Goal 1	MAA20-001	Wildlife Corridor: Highway 17 Crossing	FY2024
Goal 1 & 2	MAA21-007	Bear Creek Redwoods Preserve Plan: Invasive Weed Treatment and Restoration	FY2024
Goal 1 & 2	MAA21-010	Bear Creek Redwoods Landfill Characterization and Remediation	FY2021
Goal 2	Operating	Mountain Lion Collaring Effort–Rancho San Antonio	FY2026
Goal 2	Operating	Fire Suppression Program: Review Staffing, Equipment and Training	FY2020
Goal 1	Operating	Science Advisory Panel	FY2022
Goal 2	Operating	Agricultural Policy Review and Development	FY2021

For the full statement of Midpen’s Strategic Plan goals and objectives, see page 6; project details are included in Section III.

### Performance Metrics

Strategic Plan Linkage	Indicator	FY19 Target	FY19 Actuals	FY20 Target	FY21 Target
Goal 1	Proportion of special status species managed: Enhance habitat for a majority of rare, threatened, or endangered plant and animal species found on Midpen lands	70%	52%	70%	70%
Goal 1	Acres managed:	80% of Acreage	84.5% of Acreage	70% of Acreage	70% of Acreage
	Enhance environmental quality by treating Midpen lands for invasive weeds, restoring degraded sites, and managing wildland fire fuels	Specific in Annual IPM Plan	Specific in Annual IPM Plan	Specific in Annual IPM Plan	Specific in Annual IPM Plan

## Budget

Midpen Budget by Expenditure Category	FY19 Actuals	FY20 Adopted Budget	FY21 Proposed Budget	\$ Change from FY20 Adopted Budget	% Change from FY20 Adopted Budget
<b>Natural Resources</b>					
Salaries and Benefits	\$1,526,797	\$1,674,307	\$1,702,139	\$27,832	2%
Less: MAA Reimbursable Staff Costs	(28,121)	(30,150)	(55,256)	(25,106)	83%
Net Salaries and Benefits	1,498,676	1,644,157	1,646,883	2,726	0%
Services and Supplies	1,567,470	3,235,389	2,851,933	(383,456)	- 12%
<b>Total Operating Expenditures</b>	<b>3,066,146</b>	<b>4,879,546</b>	<b>4,498,816</b>	<b>(380,730)</b>	<b>- 8%</b>
General Fund Capital	4,133	160,000	95,000	(65,000)	- 41%
Measure AA Capital	733,658	947,150	1,086,756	139,606	15%
<b>Total Capital Expenditures</b>	<b>737,790</b>	<b>1,107,150</b>	<b>1,181,756</b>	<b>74,606</b>	<b>7%</b>
<b>Total Natural Resources Expenditures</b>	<b>\$3,803,936</b>	<b>\$5,986,696</b>	<b>\$5,680,572</b>	<b>(\$306,124)</b>	<b>- 5%</b>



Bear Creek Redwoods Open Space Preserve by Mike Kahn

# Planning Department

## MISSION STATEMENT

Respecting the natural diversity and integrity of Midpen's resources, work with and encourage public and private agencies to preserve, maintain and enhance open space; work cooperatively with other governmental agencies and community organizations to facilitate planning and development of recreation facilities and of public use; encourage public input and involvement in Midpen's decision-making process and other activities; participate in the public review processes of land use plans of other agencies and development proposals that affect Midpen's mission; and follow management policies for quality care of the land and provision of public access appropriate to the nature of the land, and consistent with ecological values and public safety.

## CORE FUNCTIONS

Oversee and manage projects for public access, staff facilities and stewardship of cultural and historic resources through scoping, feasibility, programming early design, and land use permitting.

Provide ongoing planning support during final design, permitting and project construction.

Develop and maintain current and long-range use and management plans, policies and procedures for Preserves.

Comply with all applicable federal, state, and local codes and regulations, and permitting requirements for project planning and early design (e.g. California Environmental Quality Act, American for Disabilities Act, National Preservation Act, etc.).

Seek partnership opportunities, new grant and other funding sources to further Midpen's mission, Vision Plan, Strategic Plan goals and leverage Measure AA funding.

Participate in long-term, multi-year regional planning and coordination efforts (e.g. San Francisco Bay Trail, Bay Area Ridge Trail, Juan Bautista de Anza National Historic Trail, etc.) for a regionally integrated approach to open space preservation and public access.

Engage the public and partner agencies in Midpen's planning activities.

