

BUDGET & ANNUAL WORK PLAN



Fiscal Year 2023/2024

Santa Clara Valley Open Space Authority

Approved by the Board June 8, 2023



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.



Table of Contents

BOARD OF DIRECTORS	2
GENERAL MANAGER’S MESSAGE – 30TH ANNIVERSARY YEAR	3
BUDGET DEVELOPMENT PROCESS.....	10
FUND BALANCE CARRYOVER.....	12
FISCAL YEAR 2023/2024 BUDGET SUMMARY	13
REVENUE AND INCOME SOURCES	14
Revenue Sources	14
Non-Revenue Income Sources	15
FY 2023/2024 Projected Revenues and Income	16
FY 2023/2024 BUDGET.....	17
Budget At A Glance	18
Expenditures by Department and Fund	19
Expenditures by Type	20
DISCUSSION OF EXPENDITURES	21
Staffing	21
Benefits	22
Cost of Living Adjustment	22
Board and Committee Expenses	23
Election Expenses.....	23
Administrative Allowance using Measure T Funds	23
Non-Discretionary Operational Expenses	24
Expenditure Details by Department.....	25
Three Year Historical Budget Comparison	26
WORK PLAN DEVELOPMENT PROCESS	28
FY 2023/2024 ANNUAL WORK PLAN.....	29
Projects led by the Administrative Operations Department	30
Projects led by the Conservation Initiatives and Grants Management Department	32
Projects led by the Field Operations Department	34
Projects led by the Natural Resources Department	35
Projects led by the Planning and Capital Improvements Department ...	39
Projects led by the Public Affairs Department.....	43
DEPARTMENT PROGRAMS	44
Administrative Operations	47
Conservation Initiatives and Grants.....	51
Field Operations	53
Natural Resources Department	55
Planning and Capital Improvements Department	57
Public Affairs	59
APPENDIX A: 2023/2024 BUDGET DETAILS.....	63
APPENDIX B: 2023/2024 SALARY POSITION PAY PLAN.....	71

Board of Directors



Alex Kennett
District 1



Mike Flaugher
District 2



Helen Chapman
District 3



Garnetta Annable
District 4



Vicki Alexander
Director 5



Mike Potter
District 6



Kalvin Gill
District 7



General Manager's Message – 30th Anniversary Year

As the Santa Clara Valley Open Space Authority celebrates its 30th Anniversary, we are proud of having reached a milestone of conserving 30,000 acres of open space for the benefit of current and future generations. We are also proud to be opening our newest open space preserve to the public later this year, the 1,831-acre Máyyan 'Ooyákma – Coyote Ridge Open Space Preserve, located in a stunning, biologically rich landscape in the Diablo Range overlooking San Jose,

Morgan Hill and the Coyote Valley that is home to rare wildflowers, Tule Elk herds and the Bay Checkerspot Butterfly. We are honored to partner with the Muwekma Ohlone Tribe of the San Francisco Bay Area in the naming of this preserve and amplifying indigenous voices and stories. With the opening of this new preserve and new segment of the Bay Area Ridge Trail, the Authority's system of public trails will grow to 33 miles, connecting people to nature through hiking, biking, equestrian use and environmental education programming.

While we are proud of what this efficient, mission-driven agency has accomplished in its first 30 years for nature and people, our work is not finished and much remains to be done. Our work continues as we protect, connect, and enhance wildlife habitat, support sustainable agriculture, responsibly steward and manage our natural resources, provide meaningful opportunities for everyone to connect with nature, and cultivate the next generation of environmental stewards. To accomplish this, we will need to work with our partners across the region – in the government and private sectors, with foundations and community-based organizations – to increase coordination and investment in natural infrastructure as an irreplaceable life support system.

The key themes informing the Authority's FY 2023/2024 Budget and Workplan are climate, biodiversity and community resilience; organizational sustainability; people and nature; local agricultural sustainability and investing in community partnerships. In the Fiscal Year 2023/2024 Budget and Work Plan, proposed priority projects strategically implement the Authority's mission, the goals of the Santa Clara Valley Greenprint, the Santa Clara Valley Agricultural Plan, Measures Q and T Expenditure Plans, and other Board-adopted policies. The Budget priorities are judicious in their spending and continue our focus on significantly leveraging our modest tax revenues by securing grant dollars from federal, state and local funders to deliver on open space and farmland protection, habitat restoration, equitable public access, climate resilience and environmental education projects and programs.

The FY 2023/2024 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:

- Using our newly created Natural Resources Department to prioritize management of wildlife, natural lands and waters for adaptation and resilience to drought, flooding and catastrophic wildfire and establishing a new program to support sustainability of local agriculture and promoting regenerative agriculture.
- Partnering with the State to advance their 30 x 30 and Natural and Working Lands Climate Smart Strategy programs using Authority conserved lands such as in the Coyote Valley as a model.
- Working in partnership with our five cities and the County's Climate Collaborative to demonstrate the regional benefits of nature-based solutions to climate change such as protecting and restoring natural flood plains, 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 than developing land, and supporting stewardship practices that support biodiversity, soil health, water supply, and water quality.

- Centering Justice, Equity, Diversity, Inclusion and Access (JEDIA) across the Authority and its programs to inclusively connect ALL people to the benefits of nature, strategically invest in open space in local communities and support educational programming, work to ensure Authority expenditures, programs, and public open space facilities are inclusive of the diverse population of our jurisdiction, and strengthen stewardship partnerships with local tribes.
- Advancing community engagement in the Coyote Valley Conservation Areas Master Plan (CVCAMP) and defining restoration alternatives for the 1,500 acres of conserved lands in the Coyote Valley.

The complete Work Plan can be found in Part II of this report.

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 protecting open space, natural resources, and agricultural land for future generations.

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



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.

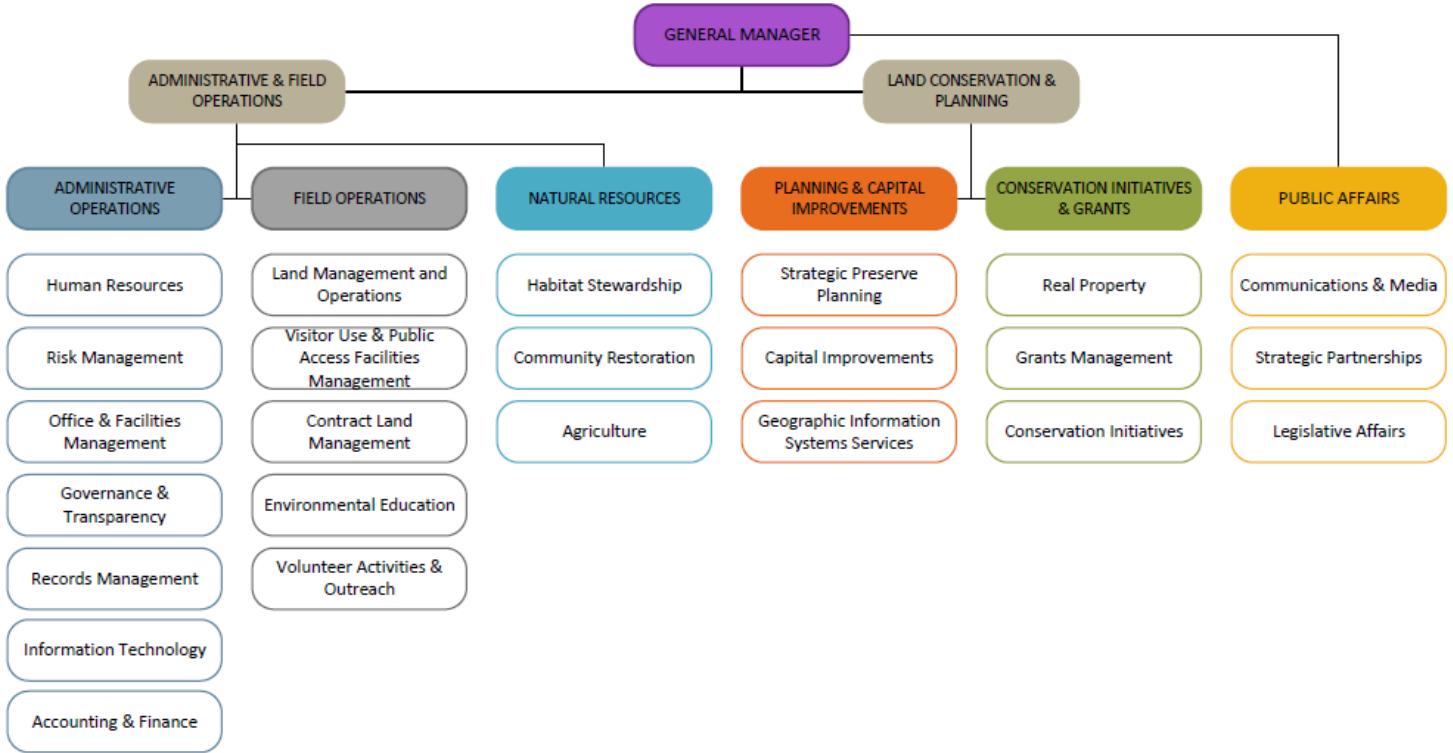
In 2014, the Measure Q Parcel Tax, a 15-year, \$24 per-year parcel tax, passed with overwhelming support from voters. The measure brings in approximately \$8 million per year to fund the protection of wildlife, water, working lands, and other open space, increase public access, and create new urban open 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. 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.

