



# BUDGET AND ANNUAL WORK PLAN

## FISCAL YEAR 2025/2026

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Santa Clara Valley Open Space Authority  
Presented to the Board June 12, 2025



**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.**





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## Board of Directors



**Alex Kennett**  
District 1



**VACANT**  
District 2



**Helen Chapman**  
District 3



**Kathy Sutherland**  
District 4



**Vicki Alexander**  
Director 5



**Mike Potter**  
District 6



**Calvin Gill**  
District 7





## General Manager's Message

These are no doubt challenging and uncertain times for government agencies tasked with delivering essential services to the public as well as for their non-profit partners, for communities and for the public at large. But one thing is certain – with a focus on the long-term health and sustainability of the region, the Open Space Authority will continue to stay focused on its core mission and purpose to protect, restore, manage and steward the natural and agricultural lands of the Santa Clara Valley to benefit nature and people in perpetuity.

I am proud of what this efficient and effective, mission-driven agency has accomplished over 30 years, but the Open Space Authority's work is far from finished and much more remains to be done. After all, *we are in the business of forever*. The Open Space Authority is dedicated to creatively collaborating with public and private partners to protect, connect, and restore natural lands and wildlife habitat, support and sustain local agriculture, protect the quality of creeks and streams, use nature-based strategies to build resilience to wildfires, drought and floods, and connect our diverse communities to the benefits of nature. Nature is not a "nice to have," but an essential element of our life support system. Continued investment to protect and restore natural and working lands here in the Santa Clara Valley is essential to respond and adapt to the effects of climate change and ensure we have healthy lands, communities and economies.

### Fiscal Challenges

The revenues that fund the Open Space Authority's critical work are principally derived from voter-approved parcel taxes that have remained unchanged and have not increased since 2014 when the Measure Q \$24 parcel tax was approved by voters (and was extended without any increase as Measure T in 2020). Meanwhile, the acreage of open space lands the Authority has acquired and is responsible for protecting and managing in perpetuity has more than doubled in the last decade from 14,000 acres to 30,000 acres.

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Looking ahead, the Open Space Authority will need increased dedicated revenue to support ongoing operations, management, and stewardship of the public's growing network of protected open space lands.

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Given the current fiscal challenges facing communities and local government, it is important to continue taking a prudent approach to budgeting and spending. For the 2024-2025 fiscal year, the approved overall budget was 18% lower than the previous 2023-2024 fiscal year and 24% lower than 2022-2023 fiscal year. For the upcoming 2025-2026 fiscal year, the Authority aimed to maintain similar savings where possible. Staff continued to actively defer larger capital projects and prioritized those projects that have significant outside funding from federal and state grant programs and foundations. This approach builds on the Authority's track record of successfully leveraging its modest local tax revenues of \$12 million per year to attract significant outside funding, principally federal and state grant monies and other partnership contributions at a ratio of 1:3 (for every \$1 of local tax revenues the Authority spends, it brings in \$3-\$4 of outside funding). The agency continues to focus on operational excellence, resiliency and building financial sustainability. We remain fiscally conservative in these uncertain times, deferring some capital projects and continuing to leave certain staff vacancies unfilled.

## Trends



The Authority was responsible for approximately 16,000 acres in 2014 when Measure Q was passed by voters. Today that acreage has almost doubled to 30,000. There is growing demand and public expectation for timely opening of new public open space preserves and visitation to the Authority's open preserves has reached record numbers (300,000 visits per year) which requires significant investment in public access improvements for staging areas and other public facilities, as well as staffing to maintain safe, clean open space preserves and trails once opened to the public.



There is growing demand for the Authority's work to protect natural and working lands – and to steward and restore them responsibly – given the urgency of climate change. Well-managed natural and working lands help protect communities from more frequent and intense wildfires, flooding, drought, and temperature extremes.



As the Open Space Authority's responsibilities to protect and manage natural and working lands significantly expand, the agency's financial responsibilities grow proportionally for protecting and restoring critical habitat for plant and animal species, and to safeguard creeks, streams and wetlands.



Coyote Valley is a good example of the Authority's growing land and stewardship responsibilities. In 2014, the Open Space Authority was responsible for the 348-acre Coyote Valley Open Space Preserve which opened to the public in 2015. Ten years and \$120 million of conservation investment later, the Authority will soon be responsible for managing closer to 2,000 acres in Coyote Valley with responsibility to permanently safeguard, plan for and restore these natural and agricultural lands for the public's benefit. There is much work to be done – and much funding needed to do that work – in order to protect, restore, open and perpetually manage this significant public asset.



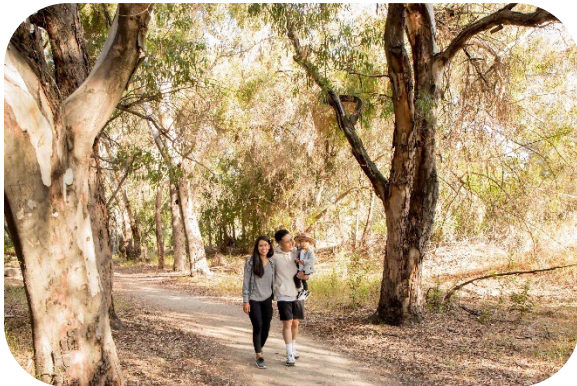
Since its creation in 1993, the Open Space Authority has been efficient and transparent about its stewardship of the public's money. The Authority has been a “pay-as-you go” agency, and, unlike many government agencies, has no accumulated debt. The agency has been able to efficiently leverage its combined modest and dedicated revenue streams to attract significant public and private funding from state, federal and private sources to implement its land conservation, restoration and public access projects and continues to receive excellent annual audits and transparency reviews. To date, the Authority has brought in more than \$185 million of outside grant funding to leverage local tax dollars, which equates to an approximately 3:1 and sometimes 4:1 match on key projects. However, these leveraged funds can only be spent on capital projects such as buying land and building facilities and cannot be spent on managing and stewarding land and natural resources to protect ecosystems, water resources and ensure public safety. Those increasing stewardship costs must be borne by the agency's existing tax revenues.



Even with our solid track record of securing over \$185 million in outside grants and partner funding for capital projects to date, the Open Space Authority is exploring placing a funding measure on the June 2026 primary ballot to approve a modest parcel tax. The agency projects it will need additional operational funding, beyond its current base revenues, in the coming years to maintain its current level of managing, stewarding and caring for public lands and waters, reducing wildfire risk, and providing safe, clean visitor amenities (staging areas, parking lots, public trails, signage, restrooms) at Authority open space preserves, as well as to develop open space facilities and amenities on newly acquired lands.



As the Open Space Authority looks to the next decade, our focus is on stewardship and care for the public's open space lands and waters, restoring wildlife habitat and managing natural resources on the Authority's growing open space preserve system, preserving and enhancing biodiversity, supporting local agriculture and innovating new nature-based strategies to ensure our open space lands can help buffer urban communities from more frequent and extreme wildfires, floods and drought events.



**\$185 million**

received in external funding  
for the conservation of  
natural and working lands  
over the past 30 years

**30,000 acres**  
of open space  
protected



### FY 2025/2026 Open Space Authority Budget and Workplan

The Open Space Authority's proposed total budget for FY 2025/2026 is \$19,179,273, an increase of 2% from the FY 2024/2025 budget. This minor increase is due to higher anticipated use of outside funding of \$1,542,980, as compared to FY 2024/2025 outside funding of \$1,215,318. Despite the 12-month Consumer Price Index trending above 2%, staff was able to keep net use of Open Space Authority's local tax revenues level, slightly increasing from \$17,561,666 (in FY 24/25) to \$17,636,293 (proposed FY 25/26 budget) or less than half a percent.

The complete list of recommended projects and programs in the Open Space Authority's FY 2025/2026 Budget and Workplan can be found in Part II of this report. The FY 25/26 Work Plan includes 29 continuing projects and 8 new projects for a total of 37 projects, including the following:

- Habitat and Water Resources Restoration in North and Mid Coyote Valley, Llagas Creek and Pajaro River Confluence
- Development of Conceptual Restoration Scenarios for floodplains, wildlife habitat, oak woodlands and wetlands in the Coyote Valley Conservation Areas Master Plan
- Development of a Wildland Fuels Policy and Management Plan to prioritize fuel reduction treatments, reduce wildfire risk and achieve natural resource management goals across Open Space Authority lands
- Plan, design, permit, and construct public accessibility improvements at Coyote Valley Open Space Preserve, including ¼ mile of accessible trails in Coyote Valley Open Space Preserve North Meadow
- Expand public access and construct regional trail connections at Rancho Cañada del Oro Open Space Preserve in partnership with Bay Area Ridge Trail Council and Metropolitan Transportation Commission
- Complete a draft Memorandum of Understanding (MOU) with the City of Morgan Hill for implementing a future El Toro Open Space Preserve
- Launch a "Building a Climate Strong Future for All" themed program grant solicitation under the Authority's Urban Grant Program for non-profits, cities and the County
- Develop updated land acquisition criteria and identify key lands for land and conservation easement acquisitions
- Strategic land transfers (3,000 acres) in Coyote Valley and on Coyote Ridge from the Peninsula Open Space Trust and the Santa Clara Valley Habitat Agency to the Open Space Authority
- Initiate Agricultural Strategic Plan to identify the Open Space Authority's role in protecting and supporting agriculture in the region including assessment of a regional food hub and agricultural worker housing
- Coordinate with City of San José Department of Transportation to assess future Monterey Road Street Design and Safety considerations for wildlife and people
- Create protocols for file management and implement cybersecurity upgrades
- Initiate multi-year feral pig management program at Open Space Authority preserves in coordination with other public agencies
- Develop a "Nature Investment Framework (NIF)" in coordination with the private sector to advance biodiversity conservation, resource stewardship and climate resilience on Santa Clara Valley landscapes with increased public and private funding. Investment in natural landscapes can increase the pace and scale of conservation and restoration and achieve:
  - Reduction of extreme local hazards of drought, floods, sea level rise and wildfires.
  - Protection and restoration of Santa Clara County's rich biodiversity and its ability to sequester carbon and recharge groundwater.
  - Resilience of human and natural communities, increasing their ability to adapt to climate change impacts.
  - Nature's benefits to support a sustainable Silicon Valley economy.



In closing, I would like to acknowledge the dedicated service and leadership of the Open Space Authority Board of Directors and the Citizens' Advisory Committee who diligently work with staff to ensure the agency continues to effectively achieve its mission to protect and care for the natural and agricultural lands of the region on behalf of *all* people.

And finally, as the Open Space Authority marks over 30 years of land conservation and stewardship in the Santa Clara Valley and looks to lay a hopeful path for the future, I want to thank the residents of San José, Milpitas, Santa Clara, Campbell, Morgan Hill and the unincorporated areas of Santa Clara County, as well as our conservation partners and funders for your continued support of the Open Space Authority and its vital work – your support is essential to ensure a sustainable and livable region for people and nature for generations to come.

Sincerely,

A handwritten signature in blue ink that reads "Andrea Mackenzie". The signature is fluid and cursive, with a long, sweeping underline.

