



PAJARO RIVER WATERSHED
FLOOD PREVENTION AUTHORITY
Phase 4b: Implementation Plan for Soap Lake Floodplain
Preservation Project and Watershed Flood Protection Actions



Technical Memorandum No. 4.2.4

Task: **Program Administration**
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Introduction

This technical memorandum (TM) describes the results of work completed as part of Task 4.2.4: Program Administration for the Soap Lake Floodplain Preservation Project as part of the Pajaro River Watershed Study. RMC was tasked with identifying what agency or organization could implement the program and if there would be lead roles and secondary roles. Groups to be considered included the counties, land trusts, and other profit and non-profit organizations and government agencies. Program actions, such as conservation easement negotiation and annual monitoring, are defined and parties responsible for implementing these actions identified. A program management budget is also estimated.

Background

Previous phases of the Pajaro River Watershed Study have identified the Soap Lake floodplain as an essential aspect of the Pajaro River Watershed for maintaining flows in the lower reaches of the Pajaro River. Figure 1 shows the location of Soap Lake within the watershed as well as the location of the watershed in relation to local counties and cities. If the Soap Lake floodplain were to lose its attenuation characteristics, downstream flows could increase by about 36% in a 100-year flood event. CEQA documentation prepared as part of Phase 3 of the Study evaluated potential environmental impacts of preserving land to maintain the current floodplains without increasing damage costs due to flooding. By acquiring land or development rights to the land it will be possible to control and maintain the current land uses and surface roughness that dictates the flooding, and resulting downstream flows. In general, urbanization decreases attenuation capacities.

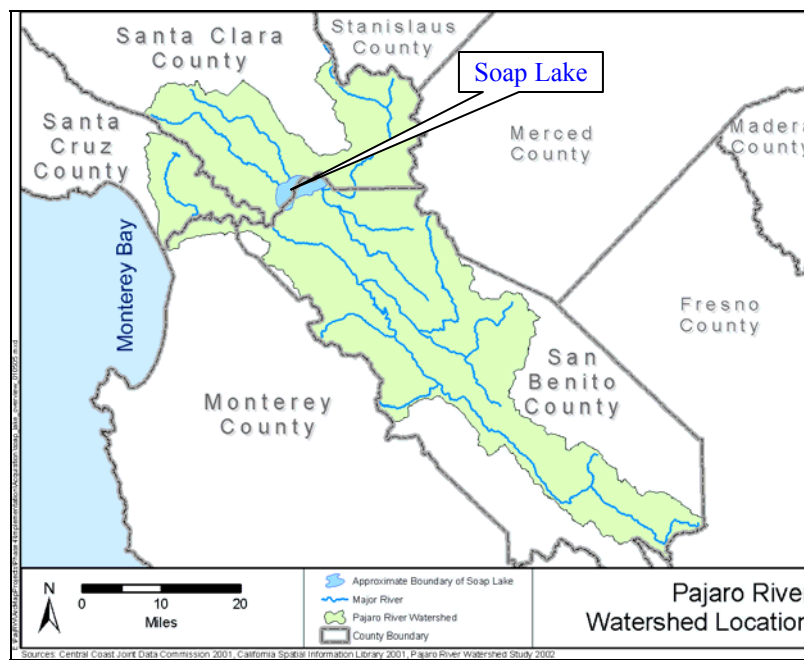


Figure 1: Soap Lake and Pajaro River Watershed boundaries.

Selection of Lead Administrator and Implementing Partners

Counties, land trusts, and other profit and non-profit organizations and government agencies were considered for both the lead administrator role and implementing partners for program administration.

Lead Administrator

The Authority is recommended to be the lead administrator for the following reasons:

- **Goals and Objectives.** While other groups and agencies may assist in program implementation, they may have different goals and objectives than the Authority, whose main goal is to preserve the flood attenuation benefits of the floodplain. It is important for the Authority to remain in the lead role to ensure that the Authority's goals are met.
- **Multi-Agency Collaboration.** The Authority includes representation from eight counties and water agencies, as well as several cities, and provides a collaborative approach to the watershed project. This is important for obtaining support for the project as well as to assist with securing funding.
- **Coordination with other Watershed Efforts.** The Authority is in a unique position to coordinate with other agencies and groups on other watershed efforts since the member agencies represent four counties and four water agencies. This broader perspective is important for the lead administrator to understand the implications of project implementation.

