



Midpeninsula Regional
Open Space District

R-15-161
Meeting 15-29
November 17, 2015

AGENDA ITEM 1

AGENDA ITEM

Review and Discussion of Priority Focus Areas for Fiscal Year 2016-17 Action Plan

GENERAL MANAGER'S RECOMMENDATIONS

1. Following a presentation on current priority focus areas of the current Fiscal Year 2015-16 Action Plan, confirm continuation of these priority focus areas into the Fiscal Year 2016-17 Action Plan.
2. If the Board of Directors is interested in alternative priority actions for the Fiscal Year 2016-17 Action Plan, direct the General Manager to evaluate staff and resource capacity, or reprioritize existing capacity, as needed to add alternative priority actions and return to the Board for further discussion and direction prior to review by the Action Plan and Budget Committee in spring, 2016.

SUMMARY

Early in Fiscal Year (FY) 2015-16, the General Manager discussed with the Board of Directors (Board) a plan to hold two strategic planning retreats in fall/winter to begin preparations for work plan priorities for FY2016-17. The first retreat was held on October 22, 2015. At that retreat, the Board adopted Strategic Plan revisions to guide the District's work priorities for FY2016-17. The second strategic planning retreat, scheduled for November 17, is intended to provide the Board detailed information about current Action Plan priority focus areas, and to identify priority actions related to those focus areas that are anticipated to continue into FY2016-17. Following presentations about these current Action Plan priority focus areas, the Board will have an opportunity to discuss alternative priority actions suggested by any Board member and, if supported by a majority of the Board, direct the General Manager to evaluate staff and resource capacity, or reprioritize existing capacity, as needed to add alternative priority actions and return to the Board for further discussion and direction prior to review by the Action Plan and Budget Committee in spring, 2016. The General Manager recommends that the Board confirm continuation of the current Action Plan priority focus areas into FY2016-17. As reported to the Board at the retreat on October 22, 2015, the General Manager anticipates that continuation of the current Action Plan priority focus areas will dominate staff resources into FY2016-17, in addition to continued improvements to the District's on-going programs such as public outreach, field maintenance and visitor services functions, and restoration work. However, the Board could decide to prioritize District resources differently. Depending on the Board's direction, the outcomes of the November 17 discussion will guide further evaluation of District resources and the development of the FY2016-17 Action Plan and Budget, including the 3-Year Capital Improvement Plan.

BACKGROUND

The FY2015-16 Action Plan contains 157 Key projects. Significant progress has been made on many of these project. The Action Plan and Budget Committee will receive a detailed Action Plan and Budget update in early December, followed by the full Board’s review of mid-year Action Plan and Budget adjustments in January 2016.

Development of the Measure AA project priorities in the FY2015-16 Action Plan was guided by Board-adopted Prioritization Criteria for Measure AA Projects (Attachment 1). These criteria guided the Board’s decisions regarding the first five years of Measure AA priority projects (Attachment 2). These background documents are provided here as a reminder of how the Board established Measure AA priorities for the FY2015-16 Action Plan and in order to set the context for understanding the discussion below about what has changed regarding the actions to open the Bear Creek Redwoods (BCR) Open Space Preserve to general public access.

Additionally, the Strategic Plan adopted by the Board on October 22, 2015, is provided as Attachment 3.

DISCUSSION

For the purposes of the November 17, 2015, Board Retreat discussion, current Action Plan priority focus areas, as well as priority focus areas continuing into FY2016-17, can be summarized as primarily relating to (1) establishing the District’s new business model as outlined by the Financial and Operational Sustainability Model (FOSM) Study to prepare the District for the effective delivery of Measure AA projects and on-going operations, including staff facilities; (2) opening Bear Creek Redwoods Open Space Preserve to general public access; (3) opening the Mt. Umunhum summit to public access; (4) opening certain closed areas of La Honda Creek Open Space Preserve to public access; (5) other Measure AA projects; and (6) other projects related to the strategic plan.

Initially, the Measure AA five-year prioritization by the Board did not anticipate the public opening of BCR within the first five years. As shown in Attachment 2, the actions identified for the first five years included:

21 <i>Bear Creek Redwoods: Public Recreation and Interpretive Projects</i>	21-1	LAND CONSERVATION <ul style="list-style-type: none"> • Moody Gulch - Land Conservation, Gate and Fence Improvements
	21-2	PUBLIC ACCESS <ul style="list-style-type: none"> • Preserve Plan Development & CEQA • Ponds Assessment
	21-3	PUBLIC ACCESS <ul style="list-style-type: none"> • Water Infrastructure Improvements for Existing Uses Evaluation & Implementation
	21-4	PUBLIC ACCESS <ul style="list-style-type: none"> • Bear Creek Stables Site Plan (PHASE I) Development

However, during Action Plan development, several pieces of BCR were accelerated with a goal of opening BCR to the public as soon as possible. The adopted FY2015-16 Action Plan includes completing the Preserve Plan and CEQA, design and permitting of Phase 1 access improvements, completing the Bear Creek Stables Site Plan, and completing the Alma College Site Rehabilitation Plan. Subsequently, the General Manager has informed the Board that the earliest opening of BCR could be 2018. Staff has now diligently assessed all of the actions necessary to open BCR by 2018. The current Action Plan's identification of four projects has expanded into ten project areas that are demanding an unanticipated amount of staff resources throughout the organization. These actions include:

- Water rights
- Water system improvements
- Stables Facilities Plan; cost allocation
- Weed abatement
- Road and trail upgrades
- New parking lot and pedestrian crossing
- Alma College site stabilization
- Pond restoration
- Stables Operator Request for Proposals and long-term lease
- Bat relocation at Alma College

This scope of work to open BCR will be described in more depth in presentations to the Board on November 17, 2015. This priority work, along with continuing actions related to the five other priority focus areas – New Business Model Implementation/staff facilities, Mt. Umunhum, La Honda Creek Open Space Preserve, other Measure AA priority actions, and other projects related to the strategic plan – is a significant workload moving into FY2016-17. All of these priority focus areas will be described in more depth in presentations to the Board on November 17, 2105.