Staffing and Structure

The Open Space Authority has 55 Board-approved positions, including the Board-appointed General Manager. Together, staff implements the agency’s mission through the following current programs:



(this page intentionally left blank– for printing purposes)

Part I



The Budget

Budget Development Process

The budget and work plan development process began in mid-November 2022. 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 30, 2023, 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.

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



Tule Elk

Fund Balance Carryover

By July 1, 2023, it is estimated that the Authority will carry over a cumulative total of \$40,699,891 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 \$40,699,891 in carryover funds, \$23,028,773 is available for withdrawal in the FY 2023/2024 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	9,132,598 (2,023,831)	
Available Carryover Funds from District 1		7,108,767
Measure T	3,600,666	
Available Carryover Funds from Measure T		3,600,666
MT Urban Grant Program	1,000,000	
Available Carryover Funds from MT UGP		1,000,000
Measure Q (minus) Encumbered for Committed Projects	8,356,827 (500,000)	
Available Carryover Funds from Measure Q		7,856,827
MQ Urban Grant Program (minus) Awarded Grants	2,378,110 (947,287)	
Available Carryover Funds from MQ UGP		1,430,823
Reserve (minus) Operational Reserve (minus) Conservation Stewardship	15,202,261 (14,000,000) (200,000)	
Available Carryover Funds from Reserve		1,002,261
Grants	1,029,429	
Available Carryover Funds from Grants		1,029,429
TOTAL AVAILABLE CARRYOVER FUNDS FOR FY 2023/2024		23,028,773

Table 1

Fiscal Year 2023/2024 Budget Summary

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

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

Total revenues received from District 1 and Measure T, as well as land management income recouped from other local agencies for contracted land management services and agricultural lease income, are expected to be \$12,753,728. The Authority is expected to spend \$12,451,899 of the revenues received (Table 2).

Total expenditures for FY 2023/2024 are estimated to be \$22,960,594, of which \$12,451,899 is funded by incoming District 1 Assessment and Measure T Parcel Tax revenues and the remaining \$10,508,696 is funded by grants, carryover, and other income (Table 3).

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

Revenues and Expenditures	Estimated
FY 2023/2024 Estimated Authority REVENUES	12,753,728
FY 2023/2024 Estimated Authority EXPENDITURES	12,451,899

Table 2

Expenditure Breakdown by Funding Source	Estimated
District 1	4,565,913
Measure T	7,885,986
<i>Authority-funded Expenditures</i>	<i>12,451,899</i>
Grants and Other Income	3,836,716
District 1 Fund Carryover	1,932,000
Measure Q Fund Carryover	4,739,980
<i>Non-Revenue Expenditures</i>	<i>10,508,696</i>
TOTAL EXPENDITURES	22,960,594

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.



City of San Jose's Three Creeks Trail

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.

FY 2023/2024 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 2023/2024, the Authority proposes to withdraw a total of \$6,672,000 (\$1,932,000 from District 1 fund and \$4,740,000 from Measure Q fund) from the available carryover balances.

Revenue/Income	FY23/24 District 1	FY23/24 Reserve	FY23/24 Measure Q	FY23/24 Measure T	FY23/24 Grants	FY23/24 TOTAL
5000 - REVENUES						
5100 - Revenue	4,386,160			8,052,024		12,438,184
5700 - Land Management						
5701 - VTA	40,250					40,250
5702 - SCVWD						
5703 - Waste Mgmt						
5704 - Valley Habitat Agency	139,725					139,725
5601 – Lease	16,450			119,119		135,569
5901 – Cost Share Reimbursements						
TOTAL REVENUE	4,582,585			8,171,143		12,753,728
OTHER INCOME SOURCES						
Capital Reserve Fund Carryover						
District 1 Fund Carryover	1,932,000					1,932,000
Measure Q Fund Carryover			4,740,000			4,740,000
5200 - Interest Income	65,000	130,000	140,000	25,000		360,000
5300 - Grants					3,836,716	3,836,716
5400 - Donations						
5500 - Land Sales						
5600 - Land Use Income						
5602 - Grazing Lease Income	20,000					20,000
5603 - Use Permit Income						
TOTAL OTHER INCOME SOURCES	2,017,000	130,000	4,880,000	25,000	3,836,716	10,888,716
ALL REVENUE AND INCOME	6,599,585	130,000	4,880,000	8,196,143	3,836,716	23,642,444

Table 4

FY 2023/2024 Budget

The FY 2023/2024 Budget reflects the goals of the FY 2023/2024 Annual Work Plan. Total expenditures for FY 2023/2024 are estimated to be \$22,960,594, a 7% decrease from FY 2022/2023.

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.

Budget At A Glance

Expenditures	FY23/24 District 1	FY23/24 Reserve	FY23/24 Measure Q	FY23/24 Measure T	FY23/24 Grants	FY23/24 Budget TOTAL	% of Budget TOTAL
6000 - PAYROLL							
Total Payroll	2,995,035	-	-	3,999,491	-	6,994,526	30%
6100 - BENEFITS & EMPLOYEE EXPENSES							
Total Benefits	1,011,956	-	-	1,391,376	-	2,403,332	10%
6200 - TRAVEL AND EXPENSES							
Total Travel and Expenses	49,252	-	2,000	-	-	51,252	0%
6300 - SUPPLIES AND CONSUMABLES							
Total Supplies and Consumables	136,040	-	15,000	343,000	12,000	506,040	2%
6400 - OUTSIDE SERVICES/CONSULTANTS							
Total Outside Services/Consultants	1,099,640	-	3,302,980	770,200	1,749,716	6,922,536	30%
6500 - OTHER SERVICES AND EXPENSES							
Total Other Services and Expenses	435,309	-	65,000	478,418	-	978,727	4%
6600 - EQUIPMENT AND MAINTENANCE							
Total Equipment and Maintenance	291,709	-	55,000	301,300	-	648,009	3%
6700 - FACILITIES AND UTILITIES							
Total Facilities and Utilities	412,930	-	-	102,200	-	515,130	2%
6800 - MEMBERSHIPS AND LIBRARY							
Total Memberships and Library	66,042	-	-	-	-	66,042	0%
6900 - FEE TITLE & CONSERVATION							
Total Fee Title and Conservation	-	-	1,300,000	-	2,075,000	3,375,000	15%
6950 – AUTHORITY GRANT PROGRAMS							
Total Authority Grant Programs	-	-	-	500,000	-	500,000	2%
TOTAL EXPENSES	6,497,913	-	4,739,980	7,885,985	3,836,716	22,960,594	100%

