



BUDGET & ANNUAL WORK PLAN

Fiscal Year 2022/2023

Santa Clara Valley Open Space Authority

Approved by the Board June 9, 2022





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BOARD OF DIRECTORS



Alex Kennett
District 1



Mike Flaugher
District 2



Helen Chapman
District 3



Dorsey Moore
District 4



Vicki Alexander
Director 5



Mike Potter
District 6



Kalvin Gill
District 7

GENERAL MANAGER'S MESSAGE

As we move into new phases of response and adaptation to COVID-19, the Santa Clara Valley Open Space Authority (Authority) is applying the lessons learned from the past two years and adapting our work to address how a regional open space district should best address the challenges of biodiversity loss, climate impacts, and providing equitable access to nature and the benefits of nature.



In the Fiscal Year 2022/2023 Budget and Work Plan, proposed priority projects strategically implement the Authority's mission, the goals of the Santa Clara Valley Greenprint, Measures Q and T Expenditure Plans, and other Board-adopted policies. The Budget and Work Plan are judicious in their spending, include a continued focus on leveraging available funding to bring in significant grant dollars, and focus staff capacity and expenditures on those projects and programs that will pay the greatest dividends for the public. The proposed projects, programs, and investments increasingly integrate considerations of nature-based solutions to climate change, natural resources stewardship, health equity, and social, economic, and environmental justice.

The FY 2022/2023 Budget and Work Plan projects focus on the multiple benefits of natural and working lands for enhancing the health of the land, waters, wildlife, and people, including:

- Managing watershed lands and water resources for resilience to drought and catastrophic wildfire to benefit nature and people.
- Partnering with the State to support their policies and efforts on biodiversity protection, climate adaptation efforts, and requesting state funding to implement 30 x 30 (and being a local model for 30 x 30 implementation).
- Showcasing the benefits of nature-based solutions to people by creating more climate-resilient lands: such as protecting and restoring flood plains upstream of urban centers; working with farmers and ranchers, local government, and community partners to demonstrate how agricultural lands and the agricultural community can be part of the climate solution by conserving rather developing land, and supporting soil health, water supply, and water quality.
- Inclusively connecting ALL people to the benefits of nature by providing equitable opportunities for diverse communities within our jurisdiction to have access to Authority open space preserves, open space investment, urban open space funding, and educational programs - working to ensure Authority expenditures, programs, and public infrastructure improvements are inclusive of the diverse population of our jurisdiction, and strengthening stewardship partnerships with local tribes.
- Policies, programs, and investments that increasingly grow a pipeline of opportunity for workforce development and job placement in the conservation field.

The complete Work Plan can be found in Part II of this report (several projects are highlighted in the graphic on the next page).

do right by the people

The **Coyote Valley Conservation Areas Master Planning** process will inform how we can restore this vital connection between people and place in Coyote Valley while supporting a vibrant ecosystem for years to come. By engaging residents throughout the process, together we can play a meaningful role in restoring this significant landscape for nature and people, forever.

Anticipated to open in March 2023, **public access at Coyote Ridge Open Space Preserve** will include a parking area accessible by Malech Road, a sustainable trail network, and a staging area with restrooms, trailhead, and interpretive signage. We are excited to soon welcome visitors to experience, enjoy, and learn about this unique landscape.

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 and make it an exceptional and healthy place for ALL to live, work, learn, and play. The Authority's implementation plan for our **Justice, Equity, Diversity, Inclusion, and Access (JEDIA)** intentions is our first step towards this commitment.

To continue delivering on the agency's mission and goals, the Executive Team will develop a **Succession and Sustainability Plan** to document recommendations and metrics to ensure the agency's continued sustainability through 2030.

do right by the land and water

At the Authority, we continually leverage dollars from partners, private foundations, as well as by local, state, or federal agencies, to maximize our impact. Habitat enhancements and restoration projects on our preserves or partner-protected lands require extensive financial resources. In the upcoming fiscal year, staff will use outside funds to offset the costs of **restoring the riparian zones along Fisher Creek**.

The **5-Year Capital Improvements Projects Plan** will capture a list of priority capital projects and outline the scope, timeline, and cost, allowing the agency to identify and seek potential funding sources and opportunities for these future projects.

be wise with our funding

APPROVED Budget and Annual Work Plan

The Authority continues to identify and implement creative new ways to deliver high quality public open space services and experiences to an ever-growing number of visitors and to support operations and natural resource management including vegetation and invasive species management, wildfire management, restoration of water resources, and wildlife habitat and enhancing linkages for safe wildlife movement, over a steadily increasing amount of open space acreage under our care and management. The Coyote Valley Conservation Areas Master Plan (CVCAMP) that has just launched, provides just such an opportunity to model innovative approaches to natural resources restoration, agriculture, climate resilience, nature-based public access, and environmental education.

The FY 2022/2023 Budget and Work Plan reflects the continued growth of the agency to “meet the moment” with respect to addressing the impacts of climate change, the growing management and stewardship of the land and natural resources, and planning and opening new open space facilities to the public, such as the opening of Coyote Ridge in March 2023. In preparation for a significant increase of open space lands in Coyote Valley and on Coyote Ridge coming under Authority ownership over the next year, the agency will be building the capacity of the Field Operations Department and creating a dedicated new Natural Resources Management Department. In response to this growing responsibility, the Authority will continue to evaluate opportunities to ensure stable and ongoing revenue needed for operations and maintenance, to open more lands to the public, and to connect more people to nature through both public access facilities and programming. The Authority has a very successful track record in leveraging its limited public funding (District 1, Measure Q and Measure T) to attract significant private, local, and state dollars (and hopefully soon federal funds) to help implement land and conservation easement purchases, completion of capital projects and natural resources restoration and stewardship.

The Budget and Work Plan will also focus on strengthening the agency for the long term through succession planning that addresses ongoing changes in the workforce and the need to support, empower and prepare the next generation of leaders at the Authority to continue the vital mission of protecting open space, agricultural lands and natural resources in the Santa Clara Valley.

Finally, in FY 2022/2023, the Open Space Authority will celebrate its 30th Anniversary, which provides the opportunity to increase public awareness of the Authority's mission and achievements, and its important role in improving the quality of life for all the region's residents. We thank you for your continued support of the Santa Clara Valley Open Space Authority and its important mission, and we are excited to be celebrating 30 years of open space and nature with everyone.

Sincerely,



Andrea Mackenzie
General Manager

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

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 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.

The History of the Open Space Authority

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

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

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

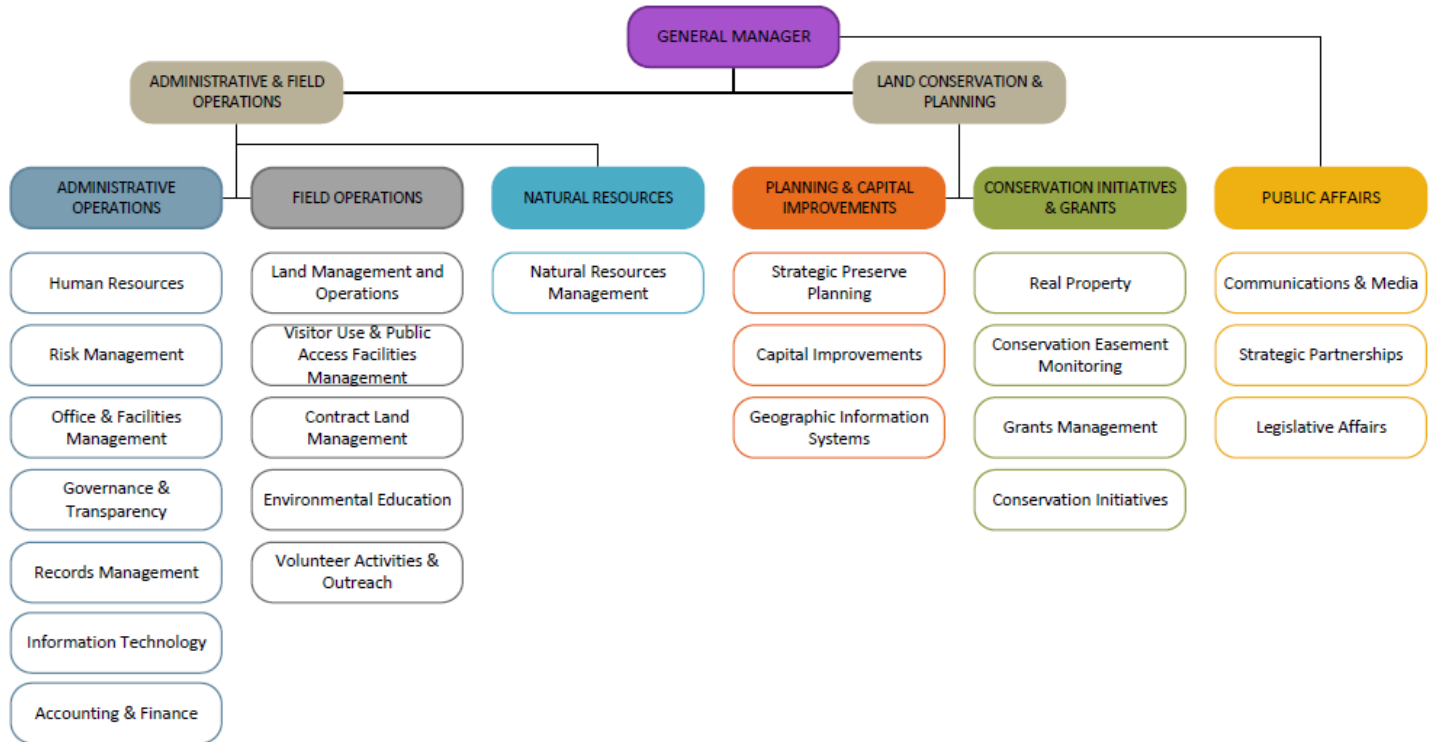
A seven-member independent oversight committee was formed after the passage of Measure Q. The purpose of the committee is to review Measure Q and Measure T expenditures on an annual basis to ensure they conform to the related Expenditure Plans.

The Board of Directors holds regular public meetings on the second and fourth Thursday of each month except in November and December when meetings are held only on the second Thursday. The meetings are held at the Authority's Headquarters Office located at 33 Las Colinas Lane, San Jose, California. Due to the shelter-in-place order issued in response to COVID-19 by Governor Gavin Newsom and the Santa Clara County Health Department, the Authority's public meetings are currently held virtually via Zoom or teleconference only as permitted by the Governor's Executive Order N-29-20, Section 3 until further notice. For the latest updates about the Authority's upcoming meetings, members of the public may find more information on the website www.openspaceauthority.org or by calling the Authority offices at (408) 224-7476.

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Staffing and Structure

The Open Space Authority has 50 Board-approved positions, including the Board-appointed General Manager. Together, staff implements the agency’s mission through the following current programs:



During Fiscal Year 2022/2023, the Authority will develop and refine the appropriate role and program areas within the Natural Resources Department, a newly-proposed sixth department created to provide additional capacity to carry out natural resources projects on the increasing acreage under Authority management. Despite being represented as a separate department in the functional organizational chart above, the new department’s operating and project expenditures shall be reported under the Field Operations Department’s budget through the end of FY2022/2023.





part

the

one

budget

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BUDGET DEVELOPMENT PROCESS

The budget and work plan development process began in mid-November 2021. The General Manager and the department managers (collectively, the Leadership Team) revisited the Authority's mission, vision, and goals, as laid out in the Measure T Expenditure Plan, the Santa Clara Valley Greenprint, and District 1 Assessment's 5 Year Plan, to determine the priorities for the upcoming fiscal year. The General Manager and Assistant General Managers (collectively, the Executive Team) reviewed various financial scenarios to determine and approve monetary allocations to each priority and each department. Department managers were responsible for prioritizing expenditures for projects and programs within the allocated amounts.

The process of building the Budget and Annual Work Plan included a publicly-noticed Board Workshop on March 24, 2022, in which the Board provided guidance and feedback on the high-priority initiatives and projects for the coming fiscal year, providing Staff with clear direction on building a balanced and sustainable budget. The resulting Budget and Annual Work Plan becomes the guiding document for staff to record and track expenditures for approved projects.

In April 2022, the Board approved the position of a Natural Resources Manager to lead a new, sixth department of the Authority, the Natural Resources Department, to provide additional capacity to carry out natural resources projects on the increasing acreage under Authority management. Considering the department will be formed during FY 2022/2023 after the Board approval of the budget, its department expenditures shall be reported under the Field Operations Department's budget from inception to the remainder of the fiscal year.

