



San Mateo County Parks Strategic Plan

Updated March 2013



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San Mateo County Parks System

The San Mateo County Parks System (County Parks) has been in continuous operation for 89 years and includes 17 County parks spanning over 16,183 acres. Within San Mateo County parks, visitors may enjoy a variety of activities ranging from a hike through a redwood forest to windsurfing. In addition one can explore a variety of land forms including native scrub, grasslands, oak woodlands, saltwater bay marshes, and tide pools. The diverse ecosystems provide habitats to several rare and endangered species, such as the salt-marsh harvest mouse, San Bruno elfin butterfly, Coho salmon, red legged frog, marbled murrelet, steelhead trout, and serpentine plants.

According to the State of California Department of Finance, San Mateo County's population will grow 4 percent from 2010 to over 750,000 by 2020¹. A demographic profile of San Mateo County can be found in Appendix A. Our diverse and growing population is served by Parks in many ways. They provide free or low cost opportunities to exercise, bring diverse community members together through shared interests, and they can increase property values and draw new residents to San Mateo County.

On average, 1.7 million visitors a year enjoy the Parks' diverse habitats to recreate, spend time with their families and neighbors, and learn about the County's rich natural, historical and cultural resources. County Parks anticipates that as population grows more visitors will be seeking opportunities to enrich their spirit, exercise, socialize and learn about their natural surroundings in San Mateo County parks.

In 2008, County Parks undertook an in-depth strategic planning process to determine how the parks system can best serve the community. Now, nearly five years later, we engaged the community once again to reaffirm our vision and ensure that it has remained relevant as well as to identify priorities for County Parks as we look forward another five years to 2018.

This strategic plan projects how County Parks will respond to the needs of our growing community and identifies programmatic and facility improvements required to achieve our vision.

What We Manage

17 County Parks

16,183 Acres

3 Regional Trails

186 Miles of Trails

9 Playgrounds

2 Sports Fields

147 Family Campsites

20 Youth Campsites

5 large group camp sites

25 group picnic sites

17 family picnic sites

3 Horse Camps

3 Visitor Centers

3 Historical Sites

Community Priorities- Looking Forward to 2018

Just over 2,000 community members ranked their priorities for County Parks via an online survey. In addition, respondents answered questions about park visitation, conditions and preferred activities.

Looking forward to 2018, the community ranked, in order of importance County Parks' four core service

Community Priorities for San Mateo County Parks

- 1. Recreation Opportunities*
 - 2. Environmental Protection Programs*
 - 3. Interpretive and Education Programs*
 - 4. Volunteer Programs and Community Engagement*
-

areas. Recreational opportunities and environmental protection programs tied for first. Interpretive and education programs ranked third followed by volunteer programs and community engagement activities. Within each service area, the community once again ranked their priorities.

Within recreational opportunities, the community's top three priorities were, trails, picnic and camping facilities. Survey responses also indicated that these activities represent those of many of our users. In addition, respondents indicated that in the future, 50% would like to see more hiking trails, 47% would like more walking trails, and 40% would like more bicycling trails. Finally, over 733 respondents would like to see more camp sites in County Parks.

Within environmental protection programs, the community's top three priorities were to restore and preserve natural biodiversity and ecosystems; enhance water and air quality; and protect rare, sensitive and endangered species.

Within interpretive and education programs, the community's top three priorities were K-12 school programs that create environmental literacy and cultural awareness; preserve historical, cultural and special building features ; and Park Ranger or naturalist guided hikes and activities. In addition, 55% of respondents indicated that they would like to see more youth education programs, 47% would like to see more educational programs in general, and 46% would like more interpretive signage in County Parks.

Within volunteer programs and community engagement, the community's top three priorities were community events in parks, programs tied to school volunteer programs and community outreach programs. In addition, 41% of respondents would like to see more volunteer programs in the future.

Finally it is important to note that respondents expressed interest in a wide range of additional facilities such as disc golf courses, dog parks, horseshoe pits, bocce courts, improved and new mountain biking trails, swimming opportunities, and additional benches on trails to make them more accessible to a greater population.

Existing Conditions

Over the last year, County Parks has performed needs assessments to determine the key needs of the County's Parks system to restore services, sanitation and safety to medium or high service levels.

Facilities Needs

- Increase maintenance and repair efforts for existing facilities to ensure they remain safe, clean, operational and meet visitor needs
- Repair and/or renovate aging infrastructure such as roads, water systems and sewers
- Perform necessary maintenance to re-open select closed facilities

Park Lands Needs

- Increase managed acreage to provide open space, protect habitats and provide new facilities via committed acquisitions
- Reduce fire fuel load
- Increase resource protection and management efforts

Programming Needs

- Develop more educational opportunities and interpretive programs
- Increase volunteer efforts and opportunities
- Continue to expand external communications efforts
- Ensure community members are aware of County Park offerings

Funding Needs

- Obtain additional long-term, sustainable and dedicated funding
- Seek additional grant opportunities for one-time improvement projects
- Seek underwriting for volunteer efforts

Departmental Organizational Needs

- Expand inter-agency partnerships
- Expand training and succession planning efforts
- Maintain aging equipment and replace vehicles and equipment as needed
- Enhance work force



Our Vision

- Provide a unique system of natural parks and programs , a broad spectrum of recreational facilities and opportunities that accommodate people of all abilities, varying needs and unique interests
- Enhance the stewardship of natural resources by developing science based resource management programs to protect, revitalize and restore the ecosystems indigenous to our park lands
- Provide interpretive and educational programs that instill knowledge, appreciation and stewardship for our rich and diverse natural, historical and cultural resources
- Create living partnerships with park users and the community to realize our vision and ensure that all County residents and decision-makers participate in and support the preservation and enhancement of San Mateo County park lands

Mission

Through stewardship, San Mateo County Parks preserves our County's natural and cultural treasures, and provides safe, accessible parks, recreation and learning opportunities to enhance the community's quality of life.

Looking Forward to 2018- Executive Summary

Over the last year, County Parks has examined current practices and future needs to determine what County Parks' goals and strategies will be over the next five years with the ultimate goal of achieving our vision.

Of utmost importance to County Parks is to maintain safe and sanitary park facilities and trails. Staff has identified tens of millions of dollars in upcoming repair and renovation work required to ensure that aging infrastructure such as roads, trails, bridges, water systems and sewers remain safe, clean and operational. Concurrently, Park's staff aims to raise the maintenance and service levels from low to medium or high. Currently, only 15% of service levels identified in Appendix B are above low.

County Parks has also identified great needs to expand our vegetation management, fire fuel load reduction and stewardship efforts. For example, regulations have changed in recent years which now require larger defensible areas around structures. County Parks currently does not meet these requirements around all structures and has also identified additional fuel breaks needed in wildlands. In addition, there is a need to expand habitat restoration and management efforts. Furthermore, County Parks plans to expand its stewardship efforts and continue to support Friends Groups and regional organization's efforts.

Volunteers are critical to the operations of County Parks. Over the next five years, County Parks aims to increase the number of volunteer hours by 10%. Staff plans to leverage these hours to expand existing programs and develop more diverse volunteer programs that meet Parks' needs. Staff also plans to seek partnerships to implement formal education and interpretive programs.

In addition, County Parks also plans to undertake feasibility studies and numerous planning efforts to ensure that the County provides recreational opportunities in line with the current demand and that individual Park Master Plans remain current and relevant. County Parks will also plan for future committed acquisitions and capital improvements to current trails.

Finally, in order to achieve these efforts County Parks plans to make it a priority to provide the necessary equipment, training and support to Parks staff to ensure that they have the tools to efficiently and effectively maintain County Parks.

To support these efforts parks staff aims to explore all revenue generating opportunities and additional concession agreements over the next five years as well as seek grants for capital improvements and select programming. County Parks will continue its efforts to seek external funding and a dedicated funding source for operations.

The following section provides a detailed look at what the proposed goals to be achieve by 2018 and the strategies to achieve those goals. The following goals support the overarching areas of interest identified above and are organized into the following four sections: Stewardship, Environmental Literacy, Community Engagement and Fiscal Management.