Table 5

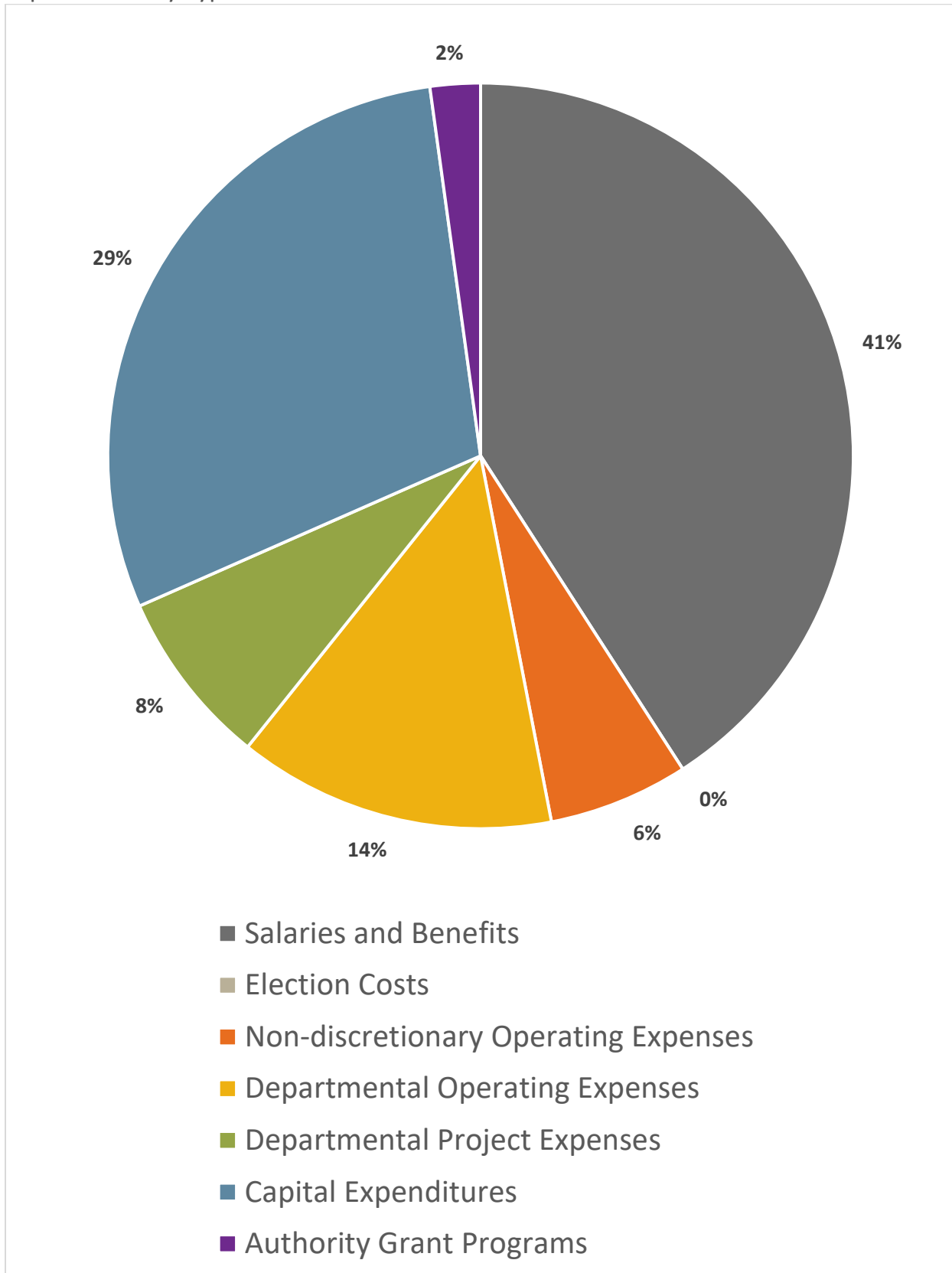
Expenditures by Department and Fund

Expenditures	FY23/24 District 1	FY23/24 Reserve	FY23/24 Measure Q	FY23/24 Measure T	FY23/24 Grants	FY23/24 Department TOTAL
Administrative Operations	3,373,462	-	-	838,798	-	4,212,260
Conservation Initiatives & Grants	457,247	-	1,575,000	1,385,677	2,075,000	5,492,924
Field Operations	928,542	-	635,000	3,676,641	-	5,240,183
Natural Resources	256,349	-	335,000	770,717	551,696	1,913,761
Planning & Capital Improvements	327,658	-	2,194,980	860,303	1,210,020	4,592,961
Public Affairs	1,127,291	-	-	353,850	-	1,481,141
Board	27,364	-	-	-	-	27,364
TOTAL EXPENDITURES BY FUND	6,497,913	-	4,739,980	7,885,986	3,836,716	22,960,594

Table 6



Expenditures by Type



Discussion of Expenditures

Staffing

The Authority currently has 55 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, Office Assistant, and Accounting Intern
Conservation Initiatives & Grants	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 (5), Open Space Technician I (4), Open Space Aide (3), Volunteer Program Administrator, Volunteer Program Coordinator, Educational Program Administrator, and Educational Program Coordinator
Natural Resources	Natural Resources Manager, Resource Management Specialist (2), Natural Resources Technician I
Planning & Capital Improvements	Planning Manager, Senior Open Space Planner (2), Associate Open Space Planner, Assistant Open Space Planner, and GIS Specialist
Public Affairs	External Affairs Manager, Public Information Officer, Community Engagement Coordinator, Communications Coordinator, Community Impact & Policy Specialist, and Public Affairs Intern

Table 7

To continue advancing the Authority’s mission and goals, and to best execute the FY 2023/2024 Work Plan, increased staffing is recommended in the Conservation Initiatives & Grants, Field Operations, Natural Resources, and Planning & Capital Improvements Departments.

The Conservation Initiatives & Grants Department will grow through the addition of a Grant Writer. This new position focused on bringing in additional grant funding will nearly double the Authority’s capacity to pursue and secure funding for projects, especially in the Planning and Natural Resources Departments.

The Field Operations Department will add a total six (6) Open Space Aides. With the planned opening of Máyyan 'Ooyákma – Coyote Ridge Open Space Preserve these additional part-time positions will support the Authority’s ability to best provide excellent visitor services of that preserve when it is open regularly. The Field Operations Department will also see a minor re-organization of the team to better distribute supervisory responsibilities and ensure that all staff are best supported in doing their work.

The Natural Resources Department will continue to grow with the addition of a Resource Management Program Manager focused on Habitat Stewardship. This role will increase land stewardship capacity and provide the necessary skills for the implementation of the Fuels Management Program.

After the success of new paid internship opportunities that were introduced in FY 2022/2023, the Planning and Capital Improvement Department will look to hire a Planning Intern, that will provide expanded capacity by providing assistance to various department projects and the GIS program. This part-time position will also build on 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.

The proposed budget for FY 2023/2024 reflects an assortment of reclassifications for existing positions across the Authority to meet the needs of the agency’s growing programs and adaptations to challenges and opportunities ahead. These reclassifications also allow the agency to recognize the growth, dedication, and commitment of staff.

Approving these recommendations would increase the total number of regular positions at the Authority from 55 to 64.

The budget reflects the addition of two (2) full-time positions and seven (7) part-time positions for FY 2023/2024.

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 2023/2024 the benefits package is approximately 34% of salary. Together, salaries and benefits are 41% 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.

A cost of living adjustment of 5.3% is recommended for FY 2023/2024.

Board and Committee Expenses

Board stipends, meeting expenses, and Board and committee member training are expected to be \$27,364 for FY 2023/2024.

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 2023/2024, there is no scheduled election for the Board of Directors.

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 2023/2024, 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.

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	\$35,000
Hubspot	CRM	\$18,100
Wizehive	Grant management system	\$15,000
ArcGIS	Geographical information system	\$15,000
Adobe	Business software	\$10,000
NinjaRMM	IT remote monitoring and management ; backup	\$10,000
PrimeGov	Legislative management system	\$10,000
ArchiveSocial	Social media records management	\$7,200
Get Connected	Volunteer Management System	\$6,000
ADP	Human Resources Information System	\$3,000
AutoCAD	Computer-aided Design & Drafting Software	\$1,610
Docusign	Digital signature processing software	\$600

Expenditure Details by Department

Summary of Department Expenses for FY 2023/2024							
Expenditure Type	Admin Ops	Conservation Init & Grants	Field Ops	Natural Resources	Planning & Cap Improvements	Public Affairs	TOTAL
Non-discretionary Operating Expenses							
Staff Costs -- Salaries and Benefits	2,084,243	1,134,637	3,306,758	909,191	1,103,962	846,165	9,384,957
Non-discretionary Expenses	1,291,832	15,750	10,100	6,500	18,599	52,840	1,395,622
Election Costs	-	-	-	-	-	-	-
Other Operating Expenses							
Departmental Operating Expenses	501,184	392,537	1,563,325	111,374	48,900	522,135	3,139,455
Departmental Project Expenses	335,000	75,000	360,000	886,696	41,500	60,000	1,758,196
Board	27,364	-	-	-	-	-	27,364
Total Operating Expenses	4,239,623	1,617,924	5,240,183	1,913,761	1,212,961	1,481,140	15,705,594
Capital Expenditures							
Land Acquisition	-	3,375,000	-	-	-	-	3,375,000
Capital/Structural Improvement	-	-	-	-	3,380,000	-	3,380,000
Capital Purchases	-	-	-	-	-	-	-
Total Capital Expenditures	-	3,375,000	-	-	3,380,000	-	6,755,000
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 2023/2024	4,239,623	5,492,924	5,240,183	1,913,761	4,592,961	1,481,140	22,960,594

Table 8

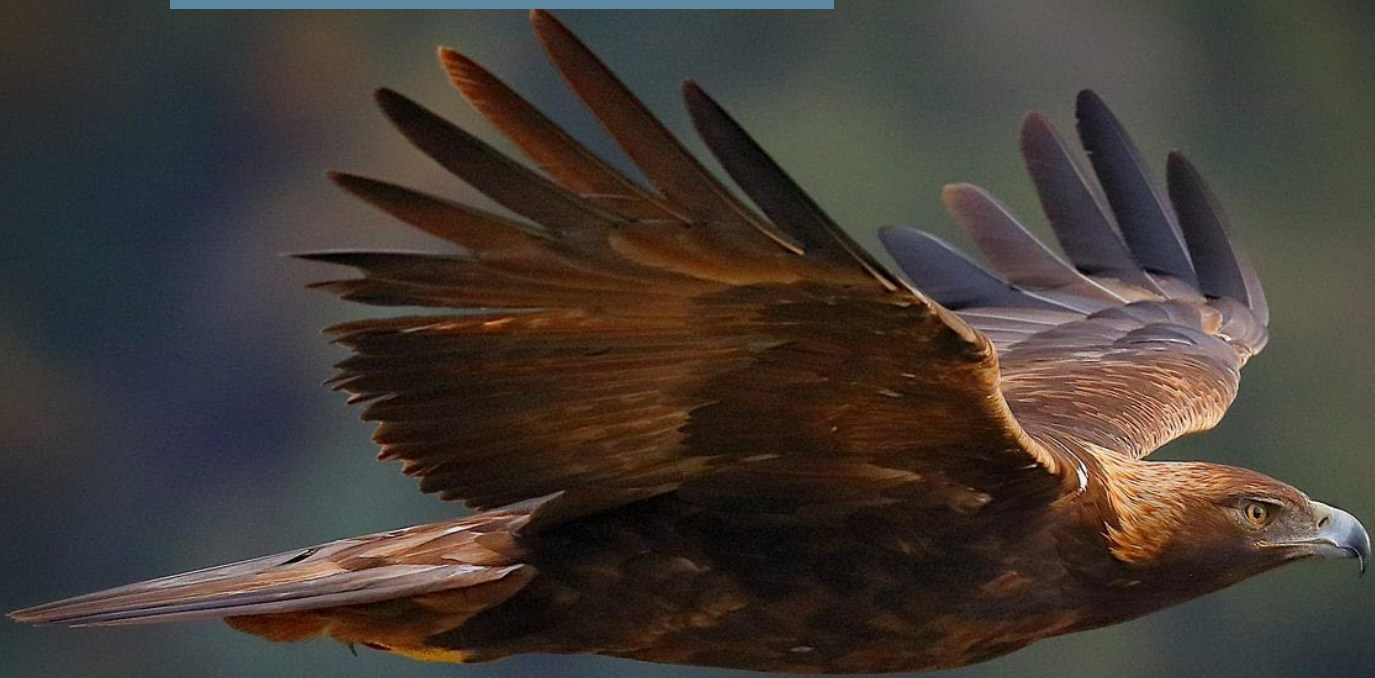
Three Year Historical Budget Comparison

Budgeted Revenues and Income	Approved FY 2021/2022	Approved FY 2022/2023	Approved FY 2023/2024
Revenues (District 1 and MT)	13,108,066	13,150,877	12,753,728
Income (Carryover, Grants, Urban Grant Program)	12,585,515	11,941,323	10,888,716
TOTAL BUDGETED REVENUES AND INCOME	25,693,581	25,092,200	23,642,444