Guidelines and Assumptions

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

General Guidelines

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

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

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

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

Measure T Expenditure Guidelines

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

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

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

Measure T revenues are used for:

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



Sunrise at Coyote Ridge Open Space Preserve

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FUND BALANCE CARRYOVER

By July 1, 2022, it is estimated that the Authority will carry over a cumulative total of \$42,720,381 from previous fiscal years.

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

Of the \$42,720,381 in carryover funds, \$23,998,176 is available for withdrawal in the FY 2022/2023 budget (Table 1).

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

Projected Carryover by Fund	Projected Ending Fund Balance	Estimated Available Funds
District 1 (minus) 20% Funding Program	11,321,500 (2,023,831)	
Available Carryover Funds from District 1		9,297,669
Measure T	941	
Available Carryover Funds from Measure T		941
Measure Q (minus) Encumbered for Committed Projects	11,524,072 (500,000)	
Available Carryover Funds from Measure Q		11,024,072
MQ Urban Grant Program (minus) Awarded Grants	3,407,851 (1,998,374)	
Available Carryover Funds from MQ UGP		1,409,477
Reserve (minus) Operational Reserve (minus) Conservation Stewardship	15,436,588 (14,000,000) (200,000)	
Available Carryover Funds from Reserve		1,236,588
Grants	1,029,429	
Available Carryover Funds from Grants		1,029,429
TOTAL AVAILABLE CARRYOVER FUNDS FOR FY 2022/2023		23,998,176

Table 1

FISCAL YEAR 2022/2023 BUDGET SUMMARY

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

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

Total revenues received from District 1 and Measure T, as well as land management income recouped from other local agencies for contracted land management services and agricultural lease income, are expected to be \$13,150,877. The Authority is expected to spend \$13,135,265 of the revenues received (Table 2).

Total expenditures for FY 2022/2023 are estimated to be \$24,708,588, of which \$13,135,265 is funded by incoming District 1 Assessment and Measure T Parcel Tax revenues and the remaining \$11,573,323 is funded by grants, carryover, and other income (Table 3).

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

Revenues and Expenditures	Estimated
FY 2022/2023 Estimated Authority REVENUES	13,150,877
FY 2022/2023 Estimated Authority EXPENDITURES	13,135,265

Table 2

Expenditure Breakdown by Funding Source	Estimated
District 1	4,596,431
Measure T	8,538,834
<i>Authority-funded Expenditures</i>	<i>13,135,265</i>
Grants and Other Income	4,260,000
District 1 Fund Carryover	2,529,000
Measure Q Fund Carryover	4,494,323
Capital Reserve Fund Carryover	290,000
<i>Non-Revenue Expenditures</i>	<i>11,573,323</i>
TOTAL EXPENDITURES	24,708,588

Table 3

REVENUE AND INCOME SOURCES

Revenue Sources

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

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

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

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

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

Measure T Parcel Tax (revenue) – In November 2020, voters approved Measure T, which renewed Measure Q and secured ongoing protection of open spaces for future generations. Measure T brings in approximately \$8 million per year.

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

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

Land Management Income – Staff time and expenses incurred for contracted land management are invoiced to other organizations and agencies for reimbursement.

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

Non-Revenue Income Sources

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

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. In 2017, the Authority Board updated the Financial Reserve Policy to create an additional fund, setting aside \$200,000 for Conservation Stewardship purposes.

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

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

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

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



SCC Public Health Department's "JUNTOS" Initiative

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

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

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FY 2022/2023 Projected Revenues and Income

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

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

Funds are withdrawn from available carryover from the previous fiscal year, deposited as other income, and budgeted to be spent in the coming fiscal year. For FY 2022/2023, the Authority proposes to withdraw a total of \$7,313,323 (\$2,529,000 from District 1 fund, \$290,000 from Capital Reserve fund, and \$4,494,323 from Measure Q fund) from the available carryover balances.

Revenue/Income	FY22/23 District 1	FY22/23 Reserve	FY22/23 Measure Q	FY22/23 Measure T	FY22/23 Grants	FY22/23 TOTAL
5000 - REVENUES						
5100 - Revenue	4,384,019			8,424,168		12,808,187
5700 - Land Management						
5701 - VTA	16,240					16,240
5702 - SCVWD	45,000					45,000
5703 - Waste Mgmt	0					0
5704 - Valley Habitat Agency	150,000					150,000
5601 - Lease	16,450			115,000		131,450
5901 - Cost Share Reimbursements						
TOTAL REVENUE	4,611,709			8,539,168		13,150,877
OTHER INCOME SOURCES						
Capital Reserve Fund Carryover		290,000				290,000
District 1 Fund Carryover	2,529,000					2,529,000
Measure Q Fund Carryover			4,494,323			4,494,323
5200 - Interest Income	80,000	120,000	150,000			350,000
5300 - Grants					4,260,000	4,260,000
5400 - Donations						
5500 - Land Sales						
5600 - Land Use Income						
5602 - Grazing Lease Income	18,000					18,000
5603 - Use Permit Income						
TOTAL OTHER INCOME SOURCES	2,627,000	410,000	4,644,323	0	4,260,000	11,941,323
ALL REVENUE AND INCOME	7,238,709	410,000	4,644,323	8,539,168	4,260,000	25,092,200

Table 4

FY 2022/2023 BUDGET

The FY 2022/2023 Budget reflects the goals of the FY 2022/2023 Annual Work Plan. Total expenditures for FY 2022/2023 are estimated to be \$24,708,588, a 3% decrease from FY 2021/2022.

The Authority has several major expense categories:

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

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

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

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

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

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

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

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

Fee Title and Conservation Easements capture the cost of acquiring fee title and easements.

Authority Grant Programs allocations and anticipated awards are stated in this expense category line. The budget shown under the Measure T fund column recommends an allocation to be set aside for future grant cycles. In the Measure T Urban Grants Program fund column, the budget estimates the total dollar amount available for grant awards in this fiscal year, if any.

APPROVED Budget and Annual Work Plan

Budget At A Glance

Expenditures	FY22/23 District 1	FY22/23 Reserve	FY22/23 Measure Q	FY22/23 Measure T	FY22/23 Grants	FY22/23 Budget TOTAL	% of Budget TOTAL
6000 - PAYROLL							
Total Payroll	2,770,351	-	366,836	2,993,721	-	6,130,908	25%
6100 - BENEFITS & EMPLOYEE EXPENSES							
Total Benefits	962,279	-	122,486	1,031,709	-	2,116,475	9%
6200 - TRAVEL AND EXPENSES							
Total Travel and Expenses	62,497	-	-	2,000	-	64,497	0%
6300 - SUPPLIES AND CONSUMABLES							
Total Supplies and Consumables	166,800	-	-	357,000	18,000	541,800	2%
6400 - OUTSIDE SERVICES/CONSULTANTS							
Total Outside Services/Consultants	952,880	250,000	1,525,000	2,451,855	4,162,000	9,341,735	38%
6500 - OTHER SERVICES AND EXPENSES							
Total Other Services and Expenses	1,425,375	-	627,000	419,759	80,000	2,552,135	10%
6600 - EQUIPMENT AND MAINTENANCE							
Total Equipment and Maintenance	448,960	25,000	-	320,790	-	794,750	3%
6700 - FACILITIES AND UTILITIES							
Total Facilities and Utilities	272,364	15,000	-	462,000	-	749,364	3%
6800 - MEMBERSHIPS AND LIBRARY							
Total Memberships and Library	63,924	-	-	-	-	63,924	0%
6900 - FEE TITLE & CONSERVATION							
Total Fee Title and Conservation	-	-	1,853,000	-	-	1,853,000	7%
6950 – AUTHORITY GRANT PROGRAMS							
Total Authority Grant Programs	-	-	-	500,000	-	500,000	2%
TOTAL EXPENSES	7,125,431	290,000	4,494,323	8,538,834	4,260,000	24,708,588	100%

Table 5

Expenditures by Department and Fund

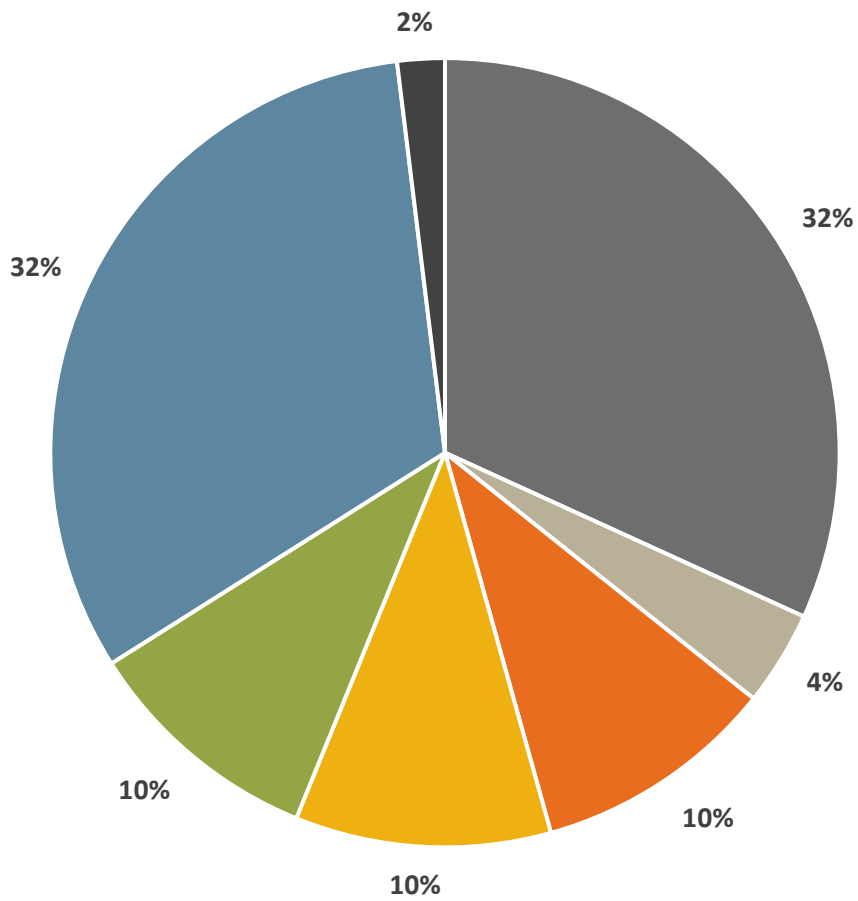
Expenditures	FY22/23 District 1	FY22/23 Reserve	FY22/23 Measure Q	FY22/23 Measure T	FY22/23 Grants	FY22/23 Department TOTAL
Administrative Operations	3,888,669	290,000	-	791,639		4,970,308
Conservation Initiatives & Grants	384,891	-	2,015,000	1,341,122	40,000	3,781,013
Field Operations	1,421,009	-	-	4,416,387	770,000	6,607,396
Planning & Capital Improvements	336,852	-	2,479,323	1,707,040	3,450,000	7,973,215
Public Affairs	1,068,270	-	-	282,646		1,350,916
Board	25,740					25,740
TOTAL EXPENDITURES BY FUND	7,125,431	290,000	4,494,323	8,538,834	4,260,000	24,708,588

Table 6



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Expenditures by Type



- Salaries and Benefits
- Election Costs
- Non-discretionary Operating Expenses
- Departmental Operating Expenses
- Departmental Project Expenses
- Capital Expenditures
- Authority Grant Programs

DISCUSSION OF EXPENDITURES

Staffing

The Authority currently has 50 approved regular positions (Table 7). The recruitment of vacant positions is prioritized through a balance of staffing expense and how the role will support the efficient implementation of the Authority's priorities.

Approved Regular Positions	
Administrative Operations	General Manager, Assistant General Manager (2), Clerk of the Board, Fiscal Services Officer, Human Resources Officer, Deputy Clerk of the Board, Executive Assistant, IT Technician, Staff Accountant, Administrative Assistant, and Office Assistant
Conservation Initiatives & Grants	Senior Open Space Planner, Grants Program Manager, Grants Program Coordinator, Real Property Program Manager, and Real Property Coordinator
Field Operations	Field Operations Manager, Supervising Open Space Technician (2), Equipment Mechanic Operator, Lead Open Space Technician (2), Open Space Technicians II (3), Open Space Technician I (3), Open Space Aide (4), Volunteer Program Administrator, Volunteer Program Coordinator, Educational Program Administrator, and Educational Program Coordinator Natural Resources Manager, Resource Management Program Manager, Natural Resources Technician I*
Planning & Capital Improvements	Planning Manager, Senior Open Space Planner (2), Associate Open Space Planner, and GIS Specialist
Public Affairs	External Affairs Manager, Public Information Officer, Community Engagement Coordinator, Communications Coordinator, and Community Impact & Policy Specialist

Table 7

*Staff will reorganize to the new Natural Resources Department during FY 2022/2023

To continue advancing the Authority's mission and goals, and to best execute the FY 2022/2023 Work Plan, increased staffing is recommended across the agency with a focus on Field Operations, Natural Resources, and Planning Departments.

