



FISCAL YEAR 2017/2018 BUDGET & ANNUAL WORK PLAN



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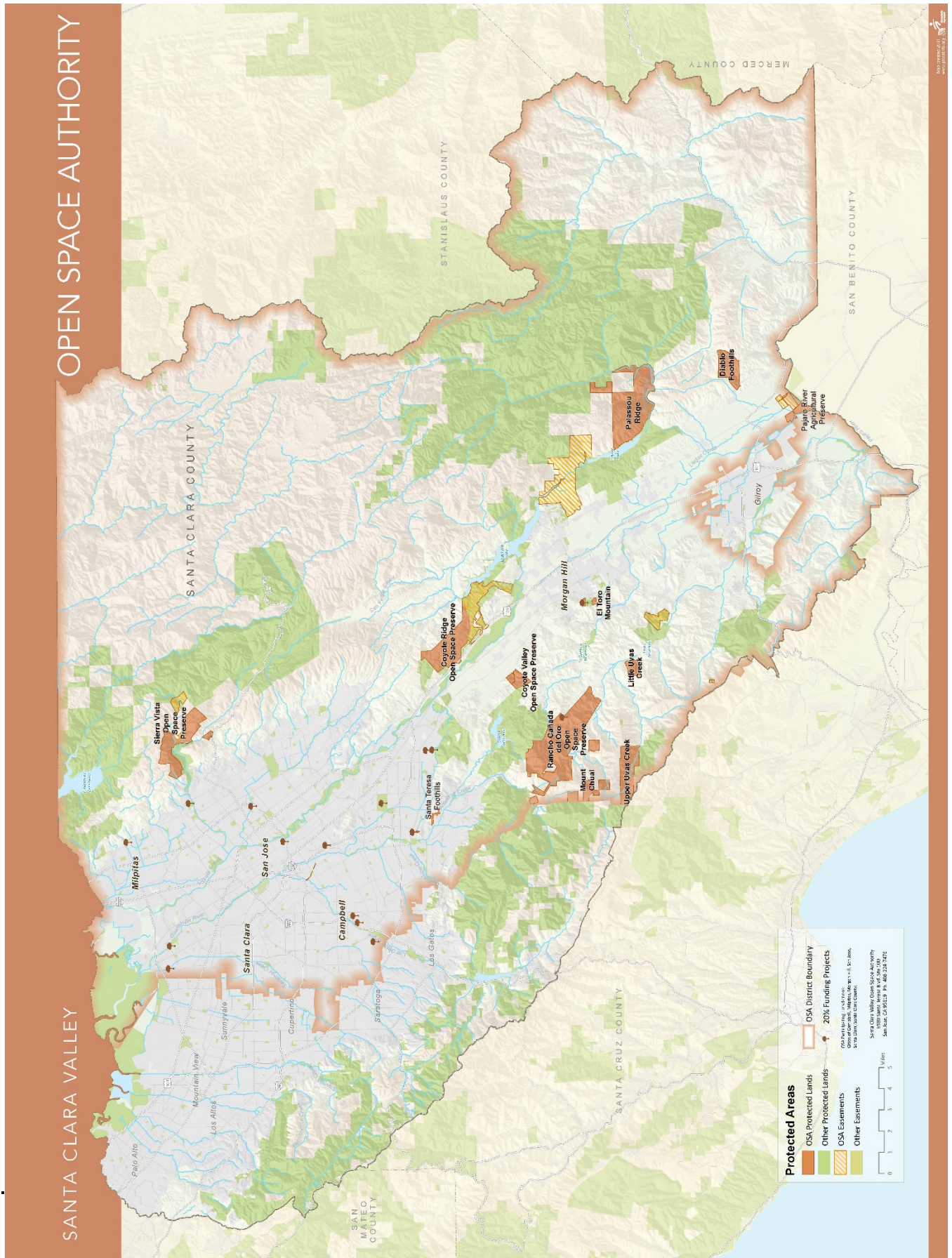
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Santa Clara Valley Open Space Authority

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Board of Directors

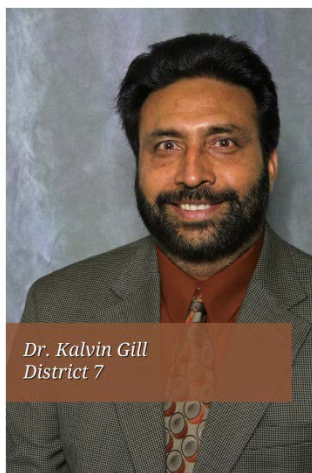
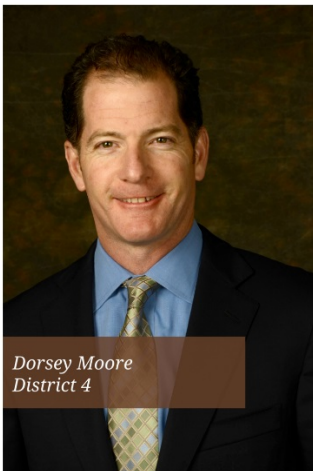


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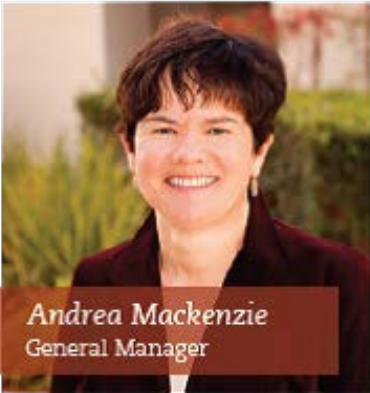
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General Manager's Message

I am pleased to present the Open Space Authority's FY 2017/2018 Budget and Annual Work Plan. It implements the agency's Mission, original 5 Year Plan and Santa Clara Valley Greenprint and continues to efficiently leverage funding and agency partnerships that support the long-term effectiveness of the agency's conservation programs.

Many of the priorities established in FY 2016/2017 were realized. The following are just a few examples of what the Authority accomplished:

The launch of a multi-faceted *Coyote Valley Land Protection and Resource Management Strategy* including development of a partner-based Landscape Linkage concept and science brief to identify the areas within Coyote Valley deemed most essential by scientists to protect and enhance wildlife connectivity between the Diablo Range and the Santa Cruz Mountains.

Award of over \$1.5 million in grants to 15 applicants in the inaugural round of the Measure Q Urban Open Space Grant Program delivering a diversity of science, open space, nature-based and agricultural programs throughout the Authority's jurisdiction. The Authority leveraged more than \$1.1 million in matching funds from grantee organizations for a total urban open space investment of more than \$2.6 million.

The purchase and preservation of three high-priority urban open space areas in partnerships with cities in our jurisdiction: In the City of Morgan Hill, a key parcel was purchased as a future local public access point to El Toro Mountain from downtown Morgan Hill; and in the City of San Jose, two properties were purchased on Santa Teresa Ridge for open space protection, including the historic Greystone Quarry site.

2017/2018 Priorities and Initiatives

The Authority will continue this momentum into 2017/2018 by focusing our resources and investments on eight high-priority conservation initiatives:

1. **Coyote Valley Land Protection, Connectivity & Resource Management** – Work with willing sellers to complete high priority land acquisition and conservation easement projects. Continue collaboration with the Santa Clara Valley Water District Collaborate to include land conservation and natural resource restoration-based approaches as tools for water resource management in the SCVWD's *One Water* and *Groundwater Management* plans and policies.
2. **Regional Conservation Planning Initiatives** – Complete the *Santa Clara County Regional Conservation Investment Strategy (RCIS)* and Partnering with Santa Clara County, cities of Morgan Hill, Gilroy, San Jose and the agricultural community to complete the *Climate and Agricultural Protection Program (CAPP)*, a series of policies, ordinances, agricultural preservation programs and economic development strategies to support a robust agricultural

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industry and reduce the potential for future generation of greenhouse gas emissions from conversion of farmland and rangeland.

3. **Coyote Valley Conservation Funding** – Develop a conservation funding strategy to conserve and restore the critical landscape linkage locations in the Coyote Valley that are necessary to allow movement by wide-ranging animals such as badger, grey fox, bobcat and mountain lion to migrate and disperse between the Santa Cruz Mountains and Diablo Range.
4. **Administrative and Operational Efficiency** – Complete the move into the Authority’s new headquarters building and continue to strengthen the Authority’s long term operations through strategic staffing, training, development and capacity building for Staff, Board and the Citizen’s Advisory Committee.
5. **Land Conservation** – Continue to work with willing sellers to identify and preserve high-priority agricultural areas, open space lands and urban open space areas as identified in the Santa Clara Valley Greenprint and 5 Year Plan.
6. **Land Management & Public Access** – Develop public access and trail plans for Coyote Valley Open Space Preserve, Coyote Ridge Open Space Preserve and the southern portion of Rancho Canada del Oro Open Space Preserve. Also, repair and rehabilitate the Authority’s open space lands affected by the winter storms of 2017 as well as vegetation monitoring on lands affected by the 2016 Loma Fire.
7. **Community Investment and Education** – Continue to develop and invest in urban open space projects through the Measure Q Urban Open Space Grant Program with the delivery of science and nature based educational opportunities throughout the Authority’s jurisdiction.
8. **Leverage Technology** – Identify and invest in the Authority’s technology infrastructure to provide greater efficiency, productivity and transparency throughout the Agency.

The Authority’s 2017/2018 Budget and Annual Work Plan demonstrates the OSA’s continued commitment to conservation leadership, collaboration and innovation in protecting valuable open space, agricultural lands and natural resources in Santa Clara Valley and connecting people to them.

Sincerely,



Andrea Mackenzie
General Manager

Mission and Vision of the Open Space Authority

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.

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

Santa Clara Valley Open Space Authority 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.

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The History of the Open Space Authority

The Open Space Authority (the Authority) was founded in 1993 for the purposes of balancing rapid development and ensuring protection of valuable open space lands and productive farm and ranchland.

The Authority's jurisdiction includes the cities of San Jose, 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 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; nine more represent various interest groups: agriculture, business, civic organizations, development community, education, environmental/open space, labor, public safety and health, parks, and trails.

As well, a seven-member Expenditure Oversight Committee (EOC) was formed after the passage of Measure Q in November 2014. The purpose of the EOC is to review Measure Q expenditures on an annual basis to ensure they conform to the Measure Q Expenditure Plan.

The Board of Directors holds regular public meetings the second and fourth Thursday of each month except in November and December, when meetings are held only on the second Thursday. After July 1, 2017, the meetings will be held at the Authority's new Headquarters Office located at 33 Las Colinas Lane, San Jose, California. Information about the Authority's upcoming meetings may be found on the website www.openspaceauthority.org or by calling the Authority offices at (408) 224-7476.

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Urban Conservation and Community Successes

To date, the Authority has protected over 22,000 acres of the Santa Clara Valley’s highest priority open space lands through purchase, conservation easements, and partnerships with other conservation agencies and non-profits. Each year, thousands of hikers, cyclists, and equestrians enjoy over 22 miles of well-maintained trails at the Authority’s Coyote Valley, Rancho Cañada del Oro and Sierra Vista Open Space Preserves.



