

# Budget and Annual Work Plan

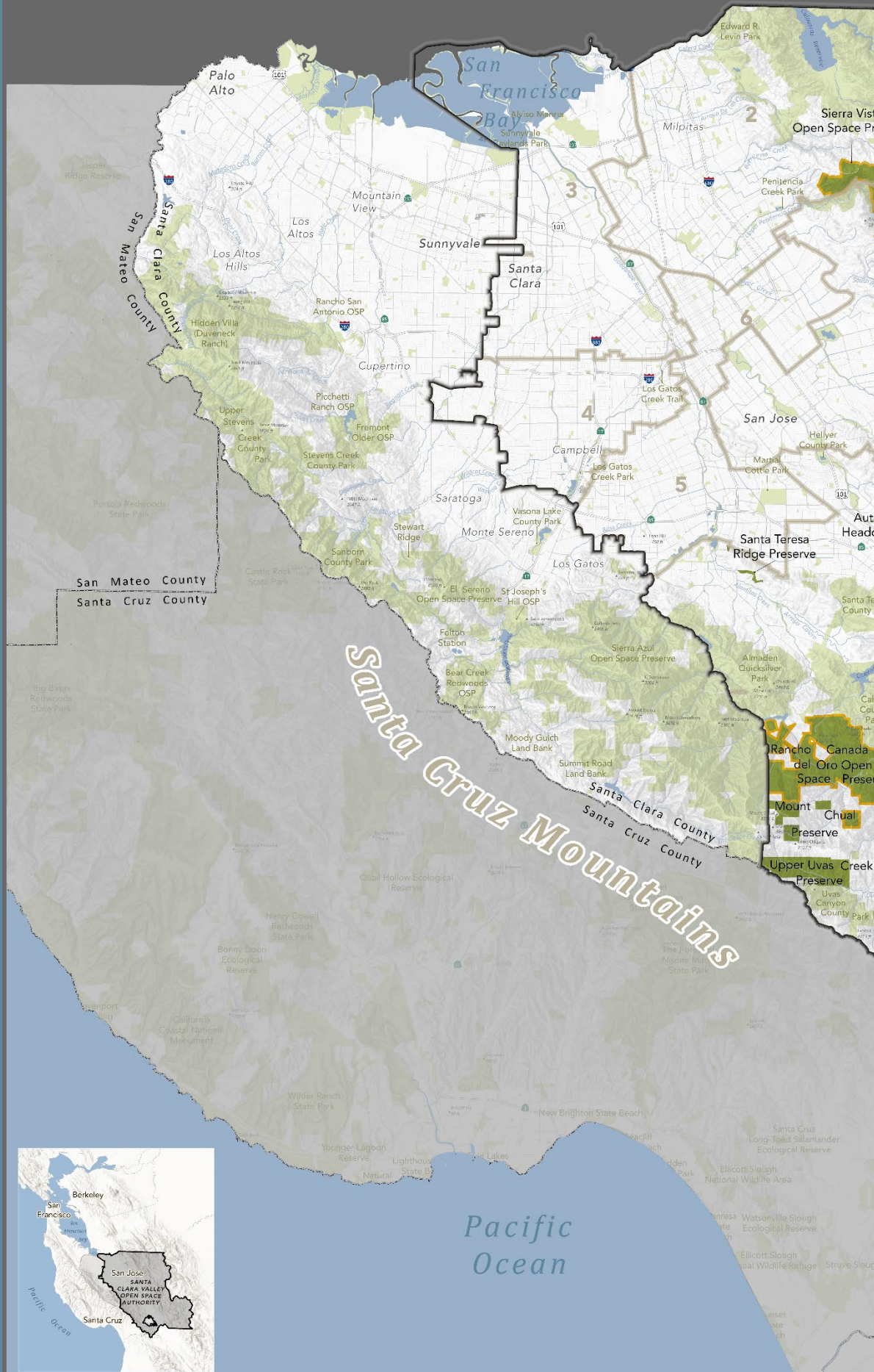


Fiscal Year 2026/2027




Santa Clara Valley Open Space Authority  
Presented to the Board June 11, 2026

# SANTA CLARA VALLEY



Cover: Poppies at Laguna Seca, North Coyote Valley  
To the right: Authority Jurisdiction Map





***THE OPEN SPACE AUTHORITY CONSERVES THE  
NATURAL ENVIRONMENT, SUPPORTS  
AGRICULTURE, AND CONNECTS PEOPLE TO  
NATURE, BY PROTECTING OPEN SPACES, NATURAL  
AREAS, AND WORKING FARMS AND RANCHES FOR  
FUTURE GENERATIONS.***

*Photo: Wildflowers by Sandy Bartlett*



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## Board of Directors



**Alex Kennett**  
District 1



**Margie Matthews**  
District 2



**Helen Chapman**  
District 3



**Kathy Sutherland**  
District 4



**Cathryn Ming Hyde**  
District 5



**Lisanna Dominguez**  
District 6



**Kalvin Gill**  
District 7

## General Manager's Message

*“There is no miracle prescription that will solve all of California’s climate and natural resource challenges. But the most effective and durable solutions embrace the intersections of people, place, nature, policy and business.”*

- *Josette Lewis, CEO of Sustainable Conservation*

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Created 33 years ago by an act of the California Legislature and with the support of civic and business leaders, the Santa Clara Valley Open Space Authority has become an innovative public land conservation agency, laser-focused on protecting, restoring, managing and stewarding over 30,000 acres of natural and agricultural lands in the Santa Clara Valley for the benefit of nature and people. The Authority has also been dedicated to connecting our diverse population of 1.4 million people within the cities of San Jose, Milpitas, Santa Clara, Campbell, Morgan Hill and the unincorporated lands of the Santa Clara County, to the multiple benefits of nature.

We often say that the Open Space Authority is in the *business of forever*, as our land protection and management responsibilities are in perpetuity. We take inspiration and guidance from the native peoples of the region who responsibly stewarded these lands and who believed in looking seven generations ahead in their stewardship practices. Our work on behalf of nature and people looks multiple generations ahead and thus much remains to be done. Increasingly, our citizenry, civic and elected leaders at all levels are recognizing through policy and action that nature is not a “nice to have,” but a foundational element of our life support system, essential to the health and resilience of ecosystems, communities, economies and climate.

In 2025, the Open Space Authority focused on numerous initiatives and issues vital to protecting and enhancing the long-term health and sustainability of our region:

- 01** Taking on management responsibility for hundreds of acres of additional conserved open space and agricultural lands in South County and specifically in the greater Coyote Valley
  
- 02** Building greater financial stability and organizational sustainability by identifying potential new funding sources. The Board of Directors approved placing a citizen-initiated parcel tax on the June 2nd ballot that generates additional ongoing funding for conservation, restoration, stewardship and management of a growing system of open space lands and to manage them for increased risk of wildland fires and floods
  
- 03** Identifying other promising new and diverse revenue streams and nature finance mechanisms such as partnering with the Silicon Valley companies to co-create a *Nature Investment Framework* that seeks to direct private investment to protection and restoration of natural resources and water resources on conserved open space lands in their own backyard

- 04** Developing restoration and use concepts for the 1,674 acres of permanently protected Coyote Valley floor lands as part of the *Coyote Valley Conservation Areas Master Plan* (CVCAMP). Through a series of well-attended Coyote Valley Discovery Days outreach events, sharing and receiving public feedback on CVCAMP alternatives for restoring ecological connectivity between the Santa Cruz Mountains and the Diablo Range; improving watershed health and groundwater systems; supporting climate resilience; revitalizing agricultural uses; and connecting people to nature in healthy and meaningful ways. With the partnership of the Peninsula Open Space Trust, protected lands in Coyote Valley grew by another 150 acres via the acquisition of two key parcels
- 05** Successfully restoring a series of lakes and ponds at Rancho Cañada del Oro Open Space Preserve with funding from Valley Water to enhance habitat for special status species including Western Pond Turtle, California Tiger Salamander and California Red-legged Frog
- 06** Negotiating a landmark agreement with LS Power and PG&E to co-locate a proposed new energy terminal at the existing Metcalf Substation, thereby safeguarding an irreplaceable wildlife corridor connecting the Santa Cruz Mountains and Diablo Range and avoiding development on sensitive open space and agricultural lands in Coyote Valley
- 07** Proactively engaging with state regulatory agencies to recommend appropriate siting of clean energy facilities away from conserved open space lands and wildlife movement corridors
- 08** Securing the largest agricultural land protection grant from the California Strategic Growth Council and Department of Conservation's 2025 cycle, safeguarding more than 400 acres of productive local farmland in San Martin from urban encroachment
- 09** Partnering with the City of San José to co-develop and integrate a Natural and Working Lands Element into the City's Climate Action Plan, making San José the first city in California to include nature-based solutions in its path to net zero by 2030
- 10** Partnering with the Peninsula Open Space Trust to plan and design critical wildlife crossing infrastructure (undercrossings and overcrossings), in coordination with Caltrans, VTA and San José Department of Transportation, along multiple locations on the Monterey Road corridor in Coyote Valley, addressing a multi-decades-long safety issue for wildlife and people
- 11** Partnering with the City of Morgan Hill to enter into an Memorandum of Understanding that advances an El Toro Open Space Preserve
- 12** Through the Urban Grant Program, awarding almost \$1 million to organizations working across San José and throughout Santa Clara County to deliver hands-on environmental education, urban agriculture, habitat stewardship and climate resilience programming for underserved youth, families and communities

### FY 2026/2027 Open Space Authority Budget and Workplan

At the time of budget preparation, the outcome of the June 2, 2026 election is not known. Because of that, the proposed FY 2026/2027 budget continues taking a conservative approach to recommended expenditures. For the 2026/2027 fiscal year, proposed expenditures are \$17,590,975 as compared to \$17,636,293 in FY 2025/2026 or approximately 0.26 percent lower than the previous fiscal year. Staff will continue aggressively pursuing grant funding to support capital projects and prioritizing those projects that have significant outside funding, including from the voter-approved State Proposition 4 (Climate Bond) that has funding dedicated specifically to the Coyote Valley Conservation Program. Staff continues to successfully build on the Authority’s track record of leveraging its modest local tax revenues of \$12 million per year to attract significant outside funding for projects, principally federal and state grant monies and other partnership contributions at a ratio of 1:3 (for every \$1 of local tax revenues the Authority spends, it brings in \$3 to \$4 of outside funding). The proposed FY 2026/2027 budget also keeps staffing levels unchanged. Should voters approve the citizen-initiated ballot measure known as Measure D, placed on the June 2, 2026 ballot by the Open Space Authority Board of Directors, staff will return to the Board post-election to discuss potential amendments to the budget to potentially accelerate priority projects, programs and community investments.

The complete list of recommended projects and programs in the Open Space Authority’s FY 2026/2027 Budget and Workplan can be found in Part II of this report. The FY 2026/2027 Work Plan includes 32 continuing projects and 9 new projects for a total of 41 projects, including the following:



Release the Coyote Valley Conservation Areas Master Plan’s draft preferred plan for restoration of floodplains, wildlife habitat, oak woodlands, creeks and wetlands; siting of public access trails; and preferred locations for agricultural education, ag tourism and land access opportunities for local farmers



Implement wildfire management actions including enhancement and improvement of fuel breaks, managing vegetation and conducting prescribed burns at Rancho Cañada del Oro and Coyote Valley Open Space Preserves in coordination with CAL FIRE and local land management agencies



Construct ¼ mile of improved and accessible trails and placement of interpretative facilities, signage and rest areas in Coyote Valley Open Space Preserve North Meadow that are ADA compliant and improve the outdoor experience for visitors of all abilities



Expand and construct additional miles of backcountry trails and develop a backcountry camp site to significantly expand public access opportunities in Rancho Cañada del Oro Open Space Preserve in partnership with Bay Area Ridge Trail Council and Metropolitan Transportation Commission



Advance trail planning, initiate acquisition of a trailhead parking / staging area and identify respective management responsibilities between the Authority and City of Morgan Hill for an El Toro Open Space Preserve



Complete land transfers (3,000 acres) to the Open Space Authority in Coyote Valley and on Coyote Ridge (Máyyan ‘Ooyákma) from Peninsula Open Space Trust and the Santa Clara Valley Habitat Agency, respectively



Continue coordination with the City of San José Department of Transportation to assess future Monterey Road Street Design and Safety considerations for wildlife and people



Through the “Nature Investment Framework,” launch specific restoration pilot projects to advance water resources sustainability, biodiversity conservation, and climate resilience in Coyote Valley in partnership with public and corporate funders



With the support of a FEMA grant, implement cybersecurity upgrades, invest in the Authority’s technology systems and business continuity plans to best serve the agency’s needs for continued growth, operational efficiency and transparent reporting



Implement ADA-accessible public-facing preserve maps both online and at Open Space Authority preserves



Complete the Farmland Vision Plan to prioritize the Authority’s 5-year actions for agricultural land preservation, sustainable / regenerative farming practices and partnership programs that implement the Santa Clara Valley Agricultural Plan

As the Open Space Authority looks to the next year and beyond, our focus remains the responsible stewardship and care of a growing portfolio of open space, agricultural lands, water resources, wildlife habitat and corridors and connecting all people to the benefits of nature both in the incorporated and unincorporated areas of the jurisdiction.

In closing, I would like to thank the Open Space Authority Board of Directors, Citizens’ Advisory Committee, Expenditure Plan Oversight Committee, Authority staff, volunteers and our partner agencies and organizations for your dedicated service, leadership and partnership. Together, we are contributing to a sustainable and livable region for all for the next seven generations.

Sincerely,

Andrea Mackenzie  
General Manager



**Protecting nature is a smart, forward-looking investment in the quality of life for ourselves, our children and grandchildren. Because when nature thrives, so do we.**

## Our Vision, Our Valley, Our Future

We envision the Santa Clara Valley and its surrounding hillsides as a beautiful place where a vibrant network of interconnected open spaces, trails, wildlife habitats and thriving agricultural lands enrich the region's cities, making our Valley an exceptional and healthy place to live, work, learn and play.

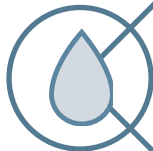
In our vision of the Santa Clara Valley:

- A well-managed network of open spaces, farms and ranches sustains our natural heritage and provides resilience to a changing environment.
- All members of our community are aware of the values of nature and have convenient access to local recreational and environmental education opportunities.
- Our drinking water is safeguarded by protecting our local creeks and watersheds, from their headwaters in the surrounding hills to the Bay.
- Community investment in nature – and the essential benefits that nature provides – sustains and enhances a healthy environment and economy.
- The rich heritage of the Valley's agriculture is thriving, with locally grown foods contributing to healthy communities and creating a sense of place and pride in our region.
- The Open Space Authority contributes to the region's quality of life by building and sustaining public and private partnerships in all our communities.

## OUR CONSERVATION GOALS



Protect and manage an interconnected system of wildlands and natural areas to support native habitats and species and to ensure resilience to a changing environment



Protect and restore water resources to benefit local communities and the environment



Conserve farms, ranches, and working landscapes to sustain the economic and environmental viability of agriculture in the County



Protect and manage an interconnected network of open space lands that provide opportunities for nature-based recreation and education for all residents



*Photo: Coyote Valley Open Space Preserve by Stefan Baeurle*

## The History of the Open Space Authority

The Open Space Authority (Authority) was founded in 1993 for the purposes of balancing rapid development and ensuring the protection of valuable open space lands and productive farms and rangeland. In 1994, voters within the Authority's jurisdiction approved a \$12 per-parcel annual benefit assessment, providing an estimated \$4.2 million per year to fund and oversee preserve maintenance, capital projects, and land acquisitions.

The Authority's jurisdiction includes the cities of San José, Santa Clara, Milpitas, Campbell, Morgan Hill, and parts of unincorporated Santa Clara County. The Authority's purpose is to protect the County's quality of life by preserving open space and natural resources; it does so through well-planned land preservation, state-of-the-art resource management, educational programs, and collaborative partnerships.

As a California Special District, the Authority operates under Section 35100 of the California Public Resources Code and is governed by a seven-member board of directors elected by voters to serve four-year terms representing a specific area referred to as a district. The Board oversees all Authority business including approval of policies, Annual Work Plans, and budgets, and appoints the General Manager to oversee the day-to-day operations of the Authority.

In addition, a 15-member Citizens' Advisory Committee (CAC) provides public input to the Board, maintains a channel of communication to the Board, aids in fostering a positive public image of the Authority, and helps educate the public about the Authority's goals and accomplishments. Members of the CAC are appointed by the Board to serve two-year terms. Seven of the members represent each of the Authority's districts; eight more are At-Large members that bring unique skill sets and experiences including but not limited to: agriculture, business, civic organizations, development community, parks, public health, and safety, and/or trails.

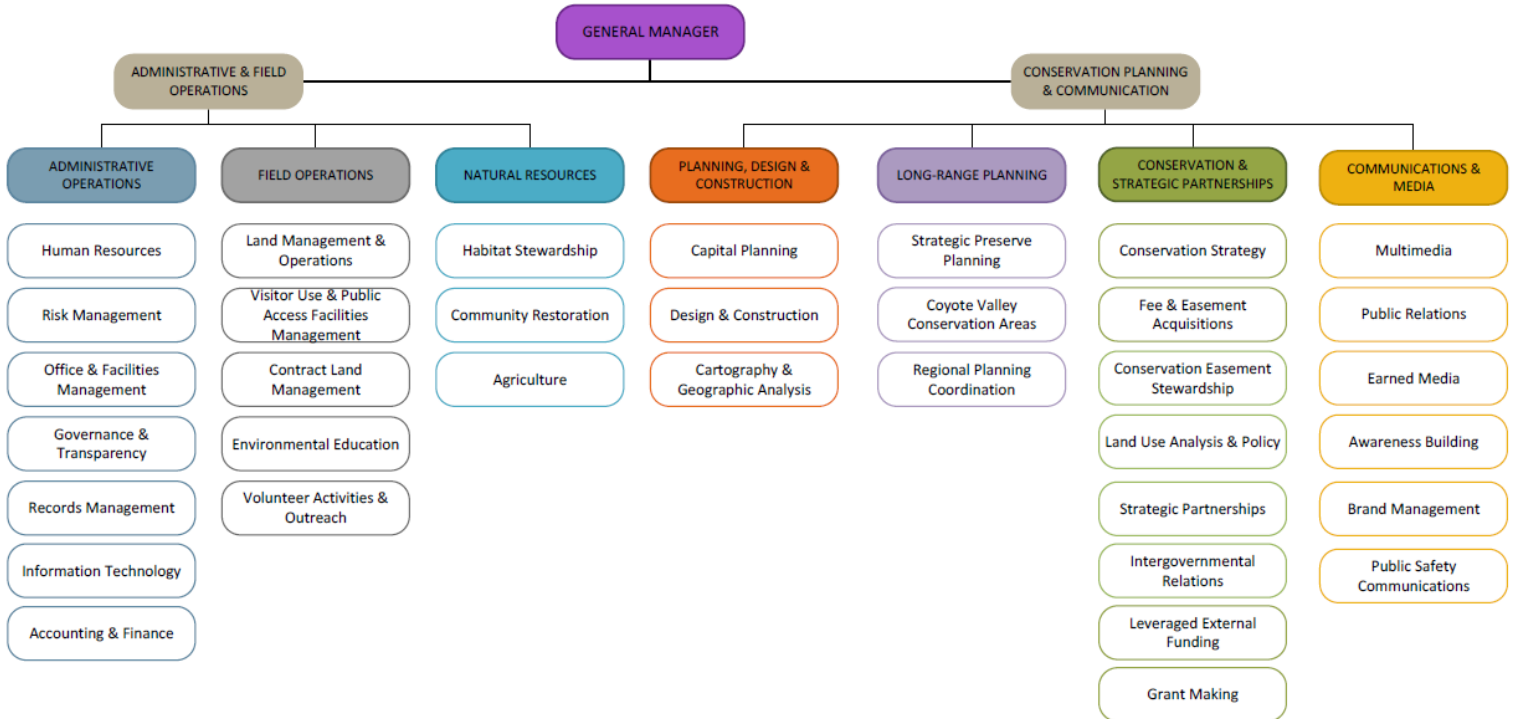
In 2014, the Measure Q Parcel Tax, a 15-year, \$24 per-year parcel tax, passed with overwhelming support from voters. The measure brings in approximately \$8 million per year to fund the protection of wildlife, water, working lands, and other open space, increase public access, and create new urban open spaces and environmental education programs. In 2020, Measure T, which renews Measure Q, was passed by 81% of voters to secure funding for the Open Space Authority to protect open spaces for future generations. The renewed measure commits to investing in nature in communities and providing Santa Clara Valley residents with more equitable access to nature while stewarding beautiful open spaces forever.