The Field Operations department will add an Open Space Technician I to join the team managing Sierra Vista Open Space Preserve and Coyote Ridge Open Space Preserve. With the planned opening of Coyote Ridge Open Space Preserve this additional staffing will support the Authority's ability to best provide

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visitor services and ongoing maintenance of that preserve when it is open regularly. An Open Space Technician II will bring experience and expertise to bridge the Authority's land management and volunteer programs. This position will serve as a conduit for projects on Authority land that can best be completed through the volunteer force of the Authority, while also providing capacity to apply across the Field Operations department's work.

The Planning department will add an Assistant Open Space Planner to support key planning and capital improvement projects, including the Coyote Valley Conservation Areas Master Plan.

The new Natural Resources department will continue to grow with the addition of a Natural Resources Technician II. This position will provide additional staff capacity to carry out natural resources projects on the increasing acreage under Authority management.

New opportunities in the Administrative Operations and Public Affairs departments will provide expanded capacity through paid internships to support accounting and public affairs functions. These part-time positions will also exhibit the Authority's commitment to creating next-generation leaders, by affording individuals who are early in their careers the opportunity to see how they can apply their skills to conservation and open space.

Approving these recommendations would increase the total number of regular positions at the Authority from 50 to 56.

The budget reflects the addition of four (4) full-time positions and two (2) part-time positions for FY 2022/2023.

Benefits

A competitive benefits package is provided to employees of the Open Space Authority. The package includes participation in the California Public Employees Retirement System (CalPERS), medical, dental, vision, Employee Assistance Program, \$25,000 life insurance, and \$600 per year tuition reimbursement. In FY 2022/2023 the benefits package is approximately 34% of salary. Together, salaries and benefits are 32% of total expenditures for the year.

Cost of Living Adjustment

The Open Space Authority uses a salary range pay plan (Appendix B) that associates salary ranges to positions. Cost of living adjustments are applied to the Salary Range Chart and translated to the Position Pay Plan. Cost of living adjustments for the year are typically recommended based on the March report of the Consumer Price Index for San Francisco-Oakland-San Jose for the period ending in February. Due to the level of inflation seen in 2022, the Open Space Authority is recommending a modified approach for the cost of living adjustment in FY 2022/2023. The recommendation averages the data available through the Consumer Price Index report for January 2022 (4.2%) and March 2022 (5.2%).

A cost of living adjustment of 4.7% is recommended for FY 2022/2023.

Board and Committee Expenses

Board stipends, meeting expenses, and Board and committee member training are expected to be \$25,740 for FY 2022/2023.

Election Expenses

Elections for District Board members occur in November of every even year. Board members serve four-year terms and elections are staggered amongst the seven board members. Seats for Districts 1, 3, and 4 occur in one election cycle. Districts 2, 5, 6, and 7 occur in the following election cycle. The County of Santa Clara Registrar of Voters oversees the election. For FY 2022/2023, there is a scheduled election for four directors. Based on historical costs, staff conservatively allocated up to 1 million dollars to cover the cost of the election.

Administrative Allowance using Measure T Funds

Administrative expenses are necessary costs that the Authority incurs to maintain daily operations.

The Authority plans to use Measure T revenues to afford a portion of the agency's total administrative expenses, as permitted under the Measure T Expenditure Plan guidelines. The Plan allows parcel tax revenue generated and disbursed to the Authority to be used for administrative expenses as the Board determines are reasonable and necessary.

Administrative expenses to be charged to Measure T may include but are not limited to legal services, grant preparation services, facility maintenance, electricity, and other utilities, business insurance, fees and taxes, general office supplies, computer software fees such as ArcGIS and Wizehive (grant management software), computer equipment for field staff, general communications materials and website administration, and printing and courier expenses.

Administrative expenses may also include staff time incurred for managing the Urban Grant Program, preparing and publishing the Annual Measure T Status Report, maintaining Authority vehicles, tools, and supply inventories to safely and effectively manage the preserves, and preparing board reports.

The administrative allowance also permits the agency to afford the excess staff time and expenditures incurred related to Expenditure Plan Oversight Committee activities and requests. This may include preparing and publishing additional documentation per the committee's requests, recruitment costs, and preparing committee reports.

For FY 2022/2023, the Authority intends to utilize up to \$1,100,000 of Measure T revenues to partially fund the agency's administrative expenses. Administrative expenses exceeding the approved allowance amount will be offset by other funding sources.

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Non-Discretionary Operational Expenses

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

Supplies and Equipment

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

Occupancy and Utilities

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

Contractual Services

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

Insurance and Fees

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

Computer Equipment and Software

The Authority commits a recurring annual cost for the licensing of its major enterprise systems and business software. The systems are used by staff daily and help maintain efficient workflows and support transparent reporting.

Software	Use	Est. Annual Cost
Acumatica	Financial accounting system	\$48,000
Office 365	Business software	\$22,700
Hubspot	CRM	\$18,100
Wizehive	Grant management system	\$11,290
ArcGIS	Geographical information system	\$10,000
ADP	Human Resources Information System	\$8,500
PrimeGov	Legislative management system	\$8,400
Adobe	Business software	\$6,500
ArchiveSocial	Social media records management	\$6,500
Get Connected	Volunteer Management System	\$6,000
Amazon Web Services	Server backup software	\$3,600
Backblaze	PC backup software	\$3,250
NinjaRMM	IT remote monitoring and management	\$2,640
AutoCAD	Computer-aided Design & Drafting Software	\$1,610
DocuSign	Digital signature processing software	\$600

Expenditure Details by Department

Summary of Department Expenses for FY 2022/2023						
Expenditure Type	Admin Ops	Conservation Init & Grants	Field Ops	Planning & Cap Improvements	Public Affairs	TOTAL
Non-discretionary Operating Expenses						
Staff Costs -- Salaries and Benefits	1,891,705	1,093,522	3,387,646	1,030,775	775,886	8,179,533
Non-discretionary Expenses	1,482,015	22,040	3,450	2,760	25,870	1,536,135
Election Costs	1,000,000	-	-	-	-	1,000,000
Other Operating Expenses						
Departmental Operating Expenses	271,589	90,451	1,873,300	4,680	454,160	2,694,180
Departmental Project Expenses	175,000	20,000	111,000	2,140,000	95,000	2,541,000
Board	25,740	-	-	-	-	25,740
Total Operating Expenses	4,846,049	1,226,013	5,375,396	3,178,215	1,350,916	15,976,588
Capital Expenditures						
Land Acquisition	-	2,055,000	-	-	-	2,055,000
Capital/Structural Improvement	-	-	982,000	4,795,000	-	5,777,000
Capital Purchases	150,000	-	250,000	-	-	400,000
Total Capital Expenditures	150,000	2,055,000	1,232,000	4,795,000	-	8,232,000
Authority Urban Open Space Grant Programs						
District 1 20% Funding Program	-	-	-	-	-	-
MT Urban Grant Program Allocation	-	500,000	-	-	-	500,000
MT Urban Grant Program Awards	-	-	-	-	-	-
Total Authority Urban Grants	-	500,000	-	-	-	500,000
TOTAL ESTIMATED EXPENDITURES FOR 2022/2023	4,996,049	3,781,013	6,607,396	7,973,215	1,350,916	24,708,588

Table 8

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Three Year Historical Budget Comparison

Budgeted Revenues and Income	Budgeted FY 2020/2021	Budgeted FY 2021/2022	Approved FY 2022/2023
Revenues (District 1 and MT)	12,808,266	13,108,066	13,150,877
Income (Carryover, Grants, Urban Grant Program)	10,256,000	12,585,515	11,941,323
TOTAL BUDGETED REVENUES AND INCOME	23,064,266	25,693,581	25,092,200

Budget	Budgeted FY 2020/2021	Budgeted FY 2021/2022	Approved FY 2022/2023
Operating Budget			
Staff Costs – Salaries and Benefits	6,350,818	6,686,772	8,179,533
Administrative Operations	1,617,770	1,903,506	1,928,604
Conservation Initiatives & Grants	783,140	1,628,425	132,491
Field Operations	1,056,351	2,233,525	1,987,750
Planning & Capital Improvements	116,095	11,455	2,147,440
Public Affairs	531,451	371,579	575,030
Board	32,180	23,670	25,740
Elections	815,000	-	1,000,000
Total Operating Budget	11,302,805	12,858,932	15,976,588
Capital Budget			
Land Acquisition	6,035,000	7,725,000	2,055,000
Capital/Structural Improvement	3,247,000	3,793,000	5,777,000
Capital Purchases	371,000	500,000	400,000
Total Capital Budget	9,653,000	12,018,000	8,232,000
Authority Grant Programs			
20% Funding	-	-	-
Urban Grant Program Allocation	500,000	500,000	500,000
Urban Grant Program Awards	1,000,000	-	-
Total Authority Grant Programs Budget	1,500,000	500,000	500,000
TOTAL BUDGET	22,455,805	25,376,932	24,708,588

Table 9



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WORK PLAN DEVELOPMENT PROCESS

The Santa Clara Valley Greenprint, the Measure T Expenditure Plan and the Open Space Authority 5 Year Plan (5 Year Plan) provide guidance on goal setting and project decision making. The first document to guide the Authority was the 5 Year Plan first created in 1996. It was developed with input from the public and the Authority's Citizens' 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 T Expenditure Plan (Expenditure Plan), the document that guides the Authority on the use of Measure T funds. The high-priority potential projects listed in the Expenditure Plan are the result of a broad public engagement process to create a shared vision for the future of the region's open space.

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

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

For the development of the FY 2022/2023 Work Plan, the Executive Team reviewed and approved continuing and new projects aligned with the agency's mission and priorities. Project managers were responsible for assessing the project's fiscal year scope, budget requirements, and staff capacity. The consolidated list of proposed projects was then reviewed by the Executive Team before being presented to the Board during a publicly-noticed Board Workshop, where the Board reviewed, discussed, and provided feedback on the priorities and projects.

FY 2021/2022 ANNUAL WORK PLAN

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

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

How to Read the Annual Work Plan

Projects are grouped by department.

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

ADM – Administrative Operations department

FLD – Field Operations department*

CIG – Conservation Initiatives & Grants department

PLN – Planning & Capital Improvements department

PUB – Public Affairs department

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

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

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

The *Proposed Project Budget* is the estimated net project cost to the Authority for fiscal year 2022/2023. The estimated project budget does not include staff time and legal services. Proposed project budgets with an asterisk denotes the project will be partially or wholly offset with partner funding and/or grants; therefore, net cost to the agency after reimbursements will be less than the proposed project budget shown.

