

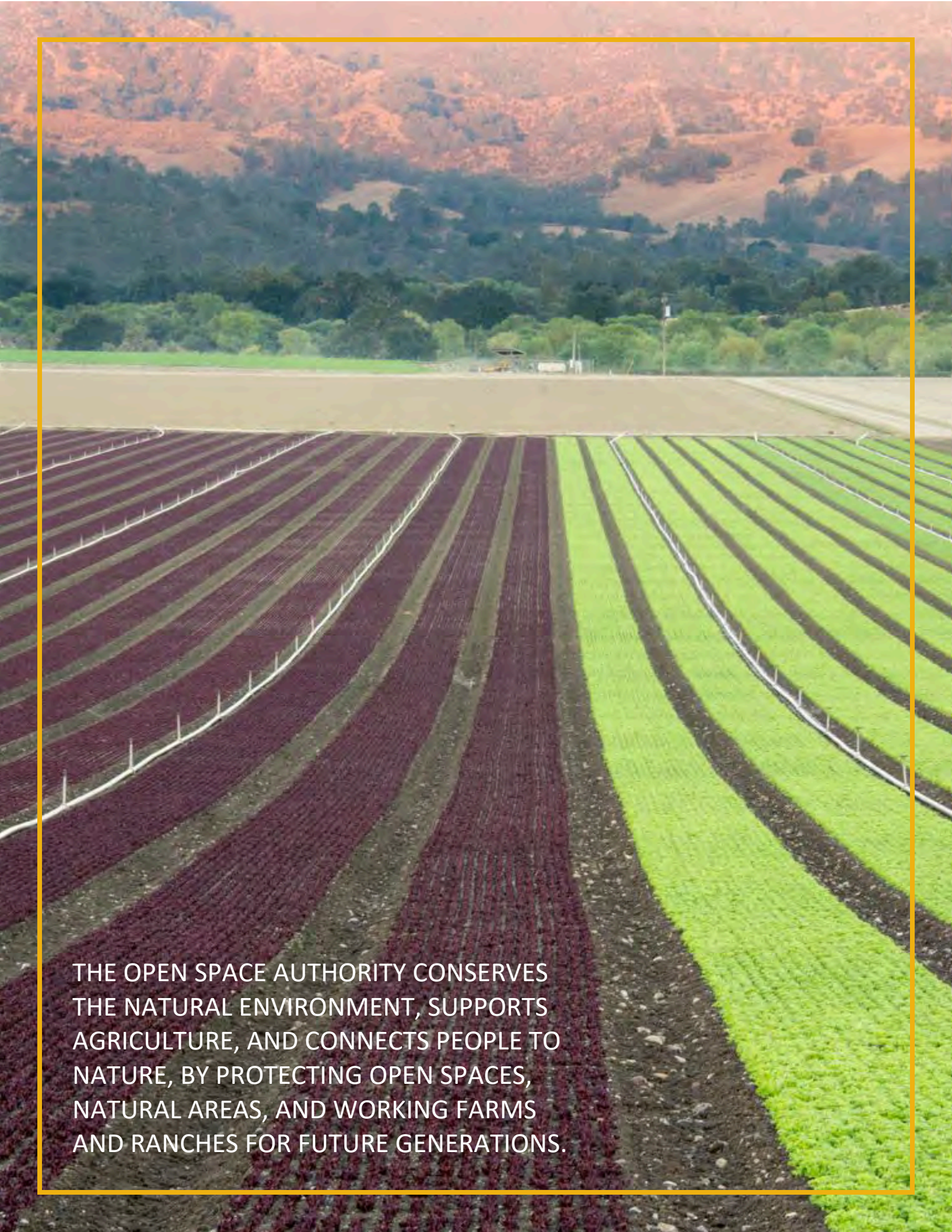


# BUDGET AND ANNUAL WORK PLAN

## FISCAL YEAR 2024/2025



Santa Clara Valley Open Space Authority  
Presented to the Board June 13, 2024



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

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## Board of Directors



**Alex Kennett**  
District 1



**Mike Flaugher**  
District 2



**Helen Chapman**  
District 3



**Garnetta Annable**  
District 4



**Vicki Alexander**  
Director 5



**Mike Potter**  
District 6



**Kalvin Gill**  
District 7



## General Manager's Message

The Santa Clara Valley Open Space Authority just celebrated its first 30 years, reaching a milestone of having conserved 30,000 acres of natural and working lands for the benefit of current and future generations. We have also grown the Authority's open space preserve system to 33 miles of public trails and opened the 1,831-acre Máyyan 'Ooyákma – Coyote Ridge Open Space Preserve in the Diablo Range overlooking San Jose, Morgan Hill and the Coyote Valley. This stunning new public preserve contains significant biodiversity including rare plants found nowhere else

on the planet, and is home to a resident herd of Tule Elk, the federally-endangered Bay Checkerspot Butterfly and spectacular Spring wildflower displays.

We are proud of what this efficient and effective, mission-driven agency has accomplished for nature and people in the Santa Clara Valley, but our work is not finished and much more remains to be done. After all, *we are in the business of forever*. We are dedicated to creatively collaborating with public and private partners to protect, connect, and restore natural lands and wildlife habitat, support and sustain local agriculture, protect the quality of our water resources, use nature-based strategies to build resilience to wildfires and floods, and connect our diverse communities with nature. Nature is not a "nice to have," but an essential element of our life support system. Continued investment to protect and restore our natural and working lands will be critical to respond and adapt to climate change and ensure we have healthy lands, communities and economies.

These are challenging fiscal times for all government agencies in a post-COVID 19 era and in a shifting economic environment. Even as some economic indicators are showing improvement, it is important in this next fiscal year to take a prudent approach to budgeting and spending. In FY 24/25, staff are recommending an overall budget that is 18% lower than in FY 23/24 and 24% lower than FY 22/23, principally by deferring larger capital projects and prioritizing those projects that have significant outside funding from federal and state grant programs and foundations. This approach builds on the Authority's track record of successfully leveraging