Goals

Stewardship

Goal 1: All facilities will be open and operating in a safe, sanitary and well maintained manner by 2018 (see appendix F)

Strategy 1.1 Improve failing infrastructure to ensure compliance with current safety and sanitation standards

Strategy 1.2 Secure funding to rehabilitate, update and maintain play fields

Strategy 1.3 Continue to ensure that playgrounds meet current California safety standards and repair failed or failing facility components

Strategy 1.4 Use sensor irrigation and/or recycled water on turf areas and other “green features”

Strategy 1.5 Update and incorporate additional park facility data into Facility Condition Index System (FCIS) to allow for improved maintenance planning and facility management

Strategy 1.6 Review facilities and land for hazards as well as review injury reports and customer surveys

Goal 2: Maintain trails to ensure they are open, accessible, and safe

Strategy 2.1 Widen select trails for trail maintenance and emergency vehicle access

Strategy 2.2 Replace culverts, bridges, fences and other features for safety and sediment reduction

Strategy 2.3 Follow guidelines set forth in the regional trail master plan, public works watershed protection standards and Vegetation Management Guidelines

Goal 3: Expand working relationships with other park and recreation providers, nonprofits, schools, professional organizations and the community to continuously enhance service delivery

Strategy 3.1 Seek collaborations to draw on expertise that others may have and develop common responses to relevant issues such as resource management concerns and additional programming opportunities

Strategy 3.2 Work collaboratively to provide seamless park experiences between agencies such as similar signage, trail alignments, complementary usage and appropriate referrals

Strategy 3.3 Identify opportunities for public-private collaboration for parks projects and programs



Goal 4: Develop and update a comprehensive, prioritized capital projects and program list that includes accurate cost estimates (see appendix D)

Strategy 4.1 Annually update the 5-year Capital Improvement Plan and include FCIS projects

Strategy 4.2 Incorporate parks capital projects into Countywide Capital projects submittal process

Strategy 4.3 Perform ADA improvements to existing facilities as funding permits

Strategy 4.4 Develop interim prioritized capital projects and programs lists to direct the Department's fundraising and implementation resources

Goal 5: Provide additional opportunities for the public through the acquisition and development of additional park lands and trails when funding is available for both acquisition and ongoing operation

Strategy 5.1 Develop and maintain a property management plan

Strategy 5.2 Perform economic development studies to identify feasible revenue generating options

Strategy 5.3 Maintain an Acquisition and Development Plan

Strategy 5.4 Evaluate on-going operation and maintenance costs when evaluating whether to proceed with acquisitions, easements or dedications

Strategy 5.5 Partner with other agencies to provide the community with additional opportunities

Strategy 5.6 Develop a plan to survey and monument all park boundaries and input to a GIS layer

Goal 6: Make planning and best practices an integral part of San Mateo County Parks guiding method of operation

Strategy 6.1 Develop a 5-year Strategic Plan and update the plan every five years

Strategy 6.2 Develop annual plans linked to the goals of the strategic plan

Strategy 6.3 Develop prioritized implementation plans for Master Plans and monitor implementation

Strategy 6.4 Identify, implement and measure success of best management practices for operations

Goal 7: Coordinate with public safety agencies to ensure the safety of park patrons, volunteers, and employees in the event of an incident

Strategy 7.1 Annually review safety policies and procedures and update to meet current standards

Strategy 7.2 Maintain emergency response plans and train appropriate parties in proper procedures

Strategy 7.3 Ensure County Park's emergency response system is integrated with responding agencies

Strategy 7.4 Participate in emergency response and major incident preparedness training

Goal 8: Provide and maintain appropriate safety equipment and train staff in the use of the safety equipment

Strategy 8.1 Conduct seasonal assessments of the Department's safety equipment

Strategy 8.2 Replace or repair defective, outdated or inappropriate safety equipment

Strategy 8.3 Incorporate emergency response procedures and use of safety equipment into the field staff training program

Goal 9: Increase efficiency and ensure safety by providing modern vehicles and equipment to employees

Strategy 9.1 Develop and manage a life cycle replacement plan and fund for equipment and vehicles

Strategy 9.2 Equip vehicles and maintenance equipment with required and adequate supplies including fire suppression equipment, first responder equipment and materials, radios, lights and markings

Strategy 9.3 Train employees in routine vehicle and equipment inspection, maintenance and safe vehicle operation

Strategy 9.4 Assess vehicle and large equipment needs on a regular basis to find the most cost effective means of meeting transportation and job needs

Strategy 9.5 Maintain current fixed asset inventory and continuously identify alternative funding for priority unmet needs

Goal 10: Reduce fire risk and meet safety and regulatory standards for vegetation management and fuel load

Strategy 10.1 Expand partnerships with Cal Fire, California Department of Corrections and Sheriff for additional crews

Strategy 10.2 Continue partnerships with local and state fire and resource management agencies

Strategy 10.3 Expand the use of Student Conservation Association (SCA) crews to assist staff with vegetation management

Strategy 10.4 Create, implement and maintain system wide fire management plans

Strategy 10.5 Implement program to eradicate and replace exotic and invasive high fire danger vegetation

Goal 11: Develop a resource management approach to restore, protect, preserve and enhance the natural biodiversity and ecosystems within the Parks, enhance water and air quality, and improve overall community livability

Strategy 11.1 Implement recommendations of the vegetation management plan

Strategy 11.2 Facilitate scientific research in County parks

Strategy 11.3 Implement Integrated Pest Management Plan

Strategy 11.4 Seek to acquire, preserve and restore currently marginal land in San Mateo County

Goal 12: Ensure we protect rare, endangered, and sensitive species in the parks by developing and evaluating strategies to enhance our natural resources

Strategy 12.1 Maintain a comprehensive list and map of rare and endangered species in the parks

Strategy 12.2 Identify best management practices for facility development and maintenance where rare and endangered species and sensitive habitats are present

Goal 13: Develop plans for designated impaired watersheds (Pescadero Creek, San Pedro Creek, San Francisquito Creek watersheds)

Strategy 13.1 Implement Watershed Protection Standards and best management practices as well as participate in collaborations to restore watersheds

Strategy 13.2 Ensure compliance with the County's National Pollutant Discharge Elimination System (NPDES) permit conditions and reporting requirements

Environmental Literacy

Goal 14: Enhance system-wide recycling and sustainability program

Strategy 14.1 Develop a park user education program to ensure recycling by park users

Strategy 14.2 Implement County's "green building" and "cool County" guidelines and policies wherever possible

Goal 15: Establish educational programs that create environmental literacy and cultural awareness through interpretive programming, signage, and brochures

Strategy 15.1 Partner with schools, institutions, nongovernmental organizations, and businesses to develop appropriate programming for targeted audiences

Strategy 15.2 Provide opportunities for alternative outdoor learning experiences such as local classes

Strategy 15.3 Facilitate site stewardship projects for hands on habitat restoration projects

Strategy 15.4 Support school age environmental education programs based on the California Science Framework of the California Department of Education

Strategy 15.5 Include park management and resource protection issues in all County Parks environmental education and interpretation programming

Goal 16: Preserve, enhance and interpret historical, cultural, and special features and events of County parks and showcase past cultures

Strategy 16.1 Partner with local agencies to preserve photos, reports, and documents relating to park history, County's culture and unique park features

Strategy 16.2 Encourage historic/cultural research and provide results to the public and academic institutions

Strategy 16.3 Enhance the collaboration between County Parks and the San Mateo Historical Association

Strategy 16.4 Encourage the development of interpretative materials explaining and documenting significant events, environmental facts and cultural activities that have taken place in County Parks

Goal 17: Provide accurate interpretive, directional, informational, and safety information and signage to enhance the visitor experience and give accurate and educational information to the public

Strategy 17.1 Develop an informational signage program and standards for visitor use including trail, directional, interpretive and regulatory signs

Strategy 17.2 Seek sponsorships and partnerships to develop educational and interpretive programs

Strategy 17.3 Develop a formal interpretive docent program focusing on the cultural, environmental and historical interests in the community

Strategy 17.4 Work with environmental education specialists to develop age appropriate, park related interpretive materials and opportunities

Strategy 17.5 Create interpretive programs for County Parks that help educate individual park users and families about the unique facilities and parks' natural and cultural resources



Community Engagement

Goal 18: Provide volunteer and educational opportunities that foster discovery and engages the community in environmental protection and stewardship efforts.

