

# **Review of Sonoma County Agricultural Preservation and Open Space District's Endowment Fund Calculation and Model**



Center for Natural  
Lands Management

Prepared for: Sonoma County Agricultural Preservation and Open Space District

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## **I. Introduction**

Funding for Sonoma County Agricultural Preservation and Open Space District's ("Ag + Open Space" or "AOS") acquisition, stewardship of conservation easements, and management of fee title properties has been provided from diverse sources, but primary funding is from Measure F in which voters approved a ¼ cent sales tax to support AOS activities. Measure F will sunset in 2031 and, because there is no guarantee that the voters will reauthorize the sales tax beyond the sunset date, AOS has established a reserve fund to pay for costs associated with the perpetual stewardship of the easement ownerships and management of fee title properties in its real estate portfolio. In 2015, in preparation for the 2031 sunset of Measure F, AOS, with support under contract from the Center for Natural Lands Management (CNLM), undertook the calculation of perpetual funding (Stewardship Reserve Fund) required to meet its responsibilities on its current and anticipated 2031 portfolios. In the years since, AOS has revised the model using experience-based actual costs, their current portfolio of easement ownership units and fee title properties, and updated costs and staffing structure. In addition, since the fund will support AOS operations in perpetuity, and will function as an endowment rather than a reserve, it was renamed the Ag + Open Space Endowment Fund. To ensure that their model and calculator and data assumptions were appropriate and comprehensive, AOS engaged CNLM to conduct a review. A contract was initiated in November 2022 for this purpose.

### *A. Objectives*

1. Review the current Ag + Open Space Endowment Fund Model (2022) provided by AOS and test assumptions and model elements for accuracy, appropriateness, and inclusiveness relative to AOS interests
2. Review the model for two scenarios: the current (2023) and future (2031) portfolios and conditions, with portfolios described as follows:
  - Current protected lands portfolio (330 easement ownerships and 12 fee land properties)
  - Future Portfolio (450 easement ownerships and 0 fee land properties)
3. Repopulate the two Ag + Open Space Endowment Fund models according to new assumptions, decisions, and revised data
4. Provide the two models ("fund calculator" spreadsheets), documentation of decisions discussed with AOS, and guidance for model updates and revisions
5. Participate in the Joint Meeting of the Ag + Open Space Endowment Subcommittees of the Fiscal Oversight Commission and Advisory Committee (April 27, 2023). Discuss recommendations and outcomes and update the report and model as appropriate.

### *B. CNLM Qualifications*

The Center for Natural Lands Management (CNLM) was founded in 1990 as a 501(c)(3) organization with the mission to protect sensitive biological resources

through professional, science-based stewardship of mitigation and conservation lands in perpetuity. Specifically, CNLM's founder saw a need at that time for a professional nonprofit organization that could responsibly manage mitigation-related funds and valuable conservation lands that were the result of state and federal mitigation processes. Today, CNLM owns, manages, or protects with conservation easements over 100 preserves—most of which are the result of mitigation. In conjunction with those perpetual responsibilities, CNLM also manages a large portfolio of preserve-specific endowments with *Commonfund* as its investment manager. Commonfund is the same organization that works with the National Fish and Wildlife Foundation to assist with the management of endowments that have been entrusted to them. CNLM is currently accredited by the Land Trust Accreditation Commission (LTAC), having first been accredited in 2010.

Determining, developing, and setting aside appropriate and sufficient financial resources for perpetual stewardship is a hallmark of CNLM's objective to satisfy intergenerational equity concerns. As part of CNLM's standard project evaluation, due diligence, and determination of costs for perpetual management process, they conduct a Property Analysis Record (PAR) for each property. CNLM created the PAR process and program (now an 'app') and has employed it on more than 200 mitigation and conservation properties involving contract management, title in fee, and via conservation easements. Their Board (of Directors)-approved investment policy ("Investment Policy") guides the management of CNLM's portfolio of invested funds. Their Investment Policy and resultant practices are compliant with both *Uniform Prudent Management of Institutional Funds Act (UPMIFA)* and the LTA Standards and Practices. They emphasize principles of prudent investing and diversification which govern investment decisions.

The two CNLM staff directly involved in providing this service to AOS are Deborah L. Rogers and Michelle Labbe. Deborah is CNLM's Co-Executive Director and Conservation Science and Stewardship Director and has been a member of CNLM's senior staff since 2006. She oversees all CNLM property acquisitions, guiding them through their due diligence and cost analysis (PAR) process. She also has an extensive background in natural resource management and conservation-directed research ([www.cnlm.org/about-cnln/senior-staff/](http://www.cnlm.org/about-cnln/senior-staff/)). Michelle Labbe has served as Conservation Analyst for CNLM since 2013. Michelle has conducted CNLM conservation easement and biological monitoring activities on CNLM preserves and has completed and reviewed numerous PAR analyses as well as managed the transition of CNLM's PAR program to a cloud-based application ([www.cnlm.org/about-cnln/staff/](http://www.cnlm.org/about-cnln/staff/)). Deborah and Michelle, assisted by other CNLM stewardship staff, were the primary staff involved in the original 2015 AOS Stewardship Reserve Calculation.

## II. Process

The approach taken to reviewing the 2022 Ag + Open Space Endowment Fund Model and data reflected four principles: appropriate due diligence, comprehensive assessment of all associated tasks and costs, allowance for uncertainty/change, and use of appropriate financial parameters for the endowment calculation. We evaluated 1) the model structure and 2) the specific data used to populate the model.

The following is documentation of the process for this (2023) review:

### *A. Document and Data Review*

Documents and information reviewed by CNLM included:

- Ag + Open Space Stewardship Reserve all in one revision for 2022
- Ag + Open Space FY22-23 Organizational Chart
- Ag + Open Space Fee Lands Strategy Update, February 2021
- Ag + Open Space Weighted Rates FY 22-23
- Ag + Open Space Overview of the Stewardship Reserve Calculation
- Ag + Open Space Stewardship Policy, February 2021
- Ag + Open Space Annual operating expenses
- Vehicle annual maintenance costs (J. Medford, pers. comm., Jan 18, 2022)
- Draft Report on Stewardship Reserve Requirement Revision (CNLM, 2015)
- Land Trust Alliance (LTA) Standards and Practices (2017)

### *B. Discussion of Key Assumptions*

We met several times with AOS staff to discuss assumptions and specific data and costs of the 2022 Ag + Open Space Endowment Fund balance model and calculation and we documented all changes, decision points, and rationales. A result of these discussions was the determination that we would create two models to represent the (1) Current (2023) portfolio and (2) Future portfolio, which would allow for the endowment calculation to more accurately reflect the specific conditions and portfolio compositions associated with these different target dates. The future date of 2031 was chosen as it is the sunset date of Measure F—a pivotal point for AOS stewardship funding and a primary target for endowment planning. AOS advised that their projected portfolio in 2031 is anticipated to consist of 450 conservation easement ownerships and 0 fee title properties.

Other assumptions discussed that relate to the model components and their values are as follows:

- *Land Trust Alliance (LTA) Standards and Land Trust Accreditation Commission (LTAC) Accreditation Requirements.* AOS indicated that they intend to meet or exceed LTAC requirements for accreditation; therefore, we queried current Land

Trust Alliance (LTA) standards and practices as an additional reference, as well as current accreditation requirements.

- *Administrative (or Overhead) Costs.* Components of administrative and organizational support are specific to an organization; there is no standard cost or rate for representing these costs. To support the discussion of what items to include in the administrative costs group that would specifically support their organization, AOS provided a report of their operational costs (Attachment A). CNLM reviewed and discussed each component of this report with AOS staff. Items determined to be associated with support of stewardship activities and staff were retained in administrative cost group while items specific to stewardship costs were re-allocated as line items in the model(s). A further outcome from these discussions was the addition of funds to account for administrative staff support. Considering the array of staff positions that support stewardship staff (e.g., Human Resources, Accounting, Supervisors, etc.), portions of those support positions were assumed to combine for a total of 2.0 FTEs. As such, costs for two such staff positions were included in the Administrative Cost.