Andrea Mackenzie  
General Manager

## Our Vision, Our Valley, Our Future

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

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

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

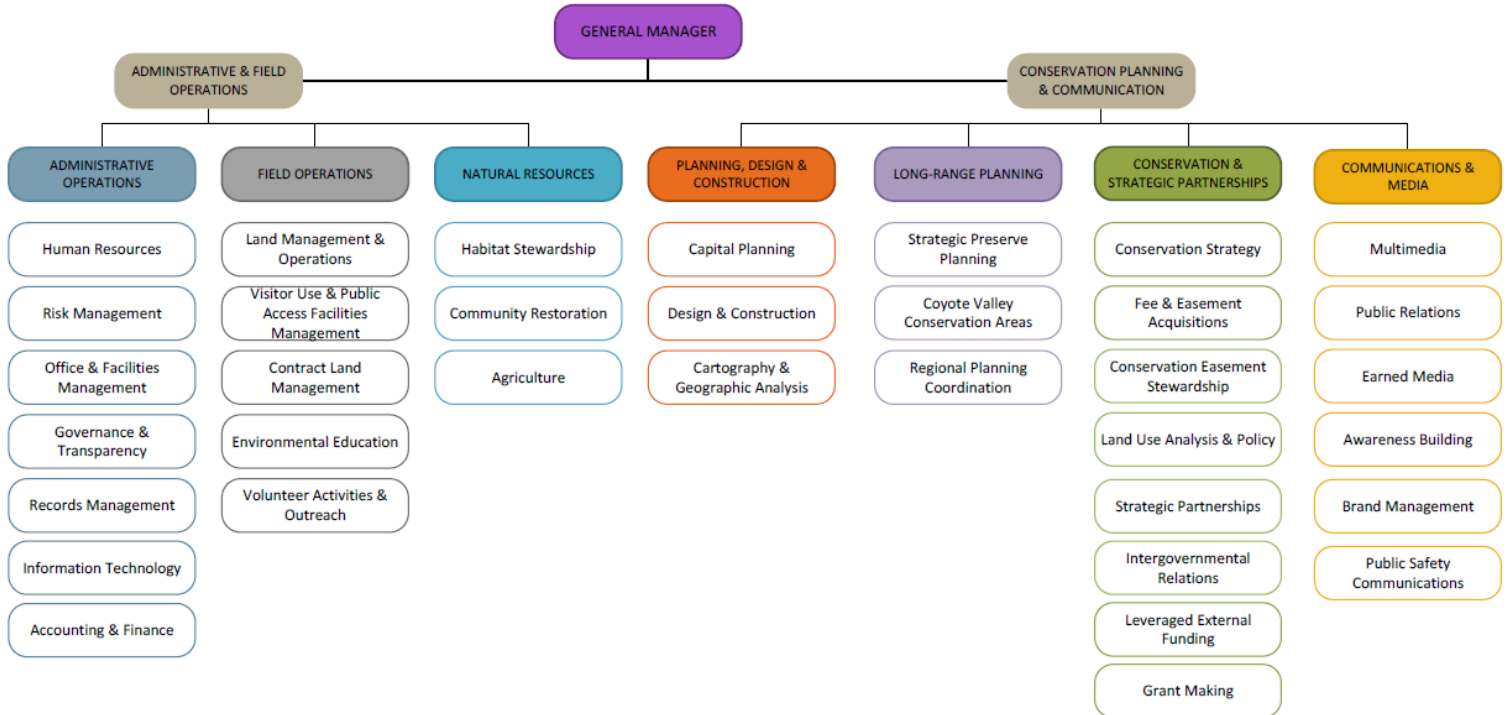
In 2014, the Measure Q Parcel Tax, a 15-year, \$24 per-year parcel tax, passed with overwhelming support from voters. The measure brings in approximately \$8 million per year to fund the protection of wildlife, water, working lands, and other open space, increase public access, and create new urban open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

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

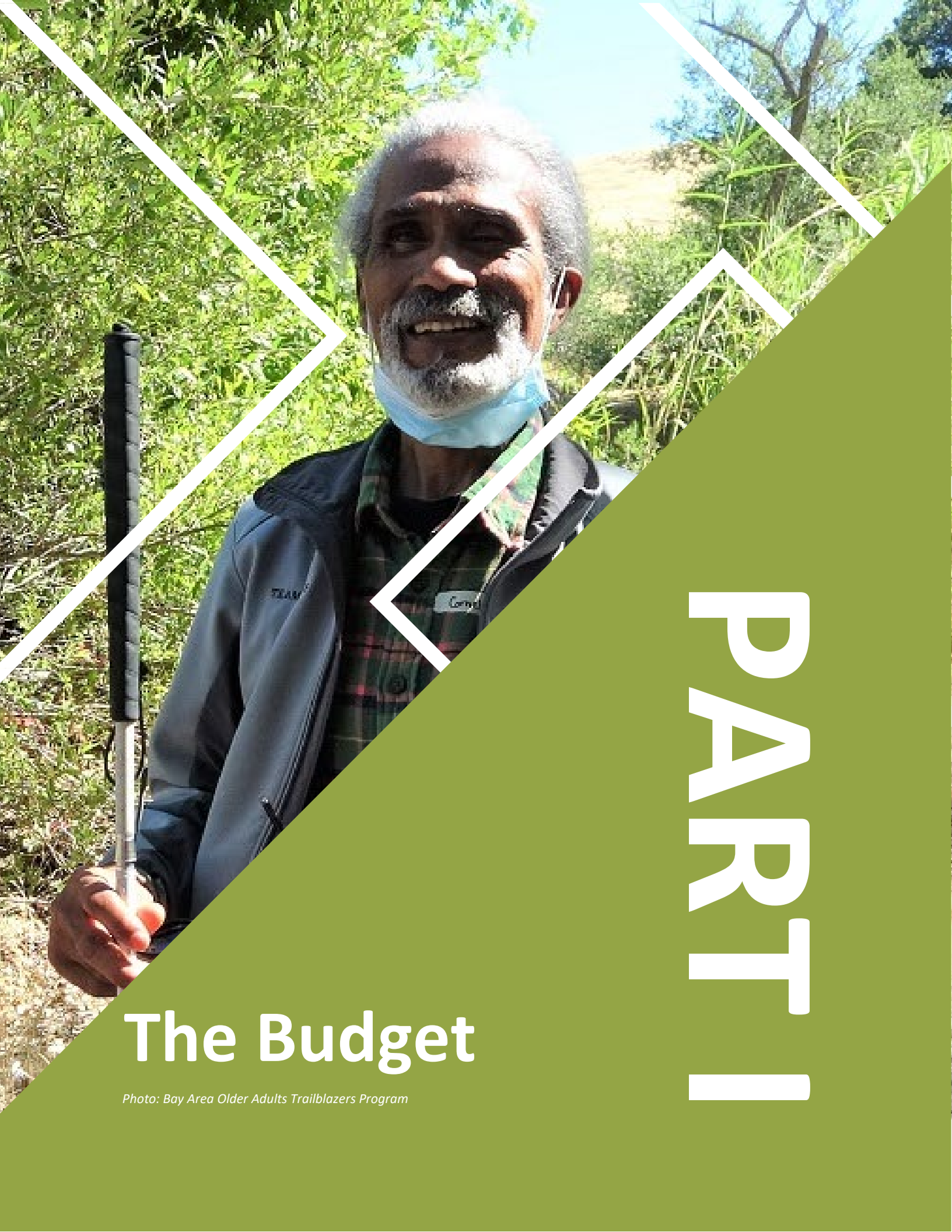
The Board of Directors holds regular public meetings on the second and fourth Thursday of each month except in November and December when meetings are held only on the second Thursday. The meetings are held at the Authority's Headquarters Office located at 33 Las Colinas Lane, San José, California. For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

## Staffing and Structure

The Open Space Authority has 63 Board-approved positions, including the Board-appointed General Manager. Together, staff implements the agency's mission through the following current programs:







# PART I

## The Budget

*Photo: Bay Area Older Adults Trailblazers Program*

## Budget Development Process

The budget and work plan development process began in mid-November 2024. The General Manager, Assistant General Managers and the department managers (collectively, the Management & Strategy Team) revisited the Authority's mission, vision, and goals, as laid out in the Measure T Expenditure Plan, the Santa Clara Valley Greenprint, and District 1 Assessment's 5 Year Plan, to determine the priorities for the upcoming fiscal year. The General Manager and Assistant General Managers (collectively, the Executive Leadership Team) reviewed various financial scenarios to balance delivering project deliverables and sustaining the same level of public access amenities while being fiscally prudent with maintaining a healthy carryover fund balance. Department managers were responsible for prioritizing expenditures for projects and programs. The resulting Budget and Annual Work Plan becomes the guiding document for staff to record and track expenditures for approved projects.

### Guidelines and Assumptions

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

#### General Guidelines

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

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.

*Photo: Aerial of Pajaro River Agricultural Preserve*



## Fund Balance Carryover

By July 1, 2025, it is estimated that the Authority will carry over a cumulative total of \$46,596,489 from previous fiscal years.

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

Of the \$46,596,489 in carryover funds, \$27,077,669 is available for withdrawal in the FY 2025/2026 budget (Table 1).

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

<b>Projected Carryover by Fund</b>	<b>Projected Ending Fund Balance</b>	<b>Estimated Available Funds</b>
District 1	8,602,491	
(minus) 20% Funding Program	(2,023,831)	
Available Carryover Funds from District 1		6,578,660
Measure T	9,556,886	
Available Carryover Funds from Measure T		9,556,886
MT Urban Grant Program	1,600,000	
(minus) Awarded Grants	(200,000)	
Available Carryover Funds from MT UGP		1,400,000
Measure Q	7,618,431	
(minus) Encumbered for Committed Projects	(500,000)	
Available Carryover Funds from Measure Q		7,118,431
MQ Urban Grant Program	1,465,560	
(minus) Awarded Grants	(1,465,560)	
Available Carryover Funds from MQ UGP		-
Reserve	16,723,692	
(minus) Operational Reserve	(14,000,000)	
(minus) Conservation Stewardship	(300,000)	
Available Carryover Funds from Reserve		2,423,692
Grants	1,029,429	
(minus) Encumbered for Committed Projects	(1,029,429)	
Available Carryover Funds from Grants		-
<b>TOTAL AVAILABLE CARRYOVER FUNDS FOR FY 2025/2026</b>		<b>27,077,669</b>

Table 1

## Fiscal Year 2025/2026 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 \$12,981,136. The Authority is expected to spend \$12,871,293 of the revenues received (Table 2).

Total expenditures for FY 2025/2026 are estimated to be \$19,179,273, of which \$12,871,293 is funded by incoming District 1 Assessment and Measure T Parcel Tax revenues and the remaining \$6,307,980 is funded by grants, carryover, and other income (Table 3).

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

<b>Revenues and Expenditures</b>	<b>Estimated</b>
FY 2025/2026 Estimated Authority REVENUES	12,981,136
FY 2025/2026 Estimated Authority EXPENDITURES	12,871,293

Table 2

<b>Expenditure Breakdown by Funding Source</b>	<b>Estimated</b>
District 1	4,766,638
Measure T	8,325,530
<i>Authority-funded Expenditures</i>	<i>12,871,293</i>
Grants and Other Income	1,542,980
District 1 Fund Carryover	2,000,000
Measure Q Fund Carryover	2,500,000
Measure T Fund Carryover	265,000
<i>Non-Revenue Expenditures</i>	<i>6,307,980</i>
<b>TOTAL EXPENDITURES</b>	<b>19,179,273</b>

Table 3

## Revenue and Income Sources

### Revenue Sources

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

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

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

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

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

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

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

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

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

**Land Management Income** – The Authority may perform work for partner agencies on lands adjacent to Authority preserves to ensure continuity of ecosystem services. When the Authority enters into a land management agreement, staff time and expenses incurred are reimbursed to the Authority. The contract specifies the fee schedule based on staff positions. These rates are adjusted annually based on the Dept of Labor’s CPI data. The fee schedule for FY 2025/2026 can be found in [Appendix C](#).



## Non-Revenue Income Sources

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

**Reserve Fund (Capital, Operational, and Conservation Stewardship)** – The Reserve Fund is an unrestricted fund (unlike District 1 Assessment and Measure 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.



*Acterra – Youth Be the Change*

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

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

## FY 2025/2026 Projected Revenues and Income

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

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

Funds are withdrawn from available carryover from the previous fiscal year, deposited as other income, and budgeted to be spent in the coming fiscal year. For FY 2025/2026, the Authority proposes to withdraw a total of \$4,765,000 (\$2,000,000 from District 1 fund; \$2,500,000 from Measure Q fund; and \$265,000 from Measure T fund) from the available carryover balances.

Revenue/Income	FY25/26 District 1	FY25/26 Reserve	FY25/26 Measure Q	FY25/26 Measure T	FY25/26 Grants	FY25/26 TOTAL
<b>5000 - REVENUES</b>						
5100 - Revenue	4,428,654			8,132,932		12,561,586
5700 - Land Management						
5701 - VTA	55,000					55,000
5702 - SCVWD	16,500					16,500
5703 - Waste Mgmt						
5704 - Valley Habitat Agency	171,600					171,600
5601 - Lease	16,450			160,000		176,450
<b>TOTAL REVENUE</b>	<b>4,688,204</b>			<b>8,292,932</b>		<b>12,981,136</b>
<b>OTHER INCOME SOURCES</b>						
District 1 Fund Carryover	2,000,000					2,000,000
Measure Q Fund Carryover			2,500,000			2,500,000
Measure T Fund Carryover				265,000		265,000
5200 - Interest Income	65,000	130,000	140,000	40,000		375,000
5300 - Grants					1,542,980	1,542,980
5400 - Donations						
5500 - Land Sales						
5600 - Land Use Income						
5602 - Grazing Lease Income	20,000					20,000
5603 - Use Permit Income						
<b>TOTAL OTHER INCOME SOURCES</b>	<b>2,085,000</b>	<b>130,000</b>	<b>2,640,000</b>	<b>305,000</b>	<b>1,542,980</b>	<b>6,702,980</b>
<b>ALL REVENUE AND INCOME</b>	<b>6,773,204</b>	<b>130,000</b>	<b>2,640,000</b>	<b>8,597,932</b>	<b>1,542,980</b>	<b>19,684,116</b>

Table 4

## FY 2025/2026 Budget

The FY 2025/2026 Budget reflects the goals of the FY 2025/2026 Annual Work Plan. Total expenditures for FY 2025/2026 are estimated to be \$19,179,273, a 2% increase from FY 2024/2025.