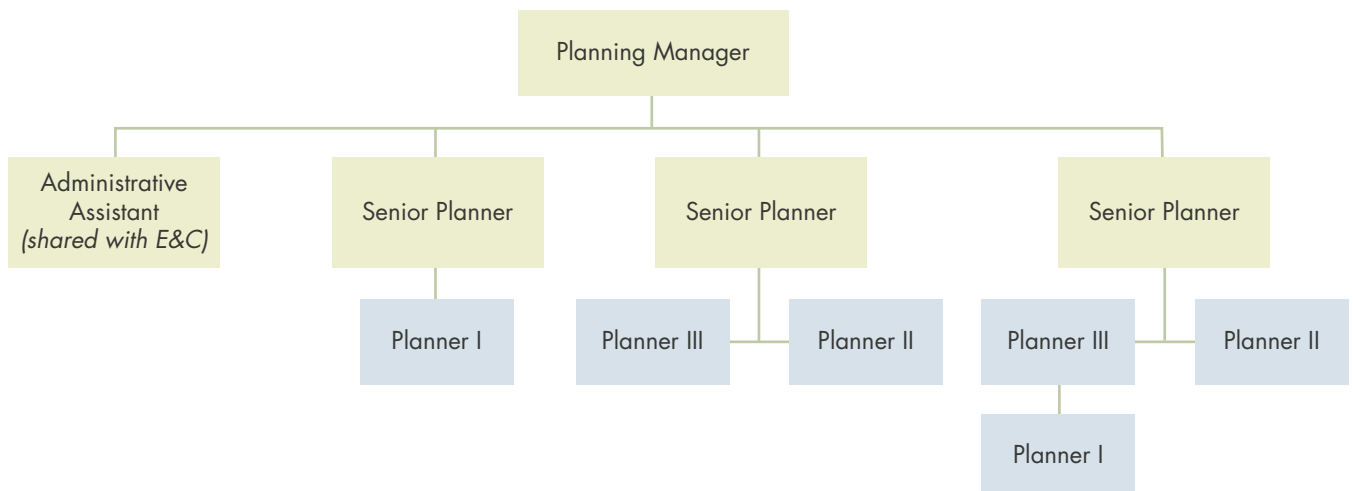
Plan and design signage for preserves and trails.

Review external planning activities and projects that may affect Midpen's interests.

Comply and document long-term mitigation and monitoring requirements for public access projects.

Provide accessibility review of new public access improvement plans.

## Organizational Chart



### Staffing Levels

Position	FY17 Adopted FTE	FY18 Adopted FTE	FY19 Amended FTE	FY20 Adopted FTE	FY21 Proposed FTE	Change from FY20 Modified
Manager	1	1	1	1	1	0
Senior Planner	2	2	2	2	3	1
Planner III	2	3	3	3	2	-1
Planner II	3	3	3	2	2	0
Planner I	1	1	1	2	2	0
Administrative Assistant*	1	1	1	1	1	0
<b>Total FTE</b>	<b>10</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>0</b>

\*Administrative Assistant is shared with Engineering and Construction but budgeted within the Planning Department.

Planning aligns project deliverables to Midpen's Strategic Plan goals and objectives primarily through:

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

Goal 2 – Protect the positive environmental values of open space lands

Goal 3 – Connect people to open space and a regional environmental protection vision

Goal 4 – Strengthen organizational capacity and long-term financial sustainability to fulfill the mission

### Objectives

Strategic Plan Linkage	Project Number	Objective	Target Completion
Goal 3	31901	ADA Barrier Removal	Ongoing
Goal 3	31903	Hwy 35 Multi-use Trail Crossing and Parking/Multimodal Access Study	FY2023
Goal 3	MAA02-001	Cooley Landing Interpretive Facilities Design and Implementation	FY2022
Goal 1 & 3	MAA06-002	Hawthorns Public Access Site Plan and CEQA	FY2023
Goal 1 & 3	MAA18-002	Saratoga-to-the-Sea Regional Trail Connection	FY2021
Goal 1 & 3	MAA20-002	Bay Area Ridge Trail: Highway 17 Crossing	FY2026
Goal 3 & 4	MAA21-004	Bear Creek Stables Site Plan Implementation	FY2022
Goal 3 & 4	MAA21-011	Phase II Trail Improvements, Bear Creek Redwoods OSP	FY2022
Goal 3	MAA22-004	Beatty Parking Area and Trail Connections	FY2023
Goal 1 & 3	VP03-003	Purisima-to-the-Sea Trail and Parking Area Feasibility and Planning	FY2024
Goal 3	VP05-002	La Honda Creek Parking and Trailhead Access Feasibility Study	FY2022
Goal 1 & 3	VP11-001	Rancho San Antonio (RSA) Multimodal Access Study	FY2023
Goal 2 & 3	Operating	Basic Policy Update	FY2022
Goal 4	Operating	Historic Resources Procedural Guide/Inventory	FY2025
Goal 3	Operating	Regional Trails Planning and Coordination	Ongoing
Goal 3	Operating	Stevens Creek Trail Signage	FY2021
Goal 3 & 4	Operating	Interim Coastal Area Field Office	FY2021
Goal 3	Operating	La Honda Elementary Path to Pond	FY2021
Goal 3	Operating	Parking Area Naming Conventions	FY2022

For the full statement of Midpen's Strategic Plan goals and objectives, see page 6; project details are included in Section III.



## Performance Metrics

Strategic Plan Linkage	Indicator	FY19 Target	FY19 Actuals	FY20 Target	FY21 Target
Goal 1	Number of projects leveraged with partnerships	90% of annual target (Target 8 projects)	88% (7 of 8 projects)	90% of annual target (Target 3 projects)	90% of annual target (Target 3 projects)
Goal 3	% of planning milestones completed for a project	90% of annual target (Target 6 project milestones)	100% (6 milestones met)	90% of annual target (Target 6 project milestones)	90% of annual target (Target 6 project milestones)