Items retained in the administrative cost group included:

- organization-level items (e.g., subscriptions);
- contracts (e.g., website host, specialists for use requests, etc.);
- County-required items/costs (e.g., insurance and accounting, risk management);
- union-required costs and fees (e.g., boots)

Items determined to be directly related to stewardship activities that were re-allocated as line items in the model(s) rather than bundled as part of administration costs:

- “transportation” (e.g., fuel, maintenance);
- signage (this was under consideration for administrative cost group)

Based on the final administrative components and costs, AOS requested that an administrative rate be calculated using the Current (2023) Model data to allow for administrative costs to be represented as a rate in both the Current and Future models.

- *Transportation and Vehicle Costs.* The IRS mileage rate, which was used in the 2015 and 2022 models, was intended to include vehicle maintenance costs but does not account for the frequent maintenance schedule (every three months) required of County fleet vehicles. AOS expressed interest in calculating a bundled mileage rate that would account for actual maintenance costs and fuel. Data were not currently available to calculate this bundled mileage rate; therefore, we recommended adding the annual maintenance cost as a line item

in the models. This assumption was applied to both the Current and Future Model.

Sonoma County has recently instituted an electric vehicle (EV) requirement and AOS will need to convert their fleet in the near future to be in accordance. Currently, the AOS fleet includes trucks, hybrids, and EVs. For the Future Model it was assumed that the AOS fleet would be 100% “Green” (plug-in or hybrid for trucks) and that the 2023 vehicle replacement cost will cover the transition.

Travel time and mileage associated with easement monitoring time, which had been accounted for in the 2022 “Adjustment” costs, were moved to the Portfolio costs and were modified to represent the proportion of easement units that would be monitored on-site each year. It was discussed that approximately 40% of sites would have on-site monitoring each year and that sites would be visited in rotation so that each site was visited in-person at least once every three years.

- *Legal Costs.* We discussed the three-year annual average (2019-2021) legal service fees as calculated by AOS (Account Code 51211). It was confirmed that legal service fees include (easement) use requests, enforcement, amendments, and other regular activities not associated with litigation. There was discussion around whether the average annual fees for that three-year period would be “representative” of such costs in the long term. It was decided that this was the best available estimate and would be updated over time as appropriate. It was confirmed that the “Legal Fund” (Account Code 51253) represents litigation-related costs (e.g., witness, experts) and was removed from the model(s) as it was determined by AOS that these costs should be managed separately and handled outside the model(s). This is because in the event of any extraordinary legal actions the Endowment could be used to satisfy the liability. To budget these costs beyond the existing funds would skew the model disproportionately against actual expected costs.
- *Portfolio Representation.* The size (i.e., categorized as small, medium, or large) and primary use (e.g., agriculture, open space) of a conservation easement has implications for easement monitoring time and other staff activities necessary to ensure easement compliance, all of which affect stewardship costs. In the 2015 model, we accounted for the additional on-site staff time needed for monitoring larger or more complex easements (i.e., time in addition to the “core” or “basic” easement unit) by categorizing all easement ownerships into size/type groups. However, the 2022 model revision was restructured to 1) include actual numbers of easements, rather than “core” easement unit that could be adjusted upon, and 2) incorporates remote monitoring so that only a portion of easements are monitored on-site each year (the 2015 model assumed 100% onsite monitoring each year). As such, it was determined that the “category adjustment” portion of the model could be removed, and that additional monitoring time required for larger sized units or those with certain uses could be accommodated in the Portfolio costs with a small increase in staff monitoring time per easement unit.

- *Proportional Representation of Stewardship Tasks (2031 Model)*. It was assumed that the number of easement units designated for each stewardship task in the 2022 model (“Units per year”) would also apply to the Current and Future models. For the Current Model, the values remained the same, except for a correction in the number of units for easement monitoring; proportions were applied to the projected 2031 portfolio to populate Future Model data.

### III. Results and Recommendations

#### A. Model Implementation and Changes to 2022 Model (for 2023 and 2031)

The decisions and assumptions described above were implemented to revise the 2022 Ag + Open Space Endowment Fund Calculation model structure to result in two models that represent the Current and Future target dates. The two target dates differ in portfolio and some specific costs. Those two models were then repopulated with data according to decisions made with AOS and data updates provided by AOS. Specific data and model structure revisions are detailed in this section.

- *Legal Costs*. An amount of \$250,000 replaced \$192,847 (2022 Model) to represent the three-year average annual Legal Service costs. The Legal Defense Fund was removed from the model.

**Table 1.** Legal services and litigation costs - Annual 3-yr average<sup>1</sup>

| Year           | Account Type (Code)   |                    | Total Legal Costs |
|----------------|-----------------------|--------------------|-------------------|
|                | 51211 (Legal Service) | 51253 (Litigation) |                   |
| 2019           | \$ 206,700            | \$ 286,771         | \$ 493,470        |
| 2020           | \$ 294,906            | \$ 366,035         | \$ 660,941        |
| 2021           | \$ 76,935             | \$ 61,962          | \$ 138,897        |
| Total          | \$ 578,541            | \$ 714,767         | \$ 1,293,308      |
| Annual Average | \$ 192,847            | \$ 238,256         | \$ 431,103        |

<sup>1</sup> Data provided to CNLM by AOS, April 2022.

- *Full-time Equivalent Hours (FTE)*. Changed from 1880 to 1600 hrs.
- *Easement Monitoring*. The 2022 model included monitoring for 300 easement ownership units; 30 units were added to on-site annual easement monitoring tasks to account for the full 2023 portfolio of 330 easement ownership units.

- *Portfolio Category Adjustments and Easement Monitoring Time.* The size/type easement monitoring time adjustments were no longer relevant to the revised model structure and were removed as a model component. Additional time required for monitoring larger and/or certain use categories of easements was instead accounted for by including 1.5 additional hours of monitoring time per easement (both remote and on-site).
- *Transportation and Vehicles.* It was determined that three vehicles would be sufficient to meet stewardship responsibilities (changed from 3.85) and this assumption was applied to both the Current and Future model data. Data were not available to calculate a mileage rate that would also account for maintenance; therefore, we included the five-year average annual maintenance cost (\$1,875 per vehicle/year) as a line item, in addition to the pre-existing vehicle maintenance cost represented by using the IRS mileage rate.

Travel time and mileage associated with easement monitoring (formerly in the 2022 “Adjustments” model component) were moved to the Portfolio costs and revised to reflect the proportion of easements that would be monitored on-site each year (~40%).

- *Labor Rates.* Model data (Current and Future) were updated to Fiscal Year 2022-2023 labor rates. The AOS fiscal period is July 1-June 30.
- *IRS Mileage Rate.* Model data (Current and Future) were updated to January 2023 IRS mileage rate (\$0.655/mile).
- *Administrative (or Overhead) Costs.*
  - Transportation (operational) costs: An item called “Transportation/operational costs” (see Appendix A) was removed from the administration determination and instead included in the “Portfolio” costs. This cost represents an actual, average annual (five-year average) per-vehicle maintenance cost (quarterly maintenance visits) as required for County fleet vehicles.
  - Administrative support: \$300,000 was added to account for the equivalent of two fully burdened administrative staff.
  - Signage: This cost (\$4,000 per sign) was included in the original 2015 Model but had been removed in the 2022 revision and was considered an administrative cost. It was reintroduced to both the 2023 and 2031 models in the “Portfolio” costs using the 2015 assumption of replacement of 40 signs every 20 years.

Applying these changes, an administrative rate of 27.5% (rounded up to 28%) was calculated and used in place of itemized administrative costs.

**Table 2.** Determination of administrative rate based on Current Model (2023) data.

| <b>Annual administrative costs</b> | <b>Average annual costs</b> | <b>Administrative rate</b> |
|------------------------------------|-----------------------------|----------------------------|
| \$617,032                          | \$2,242,748                 | 28%                        |

*B. Current and Future Models*

The revised Ag + Open Space Endowment Calculation models for the Current and Future Scenarios are provided as Attachments B and C, respectively. These models include all adjustments to the 2022 Model as discussed in Sections II and III and use the rates and data provided by AOS. The primary difference between the Future Model compared with the Current Model was the change to the AOS portfolio of easements and fee title properties.