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

Projects led by the Administrative Operations Department

PROJECT NAME	PROJECT DESCRIPTION	FISCAL YEAR SCOPE OF WORK	PROPOSED PROJECT BUDGET FOR FY 2022/2023
33 LAS COLINAS FACILITIES MAINTENANCE AND IMPROVEMENTS	Maintain the integrity, ensure the life span, and improve the environmental impact of the Authority's headquarters facilities at 33 Las Colinas through regular assessments, maintenance, repairs, and replacements as needed.	<ul style="list-style-type: none"> -Procure EV Chargers to replace failed chargers. -Install EV charges in area accessible to Authority fleet vehicles, staff commuters and Authority visitors. -Produce and publish written documentation to educate staff and charger users. 	40,000
ASSET MANAGEMENT AND MAINTENANCE SOFTWARE	The purpose of this project is to research, procure, and implement an asset management software to assist with maintaining public access facility work orders, tracking preventative maintenance schedules, managing inventory and capital assets, documenting safety concerns and guidelines, and increasing communication between office and field staff.	<ul style="list-style-type: none"> -Determine whether the agency would benefit from a CMMS or EAM solution -Produce an analysis summarizing the advantages and disadvantages of adopting an automated maintenance system and a recommendation for AGM review -Release RFP -Award contract 	-
DEEPENING PUBLIC ENGAGEMENT WITH THE BOARD OF DIRECTORS	The purpose of this project is to form a Team that will plan and then implement activities that will engage the Board with the public. This might be considered a pilot program that could be replicated to include improving the Citizens' Advisory Committee public engagement in a future fiscal year. Initial ideas for engaging Directors include Town Hall meetings, "Take a Preserve Hike" with a District Director, and/or public speaking/engagement training. The Team might consider how to tie this project's expected outcomes with some of the Governance Foundations training already completed, in order to support the concepts of a Director's responsibility to their public, as presented in the CSDA good governance training.	<ul style="list-style-type: none"> -Form the Team with cross departmental representation -Explore opportunities to promote dialogue between Directors and District CAC Representatives -Determine at least two activities that would support the purpose of the project, determine if outside training would be beneficial to incorporate -Finalize planning of at least two activities, including the dates and exact logistics, secure any proposed training sources and or contracts -Complete at least two activities -Complete a summary of the project, including what worked, what challenges were met, and strategies for any ideas for improvement or expansion, etc. 	10,000

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<p>ENVIRONMENTAL TRAINING CENTER AT GAVILAN COLLEGE</p>	<p>Develop MOU and partnership with Gavilan College and Conservation Corps to utilize Coyote Valley Campus for climate-related education and training and to benefit Authority's land and resources management. Assess potential for developing programming and public access opportunities from the Campus adjoining Coyote Valley conserved lands.</p>	<ul style="list-style-type: none"> -Determine feasibility for multi-agency MOU -Conduct site assessment for potential conservation easement and public access <p style="text-align: right;">-</p>
<p>FILE MANAGEMENT RESTRUCTURING</p>	<p>This project aims to restructure the Authority's file server to make data more accessible to users and facilitate the overall organization. The current file server structure isolates department folders onto their own drives which creates barriers when it comes to cross-departmental collaboration. Information is currently spread out making it difficult to locate data intuitively and forcing users to create large amounts of bookmarks within their file explorer to keep track of information. Access permissions will also be refined to keep the Authority's data integrity intact. An Authority file server guide will be created for onboarding and current staff for the purpose of training users on file management best practices and file naming conventions.</p>	<ul style="list-style-type: none"> -Determine the scope of work for a consultant, evaluate and select vendor -Design file structure -Document file structure guidelines -Establish document file naming guidelines and document them -Train staff -Implement file restructure <p style="text-align: right;">50,000</p>
<p>JUSTICE EQUITY DIVERSITY INCLUSION ACCESS (JEDIA)</p>	<p>Implementation plan for the Authority's Justice, Equity, Diversity, Inclusion and Access (JEDIA) commitments and intentions</p>	<ul style="list-style-type: none"> -Define key metrics for implementation of JEDIA intentions -Create JEDIA training plan for staff, Board, and CAC - hold training sessions -Create messaging, including website landing page to share the Authority's JEDIA Commitments with the public and talking points for staff, the Board and CAC -Develop an approach and process for incorporating DEI considerations into the agency's every day work and projects <p style="text-align: right;">40,000</p>

<p>OFFICE SPACE AND RESOURCE PLANNING</p>	<p>Maximize the available office workspaces and systems for future staffing and operating needs. With a growing work force, limited office space, and the anticipation that staff will continue to work remotely more regularly post shelter in place, the Authority will evaluate best use of office space and ensure that workspaces meet the needs of staff.</p>	<ul style="list-style-type: none"> -Assess feasibility of outfitting equipment platform in warehouse as workspace. If feasible move forward and make necessary modifications to support occupancy. -Engage consultants to complete planning, designing, procurement, and installation of new furniture to make new workstations and/or workspace. -Evaluate options for remote reporting locations for Field-based staff and storing equipment. Recommend plan to ensure sufficient space, resources and technology are available. 	<p>150,000</p>
<p>SUCCESSION AND SUSTAINABILITY PLAN</p>	<p>By end of 2023, Executive Team and Leadership Team in partnership with Human Resources Officer have developed recommendations and metrics to ensure the agency's continued sustainability (organizational structure, staffing needs, finances and funding for ongoing operations)</p>	<ul style="list-style-type: none"> -Define the opportunities and challenges that impact operations and staffing needs through 2030 -In partnership with the Board, determine what the agency will look like in response to the opportunities and challenges in terms of acquisitions, capital improvements, operations and other key factors -Identify what roles and skillsets will be needed, what training opportunities exist to groom staff for development and advancement, and an organizational structure that will support efficient and innovative operations -Create a future Staffing Plan, including planning for succession and future operations -Create a cost model for future operations, capital improvements and Staffing Plan to support them 	<p>35,000</p>

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Projects led by the Conservation Initiatives and Grants Management Department

PROJECT NAME	PROJECT DESCRIPTION	FISCAL YEAR SCOPE OF WORK	PROPOSED PROJECT BUDGET FOR FY 2022/2023
EAST COYOTE RIDGE ACQUISITION	To expand Coyote Ridge Open Space Preserve by purchasing 1,526 acres of the former United Technologies Corporation property, now known as "East Coyote Ridge" from the Santa Clara Valley Habitat Agency (VHA), subject to a conservation easement (CE) held by the Habitat Agency for enrollment into the Habitat Plan Reserve System. The Habitat Agency purchased the property in July 2020 for \$4,330,000. In April 2020, the Authority's Board authorized the General Manager to negotiate the terms of a Purchase and Sale Agreement with the Habitat Agency, which includes an anticipated contribution of \$500,000 by the Authority and a conservation easement retained by the Habitat Agency.	<ul style="list-style-type: none"> -Develop conceptual public access plan for conservation easement -Negotiate and draft conservation easement; submit to Wildlife agencies for review -Resource management to develop a light version of a management plan to determine roles, responsibilities and management goals to inform a funding agreement while CE is under review -Prepare documents for transfer to the OSA, including transfer of leases, developing necessary agreements, opening escrow. 	10,000
ENVIRONMENTAL CREDITS PROGRAM WITH CITY OF SAN JOSE	In partnership with the City of San Jose, the Authority will explore the feasibility of a pilot environmental credits program that that will build off of the proof of concept the City is currently evaluating to create a funding stream for land conservation and restoration in Coyote Valley.	<ul style="list-style-type: none"> -Participate in project team meetings and provide technical support and feedback on consultant team's draft products -Draft Credits program framework for consideration by City of San Jose 	10,000
GRANT SOFTWARE REPLACEMENT	The Urban Grant Program uses grant management software to manage grant application submission, application review, and post-award payments and reporting. Due to the need for increased capacity to accommodate a larger number of grants and a better user experience for applicants, grantees and staff, the Authority is seeking an alternate software solution for the administration of the grant program.	<ul style="list-style-type: none"> -Create an application, review process, reimbursement, reporting, and other processes in the Wizehive system. -Migrate Zoomgrants data into Wizehive 	-

PROJECT NAME	PROJECT DESCRIPTION	FISCAL YEAR SCOPE OF WORK	PROPOSED PROJECT BUDGET FOR FY 2022/2023
PRIORITY LAND ACQUISITIONS	Work under this project includes protection of land in the Conservation Focus Areas as outlined in the Santa Clara Valley Greenprint through purchase of fee title, conservation easement, or other real property interest. Prior to pursuing protection of a property, scope of work includes conducting preliminary due diligence, engaging with willing sellers, and performing early analysis of site/local resources and internal evaluation to determine if a potential acquisition meets the Authority's criteria for purchase. Due to the confidential nature of ongoing negotiations, property names, property owner(s) information, and other details are withheld.	<ul style="list-style-type: none"> -Initiate transfer of Laguna Seca parcels from POST to Authority -Seek funding to facilitate the future transfer of North and Mid-Coyote Valley properties from POST to the Authority -Continue to engage landowners and collaborate with partners on critically important acquisitions. -Continue to follow up with landowners who are interested in selling their properties. -Submit application to Sustainable Agricultural Lands Conservation Program in Sept 2022 	1,355,000*
SANTA CLARA COUNTY AGRICULTURAL PLAN	The Santa Clara Valley Agricultural Plan is a regional conservation effort led by Santa Clara County and the Santa Clara Valley Open Space Authority to protect Southern Santa Clara County's important farms and rangelands to mitigate future effects of climate change and support economic viability of agriculture. Funded in part by a Sustainable Agricultural Lands Conservation planning grant, this phase of the project will result in a report outlining strategy, funding, and administrative structure recommendations to advance agricultural conservation in the Santa Clara Valley.	<ul style="list-style-type: none"> -Develop a strategy for prioritizing lands to target for preservation -Develop a funding strategy for an effective agricultural preservation program by evaluating potential program funding mechanisms and estimating potential fund generation -Develop an administrative structure for implementing an Agricultural Conservation Easement program and other preservation tools 	10,000

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PROJECT NAME	PROJECT DESCRIPTION	FISCAL YEAR SCOPE OF WORK	PROPOSED PROJECT BUDGET FOR FY 2022/2023
TILTON RANCH ACQUISITION	<p>Tilton Ranch totals ~1,861 acres and spans from Coyote Valley Open Space Preserve to just north of the Morgan Hill city limits. After many years of negotiations between the former owner and the Authority in partnership with the Valley Habitat Agency, the Valley Habitat Agency purchased Tilton Ranch in October 2020. Through a funding agreement, the Authority contributed \$1,379,090, plus \$1,000,000 in grant funds from the Metropolitan Transportation Commission's Priority Conservation Area Program towards the acquisition of the main Tilton Ranch. The aim of this project is to transfer fee title of Tilton Ranch to the Authority with a conservation easement to be retained by the Habitat Agency so that it can be enrolled into the Santa Clara Valley Habitat Conservation Plan's Reserve system.</p>	<ul style="list-style-type: none"> -Conservation Easement will be under review by Wildlife Agencies at the beginning of FY22-23. Work with the Habitat Agency and Wildlife Agencies to get to approval of the Conservation Easement. -Prepare property documents for transfer to the OSA, including transfer of leases, determining the cost of grazing infrastructure, developing necessary agreements, opening escrow. -Resource management to develop a light version of a management plan to determine roles, responsibilities and management goals to inform a funding agreement. 	125,000

Projects led by the Field Operations Department

PROJECT NAME	PROJECT DESCRIPTION	FISCAL YEAR SCOPE OF WORK	PROPOSED PROJECT BUDGET FOR FY 2022/2023
BLAIR RANCH POND HABITAT ENHANCEMENT	Enhance and restore at-risk breeding pond habitats to protect California red-legged frogs and enhance climate resiliency at Rancho Cañada del Oro Open Space Preserve	<ul style="list-style-type: none"> -Award of contract for contractor -Complete first year of monitoring and reporting -Receive permits -Start construction/restoration of three ponds 	470,000*
COYOTE RIDGE OPEN SPACE PRESERVE GRAZING AND HABITAT IMPROVEMENTS	Implementation of grazing infrastructure and habitat improvements across 4,160 acres at Coyote Ridge that includes the Authority's Preserve as well as Santa Clara Valley Water District (SCVWD) and Valley Transportation Authority (VTA) lands. Conservation grazing on Coyote Ridge focuses on reducing the severity and extent of invasive species; enhancing the ecosystem health of grasslands, promoting native plant species, and maintaining habitat for native grassland species and other threatened species such as the Bay checkerspot butterfly. This project is funded by the Central Valley Project Conservation Program and Central Valley Project Improvement Act Habitat Restoration Program, the Valley Habitat Agency (VHA), VTA, and SCVWD, and is being implemented in partnership with the VHA. This project will support grazing efforts and enhance 45 acres of wetlands, riparian corridors, and adjacent upland habitat by installing exclusion fencing, replacement of aging pasture and boundary fences, and installing/replacing springs and troughs.	<ul style="list-style-type: none"> -Drill new well(s) -Submit final project report 	175,000*
COYOTE VALLEY OPEN SPACE PRESERVE EQUESTRIAN LOT IMPROVEMENTS	Resolve seasonal drainage issues at Coyote Valley Open Space Preserve's equestrian parking lot surfacing to ensure year-round access for visitors.	<ul style="list-style-type: none"> -Submit CEQA -Contract for Equipment Work -Purchase Materials -Remove and Replace the top 12" of material within the Equestrian Lot Footprint 	50,000