Budget	Approved FY 2021/2022	Approved FY 2022/2023	Proposed FY 2023/2024
Operating Budget			
Staff Costs – Salaries and Benefits	6,686,772	8,179,533	9,384,957
Administrative Operations	1,903,506	1,928,604	2,128,017
Conservation Initiatives & Grants	1,628,425	132,491	483,287
Field Operations	2,233,525	1,987,750	1,933,425
Planning & Capital Improvements	11,455	2,147,440	108,999
Public Affairs	371,579	575,030	634,975
Board	23,670	25,740	27,364
Elections	-	1,000,000	-
Total Operating Budget	12,858,932	15,976,588	14,701,024
Capital Budget			
Land Acquisition	7,725,000	2,055,000	3,375,000
Capital/Structural Improvement	3,793,000	5,777,000	3,380,000
Capital Purchases	500,000	400,000	-
Total Capital Budget	12,018,000	8,232,000	6,755,000
Authority Grant Programs			
20% Funding	-	-	-
Urban Grant Program Allocation	500,000	500,000	500,000
Urban Grant Program Awards	-	-	-
Total Authority Grant Programs Budget	500,000	500,000	500,000
TOTAL BUDGET	25,376,932	24,708,588	22,960,594

Table 9

Part II



The Work Plan

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 2023/2024 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 2023/2024 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

CIG – Conservation Initiatives & Grants department

FLD – Field Operations department

NRS – Natural Resources 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 2023/2024. 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 blue.

Projects led by the Administrative Operations Department

PROJECT NAME	PROJECT DESCRIPTION	FISCAL YEAR SCOPE OF WORK	PROPOSED PROJECT BUDGET FOR FY 2023/2024
<p>33 LAS COLINAS FACILITIES MAINTENANCE AND IMPROVEMENTS</p>	<p>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.</p>	<ul style="list-style-type: none"> - Release Request for Proposals for window shades purchase and electrical connection for motorized shades - Procure and install motorized shades - Procure and install energy efficient high bay LED lights 	<p>120,000</p>
<p>HRIS</p>	<p>The procurement and deployment of a human resources information systems to support improved efficiency in the Human Resources program and provide employees more direct access to their personnel data and records.</p>	<ul style="list-style-type: none"> - Complete the implementation of ADP Workforce Now module for onboarding of new employees and training appropriate staff on how to participate in the process as trainers for new employees. - Complete the implementation of ADP Workforce Now module for managing time off accruals. Validate imported time off balances and ensure that the rules for adding new time are structured accurately to deliver staff accurate real time access to their time off balances. Train staff on how to view their time off balances and request new time off in the system. Train supervisors on how to approve time off requests. - Complete the implementation of the ADP Workforce Now module for Performance Management. Train employees and supervisors on how to complete annual performance evaluations, and ongoing goals tracking in the system. 	<p>-</p>

PROJECT NAME	PROJECT DESCRIPTION	FISCAL YEAR SCOPE OF WORK	PROPOSED PROJECT BUDGET FOR FY 2023/2024
OFFICE SPACE AND RESOURCE PLANNING	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.	<ul style="list-style-type: none"> - Complete research to identify how modern office spaces are being used in hybrid work environments. - Engage a consultant to complete an assessment of available spaces and gap analysis for needed spaces and amenities. Ensure that all staff is engaged in the research phase of this project. - Evaluate options for remote reporting locations for field-based staff and storing equipment. - Provide a recommendation for a preliminary plan including phases of implementation and procurement schedules. 	150,000
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"> - Form a cross-functional team consisting of at least one member representing the following programs: facilities, IT, equipment, field operations, GIS - Assess needs - Develop scope of work - Release RFP - Evaluate demos - Select vendor 	-
FILE MANAGEMENT RESTRUCTURING	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.	<ul style="list-style-type: none"> - Determine the scope of work for a consultant, evaluate and select vendor - Receive department input and concerns for file structure and sharing - Design file structure - Document file structure guidelines - Establish document file naming guidelines and document them - Train staff - Implement file restructure 	65,000

Projects led by the Conservation Initiatives and Grants Management Department

PROJECT NAME	PROJECT DESCRIPTION	FISCAL YEAR SCOPE OF WORK	PROPOSED PROJECT BUDGET FOR FY 2023/2024
PRIORITY LAND ACQUISITIONS	<p>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.</p>	<ul style="list-style-type: none"> - There are two properties totaling about 250 acres undergoing due diligence and negotiations. - Continue engaging with willing sellers, conducting preliminary due diligence, and evaluating criteria for potential acquisition. 	1,430,000*
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 under review by Wildlife Agencies. Begin development a preliminary management plan to determine roles, responsibilities and management goals to inform a funding agreement. - Conduct further due diligence, including further investigation of potential hazardous materials. - Prepare property documents for transfer to the Authority, including transfer of leases, funding and management agreement, other necessary agreements, opening escrow. - Obtain board approval of transfer and finalize all documents. - Close escrow. 	105,000

PROJECT NAME	PROJECT DESCRIPTION	FISCAL YEAR SCOPE OF WORK	PROPOSED PROJECT BUDGET FOR FY 2023/2024
COYOTE VALLEY ACQUISITIONS	Transfer of approximately 1,500 acres of Coyote Valley properties from Peninsula Open Space Trust to the Authority funded through grants from the California Natural Resources Agency, California Department of Parks and Recreation, and Wildlife Conservation Board	<ul style="list-style-type: none"> - Submit all transactions documents to funders for Phase I and II before FY starts - Close on Phase I and Phase II around December 2023 - Negotiate and finalize CE, have appraisal underway before FY starts - Submit all transactions documents to WCB by Q2 - Close Phase III around April 2024 	950,000*
ACQUISITION STRATEGY DOCUMENT	Develop updated criteria for evaluating land acquisitions and use these criteria to identify key lands for the Authority to acquire in fee or conservation easement to meet the Authority's goals, including identifying regional conservation priorities in which the Authority may play a unique role and key parcels necessary to support conservation, operational, and public access needs of the Authority's existing preserves.	<ul style="list-style-type: none"> - Develop scope of work for acquisition strategy development and get internal feedback - Develop sets of criteria for evaluating acquisitions - Get stakeholder input and feedback on criteria - Gather data and perform spatial analysis; build GIS tool for evaluating incoming properties - Review outputs (maps) of analysis with team to set acquisition priorities, document input and feedback, generate updated maps based on team's input. - Assemble documentation and final maps. 	-

Projects led by the Field Operations Department

PROJECT NAME	PROJECT DESCRIPTION	FISCAL YEAR SCOPE OF WORK	PROPOSED PROJECT BUDGET FOR FY 2023/2024
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"> - Release RFB and award contract - Remove and Replace the top 12" of material within the Equestrian Lot Footprint 	100,000
PRESERVE MANAGEMENT SYSTEM	Deploy a preserve management system for the Open Space Authority's staging areas, special access areas, and events to provide a one-stop location for visitors to obtain habitat passes, event reservations, and event parking passes	<ul style="list-style-type: none"> - Release RFB and award contract - Design and configure system - Integrate with agency website, mobile devices - Train staff and volunteers 	50,000
TILTON RANCH COMPLEX HOME IMPROVEMENTS	This project includes two major safety improvements - updating the current electrical system and completing seismic upgrades.	<ul style="list-style-type: none"> - Complete electrical upgrades - Award contract for seismic upgrades - Complete seismic upgrades 	210,000

Projects led by the Natural Resources Department

PROJECT NAME	PROJECT DESCRIPTION	FISCAL YEAR SCOPE OF WORK	PROPOSED PROJECT BUDGET FOR FY 2023/2024
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"> - Complete partner and key stakeholder outreach - Finalize list of priority projects and draft project descriptions for each fuels project - Begin scoping the environmental review and identify potential grant opportunities for additional funding - Develop roles and responsibilities for Field and Natural Resources staff - Scope the public outreach, messaging, and final policy work for FY24-25 	50,000
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"> - Finalize remaining permits needed - Award of contract for contractor - Start construction/restoration of ponds 	436,296*
PAJARO RIVER RIPARIAN RESTORATION PROJECT	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.	<ul style="list-style-type: none"> - Install native plants along an additional 200 linear feet of riparian habitat - Continue to collect hydrologic data from monitoring stations along the riparian corridor - Install irrigation infrastructure for the phase one plantings and in preparation for future phases - Conduct maintenance of planting areas - Reduce invasive plant incursion at the phase one planting areas - Install a new variable rate well pump to improve irrigation efficiency for this project and the farmer 	35,000
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"> - Removal of a culvert and installation of weir for water retention - Reduce invasive plant populations - Install ¾ quarter mile fence - Provide Cultural Site Survey Training and Oversight - Commence Year 1 of 3 monitoring 	12,000*