its modest local tax revenues of \$12 million per year to attract significant outside funding, principally federal and state grant monies and other partnership contributions at a ratio of 1:3 (for every \$1 of local tax revenues the Authority spends it brings in \$3-\$4 of outside funding for acquisition of open space and farmland, habitat restoration, construction of public trails and access facilities, and other climate resilience projects). The FY 24/25 budget also includes a 4% reduction in operational spending by leaving certain staff vacancies unfilled. The Authority continues to focus on providing excellent visitor services at its open space preserves and providing well-managed and cared for open space lands, trails, water resources, wildlife habitat and public access facilities.

Even with its past success in securing outside funding, the Authority projects it will need additional funding in the coming years beyond its current base revenues to maintain its current level of managing, stewarding and caring for public lands and waters, reducing wildfire risk, and providing safe, clean visitor amenities (staging areas, parking lots, public trails, signage, restrooms) at Authority open space preserves, as well as to develop open space facilities and amenities on newly acquired lands. The Authority has developed a 3-Year Capital Improvement Projects Plan and has projected anticipated revenues and expenditures through 2030 to prioritize capital projects and programs and determine the level of supplemental funding needed.

The Open Space Authority’s revenues are principally derived from a voter-approved parcel tax that has remained flat and has not increased since 2014 when the Measure Q \$24 parcel tax was approved by voters (and was extended as Measure T in 2020 without increase). Meanwhile, the acreage of open space lands the Authority has acquired and is responsible for protecting and managing in perpetuity has more than doubled in the last decade in one of the most expensive real estate markets in the nation.

The recommended projects and programs in the Authority’s FY 24/25 Budget and Workplan include the following (The complete Work Plan can be found in Part II of this report):

**Sponsor state legislation to amend the Authority’s Enabling Act** that among other provisions seeks to expand the agency’s ability to conserve important natural and working lands in the Diablo Range. The legislation would also allow the Authority to provide tax exemptions to low income seniors in future local funding measures

**Develop a Natural Resources Department Strategic Plan** that prioritizes management of wildlife, habitat restoration and adaptation and resilience to drought, flooding and catastrophic wildfire in the Diablo Range, Coyote Valley, Santa Cruz Mts and Pajaro River watershed