Strategy 18.1: Involve the community in the care and preservation of our park lands

Strategy 18.2: Grow corporate and private organization volunteer programs

Strategy 18.3: Develop varied opportunities that fit volunteers needs and parks needs

Goal 19: Formalize partnerships and strengthen relationships with existing Friends groups and expand into other parks

Strategy 19.1 Develop Memorandums of Understandings with Friends groups enabling them to seek grant funding from outside agencies and to outline both the County and the Friends group's responsibilities

Strategy 19.2 Coordinate County's efforts with those of Friends Groups via regular communication

Strategy 19.3 Convene special work groups as needed to discuss special issues and opportunities

Goal 20: Continuously enhance and create volunteer programs

Strategy 20.1: Provide additional support to volunteer groups via training and/or special events

Strategy 20.2: Celebrate the success of volunteer efforts through the volunteer recognition efforts

Strategy 20.3: Develop a recruitment strategy that supplements the existing program, fulfills County Parks objectives, and increases volunteer hours by 10% over the next 5 years



Goal 21: Provide timely and accurate information to the public in a variety of formats to meet diverse community needs

Strategy 21.1 Enhance the Park's website to provide timely and relevant information about activities, programs, and opportunities to be involved in parks planning activities

Strategy 21.2 Enhance business systems to allow for self-service options

Strategy 21.3 Upgrade brochures to include more accurate trail information including length, degree of difficulty, accurate mapping health components and ADA facilities

Strategy 21.4 Publish and provide information in multiple languages or universal symbols

Strategy 21.5 Utilize public television and non-English outlets to disseminate information

Strategy 21.6 Develop standard format for printed materials that meets ADA standards

Goal 22: Develop a community outreach program to promote community support and participation in parks

Strategy 22.1 Develop a comprehensive outreach and marketing strategy to target key groups including youth and seniors

Strategy 22.2 Develop a marketing strategy to let other organizations and the public know what facilities, features, programs, and events are available in County Parks

Strategy 22.3 Partner with health providers and agencies to connect Parks to fitness and well-being efforts

Strategy 22.4 Provide informational materials to promotional organizations such as libraries, the Parks Foundation, Historical Association and Visitor and Convention Bureau

Strategy 22.5 Hold special events in County Parks based on community interests

Goal 23: Provide relevant and accurate materials that meet the needs of park visitors for each of the parks that contain a recognizable park logo or "organizational identity"

Strategy 23.1 Develop literature in the form of books, photo collections, merchandise, and trinkets that educate and inform the public about the park system and create a positive image for the public

Strategy 23.2 Develop and implement a signage program that establishes standardized criteria for sign content, placement and maintenance

Goal 24: Ensure park features are meeting current leisure time requirements

Strategy 24.1 Periodically review park usage patterns, demographic data, feedback from field staff, customer surveys and benchmarking with other agencies to identify areas for enhancements

Strategy 24.2 Evaluate design and layout of existing park facilities and make necessary modifications for changing demographics of user groups and results from trend analysis

Strategy 24.3 Ensure community involvement in the development of park plans

Goal 25: Increase the use of automation and technology to facilitate improved and more efficient business processes and public communication

Strategy 25.1 Use technology to support public education, volunteer recruitment, marketing, planning, waste reduction and environmental stewardship efforts

Strategy 25.2 Identify tasks and operations for automation and technology applications

Goal 26: Provide exceptional customer service that meets or exceeds our customer's expectations

Strategy 26.1 Maintain customer service standards and service levels

Strategy 26.2 Provide employees with customer service and dealing with difficult people training

Strategy 26.3 Ensure customer service surveys are readily available to the public and their concerns are addressed

Strategy 26.4 Take a continuous improvement approach to park and facility management with employees actively engaging in identification of customer service problem areas and changes in use

Fiscal Management

Goal 27: Support various public and private strategies to secure a dedicated, adequate funding stream to support the long-term needs of San Mateo County Parks.

Strategy 27.1 Support efforts to solicit donations and sponsorships for to County Parks

Strategy 27.2 Pursue grant opportunities to fund capital projects, long-range planning efforts, and special programs

Strategy 27.3 Evaluate opportunities for special uses and revenue supporting activities

Strategy 27.4 Evaluate leases and concessions to ensure they support the mission of County Parks

Strategy 27.5 Evaluate fee collection programs to maximize revenue

Strategy 27.6 Reduce General Fund support through identification of additional long-term sustainable funding sources

Goal 28: Examine current operation strategies for each Park and implement appropriate cost saving measures

Strategy 28.1 Seek additional operational partnerships with local, state and federal agencies

Strategy 28.2 Continuously seek day- to-day operational efficiencies

Strategy 28.3 Examine each park's operational model to ensure it is the most cost effective option and best fits demand

Strategy 28.4 Use the Agile Workforce model to effectively use available resources and adapt to changing needs

Strategy 28.5 Continuously seek and negotiate the least costly charges and costs from suppliers and contractors

Strategic Plan Implementation

The actions discussed in the following implementation plan are items County Parks needs to undertake in order for County Parks to achieve the vision and complete the goals outlined in the strategic plan. Strategic plan actions will guide County Parks' annual budget development process and provide direction for the work of Parks' staff. Completion of the action items is a clear measure of the progress County Parks has made in achieving its goals.

County Parks recognizes that many factors influence the pace and scope of implementation including the state of the economy and changing County-wide priorities based on new issues and needs. In addition, County Parks recognizes that as circumstances change this plan will evolve. Therefore, the expectations regarding implementation of these actions should remain flexible and priorities will be adjusted as necessary.

The Implementation Plan has been divided into three sections: year one implementation, mid-term (2-3 year) implementation and long-term (4-5 years) implementation. Year one action items are either necessary first steps for implementing mid- and long-term actions, achievable in the short-term and necessary to provide safe visitor experiences or are a high priority for County Parks and the community as a whole. Mid- and long-term action items have been prioritized by needs and concerns for safety, sanitation, facility preservation, regulatory requirements and public expectations.

It is important to note that further strategies and actions related to achieving the goals outlined in this plan and ultimately our vision for County Parks can be found in individual Parks Master Plans, Vegetation Management Plan, and other specific planning documents. A comprehensive and detailed set of recommendations relating to specific subject-areas can be found within these additional plans.

In the following implementation plans, action items are tied to goals and strategies referenced in this plan. The strategy numbers to the left of each action item correspond to strategies mentioned in the Goals section of the Plan. Please note that current practices and actions that County Parks undertakes to achieve their vision are not included in the following implementation plan but do align to numerous strategies outlined in this document.

Year 1 Implementation Plan

Strategy	Action
1.1, 1.2, 1.3, 1.5,2.1 2.2,2.3 4.3	System-wide Maintenance: Perform annual maintenance assessments and prioritize projects to address health and safety issues over time
1.1,1.3, 1.6,2.3, 26.1, 28.3, 28.4	Restore Service Levels: Raise service levels to 2008 levels. See Appendix B.
1.2, 27.3	Re-open Closed Facilities: Open nine currently closed facilities. See appendix F.
1.4	Sensor Irrigation: Identify appropriate areas for sensor Irrigation, potential cost to implement and long-term cost savings
1.5, 4.1	Facility and Maintenance Planning: Evaluate existing facility information to ensure that it is complete and accurate in FCIS system
2.3, 3.1, 6.2,6.3, 11.1, 12.2, 15.3, 18.1	Pilot Site Stewardship Committee for Implementation of Vegetation Management Plan: Convene a team of local organizations and volunteers to create specific natural resource plans for five parks. This effort will be staffed mainly by trained volunteers.
3.1, 14.1, 15.1, 15.2 ,15.4, 28.1	Environmental Education: Identify partnership opportunities and funding opportunities with community groups that foster hands on experiences
3.3, 22.1, 28.4	New Internship Opportunities: Collaborate with colleges, universities and community groups to offer internships in the following areas: GIS, marketing, web development, volunteer coordination, park management, and park field operations
3.3, 18.1, 18.2, 20.3, 27.1	Corporate Volunteers: Develop a relationship-building plan that fosters the return of corporate volunteer groups and corporate donors to parks
5.3, 5.4	Disposition of Easements: Identify easements that are not necessary to safely maintain & operate Parks
5.2, 27.4	Concessions at Memorial & Huddart Parks: Complete a RFP for additional concessions to enhance services provided and identify lease and revenue generating opportunities
6.3, 6.4	Complete Habitat Conservation Plan Amendment: Completion of the plan will allow for implementation of the San Bruno Mountain Master Plan
6.4	Ranger Training Program Addition: Implement in the field re-fresher training program to ensure consistent and safe field practices and develop additional training modules in specific subject matter
6.3, 24.1, 24.2, 27.3, 27.4, 27.6	Explore Adding Camp Sites: Prepare RFP for transforming the La Honda Honor Camp into a cabin/tent-cabin activity center
6.4, 25.2, 27.3, 28.3	Generate Additional Parking Fee Revenue: Purchase and install additional iron rangers at Coyote Point
9.1, 9.4, 9.5, 28.2, 28.5	Equipment Enhancements to Increase Efficiency and Service Level: Annually identify equipment due for replacement as well as identify new equipment that will address emerging issues
10.1, 10.2, 10.3,10.5, 11.1, 28.2	Creation of Fire Fuel Load & Vegetation Management Crew: This crew will be responsible for overseeing SCA crews, additional CDC crews, volunteer crews, and coordinating with local fire agencies to clear vegetation and reduce the fire fuel load. In addition a certified arborist will systematical