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PROJECT NAME	PROJECT DESCRIPTION	FISCAL YEAR SCOPE OF WORK	PROPOSED PROJECT BUDGET FOR FY 2022/2023
FISHER CREEK RIPARIAN HABITAT RESTORATION (BEF-FUNDED)	Install a wildlife-friendly fence around a half-mile section of Fisher Creek to exclude cattle on both sides of the creek and create a 50-foot wide protected riparian zone around Fisher Creek. Plant acorn and willow cuttings along the creek to enhance habitat, provide cover for wildlife, and protect water quality. Conduct maintenance and monitoring. Include school and volunteer groups for environmental education.	<ul style="list-style-type: none"> -Initiate riparian plantings with school kids and community members -Construct riparian fencing -Initiate maintenance and monitoring 	100,000*
FISHER CREEK RIPARIAN HABITAT RESTORATION (SEP-FUNDED)	The Fisher Creek Riparian Habitat Restoration Project will expand a narrow riparian patch along 3,100 feet of Fisher Creek to a 50-foot riparian corridor, resulting in a 3.5-acre restoration project. Areas along the creek bank would be restored to willow-cottonwood habitat followed by upland species such as large seed grasses or berry bushes. The new 50-foot buffer would provide water quality benefits to Fisher Creek by increasing the separation between active farmland and Fisher Creek, therefore reducing sediment and pollutants from entering Fisher Creek.	<ul style="list-style-type: none"> -Submit final grant report -Conduct maintenance and monitoring -Complete sign development -Install signag -Complete docent training 	60,000*
FISHER CREEK RIPARIAN HABITAT RESTORATION PHASE II (NFWF-FUNDED)	Phase II of this project would build on the success of Phase I and target two additional locations along the bank of Fisher Creek for restoration, which includes removal of invasive plants, planting native species, and engaging with youth and community members.	<ul style="list-style-type: none"> -Removal of invasive species -Site preparation 	30,000*
FUELS MANAGEMENT PLAN	Develop a wildlands fuel management policy and plan that will define fuel management goals and objectives, identify and prioritize fuel reduction treatments, and describe methods that reduce wildfire risk and achieve natural resource goals across Authority lands.	<ul style="list-style-type: none"> -Finalize draft fuel treatment plan -Initiate public outreach -Create web story map and webpage -Seek Board adoption of policy and plan -Finalize environmental review 	80,000

PROJECT NAME	PROJECT DESCRIPTION	FISCAL YEAR SCOPE OF WORK	PROPOSED PROJECT BUDGET FOR FY 2022/2023
LLAGAS CREEK AND PAJARO RIVER CONFLUENCE RESTORATION PROJECT	<p>The Project will plan and design an implementation project to enhance habitat conditions along lower Llagas Creek and the Pajaro River in collaboration with regional species conservation, land use, water quality, and flood protection priorities. The goals of the Project are to plan and design a project that will: (1) improve aquatic habitat and water quality along a mile of two major waterways; (2) create up to approximately 30 acres of floodplain and riparian wetland habitat; (3) maintain floodplain-compatible and regionally valuable agricultural land uses; (4) engage partners and the community in restoration; and (5) contribute to downstream water quality improvement and flood risk reduction.</p>	<ul style="list-style-type: none"> -Complete a wetland delineation -Initiate hydrologic assessment -Complete conceptual plans 	20,000
MONARCH RESTORATION	<p>Plan and implement a community-based restoration project to plant native species that benefit the monarch butterfly and other pollinating invertebrates, and compile educational resources to increase pollinator awareness in Coyote Valley.</p>	<ul style="list-style-type: none"> -Prepare planting plan -Remove invasive species -Plant plants with community members -Initiate monitoring 	-*
PAJARO RIVER RIPARIAN RESTORATION PROJECT	<p>Restore stream habitat by reshaping stream bank, removing invasive species, and planting climate-smart riparian species along .75-mile of the Pajaro River on the Pajaro River Agricultural Preserve South Property to benefit wildlife habitat and water quality. Partner with Point Blue Conservation Science's Students and Teachers Restoring a Watershed (STRAW) program to provide outdoor environmental education opportunities for school kids.</p>	<ul style="list-style-type: none"> -Receive permits -Implement community based restoration plantings -Complete construction of bank improvements -Record conservation easement over the property 	37,000

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PROJECT NAME	PROJECT DESCRIPTION	FISCAL YEAR SCOPE OF WORK	PROPOSED PROJECT BUDGET FOR FY 2022/2023
PARKING RESERVATION SYSTEM	Deploy a parking reservation system for the Open Space Authority's staging areas to reduce congestion and provide a quality experience for Preserve visitors	<ul style="list-style-type: none"> -Develop Scope of work -Contract with Parking Reservation Company -Survey and data gathering -Determine types of reservations systems for each preserve -Design reservation System -Beta Testing -Implementation 	25,000
SPRECKLES WETLAND ENHANCEMENT PROJECT	The goal of the Spreckles Wetland Cleanup and Enhancement Project is to enhance habitat within Spreckles Wetland through the removal of trash, debris and invasive plant species; to enhance habitat through modification of the culvert to allow for water to spread out more extensively and increase the size of, and variability in water depth within, the wetland; and to monitor the results of these enhancements on native flora and fauna.	<ul style="list-style-type: none"> -Receive regulatory permits -Install weir -Install fence 	40,000*
VOLUNTEER PORTAL	Research new platform to act as a central hub of information and activity for the next 5 years of volunteer program growth and development. The current Volunteer Portal lacks the functionalities to meet agency needs. The goal of the new platform is to provide a tool that houses resources, schedules events and allows signups, makes the coordination of programs and volunteers easier, and has the capacity to help us tell the story of our work through custom metrics we determine and track.	<ul style="list-style-type: none"> -Execute contract, manage the buildout of portal, train staff on use and upkeep. Staff to be trained include select field team members, field supervisors, resource technicians. -Execute rollout to volunteers as part of 2022 Volunteer Appreciation. Support Volunteer Education & Training Squad staff from public rollout through remainder of year 1. -Continue use, adoption, support for portal through spring 2023 events season. -Begin engagement with different departments around use of portal for their own volunteer needs. 	6,000

Projects led by the Planning and Capital Improvements Department

PROJECT NAME	PROJECT DESCRIPTION	FISCAL YEAR SCOPE OF WORK	PROPOSED PROJECT BUDGET FOR FY 2022/2023
AMERICAN WITH DISABILITIES ACT (ADA) TRANSITION PLAN	Develop an ADA Transition Plan for Authority facilities, programs, and public outreach. Report will provide recommendations for phasing and implementation including compliance with Architectural Barriers Act Accessibility Guidelines.	<ul style="list-style-type: none"> -Complete accessibility assessments of Authority facilities, programs, services, and communications. -Complete Self-Evaluation surveys. -Develop outreach plan. -Conduct community outreach meetings. -Develop Draft ADA Transition Plan. 	90,000
CAPITAL IMPROVEMENT PROJECTS PLAN	The 5-Year CIP Plan will identify significant priority projects that will be implemented by phases in annual work plans and budgets; the Plan identifies project funding sources and amounts; and the Plan will be updated annually to reflect new priorities and funding opportunities	<ul style="list-style-type: none"> -Compile list of natural resources, operations, and public access capital improvements projects. -Develop prioritization and ranking system for capital improvements projects. -Develop list of capital project priorities as well as associated timelines and budgets. 	25,000
COYOTE RIDGE OPEN SPACE PRESERVE PUBLIC ACCESS	Planning, permitting, environmental compliance, design, and construction for public access improvements to include a staging area at Malech Road, new trail, picnic, rest areas, and overlooks.	<ul style="list-style-type: none"> -Complete interpretive planning and design design. -Issue "Request for Bids" for project construction. -Board approval of general construction contract for project. -Complete Malech Road staging area project construction. 	3,470,000*

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PROJECT NAME	PROJECT DESCRIPTION	FISCAL YEAR SCOPE OF WORK	PROPOSED PROJECT BUDGET FOR FY 2022/2023
<p>COYOTE VALLEY CONSERVATION AREAS MASTER PLAN</p>	<p>A master vision plan for Authority and partner-owned conservation lands in Coyote Valley as implementation to the 2017 Coyote Valley Landscape Linkage Report. The plan will set forth landscape scale strategies and site-specific implementation actions for integrating multi-benefit values and features with the goal of long-term conservation and ecological restoration.</p>	<ul style="list-style-type: none"> -Complete key components of the "Site Inventory & Assessment" phase of the project (Phase 2). -Initiate and substantially complete "Preliminary Visioning" phase of the project (Phase 3); including working drafts of graphic representations of potential restoration/use scenarios. -Initiate work order development (including scope/schedule/budget) for Vision Refinement and Concept Alternatives phase of the project (Phase 4). -Coordinate with POST on scoping feasibility study and conceptual design of wildlife crossing infrastructure. -Coordinate with the City of San Jose on scoping and identifying potential funding sources for land use/economic development study of Monterey Road corridor. -Building off initial engagement work and in keeping with DEI goals, conduct TBD community engagement outlined in the project's Community Engagement Plan, either in-person or virtually, as conditions allow. -Convene, manage, and coordinate with CVCAMP Technical Advisory Groups, as-needed 	<p>2,040,500*</p>
<p>COYOTE VALLEY OPEN SPACE PRESERVE IMPROVED NORTH MEADOW PUBLIC ACCESS</p>	<p>Provide an ADA accessible trail and public amenity areas along the Heart's Delight Trail in the North Meadow.</p>	<ul style="list-style-type: none"> -Complete project permitting. -Complete CEQA. -Complete construction documents. 	<p>150,000*</p>

PROJECT NAME	PROJECT DESCRIPTION	FISCAL YEAR SCOPE OF WORK	PROPOSED PROJECT BUDGET FOR FY 2022/2023
RANCHO CAÑADA DEL ORO LLAGAS CREEK BRIDGE AND DAY USE AREA	Planning, permitting, environmental compliance, design, and construction for public access improvements for a new accessible interpretative day-use-area accessed via a new pedestrian bridge crossing over Llagas Creek.	-Finalize construction documents. -Complete project permitting. -Issue "Request for Bids" for project construction. -Board approval of general construction contract for project.	500,000*
RANCHO CAÑADA DEL ORO OPEN SPACE PRESERVE BACKCOUNTRY TRAIL PLANNING	Public access feasibility study for area of Rancho Cañada del Oro Open Space Preserve, formerly known as Blair Ranch.	-Complete inventory and analysis of existing ranch roads. -Conduct preliminary site analyses (bio, cultural, and wildlife connectivity) to inform alternative alignments.	75,000

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Projects led by the Public Affairs Department

PROJECT NAME	PROJECT DESCRIPTION	FISCAL YEAR SCOPE OF WORK	PROPOSED PROJECT BUDGET FOR FY 2022/2023
30TH ANNIVERSARY CELEBRATION	2023 is the Santa Clara Valley Open Space Authority's 30th Anniversary. As such, the community engagement team will put together a plan and budget outlining and organizing the agency's resources to implement the celebration of this milestone.	<ul style="list-style-type: none"> -Procure outreach supplies -Design 30th Anniversary logo -Procure Staff uniforms and apparel -Produce communications and social media campaign -Advertise anniversary events -Produce 30th anniversary events year-end 	55,000
LANGUAGE ACCESS PLAN	Develop a plan to translate key digital and print materials and obtain translation services. Materials may include maps, interpretation materials, signage, job descriptions and similar materials. Scoping would include identifying opportunities for supporting the community beyond one-time translation projects (i.e. responding to inquiries in other languages) and what software or other services might be needed.	<ul style="list-style-type: none"> -Contract with consultant to assist with a needs assessment and provide recommendations/suggestions for coordination and training, policies and procedures -Compile summary and recommendations for obtaining language service providers -Provide recommendations for ongoing assessment and accountability -Prioritize document translations 	40,000

DEPARTMENT PROGRAMS

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

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



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Administrative Operations

The Administrative Operations Department (ADM) is responsible for the management and oversight of necessary operational services for the optimal functioning of the agency. The department takes a leadership role in achieving organization-wide operational efficiencies through cross-departmental collaboration and continuous improvement, ensuring stability and sustainability for the agency. Priorities for Fiscal Year 2022/2023 will include furthering the agency's justice, equity, diversity, inclusion, and access work, developing a succession and sustainability strategy, and advancing efficiencies through the adoption of technology.

Program areas in the Administrative Operations Department include:

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

Human Resources

The Human Resources Program provides general human resources administration, recruitment, offer administration, orientation development and delivery, performance evaluation management and tracking, class and compensation oversight, HR policy creation and oversight, HR process creation and oversight, and management of the program's budget. The Human Resources Program leads the Authority's workplace safety initiatives, coordinating with the Field Operations Manager for safe work practices in the field and the office locations. In addition to daily safety, the Program has been the hub of the Authority's response to the COVID-19 pandemic.