PROJECT NAME	PROJECT DESCRIPTION	FISCAL YEAR SCOPE OF WORK	PROPOSED PROJECT BUDGET FOR FY 2023/2024
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"> - Continue riparian plantings with school kids and community members - Initiate maintenance and monitoring 	33,400*
PUBLIC ACCESS AND BIODIVERSITY CONSERVATION PLANNING	Develop a science-based framework for Preserve designations, such as Ecological Reserve and Agricultural Reserve. Research other designations, policies, and naming conventions from other parks and open space agencies. Conduct stakeholder outreach. Bring a draft policy to the Use and Management Committee for consideration. Pending Committee feedback, bring a proposal to the Board for adoption. 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.	<ul style="list-style-type: none"> - Conduct background research - Coordinate with CVCAMP planning efforts - Develop preliminary proposal - Conduct stakeholder outreach - Bring a draft policy to the Use and Management Committee 	-
LLAGAS CREEK AND PAJARO RIVER CONFLUENCE RESTORATION PROJECT	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.	<ul style="list-style-type: none"> - Through Valley Habitat Agency as the grantee and project manager, develop the conceptual design alternatives for the confluence project 	20,000

PROJECT NAME	PROJECT DESCRIPTION	FISCAL YEAR SCOPE OF WORK	PROPOSED PROJECT BUDGET FOR FY 2023/2024
MONARCH RESTORATION	The Authority, POST, Point Blue, and Go Native, Inc. will partner with the local community to create critical habitat for Western Monarch Butterflies and other pollinators. In order to develop a successful project design, this partnership will consult with the Xerces Society, a non-profit that specializes in the conservation of invertebrates and their habitats. Further, this partnership and project will compile educational resources and information to create videos for pollinator awareness in Coyote Valley.	<ul style="list-style-type: none"> - Plant plants with community members - Initiate monitoring - Develop educational videos with outside consultant 	-*
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 - Begin riparian plantings with school groups and community members 	100,000*
AGRICULTURAL STRATEGIC PLAN	Develop a focused implementation guidance document for the Authority's agricultural mission. Integrate internal and external stakeholders feedback into defining the Authority's role, how it protects agricultural lands, and how it supports agricultural in the region.	<ul style="list-style-type: none"> - Conduct needs assesment with internal stakeholders - Procure consultant services to support planning efforts - Define the key outcomes of the agricultural strategic plan - Meet with Authority tenants and regional agricultural experts - Coordinate with CVCAMP Agricultural planning - Produce a draft for Authority staff review - Hire a consultant team to support a Native Plant Nursery feasibility study 	50,000
NATIVE NURSERY	Study the feasibility of starting a Native Plant Nursery to service Authority restoration projects, including the Coyote Valley Conservation Area Master Plan restoration projects, the potential funding sources for implementation, and regional partnership opportunities. Asses the interest of local tribes to partner on the cultivation of culturally signiifcant plants.	<ul style="list-style-type: none"> - Meet with partner agencies (County Parks, Midpeninsula Regional Open Space District, etc.) to gauge their need and interests - Assess the scale and need for restoration plantings for the Authority - Identify suitable geographies for a potential nursery 	50,000



PROJECT NAME	PROJECT DESCRIPTION	FISCAL YEAR SCOPE OF WORK	PROPOSED PROJECT BUDGET FOR FY 2023/2024
CVCAMP RESTORATION PILOT PROJECT	The "stepping stone" restoration project aims to increase the water retention period of North Laguna Seca through low-cost restoration actions that can be permitted easily and inform future, larger phases of restoration that are the focus of the Coyote Valley Master Planning Process.	<ul style="list-style-type: none"> - Create 60% designs for the project - Begin environmental permitting and CEQA 	100,000

Projects led by the Planning and Capital Improvements Department

PROJECT NAME	PROJECT DESCRIPTION	FISCAL YEAR SCOPE OF WORK	PROPOSED PROJECT BUDGET FOR FY 2023/2024
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 construction - Collaborate with Field Operations and Natural Resources departments to implement a successful operations plan - Close out project grants - Transition to Field Operations department for ongoing maintenance and operations 	20,000
COYOTE VALLEY OPEN SPACE PRESERVE IMPROVED NORTH MEADOW PUBLIC ACCESS	Provide an accessible trail and public amenity areas along the Heart's Delight Trail in the North Meadow.	<ul style="list-style-type: none"> - Identify permitting requirements - Initiate environmental review - Adopt final environmental review documentation - Initiate permitting - Develop interpretive materials - Develop designs through construction documentation - Seek outside grant funding 	450,000
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.	<ul style="list-style-type: none"> - Issue "Request for Bids" for project construction - Board approval of general construction contract for project - Complete project construction 	1,000,000*

PROJECT NAME	PROJECT DESCRIPTION	FISCAL YEAR SCOPE OF WORK	PROPOSED PROJECT BUDGET FOR FY 2023/2024
COYOTE VALLEY CONSERVATION AREAS MASTER PLAN	A master vision plan for Authority and partner-owned conservation lands in Coyote Valley as implementation to the 2017 Coyote Valley Landscape Linkage Report. The plan will set forth landscape scale strategies and site-specific implementation actions for integrating multi-benefit values and features with the goal of long-term conservation and ecological restoration.	<ul style="list-style-type: none"> - Complete remaining site assessments scoped as part of CVCAMP Phase 2 (“Understanding Coyote Valley” phase), resulting in the creation of an existing conditions summary report - Complete CVCAMP Phase 3 (“Imagine” phase), resulting in refined project vision and objectives and public-facing graphics that evoke experiences possible in Coyote Valley under future conditions - Initiate CVCAMP Phase 4 (“Design” phase), resulting in draft conceptual design options for restoring and managing conserved lands - Continue ongoing community engagement, including one round of focused engagement which includes a general public workshop, small-group - Convene, manage, and coordinate with CVCAMP Science Advisory Group to review materials generated during CVCAMP phases 3 and 4, and as-needed - Support and coordinate with partner agency work in Coyote Valley, including POST’s Monterey Road Wildlife Crossing Feasibility Study 	1,735,000*
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"> - Develop Draft ADA Transition Plan - Board approval of Final ADA Transition Plan 	20,000

PROJECT NAME	PROJECT DESCRIPTION	FISCAL YEAR SCOPE OF WORK	PROPOSED PROJECT BUDGET FOR FY 2023/2024
AUTHORITY ATLAS	Develop an internal web mapping application that displays the Authority's available geospatial data including: Authority-protected lands, physical assets (amenities, infrastructure, utilities, roads, trails), natural resources (rare and invasive species), parcels, regional boundaries (cities, emergency services jurisdictions), and regional trail networks.	<ul style="list-style-type: none"> - Assess needs and identify development requirements - Complete targeted review of existing data - Design framework for data maintenance - Develop web mapping application - Application testing; Deploy Web Atlas 1.0.0 and Field Maps Atlas 1.0.0 in GIS Environments - Deploy Field Maps to staff mobile devices - Develop training materials and provide staff training sessions on web and mobile usage. 	1,500
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.	<ul style="list-style-type: none"> - Complete inventory and analysis of existing ranch roads - Conduct preliminary site analyses (biological, cultural, and wildlife connectivity) to inform alternative alignments - Identify trail alignment alternatives - Identify alternative roads to decommission - Develop cost estimates for proposed alternatives - Engage the public in preferred backcountry trail experiences and/or preferred alternatives 	125,000
GIS FILE STORAGE MIGRATION TO CLOUD	Migrate Authority-wide GIS data to a cloud server to provide improved remote accessibility, inter-departmental collaboration, and future scalability.	<ul style="list-style-type: none"> - Select consultant to advise on project - Determine preferred cloud file server - Implement file storage solution - Design file structure according to procedures from agency-wide file restructuring project and input from GIS users - Migrate and merge existing cloud and on-premise server data - Configure GIS users' computers to access new storage location 	20,000



PROJECT NAME	PROJECT DESCRIPTION	FISCAL YEAR SCOPE OF WORK	PROPOSED PROJECT BUDGET FOR FY 2023/2024
TILTON RANCH AND COMPOUND MASTER PLANNING	Master planning for Tilton Ranch and Compound to determine preferred scope of work and phasing of development and improvements of trails, staging areas, and other public access features.	<ul style="list-style-type: none"> - Identify project stakeholders - Identify potential funding sources - Facilitate staff working group to develop scope of work for master plan consultant team - Determine scope of work for master plan - Develop an RFP for master plan consultant team 	50,000

Projects led by the Public Affairs Department

PROJECT NAME	PROJECT DESCRIPTION	FISCAL YEAR SCOPE OF WORK	PROPOSED PROJECT BUDGET FOR FY 2023/2024
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. We will continue amplifying to all constituents within the Open Space Authority's jurisdiction that nature is for everyone, and everyone is welcome to respect, protect, and enjoy nature. The Authority will also distribute multi-lingual resources, including printed resources and translated collateral, ethnic media, and more, as well as continue to use plain language to describe the agency's work. The Authority will also promote events where all are welcome to attend.	<ul style="list-style-type: none"> - Publish digital advertisements - Produce communications and social media campaign - Produce in-person events and outreach throughout anniversary year 	60,000

(this page intentionally left blank– for printing purposes)

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.