Strategy	Action
	inspect trees throughout the system over the next five years, starting with high use areas with the highest risk.
12.1, 12.2	Biologist Assessments: Retain a biologist for project based inspections related to endangered species habitats, birds, and construction sites.
13.2, 28.2	Programmatic Permit Applications: Partner with other Public Works divisions to apply for programmatic permits to ensure regulatory compliance
15.1	Sheriff's Activity League Partnership: Work with the Sheriff's Activity League to create educational and environmental awareness activities for program participants.
15.1, 18.1, 18.3, 19.2, 20.3, 21.1	Consolidate Volunteer Opportunity Information: Incorporate Friends Groups opportunities and trainings into a volunteer management system and create a central calendar on the County website which promotes park volunteer opportunities of our partners as well as the County.
18.1, 18.2, 20.3, 28.4	Volunteer Recruitment: partner with community groups and organizations seeking environmental education and hands on experiences
18.1, 18.2, 20.3, 28.4	Volunteer Trail Leader Pilot: Initiate program in District II. Graduates of the programs will be certified to lead volunteer crew members in trail maintenance and habitat maintenance work
19.1, 19.2	Friends Groups Memorandum of Understandings: Complete MOUs with six Friends Groups
20.3, 21.2, 25.1, 25.2, 28.2	On-line Volunteer Management System: Implementation of the system will allow for volunteers to self-register for events, track volunteer hours, and create additional efficiencies in volunteer documentation
22.1, 22.2	e-Newsletter implementation: Quarterly disseminate information about park offerings, volunteer opportunities and seasonal points of interest
22.1,22.2,22.4, 23.1	Marketing & Outreach: Inform the public of Parks offerings and promote the use of County Parks via new printed material, interactive tools and events

How will we know that we have succeeded?

At the close of year 1, if all actions listed in the implementation plan are completed, staff anticipates the following results:

- 250 additional acres cleared/treated
- 10 additional miles of trails reconstructed
- 9 currently closed facilities opened
- 25 deferred maintenance actions completed
- Formalized relationships with 6 Friends Groups via Memorandums of Understandings
- Cross-promoted volunteer and educational opportunities of partner groups via consolidated calendar of events of County website
- Assessed 100 percent of trees in high use areas/facilities
- Increased public awareness of Park offerings and opportunities via 10 new outreach materials/activities

Mid - Term Implementation Plan

Strategy	Action
1.1,1.3,1.5,1.7,2.3, 26.1, 28.3, 28.4	Restore Service Levels: Raise service levels to 2001 levels. See Appendix B.
1.2, 27.3	Re-open Closed Facilities: Open five additional currently closed facilities. See Appendix F.
1.3	Playground Inspections: Increase capacity for regular playground inspections by training additional staff in appropriate procedures and creating a fund dedicated to repairs
2.1, 2.3, 17.1	Trail Maintenance & Signage Plan: Inventory trail signage to determine if current signage is deficient and create a schedule for improvements which correlates to the trail maintenance plan
5.1, 6.4	Forest Management Plan: Update current plan with a focus on forested rural parkland such as Pescadero Creek Complex
5.6	Survey Park Boundaries: Re-instate program to survey Park boundaries beginning with Parks located on the Coastside
6.3, 6.5, 24.2, 27.3	Flood Park Use Study: Complete a feasibility analysis for new uses and improvements to Flood Park
6.3,6.4, 24.1, 24.2, 24.3	Trails Master Plan Update: The process of updating the Plan will resume and will include measures to reduce user conflicts and more clearly designate suitable uses for each trail.
6.4, 12.2	Ranger Training Program Addition: Add a continuous education training module for staff on identification of native vs. nonnative species and protocols regarding endangered species
6.3, 24.1, 24.2, 27.3, 27.4, 27.6	Additional Recreational Opportunity Feasibility Study: To study feasibility of adding additional pick up sports facilities such as, but not limited to Disc Golf or Basketball
7.3	SMIRC Radio Upgrade: Implement County Park’s portion of a new County radio system upgrade project to ensure interoperability
9.1, 9.4, 9.5	Equipment Enhancements to Increase Efficiency and Service Level: Annually identify equipment due for replacement as well as identify new equipment that will address emerging issues
9.1, 9.2, 9.4	Vehicle Fleet: Replace five vehicles that have exceeded acceptable mileage and add funding for ongoing ISF replacement costs
15.1	ROPES Course Expansion: Identify schools or groups in the southern part of the County which would provide training and maintenance to a new ROPES course facility, if an appropriate location is identified
16.1, 16.2, 16.3	Historical Education: Provide for better upkeep of historical exhibits and increase operating hours for Sanchez Adobe and Woodside Store as well as new youth education programs.
16.4, 17.1, 17.2, 17.3, 17.4, 17.5, 28.1, 28.4	Interpretive Program: Design and implement a system-wide interpretive program which will leverage partnerships with other agencies and volunteer docents

Strategy	Action
18.3, 20.3, 28.2, 28.4	Camp Host: Pilot a camp host program at Memorial Park in which volunteers work under the supervision of Park Rangers, to deliver basic customer services to campers
19.1, 19.2	Friends Groups Memorandum of Understandings: Complete MOUs with remaining Friends Groups
20.3, 22.2, 28.4	Volunteer Recruitment: Develop an integrated marketing plan specific to volunteer opportunities and opportunities with Friend's groups and community groups
21.1, 21.2, 21.4, 22.2, 28.4	Business Systems Update: Make website improvements such as adding more interactive features, initiate on-line media features, and meet trends such as mobile applications and bi-lingual pages.
22.1, 22.2	e-Newsletter expansion: Increase distribution frequency to monthly

How will we know that we have succeeded?

At the close of the mid-term, if all actions listed in the implementation plan are completed, staff anticipates the following results:

- 5 Parks Planning Projects completed
- 5 Interpretive materials produced
- 20% of campers participated in fire side chats at Memorial Park
- Service Levels were raised to 2001 levels
- Increased volunteer hours by 10 %
- 100% of Rangers have completed 4 new training modules
- 100% of plans and projects reviewed by resources manager
- 170 additional acres of habitat restored

Long -Term Implementation Plan

Strategy	Action
1.2, 27.3	Re-open Closed Facilities: Open one additional currently closed facility. See Appendix F.
6.1	Strategic Plan update: Update Strategic Plan via a public process
6.3, 28.3	Master Plan Updates: Begin to update Master Plans that are over 20 years old to ensure that they are relevant
9.1, 9.4, 9.5, 28.2, 28.5	Equipment Enhancements to Increase Efficiency and Service Level: Annually identify equipment due for replacement as well as identify new equipment that will address emerging issues
9.1	Heavy Equipment Replacement Fund: Provide ongoing funds in Parks Vehicle ISF for replacement of heavy equipment as it reaches end of useful lifetime. No funding is currently set aside for replacement.
13.1	Remove Fish Barriers: Removal of the remaining two barriers in Pescadero Creek Park Complex
15.1	Curriculum-based Environmental Education: Complete a feasibility study to design curriculum-based environmental education materials
20.1	Volunteer Continuing Education: Coordinate two continuous education efforts covering topics such as first aid, CPR, and interpretation
21.4, 21.5	Translation: Seek funding for and develop plan for translation of parks informational materials and website to reach a broader audience
22.3	Healthy Lifestyle Programming: Partner with Health care agencies to promote available exercise opportunities , particularly to youth and seniors
22.5, 27.1, 27.3	Special Events: Formalize a schedule of special events sponsored by County Parks and their partners which align to community preferences

How will we know that we have succeeded?

