AGENDA

San Juan County Conservation Land Bank
Commission Annual Retreat
Lopez Grange
November 20, 2026

8:00 Commission monthly meeting

8:35 Introductions and Retreat Goals – ***Peggy and John Howell, facilitator***

8:50 Summary of Last Year's Accomplishments and Review of Actions Agreed Upon at Last Year's Retreat (*Lincoln*)

A summary of the work that was accomplished in the past year, and how that work relates to last year's priorities. A review of follow up on last year's retreat action items.

Materials: Summary of 2026 accomplishments

Discussion Questions

- *Do you have any questions about what was, or wasn't accomplished last year?*
- *How do you feel about what was accomplished this past year?*

9:20 Financial Overview - *Aaron and Lincoln*

Review revenue forecast, confirm adherence to financial policies, review available resources for next year, and review budget priorities.

Materials: Projections through 2038

Discussion Questions

- *Are there any questions or concerns about the revenue forecast for next year or beyond?*
- *With regard to the budget preparation and approval process, do Commissioners have enough understanding about acquisition projects that are included in the budget? Are there any suggested changes to the budget process regarding proposed acquisitions?*

9:40 Break

9:50 Lessons from Talking Horse Farms Project – *Full Group*

The Commissions recent decision about this project was challenging on many levels. The retreat provides an opportunity to reflect on what the process meant for you personally and for the Land Bank as a whole.

Discussion Questions

- *How are you feeling about your personal experience?*
- *Are there process improvements you'd like to suggest?*

- *Are there improvements you'd like to suggest regarding managing contentious, challenging meeting environments?*
- *What should the communication strategy be going forward? Are there any other suggested next steps?*

11:45 Working Lunch – Brainstorming on ideas for volunteer appreciation

12:15 Discussion and confirmation of proposed direction in Policy and Procedures Manual - *Peter*

At last year's retreat there was agreement to make revisions to the Land Bank's Policy Manual. That work has been completed and staff would like to review two key elements of the revised manual: Tribal access and use, and stewardship procedures.

Materials: Background memo

Discussion Question:

- *Do you have any questions about what's being proposed?*
- *Is there agreement on the proposed directions?*
- *What are next steps?*

1:00 Wrap-up – Review of action items

1:10 Adjourn

Memorandum

TO: SJC Conservation Land Bank Commission

FR: Lincoln Bormann, Director

RE: Status of 2025 Annual Retreat Goals and Summary of Accomplishments

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Status of 2025 Annual Retreat Goals

Summary of Agreements and Actions Regarding Budget Forecast

The following actions were suggested for the Commission:

- There should be an analysis of overall lease revenues. **Status: Lease revenue history table created.**
- The budget forecast should be reviewed regularly. The conversation should focus on how the Land Bank is reacting to changes in anticipated revenues or expenses. **Status: Budget briefings for Council and analysis have been expanded.**
- It would be helpful for the Commission to have a tutorial about the budget forecast. The tutorial could be timed to coincide with the arrival of the new Commission members. **Status: Aaron has met with Commissioners. Question of whether this process needs to be formalized.**

Summary of Comments about Prioritizing Stewardship Activities

- There should be a priority on meeting existing obligations. **Status: The Stewardship Leadership Team (Director, District Preserve Stewards) have talked through operations funding, and line items for projects with the goal of achieving a tighter focus.**
- There should be prioritization of the work needed on management plans. **Status: Ongoing. Staff are working their way through the backlog of management plans and using a more consistent framework.**
- There should be careful deliberation about taking on projects with long-term maintenance requirements.

Summary of Comments about Overarching Stewardship Goals

- There should be a focus on completing existing obligations.
- The Land Bank should be more pro-active about potential collaborations with County agencies. **Status: The Land Bank has pursued collaborations with other Departments, particularly Environmental Stewardship.**
- Stewardship to address climate change should be a central focus for the Land Bank. This work should include forest assessments. **Status: We are closing in on completion of**

forest assessments for Lopez and San Juan with Orcas already completed. More intensive forest management generally will require outside funding and this has proved challenging.