(this page intentionally left blank– for printing purposes)

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 2023/2024 include strengthening organizational resiliency through investing in the agency's next generation of leaders and operational excellence, furthering the agency's justice, equity, diversity, inclusion, and access work, advancing efficiencies through the adoption of technology and reducing the Authority's operational carbon footprint.

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 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 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; data backup; and the Program's budget.

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.

In fiscal year 2023/2024, the IT Program will work with staff across all departments to examine the expanding technology needs of the agency as it continues to grow and to audit current processes and practices to ensure they meet those needs.

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, financial software management and training, as well as the Program's budget.

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.

(this page intentionally left blank– for printing purposes)

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 includes conservation planning to identify and prioritize the most important multi-benefit natural and working lands for protection; partner engagement to identify and develop coordinated conservation and funding strategies; and conserving land using a variety of tools to grow the network of protected open space.

The CIG Department brings in public and private grant funds to support all aspects of the agency's mission and administers two Grant Programs to provide essential funding for environmental programs and development of parks, trails, community gardens, and other public access amenities to serve our communities in cities and unincorporated urban areas within the Authority's jurisdiction. This work is described in more detail below.

Program areas in the Conservation Initiatives and Grants Department include:

- Conservation Initiatives
- Real Property
- Grants Management

Conservation Initiatives

The Conservation Initiatives Program supports the Authority's mission through:

- Development of regional conservation policies and plans to advance protection of critical natural and working lands, and to promote the protection of natural infrastructure as a climate protection strategy
- Development of partnerships and funding strategies to advance the pace and scale of conservation in the Authority's jurisdiction

Priorities in FY 2023/2024 include wrapping up the Natural and Working Lands Element of Climate Smart San Jose in partnership with the City and seeking opportunities to implement its recommendations, and exploring the feasibility of developing a local environmental credits program as a strategy to generate funding for conservation while helping cities and the county meet their net-zero carbon neutrality goals.

Real Property

The Real Property Program supports the Authority's mission through:

- Conservation of land for biodiversity, agriculture, and climate resilience through acquisition of fee titles, conservation easements, or other property interests from willing sellers
- Strong partnerships with other organizations to develop conservation, funding, and land management strategies
- Review of proposed developments that could impair the Authority's conservation goals or threaten the conservation values of the Authority's preserves
- Conservation easement stewardship, including annual monitoring and reporting

Priorities in Fiscal Year 2023/2024 include transfer of 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.

In addition to work plan projects, the Program is also responsible for:

- 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
- Tracking market trends, issues, and opportunities related to land values and acquisition opportunities
- Following Land Trust Alliance best practices for land transactions and conservation easement stewardship

Grants Management

The Grants Management Program supports the Authority's mission through:

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:

- Managing the Authority's Urban Grant Program which includes guideline development, solicitations and awards, contracting and on-going administration
- Providing oversight of the Authority's District 1 Assessment's 20% Funding Program
- Staying abreast of trends and best practices to maximize the reach and impact of the grant programs

The Urban Grant Program currently supports over two dozen projects by working closely with grantees, including overseeing grant agreements, processing disbursements, and maintaining the grants-tracking system. Revisions to the Urban Grant Program Guidelines in preparation for future grant cycles will aim to continue supporting local non-profit organization capacity and deliver projects that support justice, equity, diversity, inclusion, and access. 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 greatly leverages its financial resources through grants, partnerships, and other outside funding sources to support its projects and programs. This helps increase capacity to implement the Agency's mission. This work includes:

- Overall management of grant-seeking efforts including development of project funding strategies, tracking opportunities and developing materials in coordination with project managers, and supporting grant application development
- Cultivating relationships with potential funders in support of the Authority's mission
- Management of incoming grants for Authority projects, including compliance with grant requirements and reporting

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
 - 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.

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 Outreach 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.

Natural Resources Department

The Natural Resources Department (NRS) monitors, stewards, and restores the physical resources and biological communities that support the resilient habitats and working landscapes on Authority lands. The NRS department utilizes nature as infrastructure to support resilient ecosystems, address climate change, and restore the functional processes, such as flood attenuation and groundwater recharge, of Santa Clara Valley. Responsibilities include integrated pest management, biological surveys, environmental permitting, restoration, and agricultural, including conservation grazing and farming. The department partners with farmers, grazers, scientists, land managers, and other experts to help deliver the Authority's mission.

The department was newly created during FY 2022/2023 and program areas are still undergoing development and refinement. While the program names may be subject to change over the next few months, the general initiatives and tasks of the department 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

At present, programs within the Natural Resources Department include:

- Habitat Stewardship
- Community Restoration
- Agriculture

Habitat Stewardship

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

Community Restoration

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

Agriculture

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

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

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
- Manage funding to support capital projects including internal funding sources and securing outside grants

- 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.

A primary function of the Public Affairs Department – via the three Programs described below - is to support the mission of the agency through informing the public, our partners, our partners' networks, community leaders, and decision makers about:

- The importance of nature-based solutions to climate change and how they help make our communities more resilient, livable, and provide residents with opportunities to live healthier lives
- The benefits provided by natural infrastructure for natural and human communities that help our region adapt to events exacerbated by climate change - such as floods, drought and wildfire - while mitigating its impacts
- Local opportunities to explore, appreciate, and learn from nature, whether at our open space preserves, or closer to home
- The importance of fostering a welcoming and inclusive environment where all people feel safe and comfortable to explore the outdoors
- The ability of agriculture and food systems to thrive in Santa Clara County to help address food insecurity in vulnerable populations, while also providing many other climate resilience "services" to the public at large
- The power of storytelling to describe our work, including at the landscape level, with a focus on how everything is connected and that we not only protect, but also restore natural and working lands to maximize nature's benefits

In addition, Public Affairs helps to support the agency's long term financial sustainability by engaging in initiatives that establish new funding sources relevant to our work, at local, state, and federal levels.

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, publishing online Open Space Outlook e-newsletters and periodic Open Space Bulletin emails, Year in Review publications, enhancing and managing the Authority's website and 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 Open Space Authority, and the agency's mission and work. 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 Partnerships

This Program supports agency-wide, interdepartmental efforts to build and maintain relationships with community leaders, community-based organizations, agencies, and other individuals and groups – inside and outside of the conservation field – that do work that promotes the Open Space Authority’s mission. Public Affairs helps to identify, plan, and facilitate community engagement events, programs, and other opportunities that help deepen relationships with organizations and the communities they serve, and help build a stronger network of collaboration across our region.

Legislative Affairs

The Legislative Affairs Program coordinates the agency’s engagement in relevant local, state, regional and federal legislative initiatives, policy development, and short- and long-term public funding opportunities. The agency’s engagement in this work supports the Open Space Authority’s mission through key conservation and climate priorities (e.g. the state and federal 30 by 30 initiative) and to build and maintain relationships with staff and elected officials across those jurisdictional levels.

Part III



Appendices

- A. 2023/2024 Budget Details
- B. 2023/2024 Salary Pay Plan

(this page intentionally left blank– for printing purposes)

Appendix A: 2023/2024 Budget Details

FY2023/2024 Budget -- Full Detail APPROVED	APPROVED FY23/24 District One	APPROVED FY23/24 Reserve	APPROVED FY23/24 Measure Q	APPROVED FY23/24 Measure T	APPROVED FY23/24 Grants	APPROVED FY23/24 Budget TOTAL
Income/Revenue						
INCOME SOURCES	1,932,000		4,740,000			6,672,000
5000 - REVENUES						
5100 - Revenue	4,386,160	0	0	8,052,024	0	12,438,184
5101 - (Less) Funding Allocations	0	0	0	0	0	0
5200 - Interest Income	65,000	130,000	140,000	25,000	0	360,000
5300 - Grants	0	0	0	0	3,836,716	3,836,716
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	119,119	0	135,569
5602 - Grazing Lease Income	20,000	0	0	0	0	20,000
5603 - Use Permit Income	0	0	0	0	0	0
Total Land Use Income	36,450	0	0	119,119	0	155,569
5700 - Land Management Income						
5701 - VTA	40,250	0	0	0	0	40,250
5702 - SCVWD	0	0	0	0	0	0
5703 - Waste Management	0	0	0	0	0	0
5704 - Valley Habitat Agency	139,725	0	0	0	0	139,725
Total Land Mgmt Income	179,975	0	0	0	0	179,975
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	6,599,585	130,000	4,880,000	8,196,143	3,836,716	23,642,444