A seven-member independent oversight committee was formed after the passage of Measure Q. The purpose of the committee is to review Measure Q and Measure T expenditures on an annual basis to ensure they conform to the related Expenditure Plans.

The Board of Directors holds regular public meetings on the fourth Thursday of each month except in January and June when meetings are also held on the second Thursday. The meetings are held at the Authority's Headquarters Office located at 33 Las Colinas Lane, San José, California and are broadcast live on YouTube. For the latest updates about the Authority's upcoming meetings, members of the public may find more information on the website [www.openspaceauthority.org](http://www.openspaceauthority.org) or by calling the Authority offices at (408) 224-7476.

Staffing and Structure

The Open Space Authority has 65 Board-approved positions, including the Board-appointed General Manager. Together, staff implements the agency’s mission through the following current programs:





# The Budget

# PART 1

*Photo: Coyote Valley Open Space Preserve*

## Budget Development Process

The budget and work plan development process began in late August 2025. The General Manager, Assistant General Managers and the department managers (collectively, the Management & Strategy Team) revisited the Authority’s mission, vision and goals, as laid out in the Measure T Expenditure Plan, the Santa Clara Valley Greenprint and District 1 Assessment’s 5 Year Plan, to determine the priorities for the upcoming fiscal year. The General Manager and Assistant General Managers (collectively, the Executive Leadership Team) reviewed various financial scenarios to balance delivering project deliverables and sustaining the same level of public access amenities while being fiscally prudent with maintaining a healthy carryover fund balance. Department managers were responsible for prioritizing expenditures for projects and programs. The resulting Budget and Annual Work Plan becomes the guiding document for staff to record and track expenditures for approved projects.

### Guidelines and Assumptions

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The Open Space Authority has developed the following guidelines and assumptions that address Authority revenues and income. The Authority ensures revenue and income are spent most efficiently and effectively possible, consistent with serving the public interest and in accordance with existing law. To that end, the Authority has compiled the following list of budgetary assumptions to guide the budgeting and expenditure process.

#### General Guidelines

The Authority will fund up to 33% of costs related to land acquisition projects over \$500,000. The remainder of the project costs will come from other sources. Consideration to increase funding beyond the 33% will be made on a project-by-project basis.

The Authority seeks to secure at least 25% in non-Authority funds for each major Capital Improvement Project (CIP) project.

Allocate a minimum of \$250,000 on an annual basis from the District 1 Assessment to capital projects, capital purchases, and/or acquisitions.

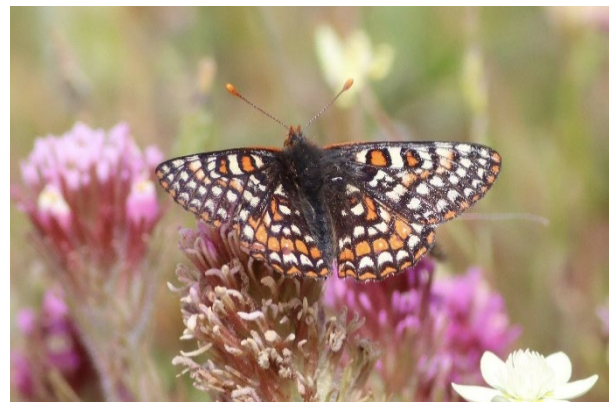
The Authority will recapture staffing and other costs as a condition of land management and partner agreements whenever feasible.

#### Measure T Expenditure Guidelines

The Authority may not spend more than the allowed amount as approved by the Board of Directors each fiscal year toward administrative expenses as defined by the measure.

To the extent permitted by law, 0.1 % of the gross proceeds of the parcel tax shall be made available for the Expenditure Oversight Committee’s activities.

Up to 25% of the annual Measure T revenue will be set aside for the Urban Open Space Grant Program.



## MEASURE T REVENUES ARE USED FOR:

- Funding the preservation of land including acquisition (fee purchase) and conservation easements.
- Paying for project costs including research, project-scoping, planning, construction and maintenance.
- Paying for staff time charged to Measure T projects.
- Natural resource protection to protect and restore natural areas.
- Land operations and maintenance to maintain all of the Authority's existing and new preserves, trails and preserve-related infrastructure.
- The creation, development, delivery and maintenance of existing and new environmental and agricultural education programs and initiatives.
- Funding the Measure T Urban Grant Program.

*Photo: Sunrise at Rancho Cañada del Oro Open Space Preserve*

## Fund Balance Carryover

By July 1, 2026, it is estimated that the Authority will carry over a cumulative total of \$47,953,079 from previous fiscal years.

However, fiscal policies that may be in effect and encumbrances placed on the funds, i.e. monies allocated to or awarded under the Authority’s grant programs, commitments to projects and grant monies received, restrict the total availability of the carryover at the beginning of the Authority’s fiscal year.

Of the \$47,953,079 in carryover funds, \$28,255,722 is available for withdrawal in the FY 2026/2027 budget (Table 1).

With approval by the Board through a formal budget hearing, the available balance may be used to pay for unanticipated projects or opportunities that emerge over the course of the fiscal year, i.e. a strategic land purchase or response to a natural disaster.

<b>Projected Carryover by Fund</b>	<b>Projected Ending Fund Balance</b>	<b>Estimated Available Funds</b>
District 1	6,931,473	
(minus) 20% Funding Program	(2,023,831)	
Available Carryover Funds from District 1		4,907,642
Measure T	12,383,090	
Available Carryover Funds from Measure T		12,383,090
MT Urban Grant Program	1,700,000	
(minus) Awarded Grants Not Yet Disbursed	(1,147,341)	
Available Carryover Funds from MT UGP		552,659
Measure Q	7,559,030	
(minus) Encumbered for Committed Projects	(500,000)	
Available Carryover Funds from Measure Q		7,059,030
MQ Urban Grant Program	470,600	
(minus) Awarded Grants Not Yet Disbursed	(470,600)	
Available Carryover Funds from MQ UGP		-
Reserve	17,653,301	
(minus) Operational Reserve	(14,000,000)	
(minus) Conservation Stewardship	(300,000)	
Available Carryover Funds from Reserve		3,353,301
Grants (Received Upfront)	2,548,898	
(minus) Encumbered for Committed Projects	(2,548,898)	
Available Carryover Funds from Grants		-
<b>TOTAL AVAILABLE CARRYOVER FUNDS FOR FY 2026/2027</b>		<b>28,255,722</b>

Table 1

## Fiscal Year 2026/2027 Budget Summary

The budget seeks to achieve the following: 1) balance expenditures to District 1 Benefit Assessment and Measure T Parcel Tax revenues; 2) prioritize and implement projects that support the goals and objectives of Measure T and the Santa Clara Valley Greenprint; 3) leverage grants and outside funding for acquisitions and capital improvement projects.

Occasionally, strategic opportunities, such as a land purchase, may develop right before or during the fiscal year; such scenarios may make it more difficult for the Authority to balance total expenditures to District 1 Benefit Assessment and Measure T Parcel Tax revenues. However, when such strategic projects or opportunities occur, the Authority may propose using available carryover to help supplement the estimated revenues the agency expects to receive in the upcoming fiscal year.

Total revenues received from District 1 and Measure T, as well as land management income recouped from other local agencies for contracted land management services and agricultural lease income, are expected to be \$12,865,481. The Authority is expected to spend \$12,728,792 of the revenues received (Table 2).

Total expenditures for FY 2026/2027 are estimated to be \$23,905,101, of which \$12,728,792 is funded by incoming District 1 Assessment and Measure T Parcel Tax revenues and the remaining \$11,176,309 is funded by grants, carryover and other income (Table 3).

The complete budget can be found in [Appendix A](#).

<b>Revenues and Expenditures</b>	<b>Estimated</b>
FY 2026/2027 Estimated Authority REVENUES	12,865,481
FY 2026/2027 Estimated Authority-funded EXPENDITURES	12,728,792

Table 2

<b>Expenditure Breakdown by Funding Source</b>	<b>Estimated</b>
District 1	4,742,290
Measure T	8,646,502
<i>Authority-funded Expenditures</i>	<i>12,728,792</i>
Grants and Other Income	2,710,216
District 1 Fund Carryover	2,970,000
Reserve Fund Carryover	3,119,093
Measure Q Fund Carryover	2,032,000
Measure T Fund Carryover	345,000
<i>Non-Revenue Expenditures</i>	<i>11,176,309</i>
<b>TOTAL EXPENDITURES</b>	<b>23,905,101</b>

Table 3

## Revenue and Income Sources

### Revenue Sources

The Open Space Authority has two revenue funds: the District 1 Assessment and the Measure T Parcel Tax. Additionally, through agreements with the other organizations and agencies, the Authority provides contract land management services on lands adjoining Authority property.

The Authority aims to balance expenditures to these estimated revenue streams.

**District 1 Assessment (revenue)** – District 1 Assessment (District 1) is a \$12 per parcel annual benefit assessment approved in 1994 by voters within the Authority’s jurisdiction. District 1 brings in approximately \$4.2 million per year and must be renewed annually through a resolution of the Board of Directors.

Use of the District 1 revenue is guided by the policies and goals stated in the 5 Year Plan, first adopted by the Board in June of 1996. District 1 revenue is used to fund open space and greenbelt acquisition, to fund and oversee maintenance projects throughout the boundaries of the Authority, to develop and maintain lands, trails, natural areas and other facilities for outdoor recreation, as allowed under the Santa Clara County Open Space Act, and to reimburse the Authority for incidental costs associated with the District. [Taken from Open Space Acquisition and Maintenance District No. 1 (District 1 Engineer’s Report)]

The 5 Year Plan guidelines require a portion of capital expenditures to be set aside to fund an urban open space grant program, referred to as the 20% Funding Program. The objective of the 20% Funding Program is for participating jurisdictions to acquire and develop open space lands within their jurisdictions. Funds are allocated to the 20% Funding Program at the end of each fiscal year based on actual capital fund expenditures from District 1.

**Agricultural Leases (revenue)** – Anticipated revenues from agricultural lease(s) will be used to offset costs associated with the maintenance and operations of agricultural preserves.

**Measure T Parcel Tax (revenue)** – In November 2020, voters approved Measure T, which renewed Measure Q without increase and secured ongoing protection of open spaces for future generations. Measure T is a \$24 parcel tax that brings in approximately \$8 million per year.

Fulfillment of the requirements of the Measure T Parcel Tax is guided by the Measure T Expenditure Plan (Expenditure Plan). Measure T provides funding to continue delivering on the following objectives, which come from the Santa Clara Valley Greenprint and the Expenditure Plan:

- Protect Open Space, Redwood Forests, Wildlife Habitat, Scenic Hillside and Agricultural Land
- Protect Land around Creeks, Rivers and Streams to Prevent Pollution and Improve Local Water Quality and Supply
- Open, Improve and Maintain Parks, Open Space and Trails
- Urban Open Space, Parks and Environmental Education

**Land Management Income** – The Authority may perform work for partner agencies on lands adjacent to Authority preserves to ensure continuity of ecosystem services. When the Authority enters into a land management agreement, staff time and expenses incurred are reimbursed to the Authority. The contract specifies the fee schedule based on staff positions. These rates are adjusted annually based on the Dept of Labor’s CPI data. The fee schedule for FY 2026/2027 can be found in [Appendix C](#).

## Non-Revenue Income Sources

The Authority's other sources of funding come from the Capital and Operational Reserve Fund, Measure Q Fund, grants received from other agencies and organizations and other income such as donations and grazing lease income.

**Reserve Fund (Capital, Operational, and Conservation Stewardship)** – The Reserve Fund is an unrestricted fund (unlike District 1 Assessment and Measure T Parcel Tax). In 2013 the Authority Board, through its Financial Reserve Policy, Resolution 13-25, created two funds under the Reserve Account: the first, the Operating Reserve Fund is a contingency account of \$14 million for two years of operating expenses; the other, referred to as the Capital Reserve Fund, is available for land acquisition, capital projects, and one-time expenditures. In 2017, the Authority Board updated the Financial Reserve Policy to create an additional fund, setting aside \$300,000 for Conservation Stewardship purposes.

**Measure Q Fund** – The Measure Q Fund is a restricted fund. Fulfillment of the requirements of the Measure Q Parcel Tax is guided by the Measure Q Expenditure Plan.

In November 2020, Measure T was passed and replaced Measure Q. Effective in fiscal year 2021/2022, the Authority no longer received parcel tax revenues for Measure Q. Previously collected but unspent funds shall continue to be held in a separate account and can only be available to fund projects eligible for Measure Q disbursement.

**Measure T Urban Grant Program Funds** – The Authority can allocate up to 25 percent of the Measure T Parcel Tax revenue received, earmarking that amount for grant awards in future competitive grant cycles.

While technically not considered either income or revenue, the Urban Grant Program fund balance will appear in this section to show the estimated amount available for award if a grant cycle occurs during the fiscal year.



*La Placita Beautification Project at School of Arts and Culture at Mexican Heritage Plaza*

**Grants and Other Income** – The Open Space Authority strives to leverage its funds with grants from public and private sources, such as government agencies and foundations, as well as through partnerships. Grant income is budgeted when the Authority expects to meet the grantor's eligibility requirements, either by expending staff time or completing the milestones and/or deliverables set in the grant agreement(s), by the end of the fiscal year.

Additionally, the Authority accepts donations including gifts of land. The Authority also receives income from grazing leases and permit fees for special uses of Authority property.

### FY 2026/2027 Projected Revenues and Income

Non-revenue income sources include interest income, donations, land sales, lease income and special use permit income. Due to the unpredictable nature of donations and low occurrences of land sales, the Authority does not rely on these income sources and they are not normally budgeted.

On the other hand, because interest income and lease income are recurring and may be predicted, the estimated amounts are included in the annual budget. However, while included as projected income, the Authority does not depend on and include these estimated amounts to pay for budgeted expenditures in the upcoming fiscal year. This conservative approach ensures that the Authority does not incur deficit spending when scenarios, such as market rates negatively affecting interest income, the Authority does not retain the estimated fund balance for an entire fiscal year, or leases terminating earlier than anticipated, occur.

Funds are withdrawn from available carryover from the previous fiscal year, deposited as other income, and budgeted to be spent in the coming fiscal year. For FY 2026/2027, the Authority proposes to withdraw a total of \$8,466,093 (\$2,970,000 from District 1 fund; \$3,119,093 from Reserve fund; \$2,032,000 from Measure Q fund; and \$345,000 from Measure T fund) from the available carryover balances.

Revenue/Income	FY26/27 District 1	FY26/27 Reserve	FY26/27 Measure Q	FY26/27 Measure T	FY26/27 Grants	FY26/27 TOTAL
<b>5000 - REVENUES</b>						
5100 - Revenue	4,406,042			8,086,490		12,492,531
5700 - Land Management						
5701 - VTA	55,000					55,000
5702 - SCVWD	16,500					16,500
5703 - Waste Mgmt						
5704 - VHA	120,000					120,000
5601 - Lease	16,450			165,000		181,450
<b>TOTAL REVENUE</b>	<b>4,613,992</b>			<b>8,251,490</b>		<b>12,865,481</b>
<b>OTHER INCOME SOURCES</b>						
District 1 Fund Carryover	2,970,000					2,970,000
Reserve Fund Carryover		3,119,093				3,119,093
Measure Q Fund Carryover			2,032,000			2,032,000
Measure T Fund Carryover				345,000		345,000
5200 - Interest Income	100,000	140,000	150,000	400,000		790,000
5300 - Grant Income					1,900,216	1,900,216
5400 - Donations						
5500 - Land Sales						
5600 - Land Use Income						
5602 - Grazing Lease Income	20,000					20,000
5603 - Use Permit Income						
<b>TOTAL OTHER INCOME SOURCES</b>	<b>3,090,000</b>	<b>3,259,093</b>	<b>2,182,000</b>	<b>745,000</b>	<b>1,900,216</b>	<b>11,176,309</b>
<b>ALL REVENUE AND INCOME</b>	<b>7,703,992</b>	<b>3,259,093</b>	<b>2,182,000</b>	<b>8,996,490</b>	<b>1,900,216</b>	<b>24,041,790</b>

Table 4

## FY 2026/2027 Budget

The FY 2026/2027 Budget reflects the goals of the FY 2026/2027 Annual Work Plan. Total expenditures for FY 2026/2027 are estimated to be \$23,905,101, a 25% increase from FY 2025/2026, driven largely by one-time, extraordinary election costs.

The Authority has several major expense categories:

**Payroll and Benefits** include expenditures related to salaries and stipends, payroll taxes, and health benefits of full-time staff, part-time staff, temporary staff and board members.

**Travel and Expenses** include mileage reimbursements to staff, as well as travel-related expenditures such as airfare, tolls, parking fees and public transportation to offsite partner meetings and professional conferences.

**Supplies and Consumables** include goods and supplies purchased and intended for one-time and/or limited consumption. Examples include office and kitchen supplies, postage and printing expenses. Field operations-related supplies include safety supplies, fuel, supplies for disposing of hazardous materials, vegetation management supplies, signs and fencing materials and fire management supplies.

**Outside Services** include expenditures related to professional services and consultancies rendered under contract. Services may include IT support services, legal services, human resources development services, recruiting services, design and content services, community relations and media services, resource management services, planning services and acquisition and construction-related services.

**Other Services and Expenses** capture miscellaneous fees and other expenses. Examples include business insurance, payroll processing fees, permitting fees, escrow fees and brokerage fees. The Santa Clara County's Assessor's Office collector's fee (1%) is recorded under this category.

**Equipment and Maintenance** expenses include procurement and maintenance of tools, field and shop equipment and vehicles for use in field operations and maintenance of the Authority's preserves. This category also includes expenses for computer workstations and servers, as well as recurring software subscriptions and licenses.

**Facilities and Utilities** cover all expenditures related to the operations and maintenance of the Authority's properties, including landscaping services, janitorial services, maintenance repairs and water and electricity utility bills.

**Memberships and Sponsorships** include memberships and subscriptions paid to professional organizations and associations offering workforce development and training, educational materials and certifications. Expenses also include professional sponsorships to support conservation partners and organizations in line with the Authority's mission and goals.

**Acquisitions (Fee Title and Easements)** capture the cost of acquiring fee title and conservation and agricultural easements.

**Authority Grant Programs** allocations are stated in this expense category line. The budget shown under the Measure T fund column recommends an allocation to be set aside for future grant cycles. Allocations may accumulate over several fiscal years and staff provides the Board of Directors with the total allocation balance available and may recommend how much to award in a solicitation cycle. Cash disbursements are on reimbursement basis and paid out to the grantees as the projects progress.