The Program is also responsible for overseeing the Authority's Human Resources database, including general administration and maintenance.

In coordination with the Accounting and Finance Program, the Human Resources Program manages employee benefits processing, PERS administration, FMLA/CFRA administration, and leave time accrual calculations.

The Program includes developing and maintaining an intentional culture to promote collaboration, respect, integrity, and accountability. A key portion of the Authority's intentional culture also includes the Authority's work to prioritize the principles of Justice, Equity, Diversity, Inclusion, and Access. The Program also includes overseeing workforce and organization development, intentionally focusing on developing skills, competencies, and leadership growth for staff and managers through various training modules such as best practice supervision skills, mandatory training, Authority culture, and emotional intelligence.

Risk Management

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

Office and Facilities Management

The Office and Facilities Management Program tracks and monitors office equipment leases and oversees the procurement of office and kitchen supplies, office consumables, copy room supplies and services, furniture, and office equipment. Additionally, the program is responsible for welcoming office visitors, resolving inquiries from the public, and meeting room coordination for virtual and in-person meetings and webinars. The Program also works with the Field Operations department to coordinate the maintenance of agency vehicles.

The Office and Facilities Management Program is also tasked with maintaining the Authority's headquarters building, which includes coordination of vendors providing landscaping services, building repairs, and facilities maintenance and managing the program's budget. The Program is responsible for ensuring permits are up-to-date and emergency lights, fire sprinklers, and other building requirements are tested and meet required codes.

Governance and Transparency

The Governance and Transparency Program is responsible for the timely and accurate preparation of Board and committee agendas and packets, report processing, resolution processing, minute taking and preparation, managing upcoming agenda items, public noticing, oversight of the legislative management system, and managing the program's budget.

The Clerk's Office is responsible for processing documents related to the Conflict of Interest Code, the Brown Act, and the Public Records Act, as well as maintaining the Authority's certifications for Transparency and District of Distinction, and maintains required reporting to the Secretary of State and the Santa Clara County Registrar of Voters.

The Clerk also oversees Board elections, Board appointments, committee recruitment and appointments, onboarding Board and committee members, redistricting, Board policy updates, providing Directors with support, development, and training tools upon request, and acts as a liaison between the Board and Authority staff. The Clerk or Deputy Clerk attends all Brown Act meetings and maintains meeting compliance and records all actions of the Board and committees. The Clerk's Office maintains the official Authority Seal, and the Clerk is the Filing Official for Form 700 filings.

Records Management

The Records Management Program oversees the Authority's Records Management Policy and its implementation, providing staff with guidelines and standards on the Authority's process of hard copy and electronic file management, archiving, and destruction.

The Program is responsible for the maintenance and safekeeping of vital records, preparing and scheduling archives for offsite storage and destruction events, as well as recalling files for review and destruction.

Information Technology

The Information Technology Program is responsible for providing the Authority with an overall IT strategy that fosters organizational innovations and efficiencies. This includes managing, maintaining, updating, and monitoring the computer network infrastructure, telecommunications infrastructure, PCs, printers, communications equipment, and a variety of applications and systems environments; developing and maintaining IT policies and procedures; cybersecurity oversight; webserver support; file storage management; remote access/VPN security; and data backup.

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Staff also provides general desktop support to employees, and assists with onboarding requirements such as new computer setup, domain, and email account setup, and new user orientation, as well as offboarding tasks.

Accounting and Finance

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

The Program manages the processing, accounting, and reporting of all financial activities of the Authority: cash flow and financial projections, budget and work plan development and monitoring, payroll, accounts payable, general ledger, accounts receivable, Measure Q and Measure T expenditure tracking, and reporting, investments, contracts and request for proposals oversight, expense reimbursements, W2 reporting, and financial software management and training.

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

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

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Conservation Initiatives and Grants

The Conservation Initiatives and Grants Department (CIG) is responsible for developing and implementing strategic conservation initiatives and projects to achieve the agency's regional conservation goals including those established in the Santa Clara Valley Greenprint. This work entails conservation planning to identify and prioritize the most important multi-benefit natural and working lands for protection; partner engagement to develop coordinated conservation and funding strategies; review and development of statewide and local policies, programs, and funding sources for conservation; and grant writing and grant-making.

Land acquisition, including the purchase of fee title or conservation easements, is a key conservation strategy and the Department is responsible for implementing all aspects of this program including landowner outreach and negotiation, appraisals, due diligence, purchase of real property, conservation easement stewardship, and compliance with Land Trust Alliance standards and practices.

In addition to protecting vital greenbelt lands, the Authority helps connect people to the outdoors in their own neighborhoods through nearby parks, trails, urban community gardens, and environmental education programs. The Authority has two active grant programs that provide funds for these and related projects where investments in nature protect the environment and improve quality of life.

Program areas in the Conservation Initiatives and Grants Department include:

- Real Property
- Conservation Initiatives
- Grants Management

Real Property

The Real Property Program manages several initiatives that fulfill the Authority's mission including:

- Conservation of strategic land through acquisition of fee title, conservation easements, or other property interests from willing sellers;
- Strong partnerships with other organizations to develop conservation, funding, and land management strategies;
- Review of development projects that could impair the conservation values of the Authority's land holdings;
- Conservation easement stewardship, including annual monitoring and reporting; and
- Tracking market trends, issues, and opportunities related to land values and acquisition opportunities.

Staff strive to leverage the 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 significant climate resilience benefits. Priorities in Fiscal Year 2022/2023 include transfer of the Laguna Seca properties in Coyote Valley from Peninsula Open Space Trust, transfer of the Tilton Ranch property from the Habitat Agency and enrollment of the property into the Habitat Plan Reserve System, and exploring new opportunities to protect at-risk agricultural lands through conservation easements.

In addition to work plan projects, staff is also responsible for recurring tasks to support the program's initiatives:

- Responding to general inquiries from the public that pertain to planning, preserves, development applications, potential land sales;
- Negotiating real property agreements, including license and management agreements and agricultural leases;
- Providing property information in support of land management activities, planning activities, and communications; and
- Ensuring compliance with Land Trust Alliance best practices for land transactions and conservation easement stewardship.

Conservation Initiatives

The Conservation Initiatives Program includes several initiatives that fulfill the Authority's mission including:

- Regional conservation policy/planning analysis and strategic partnerships to advance implementation of the Santa Clara Valley Greenprint and related investments in natural and working lands for climate resilience; and
- Technical land/water conservation analysis, coordination and implementation including mapping and communications.

The Conservation Initiatives Program continues to support several critical projects to promote multi-benefit land conservation in the Coyote Valley and to preserve natural and working lands as a climate resilience strategy. The projects led under this program aim to have a direct, positive impact on Authority goals and may generate future funding for management of the Authority's lands in myriad ways, adding to the resilience and sustainability for future generations.

The Grants Management Program manages several initiatives that fulfill the Authority's mission including:

Grant Making

The Authority's two grant programs expand the Authority's ability to connect people to nature with a wide range of urban greening projects and environmental programs in urban neighborhoods that may have limited access to these resources. This work includes:

- Oversight of the Authority's Urban Grant Program which includes guideline development, solicitations and awards, contracting and project tracking;
- Oversight of the Authority's District 1 Assessment's 20% Funding Program; and
- Outreach and reporting on the Authority's grant programs.

The administration of the Urban Grant Program includes overseeing grant agreements and working closely with grantees to support over two dozen current projects, processing disbursements, and maintaining the grants-tracking system. Staff will revise the Urban Grant Program Guidelines in preparation for the next grant cycle in Fiscal Year 2022/2023 with an aim toward supporting local non-profit organization capacity and delivering projects that support justice, equity, diversity, inclusion, and accessibility. The Authority's 20% Funding Program continues to be a funding source for complex, multi-year urban open space projects for key partners within the Authority's jurisdiction.

Grant Seeking

The Authority also seeks outside funding to support its projects and programs. This helps increase capacity to implement the Agency's mission by leveraging financial resources. This includes:

- Overall management of grant-seeking efforts including development of project funding strategies, tracking opportunities and developing materials, and supporting grant application development; and
- Management of incoming grants for Authority projects.

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Field Operations

The Field Operations Department (FLD) oversees the daily operation, management, and stewardship of the Authority's lands and public access facilities. Responsibilities include trail and preserve maintenance, resource management such as grazing management, agricultural lease management, invasive plant management, site monitoring, resource and habitat enhancement, monitoring and maintaining capital structures, and careful stewardship and reporting for contract land management and mitigation. The Volunteer and Educational teams within the department are responsible for the creation and delivery of nature- and science-based education experiences, as well as the recruitment and coordination of volunteers, to augment field operations and programs across the agency.

Programs within the Field Operations Department include:

- Field Operations
 - Land Management and Operations
 - Visitor Use and Public Access Facilities Management
 - Natural Resource Management
 - Contract Land Management
- Community Engagement
 - Environmental Education
 - Volunteer Activities and Outreach

Field Operations

Land Management and Operations

The Land Management and Operations Program is engaged with maintaining and managing the Authority's preserves by servicing Authority fleet vehicles associated with the daily operation of the Authority's preserves, managing grazing licenses on over 9,000 acres to provide vegetation management of Authority grasslands and reduce the threat of wildfires, maintaining preserve roads to help in the management of Authority properties and provide responding emergency vehicle access, and 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.

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

Visitor Use and Public Access Facilities Management

The Visitor Use and Public Access Facilities Management Program is responsible for maintaining Authority visitor areas through general care of preserve staging areas, including the maintenance and servicing of restrooms, striping of parking stalls, care of asphalt surfaces, and removal of trash. Additional responsibilities include maintaining and enhancing public access infrastructure improvements to provide an exceptional experience to users of Authority trails. Tasks include the routine care of trail tread, vegetation control (whipping and brushing) and the enhancement of trails to prevent damage from user impacts during winter use. In addition to the general maintenance items previously listed the team also gathers use data for each of its Preserves. Current data continues to show an overall yearly increase in the number of visitors to Authority preserves and special events. Increased visitation has led to additional maintenance requirements for all the Authority's public access facilities along with additional time commitments from staff to assist visitors at the preserve staging areas.

Natural Resource Management

The Natural Resource Management Program is responsible for enhancing natural resources within Authority lands. Initiatives and tasks include:

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

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

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

As the Authority brings more acreage under management, there is increased opportunity to implement natural resources-based projects and the program will become a separate department in Fiscal Year 2022/2023 to more effectively further the agency's mission.

Contract Land Management

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

*Community Engagement***Environmental Education**

The Environmental Education Program creates and offers educational programming for the public to help connect local students and learners of all ages with nature. These programs include free public activities and field trips for school and community groups. The Authority also offers educational materials that teachers can use to help plan lessons on local history, wildlife, and ecology. Starting in 2020, the Environmental Education Program offers a suite of virtual educational programs that are available any time of the year and provide accessibility to nature-based learning without having to travel to an Authority preserve or event.

Volunteer Activities and Outreach Program

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

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Planning and Capital Improvements Department

The Planning and Capital Improvements Department (PLN) is responsible for short- and long-range planning for preserve use and management as well as the planning, design, and construction of capital improvement projects for visitor facilities. The department also works with city and county partners to review policies, laws and regulations that may affect capital projects or land use.

Programs within the Planning Department include:

- Strategic Preserve Planning
- Capital Improvements
- Geographic Information Systems (GIS) Services

Strategic Preserve Planning

- Development of policies and plans for the use and management of the Authority's properties, including mid- and long-range strategic master plans, to inform sequencing, funding and project scoping to meet the agency mission and goals
- Feasibility studies including environmental, design and engineering assessments to define project programming and preliminary budgets
- Preliminary trail and access plans to support conservation easement development and early opportunities for public access balanced with resource protection
- Community engagement planning and strategies to engage and communicate with stakeholders
- Consult with tribal partners for planning and execution of capital projects
- Resource mapping and analysis to understand existing conditions and develop scopes of work
- Reviewing and responding to local and regional policies and projects that may influence the Authority preserves or mission such as Assembly Bill 948 (Coyote Valley Landscape of Statewide Significance) project referrals from Santa Clara County

Capital Improvements

The Capital Improvements Program manages several initiatives that fulfill the Authority's mission including:

- Planning, design, and construction of public access facilities including trails, staging areas, signage, interpretive features and other public access-related facilities
- Development of stakeholder and public outreach strategies and plans as part of project implementation
- Federal, state, and local environmental compliance including overseeing the preparation of California Environmental Quality Act (CEQA) documents and permitting applications and responses to comments
- Construction document production oversight and in field coordination and administration
- Budget, schedule and team coordination across multiple departments and a full suite of specialized consultants needed to get the work done
- Secure and manage funding to support capital projects

- Capital improvement project planning across multiple departments to look beyond the current fiscal year and develop multi-year project scopes and budgets necessary to anticipate funding and staffing needs for the future.

