



BUDGET & ANNUAL WORK PLAN

FISCAL YEAR
2021/2022

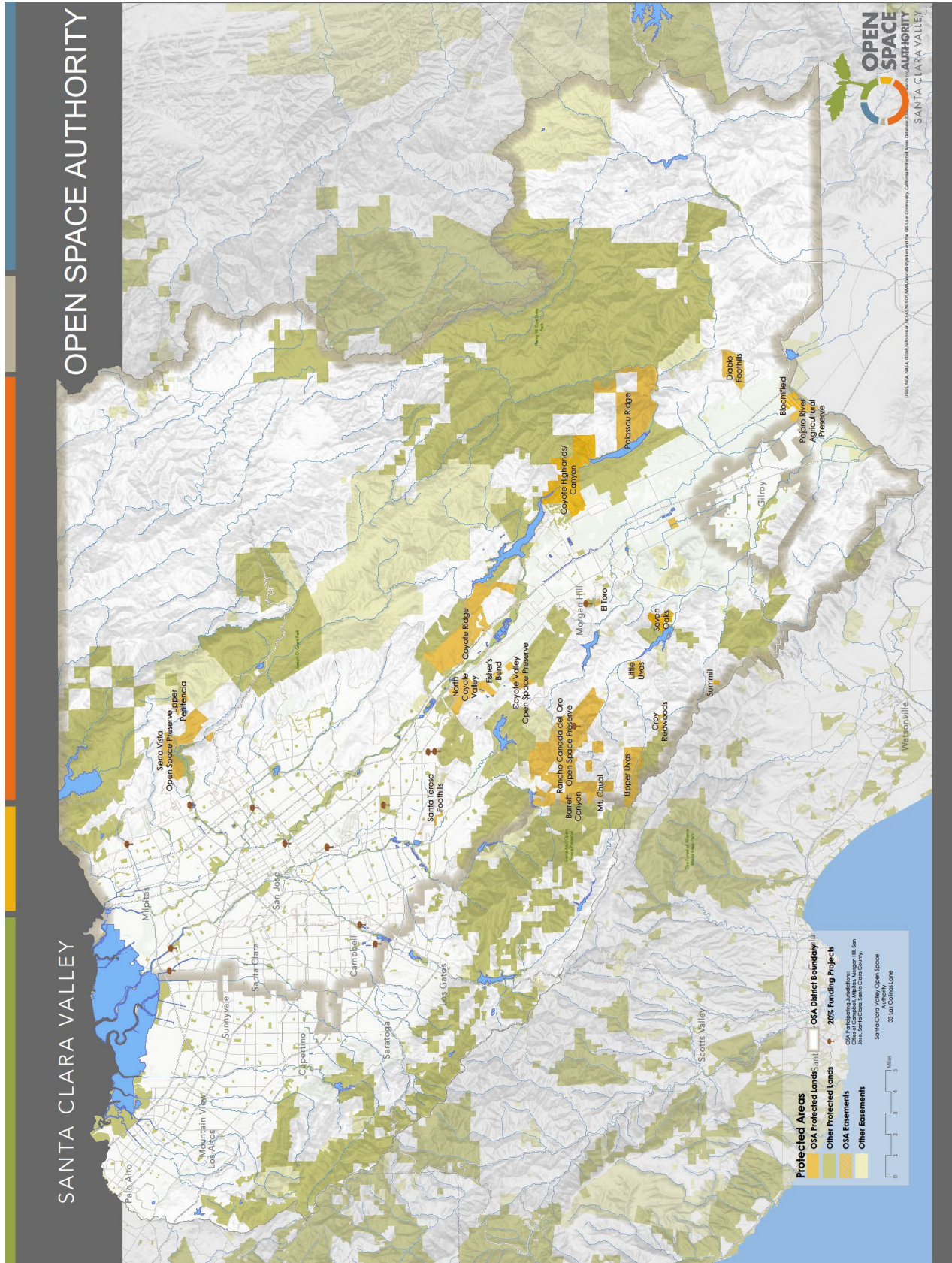
Santa Clara Valley Open Space Authority
Approved by the Board June 10, 2021

On the Cover:

Frequent Preserve Visitor – Barn Owl

To the right:

2021 Jurisdiction Map highlighting the
Authority's protected lands and easements



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INCREASING EQUITABLE ACCESS TO NATURE IN A YEAR OF CHALLENGES AND SUCCESSES





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GENERAL MANAGER'S MESSAGE

As staff submits the Authority's FY 2021/2022 Budget and Work Plan to the Board of Directors, we mark the one-year anniversary of shelter-in-place orders put in place to respond to the global health pandemic. Looking back, we understand more clearly than ever the inextricable link between planetary stewardship, climate change, health equity and social, economic and environmental justice. As the Authority adapted its operations to respond to multiple crises brought on by COVID-19, the agency experienced a 95% increase in visitation at its Open Space Preserves, underscoring the value the public placed on access to parks and open space during a global pandemic.

In addition to maintaining its visitor services and field operations, the Authority's land conservation work also did not take a pause during this past year. In fact, the Authority contributed to the protection of an additional 2,209 acres, including the purchase of the 1,861-acre Tilton Ranch in the greater Coyote Valley Conservation Program Areas, in partnership with the Valley Habitat Agency, Peninsula Open Space Trust and Santa Clara County Parks Department. The Authority also continued to fund its Urban Grant Program, awarding over \$1 million to non-profit organizations, schools, cities and the County to support environmental education, urban farming, public health, parks, trails and bicycling projects and programs in some of our jurisdiction's most under-resourced communities. And finally, FY 2020/2021 saw the overwhelming approval of the Authority's Measure T on the November 2020 ballot, which provides ongoing funding for protecting and managing open space, wildlife habitat, water resources and local farmland. Measure T passed with 81% of the vote, a mandate that makes clear how much Santa Clara County voters value protecting open space and having access to it, even (and especially) during a global pandemic.

Moving into the next fiscal year, the agency is committed to partnering with other public agencies and non-profit organizations to advance innovative nature-based solutions and initiatives that respond to some of the most consequential environmental, economic and social challenges of our time. These initiatives include:

- *Climate Resilience and Adaptation* – ensure that Authority's conservation and planning actions address wildlife connectivity, water resources restoration and regenerative agriculture and that these priorities are also considered and included in local and regional climate policies and programs
- *30 x 30 Executive Orders* – ensure the Authority is a local leader and its conservation of natural and working lands is a model for federal and state "30 x 30" executive orders that direct that thirty percent of the state and nation's lands and waters, respectively, are protected by 2030
- *Justice, Equity, Diversity, Inclusion and Access (JEDIA)* – ensure Authority expenditures, programs and facilities are inclusive of the diverse populations of its jurisdiction and are implemented to provide equitable access

Coyote Valley Conservation Program Area

Hire master planning consultants and create advisory groups for Coyote Valley Conservation Areas Master Plan and secure grant funds to support planning process. Accept transfer of the 1,861-acre Tilton Ranch property from the Santa Clara Valley Habitat Agency. Enter into land management agreements with Peninsula Open Space Trust for conserved lands in Mid Coyote Valley. Consult with Amah Mutsun Tribal Band and Muwekma Ohlone Tribe.

Coyote Valley Open Space Preserve Public Access

Provide an ADA accessible trail and public amenity areas along the Heart's Delight Trail in the North Meadow and upgrade existing equestrian parking area. Consult with Amah Mutsun Tribal Band and Muwekma Ohlone Tribe.

Coyote Ridge Open Space Preserve Conservation and Public Access

Planning, permitting, environmental compliance and design for public access improvements, including parking area at Malech Road, interpretive and education stations and opening of the first segment of the Bay Area Ridge Trail for guided access. Accept transfer of 1,526-acre East Coyote Ridge property from the Santa Clara Valley Habitat Agency as an addition to Coyote Ridge Open Space Preserve. Consult with Muwekma Ohlone Tribe.

Rancho Cañada del Oro (Blair Ranch) Public Access

Complete design, environmental documentation, and permitting for public access improvements including Llagas Creek bridge, day-use area and Blair Trail connection.

Natural Resources Management

Develop a wildlands fuel management policy and plan that will define fuel management and natural resource goals and objectives and reduce wildfire risk across Authority lands. Improve aquatic habitat and water quality, create 30 acres of floodplain and riparian wetland habitat and maintain floodplain-compatible and regionally valuable agriculture at confluence of Llagas Creek and Pajaro River. Restore Fisher Creek Riparian Habitat along 3,100 feet of Fisher Creek. Enhance habitat within Spreckles Wetland in North Coyote Valley to benefit flora, fauna and hydrology.

CSDA District of Distinction

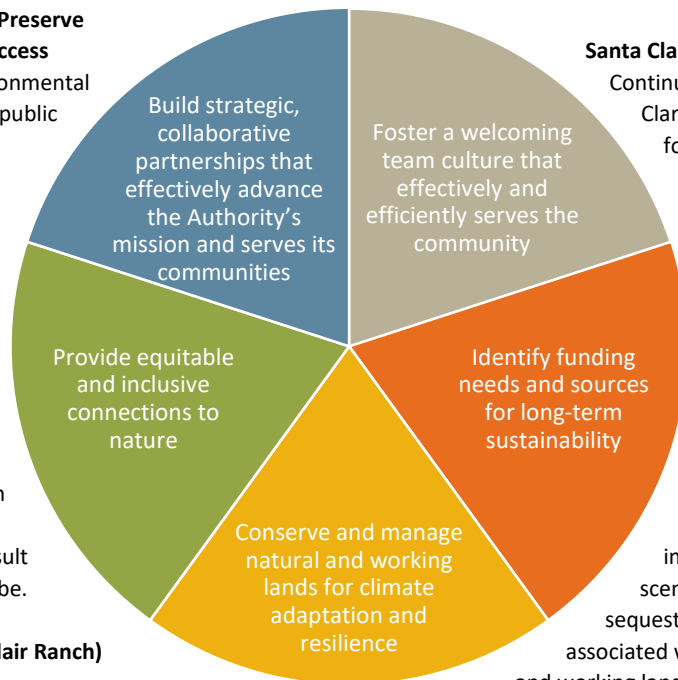
Achieve the District of Distinction designation from California Special Districts Association (CSDA) for prudent fiscal and compliance practices to effectively operate and govern the agency.

JEDIA

Develop Justice, Equity, Diversity, Inclusion, Access (JEDIA) Plan for the equitable investment of resources and connection to open space preserves in coordination with Ad Hoc Committee comprised of staff, Citizens' Advisory Committee (CAC) and Board of Directors.

Redistricting

Implement the decennial redistricting process with 2020 Census, by approving a plan for the redistricting of the Authority's seven electoral divisions (districts).



Santa Clara Valley Agricultural Plan

Continue collaboration with Santa Clara County to develop a strategy for prioritizing lands for preservation and identify funding mechanisms and strategy for implementation.

City of San Jose Conservation and Climate Initiatives

Coordinate with City of San Jose to release key findings of research quantifying greenhouse gas emission impacts of potential land use scenarios and identifying carbon sequestration opportunities associated with management of natural and working lands. Create development offset credits program pilot in Coyote Valley to create funding stream for land conservation and restoration.

Engaging the Next Generation of Environmental Leaders

Build new partnerships with local schools, community groups, and youth-focused organizations to engage high school age students on future career paths in the fields of conservation, land management, and environmental policy. Partner with the San Jose Conservation Corps to pilot a Natural Resources Stewardship Corps intern program to grow professional training opportunities in the conservation field.

During the work plan development process, proposed projects underwent a thorough review before being selected for inclusion and funding to ensure they align with the agency's five priorities. In the coming FY 2021/2022, the Authority's Work Plan will focus on critical projects that implement these five priorities and respond to the initiatives. The complete Work Plan can be found in Part II of this report (several projects are highlighted in the graphic to the left).



December Sunrise at North Coyote Valley

In light of the serious crises that 2020 threw at us, we at the Authority are dedicated to developing and implementing innovative nature-based solutions. Only by working together thoughtfully, inclusively and with a long-term planning horizon can we ensure current and future generations will inherit a livable planet. The time for action is now and we thank you for your continued support of the Santa Clara Valley Open Space Authority and its important mission.

Sincerely,

A handwritten signature in blue ink that reads "Andrea Mackenzie". The signature is fluid and cursive.

Andrea Mackenzie
General Manager

A scenic landscape featuring a wooden bench in the middle ground, surrounded by a field of purple and blue flowers in the foreground. The background shows rolling green hills under a blue sky with scattered white clouds. A yellow text box is overlaid on the top portion of the image.

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

Our Vision, Our Valley, Our Future

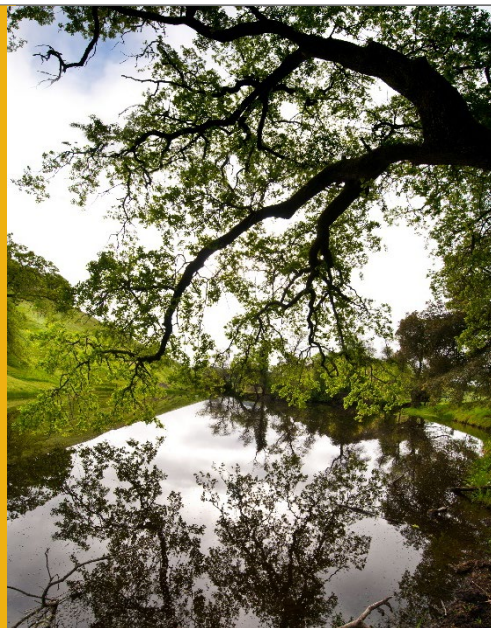
We envision the Santa Clara Valley and its surrounding hillsides as a beautiful place where a vibrant network of interconnected open spaces, trails, wildlife habitats and thriving agricultural lands enrich the region's cities, making our Valley an exceptional and healthy place to live, work, learn and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

In our vision of the Santa Clara Valley:

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

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

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

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

In addition, a 13-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; six 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.