FY2023/2024 Budget -- Full Detail		APPROVED	APPROVED	APPROVED	APPROVED	APPROVED	APPROVED
APPROVED		FY23/24	FY23/24	FY23/24	FY23/24	FY23/24	FY23/24
		District One	Reserve	Measure Q	Measure T	Grants	Budget TOTAL
Expense							
6000 - PAYROLL							
6000 - General Manager		145,226	0	0	96,817	0	242,043
6002 - Manager(s)		590,926	0	0	543,147	0	1,134,073
6003 - Staff		2,232,842	0	0	3,263,397	0	5,496,239
6004 - Overtime		2,460	0	0	0	0	2,460
6005 - Seasonals		10,681	0	0	96,130	0	106,811
6006 - Stipends		12,900	0	0	0	0	12,900
Total Payroll		2,995,035	0	0	3,999,491	0	6,994,526
6100 - BENEFITS & EMPLOYEE EXPENSES							
6110 - Health Insurance		579,503	0	0	833,224	0	1,412,727
6120 - Vision Care		2,627	0	0	3,395	0	6,022
6130 - Dental		31,934	0	0	41,380	0	73,314
6140 - Life Insurance		612	0	0	792	0	1,404
6150 - Employer Taxes		89,851	0	0	119,985	0	209,836
6160 - CALPERS Retirement Plan		294,695	0	0	385,696	0	680,391
6170 - 401A		9,077	0	0	6,051	0	15,128
6180 - Employee Assistance Program		658	0	0	852	0	1,510
6190 - Tuition Reimbursement		3,000	0	0	0	0	3,000
Total Benefits and Employee Expenses		1,011,956	0	0	1,391,376	0	2,403,332
6200 - TRAVEL AND EXPENSES							
6210 - Mileage Reimbursement		3,746	0	2,000	0	0	5,746
6220 - Travel Airfare		10,000	0	0	0	0	10,000
6230 - Travel Lodging		24,661	0	0	0	0	24,661
6240 - Travel Meals and Entertainment		7,920	0	0	0	0	7,920
6250 - Travel Transportation		2,925	0	0	0	0	2,925
Total Travel and Expenses		49,252	0	2,000	0	0	51,252
6300 - SUPPLIES AND CONSUMABLES							

FY2023/2024 Budget -- Full Detail

APPROVED

	APPROVED FY23/24 District One	APPROVED FY23/24 Reserve	APPROVED FY23/24 Measure Q	APPROVED FY23/24 Measure T	APPROVED FY23/24 Grants	APPROVED FY23/24 Budget TOTAL
6310 - Meals and Catering	6,500	0	0	9,100	0	15,600
6320 - Office Supplies	12,000	0	0	200	0	12,200
6330 - Kitchen Supplies	10,140	0	0	0	0	10,140
6340 - Outreach Supplies	0	0	0	5,000	0	5,000
6350 - Postage & Courier	5,200	0	5,000	200	0	10,400
6360 - Printing Expenses	13,500	0	10,000	7,500	0	31,000
6370 - Health & Safety Supplies	7,200	0	0	30,000	0	37,200
6380 - Uniforms and Apparel	10,000	0	0	58,000	0	68,000
6390 - Land Management	0	0	0	0	0	
6391 - Fuel and Consumables	0	0	0	65,000	0	65,000
6392 - Waste & Hazmat Disposable	1,000	0	0	25,000	0	26,000
6393 - Fire Management	0	0	0	25,000	0	25,000
6394 - Vegetation Management	5,000	0	0	25,000	0	30,000
6395 - Roads and Trails	50,000	0	0	50,000	0	100,000
6396 - Wildlife Management & Pest Control	500	0	0	3,000	0	3,500
6397 - Signs and Fencing	0	0	0	25,000	0	25,000
6398 - Grazing	15,000	0	0	15,000	0	30,000
6399 - Miscellaneous	0	0	0	0	12,000	12,000
Total Supplies and Consumables	136,040	0	15,000	343,000	12,000	506,040
6400 - OUTSIDE SERVICES/CONSULTANTS						
6410 - Accounting and Finance Services						
6411 - Bookkeeping	0	0	0	0	0	0
6412 - Audit	10,750	0	0	2,000	0	12,750
6413 - Financial Advisory	18,500	0	0	0	0	18,500
6414 - Grant Preparation	0	0	0	7,500	0	7,500
6420 - Management and Organizational Services	0	0	0	0	0	
6421 - Government Relations	156,000	0	0	0	0	156,000
6422 - Redistricting	0	0	0	0	0	0
6423 - Strategic Planning	100,000	0	0	0	0	100,000
6424 - Risk Management	0	0	0	0	0	0
6425 - Engineering Services	24,000	0	0	9,200	0	33,200
6430 - Legal	0	0	0	0	0	
6431 - Legal Counsel - Redistricting	0	0	0	0	0	0

FY2023/2024 Budget -- Full Detail

APPROVED

	APPROVED FY23/24 District One	APPROVED FY23/24 Reserve	APPROVED FY23/24 Measure Q	APPROVED FY23/24 Measure T	APPROVED FY23/24 Grants	APPROVED FY23/24 Budget TOTAL
6432 - Legal Counsel - Special Counsel	0	0	0	0	0	0
6433 - Legal Counsel - General	150,000	0	0	100,000	0	250,000
6434 - Legal Counsel - Litigation	0	0	0	0	0	0
6435 - Legal Counsel - Employment Law	7,500	0	0	0	0	7,500
6440 - Staff Development	0	0	0	0	0	0
6441 - Recruitment Services & Support	4,050	0	0	0	0	4,050
6442 - Workforce Optimization & Development	176,000	0	0	0	0	176,000
	0	0	0	0	0	0
6444 - Policy Development & Support	0	0	0	0	0	0
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	75,000	0	0	20,000	0	95,000
6452 - Website and Domain	25,540	0	15,000	10,000	0	50,540
6453 - ERP	16,000	0	0	0	0	16,000
6454 - Records Management	4,200	0	0	0	0	4,200
6455 - CRM	0	0	0	0	0	0
6456 - Minutes Transcription	0	0	0	0	0	0
6457 - Telecom and Phone Maintenance	0	0	0	0	0	0
6458 - Governance	0	0	0	0	0	0
6460 - Community Engagement Services	0	0	0	0	0	0
6461 - Design and Content Services	85,000	0	25,000	65,000	0	175,000
6462 - Media Services	12,500	0	0	12,500	0	25,000
6463 - Photography & Video	12,400	0	10,000	10,000	0	32,400
6464 - Community Relations	0	0	0	0	0	0
6465 - Transportation Services	0	0	15,000	25,000	0	40,000
6466 - Environmental Education Partnerships	0	0	0	10,000	0	10,000
6470 - Resource Management Services	0	0	0	0	0	0
6471 - Site Monitoring	0	0	0	10,000	0	10,000
6472 - Wildlife Management	10,000	0	0	15,000	0	25,000
6473 - Vegetation Management	20,000	0	30,000	40,000	0	90,000
6474 - Resource Assessment/Env Review	0	0	35,000	30,000	0	65,000
6475 - Public Access/Facilities Maintenance	35,000	0	0	120,000	0	155,000
6476 - Fire Management	0	0	50,000	25,000	0	75,000

FY2023/2024 Budget -- Full Detail

APPROVED

	APPROVED FY23/24 District One	APPROVED FY23/24 Reserve	APPROVED FY23/24 Measure Q	APPROVED FY23/24 Measure T	APPROVED FY23/24 Grants	APPROVED FY23/24 Budget TOTAL
6477 - IPM/Pest Control	0	0	0	30,000	0	30,000
6478 - Agricultural Improvements	0	0	395,000	0	0	395,000
6479 - Grazing Programs	30,000	0	0	25,000	0	55,000
6480 - Planning Services	0	0	0	0	0	
6481 - General/Other Planning Services	0	0	20,000	82,500	0	102,500
6482 - Conservation Planning	0	0	0	75,000	0	75,000
6483 - Mapping & GIS Services	20,000	0	0	0	0	20,000
6484 - Long-Range Planning	0	0	1,138,000	0	490,000	1,628,000
6485 - Environmental Planning/CEQA	0	0	210,000	1,500	0	211,500
6486 - Environmental - Site Assessments	0	0	130,000	0	0	130,000
6487 - Prime Design	0	0	225,000	0	0	225,000
6488 - Prime Engineering	0	0	0	0	0	0
6489 - Other Design/Engineering	0	0	230,000	0	0	230,000
6490 - Acquisition and CIP Services	0	0	0	0	0	
6491 - Surveys & Investigations	0	0	90,000	0	0	90,000
6492 - Brokerage/Transactions	0	0	0	0	0	0
6493 - Appraisals	0	0	75,000	0	0	75,000
6494 - Project/Construction Mgmt/Consult	20,000	0	100,000	0	0	120,000
6495 - Site Clean-up/Remediation/Demo	0	0	0	20,000	0	20,000
6496 - Restoration/Habitat Enhancement	0	0	0	0	539,696	539,696
6497 - Testing & Inspection	0	0	0	0	0	0
6498 - Construction	30,000	0	509,980	0	720,020	1,260,000
6499 - Contingency	50,000	0	0	25,000	0	75,000
Total Outside Services/Consultants	1,099,640	0	3,302,980	770,200	1,749,716	6,922,536
6500 - OTHER SERVICES AND EXPENSES						
6510 - Risk Management						
6511 - Worker's Compensation	100,519	0	0	256,748	0	357,267
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	90,200	0	0	0	0	90,200
6515 - Crime	1,815	0	0	0	0	1,815
6516 - Safety Program	1,820	0	0	0	0	1,820
6520 - Fees	0	0	0	0	0	