## Budget

Midpen Budget by Expenditure Category	FY19 Actuals	FY20 Adopted Budget	FY21 Proposed Budget	\$ Change from FY20 Adopted Budget	% Change from FY20 Adopted Budget
<b>Planning</b>					
Salaries and Benefits	\$1,325,662	\$1,553,224	\$1,611,040	\$57,816	4%
Less: MAA Reimbursable Staff Costs	(102)	0	(44,749)	(44,749)	
Net Salaries and Benefits	1,325,560	1,553,224	1,566,291	13,067	1%
Services and Supplies	90,696	225,944	455,611	229,667	102%
<b>Total Operating Expenditures</b>	<b>1,416,256</b>	<b>1,779,168</b>	<b>2,021,902</b>	<b>242,734</b>	<b>14%</b>
Hawthorns Capital	0	48,000	48,000	0	0%
<b>Total Hawthorns Expenditures</b>	<b>0</b>	<b>48,000</b>	<b>48,000</b>	<b>0</b>	<b>0%</b>
General Fund Capital	164,893	87,500	51,500	(36,000)	- 41%
Measure AA Capital	1,614,267	1,190,600	1,207,777	17,177	1%
<b>Total Capital Expenditures</b>	<b>1,779,161</b>	<b>1,278,100</b>	<b>1,259,277</b>	<b>(18,823)</b>	<b>- 1%</b>
<b>Total Planning Expenditures</b>	<b>\$3,195,416</b>	<b>\$3,105,268</b>	<b>\$3,329,179</b>	<b>\$223,911</b>	<b>7%</b>



Rancho San Antonio Open Space Preserve by Ian Lee

# Public Affairs Department

## MISSION STATEMENT

Make clearly visible to the public the purposes and actions of Midpen, and actively encourage public input and involvement in Midpen's decision-making process and other activities.

## CORE FUNCTIONS

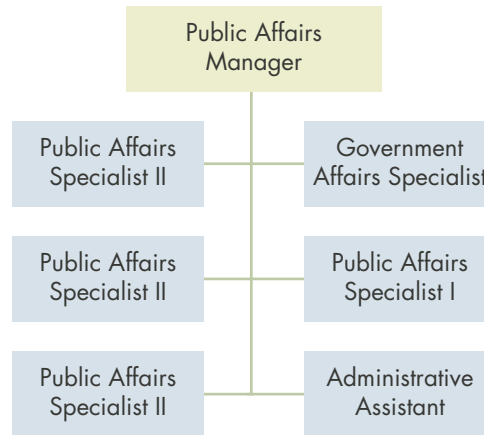
Maximize public awareness and understanding of Midpen and its activities.

Engage the public through outreach and communication efforts that educate and involve the community and expand Midpen's capacity to reach diverse audiences.

Collect and evaluate constituent feedback and recommend action.

Review and recommend legislation that affects and/or benefits Midpen's ability to carry out its mission.

## Organizational Chart



## Staffing Levels

Position	FY17 Adopted FTE	FY18 Adopted FTE	FY19 Amended FTE	FY20 Adopted FTE	FY21 Proposed FTE	Change from FY20 Modified
Administrative Assistant	1	1	1	1	1	0
Communications Supervisor	1	0	0	0	0	0
Community Outreach Specialist	1	0	0	0	0	0
Governmental Affairs Specialist	1	1	1	1	1	0
Public Affairs Assistant	1	0	0	0	0	0
Public Affairs Intern	0	1	1	0	0	0
Public Affairs Manager	1	1	1	1	1	0
Public Affairs Specialist I	0	1	1	1	1	0
Public Affairs Specialist II	2	3	3	4	3	-1
<b>Total FTE</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>7</b>	<b>-1</b>

Public Affairs aligns project deliverables to Midpen's Strategic Plan goals and objectives primarily through:

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

Goal 2 – Protect the positive environmental values of open space lands

Goal 3 – Connect people to open space and a regional environmental protection vision

Goal 4 – Strengthen organizational capacity and long-term financial sustainability to fulfill the mission

### Objectives

Strategic Plan Linkage	Project Number	Objective	Target Completion
Goal 4	40011	Website Redesign	FY2021
Goal 3	Operating	50th Anniversary Planning	FY2022
Goal 4	Operating	Customer Relationship Management	FY2022
Goal 4	Operating	Digital Asset Management	FY2021
Goal 3	Operating	Good Neighbor Policy Update	FY2021

For the full statement of Midpen's Strategic Plan goals and objectives, see page 6; project details are included in Section III.

### Performance Metrics

Strategic Plan Linkage	Indicator	FY19 Target	FY19 Actuals	FY20 Target	FY21 Target
Goal 3	Number of individuals reached through Youth Engagement Program	1,000	9,500	6,000	10,500
Goal 3	Number of earned news stories about Midpen	100	199	50	151
Goal 3	Number of incoming information requests/complaints answered within two business days leveraging new Customer Response Management system	90%	91%	90%	90%
Goal 3	Number of website visits	525,000	524,387	500,000	525,000

### Budget

Midpen Budget by Expenditure Category	FY19 Actuals	FY20 Adopted Budget	FY21 Proposed Budget	\$ Change from FY20 Adopted Budget	% Change from FY20 Adopted Budget
<b>Public Affairs</b>					
Salaries and Benefits	\$924,052	\$1,116,318	\$967,506	(\$148,812)	- 13%
Services and Supplies	536,691	902,209	889,381	(12,828)	- 1%
<b>Total Operating Expenditures</b>	<b>1,460,743</b>	<b>2,018,527</b>	<b>1,856,887</b>	<b>(161,640)</b>	<b>- 8%</b>
<b>Total Public Affairs Expenditures</b>	<b>\$1,460,743</b>	<b>\$2,018,527</b>	<b>\$1,856,887</b>	<b>(\$161,640)</b>	<b>- 8%</b>

# Real Property Department

## MISSION STATEMENT

Purchase or otherwise acquire interest in strategic open space land; connect Midpen open space lands with federal, state, county, city, and other protected open space lands, parklands and watershed lands.