A preliminary list of potential FY2016-17 Action Plan projects is summarized in Attachment 4. To facilitate the Board's discussion of priority focus areas for FY2016-17, the list is organized according to the six priority focus areas described above. In addition, the list describes whether projects are Board-directed/non-discretionary, discretionary, already underway, Measure AA related, or strategic plan related. The purpose of this list is to provide the Board with an early sense of potential FY2016-17 Action Plan items, and receive Board input as to whether there are other Board-recommended actions/priority focus areas that should be considered and evaluated further as the General Manager begins preparation of the FY2016-17 Action Plan and Budget for Committee and Board consideration in Spring 2016.

Given the Board's direction to the General Manager to focus on the Board's list of five success criteria that emphasize pacing of projects, delivering exceptional work, a balanced mission delivery, project delivery innovation, and creating an exceptional organization, the General Manager recommends that the District needs to approach any new project or initiative with caution and thorough scrutiny of scoping, planning, and identifying staff resource trade-offs when considering whether new projects or initiatives are feasible. The creative and hopeful working atmosphere present over the past few years cannot be sustained given the current fast pace, heavy workload, and amount of organizational change. These dynamics are important to consider and manage as the District plans its budget and action plan for FY2016-17.

Agenda for November 17, 2015 Retreat

The following draft agenda has been prepared for this retreat. It is designed to provide important information to the Board to inform discussion of future Action Plan priorities:

- I. General Manager Remarks/Purpose of the Retreat
 - a. Review success criteria
 - b. Status of the organization
 - c. Strategic Plan direction from prior retreat
 - d. Purpose of priority setting retreat

- II. On-going Significant District Efforts
 - a. New Business Model Implementation
 - b. Staff Facilities
 - c. Opening of preserve areas
 - d. Other Measure AA and Strategic Plan related actions

- III. Board Discussion of Priorities
 - a. Confirm existing priorities
 - b. Consider additional priorities

FISCAL IMPACT

The General Manager’s recommendations have no direct fiscal impact, but will drive the development of the FY2016-17 Action Plan and Budget, which will return to the Board in the future for consideration.

BOARD COMMITTEE REVIEW

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

PUBLIC NOTICE

Public notice was provided as required by the Brown Act.

CEQA COMPLIANCE

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

NEXT STEPS

Following the Board’s confirmation of District-wide priorities for the upcoming fiscal year, or the Board’s direction to evaluate alternative priorities, the General Manager will begin the preparation of the FY2016-17 Action Plan and Budget, including the 3-Year Capital Improvement Plan, or return to the full Board with further evaluation of alternative priorities.

Attachments

- 1. Measure AA Prioritization Criteria
- 2. Measure AA Priorities for the first Five Years

3. Strategic Plan Goals and Objectives
4. List of Potential Action Plan Projects for FY2016-17

Responsible Department Head:
Stephen E. Abbors, General Manager

Prepared by:
Ana Ruiz and Kevin Woodhouse, Assistant General Managers

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

Notes:

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

PROPOSED MEASURE AA 5-YEAR PROJECT LIST

PORTFOLIO NUMBER AND TITLE	PROJECT NO.	BRIEF PROJECT PURPOSE AND DESCRIPTION
1 Miramontes Ridge: <i>Gateway to the Coast Public Access, Stream Restoration and Agriculture Enhancement</i>	1-1	RESTORATION / AGRICULTURE <ul style="list-style-type: none"> • Agricultural Well at Madonna Creek Ranch Design & Implementation
	1-2	ACCESS / PATROL <ul style="list-style-type: none"> • Madonna Bridge Replacement Design, Permitting, & Implementation
2 Regional: <i>Bayfront Habitat Protection and Public Access Partnerships</i>	2-1	PUBLIC ACCESS <ul style="list-style-type: none"> • Cooley Landing - Interpretative Facilities & Infrastructure Design & Implementation
	2-2	PUBLIC ACCESS <ul style="list-style-type: none"> • Ravenswood Bay Trail Design, CEQA, Permitting, & Implementation
3 Purisima Creek Redwoods: <i>Purisima-to-Sea Trail, Watershed Protection and Conservation Grazing</i>	3-1	LAND CONSERVATION <ul style="list-style-type: none"> • Lot Line Adjustment / Property Transfer (Guisti - Purisima Uplands) and Protection of Lobitos Creek Watershed
	3-2	RESTORATION <ul style="list-style-type: none"> • Site Clean Up and Soil Remediation Post-Purchase (Guisti - Purisima uplands)
	3-3	RESTORATION / AGRICULTURE <ul style="list-style-type: none"> • Grazing Plan Assessment, Scoping, & Implementation • Water Systems Infrastructure
	3-4	PUBLIC ACCESS <ul style="list-style-type: none"> • Harkins Bridge Replacement Implementation
4 El Corte de Madera Creek: <i>Bike Trail and Water Quality Projects</i>	4-1	LAND CONSERVATION <ul style="list-style-type: none"> • Pursue Land Conservation Opportunities
	4-2	RESTORATION <ul style="list-style-type: none"> • Watershed Protection Measures, Final Phase Implementation
	4-3	RESTORATION <ul style="list-style-type: none"> • Watershed Protection Measures Re-Assessment & Implementation
	4-4	PUBLIC ACCESS <ul style="list-style-type: none"> • Oljon Trail Permitting & Implementation
5 La Honda Creek: <i>Upper Area Recreation, Habitat Restoration and Conservation Grazing Projects</i>	5-1	LAND CONSERVATION <ul style="list-style-type: none"> • Pursue Land Conservation Opportunities
	5-2	RESTORATION <ul style="list-style-type: none"> • Grazing Infrastructure Assessment, Scoping, & Implementation • Water Systems Infrastructure
	5-3	RESTORATION <ul style="list-style-type: none"> • Green House next to Paulin Cabin Demolition • Water Systems Infrastructure
6 Windy Hill: <i>Trail Improvements, Preservation & Hawthorns Area Historic Partnership</i>	6-1	RESTORATION <ul style="list-style-type: none"> • Hawthorns Historic Complex Partner Selection & Site Development