**Budget At A Glance**

<b>Expenditures</b>	<b>FY26/27 District 1</b>	<b>FY26/27 Reserve</b>	<b>FY26/27 Measure Q</b>	<b>FY26/27 Measure T</b>	<b>FY26/27 Grants</b>	<b>FY26/27 Budget TOTAL</b>	<b>% of Budget TOTAL</b>
<b>6000 - PAYROLL</b>	3,195,939	-	-	4,403,876	-	7,599,815	32%
<b>6100 - BENEFITS &amp; EMPLOYEE EXPENSES</b>	1,209,384	-	-	1,538,072	-	2,747,456	11%
<b>6200 - TRAVEL AND EXPENSES</b>	55,825	-		2,000	-	57,825	0%
<b>6300 - SUPPLIES AND CONSUMABLES</b>	138,950	-	33,000	464,800	21,750	658,500	3%
<b>6400 - OUTSIDE SERVICES/CONSULTANTS</b>	968,500	-	2,111,500	1,405,600	1,778,466	6,264,066	26%
<b>6500 - OTHER SERVICES AND EXPENSES</b>	1,562,897	3,119,093	37,500	653,754	100,000	5,473,244	23%
<b>6600 - EQUIPMENT AND MAINTENANCE</b>	231,380	-	-	350,500		581,880	2%
<b>6700 - FACILITIES AND UTILITIES</b>	240,693	-	-	71,600	-	312,293	1%
<b>6800 - MEMBERSHIPS AND SPONSORSHIPS</b>	108,722	-	-	1,300	-	110,022	0%
<b>6900 – ACQUISITIONS (FEE TITLE &amp; EASEMENTS)</b>	-	-	-	-		-	0%
<b>6950 – AUTHORITY GRANT PROGRAM ALLOCATION</b>	-	-	-	100,000	-	100,000	0%
<b>TOTAL EXPENSES</b>	<b>7,712,290</b>	<b>3,119,093</b>	<b>2,182,000</b>	<b>8,991,502</b>	<b>1,900,216</b>	<b>23,905,101</b>	<b>100%</b>

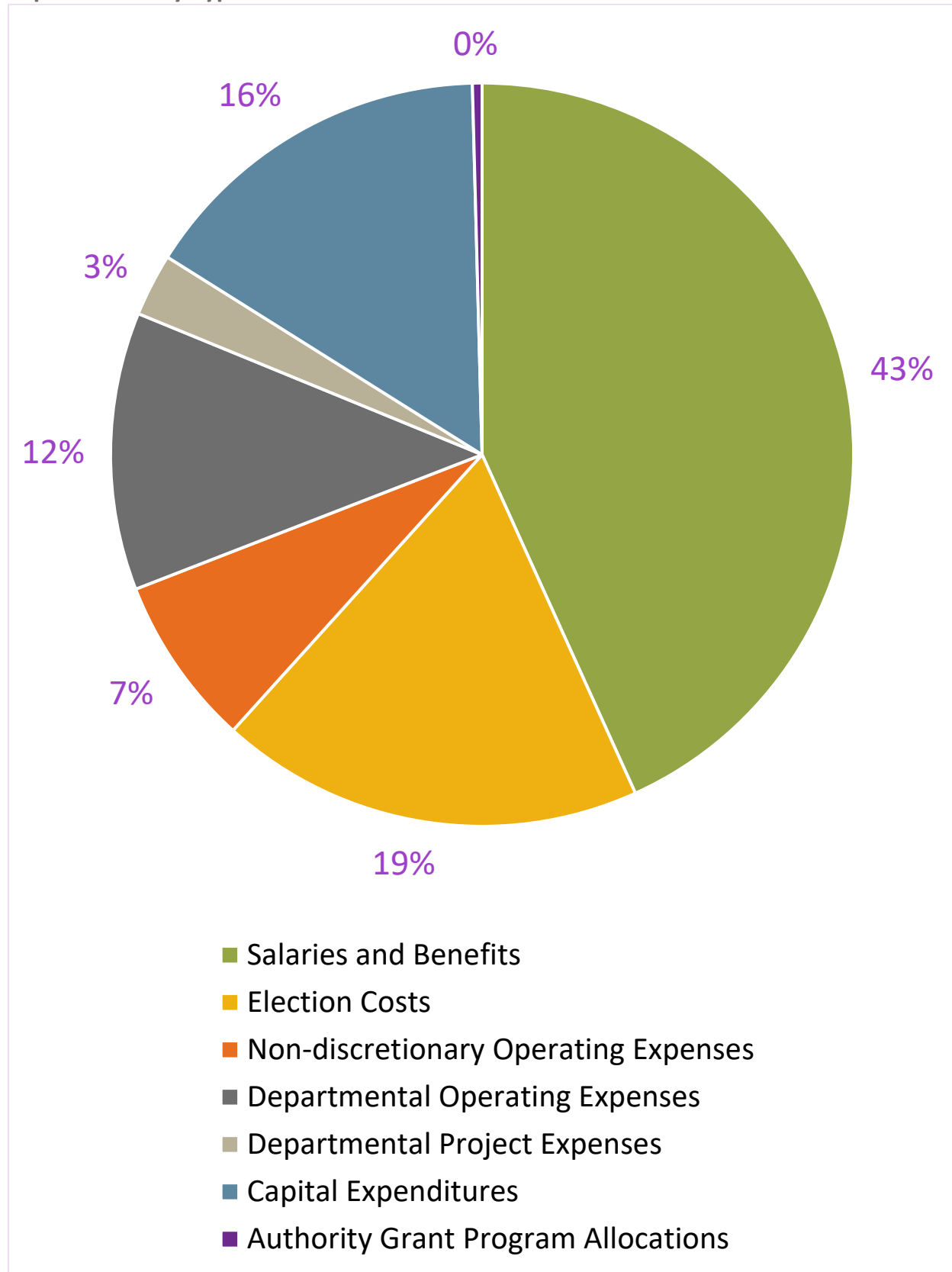
Table 5

Expenditures by Department and Fund

Expenditures	FY26/27 District 1	FY26/27 Reserve	FY26/27 Measure Q	FY26/27 Measure T	FY26/27 Grants	FY26/27 Department TOTAL
<b>Administrative Operations</b>	3,755,303	3,119,093	-	1,051,872	170,000	<b>8,096,268</b>
<b>Communications and Media</b>	644,743	-	-	245,805	-	<b>890,548</b>
<b>Conservation and Strategic Partnerships</b>	655,418	-	215,000	1,087,732	-	<b>1,958,150</b>
<b>Executive</b>	753,534	-	-	609,297	-	<b>1,362,831</b>
<b>Field Operations</b>	1,185,872	-	-	3,861,770	-	<b>5,047,642</b>
<b>Long-Range Planning</b>	150,723	-	815,500	354,069	725,000	<b>2,045,292</b>
<b>Natural Resources</b>	291,376	-	730,000	1,287,957	100,966	<b>2,410,299</b>
<b>Planning, Design and Construction</b>	245,471	-	421,500	493,000	904,250	<b>2,064,221</b>
<b>Board</b>	29,850					<b>29,850</b>
<b>TOTAL EXPENDITURES BY FUND</b>	<b>7,712,290</b>	<b>3,119,093</b>	<b>2,182,000</b>	<b>8,991,502</b>	<b>1,900,216</b>	<b>23,905,101</b>

Table 6

Expenditures by Type



## Discussion of Expenditures

### Staffing

The Authority currently has 61 regular positions and 4 paid internships in the organizational structure, including vacancies (Table 7). The recruitment of vacant positions is prioritized through a balance of staffing expense and how the role will support the efficient and effective implementation of the Authority’s priorities.

#### Regular Positions in Organizational Structure

<b>Administrative Operations</b>	Administrative Operations Manager, Clerk of the Board, Fiscal Services Officer, Deputy Clerk of the Board, IT Technician, Staff Accountant, Human Resources Coordinator, Office and Facilities Coordinator, Accounting Intern
<b>Communications and Media</b>	Public Information Manager, Multimedia Communications Specialist, Communications Coordinator, Communications Intern
<b>Conservation and Strategic Partnerships</b>	Conservation & Strategic Partnerships Manager, Community Investment Specialist, Grants Program Coordinator, Conservation Strategy Program Manager, Real Property Coordinator, Conservation Policy Specialist, Policy Intern
<b>Executive Leadership</b>	General Manager, Assistant General Manager (2), Executive Assistant
<b>Field Operations</b>	Field Operations Manager, Supervising Open Space Technician (2), Equipment Mechanic Operator, Lead Open Space Technician (4), Open Space Technicians II (3), Open Space Technician I (4), Open Space Aide (9), Volunteer Program Administrator, Volunteer Program Coordinator, Educational Program Administrator, Educational Program Coordinator
<b>Long-Range Planning</b>	Long-Range Planning Manager, Senior Open Space Planner, Planning Intern
<b>Natural Resources</b>	Natural Resources Manager, Resource Management Program Manager, Resource Management Specialist (2), Natural Resources Technician II
<b>Planning, Design and Construction</b>	Planning, Design & Construction Manager, Senior Open Space Planner, Associate Open Space Planner, GIS Administrator, GIS Technician

Table 7

Balancing fiscal responsibility with mission delivery, the Authority will not be adding regular new staff positions in FY 2026/2027 but will add one (1) new seasonal employment opportunity for a Natural Resources Technician. The Authority will host three paid interns in FY 2026/2027 focused on Policy, Planning and Communications; this is a reduction of one internship from the previous budget.

There are two positions recommended for promotion or reclassification throughout FY 2026/2027 to better align programmatic and department functions with current operational needs of the Authority.

- An Open Space Technician I is recommended to be promoted to Open Space Technician II recognizing their professional growth and expand the teams capacity to lead projects in the field.
- The Grant Program Coordinator is recommended to be promoted to the new classification of External Funding Specialist which allows for deeper engagement with external funding partners and more leadership on the Authority's strategies for grant opportunities.

The Authority will continue to strategically delay the backfilling of the Deputy Clerk of the Board, Senior Open Space Planner and an Open Space Technician II position for FY 2026/2027. These continued vacancies have been taken into account when planning projects reflected on the Authority's Work Plan and in programmatic initiatives.

**The budget reflects the addition of no new paid positions for FY 2026/2027.**

### Benefits

A competitive benefits package is provided to employees of the Open Space Authority. The package includes participation in the California Public Employees Retirement System (CalPERS), medical, dental, vision, Employee Assistance Program, \$25,000 life insurance and \$600 per year tuition reimbursement. In FY 2026/2027 the benefits package is approximately 36% of salary. Together, salaries and benefits are 43% of total expenditures for the year.

### Cost of Living Adjustment

The Open Space Authority uses a salary range pay plan ([Appendix B](#)) that associates salary ranges to positions. Cost of living adjustments are applied to the Salary Range Chart and translated to the Position Pay Plan. Cost of living adjustments for the year are typically recommended based on the March report of the Consumer Price Index for San Francisco-Oakland-San José for the period ending in February.

**A cost of living adjustment of 2.5% is recommended for FY 2026/2027, to be effective July 6, 2026.**

### Board and Committee Expenses

Board stipends, meeting expenses and Board and committee member training are expected to be \$29,850 for FY 2026/2027.

### Election Expenses

Elections for District Board members occur in November of every even year. Board members serve four-year terms and elections are staggered amongst the seven board members. Seats for Districts 1, 3 and 4 occur in one election cycle. Districts 2, 5, 6 and 7 occur in the following election cycle. The County of Santa Clara Registrar of Voters oversees the election.

For FY 2026/2027, the Authority has budgeted \$1,294,817 for the four (4) seats with terms expiring in 2026.

At the February 26, 2026 publicly-held meeting of the Board of Directors, the Board received the County Registrar of Voters' certification of sufficiency for the Santa Clara Valley Wildlife Protection, Clean Water, and Open Space Act, a voter-sponsored Initiative, and approved placing the initiative on the June 2, 2026 ballot. The Authority estimates the cost of placing the initiative on the ballot will be \$3,119,093.

### Administrative Allowance Using Measure T Funds

The Measure T Expenditure Plan (Plan) allows parcel tax revenue generated and disbursed to the Authority to be used for administrative expenses as the Board determines are reasonable and necessary through its annual budget process.

As written, the Plan considers expenses not directly attributed to projects and programs eligible for Measure T funding to be considered administrative expenses. However, while some non-project expenses are administrative in nature, a significant portion represents indirect costs that are critical to sustaining program operations and enabling delivery of our projects and initiatives.

Such indirect costs associated with program implementation support to be charged to Measure T may include but are not limited to grant preparation services, agencywide facility maintenance, computer software fees such as ArcGIS and Wizehive (Urban Grant Program grant management software), computer equipment for field staff, general communications materials about the agency's preserves and work and website administration for public outreach and communications.

Expenses may also include staff time incurred for managing the Urban Grant Program, maintaining Authority vehicles, tools, and supply inventories to safely and effectively manage the preserves, and researching grant opportunities to fund new and current projects.

A small portion of the Measure T administrative allowance is utilized to cover administration and governance-related costs such as legal services, electricity and other utilities, business insurance, fees and taxes, general office supplies and printing and courier expenses. The administrative allowance also permits the agency to afford the additional staff time and expenditures needed to support the Expenditure Plan Oversight Committee activities and requests. This may include preparing and publishing additional documentation per the committee's requests, recruitment costs and preparing committee reports. A portion of staff time preparing board meeting packets as well as staff time preparing and publishing the Annual Measure T Status Report are also included in the administration and governance costs.

The Authority plans to use Measure T revenues to afford a portion of the agency's total administrative expenses, as permitted under the Measure T Expenditure Plan guidelines. For FY 2026/2027, the Authority intends to utilize up to \$2,000,000 of Measure T revenues to partially fund the agency's program implementation support and governance costs. Administrative expenses exceeding the approved allowance amount will be offset by other funding sources.



## Non-Discretionary Operational Expenses

Non-discretionary operational expenses include expenditures incurred due to governance requirements, regulatory reporting, workplace compliance and in general support of running day-to-day Authority operations.

### *Supplies and Equipment*

Allowances are typically budgeted for general office supplies, copy room printing and supplies, postage, general field consumables such as fuel and health and safety supplies and computer software and equipment to provide staff with the tools to deliver on the Authority’s projects and program initiatives.

### *Occupancy and Utilities*

Staff has budgeted for facilities and maintenance expenses including alarm monitoring services, internet and phone, electricity, garbage, water, pest control, landscaping and janitorial services. As required by building codes and safety regulations, Staff has also budgeted for routine HVAC maintenance, emergency lights testing, fire sprinklers and extinguishers testing and elevator maintenance.

### *Contractual Services*

The Authority relies on the expertise of professionals for services in areas in which it is the most cost-effective to not employ a regular staff member. Contractual services include audit services for District 1, Measure Q and Measure T, office equipment leases, assessment engineering services, IT and website support services and legal services. The Authority has also budgeted for general support services for its enterprise systems like Acumatica, the Authority’s financial accounting system and Hubspot, a customer relationship management system.

### *Insurance and Fees*

Staff has budgeted for worker’s compensation and business insurance such as general liability, property and auto. Other fees typically incurred during the course of business include bank fees, payroll fees, special assessment taxes on property owned and legal notices.

### *Computer Equipment and Software*

The Authority commits a recurring annual cost for the licensing of its major enterprise systems and business software. The systems are used by staff daily and help maintain efficient workflows and support transparent reporting. Systems costing over \$1,000 annually are highlighted below:

Software	Use	Est. Annual Cost
<b>Acumatica</b>	Financial accounting system	\$48,000
<b>Office 365</b>	Business software	\$39,000
<b>Adobe</b>	Business software	\$17,500
<b>Hubspot</b>	CRM	\$15,000
<b>Submittable</b>	Grant management system	\$13,000
<b>ArcGIS</b>	Geographical information system	\$12,000
<b>DocAccess</b>	Accessible PDF Viewer	\$12,000
<b>Granicus</b>	Legislative management system	\$10,000
<b>ArchiveSocial</b>	Social media records management	\$8,000
<b>ADP WorkforceNow</b>	HR Information Systems	\$7,800
<b>NinjaRMM</b>	IT remote monitoring and management; server backup	\$7,100
<b>Monsido</b>	Accessibility compliance software	\$5,460
<b>Microsoft Azure</b>	Cloud services	\$5,000
<b>AutoCAD</b>	Computer-aided Design & Drafting Software	\$4,200
<b>GetConnected</b>	Volunteer management system	\$4,000
<b>Feature Manipulation Engine</b>	Spatial ETL platform for GIS	\$3,000
<b>Trimble SketchUp</b>	3D modeling software	\$1,000



*Photo: Coyote at Máyyan 'Ooyákma - Coyote Ridge Open Space Preserve*

Expenditure Details by Department

Expenditure Type	Admin Ops	Comms and Media	Conservation & Strategic Partnerships	Executive	Field Ops
<b>Non-discretionary Operating Expenses</b>					
Staff Costs -- Salaries and Benefits	1,538,299	537,563	1,222,485	1,170,381	3,712,872
Non-discretionary Expenses	1,592,927	62,610	16,000	3,000	25,400
Election Costs	4,413,910	-	-	-	-
<b>Other Operating Expenses</b>					
Departmental Operating Expenses	331,132	270,375	454,665	189,450	1,189,370
Departmental Project Expenses	220,000	20,000	50,000	-	-
Board	29,850	-	-	-	-
<b>Total Operating Expenses</b>	<b>8,126,118</b>	<b>890,548</b>	<b>1,743,150</b>	<b>1,362,831</b>	<b>4,927,642</b>
<b>Capital Expenditures</b>					
Land Acquisition	-	-	115,000	-	-
Capital/Structural Improvement	-	-	-	-	-
Capital Purchases	-	-	-	-	120,000
<b>Total Capital Expenditures</b>	<b>-</b>	<b>-</b>	<b>115,000</b>	<b>-</b>	<b>120,000</b>
<b>Authority Grant Programs</b>					
District 1 20% Funding Program	-	-	-	-	-
Urban Grant Program Allocation	-	-	100,000	-	-
Urban Grant Program Awards	-	-	-	-	-
<b>Total Authority Urban Grants</b>	<b>-</b>	<b>-</b>	<b>100,000</b>	<b>-</b>	<b>-</b>
<b>TOTAL ESTIMATED EXPENDITURES FOR 2026/2027</b>	<b>8,126,118</b>	<b>890,548</b>	<b>1,958,150</b>	<b>1,362,831</b>	<b>5,047,642</b>

Table 8

Expenditure Type	Long-Range Planning	Natural Resources	Planning, Design & Construction	TOTAL
<b>Non-discretionary Operating Expenses</b>				
Staff Costs -- Salaries and Benefits	494,617	1,001,183	656,971	10,334,371
Non-discretionary Expenses	3,000	9,000	30,250	1,742,187
Election Costs	-	-	-	4,413,910
<b>Other Operating Expenses</b>				
Departmental Operating Expenses	7,675	420,150	26,250	2,889,067
Departmental Project Expenses	150,000	187,000	25,000	652,000
Board	-	-	-	29,850
<b>Total Operating Expenses</b>	<b>655,292</b>	<b>1,617,333</b>	<b>738,471</b>	<b>20,061,385</b>
<b>Capital Expenditures</b>				
Land Acquisition	-	-	-	115,000
Capital/Structural Improvement	1,390,000	792,966	1,325,750	3,508,716
Capital Purchases	-	-	-	120,000
<b>Total Capital Expenditures</b>	<b>1,390,000</b>	<b>792,966</b>	<b>1,325,750</b>	<b>3,743,716</b>
<b>Authority Grant Programs</b>				
District 1 20% Funding Program	-	-	-	-
Urban Grant Program Allocation	-	-	-	100,000
Urban Grant Program Awards	-	-	-	-
<b>Total Authority Urban Grants</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100,000</b>
<b>TOTAL ESTIMATED EXPENDITURES FOR 2026/2027</b>	<b>2,045,292</b>	<b>2,410,299</b>	<b>2,064,221</b>	<b>23,905,101</b>

### Three-Year Historical Budget Comparison

Budgeted Revenues and Income	Approved FY 2024/2025	Approved FY 2025/2026	Proposed FY 2026/2027
Revenues (District 1 and MT)	12,913,116	12,981,136	12,865,481
Income (Carryover, Grants, Urban Grant Program)	6,287,318	6,702,980	11,216,309
<b>TOTAL BUDGETED REVENUES AND INCOME</b>	<b>19,200,434</b>	<b>19,684,116</b>	<b>24,081,790</b>

Budget	Approved FY 2024/2025	Approved FY 2025/2026	Proposed FY 2026/2027
<b>Operating Budget</b>			
Staff Costs – Salaries and Benefits	9,007,809	9,822,865	10,334,371
Administrative Operations	1,946,533	2,281,648	2,144,059
Communications and Media	673,840	356,250	352,985
Conservation and Strategic Partnerships	348,300	670,595	520,665
Executive	-	-	192,450
Field Operations	1,047,975	1,297,060	1,214,770
Long-Range Planning	8,550	207,900	160,675
Natural Resources	342,210	668,000	616,150
Planning, Design, and Construction	28,995	33,550	81,500
Board	24,400	29,300	29,850
Elections	750,000	-	4,413,910
<b>Total Operating Budget</b>	<b>14,178,612</b>	<b>15,367,168</b>	<b>20,061,385</b>
<b>Capital Budget</b>			
Land Acquisition	2,310,000	367,000	115,000
Capital/Structural Improvement	2,108,372	3,160,105	3,508,716
Capital Purchases	80,000	185,000	120,000
<b>Total Capital Budget</b>	<b>4,498,372</b>	<b>3,712,105</b>	<b>3,743,716</b>
<b>Authority Grant Programs</b>			
20% Funding	-	-	-
Urban Grant Program Allocation	100,000	100,000	100,000
<b>Total Authority Grant Programs Budget</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
<b>TOTAL BUDGET</b>	<b>18,776,984</b>	<b>19,179,273</b>	<b>23,905,101</b>

Table 9

A large, leafy tree stands in a grassy field. In the foreground, there are several large, dark, moss-covered rocks. The background shows a clear blue sky and a distant horizon.