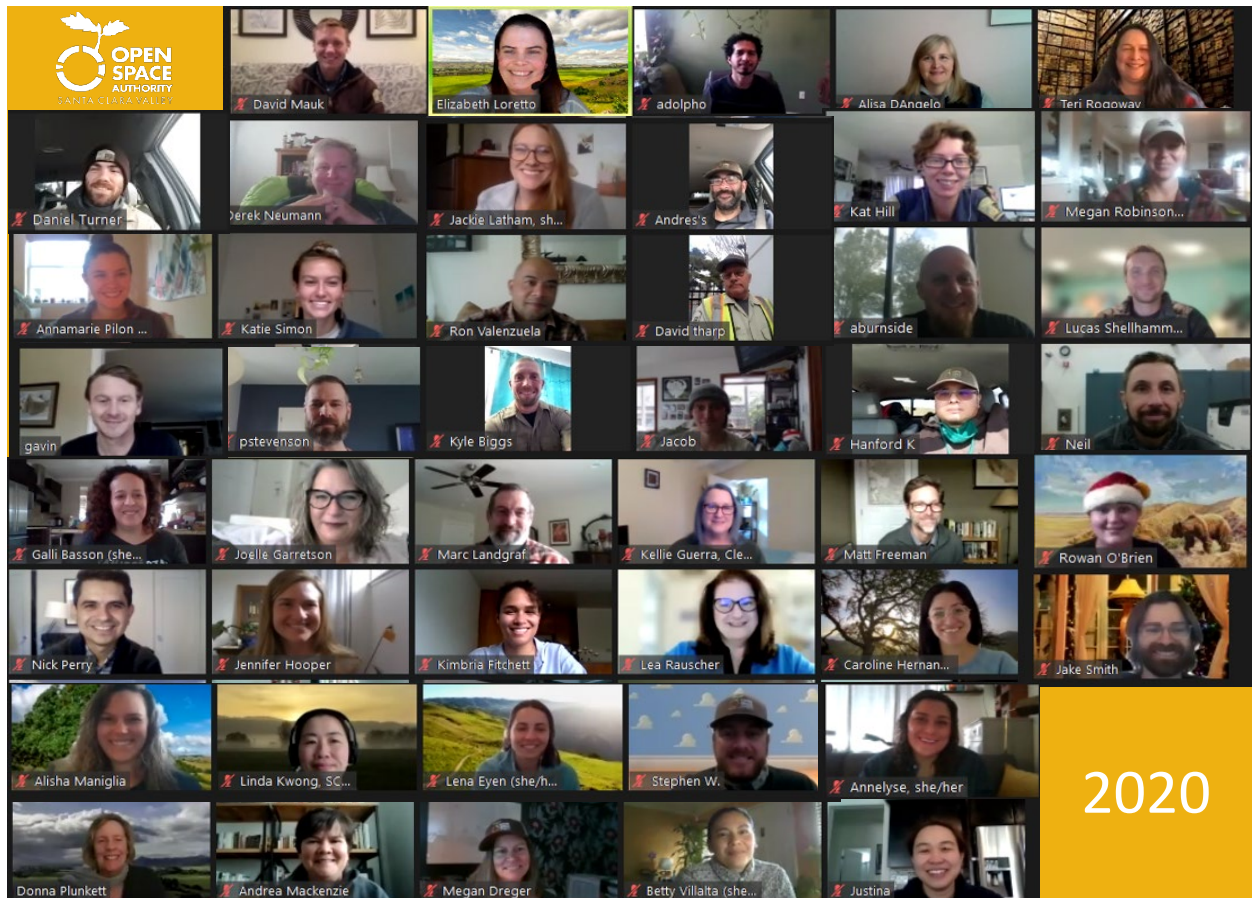
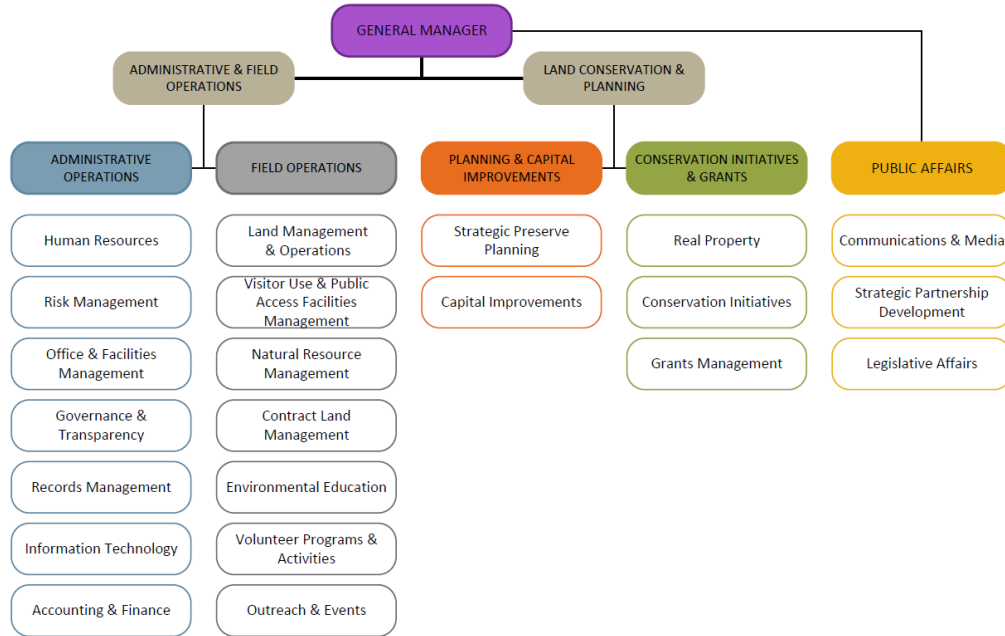
In 2014, the Measure Q Parcel Tax, a 15-year, \$24 per-year parcel tax, passed with overwhelming support from voters. The measure brings in approximately \$8 million per year to fund protection of wildlife, water, working lands and other open space, increase public access, and create new urban open spaces 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 the second and fourth Thursday of each month except in November and December, when meetings are held only on the second Thursday. The meetings are held at the Authority's Headquarters Office located at 33 Las Colinas Lane, San Jose, California. Due to the shelter-in-place order issued in response to COVID-19 by Governor Gavin Newsom and the Santa Clara County Health Department, the Authority's public meetings are currently held virtually via Zoom or teleconference only as permitted by the Governor's Executive Order N-29-20, Section 3 until further notice. For the latest updates about the Authority's upcoming meetings, members of the public may find more information on the website www.openspaceauthority.org or by calling the Authority offices at (408) 224-7476.

Staffing and Structure

The Open Space Authority has 47 Board-approved positions, including the Board-appointed General Manager. Together, staff implements the agency’s mission through the following programs:



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**PART I
THE BUDGET**

Blair Ranch

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BUDGET DEVELOPMENT PROCESS

The budget and work plan development process began in mid-November 2020. The General Manager and the department managers (collectively, the Leadership Team) revisited the Authority's mission, vision, and goals, as laid out in the Measure T Expenditure Plan, the Santa Clara Valley Greenprint, and District 1 Assessment's 5 Year Plan, to determine the priorities for the upcoming fiscal year. The General Manager and Assistant General Managers (collectively, the Executive Team) reviewed various financial scenarios to determine and approve monetary allocations to each priority and to each department. Department managers were responsible for prioritizing expenditures for projects and programs within the allocated amounts.

The process of building the Budget and Annual Work Plan included a publicly-noticed Board Workshop on March 25, 2021 in which the Board provided guidance and feedback on the high-priority initiatives and projects for the coming fiscal year, providing Staff with clear direction on building a balanced and sustainable budget.

The resulting Budget and Annual Work Plan becomes the guiding document for staff to record and track expenditures for approved projects.

Guidelines and Assumptions

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

General Guidelines

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

Authority 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 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.



Sunset at Sierra Vista Open Space Preserve

FUND BALANCE CARRYOVER

By July 1, 2021, it is estimated that the Authority will carry over a cumulative total of \$50,330,406 from previous fiscal years.

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

Of the \$46,176,854 in carryover funds, \$28,377,253 is available for withdrawal in the FY 2021/2022 budget (Table 1).

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

Projected Carryover by Fund	Projected Ending Fund Balance	Estimated Available Funds
District 1	11,012,654	
(minus) 20% Funding Program	(2,023,831)	
Available Carryover Funds from District 1		8,988,823
Measure Q	12,085,102	
(minus) Encumbered for Committed Projects	(500,000)	
Available Carryover Funds from Measure Q		11,585,102
MQ Urban Grant Program	3,043,688	
(minus) Awarded Grants	(1,075,770)	
Available Carryover Funds from MQ UGP		1,967,918
Reserve	15,465,244	
(minus) Operational Reserve	(14,000,000)	
(minus) Conservation Stewardship	(200,000)	
Available Carryover Funds from Reserve		1,265,244
Grants	4,570,166	
Available Carryover Funds from Grants		4,570,166
TOTAL AVAILABLE CARRYOVER FUNDS FOR FY 2021/2022		28,377,253

Table 1

FISCAL YEAR 2021/2022 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; and 3) leverage grants and outside funding for acquisitions and capital improvement projects.

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

Total revenues received from District 1 and Measure T, as well as land management income recouped from other local agencies for contracted land management services and agricultural lease income, are expected to be \$13,091,616. The Authority is expected to spend \$13,089,417 of the revenues received (Table 2).

Total expenditures for FY 2021/2022 are estimated to be \$25,376,932, of which \$13,089,417 is funded by incoming District 1 Assessment and Measure T Parcel Tax revenues and the remaining \$12,287,515 is funded by grants, carryover and other income (Table 3).

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

Revenues and Expenditures	Estimated
FY 2021/2022 Estimated Authority REVENUES	13,108,066
FY 2021/2022 Estimated Authority EXPENDITURES	13,089,417

Table 2

Expenditure Breakdown by Funding Source	Estimated
District 1	4,559,614
Measure T	8,529,803
<i>Authority-funded Expenditures</i>	<i>13,089,417</i>
Grants and Other Income	5,552,000
District 1 Fund Carryover	556,000
Measure Q Fund Carryover	5,899,515
Capital Reserve Fund Carryover	280,000
<i>Non-Revenue Expenditures</i>	<i>12,287,515</i>
TOTAL EXPENDITURES	25,376,932

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 resolution of the Board of Directors.

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

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

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

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

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

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

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

Non-Revenue Income Sources

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

Reserve Fund (Capital, Operational and Conservation Stewardship)

– The Reserve Fund is an unrestricted fund (unlike District 1 Assessment and Measure Q Parcel Tax). In 2013 the Authority Board, through its Financial Reserve Policy, Resolution 13-25, created two funds under the Reserve Account: the first, the Operating Reserve Fund is a contingency account of \$14 million for two years of operating expenses; the other, referred to as the Capital Reserve Fund, is available for land acquisition, capital projects and one-time expenditures. In 2017, the Authority Board updated the Financial Reserve Policy to create an additional fund, setting aside \$200,000 for Conservation Stewardship purposes.

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

In November 2020, Measure T was passed and replaced Measure Q. Effective in fiscal year 2021/2022, the Authority will no longer receive 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.



Veggjelution's "Roots Down" Program

Grants and Other – The Open Space Authority strives to leverage its own 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 2021/2022 Projected Revenues and Income

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

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

Funds are withdrawn from available carryover from the previous fiscal year, deposited as other income, and budgeted to be spent in the coming fiscal year. For FY 2021/2022, the Authority proposes to withdraw a total of \$6,735,515 (\$556,000 from District 1 fund, \$280,000 from Capital Reserve fund, and \$5,899,515 from Measure Q fund) from the available carryover balances.

Revenue/Income	FY21/22 District 1	FY21/22 Reserve	FY21/22 Measure Q	FY21/22 Measure T	FY21/22 Grants	FY21/22 TOTAL
5000 - REVENUES						
5100 - Revenue	4,357,872			8,415,744		12,773,616
5700 - Land Management						
5701 - VTA	16,240					16,240
5702 - SCVWD	125,860					125,860
5703 - Waste Mgmt	0					0
5704 - Valley Habitat Agency	60,900					60,900
5601 – Lease	16,450			115,000		131,450
5901 – Cost Share Reimbursements						
TOTAL REVENUE	4,577,322			8,530,744		13,108,066
OTHER INCOME SOURCES						
Capital Reserve Fund Carryover		280,000				280,000
District 1 Fund Carryover	556,000					556,000
Measure Q Fund Carryover			5,899,515			5,899,515
5200 - Interest Income	60,000	120,000	100,000			280,000
5300 - Grants					5,552,000	5,552,000
5400 - Donations						
5500 - Land Sales						
5600 - Land Use Income						
5602 - Grazing Lease Income	18,000					18,000
5603 - Use Permit Income						
TOTAL OTHER INCOME SOURCES	634,000	400,000	5,999,515	0	5,552,000	12,585,515
ALL REVENUE AND INCOME	5,211,322	400,000	5,999,515	8,530,744	5,552,000	25,693,581

Table 4

FY 2021/2022 BUDGET

The FY 2021/2022 Budget reflects the goals of the FY 2021/2022 Annual Work Plan. Total expenditures for FY 2021/2022 are estimated to be \$25,376,932, a 13% increase from FY 2020/2021.