**Establish a new Agricultural Program** within the Natural Resources Department to support sustainability of local agriculture and develop federal, state and local funding partnerships for regenerative agriculture and climate-smart practices

**Open significant new acreage for public access** at Rancho Cañada del Oro Open Space Preserve including installing a pedestrian bridge over Llagas Creek and opening an ADA-compliant accessible new day use area for open space visitors

**Begin conceptual trail planning and design for the Blair Backcountry Trail** in Rancho Cañada del Oro Open Space Preserve

**Complete planning and design and launch construction of an ADA (Americans With Disabilities Act) accessible trail** and new visitor entry at Coyote Valley Open Space Preserve with federal funding

**Develop initial water resources restoration concepts** through the Coyote Valley Conservation Areas Master Plan (CVCAMP) and hold community workshops to engage the public

**Secure federal approval of grant funding request** to implement water resources restoration projects in the Laguna Seca area of North Coyote Valley

**Coordinate with Santa Clara County’s Climate Collaborative, partner organizations and the business sector to increase investment in nature-based strategies** for climate change, protect and restore biodiversity, wildlife habitat, water resources, natural flood plains

**Partner with natural resource agencies, land trusts and tribes** to develop a conservation strategy for the Upper Pajaro River Watershed

**Complete the transfer of approximately 850 acres of land** in North and Mid-Coyote Valley to the Open Space Authority from the Peninsula Open Space Trust

**Evaluate the use of a “buy-protect-sell” model** of conservation for Authority-held agricultural lands including in Coyote Valley

**Work with the City of Morgan Hill** to develop a joint management agreement for a future El Toro Mountain Open Space Preserve

**Complete the transfer of trail rights and a conservation easement over Tilton Ranch to Open Space Authority** to allow for enrollment in the Santa Clara Valley Habitat Agency’s Reserve System

**Work with Peninsula Open Space Trust** and other partners to seek federal and state funds for implementing wildlife crossing infrastructure on Monterey Road and Hwy 101 in Coyote Valley

**Initiate Urban Grants Program 2025** Call for Applications

**Update the Authority’s Website**

As we celebrate our successes from the past 30 years and look to lay a promising path for the future, we want to thank the residents of San Jose, Milpitas, Santa Clara, Campbell, Morgan Hill and the unincorporated areas of Santa Clara County, as well as our conservation partners and funders for your continued support of the Open Space Authority and its work – your support is essential to ensure a sustainable and livable region for people and nature for generations to come.

Sincerely,

A handwritten signature in blue ink that reads "Andrea Mackenzie". The signature is fluid and cursive, with a long, sweeping tail on the final letter.

Andrea Mackenzie  
General Manager

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## *Our Vision, Our Valley, Our Future*

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



In our vision of the Santa Clara Valley:

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



### **OUR CONSERVATION GOALS**

- Protect and manage an interconnected system of wildlands and natural areas to support native habitats and species and to ensure resilience to a changing environment.
- Protect and restore water resources to benefit local communities and the environment.
- Conserve farms, ranches, and working landscapes to sustain the economic and environmental viability of agriculture in the County.
- Protect and manage an interconnected network of open space lands that provide opportunities for nature-based recreation and education for all residents.