The Authority has several major expense categories:

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

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

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

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

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

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

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

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

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

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



## Budget At A Glance

Expenditures	FY25/26 District 1	FY25/26 Reserve	FY25/26 Measure Q	FY25/26 Measure T	FY25/26 Grants	FY25/26 Budget TOTAL	% of Budget TOTAL
<b>6000 - PAYROLL</b>							
Total Payroll	2,768,401	-	-	4,560,392	-	7,328,793	38%
<b>6100 - BENEFITS &amp; EMPLOYEE EXPENSES</b>							
Total Benefits	983,853	-	-	1,523,119	-	2,506,972	13%
<b>6200 - TRAVEL AND EXPENSES</b>							
Total Travel and Expenses	16,605	-	150	2,000	-	18,755	0%
<b>6300 - SUPPLIES AND CONSUMABLES</b>							
Total Supplies and Consumables	229,665	-	43,178	415,300	7,000	695,143	4%
<b>6400 - OUTSIDE SERVICES/CONSULTANTS</b>							
Total Outside Services/Consultants	1,191,180	-	2,065,297	1,272,800	1,485,980	6,015,257	31%
<b>6500 - OTHER SERVICES AND EXPENSES</b>							
Total Other Services and Expenses	623,260	-	170,500	333,419	-	1,127,179	6%
<b>6600 - EQUIPMENT AND MAINTENANCE</b>							
Total Equipment and Maintenance	219,264	-	-	329,900	50,000	599,164	3%
<b>6700 - FACILITIES AND UTILITIES</b>							
Total Facilities and Utilities	343,408	-	-	53,000	-	396,408	2%
<b>6800 - MEMBERSHIPS AND SPONSORSHIPS</b>							
Total Memberships and Sponsorships	141,002	-	-	600	-	141,602	1%
<b>6900 – ACQUISITIONS (FEE TITLE &amp; EASEMENTS)</b>							
Total Acquisitions (Fee Title & Easements)	250,000	-	-	-	-	250,000	1%
<b>6950 – AUTHORITY GRANT PROGRAMS</b>							
Total Authority Grant Programs	-	-	-	100,000	-	100,000	1%
<b>TOTAL EXPENSES</b>	<b>6,766,638</b>	<b>-</b>	<b>2,279,125</b>	<b>8,590,530</b>	<b>1,542,980</b>	<b>19,179,273</b>	<b>100%</b>

Table 5

### Expenditures by Department and Fund

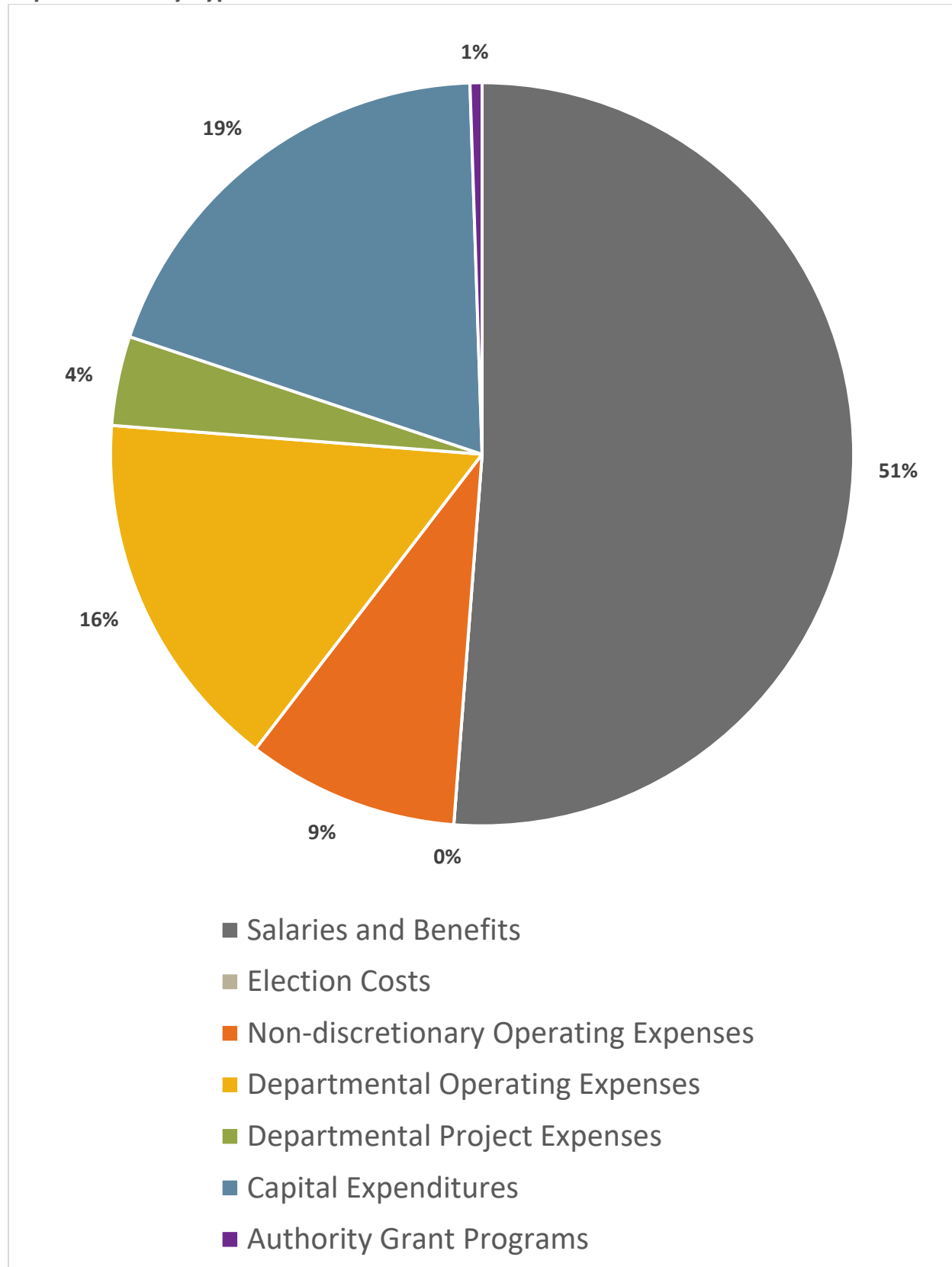
Expenditures	FY25/26 District 1	FY25/26 Reserve	FY25/26 Measure Q	FY25/26 Measure T	FY25/26 Grants	FY25/26 Department TOTAL
Administrative Operations	3,706,339	-	-	1,096,575	80,000	4,882,914
Communications and Media	497,535	-	-	370,739	-	868,274
Conservation and Strategic Partnerships	1,002,467	-	117,000	1,202,514	-	2,321,981
Field Operations	1,006,106	-	-	4,048,704	-	5,054,810
Long-Range Planning	97,270	-	601,000	370,409	550,000	1,618,679
Natural Resources	245,864	-	1,076,125	1,023,100	210,480	2,555,569
Planning, Design and Construction	181,757	-	485,000	478,489	702,500	1,847,746
Board	29,300	-	-	-	-	29,300
<b>TOTAL EXPENDITURES BY FUND</b>	<b>6,766,638</b>	<b>-</b>	<b>2,279,125</b>	<b>8,590,530</b>	<b>1,542,980</b>	<b>19,179,273</b>

Table 6



Little Uvas Creek Open Space Preserve

### Expenditures by Type





## Discussion of Expenditures

### Staffing

The Authority currently has 60 regular positions and 3 paid internships in the organizational structure, including vacancies (Table 7). The recruitment of vacant positions is prioritized through a balance of staffing expense and how the role will support the efficient and effective implementation of the Authority's priorities.

### Regular Positions in Organizational Structure

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

Table 7

Balancing fiscal responsibility with mission delivery, the Authority will not be adding regular new staff positions in FY 2025/2026 but will add two (2) new part-time paid internship positions. The Policy Intern will join the Conservation and Strategic Partnerships department to assist with a broad set of activities that support policy engagement in areas that support the agency's conservation projects and programs. The GIS Intern will join the Planning, Design and Construction department to expand the Authority's capacity to deliver mapping and GIS analysis needs.

There are four positions recommended for promotion or reclassification throughout FY 2025/2026 to better align programmatic and department functions with current operational needs of the Authority.

- The Public Information Officer is recommended to be promoted to the new classification of Public Information Manager, overseeing the Communications and Media Department.
- An Associate Open Space Planner is recommended to be promoted to Senior Open Space Planner allowing for more project responsibilities within the Long-Range Planning department.
- A Grant Program Coordinator is recommended to be promoted to the new classification of Community Investment Specialist, a new position with continued focus on the Authority's Urban Grant Program and an enhanced emphasis to provide collaborative leadership for the agency in building and maintaining partnerships with community organizations.
- The Community Impact & Policy Specialist is recommended to be reclassified to the new Conservation Policy Specialist which creates deeper engagement and leadership in policy issues.

The Authority will continue to strategically delay the backfilling of the Deputy Clerk of the Board, Senior Open Space Planner and an Open Space Technician II position for FY 2025/2026. These continued vacancies have been taken into account when planning projects reflected on the Authority's Work Plan and in programmatic initiatives.

**The budget reflects the addition of two new paid intern positions for FY 2025/2026.**

## **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 2025/2026 the benefits package is approximately 34% of salary. Together, salaries and benefits are 51% of total expenditures for the year.

## **Cost of Living Adjustment**

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

**A cost of living adjustment of 2.7% is recommended for FY 2025/2026.**

## **Board and Committee Expenses**

Board stipends, meeting expenses and Board and committee member training are expected to be \$29,300 for FY 2025/2026.

## 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 2025/2026, there is no scheduled election.

## Administrative Allowance Using Measure T Funds

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

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

Administrative expenses to be charged to Measure T may include but are not limited to legal services, grant preparation services, facility maintenance, electricity, and other utilities, business insurance, fees and taxes, general office supplies, computer software fees such as ArcGIS and Wizehive (Urban Grant Program 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 2025/2026, the Authority intends to utilize up to \$2,000,000 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, 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
Yodel Pass	Preserve management system	\$44,400
Office 365	Business software	\$35,400
ArcGIS	Geographical information system	\$15,000
Adobe	Business software	\$13,500
Hubspot	CRM	\$13,320
Wizehive	Grant management system	\$13,000
NinjaRMM	IT remote monitoring and management; server backup	\$11,300
ADP WorkforceNow	HR Information Systems	\$10,000
PrimeGov	Legislative management system	\$9,724
ArchiveSocial	Social media records management	\$8,000
Monsido	Accessibility compliance software	\$5,460
GetConnected	Volunteer management system	\$4,000
AutoCAD	Computer-aided Design & Drafting Software	\$4,000
Microsoft Azure	Cloud services	\$3,500
Zoom	Video conferencing services	\$960
Docusign	Digital signature processing software	\$600

### Expenditure Details by Department

Expenditure Type	Admin Ops	Comms and Media	Conservation & Strategic Partnerships	Field Ops	Long-Range Planning	Natural Resources	Planning, Design & Construction	TOTAL
<b>Non-discretionary Operating Expenses</b>								
Staff Costs -- Salaries and Benefits	2,541,265	512,024	1,184,386	3,572,750	459,779	925,964	626,697	9,822,865
Non-discretionary Expenses	1,603,171	42,700	13,000	49,000	-	6,000	23,800	1,737,671
Election Costs	-	-	-	-	-	-	-	-
<b>Other Operating Expenses</b>								
Departmental Operating Expenses	418,477	313,550	657,595	1,248,060	7,900	377,000	9,750	3,032,332
Departmental Project Expenses	260,000	-	-	-	200,000	285,000	-	745,000
Board	29,300	-	-	-	-	-	-	29,300
<b>Total Operating Expenses</b>	<b>4,852,213</b>	<b>868,274</b>	<b>1,854,981</b>	<b>4,869,810</b>	<b>667,679</b>	<b>1,593,964</b>	<b>660,247</b>	<b>15,367,168</b>
<b>Capital Expenditures</b>								
Land Acquisition	-	-	367,000	-	-	-	-	367,000
Capital/Structural Improvement	60,000	-	-	-	951,000	961,605	1,187,500	3,160,105
Capital Purchases	-	-	-	185,000	-	-	-	185,000
<b>Total Capital Expenditures</b>	<b>60,000</b>	<b>-</b>	<b>367,000</b>	<b>185,000</b>	<b>951,000</b>	<b>961,605</b>	<b>1,187,500</b>	<b>3,712,105</b>
<b>Authority Urban Open Space Grant Programs</b>								
District 1 20% Funding Program	-	-	-	-	-	-	-	-
Urban Grant Program Allocation	-	-	100,000	-	-	-	-	100,000
Urban Grant Program Awards	-	-	-	-	-	-	-	-
<b>Total Authority Urban Grants</b>	<b>-</b>	<b>-</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100,000</b>
<b>TOTAL ESTIMATED EXPENDITURES FOR 2025/2026</b>	<b>4,912,213</b>	<b>868,274</b>	<b>2,321,981</b>	<b>5,054,810</b>	<b>1,618,679</b>	<b>2,555,569</b>	<b>1,847,747</b>	<b>19,179,273</b>