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 hazardous materials, vegetation management supplies, signs and fencing materials, and fire management supplies.

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

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

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

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

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

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

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

Budget At A Glance

Expenditures	FY21/22 District 1	FY21/22 Reserve	FY21/22 Measure Q	FY21/22 Measure T	FY21/22 Grants	FY21/22 Budget TOTAL	% of Budget TOTAL
6000 - PAYROLL							
Total Payroll	2,052,252	-	452,086	2,498,563		5,002,902	20%
6100 - BENEFITS & EMPLOYEE EXPENSES							
Total Benefits	773,416	-	171,785	813,271		1,758,472	7%
6200 - TRAVEL AND EXPENSES							
Total Travel and Expenses	11,525	-	-	2,000		13,525	0%
6300 - SUPPLIES AND CONSUMABLES							
Total Supplies and Consumables	140,150	-	30,000	286,000	11,000	467,150	2%
6400 - OUTSIDE SERVICES/CONSULTANTS							
Total Outside Services/Consultants	773,915	150,000	1,465,500	3,046,820	2,506,000	7,942,235	31%
6500 - OTHER SERVICES AND EXPENSES							
Total Other Services and Expenses	281,635	-	51,144	397,149	50,000	779,929	3%
6600 - EQUIPMENT AND MAINTENANCE							
Total Equipment and Maintenance	522,874	100,000	-	318,000		940,874	4%
6700 - FACILITIES AND UTILITIES							
Total Facilities and Utilities	257,058	30,000	-	322,000		609,058	2%
6800 - MEMBERSHIPS AND LIBRARY							
Total Memberships and Library	52,788		-			52,788	0%
6900 - FEE TITLE & CONSERVATION							
Total Fee Title and Conservation	250,000	-	3,729,000	346,000	2,985,000	7,310,000	29%
6950 – AUTHORITY GRANT PROGRAMS							
Total Authority Grant Programs	-			500,000		500,000	2%
TOTAL EXPENSES	5,115,614	280,000	5,899,515	8,529,803	5,552,000	25,376,932	100%

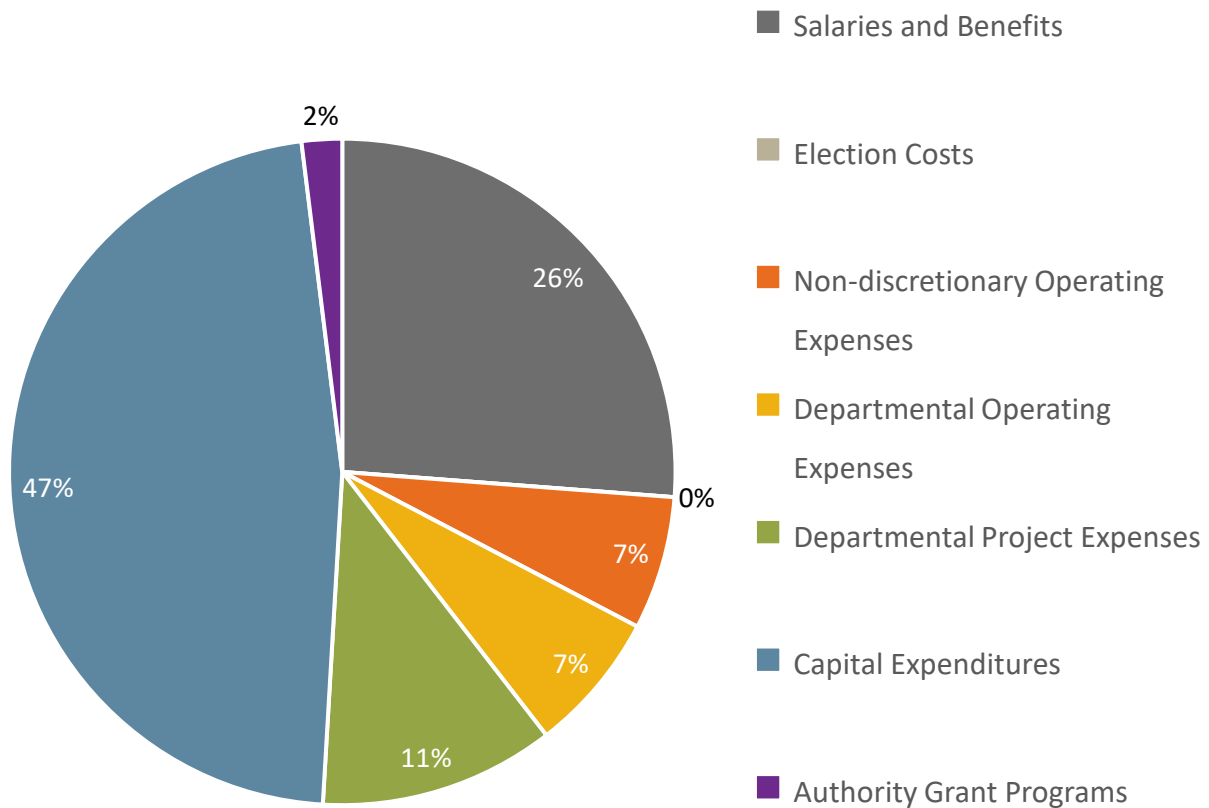
Table 5

Expenditures by Department and Fund

Expenditures	FY21/22 District 1	FY21/22 Reserve	FY21/22 Measure Q	FY21/22 Measure T	FY21/22 Grants	FY21/22 Department TOTAL
Administrative Operations	2,658,513	280,000	34,144	877,187		3,849,844
Conservation Initiatives & Grants	604,915	-	4,174,771	3,315,181	2,985,000	11,079,867
Field Operations	915,589	-	-	3,666,657	1,427,000	6,009,246
Planning & Capital Improvements	128,052	-	1,685,600	395,000	1,140,000	3,348,652
Public Affairs	784,875	-	5,000	275,778		1,065,653
Board	23,670					23,670
TOTAL EXPENDITURES BY FUND	5,115,614	280,000	5,899,515	8,529,803	5,552,000	25,376,932

Table 6

Expenditures by Type



DISCUSSION OF EXPENDITURES

Staffing

The Authority currently has 47 approved regular positions (Table 7). The recruitment of vacant positions is prioritized through a balance of staffing expense and how the role will support the efficient implementation of the Authority’s priorities.

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

Table 7

To continue advancing the Authority’s mission and goals, and to best execute the FY 2021/2022 Work Plan, increased staffing is recommended within the Conservation Initiatives & Grants and Field Operations Departments.

In Conservation Initiatives & Grants, a new Real Property Coordinator will provide key support to the acquisitions process and to the management of conservation easements. This increased capacity will also support the Authority’s ability to apply for acquisition-related grant funding and to take on new acquisition projects.

The Field Operations department will add an Open Space Aide. This part-time position increases staff capacity for the daily opening and closing processes at the preserves as well as visitor services. With this

additional capacity, seasoned Field Operations staff will have more availability to focus on maintenance and improvement projects on all Authority-managed properties.

Approving these recommendations would increase the total number of regular positions at the Authority from 47 to 49.

The budget reflects the addition of one (1) full-time position and one (1) part-time position for FY 2021/2022.

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 2021/2022 the benefits package is approximately 35% of salary. Together, salaries and benefits are 27% of total expenditures for the year.

Cost of Living Adjustment

A comprehensive classification structure was put into place in April of 2014 to address equity within the agency as well as to benchmark the Authority against other comparable governmental agencies. 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 are recommended based on the March report of the Consumer Price Index for San Francisco-Oakland-San Jose for the year ending in February.

During FY 2020/2021, the compensation structure was evaluated and updated through an agency-wide Classification and Compensation Study. This study will be finalized in July 2021 and the Board will receive a full report on the outcomes of the study at that time.

A cost of living adjustment of 1.6% is recommended for FY 2021/2022. The budget reflects an additional 1.4% increase over the prior fiscal year to provide a not-to-exceed amount that will accommodate anticipated recommendations from the Classification and Compensation Study.

Board and Committee Expenses

Board stipends, meeting expenses, and Board and committee member trainings are expected to be \$23,670 for FY 2021/2022.

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 2021/2022, there are no scheduled elections.

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 may include but are not limited to legal services, facility maintenance, electricity and other utilities, business insurance, fees and taxes, general office supplies, computer software and equipment, general communications materials, 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 and committee reports.

For FY 2021/2022, the Authority intends to utilize up to \$500,000 of Measure T revenues to partially fund the agency's administrative expenses. Administrative expenses exceeding the approved allowance amount will be offset with other funding sources.

Non-Discretionary Operational Expenses

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

Supplies and Equipment

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

Occupancy and Utilities

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

Contractual Services

The Authority relies on the expertise of professionals for services in areas in which it is 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 includes 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 on a daily basis and help maintain efficient workflows and support transparent reporting.

Software	Use	Est. Annual Cost
Acumatica	Financial accounting system	\$45,000
Hubspot	CRM	\$17,000
Office 365	Business software	\$15,500
PrimeGov	Legislative management system	\$8,400
ArchiveSocial	Social media records management	\$6,000
Adobe	Business software	\$6,000
ZoomGrants	Grant management system	\$5,000
ArcGIS	Geographical information system	\$5,000
NinjaRMM	IT remote monitoring and management	\$2,640
Backblaze	PC backup software	\$2,340
Amazon Web Services	Server backup software	\$1,200
Docusign	Digital signature processing software	\$600

Expenditure Details by Department

Summary of Department Expenses for FY 2021/2022						
Expenditure Type	Admin Ops	Conservation Init & Grant Mgmt	Field Ops	Planning & Cap Improvements	Public Affairs	TOTAL
Non-discretionary Operating Expenses						
Staff Costs -- Salaries and Benefits	1,796,338	1,226,441	2,477,722	492,197	694,074	6,686,772
Non-discretionary Expenses	1,387,153	15,000	203,000	-	23,000	1,628,153
Election Costs		-	-	-	-	-
Other Operating Expenses						
Departmental Operating Expenses	316,153	53,425	1,078,525	11,455	283,579	1,743,137
Departmental Project Expenses	200,200	1,560,000	952,000		65,000	2,777,200
Board	23,670	-	-	-	-	23,670
Total Operating Expenses	3,723,514	2,854,866	4,711,247	503,652	1,065,653	12,858,932
Capital Expenditures						
Land Acquisition	-	7,725,000	-	-	-	7,725,000
Capital/Structural Improvement		-	948,000	2,845,000	-	3,793,000
Capital Purchases	150,000	-	350,000	-	-	500,000
Total Capital Expenditures	150,000	7,725,000	1,298,000	2,845,000	-	12,018,000
Authority Urban Open Space Grant Programs						
District 1 20% Funding Program	-	-	-	-	-	-
MT Urban Grant Program Allocation	-	500,000	-	-	-	500,000
MT Urban Grant Program Awards	-		-	-	-	-
Total Authority Urban Grants	-	500,000	-	-	-	500,000
TOTAL ESTIMATED EXPENDITURES FOR 2021/2022	3,873,514	11,079,866	6,009,247	3,348,652	1,065,653	25,376,932

Table 8

Three Year Historical Budget Comparison

Budgeted Revenues and Income	Budgeted FY 2019/2020	Budgeted FY 2020/2021	Proposed FY 2021/2022
Revenues (District 1 and MT)	12,693,094	12,808,266	13,108,066
Income (Carryover, Grants, Urban Grant Program)	7,791,666	10,256,000	12,585,515
TOTAL BUDGETED REVENUES AND INCOME	20,484,760	23,064,266	25,693,581

Budget	Budgeted FY 2019/2020	Budgeted FY 2020/2021	Proposed FY 2021/2022
Operating Budget			
Staff Costs – Salaries and Benefits	5,452,726	6,350,818	6,686,772
Administrative Operations	1,478,955	1,617,770	1,903,506
Conservation Initiatives & Grants	297,100	783,140	1,628,425
Field Operations	554,264	1,056,351	2,233,525
Planning & Capital Improvements	552,635	116,095	11,455
Public Affairs	495,200	531,451	371,579
Board	27,958	32,180	23,670
Elections	100,000	815,000	-
Total Operating Budget	8,958,838	11,302,805	12,858,932
Capital Budget			
Land Acquisition	6,828,000	6,035,000	7,725,000
Capital/Structural Improvement	1,955,000	3,247,000	3,793,000
Capital Purchases	80,000	371,000	500,000
Total Capital Budget	8,863,000	9,653,000	12,018,000
Authority Grant Programs			
20% Funding	140,000	-	-
Urban Grant Program Allocation	700,000	500,000	500,000
Urban Grant Program Awards	1,000,000	1,000,000	-
Total Authority Grant Programs Budget	1,840,000	1,500,000	500,000
TOTAL BUDGET	19,661,838	22,455,805	25,376,932

Table 9



PART II THE WORK PLAN

Longwall Canyon Trail

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WORK PLAN DEVELOPMENT PROCESS

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

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

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

For the development of the FY 2021/2022 Work Plan, the Executive Team reviewed and approved allocations to each priority. A member of the Leadership Team (with the exception of the General Manager) was assigned to a priority as a Priority Lead. Priority Leads were then responsible for soliciting continuing and new project proposals aligned with their assigned priority from project managers, assessing the project scope and budgets, and recommending to the Executive Team a number of projects for the Work Plan. The consolidated list of proposed projects was then reviewed by the Executive Team before being presented to the Board during a publicly-noticed Board Workshop, where the Board reviewed, discussed, and provided feedback on the priorities and projects.