Long-term, if all actions listed in the implementation plan are completed, staff anticipates the following results:

- 1 Parks Master planning project completed each year
- 1 currently closed facility will be opened
- 100% of major public materials will be available in multiple languages
- 100% of equipment will be upgraded to meet emissions/environmental standards
- 100% of grant funded capital projects will be completed – See Appendix D
- 100% of in-stream fish barriers will be removed
- A feasibility study to design curriculum-based environmental education materials will be completed

Appendix A: Demographics

San Mateo County is 448.41 square miles. In 2010, there were 1602.2 persons per square mile in San Mateo County. This number is projected to continue to grow in the coming years. According to the 2010 U.S. Census, San Mateo's population and was projected to increase to 727,209 by 2011ⁱⁱ. Below please find a summary of statistics about San Mateo County as reported in the 2010 Censusⁱⁱⁱ.

San Mateo County Population Quick Facts

Female Population: 365,283

Male Population: 353,168

Foreign Born Persons: 34.0%

Medium Age: 39.3

Total Housing Units: 270,039

Occupied Housing Units: 94.7%

 Owner-occupied Units: 61.1%

 Renter-Occupied Units: 38.9%

Vacant Housing Units: 5.3%

Median Rent: \$1,443

Median Value of Owner-occupied Units: \$784,800

Median Household Income: \$85,648

Education of Persons 25+

Less than 9th grade: 6.3%

9th to 12th grade, no diploma: 5.1%

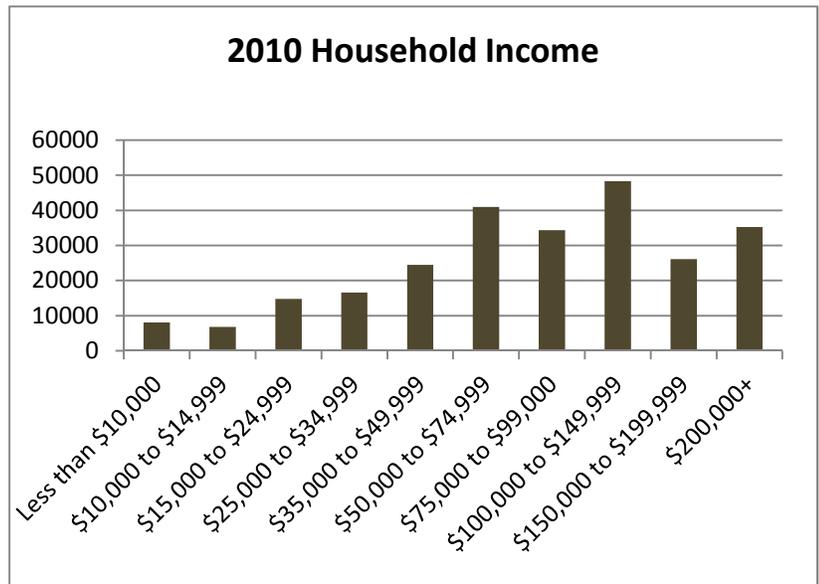
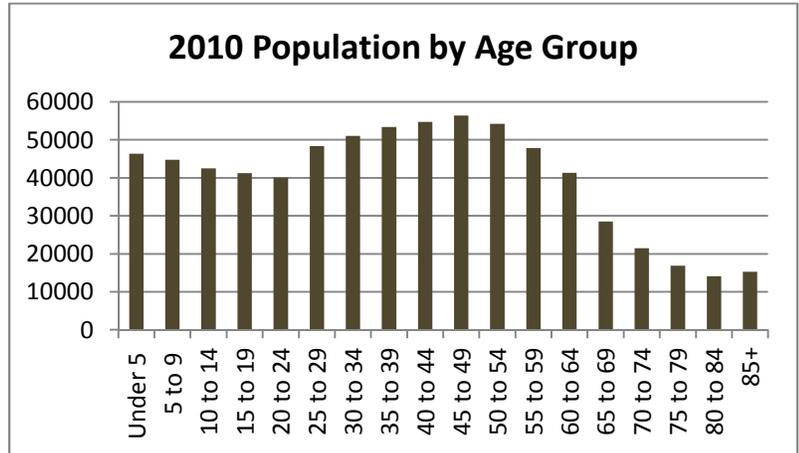
High school graduate: 17.8%

Some college, no degree: 19%

Associates degree: 7.7%

Bachelor's degree: 27.0%

Graduate or professional degree: 17.0%



Appendix B: Historical Parks Maintenance and Service Levels

Description	Low Standard	Medium Standard	High Standard	2001 Level	2008 Level	2010 Level	2012 Level
<i>Number of FTE</i>				61	56	51.5	48*
Patrols/Responses	Daily	Twice daily	3/4 times per day	High	Med	Low	Low
Playground Inspection	Monthly	Biweekly	Weekly	High	Med	Med	Med
Play Equipment Repair	Within two weeks	Within one week	Week	High	High	Med	Med
Restroom Cleaning	Weekly w/ Daily inspection	Bi-weekly w/daily inspection	Daily inspections	High	High	Med	Med
Gatehouse Operation	Summer weekends only	Weekends	Weekends/Heavy use days	High	High	Med	Low
Reserv Areas/Shelters	Bimonthly	Weekly	After each use	High	Med	Low	Low
Utility Maint/Repairs	Repairs only as needed	Annual Insp/Repairs as needed	Monthly Insp/Repairs as needed	High	Med	Low	Low
BBQ / Pit Cleaning	Weekly	2-3 times a week	3-4 times a week	Med	Low	Low	Low
Litter Pick-up	Weekly	Biweekly	Daily	High	High	Low	Low
Garbage Cans	Bimonthly	Weekly	Twice a week	High	Med	Low	Low
Recyclables	Monthly	Bimonthly	Weekly	High	High	Med	Med
Mowing	21 day average	14 day average	7 day average	High	High	Low	Low
Vandalism/Graffiti	Within one month	Within one week	Within 24 hours	High	Med	Low	Low
Trail Tree Work Fallen Limbs	Within a week of report	Within 72 hours of report	Within 24 hours of report	High	Low	Low	Low
Dumpster Enclosures	Annually	Monthly	Weekly	High	High	Low	Low
Equipment Maintenance	When broken	Maint per recommendations /repairs as needed	Monthly Inspections/repairs as needed/preventative maint	Med	Low	Low	Low
Vehicle Inspections	Biannually	Every three months	Monthly	High	Low	Low	Low
Weed Control/Fire Fuel Reduction	None	Annually	2-3 times a year	High	High	Low	Med
Irrigation / Watering	Weekly	2/3 times per week	4 times a week	Med	Med	Low	Low
Sprinkler Repair and Landscaping	When damage reported	Bimonthly	Monthly	High	Low	Low	Low
Culvert Inspections	After rain	During/After rain	Before/During/After Rain	High	Med	Low	Low
Trail Tread Maintenance Pathway / Blowing	Rotating three month schedule	Monthly	Weekly	High	Med	Low	Low
Tree Work	Emergency/safety only	Annually	Monthly	Med	Low	Low	Low
Serv./Fire Rd. Maint.	Every other year	Annually	Biannually	Med	Low	Low	Low
Signage Install/Repair	Annually, if at all	Six month schedule	Monthly	Low	Low	Low	Low
Facilities Painting	Rotating ten year schedule	Rotating 7 year schedule	Rotating 5 year schedule	High	Low	Low	Low
Fence Repair	Annually	Monthly	Weekly	Med	Low	Low	Low
Parking and Road Repair	Annually	Monthly	Bimonthly	Low	Low	Low	Low
Project Management	Annually	Biannually	Monthly	High	High	Med	Low
Fertilization and Aeration	None	Annually	Biannually	High	Low	Low	Low
Habitat Restoration/Maint	Annually, if at all	Six month schedule	Monthly	Low	Low	Low	Low
Interpretation	No programs, info is requested	Limited programs, select signage	Provide programs, lead activities, signage	Med	Low	Low	Low
Edging of Turf	Annually, if at all	Six month schedule	Monthly	Low	Low	Low	Low

Please note: Services are listed in order of priority
 *3 position's services moved into and paid through Public Works Administration

Appendix C: Committed Acquisitions

Previous San Mateo County Board of Supervisors actions have committed the County to acquiring the below properties and trails at future dates. As an example, ownership of Devil’s Slide Trail and Green Valley Trail was accepted by the Board of Supervisors in 1993 as part of a mitigation agreement with the California Coastal Commission for the construction of the Highway 1 tunnel. In addition, the Board agreed to accept the San Bruno Mountain parcels as defined in the 1983 Habitat Conservation Plan agreement.