Table 8

### Three-Year Historical Budget Comparison

Budgeted Revenues and Income	Approved FY 2023/2024	Approved FY 2024/2025	Proposed FY 2025/2026
Revenues (District 1 and MT)	12,753,728	12,913,116	12,981,136
Income (Carryover, Grants, Urban Grant Program)	10,888,716	6,287,318	6,702,980
<b>TOTAL BUDGETED REVENUES AND INCOME</b>	<b>23,642,444</b>	<b>19,200,434</b>	<b>19,684,116</b>

Budget	Approved FY 2023/2024	Approved FY 2024/2025	Proposed FY 2025/2026
<b>Operating Budget</b>			
Staff Costs – Salaries and Benefits	9,384,957	9,007,809	9,822,865
Administrative Operations	2,128,017	1,946,533	2,281,648
Communications and Media	634,975	673,840	670,595
Conservation and Strategic Partnerships	483,287	348,300	1,297,060
Field Operations	1,933,425	1,047,975	207,900
Long-Range Planning	-	8,550	668,000
Natural Resources	-	342,210	33,550
Planning, Design, and Construction	108,999	28,995	356,250
Board	27,364	24,400	29,300
Elections	-	750,000	-
<b>Total Operating Budget</b>	<b>14,701,024</b>	<b>14,178,612</b>	<b>15,367,168</b>
<b>Capital Budget</b>			
Land Acquisition	3,375,000	2,310,000	367,000
Capital/Structural Improvement	3,380,000	2,108,372	3,160,105
Capital Purchases	-	80,000	185,000
<b>Total Capital Budget</b>	<b>6,755,000</b>	<b>4,498,372</b>	<b>3,712,105</b>
<b>Authority Grant Programs</b>			
20% Funding	-	-	-
Urban Grant Program Allocation	500,000	100,000	100,000
<b>Total Authority Grant Programs Budget</b>	<b>500,000</b>	<b>100,000</b>	<b>100,000</b>
<b>TOTAL BUDGET</b>	<b>22,960,594</b>	<b>18,776,984</b>	<b>19,179,273</b>

Table 9



# PART III

## The Work Plan

Photo: Garden to Table Silicon Valley: Growing Our Urban Roots



## Work Plan Development Process

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

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

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

For the development of the FY 2025/2026 Work Plan, the Executive Leadership Team reviewed and approved continuing and new projects aligned with the agency's mission, priorities and a defined niche. Project managers were responsible for assessing the project's fiscal year scope, budget requirements and staff capacity. The consolidated list of proposed projects was then reviewed by the Executive Leadership Team.



## Defining Our “Niche”

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

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



Projects proposed in the FY 2025/2026 Work Plan align with the role the Authority has in the valley and delivers on the goals as defined by the “Niche”.

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

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

## FY 2025/2026 Annual Work Plan

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

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

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

Projects are grouped by department.

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

ADM – Administrative Operations department

COM – Communications and Media department

CSP – Conservation and Strategic Partnerships department

FLD – Field Operations department

LRP – Long-Range Planning department

NRS – Natural Resources department

PDC – Planning, Design and Construction department

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

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

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

The *Primary Source of Funding* and *Proposed Project Budget* show which fund will primarily fund the estimated project cost for fiscal year 2025/2026. The estimated project budget does not include staff time and legal services.

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

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



Projects led by the Administrative Operations Department

Project Name	Project Description	Fiscal Year Scope of Work	Primary Source of Funding	PROPOSED FY 25/26 Project Budget	ANTICIPATED Spend of Secured External Funding	NET Budget for the Authority
33 Las Colinas Facilities Maintenance and Improvements	Replace old and failing light fixtures with new LED fixtures that will have longer life and lower operating costs.	Release RFP for electrical vendor and fixture procurement	District 1	60,000	-	60,000
		Complete electrical work and installation of energy efficient high bay LED lights				
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.	Conduct internal inventory of spaces available across all owned properties for office space, operational storage, and reporting locations	District 1	-	-	-
		Conduct internal survey of department and program managers to understand types of space needed for current and potential future needs				
Asset Management and Maintenance Software	The purpose of this project is to research, procure, and implement an asset management software to assist with maintaining public access facility work orders, tracking preventative maintenance schedules, managing inventory and capital assets, documenting safety concerns and guidelines, and increasing communication between office and field staff.	Reconvene stakeholders to discuss project scope, system requirements, and confirm project team members and responsibilities	Measure T	30,000	-	30,000
		Release RFP and select vendor				
		Design and configure software				
		Implement software and perform QA testing				
		Create documentation and train staff				

PROPOSED Budget and Annual Work Plan

Project Name	Project Description	Fiscal Year Scope of Work	Primary Source of Funding	PROPOSED FY 25/26 Project Budget	ANTICIPATED Spend of Secured External Funding	NET Budget for the Authority
SharePoint Design and Implementation Project	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.	Receive department input and concerns for file structure and sharing	District 1	150,000		150,000
		Design file structure of SharePoint				
		Document file structure guidelines, file naming guidelines and training documentation				
		Deploy and implement file restructure				
		Quality assurance testing phase				
		Train staff				

PROPOSED Budget and Annual Work Plan

Project Name	Project Description	Fiscal Year Scope of Work	Primary Source of Funding	PROPOSED FY 25/26 Project Budget	ANTICIPATED Spend of Secured External Funding	NET Budget for the Authority
FEMA Cybersecurity Upgrades	Consists of three improvements: (1) Replacement of the end of life network switches with modern switches and access points will ensure the Authority adopts best practices for business continuity and cybersecurity; (2) An enterprise password manager will enable the Authority to prohibit the use of weak security risk passwords and adopt best practices to improve the agency's cybersecurity; (3) Migrating from E3 to E5 licenses will enhance the Authority's cybersecurity by allowing administrators to create alerts, provide ongoing cybersecurity training for staff, migrate domain accounts & services to the cloud, and help manage device assets.	Purchase, configure and install hardware and software	Outside Funding	80,000	80,000	-
		Configure and deploy password manager				
		Work with consultant to configure Intune, Office Advanced Threat Protection, Microsoft Defender and other features of E5 licenses				
33 LC: Infrastructure and Efficiency Improvements	One large project that would include new roof, new modern and efficient HVAC systems on the roof, potential installation of solar on roof, and additional electrical infrastructure to support more electric fleet vehicles.	Conduct research to scope future bid package, identify potential savings programs or grants for building efficiency	District 1	-	-	-
		Draft RFP for architectural and engineering services to create plan and construction documents				



Projects led by the Conservation and Strategic Partnerships Department

Project Name	Project Description	Fiscal Year Scope of Work	Primary Source of Funding	PROPOSED FY 25/26 Project Budget	ANTICIPATED Spend of Secured External Funding	NET Budget for the Authority
Priority Land Acquisitions	Work under this project includes protection of land in the Conservation Focus Areas as outlined in the Santa Clara Valley Greenprint through purchase of fee title, conservation easement, or other real property interest. Prior to pursuing protection of a property, scope of work includes conducting preliminary due diligence, engaging with willing sellers, and performing early analysis of site/local resources and internal evaluation to determine if a potential acquisition meets the Authority's criteria for purchase. Due to the confidential nature of ongoing negotiations, property names, property owner(s) information, and other details are withheld. This project aggregates multiple property negotiations. Negotiations may span multiple years and may stop and start. Due to aggregation of the properties, specific milestones are not listed.	Evaluate potential projects against acquisition criteria	Measure Q	307,000	-	307,000
		Continue engaging willing sellers				
		Conduct preliminary due diligence				
		Continue on-going negotiations				
East Coyote Ridge Acquisition	Acquisition of 1,526 acres of land known as "East Coyote Ridge", adjacent to Máyyan 'Ooyákma - Coyote Ridge Open Space Preserve. The Santa Clara Valley Habitat Agency (VHA) purchased these 1,526 acres from United Technologies Corporation (UTC) in August 2020. VHA wants to transfer ownership of East Coyote Ridge to the Authority and retain a conservation easement to enroll the property into the Habitat Reserve System. The Authority worked with the VHA and others to acquire Máyyan 'Ooyákma - Coyote Ridge Open Space Preserve from UTC in 2015 through the Natural Heritage Tax Credit Program. East Coyote Ridge is contiguous to Máyyan 'Ooyákma - Coyote Ridge Open Space Preserve. It consists of primarily annual grasslands and oak woodland, which provide a buffer for the rare and endangered species on Máyyan 'Ooyákma - Coyote Ridge Open Space Preserve and allows for opportunities to expand recreation from Máyyan 'Ooyákma - Coyote Ridge Open Space Preserve into less sensitive habitats.	Identify conceptual trail and public access uses for the property	Measure Q	10,000	-	10,000
		Work with the Habitat Agency to determine structure for transfer and timeline in coming years				

PROPOSED Budget and Annual Work Plan

Project Name	Project Description	Fiscal Year Scope of Work	Primary Source of Funding	PROPOSED FY 25/26 Project Budget	ANTICIPATED Spend of Secured External Funding	NET Budget for the Authority
Tilton Ranch Acquisition	Tilton Ranch totals ~1,861 acres and spans from Coyote Valley Open Space Preserve to just north of the Morgan Hill city limits. After many years of negotiations between the former owner and the Authority in partnership with the Valley Habitat Agency, the Valley Habitat Agency purchased Tilton Ranch in October 2020. Through a funding agreement, the Authority contributed \$1,379,090, plus \$1,000,000 in grant funds from the Metropolitan Transportation Commission's Priority Conservation Area Program towards the acquisition of the main Tilton Ranch. In collaboration with Santa Clara County Parks, the Authority will be acquiring a conservation easement with public access rights from the Santa Clara Valley Habitat Agency to support the enrollment of Tilton Ranch into the Habitat Reserve System and provide for future public access.	Complete floating trail easement with County Parks	Measure Q	20,000	-	20,000
		Seek and obtain approval of floating trail easement by Board of Supervisors and Authority Board				
		Sign and record the floating trail easement and close of escrow				
		Finalize draft Conservation Easement for review by Wildlife Agencies				
		Review and approval of Conservation Easement by Wildlife Agencies				
		Drafting, review, and approval of the Baseline Documentation Report				
		Seek and obtain approval of Conservation Easement and associated documents by Authority, Habitat Agency, and County Parks Boards				
		Sign and record Conservation Easement and associated documents to complete transfer				
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	Mid-Coyote Valley (Phase II): Apply for \$12 million grant from Wildlife Conservation Board to acquire a total of 337 acres from Peninsula Open Space Trust	Measure Q	20,000	-	20,000
		Mid-Coyote Valley (Phase II): Obtain appraisal in support of grant				

PROPOSED Budget and Annual Work Plan

Project Name	Project Description	Fiscal Year Scope of Work	Primary Source of Funding	PROPOSED FY 25/26 Project Budget	ANTICIPATED Spend of Secured External Funding	NET Budget for the Authority
Acquisition Strategic Plan	Develop updated criteria for evaluating land acquisitions and use these criteria to identify key lands for the Authority to acquire in fee or conservation easement to meet the Authority's goals, including identifying regional conservation priorities in which the Authority may play a unique role and key parcels necessary to support conservation, operational, and public access needs of the Authority's existing preserves.	Collect feedback from departments on preserves	Measure T	-	-	-
		Synthesize feedback in map and/or memorandum				
El Toro Public Access	In partnership with the City of Morgan Hill, the Authority will plan and develop trails and other amenities to provide public access to El Toro Peak. The project will include a robust public outreach process following initial feasibility studies, as well as partnership, access, and operations agreements. Subsequent phases of the project will include concept design, environmental review, construction documentation, and construction.	Draft Memorandum of Understanding	Measure T	-	-	-
		Seek and obtain Morgan Hill City Council approval				
		Seek and obtain Authority Board approval				
Coyote Ridge 44-acre Acquisition	Acquisition of 44 acres on Coyote Ridge from Habitat Agency and enrollment of those acres into the Habitat Reserve System	Draft conservation easement amendment	Measure Q	10,000	-	10,000
		Draft transfer agreement				
		Conduct due diligence				
		Complete transfer				