# The Work Plan

# PART 2

*Photo: Máyyan 'Ooyákma - Coyote Ridge Open Space Preserve*

## Work Plan Development Process

The Santa Clara Valley Greenprint, the Measure T Expenditure Plan and the Open Space Authority 5 Year Plan (5 Year Plan) provide guidance on goal setting and project decision making. The first document to guide the Authority was the 5 Year Plan first created in 1996. It was developed with input from the public and the Authority's CAC to serve as a guide for the Authority and inform the public of the Authority's roles, policies, and activities. In March 2014, the Board approved the Santa Clara Valley Greenprint (Valley Greenprint), a 30-year vision for conservation in Santa Clara Valley. This document was the basis for the Measure T Expenditure Plan (Expenditure Plan), the document that guides the Authority on the use of Measure T funds. The high-priority potential projects listed in the Expenditure Plan are the result of a broad public engagement process to create a shared vision for the future of the region's open space.

Major program areas identified in the Expenditure Plan and Valley Greenprint include:

- Land Protection and Conservation Initiatives
- Visitor Use, Facilities, and Capital Improvements
- Natural and Cultural Resource Management
- Community Engagement and Investments in Urban Communities

For the development of the FY 2026/2027 Work Plan, the Executive Leadership Team reviewed and approved continuing and new projects aligned with the agency's mission, priorities and a defined niche. Project managers were responsible for assessing the project's fiscal year scope, budget requirements and staff capacity. The consolidated list of proposed projects was then reviewed by the Executive Leadership Team.



## Defining Our “Niche”

During its 30th anniversary year, as the Authority celebrated past achievements and historic wins in conservation, staff also began assessing the unique role the agency plays in regional conservation and particularly in the Santa Clara Valley with the aim of prioritizing future work and sharing what makes the Authority special to the public.

The effort was not intended to redefine or revisit the Authority’s mission statement, vision or purpose. The objective was to ask Authority staff from all departments to define, refine and describe the Authority’s “Niche” to develop a concise description of the Authority’s role in conservation and to provide a set of themes or goals as to which the General Manager and Board of Directors can utilize to prioritize projects, programs, initiatives and other important business.



Projects proposed in the FY 2026/2027 Work Plan align with the role the Authority has in the valley and delivers on the goals as defined by the “Niche”.

### The Santa Clara Valley Open Space Authority’s Niche: Who We Are and What Makes Us Special

- **Connecting people to the Valley’s** natural and agricultural lands in unique, meaningful, and innovative ways
- **Wildlife connectivity** in critical ‘last chance’ landscapes like the Diablo Range, Santa Cruz Mountains, Coyote Valley and Upper Pajaro Watershed and other important natural and working lands
- **Land protection and stewardship for nature and climate** with ‘light on the land’ recreation to improve regional quality of life for all
- Promoting **equitable access** to nature and empowering community-based **educational programs** with urban grants to meet people where they are
- A nimble and creative government agency that fosters **partnerships for conservation** outcomes
- Permanent protection of and support for vital **agricultural** lands
- Innovative local **environmental policy and education** about the importance of open space
- Implementing a comprehensive approach to **nature-based solutions for climate change**

## FY 2026/2027 Annual Work Plan

The Annual Work Plan seeks: (1) to best reflect the extensive, everyday cross-functional collaboration Authority staff engages in throughout the course of their work, (2) to increase accountability and transparency with the declaration of milestones, and (3) to provide the Board and the public with the “whole” purpose of a project by aligning it to the Authority’s mission and priorities.

The Authority’s Annual Work Plan is presented by department.

### *How to Read the Annual Work Plan*

Projects are grouped by department.

While projects can be supported by a cross-functional team, each project is assigned a Department Lead.

ADM – Administrative Operations department

COM – Communications and Media department

CSP – Conservation and Strategic Partnerships department

FLD – Field Operations department

LRP – Long-Range Planning department

NRS – Natural Resources department

PDC – Planning, Design and Construction department

The Project Name is the internal name referred to by staff.

The Project Description is the summary of the project’s overall scope and deliverable.

The Fiscal Year Scope of Work column summarizes a bullet list of measurable milestones staff expects to achieve.

The Primary Source of Funding and Proposed Project Budget show which fund will primarily fund the estimated project cost for fiscal year 2026/2027. The estimated project budget does not include staff time and legal services.

Some projects will be partially or wholly offset with partner funding and/or grants and the estimated amount will be shown in the Anticipated Spend of Secured External Funding column. Net Budget for the Authority column will show the net cost to the agency after reimbursements. For some acquisitions, the estimated project budget shown may be less than the actual acquisition cost because the budget does not include any outside funding directly deposited into escrow.

New projects introduced in the Annual Work Plan are shaded in light blue.

Projects led by the Administrative Operations Department

Project Name	Project Description	Fiscal Year Scope of Work	Primary Source of Funding	PROPOSED FY 26/27 Project Budget	ANTICIPATED Spend of Secured Outside Funding	NET Budget for the Authority
FEMA Cybersecurity Upgrades	Consists of three improvements: (1) Replacement of the end of life network switches with modern switches and access points will ensure the Authority adopts best practices for business continuity and cybersecurity; (2) An enterprise password manager will enable the Authority to prohibit the use of weak security risk passwords and adopt best practices to improve the agency's cybersecurity; (3) Migrating from E3 to E5 licenses will enhance the Authority's cybersecurity by allowing administrators to create alerts, provide ongoing cybersecurity training for staff, migrate domain accounts & services to the cloud, and help manage device assets.	Post Request for Proposals seeking vendor to help implement Microsoft Suite upgrade	Outside Funding	220,000	170,000 <sup>1</sup>	50,000
		Implement Microsoft suite upgrades				
		Deploy phishing tests/training				
		Set up InTune				
33 LC: Infrastructure and Efficiency Improvements	One large project that would include new roof, new modern and efficient HVAC systems on the roof, potential installation of solar on roof, and additional electrical infrastructure to support more electric fleet vehicles.	Conduct research to scope future bid package, identify potential savings programs or grants for building efficiency.	District 1	-	-	-
		Draft RFP for architectural and engineering services to create plan and construction documents.				

<sup>1</sup> California Governor’s Office Office of Emergency Services (Cal OES) 2024 State and Local Cybersecurity Grants for Local & Tribal Governments Program

PROPOSED Budget and Annual Work Plan

Project Name	Project Description	Fiscal Year Scope of Work	Primary Source of Funding	PROPOSED FY 26/27 Project Budget	ANTICIPATED Spend of Secured Outside Funding	NET Budget for the Authority
Financial Accounting System Implementation	The Authority has utilized Acumatica for ten years now. While it has tracked procurement approvals, timekeeping, and project costs, there are still gaps in potentially integrating other accounting-related records. In addition to seeking an accounting system that will continue to do what Acumatica is providing, the agency would like to consider alternate solutions that may integrate fixed assets depreciation, payroll integration with ADP, and budget development features.	Scope out system requirements	District 1	-	-	-
		Draft RFP for publication				

Projects led by the Communications and Media Department

Project Name	Project Description	Fiscal Year Scope of Work	Primary Source of Funding	PROPOSED FY 26/27 Project Budget	ANTICIPATED Spend of Secured Outside Funding	NET Budget for the Authority
Staff Media Storage Platform	This project will evaluate and select a secure, user-friendly platform that enables staff to store, organize and share digital assets including photos and videos. The chosen solution will support efficient collaboration, reliable data storage, and provide accessible media file-sharing capabilities across the organization.	Scope project requirements	District 1	20,000	-	20,000
		Evaluate and select photo platform				
		Create file management system and procedures				
		Train staff				

Projects led by the Conservation and Strategic Partnerships Department

Project Name	Project Description	Fiscal Year Scope of Work	Primary Source of Funding	PROPOSED FY 26/27 Project Budget	ANTICIPATED Spend of Secured Outside Funding	NET Budget for the Authority
Five Wounds Trail	Authority and Santa Clara County Parks are working as funding partners for the City of San José to acquire the right of way from Valley Transportation Authority for the Five Wounds Trail. The Five Wounds Trail is a regional trail corridor in an underserved neighborhood that would connect the future Berryessa and Alum Rock BART stations to the Coyote Creek Trail network. This trail corridor has been of great interest to the neighborhood and has been a priority for the four agencies involved for many years (City of SJ, County Parks, OSA, VTA).	VTA and City execute easement for the Future 28th Street/Little Portugal Station property & VTA transfers remaining parcels between Story Road and E Santa Clara Street to City	Measure Q	-	-	-
		Finalize trail easement jointly held by Authority and County Parks				
		Execute trail easement				

PROPOSED Budget and Annual Work Plan

Project Name	Project Description	Fiscal Year Scope of Work	Primary Source of Funding	PROPOSED FY 26/27 Project Budget	ANTICIPATED Spend of Secured Outside Funding	NET Budget for the Authority
East Coyote Ridge Acquisition	Acquisition of 1,526 acres of land known as "East Coyote Ridge", adjacent to Máyyan 'Ooyákma - Coyote Ridge Open Space Preserve. The Santa Clara Valley Habitat Agency (VHA) purchased these 1,526 acres from United Technologies Corporation (UTC) in August 2020. VHA wants to transfer ownership of East Coyote Ridge to the Authority and retain a conservation easement to enroll the property into the Habitat Reserve System. The Authority worked with the VHA and others to acquire Máyyan 'Ooyákma - Coyote Ridge Open Space Preserve from UTC in 2015 through the Natural Heritage Tax Credit Program. East Coyote Ridge is contiguous to Máyyan 'Ooyákma - Coyote Ridge Open Space Preserve. It consists of primarily annual grasslands and oak woodland, which provide a buffer for the rare and endangered species on Máyyan 'Ooyákma - Coyote Ridge Open Space Preserve and allows for opportunities to expand recreation from Máyyan 'Ooyákma - Coyote Ridge Open Space Preserve into less sensitive habitats.	Execute an MOU or other agreement with VHA to establish permitted public access across the property for interim use prior to transfer	Measure Q	-	-	-
		Conduct field scouting of the site for incorporation into a future conservation easement				
		Determine strategy to provide pledged funds to VHA, either through work trade or future budget amendment				

PROPOSED Budget and Annual Work Plan

Project Name	Project Description	Fiscal Year Scope of Work	Primary Source of Funding	PROPOSED FY 26/27 Project Budget	ANTICIPATED Spend of Secured Outside Funding	NET Budget for the Authority
Tilton Ranch Acquisition	Tilton Ranch totals ~1,861 acres and spans from Coyote Valley Open Space Preserve to just north of the Morgan Hill city limits. After many years of negotiations between the former owner and the Authority in partnership with the Valley Habitat Agency, the Valley Habitat Agency purchased Tilton Ranch in October 2020. Through a funding agreement, the Authority contributed \$1,379,090, plus \$1,000,000 in grant funds from the Metropolitan Transportation Commission's Priority Conservation Area Program towards the acquisition of the main Tilton Ranch. In collaboration with Santa Clara County Parks, the Authority will be acquiring a conservation easement with public access rights from the Santa Clara Valley Habitat Agency to support the enrollment of Tilton Ranch into the Habitat Reserve System and provide for future public access.	Complete review of draft Conservation Easement by Wildlife Agencies	Measure Q	20,000	-	20,000
		Finalize conservation easement boundaries and exclusion areas				
		Execute and record Conservation Easement from Habitat Agency to the Authority				
Coyote Valley Acquisitions	Transfer of approximately 1,500 acres of Coyote Valley properties from Peninsula Open Space Trust to the Authority funded through grants from the California Natural Resources Agency, California Department of Parks and Recreation, and Wildlife Conservation Board	Receive Proposition 4 funding allocation (existing and requested in the June 2026 state budget) and determine properties to transfer based on amount allocated	Measure Q	80,000	-	80,000
		Submit applications for Proposition 4 funds				
		Obtain appraisal for review by state Department of General Services				
		Draft agreements and other documents required for transferring properties and obtain board approval				
		Close escrow on property transfer				

PROPOSED Budget and Annual Work Plan

Project Name	Project Description	Fiscal Year Scope of Work	Primary Source of Funding	PROPOSED FY 26/27 Project Budget	ANTICIPATED Spend of Secured Outside Funding	NET Budget for the Authority
Acquisition Strategic Plan	Develop updated criteria for evaluating land acquisitions and use these criteria to identify key lands for the Authority to acquire in fee or conservation easement to meet the Authority's goals, including identifying regional conservation priorities in which the Authority may play a unique role and key parcels necessary to support conservation, operational, and public access needs of the Authority's existing preserves.	Collect feedback from departments on preserves	Measure T	50,000	-	50,000
		Synthesize feedback in map and/or memorandum				
Coyote Ridge 44-acre Acquisition	Acquisition of 44 acres on Coyote Ridge from Habitat Agency and enrollment of those acres into the Habitat Reserve System	Get Wildlife Agency approval of inclusion of properties into existing Máyyan 'Ooyákma – Coyote Ridge conservation easement	Measure Q	15,000	-	15,000
		Draft transfer agreement				
		Conduct due diligence				
		Complete transfer				
412-acre Agricultural Conservation Easement	Acquisition of 412-acre Agricultural Conservation Easement located just north of Gilroy.	Draft Agricultural Conservation Easement	Outside Funding	-	-	-
		Complete property and building envelope surveys and draft exhibits				
		Obtain appraisal for review by state Department of General Services				
		Complete baseline documentation report				
		Complete purchase agreement and other documents for agricultural conservation easement				
		Obtain final approvals from Department of Conservation, Authority Board, and County Board of Supervisors to release funds				
		Close escrow				
		Complete post-transaction grant reporting				

Projects led by the Field Operations Department

Project Name	Project Description	Fiscal Year Scope of Work	Primary Source of Funding	PROPOSED FY 26/27 Project Budget	ANTICIPATED Spend of Secured Outside Funding	NET Budget for the Authority
Asset Management and Maintenance Software	The purpose of this project is to research, procure, and implement an asset management software to assist with maintaining public access facility work orders, tracking preventative maintenance schedules, managing inventory and capital assets, documenting safety concerns and guidelines, and increasing communication between office and field staff.	Reconvene stakeholders to discuss project scope, system requirements, and confirm project team members and responsibilities	Measure T	-	-	-
		Research similar agencies that have deployed an asset management system				
		Research vendors to determine capabilities of software to meet our needs in preparation of developing a Request for Proposals (RFP)				
		Release RFP				

Projects led by the Long-Range Planning Department

Project Name	Project Description	Fiscal Year Scope of Work	Primary Source of Funding	PROPOSED FY 26/27 Project Budget	ANTICIPATED Spend of Secured Outside Funding	NET Budget for the Authority
Coyote Valley Conservation Areas Master Plan	A master vision plan for Authority and partner-owned conservation lands in Coyote Valley as implementation to the 2017 Coyote Valley Landscape Linkage Report. The plan will set forth landscape scale strategies and site-specific implementation actions for integrating multi-benefit values and features with the goal of long-term conservation and ecological restoration.	Complete draft preferred conceptual alternative site plans and vet and refine them with partners and technical advisors	Measure Q	1,390,000	625,000 <sup>2</sup>	765,000
		Finalize preferred conceptual alternative site plans and associated visualizations and release them to the public for review.				
		Conduct public outreach in association with release of preferred conceptual alternative.				
		Determine scope of phase one implementation project(s) to proceed through 30% construction documentation				
		Complete permitting memo(s) and required surveys to initiate 30% construction documentation of phase one implementation project(s)				
		Begin 30% construction documentation				
		Begin preparation of master plan document				
		Begin preparation of project description for environmental review				
		Procure environmental review consultant team and initiate environmental review process				
Tilton Ranch Master Planning	Determine preferred scope of work and phasing for master planning of Tilton Ranch to include house and buildings, natural resources, and public access improvements.	Continue conversations with stakeholders to inform future planning of Tilton 60 property	Measure Q	-	-	-

<sup>2</sup> California State Coastal Conservancy Local Assistance Program

Project Name	Project Description	Fiscal Year Scope of Work	Primary Source of Funding	PROPOSED FY 26/27 Project Budget	ANTICIPATED Spend of Secured Outside Funding	NET Budget for the Authority
Coyote-Monterey Road Streetscape and Safety Study	This project is a partnership with the City of San José to create a streetscape plan focused on placemaking, traffic and wildlife safety measures, and mobility along Monterey Road in Coyote Valley. The intention of the study is to complement in-progress projects in the vicinity, namely the Authority-led Coyote Valley Conservation Areas Master Plan, the City-led Coyote Valley Corridor Study, and POST-led wildlife crossing studies. The Monterey Road Design & Safety Study will fill a gap in the scope of those other projects by creating conceptual design plans for improvements to Monterey Road itself. The Authority's budget contribution will be matched by the City of San José.	Initiate creation of conceptual design alternatives for changes to the right of way	Outside Funding	150,000	100,000 <sup>3</sup>	50,000
		Conduct stakeholder engagement associated with development of conceptual corridor plan				
		Develop preferred conceptual design plan and report				
		Conduct stakeholder engagement associated with development of preferred conceptual corridor plan				
		Develop final conceptual corridor plan				

<sup>3</sup> City of San José

Projects led by the Natural Resources Department

Project Name	Project Description	Fiscal Year Scope of Work	Primary Source of Funding	PROPOSED FY 26/27 Project Budget	ANTICIPATED Spend of Secured Outside Funding	NET Budget for the Authority
Fuels Management Plan	Develop a wildlands fuel management policy and plan that will define fuel management goals and objectives, identify and prioritize fuel reduction treatments, and describe methods that reduce wildfire risk and achieve natural resource goals across Authority lands. Assess, prioritize, permit, seek funding for, and implement fuels management actions that improve safety and protect ecosystems.	Finalize list of priority treatment areas	Measure T	85,000	-	85,000
		Estimate costs and staffing needs				
		Develop an environmental process				
Blair Ranch Pond Habitat Enhancement	Enhance and restore at-risk breeding pond habitats to protect California red-legged frogs and enhance climate resiliency at Rancho Cañada del Oro Open Space Preserve	Conduct minimum quarterly site visits for monitoring and maintenance of constructed features (plants, irrigation, erosion control, fencing, turtle ramps, pond berms/outfalls, and staff gages).	Outside Funding	37,966	22,966 <sup>4</sup>	15,000
		Coordinate with Field team to repair Pond 1 and Pond 10 access roads.				
		Implement ecological monitoring as required by permits (5-year period beginning January 2026).				
		Submit annual monitoring report to SF Bay Regional Water Board and Valley Habitat Agency (by April 30).				
		Design an interpretive sign to be placed at Pond 7.				