## The History of the Open Space Authority

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

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

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

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

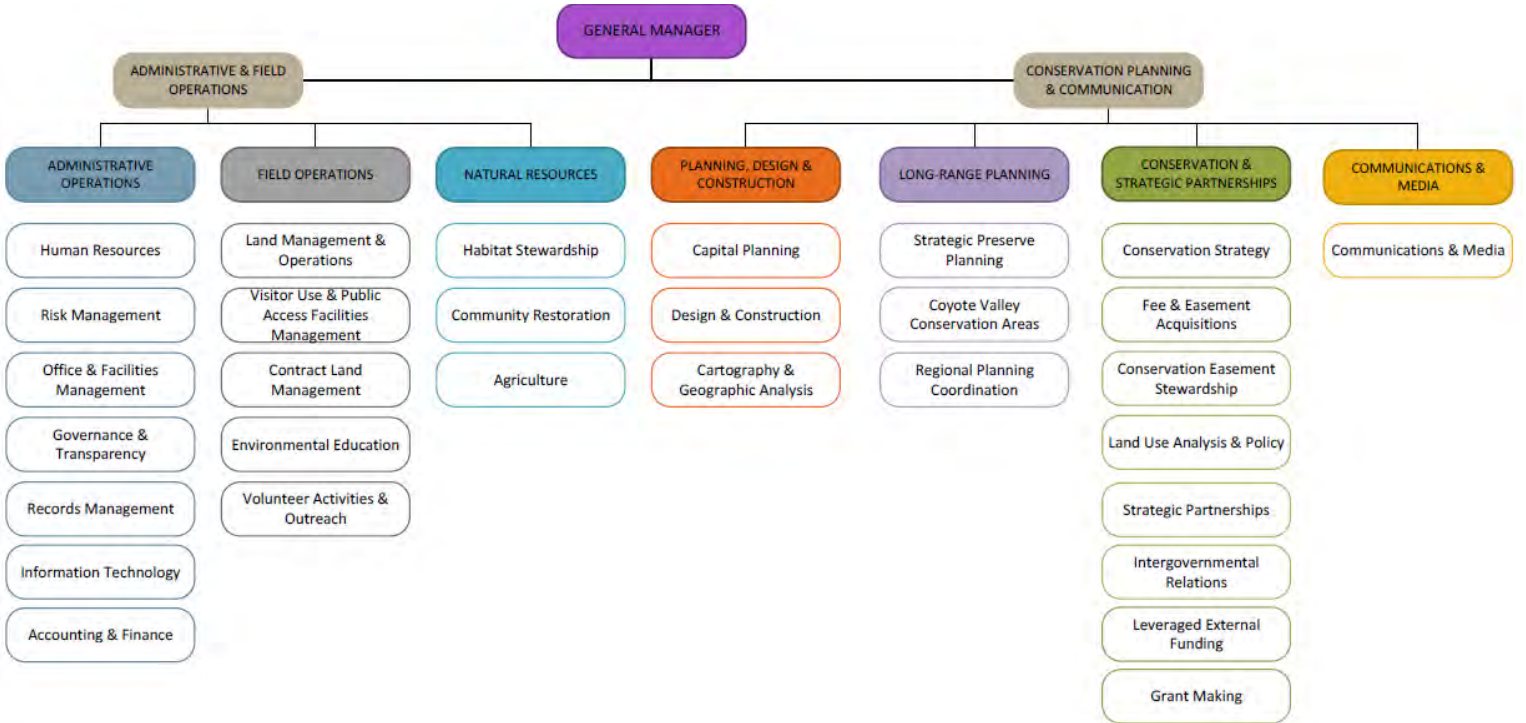
In 2014, the Measure Q Parcel Tax, a 15-year, \$24 per-year parcel tax, passed with overwhelming support from voters. The measure brings in approximately \$8 million per year to fund the protection of wildlife, water, working lands, and other open space, increase public access, and create new urban open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

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

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

## Staffing and Structure

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





# Part I

## The Budget

## Budget Development Process

The budget and work plan development process began in mid-November 2023. The General Manager and the department managers (collectively, the Management Team) revisited the Authority’s mission, vision, and goals, as laid out in the Measure T Expenditure Plan, the Santa Clara Valley Greenprint, and District 1 Assessment’s 5 Year Plan, to determine the priorities for the upcoming fiscal year. The General Manager and Assistant General Managers (collectively, the Executive Team) reviewed various financial scenarios to determine and approve monetary allocations to each priority and each department. Department managers were responsible for prioritizing expenditures for projects and programs within the allocated amounts. The resulting Budget and Annual Work Plan becomes the guiding document for staff to record and track expenditures for approved projects.

### Guidelines and Assumptions

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

#### General Guidelines

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

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

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

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

#### Measure T Expenditure Guidelines

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

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

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



Measure T revenues are used for:

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



*Wildflowers at Laguna Seca*

## Fund Balance Carryover

By July 1, 2024, it is estimated that the Authority will carry over a cumulative total of \$43,160,039 from previous fiscal years.

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

Of the \$43,160,039 in carryover funds, \$23,230,759 is available for withdrawal in the FY 2024/2025 budget (Table 1).