PORTFOLIO NUMBER AND TITLE	PROJECT NO.	BRIEF PROJECT PURPOSE AND DESCRIPTION
7 La Honda Creek: <i>Driscoll Ranch Public Access, Endangered Wildlife Protection and Conservation Grazing</i>	7-1	LAND CONSERVATION <ul style="list-style-type: none"> • Event Center and Apple Orchard Purchase
	7-2	RESTORATION <ul style="list-style-type: none"> • Fisheries Restoration Design, Permitting & Implementation
	7-3	RESTORATION <ul style="list-style-type: none"> • Fisheries Enhancement - Apple Orchard Scoping, Design, & Implementation
	7-4	RESTORATION <ul style="list-style-type: none"> • Fisheries Enhancement - Event Center Scoping & Design
	7-5	RESTORATION <ul style="list-style-type: none"> • Grazing Infrastructure Assessment, Scoping, & Implementation • Water Systems Infrastructure
8 La Honda/Russian Ridge: <i>Preservation of Upper San Gregorio Creek Watershed & Ridge Trail Completion</i>		No projects in first 5 years
9 Russian Ridge: <i>Public Recreation, Grazing and Wildlife Protection Projects</i>	9-1	RESTORATION <ul style="list-style-type: none"> • Grazing Infrastructure Assessment, Scoping, & Implementation • Grazing Lease • Water Systems Infrastructure
	9-2	RESTORATION <ul style="list-style-type: none"> • Mindego Public Access and Demo - True Ranch Remediation, Demolition, & Restoration Design, Permitting & Implementation • Water Systems Infrastructure
	9-3	RESTORATION <ul style="list-style-type: none"> • Pond Improvements (1-2 ponds) Design, Permitting, & Implementation
	9-4	PUBLIC ACCESS <ul style="list-style-type: none"> • Mindego Hill Trail - Open to Public (once grazing infrastructure & True Ranch demo and restoration completed)
	9-5	PUBLIC ACCESS <ul style="list-style-type: none"> • Public Trail Access to Council Circle (once grazing infrastructure & True Ranch demo and restoration completed) Design, Permitting, & Implementation
10 Coal Creek: <i>Reopen Alpine Road for Trail Use</i>	10-1	PUBLIC ACCESS <ul style="list-style-type: none"> • Alpine Road Trail - Urgent Improvements Design, Permitting, & Implementation
	10-2	LAND CONSERVATION <ul style="list-style-type: none"> • Alpine Road & Drainage Improvements - Memorandum of Understanding (MOU) Coordination with San Mateo County
11 Rancho San Antonio: <i>Interpretive Improvements, Refurbishing, and Transit Solutions</i>	11-1	PUBLIC ACCESS <ul style="list-style-type: none"> • New Trails to Connect Quarry Trail to Black Mountain Trail Design, CEQA, & Implementation

PORTFOLIO NUMBER AND TITLE	PROJECT NO.	BRIEF PROJECT PURPOSE AND DESCRIPTION
12 <i>Peninsula/South Bay Cities:</i> <i>Partner to Complete Middle Stevens Creek Trail</i>		No projects in first 5 years
13 <i>Cloverdale Ranch:</i> <i>Wildlife Protection, Grazing and Trail Connections</i>		No projects in first 5 years
14 <i>Regional:</i> <i>Trail Connections and Campgrounds</i>		No projects in first 5 years
15 <i>Regional:</i> <i>Redwood Protection and Salmon Fishery Conservation</i>	15-1	LAND CONSERVATION <ul style="list-style-type: none"> Conservation Easement Upper Alpine Ranch Area
	15-2	LAND CONSERVATION <ul style="list-style-type: none"> Pursue Land Conservation Opportunities with Partner Consultation
16 <i>Long Ridge:</i> <i>Trail, Conservation and Habitat Restoration Projects</i>		No projects in first 5 years
17 <i>Regional:</i> <i>Complete Upper Stevens Creek Trail</i>	17-1	LAND CONSERVATION <ul style="list-style-type: none"> Upper Stevens Creek Trail - Last Piece - Pursue Land Conservation Opportunities
	17-2	RESTORATION <ul style="list-style-type: none"> Lobner Demolition & Restoration Implementation Water Systems Infrastructure
	17-3	PUBLIC ACCESS <ul style="list-style-type: none"> Completion of Upper Stevens Creek Trail - Coordination with Partners
	17-4	PUBLIC ACCESS <ul style="list-style-type: none"> Stevens Creek Nature Trail - Existing Bridge Replacement Scoping, CEQA, Design, & Implementation Stevens Creek Nature Trail - New Bridge Scoping & CEQA
18 <i>South Bay Foothills:</i> <i>Saratoga-to-Sea Trail and Wildlife Corridor</i>		No projects in first 5 years
19 <i>El Sereno:</i> <i>Dog Trails and Connections</i>	19-1	PUBLIC ACCESS <ul style="list-style-type: none"> Dog Access Scoping & Implementation
20 <i>South Bay Foothills:</i> <i>Wildlife Passage and Ridge Trail Improvements</i>	20-1	RESTORATION <ul style="list-style-type: none"> HWY 17 Wildlife Crossing Culvert Scoping, Design, CEQA, & Permitting
	20-2	PUBLIC ACCESS <ul style="list-style-type: none"> HWY 17 Bay Area Ridge Trail Crossing Scoping, Design, Permitting & Implementation