## CORE FUNCTIONS

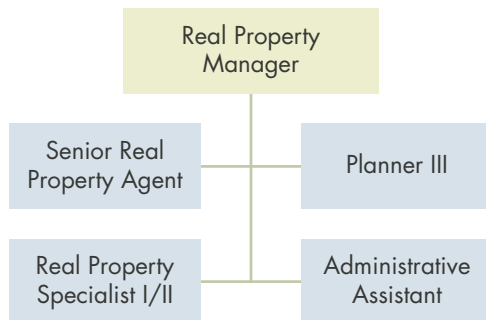
Provide comprehensive land conservation planning and analysis to guide the land purchase program in coordination with other departments.

Create and take advantage of opportunities to conserve a greenbelt of protected open space lands along the ridgelines, foothills and baylands.

Provide technical assistance to protect and secure Midpen public open space property rights and interests (including fee and easement interests).

Develop and strengthen neighbor, conservation partner and agency relationships to facilitate land conservation and protection.

### Organizational Chart



Russian Ridge Open Space Preserve by Jeffrey Schwegman

## Staffing Levels

Position	FY17 Adopted FTE	FY18 Adopted FTE	FY19 Amended FTE	FY20 Adopted FTE	FY21 Proposed FTE	Change from FY20 Modified
Manager	1	1	1	1	1	0
Senior Real Property Agent	1	1	1	1	1	0
Real Property Specialist I/II	1	1	1	1	1	0
Planner III	1	1	1	1	1	0
Administrative Assistant*	1	1	1	1	1	0
<b>Total FTE</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>0</b>

\*Administrative Assistant is shared with Natural Resources, but budgeted within the Real Property Department.

Real Property aligns project deliverables to Midpen's Strategic Plan goals and objectives primarily through:

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

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Goal 2 – Protect the positive environmental values of open space lands

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Goal 3 – Connect people to open space and a regional environmental protection vision

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Goal 4 – Strengthen organizational capacity and long-term financial sustainability to fulfill the mission

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## Objectives

Strategic Plan Linkage	Project Number	Objective	Target Completion
Goal 1 & 3	20125	Cal-Water Land Exchange, Teague Hill Preserve	FY2021
Goal 1 & 2	MAA15-004	Irish Ridge Land Conservation	FY2021
Goal 1 & 2	VP01-001	Miramontes Ridge Land Conservation	FY2021
Goal 1 & 3	VP03-002	South Cowell Upland Land Conservation	FY2020
Goal 1	VP08-001	Upper San Gregorio Land Conservation	FY2021
Goal 1 & 2	VP13-001	Cloverdale Ranch Land Opportunity	FY2022
Goal 1 & 2	VP15-001	Redwood Forest Land Opportunity	FY2021
Goal 1 & 3	VP19-001	El Sereno Trails, Wildlife Corridors and Land Conservation	FY2020
Goal 1 & 3	VP19-002	El Sereno Land Conservation	FY2021
Goal 1 & 3	VP24-002	SCVWD Exchange Agreement at Rancho de Guadalupe Area of SAOSP	FY2021
Goal 1 & 2	VP25-001	Sierra Azul Loma Prieta Land Conservation	FY2021
Goal 1 & 2	VP39-001	Lower San Gregorio Creek Watershed Land Conservation	FY2021
Goal 1 & 3	N/A	District-wide purchase options and low-value Land Fund	Ongoing
Goal 1 & 4	Operating	Coastside Lands Management Plan	FY2022
Goal 1 & 4	Operating	Land Conservation Guidance Document	FY2022
Goal 3	Operating	Regional Trails Planning and Coordination	Ongoing

For the full statement of Midpen's Strategic Plan goals and objectives, see page 6; project details are included in Section III.

## Performance Metrics

Strategic Plan Linkage	Indicator	FY19 Target	FY19 Actuals	FY20 Target	FY21 Target
Goal 1	Number of Preserves	N/A	26	N/A	N/A
Goal 1	Land Conservation	N/A	433.61 *	N/A	N/A
Goal 1	Total number of acres protected	N/A	63,927*	N/A	N/A
Goal 2	Land Conservation Connectivity	Purisima to Cowell/Purisima Coastal Trail	Purisima to Cowell/Purisima Coastal Trail*	N/A	N/A
Goal 3	New Staff Facilities	New Administrative Office	New Administrative Office	N/A	N/A
Goal 1	Coastal Service Plan– 15 Year Land Acquisitions	11,105 Acres	11,105* Acres	100%	100%

\* Escrow for the Purisima Upland property closed on July 3, 2019.



Stevens Creek Shoreline Nature Study Area by Kwon Chiu

## Budget

Midpen Budget by Expenditure Category	FY19 Actuals	FY20 Adopted Budget	FY21 Proposed Budget	\$ Change from FY20 Adopted Budget	% Change from FY20 Adopted Budget
<b>Real Property</b>					
Salaries and Benefits	\$660,410	\$812,727	\$786,376	(\$26,351)	- 3%
Services and Supplies	135,801	148,866	138,884	(9,982)	- 7%
<b>Total Operating Expenditures</b>	<b>796,211</b>	<b>961,593</b>	<b>925,260</b>	<b>(36,333)</b>	<b>- 4%</b>
General Fund Capital	420,286	835,500	440,000	(395,500)	- 47%
Measure AA Capital	2,174,026	13,500	1,577,000	1,563,500	11,581%
<b>Total Capital Expenditures</b>	<b>2,594,312</b>	<b>849,000</b>	<b>2,017,000</b>	<b>1,168,000</b>	<b>138%</b>
<b>Total Real Property Expenditures</b>	<b>3,390,523</b>	<b>1,810,593</b>	<b>2,942,260</b>	<b>1,131,667</b>	<b>63%</b>
One Time Expense: Fund 40 Land/Buildings	31,550,000	3,800,000	0	(3,800,000)	- 100%
<b>Grand Total Real Property Expenditures</b>	<b>\$34,940,523</b>	<b>\$5,610,593</b>	<b>\$2,942,260</b>	<b>(\$2,668,333)</b>	<b>- 48%</b>