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

<b>Projected Carryover by Fund</b>	<b>Projected Ending Fund Balance</b>	<b>Estimated Available Funds</b>
District 1	9,250,343	
(minus) 20% Funding Program	(2,023,831)	
Available Carryover Funds from District 1		7,226,512
Measure T	6,735,462	
Available Carryover Funds from Measure T		6,735,462
MT Urban Grant Program	1,500,000	
(minus) Awarded Grants	(269,156)	
Available Carryover Funds from MT UGP		1,230,844
Measure Q	6,977,010	
(minus) Encumbered for Committed Projects	(500,000)	
Available Carryover Funds from Measure Q		6,477,010
MQ Urban Grant Program	1,806,865	
(minus) Awarded Grants	(1,806,865)	
Available Carryover Funds from MQ UGP		-
Reserve	15,860,930	
(minus) Operational Reserve	(14,000,000)	
(minus) Conservation Stewardship	(300,000)	
Available Carryover Funds from Reserve		1,560,930
Grants	1,029,429	
(minus) Encumbered for Committed Projects	(1,029,429)	
Available Carryover Funds from Grants		-
<b>TOTAL AVAILABLE CARRYOVER FUNDS FOR FY 2024/2025</b>		<b>23,230,759</b>

Table 1

## Fiscal Year 2024/2025 Budget Summary

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

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

Total revenues received from District 1 and Measure T, as well as land management income recouped from other local agencies for contracted land management services and agricultural lease income, are expected to be \$12,913,116. The Authority is expected to spend \$12,884,666 of the revenues received (Table 2).

Total expenditures for FY 2024/2025 are estimated to be \$18,776,984, of which \$12,884,666 is funded by incoming District 1 Assessment and Measure T Parcel Tax revenues and the remaining \$5,892,318 is funded by grants, carryover, and other income (Table 3).

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

<b>Revenues and Expenditures</b>	<b>Estimated</b>
FY 2024/2025 Estimated Authority REVENUES	12,913,116
FY 2024/2025 Estimated Authority EXPENDITURES	12,884,666

Table 2

<b>Expenditure Breakdown by Funding Source</b>	<b>Estimated</b>
District 1	4,642,602
Measure T	8,242,064
<i>Authority-funded Expenditures</i>	<i>12,884,666</i>
Grants and Other Income	1,215,318
District 1 Fund Carryover	1,500,000
Measure Q Fund Carryover	2,977,000
Measure T Fund Carryover	200,000
<i>Non-Revenue Expenditures</i>	<i>5,892,318</i>
<b>TOTAL EXPENDITURES</b>	<b>18,776,984</b>

Table 3

## Revenue and Income Sources

### Revenue Sources

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

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

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

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

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

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

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

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

- Protect Open Space, Redwood Forests, Wildlife Habitat, Scenic 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** – The Authority may perform work for partner agencies on lands adjacent to Authority preserves to ensure continuity of ecosystem services. When the Authority enters into a land management agreement, staff time and expenses incurred are reimbursed to the Authority. The contract specifies the fee schedule based on staff positions. These rates are adjusted annually based on the Dept of Labor’s CPI data. The fee schedule for FY 2024-2025 can be found in [Appendix C](#).



## Non-Revenue Income Sources

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

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

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

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

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

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



*School of Arts and Culture at MHP's La Placita Beautification Project*

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

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

FY 2024/2025 Projected Revenues and Income

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

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

Funds are withdrawn from available carryover from the previous fiscal year, deposited as other income, and budgeted to be spent in the coming fiscal year. For FY 2024/2025, the Authority proposes to withdraw a total of \$4,677,000 (\$1,500,000 from District 1 fund; \$2,977,000 from Measure Q fund; and \$200,000 from Measure T fund) from the available carryover balances.