Projects led by the Long-Range Planning Department

Project Name	Project Description	Fiscal Year Scope of Work	Primary Source of Funding	PROPOSED FY 25/26 Project Budget	ANTICIPATED Spend of Secured External Funding	NET Budget for the Authority
Coyote Valley Conservation Areas Master Plan	A master vision plan for Authority and partner-owned conservation lands in Coyote Valley as implementation to the 2017 Coyote Valley Landscape Linkage Report. The plan will set forth landscape scale strategies and site-specific implementation actions for integrating multi-benefit values and features with the goal of long-term conservation and ecological restoration.	Complete draft conceptual alternative site plans and vet and refine them with partners and technical advisors	Measure Q	950,000	450,000	500,000
		Finalize conceptual alternative site plans and associated visualizations and release them to the public for review				
		Conduct public outreach in association with release of conceptual alternatives				
		Complete preliminary permitting and phasing strategy				
Tilton Ranch Master Planning	Determine preferred scope of work and phasing for master planning of Tilton Ranch to include house and buildings, natural resources, and public access improvements.	Convene internal working group to identify preliminary list of potential uses of ranch complex (house, outbuildings, and surrounding pastures) for further investigation	Measure Q	1,000	-	1,000
		Conduct key stakeholder and local expert/advisor outreach to discuss preliminary list of potential uses				
		Develop a scope of work to hire consultants in a future FY to investigate the feasibility, opportunities, and constraints of uses identified through internal and stakeholder outreach				
Monterey Road Design & Safety Study	This project is a partnership with the City of San José to create a streetscape plan focused on placemaking, traffic and wildlife safety measures, and mobility along Monterey Road in Coyote Valley. The intention of the study is to complement in-progress projects in the vicinity, namely the Authority-led Coyote Valley Conservation Areas Master Plan, the City-led Coyote Valley Corridor Study, and POST-led wildlife crossing studies. The Monterey Road Design & Safety Study will fill a gap in the scope of those other projects by creating conceptual design plans for improvements to Monterey Road itself. The Authority's budget contribution will be matched by the City of San José.	Finalize project scope and initiate work with consultant team	Measure Q	200,000	100,000	100,000
		Complete analysis of existing conditions along roadway				
		Initiate creation of conceptual design alternatives for changes to the right of way				
		Conduct stakeholder engagement				

Projects led by the Natural Resources Department

Project Name	Project Description	Fiscal Year Scope of Work	Primary Source of Funding	PROPOSED FY 25/26 Project Budget	ANTICIPATED Spend of Secured External Funding	NET Budget for the Authority
Fuels Management Plan	Develop a wildlands fuel management policy and plan that will define fuel management goals and objectives, identify and prioritize fuel reduction treatments, and describe methods that reduce wildfire risk and achieve natural resource goals across Authority lands. Assess, prioritize, permit, seek funding for, and implement fuels management actions that improve safety and protect ecosystems.	Complete list of fuels management priorities	Measure Q	50,000	-	50,000
		Develop a CEQA strategy for implementation of those projects				
		Assess potential funding sources				
		Implement re-occurring fuels management activities				
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.	Mobilize contractor and implement pond construction activities	Outside Funding	530,621	106,496	424,125
		Demobilize contractor and close-out construction activities				
		Install container plantings and irrigation				
		Install fencing around each pond				
		Procure monitoring contractor				
		Conduct Year 1 monitoring & reporting				
		Extend Valley Water grant to 2030 to encompass monitoring phase				
Spreckels Wetland Enhancement Project	The goal of the Spreckels Wetland Cleanup and Enhancement Project is to enhance habitat within Spreckels Wetland through the removal of trash, debris and invasive plant species; to enhance habitat through modification of the culvert to allow for water to spread out more extensively and increase the size of, and variability in water depth within, the wetland; and to monitor the results of these enhancements on native flora and fauna.	Remove and dispose of debris piles	Measure Q	20,000	5,000	15,000
		Conduct monitoring (second half of Year 2)				
		Conduct monitoring (first half of Year 3)				

PROPOSED Budget and Annual Work Plan

Project Name	Project Description	Fiscal Year Scope of Work	Primary Source of Funding	PROPOSED FY 25/26 Project Budget	ANTICIPATED Spend of Secured External Funding	NET Budget for the Authority
Fisher Creek Riparian Habitat Restoration (BEF-funded)	This project protects and restores a half-mile section of Fisher's creek at Palm Ave. A fence has been installed around the degraded half-mile section of Fisher Creek to exclude cattle from both sides of the creek. This creates a 50-foot wide protected riparian zone on each side of the creek. A key cattle crossing location allows access to grazing on both sides of the property. In addition to relying on natural recruitment to revegetate the riparian zone, acorn and willow cuttings have been planted along the creek to enhance the vegetation, create live-in and move through habitat along the creek, and further protect water quality from runoff. The project is in the maintenance, monitoring, and removal of invasive species phase.	Continue irrigation of plants	Outside Funding	20,000	20,000	-
		Continue monitoring plant survivorship				
		Continue maintenance of irrigation infrastructure				
		Perform additional plantings as needed to offset mortality				
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.	Maintain plants and irrigation infrastructure	Measure Q	5,000	-	5,000
		Continue monitoring of plant survivorship				

PROPOSED Budget and Annual Work Plan

Project Name	Project Description	Fiscal Year Scope of Work	Primary Source of Funding	PROPOSED FY 25/26 Project Budget	ANTICIPATED Spend of Secured External Funding	NET Budget for the Authority
Fisher Creek Riparian Habitat Restoration Phase II (NWWF-funded)	The Authority, in partnership with Peninsula Open Space Trust (POST), Point Blue Conservation Science (Pt. Blue), and Go Native, began restoring habitat within a 50-foot corridor along 3,100 feet of Fisher Creek, on the Fisher's Bend property. Fisher's Bend is a 62-acre site dominated by hay production. Fisher Creek runs along the edge of the property for approximately 3,100 feet. This project, Phase II, will build on the success of Phase I and target two additional locations along the bank for restoration. Invasive plant removal and site preparation has been completed and will be planting of 800 native plants has begun. Planting will be completed over two years, followed by maintenance and monitoring.	Conduct native plantings with Point Blue Conservation Science's Students and Teachers Restoring a Watershed (STRAW) program, which partners with classes from local schools	Outside Funding	40,984	40,984	-
		Continue maintenance of site infrastructure and monitor plant survivorship				
Llagas Creek and Pajaro River Confluence Restoration Project	The Project will plan and design an implementation project to enhance habitat along the Pajaro River at its confluence with Llagas Creek. The Project is led and funded by the Valley Habitat Agency, in close partnership with the Authority and with support from other regional partners such as Valley Water. The goals of the Project are to plan, permit, and design a restoration project that will (1) expand upon previous efforts in improving aquatic habitat and water quality along the Pajaro River, (2) create up to 30 acres of floodplain and riparian wetland habitat, (3) maintain floodplain-compatible and regionally valuable agricultural land uses; (4) engage partners and the community in restoration; and (5) contribute to downstream water quality improvement and flood risk reduction.	Conduct necessary field studies (wetland delineation, hydraulic assessment, cultural resources assessment, biological resources assessment, and soils analysis)	Measure Q	15,000	-	15,000
		Conduct FEMA No-Rise Analysis and review with appropriate agencies				
		Prepare conceptual design plans				
		Prepare 35% design plans				
		Prepare mitigation and monitoring plan				



PROPOSED Budget and Annual Work Plan

Project Name	Project Description	Fiscal Year Scope of Work	Primary Source of Funding	PROPOSED FY 25/26 Project Budget	ANTICIPATED Spend of Secured External Funding	NET Budget for the Authority
Agricultural Strategic Plan	Develop a focused implementation guidance document for the Authority's agricultural mission and work. Integrate internal and external stakeholders' feedback into defining the Authority's role in how it protects agricultural lands and supports agriculture in the region. The plan will also identify collaborators in the region and explore models and methods of sustainable agriculture for potential implementation on the Authority's lands.	Hire a consultant to assist in the creation of the plan	Measure Q	40,000	-	40,000
		Gather stakeholder input				
		Identify collaborators in the region				
		Research sustainable agriculture models				
		Publish the written Agricultural Strategic Plan				
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. Assess the interest of local tribes to partner on the cultivation of culturally significant plants, and local agricultural producers on the cultivation of plant starts to support row crop production in the region.	Hire a consultant to assist with feasibility study	Measure Q	35,000	-	35,000
		Discuss nursery needs with potential partners and stakeholders				
		Identify potential locations for the nursery				
		Research potential funding sources				
		Publish completed feasibility study				
CVCAMP Restoration Project (Stepping Stone)	The goals of the Project are to (1) Implement small-scale restoration actions and investigations that jumpstart the restoration of the Laguna Seca wetland, and (2) build the knowledge and capacity needed to carry out CVCAMP's broader and more long-term vision for aquatic restoration in the future. Project actions will focus on reversing or remediating human-made modifications to Laguna Seca that have degraded habitat. Project actions will increase the frequency, depth, and/or duration of inundation to benefit aquatic species.	Create conceptual design for Phase II	Measure Q	180,000	-	180,000
		Obtain permits for Phase II				
		Implement Phase II				
		Create conceptual design for Phase III				
		Create 10% or conceptual design drawings for Phase III				
		Complete the Laguna Seca Dam decommissioning plan memo				

PROPOSED Budget and Annual Work Plan

Project Name	Project Description	Fiscal Year Scope of Work	Primary Source of Funding	PROPOSED FY 25/26 Project Budget	ANTICIPATED Spend of Secured External Funding	NET Budget for the Authority
Máyyan 'Ooyákma - Coyote Ridge Native Plant Gateway Restoration	The opening of Máyyan 'Ooyákma - Coyote Ridge as the Authority's newest preserve presents a unique opportunity to restore native plant presence at the newly constructed staging area, where visitors will be able to appreciate and learn about the diverse species found there. This project will include tending native plant seedlings at the main shade structures, seeding the bare soil along the path heading to the Máyyan Wáayi trail, and removal of non-native grasses followed by native grass re-seeding in the parking area islands. This project will also include the creation and placement of plant identification placards at select representatives of native plants behind the main shade structure, which will be able to be moved and adjusted each year when plants reemerge.	Monitor and tend seedlings at trailside, parking island, and shade structure seeding sites	Measure Q	15,000	-	15,000
		Remove invasive plants				
		Acquire native seed mix from Pacific Coast Seed				
		Broadcast native seeds at trailside seeding site				
		Acquire custom OSA-branded Plant Identification Placards				
Food Hub Feasibility	The goal of this project is to help support the development of a regional food hub in Santa Clara County. There are many stakeholders and partners in the region who are currently investigating and planning to start up a regional food hub to support and activate small farmers by providing key infrastructure for post-harvest and aggregation that is critical to accessing diverse markets in the region. As the Authority continues to build out how we support agriculture in the region, this funding could help make agriculture economically viable for small farmers by partnering with other organizations and stakeholders to make a food hub in our region a reality.	Identify partners in the region	Measure Q	25,000	-	25,000
		Identify needs and potential supports				
		Connect food hub partners to supporters				

PROPOSED Budget and Annual Work Plan

Project Name	Project Description	Fiscal Year Scope of Work	Primary Source of Funding	PROPOSED FY 25/26 Project Budget	ANTICIPATED Spend of Secured External Funding	NET Budget for the Authority
Tulare Meadows Restoration Steppingstone	This project is an early-implementation action for Tulare Meadows focused on establishing native oak trees on the property and developing interim spaces for public education/ interpretation of the in-progress restoration in advance of more permanent improvements proposed via CVCAMP.	Design a restoration strategy for 50-100 acres of Tulare Meadows, including fencing, water, and integrated pest management	Measure Q	50,000	-	50,000
		Coordinate with tenant and adjust lease as needed				
		Investigate the feasibility, steps, and process for creating interim public access-related features that aid interpretation of the in-progress restoration in advance of more permanent features that are planned via CVCAMP				
Feral Pig Management	Feral pigs are increasing across the region, and present an increasing threat to habitats, food systems, and members of the public. The Authority's Feral Pig Program will reduce pig populations across Authority-managed lands by employing a qualified contractor to trap and dispatch pigs. The initial 3-year project will consist of 4-6 corral traps installed strategically across Authority-managed lands and will include the option for a contractor to deploy clusters of smaller box traps as a rapid response to areas where newly emerging pig activity threatens sensitive species.	Select priority trapping locations with support of consultant	Measure Q	63,000	-	63,000
		Establish traps				
		Commence pig trapping, dispatching, and disposal				
		Deactivate traps for non-trapping season				
		Report activities				
		Prepare messaging to the public and adjacent landowners				
Tulare Meadows Groundwater Sustainability Study	Complete the Groundwater Sustainability Study as required by the Conservation Easement on Tulare Meadows in partnership with POST and the City of San José	Hire a consultant to perform the groundwater study	Measure Q	57,000	38,000	19,000
		Conduct the study				
		Review the outcomes with POST and the City of San José				