Russian Ridge Open Space Preserve by David Henry



# Visitor Services Department

## MISSION STATEMENT

Ensure protection and stewardship of the land and visitor safety, manage public access consistent with ecological values and public safety, and provide opportunities for enrichment of visitors through interpretation, environmental education, stewardship and volunteerism.

## CORE FUNCTIONS

Protect public health and safety through proactive patrol and presence, enforcement of Midpen's rules and regulations, fire protection and emergency medical response.

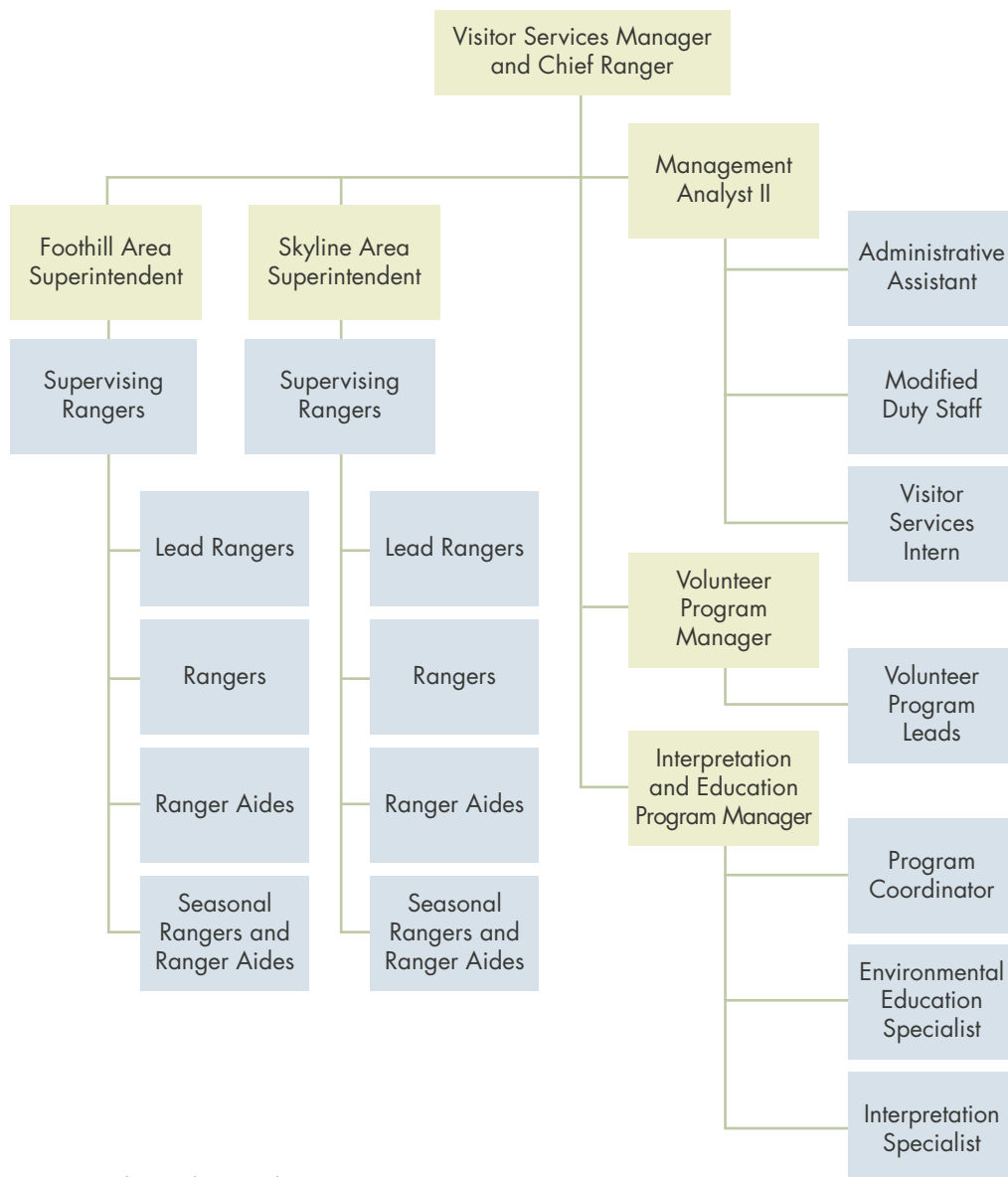
Provide frontline public contact and services on Midpen lands.

Manage the Volunteer and Interpretation and Education programs.

Foster neighbor, partner, and public safety agency relationships and engage in collaborative efforts to further Midpen's goals.

Manage conditional preserve use through an online permit system.