Table 3 provides a summary and comparison of target endowments for the Current Model and Future Model. The endowments have been calculated for three different capitalization or “spend” rate” rates (2%, 4%, and 6%). In principle, and as evident in Table 3, a higher capitalization rate reduces the endowment required to support annual AOS costs. AOS has indicated that their ability to able achieve these rates is dependent on a legislative change that will allow more flexibility in the investment and management of endowment funds.

**Table 3.** Comparison of endowment targets by year and capitalization rate

| <b>Capitalization Rate</b> | <b>2023 Endowment – Current Portfolio</b> | <b>2031 Endowment – Future Portfolio<sup>1</sup></b> |
|----------------------------|---|--|
| 2%                         | \$143,038,887                             | \$124,379,211  |
| 4%                         | \$71,519,444                              | \$62,189,606   |
| 6%                         | \$47,679,629                              | \$41,459,737   |

<sup>1</sup>2031 endowment target has not been adjusted for inflation

*C. Caveats and Limitations*

The largest single factor affecting the endowment amount needed to support ongoing AOS stewardship responsibilities is the “spend” or “capitalization” rate. This rate reflects not only (and primarily) assumptions about average long-term interest, but assumptions about effects of inflation and fund management costs. At present, the ability to assume a rate of 4% (or greater) is beyond AOS control and rests on the ability to acquire such authorization.

If the full endowment targets are not reached at such a time that their earnings are needed for stewardship operations, there should be some flexibility in expenditures that could help bridge the gap. These may be the result of additional efficiencies not yet

incorporated into the cost calculations, reducing the scope of stewardship work plans, or postponing some tasks. However, such remedies may be limited by requirements (e.g., from County, State, or even LTAC—if compliance is desired). Examples of items that may be beyond AOS control include staff compensation, certain vehicle maintenance costs, and some equipment and staff work apparel.

#### *D. Model Revisions and Data Updates*

The impetus or “triggers” for revisiting and potentially revising the model and for updating the data include probable events (e.g., dates for significant events or decisions) or changes in the status or conditions of certain items, which have the potential to have significant impacts on costs. Some triggers may likely affect only the input data with no changes indicated for the model(s) itself (themselves), such as a change to reflect greater efficiency with a reduction in staff hours spent on a task. Others may be a trigger for revising the model—adding or removing certain elements or restructuring. Some, perhaps many, triggers may potentially affect both model structure and data. A list of some potential triggers or revision criteria has been included in Table 4 and elements are further explained below. Table 4 is not a comprehensive list, and if there is a need for more accuracy, a comprehensive review of structure and data should still be undertaken. However, Table 4 can be used as a guide to focus on certain costs or groups of costs which have been identified as being subject to periodic change and could have particularly significant impacts on the costs analysis. In other words, Table 4 can be used as a “quick” check to determine whether an update or revision may be needed and to focus on items that are likely to have changed and are most impactful.

An outcome of the Joint Meeting with the Ag + Open Space Fiscal Oversight Commission and Advisory Committee was the decision to revisit and revise the model assumptions on an annual basis. In addition to routine review, a consideration for model update frequency is that the frequency of change for an item may be inherent to that specific item. For example, a change in an AOS policy, Union agreement, or LTA standards or LTAC requirements. In some cases, an update may be triggered by reaching a certain point in experience or management decision (e.g., sufficient experience with electric vehicles to revisit assumptions about costs). A revision may also be prompted by an important meeting for which the most recent endowment estimate is warranted. In any event, it is good practice to routinely (e.g., annually) revisit the model and data even if not prompted by specific events or changes. This will help to reduce surprises and time needed for the revision when it is triggered. One such example is a review prior to the 2031 target date to allow time to respond if the endowment trajectory is not on track.

**Table 4.** Model revision and data update criteria

| Criteria (changes to items)  | Components  | Action <sup>1</sup> |
|--|---|---------------------|
| Inflation  | <ul style="list-style-type: none"> <li>• Effects on individual items or overall</li> </ul>  | DU                  |
| Labor rate   |   | DU                  |
| Staff restructure (activities conducted by different staff)                          |   | MU                  |
| Transportation modality (electric vehicles)  | <ul style="list-style-type: none"> <li>• Replacement</li> <li>• Maintenance</li> </ul>  | DU                  |
| LTAC requirement changes   | <ul style="list-style-type: none"> <li>• Changes to principles and practices</li> <li>• Changes in accreditation requirements</li> </ul>        | BOTH                |
| Administrative cost  | <ul style="list-style-type: none"> <li>• Composition</li> <li>• Item costs</li> </ul>   | BOTH                |
| Remote monitoring  | <ul style="list-style-type: none"> <li>• Continued or expanded use</li> </ul>   | DU                  |
| Fee title transition to easement ownership or additional acquisitions                | <ul style="list-style-type: none"> <li>• Additions</li> <li>• Changes (e.g., fee to easement)</li> </ul>  | DU                  |
| Union-mandated costs   |   | DU                  |
| Legal cost structure/strategy  |   | BOTH                |
| Headquarters/staff work location and reporting structure (hybrid, remote, in-person) | <ul style="list-style-type: none"> <li>• Administrative cost or structure</li> <li>• Transportation costs (point of origin for work)</li> </ul> | BOTH                |

<sup>1</sup> MU – Model revision; DU – Data update; BOTH – potentially both model revision and data update

After the target endowment is reached and stewardship activities are being funded by earnings on the endowment, inflationary effects would be assumed to be managed (at least to some extent) through the capitalization rate determination (i.e., the capitalization rate would be determined to allow for inflation and perhaps also endowment management costs to be covered by average earnings in excess of the capitalization rate). However, the target itself is subject to inflationary effects. The amount shown (Table 3) for target endowments is represented in 2023 dollars. As such, all—or some, as appropriate—costs would need to be adjusted for inflation to provide a current endowment estimate in the future.

One approach to assessing an appropriate inflationary adjustment is to use the "CPI for All Urban Consumers (CPI-U)" data tables provided online by the US Bureau of Labor Statistics. Either the San Francisco (CUURS49BSA0) or the West Region (CUUR0400SA0) may be appropriate for Sonoma County. The inflation rate (inflationary adjustment) can be obtained by comparing the CPI number from the beginning of the period in question to the ending. For example, the inflationary adjustment from January 2020 through December 2022 would be:

January 2020 = 273.34  
December 2022 = 314.599  
 $314.599 / 273.34 = 1.150944$  or a CPI adjustment (increase) of 15.1%

CPI for All Urban Consumers (CPI-U) <https://data.bls.gov/cgi-bin/surveymost?cu>

Legal costs are a significant component of the Current and Future Cost scenarios. Changes in the need for legal services (not including acquisition transactions) for easement defense, for example, could have large implications for costs.

Use of hybrid and electric vehicles is still a relatively new experience in stewardship practices. As experience grows, it would be prudent to review and recalculate annual maintenance, mileage, and replacement costs.

Land Trust Alliance (LTA) Standards and Practices have not been updated frequently. The first standards were developed in 1989 and were revised most recently in 2016-17 (<https://landtrustalliance.org/resources/learn/explore/2017-land-trust-standards-and-practices>). However, there are also accreditation requirements that are more specific and may be updated more frequently. Such changes may have implications for costs and possibly also model structure.

Changes in labor rates could have a large impact on endowment targets given the high proportion that labor costs represent of the total. There may be an inherent frequency of labor cost changes—resulting from routine increases in salary. Labor rates may also change due to changes in the staff positions that may fulfill various stewardship functions. As in the past, changes in technology may even cause paradigm shifts in how stewardship is conducted, leading to a need to revise model structure.

Remote monitoring is currently in a “pilot” phase. It may be appropriate to revisit the estimates of remote and on-site monitoring (units per year, staff time) once actual costs for the program and portfolio are better understood, if AOS changes parameters of the program, or if there is a change in LTA/LTAC guidance that AOS wishes to follow.

Given the substantial contribution of administrative costs to the AOS fund total, and the recent changes made to the bundle of costs and services represented by administrative costs, it is recommended that the components that comprise the administrative bundle be reviewed periodically to determine whether they are indeed comprehensive and if some costs should be removed and represented as individual line-item costs in the model(s).