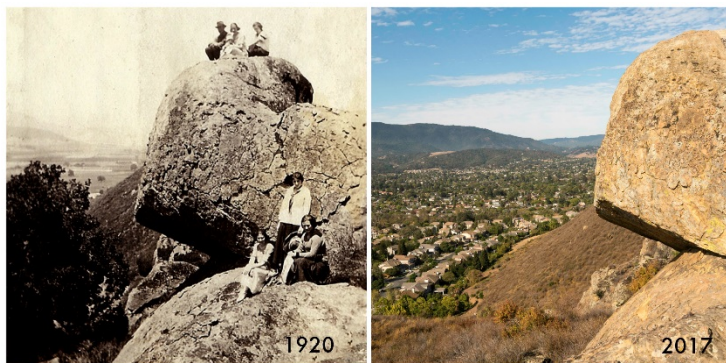
Martial Cottle Park

The Authority has long recognized the value of nature and access to parks, open space and trails to the quality of life in our urban communities. Through its 20% Funding Urban Open Space Program, the Authority has allocated nearly \$10 million of funding to city and county partnership projects, including 1) Martial Cottle Park, an agricultural park project of Santa Clara County and CA Department of Parks and Recreation; 2) Three Creeks Trail, a project of the City of San Jose; and 3) Ulistac Natural Area, a project of the City of Santa Clara.

The Measure Q parcel tax allowed the Authority to expand its impact even further in urban areas. In 2016/2017, the Authority awarded over \$1.5 million in Urban Open Space grants to 15 diverse projects throughout the Authority’s jurisdiction. The projects, which focus on public access, restoration, urban farms and nature-based environmental education, increase community access to nature including for Title One students at Guadalupe River Park, development of community gardens at Joseph George Middle School and in the City of Morgan Hill. Measure Q Urban Open Space funds are also supporting the development of a unique and innovative outdoor exploration space, Bill’s Backyard, at Children’s Discovery Museum in downtown San Jose.



Proposed Plan for Bill's Backyard, Courtesy of Children's Discovery Museum of San Jose



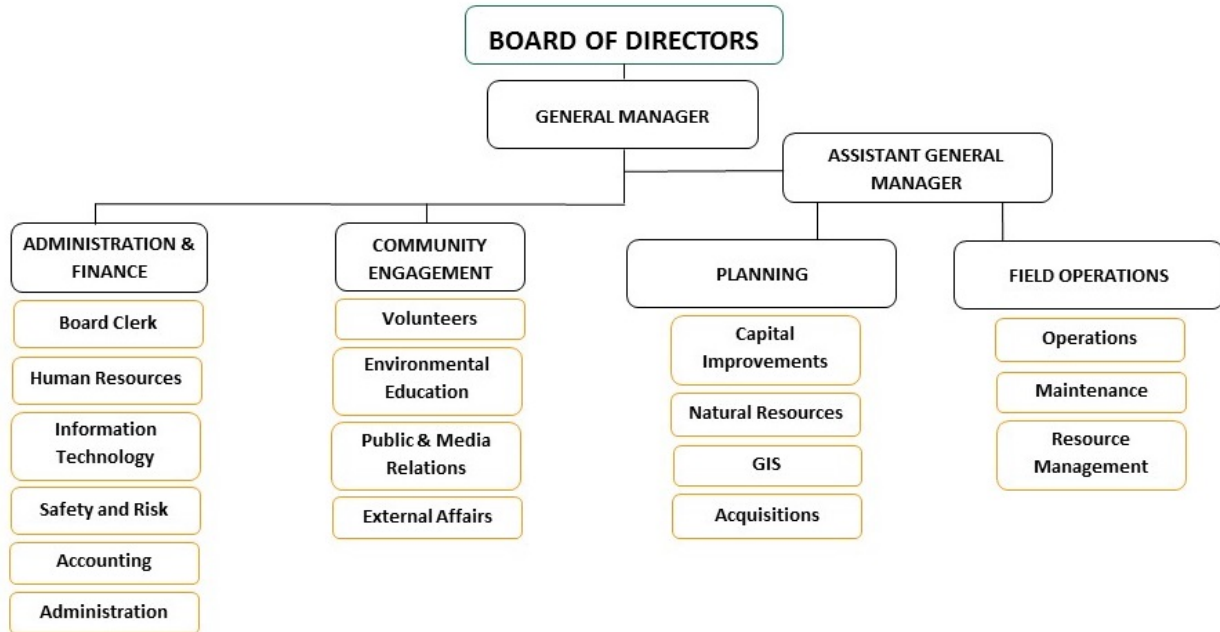
View from Pfeiffer / Greystone Quarry 1920 and 2017

51-acre Pfeiffer (Greystone Quarry) property.

For three decades, citizens have called for preservation and public access in the Santa Teresa Foothills, connecting Almaden Lake and Santa Teresa County Park. In 2016/2017, two important land purchases by the Authority brought the community closer to creating the community’s vision for an interconnected system of open space, parks and trails in the Santa Teresa Foothills: the 8.8-acre-San Filippo property and

Staffing and Structure

The Open Space Authority has 33 Board approved positions, including the Board-appointed General Manager.



PART 1: THE BUDGET



Budget Development Process

The budget and work plan development process began in early March 2017. The General Manager and the department managers revisited the Authority's mission, vision, and goals as laid out in the Measure Q Expenditure Plan, the Santa Clara Valley Greenprint and District 1 Assessment's 5 Year Plan. The process of building the Budget and Annual Work Plan included a Board Workshop in which the Board identified their high-priority initiatives and projects for the coming fiscal year, providing Staff with clear direction on building a balanced and sustainable budget.

Guidelines and Assumptions

The Open Space Authority has gathered and developed a list of guidelines and assumptions that address Authority revenues and income. The Santa Clara Valley Open Space Authority ensures revenue and income is spent in the most efficient and effective manner 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.
- Authority will secure at least 25% in non-Authority funds for each Capital Improvement Project (CIP) project.
- Allocate a minimum of \$250,000 from the District 1 Assessment to capital projects, capital purchases and/or acquisitions.
- The Authority will recapture the cost of providing service (staffing and other costs) as a condition of partner agreements.

Measure Q Expenditure Guidelines

- The Authority will expend no more than 5% (approximately \$395,000 per year) of the revenue generated by Measure Q toward administrative expenses.
- 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 Q revenue will be set aside for the Urban Open Space Grant Program.

Measure Q 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 Q projects.

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- ▶ Natural Resource Protection to protect and restore natural areas.
- ▶ Land Operations and Maintenance to maintain all of 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 Q Urban Open Space grant program.

Prioritizing Projects

The Santa Clara Valley Greenprint, the Measure Q 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 Citizen's Advisory Committee (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 Q Expenditure Plan (Expenditure Plan), the document that guides the Authority on the use of Measure Q 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 project areas identified in the Expenditure Plan and Valley Greenprint include:

- Preservation: Acquisitions & Conservation Easements
- Public Access and Amenities: Construction & Capital Projects
- Environmental Education, Activities and Outreach
- Land and Agency Operations & Maintenance
- Natural Resource Management
- Urban Open Space Program and Grants

A list of the Authority's high-priority projects for FY 2017/2018 can be found in the FY 2017/2018 Annual Work Plan and were developed with the guidance of the Valley Greenprint, the Expenditure Plan, and 5 Year Plan.

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Budget Summary

The budget seeks to achieve the following: 1) balance expenditures to District 1 Assessment and Measure Q Parcel Tax revenues; 2) provide revenue for one-time high priority projects with funding from the Authority's Capital Reserve Fund, consistent with the Board's Financial Reserve Fund and Reserve Fund Policy and; 3) prioritize and implement projects that support the goals and objective of Measure Q and the Santa Clara Valley Greenprint.

Total expenditures for FY 2017/2018 are estimated to be \$14,206,759 (Table 1) of which \$1,750,000 are attributed to grants and other income. The Authority is expected to spend \$12,456,759 of its revenue (Table 1) in the 2017/2018 fiscal year and incur a surplus of \$1,499 (Table 2).

Total revenue is expected to be \$12,458,258.

The Authority's 2017/2018 Budget of \$14,205,759 million fulfills the goals and objectives of the agency by delivering a balanced budget (Table 2), taking into account revenues and income from District 1, Measure Q, Reserve and grant funds.

TABLE 1

Expenditure Summary Breakdown		Estimated
Total FY 2017/2018 Estimated Expenditures		14,206,759
Non-Revenue Expenditures		
Grants and Other Income		-200,000
Measure Q Urban Open Space Grant Awards		-1,000,000
Capital Reserve Fund		-550,000
Total Non-Revenue Expenditures		-1,750,000
Expenditures		12,456,759

TABLE 2

Revenues and Expenditures Summary		Estimated
FY 2017/2018 Estimated Authority REVENUES		12,458,258
FY 2017/2018 Estimated Authority EXPENDITURES		-12,456,759
Difference -- Revenues minus Expenditures		1,499

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Fund Balance Carryover

By July 1, 2017, the beginning of the Authority's fiscal year, it is estimated that the Authority will carryover a total of \$27,622,345 from the previous fiscal year (Table 3). This is a total balance only and does not reflect encumbrances or restrictions that may be in effect.

TABLE 3

Projected Carryover by Fund	Projected Ending Balance
(includes restricted, unrestricted and encumbered funds)	6/30/2017
District 1	4,946,966
Measure Q	199,394
Reserve (Capital)	2,951,754
Reserve (Operational)	14,000,000
Reserve (Conservation Stewardship)	85,000
Grants	400,000
Authority Grant Programs (District 1 20% and MQ UOS)	5,039,231
Projected Carryover into FY 2017/2018	27,622,345

Table 4 shows each Fund's carryover and encumbrance. Of the \$27,622,345 in carryover, \$8,098,114 is available for allocation in the FY 2017/2018 budget.

TABLE 4

Carryover and Encumbrances	2017/2018
District 1	7,093,324
	<i>Encumbered: 20% Funding Program</i>
	-2,146,358
Measure Q	3,092,267
	<i>Encumbered: Urban Open Space</i>
	-2,892,873
Reserve (Capital, Operational, & Conservation Stewardship)	17,036,754
	<i>Encumbered: Operational Fund</i>
	-14,000,000
	<i>Encumbered: Conservation Stewardship</i>
	-85,000
Grants	400,000
	<i>Encumbered: All funds encumbered</i>
	-400,000
Total Unencumbered Carryover Funds into FY 2017/2018	8,098,114

Revenue and Income

FY 2017/2018 REVENUES are estimated to be \$12,458,258 Non-revenue INCOME is estimated to be \$2,572,000

Revenue

The Open Space Authority has two revenue Funds: the District 1 Assessment and the Measure Q Parcel Tax.

District 1 Assessment (revenue) – District 1 Assessment (District 1) is a \$12 annual benefit assessment approved in 1996 by voters within the Authority’s jurisdiction. District 1 brings in approximately \$4.2 million per year and must be renewed annually through 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 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 own 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.

Measure Q Parcel Tax (revenue) – The Measure Q Parcel Tax (Measure Q) is a 15-year, \$24 per-year parcel tax approved by voters in November of 2014. Measure Q brings in approximately \$8 million per year.

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

- Protect Open Space, Redwood Forests, Wildlife Habitat, Scenic Hillsides 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 Mitigation Management Income – Through agreements with the other organizations and agencies, the Authority provides contract land management services on lands adjoining Authority property.

Non-Revenue Income Sources

The Authority's other sources of funding come from the Capital and Operational Reserve Fund, grants received from other agencies and organizations, other income such as donations and lease income. Included in this list are the Open Space Authority's Urban Open Space Grant Program funds.

- **Reserve Fund (Capital, Operational and Conservation Stewardship)** – The Reserve Fund is an unrestricted fund (unlike District 1 Assessment and Measure Q 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. Conservation Stewardship Fund is reserved for emergency land management needs and the legal defense of the Authority's preserves and conservation easements.
- **Grants and Other** – The Open Space Authority strives to leverage its own funds with grants and partnerships. The Authority accepts unsolicited donations. The Authority also receives income from leases and permit fees for special uses of Authority property.
- **Urban Open Space Program Funds** – While technically not considered either income or revenue, Measure Q Urban Open Space funds carried over from the previous fiscal year have been captured in Table 5, Column (5) on the next page.