<sup>4</sup> Santa Clara Valley Water District 2020 Safe, Clean Water Priority D3 Grant Program

PROPOSED Budget and Annual Work Plan

Project Name	Project Description	Fiscal Year Scope of Work	Primary Source of Funding	PROPOSED FY 26/27 Project Budget	ANTICIPATED Spend of Secured Outside Funding	NET Budget for the Authority
Pajaro River Riparian Enhancement	Restore stream habitat by reshaping stream bank, removing invasive species, and planting climate-smart riparian species along .75-mile of the Pajaro River on the Pajaro River Agricultural Preserve South Property to benefit wildlife habitat and water quality. Partner with Point Blue Conservation Science’s Students and Teachers Restoring a Watershed (STRAW) program to provide outdoor environmental education opportunities for school kids. Transfer conservation easement to Habitat Agency over restored area for enrollment in HCP.	Finalize the conservation easement with Valley Habitat Agency	Measure Q	10,000	-	10,000
Spreckels Wetland Enhancement Project	The goal of the Spreckles Wetland Cleanup and Enhancement Project is to enhance habitat within Spreckles Wetland through the removal of trash, debris and invasive plant species; to enhance habitat through modification of the culvert to allow for water to spread out more extensively and increase the size of, and variability in water depth within, the wetland; and to monitor the results of these enhancements on native flora and fauna.	Remove debris piles and contaminated soil	Measure Q	30,000	-	30,000
		Complete second half of third and final year of post-construction monitoring				

PROPOSED Budget and Annual Work Plan

Project Name	Project Description	Fiscal Year Scope of Work	Primary Source of Funding	PROPOSED FY 26/27 Project Budget	ANTICIPATED Spend of Secured Outside Funding	NET Budget for the Authority
Fisher Creek Riparian Habitat Restoration (BEF-funded)	This project protects and restores a half-mile section of Fisher's Creek at Palm Ave. A fence has been installed around the degraded half-mile section of Fisher Creek to exclude cattle from both sides of the creek. This creates a 50-foot wide protected riparian zone on each side of the creek. A key cattle crossing location allows access to grazing on both sides of the property. In addition to relying on natural recruitment to revegetate the riparian zone, acorn and willow cuttings have been planted along the creek to enhance the vegetation, create live-in and move through habitat along the creek, and further protect water quality from runoff. The project is in the maintenance, monitoring, and removal of invasive species phase.	Complete maintenance and monitoring	Outside Funding	20,000	20,000 <sup>5</sup>	-
Monarch Restoration	The Authority, POST, Point Blue, and Go Native, Inc. will partner with the local community to create critical habitat for Western Monarch Butterflies and other pollinators. In order to develop a successful project design, this partnership will consult with the Xerces Society, a non-profit that specializes in the conservation of invertebrates and their habitats. Further, this partnership and project will compile educational resources and information to create videos for pollinator awareness in Coyote Valley.	Complete maintenance and monitoring	Measure T	5,000	-	5,000

<sup>5</sup> Bonneville Environmental Foundation

PROPOSED Budget and Annual Work Plan

Project Name	Project Description	Fiscal Year Scope of Work	Primary Source of Funding	PROPOSED FY 26/27 Project Budget	ANTICIPATED Spend of Secured Outside Funding	NET Budget for the Authority
Fisher Creek Riparian Habitat Restoration Phase II (NFWF-funded)	The Authority, in partnership with Peninsula Open Space Trust (POST), Point Blue Conservation Science (Pt. Blue), and Go Native, began restoring habitat within a 50-foot corridor along 3,100 feet of Fisher Creek, on the Fisher's Bend property. Fisher's Bend is a 62-acre site dominated by hay production. Fisher Creek runs along the edge of the property for approximately 3,100 feet. This project, Phase II, will build on the success of Phase I and target two additional locations along the bank for restoration. Invasive plant removal and site preparation has been completed and will be planting of 800 native plants has begun. Planting will be completed over two years, followed by maintenance and monitoring.	Continue maintenance of site infrastructure and monitor plant survivorship	Outside Funding	20,000	20,000 <sup>6</sup>	-
		Conduct weed maintenance				
		Submit grant report				

<sup>6</sup> National Fish and Wildlife Foundation’s Environmental Fund for Habitat and Incident-Specific Projects

PROPOSED Budget and Annual Work Plan

Project Name	Project Description	Fiscal Year Scope of Work	Primary Source of Funding	PROPOSED FY 26/27 Project Budget	ANTICIPATED Spend of Secured Outside Funding	NET Budget for the Authority
Llagas Creek and Pajaro River Confluence Restoration Project	The Project will plan and design an implementation project to enhance habitat along the Pajaro River at its confluence with Llagas Creek. The Project is led and funded by the Valley Habitat Agency, in close partnership with the Authority and with support from other regional partners such as Valley Water. The goals of the Project are to plan, permit, and design a restoration project that will (1) expand upon previous efforts in improving aquatic habitat and water quality along the Pajaro River, (2) create up to 30 acres of floodplain and riparian wetland habitat, (3) maintain floodplain-compatible and regionally valuable agricultural land uses; (4) engage partners and the community in restoration; and (5) contribute to downstream water quality improvement and flood risk reduction.	Review 35% and 65% Construction Designs	Measure Q	15,000	-	15,000
		Support Habitat Agency in securing necessary environmental permits for the project				
		Perform pre-construction invasive plant control in the project area				
		Pursue grants in partnership with VHA to support construction work in 2027				

PROPOSED Budget and Annual Work Plan

Project Name	Project Description	Fiscal Year Scope of Work	Primary Source of Funding	PROPOSED FY 26/27 Project Budget	ANTICIPATED Spend of Secured Outside Funding	NET Budget for the Authority
Farm Program Vision	Develop a guidance document that informs the Authority's agricultural mission and how we implement our agricultural work. Integrate internal and external stakeholders' feedback to help define the Authority's role in how it protects agricultural lands and supports sustainable agriculture in the region. The plan will also identify collaborators and partners in the region, and begin to describe potential activities, initiatives, and projects that can be implemented to support the economic viability and ecological sustainability of agricultural producers in our jurisdiction.	Identify collaborators in the region	Measure T	20,000	-	20,000
		Define the focus of the Authority's agricultural work				
		Publish the written Farm Program Vision				
Native Plant Nursery	Study the feasibility of starting a Native Plant Nursery to service Authority restoration projects, including the Coyote Valley Conservation Area Master Plan restoration projects, the potential funding sources for implementation, and regional partnership opportunities. Assess the interest of local tribes to partner on the cultivation of culturally significant plants, and local agricultural producers on the cultivation of plant starts to support row crop production in the region.	Complete feasibility assessment of native plant nursery for CVCAMP and other needs	Measure Q	35,000	-	35,000

PROPOSED Budget and Annual Work Plan

Project Name	Project Description	Fiscal Year Scope of Work	Primary Source of Funding	PROPOSED FY 26/27 Project Budget	ANTICIPATED Spend of Secured Outside Funding	NET Budget for the Authority
<p>CVCAMP Steppingstone - North Laguna Seca Enhancement</p>	<p>This pilot project will enhance wetland habitat and restore natural hydrology in North Laguna Seca by remediating human-made modifications. The project will conduct planning/analysis work and implement actions that are compatible with the broader CVCAMP vision for habitat restoration and water resources. The project will build momentum and help answer key questions for CVCAMP through a phased series of actions which may increase in size and complexity over time. In FY 24-25, underground tile drains from the early 1900's reclamation era were investigated, and two beaver dam analogs (BDAs) were constructed in the central drainage canal to encourage ponding and habitat complexity. In FY 26-27, the Authority and its consultants will explore options to modify the artificial dam separating North and South Laguna Seca.</p>	<p>Explore design options and conduct analyses for Phase II implementation (dam modification)</p>	<p>Measure Q</p>	<p>145,000</p>	<p>-</p>	<p>145,000</p>
		<p>Create conceptual designs for a preferred option for Phase II implementation (dam modification)</p>				
		<p>Conduct monthly monitoring visits for Phase I implementation (BDAs, tile drains)</p>				
		<p>Create annual monitoring report for Phase I implementation (BDAs, tile drains)</p>				

PROPOSED Budget and Annual Work Plan

Project Name	Project Description	Fiscal Year Scope of Work	Primary Source of Funding	PROPOSED FY 26/27 Project Budget	ANTICIPATED Spend of Secured Outside Funding	NET Budget for the Authority
<p>Máyyan 'Ooyákma - Coyote Ridge Native Plant Gateway Restoration</p>	<p>The opening of Máyyan 'Ooyákma - Coyote Ridge as the Authority's newest preserve presents a unique opportunity to restore native plant presence at the newly constructed staging area, where visitors will be able to appreciate and learn about the diverse species found there. This project will include tending native plant seedlings at the main shade structures, seeding the bare soil along the path heading to the Máayan Wáayi trail, and removal of non-native grasses followed by native grass re-seeding in the parking area islands. This project will also include the creation and placement of plant identification placards at select representatives of native plants behind the main shade structure, which will be able to be moved and adjusted each year when plants reemerge.</p>	<p>Monitor and tend seedlings at trailside, parking island, and shade structure seeding sites</p>	<p>Measure Q</p>	<p>10,000</p>	<p>-</p>	<p>10,000</p>
		<p>Remove invasive plants</p>				
		<p>Broadcast native seeds at trailside seeding site</p>				

PROPOSED Budget and Annual Work Plan

Project Name	Project Description	Fiscal Year Scope of Work	Primary Source of Funding	PROPOSED FY 26/27 Project Budget	ANTICIPATED Spend of Secured Outside Funding	NET Budget for the Authority
Food Hub Feasibility	The goal of this project is to help support the development of a regional food hub in Santa Clara County. There are many stakeholders and partners in the region who are currently investigating and planning to start up a regional food hub to support and activate small farmers by providing key infrastructure for post-harvest and aggregation that is critical to accessing diverse markets in the region. As the Authority continues to build out how we support agriculture in the region, this funding could help make agriculture economically viable for small farmers by partnering with other organizations and stakeholders to make a food hub in our region a reality.	Identify partners in the region	Measure T	25,000	-	25,000
		Identify needs and potential supports				
		Connect food hub partners to supporters				
Tulare Meadows Restoration Steppingstone	This project is an early-implementation action for Tulare Meadows focused on establishing native oak trees on the property and developing interim spaces for public education/ interpretation of the in-progress restoration in advance of more permanent improvements proposed via CVCAMP.	Design a restoration strategy for 50-100 acres of Tulare Meadows, including fencing, water, and integrated pest management.	Measure Q	90,000	-	90,000
		Coordinate with tenant and adjust lease as needed				
		Integrate with Nature Investment Framework				

PROPOSED Budget and Annual Work Plan

Project Name	Project Description	Fiscal Year Scope of Work	Primary Source of Funding	PROPOSED FY 26/27 Project Budget	ANTICIPATED Spend of Secured Outside Funding	NET Budget for the Authority
Tulare Meadows Groundwater Sustainability Study	Complete the Groundwater Sustainability Study as required by the Conservation Easement on Tulare Meadows in partnership with POST and the City of San José	Complete the groundwater study	Measure T	57,000	38,000 <sup>7</sup>	19,000
CVCAMP Steppingstone - Bailey Wetland Enhancement	The Project will enhance a small seasonal wetland area in South Laguna Seca immediately north of Bailey Avenue. The Project will be compatible with future, larger-scale restoration efforts now in planning through the Coyote Valley Conservation Areas Master Plan (CVCAMP). Deepening of the wetland and possibly other minor grading modifications will enhance breeding habitat for California tiger salamander and other aquatic species. The project may also use native plant seeding, container planting and/or fencing to increase plant diversity. Implementation is planned for Fall 2027.	Conduct field studies and background analyses to support design and permitting	Measure Q	100,000	-	100,000
		Create conceptual design drawing/plan				
		Create 30% design drawing/plan				
		Secure necessary environmental permits				
		Develop mitigation and monitoring plan				
		Submit plant and/or seed order				
Abandoned Well Decommissioning	Abandon ~10 wells in Coyote Valley to comply with State groundwater protection laws and Valley Water requirements	Create Request for Bids	Measure Q	250,000	-	250,000
		Decommission wells				

<sup>7</sup> City of San José and Peninsula Open Space Trust

PROPOSED Budget and Annual Work Plan

Project Name	Project Description	Fiscal Year Scope of Work	Primary Source of Funding	PROPOSED FY 26/27 Project Budget	ANTICIPATED Spend of Secured Outside Funding	NET Budget for the Authority
Shapell Well Assessment and Repairs	To assess the existing well at the Shapell parcel on the northeast corner of Santa Teresa Blvd and Scheller Ave, in order to determine its status and what would be needed to return it to a fully functioning state. This is being done in order to improve the current and future agricultural viability of the farmland and farm operations at this parcel. We will also repair the well if repairs are deemed necessary and within the scope of this project budget.	Complete a well assessment	Measure Q	25,000	-	25,000
		Determine what immediate repairs are feasible, and what ongoing maintenance is required				
		Carry out repairs and maintenance to return well to operational status				

Projects led by the Planning, Design and Construction Department

Project Name	Project Description	Fiscal Year Scope of Work	Primary Source of Funding	PROPOSED FY 26/27 Project Budget	ANTICIPATED Spend of Secured Outside Funding	NET Budget for the Authority
Coyote Valley Open Space Preserve Public Access Improvements	Planning, design, permitting, and construction of public access improvements at Coyote Valley Open Space Preserve. This project will include providing accessible use areas, and connecting the parking lot, trailhead and interpretive seating and use areas via the Heart’s Delight Trail. This will include a new shaded central gathering area at the preserve entrance with accessible signage, including preserve information and interpretation, as well as seating.	Initiate project construction	Outside Funding	960,750	654,250 <sup>8,9</sup>	306,500
		Fabricate and install interpretive design and features				
		Complete final inspections and approvals				
		Close out project				

<sup>8</sup> Santa Clara Valley Water District Safe, Clean Water Project D3 Trails Grant

<sup>9</sup> U.S. Department of Housing and Urban Development’s Economic Development Initiative, Community Project Funding, and Miscellaneous Grants

Project Name	Project Description	Fiscal Year Scope of Work	Primary Source of Funding	PROPOSED FY 26/27 Project Budget	ANTICIPATED Spend of Secured Outside Funding	NET Budget for the Authority
Authority Atlas	Develop an internal web mapping application that displays the Authority's available geospatial data. Including: OSA protected lands, physical assets (amenities, infrastructure, utilities, roads, trails), natural resources (rare and invasive species), parcels, regional boundaries (cities, emergency services jurisdictions), regional trail networks. Design a framework for maintaining spatial data locations and attributes. Making this data available to staff will offer a common operating picture of our protected lands and assets, cut down on data requests to GIS Specialist, and consolidate disparate out-of-date maps. Staff can use the map on iOS and Android mobile devices, including offline. Additionally, conducting the Authority's asset inventory in GIS software will prepare for the Maintenance Management System integration, in which staff create work orders against inventoried assets.	Ground-truth built infrastructure	Measure T	-	-	-
		Design framework for future data maintenance				
		Develop additional interactive web mapping applications and dashboards				
		Provide staff training sessions on web and mobile usage. Develop training materials. Collect enhancement requests, roll over all enhancement requests to GIS programmatic work.				
Rancho Cañada del Oro Open Space Preserve Regional Trail Planning	Planning and construction for expansion of multi-use access and regional trail connections to the southern portion of Rancho Cañada del Oro Open Space Preserve, including an area formerly known as Blair Ranch.  <a href="https://www.openspaceauthority.org/rancho-canada-del-oro-regional-trail-planning">https://www.openspaceauthority.org/rancho-canada-del-oro-regional-trail-planning</a>	Complete CEQA environmental documentation	Outside Funding	250,000	250,000 <sup>10</sup>	-
		Complete construction documents				
		Complete permitting				
		Begin trailbuilding				

<sup>10</sup> Metropolitan Transportation Commission's Priority Conservation Area Grant

PROPOSED Budget and Annual Work Plan

Project Name	Project Description	Fiscal Year Scope of Work	Primary Source of Funding	PROPOSED FY 26/27 Project Budget	ANTICIPATED Spend of Secured Outside Funding	NET Budget for the Authority
El Toro Public Access	In partnership with the City of Morgan Hill, the Authority will plan and develop trails and other amenities to provide public access to El Toro Peak. The project will include a robust public outreach process following initial feasibility studies, as well as partnership, access, and operations agreements. Subsequent phases of the project will include concept design, environmental review, construction documentation, and construction.	Coordinate with City of Morgan Hill preferred location for staging area	Measure T	-	-	-
		Establish roles and responsibilities and timing for future public planning process				
		Conduct preliminary analysis of potential trail routes to identify priority acquisitions or trail rights for further study through planning process				
		Identify potential funding sources for planning and construction (submit for planning grants if ready)				
		Develop scope of work and timeline for future planning process				
Máyyan 'Ooyákma – Coyote Ridge Open Space Preserve Southern Regional Trail Expansion	Secure permanent public access trail rights connecting Máyyan 'Ooyákma – Coyote Ridge Open Space Preserve to properties to the south to allow for a future regional trail connection to Coyote Creek Parkway County Park.	Secure trail access rights through Valley Transportation Agency property	Measure Q	15,000	-	15,000
		Secure trail access rights through Valley Water property				
		Coordinate with County of Santa Clara Parks on planning for Countywide Regional Trail alignment and connection to Coyote Creek Parkway				

PROPOSED Budget and Annual Work Plan

Project Name	Project Description	Fiscal Year Scope of Work	Primary Source of Funding	PROPOSED FY 26/27 Project Budget	ANTICIPATED Spend of Secured Outside Funding	NET Budget for the Authority
Connecting People to Nature through Art	This project will explore how temporary public art can provide new and creative ways to engage the community, enhance experiences in our preserves, and complement multi-year capital projects. This fiscal year, the focus will be on planning and feasibility studies; identifying a pilot project—such as a site-specific art installation, mobile engagement hub, or mural; building partnerships; gathering agency-wide input; and selecting an artist. The following year will focus on concept development, permitting, installation, and evaluating the overall impact.	Conduct staff working group to assess opportunities	Measure Q		-	-
		Engage Board of Directors and CAC in scoping process				
		Initiate conversations with stakeholders and partners				
		Develop RFP for a consultant to support program and/or solicit artists				
		Identify potential external funding sources				
GIS File Storage Assessment	The GIS Program relies on shared file storage location to save geographic data, store project files, and perform analysis. The Program has tried multiple file storage options over the last 10 years. An outside assessment of the best available options will help the IT Program select a long-term file storage solution to support GIS. Future phases of this project would include acquisition and implementation of recommendations.	Scope needs	Measure T	25,000	-	25,000
		Secure consultant				
		Receive recommendations				

PROPOSED Budget and Annual Work Plan

Project Name	Project Description	Fiscal Year Scope of Work	Primary Source of Funding	PROPOSED FY 26/27 Project Budget	ANTICIPATED Spend of Secured Outside Funding	NET Budget for the Authority
Trail Map Redesign	Trail maps greet visitors on our preserves at the entrance kiosk, in printed map brochures, and in digital formats on our website. They are a critical communication device to keep visitors safe on our trails. The existing trail maps do not meet new ADA requirements for visual accessibility. The new maps will use a design language that emphasizes public safety, and shares cartographic styles (line types, colors, categories) of our neighboring land management agencies to create continuity with adjacent preserve maps. The backside of the brochure displaying visitor information will also be redesigned for accessibility and receiving content updates. Learnings on map visual accessibility will be translated into other agency-wide map templates. This is an opportunity to design a solution with leaders in the Field department and key user communities through a user-centered design process.	Assess trail map needs among agency	Measure T	100,000	-	100,000
		Develop RFP				
		Design maps with consultant				
		Distribute new resources to preserves, website, and Avenza				

# Department Programs



In addition to projects, each department engages in daily programmatic responsibilities in service of the Authority's mission.