Table 1: Committed Property Acquisition 2012-2018

Property Name	Acreage	Anticipated Acquisition Date
Parcel ‘E’ San Bruno Mountain	5	2012
Devil’s Slide Trail	70	2013
McKesson Land San Bruno Mountain	52	2014
Rio Verde San Bruno Mountain	55	2014
Callippe Hill San Bruno Mountain	65	2014
Green Valley Trail	15	2014
Total Committed Property Acquisition	262	

In 1993, the Board of Supervisors accepted an easement from the San Francisco Public utilities Commission and via a memorandum of understanding agreed to construct the Crystal Springs Trail segments noted in Table 2 below. The Board also accepted funding to complete the segment of the California Coastal Trail within Fitzgerald Marine Reserve, and to improve, operate and manage the Devil’s Slide Coastal Trail.

Table 2: Committed Trail Additions 2012-2018

Trail Name	Miles	Anticipated Completion Date
Crystal Springs Trail (South of Dam)	1.8	2013
Fitzgerald Marine Reserve Coastal Trail	.5	2012
Green Valley Trail	7	2014
Devil’s Slide Trail	1.3	2014
Crystal Springs Trail (South of Hwy 92)	1.3	2014
Total Committed Trail Additions	10.6	

Additional funding and staffing will be needed to support the maintenance and operation of these properties.

Appendix D: Capital Improvements

County Parks updates its 5-year Capital Plan annually, generally in tandem with the countywide Capital Improvement Program selection process. Below is a list of currently funded and in progress projects:

Project	Cost
Mirada Surf Install Restroom and Install Coastal Trail Phase III	\$ 101,663
Alpine Trail Improve Bike/Pedestrian Trail	1,000,000
Alpine Trail Slide Repairs	300,000
Devil's Slide Construct Trail	1,991,525
Memorial park Replace Wastewater System and Potable Water System	925,000
Memorial Park Repair Utility Bridge	40,000
Seal Cove Paving	400,000
Coyote Point Marina Fuel Dock Replacement	150,000
Coyote Point Park Sewer Line Replacement	44,000
Coyote Point Marina Replace Dock 29	1,815,100
Coyote Point Bay Trail Construction	303,733
Coyote Point Park Water Distribution System	269,970
San Bruno Mountain Park Rehabilitate Crocker Entrance	184,500
Fitzgerald Marine Reserve Reconstruct Parking Lot	427,385
Pigeon Point Construct Guard Rail	80,303
San Bruno Mountain Repave Parking Lot	175,000
San Bruno Mountain Plan and Construct Ridge to Bay Trail	367,029
San Pedro Valley Park Construct Vehicle Wash Down Racks	194,167
Crystal Springs Construct Trail South of Dam to Highway 35	340,170
Huddart Park Repair Septic Vaults	111,000
Huddart Park Restroom Building ADA Improvements	100,000
Memorial Park Fuel Storage Project	10,000
Parks Vegetation Management Fuel Load Reduction	35,000
Sign Shop Upgrade	70,000
Coyote Point Promenade-West	1,100,000
Flood Park Playground Structure and Matting	250,000
Coyote Point Beach Area Playground	120,000
Sawyer Camp Trail Surface, Shoulder Repairs, Gates	350,000
Coyote Point Gatehouse/Entry	65,000
Wunderlich Stable Wash Down Area	45,000
Wunderlich Park Restroom Building	110,000
Moss Beach Playground ADA and Restroom	85,000
Total	\$ 11,560,545

5-Year Capital Project Plan FY 2013-14 to FY 2017-18

The below table provides a high-level summary of the Capital Plan for County Parks over the next five years. All costs are estimated. Please note the Capital Plan is updated annually to reflect changing needs.

Project Name	FY 2013-14 Cost (\$)	FY 2014-15 Cost (\$)	FY 2015-16 Cost (\$)	FY 2016-17 Cost (\$)	FY 2017-18 Cost (\$)
Memorial Park Wastewater	1,300,000				
Memorial Park Potable Water System	375,000				
Huddart Park Meadow Lawn Restoration	21,000				
Flood Park Baseball Field Renovation**	150,000	1,350,000			
Wunderlich Stable S End Paver and Wash Rack*	50,000				
Memorial Park In-Stream Barrier Removal (Grant Match)	26,000				
Woodside Store Re-roof	105,000				
Memorial Park Fuel Storage	15,000	125,000			
San Pedro Valley Weiler Ranch Road Culverts	30,000	220,000			
Programmatic Permit for Culvert and Watershed Standards	150,000				
Coyote Point Beach Area Playground Renovation*	95,000				
Edgewood Park Day Camp Picnic Area Repair **		80,000			
Flood Park Tennis Courts Renovation**		220,000			
San Bruno Mountain Bacciocco Youth Camp Renovation**		122,500			
Green Valley Trail		1,200,000			
Flood Park Playground Matting Repair*	45,000				
Vegetation Management Fuel Reduction		300,000	200,000	100,000	
Memorial Park Homestead Youth Camp Septic Repairs**		125,000			
Huddart Park Richard's Road Repairs		157,000			
Memorial Park Campground Repairs		90,000			
Coyote Point Sewer Repairs	44,000				
Huddart Park Toyon 3 Shower Building Renovation**			290,000		
San Bruno Mountain Bog Trail Renovation**			85,000		
Rescadero Old Haul Road Sediment/Bridge Repairs			3,000,000		
Sawyer Camp Trail Shoulders*	35,000				
San Bruno Mountain Hazardous Tree Survey/Removal*	52,000				
Coyote Point Gatehouse Improvement*	65,000				
Coyote Point Hazardous Tree Survey/Removal*	65,000				
Wunderlich Park Vault Toilet			132,000		
Memorial Park ADA-Ranger Station/Center/Restroom				420,000	
Junipero Serra Bay View Parking Lot Repaving			50,000		

Project Name	FY 2013-14 Cost (\$)	FY 2014-15 Cost (\$)	FY 2015-16 Cost (\$)	FY 2016-17 Cost (\$)	FY 2017-18 Cost (\$)
Flood Park Office/Meeting center Seismic Upgrades**				450,000	
Captain's House ADA Improvements*	60,000				
Coyote Point Lighting Improvements*	109,000				
San Pedro Valley Visitor Center Renovation**				25,000	
San Bruno Mountain Old Guadalupe Trail Repaving***	350,000				
San Pedro Valley Park ADA Upgrades				55,000	
Flood Park Shade Structure Repairs*				142,000	
Coyote Point Bay Trail Repair on North Levee				280,000	
Wunderlich Park Equestrian Bridge Repair				50,000	
San Pedro Valley Park Tables				25,000	
Wunderlich Carriage House ADA Restroom Improvement			100,000		
Fitzgerald Marine Reserve Overlook and Ramp Repairs			300,000	2,200,000	
Crystal Spring Trail Hwy 92 Crossing				350,000	
Ralston Bicycle Trail Repaving				375,000	
Sawyer Camp Trail Gates*	22,000				
Pillar Point Boundary Survey					50,000
Pescadero Forest Inventory/Condition Survey					100,000
San Pedro Valley Park Bridge-Middle Fork					275,000
Coyote Point Shop/Office Windows Repair*					65,000
Crystal Springs Trail South of dam 600 Yards					680,000
Huddart Park-Redwood & Oak Parking Lots					150,000
Fitzgerald Marine Reserve Interpretive Center Building					500,000
Coyote Point Vegetation Reservation Areas*	30,000				
Coyote Point Promenade Eastern Section Repair					2,200,000
Garbage Service Improvements					435,000
Edgewood Park House Demolition	60,000				
Total estimated cost per fiscal year	\$3,164,000	\$3,992,000	\$4,152,000	\$4,552,000	\$4,515,000

*A funding source has been identified for this project. The most common sources include, donations, grants, and trust fund dollars

**This Project will assist in re-opening a currently closed facility

***This project is partially funded

Appendix E: Preliminary Assessment of Maintenance Needs

Parks staff has evaluated the current condition of the parks and is forecasting the below maintenance needs over the next five year period. Cost estimates have been provided, however, these are preliminary estimates and formal bids have not been obtained. This assessment serves as a planning tool to assist County Parks in ensuring that park infrastructure is maintained at a level that ensures the health and safety of park visitors. Please note some of the maintenance needs identified are potential components of larger Capital Projects and projects that may be candidates for grant funding.