Priorities

The Annual Work Plan is comprised of the projects that the Authority will pursue and dedicate funds and/or extensive staff time in the upcoming fiscal year. The Annual Work Plan typically includes strategic or urgent projects that have broad support from the public and conservation partners, including those with secured grant funding.

Projects in the Annual Work Plan were selected based on a comprehensive evaluation of funding, staff capacity, and alignment with the following five (5) priorities:

1. Fostering a welcoming team culture effectively and efficiently serving the community together
2. Identifying funding needs and sources for long-term sustainability
3. Conserving and managing natural and working lands for climate adaptation and resilience
4. Providing equitable and inclusive connections to nature
5. Building strategic, collaborative partnerships that effectively advance our mission and serve our communities

FY 2021/2022 ANNUAL WORK PLAN

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

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

How to Read the Annual Work Plan

Projects are grouped by *priorities*.

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

ADM – Administrative Operations department
FLD – Field Operations department
CIG – Conservation Initiatives & Grants department
PLN – Planning & Capital Improvements department
PUB – Public Affairs department

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

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

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

The *Proposed Project Budget* is the estimated net project cost to the Authority for fiscal year 2020/2021. The estimated project budget does not include staff time. Estimated project budgets with an asterisk denotes the project will be partially or wholly offset with partner funding and/or grants.

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

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PRIORITY ONE

Fostering a welcoming team culture effectively and efficiently serving the community together

Department Lead	Project Name	Project Description	Fiscal Year Scope of Work	Proposed FY21/22 Project Budget
CIG	Grants Manual	Create a Grants Manual, capturing key processes and procedures for the grants management program.	<ul style="list-style-type: none"> • Prepare outline • Draft manual for review by Dept Manager • Finalize manual 	0
FLD	Field Operations Manual	Develop a Field Operations Manual to assist Field staff in the daily operation of tasks and duties necessary to fulfill the Authority's mission of providing a well-managed and safe Preserve system.	<ul style="list-style-type: none"> • Research best practices and resources from similar agencies • Research current documents for inclusion and develop list of outstanding documents that need to be created • Develop additional documentation • Format all existing documents to Authority standards • Compile all documents into the Operations Manual 	5,000
ADM	33 Las Colinas Facilities and Maintenance	Maintain the integrity, ensure the life span, and improve the environmental impact of the Authority's headquarters facilities at 33 Las Colinas through regular assessments, maintenance, repairs and replacements as needed.	<ul style="list-style-type: none"> • Reseal all windows on west side of building to repair existing leaks and prevent future leaks. 	30,000
ADM	Strategic Staffing Plan	Develop, implement, and maintain strategic staffing plan that addresses the agency's priorities, creates and supports an intentional culture, and engages and retains a skilled workforce.	<ul style="list-style-type: none"> • Finalize and implement Emerging Leaders Academy • Standardize and formalize intern program • Determine staffing needs based on key agency milestones for the purposes of a future funding mechanism 	15,000
ADM	District of Distinction	Achieve the District of Distinction designation from California Special Districts Association (CSDA) to highlight our prudent fiscal and compliance practices to effectively operate and govern the agency.	<ul style="list-style-type: none"> • Schedule Governance Foundations trainings offered by California Special Districts Association • Apply for District of Distinction 	600

Department Lead	Project Name	Project Description	Fiscal Year Scope of Work	Proposed FY21/22 Project Budget
ADM	Office Space and Resource Planning	Maximize the available office workspaces and systems for future staffing and operating needs. With a growing work force, limited office space, and the anticipation that staff will continue to work remotely more regularly post shelter in place, the Authority will evaluate best use of office space and ensure that workspaces meet the needs of staff.	<ul style="list-style-type: none"> Engage consultants to complete planning, design, procurement, and installation of new furniture to make new workstations/workspaces Assess network infrastructure for new workstations/workspaces Assess feasibility of outfitting crows nest in warehouse as workspace. If feasible move forward and make necessary modifications to support occupancy. 	150,000
CIG	Grant Software Replacement	The Urban Grant Program uses grant management software to manage grant application submission, application review, and post-award payments and reporting. Due to the need for increased capacity to accommodate a larger number of grants and a better user experience for applicants, grantees and staff, the Authority is seeking an alternate software solution for the administration of the grant program.	<ul style="list-style-type: none"> Research and select grant management software Install and migrate current grantee data Deploy new grant management software Provide training for grantees on new software 	25,000
ADM	File Management Restructuring	This project aims to restructure the Authority's file server to make data more accessible to users and facilitate the overall organization. The current file server structure isolates department folders onto their own drives which creates barriers when it comes to cross-departmental collaboration. Information is currently spread out making it difficult to locate data intuitively and forcing users to create large amounts of bookmarks within their file explorer to keep track of information. Access permissions will also be refined to keep the Authority's data integrity intact. An Authority file server guide will be created for onboarding and current staff for the purpose of training users on file management best practices and file naming conventions.	<ul style="list-style-type: none"> Create a timeline for new file structure implementation Present implementation steps to all staff Restructure file server Create documentation to train staff 	0
ADM	Human Resources Processes	Assess current HR processes for opportunities to streamline and/or implement technology-based solutions	<ul style="list-style-type: none"> Select Human Resources Information System (HRIS) Implement HRIS Train staff to use HRIS 	51,000

Department Lead	Project Name	Project Description	Fiscal Year Scope of Work	Proposed FY21/22 Project Budget
ADM	Telephony Upgrade for Improved Remote Access	The Authority's current Avaya phone system has reached its maximum phone port capacity and is over halfway through its life cycle. Trends in IT show phone systems migrating to hosted third party solutions that are scalable and remote work friendly. This project aims to research the Authority's current phone system functions and evaluate whether the system can scale and adapt to remote work for staff. Results will be compared against competitor's hosted voice over IP solutions with the end goal of procuring and implementing a solution.	<ul style="list-style-type: none"> • Research functionalities of existing Avaya system for remote work usage. • Analyze hosted voice over IP solutions and compare with existing Avaya system. • Procure solution based on analysis 	20,000
FLD	Volunteer Portal	Research new platform to act as a central hub of information and activity for the next 5 years of volunteer program growth and development. The current Volunteer Portal lacks the functionalities to meet agency needs. The goal of the new platform is to provide a tool that houses resources, schedules events and allows signups, makes the coordination of programs and volunteers easier, and has the capacity to help us tell the story of our work through custom metrics we determine and track.	<ul style="list-style-type: none"> • Lead team through process of defining the tool we seek and writing our vision statement for end goal • Arrange for demos with software providers, research and test potential solutions • Refine list of potential options • Present recommendation for software • Recommend a solution for purchase and implementation in FY 22/23 	0
ADM	Acumatica AP Automation/Bank Feed Implementation	Purchasing and implementing an additional module to the Authority's existing financial accounting software, Acumatica. The Advanced Expense Management Module will utilize machine learning and artificial intelligence to help staff automate data entry and processing. AP bills and expense reimbursements can be entered into the system with one click from Outlook or a snapped picture of the receipt. Reconciliations of credit card and bank statements will be streamlined with automatic downloads of bank feeds into the system.	<ul style="list-style-type: none"> • Research and demo software • Test and verify products function properly in Test environment • Implement new software products • Integrate use of new products by staff 	9,600

Department Lead	Project Name	Project Description	Fiscal Year Scope of Work	Proposed FY21/22 Project Budget
ADM	Justice Equity Diversity Inclusion Access (JEDIA)	<p>This project will support the creation and implementation of a JEDIA Plan for the Open Space Authority. Through the lens of Justice Equity Diversity Inclusion and Access the Authority will explore how it can equitably invest and share the public's resources to identify what else can be done to connect the community to nature. In FY2020/2021 a new JEDIA Ad Hoc Committee was formed of Board Directors, Citizens' Advisory Committee Members, and Authority staff. This committee will work to identify areas of operations to be examined through a JEDIA lens and will draft the JEDIA Plan for the Authority. After the JEDIA Plan is adopted, staff will then work to implement the plan and incorporate JEDIA into all aspects of work completed at the Authority. This will be an agency-wide, multi-year effort to implement the JEDIA Plan across departments and programs. The JEDIA Plan will be aligned with multiple functional areas such as community engagement, grant making, and workplace culture. This project will include support from consultants and experts to facilitate the assessment and to provide training on JEDIA related topics for all staff.</p>	<ul style="list-style-type: none"> • Train all staff on JEDIA related topics, such as: unconscious bias, microaggressions, respect, and fostering a culture of inclusion • Conduct organizational assessment to identify operational areas for deeper examination • Create a draft plan for review by the full Board • Adopt the JEDIA Plan 	20,000
CIG	Staff Web maps/Dashboards	<p>The purpose of the project is to create internal web dashboard(s) and other easy to easy-to-use resources for staff without GIS expertise for basic map viewing, fire event response, and to reference metrics of interest (acres of fee/easement, miles of trail open/planned, number of grants and amounts, etc.). Building these resources will increase staff access and use of GIS resources and reduce ongoing demand for staff inquiries submitted to GIS staff.</p>	<ul style="list-style-type: none"> • Identify key stats and information of interest via staff survey • Develop agency dashboard template/mockups • Develop web map/dashboard for 2-3 priority use cases 	5,000
ADM	Asset Management and Maintenance Software	<p>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.</p>	<ul style="list-style-type: none"> • Assess needs from multiple departments • Determine whether the agency would need a computerized maintenance management system (CMMS) or an enterprise asset management (EAM) solution • Research possible software solutions • Draft RFP 	0

Department Lead	Project Name	Project Description	Fiscal Year Scope of Work	Proposed FY21/22 Project Budget
ADM	Deepening Public Engagement with the Board of Directors	The purpose of this project is to form a Team that will plan and then implement activities that will engage the Board with the public. This might be considered a pilot program that could be replicated to include improving the Citizens' Advisory Committee public engagement in a future fiscal year. Initial ideas for engaging Directors include Town Hall meetings, "Take a Preserve Hike" with a District Director, and/or public speaking/engagement training. The Team might consider how to tie this project's expected outcomes with some of the Governance Foundations training already completed, in order to support the concepts of a Director's responsibility to their public, as presented in the CSDA good governance training.	<ul style="list-style-type: none"> • Form the Team with cross departmental representation • Determine at least two activities that would support the purpose of the project, determine if outside training would be beneficial to incorporate • Finalize planning of at least two activities, including the dates and exact logistics, secure any proposed training sources and/or contracts • Complete at least two activities • Explore opportunities to promote dialogue between Directors and District CAC Representatives • Complete a summary of the project, including what worked, what challenges were met, and strategies for any ideas for improvements or expansion, etc. 	5,000
ADM	Redistricting	The purpose of this project is to implement the decennial redistricting process, which is required following the release of the 2020 Census. In order to facilitate the process of the Board of Directors approving a plan for the redistricting of the Authority's seven electoral divisions (districts), the Board will need to hire a demographer, or demographic consultant, to analyze census data and present draft electoral division plans in accordance with legal criteria, for Board approval. To ensure that the redrawn boundaries meet all legal requirements, past protocol has included hiring Special Counsel before choosing a demographer, to assist in this specialized area of law that should be guided by counsel that routinely handles such matters.	<ul style="list-style-type: none"> • Retain Special Counsel for redistricting services • Present an informational presentation to the Board on the process and the proposed timeline • Enter into contract for Demography Services for the redistricting plan • Draft Redistricting Plan for Board review and present at two public hearings • Finalize Redistricting Plan for Board approval 	100,000

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PRIORITY TWO

Identifying funding needs and sources for long-term sustainability

Department Lead	Project Name	Project Description	Fiscal Year Scope of Work	Proposed FY21/22 Project Budget
<p>No continuing or new work plan projects proposed. Programmatic work performed across multiple departments continue to support the overall goals of identifying funding needs and seeking funding sources for long-term sustainability.</p>				

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PRIORITY THREE

Conserving and managing natural and working lands for climate adaptation and resilience

Department Lead	Project Name	Project Description	Fiscal Year Scope of Work	Proposed FY21/22 Project Budget
CIG	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.	The Authority is participating in various stages of negotiation for acquisition of fee title, conservation easement, or other interest in ten (10) properties totaling approximately 828 acres, not including those specifically listed in this work plan. Typical of real property negotiations, these projects can span multiple years and discussions with landowners may start and stop. This work is dynamic, as landowners and conservation partners approach the Authority over the course of each year to explore the agency's interest in participating in new transactions.	6,170,000*
CIG	Acquisition of Tax-Defaulted Parcels	Purchase of nine (9) parcels in the Southern Santa Cruz Mountains through the County of Santa Clara per California Revenue and Taxation Code Sections 3695 and 3700. These parcels have defaulted property taxes and were pending public auction in 2017. With Board approval, the Authority submitted an application to purchase these parcels on September 28, 2017.	Milestones for this project are dependent on when County processes the Authority's application to purchase the parcels. The Authority has applied to purchase nine (9) parcels but is not obligated to do so. When the application is processed, the Authority will decide on which parcels to proceed with purchasing and then go through the County's process. Board approval will be required for each transaction.	250,000