- Staff should do an analysis of what stewardship work they should be doing more of, and which activities they could be doing less of. **Status: Ongoing. This has been discussed at the SLT level in conjunction with budget review.**
- There should be work done to determine if management plan structures and formats can be simplified, and to determine if stewardship standards should be standardized across the districts. **Status: Ongoing. We are making progress on this goal.**

Summary of Agreements and Actions Regarding Stewardship Staffing

- There was widespread agreement that the proposed organizational and communications changes are a good first step. **Status: Ongoing. We are assessing changes already completed and next steps.**
- There was also widespread agreement to be open to creation of a stewardship manager at some point in the future. **Status: TBD**
- The Commission would like to have at least biannual check-ins about how the organizational changes are working. **Status: Incomplete. Unanticipated additional work required on the Talking Horse acquisition has subsumed other priorities**.

Agreements and Actions Regarding Strategies for 2026

- There was agreement regarding the proposed 2026 strategies.
- It was suggested that the Land Trust Alliance could be a source of policy and procedure manuals.
- There was a request for the San Juan Preservation Trust to share work it has done on its policies and procedures. **Status: the Policy Manual has been updated and is currently undergoing Commission review.**

2026 Accomplishments Summary

Acquisitions

- Closed with SJPT on the Mt. Ben West conservation easement, westside of San Juan Island
- Closed on sale of .2-acre property to the neighbor at Dolphin Bay Preserve, Orcas Island Advanced $1.1M Salmon Recovery Grant for purchase
- Brought Talking Horse Farm, San Juan Isand, under contract – worked on joint purchase of 40 acres
- Brought 664 Tidewinds Land, Orcas Island, under contract
- Got closer to resale of Frazer lots to the National Park Service
- Taylor (Coho Preserve addition) closing delayed into 2027 for seller's tax purposes. Advanced $521K Salmon Recovery Grant for acquisition
- Received $933K salmon recovery grant commitment on Picnic Point CE
- Opened negotiation with Djarf family on Westside Rd. property
- Final SRFB reimbursement for Watmough Addition and Judd Cove Shoreline Enhancement

Administrative

- Draft of Policy Manual update completed. Should be ready for Commission approval at the December 2026 meeting.
- Revised workplan template with mid-year update provision
- Created a Stewardship Leadership Team to strive for consistency and better collaboration and communication across districts.
- Revised staff meeting agenda format

External

- Coordinated Terrestrial Managers Group annual meeting
- Drafted Tribal Use Policy
- Worked with County Tribal Liaison to revise tribal notification procedures
- Worked with Washington Wildlife and Recreation Coalition to spur funding for conservation projects

Financial Management

- Generated three amended budgets for Commission/Council review and approval
- Drafted balanced 2027 annual budget and amended 2027 budget for Commission/Council review and approval
- Provided regular financial reports to the Commission

Outreach/communications

- Annual report completed
- 300+ new buyer packets mailed
- Initiated website audit; majority of implementation planned for 2027
- Over 70 events, including volunteer work parties, guided tours at Dolphin Bay Property, summer camp programming, and Beaverton Marsh Trail open houses

District 1 Stewardship

- Recreation: Beaverton trail project approved and currently in bid process. Initiated planning & permitting for Westside-Mt Ben trail. Restroom installation (in process) for Cady and Mt Grant.
- Habitat restoration work: Furthered oak associated projects at Cady Mtn, Kellett Bluff, Mt. Ben, Mt. Grant, and Westside. Initiated bog monitoring assessment at Beaverton. Riparian/wetland projects at Beaverton, False Bay, Mt Grant, and Zylstra. Island marble butterfly plots at Frazer, Middlewood, and Zylstra.
- Partnerships: Advanced partnerships with Conservation District, Islands Conservation Corps, SJIs Youth Conservation Corps, Samish Indian National Department of Natural Resources, SJI Grange, Coast Salish Youth Coalition, Preservation Trust, WA Department of Natural Resources, Washington Conservation Corps, American Hiking Society, and KEEN shoes volunteer vacation.
- Assessments: Completed: Deadman Bay/Limekiln/Westside/Mt. Ben cultural resource assessment. Underway: District wide forest assessment, Zylstra False Bay Creek Culvert, & Limekiln dam.
- SMPs – Beaverton complete. Cady & Middlewood in process.