Implementing Partners

The Authority should partner with other organizations when practicable. Reasons for involving other agencies and organizations in the implementation program include:

- The potential to minimize program operation costs
- The ability to capitalize on specialized knowledge
- The increased opportunity to obtain funding
- The relationships that these organizations have with the public
- The opportunity to build greater community support for enhanced local protection of the floodplain and farmland.

Several local agencies and organizations support the floodplain preservation project and have expressed interest in some level of program participation. The key entities identified include:

- Land Trust for Santa Clara County
- San Benito Agricultural Land Trust
- Santa Clara County Open Space Authority
- The Nature Conservancy
- The American Farmland Trust

Other groups with interest in the floodplain may also want to participate at some level. These groups could include the farm bureaus, resource conservation districts, the American Farmland Trust, and other conservation organizations.

Land Trusts

Land trusts can be valuable partners in implementing local governments' open space plans. Land trusts are likely to receive offers of easements that would not be made to a municipality, because some landowners may be hesitant to deal directly with a governmental body. Land trusts can act more quickly than a municipality to acquire easements on endangered properties, and they can raise tax-deductible funds for purchasing easements. Unlike local governments, they can purchase easements at above-appraisal prices, if necessary. Most importantly, handling conservation easements is a complicated process, involving coordination with appraisers, biologists, lawyers, surveyors, and sometimes, bankers. Municipal officials and volunteers on municipal open space committees rarely have the expertise and time necessary to handle ongoing land protection transactions. Many land trusts have full-time, paid staff with the capability in-house to handle these deals. Land trusts with volunteer staff can, at a minimum, provide guidance on the transactions as well as referrals to experienced professionals. Potential land trusts that the Authority may want to partner with include agricultural land trusts and open space land trusts, or a municipal land trust could be established.

It is possible that the Authority may be unable to find a land trust that will accept all the easements the Authority wants to target. One land trust might only acquire easements within a specific watershed, while another might set a minimum acreage requirement, accepting only easements greater than five or ten acres in size. However, there are several land trusts and organizations within the Soap Lake floodplain to partner with and it is expected that the Authority will be able to work with many of these groups to ensure that all targeted properties could be acquired. If this is not the case, the Authority may want to consider establishing a municipal land trust.

Municipal Land Trusts

Municipal land trusts are basically an extension of the town or city government, and serve as the open space land conservation "arm" of the town. Almost every action a municipal land trust takes, such as a decision to secure an acquisition, has to be approved by the town council. Private land trusts are not part of the municipal government structure and are registered nonprofit agencies with their own 501(c)3 tax status.

Both types of land trusts have the same goal - to preserve land. The main difference between the two is their relationship to municipal open space money. Municipal open space dollars come from a bond issue that citizens have passed by a vote. Municipal land trusts have access to that money directly through the town government, but the amount varies from town to town (some municipal land trusts are well-supported and have access to ample funds for administrative needs and acquisitions, while others are allocated a small amount annually {i.e. \$30,000} solely for acquisitions and must apply to the town for more municipal dollars). Private land trusts have to apply to their town for all municipal open space money.

When applying for other sources of money (such as from other organizations or other government grants, etc.) municipal land trusts must go through the town government to

get access to the money (since they are part of the town government), while a private land trust can get funds directly from other organizations. Generally, this means that private land trusts can act more quickly since they are not mired down in the political process.

Agricultural Land Trusts

When the main goal of the land trust is the preservation of farmland, the organization is considered an Agricultural Land Trust (ALT). Agricultural Land Trusts can be characterized as:

1. Having substantial representation of agricultural interests on the Board of Directors
2. Having protection of agricultural land as a primary purpose stated in the Bylaws or articles of incorporation

The need for trusts to be actively involved in the local political arena has been identified as a critical part of the successful easement program. Although generally private transactions, gaining support from the political community is important to streamlining the process and developing a constituency geared towards the preservation of agriculture (Great Valley Center 1998). Three examples of agricultural land trusts that the Authority could partner with are the American Farmland Trust, the San Benito Agricultural Land Trust and the Land Trust for Santa Clara County.