PORTFOLIO NUMBER AND TITLE	PROJECT NO.	BRIEF PROJECT PURPOSE AND DESCRIPTION
21 <i>Bear Creek Redwoods:</i> <i>Public Recreation and Interpretive Projects</i>	21-1	LAND CONSERVATION <ul style="list-style-type: none"> Moody Gulch - Land Conservation, Gate and Fence Improvements
	21-2	PUBLIC ACCESS <ul style="list-style-type: none"> Preserve Plan Development & CEQA Ponds Assessment
	21-3	PUBLIC ACCESS <ul style="list-style-type: none"> Water Infrastructure Improvements for Existing Uses Evaluation & Implementation
	21-4	PUBLIC ACCESS <ul style="list-style-type: none"> Bear Creek Stables Site Plan (PHASE I) Development
22 <i>Sierra Azul:</i> <i>Cathedral Oaks Public Access and Conservation Projects</i>	22-1	RESTORATION <ul style="list-style-type: none"> Hendrys Creek Restoration Design & Implementation
23 <i>Sierra Azul:</i> <i>Mt. Umunhum Public Access and Interpretation Projects</i>	23-1	LAND CONSERVATION <ul style="list-style-type: none"> Mt Um Road and Trail Property Rights
	23-2	PUBLIC ACCESS <ul style="list-style-type: none"> Mt Um Trail Implementation
	23-3	PUBLIC ACCESS <ul style="list-style-type: none"> Radar Tower Repair Implementation
	23-4	PUBLIC ACCESS <ul style="list-style-type: none"> Summit Restoration, Parking, & Landing Zone (PHASE 1) Design, Permitting & Implementation
	23-5	PUBLIC ACCESS <ul style="list-style-type: none"> Mt. Um Guadalupe Creek Overlook and Bridges Planning & Design
	23-6	PUBLIC ACCESS <ul style="list-style-type: none"> Mount Umunhum Road Design, Permitting & Implementation
24 <i>Sierra Azul:</i> <i>Rancho de Guadalupe Family Recreation</i>	24-1	LAND CONSERVATION <ul style="list-style-type: none"> Pursue Land Conservation Opportunities
25 <i>Sierra Azul:</i> <i>Loma Prieta Area Public Access, Regional Trails and Habitat Projects</i>		No projects in first 5 years

Strategic Plan Goals and Objectives

Goal 1 - Promote, establish and implement a common conservation vision with partners

Objective 1 – Build and strengthen diverse partnerships

Objective 2 – Implement an integrated approach to conservation on the Peninsula, South Bay and San Mateo Coast

Objective 3 – Implement and communicate progress on the District’s Vision Plan

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

Objective 1 – Convene the Bond Oversight Committee

Objective 2 – Develop and implement a comprehensive public outreach strategy utilizing the entire District organization including the engagement of diverse communities and enhanced public education programs

Goal 3 – Strengthen organizational capacity to fulfill the mission

Objective 1 – Provide the necessary resources, tools, and infrastructure, including change management and capacity building to meet Measure AA project commitments

Objective 2 – Pursue additional discretionary revenue opportunities to augment operating and bond revenues

Objective 3 – Continue implementing additional phases of the new business model, as informed by the results of the Financial and Operational Sustainability Model Study, to effectively and efficiently deliver Vision Plan projects and the District’s ongoing functions

Objective 4 – Strive to reflect the changing community we serve in the District’s visitors, staff and volunteers

Revised October 22, 2015

PRELIMINARY LIST OF POTENTIAL FY2016-17 ACTION PLAN PROJECTS

This preliminary list of potential FY2016-17 Action Plan projects is provided to inform the Board of Director's discussion of priority focus areas for FY2016-17. The purpose of this list is to provide the Board with an early sense of potential FY2016-17 Action Plan items, and receive Board input as to whether there are other Board-recommended actions/priority focus areas that should be considered and evaluated further as the General Manager begins preparation of the FY2016-17 Action Plan and Budget for Committee and Board consideration in Spring 2016.

The list is organized according to the six priority focus areas described in the staff report:

- Business Model/Staff Facilities
- Bear Creek Redwoods
- Mt. Umunhum
- La Honda Creek
- Other Measure AA Projects
- Other Strategic Plan Projects
- Other Projects to fulfill the District's Mission

This list represents staff's current understanding about current Action Plan projects that will be continuing into FY2016-17, as well as potential new projects related to each of the priority focus areas listed above.

Action Plan Projects Anticipated for Fiscal Year 2016-17 (July 2016 - June 2017)

No.	Project Name	Measure AA	Strategic Plan	Underway	Board Directed or Non-Discretionary	Staff recommendation, contingent on Board approval	Rationale Rationale for including in the Action Plan
BUSINESS MODEL / STAFF FACILITIES (16 Projects in total)							
1	Implement New Business Model		X			X	Following completion of the FOSM Study, implement organizational and process changes to improve the District's delivery of its mission and Measure AA projects.
2	Integration of Insurance Requirements into IAFS					X	To ensure Purchase Orders with no contract carry appropriate insurance coverage.
3	Records Retention Update					X	Update the Records Retention Policies and Practices, particularly as applies to email.
4	Temporary Modular Facilities for Operations Staff			X	X		Evaluate locations for temporary facilities to meet immediate office and workspace needs for Operations staff.
5	Computerized Maintenance Management System			X			Develop a computerized Maintenance Management System for centralization and increased efficiencies.
6	Skyline Field Office Safety and Maintenance Repairs			X	X		Repairs and upgrades to maintain safety at the Skyline Field Office and to improve staff efficiency and working conditions.
7	Administration Office Relocation Investigation		X	X	X		Due diligence to investigate viable properties as potential future home of the Admin. Office.
8	Admin Office Long Term Staff Facilities Implementation			X	X		Necessary to address New Business Model calling for expanded staffing capacity to expedite Measure AA project delivery.
9	South Area Outpost Long Term Staff Facilities Implementation			X	X		Necessary to address New Business Model calling for expanded staffing capacity to expedite Measure AA project delivery.