Revenue/Income	FY24/25 District 1	FY24/25 Reserve	FY24/25 Measure Q	FY24/25 Measure T	FY24/25 Grants	FY24/25 TOTAL
<b>5000 - REVENUES</b>						
5100 - Revenue	4,402,241			8,084,425		12,486,666
5700 - Land Management						
5701 - VTA	40,000					40,000
5702 - SCVWD	70,000					70,000
5703 - Waste Mgmt						
5704 - Valley Habitat Agency	140,000					140,000
5601 - Lease	16,450			160,000		176,450
<b>TOTAL REVENUE</b>	<b>4,668,691</b>			<b>8,244,425</b>		<b>12,913,116</b>
<b>OTHER INCOME SOURCES</b>						
District 1 Fund Carryover	1,500,000					1,500,000
Measure Q Fund Carryover			2,977,000			2,977,000
Measure T Fund Carryover				200,000		200,000
5200 - Interest Income	65,000	130,000	140,000	40,000		375,000
5300 - Grants					1,215,318	1,215,318
5400 - Donations						
5500 - Land Sales						
5600 - Land Use Income						
5602 - Grazing Lease Income	20,000					20,000
5603 - Use Permit Income						
<b>TOTAL OTHER INCOME SOURCES</b>	<b>1,585,000</b>	<b>130,000</b>	<b>3,117,000</b>	<b>240,000</b>	<b>1,215,318</b>	<b>6,287,318</b>
<b>ALL REVENUE AND INCOME</b>	<b>6,253,691</b>	<b>130,000</b>	<b>3,117,000</b>	<b>8,484,425</b>	<b>1,215,318</b>	<b>19,200,434</b>

Table 4

## FY 2024/2025 Budget

The FY 2024/2025 Budget reflects the goals of the FY 2024/2025 Annual Work Plan. Total expenditures for FY 2024/2025 are estimated to be \$18,776,984, an 18% decrease from FY 2023/2024.

The Authority has several major expense categories:

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

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

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

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

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

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

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

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

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

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

Budget At A Glance

Expenditures	FY24/25 District 1	FY24/25 Reserve	FY24/25 Measure Q	FY24/25 Measure T	FY24/25 Grants	FY24/25 Budget TOTAL	% of Budget TOTAL
<b>6000 - PAYROLL</b>							
Total Payroll	2,329,222	-	-	4,458,012	-	6,787,234	36%
<b>6100 - BENEFITS &amp; EMPLOYEE EXPENSES</b>							
Total Benefits	781,137	-	-	1,452,338	-	2,233,475	12%
<b>6200 - TRAVEL AND EXPENSES</b>							
Total Travel and Expenses	10,705	-	200	300	-	11,205	0%
<b>6300 - SUPPLIES AND CONSUMABLES</b>							
Total Supplies and Consumables	246,565	-	11,600	367,600	-	625,765	3%
<b>6400 - OUTSIDE SERVICES/CONSULTANTS</b>							
Total Outside Services/Consultants	1,118,355	-	1,329,700	1,165,754	615,318	4,229,127	23%
<b>6500 - OTHER SERVICES AND EXPENSES</b>							
Total Other Services and Expenses	1,080,135	-	85,500	501,340	-	1,666,975	9%
<b>6600 - EQUIPMENT AND MAINTENANCE</b>							
Total Equipment and Maintenance	216,785	-	-	317,400	-	534,185	3%
<b>6700 - FACILITIES AND UTILITIES</b>							
Total Facilities and Utilities	265,565	-	-	79,320	-	344,885	2%
<b>6800 - MEMBERSHIPS AND SPONSORSHIPS</b>							
Total Memberships and Sponsorships	94,133	-	-	-	-	94,133	1%
<b>6900 – ACQUISITIONS (FEE TITLE &amp; EASEMENTS)</b>							
Total Acquisitions (Fee Title & Easements)	-	-	1,550,000	-	600,000	2,150,000	11%
<b>6950 – AUTHORITY GRANT PROGRAMS</b>							
Total Authority Grant Programs	-	-	-	100,000	-	100,000	1%
<b>TOTAL EXPENSES</b>	<b>6,142,602</b>	<b>-</b>	<b>2,977,000</b>	<b>8,442,064</b>	<b>1,215,318</b>	<b>18,776,984</b>	<b>100%</b>