## Organizational Chart



### Staffing Levels

Position	FY17 Adopted FTE	FY18 Adopted FTE	FY19 Amended FTE	FY20 Adopted FTE	FY21 Proposed FTE	Change from FY20 Modified
Administrative Assistant	1	1	1	1	1	0
Area Superintendents	2	2	2	2	2	0
Interpretation & Education Program Manager (formerly Docent Program Manager)	1	1	1	1	1	0
Program Coordinator (formerly Docent Program Coordinator)	1	1	1	1	1	0
Environmental Education Specialist	0	0	1	1	1	0
Interpretive Specialist	0	0	0	1	1	0
Lead Ranger	4	4	5	5	5	0
Ranger	19	19	19	19	19	0
Seasonal Ranger	0.95	0.95	0.95	0.95	0.95	0
Seasonal Ranger Aide	0.95	0.95	0.95	0.95	0.95	0
Supervising Ranger	5	5	5	5	5	0
Management Analyst II	1	1	1	1	1	0
Visitor Services Intern	0	0	0	0.5	0.5	0
Visitor Services Manager/Chief Ranger	1	1	1	1	1	0
Volunteer Program Manager	1	1	1	1	1	0
Volunteer Program Lead	2	2	2	2	2	0
<b>Total FTE</b>	<b>39.9</b>	<b>39.9</b>	<b>41.9</b>	<b>43.4</b>	<b>43.4</b>	<b>0</b>

Visitor Services aligns project deliverables to Midpen's Strategic Plan goals and objectives primarily through:

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Goal 2 – Protect the positive environmental values of open space lands

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Goal 3 – Connect people to open space and a regional environmental protection vision

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Goal 4 – Strengthen organizational capacity and long-term financial sustainability to fulfill the mission

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### Objectives

Strategic Plan Linkage	Project Number	Objective	Target Completion
Goal 2	Operating	Fire Suppression Program: Review Staffing, Equipment and Training	FY2021
Goal 3	Operating	Nature Center Web Camera	FY2021
Goal 2	Operating	Participate in the Wildfire Coordinating Committee to improve the District's preparation for and response to prescribed burns and wildland fires on District lands.	FY2022
Goal 4	Operating	Citation Management System	FY2021

For the full statement of Midpen's Strategic Plan goals and objectives, see page 6; project details are included in Section III.

## Performance Metrics

Strategic Plan Linkage	Indicator	FY19 Target	FY19 Actuals	FY20 Target	FY21 Target
Goal 3	Annual number of Nature Center visitors	3,200	3,200	3,500	3,500
Goal 3	Number of permits issued	3,000	3,740	4,000	3,700
Goal 3	Number of stewardship volunteer hours	18,000	17,500	17,500	17,500
Goal 3	Number of interpretation and education docent hours	5,000	4,553	5,000	5,000

## Budget

Midpen Budget by Expenditure Category	FY19 Actuals	FY20 Adopted Budget	FY21 Proposed Budget	\$ Change from FY20 Adopted Budget	% Change from FY20 Adopted Budget
<b>Visitor Services</b>					
Salaries and Benefits	\$4,893,030	\$5,632,894	\$5,690,801	\$57,907	1%
Services and Supplies	383,290	963,509	720,447	(243,062)	- 25%
<b>Total Operating Expenditures</b>	<b>5,276,320</b>	<b>6,596,403</b>	<b>6,411,248</b>	<b>(185,155)</b>	<b>- 3%</b>
General Fund Capital	0	466,000	0	(466,000)	- 100%
<b>Total Operating Expenditures</b>	<b>0</b>	<b>466,000</b>	<b>0</b>	<b>(466,000)</b>	<b>- 100%</b>
<b>Total Visitor Services Expenditures</b>	<b>\$5,276,320</b>	<b>\$7,062,403</b>	<b>\$6,411,248</b>	<b>(\$651,155)</b>	<b>- 9%</b>



Russian Ridge Open Space Preserve by James Snyder



# Vision Plan Actions Overview

## # VISION PLAN ACTION

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

**# VISION PLAN ACTION**

26	Pulgas Ridge: Regional and Neighborhood Trail Extensions
27	Miramontes Ridge/Purisima Creek Redwoods: Coastside Environmental Education Partnerships
28	Miramontes Ridge/Purisima Creek Redwoods: Mills Creek /Arroyo Leon Watershed Protection, Stream Restoration, and Regional Trail Connections
29	Regional: Advocate to Protect Coastal Vistas of North San Mateo County Coast
30	Regional: Support California Coastal Trail
31	Miramontes Ridge/Purisima Creek Redwoods: Fire Management and Risk Reduction
32	Tunitas Creek: Additional Watershed Preservation and Conservation Grazing
33	Purisima Creek Redwoods: Parking and Repair Projects
34	Teague Hill: West Union Creek Watershed Restoration Partnership
35	Peninsula and South Bay Cities: Major Roadway Signage
36	Regional: Collaborate to Restore San Francisquito Creek Fish Habitat
37	Peninsula and South Bay Cities: San Francisquito Creek Restoration Partnership
38	Ravenswood: Cooley Landing Nature Center Partnership
39	La Honda Creek/El Corte de Madera Creek: San Gregorio Watershed and Agriculture Preservation Projects
40	Regional: San Andreas Fault Interpretive Trail Program
41	Rancho San Antonio: Hidden Villa Access and Preservation Projects
42	Regional: Advocate to Protect Coastal Vistas of South San Mateo County Coast
43	Lower Pomponio Creek: Watershed Preservation and Conservation Grazing
44	Lower Pescadero Creek: Watershed Preservation and Conservation Grazing
45	Skyline Subregion: Fire Management and Forest Restoration Projects
46	Skyline Ridge: Education Facilities, Trails, and Wildlife Conservation Projects
47	Monte Bello: Campfire Talks and Habitat Projects
48	Gazos Creek Watershed: Redwood Preservation, Long-distance Trails, Fish Habitat Improvements
49	Saratoga Gap: Stevens Canyon Ranch Family Food Education Projects
50	Picchetti Ranch: Family Nature Play Program
51	Fremont Older: Historic Woodhills Restoration and Overall Parking Improvements
52	Peninsula and South Bay Cities: Los Gatos Creek Trail Connections
53	Sierra Azul: Expand Access in the Kennedy-Limekiln Area
54	Sierra Azul: Fire Management