Department Lead	Project Name	Project Description	Fiscal Year Scope of Work	Proposed FY21/22 Project Budget
CIG	Fisher's Bend Acquisition	Purchase of the 63-acre Fisher's Bend Property in mid-Coyote Valley from Peninsula Open Space Trust (POST) who acquired the property in October 2017. The Authority is managing the property on POST's behalf through a License and Management Agreement until the Authority takes ownership of the property, subject to approval by the Authority's Board.	<ul style="list-style-type: none"> • Negotiate and prepare Purchase and Sale Agreement for fee acquisition • Acquire property by end of September 2021 	75,000
CIG	East Coyote Ridge Acquisition	To expand Coyote Ridge Open Space Preserve by purchasing 1,526 acres of the former United Technologies Corporation property, now known as "East Coyote Ridge" from the Santa Clara Valley Habitat Agency (VHA), subject to a conservation easement (CE) held by the Habitat Agency for enrollment into the Habitat Plan Reserve System. The Habitat Agency purchased the property in July 2020 for \$4,330,000. In April 2020, the Authority's Board authorized the General Manager to negotiate the terms of a Purchase and Sale Agreement with the Habitat Agency, which includes an anticipated contribution of \$500,000 by the Authority and a conservation easement retained by the Habitat Agency.	<ul style="list-style-type: none"> • Negotiate CE with VHA and obtain approval of CE by wildlife agencies; prepare baseline report for CE with VHA • Prepare Purchase and Sale Agreement for fee acquisition • Prepare management agreement (with Field Ops) • Acquire property interest by June 2022 	515,000

Department Lead	Project Name	Project Description	Fiscal Year Scope of Work	Proposed FY21/22 Project Budget
CIG	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. The aim of this project is to transfer fee title of Tilton Ranch to the Authority with a conservation easement to be retained by the Habitat Agency so that it can be enrolled into the Santa Clara Valley Habitat Conservation Plan's Reserve system.	<ul style="list-style-type: none"> • Conduct further due diligence on Tilton Ranch to understand landowner liability; includes contracting special counsel to advise on environmental liabilities. • Negotiate CE with VHA and obtain approval of CE by wildlife agencies/prepare baseline report for CE with VHA • Prepare Purchase and Sale Agreement for property interest • Prepare management agreement (with Field Ops) • Acquire property interest before end of June 2022 	165,000
FLD	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. The plan will go to the Board for approval in FY 22/23.	<ul style="list-style-type: none"> • Develop draft policy • Develop draft plan 	100,000

Department Lead	Project Name	Project Description	Fiscal Year Scope of Work	Proposed FY21/22 Project Budget
FLD	Coyote Ridge Open Space Preserve Grazing and Habitat Improvements	Implementation of grazing infrastructure and habitat improvements across 4,160 acres at Coyote Ridge that includes the Authority’s Preserve as well as Santa Clara Valley Water District (SCVWD) and Valley Transportation Authority (VTA) lands. Conservation grazing on Coyote Ridge focuses on reducing the severity and extent of invasive species; enhancing the ecosystem health of grasslands, promoting native plant species, and maintaining habitat for native grassland species and other threatened species such as the Bay checkerspot butterfly. This project is funded by the Central Valley Project Conservation Program and Central Valley Project Improvement Act Habitat Restoration Program, the Valley Habitat Agency (VHA), VTA, and SCVWD, and is being implemented in partnership with the VHA. This project will support grazing efforts and enhance 45 acres of wetlands, riparian corridors, and adjacent upland habitat by installing exclusion fencing, replacement of aging pasture and boundary fences, and installing/replacing springs and troughs.	<ul style="list-style-type: none"> • Develop water improvements • Install new boundary fence • Remove old boundary fence • Repair key fence locations 	775,000*
FLD	Blair Ranch Pond Habitat Enhancement	Enhance and restore at-risk breeding pond habitats to protect California red-legged frogs and enhance climate resiliency at Rancho Cañada del Oro Open Space Preserve	<ul style="list-style-type: none"> • Prepare 95% designs • Develop Monitoring plan • Receive permits • Create bid package • Engage contractor • Begin construction 	440,000*

Department Lead	Project Name	Project Description	Fiscal Year Scope of Work	Proposed FY21/22 Project Budget
FLD	Pajaro River Riparian Restoration Project	Restore stream habitat by reshaping stream bank, removing invasive species, and planting climate-smart riparian species along .75-mile of the Pajaro River on the Pajaro River Agricultural Preserve South Property to benefit wildlife habitat and water quality. Partner with Point Blue Conservation Science’s Students and Teachers Restoring a Watershed (STRAW) program to provide outdoor environmental education opportunities for school kids.	<ul style="list-style-type: none"> • Complete Feasibility Report • Prepare 35% Design Plans • Prepare 65% Design Plans • Regulatory Compliance Permits • Draft Mitigation and Monitoring Plan 	0*
FLD	Fisher Creek Riparian Habitat Restoration	The Fisher Creek Riparian Habitat Restoration Project will expand a narrow riparian patch along 3,100 feet of Fisher Creek to a 50-foot riparian corridor, resulting in a 3.5-acre restoration project. Areas along the creek bank would be restored to willow-cottonwood habitat followed by upland species such as large seed grasses or berry bushes. The new 50-foot buffer would provide water quality benefits to Fisher Creek by increasing the separation between active farmland and Fisher Creek, therefore reducing sediment and pollutants from entering Fisher Creek.	<ul style="list-style-type: none"> • Complete planting • Complete Year 1 of maintenance and monitoring • Begin design of interpretive kiosk 	155,000*
CIG	Field GIS App and Data collection procedures	Provide written staff procedures for field data collection and use of field applications. Provide training sessions for field staff and other staff as necessary.	<ul style="list-style-type: none"> • Develop written protocols and procedures for field data collection • Provide initial staff training 	4,500

Department Lead	Project Name	Project Description	Fiscal Year Scope of Work	Proposed FY21/22 Project Budget
CIG	Coyote Valley Groundwater Feasibility Report	The conservation easement the Open Space Authority holds over the Tulare Meadows property requires development of a groundwater assessment to understand the relationship between groundwater pumping around the conservation property and the sustainability of groundwater dependent ecosystems and creek baseflows. Project cost will be shared by the Authority, POST and City of San Jose.	<ul style="list-style-type: none"> Develop and secure partner approval of groundwater sustainability assessment process. Begin data collection and if necessary, model development. 	100,000*
PLN	Dexter Canyon Bridge Replacement	Evaluate environmental and engineering feasibility for replacing the existing Dexter Canyon Bridge to allow for fire and operational vehicular access to preserve.	<ul style="list-style-type: none"> Perform additional assessments needed to confirm feasibility of Dexter Canyon Bridge replacement Develop shortlist of potential grant funding opportunities If replacement is feasible, develop cost estimate(s) for bridge replacement 	50,000
FLD	Palassou Bat Barn Upgrade	Rebuild the roof to the existing "bat barn" at Palassou as well as upgrade barn structure as a whole to allow for continuation of use and to preserve the history of the ranch.	<ul style="list-style-type: none"> Conduct study of the bats to determine best time of year to repair Prepare RFP Select contractor Complete upgrade of the barn 	50,000
FLD	Diablo Foothills Boundary Fence Re-build	This project entails the complete replacement of approximately 17000 feet of fence that was damaged in the Crews Fire in 2020.	<ul style="list-style-type: none"> Complete installation of boundary fence 	103,000
FLD	Spreckles Wetland Enhancement Project	The goal of the Spreckles Wetland Cleanup and Enhancement Project is to enhance habitat within Spreckles Wetland through the removal of trash, debris and invasive plant species; to enhance habitat through modification of the culvert to allow for water to spread out more extensively and increase the size of, and variability in water depth within, the wetland; and to monitor the results of these enhancements on native flora and fauna.	<ul style="list-style-type: none"> Conduct feasibility study Remove debris and trash Secure necessary permits from resource agencies Upgrade the culvert 	172,000*

PRIORITY FOUR

Providing equitable and inclusive connections to nature

Department Lead	Project Name	Project Description	Fiscal Year Scope of Work	Proposed FY21/22 Project Budget
PUB	Understanding Our Community Online	<p>To expand access to the data and analysis compiled in the Understanding Our Community (UOC) reports, this project will:</p> <p>Add a new interactive map to the existing Understanding Our Community webpage on the agency’s website.</p> <p>Add locations and/or areas of relevant community resource centers (e.g. schools, community service agencies, senior centers, health centers, farmers markets, etc.) with direct links to each website</p> <p>Add a new link on the existing Urban Grant Program webpage to this map/webpage, highlighting it as an available resource for grant applicants especially as they develop their own outreach and engagement strategies.</p> <p>Looking ahead, this project will help support other future projects aimed at strengthening outreach and engagement efforts.</p>	<ul style="list-style-type: none"> • Create interactive online map (using existing resources) • Update existing UOC webpage to include new map and any other new content. • Add direct link to UOS webpage highlighting this new map as an available tool for UOS grant applicants • Publish newsletter article highlighting the launch of the map 	25,000
CIG	Agency Map Refresh and Redesign	<p>The purpose of this project is to develop new public facing web maps and print maps to illustrate the Authority Jurisdiction, Board Districts, and Preserve Trail networks.</p>	<ul style="list-style-type: none"> • Solicit staff input on improvements to existing map design • Develop draft print and web versions of each map • Finalize maps 	15,000

Department Lead	Project Name	Project Description	Fiscal Year Scope of Work	Proposed FY21/22 Project Budget
CIG	Authority Map Style Guide	The purpose of this project is to develop specifications and guidance for agency map production to ensure a consistent look and feel, readability and clarity.	<ul style="list-style-type: none"> • Conduct department survey related to standard map types • Prioritize maps for specification • Develop specs and guidance related to priority maps • Finalize draftmap style guide and basemap templates 	5,000
PLN	Rancho Cañada del Oro Open Space Preserve Backcountry Trail Planning	Public access feasibility study for area of Rancho Cañada del Oro Open Space Preserve, formerly known as Blair Ranch.	<ul style="list-style-type: none"> • Complete inventory and analysis of existing ranch roads • Conduct preliminary site analyses and assessments to inform alternative alignments • Identify trail alignment alternatives • Prepare cost estimates for alternatives • Confirm environmental review strategy and timeline • Identify next steps for development of preferred project alternative 	75,000
PLN	Coyote Valley Open Space Preserve Equestrian Lot Improvements	Resolve seasonal drainage issues at Coyote Valley Open Space Preserve's equestrian parking lot surfacing to ensure year-round access for visitors.	<ul style="list-style-type: none"> • Determine scope of work and estimated budget for repairs • Draft and release bid package for project construction • Begin construction 	150,000
PLN	Rancho Cañada del Oro Llagas Creek Bridge and Day Use Area	Development of a plan for a new ADA accessible interpretative day-use-area accessed via a pedestrian bridge crossing over Llagas Creek. Enhance public event and operational access to Blair Ranch area within the Rancho Cañada del Oro Open Space Preserve.	<ul style="list-style-type: none"> • Begin CEQA analysis and documentation • Begin project permitting • Complete 90% construction documents 	100,000*
PLN	Coyote Valley Open Space Preserve Improved North Meadow Public Access	Provide an ADA accessible trail and public amenity areas along the Heart's Delight Trail in the North Meadow. . Anticipated to be complete for public use by 2021.	<ul style="list-style-type: none"> • Identify preferred concept alternative and project budget • Complete inventory and analysis • Begin CEQA documentation • Complete conceptual design and cost estimating 	100,000*

Department Lead	Project Name	Project Description	Fiscal Year Scope of Work	Proposed FY21/22 Project Budget
PLN	Coyote Ridge Open Space Preserve Public Access	Planning, permitting, environmental compliance and design for public access improvements to include a parking area at Malech Road, interpretive and education stations and opening of the first segment of the Bay Area Ridge Trail for guided access. Anticipated to be complete for public use in FY 22/23.	<ul style="list-style-type: none"> • Complete CEQA analysis and documentation • Complete construction documents • Secure required permits • Construction bidding and contract negotiation 	2,250,000*
CIG	Coyote Valley Conservation Areas Master Plan	A master vision plan for Authority and partner-owned conservation lands in Coyote Valley as implementation to the 2017 Coyote Valley Landscape Linkage Report. The plan will set forth landscape scale strategies and site-specific implementation actions for integrating multi-benefit values and features with the goal of long-term conservation and ecological restoration.	<ul style="list-style-type: none"> • Hire master plan consultant team and complete project startup phase • Finalize and convene master plan advisory groups • Host public “soft launch” event series and initiate on-going community engagement • Initiate existing conditions site inventory and assessment and related community engagement • Conduct preliminary visioning/scenario development and related community engagement 	1,615,000*
PLN	Americans with Disabilities Act (ADA) Transition Plan	Develop an ADA Transition Plan for Authority facilities, programs, and public outreach. Report will provide recommendations for phasing and implementation including compliance with Architectural Barriers Act Accessibility Guidelines.	<ul style="list-style-type: none"> • Confirm project scope of work • Kick-off project with consultant team • Develop community engagement plan • Develop draft Transition Plan 	120,000
PUB	Agency-wide Translations	Develop a plan to translate key digital and print materials and obtain translation services. Materials may include maps, interpretation materials, signage, job descriptions and similar materials. Scoping would include identifying opportunities for supporting the community beyond one-time translation projects (I.e. responding to inquiries in other languages) and what software or other services might be needed.	<ul style="list-style-type: none"> • Identify and propose top priority assets for translation. • Research similar agencies’ translation materials and internal procedures for responding to inquiries in the same language in which it was received • Hire a consultant to help with research and make suggestions for where to focus efforts based on best practices • Research and obtain quote for costs of translating and maintaining assets • Prepare plan to implement priority translations • Begin translating priority materials 	40,000