Action Plan Projects Anticipated for Fiscal Year 2016-17 (July 2016 - June 2017)

No.	Project Name	Measure AA	Strategic Plan	Underway	Board Directed or Non-Discretionary	Staff recommendation, contingent on Board approval	Rationale Rationale for including in the Action Plan
10	Geographic Information Systems (GIS) Master Plan					X	To identify and prioritize GIS infrastructure and staffing resource needs to accommodate Measure AA project delivery.
11	GIS Master Plan Implementation Items					X	To implement specific priority actions coming from the GIS Master Plan, including procedures, methods, and projects to strategically meet GIS demands over the next 3-5 years.
12	GIS Database Upgrade			X		X	Systems improvements for more efficient GIS analysis, mapping, field collection, and webGIS deployment; implementation priorities from the IST Strategic Plan.
13	Document Management System Implementation					X	Procure and implement a digital storage solution for District documents and records.
14	District Wide Intranet			X		X	Provide a more efficient and effective mode of sharing information with employees.
15	Priority Recruitments			X	X		Business Model implementation requires focus on accelerated recruitments.
16	New Employee On-boarding Program Development					X	Thorough on-boarding process necessary to orient new employees efficiently and effectively.
BEAR CREEK REDWOODS (11 projects in total)							
17	Bear Creek Redwoods Preserve Plan: Water Rights			X	X		Public safety - need to secure water rights for reliable and resilient water supply for stables operations and proposed new uses.

Action Plan Projects Anticipated for Fiscal Year 2016-17 (July 2016 - June 2017)

No.	Project Name	Measure AA	Strategic Plan	Underway	Board Directed or Non-Discretionary	Staff recommendation, contingent on Board approval	Rationale Rationale for including in the Action Plan
18	Bear Creek Water System Improvements (MAA 21-3)	X		X	X		Critical water system that needs to be improved in order to supply water to Stables/caretaker residence and supply fire suppression water to visitor-serving facilities (Alma College site).
19	Implementation of Phase I Bear Creek Stables Improvements (MAA 21-4)	X			X		Improvements necessary to open the stables for general public use. Completion of schematic design, engineering and design documents to submit for use permit. Implementation dependent on permit issuance, Board certification of EIR and project approval.
20	Bear Creek Stables RFP/Long-Term Lease				X		Enter into long-term lease given interim lease arrangement. Long-term lease will also facilitate Site Plan implementation.
21	Bear Creek Redwoods Preserve Plan: Road and Trail Repair and Upgrades (MAA 3-4)	X		X	X		To meet 2018 Preserve opening date: landslide repair, road re-route, bridge replacement for public/staff safety. Preliminary planning underway.
22	Implementation of Bear Creek Redwoods Parking Lot and Pedestrian Crossing (MAA 21-5)	X		X	X		Improvements necessary to open the Preserve for general public use. Schematic design, engineering and design documents to secure encroachment permit. Construction of crossing over Bear Creek Rd and new parking lot at Alma College are dependent on permit issuance, Board certification of EIR and project approval.

Action Plan Projects Anticipated for Fiscal Year 2016-17 (July 2016 - June 2017)

No.	Project Name	Measure AA	Strategic Plan	Underway	Board Directed or Non-Discretionary	Staff recommendation, contingent on Board approval	Rationale Rationale for including in the Action Plan
23	Bear Creek Redwoods Preserve Plan: Invasive Weed Treatment Plan			X	X		To meet 2018 Preserve opening date: involves restoring weed-infested areas.
24	Bear Creek Redwoods: Pond Repairs and Restoration (MAA 21-8)	X			X		Pond infrastructure, hydrology and restoration important for land/habitat management and to facilitate new facilities.
25	Bear Creek Redwoods Bat Relocation			X	X		To relocate bat populations away from the Alma College structures prior to cleanup, demolition, and stabilization.
26	Bear Creek Redwoods Alma College Cleanup and Stabilization (MAA 21-6)	X			X		Minimal repairs and cleanup to the Alma College site to prepare gateway entrance for visitation and address public safety/enforcement concern.
27	Bear Creek Redwoods - Moody Gulch (MAA 21-1)	X		X		X	Agreement to transfer property from Santa Clara County Parks and make as addition to Bear Creek Redwoods OSP.
MT. UMUNHUM (7 projects in total)							
28	Mt. Umunhum Trail and Road Access Rights (MAA 23-1)	X		X	X		Secure trail and access rights at Mt. Um to meet scheduled fall 2016 public opening.
29	Mt. Umunhum Road Design, Permitting & Implementation (MAA 23-6)	X		X	X		Road repair and safety improvements to allow public vehicular use/access to the summit for scheduled public opening in fall 2016.
30	Visitor Use Statistics - Pilot Project			X		X	To measure Preserve visitation levels on the road.

Action Plan Projects Anticipated for Fiscal Year 2016-17 (July 2016 - June 2017)

No.	Project Name	Measure AA	Strategic Plan	Underway	Board Directed or Non-Discretionary	Staff recommendation, contingent on Board approval	Rationale Rationale for including in the Action Plan
31	Mt. Umunhum Trail Construction (MAA 23-2)	X		X	X		Install three bridges to complete trail construction for scheduled public opening in fall 2016.
32	Mt Um Summit Restoration (MAA 23-4)	X		X	X		Habitat restoration key component to open Mt Um summit to visitation.
33	Mt. Umunhum Summit Parking & Landing Zone (MAA 23-4)	X		X	X		Complete construction documents, permitting, and construction for scheduled public opening in fall 2016.
34	Mt. Um SCVWD Antenna Relocation and USGS Equipment Relocations			X		X	With Mt Um summit improvements underway, need to relocate USGS ground sensing equipment.
LA HONDA CREEK (10 projects in total)							
35	Driscoll/McDonald Water Systems Hydrologic Analysis			X		X	To calculate and model sustainable water budgets for water use on District lands (including stockpond use by ranchers) to ensure water use do not impact resources and habitat quality.
36	La Honda Creek Endangered Wildlife Protection (MAA 7-4)	X		X		X	Restore coho salmon and steelhead habitat within San Gregorio Creek at the Event Center parcel of La Honda Creek OSP.
37	La Honda Creek Sears Ranch Road Repairs for access to Interim Parking Area and Tenant use (MAA 5-6)	X		X	X		Critical to open an interim parking lot for public access and to improve access for tenants. Project is a continuation of grant funded road repairs.
38	La Honda Creek Sears Ranch Interim Parking Area (MAA 5-4)	X		X	X		To open Sears Ranch Rd entrance/lower La Honda to the public - commitment to open by 2017 as part of HCF grant for pond repair.