# Glossary

<b>TERM</b>	<b>DESCRIPTION</b>
Accrual	An expense which is outstanding at the end of a financial period and which needs to be included in the accounting results for the period.
ACOE	U.S. Army Corps of Engineers
Action Plan	The work plan that includes all of the projects and key initiatives that Midpen pursues.
ADA	Americans with Disabilities Act
Adopted Budget	The adopted budget is Midpen’s annual fiscal plan, which is approved by the board of directors. The adopted budget establishes the legal authority for the expenditure of funds, as created by the appropriation resolution. The adopted budget includes all reserves, transfers, allocations, supplemental appropriations and other legally authorized legislative and executive changes.
AGM	Assistant General Manager
Americans with Disabilities Act	The ADA is a civil rights law that prohibits discrimination against individuals with disabilities in all areas of public life, including all public and private places that are open to the general public.
AO	Administrative Office (Midpen headquarters)
AP	Accounts Payable
Appropriation	A legal authorization granted by the board of directors to make expenditures and to incur obligations for specific purposes. An appropriation usually is limited in amount and to the time in which it may be expended.
Audit	An official examination and verification of accounts and records, especially of financial accounts.
Balanced Budget	A budget in which expenses do not exceed revenues. Specifically, resources, including estimated revenue and other sources such as bond proceeds, transfers in and approved fund balances/net assets, meet or exceed uses, including appropriations and transfers out.
Basis of Accounting	Basis of accounting refers to when revenues and expenditures are recognized in the accounts and reported in the financial statements. Government-wide financial statements are prepared using the accrual basis of accounting. Budgets are developed using the modified accrual basis of accounting.
BCR	Bear Creek Redwoods (Preserve)
Bond	A fixed income instrument that represents a loan made by an investor to a borrower.
Budget	The plan of expenditures and revenues for a specific period of time.
Budget Categories	Midpen’s budget is divided into five budget categories: Salaries and Benefits, Services and Supplies, Land and Associated Costs, Capital and Fixed Assets (non-land purchases), and Debt Service.
CAFR	Comprehensive Annual Financial Report

<b>TERM</b>	<b>DESCRIPTION</b>
California Environmental Quality Act	California law (California Public Resources Code section 21000 et seq.) that requires development projects to submit documentation of their potential environmental impact.
CalPERS	California Public Employee Retirement System
CAPEX	Capital expenditures
Capital Budget	Expenditures that are used to improve Midpen's infrastructure and assets of the District.
Capital Improvement and Action Plan	Midpen's Capital Improvement Program and Action Plan for project and program delivery
Capital Improvement Program	A multi-year plan for capital expenditures, with details on anticipated annual expenditures and information about the resources estimated to be available to finance the projected expenditures.
Capitalized Expenditures	Expenditures resulting in the acquisition and/or construction of fixed assets, such as land, land improvements, infrastructure, and equipment.
Cash basis	Cash basis is a method of recording accounting transactions for revenue and expenses only when the corresponding cash is received, or payments are made.
CDFW	California Department of Fish and Wildlife
CEQA	California Environmental Quality Act
CFO	Chief Financial Officer
CIAP	Capital Improvement and Action Plan
CIP	Capital Improvement Program/Project
Debt Service	Debt service is the payment of the principal and interest on an obligation resulting from the issuance of bonds and/or promissory notes.
Debt Service Fund	A fund that accounts for accumulation of resources to be used for debt service payments, as well as principal and interest payments and associated administrative costs.
Deficit	The result of an excess of expenditures over resources.
Designation of Fund Balance	Unreserved fund balance may be designated by Midpen to be set aside for a specific purpose. The designation indicates that a portion of fund equity is not available for current appropriation, as it has been set aside to comply with Midpen's plan for future uses.
Design-Build	Design-build is a method of project delivery in which one entity—the design-build team—works under a single contract with the project owner to provide design and construction services.
District	Generally refers to the geographic boundaries of the Midpeninsula Regional Open Space District.
E&C	Engineering and Construction (Department)
eDNA	Environmental DNA
EIR	Environmental Impact Report
EIS	Environmental Impact Statement
Encumbrances	Commitments for unperformed contracts for goods and services.