PROPOSED Budget and Annual Work Plan

Project Name	Project Description	Fiscal Year Scope of Work	Primary Source of Funding	PROPOSED FY 25/26 Project Budget	ANTICIPATED Spend of Secured External Funding	NET Budget for the Authority
Farm Tenant Housing Feasibility Study	Evaluate Authority properties for farm tenant housing in the general area of Coyote Valley. Develop conceptual plans, cost estimates, and complete a feasibility study. Develop site plans and permit packages if desired.	Evaluate potential farm tenant housing sites	Measure Q	100,000	-	100,000
		Scope housing requirements				
		Retain an architect/designer and cost estimator				
		Evaluate feasibility, including CEQA process				
		As desired, develop site plans and permit packages for submittal				



Projects led by the Planning, Design and Construction Department

Project Name	Project Description	Fiscal Year Scope of Work	Primary Source of Funding	PROPOSED FY 25/26 Project Budget	ANTICIPATED Spend of Secured External Funding	NET Budget for the Authority
Coyote Valley Open Space Preserve Improved North Meadow Public Access	Planning, design, permitting, and construction of public access improvements at Coyote Valley Open Space Preserve. This project will include providing accessible use areas, and connecting the parking lot, trailhead and interpretive seating and use areas via the Heart's Delight Trail. This will include a new shaded central gathering area at the preserve entrance with accessible signage, including preserve information and interpretation, as well as seating.  <a href="https://www.openspaceauthority.org/our-work/current-projects/coyote-valley-open-space-preserve.html">https://www.openspaceauthority.org/our-work/current-projects/coyote-valley-open-space-preserve.html</a>	Complete project permitting	Measure Q	1,012,500	632,500	380,000
		Complete interpretive design				
		Develop and award construction bid package				
		Initiate project construction				
Authority Atlas	Develop an internal web mapping application that displays the Authority's available geospatial data. Including: OSA protected lands, physical assets (amenities, infrastructure, utilities, roads, trails), natural resources (rare and invasive species), parcels, regional boundaries (cities, emergency services jurisdictions), regional trail networks. Design a framework for maintaining spatial data locations and attributes. Making this data available to staff will offer a common operating picture of our protected lands and assets, cut down on data requests to GIS Specialist, and consolidate disparate out-of-date maps. Staff can use the map on iOS and Android mobile devices, including offline. Additionally, conducting the Authority's asset inventory in GIS software will prepare for the Maintenance Management System integration, in which staff create work orders against inventoried assets.	Assess needs and identify development requirements	Measure T	-	-	-
		Complete targeted review of existing data				
		Train field staff on data collection				
		Ground-truth built infrastructure				
		Design framework for future data maintenance				
		Develop web mapping application				
		Provide staff training sessions on web and mobile usage. Develop training materials. Collect enhancement requests, roll over all enhancement requests to GIS programmatic work				

## PROPOSED Budget and Annual Work Plan

Project Name	Project Description	Fiscal Year Scope of Work	Primary Source of Funding	PROPOSED FY 25/26 Project Budget	ANTICIPATED Spend of Secured External Funding	NET Budget for the Authority
Rancho Cañada del Oro Open Space Preserve Regional Trail Planning	Feasibility studies and planning for expansion of multi-use access and regional trail connections to the southern portion of Rancho Cañada del Oro Open Space Preserve, including an area formerly known as Blair Ranch. The project will include an analysis of existing ranch roads and the development of alternatives for providing future access to rolling grasslands, blue oak woodlands and mixed oak savannah in the preserve's backcountry.  <a href="https://www.openspaceauthority.org/rancho-canada-del-oro-regional-trail-planning">https://www.openspaceauthority.org/rancho-canada-del-oro-regional-trail-planning</a>	Develop public access conceptual alternatives summary	Measure Q	155,000	70,000	85,000
		Develop and administer public survey on preferred public access alternative				
		Develop final preferred trail plan				
		Initiate environmental review				
Natural Resources GIS Monitoring Tools	This project will enhance data-capture capabilities within the Natural Resources department by migrating critical workflows from paper to digital tools. The highest priority workflow to migrate is for annual mulch monitoring. Other workflows to address include monitoring at OSA-managed properties, wildlife observation tracking, and botanical monitoring. Reinventing these workflows with digital tools will improve efficiency during data gathering in the field, aggregate observations into a queryable database, integrate into other agency-wide datasets, and reduce time spent collating reporting materials. This work will utilize Esri's ArcGIS Survey123 and Field Maps software, which the Authority is already licensed for.	Document existing workflows	Measure T	-	-	-
		Deliver mulch monitoring workflow				
		Deliver Authority-managed property monitoring workflow				
Máyyan 'Ooyákma – Coyote Ridge Open Space Preserve Southern Regional Trail Expansion	Secure permanent public access trail rights connecting Máyyan 'Ooyákma – Coyote Ridge Open Space Preserve to properties to the south to allow for a future regional trail connection to Coyote Creek Parkway County Park.	Secure trail access rights through Valley Transportation Agency property	Measure Q	20,000	-	20,000
		Secure trail access rights through Valley Water property				
		Coordinate with County of Santa Clara Parks on planning for Countywide Regional Trail alignment and connection to Coyote Creek Parkway				





## 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.



### PROGRAM AREAS

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

## Administrative Operations

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

## Human Resources

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

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





### Risk Management

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

### Office and Facilities Management

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

- Greeting office visitors, resolving inquiries from the public and meeting room coordination for virtual and in-person meetings and webinars.
- Maintenance of office equipment leases and the procurement of office and kitchen supplies, office furniture and office equipment.
- Maintenance of the Authority's headquarters building, including the coordination of vendors providing landscaping services, building repairs and facilities maintenance, including ensuring that permits are up-to-date and that systems are tested and meet required codes.

### Governance and Transparency

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

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



### Records Management

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

### Information Technology

The Information Technology (IT) Program is responsible for providing the Authority with an overall IT strategy that fosters organizational innovations and efficiencies and ensures data integrity and continuity for Authority operations. This includes:

- Managing, maintaining, updating and monitoring the server and network infrastructure, telecommunications infrastructure, PCs, printers, communications equipment and a variety of applications and systems environments.
- Developing and maintaining IT policies and procedures.
- Performing cybersecurity oversight, webserver support and file storage management.
- Managing the Program's overall budget.
- Managing remote access/VPN security and data backup.
- Providing general desktop support to employees and assisting with onboarding requirements such as new computer, domain and email account setup, and new user orientation, as well as offboarding tasks.
- Designing and delivering continuing education and training to employees regarding IT best practices, policies and system tools.

### Accounting and Finance

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

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

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

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

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



#### PROGRAM AREAS

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

### Communications and Media

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

The Department carries out this mission by crafting and delivering the Authority's voice and presence within the community. To accomplish these goals, the department continues implementing and enhancing multiple outreach strategies on a variety of communication channels.

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

- The importance of nature-based solutions to climate change and how they help make our communities more resilient, livable, and provide residents with opportunities to live healthier lives
- The benefits provided by protecting and restoring 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
- Connecting people to nature through local opportunities to explore, appreciate, and learn about the environment, whether at Open Space Authority preserves, or places funded through the Urban Grant Program
- 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, focused on specific people, places, and programs, as well as landscape level projects that protect and restore natural and working lands to maximize nature's benefits for people and wildlife



### Communications and Media

The Communications and Media Department plays a vital role in developing and executing communication strategies, including crafting stories and press releases, and engaging with both traditional and ethnic media outlets. Staff is responsible for creating and disseminating e-newsletters and impact reports and managing the Authority's online presence through the website and social media channels. Additionally, the Communications and Media Department curates content, produces multimedia materials and designs inclusive graphics and promotions to raise awareness of the Authority's mission, projects and department initiatives. The Communications and Media Department also responds to needs for timely notifications regarding public safety through preserve notices and creation of signage, and to inquiries from the public through various online platforms and in coordination with other departments across the agency.

### PROGRAM AREAS

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



### Conservation and Strategic Partnerships Department

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

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

### Conservation Strategy

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

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



### Strategic Partnerships

The Strategic Partnerships Program is a multi-departmental effort to build and strengthen new and existing relationships with local Tribes, community-based organizations, community leaders, and other groups and individuals working within and beyond the field of conservation. This work includes:

- Supporting the work of local Tribes to reconnect to the land. Supporting other community-based work that reflects the Open Space Authority's mission and promotes the values of justice, equity, diversity, inclusion and accessibility. This includes media promotion, co-hosting educational programs and special events and investing through sponsorships.
- Engaging in coalitions, networks and working groups focused on specific themes or geographic areas that are important to the Open Space Authority's mission.

### Intergovernmental Relations

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

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

### Leveraged External Funding

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

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

## Grant Making

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

### Urban Grant Program

The Urban Grant Program focuses on enriching urban spaces, especially in historically marginalized communities. With \$5.6 million awarded from Measure Q and Measure T funding to date, the grants support local organizations that provide residents with opportunities to connect with nature in urban neighborhoods.

*To date, the Open Space Authority has awarded **94** grants for a total of over **\$14.7M** in grant funding as an investment in the lives of Santa Clara Valley residents and their families, so they can experience natural wonders in their lives every day, close to home.*



*Photos (left to right): Santa Clara Valley Audubon Society's Oak Savanna Citizen Science Project, Guadalupe River Park Conservancy's Outdoor Field Trips, Keep Coyote Creek Beautiful's Community Virtual Bioblitz, Saved by Nature's Cultural Competency Project*

### 20% Funding Program

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

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

### ***Land Protection***

Land protection is foundational to the Authority's mission of protecting open space and allows for other key aspects of the mission to be implemented, including restoring and managing natural resources, conserving agricultural lands, and connecting people to nature through public access. Guided by the 5 Year Plan (1996), the Santa Clara Valley Greenprint (2014), and the priorities developed through the Conservation Strategy Program, land protection is advanced through several interrelated programs:

#### **Fee and Easement Acquisitions**

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

#### **Conservation Easement Stewardship**

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

#### **Land Use Analysis and Policy**

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



*Photo: Coyote Highlands Easement*



## PROGRAM AREAS

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



## Field Operations

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

### *Field Operations*

#### Land Management and Operations

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

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

#### Visitor Use and Public Access Facilities Management

The Visitor Use and Public Access Facilities Management Program is responsible for maintaining Authority visitor areas through the general care of preserve staging areas, including the maintenance and servicing of restrooms, striping of parking stalls, care of asphalt surfaces and removal of trash. Additional responsibilities include maintaining and enhancing public access infrastructure improvements



to provide an exceptional experience to users of Authority trails. Tasks include the routine care of trail tread, vegetation control (whipping and brushing) and the enhancement of trails to prevent damage from user impacts during winter use.

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

### Contract Land Management

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

### Community Engagement

#### Environmental Education

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

#### Volunteer Activities and Outreach

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







*Photo: Aerial View of Coyote Valley*





#### PROGRAM AREAS

Strategic Preserve Planning  
Coyote Valley Conservation Areas  
Regional Planning Coordination

### Long-Range Planning Department

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

#### Strategic Preserve Planning

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

#### Coyote Valley Conservation Areas

The Coyote Valley Conservation Areas Program is focused on the future of Coyote Valley—one of the Open Space Authority's most critical conservation and planning priority areas. The program coordinates the Open Space Authority's work within the Coyote Valley geography, most prominently through project management of the in-progress Coyote Valley Conservation Areas Master Plan (CVCAMP), a multi-year planning process that is shaping the future use and restoration of the approximately 1,500 acres of protected valley-floor lands owned or managed by the Open Space Authority. In addition, the Coyote Valley Conservation Areas Program closely coordinates with other agencies on projects taking place in Coyote Valley and reviews and responds to local and regional policies and projects that may shape the future of the area.

#### Regional Planning Coordination

In close coordination with the Conservation and Strategic Partnerships Department, the Regional Planning Coordination Program lends open space planning expertise to both internal and external regional projects that affect the future of open space in Santa Clara Valley. This includes collaborating on regional trail planning like the Countywide Trails Master Plan, Santa Cruz Mountain Stewardship Network State of Trails project and similar regional open space planning projects.



## Natural Resources Department

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

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

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

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

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



### Habitat Stewardship

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



### Community Restoration



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

Nature needs  
people to be  
restored.

### Agriculture

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





## Planning, Design and Construction Department

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

### Capital Planning

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

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

### Design and Construction

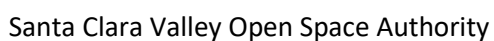
The Design and Construction Program leads design development, construction documentation, and implementation of major construction projects; and, advises on agencywide capital projects to ensure the Authority's compliance with current regulations and construction standards.

- Oversee and manage the design and engineering, permitting, bidding and construction of large-scale capital improvement projects.
- Provide project management, construction contract management and construction oversight for large-scale capital projects.