American Farmland Trust

As it approaches its 16th year, the Washington, DC-based American Farmland Trust (AFT) has played an interesting nationwide role in the field of agricultural conservation. Part policy organization and part advocacy group, AFT has taken issue with the development threats to prime farmland all over the country and has worked accordingly to generate public support to counter those threats. Building this public support has taken the form of organizing workshops, field days, and commissioning academics to focus on the effects of uncontrolled urbanization, and supporting legislative changes more conducive to farmland conservation. AFT has located its California staff people in two Central Valley field offices. Through its “demonstration farms” AFT has addressed its co-existing goal of promoting alternative, environmentally sensitive, and profitable farming practices. AFT's efforts are visible throughout the state, but have been especially prominent in Fresno and Yolo counties.

Although not a “local” trust in the true sense of the word, AFT's first negotiated transaction using Agricultural Land Stewardship Program (ALSP) funds is ongoing. AFT has also been a valuable source of information for California landowners interested in conservation easements as well as a temporary holder of donated easements in communities without local trusts.

San Benito Agricultural Land Trust

The San Benito Agricultural Land Trust is devoted to providing financial options to landowners in order to protect the agricultural heritage of San Benito County. The Trust can protect land permanently and directly by accepting donations of conservation easements designed to meet the individual needs of landowners. As a non-profit, tax-exempt organization, the Trust is funded through membership, donations and grants. The

San Benito Agricultural Land Trust currently protects 5,454 acres of working ranches and farms and is actively pursuing additional lands. The San Benito Agricultural Land Trust is governed by an eleven-person board of directors. The all volunteer board is composed of community leaders who are involved the County's farming, ranching, business, education, and government industries. The board meets once a month, and there is a general membership meeting once a year (San Benito Agricultural Land Trust 2005).

The Land Trust for Santa Clara County

The purpose of the Land Trust for Santa Clara County is “to preserve open space and agricultural lands which sustain our communities and contribute to the overall quality of life” (Land Trust for Santa Clara County 2005). The Land Trust is a non-profit community-based organization dedicated to “providing permanent protection to the remaining agricultural and open lands and natural resources of Santa Clara County.” Working in tandem with landowners, they pursue open space protection through land acquisition, conservation easements, restoration and stewardship. They also support “green” solutions to floodplain management of valley farmlands, that includes restoration of riparian and steelhead habitats.

The Land Trust has established The Pajaro Project with the goal to preserve the Soap Lake Floodplain area along the Pajaro River. They are working with the Santa Clara County Open Space Authority, The Nature Conservancy, San Benito Agricultural Land Trust, Santa Clara Valley Water District, and the American Farmland Trust. Their vision includes five key goals, and in its initial efforts will focus on Santa Clara County:

- Preservation of the region’s agricultural heritage
- Protection of scenic vistas and working farms and ranches
- Greater use of the land as a floodplain for protection of users and the health of Monterey Bay
- Healthy restored riparian areas for safe, clean water and wildlife corridors
- Opportunities for recreational and educational uses

Other Conservation Organizations

In addition to Land Trusts, many other conservation organizations use conservation easements to protect open space and farmland and would be important partners for the Soap Lake Floodplain Preservation Project. Two such organizations are The Nature Conservancy and The Santa Clara County Open Space Authority. They are highlighted here because they have both acquired or partnered on acquisitions within the project area and have expressed a desire to work with the Authority on future acquisitions. There are many other organizations that could also be conservation partners with the Authority.

The Nature Conservancy

The Nature Conservancy's mission is to “preserve the plants, animals and natural communities that represent the diversity of life on Earth by protecting the lands and waters they need to survive” (The Nature Conservancy 2005). For more than 25 years, The Nature Conservancy has used conservation easements as an important tool to protect a variety of public land values. During this time the Conservancy has participated directly

or indirectly in the donation or purchase of more than 1,600 easements and has adopted policies and procedures intended to ensure that those transactions achieved real conservation benefits, were conducted in conformance with the law and that easements were appropriately monitored and enforced following their acceptance by the Conservancy.

