



Monte Bello Open Space Preserve

Jack Gescheidt



Fremont Older Open Space Preserve

Michelle Yau

Increasing Capacity to Improve Open Space

The passage of Measure AA (June 2014) reflects both the public's high level of engagement in open space and its high expectations of Midpen.

Anticipating 300% growth in its project portfolio, the District took the strategic step of adapting the organization to scale up efficiently in order to focus on what it does best—preserving, restoring and providing access to open space while carefully managing public financial resources.

As a result of this effort, the District improved its capacity to:

- Focus on project delivery, visitor services and customer engagement,
- Track, monitor and report on general obligation bond funding,
- Enable data-driven decision making, and
- Increase staff efficiency and effectiveness through core management and information systems.

The District also reorganized its business model into three areas:

- Project Planning and Delivery—Planning, Real Property and a new Construction and Engineering unit,
- Land, Facilities and Visitor Services—Rangers, Operations, Natural Resources and Volunteer and Docent Programs, and
- Administration and Internal Support.

Today, Midpen is in a better position to fulfill large-scale projects and to take the lead in complex partnership projects like the upcoming completion of the San Francisco Bay Trail, north of Raveswood Open Space Preserve and the restoration of a large portion of Hendry's Creek in Sierra Azul Open Space Preserve that provides water to the people and wildlife of the South Bay.

John Michonowicz

Strategic Plan Goals and Objectives—2016/17

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



Rancho San Antonio Open Space Preserve