**ATTACHMENT A**

| <b>AOS Annual Operating Expenses</b> (Provided by Ag + Open Space, January 2023, does not show subsequent revisions) |            |                   |                     |  |
|--|------------|-------------------|---------------------|--|
|  | AOS Annual | Stewardship Costs | Annual Cost Per FTE | Assumptions                                    |
| Building Costs   | \$222,173  |                   | \$6,171             | Relocate to smaller space                      |
| Insurance  | \$37,169   |                   | \$1,032             |  |
| Accounting Audit Services (ACTTC)  | \$60,230   |                   | \$1,673             |  |
| All consulting contracts   |            | \$73,000          |                     |  |
| Transportation   | \$12,700   |                   | \$353               | Only cost of operation                         |
| ISD Baseline   | \$214,169  |                   | \$5,949             |  |
| ISD DMP  | \$6,810    |                   | \$1,000             | Device replacement every three years           |
| Telecomm   | \$15,000   |                   | \$417               |  |
| Courier/mail   | \$4,000    |                   | \$111               |  |
| Risk Mgt   | \$8,909    |                   | \$247               |  |
| Cost Plan Charges  | \$77,702   |                   | \$2,158             | Based on total budget                          |
| ERP System Charges   | \$91,616   |                   | \$2,545             |  |
| Memberships  |            | \$500             |                     |  |
| Boot Allowance   |            |                   | \$125               | Replacement is based on MOU and classification |
| Minor Equipment/Small Tools  | \$8,550    |                   | \$238               |  |
| Computer Software/Licensing  | \$72,897   |                   | \$2,025             |  |
| Office Supplies  | \$23,800   |                   | \$661               |  |
|  |            |                   | \$24,706            | Assume 10 FTE                                  |
|  |            | \$73,500          | \$247,060           |  |
| <b>TOTAL ANNUAL COSTS (UNADJUSTED)</b>   |            |                   | <b>\$ 320,560</b>   |  |

## Ag + Open Space 2023 Portfolio Model (Current Model-2023)

| <b>1. Projected Conservation and Open Space Easement Annual Costs</b>            |                     |
|--|---------------------|
| <b>PORTFOLIO LEVEL activities</b>  |                     |
| 330 ownerships   | \$ 1,243,042        |
| <b>2. Fee Lands (3-year average annual costs for currently owned properties)</b> |                     |
| 12 properties, 1351 acres  | \$ 750,704          |
| <b>3. Legal Costs (based on 3-year average annual costs, 2019-2021)</b>          |                     |
| Legal Services   | \$ 250,000          |
| <b>Total Stewardship Costs</b>   | \$ 2,243,746        |
| ADMIN Rate (based on \$617,032)  | 28%                 |
| Total Admin  | \$ 617,032          |
| <b>Total Average Annual Funding</b>  | <b>\$ 2,860,778</b> |

| <b>Endowment Scenarios</b> |                |
|----------------------------|----------------|
| 2% Capitalization Rate     | \$ 143,038,887 |
| 4% Capitalization Rate     | \$ 71,519,444  |
| 6% Capitalization Rate     | \$ 47,679,629  |

| PORTFOLIO-LEVEL ACTIVITIES (2023 Model) |   |            |         |                 |              |                |               |                  |       |                      |
|---|---|------------|---------|-----------------|--------------|----------------|---------------|------------------|-------|----------------------|
| Category                                | Task  | Position   | Unit    | Perpetual Costs |              |                |               |                  |       |                      |
|   |   |            |         | No. of Units    | Cost/Unit    | Units per Year | Annual Cost   | Yearly Frequency | Cont% | Perpetual Total Cost |
| Property Inquiries                      |   | Plnr/Spec  | L.Hours | 1               | \$ 99.89     | 100            | \$ 9,989      | 1                | 10%   | \$ 10,988            |
| Property Inquiries                      |   | Tech       | L.Hours | 1               | \$ 74.55     | 100            | \$ 7,455      | 1                | 10%   | \$ 8,201             |
| Easement Monitoring                     | Preparation   | Sup        | L.Hours | 1               | \$ 122.80    | 130            | \$ 15,964     | 1                | 10%   | \$ 17,560            |
| Easement Monitoring                     | Preparation   | Tech       | L.Hours | 6               | \$ 74.55     | 130            | \$ 58,149     | 1                | 10%   | \$ 63,964            |
| Easement Monitoring                     | Site Visit  | Sup        | L.Hours | 1               | \$ 122.80    | 130            | \$ 15,964     | 1                | 10%   | \$ 17,560            |
| Easement Monitoring                     | Site Visit  | Plnr/Spec  | L.Hours | 2               | \$ 99.89     | 130            | \$ 25,971     | 1                | 10%   | \$ 28,569            |
| Easement Monitoring                     | Site Visit  | Tech       | L.Hours | 7.5             | \$ 74.55     | 130            | \$ 72,686     | 1                | 10%   | \$ 79,955            |
| Easement Monitoring                     | Reports/follow-up   | Mgr        | L.Hours | 0.5             | \$ 133.87    | 130            | \$ 8,702      | 1                | 10%   | \$ 9,572             |
| Easement Monitoring                     | Reports/follow-up   | Sup        | L.Hours | 2               | \$ 122.80    | 130            | \$ 31,928     | 1                | 10%   | \$ 35,121            |
| Easement Monitoring                     | Reports/follow-up   | Plnr/Spec  | L.Hours | 2               | \$ 99.89     | 130            | \$ 25,971     | 1                | 10%   | \$ 28,569            |
| Easement Monitoring                     | Reports/follow-up   | Tech       | L.Hours | 10              | \$ 74.55     | 130            | \$ 96,915     | 1                | 10%   | \$ 106,607           |
| Remote Easement Monitoring              | Preparation   | Sup        | L.Hours | 0.5             | \$ 122.80    | 200            | \$ 12,280     | 1                | 10%   | \$ 13,508            |
| Remote Easement Monitoring              | Preparation   | Tech       | L.Hours | 3               | \$ 74.55     | 200            | \$ 44,730     | 1                | 10%   | \$ 49,203            |
| Remote Easement Monitoring              | Site Visit  | Tech       | L.Hours | 4.5             | \$ 74.55     | 200            | \$ 67,095     | 1                | 10%   | \$ 73,805            |
| Remote Easement Monitoring              | Reports/follow-up   | Mgr        | L.Hours | 0.5             | \$ 133.87    | 200            | \$ 13,387     | 1                | 10%   | \$ 14,726            |
| Remote Easement Monitoring              | Reports/follow-up   | Sup        | L.Hours | 2               | \$ 122.80    | 200            | \$ 49,120     | 1                | 10%   | \$ 54,032            |
| Remote Easement Monitoring              | Reports/follow-up   | Plnr/Spec  | L.Hours | 1               | \$ 99.89     | 200            | \$ 19,978     | 1                | 10%   | \$ 21,976            |
| Remote Easement Monitoring              | Reports/follow-up   | Tech       | L.Hours | 5               | \$ 74.55     | 200            | \$ 74,550     | 1                | 10%   | \$ 82,005            |
| Permitted Use Requests                  | Discussion, review response   | Mgr        | L.Hours | 1               | \$ 133.87    | 50             | \$ 6,694      | 1                | 10%   | \$ 7,363             |
| Permitted Use Requests                  | Discussion, review response   | Sup        | L.Hours | 3               | \$ 122.80    | 50             | \$ 18,420     | 1                | 10%   | \$ 20,262            |
| Permitted Use Requests                  | Receive/review, research, discussion, response  | Plnr/Spec  | L.Hours | 10              | \$ 99.89     | 50             | \$ 49,945     | 1                | 10%   | \$ 54,940            |
| Permitted Use Requests                  | Receive/review, research, discussion, response  | Tech       | L.Hours | 2               | \$ 74.55     | 50             | \$ 7,455      | 1                | 10%   | \$ 8,201             |
| Amendment Requests                      | Discussion/input, develop recommendation, oversight body approval   | Mgr        | L.Hours | 15              | \$ 133.87    | 5              | \$ 10,040     | 1                | 10%   | \$ 11,044            |
| Amendment Requests                      | Receive and review requests, research, discussion/input, develop recommendation, oversight body approvals | Sup        | L.Hours | 20              | \$ 122.80    | 5              | \$ 12,280     | 1                | 10%   | \$ 13,508            |
| Amendment Requests                      | Receive and review requests, research, discussion/input, develop recommendation, oversight body approvals | Plnr/Spec  | L.Hours | 60              | \$ 99.89     | 5              | \$ 29,967     | 1                | 10%   | \$ 32,964            |
| Amendment Requests                      | Assist with research  | Tech       | L.Hours | 5               | \$ 74.55     | 5              | \$ 1,864      | 1                | 10%   | \$ 2,050             |
| Amendment Requests                      | Assist with or complete acquisition tasks   | Acq Spec   | L.Hours | 20              | \$ 101.10    | 5              | \$ 10,110     | 1                | 10%   | \$ 11,121            |
| Amendment Requests                      | technical expertise, incl surveying   | Consultant | L.Hours | 20              | \$ 200.00    | 5              | \$ 20,000     | 1                | 10%   | \$ 22,000            |
| Easement Enforcement                    | Site Visit and Follow-up -Transportation - mileage (IRS)  | -          | Mileage | 35              | \$ 0.66      | 30             | \$ 688        | 1                | 10%   | \$ 757               |
| Easement Enforcement                    | Minor: follow-up with communication, discussion, technical memo   | Mgr        | L.Hours | 10              | \$ 133.87    | 30             | \$ 40,161     | 1                | 10%   | \$ 44,177            |
| Easement Enforcement                    | Minor: follow-up with communication, discussion, technical memo   | Sup        | L.Hours | 15              | \$ 122.80    | 30             | \$ 55,260     | 1                | 10%   | \$ 60,786            |
| Easement Enforcement                    | Minor: follow-up with communication, discussion, technical memo   | Plnr/Spec  | L.Hours | 20              | \$ 99.89     | 30             | \$ 59,934     | 1                | 10%   | \$ 65,927            |
| Easement Enforcement                    | Minor: memo   | Tech       | L.Hours | 3               | \$ 74.55     | 30             | \$ 6,710      | 1                | 10%   | \$ 7,380             |
| Easement Enforcement                    | Major Violation - Consultant  | Consultant | C.Hours | 5               | \$ 200.00    | 10             | \$ 10,000     | 1                | 10%   | \$ 11,000            |
| Easement Enforcement                    | Major: site visit, discussion, follow-up with communication, progressive enforcement                      | Mgr        | L.Hours | 20              | \$ 133.87    | 10             | \$ 26,774     | 1                | 10%   | \$ 29,451            |
| Easement Enforcement                    | Major: site visit, discussion, follow-up with communication, progressive enforcement                      | Sup        | L.Hours | 30              | \$ 122.80    | 10             | \$ 36,840     | 1                | 10%   | \$ 40,524            |
| Easement Enforcement                    | Major: site visit, discussion, follow-up with communication, progressive enforcement                      | Plnr/Spec  | L.Hours | 40              | \$ 99.89     | 10             | \$ 39,956     | 1                | 10%   | \$ 43,952            |
| Easement Enforcement                    | Major: involved in discussions  | Tech       | L.Hours | 6               | \$ 74.55     | 10             | \$ 4,473      | 1                | 10%   | \$ 4,920             |
| Equipment/ Vehicles                     | Vehicle maintenance   |            | Vehicle | 3               | \$ 1,875     | 1              | \$ 5,625      | 1                | 10%   | \$ 6,188             |
| Equipment / Vehicles                    | Transportation - vehicles -replace every ten years  | -          | Vehicle | 3               | \$ 24,000.00 | 1              | \$ 72,000     | 10               | 10%   | \$ 7,920             |
| Equipment / Vehicles                    | Field equipment (set) - GPS, cell/service plan, tablet, dig camera, repl                                  | -          | Set     | 3               | \$ 5,000.00  | 1              | \$ 15,000     | 5                | 10%   | \$ 3,300             |
| Equipment / Vehicles                    | Easement Monitoring Travel - R/T Mileage  | --         | Mileage | 3044            | \$ 0.655     | 1              | \$ 1,993.82   | 1                | 10%   | \$ 2,193.20          |
| Equipment / Vehicles                    | Easement Monitoring Travel - R/T Travel time  | ST         | L.Hours | 78              | \$ 74.55     | 1              | \$ 5,814.90   | 1                | 10%   | \$ 6,396.39          |
| Equipment / Vehicles                    | Signage - Fabrication, installation, maintenance  | -          | Unit    | 1               | \$ 4,000.00  | 40             | \$ 160,000.00 | 20               | 10%   | \$ 8,800.00          |
| <b>TOTAL</b>                            |   |            |         |                 |              |                |               |                  |       | <b>\$ 1,243,042</b>  |