In the spring of 2003, in recognition of the important role conservation easements play in The Nature Conservancy's conservation work, a broad review of the Conservancy's internal standard practices, procedures and policies related to conservation easements was initiated. A working group was formed and developed a set of draft proposals for specific policy actions.

The Conservancy inaugurated the Mount Hamilton Project in July 1998, when it made the largest single conservation purchase in northern California history, acquiring two large ranches of 61,000 acres located in the foothills east of Mount Hamilton. Over the next several years, the Conservancy will work to ensure permanent conservation management of nearly 500,000 acres within the project area, which includes the Soap Lake Floodplain Preservation Project area. They are a partner with the Land Trust for Santa Clara County on The Pajaro Project and are in negotiations for conservation easements with landowners in the Soap Lake Floodplain.

Santa Clara County Open Space Authority

The Santa Clara County Open Space Authority (OSA) was created by the State Legislature in 1993 in response to efforts by citizens and local governments of Santa Clara County. The Authority is governed by a directly elected seven-member board of directors, each representing a unique district. The Authority is comprised of the cities of Campbell, Milpitas, Morgan Hill, Santa Clara and San Jose, as well as much of the unincorporated areas of Santa Clara County.

OSA owns over 9,000 acres of land and manages 1,000 acres as easements and mitigation lands. One of these easements is within the Soap Lake Floodplain Preservation Project area and OSA has expressed interest in funding future acquisitions within the floodplain. OSA's 5 Year Plan states that it should complete at least one acquisition representing each of the following open space goals:

- Hillside preservation that is visible from the valley floor.
- Valley floor preservation that includes wetlands, baylands, riparian corridors or other unique habitats.
- Agricultural preservation.
- Segment of regionally significant trail.
- Segment of a greenbelt between cities.
- Urban open space.

Role of the Administrator

The lead administrator role can assist in the form of funding support, technical assistance, facilitation, repository for data, and administering a public outreach program. Information



about the easement process is available from the different partners; however the Authority can provide information about the program in a broader context and help create the critical mass needed to spur local land trust activity. The Authority can also increase the level of awareness with regards to various tools for agricultural conservation.

Facilitation with Partners. A key role for the Authority will be to identify interested partners and maintain on-going communication with each partner through holding regular meetings, conference calls and e-mail. The goal will be to inform all partners of the on-going status of acquisitions, facilitate inter-agency cooperation, share strategies, work on joint projects, and ensure that the Authority's goals are being met through acquisitions. A Memorandum of Understanding (MOU) could be developed to help formalize the collaboration effort. Each land trust could sign an MOU that outlines conditions and goals that the Authority hopes to accomplish. The coordination of tasks – securing funding, public outreach, and landowner contact - can all be done jointly and details in the agreement should point out who is responsible for specific tasks. The MOU could specify for the group to meet monthly each year for the next five years, with an evaluation at the end of each year to assess the group's progress. Established partners who have signed an MOU could be promoted through the Authority's website. A link to their website or program information could be included.

Provide Funding Support. The Authority has identified various funding sources for acquisitions within the floodplain (see Technical Memorandum 4.2.7 Identification of Funding Opportunities). The Authority could be the lead applicant for funding sources that require an agency to be the lead. In some cases the Authority may need to complete the funding application paperwork, unless a partner is willing to complete this task with the Authority's review. The Authority may also provide letters of support to groups applying for grant funding if their proposed acquisition meets the Authority's goals of protecting the flood attenuation benefits as outlined in the Authority's conservation easement provisions (see Technical Memorandum 4.2.3 Conservation Easement Provisions). If any legislative action is proposed that could provide funding or support for the Soap Lake Floodplain Preservation Project, the Authority could submit a letter of support or contact the appropriate elected officials to encourage support at the legislative level.

Grant Contract Administrator. For grants where the Authority is the lead applicant, such as the funding provided for the Watershed Study, the Authority would also take on additional roles including grant contract administrator. This would involve oversight of the easement transaction process and coordination with the landowner.