Geographic Information Systems (GIS) Services

The Department also provides the administration, design and implementation of the Authority's Geographic Information Systems (GIS) mapping software. Staff provides 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.

- Staff maintains and administers a comprehensive GIS database to support spatial analysis and mapping in service of the agency's mission and programs. By keeping track of land holdings, natural and cultural resource data, preserve infrastructure, and many other data sets, GIS directly supports the Real Property, Planning, Resources Management, and Field Operations Programs. GIS mapping also supports the development of public-facing maps, brochures, and preserve information that is shared on the Authority's website.

Public Affairs

The Public Affairs Department (PUB) is responsible for leading the Authority's public communications initiatives and media engagement, building strategic partnerships, and engaging the agency in relevant local, state, and federal legislative affairs, policy development, and funding opportunities.

More specifically, the department is responsible for managing all of the Authority's digital and print media and communications – including formal reports, periodic digital publications, Year in Review publications, and other brochures, website, social media, monthly newsletters, blog posts, and press relations. The department also supports agency-wide efforts to build partnerships with local and regional community-based organizations and other agencies that serve the residents within the Authority's jurisdiction. Partnerships include organizations and agencies within and outside of the conservation field, all focused on building more equitable and resilient communities. Lastly, the legislative affairs program focuses on supporting the development of policies and funding opportunities, building relationships with elected leaders, and helping to coordinate local, regional, and state-wide initiatives that help drive forward the Authority's mission.

Programs within the Public Affairs Department include:

- Communications and Media
- Strategic Partnerships
- Legislative Affairs

Communications and Media

The Communications and Media Program is responsible for strategizing, writing, designing, and distributing news releases and responding to inquiries from the public, as well as traditional and ethnic media, preparing online newsletters and periodic Open Space Bulletin emails, enhancing and managing the Authority's website and other social media platforms, developing and curating content, photos, videos, as well as creating graphics for brochures, reports, event collateral, and public notices to build awareness about the Authority's mission. The Program also distributes timely public safety and preserve closure notifications as needed, with Public Affairs serving as the agency's hub for internal communications on these matters. Strategic communications that continually seek to expand the Authority's reach and capture new and emerging audiences are vital to keeping the Authority's constituents, partners, and stakeholders informed of its important mission and accomplishments, and the important role of nature-based solutions in addressing climate change.

Strategic Partnerships

This Program supports agency-wide, interdepartmental efforts to build and maintain relationships with community leaders, community-based organizations, and agencies whose goals overlap with and/or support the Authority's mission. Public Affairs helps to identify, plan, and facilitate community engagement events, programs, and other opportunities intended to deepen relationships with these organizations and ultimately broaden our impact and the benefits we bring to our communities.

Legislative Affairs

The Legislative Affairs Program is responsible for supporting – and sometimes initiating - legislation and policies important to the Authority's work, and it is also responsible for helping to develop and support short- and long-range public funding opportunities, especially at the State and Federal level. Working to support and help implement state and federal initiatives related to climate and other environmental priorities - for example, the 30x30 initiatives at both state and federal levels – is a particular area of focus for this Program. The team builds and maintains relationships with staff and elected officials serving at the local, state, regional, and national levels.

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appendices

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- A. 2022/2023 Budget Details*
- B. 2022/2023 Salary Pay Plan*

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PROPOSED Budget and Annual Work Plan

Appendix A: 2022/2023 Budget Details

FY2022/2023 Budget -- Full Detail

APPROVED

	APPROVED FY22/23 District One	APPROVED FY22/23 Reserve	APPROVED FY22/23 Measure Q	APPROVED FY22/23 Measure T	APPROVED FY22/23 Grants	APPROVED FY22/23 Budget TOTAL
Income/Revenue						
INCOME SOURCES	2,529,000	290,000	4,494,323			7,313,323
5000 - REVENUES						
5100 - Revenue	4,384,019	0	0	8,424,168	0	12,808,187
5101 - (Less) Funding Allocations	0	0	0	0	0	0
5200 - Interest Income	80,000	120,000	150,000	0	0	350,000
5300 - Grants	0	0	0	0	4,260,000	4,260,000
5400 - Donations	0	0	0	0	0	0
5500 - Land Sales	0	0	0	0	0	0
5600 - Land Use Income						
5601 - Lease Income	16,450	0	0	115,000	0	131,450
5602 - Grazing Lease Income	18,000	0	0	0	0	18,000
5603 - Use Permit Income	0	0	0	0	0	0
Total Land Use Income	34,450	0	0	115,000	0	149,450
5700 - Land Management Income						
5701 - VTA	16,240	0	0	0	0	16,240
5702 - SCVWD	45,000	0	0	0	0	45,000
5703 - Waste Management	0	0	0	0	0	0
5704 - Valley Habitat Agency	150,000	0	0	0	0	150,000
Total Land Mgmt Income	211,240	0	0	0	0	211,240
5800 - Rebates						
5801 - Cal Card Rebate Income	0	0	0	0	0	0
5802 - CSDA Card Rebate Income	0	0	0	0	0	0
5900 - Other						
5901 - Misc Income	0	0	0	0	0	0
TOTAL INCOME SOURCES	7,238,709	410,000	4,644,323	8,539,168	4,260,000	25,092,200

FY2022/2023 Budget -- Full Detail
APPROVED

	APPROVED FY22/23 District One	APPROVED FY22/23 Reserve	APPROVED FY22/23 Measure Q	APPROVED FY22/23 Measure T	APPROVED FY22/23 Grants	APPROVED FY22/23 Budget TOTAL
Expense						
6000 - PAYROLL						
6000 - General Manager	137,918	0	0	91,945	0	229,863
6002 - Manager(s)	560,047	0	64,008	444,051	0	1,068,106
6003 - Staff	2,028,061	0	302,829	2,271,942	0	4,602,831
6004 - Overtime	15,200	0	0	39,750	0	54,950
6005 - Seasonals	16,226	0	0	146,032	0	162,258
6006 - Stipends	12,900	0	0	0	0	12,900
Total Payroll	2,770,351	0	366,836	2,993,721	0	6,130,908
6100 - BENEFITS & EMPLOYEE EXPENSES						
6110 - Health Insurance	576,422	0	76,668	627,474	0	1,280,565
6120 - Vision Care	2,686	0	340	2,759	0	5,786
6130 - Dental	35,329	0	4,397	36,579	0	76,306
6140 - Life Insurance	625	0	78	647	0	1,350
6150 - Employer Taxes	83,111	0	11,005	89,812	0	183,927
6160 - CALPERS Retirement Plan	251,814	0	29,915	267,995	0	549,723
6170 - 401A	8,620	0	0	5,747	0	14,366
6180 - Employee Assistance Program	672	0	84	696	0	1,452
6190 - Tuition Reimbursement	3,000	0	0	0	0	3,000
Total Benefits and Employee Expenses	962,279	0	122,486	1,031,709	0	2,116,475
6200 - TRAVEL AND EXPENSES						
6210 - Mileage Reimbursement	2,207	0	0	2,000	0	4,207
6220 - Travel Airfare	49,600	0	0	0	0	49,600
6230 - Travel Lodging	6,780	0	0	0	0	6,780
6240 - Travel Meals and Entertainment	1,760	0	0	0	0	1,760
6250 - Travel Transportation	2,150	0	0	0	0	2,150
Total Travel and Expenses	62,497	0	0	2,000	0	64,497
6300 - SUPPLIES AND CONSUMABLES						
6310 - Meals and Catering	8,500	0	0	0	0	8,500
6320 - Office Supplies	25,200	0	0	0	0	25,200

PROPOSED Budget and Annual Work Plan

FY2022/2023 Budget -- Full Detail

APPROVED

	APPROVED FY22/23 District One	APPROVED FY22/23 Reserve	APPROVED FY22/23 Measure Q	APPROVED FY22/23 Measure T	APPROVED FY22/23 Grants	APPROVED FY22/23 Budget TOTAL
6330 - Kitchen Supplies	9,200	0	0	0	0	9,200
6340 - Outreach Supplies	24,700	0	0	0	0	24,700
6350 - Postage & Courier	4,900	0	0	5,000	0	9,900
6360 - Printing Expenses	13,500	0	0	17,500	0	31,000
6370 - Health & Safety Supplies	3,800	0	0	25,000	0	28,800
6380 - Uniforms and Apparel	8,000	0	0	20,000	0	28,000
6390 - Land Management	0	0	0	0	0	
6391 - Fuel and Consumables	0	0	0	60,000	0	60,000
6392 - Waste & Hazmat Disposable	0	0	0	12,000	0	12,000
6393 - Fire Management	0	0	0	25,000	0	25,000
6394 - Vegetation Management	4,000	0	0	25,000	0	29,000
6395 - Roads and Trails	25,000	0	0	70,000	0	95,000
6396 - Wildlife Management & Pest Control	0	0	0	12,500	0	12,500
6397 - Signs and Fencing	0	0	0	20,000	18,000	38,000
6398 - Grazing	40,000	0	0	65,000	0	105,000
6399 - Miscellaneous	0	0	0	0	0	0
Total Supplies and Consumables	166,800	0	0	357,000	18,000	541,800
6400 - OUTSIDE SERVICES/CONSULTANTS						
6410 - Accounting and Finance Services						
6411 - Bookkeeping	0	0	0	0	0	0
6412 - Audit	11,000	0	0	2,000	0	13,000
6413 - Financial Advisory	18,500	0	0	0	0	18,500
6414 - Grant Preparation	0	0	0	15,000	0	15,000
6420 - Management and Organizational Services	0	0	0	0	0	
6421 - Government Relations	132,000	0	0	0	0	132,000
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	23,305	0	0	8,855	0	32,160
6430 - Legal	0	0	0	0	0	
6431 - Legal Counsel - Redistricting	0	0	0	0	0	0
6432 - Legal Counsel - Special Counsel	0	0	0	0	0	0
6433 - Legal Counsel - General	200,000	0	0	100,000	0	300,000
6434 - Legal Counsel - Litigation	0	100,000	0	0	0	100,000

FY2022/2023 Budget -- Full Detail

APPROVED

	APPROVED FY22/23 District One	APPROVED FY22/23 Reserve	APPROVED FY22/23 Measure Q	APPROVED FY22/23 Measure T	APPROVED FY22/23 Grants	APPROVED FY22/23 Budget TOTAL
6435 - Legal Counsel - Employment Law	7,500	0	0	0	0	7,500
6440 - Staff Development	0	0	0	0	0	0
6440 - Staff Development	0	0	0	0	0	0
6441 - Recruitment Services & Support	1,875	0	0	0	0	1,875
6442 - Workforce Optimization & Development	132,900	0	0	0	0	132,900
6444 - Policy Development & Support	10,000	0	0	0	0	10,000
6445 - Temp Services	7,200	0	0	0	0	7,200
6446 - HR Support Services	0	0	0	0	0	0
6450 - Computer and IT Services	0	0	0	0	0	0
6451 - IT Services	55,000	0	0	0	0	55,000
6452 - Website and Domain	25,800	0	0	32,500	0	58,300
6453 - ERP	16,000	0	0	0	0	16,000
6454 - Records Management	4,000	0	0	0	0	4,000
6455 - CRM	0	0	0	0	0	0
6456 - Minutes Transcription	0	0	0	0	0	0
6457 - Telecom and Phone Maintenance	16,800	0	0	0	0	16,800
6458 - Governance	0	0	0	0	0	0
6460 - Community Engagement Services	0	0	0	0	0	0
6461 - Design and Content Services	129,000	0	0	35,000	0	164,000
6462 - Media Services	20,000	0	0	10,000	0	30,000
6463 - Photography & Video	25,000	0	0	0	0	25,000
6464 - Community Relations	4,000	0	0	80,000	0	84,000
6465 - Transportation Services	0	0	0	27,000	0	27,000
6466 - Environmental Education Partnerships	0	0	0	12,000	0	12,000
6470 - Resource Management Services	0	0	0	0	0	0
6471 - Site Monitoring	30,000	0	0	0	0	30,000
6472 - Wildlife Management	0	0	0	7,500	0	7,500
6473 - Vegetation Management	18,000	0	0	7,500	0	25,500
6474 - Resource Assessment/Env Review	0	0	0	60,000	0	60,000
6475 - Public Access/Facilities Maintenance	30,000	0	0	203,000	0	233,000
6476 - Fire Management	0	0	0	100,000	0	100,000
6477 - IPM/Pest Control	0	0	0	5,000	0	5,000
6478 - Agricultural Improvements	0	0	0	15,000	0	15,000
6479 - Grazing Programs	15,000	0	0	60,000	0	75,000
6480 - Planning Services	0	0	0	0	0	0