Fee Property Summary data from analysis run by Donna April 2022. Notes: calculate three year average for each property, and total these include salaries/benefits as well as services/supplies. Legal costs have been subtracted out by DA

no 52162 and no legal

| Property Name        | 3 yr av annual Staff | 3 yr av ann serv_sup | avg. ann. total   |
|----------------------|----------------------|----------------------|-------------------|
| Saddle               | \$ 169,394           | \$ 167,606           | \$ 337,000        |
| Dogbane              | \$ 13,830            | \$ 10,677            | \$ 24,507         |
| H North              | \$ 15,502            | \$ 19,257            | \$ 34,760         |
| H South              | \$ 17,313            | \$ 12,417            | \$ 29,730         |
| Ho                   | \$ 2,232             | \$ -                 | \$ 2,232          |
| Keegan               | \$ 9,202             | \$ 8,377             | \$ 17,579         |
| Oken                 | \$ 57,817            | \$ 128,251           | \$ 186,067        |
| Paulin               | \$ 31,010            | \$ 31,778            | \$ 62,789         |
| Occidental           | \$ 2,994             | \$ 66                | \$ 3,060          |
| Saddle 2             | \$ 845               | \$ 4,405             | \$ 5,250          |
| SF Archdiocese       | \$ 9,208             | \$ 9,445             | \$ 18,652         |
| Young Armos          | \$ 10,676            | \$ 15,253            | \$ 25,929         |
| East Slope           | \$ 1,631             | \$ 1,517             | \$ 3,148          |
| Auberge              |                      |                      |                   |
| Total 3-yr avg. ann. | \$ 341,656           | \$ 409,048           | \$ <b>750,704</b> |

Sonoma County Agricultural Preservation and Open Space  
**District Staff Weighted Rates FY 2022-23**