Action Plan Projects Anticipated for Fiscal Year 2016-17 (July 2016 - June 2017)

No.	Project Name	Measure AA	Strategic Plan	Underway	Board Directed or Non-Discretionary	Staff recommendation, contingent on Board approval	Rationale Rationale for including in the Action Plan
39	La Honda Creek Sears Ranch Permanent Parking Area (MAA 5-7)	X		X	X		To gain efficiencies, design permanent lot at the same time as interim lot and implement soon after; grant commitment to open by 2017.
40	La Honda Creek Red Barn Parking Area and Trail Connections (MAA 5-5)	X			X		To open the Red Barn area of La Honda to public access.
41	Upper La Honda Creek Grazing Infrastructure (MAA 5-2)	X		X	X		Complete fencing and water system upgrades to implement conservation grazing program.
42	La Honda Creek Driscoll Ranch Area Land Conservation (MAA 7-1)	X		X		X	Land purchase opportunity to improve management and access for future staging and public access improvements to open Driscoll Ranch Area of La Honda Creek OSP.
43	La Honda Creek Upper Area Land Conservation (MAA 5-1)	X		X		X	Opportunity to connect Upper La Honda Creek to El Corte De Madera
44	Sears Ranch Rd Residence Structural Repair - Farm Labor Housing Program		X	X	X		Address long-term fix for the Sears Ranch Road residence - opportunity to partner with San Mateo County's Farm Labor Housing Rehabilitation Pilot Program.
OTHER MEASURE AA PROJECTS (21 projects in total)							
45	Russian Ridge Grazing and Wildlife Protection Projects: Pond Improvements (MAA 9-3)	X				X	Pond hydrology and stability improvements critical to recovery actions for SFGS and CRLF.

Action Plan Projects Anticipated for Fiscal Year 2016-17 (July 2016 - June 2017)

No.	Project Name	Measure AA	Strategic Plan	Underway	Board Directed or Non-Discretionary	Staff recommendation, contingent on Board approval	Rationale Rationale for including in the Action Plan
46	Wildlife Passage Improvements: Highway 17 (MAA 20-1)	X		X		X	Improve wildlife movement across Highway 17 near Lexington Reservoir.
47	Bay Area Ridge Trail Crossing: Highway 17 (MAA 20-2)	X	X			X	Stakeholder momentum and technical assistance already established with CALTRANS and partner agencies to collaborate. Trail Crossing Project dependent on willingness of property owners/resource agency.
48	El Corte de Madera Creek Watershed Protection Program: Reassessment and Implementation (MAA 4-3)	X		X	X		Reduce sedimentation to El Corte de Madera and San Gregorio Creeks.
49	El Corte de Madera Oljon Trail Implementation Phases III/IV (MAA 4-4)	X		X	X		Construct Phases III and IV of overall staging area and trails project, also part of the ECdM Watershed Protection Program.
50	Harkins Bridge Replacement (MAA 3-4)	X		X	X		Public safety issues; replace failing Harkins bridge over Purisima Creek.
51	Stevens Canyon Trail Bridges (MAA 17-4)	X		X	X		Public safety issue; replace one bridge and install a new bridge over a wet ford.
52	POST Hendrys Creek Property Land Restoration (MAA-22-1)	X			X		Land restoration required as part of SCVWD purchase agreement; expected to be grant funded with 3-yr grant deadlines.
53	Cooley Landing interpretative Facilities Design & Implementation (MA 2-1)	X	X		X		Partnership with City of East Palo Alto to implement Phases III and IV (outdoor classrooms, picnic areas, trails and interpretive areas). Dependent on City assigning a Project Lead.

Action Plan Projects Anticipated for Fiscal Year 2016-17 (July 2016 - June 2017)

No.	Project Name	Measure AA	Strategic Plan	Underway	Board Directed or Non-Discretionary	Staff recommendation, contingent on Board approval	Rationale Rationale for including in the Action Plan
54	Ravenswood Bay Trail Rights Design, CEQA, Permits and Construction (MAA 2-2)	X		X	X		Finalize Bay Trail Easement to connect Ravenswood to University Avenue, providing 80 miles of continuous Bay Trail
55	Long Ridge School Road Repair (MAA 16-1)	X			X		Legal obligation to maintain road. Road failure occurring.
56	Rancho San Antonio New Trails to Connect Quarry Trail to Black Mountain Trail (MAA 11-1)	X				X	Quarry Trail realignment built into a settlement agreement with Lehigh Quarry - no deadline.
57	Site Clean Up and Soil Remediation Purisima Uplands (MAA 3-2)	X				X	Public safety actions to prepare site for future public access (Purisima-to-the-Sea Trail). Includes removal old fuel tanks and pipelines, potential site remediation, and demo of old hunting cabin.
58	Regional - Upper Stevens Canyon Trail - Site Restoration (MAA 17-1)	X				X	Demolition of structures and site restoration approved as part of Lysons Land Purchase
59	Miramontes Ridge Land Conservation (MAA 1-3)	X		X		X	Opportunity to grow the District's greenbelt at Miramontes Ridge OSP.
60	Long Ridge Land Conservation (MAA 15-1)	X				X	Opportunity to grow District's greenbelt and protect redwood forest and watershed near Long Ridge OSP.
61	Sierra Azul - Rancho de Guadalupe Land Conservation (MAA 24-1)	X		X		X	Land purchase opportunity in the Rancho de Guadalupe Area of Sierra Azul OSP.
62	Sierra Azul Cathedral Oaks Land Conservation (MAA 22-2)	X		X		X	Opportunity to grow District's greenbelt in the Cathedral Oaks area of Sierra Azul OPS.