Department Lead	Project Name	Project Description	Fiscal Year Scope of Work	Proposed FY21/22 Project Budget
FLD	Rancho Cañada del Oro Open Space Preserve Public Access and Maintenance Improvements	Due to the increase in visitor use at Rancho Cañada del Oro OSP, public access amenities and maintenance improvements are needed and will be further studied for feasibility and costs. These projects will be initially studied together, and improvements may include the Casa Loma Road overflow lot, amelioration of social trail to Bald Peaks and decommissioning of a portion of unsustainable ranch road and re-positioning of gate RC-06.	<ul style="list-style-type: none"> • Kick-off in tandem with former Blair Ranch road and trail study • Determine overall needs and programming for projects • Confirm assessments needed, begin scoping and launch • Develop preliminary cost estimates for overall improvements • Confirm sequencing and phasing for implementation 	80,000
FLD	Sierra Vista Open Space Preserve Public Access and Maintenance Improvements	Due to the increase in visitor use at Sierra Vista OSP, public access amenities and maintenance improvements are needed and will be further studied for feasibility and costs. Improvements currently include amelioration of social trail to Allen Peaks.	<ul style="list-style-type: none"> • Determine overall needs and programming for projects • Confirm assessments needed, begin scoping and launch • Develop preliminary cost estimates for overall improvements • Confirm sequencing and phasing for implementation 	10,000

PRIORITY FIVE

Building strategic, collaborative partnerships that effectively advance our mission and serve our communities

Department Lead	Project Name	Project Description	Fiscal Year Scope of Work	Proposed FY21/22 Project Budget
CIG	Santa Clara Valley Agricultural Plan	The Santa Clara Valley Agricultural Plan is a regional conservation effort led by Santa Clara County and the Santa Clara Valley Open Space Authority to protect Southern Santa Clara County’s important farms and rangelands to mitigate future effects of climate change and support economic viability of agriculture. Funded in part by a Sustainable Agricultural Lands Conservation planning grant, this phase of the project will result in a report outlining strategy, funding, and administrative structure recommendations to advance agricultural conservation in the Santa Clara Valley.	<ul style="list-style-type: none"> Develop a strategy for prioritizing lands to target for preservation Develop a funding strategy for an effective agricultural preservation program by evaluating potential program funding mechanisms and estimating potential fund generation Develop an administrative structure for implementing an Agricultural Conservation Easement program and other preservation tools 	10,000
CIG	Climate Smart San Jose Natural and Working Lands Element	In partnership with the City of San Jose, the Authority will quantify the environmental tradeoffs and greenhouse gas reduction benefits of Natural and Working Land conservation and restoration. This information will be used to describe how Natural and Working Lands support the City’s Climate goals and recommend new Natural and Working Lands related policies for the City to consider for adoption.	<ul style="list-style-type: none"> Develop public-facing natural and Working Lands Element of Climate Smart San Jose 	20,000
CIG	Environmental Credits Program with City of San Jose	In partnership with the City of San Jose, the Authority will explore the feasibility of a pilot environmental credits program that that will build off of the proof of concept the City is currently evaluating to create a funding stream for land conservation and restoration in Coyote Valley.	<ul style="list-style-type: none"> Participate in project team meetings and provide technical support and feedback on consultant team’s draft products Draft Credits program framework for consideration by City of San Jose 	10,000

Department Lead	Project Name	Project Description	Fiscal Year Scope of Work	Proposed FY21/22 Project Budget
CIG	Partner and Consultant Access to Agency GIS Portal	This project seeks to purchase software and licensing that will allow the Authority to provide partners and consultants with access to the agency’s GIS portal. This will promote better and more efficient collaboration and sharing of information related to the Authority’s projects.	<ul style="list-style-type: none"> • Purchase GIS portal software and licensing • Develop GIS access protocols • Distribute loginsto key partnersand consultants 	12,500
CIG	Landscape Database Project	Currently, there are major gaps in knowledge about the landscapes in Santa Clara and Santa Cruz counties due to piecemeal, out of date, and overly coarse spatial data. The Santa Cruz Mountains Stewardship Network (SCMSN) is seeking to address these knowledge gaps by spearheading a Vegetation Map and Landscape Database Project for Santa Cruz and Santa Clara Counties (Project). The Project will combine high-resolution aerial imagery and LiDAR data, fieldwork, and local expert input to create county-wide maps of fine-scaled vegetation, wildland fuels, digital surface models, digital elevation models, building footprints, impervious surfaces, and many other products. The Authority has previously contributed \$25,000 in funding to support this effort. An additional contribution of up to \$20,000 will ensure that fine-scale vegetation maps and related products will be prepared for Authority preserves and topics of interest.	<ul style="list-style-type: none"> • Execute funding agreement with SCMSN • Review draft landscape database products • Coordinate development of vegetation maps and datasets for Authority preserves 	20,000
CIG	High Speed Rail Planning and Coordination	The purpose of this project is to review and comment on the California High Speed Rail Project’s Environmental Impact Report for the San Jose to Merced segment, and to coordinate and share information with key partners and stakeholders to avoid and reduce impacts associated with the project.	<ul style="list-style-type: none"> • Review and comment on High Speed Rail Environmental Impact Report • Coordinate feedback with partner agencies 	0

Department Lead	Project Name	Project Description	Fiscal Year Scope of Work	Proposed FY21/22 Project Budget
FLD	Public Access and Biodiversity Conservation Planning	<p>This project aims to engage regional recreation and conservation partners in establishing a framework for trail planning and biodiversity conservation at the site-specific and landscape scale. There is a need for a deeper understanding of the extent to which a specific location contributes to regional-scale recreation and conservation networks, patterns, and dynamics. This project will initiate a coordinated effort with partners to develop planning tools and guidance for balancing public access and biodiversity conservation in a network of protected lands in the Santa Cruz Mountains. This project will establish the feasibility of a larger program using the Authority's Rancho Cañada del Oro Open Space Preserve as a case study. The 5,000-acre preserve is connected to a network of over 25,000 acres of protected lands and is anticipated to accommodate additional public access in the future. The outcomes of the case study, developed with support from and in collaboration with conservation partners, will help the Authority with public access planning at other preserves while advancing regional biodiversity conservation efforts in the Santa Cruz Mountains. This will be a regional effort, with the Authority working in coordination with partners such as Peninsula Open Space Trust and other members of the Santa Cruz Mountains Stewardship Network.</p>	<ul style="list-style-type: none"> • Develop scope of work • Identify funding sources • Coordinate with partners to begin developing best practices to integrate biodiversity and public access planning 	10,000

Department Lead	Project Name	Project Description	Fiscal Year Scope of Work	Proposed FY21/22 Project Budget
PUB	Engaging the Next Generation of Environmental Leaders	The goal of this project is to strengthen the Authority’s engagement with the next generation of environmental leaders in Santa Clara Valley and lay the foundations for future opportunities that serve the needs and interests of youth in our community. These efforts will simultaneously help the Authority build new partnerships with local schools, community groups, and youth-focused organizations. Through cross-departmental collaboration, the team will design and implement a virtual series featuring 8 to 10 sessions, each focused on a different “career module.” Using the 15 California Industry Sectors (as defined by the CA Department of Education) and considering the specific job pathways that are available through the Authority and other partner agencies, staff will frame each session by focusing on specific career modules and high-level interest areas to ensure that relevant materials and resources are shared with the participating students. The goal of each session is to inform students on the wide variety of paths that are available within the fields of conservation, land management, and environmental advocacy, to offer students an opportunity to ask questions, and to help students visualize how their own interests, skills, and passions could be applied and valued within this context. At the end of the program, team members will synthesize and reflect on the data, feedback, and other lessons learned to provide recommendations on how to design and implement effective and impactful events, programs, and career development opportunities in the future.	<ul style="list-style-type: none"> • Design program offering for high school-aged youth • Implement pilot program • Review feedback from pilot program to determine if and how the agency can improve and continue this program and/or other specific opportunities for youth engagement 	0

*Denotes proposed project budgets will be partially or wholly offset with partner funding and/or grants; therefore, net cost to the agency will be less than the proposed project budget.

Rows highlighted in light green denotes a new project on the proposed work plan

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.



Conservation Initiatives and Grants

The Conservation Initiatives and Grants Department (CIG) is responsible for developing and implementing strategic conservation initiatives and projects to achieve the agency's land preservation goals including those established in the Santa Clara Valley Greenprint. This work entails conservation planning to identify and prioritize the most important multi-benefit natural and working lands; partner engagement to develop coordinated land protection and funding strategies; review and development of statewide and local policies, programs and funding sources for land protection; and grant writing. Land acquisition including purchase of fee title or conservation easements is a key conservation strategy, and the Department is responsible for implementing all aspects of this program including landowner outreach and negotiation, appraisals, due diligence, and conservation easement stewardship in compliance with Land Trust Alliance standards and practices. This work is supported by use of Geographic Information Systems (GIS) mapping software, and the Department also provides the administration, design and implementation of Authority's GIS mapping and analysis services which supports all aspects of Authority work, including conservation planning, real property evaluations, acquisitions, community and media outreach and land management. In addition to protecting vital greenbelt lands, the Authority helps connect people to the outdoors in their own neighborhoods through nearby parks, trails, urban community gardens, and environmental education programs. The Authority has two active grant programs that provide funds for these and related projects where investments in nature protect the environment and improve quality of life.

CIG programs include:

- Real Property
- Conservation Initiatives
- Grants Management

Real Property

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

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

Staff strives to leverage the Authority's funds through partnerships and grant funding. Land priorities are derived in part from the Valley Greenprint, which aims to implement the Authority's mission and vision by protecting an interconnected network of parks, open space preserves, and well-managed agricultural lands. To achieve the maximum return on investment, land conservation priorities typically include properties with multiple conservation values, including natural habitat, water resources, agriculture, recreation, landscape connectivity, and significant climate resilience benefits.

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

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

Conservation Initiatives

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

- Authority-wide Geographic Information Systems ("GIS") infrastructure and data management, technical analysis, and cartography;
- Regional conservation policy/planning analysis and strategic partnerships to advance implementation of the Santa Clara Valley Greenprint and related investments in natural and working lands for climate resilience;
- Technical land/water conservation analysis, coordination and implementation including mapping and communications; and
- Technical partnerships and outreach.

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

Grants Management

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

Grant Making

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

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

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

Grant Seeking

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

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

Planning and Capital Improvements

The Planning and Capital Improvements Department (PLN) is responsible for short- and long-range planning for preserve use and management as well as the planning, design, and construction of capital improvement projects for visitor facilities and ecological restoration.

Programs within the Planning Department include:

- Strategic Preserve Planning
- Capital Improvements

Strategic Preserve Planning

- Development of policies and plans for the use and management of the Authority's properties, including mid- and long-range strategic master plans, and capital improvement plans to inform future funding needs;
- Local and regional public access policy and planning, including collaboration on regional projects like the Bay Area Ridge Trail;
- Feasibility studies including environmental, design and engineering assessments to define project programming and preliminary budgets.

Capital Improvements

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

- Planning, design, and construction of public access facilities including trails, staging areas, signage, interpretive features and other public access-related facilities;
- Development of stakeholder and public outreach strategies and plans as part of project implementation;
- Federal, state, and local environmental compliance and permitting.

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

- Reviewing and responding to local and regional policies and projects that may have an effect on Authority preserves;
- Planning support for field operations and resource management;
- Participating in partner meetings and workshops to coordinate implementation of regional planning initiatives; and
- Working with the public affairs teams to integrate stakeholder outreach and feedback related to planning and capital improvement projects.

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Public Affairs

The Public Affairs Department (PUB) is responsible for the Authority's communications and awareness building with the public and media, strategic partnership building, and legislative affairs which includes policy and long-range funding source development.

More specifically, the department is responsible for managing all of the Authority's digital and print media and communications – including formal reports, periodic digital publications, Year in Review publications, trail maps and other brochures, website, social media, monthly newsletters, blog posts, and press relations. The department also focuses on building key strategic partnerships locally and around the State that help support the fulfillment of the agency's mission in myriad ways. Examples of partnerships include those with community leaders, community organizations, open space agencies, and larger conservation-focused coalitions. Legislative affairs focus on supporting and helping to develop open space relevant policy and public funding legislation and staying in close touch with elected leaders at all levels of government.

Programs within the Public Affairs Department include:

- Communications and Media
- Strategic Partnership Development
- Legislative Affairs

Communications and Media

The Communications and Media Program is responsible for strategizing, writing, designing, and distributing news releases and responding to media inquiries, preparing online newsletters and periodic Open Space Bulletin emails, enhancing and managing the Authority's website and other social media platforms, and developing content and graphics for brochures, reports, and event collateral to build awareness about the Authority's mission. Strategic communications that continually seek to expand the Authority's reach and capture new and emerging audiences are vital to keeping the Authority's constituents, partners, and stakeholders informed of its important mission and accomplishments, and the important role of nature-based solutions in addressing climate change.

Strategic Partnership Development

This program is responsible for building and maintaining relationships with community leaders, organizations, and agencies whose goals overlap or mutually support those of the Authority. Focused community engagement efforts, such as those conducted for Coyote Valley Master Planning, originate from this program.

Legislative Affairs

The Legislative Affairs Program is responsible for supporting legislation and policies important to the Authority's work and helps to develop and support short- and long-range public funding programs, especially at the State and Federal level. The team builds and maintains relationships with elected officials, from local to national levels, including those serving in municipal, county, special district, regional, state, and federal offices.

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Field Operations

The Field Operations Department (FLD) oversees the daily operation, management and stewardship of the Authority's lands and public access facilities. Responsibilities include trail and preserve maintenance, resource management such as grazing management, 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 Team within the department is responsible for the creation and delivery of nature and science-based education experiences, as well as the recruitment and coordination of volunteers to augment field operations and programs across the agency.