Updated 12/2/2020

| Last name          | First name | Class | Position   | Standard hourly rate |
|--------------------|------------|-------|--|----------------------|
| Acosta             | Taylor     | 1284  | APOSD (Stewardship) Technician                       | \$32.84              |
| Alpert             | Lauren     | 1287  | APOSD Community Relations Assistant                  | \$43.89              |
| Alton              | Donna      | 0404  | Accounting Technician                                | \$31.49              |
| Arias              | Misti C.   | 1290  | APOSD General Manager                                | \$83.21              |
| Batchelder         | Kim        | 1299  | APOSD Program Manager (Veg Man Coord)                | \$55.68              |
| Chambers           | Mary       | 1285  | APOSD Planner (Agricultural Specialist)              | \$42.97              |
| Delmartini         | Monica     | 1283  | APOSD Planner (Stewardship Specialist)               | \$47.38              |
| Emerson            | Sheri J.   | 1299  | APOSD Stewardship Manager                            | \$67.70              |
| Fiori              | Olivia     | 1294  | APOSD Acquisition Specialist                         | \$42.50              |
| Iantosca           | Catherine  | 1281  | APOSD Senior Planner (Senior Stewardship Specialist) | \$47.95              |
| Johnson            | Carrie     | 0023  | OSD Secretary  | \$29.55              |
| Kendall            | Curtis     | 1294  | APOSD Acquisition Specialist                         | \$48.03              |
| Kuszmar            | Jennifer   | 1303  | APOSD Acquisition Manager                            | \$59.95              |
| Lew                | Leslie     | 1285  | APOSD Planner  | \$47.38              |
| McKetchnie-Stanley | Cieara     | 0810  | Administrative Aide                                  | \$34.52              |
| Mefferd            | Julie      | 1301  | APOSD Administrative & Fiscal Services Manager       | \$66.57              |
| Montes             | Marina     | 1284  | APOSD (Stewardship) Technician                       | \$31.28              |
| Newell             | Jacob      | 1286  | APOSD Stewardship Supervisor                         | \$55.44              |
| Ortiz              | Sara       | 0810  | Administrative Aide                                  | \$34.52              |
| Ratte              | Pierre     | 1294  | APOSD Acquisition Specialist                         | \$46.86              |
| Ricard             | Amy        | 1302  | APOSD Community Relations Manager                    | \$57.10              |
| Robson             | Mariah     | 7025  | OSD Executive Secretary - Confidential               | \$34.20              |
| Ross               | Fraser     | 1285  | APOSD Planner (Stewardship Specialist)               | \$47.38              |
| Schichtel          | Allison    | 1281  | APOSD Conservation Senior Planner                    | \$56.87              |
| Setliff            | Kelsey     | 1285  | APOSD Planner (Stewardship Specialist)               | \$38.97              |
| Tavares-Buhler     | Steph      | 1295  | APOSD Senior Acquisition Specialist                  | \$59.89              |
| Thayer             | Mary       | 1282  | OSD Executive Secretary - Extra Help                 | \$34.20              |
| Waite              | Stephanie  | 1292  | GIS Analyst  | \$44.70              |
| Young              | Alex       | 1305  | APOSD Conservation GIS Coordinator                   | \$51.62              |
| zVacant            | Vacant     | 1285  | APOSD Planner (Stewardship Specialist)               |                      |
| zVacant            | Vacant     | 1289  | OSD Assistant General Manager                        |                      |
| zVacant            | Vacant     | 1287  | APOSD Community Relations Assistant                  |                      |
| zVacant            | Vacant     | 1284  | APOSD (Stewardship) Technician                       |                      |
| zVacant            | Vacant     | 0902  | APOSD Community Relations Specialist                 |                      |
| zVacant            | Vacant     | 1285  | APOSD Planer (Grants Coordinator)                    |                      |
| zVacant            | Vacant     | 1283  | APOSD Assistant Planner                              |                      |
| zVacant            | Vacant     | 1298  | APOSD Acquisition Assistant                          |                      |

**County Counsel Weighted Rates:**

|       |       |          |
|-------|-------|----------|
| 20-21 | \$276 | Per Hour |
| 21-22 | \$282 | Per Hour |
| 22-23 | \$282 | Per Hour |



**Administrative Costs (Annual Operating Expenses)**

|  | AOS       | Stewardship | Annual Cost      | Assumptions                      |
|--|-----------|-------------|------------------|----------------------------------|
|  | Annual    | Costs       | Per FTE          |                                  |
| Building Costs   | \$222,173 |             | \$6,171          | Relocate to smaller space        |
| Insurance  | \$37,169  |             | \$1,032          |                                  |
| Accounting Audit Services (ACTTC)                            | \$60,230  |             | \$1,673          |                                  |
| All consulting contracts                                     |           | \$73,000    |                  |                                  |
| ISD Baseline   | \$214,169 |             | \$5,949          |                                  |
| ISD DMP  | \$6,810   |             | \$1,000          | Device replacement every three y |
| Telecomm   | \$15,000  |             | \$417            |                                  |
| Courier/mail   | \$4,000   |             | \$111            |                                  |
| Risk Mgt   | \$8,909   |             | \$247            |                                  |
| Cost Plan Charges  | \$77,702  |             | \$2,158          | Based on total budget            |
| ERP System Charges   | \$91,616  |             | \$2,545          |                                  |
| Memberships  |           | \$500       |                  |                                  |
| Boot Allowance   |           |             | \$125            | Replacement is based on MOU an   |
| Minor Equipment/Small Tools                                  | \$8,550   |             | \$238            |                                  |
| Computer Software/Licensing                                  | \$72,897  |             | \$2,025          |                                  |
| Office Supplies  | \$23,800  |             | \$661            |                                  |
|  |           |             | \$24,353         | Assume 10 FTE                    |
|  |           | \$73,500    | \$243,532        |                                  |
| Administrave Staff (approx equiv. of two fully-burdened FTE) |           |             | \$300,000        |                                  |
| <b>TOTAL ANNUAL COSTS (UNADJUSTED)</b>                       |           |             | <b>\$617,032</b> |                                  |

**LEGAL DEFENSE FUND**

trying to use actuals rather than estimates for legal costs

former calculation based on LTA-not used in this model

| Category                               | Cost  | Units | Total Cost        |
|--|-------|-------|-------------------|
| CE Legal de                            | ##### | 1     | #####             |
| CE Legal d                             | ##### | 300   | #####             |
| <b>Total Cost - Legal Defense Fund</b> |       |       | <b>\$ 950,000</b> |

legal services and litigation combined last 3 FY  
From April 2022 data from Donna

| Sum of Am   | Column Labels |           |             |
|-------------|---------------|-----------|-------------|
| Row Labels  | 51211         | 51253     | Grand Total |
| 2019        | #####         | #####     | #####       |
| 2020        | #####         | #####     | #####       |
| 2021        | \$ 76,935     | \$ 61,962 | #####       |
| Grand Total | #####         | #####     | #####       |
|             | #####         | #####     | #####       |

annual average over 3 years

legal services litigation

**NOTES**

Future years separate out by account code  
51211 legal services  
51253 litigation

Legal defense fund calc in this model currently  
have \$200-400K avail any one year for legal defense (likely not needed every year of course)

| <b>Total/ 2023<br/>portfolio</b> | <b>Stewardship Task Category</b> | <b>Proportion<br/>of 2023<br/>portfolio</b> | <b>Projected 2031<br/>Portfolio (450<br/>easment units)</b> |
|----------------------------------|----------------------------------|---|---|
| 100/330                          | Property Inquiries               | 30%   | 136   |
| 130/330                          | Easment Monitoring               | 39%   | 177   |
| 200/330                          | Remote Easment Monitoring?       | 61%   | 273   |
| 50/330                           | Permitted Use Requests           | 15%   | 68  |
| 5/330                            | Amendment Requests               | 2%  | 7   |
| 30/330                           | Easement Enforcement - Minor     | 9%  | 41  |
| 10/330                           | Easement Enforcement - Major     | 3%  | 14  |

(2015 Model component removed from 2023) 1B. ADJUSTMENTS DUE TO PROPERTY SIZE, TYPE, DISTANCE AND MILEAGE (330 Easement Ownership Units)

| Category                         | Easement type <sup>1</sup> | Position | Unit    | Perpetual Costs           |           |                |              |             |       |                      |
|----------------------------------|----------------------------|----------|---------|---------------------------|-----------|----------------|--------------|-------------|-------|----------------------|
|                                  |                            |          |         | No. of Units <sup>1</sup> | Cost/Unit | Units per Year | Annual Cost  | Freq- uency | Cont% | Perpetual Total Cost |
| Additional monitoring time-size  | Small Ag/GB (SA)           | ST       | L.Hours | 0                         | \$ 71.75  | 48             | \$ -         | 1           | 10%   | \$ -                 |
| Additional monitoring time-size  | Med Ag/GB (MA)             | ST       | L.Hours | 2                         | \$ 71.75  | 19             | \$ 2,766.44  | 1           | 10%   | \$ 3,043.09          |
| Additional monitoring time-size  | Large Ag/GB (LA)           | ST       | L.Hours | 4                         | \$ 71.75  | 7              | \$ 1,952.78  | 1           | 10%   | \$ 2,148.06          |
| Additional monitoring time-size  | Small Nat Res (SNR)        | ST       | L.Hours | 1                         | \$ 71.75  | 50             | \$ 3,580.10  | 1           | 10%   | \$ 3,938.11          |
| Additional monitoring time-size  | Large Nat Res (LNR)        | ST       | L.Hours | 4                         | \$ 71.75  | 20             | \$ 5,858.35  | 1           | 10%   | \$ 6,444.19          |
| Additional monitoring time-size  | Small Rec (SR)             | ST       | L.Hours | 1                         | \$ 71.75  | 18             | \$ 1,301.86  | 1           | 10%   | \$ 1,432.04          |
| Additional monitoring time-size  | Large Rec (LR)             | ST       | L.Hours | 4                         | \$ 71.75  | 8              | \$ 2,278.25  | 1           | 10%   | \$ 2,506.07          |
| Additional monitoring time-size  | Matching Grant (MG)        | ST       | L.Hours | 0                         | \$ 71.75  | 29             | \$ -         | 1           | 10%   | \$ -                 |
| Additional monitoring time-size  | Open Space Easement (OSE)  | ST       | L.Hours | 1                         | \$ 71.75  | 130            | \$ 9,357.09  | 1           | 10%   | \$ 10,292.80         |
| Easement monitoring-Travel mil   | Travel - R/T Mileage       | --       | Mileage | 6810                      | \$ 0.655  | 1              | \$ 4,460.55  | 1           | 10%   | \$ 4,906.61          |
| easement monitoring- travel time | Travel - R/T Travel time   | ST       | L.Hours | 174.8                     | \$ 71.75  | 1              | \$ 12,541.90 | 1           | 10%   | \$ 13,796.09         |