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Projected Revenues and Income

Non-Revenue Income Sources – Other income sources (beginning on Row A) include Capital Reserve Funds and Measure Q Urban Open Space Funds, interest income, grants, unsolicited donations, lease income, and income from special use permits. The funds from Capital Reserve and Measure Q Urban Open Space are withdrawn from carryover from the previous fiscal year, deposited as other income and expended in the coming fiscal year.

TABLE 5

Income/Revenue	(1) FY17/18 District 1	(2) FY17/18 Reserve	(3) FY17/18 MQ	(4) FY17/18 MQ UOS	(5) FY17/18 Grants	FY17/18 Budget TOTAL
5000 - REVENUES						
5100 - Revenue	4,295,714		7,939,544			12,235,258
TOTAL ASSESSMENT REVENUE	4,295,714		7,939,544			12,235,258
5700 - Land Mitigation						
5701 - VTA	61,000					61,000
5702 - SCVWD	60,000					60,000
5703 - Waste Mgmt	2,000					2,000
5704 - Valley Habitat Agency	100,000					100,000
Total Land Mgmt Income	223,000					223,000
TOTAL REVENUE	4,518,714		7,939,544			12,458,258
(A) OTHER INCOME SOURCES						
Capital Reserve Fund		550,000				550,000
Measure Q UOS Fund				1,000,000		1,000,000
5200 - Interest Income	60,000	200,000	60,000			320,000
5300 - Grants					606,900	606,900
5400 - Donations						
5500 - Land Sales						
5600 - Land Use Income						
5601 - Lease Income	79,900					79,900
5602 - Grazing Lease Income	15,200					15,200
5603 - Use Permit Income						
Total Other Income Sources	155,100	750,000	60,000	1,000,000	606,900	2,572,000
ALL REVENUE AND INCOME	4,673,814	750,000	7,999,544	1,000,000	606,900	15,030,258

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FY 2017/2018 Budget

The FY 2017/2018 Budget reflects the goals of the FY 2017/2018 Annual Work Plan (Appendix A). Total expenditures for FY 2017/2018 are estimated to be \$14,206,759, a 26.9% decrease from 2016/2017.

TABLE 6

Expenditures	FY17/18 District 1	FY17/18 Reserve	FY17/18 MQ	FY17/18 MQ UOS	FY17/18 Grants	FY17/18 Budget TOTAL
6000 - PAYROLL						
Total Payroll	1,668,147		1,321,979			2,990,126
6100 - BENEFITS & EMPLOYEE EXPENSES						
Total Benefits	747,445		605,005			1,352,449
6200 - TRAVEL AND EXPENSES						
Total Travel and Expenses	23,000					23,000
6300 - SUPPLIES AND CONSUMABLES						
Total Supplies and Consumables	108,250		181,650			289,900
6400 - OUTSIDE SERVICES/CONSULTANTS						
Total Outside Services/Consultants	808,961	335,000	1,363,590		200,000	2,707,551
6500 - OTHER SERVICES AND EXPENSES						
Total Other Services and Expenses	447,937		144,623			592,560
6600 - EQUIPMENT AND MAINTENANCE						
Total Equipment and Maintenance	131,820	200,000	61,500			393,320
6700 - FACILITIES AND UTILITIES						
Total Facilities and Utilities	137,333	15,000	10,000			162,333
6800 - MEMBERSHIPS AND LIBRARY						
Total Memberships and Library	45,519					45,519
6900 - FEE TITLE & CONSERVATION						
Total Fee Title and Conservation	250,000		3,750,000			4,000,000
6950 – AUTHORITY GRANT PROGRAMS						
Total Authority Grant Programs	150,000		500,000	1,000,000		1,650,000
TOTAL EXPENSES	4,518,412	550,000	7,938,347	1,000,000	200,000	14,206,759

(Note: numbers have been rounded)

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TABLE 7

Expenditure Accounts by Category	FY17/18 District 1	FY17/18 Reserve	FY17/18 MQ	FY17/18 MQ UOS	FY17/18 Grants	FY17/18 Budget TOTAL
Operating Expenses						
Personnel	2,400,692		1,926,984			4,327,676
Administration	851,885	100,000	303,633			1,255,518
Community Engagement	432,791		56,500			489,291
Field Operations	159,635		176,600			336,235
Planning	28,525		442,730			471,255
Board	29,884					29,884
Elections	200,000					200,000
Total Operating Expenses	4,103,412	100,000	2,906,447			7,109,859
Capital Expenditures						
Land Acquisition	250,000		840,000			4,090,000
Capital Improvement		300,000	691,900		200,000	1,191,900
Capital Purchases	15,000	150,000				165,000
Total Capital Expenditures	265,000	450,000	4,531,900		200,000	5,446,900
Authority Grant Programs						
20% Funding	150,000					150,000
Urban Open Space Grants			500,000	1,000,000		1,500,000
Total Authority Grant Programs	150,000		500,000	1,000,000		1,650,000
Total Expenditures	4,518,412	550,000	7,938,347	1,000,000	200,000	14,206,759

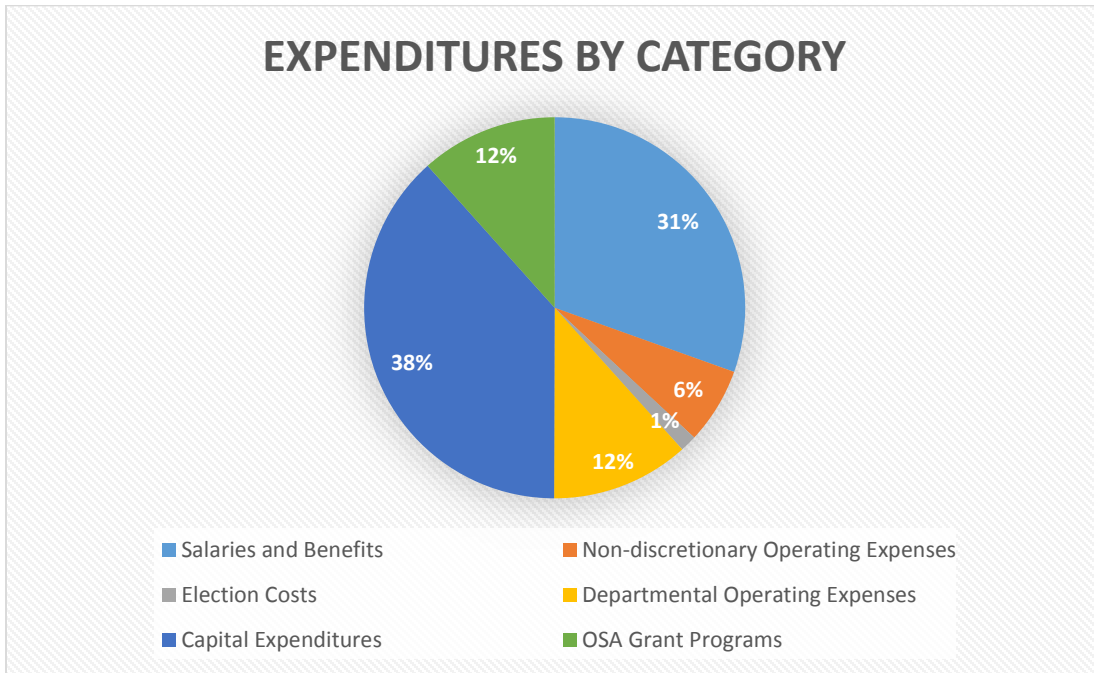


FIGURE 1

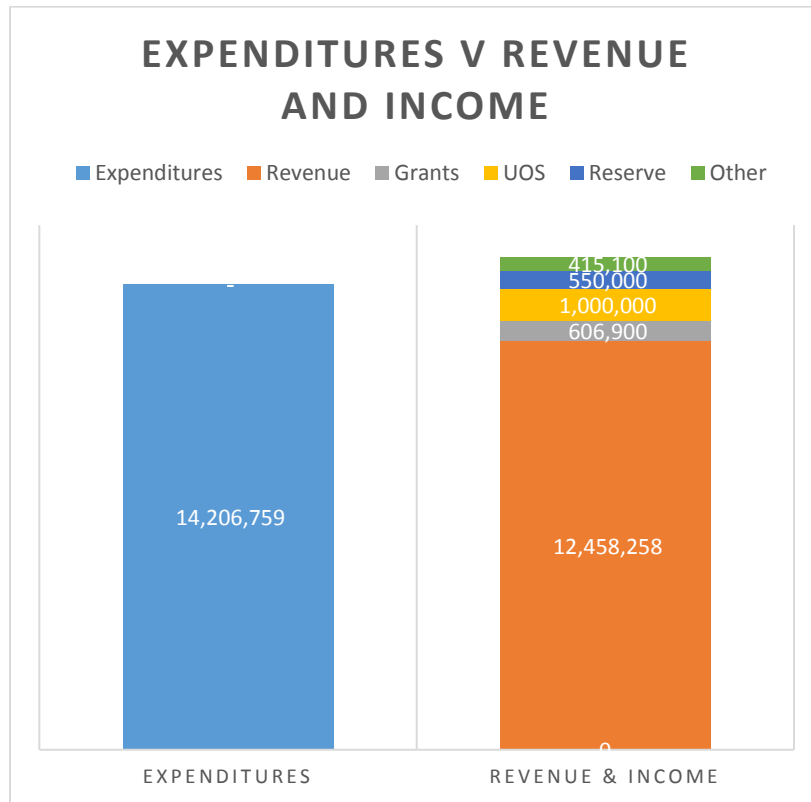


FIGURE 2

Discussion of Expenditures

Staffing

The Authority currently has 33 approved full time positions. At the end of June 2017, the Authority will be moving into a new headquarters location, effectively gathering all employees into a single location. Previously they occupied three separate locations. This move allows the authority to improve its technology infrastructure as well as support employees with their technological needs. However, the Authority does not have a dedicated IT person on staff. It is recommended that the Board reclassify the currently vacant HR Administrative Assistant to IT Technician.

Also, the Open Space Authority currently contracts out for bookkeeping services. While the services have been excellent, the expense could be minimized by approximately 30% by hiring a Staff Accountant. It is recommended the Board add one (1) full-time Staff Accountant.

The current Range # for the HR Administrative Assistant is at #15 with an hourly range of \$26.10 to \$31.72. The IT Technician would be set at Range #26 with an hourly range of \$34.14 to 41.50. This position would be classified as non-exempt.

The recommended salary range for Staff Accountant is Range # 24, \$32.52 to \$39.53 in the Salary Range Chart.

Approving these recommendations would increase the total number of regular staff at the Authority from 33 to 34.

The budget reflects the addition of one (1) position and the reclassification of one (1) position for FY 2017/2018.

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 2017/2018 the benefits package is approximately 43% of salary. Together, salaries and benefits are 31% of total expenditures for the year.

Cost of Living Adjustment

A comprehensive classification structure was put into place in April of 2014 to address equity within the agency as well as to benchmark the Authority against other local governmental agencies. The Open Space Authority uses a salary range pay plan that associates 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 are recommended based on the March report of the Consumer Price Index for San Francisco-Oakland-San Jose for the year ending in February. A cost of living adjustment of 3.4% is recommended for FY 2017/2018.

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Non-discretionary Operational Expenses

Open Space Authority operational expenses include business insurance, Worker's Compensation, memberships, conferences, utilities, postage, shipping, storage, legal notices, meeting expenses, recruitment, legal services, printing, bank fees, training and travel.

Supplies

Supplies include office supplies, publications, library materials, subscriptions, software and hardware, data backup, furniture, general supplies, copy room supplies and small equipment. Much of the budgeted supplies are one-time costs attributed to outfitting the new office building with furniture, equipment, supplies and services.