Programs within the Field Operations Department include:

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

Field Operations

Land Management and Operations

The Land Management and Operations Program is engaged with maintaining and managing the Authority's preserves by servicing Authority fleet vehicles associated with the daily operation of the Authority's preserves, managing grazing licenses on over 8,000 acres to provide vegetation management of Authority grasslands and reduce the threat of wildfires, maintaining preserve roads to help in the management of Authority properties and provide responding emergency vehicle access, and patrolling Authority properties to ensure the security and protection of the land and to identify projects to repair and/or enhance the infrastructure or natural environment.

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

Visitor Use and Public Access Facilities Management

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

from user impacts during winter use. In addition to the general maintenance items previously listed the team also gathers use data for each of its Preserves. Current data has shown a yearly increase in the number of visitors to each of the Authority's Preserves since inception of data collection five years ago. With current visitation reaching as high as 325,000 visitors per year, increased visitation has led to additional maintenance requirements for all the Authority's public access facilities along with additional time commitments from staff to assist visitors at the preserve staging areas.

Natural Resource Management

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

- Long-term protection and stewardship of the lands, waters and habitats that the Authority owns and manages, or manages under contract for other agencies;
- Inventory and analysis of Authority-wide natural and cultural resources including compliance with applicable laws and regulations;
- Authority representation within the region and state on all relevant resource matters;
- Planning, design and execution of natural and cultural resource-related field projects that enhance and restore or rehabilitate resources; and
- Natural and cultural 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 for mitigation lands i.e. Valley Habitat Agency and Santa Clara Valley Water District
- Providing environmental compliance and field team support for a wide range of on-the-ground programs such as invasive species control, grazing and wildland fire prevention
- Working with field staff to implement projects covered by Section 1600 permits issued by the California Department of Fish and Wildlife for routine maintenance of approved sites
- Reviewing special use permits for use of Authority lands
- Leading natural resource-focused tours and presentations
- Management of natural resource geographical information system (GIS) database

Contract Land Management

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

Community Engagement

Environmental Education

The Environmental Education Program creates and offers educational programming for the public to help connect local students and learners of all ages with nature. These programs include free public activities and field-trips for school and community groups. The Authority also offers educational materials that teachers can use to help plan lessons on local history, wildlife, and ecology.

Volunteer Programs and Activities

The Volunteer Programs and Activities Program encourages active public participation in the stewardship of Authority lands, provides public education of open space goals, and encourages appropriate community use of open lands. Staff manages docents, land stewards, outreach, and trail patrol volunteers, providing field operations and communications support for preserve maintenance and special projects. 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.

Outreach and Events

The Outreach and Events Program handles the logistics and preparation of large-scale events offered to the public by the Authority, as well as oversees the selection and participation of strategically targeted booth events with local organizations and agencies.

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Administrative Operations

The Administrative Operations Department (ADM) is responsible for the management and oversight of functions that support the daily operations of the Open Space Authority, including human resources, records management, risk mitigation, safety, office and facilities, information and communication technology, accounting, and finance to ensure the stability and sustainability of the agency. The Department provides necessary operational services for the optimal, smooth functioning of the agency and strives for organizational excellence through continuous improvement and cross-department collaboration by taking a leadership role in achieving organization-wide operational efficiencies. The Department also oversees all governance, transparency and Board and committee administration.

Program areas in the Administrative Operations Department include:

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

Human Resources

The Human Resources Program provides general human resources administration, orientation development and delivery, benefit and program analysis, recruitment, offer administration, performance evaluation management and tracking, class and compensation oversight, HR policy creation and oversight, HR process creation and oversight, and management of the program's budget.

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

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

The Program includes developing and maintaining an intentional culture to promote collaboration, respect, integrity, and accountability. The Program also includes overseeing workforce and organization development, intentionally focusing on developing skills, competencies, and leadership growth for staff and managers through various training modules such as best practice supervision skills, mandatory training, Authority culture and emotional intelligence.

Risk Management

The Risk Management Program is responsible for the renewal and maintenance of the Authority's liability, property, and workers' compensation insurance coverage and claims, as well as overseeing and

tracking safety training for all staff and developing and maintaining an emergency plan for all Authority locations.

Office and Facilities Management

The Office and Facilities Management Program tracks and monitors office equipment leases and oversees the procurement of office and kitchen supplies, office consumables, copy room supplies and services, furniture, and office equipment. Additionally, the program is responsible for welcoming office visitors, resolving inquiries from the public, meeting room coordination, and agency fleet coordination.

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

Governance and Transparency

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

The Clerk's Office is responsible for processing documents related to the Conflict of Interest Code, the Brown Act, and the Public Records Act, as well as maintaining the Authority's certifications for Transparency and District of Distinction.

The Clerk also oversees Board elections, Board appointments, committee recruitment and appointments, onboarding Board and committee members, Board policy updates, providing Directors with support, development and training tools upon request, and acts as a liaison between the Board and Authority staff.

Records Management

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

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

Information Technology

The Information Technology Program includes overseeing the maintenance and support of the Authority's file server, computer hardware, computer software, and other network peripherals; developing and maintaining general IT policies and procedures; firewall and security oversight; web server support; file storage management; remote access/VPN security; and data backup.

Staff also provides general desktop support to employees, and assists with new computer setup, domain and email account setup, and new user orientation.

Accounting and Finance

The Accounting and Finance Program is responsible for the tracking, analysis, management and reporting of all financial processes such as accounts receivable, accounts payable, cash flow and bank reconciliations, budget and work plan development, purchasing, contract and request for proposal oversight, payroll, process and guideline development, policy creation and updating, general ledger, Measure Q and Measure T expenditure tracking and reporting, expense reimbursement, and W2 reporting. Staff provides support and training for the Authority's financial accounting software, Acumatica, and works with the software consultant to maintain and configure the system as needed.

The Program is also responsible for preparing and filing mandatory reports, such as the annual budget and work plan report, quarterly financial 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.

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A mountain goat with curved horns stands on a grassy hill, looking towards the right. The background is a bright blue sky with scattered white clouds. A yellow rectangular frame surrounds the central text.

PART III APPENDICES

- A. 2021/2022 Budget Details
- B. 2021/2022 Salary Pay Plan

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APPENDIX A: 2021/2022 BUDGET DETAIL REPORT

FY2021/2022 Budget -- Full Detail
APPROVED

	APPROVED FY21/22 District One	APPROVED FY21/22 Reserve	APPROVED FY21/22 Measure Q	APPROVED FY21/22 MQ Urban Grant	APPROVED FY21/22 Measure T	APPROVED FY21/22 Grants	APPROVED FY21/22 Budget TOTAL
Income/Revenue							
INCOME SOURCES	556,000	280,000	5,899,515	0	0	0	6,735,515
5000 - REVENUES							
5100 - Revenue	4,357,872	0	0	0	8,415,744	0	12,773,616
5101 - (Less) Funding Allocations	0	0	0	0	0	0	0
5200 - Interest Income	60,000	120,000	100,000	0	0	0	280,000
5300 - Grants	0	0	0	0	0	5,552,000	5,552,000
5400 - Donations	0	0	0	0	0	0	0
5500 - Land Sales	0	0	0	0	0	0	0
5600 - Land Use Income							
5601 - Lease Income	16,450	0	0	0	115,000	0	131,450
5602 - Grazing Lease Income	18,000	0	0	0	0	0	18,000
5603 - Use Permit Income	0	0	0	0	0	0	0
Total Land Use Income	34,450	0	0	0	115,000	0	149,450
5700 - Land Management Income							
5701 - VTA	16,240	0	0	0	0	0	16,240
5702 - SCVWD	125,860	0	0	0	0	0	125,860
5703 - Waste Management	0	0	0	0	0	0	0
5704 - Valley Habitat Agency	60,900	0	0	0	0	0	60,900
Total Land Mgmt Income	203,000	0	0	0	0	0	203,000
5800 - Rebates							
5801 - Cal Card Rebate Income	0	0	0	0	0	0	0
5802 - CSDA Card Rebate Income	0	0	0	0	0	0	0
5900 - Other							
5901 - Misc Income	0	0	0	0	0	0	0
TOTAL INCOME SOURCES	5,211,322	400,000	5,999,515	0	8,530,744	5,552,000	25,693,581

FY2021/2022 Budget -- Full Detail

APPROVED

Expense	APPROVED FY21/22 District One	APPROVED FY21/22 Reserve	APPROVED FY21/22 Measure Q	APPROVED FY21/22 MQ Urban Grant	APPROVED FY21/22 Measure T	APPROVED FY21/22 Grants	APPROVED FY21/22 Budget TOTAL
6000 - PAYROLL							
6000 - General Manager	155,802	0	0	0	66,772	0	222,574
6002 - Manager(s)	386,676	0	111,351	0	363,249	0	861,276
6003 - Staff	1,466,376	0	338,735	0	1,904,427	0	3,709,538
6004 - Overtime	15,930	0	2,000	0	33,000	0	50,930
6005 - Seasonals	14,568	0	0	0	131,115	0	145,683
6006 - Stipends	12,900	0	0	0	0	0	12,900
Total Payroll	2,052,252	0	452,086	0	2,498,563	0	5,002,902
6100 - BENEFITS & EMPLOYEE EXPENSES							
6110 - Health Insurance	422,274	0	116,799	0	399,584	0	938,657
6120 - Vision Care	2,179	0	461	0	2,356	0	4,995
6130 - Dental	28,920	0	5,952	0	32,735	0	67,607
6140 - Life Insurance	512	0	105	0	579	0	1,196
6150 - Employer Taxes	61,568	0	13,563	0	74,957	0	150,087
6160 - CALPERS Retirement Plan	244,677	0	34,792	0	298,264	0	577,733
6170 - 401A	9,738	0	0	0	4,173	0	13,911
6180 - Employee Assistance Program	550	0	113	0	623	0	1,286
6190 - Tuition Reimbursement	3,000	0	0	0	0	0	3,000
Total Benefits and Employee Expenses	773,416	0	171,785	0	813,271	0	1,758,472
6200 - TRAVEL AND EXPENSES							
6210 - Mileage Reimbursement	2,205	0	0	0	2,000	0	4,205
6220 - Travel Airfare	1,600	0	0	0	0	0	1,600
6230 - Travel Lodging	5,470	0	0	0	0	0	5,470
6240 - Travel Meals and Entertainment	1,650	0	0	0	0	0	1,650
6250 - Travel Transportation	600	0	0	0	0	0	600
Total Travel and Expenses	11,525	0	0	0	2,000	0	13,525
6300 - SUPPLIES AND CONSUMABLES							
6310 - Meals and Catering	8,900	0	0	0	0	0	8,900
6320 - Office Supplies	23,950	0	0	0	0	0	23,950
6330 - Kitchen Supplies	8,900	0	0	0	0	0	8,900
6340 - Outreach Supplies	15,000	0	0	0	0	0	15,000
6350 - Postage & Courier	4,600	0	0	0	5,000	0	9,600
6360 - Printing Expenses	21,000	0	0	0	5,000	0	26,000
6370 - Health & Safety Supplies	3,800	0	0	0	25,000	0	28,800
6380 - Uniforms and Apparel	3,000	0	0	0	17,000	0	20,000

FY2021/2022 Budget -- Full Detail
APPROVED

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6390 - Land Management	0	0	0	0	0	0	0
6391 - Fuel and Consumables	0	0	0	0	45,000	0	45,000
6392 - Waste & Hazmat Disposable	0	0	0	0	9,000	0	9,000
6393 - Fire Management	0	0	0	0	25,000	0	25,000
6394 - Vegetation Management	4,000	0	0	0	20,000	0	24,000
6395 - Roads and Trails	15,000	0	0	0	35,000	0	50,000
6396 - Wildlife Management & Pest Control	0	0	0	0	10,000	1,000	11,000
6397 - Signs and Fencing	0	0	0	0	15,000	10,000	25,000
6398 - Grazing	32,000	0	0	0	65,000	0	97,000
6399 - Miscellaneous	0	0	30,000	0	10,000	0	40,000
Total Supplies and Consumables	140,150	0	30,000	0	286,000	11,000	467,150
6400 - OUTSIDE SERVICES/CONSULTANTS							
6410 - Accounting and Finance Services							
6411 - Bookkeeping	0	0	0	0	0	0	0
6412 - Audit	10,750	0	0	0	2,000	0	12,750
6413 - Financial Advisory	18,500	0	0	0	0	0	18,500
6414 - Grant Preparation	0	0	0	0	15,000	0	15,000
6420 - Management and Organizational Services	0	0	0	0	0	0	0
6421 - Government Relations	102,000	0	0	0	0	0	102,000
6422 - Redistricting	75,000	0	0	0	0	0	75,000
6423 - Strategic Planning	0	0	0	0	0	0	0
6424 - Risk Management	0	0	0	0	0	0	0
6425 - Engineering Services	22,640	0	0	0	8,520	0	31,160
6430 - Legal	0	0	0	0	0	0	0
6431 - Legal Counsel - Redistricting	25,000	0	0	0	0	0	25,000
6432 - Legal Counsel - Special Counsel	0	0	0	0	0	0	0
6433 - Legal Counsel - General	150,000	0	0	0	100,000	0	250,000
6434 - Legal Counsel - Litigation	0	100,000	0	0	50,000	0	150,000
6435 - Legal Counsel - Employment Law	0	0	0	0	0	0	0
6440 - Staff Development	0	0	0	0	0	0	0
6441 - Recruitment Services & Support	6,125	0	0	0	0	0	6,125
6442 - Workforce Optimization & Development	75,700	0	0	0	0	0	75,700
6444 - Policy Development & Support	10,000	0	0	0	0	0	10,000
6445 - Temp Services	7,200	0	0	0	0	0	7,200
6446 - HR Support Services	10,000	0	0	0	0	0	10,000
6450 - Computer and IT Services	0	0	0	0	0	0	0
6451 - IT Services	5,000	0	0	0	0	0	5,000
6452 - Website and Domain	15,500	0	0	0	10,000	0	25,500
6453 - ERP	16,000	0	0	0	0	0	16,000