**Perpetual Costs - Categories**

Perpetual Subtotal

\$ 48,507.05

<sup>1</sup> There are 'zero' additional hours for the smallest amount of monitoring type (i.e. type included in core) because this value is included in the core.

remote vs ground monitoring

Remote

|                     |                   |        |         |     |
|---------------------|-------------------|--------|---------|-----|
| Easement Monitoring | Preparation       | SC/Sup | L.Hours | 0.5 |
| Easement Monitoring | Preparation       | ST     | L.Hours | 3   |
| Easement Monitoring | Site Visit        | PM     | L.Hours | 0   |
| Easement Monitoring | Site Visit        | SC/Sup | L.Hours | 0   |
| Easement Monitoring | Site Visit        | SP/SS  | L.Hours | 0   |
| Easement Monitoring | Site Visit        | ST     | L.Hours | 3   |
| Easement Monitoring | Reports/follow-up | PM     | L.Hours | 0.5 |
| Easement Monitoring | Reports/follow-up | SC/Sup | L.Hours | 2   |
| Easement Monitoring | Reports/follow-up | SP/SS  | L.Hours | 1   |
| Easement Monitoring | Reports/follow-up | ST     | L.Hours | 5   |

Ground

|                     |             |        |         |   |
|---------------------|-------------|--------|---------|---|
| Easement Monitoring | Preparation | SC/Sup | L.Hours | 1 |
| Easement Monitoring | Preparation | ST     | L.Hours | 6 |
| Easement Monitoring | Site Visit  | PM     | L.Hours | 0 |
| Easement Monitoring | Site Visit  | SC/Sup | L.Hours | 1 |
| Easement Monitoring | Site Visit  | SP/SS  | L.Hours | 2 |

|                     |                   |        |         |     |
|---------------------|-------------------|--------|---------|-----|
| Easement Monitoring | Site Visit        | ST     | L.Hours | 6   |
| Easement Monitoring | Reports/follow-up | PM     | L.Hours | 0.5 |
| Easement Monitoring | Reports/follow-up | SC/Sup | L.Hours | 2   |
| Easement Monitoring | Reports/follow-up | SP/SS  | L.Hours | 2   |
| Easement Monitoring | Reports/follow-up | ST     | L.Hours | 10  |

|  |
|--|
| Less discussion about onsite safety, photo points to visit, etc.         |
| No need to prep equipment but still need to review files                 |
| Rarely preps for monitoring visits                                       |
| Any involvement in observations would occur via reviewing report         |
| Unlikely to spend time here  |
| No site visit but closely observe imagery and make notes of observations |
| Rarely reviews monitoring reports  |
| No change, similar time reviewing notes and transmittal letters          |
|  |
|  |
|  |

|   |
|---|
| Change this row to SC/Sup, as SP/SS almost never prep for monitoring and if they do would code that time to use request as they don't do regular monitoring. SC/Sup however always spends time prepping for monitoring visits |
| 8 seems excessive, I would drop to 4-6  |
| Rarely preps for monitoring visits  |
|   |
| 2 seems high, but if SS start accompanying ST on monitoring visits, this makes sense  |
| Raise to 6, 4 seems too low   |
| Rarely reviews monitoring reports   |
|   |
|   |
| 2 seems high, but if SS start reviewing monitoring reports, this makes sense  |
|   |

## Ag + Open Space 2031 Portfolio Model (Future Model, 2031)

| <b>1. Projected Conservation and Open Space Easement Annual Costs</b>   |                     |
|---|---------------------|
| <b>PORTFOLIO LEVEL activities</b>                                       |                     |
| 450 ownerships  | \$ 1,693,425        |
| <b>3. Legal Costs (based on 3-year average annual costs, 2019-2021)</b> |                     |
| Legal Services  | \$ 250,000          |
| <b>Total Stewardship Costs</b>  | <b>\$ 1,943,425</b> |
| ADMIN Rate  | 28%                 |
| Total Admin   | \$ 544,159          |
| <b>Total Average Annual Funding</b>                                     | <b>\$ 2,487,584</b> |

| <b>Endowment Scenarios</b> |                |
|----------------------------|----------------|
| 2% Capitalization Rate     | \$ 124,379,211 |
| 4% Capitalization Rate     | \$ 62,189,606  |
| 6% Capitalization Rate     | \$ 41,459,737  |