District 2 Stewardship

- Turtleback shaded fuel break, North Entrance parking improvements, South slope trail construction, South Entrance Garry oak planting and stream woody debris project (robust public engagement regarding deer hunting proposal)
- Judd Cove 2027 stream restoration project planning and permitting and SMP update
- Dolphin Bay SMP, project planning and permitting and removal of shoreline deck and bridge
- Crescent Beach post-thinning tree and shrub planting
- Multi-preserve trail use data pilot project

District 3 Stewardship

- Richardson Marsh Preserve opened for public access
- Applied for Heritage Capital Grant funding for Chadwick House and project made final ranked list (on track for 2027 award)

Salish Seeds

- Built a 14 x 48 ft greenhouse to improve and expand native plant production.
- Increased community participation in native plant conservation through increased volunteer recruitment and retention, educational programs for youth on three islands, and outreach to residents interested in restoring habitat.

CE monitoring status

- Annual monitoring underway

Work on ag properties

- Coffelt livestock heavy-use area constructed with collaboration from lessee and SJI Conservation District.
- Perimeter deer fence completed and water system improvements at Overmarsh Farm Commons lease area.
- Solar water system and interior fence/corral completed at Frazer Homestead Preserve in collaboration with lessee and SJICD
- Noxious weed control

	A	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
1		2026	2026	2027	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038
2	**Land Bank Conservation Area Fund Cash Projections To 2038**	Current Budget	YE Projected 8/13/26	Adopted Budget 10/5/2026	Projected 11/17/2026	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
3	Beginning Net Cash & Investments	6,226,833	5,011,147	9,042,934	8,067,398	4,083,774	5,137,287	6,229,261	7,353,649	8,513,653	9,707,136	10,926,875	12,170,309	13,434,195	14,526,771	16,082,351
4	REVENUE															
5	Conservation Futures Tax	363,576	363,576	371,938	371,938	380,493	389,244	398,197	407,355	416,724	426,309	436,114	446,145	456,406	466,904	477,642
7	REET	3,500,000	4,000,000	4,000,000	4,000,000	4,136,000	4,276,624	4,422,029	4,572,378	4,727,839	4,888,586	5,054,798	5,226,661	5,404,367	5,588,116	5,778,111
10	Grants	521,500	1,621,500	1,000,000	1,000,000	-	-	-	-	-	-	-	-		-	-
12	Investment Interest Earnings	150,000	200,000	200,000	200,000	81,675	102,746	124,585	147,073	170,273	194,143	218,538	243,406	268,684	290,535	321,647
13	Donations from Private Sources	2,500	1,859,540	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
16	Conservation Buyer Program (Sale of Land)*	80,000	25,000	-	1,280,000	-	-	-	-	-	-	-	-		-	-
17	Total Revenue (net of beginning cash)	4,584,136	8,071,176	5,575,998	6,855,998	4,602,228	4,772,674	4,948,871	5,130,867	5,318,897	5,513,097	5,713,509	5,920,272	5,939,833	6,349,615	6,581,461
18	EXPENDITURES															
19	Administrative Expenses	427,151	427,151	355,478	361,541	383,233	406,227	430,601	456,437	483,823	512,853	543,624	576,241	610,816	647,465	686,313
20	Acquisition Costs	629,472	935,000	1,147,782	6,698,456	137,460	141,583	145,831	150,206	154,712	159,353	164,134	169,058	174,130	179,354	184,734
21	Bond Payments	639,188	635,238	237,899	237,899	237,744	238,944	244,556	244,944	245,219	250,113	254,488	258,613	256,875	-	-
23	Transfer Stew Operations	2,517,536	2,517,536	3,041,726	3,041,726	2,290,278	2,393,945	2,503,494	2,619,276	2,741,660	2,871,039	3,007,829	3,152,473	3,305,437	3,467,217	3,638,338