This section identifies each of the Authority's departments, their core functions and list of programs and summaries of the responsibilities within each program area.

## Administrative Operations

The Administrative Operations Department (ADM) is responsible for the management and oversight of necessary operational services for the optimal functioning of the agency. The department takes a leadership role in achieving organization-wide operational efficiencies through cross-departmental collaboration and continuous improvement, ensuring stability and sustainability for the agency.

### Human Resources

The Human Resources (HR) Program cultivates high performing teams across the agency, fostering a collaborative and supportive workplace. The HR Program includes developing and maintaining an intentional culture to promote collaboration, respect, integrity, and accountability. Key focuses of the HR Program include:

- The Authority's work to prioritize the principles of Justice, Equity, Diversity, Inclusion and Access.
- Workforce and organization development, intentionally focusing on developing skills, competencies and leadership growth for staff and managers.
- General human resources administration, recruitment, job offer administration, orientation development and delivery, performance evaluation management and tracking, classification and compensation oversight and HR policy creation and oversight.
- Coordination with the Accounting and Finance Program to manage payroll, employee benefits processing, PERS administration, FMLA/CFRA administration and leave time accrual calculations.
- The Authority's workplace safety initiatives and coordinating with the other departments for safe work practices in the field and the office locations.

### Risk Management

The Risk Management Program is responsible for the renewal and maintenance of the Authority's liability, property, crime and workers' compensation insurance coverage and claims administration, as well as contributing to the Authority's safety programs and developing and maintaining an emergency plan for all Authority locations. Requests for Use Permits for Authority properties are processed by administrative staff, in collaboration with other program areas across the agency, as part of the Risk Management Program.

### Office and Facilities Management

The Office and Facilities Management Program creates a welcoming and safe environment for employees and visitors at the Authority's office location. The work of the program includes:

- Greeting office visitors, resolving inquiries from the public and meeting room coordination for virtual and in-person meetings and webinars.
- Maintenance of office equipment leases and the procurement of office and kitchen supplies, office furniture and office equipment.

### PROGRAM AREAS

Human Resources  
Risk Management  
Office and Facilities Management  
Governance and Transparency  
Records Management  
Information Technology  
Accounting and Finance



- Maintenance of the Authority’s headquarters building, including the coordination of vendors providing landscaping services, building repairs and facilities maintenance, including ensuring that permits are up-to-date and that systems are tested and meet required codes.

### **Governance and Transparency**

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The Governance and Transparency Program facilitates and supports the Authority’s elected Board of Directors in its responsibility to the needs of the public, with an emphasis on transparency to the public. This work includes:

- Being responsible for the timely and accurate preparation of Board and Committee meeting agendas and packets in compliance with the Brown Act.
- The Clerk or Deputy Clerk act as the liaison between the Board, Authority staff and the public, and serves as the point of contact for Public Record Act Requests.
- The Clerk or Deputy Clerk maintains compliance with federal, state, and local statutes applicable to the Authority’s operations including Board appointments, committee recruitment and appointments, onboarding Board and committee members, redistricting and Form 700 filings.



### **Records Management**

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The Records Management Program oversees the Authority’s Records Management Policy and its implementation, providing staff with guidelines and standards via the Records Retention Schedule. This includes the the maintenance and safekeeping of vital records, preparing and scheduling archives for offsite storage and destruction events, as well as expedient recalling of files for review and destruction.

### **Information Technology**

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- The Information Technology (IT) Program is responsible for providing the Authority with an overall IT strategy that fosters organizational innovations and efficiencies and ensures data integrity and continuity for Authority operations. This includes:
- Managing, maintaining, updating and monitoring the server and network infrastructure, telecommunications infrastructure, PCs, printers, communications equipment and a variety of applications and systems environments.
- Developing and maintaining IT policies and procedures.
- Performing cybersecurity oversight, webserver support and file storage management.
- Managing the Program’s overall budget.
- Managing remote access/VPN security and data backup.
- Providing general desktop support to employees and assisting with onboarding requirements such as new computer, domain and email account setup, and new user orientation, as well as offboarding tasks.
- Designing and delivering continuing education and training to employees regarding IT best practices, policies and system tools.

## Accounting and Finance

The Accounting and Finance Program manages the processing, accounting, and reporting of all financial activities of the Authority and completes forecasting and analysis to best understand and explain the Authority's financial position and inform decision making. This work includes:

- Management of cash flow, financial projections and investments.
- Development and monitoring of annual agency budget and work plan.
- Processing of payroll, expense reimbursements and W2 reporting.
- Preparation of accounts payable, accounts receivable and general ledger management.
- Tracking and reporting of Measure Q and T expenditures.
- Oversight of agency contracts and request for proposals.

The Accounting and Finance Program is also responsible for preparing and filing mandatory reports, such as the budget and annual work plan report, quarterly financial and work plan status reports, quarterly investment performance reports, annual independent financial audit, federal single audits, State Controller's Office compensation report, annual District 1 engineer's report and the annual Measure Q and Measure T Status Report.

The Accounting and Finance Program further provides continued accountability and transparency through the oversight of internal controls and policy compliance and provides support to the Expenditure Plan Oversight Committee with requested financial data for parcel tax oversight.

The Accounting and Finance Program is responsible for providing prudent fiscal management and stewardship of the Authority's financial assets while demonstrating accountability and transparency.



**PROGRAM AREAS**

- Multimedia
- Public Relations
- Earned Media
- Awareness Building
- Brand Management
- Public Safety Communications

**Communications and Media**

The mission of the Communications and Media Department (COM) is to strategically create the channels that connect the Authority’s diverse constituents to nature, build awareness of the Open Space Authority, and inform the public about the agency’s accomplishments and the value nature brings to their lives.

The Department carries out this mission by shaping and expressing the Authority’s voice across all communication platforms. The department develops and delivers messaging that is accurate, accessible, inclusive and aligned with the agency’s brand and values. COM engages the community through storytelling, outreach and partnerships, while also supporting internal departments with clear and consistent communication.

To advance these goals, the department implements and continually strengthens a range of outreach strategies across digital, print and in-person channels; provides timely public safety and emergency communications; and evaluates the impact of its efforts to deepen public understanding, trust and engagement.

An overview of the content themes and messaging the Communications and Media Department provides to the public includes:

- The importance of nature-based solutions to climate change, including how natural infrastructure strengthens resilience for people and wildlife, enhances livability and supports healthier communities.
- The benefits of protecting and restoring natural and working lands, which help human and ecological communities adapt to climate-exacerbated events such as wildfire, floods and drought, while also mitigating long-term impacts.
- Connecting people to nature through local experiences that encourage exploration, appreciation, and environmental learning, whether at Open Space Authority preserves, through volunteerism or at community spaces funded through the Urban Grant Program.
- The value of fostering a welcoming, inclusive, and culturally relevant outdoor environment, where all people feel safe, represented and empowered to enjoy open space.
- Efforts to expand equitable access to nature, including reducing barriers, offering multilingual and culturally relevant outreach.
- The role of agriculture and local food systems in Santa Clara Valley, emphasizing the importance of supporting local farmers, and how working lands support food security for vulnerable populations and provide essential climate-resilience benefits to the broader public.
- The power of storytelling, featuring people, places, programs and landscape-scale conservation and stewardship efforts that protect and restore natural and working lands to maximize nature’s benefits for both people and wildlife.
- The agency’s commitment to transparency and accountability including responsible stewardship of public funds, progress updates on spending from voter-approved measures, and clear reporting on outcomes and impact.
- Showcasing collaboration with local governments, nonprofits, schools, and community-based organizations to advance conservation, education and climate resilience.

## Communications and Media

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The Communications and Media Department plays a vital role in developing and executing the Authority’s communication strategies. This includes crafting stories and press releases, engaging with traditional and ethnic media outlets, and leveraging partner platforms and events to broaden reach. Staff are responsible for producing and distributing e-newsletters and impact reports, as well as managing the Authority’s online presence across the website and social media channels.

The department also curates content, produces multimedia materials, and designs inclusive graphics and promotional assets to raise awareness of the Authority’s mission, projects, and departmental initiatives. In addition, the Communications and Media Department provides timely public safety notifications through digital channels, prepares preservation notices, and develops signage as needed.

The team responds to inquiries from the public across various online platforms and coordinates closely with departments throughout the agency to create accurate, consistent, and accessible information. The Communications and Media Department also supports internal communications needs, reinforces brand standards, and helps maintain messaging in alignment with the Authority’s values and strategic goals.



## Conservation and Strategic Partnerships Department

The Conservation and Strategic Partnerships Department (CSP) is responsible for developing and implementing conservation strategies to achieve the agency's conservation and community investment goals.

This work includes conservation planning to identify and prioritize the most important multi-benefit natural and working lands for protection; partner engagement to identify and develop coordinated conservation and funding strategies; conserving land using a variety of tools to grow the network of protected open space; and engaging the agency in relevant local, state, and federal legislative affairs, policy development, and funding opportunities. It also includes grant making programs, which provide funding to non-profits, schools and other public agencies for a wide variety of projects throughout the agency's jurisdiction.

### PROGRAM AREAS

Conservation Strategy  
Strategic Partnerships  
Intergovernmental Relations  
Leveraged External Funding  
Grant Making  
Fee and Easement Acquisitions  
Conservation Easement Stewardship  
Land Use Analysis and Policy

### Conservation Strategy

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- The Conservation Strategy Program supports the Authority's mission through:
- Development of regional conservation policies and plans to advance protection of critical natural and working lands, and to promote the protection of natural infrastructure as a climate protection resilience strategy.
- Development of partnerships and funding strategies to advance the pace and scale of conservation in the Authority's jurisdiction.
- Prioritization of landscapes for conservation through conservation planning and participation in regional partnership efforts to identify regional conservation priorities within the Authority's jurisdiction. Important conservation values include biodiversity, water resources, agriculture, public access and tribal cultural resources.
- Development of conservation strategies utilizing different conservation tools such as land acquisitions, conservation easements, and/or policy protections in service of protecting important conservation values. Strategies often involve collaborating with partners on roles and responsibilities, including which organization leads and which provide funding or other support. These strategies inform the land protection programs.

### Strategic Partnerships

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- The Strategic Partnerships Program is a multi-departmental effort to build and strengthen new and existing relationships with local Tribes, community-based organizations, community leaders, and other groups and individuals working within and beyond the field of conservation. This work includes:
- Supporting the work of local Tribes to reconnect to the land. Supporting other community-based work that reflects the Open Space Authority's mission and promotes the values of justice, equity, diversity, inclusion and accessibility. This includes media promotion, co-hosting educational programs and special events and investing through sponsorships.
- Engaging in coalitions, networks and working groups focused on specific themes or geographic areas that are important to the Open Space Authority's mission.

### **Intergovernmental Relations**

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The Intergovernmental Relations Program coordinates the agency's engagement in relevant local, regional, state and federal legislative initiatives, policy development and short- and long-term public funding opportunities. This work includes:

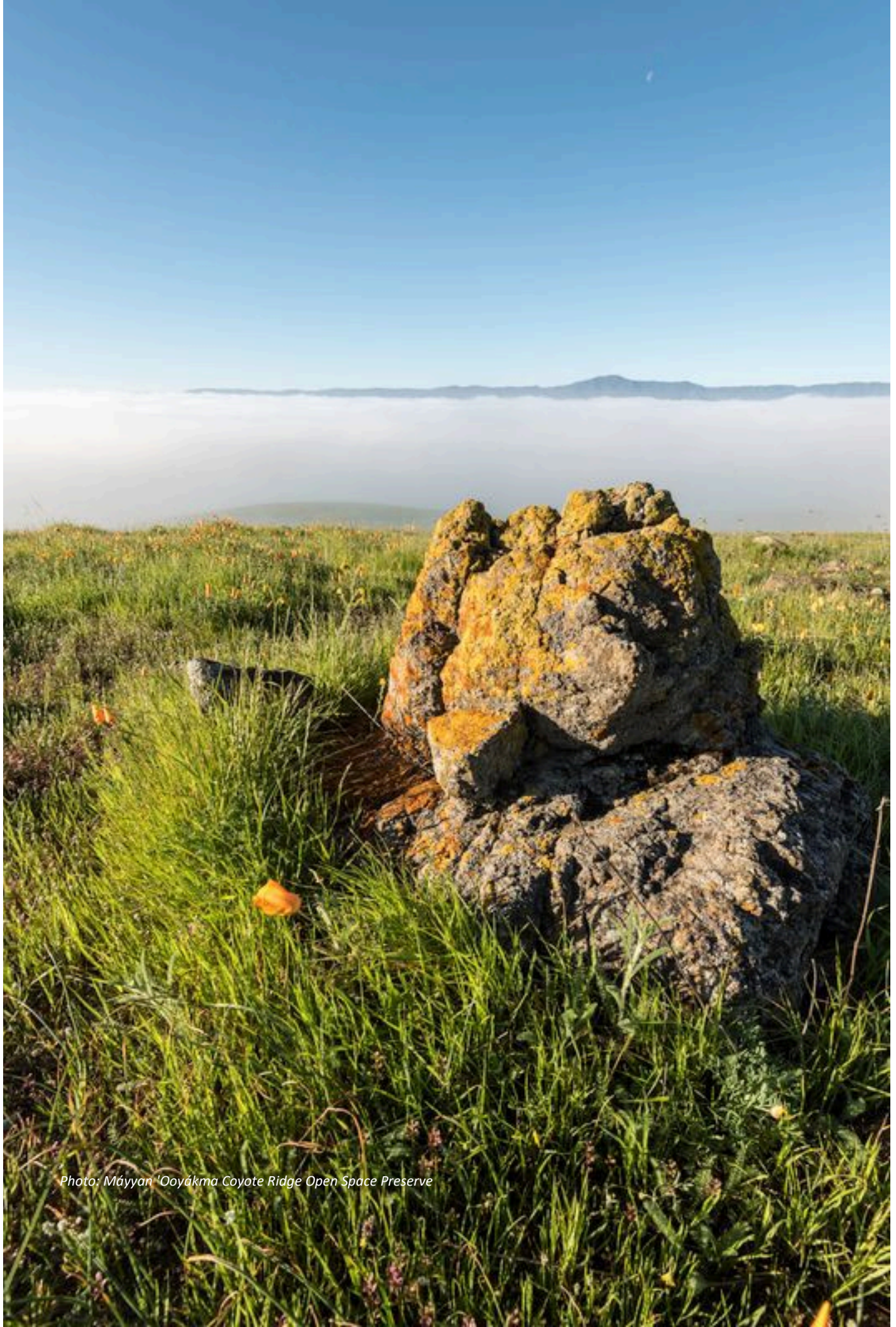
- Engaging in key conservation and climate priorities (e.g., the state and federal "30 by 30" initiatives).
- Building and maintaining relationships with elected officials and their staff.
- Collaborating with local government agencies on relevant projects and shared priorities.

### **Leveraged External Funding**

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The Leveraged External Funding Program focuses on strategic financial planning to support the agency's work. The Leveraged External Funding Program works with funding partners to secure public and private funds to support all aspects of the agency's mission. The Authority has been very successful in leveraging its financial resources through grants, partnerships and other outside funding sources to support its projects and programs. In the past decade, for every \$1 of local tax revenues the Authority spends, it brings in \$3-\$4 of outside funding for acquisition of open space and farmland, habitat restoration, construction of public trails and access facilities and other climate resilience projects. This helps increase capacity to implement the agency's mission. The Leveraged External Funding Program also develops the Authority's multi-year Capital Improvement Plan (CIP), which is done in close collaboration with the Accounting and Finance Program as well as project managers across the agency. Work under this program includes:

- Overall management of grant-seeking efforts including development of project funding strategies, tracking funding opportunities and developing materials in coordination with project managers and supporting grant application development.
- Cultivating relationships with potential funders in support of the Authority's mission.
- Working with partners to develop the Nature Investment Framework (NIF), which is a conservation and restoration strategy that advances biodiversity and climate resilience using local nature-based solutions and is funded by a mix of public and private money.
- Management of incoming grants for Authority projects, including compliance with grant requirements and reporting.



*Photo: Máyyan 'Ooyákma Coyote Ridge Open Space Preserve*



Havana-Midfield Mariposa Park (City of San José)



Field to Farm Stand: Building Community and Climate Resilience (Veggielution)



Exploration Portal at Children's Discovery Museum of San Jose (Children's Discovery Museum)



Growing the Urban Forestry Education Center (Our City Forest)

## Grant Making

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The Authority has two grant programs to provide essential funding for environmental programs and development of parks, trails, community gardens and other public access amenities to serve the agency's communities. These grant programs expand the Authority's ability to connect people to nature with a wide range of projects and programs:

### *Urban Grant Program*

The Urban Grant Program focuses on enriching urban spaces, especially in historically marginalized communities. With \$6.31 million awarded from Measure Q and Measure T funding to date, the grants support local organizations that provide residents with opportunities to connect with nature in urban neighborhoods.

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*To date, the Open Space Authority has awarded 112 grants for a total of over \$16 in grant funding as an investment in the lives of Santa Clara Valley residents and their families, so they can experience natural wonders in their lives every day, close to home.*

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### *20% Funding Program*

This program provides funding to the cities and the County within the Authority's jurisdiction for open space projects. The Authority has awarded \$9.15 million to date from this fund for projects throughout our jurisdiction.

Managing the Authority's grant programs includes guideline development, solicitations and awards, contracting and ongoing administration. It also requires staying abreast of trends and best practices to maximize the reach and impact of the grant programs.