PROPOSED Budget and Annual Work Plan

FY2022/2023 Budget -- Full Detail

APPROVED

	APPROVED FY22/23 District One	APPROVED FY22/23 Reserve	APPROVED FY22/23 Measure Q	APPROVED FY22/23 Measure T	APPROVED FY22/23 Grants	APPROVED FY22/23 Budget TOTAL
6481 - General/Other Planning Services	5,000	0	0	115,000	0	120,000
6482 - Conservation Planning	0	0	0	45,000	0	45,000
6483 - Mapping & GIS Services	0	0	0	20,000	0	20,000
6484 - Long-Range Planning	0	0	460,000	1,168,000	260,000	1,888,000
6485 - Environmental Planning/CEQA	0	0	50,000	1,500	20,000	71,500
6486 - Environmental - Site Assessments	0	0	25,000	0	0	25,000
6487 - Prime Design	0	50,000	60,000	0	200,000	310,000
6488 - Prime Engineering	0	0	0	30,000	0	30,000
6489 - Other Design/Engineering	0	0	0	0	0	0
6490 - Acquisition and CIP Services	0	0	0	0	0	0
6491 - Surveys & Investigations	0	0	70,000	100,000	90,000	260,000
6492 - Brokerage/Transactions	0	0	0	0	0	0
6493 - Appraisals	0	0	60,000	0	20,000	80,000
6494 - Project/Construction Mgmt/Consult	0	0	100,000	75,000	15,000	190,000
6495 - Site Clean-up/Remediation/Demo	0	0	0	20,000	0	20,000
6496 - Restoration/Habitat Enhancement	0	0	0	12,000	172,000	184,000
6497 - Testing & Inspection	0	0	0	0	0	0
6498 - Construction	0	100,000	500,000	25,000	3,385,000	4,010,000
6499 - Contingency	15,000	0	200,000	60,000	0	275,000
Total Outside Services/Consultants	952,880	250,000	1,525,000	2,451,855	4,162,000	9,341,735
6500 - OTHER SERVICES AND EXPENSES						
6510 - Risk Management						
6511 - Worker's Compensation	98,751	0	0	210,518	0	309,269
6512 - Insurance Claim Loss	10,000	0	0	0	0	10,000
6513 - Liability SLIP	18,700	0	0	0	0	18,700
6514 - Liability SPIP	72,600	0	0	0	0	72,600
6515 - Crime	1,815	0	0	0	0	1,815
6516 - Safety Program	0	0	0	0	0	0
6520 - Fees	0	0	0	0	0	0
6521 - Payroll and Accounting	15,000	0	0	0	0	15,000
6522 - Bank and County Wire	2,200	0	0	0	0	2,200
6523 - Special Assessments	10,000	0	0	0	0	10,000
6524 - Permit	750	0	600,000	0	70,000	670,750

FY2022/2023 Budget -- Full Detail

APPROVED

	APPROVED FY22/23 District One	APPROVED FY22/23 Reserve	APPROVED FY22/23 Measure Q	APPROVED FY22/23 Measure T	APPROVED FY22/23 Grants	APPROVED FY22/23 Budget TOTAL
6525 - Escrow	0	0	27,000	0	10,000	37,000
6526 - Other	6,000	0	0	0	0	6,000
6527 - Election Costs	1,000,000	0	0	0	0	1,000,000
6528 - Public Notices	1,500	0	0	0	0	1,500
6529 - 1% County Collectors Fee	43,840	0	0	84,242	0	128,082
6530 - Advertising and Promotion	45,500	0	0	15,000	0	60,500
6540 - Interp & Educational Program Expenses	5,000	0	0	20,000	0	25,000
6550 - Event Production Expenses	20,000	0	0	35,000	0	55,000
6560 - Volunteer Program Expenses	0	0	0	0	0	
6563 - Miscellaneous	2,500	0	0	17,500	0	20,000
6564 - Land Stewards	0	0	0	15,000	0	15,000
6565 - Volunteer Recruitment	0	0	0	5,000	0	5,000
6566 - Trailmasters	0	0	0	17,500	0	17,500
6570 - Meetings and Conferences	16,410	0	0	0	0	16,410
6580 - Training and Seminars	28,779	0	0	0	0	28,779
6590 - Recruiting	0	0	0	0	0	
6591 - Job Postings/Ads	5,600	0	0	0	0	5,600
6592 - Pre-employment Testing	630	0	0	0	0	630
6593 - Assessments	19,800	0	0	0	0	19,800
Total Other Services and Expenses	1,425,375	0	627,000	419,759	80,000	2,552,135
6600 - EQUIPMENT AND MAINTENANCE						
6610 - Shop Equipment	0	0	0	9,000	0	9,000
6620 - Field Equipment	6,000	0	0	15,000	0	21,000
6630 - Small Tools	0	0	0	9,000	0	9,000
6640 - Office Equipment	19,800	25,000	0	0	0	44,800
6650 - Computers	0	0	0	0	0	
6651 - Equipment	32,000	0	0	0	0	32,000
6652 - Software (Boxed)	0	0	0	0	0	0
6653 - Software (Subscription)	134,310	0	0	32,790	0	167,100
6654 - Data Backup	6,850	0	0	0	0	6,850
6660 - Office Furniture	0	0	0	0	0	0
6670 - Vehicles	250,000	0	0	100,000	0	350,000
6680 - Fleet Maintenance	0	0	0	125,000	0	125,000
6690 - Equipment Maintenance	0	0	0	30,000	0	30,000

PROPOSED Budget and Annual Work Plan

FY2022/2023 Budget -- Full Detail

APPROVED

	APPROVED FY22/23 District One	APPROVED FY22/23 Reserve	APPROVED FY22/23 Measure Q	APPROVED FY22/23 Measure T	APPROVED FY22/23 Grants	APPROVED FY22/23 Budget TOTAL
Total Equipment and Maintenance	448,960	25,000	0	320,790	0	794,750
6700 - FACILITIES AND UTILITIES						
6710 - Rent	0	0	0	0	0	0
6720 - Moving Expenses	0	0	0	0	0	0
6730 - Building Maintenance and Repair	40,000	15,000	0	70,000	0	125,000
6740 - Landscaping and Plantscaping	13,220	0	0	0	0	13,220
6750 - Janitorial Services	66,152	0	0	0	0	66,152
6760 - Alarm Services	2,124	0	0	0	0	2,124
6770 - Internet and Phone	33,600	0	0	0	0	33,600
6780 - Radio and Cellular	38,268	0	0	390,000	0	428,268
6790 - Utilities	0	0	0	0	0	
6791 - Garbage	4,000	0	0	0	0	4,000
6792 - Water	12,000	0	0	0	0	12,000
6793 - Electricity & Gas	60,000	0	0	2,000	0	62,000
6794 - Sewer	3,000	0	0	0	0	3,000
Total Facilities and Utilities	272,364	15,000	0	462,000	0	749,364
6800 - MEMBERSHIPS AND SPONSORSHIPS						
6810 - Professional Sponsorships	29,500	0	0	0	0	29,500
6820 - Library (Books and other Media)	400	0	0	0	0	400
6830 - Memberships & Dues	33,724	0	0	0	0	33,724
6840 - Subscriptions	300	0	0	0	0	300
Total Memberships and Library	63,924	0	0	0	0	63,924
6900 - FEE TITLE & CONSERVATION EASEMENTS						
6910 - Fee Title	0	0	1,603,000	0	0	1,603,000
6920 - Conservation Easements	0	0	250,000	0	0	250,000
Total Fee Title and Conservation	0	0	1,853,000	0	0	1,853,000
6950 - OSA GRANT PROGRAMS						
6951 - District 1 20% Funding	0	0	0	0	0	0
6952 - Measure Q Urban Grant						
6954 - Measure Q Grant Allocation	0	0	0	500,000	0	500,000
Total OSA Grant Programs	0	0	0	500,000	0	500,000
TOTAL EXPENSES	7,125,431	290,000	4,494,323	8,538,834	4,260,000	24,708,588

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APPROVED Budget and Annual Work Plan

Appendix B: 2022/2023 Salary Position Pay Plan

Position	Range #	Hourly Salary Range					Monthly Salary Range		Annual Salary Range	
		Step 1	Step 2	Step 3	Step 4	Step 5	Min	Max	Min	Max
Accounting Intern Office Assistant Open Space Aide Public Affairs Intern	13	\$29.26	\$30.72	\$32.25	\$33.87	\$35.56	\$5,071	\$6,164	\$60,852	\$73,966
Administrative Assistant Educational Program Coordinator Open Space Technician I Volunteer Program Coordinator	18	\$33.10	\$34.76	\$36.49	\$38.32	\$40.23	\$5,737	\$6,974	\$68,848	\$83,685
Natural Resources Technician I Planning Technician	21	\$35.65	\$37.43	\$39.30	\$41.26	\$43.33	\$6,178	\$7,510	\$74,142	\$90,120
GIS Technician Open Space Technician II	22	\$36.54	\$38.36	\$40.28	\$42.30	\$44.41	\$6,333	\$7,698	\$75,995	\$92,373
Communications Coordinator Community Engagement Coordinator	23	\$37.45	\$39.32	\$41.29	\$43.35	\$45.52	\$6,491	\$7,890	\$77,895	\$94,682
Deputy Clerk of the Board Executive Assistant Natural Resources Technician II	25	\$39.35	\$41.31	\$43.38	\$45.55	\$47.82	\$6,820	\$8,290	\$81,839	\$99,476
Equipment Mechanic Operator	27	\$41.34	\$43.40	\$45.57	\$47.85	\$50.25	\$7,165	\$8,709	\$85,982	\$104,512
Educational Program Administrator IT Technician Lead Open Space Technician Staff Accountant	28	\$42.37	\$44.49	\$46.71	\$49.05	\$51.50	\$7,344	\$8,927	\$88,131	\$107,124
Grants Program Coordinator	29	\$43.43	\$45.60	\$47.88	\$50.28	\$52.79	\$7,528	\$9,150	\$90,335	\$109,802
Volunteer Programs Administrator	30	\$44.52	\$46.74	\$49.08	\$51.53	\$54.11	\$7,716	\$9,379	\$92,593	\$112,547
Assistant Open Space Planner Real Property Coordinator	31	\$45.63	\$47.91	\$50.31	\$52.82	\$55.46	\$7,909	\$9,613	\$94,908	\$115,361
Community Impact & Policy Specialist GIS Specialist Public Information Officer	33	\$47.94	\$50.34	\$52.85	\$55.50	\$58.27	\$8,309	\$10,100	\$99,713	\$121,201
Associate Open Space Planner Supervising Open Space Technician	35	\$50.37	\$52.88	\$55.53	\$58.30	\$61.22	\$8,730	\$10,611	\$104,761	\$127,337
Grants Program Manager Real Property Program Manager Resource Management Program Manager	37	\$52.92	\$55.56	\$58.34	\$61.26	\$64.32	\$9,172	\$11,149	\$110,064	\$133,784
Clerk of the Board Conservation & GIS Program Manager Human Resources Officer	38	\$54.24	\$56.95	\$59.80	\$62.79	\$65.93	\$9,401	\$11,427	\$112,816	\$137,128
Fiscal Services Officer Senior Open Space Planner	39	\$55.59	\$58.37	\$61.29	\$64.36	\$67.58	\$9,636	\$11,713	\$115,636	\$140,556
Director of Administrative Operations External Affairs Manager Field Operations Manager Natural Resources Manager Planning Manager	47	\$67.74	\$71.12	\$74.68	\$78.41	\$82.33	\$11,741	\$14,271	\$140,891	\$171,254
Assistant General Manager	54	\$80.52	\$84.54	\$88.77	\$93.21	\$97.87	\$13,956	\$16,964	\$167,476	\$203,568

Effective July 1, 2022

Report Design and Layout
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Alisa D'Angelo

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