Table 5

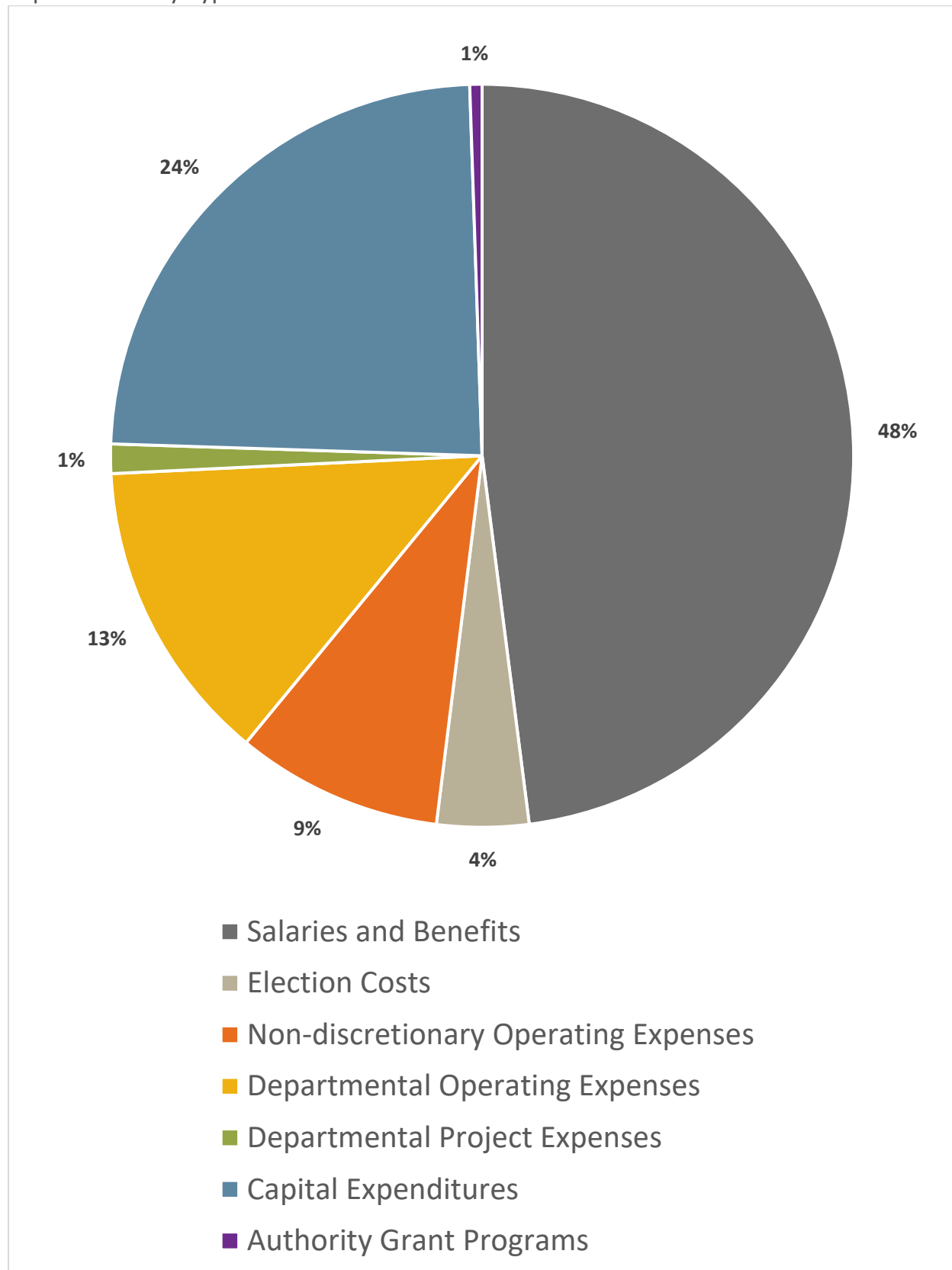
Expenditures by Department and Fund

Expenditures	FY24/25 District 1	FY24/25 Reserve	FY24/25 Measure Q	FY24/25 Measure T	FY24/25 Grants	FY24/25 Department TOTAL
Administrative Operations	3,645,399	-	-	1,115,635	-	4,761,034
Communications and Media	975,120	-	-	458,283	-	1,433,403
Conservation and Strategic Partnerships	469,941	-	1,805,000	913,786	600,000	3,788,727
Field Operations	667,770	-	-	3,838,106	-	4,505,876
Long-Range Planning	62,837	-	790,000	297,247	505,000	1,655,084
Natural Resources	175,090	-	7,000	1,281,632	110,318	1,574,040
Planning, Design, and Construction	122,045	-	375,000	537,375	-	1,034,420
Board	24,400	-	-	-	-	24,400
<b>TOTAL EXPENDITURES BY FUND</b>	<b>6,142,602</b>	<b>-</b>	<b>2,977,000</b>	<b>8,442,064</b>	<b>1,215,318</b>	<b>18,776,984</b>

Table 6



Expenditures by Type



## Discussion of Expenditures

### Staffing

The Authority currently has 63 regular positions in the organizational structure, including vacancies (Table 7). The recruitment of vacant positions is prioritized through a balance of staffing expense and how the role will support the efficient and effective implementation of the Authority’s priorities.

### Regular Positions in Organizational Structure

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

Table 7

Balancing fiscal responsibility with mission delivery, the Authority will not be adding new staff positions in FY 2024/2025. The Staff Accountant position has been staffed at 30 hours per week in past fiscal years, but will increase to full-time in FY 2024/2025.

There will be recruitments to strategically fill vacant positions across the departments. However, the Deputy Clerk of the Board, Senior Open Space Planner and an Open Space Technician II position will not be backfilled in FY 2024/2025. These continued vacancies have been taken into account when planning projects reflected on the Authority's Work Plan and in programmatic initiatives.

**The budget reflects no new positions for FY 2024/2025.**

## Benefits

A competitive benefits package is provided to employees of the Open Space Authority. The package includes participation in the California Public Employees Retirement System (CalPERS), medical, dental, vision, Employee Assistance Program, \$25,000 life insurance, and \$600 per year tuition reimbursement. In FY 2024/2025 the benefits package is approximately 33% of salary. Together, salaries and benefits are 48% of total expenditures for the year.

## Cost of Living Adjustment

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