## Land Protection

Land protection is foundational to the Authority's mission of protecting open space and allows for other key aspects of the mission to be implemented, including restoring and managing natural resources, conserving agricultural lands, and connecting people to nature through public access.

Guided by the 5 Year Plan (1996), the Santa Clara Valley Greenprint (2014), and the priorities developed through the Conservation Strategy Program, land protection is advanced through several interrelated programs:

### Fee and Easement Acquisitions

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Under the Fee and Easement Acquisition Program, the conservation strategies are further refined and implemented at a property level and include identifying the approach to protection (acquisition of fee title, conservation easement, or other property rights), determining what partners to engage and with which respective roles and responsibilities and securing funding (often through grants or other external sources).

### Conservation Easement Stewardship

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The Conservation Easement Stewardship Program helps ensure that the conservation values protected by conservation easements are not impaired. Staff conduct annual monitoring of the properties and maintain relationships with landowners, who are essential partners in keeping these properties protected in perpetuity.

### Land Use Analysis and Policy

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The Land Use Analysis and Policy Program supports conservation strategies by tracking and understanding the impacts of land use policies on specific properties, informing the creation of new policies and policy changes and reviewing proposed developments that could negatively impact the Authority's conservation goals or threaten important conservation values. Analyzing land use policies and proposed developments also informs trends in land use which in turn help to refine conservation strategies at both the site-specific and regional level. This work requires close collaboration with the Long-Range Planning Department and others as appropriate.

## Field Operations

The Field Operations Department (FLD) oversees the daily operation, management and stewardship of the Authority's lands and public access facilities.

Responsibilities include trail and preserve maintenance, resource management such as grazing management, agricultural lease management, invasive plant management, site monitoring, resource and habitat enhancement, monitoring and maintaining capital structures and careful stewardship and reporting for contract land management and mitigation. The Volunteer and Educational teams within the department are responsible for the creation and delivery of nature- and science-based education experiences, as well as the recruitment and coordination of volunteers, to augment field operations and programs across the agency.

### Field Operations

#### Land Management and Operations

The Land Management and Operations Program is engaged with maintaining and managing the Authority's preserves by managing grazing licenses on over 9,000 acres to provide vegetation management of Authority grasslands and reduce the threat of wildfires, maintaining preserve roads to help in the management of Authority properties and provide responding emergency vehicle access, patrolling Authority properties to ensure the security and protection of the land and to identify projects to repair and/or enhance the infrastructure or natural environment and servicing Authority fleet vehicles associated with the daily operation of the Authority's preserves.

Field Operations staff also closely engages with the public – providing visitors with information about the Authority and its mission and the lands it owns, educating visitors about the natural landscape, the trails and the animals on the preserves, and building community involvement and communications with property owners that are adjacent or near to existing Authority Preserves through outreach and projects that affect the community as a whole.

#### Visitor Use and Public Access Facilities Management

The Visitor Use and Public Access Facilities Management Program is responsible for maintaining Authority visitor areas through the general care of preserve staging areas, including the maintenance and servicing of restrooms, striping of parking stalls, care of asphalt surfaces and removal of trash. Additional responsibilities include maintaining and enhancing public access infrastructure improvements to provide an exceptional experience to users of Authority trails. Tasks include the routine care of trail tread, vegetation control (whipping and brushing) and the enhancement of trails to prevent damage from user impacts during winter use.

## PROGRAM AREAS

- Land Management and Operations
- Visitor Use and Public Facilities Management
- Contract Land Management
- Environmental Education
- Volunteer Activities and Outreach



In addition, the team also gathers use data for each Preserve. Current data continues to show an overall yearly increase in the number of visitors to Authority preserves and special events, resulting in additional maintenance of public access facilities and visitor service needs. The addition of Máyyan 'Ooyákma – Coyote Ridge Open Space Preserve was a highlight of 2023. The newest Preserve in the Authority's portfolio has added additional responsibilities in the management of visitors to a highly sensitive ecological area through increased staffing and volunteer presence as well as using technology to assist in docent-led program reservations and parking management.

### **Contract Land Management**

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The Contract Land Management Program is responsible for providing contract land management services to partner agencies in the management of lands adjoining Authority preserves to provide an ecosystem-level approach to Land Management. Tasks include routine property patrols, grazing management, invasive species management and site monitoring.

### **Community Engagement**

#### **Environmental Education**

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The Environmental Education Program creates and offers educational programming for the public to help connect local students and learners of all ages with nature at one of the Authority's properties. These programs include free public activities and field trips for school and community groups. The Authority also offers educational materials that teachers can use to help plan lessons on local history, wildlife and ecology. Additionally, the Environmental Education Program offers a suite of virtual educational programs that are available any time of the year and provide accessibility to nature-based learning without having to travel to an Authority preserve or event.

#### **Volunteer Activities and Outreach**

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The Volunteer Activities and Outreach Program encourages active public participation in the stewardship of Authority lands, provides public education on Authority goals and encourages appropriate community use of open lands. Staff manages docents, land stewards, outreach and trail patrol volunteers, all of whom provide field operations and communications support for preserve maintenance, special projects and the logistics of large-scale events offered to the public by the Authority. In addition, the Volunteer Activities and Outreach Program oversees the selection and participation of strategically targeted booth events with local organizations and agencies. Given the depth of engagement with the agency that dedicated volunteers represent, this is a vital program for building community support and inspiring the conservation leaders of tomorrow.



*Photo: Rainbow at Coyote Valley*

## Long-Range Planning Department

The Long-Range Planning Department (LRP) leads the creation of plans and planning policies that serve as the guiding vision for use and stewardship of Authority lands. The department's work includes creating master plans for Authority preserves and other properties, shaping strategies and policies that affect long-term use of Authority lands and collaborating with regional partners on planning projects that affect the Authority's lands or intersect with its mission.

### PROGRAM AREAS

Strategic Preserve Planning  
Coyote Valley Conservation Areas  
Regional Planning Coordination

#### Strategic Preserve Planning

The Strategic Preserve Planning Program is focused on the creation of comprehensive, long-range conceptual plans for future uses and improvements on the Authority's lands. The Strategic Preserve Planning Program convenes both interdepartmental teams and external experts to collaboratively create plans. This work includes site analysis, conceptual design, environmental review documentation and phasing strategies that inform the Authority's capital improvement strategy and set the stage for projects that can be advanced through detailed design, permitting and construction by the Planning, Design, and Construction, Natural Resources or Field Operations departments. A key component of the Strategic Preserve Planning Program is creating and implementing community engagement strategies that invite community groups and partners, including local Tribes, to help shape the Authority's planning projects.



#### Coyote Valley Conservation Areas

The Coyote Valley Conservation Areas Program is focused on the future of Coyote Valley—one of the Open Space Authority's most critical conservation and planning priority areas. The program coordinates the Open Space Authority's work within the Coyote Valley geography, most prominently through project management of the in-progress Coyote Valley Conservation Areas Master Plan (CVCAMP), a multi-year planning process that is shaping the future use and restoration of the over 1,600 acres of protected valley-floor lands owned or managed by the Open Space Authority. In addition, the Coyote Valley Conservation Areas Program closely coordinates with other agencies on projects taking place in Coyote Valley and reviews and responds to local and regional policies and projects that may shape the future of the area.

#### Regional Planning Coordination

In close coordination with the Conservation and Strategic Partnerships Department, the Regional Planning Coordination Program lends open space planning expertise to both internal and external regional projects that affect the future of open space in Santa Clara Valley. This includes collaborating on regional trail planning, coordination with local Tribal partners, and collaboration on regional open space planning projects.

## Natural Resources Department

The Natural Resources Department (NRS) monitors, stewards and restores the physical resources and biological communities that support the resilient habitats and working landscapes on Authority lands. The NRS department leverages nature as infrastructure to support resilient ecosystems, address climate change and restore the functional processes, such as flood attenuation and groundwater recharge.

### PROGRAM AREAS

Habitat Stewardship  
Community Restoration  
Agriculture

Responsibilities include integrated pest management, biological surveys, environmental permitting, restoration, and agricultural, including conservation grazing and farming. The department partners with farmers, grazers, scientists, land managers, and other experts to help deliver the Authority's mission. The general work of the department includes:

- Long-term stewardship of the lands, waters and habitats that the Authority owns and manages, or manages under contract for other agencies.
- Inventory and analysis of Authority-wide natural resources including compliance with applicable laws and regulations.
- Authority representation within the region and state on all relevant resource matters.
- Planning, design and execution of natural resource-related field projects that enhance and restore or rehabilitate resources.
- Natural resource-related policy analysis, education and outreach.

In addition to the priority projects and other multi-year projects, staff is also responsible for:

- Conducting annual management and monitoring reports as required by partner agencies, such as the Santa Clara Valley Habitat Agency and Valley Water, for mitigation lands.
- Providing environmental compliance and field team support for a wide range of on-the-ground programs such as invasive species control, grazing and wildland fire prevention.
- Working with field staff to implement projects covered by Section 1600 permits issued by the California Department of Fish and Wildlife for routine maintenance of approved sites.
- Reviewing special use permits for use of Authority lands to ensure protection of natural resources.
- Leading natural resource-focused tours and presentations.
- Management of natural resource geographical information system (GIS) database.



### Habitat Stewardship

Habitat stewardship includes the Authority’s conservation grazing, integrated pest management, fuels reduction, and restoration plantings. Habitat stewardship focuses on annual stewardship work, hands on restoration, and monitoring of the Authority’s important habitats and working lands.



### Community Restoration



Community Restoration focuses on the interface of communities of plants and wildlife with human communities. This program aims to integrate people as stewards with large scale restoration to improve habitat and ecosystem services, like clean water.

Nature needs people to be restored.

### Agriculture

The Authority’s Agricultural Program includes supporting farmers and growers on Authority properties, protecting agriculture throughout the region, and helping agriculture thrive in our region. Local food, healthy soils, corridors for wildlife and habitat for pollinators are all important parts of the Authority’s climate-smart Agricultural Program.



## Planning, Design and Construction Department

The Planning, Design and Construction (PDC) Department leads implementation of major projects to provide functional, safe and ecologically sensitive preserve facilities in support of land stewardship and the Authority's mission; including building, supporting and maintaining the agency's geographic information system (GIS) to facilitate the management of Authority lands and physical assets to support of agencywide planning as well as ongoing operations and land management.

### PROGRAM AREAS

- Capital Planning
- Design and Construction
- Cartography and Geographic Analysis

### Capital Planning

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The Capital Planning Program manages feasibility assessments for public access and facilitates capital projects, supports other departments in early planning and conceptual design phases and advises on development of the Authority's multi-year capital improvement plan.

- Working in collaboration with the Long-Range Planning Department, develop and assist with cost estimates and constructability assessments and project phasing.
- Conduct resource mapping and analysis to understand existing conditions and develop scopes of work.
- Develop feasibility studies including environmental, design and engineering assessments to define project programming and preliminary budgets.
- In collaboration with the Field Operations and Natural Resources departments, identify preliminary trail and access plans to support conservation easement development and early opportunities for public access balanced with resource protection.
- Consult with tribal partners for planning and execution of capital projects.
- Ensure compliance with federal, state and local environmental documents and regulations. Prepare and/or assist with preparation of environmental documentation.
- Assist with preparation of the Authority's multi-year capital improvement implementation plan.

### Design and Construction

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The Design and Construction Program leads design development, construction documentation, and implementation of major construction projects; and, advises on agencywide capital projects to ensure the Authority's compliance with current regulations and construction standards.

- Oversee and manage the design and engineering, permitting, bidding and construction of large-scale capital improvement projects.
- Provide project management, construction contract management and construction oversight for large-scale capital projects.
- Ensure that capital projects comply with all necessary regulations related to construction, including building code requirements, mitigation measures, permit conditions and federal regulations.
- Develop and maintain standard construction details and specifications for Authority facilities.

- Stay abreast of code and construction regulation updates to ensure Authority standards remain current.
- Work in collaboration with the Leveraged External Funding Program to identify funding sources to support capital projects.
- Review and coordinate on external planning and capital projects that may affect the Authority's interests.

### **Cartography and Geographic Analysis**

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The Cartography and Geographic Analysis Program provides mapping and analysis services to support all aspects of Authority work, including conservation planning, natural resource and land management, capital infrastructure projects, real property evaluations, acquisitions and community and media outreach.

- Build, support and maintain services for the Authority's Geographic Information Systems (GIS) users.
- Facilitate, coordinate and manage internal and external collaboration through spatial data sharing.
- Participate in regional coordination and partnerships on landscape-scale conservation planning and data information sharing.
- Develop applications and tools to support data collection, adaptive land and natural resource management, and decision-making.
- Design maps to visualize project plans, property interests and operations activity for internal and external use.
- Manage and maintain the Authority's inventory of geographic data.



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# Appendices

- A. 2026/2027 Budget Details
- B. 2026/2027 Salary Position Pay Plan
- C. 2026/2027 Staff Fee Schedule



Photo: Snowy Day at Sierra Vista Open Space Preserve

# PART 3



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Appendix A: 2026/2027 Budget Details

FY2026/2027 Budget -- Full  
Detail **DRAFT**

	PROPOSED FY26/27 District One	PROPOSED FY26/27 Reserve	PROPOSED FY26/27 Measure Q	PROPOSED FY26/27 Measure T	PROPOSED FY26/27 Grants	PROPOSED FY26/27 Budget TOTAL
<b>Income/Revenue</b>						
<b>5000 - REVENUES</b>						
5100 - Revenue	4,406,042	0	0	8,086,490	0	12,492,531
5101 - (Less) Funding Allocations	0	0	0	0	0	0
5200 - Interest Income	100,000	140,000	150,000	400,000	0	790,000
5300 - Grants	0	0	0	0	1,900,216	1,900,216
5400 - Donations	0	0	0	0	0	0
5500 - Land Sales	0	0	0	0	0	0
<b>5600 - Land Use Income</b>						
5601 - Lease Income	16,450	0	0	165,000	0	181,450
5602 - Grazing Lease Income	20,000	0	0	0	0	20,000
5603 - Use Permit Income	0	0	0	0	0	0
<b>Total Land Use Income</b>	<b>36,450</b>	<b>0</b>	<b>0</b>	<b>165,000</b>	<b>0</b>	<b>201,450</b>
<b>5700 - Land Management Income</b>						
5701 - VTA	55,000	0	0	0	0	55,000
5702 - SCVWD	16,500	0	0	0	0	16,500
5703 - Waste Management	0	0	0	0	0	0
5704 - Valley Habitat Agency	120,000	0	0	0	0	120,000
<b>Total Land Mgmt Income</b>	<b>191,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>191,500</b>
<b>5800 - Rebates</b>						
5801 - Cal Card Rebate Income	0	0	0	0	0	0
5802 - CSDA Card Rebate Income	0	0	0	0	0	0
<b>5900 - Other</b>						
5901 - Misc Income	0	0	0	0	0	0
<b>TOTAL INCOME SOURCES</b>	<b>4,733,992</b>	<b>140,000</b>	<b>150,000</b>	<b>8,651,490</b>	<b>1,900,216</b>	<b>15,575,697</b>

**FY2026/2027 Budget -- Full  
Detail DRAFT**

	PROPOSED FY26/27 District One	PROPOSED FY26/27 Reserve	PROPOSED FY26/27 Measure Q	PROPOSED FY26/27 Measure T	PROPOSED FY26/27 Grants	PROPOSED FY26/27 Budget TOTAL
<b>Expense</b>						
<b>6000 - PAYROLL</b>						
6000 - General Manager	130,457	0	0	130,457	0	260,914
6002 - Manager(s)	846,507	0	0	924,055	0	1,770,563
6003 - Staff	2,183,643	0	0	3,193,981	0	5,377,624
6004 - Overtime	9,500	0	0	39,000	0	48,500
6005 - Seasonals	12,931	0	0	116,383	0	129,314
6006 - Stipends	12,900	0	0	0	0	12,900
<b>Total Payroll</b>	<b>3,195,939</b>	<b>0</b>	<b>0</b>	<b>4,403,876</b>	<b>0</b>	<b>7,599,815</b>
<b>6100 - BENEFITS &amp; EMPLOYEE EXPENSES</b>						
6110 - Health Insurance	634,403	0	0	771,863	0	1,406,266
6120 - Vision Care	2,194	0	0	2,790	0	4,984
6130 - Dental	33,983	0	0	43,354	0	77,337
6140 - Life Insurance	391	0	0	498	0	889
6150 - Employer Taxes	95,878	0	0	132,116	0	227,994
6160 - CALPERS Retirement Plan	427,764	0	0	578,440	0	1,006,204
6170 - 401A	8,154	0	0	8,154	0	16,307
6180 - Employee Assistance Program	618	0	0	856	0	1,474
6190 - Tuition Reimbursement	6,000	0	0	0	0	6,000
<b>Total Benefits and Employee Expenses</b>	<b>1,209,384</b>	<b>0</b>	<b>0</b>	<b>1,538,072</b>	<b>0</b>	<b>2,747,456</b>
<b>6200 - TRAVEL AND EXPENSES</b>						
6210 - Mileage Reimbursement	2,425	0	0	2,000	0	4,425
6220 - Travel Airfare	14,200	0	0	0	0	14,200
6230 - Travel Lodging	30,802	0	0	0	0	30,802
6240 - Travel Meals and Entertainment	4,050	0	0	0	0	4,050
6250 - Travel Transportation	4,348	0	0	0	0	4,348
<b>Total Travel and Expenses</b>	<b>55,825</b>	<b>0</b>	<b>0</b>	<b>2,000</b>	<b>0</b>	<b>57,825</b>

**FY2026/2027 Budget -- Full  
Detail DRAFT**

	PROPOSED FY26/27 District One	PROPOSED FY26/27 Reserve	PROPOSED FY26/27 Measure Q	PROPOSED FY26/27 Measure T	PROPOSED FY26/27 Grants	PROPOSED FY26/27 Budget TOTAL
<b>6300 - SUPPLIES AND CONSUMABLES</b>						
6310 - Meals and Catering	17,150	0	500	5,500	750	23,900
6320 - Office Supplies	10,200	0	0	3,100	0	13,300
6330 - Kitchen Supplies	6,000	0	0	0	0	6,000
6340 - Outreach Supplies	30,500	0	1,000	0	10,000	41,500
6350 - Postage & Courier	2,300	0	500	200	1,000	4,000
6360 - Printing Expenses	24,000	0	3,000	9,000	10,000	46,000
6370 - Health & Safety Supplies	7,400	0	0	40,000	0	47,400
6380 - Uniforms and Apparel	0	0	0	32,500	0	32,500
6390 - Land Management	0	0	0	0	0	0
6391 - Fuel and Consumables	0	0	0	105,000	0	105,000
6392 - Waste & Hazmat Disposable	2,400	0	0	25,000	0	27,400
6393 - Fire Management	0	0	0	25,000	0	25,000
6394 - Vegetation Management	8,000	0	18,000	30,500	0	56,500
6395 - Roads and Trails	15,000	0	5,000	98,000	0	118,000
6396 - Wildlife Management & Pest Control	0	0	0	5,000	0	5,000
6397 - Signs and Fencing	1,000	0	5,000	39,000	0	45,000
6398 - Grazing	15,000	0	0	47,000	0	62,000
6399 - Miscellaneous	0	0	0	0	0	0
<b>Total Supplies and Consumables</b>	<b>138,950</b>	<b>0</b>	<b>33,000</b>	<b>464,800</b>	<b>21,750</b>	<b>658,500</b>
<b>6400 - OUTSIDE SERVICES/CONSULTANTS</b>						
6410 - Accounting and Finance Services						
6411 - Bookkeeping	0	0	0	0	0	0
6412 - Audit	16,000	0	0	2,000	0	18,000
6413 - Financial Advisory	33,500	0	0	0	0	33,500
6414 - Grant Preparation	0	0	0	0	0	0
6420 - Management and Organizational Services	0	0	0	0	0	0
6421 - Government Relations	157,000	0	0	0	0	145,000
6422 - Redistricting	0	0	0	0	0	0
6423 - Strategic Planning	0	0	0	0	0	0
6424 - Risk Management	0	0	0	0	0	0
6425 - Engineering Services	24,100	0	0	111,600	0	135,700