Park/Historical Site	Anticipated Year 1 Maintenance Needs	Anticipated Mid-term Maintenance Needs	Anticipated Long-Term Maintenance Needs
Coyote Point	\$ 132,500	\$ 196,400	\$ 180,000
Junipero Serra	147,300	109,100	74,051
San Bruno Mountain	83,000	229,700	85,500
Crystal Springs	37,201	30,100	31,700
Huddart	88,325	46,350	40,400
Wunderlich	72,000	16,600	16,600
Edgewood	41,900	17,500	11,500
Flood	53,750	12,500	13,750
Woodside Store	7,600	900	600
South County Trails	3,000	0	0
Pescadero Creek Park Complex	1,000,750	1,058,750	403,500
San Pedro Valley	171,000	178,800	167,000
Fitzgerald Marine Reserve	33,000	32,700	25,000
Quarry	30,000	80,000	64,000
Pillar Point Bluff	33,000	20,000	35,000
Mirada Surf	0	29,000	17,000
Sanchez Adobe	28,000	101,500	0
Maintenance Division	49,900	5,000	19,700
System-wide Total	\$ 2,012,226	\$ 2,164,900	\$ 1,185,301

Appendix F: Re-opening Temporarily Closed Facilities

County Parks projects the following costs for opening and operating the below facilities. Some facilities are anticipated to be opened once capital projects have been completed. It is important to note that County Parks does anticipate leveraging donations and volunteers to open and operate some of the facilities listed below. In addition, County Parks will continue to seek grant funding for future capital projects.

Year 1: Open 9 currently closed facilities

Park Name	Park Facility	Action Necessary to Re-open Facility	Funding Notes	Opening Costs	Ongoing Costs
Edgewood Park and Preserve	Day Camp Picnic Area	Repair benches and make available via the reservation system	Additional operations and maintenance funding requested	\$80,000	\$3,000
Flood Park	Tennis Courts	Resurface two courts	Capital Project- anticipated donation	\$220,000	\$4,000
Flood Park	Baseball Field	Renovate, repair irrigation system, and infield repairs	Capital Project- anticipated donation	\$1,500,000	\$10,000
Flood Park	Oak Meadow Lawn	Repair irrigation system	Additional operations and maintenance funding requested-include low water/high water efficiency components	\$35,000	\$3,000
Flood Park	Children's Water Play Area	Drainage system repair	Anticipated donation	\$10,000	\$2,000
Huddart Park	Meadow Lawn	Repair irrigation system	Additional operations and maintenance funding requested- include low water/high water efficiency components	\$21,000	\$1,500
Huddart Park	Toyon 3 shower building	Bring facility into compliance with ADA standards and repair septic system	Capital Projects- ADA funds & General Fund	\$290,000	\$4,000
San Bruno Mountain	Bog Trail	Trail repair & ADA compliance actions	Leveraging volunteers, rocking, signage, fencing	\$85,000	\$3,000
San Bruno Mountain	Edward Bacciocco Youth Camp	Repairs and additional staff required	Additional operations and maintenance funding requested- electrical, tables, bbqs, vegetation management	\$125,000	\$7,000
Total				\$2,366,000	\$37,500

Mid-Term: Open 5 additional currently closed facilities

Park Name	Park Facility	Action Necessary to Re-open Facility	Funding Notes	Opening Costs	Ongoing Costs
All park gatehouses	Gatehouse	Additional staff and volunteers are necessary	Adequately staffed gatehouses should be achieved by the end of year 2; renovate Coyote Point Gatehouse	\$65,000	\$80,000
San Pedro Valley	Visitor Center	Formalize program with Friends group, and make repairs	Renovate exhibits, building repairs, materials	\$25,000	\$6,000
Fitzgerald Marine Reserve	Interpretive Program	Formalize program with Friends group	Signage, materials, web site work, equipment	\$25,000	\$2,000
Edgewood Park and Preserve	Interpretive Center	Formalize program with Friends group	Signage, interpretive information, handouts, trail markers, audio visual systems, web site work	\$10,000	\$2,000
Memorial Park	Homestead Youth Camp	Contingent Upon current completion of sewer repairs and field repair	Capital Project- replace drain fields, repair aging lateral drainage pipe, repair table and bbqs	\$125,000	\$5,000
Total				\$250,000	\$95,000

Long-Term: Open 1 additional currently closed facility

Park Name	Park Facility	Action Necessary to Re-open Facility	Funding Notes	Opening Costs	Ongoing Costs
Flood Park	Office Building	Seismic retrofit necessary for public use	2015-16 Capital Project- non-reinforced masonry building	\$450,000	\$6,000
Total				\$450,000	\$6,000

Total cost to open currently closed facilities over the next five years

Estimated Opening Costs: \$3,066,000

Estimated Ongoing Costs: \$138,500

Appendix G: Natural Resources Management

San Mateo County parks encompass many important plant and animal habitats. A few are noted below:

- San Bruno Mountain: One of the most important and threatened biodiversity sites in the world
- Fitzgerald Marine Reserve: A State Marine Protected Area and Area of Special Biological Significance
- Pescadero Creek Park: Steelhead spawning stream
- Edgewood Park: Provides habitat to Federally listed rare, threatened and endangered plants and animals due to its unique Serpentine soils and grasslands
- Crystal Spring Trail: Within San Francisco Watershed lands, which is a State Wildlife Refuge

There are over one hundred biological resources that are considered sensitive, locally rare, or protected under the state or federal Endangered Species Act in County Parks. Below is a partial listing of species that with our many partners, County Parks is currently or plans to undertake specific reintroduction, protection or habitat restoration efforts over the next 5 years.

Rare and/or Endangered Plants (partial list)	Endangered or Threatened Species (partial list)
Crystal Springs and Marin Dwarf Flax, San Mateo County Woolly Sunflower, San Mateo thorn mint, King’s Mountain and San Bruno Mountain Manzanita’s, Coast Wallflower, Coast Redwood, Coastal Live Oak, Eelgrass, and Fountain Thistle	San Bruno Elfin, Mission Blue, Callippe Silverspot, Bay Checkerspot, and Monarch Butterflies, San Francisco Garter Snake, Red-Legged Frog, Salt Water Harvest Mouse, California Spotted Owl, Western Snowy Plover, Golden Eagle, Marbled Murrelet, Coho Salmon and Steelhead Trout

The County intends to partner and stakeholder groups to find collaborative land management solutions that restore habitats and protect and encourage the survival of rare and endangered species.

In addition to habitat restoration and species protection efforts, County Parks plans to place emphasis on implementing suggestions outlined in the San Mateo County Parks Vegetation Management Plan which is available on the County Parks website for review. County Parks plans to update the Forest Management Plan to improve the health of forests, enhance biodiversity, control invasive plant growth, enhance erosion and sediment control efforts and take steps to protect our water sheds.

Below is a partial listing of active and planned projects:

Current Project	Future Project
Grassland management at San Bruno Mountain and Edgewood Parks	Increase sediment reduction efforts of rural roads and trails
Focused fire fuel load reduction efforts	Implement fire breaks at every County Park
Pilot Marbled Murrelet egg aversion effort	Comprehensive Marbled Murrelet egg aversion
Implement Marine Protected Area Protocol	Implement San Vincente Creek Restoration
Remove two salmonid migration barriers	Increase targeted grassland restoration efforts

For a complete listing of our goals for the next 5 years primarily related to natural resources management please see the *Stewardship* goals section and the County’s Vegetation Management Guidelines.

Appendix H: Historical Sites

San Mateo County Parks are home to three historical landmarks, Folger Stables, the Sanchez Adobe and Woodside Store. The Sanchez Adobe and Woodside Store are operated by the San Mateo County Historical Association and have many volunteer and docent led programs. The Historical Association offers school tours and educational programs about the sites' rich past. In addition County Parks' partners and volunteers host special days at each site. Old Woodside Store day features demonstrations and hands on activities. Rancho Day at the Sanchez Adobe features educational demonstrations such as brick making and corn grinding.



San Mateo County Parks have rich histories and are also home to many Native American and early settler artifacts. For example, the shoreline and bluff of Fitzgerald Marine Reserve were first visited and settled by Native Americans as can be seen by four cultural resource sites, one of which is around 5,800 years old. Another example of an area with historical significance is Sawyer Camp Trail which was once the main highway between San Francisco and Half Moon Bay in the mid-1800s.