- ## Cartography and Geographic Analysis

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



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# Appendices

- A. 2025/2026 Budget Details
- B. 2025/2026 Salary Position Pay Plan
- C. 2025/2026 Staff Fee Schedule

PART III



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Appendix A: 2025/2026 Budget Details

FY2025/2026 Budget -- Full  
Detail **DRAFT**

	PROPOSED FY25/26 District One	PROPOSED FY25/26 Reserve	PROPOSED FY25/26 Measure Q	PROPOSED FY25/26 Measure T	PROPOSED FY25/26 Grants	PROPOSED FY25/26 Budget TOTAL
<b>Income/Revenue</b>						
<b>CARRYOVER INCOME SOURCES</b>	0		0	0		0
<b>5000 - REVENUES</b>						
5100 - Revenue	4,428,654	0	0	8,132,932	0	12,561,586
5101 - (Less) Funding Allocations	0	0	0	0	0	0
5200 - Interest Income	65,000	130,000	140,000	40,000	0	375,000
5300 - Grants	0	0	0	0	1,542,980	1,542,980
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	160,000	0	176,450
5602 - Grazing Lease Income	20,000	0	0	0	0	20,000
5603 - Use Permit Income	0	0	0	0	0	0
<b>Total Land Use Income</b>	<b>36,450</b>	<b>0</b>	<b>0</b>	<b>160,000</b>	<b>0</b>	<b>196,450</b>
5700 - Land Management Income						
5701 - VTA	55,000	0	0	0	0	55,000
5702 - SCVWD	16,500	0	0	0	0	16,500
5703 - Waste Management	0	0	0	0	0	0
5704 - Valley Habitat Agency	171,600	0	0	0	0	171,600
<b>Total Land Mgmt Income</b>	<b>243,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>243,100</b>
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
<b>TOTAL INCOME SOURCES</b>	<b>4,773,204</b>	<b>130,000</b>	<b>140,000</b>	<b>8,332,932</b>	<b>1,542,980</b>	<b>14,919,116</b>

**FY2025/2026 Budget -- Full  
Detail **DRAFT****

	PROPOSED FY25/26 District One	PROPOSED FY25/26 Reserve	PROPOSED FY25/26 Measure Q	PROPOSED FY25/26 Measure T	PROPOSED FY25/26 Grants	PROPOSED FY25/26 Budget TOTAL
<b>Expense</b>						
<b>6000 - PAYROLL</b>						
6000 - General Manager	127,272	0	0	127,272	0	254,545
6002 - Manager(s)	750,674	0	0	778,600	0	1,529,274
6003 - Staff	1,868,555	0	0	3,508,229	0	5,376,784
6004 - Overtime	9,000	0	0	34,000	0	43,000
6005 - Seasonals	0	0	0	112,291	0	112,291
6006 - Stipends	12,900	0	0	0	0	12,900
<b>Total Payroll</b>	<b>2,768,401</b>	<b>0</b>	<b>0</b>	<b>4,560,392</b>	<b>0</b>	<b>7,328,793</b>
<b>6100 - BENEFITS &amp; EMPLOYEE EXPENSES</b>						
6110 - Health Insurance	509,383	0	0	757,134	0	1,266,517
6120 - Vision Care	1,960	0	0	2,980	0	4,941
6130 - Dental	29,311	0	0	45,130	0	74,442
6140 - Life Insurance	347	0	0	534	0	881
6150 - Employer Taxes	83,052	0	0	136,812	0	219,864
6160 - CALPERS Retirement Plan	345,295	0	0	571,730	0	917,025
6170 - 401A	7,955	0	0	7,955	0	15,909
6180 - Employee Assistance Program	549	0	0	845	0	1,394
6190 - Tuition Reimbursement	6,000	0	0	0	0	6,000
<b>Total Benefits and Employee Expenses</b>	<b>983,853</b>	<b>0</b>	<b>0</b>	<b>1,523,119</b>	<b>0</b>	<b>2,506,972</b>
<b>6200 - TRAVEL AND EXPENSES</b>						
6210 - Mileage Reimbursement	2,255	0	150	2,000	0	4,405
6220 - Travel Airfare	3,200	0	0	0	0	3,200
6230 - Travel Lodging	8,300	0	0	0	0	8,300
6240 - Travel Meals and Entertainment	2,150	0	0	0	0	2,150
6250 - Travel Transportation	700	0	0	0	0	700
<b>Total Travel and Expenses</b>	<b>16,605</b>	<b>0</b>	<b>150</b>	<b>2,000</b>	<b>0</b>	<b>18,755</b>



**FY2025/2026 Budget -- Full  
Detail DRAFT**

	PROPOSED FY25/26 District One	PROPOSED FY25/26 Reserve	PROPOSED FY25/26 Measure Q	PROPOSED FY25/26 Measure T	PROPOSED FY25/26 Grants	PROPOSED FY25/26 Budget TOTAL
<b>6300 - SUPPLIES AND CONSUMABLES</b>						
6310 - Meals and Catering	20,650	0	1,000	5,500	0	27,150
6320 - Office Supplies	8,375	0	150	100	0	8,625
6330 - Kitchen Supplies	8,980	0	0	0	0	8,980
6340 - Outreach Supplies	15,500	0	0	0	0	15,500
6350 - Postage & Courier	11,760	0	200	200	0	12,160
6360 - Printing Expenses	26,000	0	0	5,000	0	31,000
6370 - Health & Safety Supplies	7,400	0	0	40,000	0	47,400
6380 - Uniforms and Apparel	15,000	0	0	51,500	0	66,500
6390 - Land Management	0	0	0	0	0	0
6391 - Fuel and Consumables	0	0	0	87,000	0	87,000
6392 - Waste & Hazmat Disposable	2,000	0	0	25,000	0	27,000
6393 - Fire Management	0	0	0	20,000	0	20,000
6394 - Vegetation Management	8,000	0	41,828	25,500	0	75,328
6395 - Roads and Trails	50,000	0	0	95,000	0	145,000
6396 - Wildlife Management & Pest Control	1,000	0	0	5,000	0	6,000
6397 - Signs and Fencing	0	0	0	38,000	7,000	45,000
6398 - Grazing	55,000	0	0	17,500	0	72,500
6399 - Miscellaneous	0	0	0	0	0	0
<b>Total Supplies and Consumables</b>	<b>229,665</b>	<b>0</b>	<b>43,178</b>	<b>415,300</b>	<b>7,000</b>	<b>695,143</b>
<b>6400 - OUTSIDE SERVICES/ CONSULTANTS</b>						
6410 - Accounting and Finance Services						
6411 - Bookkeeping	0	0	0	0	0	0
6412 - Audit	13,000	0	0	2,000	0	15,000
6413 - Financial Advisory	18,500	0	0	0	0	18,500
6414 - Grant Preparation	0	0	0	0	0	0
6420 - Management and Organizational Services	0	0	0	0	0	0
6421 - Government Relations	0	0	0	0	0	0
6422 - Redistricting	0	0	0	0	0	0
6423 - Strategic Planning	25,000	0	0	0	0	25,000
6424 - Risk Management	0	0	0	0	0	0
6425 - Engineering Services	23,500	0	0	11,300	0	34,800

**FY2025/2026 Budget -- Full  
Detail DRAFT**

	PROPOSED FY25/26 District One	PROPOSED FY25/26 Reserve	PROPOSED FY25/26 Measure Q	PROPOSED FY25/26 Measure T	PROPOSED FY25/26 Grants	PROPOSED FY25/26 Budget TOTAL
6430 - Legal	0	0	0	0	0	0
6431 - Legal Counsel - Redistricting	0	0	0	0	0	0
6432 - Legal Counsel - Special Counsel	0	0	0	0	0	0
6433 - Legal Counsel - General	200,000	0	0	175,000	0	375,000
6434 - Legal Counsel - Litigation	0	0	0	0	0	0
6435 - Legal Counsel - Employment Law	10,000	0	0	0	0	10,000
6440 - Staff Development	0	0	0	0	0	0
6441 - Recruitment Services & Support	35,625	0	0	0	0	35,625
6442 - Workforce Optimization & Dev	137,600	0	0	0	0	137,600
6444 - Policy Development & Support	0	0	0	0	0	0
6445 - Temp Services	0	0	0	0	0	0
6446 - HR Support Services	0	0	0	0	0	0
6450 - Computer and IT Services	0	0	0	0	0	0
6451 - IT Services	185,000	0	0	0	30,000	215,000
6452 - Website and Domain	18,935	0	0	10,500	0	29,435
6453 - ERP	16,000	0	0	0	0	16,000
6454 - Records Management	12,200	0	0	0	0	12,200
6455 - CRM	13,320	0	0	0	0	13,320
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	7,500	0	0	45,000	0	52,500
6462 - Media Services	30,000	0	0	30,000	0	60,000
6463 - Photography & Video	10,000	0	0	25,000	0	35,000
6464 - Community Relations	15,000	0	0	0	0	15,000
6465 - Transportation Services	5,000	0	0	10,000	0	15,000
6466 - Environmental Education Partnerships	0	0	0	0	0	0
6470 - Resource Management Services	0	0	0	0	0	0
6471 - Site Monitoring	0	0	8,160	12,500	15,200	35,860
6472 - Wildlife Management	0	0	0	0	0	0
6473 - Vegetation Management	0	0	0	0	0	0
6474 - Resource Assessment/Env Review	0	0	15,000	100,000	0	115,000
6475 - Public Access/Facilities Maintenance	0	0	0	170,000	0	170,000

**FY2025/2026 Budget -- Full  
Detail DRAFT**

	PROPOSED FY25/26 District One	PROPOSED FY25/26 Reserve	PROPOSED FY25/26 Measure Q	PROPOSED FY25/26 Measure T	PROPOSED FY25/26 Grants	PROPOSED FY25/26 Budget TOTAL
6476 - Fire Management	0	0	50,000	50,000	0	100,000
6477 - IPM/Pest Control	10,000	0	63,000	20,000	0	93,000
6478 - Agricultural Improvements	0	0	100,000	140,000	0	240,000
6479 - Grazing Programs	80,000	0	0	75,000	0	155,000
6480 - Planning Services	0	0	0	0	0	0
6481 - General/Other Planning Services	0	0	215,000	0	100,000	315,000
6482 - Conservation Planning	250,000	0	44,000	150,000	38,000	482,000
6483 - Mapping & GIS Services	0	0	0	0	0	0
6484 - Long-Range Planning	0	0	484,000	0	450,000	934,000
6485 - Environmental Planning/CEQA	0	0	10,000	15,000	50,000	75,000
6486 - Environmental - Site Assessments	0	0	7,000	41,500	0	48,500
6487 - Prime Design	0	0	150,000	0	20,000	170,000
6488 - Prime Engineering	0	0	169,208	0	10,000	179,208
6489 - Other Design/Engineering	0	0	0	0	0	0
6490 - Acquisition and CIP Services	0	0	0	0	0	0
6491 - Surveys & Investigations	0	0	10,000	30,000	0	40,000
6492 - Brokerage/Transactions	0	0	0	0	0	0
6493 - Appraisals	0	0	50,000	65,000	0	115,000
6494 - Project/Construction Mgmt/Consult	0	0	25,000	0	0	25,000
6495 - Site Clean-up/Remediation/Demo	0	0	15,000	20,000	0	35,000
6496 - Restoration/Habitat Enhancement	0	0	70,000	0	60,984	130,984
6497 - Testing & Inspection	0	0	0	0	0	0
6498 - Construction	0	0	579,929	0	711,796	1,291,725
6499 - Contingency	75,000	0	0	75,000	0	150,000
<b>Total Outside Services/Consultants</b>	<b>1,191,180</b>	<b>0</b>	<b>2,065,297</b>	<b>1,272,800</b>	<b>1,485,980</b>	<b>6,015,257</b>
<b>6500 - OTHER SERVICES AND EXPENSES</b>						
6510 - Risk Management						
6511 - Worker's Compensation	48,753	0	0	166,090	0	214,843
6512 - Insurance Claim Loss	10,000	0	0	0	0	10,000
6513 - Liability SLIP	25,000	0	0	0	0	25,000
6514 - Liability SPIP	235,000	0	0	0	0	235,000
6515 - Crime	2,000	0	0	0	0	2,000
6516 - Safety Program	0	0	0	0	0	0