24	Transfer Stew Endowment	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
25	Total Expenditures	4,713,347	5,014,925	5,282,885	10,839,622	3,548,716	3,680,700	3,824,482	3,970,863	4,125,414	4,293,358	4,470,075	4,656,385	4,847,257	4,794,035	5,009,385
26	Net Revenue over expenditures	(129,211)	3,056,251	293,113	(3,983,624)	1,053,513	1,091,974	1,124,389	1,160,004	1,193,483	1,219,739	1,243,434	1,263,886	1,092,576	1,555,579	1,572,076
27	Ending Cash & Investments	6,097,622	8,067,398	9,336,047	4,083,774	5,137,287	6,229,261	7,353,649	8,513,653	9,707,136	10,926,875	12,170,309	13,434,195	14,526,771	16,082,351	17,654,427
29																
30		2026	2026	2027	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038
31	**Land Bank Stewardship & Management Fund Cash Projections to 2038**	Current Budget	YE Projected	Adopted Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
32	Beginning Operating Cash	500,000	677,679	1,103,735	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
33	Beginning Endowment Funds	**9,499,753**	**8,718,308**	**9,113,821**	**9,465,769**	**10,830,289**	**11,347,919**	**11,864,384**	**12,379,006**	**12,891,055**	**13,399,747**	**13,904,238**	**14,403,619**	**14,896,917**	**15,383,085**	**15,861,000**
34	REVENUE															
35	Federal Grants	1,320,488	1,320,488	4,008,450	4,008,450				-	-	-	-	-	-	-	-
39	Sale of Plant Materials	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
40	Investment Interest - LGIP	200,000	200,000	200,000	200,000	216,606	226,958	237,288	247,580	257,821	267,995	278,085	288,072	297,938	307,662	317,220
41	Leased Property	39,000	39,000	39,000	39,000	39,000	39,000	39,000	39,000	39,000	39,000	39,000	39,000	39,000	39,000	39,000
47	Transfer CAF Endowment	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
48	Transfer CAF Operations	2,517,536	2,517,536	3,041,726	3,041,726	2,290,278	2,393,945	2,503,494	2,619,276	2,741,660	2,871,039	3,007,829	3,152,473	3,305,437	3,467,217	3,638,338
49	Total Revenue (net of beginning cash)	4,538,024	4,674,449	7,805,676	7,805,676	3,062,384	3,176,404	3,296,282	3,422,356	3,554,981	3,694,534	3,841,414	3,996,045	4,158,875	4,330,378	4,511,058
50	EXPENDITURES															
51	Operational Cost	1,631,597	1,651,597	1,693,164	1,693,164	1,794,754	1,902,439	2,016,585	2,137,581	2,265,835	2,401,785	2,545,893	2,698,646	2,860,565	3,032,199	3,214,131
55	Property Management & Maintenance	1,928,591	1,928,591	708,723	708,723	400,000	404,000	408,040	412,120	416,242	420,404	424,608	428,854	433,143	437,474	441,849
56	Capital Improvements	348,800	346,800	4,702,289	4,702,289	350,000	353,500	357,035	360,605	364,211	367,854	371,532	375,247	379,000	382,790	386,618
57	Total Expenditures	3,908,988	3,926,988	7,104,176	7,104,176	2,544,754	2,659,939	2,781,660	2,910,306	3,046,288	3,190,043	3,342,033	3,502,748	3,672,707	3,852,463	4,042,597
58	CAF Transfer 60% of CAF Revenue Target	2,228,982	3,221,206	2,345,599	3,113,599	2,761,337	2,863,604	2,969,323	3,078,520	3,191,338	3,307,858	3,428,106	3,552,163	3,563,900	3,809,769	3,948,877
59	Net Revenue over expenditures	629,036	747,461	701,500	701,500	517,630	516,464	514,622	512,049	508,692	504,491	499,381	493,298	486,168	477,915	468,460
60	Ending Operating Cash	500,000	500,000	499,999	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
61	Ending Endowment Funds	10,128,789	9,465,769	9,419,808	10,830,289	11,347,919	11,864,384	12,379,006	12,891,055	13,399,747	13,904,238	14,403,619	14,896,917	15,383,085	15,861,000	16,329,460