Occupancy

At the end of June 2017, the Authority will move its Administrative, Community Engagement and Land Management offices into a single headquarters location at 33 Las Colinas Lane in San Jose. As such, much of the occupancy expenses related to rent for the current Administrative and Community Engagement offices, located at 6980 Santa Teresa, and the Land Management Office, located on Via del Oro will not be carried into FY 2017/2018. It is unclear at this time the total cost of occupancy at the headquarters location however Staff has budgeted for facilities and maintenance expenses including alarm, water, landscaping, and PG&E as well as improved internet, janitorial, and HVAC and elevator maintenance.

Contractual Services

The Open Space Authority relies on the expertise of professionals for services in areas in which it is most cost effective to not employ a regular staff member. Contractual Services include: Audit services for District 1 and Measure Q, office equipment leases, assessment engineering services, software maintenance/licenses, and human resources outside services, professional services, design services, office equipment maintenance, IT services, and website services. However, once the staff accountant and IT Technician are hired, the Authority will no longer contract for bookkeeping and regular IT services.

Board and Committee Expenses

Board stipends, meeting expenses and Board member training are expected to be \$29,884 for FY 2017/2018.

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. In the past, the Authority has budgeted \$400,000 for each election year. To manage the swing in available funds due to election year costs, the Authority

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is normalizing these costs beginning in FY 2017/2018 by pro-rating costs across non-election years. As of FY 2017/2018 the Authority will budget approximately \$200,000 per year for election costs with a goal of maintaining \$400,000 for anticipated election expenses.

TABLE 8

Summary of Department Expenses for FY 2017/2018						
Expenditure Category	Admin	CET	Planning	Acquisitions	Field Ops	TOTAL
Non-discretionary Operating Expenses						
Staff Costs -- Salaries and Benefits	1,545,367	715,466	921,960	0	1,144,883	\$4,327,676
Non-discretionary Expenses	811,295	0	0	0	106,000	\$917,295
Election Costs	200,000	0	0	0	0	\$200,000
Other Operating Expenses						
Departmental Operating Expenses	369,223	322,958	28,525	0	53,635	\$774,341
Departmental Project Expenses	75,000	166,333	442,730	0	176,600	\$860,663
Board	29,884	0	0	0	0	\$29,884
Total Departmental and Operating Expenses	3,030,769	1,204,757	1,393,215	0	1,481,118	\$7,109,859
Capital Expenditures						
Land Acquisition	0	0	0	4,090,000	0	\$4,090,000
Capital/Structural Improvement	0	0	922,900	0	269,000	\$1,191,900
Capital Purchases	150,000	0	0	0	15,000	\$165,000
Total Capital Expenditures	150,000	0	922,900	4,090,000	284,000	\$5,446,900
Authority Urban Open Space Grant Programs						
District 1 20% Funding Program	150,000	0	0	0	0	\$150,000
Measure Q Urban Open Space Grant	0	100,000	1,400,000	0	0	\$1,500,000
Total Authority Urban Open Space Grants	150,000	100,000	1,400,000	0	0	\$1,650,000
Total Estimated Expenditures for 2017/2018	\$3,330,769	\$1,304,757	\$3,716,115	\$4,090,000	\$1,765,118	\$14,206,759

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TABLE 9

Budget – 3 Year Revenue and Expenditure Comparison			
	Budgeted	Budgeted	APPROVED
	FY 2015/2016	FY 2016/2017	FY 2017/2018
Income (Reserve, Grants, MQ UOS)	6,176,114	7,998,145	2,572,000
Revenues (District 1 and MQ)	10,985,759	12,192,284	12,458,258
Total Income and Revenues	17,161,873	20,190,429	15,030,258
Expenditure Category	Budgeted	Budgeted	APPROVED
	FY 2015/2016	FY 2016/2017	FY 2017/2018
Personnel	4,556,899	4,486,931	4,327,676
Administration	1,502,310	1,647,062	1,255,518
Community Engagement	812,350	770,848	489,291
Field Operations	745,590	734,191	336,235
Planning	199,150	293,627	471,255
Board	47,846	33,668	29,884
Elections	0	400,000	200,000
Total Operating Expenses	7,864,145	8,366,327	7,109,859
Capital Expenditures			
Land Acquisition	3,692,500	5,163,835	4,090,000
Capital/Structural Improvement	1,728,300	3,712,437	1,191,900
Capital Purchases	96,000	234,000	165,000
Total Capital Expenditures	5,516,800	9,110,272	5,446,900
Authority Grant Programs			
20% Funding	75,000	150,000	150,000
Urban Open Space Grants	250,000	1,808,765	1,500,000
Total Authority Grant Programs	325,000	1,958,765	1,650,000
Total Expenditures	13,705,945	19,435,364	14,206,759

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PART 2: THE ANNUAL WORK PLAN



Annual Work Plan

The Annual Work Plan is comprised of the projects identified in the Authority's Strategic Work Plan. The Annual Work Plan items are those that will be worked on in the fiscal year. The Strategic Work Plan includes all identified projects regardless of their completion timeline.

As part of the Annual Work Plan development process, the Authority first identified eight areas to focus on, also referred to as Initiatives. These Initiatives put form and context around the work of the agency. The highest priority projects fall under one of the eight Initiative categories. The following is a summary list of the Initiatives and their related projects:

Top Initiatives & Projects for FY 2017/2018

1. Coyote Valley Land Protection & Resource Management
 - Develop Coyote Valley Communications Strategy
 - Conduct Coyote Valley Water Resources Enhancement Feasibility Study
 - Develop Coyote Valley Landscape Linkage Conservation Strategy
2. Regional Conservation Planning Initiatives
 - Regional Conservation Investment Strategy (RCIS)
 - Santa Clara Valley Climate and Agricultural Protection Program (CAPP)
 - High Speed Rail (HSR) Planning
3. Conservation Funding
 - Coordinate with Conservation Partners to Leverage Resources
 - Develop Coordinated Acquisition Funding Strategy
4. Administrative and Operational Efficiency
 - Complete Phase II Authority Headquarters Projects
 - 2017 Classification and Compensation Study
 - Engage Financial Advisor/Consultant
 - Develop Workforce Growth and Development Plan for Board, CAC and Staff
5. Land Conservation
 - Priority Land Acquisition/Conservation Projects
 - Develop Regional Agricultural Conservation Easement Program
6. Land Management & Public Access
 - Develop Coordinated Resource Management Strategy
 - Coyote Ridge OSP Public Access Planning
 - Winter 2017 Storm Repairs
 - Coyote Valley OSP North Meadow Plan
 - Pajaro River Ag Preserve Clean Up
7. Community Investment and Education
 - Authority 25th Anniversary Event Planning
 - Develop Strategic Environmental Education Grants Program
 - Develop Strategic Community Neighborhood Engagement Plan
 - Measure Q Urban Open Space Grant Program

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8. Leveraging Technology

- Implement Legislative Management System
- Develop Information Technology Master Plan
- Acumatica ERP Report Design and Development

Santa Clara Valley Open Space Authority								
FY 2017/2018 Proposed Initiatives and Priority Projects								
	1	2	3	4	5	6	7	8
	Coyote Valley Land Protection & Resource Management	Regional Conservation Planning Initiatives	Conservation Funding	Administrative and Operational Efficiency	Land Conservation	Land & Resource Management & Public Access	Community Investment and Education	Leveraging Technology
A	CET - Develop Coyote Valley Communications Strategy	PLN - Regional Conservation Investment Strategy (RCIS)	ACQ - Coordinate with Conservation Partners to Leverage Resources	ADM - Develop Workforce Growth and Development Plan for Board, Staff and CAC	ACQ - Priority Land Acquisition Projects	PLN - Develop Coordinated OSA Resource Management Strategy	CET - 25th Anniversary Event Planning and Implementation	ADM - Install Legislative Management System
B	PLN - Coyote Valley Water Resources Enhancement Feasibility Study (Phase II)	PLN - Santa Clara Valley Climate and Agricultural Protection Program (CAPP)	ACQ - Develop Coordinated Acquisition Funding Strategy	ADM - Engage Financial Advisor/Consultant	ACQ - Develop Regional Agricultural Conservation Easement Program	PLN - Coyote Ridge OSP Public Access Planning	CET - Develop Strategic Environmental Education Grants Program	ADM - Develop IT and Communications Master Plan
C	PLN - Develop Coyote Valley / Landscape Linkage Conservation Strategy	PLN - High Speed Rail Planning		ADM - 2017 Classification and Compensation Study		FLD - Winter 2017 Storm Repairs	CET - Develop Strategic Community Neighborhood Engagement Plan for OSA's Urban Preserves	ADM - Acumatica ERP Report Design and Development
D				PLN -- OSA Headquarters Phase II Projects		PLN - Coyote Valley OSP North Meadow Plan	PLN - MQ Urban Open Space Competitive Grant Program	
E						FLD - Pajaro River Ag Preserve Clean Up		

Each one of the projects listed under the Initiatives can be found in the Annual Work Plan.

Summary of Initiatives and Projects by Department

Planning

The Planning Department is responsible for developing use and management plans for Authority properties including planning, design, and construction of capital improvement projects and other public access and restoration improvements; planning and implementation of natural resource management projects and permitting, and environmental compliance for planning and land management work. Planning also provides the administration, design and implementation of Authority's Geographic Information Systems mapping and analysis services which supports all aspects of Authority work, including conservation planning, real property evaluations, acquisitions, community and media outreach and land management.

The Department also leads all aspects of the Measure Q Urban Open Space Grant Program with annual solicitations, awards, contracting and project implementation. In the coming fiscal year Planning staff will also manage many of the Phase II projects associated with the Authority's new Headquarters Building.

A large budget initiative of the Planning Department includes the Authority's Acquisition program and this is described in more detail following this section. These functions are reflected in the department's programs:

- Conservation Planning / GIS Services
- Public Access and Restoration Capital Improvement Projects
- Resource Management
- Urban Open Space
- Acquisition (see separate description below)

Planning Priority Projects for FY 2017/2018

The selection of the priority projects for the Planning Department reflect the continuation of critical work on regional initiatives focused on planning and policy development for conservation directly associated with the Authority's mission and goals. These regionally-focused efforts will support future planning and public access within Authority's jurisdiction as well as serve as models for agricultural, urban open space and critical habitat protection, all part of the implementation of Measure Q. Other 2017/2018 projects focus on the Coyote Valley and take advantage of partnership opportunities for strategic land acquisition, water resources protection, public access, agricultural preservation and overall land conservation.

These projects are balanced with capital improvement initiatives that will expand public access, environmental education opportunities and provide a wider range of opportunities to connect people to

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nature. The Planning Department projects also include critical resource management efforts that support all Authority lands and are responsive to wildfire and other challenges.

The Planning budget includes the next solicitation of grants from the Measure Q Urban Open Space Grants program, further expanding the range and scope as well as location and type of recipient for urban agricultural, greening and open space project grant work. The program will continue to include a rich array of urban programs and projects that support cultural diversity and many types of urban greening in the region.