| PORTFOLIO-LEVEL ACTIVITIES FOR FUTURE SCENARIO (2031) - 450 EASEMENTS, 0 FEE TITLE |   |            |         |                                       |              |                |               |                  |       |                      |  |
|--|---|------------|---------|---------------------------------------|--------------|----------------|---------------|------------------|-------|----------------------|--|
| Category   | Task  | Position   | Unit    | Future (2031) Model - Perpetual Costs |              |                |               |                  |       |                      |  |
|  |   |            |         | No. of Units                          | Cost/Unit    | Units per Year | Annual Cost   | Yearly Frequency | Cont% | Perpetual Total Cost |  |
| Property Inquiries   |   | Plnr/Spec  | L.Hours | 1                                     | \$ 99.89     | 136            | \$ 13,585     | 1                | 10%   | \$ 14,944            |  |
| Property Inquiries   |   | Tech       | L.Hours | 1                                     | \$ 74.55     | 136            | \$ 10,139     | 1                | 10%   | \$ 11,153            |  |
| Easement Monitoring  | Preparation   | Sup        | L.Hours | 1                                     | \$ 122.80    | 177            | \$ 21,736     | 1                | 10%   | \$ 23,909            |  |
| Easement Monitoring  | Preparation   | Tech       | L.Hours | 6                                     | \$ 74.55     | 177            | \$ 79,172     | 1                | 10%   | \$ 87,089            |  |
| Easement Monitoring  | Site Visit  | Sup        | L.Hours | 1                                     | \$ 122.80    | 177            | \$ 21,736     | 1                | 10%   | \$ 23,909            |  |
| Easement Monitoring  | Site Visit  | Plnr/Spec  | L.Hours | 2                                     | \$ 99.89     | 177            | \$ 35,361     | 1                | 10%   | \$ 38,897            |  |
| Easement Monitoring  | Site Visit  | Tech       | L.Hours | 7.5                                   | \$ 74.55     | 177            | \$ 98,965     | 1                | 10%   | \$ 108,862           |  |
| Easement Monitoring  | Reports/follow-up   | Mgr        | L.Hours | 0.5                                   | \$ 133.87    | 177            | \$ 11,847     | 1                | 10%   | \$ 13,032            |  |
| Easement Monitoring  | Reports/follow-up   | Sup        | L.Hours | 2                                     | \$ 122.80    | 177            | \$ 43,471     | 1                | 10%   | \$ 47,818            |  |
| Easement Monitoring  | Reports/follow-up   | Plnr/Spec  | L.Hours | 2                                     | \$ 99.89     | 177            | \$ 35,361     | 1                | 10%   | \$ 38,897            |  |
| Easement Monitoring  | Reports/follow-up   | Tech       | L.Hours | 10                                    | \$ 74.55     | 177            | \$ 131,954    | 1                | 10%   | \$ 145,149           |  |
| Remote Easement Monitoring   | Preparation   | Sup        | L.Hours | 0.5                                   | \$ 122.80    | 273            | \$ 16,762     | 1                | 10%   | \$ 18,438            |  |
| Remote Easement Monitoring   | Preparation   | Tech       | L.Hours | 3                                     | \$ 74.55     | 273            | \$ 61,056     | 1                | 10%   | \$ 67,162            |  |
| Remote Easement Monitoring   | Site Visit  | Tech       | L.Hours | 4.5                                   | \$ 74.55     | 273            | \$ 91,585     | 1                | 10%   | \$ 100,743           |  |
| Remote Easement Monitoring   | Reports/follow-up   | Mgr        | L.Hours | 0.5                                   | \$ 133.87    | 273            | \$ 18,273     | 1                | 10%   | \$ 20,101            |  |
| Remote Easement Monitoring   | Reports/follow-up   | Sup        | L.Hours | 2                                     | \$ 122.80    | 273            | \$ 67,049     | 1                | 10%   | \$ 73,754            |  |
| Remote Easement Monitoring   | Reports/follow-up   | Plnr/Spec  | L.Hours | 1                                     | \$ 99.89     | 273            | \$ 27,270     | 1                | 10%   | \$ 29,997            |  |
| Remote Easement Monitoring   | Reports/follow-up   | Tech       | L.Hours | 5                                     | \$ 74.55     | 273            | \$ 101,761    | 1                | 10%   | \$ 111,937           |  |
| Permitted Use Requests   | Discussion, review response   | Mgr        | L.Hours | 1                                     | \$ 133.87    | 68             | \$ 9,103      | 1                | 10%   | \$ 10,013            |  |
| Permitted Use Requests   | Discussion, review response   | Sup        | L.Hours | 3                                     | \$ 122.80    | 68             | \$ 25,051     | 1                | 10%   | \$ 27,556            |  |
| Permitted Use Requests   | Receive/review, research, discussion, response  | Plnr/Spec  | L.Hours | 10                                    | \$ 99.89     | 68             | \$ 67,925     | 1                | 10%   | \$ 74,718            |  |
| Permitted Use Requests   | Receive/review, research, discussion, response  | Tech       | L.Hours | 2                                     | \$ 74.55     | 68             | \$ 10,139     | 1                | 10%   | \$ 11,153            |  |
| Amendment Requests   | Discussion/input, develop recommendation, oversight body approval   | Mgr        | L.Hours | 15                                    | \$ 133.87    | 7              | \$ 14,056     | 1                | 10%   | \$ 15,462            |  |
| Amendment Requests   | Receive and review requests, research, discussion/input, develop recommendation, oversight body approvals | Sup        | L.Hours | 20                                    | \$ 122.80    | 7              | \$ 17,192     | 1                | 10%   | \$ 18,911            |  |
| Amendment Requests   | Receive and review requests, research, discussion/input, develop recommendation, oversight body approvals | Plnr/Spec  | L.Hours | 60                                    | \$ 99.89     | 7              | \$ 41,954     | 1                | 10%   | \$ 46,149            |  |
| Amendment Requests   | Assist with research  | Tech       | L.Hours | 5                                     | \$ 74.55     | 7              | \$ 2,609      | 1                | 10%   | \$ 2,870             |  |
| Amendment Requests   | Assist with or complete acquisition tasks   | Acq Spec   | L.Hours | 20                                    | \$ 101.10    | 7              | \$ 14,154     | 1                | 10%   | \$ 15,569            |  |
| Amendment Requests   | technical expertise, incl surveying   | Consultant | L.Hours | 20                                    | \$ 200.00    | 7              | \$ 28,000     | 1                | 10%   | \$ 30,800            |  |
| Easement Enforcement   | Site Visit and Follow-up -Transportation - mileage (IRS)  | -          | Mileage | 35                                    | \$ 0.66      | 41             | \$ 940        | 1                | 10%   | \$ 1,034             |  |
| Easement Enforcement   | Minor: follow-up with communication, discussion, technical memo   | Mgr        | L.Hours | 10                                    | \$ 133.87    | 41             | \$ 54,887     | 1                | 10%   | \$ 60,375            |  |
| Easement Enforcement   | Minor: follow-up with communication, discussion, technical memo   | Sup        | L.Hours | 15                                    | \$ 122.80    | 41             | \$ 75,522     | 1                | 10%   | \$ 83,074            |  |
| Easement Enforcement   | Minor: follow-up with communication, discussion, technical memo   | Plnr/Spec  | L.Hours | 20                                    | \$ 99.89     | 41             | \$ 81,910     | 1                | 10%   | \$ 90,101            |  |
| Easement Enforcement   | Minor: memo   | Tech       | L.Hours | 3                                     | \$ 74.55     | 41             | \$ 9,170      | 1                | 10%   | \$ 10,087            |  |
| Easement Enforcement   | Major Violation - Consultant  | Consultant | C.Hours | 5                                     | \$ 200.00    | 14             | \$ 14,000     | 1                | 10%   | \$ 15,400            |  |
| Easement Enforcement   | Major: site visit, discussion, follow-up with communication, progressive enforcement                      | Mgr        | L.Hours | 20                                    | \$ 133.87    | 14             | \$ 37,484     | 1                | 10%   | \$ 41,232            |  |
| Easement Enforcement   | Major: site visit, discussion, follow-up with communication, progressive enforcement                      | Sup        | L.Hours | 30                                    | \$ 122.80    | 14             | \$ 51,576     | 1                | 10%   | \$ 56,734            |  |
| Easement Enforcement   | Major: site visit, discussion, follow-up with communication, progressive enforcement                      | Plnr/Spec  | L.Hours | 40                                    | \$ 99.89     | 14             | \$ 55,938     | 1                | 10%   | \$ 61,532            |  |
| Easement Enforcement   | Major: involved in discussions  | Tech       | L.Hours | 6                                     | \$ 74.55     | 14             | \$ 6,262      | 1                | 10%   | \$ 6,888             |  |
| Equipment/ Vehicles  | Vehicle maintenance   |            | Vehicle | 3                                     | \$1,875      | 1              | \$ 5,625      | 1                | 10%   | \$ 6,188             |  |
| Equipment / Vehicles   | Transportation - vehicles -replace every ten years  | -          | Vehicle | 3                                     | \$ 24,000.00 | 1              | \$ 72,000     | 10               | 10%   | \$ 7,920             |  |
| Equipment / Vehicles   | Field equipment (set) - GPS, cell/service plan, tablet, dig camera, repl                                  | -          | Set     | 3                                     | \$ 5,000.00  | 1              | \$ 15,000     | 5                | 10%   | \$ 3,300             |  |
| Equipment / Vehicles   | Easement Monitoring Travel - R/T Mileage  | --         | Mileage | 4154                                  | \$ 0.655     | 1              | \$ 2,720.87   | 1                | 10%   | \$ 2,992.96          |  |
| Equipment / Vehicles   | Easement Monitoring Travel - R/T Travel time  | ST         | L.Hours | 107                                   | \$ 74.55     | 1              | \$ 7,976.85   | 1                | 10%   | \$ 8,774.54          |  |
| Equipment / Vehicles   | Signage - Fabrication, installation, maintenance  | -          | Unit    | 1                                     | \$ 4,000.00  | 40             | \$ 160,000.00 | 20               | 10%   | \$ 8,800.00          |  |
| <b>TOTAL</b>   |   |            |         |                                       |              |                |               |                  |       | <b>\$ 1,693,425</b>  |  |

| <b>Total/ 2023<br/>portfolio</b> | <b>Stewardship Task Category</b> | <b>Proportion<br/>of 2023<br/>portfolio</b> | <b>Projected 2031<br/>Portfolio (450<br/>easment units)</b> |
|----------------------------------|----------------------------------|---|---|
| 100/330                          | Property Inquiries               | 30%   | 136   |
| 130/330                          | Easment Monitoring               | 39%   | 177   |
| 200/330                          | Remote Easment Monitoring        | 61%   | 273   |
| 50/330                           | Permitted Use Requests           | 15%   | 68  |
| 5/330                            | Amendment Requests               | 2%  | 7   |
| 30/330                           | Easement Enforcement - Minor     | 9%  | 41  |
| 10/330                           | Easement Enforcement - Major     | 3%  | 14  |