Establish a Reimbursement Program. Many grants and other funding sources do not cover some up-front transaction costs (appraisal fees and survey costs), or reimburse only after the grant process is complete. The up front costs associated with the easement transaction can often be a deterrent to landowners beginning the process. A fund could be established to provide funding for these upfront costs to help facilitate the beginning steps in the process. The Authority also could advocate for these costs to be reimbursed through funding grants.

Maintain Land Acquisition Database. The Authority could act as the central point of contact for the status of in-progress acquisitions, potential acquisitions, and past history of acquisitions within the Soap Lake floodplain. Information will be kept on all acquisitions within the floodplain including those from the land trusts, The Nature Conservancy, California Department of Fish and Game, and The Open Space Authority. The Authority will maintain maps of the floodplain with each parcel delineated. Maps developed should be in GIS and have layers with information such as ownership, partners involved, acquisition status, prime farmland designations, county jurisdiction, adjacent waterways, and other environmental information. The Authority would also maintain a list of agencies, organizations and firms who could assist in easement transactions such as appraisers, brokers, realtors, surveyors, environmental consulting firms, etc.

Administer an Informational and Public Outreach Program. An informational program could be developed to ensure that targeted landowners within the floodplain were made aware of opportunities for land preservation. The Authority could draft materials for handouts or mailings that describe the program's goals and objectives, an overview of the need for the program, a history of land acquisitions to date, a list of partners, and financial benefits/costs to the landowner including tax benefits. A database of addresses for landowners, realtors, agencies, and other groups interested in the program would be maintained. Meetings also could be held where land trust staff discuss the financial incentives and costs associated with land preservation. These meetings could be for groups or one-on-one with interested landowners.

If appropriate, a press release or media event can publicize acquisitions and explain its benefits to the community. This may generate more interest from other landowners within the floodplain. The Authority could post the on-going success of the program on their website and could mail information to all landowners in the area to keep them apprised of the program. The Authority may also assist the implementing partners with their outreach efforts.

Review Easement Documents. The Authority should review proposed easements to ensure that the easement provisions will protect the flood attenuation benefits and meet the Authority's goals. The Authority will provide implementing partners in advance with conservation easement provisions that would meet the Authority's goals. For any acquisition where the Authority is the lead agency, or where the Authority has provided a letter of support or helped secure funding, the Authority would require review of the easement document. This could be done as a one-time review and then a letter of support would be provided. For all other acquisitions, the Authority would request the opportunity to review the easement document. The Authority also would review the easement provisions with respect to the Authority's role such as monitoring, commenting, right of notification to change in ownership and proposed amendments to the easement, and successors to grantee.

Monitoring. Monitoring and reporting requirements will be fulfilled by the implementing partners, but the Authority could maintain a right to accompany partners

on monitoring visits. The easement agreement should be written to give the Authority staff the ability to inspect the property with the implementing partner. Authority staff could visit the property, respond to landowner's questions and requests, issue written interpretations of easement restrictions to both the landowner and the implementing partner, and provide concurrence or dissent of any proposed changes to the easement. Authority staff should maintain adequate records of any of these actions. The Authority's attorney may need to help interpret the easement restrictions in question. If such a provision is included, it should not be so onerous as to discourage the landowner from completing the transaction.

Additionally, the Authority could develop a standard checklist for monitoring inspections to ensure that flood attenuation benefits are maintained. This form could then be provided to each implementing partner for their use during monitoring activities.

Ongoing Evaluation of Program. The Authority should periodically evaluate the effectiveness of the program and suggest any modifications to be made. Program aspects to consider include funding sources, roles of partners and if there is a need to establish a municipal land trust, priority targets for acquisition, and implementation schedule. It may be useful to determine if there is a point when every parcel in the floodplain may not need to be preserved if the area is substantially protected when a predetermined percentage has been acquired. Because some past development proposals were not located along the urban line, this may not be as applicable to the Soap Lake Floodplain Preservation Project. However it could still be useful to make this determination especially if future acquisitions are limited by constrained funding. The Authority should prepare an annual report summarizing the accomplishments of the program implementation.