Below are the priority projects for 2017/2018 as well as additional projects that have been ongoing and will be advanced in the coming fiscal year:

- Conduct Coyote Valley Water Resources Enhancement Feasibility Study Phase II
- Coyote Valley Landscape Linkage Design
- Regional Conservation Investment Strategy (RCIS)
- Santa Clara Valley Climate and Agricultural Protection Program (CAPP)
- High Speed Rail (HSR) Planning
- Authority Headquarters Phase II Projects
- Develop Coordinated Resource Management Strategy
- Coyote Ridge OSP Public Access Planning
- Coyote Valley OSP North Meadow Plan
- El Toro Public Access Plan
- Storm Damage Repairs Planning Support
- Loma Fire Vegetation Monitoring
- Rancho Canada Del Oro Public Access Plan
- Grey Fox and Radio Collar Study
- Coyote Ridge Grazing Improvements
- Measure Q Urban Open Space Grant Program
- Conservation Funding Strategy

The FY 2017/2018 budget provides funding for day-to-day operations and for projects that began in prior years. This work is delivered largely through staff expertise and knowledge but also with the specialized work of consultants. The following is a list of these projects by program:

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Conservation Planning

The purpose of the Conservation Planning Program is to identify regional and local land conservation priorities, and to develop land protection and funding strategies that link state and regional policies/programs to the local level. This work is expressed through a myriad of projects and regional initiatives that are reflected in the priority projects listed above as well as the acquisition program described below.

Capital Improvement Projects (CIP) Program

The purpose of the Capital Improvement Program is to deliver projects such as new trails, staging areas, ecological restoration, interpretive and education stations and other site amenities that allow the public to interact with open space in a wide array of experiential environments. As well as the Annual Work Plan projects listed above, the Capital Improvement Program will also be advancing work on the following:

- Close-out and monitoring of South Valley Meadow Restoration Project
- Pajaro River Agricultural Preserve (former Leung Property) Agricultural Lease/Remediation
- Palassou Ridge Open Space Preserve Public Access Strategy
- Explore expansion of Sierra Vista Open Space Preserve Parking Areas
- New property acquisition management strategies

Resource Management

The purpose of the Resource Management Program is to ensure long term protection and stewardship of the lands, waters and habitats that the Authority owns and manages on its preserves and conservation easement lands. This includes habitat protection through specific terrestrial and aquatic vegetation and wildlife management.

A key focus for 2017/2018 will be to develop a coordinated, Authority-wide resource management strategy to ensure efficiency and transferability across preserves with the policies and projects undertaken.

As well as the Annual Work Plan projects listed above, the Resource Management Program will also be advancing work on the following:

- Loma Fire Monitoring and Restoration
- Wildfire Prevention Plan
- Pond Infrastructure and Assessment Planning
- Blair Pond Repair
- Invasive Species Policy and Implementation Plan

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Urban Open Space

The purpose of the Open Space Authority Grant Program is to oversee and manage the Authority's two Urban Open Space Grant Programs: District 1 Assessment's 20% Funding Urban Open Space Program and Measure Q's Urban Open Space Program. The Grant Program also oversees incoming grants that leverage the financial resources of the agency which in turn expand the capacity and reach of the Authority's conservation and education efforts.

In addition to the Measure Q Urban Open Space program, the Authority will continue its work in 2017/2018 with the District 1 Assessment's 20% Funding Program. This program, now over 20 years old, has left a legacy of urban agriculture and greening projects throughout the region and continues to provide cities and communities with public open space and associated access amenities that connect people to nature in a myriad of ways.

As well as the Annual Work Plan projects listed above, the Grant Program will include advancing the following projects:

- New 20% funding applications
- Management of existing 20% grant projects
- Ongoing project management for multi-year grants including SCVWD grant at South Valley Meadow, etc.

Land Acquisition and Conservation

The Acquisition Program is responsible for conserving strategic land through fee title or conservation easements by working with willing sellers and land owners. Staff strives to leverage the Open Space Authority's funds through partnerships and grant funding. Land priorities are derived in part from the Valley Greenprint, which aims to implement the Authority's mission and vision by protecting an interconnected network of parks, open space preserves, and well managed agricultural lands. To achieve the maximum return on investment, land conservation priorities typically include properties with multiple conservation values, including natural habitat, water resources, agriculture, recreation, landscape connectivity, and/or significant climate benefits.

Acquisition Priority Projects for FY 2017/2018

- Pursue opportunities to protect strategic properties within the Valley Greenprint Conservation Focus Areas
- Develop a Regional Agricultural Conservation Easement Program as an element of the forthcoming Santa Clara Valley Climate and Agricultural Preservation Program (CAPP)
- Work to secure an agricultural conservation easement as a pilot CAPP project with grant funding from the California Department of Conservation

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- Coordinate with partners to develop a land protection strategy that promotes landscape connectivity between the Santa Cruz Mountains and the Diablo Range

As well as the Annual Work Plan projects listed above, the Land Acquisition Program will also focus on the following:

- Coordinating with conservation partners to leverage resources on strategic projects
- Developing a coordinated acquisition funding strategy

Ongoing Projects for Planning and Acquisition

In addition to the priority projects and other multi-year projects, the Planning Department is also responsible for ongoing work as well as support of the organization through the following:

- GIS System, Infrastructure and Database Maintenance
- Land Management Department environmental compliance and field support
- Community and External Affairs outreach and media technical support
- Miscellaneous inter-agency support such as PG&E requests for easements, etc.
- Annual management and monitoring reports as required by partner agencies such VHA
- Grazing Improvement Program
- Annual Conservation Easement Monitoring and Reporting
- Land Trust Accreditation Implementation (if approved)
- Grant writing to implement Authority projects in all categories
- Staying abreast of market trends, issues, and opportunities related to land acquisitions
- Coordinating with other Authority teams and external conservation partners to develop regional conservation initiatives and studies that inform Authority's conservation priorities, such as the CAPP project and the Regional Conservation Investment Strategy
- Supporting administration team with budgeting, Measure Q reports and associated statistics and mapping
- Responding to general inquiries from the public that pertain to planning, preserves, development applications, potential land sales
- External project review (e.g. tracking building permit applications, comment letters on development projects, EIRs, etc.)
- Permit review (i.e. people who ask us for special-use permits on our preserves)
- Support regional conservation and planning initiatives by serving on technical panels and interagency working groups

Staffing

Board approved positions in the Planning Department include:

Planning Manager, Associate Planner, Conservation GIS Coordinator, Grants Administrator, Planning Technicians (2), Resource Management Specialist and ½ time Administrative Assistant (shared with Field Operations).

Field Operations

The Field Operations Department 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, 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.

Programs within the Field Operations Department include:

- Land Management and Operations
- Public Access Facility Management
- Natural Resource Management
- Mitigation Property Management

Priority Projects for FY 2017/2018

Through the funding made available with the passage of Measure Q, the Field Operations Department implements improvements to the Authority's public access facilities as well as supporting, managing and implementing the policies and goals of the Authority's Resource Management program.

- Winter 2017 Storm Repairs – Several Open Space Authority properties were affected by damage caused from storms throughout the winter of 2017 including Rancho Canada del Oro Open Space Preserve, Sierra Vista Open Space Preserve, Coyote Valley Open Space Preserve, Diablo Foothills, Palassou Ridge, Upper Uvas Creek and Mt. Chual. In FY 2017/2018 the Field Operations Department will begin clean up and repair efforts of the various damaged areas on Authority property including working with FEMA officials and California Office of Emergency Services (CalOES).
- Pajaro River Agriculture Preserve Clean Up – In FY 2017/2018 the Field Operations Department will continue rehabilitation of the former Leung Property (now part of the Pajaro River Agriculture Preserve). Field staff will continue to remove abandoned vehicles, keep the

vegetation under control and remove trash from the property's structures and surrounding area. To ensure the property remains secure, fencing will be installed.

The Field Operations Department is also responsible for:

- Maintaining Authority visitor areas through general care of preserve parking lots, including the maintenance and servicing of restrooms, striping of parking stalls, care of asphalt surfaces, and removal of trash.
- 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.
- Providing maintenance of preserve roads to help in the management of Authority properties and provide responding emergency vehicle access. Tasks include the maintenance of road bed surface, vegetation management and culvert checks and cleanings.
- Enhancing natural resources within Authority lands in conjunction with the Planning Department. Tasks include site restoration, site monitoring for biological processes, invasive species management, wildlife observations and studies, and site rehabilitation.
- Providing contract land management services to partner agencies in the management of adjoining lands to Authority preserves. Tasks include routine property patrols, grazing management, invasive species management, and site monitoring.
- Managing grazing licenses to provide vegetation management of Authority grasslands and reduce the threat of wildfires.
- Maintaining and servicing Authority fleet vehicles associated with the daily operation of the Authority's preserves.
- Cooperatively working with the Community Engagement Team to create and manage land steward events, engaging local citizens in the management and maintenance of Authority properties.
- 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.
- Engaging with visitors, providing information about the Authority and its mission and the lands it owns. Field staff also educate visitors about the natural landscape, the trails, and the animals that are a part of the preserves.
- 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.
- Providing resources during emergencies to assist responding emergency agencies or neighbors that are affected by an emergency such as flooding or access concerns; eg. The storms during the winter of 2017 and the Loma Fire of 2016.

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- Seeking and executing grant opportunities that provide additional resources and materials for projects within Authority lands.
- Continuing education on the latest techniques, methods, and best practices in the management of open space lands and public facilities.
- Developing partnerships and sharing information with other local land management agencies to facilitate a regional approach to land management.
- Enforcing Authority Access and Use regulations to provide visitors with a safe environment in which to recreate and to protect natural and cultural resources.

Staffing

Board approved positions in the Field Operations Department include:

Field Operations Manager, Supervising Open Space Technician (2), Equipment Mechanic-Operator, Open Space Technician II (5); Open Space Technician I (2), and four (4) Seasonal Open Space Technicians.

Community Engagement

The Community Engagement Department (also referred to as CET) support all of the Open Space Authority's projects, programs and initiatives through external communications, public education, and volunteer-based field operations support. In addition, Community Engagement delivers opportunities for nature and science-based education experiences as specified in the Measure Q Expenditure Plan.

CET is responsible for managing all of the Authority's media and communications (e.g. publications, annual report, web site, social media, and press relations), event production (e.g. Family Harvest Feast), community outreach, partnership development, legislative and policy support, and any additional community engagement such as that supporting the Urban Open Space Grant Program.

Programs within the Community Engagement Department include:

- Legislative Affairs
- Partnership Development
- Volunteer Programs and Activities
- Environmental Education
- Outreach and Events
- Media and Communications

Priority Initiatives for FY 2017/2018

The FY 2017/2018 Annual Work Plan includes projects that directly support high level initiatives of the Authority.

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- Develop Coyote Valley Communications Strategy
- 25th Anniversary Event Production
- Develop Strategic Environmental Education Grants Program
- Develop Strategic Community Neighborhood Engagement Plan for Authority's Urban Preserves and Properties

As well as the Annual Work Plan projects listed above, the Community Engagement Department will also be working on the following:

- Redesign of Authority Website
- Increase Youth Engagement Programs
- Mobile Environmental Learning Center
- Complete Understanding Our Communities Phase II
- Community Engagement Department Strategic Plan Update

The Community Engagement Department is also responsible for:

- Monthly online newsletter and periodic Open Space Bulletin publication
- Social Media posts regarding Authority accomplishments, building awareness about Authority mission
- Preparing press releases and responding to reporter inquiries
- Participating in strategically selected outreach activities such as booth events
- Organizing docent-led tours on open Authority Preserves and behind-the-scenes tours of lands not fully open to the public.
- Providing Environmental Education programs to the public
- Oversight and management of the Authority's website and content
- Building and maintaining relationships with elected officials and community leaders
- Supporting legislation and policy important to the Authority's work

Staffing

Board approved positions in the Community Engagement Department include:

External Affairs Manager, Volunteer Programs Administrator, Education Programs Coordinator, Communications Specialist, Communications Coordinator and two (2) part-time Seasonal Educational Aides.

Administration and Finance

The Administration and Finance Department is responsible for the management and oversight of operational administration at the Open Space Authority. Administration and Finance Department provides necessary operational services for the optimal, smooth functioning of the agency. The Department also oversees all governance, transparency and Board and committee administration.