FY2021/2022 Budget -- Full Detail

APPROVED

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6454 - Records Management	4,000	0	0	0	0	0	4,000
6455 - CRM	0	0	0	0	0	0	0
6456 - Minutes Transcription	0	0	0	0	0	0	0
6457 - Telecom and Phone Maintenance	3,000	0	0	0	0	0	3,000
6458 - Governance	0	0	0	0	0	0	0
6460 - Community Engagement Services	0	0	0	0	0	0	0
6461 - Design and Content Services	54,000	0	0	0	60,000	0	114,000
6462 - Media Services	30,000	0	0	0	15,000	0	45,000
6463 - Photography & Video	23,000	0	0	0	0	0	23,000
6464 - Community Relations	0	0	5,000	0	130,000	0	135,000
6465 - Transportation Services	0	0	0	0	53,000	0	53,000
6466 - Environmental Education Partnerships	0	0	0	0	10,000	0	10,000
6470 - Resource Management Services	0	0	0	0	0	0	0
6471 - Site Monitoring	30,000	0	0	0	0	50,600	80,600
6472 - Wildlife Management	0	0	0	0	10,000	0	10,000
6473 - Vegetation Management	18,000	0	0	0	5,000	0	23,000
6474 - Resource Assessment/Env Review	0	0	0	0	0	0	0
6475 - Public Access/Facilities Maintenance	30,000	0	0	0	190,800	0	220,800
6476 - Fire Management	0	0	0	0	100,000	0	100,000
6477 - IPM/Pest Control	0	0	0	0	5,000	0	5,000
6478 - Agricultural Improvements	0	0	0	0	5,000	0	5,000
6479 - Grazing Programs	3,000	0	0	0	203,000	700,000	906,000
6480 - Planning Services	0	0	0	0	0	0	0
6481 - General/Other Planning Services	0	0	15,000	0	295,000	0	310,000
6482 - Conservation Planning	0	0	0	0	108,000	0	108,000
6483 - Mapping & GIS Services	29,500	0	0	0	35,000	0	64,500
6484 - Long-Range Planning	0	0	0	0	565,500	0	565,500
6485 - Environmental Planning/CEQA	0	0	25,000	0	11,500	150,000	186,500
6486 - Environmental - Site Assessments	0	0	85,000	0	670,000	25,000	780,000
6487 - Prime Design	0	0	10,000	0	0	536,400	546,400
6488 - Prime Engineering	0	0	0	0	40,000	0	40,000
6489 - Other Design/Engineering	0	0	0	0	90,000	0	90,000
6490 - Acquisition and CIP Services	0	0	0	0	0	0	0
6491 - Surveys & Investigations	0	0	26,000	0	100,000	0	126,000
6492 - Brokerage/Transactions	0	0	0	0	0	0	0
6493 - Appraisals	0	0	50,000	0	20,000	0	70,000
6494 - Project/Construction Mgmt/Consult	0	20,000	0	0	40,000	25,000	85,000
6495 - Site Clean-up/Remediation/Demo	0	0	0	0	0	0	0
6496 - Restoration/Habitat Enhancement	0	0	0	0	0	154,000	154,000
6497 - Testing & Inspection	0	0	0	0	0	0	0

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6498 - Construction	0	30,000	1,249,500	0	99,500	865,000	2,244,000
6499 - Contingency	0	0	0	0	0	0	0
Total Outside Services/Consultants	773,915	150,000	1,465,500	0	3,046,820	2,506,000	7,942,235
6500 - OTHER SERVICES AND EXPENSES							
6510 - Risk Management							
6511 - Worker's Compensation	61,857	0	34,144	0	144,792	0	240,793
6512 - Insurance Claim Loss	5,000	0	0	0	0	0	5,000
6513 - Liability SLIP	13,000	0	0	0	0	0	13,000
6514 - Liability SPIP	36,000	0	0	0	0	0	36,000
6515 - Crime	1,815	0	0	0	0	0	1,815
6516 - Safety Program	0	0	0	0	0	0	0
6520 - Fees							
6521 - Payroll and Accounting	14,100	0	0	0	0	0	14,100
6522 - Bank and County Wire	2,000	0	0	0	0	0	2,000
6523 - Special Assessments	10,000	0	0	0	0	0	10,000
6524 - Permit	750	0	0	0	15,000	50,000	65,750
6525 - Escrow	0	0	16,500	0	10,000	0	26,500
6526 - Other	6,250	0	0	0	0	0	6,250
6527 - Election Costs	0	0	0	0	0	0	0
6528 - Public Notices	500	0	500	0	500	0	1,500
6529 - 1% County Collectors Fee	43,579	0	0	0	84,157	0	127,736
6530 - Advertising and Promotion	30,000	0	0	0	15,000	0	45,000
6540 - Interp & Educational Program Expenses	5,000	0	0	0	17,500	0	22,500
6550 - Event Production Expenses	0	0	0	0	65,000	0	65,000
6560 - Volunteer Program Expenses	0	0	0	0	0	0	0
6563 - Miscellaneous	2,500	0	0	0	14,000	0	16,500
6564 - Land Stewards	0	0	0	0	12,000	0	12,000
6565 - Volunteer Recruitment	0	0	0	0	4,200	0	4,200
6566 - Trailmasters	0	0	0	0	15,000	0	15,000
6570 - Meetings and Conferences	13,105	0	0	0	0	0	13,105
6580 - Training and Seminars	15,450	0	0	0	0	0	15,450
6590 - Recruiting	0	0	0	0	0	0	0
6591 - Job Postings/Ads	3,300	0	0	0	0	0	3,300
6592 - Pre-employment Testing	630	0	0	0	0	0	630
6593 - Assessments	16,800	0	0	0	0	0	16,800
Total Other Services and Expenses	281,635	0	51,144	0	397,149	50,000	779,929

FY2021/2022 Budget -- Full Detail
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6600 - EQUIPMENT AND MAINTENANCE							
6610 - Shop Equipment	0	0	0	0	7,000	0	7,000
6620 - Field Equipment	6,000	0	0	0	10,000	0	16,000
6630 - Small Tools	0	0	0	0	6,000	0	6,000
6640 - Office Equipment	27,550	0	0	0	0	0	27,550
6650 - Computers	0	0	0	0	0	0	0
6651 - Equipment	38,500	0	0	0	5,000	0	43,500
6652 - Software (Boxed)	0	0	0	0	0	0	0
6653 - Software (Subscription)	193,624	0	0	0	65,000	0	258,624
6654 - Data Backup	4,200	0	0	0	0	0	4,200
6660 - Office Furniture	3,000	100,000	0	0	0	0	103,000
6670 - Vehicles	250,000	0	0	0	100,000	0	350,000
6680 - Fleet Maintenance	0	0	0	0	105,000	0	105,000
6690 - Equipment Maintenance	0	0	0	0	20,000	0	20,000
Total Equipment and Maintenance	522,874	100,000	0	0	318,000	0	940,874
6700 - FACILITIES AND UTILITIES							
6710 - Rent	0	0	0	0	0	0	0
6720 - Moving Expenses	0	0	0	0	0	0	0
6730 - Building Maintenance and Repair	37,787	30,000	0	0	70,000	0	137,787
6740 - Landscaping and Plantscaping	13,220	0	0	0	0	0	13,220
6750 - Janitorial Services	66,152	0	0	0	0	0	66,152
6760 - Alarm Services	2,124	0	0	0	0	0	2,124
6770 - Internet and Phone	28,000	0	0	0	0	0	28,000
6780 - Radio and Cellular	35,560	0	0	0	250,000	0	285,560
6790 - Utilities	0	0	0	0	0	0	0
6791 - Garbage	3,000	0	0	0	0	0	3,000
6792 - Water	10,000	0	0	0	0	0	10,000
6793 - Electricity & Gas	60,000	0	0	0	2,000	0	62,000
6794 - Sewer	1,215	0	0	0	0	0	1,215
Total Facilities and Utilities	257,058	30,000	0	0	322,000	0	609,058
6800 - MEMBERSHIPS AND SPONSORSHIPS							
6810 - Professional Sponsorships	13,100	0	0	0	0	0	13,100
6820 - Library (Books and other Media)	250	0	0	0	0	0	250
6830 - Memberships & Dues	39,138	0	0	0	0	0	39,138
6840 - Subscriptions	300	0	0	0	0	0	300
Total Memberships and Library	52,788	0	0	0	0	0	52,788

FY2021/2022 Budget -- Full Detail
APPROVED

	APPROVED FY21/22 District One	APPROVED FY21/22 Reserve	APPROVED FY21/22 Measure Q	APPROVED FY21/22 MQ Urban Grant	APPROVED FY21/22 Measure T	APPROVED FY21/22 Grants	APPROVED FY21/22 Budget TOTAL
6900 - FEE TITLE & CONSERVATION EASEMENTS							
6910 - Fee Title	250,000	0	3,729,000	0	346,000	2,985,000	7,310,000
6920 - Conservation Easements	0	0	0	0	0	0	0
Total Fee Title and Conservation	250,000	0	3,729,000	0	346,000	2,985,000	7,310,000
6950 - OSA GRANT PROGRAMS							
6951 - District 1 20% Funding	0	0	0	0	0	0	0
6952 - Measure Q Urban Grant	0	0	0	0	0	0	0
6954 - Measure Q Grant Allocation	0	0	0	0	500,000	0	500,000
Total OSA Grant Programs	0	0	0	0	500,000	0	500,000
TOTAL EXPENSES	5,115,614	280,000	5,899,515	0	8,529,803	5,552,000	25,376,932

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APPENDIX B: FINAL 2021/2022 SALARY POSITION PAY PLAN

Position	Range #	Hourly Salary Range					Monthly Salary Range		Annual Salary Range	
		Min	Step 2	Step 3	Step 4	Max	Min	Max	Min	Max
Educational Aide Office Assistant Open Space Aide	10	\$25.91	\$27.20	\$28.56	\$29.99	\$31.49	\$4,490	\$5,458	\$53,884	\$65,497
Administrative Assistant Natural Resources Technician Open Space Technician I	15	\$29.26	\$30.72	\$32.26	\$33.87	\$35.56	\$5,071	\$6,164	\$60,857	\$73,972
Open Space Technician II	19	\$32.26	\$33.87	\$35.56	\$37.34	\$39.21	\$5,591	\$6,796	\$67,094	\$81,554
GIS Technician Planning Technician	21	\$33.87	\$35.56	\$37.34	\$39.21	\$41.17	\$5,871	\$7,136	\$70,449	\$85,631
Executive Assistant	22	\$34.72	\$36.45	\$38.27	\$40.19	\$42.20	\$6,018	\$7,314	\$72,210	\$87,772
Communications Coordinator Community Engagement Coordinator	23	\$35.56	\$37.34	\$39.21	\$41.17	\$43.23	\$6,164	\$7,493	\$73,972	\$89,913
Deputy Clerk of the Board Educational Programs Coordinator Equipment Mechanic Operator Staff Accountant	24	\$36.45	\$38.27	\$40.19	\$42.20	\$44.31	\$6,318	\$7,680	\$75,821	\$92,161
Lead Open Space Technician	25	\$37.34	\$39.21	\$41.17	\$43.23	\$45.39	\$6,473	\$7,867	\$77,670	\$94,409
Grants Coordinator IT Technician	26	\$38.27	\$40.19	\$42.20	\$44.31	\$46.52	\$6,634	\$8,064	\$79,612	\$96,769
Supervising Open Space Technician Volunteer Programs Administrator	28	\$40.19	\$42.20	\$44.31	\$46.52	\$48.85	\$6,966	\$8,467	\$83,592	\$101,607
Communications Specialist Legislative Specialist	29	\$41.17	\$43.23	\$45.39	\$47.66	\$50.04	\$7,136	\$8,674	\$85,631	\$104,085
Assistant Open Space Planner Real Property Coordinator	31	\$43.23	\$45.39	\$47.66	\$50.04	\$52.54	\$7,493	\$9,107	\$89,913	\$109,290
Accounting/Financial Analyst Grants Administrator Office and HR Administrator	32	\$44.31	\$46.52	\$48.85	\$51.29	\$53.86	\$7,680	\$9,335	\$92,161	\$112,022
Conservation GIS Coordinator Real Property Specialist Resource Management Specialist	33	\$45.39	\$47.66	\$50.04	\$52.54	\$55.17	\$7,867	\$9,563	\$94,409	\$114,754
Associate Open Space Planner	35	\$47.66	\$50.04	\$52.54	\$55.17	\$57.93	\$8,261	\$10,041	\$99,129	\$120,492
Clerk of the Board	36	\$48.85	\$51.29	\$53.86	\$56.55	\$59.38	\$8,467	\$10,292	\$101,607	\$123,504
Senior Open Space Planner	39	\$52.54	\$55.17	\$57.93	\$60.83	\$63.87	\$9,107	\$11,070	\$109,290	\$132,842
Director of Administrative Operations External Affairs Manager Field Operations Manager Planning Manager	47	\$63.87	\$67.06	\$70.41	\$73.93	\$77.63	\$11,070	\$13,456	\$132,842	\$161,471
Assistant General Manager	54	\$75.78	\$79.57	\$83.55	\$87.73	\$92.11	\$13,136	\$15,966	\$157,626	\$191,595

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