Farm Lease Revenue
5 Year

	Distrcit 1				District 2		
Year	King Sisters	Frazer Homestead	Zylstra	Beaverton Marsh	*Fowler's Pond	Coffelt Farm	Total Annual
2021	$ 4,700	$ 800	$ -	$ -	$ -	$ 19,308	**$ 24,808**
2022	$ 3,600	$ 800	$ -	$ -	$ -	$ 16,500	**$ 20,900**
2023	$ -	$ -	$ 2,800	$ -	$ -	$ 25,650	**$ 28,450**
2024	$ -	$ -	$ 2,881	$ -	$ -	$ 25,850	**$ 28,731**
2025	$ 4,950	$ 1,200	$ 2,800	$ 1,736	$ -	$ 25,850	**$ 36,536**
***2026**	$ -	$ -	$ 2,000	$ 1,200	$ -	$ 23,500	**$ 26,700**
Total	**$ 13,250**	**$ 2,800**	**$ 10,481**	**$ 2,936**	**$ -**	**$ 136,658**	**$ 166,125**

***2026 YTD**

***Fowler's Pond offset though farm improvements**

SAN JUAN COUNTY
CONSERVATION
LAND BANK

San Juan County Conservation Land Bank

Financial and Accounting Guidelines

FINAL

Prepared by Aaron Rock,

Financial Clerk

May 2025

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§1. Goals and Objectives

The objective of these financial policies is to establish standards and guidelines for fiscal management within San Juan County Conservation Land Bank (CLB), with the goal of ensuring the responsible, sustainable, and transparent management of the financial assets of the County.

The fiscal health of the CLB determines its ability to plan, manage, and pay for its services. Sound financial and accounting policies cannot guarantee fiscal health, but they can establish procedures for the monitoring of fiscal health indicators. They can build internal controls into financial processes and establish guidelines for making financial decisions. In short, they can ensure that fiscal health matters.

§2. Scope

These guidelines apply to both funds of CLB as they currently function. The Land Bank Commission has primary responsibility for compliance under the guidance of the LBC financial officer, LB Director and Financial Clerk. All financial decision follow county and state laws and limits where applicable. All guidelines are subject to review and may be amended though commission vote.

§3. General Financial Guidelines

Cash Holdings. Both the Conservation Area Fund (CAF) and the Stewardship Management and Maintenance Fund (STEW) will hold $500,000 in cash for managing regular monthly expenditures. All revenues in excess will be held in each individual funds Local Government Investment Pool Fund (LGIP) or other permitted interest-bearing account at the discretion of the Commission and LB Staff.

Quarterly Interfund Transfers. There will be a quarterly transfer from the CAF to STEW for site enhancement and operations based on the approved annual budgeted expenditures in the STEW for the first three quarters and the year-end actuals for the 4th quarter. Transfers are due to be made on or before April 1st, July 1st, October 1st and January 10th.

Annual Interfund Transfers. The CAF will make a 1 time $500,000 annual transfer to the Stewardship LGIP also referred to as the “Endowment Fund”, ensuring the funds growth for future preserve management.

§4. Budget

4.1 County

The County Biennial Budget serves as the primary financial and policy document of the County. San Juan County adopts its budget at the department level. After discussion, public hearing, and

consideration, Council must adopt a budget at least 15 days prior to the end of the biennium. Budget Amendments may be adopted at any time during or before the budget year.

4.2 Conservation Land Bank

The annual expenditure and acquisition plan shall be adopted by the LBC and shall be subject to ratification by the County council during the adoption of the annual budget for the County. The plan may provide for contingencies and may be amended following a public hearing by the LBC and subsequent ratification by the County council. (Ord. 21-2008 §§ 6, 10; Ord. 142-1990 § III(4). RCW 82.46.070)

Stewardship Expenditure Threshold. The threshold is established to maintain a monetary balance between acquisition goals and property management requirements. The STEW fund shall not exceed 60% of total CAF revenue minus acquisition grants in the same year unless there are exceptional circumstances, e.g., emergency capital expenditure.

Program Administrative Expense. All program administration expenditures come out of the Conservation Area Fund mostly made up of staff wages. A portion of the of the administrative expenditures are allocated to the STEW Fund. Administration costs of the fund shall be held to the minimum required to administer efficiently and properly the land bank but shall not exceed 10% of revenues received, exclusive of bond proceeds over the life of the program. (Ord. 21-2008 §§ 6, 10; Ord. 142-1990 § III(4). Formerly 16.54.060)

Burn Rate. The burn rate for the whole program is determined by calculating the total combined fixed cost expenditures for any individual year. This calculation is used to monitor the capacity for additional expenses compared to projected revenues. The commission will review the burn rate during the biennial budget process every two years.