Program areas in the Administration and Finance Department include:

- Human Resources
- Accounting and Finance
- Information Technology
- Governance and Transparency (Clerk of the Board)
- Risk Management
- General Administration and Management

Priority Projects for FY 2017/2018

The FY 2017/2018 Annual Work Plan includes projects that directly support high level initiatives of the Authority. These projects include:

- 2017 Classification and Compensation Study
- Engage Financial Advisor/ Consultant
- Develop Workforce Growth and Development Plan for Board, CAC and Staff
- Implement Legislative Management System
- Develop Information Technology Master Plan

As well as the Annual Work Plan projects listed above, the Administration and Finance Department will also be working on the following:

- Develop Supervisor/Manager Reference Guidebook
- Authority Headquarters at Las Colinas – Facilities and Maintenance Systems Manual
- ERP Finance and Business System Report Development
- Update CAC Handbook – continued from FY 16/17
- Recruitment for vacant positions including Seasonal Open Space Technicians, IT Technician, Staff Accountant, Associate Open Space Planner and Communications Specialist.

The Administration and Finance Department is also responsible for:

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- Overseeing facility operations at Authority Headquarters, 33 Las Colinas Lane including security, utilities, safety, landscaping, building management, janitorial, and mechanical systems.
- Collaboration with the independent auditor to deliver both annual Audits. The audit is presented to the Board in November of each year for the previous fiscal years' reporting.
- Overseeing the District 1 Assessment Engineer's Report and processing required documents for the Measure Q Parcel Tax
- Producing and delivering the Annual Measure Q Project Status Report which is completed for the previous fiscal year once the audit is completed and delivered to the Board in December. Once the report is received by the Board it is presented to the Measure Q Expenditure Oversight Committee.
- Annual Budget and Work Plan development and oversight which includes delivery of the annual budget, oversight and preparation of the annual work plan, coordination of the annual budget workshop with the Board of Directors, and preparation and delivery of the mid-year budget report.
- Public meeting packet processing and oversight for Board, CAC, Admin and Budget Committee, Use and Management Committee, Measure Q Expenditure Oversight Committee and all ad hoc and special committees.
- Bi-Annual Board Election Process – Staff works with the County Registrar to facilitate the required Board member election process.
- Land Use Permit Process: Administration oversees the intake and processing of requests to use Authority lands by large groups, science based research, school, college and university access and research, community events, organizational events, filming, photography and other uses.
- Other areas that the Administration department manages on a day-to-day basis include records management, contract processing, grazing program administration, and public records requests.

Staffing

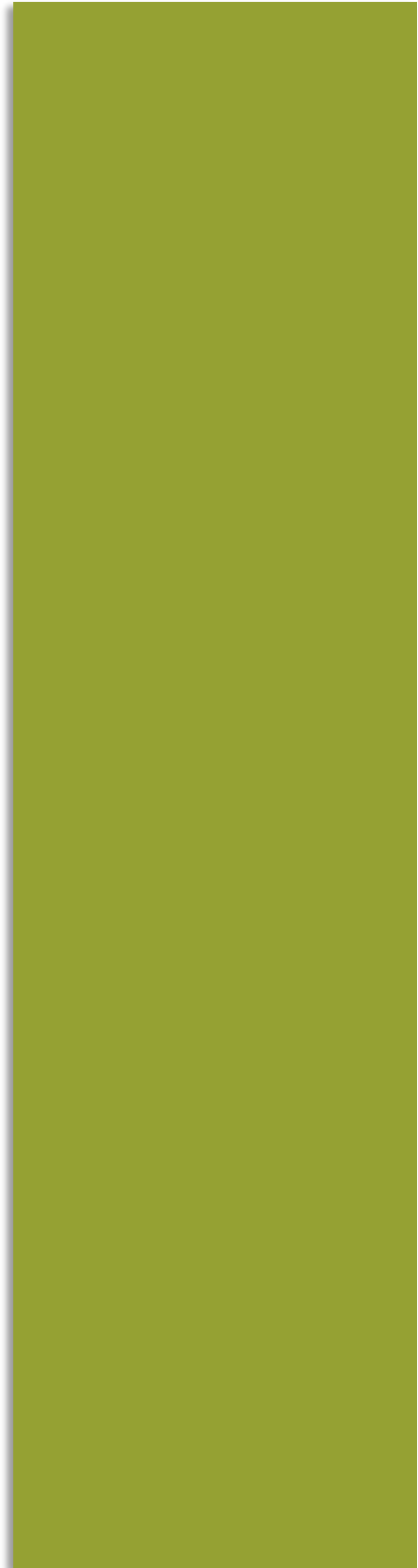
Board approved positions in the Administration Department include:

General Manager, Assistant General Manager, Director of Administration and Finance, Clerk of the Board, Accounting and Finance Analyst, Office and Human Resources Administrator, Executive Assistant, IT Technician, Staff Accountant and Office Assistant.

###

PART 3: APPENDIX

- A. 2017/2018 Annual Work Plan**
- B. 2017/2018 Budget Detail Report**
- C. 2017/2018 Salary Pay Plan**



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Appendix A: 2017/2018 Annual Work Plan

2017/2018 Annual Work Plan

OSA Project Number	Initiative (17/18)	Tier (FOR 17/18)	Project Name	Summary Project Description	Status
P-000022	1	1	Coyote Valley Water Resource Enhancement Feasibility Study	Coordinate with SCVWD staff to identify and prioritize locations in the Coyote Valley where land conservation and restoration can achieve SCVWD One Water objectives related to flood protection, recharge, and water quality / habitat enhancement.	In Process
P-000024	1	1	Develop Coyote Valley Conservation Strategy	Develop a focused strategy to conserve and restore the critical landscape linkage locations in the Coyote Valley that are necessary to allow movement by wide-ranging animals such as badger and mountain lion to migrate and disperse between these natural areas. The strategy will inform the Authority's future acquisition and land management programs.	In Process
P-000025	2	1	Regional Conservation Investment Strategy (RCIS)	The Santa Clara Valley Open Space Authority is sponsoring development of a Regional Conservation Investment Strategy (RCIS) for Santa Clara County and a small portion of northern San Benito County to promote the conservation of species, habitats, and other natural resources and enable advance mitigation for public infrastructure projects. The Santa Clara County RCIS planning process is one of four that have been initiated as pilot programs in the state of California.	In Process
P-000026	2	1	Santa Clara County Climate and Agricultural Protection Program (CAPP)	The Santa Clara Valley Climate and Agricultural Protection Program (CAPP) is a regional effort led by Santa Clara County and the Santa Clara Valley Open Space Authority to protect Southern Santa Clara County's important farmland and reduce future effects of climate change. The CAPP is funded in part by a statewide program called the Sustainable Agricultural Lands Conservation Program (SALCP) which provides cap and trade funding to protect agricultural lands in order to reduce greenhouse gas emissions to meet California's climate change goals.	In Process
P-000028	6	1	Coyote Ridge OSP Public Access Planning	Prepare conceptual design alternatives for a central staging area and limited phase one trail at Coyote Ridge Open Space Preserve that will allow the public to access the property in late 2018 or early 2019. The plan will be part of a long-term master plan that will encompass phases of future trail connections for additional self-guided access and environmental interpretative and education stations that share the importance of this preserve within the region and the connectivity that is provides for people and wildlife.	Not Started
P-000032	6	1	Coyote Valley OSP North Meadow Plan (ADA Trail and Outdoor Learning Center)	Development of a comprehensive plan for capital improvements at Coyote Valley Open Space Preserve with a focus on the North Meadow area, adjacent to the existing parking area. This preliminary plan will assess the feasibility of designing an ADA-compliant loop trail, securing burrowing owl habitat areas and understanding management protocols for this species and others and evaluating additional hydrological restoration to further rehabilitate historic ecological function in the North Meadow area of the preserve. From this strategy, staff will confirm a scope of work and budget with a detailed strategy for further design and construction to be completed in the near future with additionally secured grant funding.	In Process
P-000036	6	2	Rancho Canada del Oro OSP Blair Public Access Planning	Development of public access plan for the Blair Ranch entrance of Rancho Cañada del Oro preserve includes developing a strategy for preparing plans and completing the California Environmental Quality Act (CEQA) document for a trail connection at the Blair Property. As part of this work, site reconnaissance, feasibility analysis and a plan to reduce or eliminate potential environmental impacts will be developed as well as a scope of work and draft budget for design and construction.	Not Started

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OSA Project Number	Initiative (17/18)	Tier (FOR 17/18)	Project Name	Summary Project Description	Status
P-000039	4	2	Update Citizen's Advisory Committee (CAC) Handbook	Complete administrative update to the CAC Handbook. Changes to the Handbook include updating processes, current practices, and administrative updates. In 2017/2018: Expected completion for the Handbook is end of the 2nd quarter of FY 2017/2018.	In Process
P-000044	7	2	Mobile Environmental Learning Center	As part of the Authority's ongoing efforts to reach new audiences with our Environmental Education programs, especially in those areas where greater barriers exist to access of open space, Authority staff are exploring the possibility of acquiring and outfitting a Mobile Environmental Learning Center...effectively a nature classroom on wheels. In 2017/2018 Staff work to develop comprehensive plan for details of partnership, purchase of vehicle, design of interior, guidelines for use of vehicle with possible implementation in 2018/2019.	In Process
P-000045	7	2	Complete Understanding Our Communities Phase II	"Understanding our Community" is a community assessment report that provides a geography-based analysis of demographic information about those residing in the Authority's jurisdiction, and incorporated California EPA data regarding environmental burdens on residents. The analysis provided insights into potential barriers to the enjoyment of open space and nature experienced by the people the Authority serves.	Not Started
P-000047	4	3	Update Gift Acknowledgement Policy	Update policy which acknowledges gifts to OSA; Create Stewardship Plaque for display of donors above a determined level.	Not Started
P-000048	1	1	Develop Coyote Valley Communications Strategy	Develop and implement strategy for messaging, collateral, tours, outreach, to support protection of Coyote Valley	Not Started
P-000049	4	3	Redesign of OSA Website	Redesign OSA website. Includes development of mobile friendly version of the OSA's website allowing for enhanced access and smartphone ready content.	Not Started
P-000050	7	2	Develop and Implement Video Content Plan for OSA Website	Significantly increase video content on website and through social media channels including Facebook and YouTube, expanding audience interest areas and providing engaging and educational content.	Not Started
P-000058	4	1	Develop Workforce Growth and Development Plan for Board, Staff and CAC	Develop a Workforce Growth and Development Plan (WGDP) to allow for consistent and intentional succession planning, training and individual growth with the Authority. The goal is to document current practices and recommend new practices that detail how each member of the Board, Staff and CAC, will be trained and developed so each person can function at their highest performance level. In 2017/2018: It is expected that Staff will complete a "current state" assessment by 2nd quarter FY 2017/2018 and provide the outline of a plan for further development.	Not Started
P-000071	4	1	Implement Legislative Management System	Install a legislative management software system to allow the Authority to easily manage and streamline packet processing and legislative management. This software solution will improve functionality and access of online packet information for increased public interaction, transparency and connectivity. In 2017/2018: Staff will begin the research and identification phase of the project. Depending on cost, implementation is likely to begin in first quarter 18/19.	Not Started