Role of Partners

The Authority's collaboration with implementing partners will be crucial to the success of the program. The partners would continue their efforts in acquiring land or easements within the Soap Lake floodplain through landowner and public outreach, completing the steps needed to obtain easements, holding title to the land (in fee or easement), and providing monitoring. The partners could also help establish an agricultural mitigation bank.

Contacting Land Owners and Owner Outreach. Each land trust or agency has their own public outreach efforts and the Authority would assist them with their outreach programs. The land trust also may have established relationships with land owners and would make contact directly with them.

Obtaining Easements.

The Authority could forge a partnership with a cooperating land trust to obtain conservation easements within the floodplain. The land trust would be responsible for completing the steps outlined below to obtain the easement.

- **Qualified Appraisal.** A “qualified appraisal” includes: a description of the property, information on the appraiser’s qualifications, the valuation method used to determine fair market value, and a description of the fee arrangement between the appraiser and the donor.
- **Funding.** The partners would be responsible for securing funding for transactions where they will hold the title or easement. The typical process is to apply for funding grants from government and private sources. The Authority could provide a letter of support or assist with the funding application process as described under the Role of the Authority. Some groups, such as The Conservation Fund (The Conservation Fund 2005), also can provide bridge financing for land acquisitions (fee and easement) when funding is not immediately available.
- **Sales Agreement.** Between the time the parties come to an agreement and the time they are ready to acquire the easement, a title search must be completed, an environmental assessment may be ordered, and the grantee may need time to raise funds for the purchase. To document the parties’ commitment during this period, which often can take several months, it is wise to have a written agreement prepared and signed by the parties. This agreement can take the form of a standard real estate sales contract, in which the easement buyer makes a deposit towards the purchase price. In other instances, the preferred agreement would be a letter contract requiring the landowner to reimburse the municipality for title and other costs should the landowner subsequently withdraw from the transaction. The partner that intends to hold the easement would be responsible for preparing a sales agreement.
- **Baseline Documentation.** An analysis of the property’s conservation values should be performed. This is an IRS requirement for landowners who intend to take a charitable tax deduction and a way for easement holders to conduct meaningful inspections in the future. The partner would prepare a report – called “baseline documentation” – that describes the condition of the property at the time the easement is placed on it and identifies the property’s important resources and any threats to those resources.
- **Title Search.** An entity acquiring a conservation easement should always do a title search to check for liens, encumbrances, or other problems with the property’s title. Title information furnishes the legal property description that must be included in any land transfer document. A title insurance policy is recommended for every purchased easement. Title insurance protects an easement holder from financial loss resulting from defects in the property’s title, other than defects that are listed and excluded from the title insurance policy. Some grantees obtain title insurance for donated easements as well. The cost of title insurance usually is borne by the entity acquiring the easement. The partner that intends to hold the easement would be responsible for obtaining both the title search and title insurance.

- **Environmental Assessment.** A Phase I environmental assessment should be conducted to document the environmental condition of the property prior to acquisition. The assessment includes a site inspection of the property (and neighboring properties), review of past uses of the property (and neighboring properties), and could include ground or water sampling if necessary. A geology report may also be needed if mineral resources are potentially present at the site. These reports would be obtained by the partner and kept in their files. Copies of the report could be provided to the Authority.
- **Drafting the Easement Document.** The easement document will list mutually agreed-upon use and development restrictions and will specify which parcels (or portions of parcels) are covered by those restrictions. The partner would draft the easement and negotiate the document with the landowner. The easement should be prepared following the required and suggested easement provisions provided by the Authority (see Conservation Easement Provisions TM).
- **Survey.** A survey may be required if the property boundaries are unclear or in dispute, or if grant funds are being used. If necessary, the partner would arrange for the survey to be conducted.
- **Closing/Recording.** A real estate closing is completed after all the conditions of the easement have been agreed on. The title company or buyer's attorney generally handle the closing. After the grantor and grantee have signed the document, the easement is recorded on the deed at the county recorder's office.