Investment Fund Holdings. The CLB keeps investment fund holdings with a minimum threshold of $3,000,000 and $15,000,000 maximum. The maximum threshold is established as a goal, not a hard cap. The CLB keeps investment funds for both the CAF and STEW for future projects.

§5. Loans and Debt Management

Acquisition Loan Options. When considering an acquisition project that may exceed the CAF balance, the commission will consider engaging in one or more of the three available loan options:

1. **Promissory Note**- seller financing which contains all the terms involved, such as the principal debt amount, interest rate, maturity date, payment schedule, the date and place of issuance, and the issuer's signature.
2. **Inter-fund Loan**- approved through the Council as a resolution, specifically structed as a multi-year term loan. Interest calculated at the average rate of the Local Government Investment Pool (LGIP) for the assessment period plus 75 basis points (.75%).

3. **Bonding**- This is the best option for large value acquisitions. Working with a bonding agent for terms no longer than ten years based on revenue projections and current interest rates.

§6. Reporting

Financial Statements. Every third month beginning in January at the regular commission meeting, the CLB Financial Clerk will provide a quarterly report on the current cash flow, revenues and expenditures compared to the budget.

Budget and Amendments. Based on the year and schedule provided by the County Auditor the CLB will prepare the Draft Expenditure and Acquisition Plan (see §4 4.1,4.2) for review and approval by the LBC during a public hearing at a regular monthly commission meeting.

Projections. At the beginning of a renewed 12-year authorization cycle. The CLB Financial Clerk will create a new set of long-term fund projections updating the annual rate increases for revenue and expenditures though the end of the authorization period. These projections will be updated throughout the year and reviewed at a monthly commission meeting twice annually (August and January).

§7. Appendix

7.1 San Juan County Conservation Land Bank Explanation of Funds

Conservation Area Fund: (CAF)

Revenue:	*Expenses:*	*Investment:*
REET*	Administration	LGIP*
Conservation Futures tax (CFT*)	Acquisitions	Treasury/Bonds
Interest	Debt Service and Bonds	
Timber Harvest Tax	Transfers to Stewardship	
Other; Grants; Leasehold tax		

Stewardship Fund: (STEW)

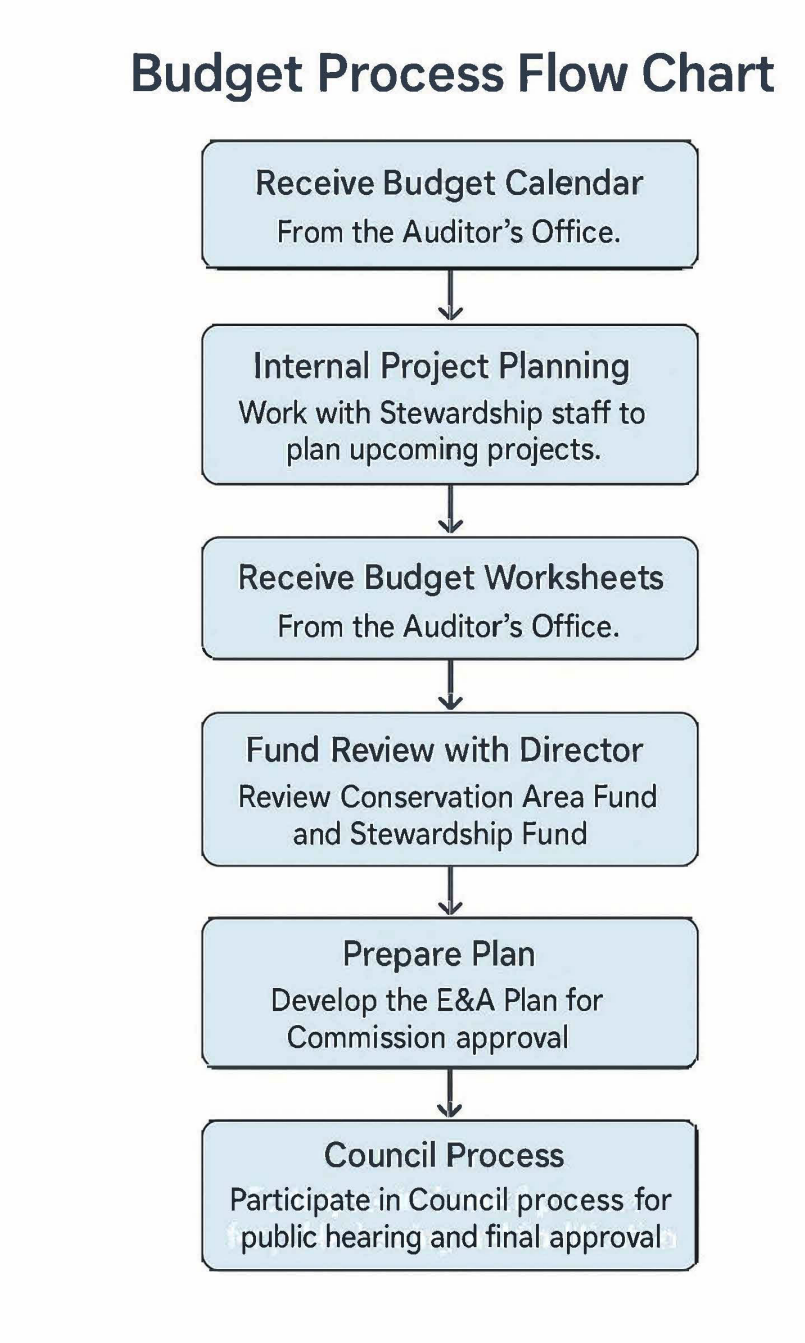
Revenue	*Expenses*	*Investment:*
Timed YE transfer from CAF to the Endowment*	Administration	LGIP
	Property Mgmt.	Treasury/Bonds
Timed quarterly transfers from CAF for site enhancements	Site enhancement	
Other, Grants, Leased property		
Salish Seed Project plant material		
Interest		