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OSA Project Number	Initiative (17/18)	Tier (FOR 17/18)	Project Name	Summary Project Description	Status
P-000076	4	1	Engage Financial/Investment Consultant	Staff will engage a financial advisor/consultant to identify appropriate investment vehicles for growth and balanced returns allows the OSA opportunities to consider safely leveraging its funds for continued financial sustainability. In 2017/2018: Staff will engage a consultant advisor and provide a report of outcome and/or recommendation to the Board.	Not Started
P-000126	2	1	High Speed Rail Planning	Coordinate with the High Speed Rail Authority to share information about sensitive habitat areas (including wildlife corridors) that could be impacted by future HSR facilities, and to explore opportunities for regional advance mitigation funding associated with the project. Regional advance mitigation funding developed through negotiations with the High Speed Rail Authority may be used to secure high priority lands necessary for landscape connectivity, endangered species habitat, or farmland protection.	In Process
P-000134	1	2	Coyote Valley Connectivity Study / Gray Fox & Bobcat Study	Conduct a study of wildlife connectivity in Coyote Valley. The objective of the study is to identify the movement patterns and habitat needs of bobcats and gray foxes, both highly mobile carnivores but different in their ecology. The study will inform how these species utilize habitat within Coyote Valley. With the use of advanced GPS-enabled collars, fine-scale movement data will help identify frequency and location of road-crossings, movement corridors across the landscape, and preferred habitat.	Not Started
P-000155	6	2	El Toro Public Access Plan	In partnership with the City of Morgan Hill, the Authority will develop a public access strategy for achieving public access to the El Toro peak. The first phase of the strategy will include holding focus group meetings with community members to communicate ideas and plans about next steps. The OSA will also begin to develop an early scope of work for next steps in terms of site improvements, signage and overall management of the parcel in the interim, until a larger master plan is completed.	Not Started
P-000156	6	2	Pajaro River Ag Preserve Clean Up	Clean-up and rehabilitation of the former Leung Property (now part of the Pajaro River Agriculture Preserve). Field staff will continue to remove abandoned vehicles, keep the vegetation under control and remove trash from the property's structures and surrounding area. To ensure the property remains secure, fencing will be installed.	In Process
P-000157	6	1	Winter 2017 Storm Damage Repairs	Repair of Authority lands impacted by the 2017 Winter Storm event. Lands affected include: Rancho Canada del Oro Open Space Preserve, Sierra Vista Open Space Preserver, Coyote Valley Open Space Preserve, Diablo Foothills, Palassou Ridge, Upper Uvas Creek, and Mt. Chual. In FY 2017/2018 the Field Operations Department will begin clean up and repair efforts of the various damaged areas on Authority property including working with FEMA officials and California Office of Emergency Services (CalOES).	In Process

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OSA Project Number	Initiative (17/18)	Tier (FOR 17/18)	Project Name	Summary Project Description	Status
P-000158	6	3	Coyote Ridge Grazing Improvements	Implement a grazing management plan across the 4,160 acres at the Coyote Ridge Open Space Preserve, Coyote Ridge Preserve, and Valley Transportation Authority lands to reduce severity and extent of invasive species; enhance the ecosystem health of grasslands, promote native plant species and maintain habitat for native grassland species. The project also aims to improve habitat for the threatened Central California tiger salamander and threatened California red-legged frog and improve overall habitat connectivity by replacing 6,150 linear feet of cyclone fencing with wildlife friendly fencing. The project will also enhance 45 acres of wetlands, riparian corridors, and adjacent upland habitat by installing exclusion fencing and installing/replacing troughs for the threatened California red-legged frog and other riparian and wetland species.	Not Started
NEW	4	1	OSA Headquarters Phase II Projects	OSA Headquarter Phase II projects include additional work necessary to further comply with City of San Jose building department requirements as well as to complete some aspects of the project that were not part of the general construction phase. The bulk of this work includes programming, design and completion of the warehouse space and associated outdoor storage areas such that hazardous and flammable materials and other storage meets all applicable fire and seismic codes. Also recommended in Phase II are adjustments to the warehouse heating and ventilation system to accommodate vehicular storage.	Not Started
NEW	6	2	2016 Loma Fire Vegetation Monitoring	The Loma Fire started on September 26, 2016 in the western portion of Santa Clara County in the Santa Cruz Mountains and was contained on October 12, 2016. The Loma Fire burned a total of 4,474 acres, with approximately 2,000 acres on Authority lands. Three of the Authority's preserves were affected from the fire including Rancho Cañada del Oro, Mt. Chual and Upper Uvas Creek Open Space Preserves.	In Process
NEW	7	1	25th Anniversary Event Planning and Production	The Open Space Authority will celebrate its 25th year in 2018. The Community Engagement Department will develop and execute a series of events commemorating the Authority, the community and the Authority's conservation accomplishments.	Not Started
NEW	7	1	Develop Strategic Environmental Education Grants Program	A strategic environmental education grants program will be developed to support organizations, cities, the County, and schools in providing specific program subject matter, geographies, and populations that match OSA priorities, as guided by Measure Q Expenditure Plan and the Authority's Understanding our Community report.	Not Started
NEW	7	1	Develop Strategic Community Neighborhood Engagement Plan for OSA's Urban Preserves and Properties	El Toro and Santa Teresa Foothills Open Space Preserves are located at the urban edge, presenting a unique opportunity to engage neighbors in volunteer efforts, benefiting the Preserves, and also building strong local relationships. Docent-led hikes, cleanups, and other land-based activities will be planned, in close coordination with Field staff.	Not Started
NEW	4	1	2017 Classification and Compensation Study	In 2017 staff will contract with a qualified consultant to conduct classification and compensation study. The Study will review all positions for parity within and without the agency as well as look at the OSA's benefit structure. In 2017/2018: Staff will initiate the project in the first quarter of 2017/2018 with expected completion in the third quarter of the fiscal year.	Not Started

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OSA Project Number	Initiative [17/18]	Tier (FOR 17/18)	Project Name	Summary Project Description	Status
NEW	4	1	Purchase and Installation of A/V Equipment at OSA Headquarters	Staff will identify and install new audio visual equipment at 33 Las Colinas Headquarters. The A/V equipment will provide improved communications and presentation functionality by directly connecting the OSA's computer and network systems. In 2017/2018: A/V equipment is expected to be purchased and installed by the end of first quarter 2017/2018.	In Process
NEW	8	1	Develop IT Master Plan for OSA's Information Technology and Communications Systems	Staff will develop an IT Master Plan for the Authority's information and communications technology systems. The Master Plan will be a guide for future planning and development of processes for OSA's technology systems including policy and procedure development, roles and responsibilities, hardware and software updates, network and firewall improvements, data sharing and archiving, and file management.	Not Started

Appendix B: 2017/2018 Budget Detail Report

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PROPOSED 2017/2018 Budget

Expense	PROPOSED FY17/18 District One	PROPOSED FY17/18 Reserve	PROPOSED FY17/18 Measure Q	PROPOSED FY17/18 MQ UOS	PROPOSED FY17/18 Grants	FY17/18 Budget TOTAL
6000 - PAYROLL						
6000 - General Manager	102,441	0	102,441	0	0	204,882
6002 - Manager(s)	446,300	0	270,019	0	0	716,319
6003 - Staff	1,062,008	0	832,178	0	0	1,894,185
6004 - Overtime	13,350	0	12,250	0	0	25,600
6005 - Seasonals	31,148	0	105,092	0	0	136,240
6006 - Stipends	12,900	0	0	0	0	12,900
Total Payroll	1,668,147	0	1,321,979	0	0	2,990,126
6100 - BENEFITS & EMPLOYEE EXPENSES						
6110 - Health Insurance	431,461	0	366,565	0	0	798,026
6120 - Vision Care	2,148	0	1,632	0	0	3,780
6130 - Dental	29,351	0	22,494	0	0	51,844
6140 - Life Insurance	474	0	363	0	0	837
6150 - Employer Taxes	51,657	0	39,659	0	0	91,317
6160 - CALPERS Retirement Plan	195,147	0	150,622	0	0	345,770
6170 - 401A	34,296	0	23,279	0	0	57,575
6180 - Employee Assistance Program	510	0	391	0	0	900
6190 - Tuition Reimbursement	2,400	0	0	0	0	2,400
Total Benefits and Employee Expenses	747,445	0	605,005	0	0	1,352,449
6200 - TRAVEL AND EXPENSES						
6210 - Mileage Reimbursement	6,500	0	0	0	0	6,500
6220 - Travel Airfare	5,000	0	0	0	0	5,000
6230 - Travel Lodging	7,000	0	0	0	0	7,000
6240 - Travel Meals and Entertainment	2,000	0	0	0	0	2,000
6250 - Travel Transportation	2,500	0	0	0	0	2,500
Total Travel and Expenses	23,000	0	0	0	0	23,000
6300 - SUPPLIES AND CONSUMABLES						
6310 - Meals and Catering	12,250	0	2,000	0	0	14,250
6320 - Office Supplies	13,500	0	13,500	0	0	27,000
6330 - Kitchen Supplies	3,000	0	0	0	0	3,000
6340 - Outreach Supplies	0	0	4,000	0	0	4,000
6350 - Postage & Courier	6,100	0	400	0	0	6,500
6360 - Printing Expenses	40,150	0	6,750	0	0	46,900
6370 - Health & Safety Supplies	3,750	0	12,000	0	0	15,750
6380 - Uniforms and Apparel	13,500	0	0	0	0	13,500
6390 - Land Management	2,000	0	22,000	0	0	24,000
6391 - Fuel and Consumables						

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	PROPOSED FY17/18 District One	PROPOSED FY17/18 Reserve	PROPOSED FY17/18 Measure Q	PROPOSED FY17/18 MQ UOS	PROPOSED FY17/18 Grants	FY17/18 Budget TOTAL
6392 - Waste & Hazmat Disposable	0	0	4,000	0	0	4,000
6393 - Fire Management	0	0	5,000	0	0	5,000
6394 - Vegetation Management	2,000	0	10,000	0	0	12,000
6395 - Roads and Trails	7,000	0	50,000	0	0	57,000
6396 - Wildlife Management & Pest Control	0	0	43,000	0	0	43,000
6397 - Signs and Fencing	0	0	7,500	0	0	7,500
6398 - Grazing	5,000	0	15,000	0	0	20,000
6399 - Miscellaneous	0	0	0	0	0	0
Total Supplies and Consumables	108,250	0	181,650	0	0	289,900
6400 - OUTSIDE SERVICES/CONSULTANTS						
6410 - Accounting and Finance Services						
6411 - Bookkeeping	60,000	0	0	0	0	60,000
6412 - Audit	12,800	0	10,000	0	0	22,800
6413 - Financial Advisory	25,000	0	0	0	0	25,000
6414 - Grant Preparation	0	0	25,000	0	0	25,000
6420 - Management and Organizational Services						
6421 - Government Relations	64,000	0	0	0	0	64,000
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	19,420	0	7,360	0	0	26,780
6430 - Legal						
6431 - Legal Counsel - Redistricting	0	0	0	0	0	0
6432 - Legal Counsel - Special Counsel	5,000	0	0	0	0	5,000
6433 - Legal Counsel - General	147,000	0	100,000	0	0	247,000
6434 - Legal Counsel - Litigation	0	85,000	50,000	0	0	135,000
6435 - Legal Counsel - Employment Law	0	0	0	0	0	0
6440 - Staff Development						
6441 - Recruitment Services & Support	1,500	0	0	0	0	1,500
6442 - Workforce Optimization & Development	14,500	0	0	0	0	14,500
6443 - Executive Support & Development	46,320	0	0	0	0	46,320
6444 - Policy Development & Support	0	0	0	0	0	0
6445 - Temp Services	1,000	0	0	0	0	1,000
6446 - HR Support Services	31,000	0	0	0	0	31,000
6450 - Computer and IT Services						
6451 - IT Services	15,000	0	0	0	0	15,000
6452 - Website and Domain	20,380	0	0	0	0	20,380
6453 - ERP	14,400	0	0	0	0	14,400
6454 - Records Management	2,268	0	0	0	0	2,268
6455 - CRM	4,000	0	0	0	0	4,000
6456 - Minutes Transcription	10,240	0	800	0	0	11,040