Action Plan Projects Anticipated for Fiscal Year 2016-17 (July 2016 - June 2017)

No.	Project Name	Measure AA	Strategic Plan	Underway	Board Directed or Non-Discretionary	Staff recommendation, contingent on Board approval	Rationale Rationale for including in the Action Plan
63	Sierra Azul Loma Prieta Land Conservation (MAA-25-1)	X		X		X	Opportunity to grow District's greenbelt in the Loma Prieta area of Sierra Azul OPS.
64	San Gregorio Creek Watershed Land Conservation (MAA-15-2)	X		X		X	Opportunity to grow District's greenbelt within the San Gregorio Creek Watershed.
65	Property Transfer of Purisima Uplands/Protection of Lobitos Creek Watershed (MAA3-1)	X		X		X	Finish Purisima Uplands transfer; needed for future Purisima to the Sea Trail; also results in added protection of Lobitos Creek Watershed.
OTHER STRATEGIC PLAN PROJECTS (24 projects in total)							
66	Bond Oversight Committee (BOC) Orientation		X	X	X		Prepare Bond Oversight Committee for first set of meetings to verify Measure AA expenditures, and prepare new members for their first year of work.
67	Hawthorn Historic Complex		X	X		X	Further establish long-term partnership for care and maintenance of historic structures. Monitor one-year license agreement with Hawthorn Preservation Trust Foundation.
68	Trail Database for District's website		X			X	Expand public use of District trail data by providing more user-friendly web interface.
69	Accessibility Plan Update		X	X	X		Legal requirement to update the District's ADA plan to comply with federal ADA guidelines.
70	Land Purchase Partnership to Protect Alamos Creek Watershed		X	X		X	Potential partnership purchase of Barret Creek properties with POST and Santa Clara Valley Open Space Authority (OSA) adjacent to District's jurisdictional boundary.
71	Diverse Media Outreach		X		X		Connect diverse audiences to open space.

Action Plan Projects Anticipated for Fiscal Year 2016-17 (July 2016 - June 2017)

No.	Project Name	Measure AA	Strategic Plan	Underway	Board Directed or Non-Discretionary	Staff recommendation, contingent on Board approval	Rationale Rationale for including in the Action Plan
72	Superbowl Super Community Video Spot		X	X		X	Promote District preserves.
73	Cooley Landing Interpretive Facilities Program Planning		X		X		Provide assistance to partner agency for promoting outdoor education at Cooley Landing and Ravenswood OSP.
74	Develop New Brochures		X	X		X	Develop brochures focused on accessible trails, family & the outdoors, volunteer opportunities.
75	District Groundbreaking & Dedication Events		X	X		X	Upcoming: Mindego, Cooley Landing/Ravenswood (joint with EPA), Mt Umunhum Ground Breaking and Opening
76	Interpretation, Environmental Education, Docent Program Expansion		X			X	Integrate the visitor services department to take part in new and diverse outdoor education and interpretation opportunities.
77	Historical and Conservation Events		X			X	Annual WingDing, Fremont Older house tour.
78	Measure AA Open House		X			X	District open house for legislative representatives and city councils to receive updates on AA projects.
79	Outdoor Activity Docent 2016 Training		X	X	X		Provide the every other year 12- week course to train new Outdoor Activity Docents to provide natural history hikes and rides to the public. (April 2016 -June 2017)

Action Plan Projects Anticipated for Fiscal Year 2016-17 (July 2016 - June 2017)

No.	Project Name	Measure AA	Strategic Plan	Underway	Board Directed or Non-Discretionary	Staff recommendation, contingent on Board approval	Rationale Rationale for including in the Action Plan
80	Partnership Development with Conservation Organizations; new audiences; businesses; youth; volunteer groups		X	X	X		Connect people to open space and a regional vision via partnerships with the Save the Redwoods school program; new, non-traditional partners, attending chamber mixers; with Acterra, Village Harvest.
81	Participation in Santa Cruz Mountains Stewardship Network		X	X	X		Strategic partnership focused on regional stewardship awareness and projects.
82	Update Measure AA Information Material		X	X		X	Communicate about Measure AA Project Updates.
83	Health Incentive Program; Healthy Parks/Healthy People		X	X		X	Work in partnership with Healthy Parks Bay Area Coalition; take part in 1st Saturday of month activities for new preserve users
84	Board of Directors Speaking Engagements		X	X	X		Schedule and help prepare for periodic City Council presentations.
85	Community-Hosted Outreach Events		X	X		X	Build district awareness especially with Diverse Audiences.
86	Website Enhancement		X	X		X	Increase and expand useage of District website for information.
87	Open Road Program Sponsorship		X	X		X	Continue to sponsor Open Road along with dozens of other partner agencies; expand focus to connect with diverse audiences.
88	Video Vignettes/Social Media Outreach and Expansion		X	X		X	Connect new audiences to the preserves; expand presence on social media, especially YELP and Instagram.