FY2023/2024 Budget -- Full Detail

APPROVED

	APPROVED FY23/24 District One	APPROVED FY23/24 Reserve	APPROVED FY23/24 Measure Q	APPROVED FY23/24 Measure T	APPROVED FY23/24 Grants	APPROVED FY23/24 Budget TOTAL
6521 - Payroll and Accounting	18,000	0	0	0	0	18,000
6522 - Bank and County Wire	2,000	0	0	0	0	2,000
6523 - Special Assessments	10,000	0	0	0	0	10,000
6524 - Permit	1,000	0	0	0	0	1,000
6525 - Escrow	0	0	40,000	0	0	40,000
6526 - Other	6,500	0	0	0	0	6,500
6527 - Election Costs	0	0	0	0	0	0
6528 - Public Notices	500	0	0	0	0	500
6529 - 1% County Collectors Fee	43,862	0	0	80,520	0	124,382
6530 - Advertising and Promotion	45,000	0	25,000	0	0	70,000
6540 - Interp & Educational Program Expenses	0	0	0	64,650	0	64,650
6550 - Event Production Expenses	0	0	0	32,000	0	32,000
6560 - Volunteer Program Expenses	0	0	0	0	0	
6563 - Miscellaneous	0	0	0	19,500	0	19,500
6564 - Land Stewards	0	0	0	5,000	0	5,000
6565 - Volunteer Recruitment	0	0	0	5,000	0	5,000
6566 - Trailmasters	0	0	0	15,000	0	15,000
6570 - Meetings and Conferences	36,725	0	0	0	0	36,725
6580 - Training and Seminars	14,599	0	0	0	0	14,599
6590 - Recruiting	0	0	0	0	0	
6591 - Job Postings/Ads	7,600	0	0	0	0	7,600
6592 - Pre-employment Testing	1,170	0	0	0	0	1,170
6593 - Assessments	25,300	0	0	0	0	25,300
Total Other Services and Expenses	435,309	0	65,000	478,418	0	978,728
6600 - EQUIPMENT AND MAINTENANCE						
6610 - Shop Equipment	0	0	0	9,000	0	9,000
6620 - Field Equipment	0	0	0	30,000	0	30,000
6630 - Small Tools	0	0	0	10,000	0	10,000
6640 - Office Equipment	1,800	0	0	0	0	1,800
6650 - Computers	0	0	0	0	0	
6651 - Equipment	33,000	0	5,000	0	0	38,000
6652 - Software (Boxed)	0	0	0	0	0	0
6653 - Software (Subscription)	145,909	0	50,000	47,300	0	243,209

FY2023/2024 Budget -- Full Detail APPROVED	APPROVED FY23/24 District One	APPROVED FY23/24 Reserve	APPROVED FY23/24 Measure Q	APPROVED FY23/24 Measure T	APPROVED FY23/24 Grants	APPROVED FY23/24 Budget TOTAL
6654 - Data Backup	6,000	0	0	0	0	6,000
6660 - Office Furniture	105,000	0	0	0	0	105,000
6670 - Vehicles	0	0	0	95,000	0	95,000
6680 - Fleet Maintenance	0	0	0	80,000	0	80,000
6690 - Equipment Maintenance	0	0	0	30,000	0	30,000
Total Equipment and Maintenance	291,709	0	55,000	301,300	0	648,009
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	176,713	0	0	10,000	0	186,713
6740 - Landscaping and Plantscaping	13,925	0	0	0	0	13,925
6750 - Janitorial Services	68,000	0	0	0	0	68,000
6760 - Alarm Services	3,252	0	0	0	0	3,252
6770 - Internet and Phone	37,200	0	0	0	0	37,200
6780 - Radio and Cellular	36,000	0	0	0	0	36,000
6790 - Utilities	0	0	0	0	0	0
6791 - Garbage	3,240	0	0	90,000	0	93,240
6792 - Water	9,600	0	0	0	0	9,600
6793 - Electricity & Gas	60,000	0	0	2,200	0	62,200
6794 - Sewer	5,000	0	0	0	0	5,000
Total Facilities and Utilities	412,930	0	0	102,200	0	515,130
6800 - MEMBERSHIPS AND SPONSORSHIPS						
6810 - Professional Sponsorships	22,750	0	0	0	0	22,750
6820 - Library (Books and other Media)	150	0	0	0	0	150
6830 - Memberships & Dues	42,992	0	0	0	0	42,992
6840 - Subscriptions	150	0	0	0	0	150
Total Memberships and Library	66,042	0	0	0	0	66,042
6900 - FEE TITLE & CONSERVATION EASEMENTS						
6910 - Fee Title	0	0	1,300,000	0	890,000	2,190,000
6920 - Conservation Easements	0	0	0	0	1,185,000	1,185,000

FY2023/2024 Budget -- Full Detail APPROVED	APPROVED	APPROVED	APPROVED	APPROVED	APPROVED	APPROVED
	FY23/24 District One	FY23/24 Reserve	FY23/24 Measure Q	FY23/24 Measure T	FY23/24 Grants	FY23/24 Budget TOTAL
Total Fee Title and Conservation	0	0	1,300,000	0	2,075,000	3,375,000
6950 - OSA GRANT PROGRAMS						
6951 - District 1 20% Funding	0	0	0	0	0	0
6952 - Measure Q Urban Grant	0	0	0	0	0	0
6954 - Measure Q Grant Allocation	0	0	0	500,000	0	500,000
Total OSA Grant Programs	0	0	0	500,000	0	500,000
TOTAL EXPENSES	6,497,912	0	4,739,980	7,885,985	3,836,716	22,960,593

Appendix B: 2023/2024 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
Intern Office Assistant Open Space Aide	13	\$30.81	\$32.35	\$33.96	\$35.66	\$37.44	\$5,340	\$6,490	\$64,077	\$77,886
Administrative Assistant Educational Program Coordinator Open Space Technician I Volunteer Program Coordinator	18	\$34.85	\$36.60	\$38.43	\$40.35	\$42.36	\$6,041	\$7,343	\$72,497	\$88,121
Natural Resources Technician I Planning Technician Office & Facilities Coordinator	21	\$37.53	\$39.41	\$41.38	\$43.45	\$45.62	\$6,506	\$7,908	\$78,072	\$94,897
GIS Technician Open Space Technician II	22	\$38.47	\$40.40	\$42.41	\$44.54	\$46.76	\$6,668	\$8,105	\$80,023	\$97,269
Communications Coordinator Community Engagement Coordinator	23	\$39.43	\$41.40	\$43.48	\$45.65	\$47.93	\$6,835	\$8,308	\$82,024	\$99,701
Human Resources Coordinator	24	\$40.42	\$42.44	\$44.56	\$46.79	\$49.13	\$7,006	\$8,516	\$84,075	\$102,193
Deputy Clerk of the Board Executive Assistant Natural Resources Technician II	25	\$41.43	\$43.50	\$45.68	\$47.96	\$50.36	\$7,181	\$8,729	\$86,176	\$104,748
Equipment Mechanic Operator	27	\$43.53	\$45.70	\$47.99	\$50.39	\$52.91	\$7,545	\$9,171	\$90,539	\$110,051
Educational Program Administrator IT Technician Staff Accountant	28	\$44.62	\$46.85	\$49.19	\$51.65	\$54.23	\$7,733	\$9,400	\$92,803	\$112,802
Grants Program Coordinator Grant Writer Multimedia Communications Specialist	29	\$45.73	\$48.02	\$50.42	\$52.94	\$55.59	\$7,927	\$9,635	\$95,123	\$115,622
Lead Open Space Technician Volunteer Programs Administrator	30	\$46.87	\$49.22	\$51.68	\$54.26	\$56.98	\$8,125	\$9,876	\$97,501	\$118,513
Assistant Open Space Planner Real Property Coordinator	31	\$48.05	\$50.45	\$52.97	\$55.62	\$58.40	\$8,328	\$10,123	\$99,938	\$121,476
Community Impact & Policy Specialist GIS Specialist Public Information Officer Resource Management Specialist	33	\$50.48	\$53.00	\$55.65	\$58.43	\$61.36	\$8,750	\$10,635	\$104,998	\$127,625
Associate Open Space Planner Supervising Open Space Technician	35	\$53.03	\$55.69	\$58.47	\$61.39	\$64.46	\$9,192	\$11,173	\$110,313	\$134,086
Grants Program Manager Real Property Program Manager Resource Management Program Manager	37	\$55.72	\$58.50	\$61.43	\$64.50	\$67.73	\$9,658	\$11,739	\$115,898	\$140,875
Clerk of the Board Conservation & GIS Program Manager Human Resources Officer	38	\$57.11	\$59.97	\$62.97	\$66.11	\$69.42	\$9,899	\$12,033	\$118,795	\$144,396
Fiscal Services Officer Senior Open Space Planner	39	\$58.54	\$61.47	\$64.54	\$67.77	\$71.15	\$10,147	\$12,333	\$121,765	\$148,006
Director of Administrative Operations External Affairs Manager Field Operations Manager Natural Resources Manager Planning Manager	47	\$71.32	\$74.89	\$78.63	\$82.57	\$86.69	\$12,363	\$15,027	\$148,359	\$180,331
Assistant General Manager	54	\$84.78	\$89.02	\$93.47	\$98.15	\$103.05	\$14,696	\$17,862	\$176,352	\$214,357

Effective 07/01/2023

Report Design and Layout

Justina Tien

Photo Credits

David Mauk
Derek Neumann

Editorial Thanks to:

Alisa D'Angelo
John Yeo

Report Development and Contribution

Andrea Mackenzie, General Manager
Matt Freeman, Assistant General Manager
Lea Rauscher, Assistant General Manager
Aaron Hébert, Natural Resources Manager
Marc Landgraf, External Affairs Manager
Derek Neumann, Field Operations Manager
Lucas Shellhammer, Planning Manager
Elizabeth Loretto, Human Resources Officer