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6457 - Telecom and Phone Maintenance	2,300	0	0	0		2,300
6458 - Governance	10,000	0	0	0		10,000
6460 - Community Engagement Services						0
6461 - Design and Content Services	93,000	0	36,000	0		129,000
6462 - Media Services	65,833	0	20,000	0		85,833
6463 - Photography & Video	9,000	0	0	0		9,000
6464 - Community Relations	45,000	0	0	0		45,000
6465 - Transportation Services	0	0	0	0		0
6466 - Environmental Education Partnerships	0	0	0	0		0
6470 - Resource Management Services						0
6471 - Site Monitoring	33,000	0	25,030	0		58,030
6472 - Wildlife Management	0	0	62,000	0		62,000
6473 - Vegetation Management	2,000	0	5,000	0		7,000
6474 - Resource Assessment/Env Review	0	0	0	0		0
6475 - Public Access/Facilities Maintenance	40,000	0	75,000	0		115,000
6476 - Fire Management	0	0	2,000	0		2,000
6477 - IPM/Pest Control	0	0	5,000	0		5,000
6478 - Agricultural Improvements	0	0	2,000	0		2,000
6479 - Grazing Programs	15,000	0	257,900	0		272,900
6480 - Planning Services						0
6481 - General/Other Planning Services	0	0	30,000	0	200,000	230,000
6482 - Conservation Planning	0	0	25,000	0		25,000
6483 - Mapping & GIS Services	0	0	0	0		0
6484 - Long-Range Planning	0	0	0	0		0
6485 - Environmental Planning/CEQA	0	0	152,500	0		152,500
6486 - Environmental - Site Assessments	0	0	35,000	0		35,000
6487 - Prime Design	0	0	25,000	0		25,000
6488 - Prime Engineering	0	0	50,000	0		50,000
6489 - Other Design/Engineering	0	0	0	0		0
6490 - Acquisition and CIP Services						0
6491 - Surveys & Investigations	0	0	130,000	0		130,000
6492 - Brokerage/Transactions	0	0	0	0		0
6493 - Appraisals	0	0	15,000	0		15,000
6494 - Project/Construction Mgmt/Consult	0	0	25,000	0		25,000
6495 - Site Clean-up/Remediation/Demo	0	0	8,000	0		8,000
6496 - Restoration/Habitat Enhancement	0	0	0	0		0
6497 - Testing & Inspection	0	0	0	0		0
6498 - Construction	0	250,000	75,000	0		325,000
6499 - Miscellaneous	0	0	110,000	0		110,000
Total Outside Services/Consultants	808,961	335,000	1,363,590	0	200,000	2,707,551
6500 - OTHER SERVICES AND EXPENSES						
6510 - Risk Management						

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6511 - Worker's Compensation	22,457	0	41,927	0	0	64,384
6512 - Insurance Claim Loss	5,000	0	0	0	0	5,000
6513 - Liability SLIP	20,000	0	0	0	0	20,000
6514 - Liability SP/P	20,000	0	0	0	0	20,000
6515 - Crime	1,500	0	0	0	0	1,500
6516 - Safety Program	7,800	0	0	0	0	7,800
6520 - Fees						
6521 - Payroll and Accounting	10,500	0	0	0	0	10,500
6522 - Bank and County Wire	2,700	0	0	0	0	2,700
6523 - Special Assessments	15,000	0	0	0	0	15,000
6524 - Permit	2,500	0	0	0	0	2,500
6525 - Escrow	0	0	10,000	0	0	10,000
6526 - Other	3,000	0	0	0	0	3,000
6527 - Election Costs	200,000	0	0	0	0	200,000
6528 - Public Notices	2,400	0	1,800	0	0	4,200
6529 - 1% County Collectors Fee	42,957	0	79,395	0	0	122,353
6530 - Advertising and Promotion	19,000	0	6,000	0	0	25,000
6540 - Interp & Educational Program Expenses	1,500	0	2,500	0	0	4,000
6550 - Event Production Expenses	25,000	0	0	0	0	25,000
6560 - Volunteer Program Expenses						
6562 - Recognition	2,000	0	0	0	0	2,000
6563 - Miscellaneous	1,500	0	0	0	0	1,500
6570 - Meetings and Conferences	15,025	0	0	0	0	15,025
6580 - Training and Seminars	13,900	0	0	0	0	13,900
6590 - Recruiting						
6591 - Job Postings/Ads	5,000	0	3,000	0	0	8,000
6592 - Pre-employment Testing	1,198	0	1,198	0	0	1,198
6593 - Assessments	8,000	0	0	0	0	8,000
Total Other Services and Expenses	447,937	0	144,623	0	0	592,560
6600 - EQUIPMENT AND MAINTENANCE						
6610 - Shop Equipment	1,500	0	0	0	0	1,500
6620 - Field Equipment	0	0	7,500	0	0	7,500
6630 - Small Tools	2,500	0	0	0	0	2,500
6640 - Office Equipment	17,350	150,000	0	0	0	167,350
6650 - Computers						0
6651 - Equipment	12,800	0	0	0	0	12,800
6652 - Software (Boxed)	1,500	0	0	0	0	1,500
6653 - Software (Subscription)	62,470	0	7,000	0	0	69,470
6654 - Data Backup	3,200	0	0	0	0	3,200
6660 - Office Furniture	0	50,000	0	0	0	50,000
6670 - Vehicles	15,000	0	0	0	0	15,000

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	PROPOSED FY17/18 District One	PROPOSED FY17/18 Reserve	PROPOSED FY17/18 Measure Q	PROPOSED FY17/18 MQ UOS	PROPOSED FY17/18 Grants	FY17/18 Budget TOTAL
6680 - Fleet Maintenance	15,000	0	41,000	0		56,000
6690 - Equipment Maintenance	500	0	6,000	0		6,500
Total Equipment and Maintenance	131,820	200,000	61,500	0	0	393,320
6700 - FACILITIES AND UTILITIES						
6710 - Rent	14,220	0	0	0		14,220
6720 - Moving Expenses	0	15,000	0	0		15,000
6730 - Building Maintenance and Repair	19,400	0	10,000	0		29,400
6740 - Landscaping and Plantscaping	12,900	0	0	0		12,900
6750 - Janitorial Services	20,400	0	0	0		20,400
6760 - Alarm Services	3,325	0	0	0		3,325
6770 - Internet and Phone	20,800	0	0	0		20,800
6780 - Radio and Cellular	22,628	0	0	0		22,628
6790 - Garbage, Water, Electricity	23,660	0	0	0		23,660
Total Facilities and Utilities	137,333	15,000	10,000	0	0	162,333
6800 - MEMBERSHIPS AND LIBRARY						
6810 - Sponsorships	23,250	0	0	0		23,250
6820 - Library (Books and other Media)	800	0	0	0		800
6830 - Memberships & Dues	18,231	0	0	0		18,231
6840 - Subscriptions	3,238	0	0	0		3,238
Total Memberships and Library	45,519	0	0	0	0	45,519
6900 - FEE TITLE & CONSERVATION EASEMENTS						
6910 - Fee Titles	250,000	0	3,750,000	0		4,000,000
6920 - Conservation Easements	0	0	0	0		0
Total Fee Title and Conservation	250,000	0	3,750,000	0	0	4,000,000
6950 - OSA GRANT PROGRAMS						
6951 - District 1 20% Funding Allocation	150,000	0	0	0		150,000
6952 - Measure Q UOS Grant Award	0	0	0	900,000		900,000
6953 - Measure Q Enviro Ed Grant Award	0	0	0	100,000		100,000
6954 - Measure Q Grant Allocation	0	0	500,000	0		500,000
Total OSA Grant Programs	150,000	0	500,000	1,000,000	0	1,650,000
TOTAL EXPENSES	4,518,412	550,000	7,938,347	1,000,000	200,000	14,206,759

Santa Clara Valley Open Space Authority

Approved Budget and Annual Work Plan for Fiscal Year 2017/2018

Appendix C: 2017/2018 Position Pay Plan

Santa Clara Valley Open Space Authority
 DRAFT Salary Position Pay Plan
 Effective 07/01/2017

5/18/2017

Position	Range #	Hourly Salary Range				Monthly Salary Range				Annual Salary Range	
		Min	Step 2	Step 3	Step 4	Max	Min	Max	Min	Max	
Office Assistant	10	\$23.11	\$24.27	\$25.48	\$26.75	\$28.09	\$4,006	\$4,869	\$48,068	\$58,427	
Open Space Technician I Administrative Assistant	15	\$26.10	\$27.40	\$28.77	\$30.21	\$31.72	\$4,524	\$5,499	\$54,287	\$65,987	
Open Space Technician II	19	\$28.77	\$30.21	\$31.72	\$33.31	\$34.98	\$4,988	\$6,063	\$59,852	\$72,750	
Planning Technician	21	\$30.21	\$31.72	\$33.31	\$34.98	\$36.72	\$5,237	\$6,366	\$62,844	\$76,388	
Executive Assistant	22	\$30.97	\$32.52	\$34.14	\$35.85	\$37.64	\$5,368	\$6,525	\$64,415	\$78,297	
Communications Coordinator	23	\$31.72	\$33.31	\$34.98	\$36.72	\$38.56	\$5,499	\$6,684	\$65,987	\$80,207	
Education Programs Coordinator	24	\$32.52	\$34.14	\$35.85	\$37.64	\$39.53	\$5,636	\$6,851	\$67,636	\$82,212	
Equipment Mechanic Operator Staff Accountant	26	\$34.14	\$35.85	\$37.64	\$39.53	\$41.50	\$5,918	\$7,194	\$71,018	\$86,323	
IT Technician	28	\$35.85	\$37.64	\$39.53	\$41.50	\$43.58	\$6,214	\$7,553	\$74,569	\$90,639	
Supervising Open Space Technician Volunteer Programs Administrator	29	\$36.72	\$38.56	\$40.49	\$42.51	\$44.64	\$6,366	\$7,737	\$76,388	\$92,850	
Communications Specialist	31	\$38.56	\$40.49	\$42.51	\$44.64	\$46.87	\$6,684	\$8,124	\$80,207	\$97,492	
Assistant Open Space Planner Accounting/Finance Analyst	32	\$39.53	\$41.50	\$43.58	\$45.76	\$48.04	\$6,851	\$8,327	\$82,212	\$99,930	
Office and HR Administrator Grant Administrator	33	\$40.49	\$42.51	\$44.64	\$46.87	\$49.21	\$7,018	\$8,531	\$84,217	\$102,367	
Conservation GIS Coordinator, Resource Management Specialist	35	\$42.51	\$44.64	\$46.87	\$49.21	\$51.68	\$7,369	\$8,957	\$88,428	\$107,485	
Associate Open Space Planner	36	\$43.58	\$45.76	\$48.04	\$50.45	\$52.97	\$7,553	\$9,181	\$90,639	\$110,172	
Clerk of the Board	38	\$45.76	\$48.04	\$50.45	\$52.97	\$55.62	\$7,931	\$9,640	\$95,171	\$115,681	
Field Operations Manager	43	\$51.68	\$54.26	\$56.97	\$59.82	\$62.81	\$8,957	\$10,887	\$107,485	\$130,649	
External Affairs Manager	47	\$56.97	\$59.82	\$62.81	\$65.95	\$69.25	\$9,875	\$12,003	\$118,502	\$144,040	
Planning Manager	50	\$61.32	\$64.38	\$67.60	\$70.98	\$74.53	\$10,628	\$12,919	\$127,538	\$155,024	
Director of Administration and Finance Assistant General Manager	54	\$67.60	\$70.98	\$74.53	\$78.26	\$82.17	\$11,718	\$14,243	\$140,611	\$170,913	