**FY2025/2026 Budget -- Full  
Detail DRAFT**

	PROPOSED FY25/26 District One	PROPOSED FY25/26 Reserve	PROPOSED FY25/26 Measure Q	PROPOSED FY25/26 Measure T	PROPOSED FY25/26 Grants	PROPOSED FY25/26 Budget TOTAL
6520 - Fees	0	0	0	0	0	0
6521 - Payroll and Accounting	10,000	0	0	0	0	10,000
6522 - Bank and County Wire	3,000	0	0	0	0	3,000
6523 - Special Assessments	5,000	0	0	0	0	5,000
6524 - Permit	1,000	0	85,000	0	0	86,000
6525 - Escrow	0	0	70,000	10,000	0	80,000
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	44,287	0	0	81,329	0	125,616
6530 - Advertising and Promotion	35,000	0	15,000	25,000	0	75,000
6540 - Interp & Educational Prog Expenses	5,000	0	0	25,000	0	30,000
6550 - Event Production Expenses	7,500	0	500	0	0	8,000
6560 - Volunteer Program Expenses	0	0	0	0	0	0
6563 - Miscellaneous	17,500	0	0	6,000	0	23,500
6564 - Land Stewards	0	0	0	5,000	0	5,000
6565 - Volunteer Recruitment	15,000	0	0	0	0	15,000
6566 - Trailmasters	0	0	0	15,000	0	15,000
6570 - Meetings and Conferences	10,000	0	0	0	0	10,000
6580 - Training and Seminars	111,250	0	0	0	0	111,250
6590 - Recruiting	0	0	0	0	0	0
6591 - Job Postings/Ads	5,000	0	0	0	0	5,000
6592 - Pre-employment Testing	720	0	0	0	0	720
6593 - Assessments	25,250	0	0	0	0	25,250
<b>Total Other Services and Expenses</b>	<b>623,260</b>	<b>0</b>	<b>170,500</b>	<b>333,419</b>	<b>0</b>	<b>1,127,179</b>
<b>6600 - EQUIPMENT AND MAINTENANCE</b>						
6610 - Shop Equipment	0	0	0	9,000	0	9,000
6620 - Field Equipment	0	0	0	35,000	0	35,000
6630 - Small Tools	0	0	0	12,500	0	12,500
6640 - Office Equipment	2,200	0	0	0	0	2,200
6650 - Computers	0	0	0	0	0	0
6651 - Equipment	48,000	0	0	0	40,000	88,000
6652 - Software (Boxed)	0	0	0	0	0	0



**FY2025/2026 Budget -- Full  
Detail DRAFT**

	PROPOSED FY25/26 District One	PROPOSED FY25/26 Reserve	PROPOSED FY25/26 Measure Q	PROPOSED FY25/26 Measure T	PROPOSED FY25/26 Grants	PROPOSED FY25/26 Budget TOTAL
6653 - Software (Subscription)	161,064	0	0	68,400	10,000	239,464
6654 - Data Backup	8,000	0	0	0	0	8,000
6660 - Office Furniture	0	0	0	0	0	0
6670 - Vehicles	0	0	0	90,000	0	90,000
6680 - Fleet Maintenance	0	0	0	85,000	0	85,000
6690 - Equipment Maintenance	0	0	0	30,000	0	30,000
<b>Total Equipment and Maintenance</b>	<b>219,264</b>	<b>0</b>	<b>0</b>	<b>329,900</b>	<b>50,000</b>	<b>599,164</b>
<b>6700 - FACILITIES AND UTILITIES</b>						
6710 - Rent	0	0	0	0	0	0
6720 - Moving Expenses	0	0	0	0	0	0
6730 - Building Maintenance and Repair	108,855	0	0	30,000	0	138,855
6740 - Landscaping and Plantscaping	16,525	0	0	0	0	16,525
6750 - Janitorial Services	56,288	0	0	5,000	0	61,288
6760 - Alarm Services	3,500	0	0	0	0	3,500
6770 - Internet and Phone	34,600	0	0	0	0	34,600
6780 - Radio and Cellular	36,480	0	0	15,000	0	51,480
6790 - Utilities	0	0	0	0	0	0
6791 - Garbage	7,560	0	0	0	0	7,560
6792 - Water	9,600	0	0	0	0	9,600
6793 - Electricity & Gas	65,000	0	0	3,000	0	68,000
6794 - Sewer	5,000	0	0	0	0	5,000
<b>Total Facilities and Utilities</b>	<b>343,408</b>	<b>0</b>	<b>0</b>	<b>53,000</b>	<b>0</b>	<b>396,408</b>
<b>6800 - MEMBERSHIPS AND SPONSORSHIPS</b>						
6810 - Professional Sponsorships	79,035	0	0	0	0	79,035
6820 - Library (Books and other Media)	450	0	0	0	0	450
6830 - Memberships & Dues	61,337	0	0	600	0	61,937
6840 - Subscriptions	180	0	0	0	0	180
<b>Total Memberships and Library</b>	<b>141,002</b>	<b>0</b>	<b>0</b>	<b>600</b>	<b>0</b>	<b>141,602</b>

FY2025/2026 Budget -- Full Detail <b>DRAFT</b>		PROPOSED FY25/26 District One	PROPOSED FY25/26 Reserve	PROPOSED FY25/26 Measure Q	PROPOSED FY25/26 Measure T	PROPOSED FY25/26 Grants	PROPOSED FY25/26 Budget TOTAL
<b>6900 - FEE TITLE &amp; CONSERVATION EASEMENTS</b>							
6910 - Fee Title		250,000	0	0	0	0	250,000
6920 - Conservation Easements		0	0	0	0	0	0
<b>Total Fee Title and Conservation</b>		<b>250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250,000</b>
<b>6950 - OSA GRANT PROGRAMS</b>							
6951 - District 1 20% Funding		0	0	0	0	0	0
6952 - Measure Q Urban Grant		0	0	0	0	0	0
6954 - Measure Q Grant Allocation		0	0	0	100,000	0	100,000
<b>Total OSA Grant Programs</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>0</b>	<b>100,000</b>
<b>TOTAL EXPENSES</b>		<b>6,766,637</b>	<b>0</b>	<b>2,279,125</b>	<b>8,590,531</b>	<b>1,542,980</b>	<b>19,179,273</b>

## Appendix B: 2025/2026 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	\$32.40	\$34.02	\$35.72	\$37.50	\$39.38	\$5,615	\$6,825	\$67,386	\$81,909
Administrative Assistant Educational Program Coordinator Open Space Technician I Volunteer Program Coordinator	18	\$36.65	\$38.49	\$40.41	\$42.43	\$44.55	\$6,353	\$7,722	\$76,242	\$92,672
Natural Resources Technician I Planning Technician Office & Facilities Coordinator	21	\$39.47	\$41.45	\$43.52	\$45.69	\$47.98	\$6,842	\$8,316	\$82,104	\$99,798
GIS Technician Open Space Technician II	22	\$40.46	\$42.48	\$44.61	\$46.84	\$49.18	\$7,013	\$8,524	\$84,156	\$102,293
Communications Coordinator Community Engagement Coordinator	23	\$41.47	\$43.54	\$45.72	\$48.01	\$50.41	\$7,188	\$8,737	\$86,260	\$104,850
Human Resources Coordinator	24	\$42.51	\$44.63	\$46.86	\$49.21	\$51.67	\$7,368	\$8,956	\$88,417	\$107,471
Deputy Clerk of the Board Executive Assistant Natural Resources Technician II	25	\$43.57	\$45.75	\$48.04	\$50.44	\$52.96	\$7,552	\$9,180	\$90,627	\$110,158
Equipment Mechanic Operator	27	\$45.78	\$48.06	\$50.47	\$52.99	\$55.64	\$7,934	\$9,644	\$95,215	\$115,735
Educational Program Administrator IT Technician Staff Accountant	28	\$46.92	\$49.27	\$51.73	\$54.32	\$57.03	\$8,133	\$9,885	\$97,596	\$118,628
Grants Program Coordinator Multimedia Communications Specialist	29	\$48.09	\$50.50	\$53.02	\$55.67	\$58.46	\$8,336	\$10,132	\$100,036	\$121,594
Lead Open Space Technician Volunteer Programs Administrator	30	\$49.29	\$51.76	\$54.35	\$57.06	\$59.92	\$8,544	\$10,386	\$102,537	\$124,634
Assistant Open Space Planner Real Property Coordinator	31	\$50.53	\$53.05	\$55.71	\$58.49	\$61.42	\$8,758	\$10,645	\$105,100	\$127,750
Community Investment Specialist Conservation Policy Specialist GIS Specialist Public Information Officer Resource Management Specialist	33	\$53.09	\$55.74	\$58.53	\$61.45	\$64.53	\$9,201	\$11,184	\$110,421	\$134,217
Associate Open Space Planner Supervising Open Space Technician	35	\$55.77	\$58.56	\$61.49	\$64.56	\$67.79	\$9,667	\$11,751	\$116,011	\$141,012
GIS Administrator	36	\$57.17	\$60.03	\$63.03	\$66.18	\$69.49	\$9,909	\$12,044	\$118,911	\$144,537
Grants Program Manager Resource Management Program Manager	37	\$58.60	\$61.53	\$64.60	\$67.83	\$71.22	\$10,157	\$12,345	\$121,884	\$148,150
Clerk of the Board Conservation & GIS Program Manager Human Resources Officer	38	\$60.06	\$63.06	\$66.22	\$69.53	\$73.00	\$10,411	\$12,654	\$124,931	\$151,854
Conservation Strategy Program Manager Fiscal Services Officer Senior Open Space Planner	39	\$61.56	\$64.64	\$67.87	\$71.27	\$74.83	\$10,671	\$12,970	\$128,054	\$155,651
Administrative Operations Manager Conservation & Strategic Partnerships Manager Field Operations Manager Long-Range Planning Manager Natural Resources Manager Planning, Design & Construction Manager Public Information Manager	47	\$75.01	\$78.76	\$82.70	\$86.83	\$91.17	\$13,001	\$15,803	\$156,021	\$189,645
Assistant General Manager	54	\$89.16	\$93.62	\$98.30	\$103.21	\$108.38	\$15,455	\$18,785	\$185,460	\$225,428

Effective 07/01/2025

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## Appendix C: 2025/2026 Staff Fee Schedule

Staff Position	Rate
Seasonal Open Space Aide	\$ 66.50
Intern	\$ 73.84
Office Assistant	\$ 73.84
Office & Facilities Coordinator	\$ 83.31
Planning Technician	\$ 83.31
Open Space Aide	\$ 86.51
Volunteer Program Coordinator	\$ 95.27
Educational Program Coordinator	\$ 95.27
Administrative Assistant	\$ 95.46
Executive Assistant	\$ 97.01
GIS Technician	\$ 97.55
Human Resources Coordinator	\$ 98.34
Deputy Clerk of the Board	\$ 98.34
Community Engagement Coordinator	\$ 99.56
Communications Coordinator	\$ 100.48
Staff Accountant	\$ 100.77
Grant Writer	\$ 105.35
Multimedia Communications Specialist	\$ 105.34
Grants Program Coordinator	\$ 105.35
IT Technician	\$ 106.34
Community Impact Specialist	\$ 107.04
Conservation Policy Specialist	\$ 107.04
Open Space Technician I	\$ 107.35
Natural Resource Technician I	\$ 109.24
Educational Program Administrator	\$ 111.57
Open Space Technician II	\$ 117.45
Assistant Open Space Planner	\$ 119.68
Real Property Coordinator	\$ 124.92

Staff Position	Rate
Volunteer Programs Administrator	\$ 128.74
Equipment Mechanic Operator	\$ 129.70
Conservation & GIS Program Manager	\$ 129.84
Resource Management Specialist	\$ 129.93
GIS Specialist	\$ 129.93
Public Information Officer	\$ 130.39
Natural Resource Technician II	\$ 130.77
Associate Open Space Planner	\$ 133.10
Lead Open Space Technician	\$ 133.67
Clerk of the Board	\$ 134.33
GIS Administrator	\$ 136.80
Grants Program Manager	\$ 136.80
Supervising Open Space Technician	\$ 137.88
Human Resources Officer	\$ 140.04
Resource Management Program Manager	\$ 140.29
Conservation Strategy Program Manager	\$ 143.35
Fiscal Services Officer	\$ 143.35
Senior Planner	\$ 145.71
Field Operations Manager	\$ 179.41
Public Information Manager	\$ 179.41
Planning, Design & Construction Manager	\$ 192.64
Long-Range Planning Manager	\$ 192.64
Conservation & Strategic Partnerships Manager	\$ 192.64
Natural Resources Manager	\$ 193.76
Administrative Operations Manager	\$ 193.97
Assistant General Manager	\$ 231.19
General Manager	\$ 236.23

**Report Design and Layout**

Justina Tien

**Photo Credits**

Kat Hill

David Mauk

Derek Neumann

Nick Perry

Annamarie Pilon

**Report Development and Contribution**

Andrea Mackenzie, General Manager

Marc Landgraf, Assistant General Manager

Lea Rauscher, Assistant General Manager

Megan Dreger, Conservation & Strategic Partnerships Manager

Aaron Hébert, Natural Resources Manager

Elizabeth Loretto, Administrative Operations Manager

Derek Neumann, Field Operations Manager

Nick Perry, Long-Range Planning Manager

Lucas Shellhammer, Planning, Design & Construction Manager