7.2 Definitions

REET: 1% Real Estate Excise Tax levied on the buyer at the time of sale.

CFT: A small portion of the property tax that was allocated to the Land Bank for acquisition of open space when the Land Bank was created **RCW 84.34.230**. The vast majority of this fund's revenue was bonded through 2036 to enable the purchase of Turtleback Mountain in 2006.
LGIP: Local Government Investment Pool **RCW 43.250.010**
Endowment: Not an actual endowment (acts as a reserve, established by the county to provide funding for the maintenance of acquired real property interest in perpetuity) **SJC Code 2.120.090**

7.3 Budget Process Flow Chart



Memorandum

TO: SJC Land Bank Commission
FR: Peter Guillozet, Preserve Steward
RE: Land Bank Policy and Procedures Manual Update
Date: 12-18-26

Over the past year, staff and Commissioners have been engaged in revising the Land Bank's policy manual. This process of updating existing content, incorporating new policies and documenting standard procedures was aimed at improving clarity and increasing consistency in Land Bank operations. Staff, supported by an independent consultant and a Commission subcommittee, drafted a new 14-chapter Land Bank Handbook covering the breadth of the organization's work.

Following Commission review and adoption, the final document will be presented in a highly accessible digital format. To ensure that Land Bank policies and procedures remain current, chapters will be updated as necessary with Commission oversight. One such update will include the addition of appendices to provide more specific guidance for recreational infrastructure planning and routine maintenance of preserves.

After reviewing the second full draft of the Land Bank Handbook, Commissioners will have an opportunity to discuss it during the November 20th Annual Retreat. With limited time available, staff will attempt to guide such discussions towards the few remaining areas of disagreement. Following incorporation of any remaining edits, staff will present a final draft on December 7th. The Commission will vote on adoption of the finished document during the December 11th Commission meeting.

Project Overview

Task	**Date**
Final draft outline prepared	April
Introductory meeting and review of existing materials	May
1st draft preparation - Staff and consultant	July
1st draft review - Staff	Aug/Sept
1st draft review - Commission subcommittee	Sept
2nd draft preparation – Staff and consultant	Sept/Oct
2nd draft review - Staff	Oct/Nov
2nd draft review - Commission	Nov
Discussion during Land Bank retreat	Nov 20
Final draft to Commission - Staff and consultant	Dec 7
Vote on adoption - Commission	Dec 11