<b>TERM</b>	<b>DESCRIPTION</b>
Enterprise Resource Planning	An ERP management information system integrates areas such as purchasing, finance, and human resources.
Environmental DNA	DNA that is collected from a variety of environmental samples such as soil, seawater, or even air rather than directly sampled from an individual organism. This method allows for biomonitoring without requiring collection of the living organism, creating the ability to study organisms that are invasive, elusive, or endangered without introducing anthropogenic stress on the organism.
ERP	Enterprise Resource Planning
ESRI	GIS software
Fiscal Year	A 12-month period to which the annual operating budget applies and at the end of which Midpen determines its financial position and the results of its operations. Midpen's fiscal year is from July 1 through June 30 and is shown as FY21 to indicate fiscal year ending June 30, 2021.
Fixed Assets	Land and other long-lived assets, such as buildings, improvements, vehicles/equipment, with a value greater than the capitalization amount, stated in the Midpen's Capital Asset and Inventory Control Policy. In 2009 the policy was updated to capitalize vehicles/equipment with a cost exceeding \$25,000, and improvements/infrastructure with a cost exceeding \$100,000.
FOSM	The Financial and Organizational Sustainability Model is a comprehensive report that provides Midpen with recommendation on strengthening organizational capacity to fulfill its mission of land preservation, natural resource protection, and public access and education.
FTE	Full Time Equivalent
Full-Time Equivalent	Measure of dedicated staff. One FTE is equivalent to 2080 hours of work per year. Some positions are part-time and are budgeted based on hours that are then converted to a full-time equivalent of a position.
Fund	Midpen's accounts are organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures. Governmental resources are allocated to, and accounted for, in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled.
Fund Balance	Fund balance is the difference between governmental fund assets and fund liabilities.
Funds	Different revenue sources used for specific purposes dependent on the type of Midpen activity.
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
General Fund	Midpen's main governmental operating fund. The General Fund is primarily used to fund personnel costs, routine operational and maintenance expenses, and debt service.
General Obligation Bond	GO Bond is a local governmental debt issue that is secured by a broad government pledge to use its tax revenues to repay the bond holders.

<b>TERM</b>	<b>DESCRIPTION</b>
Generally Accepted Accounting Principles	Uniform standards and guidelines for financial accounting and reporting.
GFOA	Government Finance Officers Association
GHG	Greenhouse gas
GIS	Geographic Information System
GL or G/L	General Ledger
GM	General Manager
GO	General Obligation (bonds)
Grants	Contributions or gifts of cash or other assets to/from another government agency, foundation or private entity, to be used for a specific purpose.
Hawthorns Endowment	This fund may only be used for expenses required to maintain the Hawthorn property. Includes both operating and capital expenditures.
HR	Human Resources (Department)
IST	Information Systems Technology (Department)
L&F	Land and Facilities (Department)
MAA	Measure AA
Major Fund	Funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds.
Measure AA	Voter-approved general obligation bond to be used on improvement projects to deliver the 25 Project Portfolios included in the bond measure.
Midpen	Midpeninsula Regional Open Space District
Modified Accrual	The accrual basis of accounting is an accounting method which recognizes expenses at the time a liability is incurred. Under the modified accrual basis of accounting, expenditures are generally recognized in the accounting period in which the related fund liability is incurred, but debt service expenditures are recorded only when payment is due.
New World System	An ERP management information system with features and functionality to support local government administration.
NR	Natural Resources (Department)
NWS	New World System
OPEB	Other Post-Employment Benefits
Operating Budget	Projects costs for salaries and benefits, and services and supplies.
OPEX	Operational expenditures
OSP	Open Space Preserve
PA	Public Affairs (Department)
Peninsula Open Space Trust	A private land trust supporting land conservation in San Mateo, Santa Clara and Santa Cruz counties.

<b>TERM</b>	<b>DESCRIPTION</b>
PL	Planning (Department)
PNR	Planning and Natural Resources (Midpen project review committee)
POST	Peninsula Open Space Trust
Projected	The projected amount of expenditures and/or revenues for Midpen, before the account books have been closed for the fiscal year and a financial audit has been conducted.
Property Tax	The tax is imposed on real property and is based on the value of the property. It is collected by San Mateo and Santa Clara counties within Midpen's boundary.
Proprietary Funds	Used to account for activities that are similar to activities that may be performed by a commercial enterprise. The purpose of the proprietary fund is to provide a service or product at a reasonable cost. Midpen's only proprietary funds are internal service funds.
Reimbursements	Repayments of amounts remitted on behalf of another fund or agency.
Reserve	(1) An account used to earmark a portion of fund balance to indicate that it is not appropriate for expenditure; and (2) an account used to earmark a portion of fund equity as legally segregated for a specific future use.
Reserved Fund Balance	The portion of fund balance that is not available to finance expenditures of the subsequent accounting period, including items such as encumbrances, inventory, prepaid items, and notes receivable.
Resources	Total revenue, inter-departmental charges and bond proceeds budgeted for the fiscal year.
Revenue	The amount of funds received by Midpen from taxes, fees, rental income, interest, intergovernmental sources, and other sources during the fiscal year.
RFB	Request for Bid
RFP	Request for Proposal
RFPQ	Request For Proposal Quote/Qualifications
Risk Management	Management efforts to protect Midpen from potential claims, including the avoidance of accidental loss or minimization of consequences if loss does occur.
RP	Real Property (Department)
RWQCB	San Francisco Bay Regional Water Quality Control Board
Sinking Fund	A fund formed by periodically setting aside money for the gradual repayment of a debt or replacement of a wasting asset.
SOD	Sudden Oak Death
Sudden Oak Death	A non-native plant disease infecting forests of many coastal California counties. The disease is caused by the microscopic pathogen <i>Phytophthora ramoru</i> .
Tranche	A portion of something, especially money.
Valley Water	Valley Water, formerly known as Santa Clara Valley Water District or SCVWD
VS	Visitor Services (Department)
YTD	Year To Date





Russian Ridge Open Space Preserve by Katie Nelson



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