Action Plan Projects Anticipated for Fiscal Year 2016-17 (July 2016 - June 2017)

No.	Project Name	Measure AA	Strategic Plan	Underway	Board Directed or Non-Discretionary	Staff recommendation, contingent on Board approval	Rationale Rationale for including in the Action Plan
89	Write and Design Annual Report		X	X		X	Educate public about District budget, expenses, projects, and use of Measure AA funds.
OTHER PROJECTS (37 projects in total)							
90	San Francisco Dusky-footed Woodrat Memorandum of Understanding					X	MOU would streamline permitting process for infrastructure and maintenance projects District-wide.
91	Burrowing Owl and Badger Habitat Management Plan					X	Burrowing owl and badger habitat management plan to assist land management given potential for listing of rare species.
92	Integrated Pest Management (IPM) Program Implementation			X	X		Continue to manage pests in District preserves and facilities in accordance with policy.
93	Control of Slender False Brome			X	X		Control slender false brome on District lands and neighboring properties and work to prevent re-infestation.
94	Sudden Oak Death (SOD) Monitoring and Research			X	X		Fund and assist SOD research, and continue to identify and monitor infested areas.
95	Mindego Ranch Aquatic Species Habitat Enhancement Plan Implementation			X		X	Implement the Mindego Ranch Aquatic Species Habitat Enhancement Plan
96	Endangered Species Act Take Permit: Safe Harbors Agreement			X		X	To streamline permitting process for District projects that may impact protected species

Action Plan Projects Anticipated for Fiscal Year 2016-17 (July 2016 - June 2017)

No.	Project Name	Measure AA	Strategic Plan	Underway	Board Directed or Non-Discretionary	Staff recommendation, contingent on Board approval	Rationale Rationale for including in the Action Plan
97	Predator/Livestock Predation Policy			X		X	Develop District Policy for response to predator interactions with public and tenants to protect human health and safety.
98	Marbled Murrelet Recovery Planning			X		X	Collaborate with regional partners to develop recovery actions for endangered species.
99	Alpine Road Salamander Undercrossing					X	Construct an underpassing at Alpine Road between Skyline Ridge and Russian Ridge at Mindego Creek to protect known salamander crossing site.
100	Madonna Creek Agricultural Production Plan					X	Develop plan for agricultural use of property, includes production areas, water infrastructure, and resource management.
101	Restoration Forestry Demonstration Project					X	Develop pilot project to restore degraded forest habitat on District Open Space Preserve. Project Facilitates Measure AA Implementation.
102	Archaeological Resource Survey, Assessment, and Curation			X		X	Develop curation plans for high priority resources to fulfill stewardship and education mission of District.
103	Resource Management Grants Program			X	X		To fund research on natural processes within District Preserves.
104	Guadalupe River Total Maximum Daily Load (TMDL) Coordinated Monitoring Program			X	X		Comply with Regional Water Quality Control Board orders to investigate and monitor TMDL implementation.

Action Plan Projects Anticipated for Fiscal Year 2016-17 (July 2016 - June 2017)

No.	Project Name	Measure AA	Strategic Plan	Underway	Board Directed or Non-Discretionary	Staff recommendation, contingent on Board approval	Rationale Rationale for including in the Action Plan
105	Peninsula Working Group Strategic Plan: Pescadero Watershed Assessment and Planning		X	X	X		Complete a coordinated conservation plan for the Pescadero Creek Watershed that identifies priority actions for redwood, steelhead
106	Carbon Sequestration/Climate Change Analysis					X	Evaluate District opportunities to enhance carbon sequestration on Preserves through management actions.
107	Prescribed Fire Program Development					X	Develop prescribed fire program for MROSD grasslands and prepare environmental review.
108	Natural Resources Procedures Manual					X	Develop manual to describe natural resources programs and procedures.
109	Preserve Entrance Signage Upgrade			X		X	Improve signage at preserve entrances to better identify the properties as District preserves.
110	Preserve Signboard Improvements			X		X	Continue to upgrade preserve signboards to meet new District standard.
111	AEDs for District Emergency Response Vehicles			X		X	Public safety - consider equipping all District emergency response vehicles with Automated External Defibrillators (AEDs).
112	District-Wide Bridge Inventory			X		X	Compile master list of District bridges.
113	El Sereno Dog Access	X				X	To expand dog use onto additional Preserve trails. Complexities: (1) Montevina Rd parking is limited and not located on District lands (2) 0.3 miles of Aquinas Trail on SJWC lands - needs special permission.
114	Stevens Canyon - Water Dispute at Saratoga Gap OSP			X	X		Resolve dispute with new private property owner regarding water rights at Stevens Canyon Ranch Area of Saratoga Gap OSP.

Action Plan Projects Anticipated for Fiscal Year 2016-17 (July 2016 - June 2017)

No.	Project Name	Measure AA	Strategic Plan	Underway	Board Directed or Non-Discretionary	Staff recommendation, contingent on Board approval	Rationale Rationale for including in the Action Plan
115	Madonna Creek Stables Plan and Lease			X		X	Respond to tenant request to add three (3) horse stalls to Madonna Creek Stables; requires preparation of a stable plan and new long term lease.
116	Fremont Older Land Conservation			X		X	Opportunity to grow District's greenbelt at Fremont Older OSP.
117	Encroachment Resolution (Gullicksen) Saratoga Gap					X	Resolve landfill encroachment.
118	Encroachment Resolution (Marshall) Saratoga Gap					X	Resolve residence encroachment.
119	El Sereno Residence Structural Repair			X		X	Tenant safety issue - address long-term fix for pier and beam foundation and structural framing.
120	Black Mountain Communication Tower Lease					X	Find new tenant for vacant communication site (vacant for 2 years)
121	Restoration Forestry Educational Campaign					X	Educate the Public about Restoration Forestry Practices and Forest Health.
122	Key Branding Strategy for District and Preserves					X	Develop branding strategy for District and select Preserves.
123	Redesign District's Self-Guided Trails; Add audio component					X	Provide interpretation and outdoor education to the public
124	Volunteer and Docent Programs and Support Activities			X	X		Connect people to open space and a regional vision; hold Volunteer Recognition Event for 10,000+ hrs of service; continue to support and recognize volunteer activities.
125	State & Federal Legislation (Core Function)			X		X	Sponsor and support the Board-approved Legislative Program.

Action Plan Projects Anticipated for Fiscal Year 2016-17 (July 2016 - June 2017)

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126	Develop Legislative Plan for Two-Year Session					X	Sponsor and support the Board-approved Legislative Program.