**FY2026/2027 Budget -- Full  
Detail DRAFT**

	PROPOSED FY26/27 District One	PROPOSED FY26/27 Reserve	PROPOSED FY26/27 Measure Q	PROPOSED FY26/27 Measure T	PROPOSED FY26/27 Grants	PROPOSED FY26/27 Budget TOTAL
6430 - Legal	0	0	0	0	0	0
6431 - Legal Counsel - Redistricting	0	0	0	0	0	0
6432 - Legal Counsel - Special Counsel	0	0	0	0	0	0
6433 - Legal Counsel - General	200,000	0	0	175,000	0	375,000
6434 - Legal Counsel - Litigation	0	0	0	0	0	0
6435 - Legal Counsel - Employment Law	10,000	0	0	0	0	10,000
6440 - Staff Development	0	0	0	0	0	0
6441 - Recruitment Services & Support	61,250	0	0	0	0	61,250
6442 - Workforce Optimization & Development	125,100	0	0	0	0	125,100
6444 - Policy Development & Support	0	0	0	0	0	0
6445 - Temp Services	0	0	0	0	0	0
6446 - HR Support Services	15,000	0	0	0	0	15,000
6450 - Computer and IT Services	0	0	0	0	0	0
6451 - IT Services	55,000	0	0	25,000	170,000	250,000
6452 - Website and Domain	27,050	0	0	0	0	27,050
6453 - ERP	16,000	0	0	0	0	16,000
6454 - Records Management	12,500	0	0	0	0	12,500
6455 - CRM	15,000	0	0	0	0	15,000
6456 - Minutes Transcription	0	0	0	0	0	0
6457 - Telecom and Phone Maintenance	0	0	0	0	0	0
6458 - Governance	0	0	0	0	0	0
6460 - Community Engagement Services	0	0	0	0	0	0
6461 - Design and Content Services	15,000	0	5,000	30,000	7,000	57,000
6462 - Media Services	30,000	0	0	31,000	0	61,000
6463 - Photography & Video	10,000	0	0	10,000	0	20,000
6464 - Community Relations	25,000	0	0	5,000	0	30,000
6465 - Transportation Services	1,000	0	0	10,000	0	11,000
6466 - Environmental Education Partnerships	0	0	0	5,000	0	5,000
6470 - Resource Management Services	0	0	0	0	0	0
6471 - Site Monitoring	0	0	0	15,000	35,966	50,966
6472 - Wildlife Management	0	0	0	83,000	0	83,000
6473 - Vegetation Management	0	0	40,000	35,000	20,000	95,000
6474 - Resource Assessment/Env Review	0	0	10,000	100,000	0	110,000
6475 - Public Access/Facilities Maintenance	20,000	0	0	104,000	0	124,000

**FY2026/2027 Budget -- Full  
Detail DRAFT**

	PROPOSED FY26/27 District One	PROPOSED FY26/27 Reserve	PROPOSED FY26/27 Measure Q	PROPOSED FY26/27 Measure T	PROPOSED FY26/27 Grants	PROPOSED FY26/27 Budget TOTAL
6476 - Fire Management	0	0	0	20,000	0	20,000
6477 - IPM/Pest Control	5,000	0	0	25,000	0	30,000
6478 - Agricultural Programs	0	0	45,000	170,000	0	215,000
6479 - Grazing Programs	20,000	0	0	55,000	0	75,000
6480 - Planning Services	0	0	0	0	0	0
6481 - General/Other Planning Services	75,000	0	52,000	25,000	0	152,000
6482 - Conservation Planning	0	0	0	150,000	0	150,000
6483 - Mapping & GIS Services	0	0	100,000	18,500	0	118,500
6484 - Long-Range Planning	0	0	185,000	0	511,250	696,250
6485 - Environmental Planning/CEQA	0	0	380,000	85,000	242,000	707,000
6486 - Environmental - Site Assessments	0	0	90,000	1,500	0	91,500
6487 - Prime Design	0	0	478,000	0	50,000	528,000
6488 - Prime Engineering	0	0	25,000	0	0	25,000
6489 - Other Design/Engineering	0	0	0	0	0	0
6490 - Acquisition and CIP Services	0	0	0	0	0	0
6491 - Surveys & Investigations	0	0	65,000	0	0	65,000
6492 - Brokerage/Transactions	0	0	0	0	0	0
6493 - Appraisals	0	0	100,000	0	0	100,000
6494 - Project/Construction Mgmt/Consult	0	0	0	0	0	0
6495 - Site Clean-up/Remediation/Demo	0	0	280,000	20,000	0	300,000
6496 - Restoration/Habitat Enhancement	0	0	50,000	0	0	50,000
6497 - Testing & Inspection	0	0	0	0	0	0
6498 - Construction	0	0	206,500	0	704,250	910,750
6499 - Contingency	0	0	0	50,000	0	50,000
<b>Total Outside Services/Consultants</b>	<b>968,500</b>	<b>0</b>	<b>2,111,500</b>	<b>1,405,600</b>	<b>1,778,466</b>	<b>6,264,066</b>
<b>6500 - OTHER SERVICES AND EXPENSES</b>						
6510 - Risk Management						
6511 - Worker's Compensation	0	0	0	223,889	0	223,889
6512 - Insurance Claim Loss	0	0	0	10,000	0	10,000
6513 - Liability SLIP	0	0	0	25,000	0	25,000
6514 - Liability SPIP	0	0	0	225,000	0	225,000
6515 - Crime	0	0	0	2,000	0	2,000
6516 - Safety Program	0	0	0	0	0	0

**FY2026/2027 Budget -- Full  
Detail DRAFT**

	PROPOSED FY26/27 District One	PROPOSED FY26/27 Reserve	PROPOSED FY26/27 Measure Q	PROPOSED FY26/27 Measure T	PROPOSED FY26/27 Grants	PROPOSED FY26/27 Budget TOTAL
6520 - Fees	0	0	0	0	0	0
6521 - Payroll and Accounting	18,000	0	0	0	0	18,000
6522 - Bank and County Wire	2,000	0	0	0	0	2,000
6523 - Special Assessments	3,000	0	0	0	0	3,000
6524 - Permit	1,000	0	12,000	0	50,000	63,000
6525 - Escrow	0	0	25,000	0	0	25,000
6526 - Other	6,600	0	0	0	0	6,600
6527 - Election Costs	1,294,817	3,119,093	0	0	0	4,413,910
6528 - Public Notices	500	0	0	0	0	500
6529 - 1% County Collectors Fee	44,060	0	0	80,865	0	124,925
6530 - Advertising and Promotion	30,000	0	0	31,000	0	61,000
6540 - Interp & Educational Program Expenses	5,000	0	0	30,000	0	35,000
6550 - Event Production Expenses	2,500	0	500	0	50,000	53,000
6560 - Volunteer Program Expenses	0	0	0	0	0	0
6563 - Miscellaneous	21,500	0	0	6,000	0	27,500
6564 - Land Stewards	0	0	0	5,000	0	5,000
6565 - Volunteer Recruitment	15,000	0	0	0	0	15,000
6566 - Trailmasters	0	0	0	15,000	0	15,000
6570 - Meetings and Conferences	10,000	0	0	0	0	10,000
6580 - Training and Seminars	77,950	0	0	0	0	77,950
6590 - Recruiting	0	0	0	0	0	0
6591 - Job Postings/Ads	5,000	0	0	0	0	5,000
6592 - Pre-employment Testing	720	0	0	0	0	720
6593 - Assessments	25,250	0	0	0	0	25,250
<b>Total Other Services and Expenses</b>	<b>1,562,897</b>	<b>3,119,093</b>	<b>37,500</b>	<b>653,754</b>	<b>100,000</b>	<b>5,473,244</b>
<b>6600 - EQUIPMENT AND MAINTENANCE</b>	0	0	0	0	0	
6610 - Shop Equipment	0	0	0	9,000	0	9,000
6620 - Field Equipment	0	0	0	50,500	0	50,500
6630 - Small Tools	0	0	0	12,000	0	12,000
6640 - Office Equipment	4,860	0	0	0	0	4,860
6650 - Computers	0	0	0	0	0	0
6651 - Equipment	39,000	0	0	5,000	0	44,000
6652 - Software (Boxed)	0	0	0	0	0	0

**FY2026/2027 Budget -- Full  
Detail DRAFT**

	PROPOSED FY26/27 District One	PROPOSED FY26/27 Reserve	PROPOSED FY26/27 Measure Q	PROPOSED FY26/27 Measure T	PROPOSED FY26/27 Grants	PROPOSED FY26/27 Budget TOTAL
6653 - Software (Subscription)	184,120	0	0	34,000	0	218,120
6654 - Data Backup	3,400	0	0	0	0	3,400
6660 - Office Furniture	0	0	0	0	0	0
6670 - Vehicles	0	0	0	120,000	0	120,000
6680 - Fleet Maintenance	0	0	0	100,000	0	100,000
6690 - Equipment Maintenance	0	0	0	20,000	0	20,000
<b>Total Equipment and Maintenance</b>	<b>231,380</b>	<b>0</b>	<b>0</b>	<b>350,500</b>	<b>0</b>	<b>581,880</b>
<b>6700 - FACILITIES AND UTILITIES</b>						
6710 - Rent	0	0	0	0	0	0
6720 - Moving Expenses	0	0	0	0	0	0
6730 - Building Maintenance and Repair	52,180	0	0	34,000	0	86,180
6740 - Landscaping and Plantscaping	16,825	0	0	1,000	0	17,825
6750 - Janitorial Services	56,288	0	0	5,000	0	61,288
6760 - Alarm Services	3,500	0	0	0	0	3,500
6770 - Internet and Phone	21,000	0	0	0	0	21,000
6780 - Radio and Cellular	0	0	0	29,400	0	29,400
6790 - Utilities	0	0	0	0	0	0
6791 - Garbage	7,800	0	0	0	0	7,800
6792 - Water	9,600	0	0	0	0	9,600
6793 - Electricity & Gas	72,000	0	0	2,200	0	74,200
6794 - Sewer	1,500	0	0	0	0	1,500
<b>Total Facilities and Utilities</b>	<b>240,693</b>	<b>0</b>	<b>0</b>	<b>71,600</b>	<b>0</b>	<b>312,293</b>
<b>6800 - MEMBERSHIPS AND SPONSORSHIPS</b>						
6810 - Professional Sponsorships	52,350	0	0	0	0	52,350
6820 - Library (Books and other Media)	350	0	0	0	0	350
6830 - Memberships & Dues	56,022	0	0	1,300	0	57,322
6840 - Subscriptions	0	0	0	0	0	0
<b>Total Memberships and Library</b>	<b>108,722</b>	<b>0</b>	<b>0</b>	<b>1,300</b>	<b>0</b>	<b>110,022</b>

**FY2026/2027 Budget -- Full  
Detail **DRAFT****

	PROPOSED FY26/27 District One	PROPOSED FY26/27 Reserve	PROPOSED FY26/27 Measure Q	PROPOSED FY26/27 Measure T	PROPOSED FY26/27 Grants	PROPOSED FY26/27 Budget TOTAL
<b>6900 - FEE TITLE &amp; CONSERVATION EASEMENTS</b>						
6910 - Fee Title	0	0	0	0	0	0
6920 - Conservation Easements	0	0	0	0	0	0
<b>Total Fee Title and Conservation</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>6950 - OSA GRANT PROGRAMS</b>						
6951 - District 1 20% Funding	0	0	0	0	0	0
6952 - Measure Q Urban Grant	0	0	0	0	0	0
6954 - Measure Q Grant Allocation	0	0	0	100,000	0	100,000
<b>Total OSA Grant Programs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>0</b>	<b>100,000</b>
<b>TOTAL EXPENSES</b>	<b>7,712,290</b>	<b>3,119,093</b>	<b>2,182,000</b>	<b>8,991,502</b>	<b>1,900,216</b>	<b>23,905,101</b>

Appendix B: 2026/2027 Salary Position Pay Plan

Effective 07/06/2026

Position	Range #	Hourly Salary Range					Monthly Salary Range		Annual Salary Range	
		Step 1	Step 2	Step 3	Step 4	Step 5	Min	Max	Min	Max
Intern Office Assistant Open Space Aide	13	\$33.20	\$34.86	\$36.61	\$38.44	\$40.36	\$5,755	\$6,996	\$69,072	\$83,957
Administrative Assistant Educational Program Coordinator Open Space Technician I Volunteer Program Coordinator	18	\$37.57	\$39.45	\$41.42	\$43.49	\$45.66	\$6,512	\$7,915	\$78,148	\$94,990
Natural Resources Technician I Planning Technician Office & Facilities Coordinator	21	\$40.46	\$42.48	\$44.60	\$46.83	\$49.17	\$7,012	\$8,524	\$84,157	\$102,293
GIS Technician Open Space Technician II	22	\$41.47	\$43.54	\$45.72	\$48.00	\$50.40	\$7,188	\$8,737	\$86,261	\$104,851
Communications Coordinator Community Engagement Coordinator	23	\$42.50	\$44.63	\$46.86	\$49.20	\$51.66	\$7,367	\$8,955	\$88,417	\$107,472
Human Resources Coordinator	24	\$43.57	\$45.74	\$48.03	\$50.43	\$52.96	\$7,552	\$9,179	\$90,628	\$110,159
Deputy Clerk of the Board Executive Assistant Natural Resources Technician II	25	\$44.66	\$46.89	\$49.23	\$51.69	\$54.28	\$7,740	\$9,408	\$92,894	\$112,913
Equipment Mechanic Operator	27	\$46.92	\$49.26	\$51.73	\$54.31	\$57.03	\$8,132	\$9,885	\$97,596	\$118,629
Educational Program Administrator IT Technician Staff Accountant	28	\$48.09	\$50.49	\$53.02	\$55.67	\$58.45	\$8,335	\$10,132	\$100,036	\$121,595
Grants Program Coordinator Multimedia Communications Specialist	29	\$49.29	\$51.76	\$54.34	\$57.06	\$59.91	\$8,544	\$10,385	\$102,537	\$124,634
Lead Open Space Technician Volunteer Programs Administrator	30	\$50.52	\$53.05	\$55.70	\$58.49	\$61.41	\$8,757	\$10,645	\$105,101	\$127,750
Assistant Open Space Planner Real Property Coordinator	31	\$51.79	\$54.38	\$57.09	\$59.95	\$62.95	\$8,976	\$10,911	\$107,728	\$130,944

PROPOSED Budget and Annual Work Plan

Position	Range #	Hourly Salary Range					Monthly Salary Range		Annual Salary Range	
		Step 1	Step 2	Step 3	Step 4	Step 5	Min	Max	Min	Max
Community Investment Specialist Conservation Policy Specialist External Funding Specialist GIS Specialist Public Information Officer Resource Management Specialist	33	\$54.41	\$57.13	\$59.99	\$62.98	\$66.13	\$9,431	\$11,463	\$113,182	\$137,573
Associate Open Space Planner Supervising Open Space Technician	35	\$57.16	\$60.02	\$63.02	\$66.17	\$69.48	\$9,908	\$12,044	\$118,912	\$144,538
GIS Administrator	36	\$58.59	\$61.52	\$64.60	\$67.83	\$71.22	\$10,156	\$12,345	\$121,884	\$148,151
Grants Program Manager Resource Management Program Manager	37	\$60.06	\$63.06	\$66.21	\$69.52	\$73.00	\$10,410	\$12,653	\$124,932	\$151,855
Clerk of the Board Conservation & GIS Program Manager Human Resources Officer	38	\$61.56	\$64.64	\$67.87	\$71.26	\$74.82	\$10,670	\$12,970	\$128,055	\$155,651
Conservation Strategy Program Manager Fiscal Services Officer Senior Open Space Planner	39	\$63.10	\$66.25	\$69.56	\$73.04	\$76.70	\$10,937	\$13,294	\$131,256	\$159,543
Administrative Operations Manager Conservation & Strategic Partnerships Manager Field Operations Manager Long-Range Planning Manager Natural Resources Manager Planning, Design & Construction Manager Public Information Manager	47	\$76.88	\$80.72	\$84.76	\$89.00	\$93.45	\$13,325	\$16,197	\$159,923	\$194,387
Assistant General Manager	54	\$91.38	\$95.95	\$100.75	\$105.79	\$111.08	\$15,840	\$19,253	\$190,098	\$231,065

**Appendix C: 2026/2027 Staff Fee Schedule**

<b>Staff Position</b>	<b>Rate</b>
Seasonal Open Space Aide	\$ 68.16
Intern	\$ 75.68
Office Assistant	\$ 75.68
Office & Facilities Coordinator	\$ 83.31
Planning Technician	\$ 85.40
Open Space Aide	\$ 88.67
Volunteer Program Coordinator	\$ 97.65
Educational Program Coordinator	\$ 97.65
Administrative Assistant	\$ 97.85
Executive Assistant	\$ 99.43
GIS Technician	\$ 99.99
Human Resources Coordinator	\$ 100.80
Deputy Clerk of the Board	\$ 100.80
Community Engagement Coordinator	\$ 102.05
Communications Coordinator	\$ 103.00
Staff Accountant	\$ 103.28
Grant Writer	\$ 107.98
Multimedia Communications Specialist	\$ 107.98
Grants Program Coordinator	\$ 107.98
IT Technician	\$ 109.00
Community Impact Specialist	\$ 109.72
Conservation Policy Specialist	\$ 109.72
External Funding Specialist	\$ 109.72
Open Space Technician I	\$ 110.03
Natural Resource Technician I	\$ 111.97
Educational Program Administrator	\$ 114.36
Open Space Technician II	\$ 120.38
Assistant Open Space Planner	\$ 122.68
Real Property Coordinator	\$ 128.04

<b>Staff Position</b>	<b>Rate</b>
Volunteer Programs Administrator	\$ 131.96
Equipment Mechanic Operator	\$ 132.94
Conservation & GIS Program Manager	\$ 133.08
Resource Management Specialist	\$ 133.18
GIS Specialist	\$ 133.18
Public Information Officer	\$ 133.65
Natural Resource Technician II	\$ 134.04
Associate Open Space Planner	\$ 136.43
Lead Open Space Technician	\$ 137.01
Clerk of the Board	\$ 137.68
GIS Administrator	\$ 140.22
Grants Program Manager	\$ 140.22
Supervising Open Space Technician	\$ 141.43
Human Resources Officer	\$ 143.54
Resource Management Program Manager	\$ 143.80
Conservation Strategy Program Manager	\$ 146.93
Fiscal Services Officer	\$ 146.93
Senior Planner	\$ 149.35
Field Operations Manager	\$ 183.89
Public Information Manager	\$ 183.89
Planning, Design & Construction Manager	\$ 197.45
Long-Range Planning Manager	\$ 197.46
Conservation & Strategic Partnerships Manager	\$ 197.46
Natural Resources Manager	\$ 198.60
Administrative Operations Manager	\$ 198.82
Assistant General Manager	\$ 236.97
General Manager	\$ 242.14



**Report Design and Layout**

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**Photo Credits**

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