Looking forward to 2018, County Parks aims to work with its partners to support increased interpretation of the park's colorful histories and support the creation of additional educational activities in the parks. In addition, County Parks will continue to support maintaining the sites and the restoration of the sites in a historically accurate manner.

Please see the *Goals Environmental Literacy* section for a listing of the overarching goals and strategies that will guide County Parks' actions for implementation over the next 5 years.

Appendix I: Potential Use of Technology

Technology provides the opportunity for more efficient, on-demand and expanded service delivery. Goal 25 listed under the *Community Engagement* section of the strategic plan expresses County Parks' commitment to identifying new technologies that can be leveraged over time to improve service.

Goal 25: Increase the use of automation and technology to facilitate improved and more efficient business processes and public communication

The following represents technology that County Parks may leverage to meet the goals outlined in the plan:

Iron Rangers- Automate parking and day use fee collection

QR Code- Use to download maps and multi-lingual information for self- guided interpretive hikes

Credit Card Readers- For fee collection and ability to sell annual passes at Park entrances

e-Donation Systems- Ability to electronic donate at park sites

Facility Condition Index System- Updating current information will allow for planning future maintenance

Sensor Irrigation- Automate watering based on soil moisture

GPS Units for mowers- Would automate elevation surveying

Fire Radio Capability- Access to the fire radio frequency to facilitates communication in an emergency

Social Media- Explore different uses of social media to market Park programs

Volunteer Management System – Automates volunteer registration and documentation process

E-newsletter - Provide the public with information about park activities, volunteer opportunities, and opportunities to participate in the parks planning process

Self-service opportunities for the Parks website:-

- Education portal: A one-stop location for educators to go to download classroom materials and information about organizing field trips in County Parks
- Volunteer portal: A one-stop location that combines information about volunteer opportunities sponsored by County Parks, the County's Friends Groups, and other partnering organizations. Volunteers will be able to sign-up on-line for volunteer activities and view a calendar of upcoming events.
- Interpretive information: Individual park websites will feature downloadable brochures with information interpreting that parks' natural, historical, and cultural features
- Explore the feasibility of on-line payment for annual passes and donations
- On-line scientific collection and special event permit applications

Technological innovations will be incorporated over the course of the five year plan to enhance customer service, maintenance capabilities and revenue generating activities.

Appendix J: Organizational Structure

Current Status

On February 14, 2011, the Parks Department merged with the Public Works Department. This merger allowed the Parks department to leverage the expertise of Public Works' staff and receive a greater depth of support. Standardized administrative management and programmatic processes have created efficiencies for both groups. Consolidating administrative services reduced the number of Parks management positions by two, allowed for the sharing of the Executive Secretary, provided additional coverage for peak workload periods and gave Parks access to specialized expertise in contract administration, budgeting, accounting and other fiscal processes and procedures. In addition, Parks has leveraged the technical expertise of the Public Works Engineering Division for both planning and capital projects. Due to reduced administrative costs achieved through the consolidation, Parks balanced their FY 2012-13 budget without making any reductions in field staff.

Future Options

The Board of Supervisors and the County Manager have asked staff to evaluate the following three future organizational options for County Parks:

1. Creation of a full-service, stand-alone Parks Department
2. Creation of a new Parks Department that focuses on programming with administration and maintenance services provided by Public Works
3. Parks remains part of Public Works with the addition of a Parks Deputy Director to provide leadership and resource conservation expertise for the unit.

The cost of each option, along with other points both pro and con for each options, is noted below. The costs are limited to the administration component of each option. No funding was added for any specific projects or additional staffing as those changes and costs would be the same whichever organizational model is selected. For example, additional capital projects, interpretive programs or ranger staffing and training would be added costs for all three options.

1. New Full-Service Department – The Executive and administration component of a full service Parks Department would include three management positions – the Director, Superintendent for Administration and a Management Analyst – plus four support positions – Executive Secretary, 2 Fiscal Office Specialists and an Office Assistant. The cost below is the sum of the salary and benefits for these positions plus \$50,000 for rent, computer connectivity and other supplies costs include in the Public Works charges.

Cost: \$1,020,000

- Increases Department visibility within the County
- Provides a dedicated Parks contact for the public, Parks Friends groups and others
- Opportunity to “right-size” the new administrative staff and maintain some of the savings achieved through the DPW consolidation
- A stand-alone department may attract higher caliber candidates for the Director position
- Expectation is that the Director would have a natural resource background.
- All Parks functions would be consolidated in one organization which would facilitate internal communication and internal project management
- Provides limited back-up for administrative staff and requires department staff to be experts in multiple fiscal functions
- More difficult to coordinate the upcoming major capital and maintenance projects with DPW Engineering staff

2. New Department focused on Parks Programs, shared Administration and Maintenance – This option retains the DPW charges for Administration and includes salary and benefit costs for a new Department Director and an Executive Secretary.

Costs: \$1,280,000

- Increased visibility for Parks programming
- Provides a dedicated Parks contact for the public, Parks Friends groups and others
- Retains savings, depth of coverage and fiscal expertise of current combined option
- May be less attractive than a full-service, stand-alone department for Director candidates
- Expectation is that Department Director would have natural resource expertise, but would have to coordinate environmental input on projects with DPW engineering, construction and maintenance staff
- Maintenance functions were not consolidated when Parks joined Public Works. This structure could continue or it could move toward consolidation. However, if consolidated, there are potential organizational and cultural obstacles
- Roles and reporting structure for Rangers, who currently provide much maintenance work, would need to be evaluated and possibly restructured

3. Remains within Public Works with the addition of a Parks Deputy Director position within Public Works – Public Works charges administration costs based on the percent of total staff. Parks staff represent 13.6% of the DPW staff, so their administrative charges, which include rent, supplies, IT costs and salaries and benefits is \$913,000 of the \$7.9 million total. The addition of a Parks Deputy Director increases the total to \$207,000.

Cost: \$1,120,000

- New Deputy Director position provides a dedicated Parks contact for the public, Parks Friends groups and others
- Deputy Director would have natural resource expertise
- Retains savings, depth of coverage and fiscal expertise of combined administrative functions
- May be less attractive than a full-service, stand-alone department to Deputy Director candidates
- Coordination of environmental input on projects with DPW engineering, construction and maintenance staff would be within one department located on the same floor
- Maintenance functions are not currently consolidated. However, if truly consolidated, there are potential organizational and cultural obstacles
- All functions of Parks would be consolidated in one organization, which would facilitate communication and coordination of projects.

After the Board provides the general direction on the strategic plan and the organizational structure for Parks, staff will provide detailed costs analysis.

Appendix K: Public Comment

Public comment was sought several times throughout the creation of this strategic plan (the Plan). The Plan was first made available for public review at the December 6, 2012 Parks Commission meeting. Comments were collected and another draft was sent to stakeholders for review and made available on the County Parks website for comment on February 11, 2013. The below table is a summary of the comments received from the public between February 11, 2013 and March 7, 2013. Following the public comment period, the Parks Commission held a special meeting on March 7, 2013 to hear additional public comment and review the comments that had been received prior to recommending adoption of the Plan.

Topic	Number of Comments
Restore crucial funding to: <ol style="list-style-type: none"> 1. Return Parks to a stand-alone Department; 2. Establish a senior Level position dedicated to natural resource protection and 3. Restore ranger and field staff positions so that closed facilities can be reopened, parks can be adequately maintained, and the world class natural resources in County Parks can be adequately protected and restored. 	25
Per Person Fees	1
Strong support to Park partners Defer adoption of Goals and Strategies until after Parks Division is re-established as a stand-alone Department	2
Support more trail uses on trails, including opening county-managed Ridge Trail to bicyclists; new east-west connectors, dog parks, back country camping, geocaching and other digital age programs	2
Pescadero Park Complex forest and stream restoration	1
Expand system to manage high priority and or unprotected lands in collaboration with partner agencies, non-profits, and funders	1

Notes

ⁱ State of California, Department of Finance, *Interim Projections of Population for California: State and Counties July 1, 2015 to 2050*, May 2012. <http://www.dof.ca.gov/research/demographic/reports/projections/interim/view.php>

ⁱⁱ United States Census Bureau, *State and County QuickFacts, San Mateo County, California 2010*.
<http://quickfacts.census.gov/qfd/states/06/06081.html>

ⁱⁱⁱ United States Census Bureau, *2006-2010 American Community Survey 5-year Estimates, various*.
<http://factfinder2.census.gov/faces/nav/jsf/pages/searchresults.xhtml?refresh=t>