Holding Title to the Easement. It is generally preferable to have one of the partners hold the fee title or easement title rather than the Authority. <<<We should have the attorney review the legislation that created the statute to see if there is anything specific to holding or not holding title.>>> If a partner holds the easement, the Authority could be a co-easement holder or listed as a cooperating partner with specific rights. These rights could include notification of change in ownership, notification if the partner wishes to sell the easement or if the partner dissolves, the Authority's role in monitoring, and proposed amendments to the easement, and successors to grantee.

Temporary Easement Holder. There are some situations where a third-party is needed to hold an easement temporarily. For example, if the Authority or a partner purchases land in fee title with the intent to sell the land with an easement, a third-party would need to hold the easement temporarily (since the landowner cannot hold and sell the easement simultaneously). The American Farmland Trust has been used in this role for the Carnadero Preserve acquisition and should be considered for other acquisitions on a case-by-case basis.

Annual Monitoring. Part of upholding the legal terms of the easement may include monitoring and reporting. The grantee would be responsible for monitoring and enforcement responsibilities, but this does not preclude the Authority from assisting with

this responsibility or of providing their own monitoring if authorized. A stewardship fund could be established to help support future monitoring and enforcement obligations of the easement holder.

Establishing a Mitigation Bank. This option is being explored with the City of Gilroy and the Land Trust for Santa Clara County and recommendations will be presented in the Draft Implementation Plan.

Program Administration Cost

Funding will need to be provided and staff will need to be dedicated to the promotion and implementation of the program. The Authority may choose to hire its own staff to manage the easement process and perform the monitoring or may, instead, decide to contract these responsibilities to a land trust, agency, or consultant.

Project coordination and implementation is estimated to require ½ to one full time equivalent (FTE) staffing in the first year and 1/3 to 1/2 FTE in subsequent years. These estimates assume that the Authority will partner with local land trusts and other partners to provide negotiation and monitoring of conservation easements. Estimated program management budgets for year 1 and year 2 are shown on Table 1. Table 1 assumes the work is done by a consultant and the labor costs were estimated using a labor cost range of \$115 – \$205/hour. Table 2 assumes the work is done by a salaried employee with a salary range of \$80,000 - \$120,000 per year. The total costs included in these tables are preliminary estimates and should be refined as the position and requirements are defined.

Table 1: Estimated Program Management Budget for a Consultant

	<i>Year 1* (1/2 to 1 FTE)</i>	<i>Year 2* (1/3 to ½ FTE)</i>
Personnel	\$120,000 – 426,000	\$80,000 - 213,000
Supplies	\$10,000	\$5,000
Printing	\$10,000	\$10,000
Postage	\$1,000	\$1,000
Travel	\$1,000	\$1,000
Other	\$1,000	\$1,000
Total	\$143,000 – 449,000	\$98,000 – 231,000

* Cost for appraisals, negotiations and possible legal expenses are not included in the budgets. It is anticipated that fees for these items will be paid through the overall transaction costs.

Table 2: Estimated Program Management Budget for a Salaried Employee

	Year 1* (1/2 to 1 FTE)	Year 2* (1/3 to 1/2 FTE)
Personnel Multiplier	\$40,000 – 120,000 2.75**	\$27,000 – 60,000 2.75**
Total	\$110,000 – 330,000	\$74,000 – 165,000

* Cost for appraisals, negotiations and possible legal expenses are not included in the budgets. It is anticipated that fees for these items will be paid through the overall transaction costs.

** Multiplier includes all standard overhead costs such as office space, equipment, insurance, and employee benefits.

Recommendations

The effectiveness of a successful implementation program will be closely tied to issues of credibility within the agricultural community. Establishing credibility will require working with partners who have established relationships with the agricultural community and coordinating with other agencies and groups in the agricultural community who have an interest in the program. To achieve successful implementation of the program, the following actions are recommended for the Authority:

1. *Secure funding to allow the Authority to take the role of lead administrator for project implementation.*
2. *Establish partnerships with local land trusts and provide on-going coordination with all partners*
3. *Develop established criteria for providing support to partners for obtaining funding*
4. *Provide a central location for program information (funding, land acquisition database/ maps, list of partners, other resources, and public outreach materials)*

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