**A cost of living adjustment of 2.4% is recommended for FY 2024/2025.**

## Board and Committee Expenses

Board stipends, meeting expenses, and Board and committee member training are expected to be \$24,400 for FY 2024/2025.

## 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 2024/2025, there is a scheduled election for three directors. Based on the cost estimate provided by the Registrar of Voters, staff conservatively allocated up to \$750,000 to cover the cost of the election.

## Administrative Allowance Using Measure T Funds

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

The Authority plans to use Measure T revenues to afford a portion of the agency's total administrative expenses, as permitted under the Measure T Expenditure Plan guidelines. The Plan allows parcel tax



revenue generated and disbursed to the Authority to be used for administrative expenses as the Board determines are reasonable and necessary.

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

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

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

For FY 2024/2025, the Authority intends to utilize up to \$2,000,000 of Measure T revenues to partially fund the agency's administrative expenses. Administrative expenses exceeding the approved allowance amount will be offset by other funding sources.



## Non-Discretionary Operational Expenses

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

### *Supplies and Equipment*

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

### *Occupancy and Utilities*

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

### *Contractual Services*

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

### *Insurance and Fees*

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

### *Computer Equipment and Software*

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

Software	Use	Est. Annual Cost
Acumatica	Financial accounting system	\$48,000
Yodel Pass	Preserve management system	\$44,400
Office 365	Business software	\$35,000
ArcGIS	Geographical information system	\$15,000
Wizehive	Grant management system	\$13,000
Hubspot	Customer Relationship Management system	\$12,000
PrimeGov	Legislative management system	\$10,000
Adobe	Business software	\$10,000
NinjaRMM	IT remote monitoring and management; server backup	\$10,000
ArchiveSocial	Social media records management	\$8,000
Backblaze	PC backup software	\$6,000
GetConnected	Volunteer management system	\$4,000
ADP WorkforceNow	HR Information Systems	\$3,000
Microsoft Azure	Cloud services	\$2,000
AutoCAD	Computer-aided Design & Drafting Software	\$1,975
Zoom	Video conferencing services	\$720
DocuSign	Digital signature processing software	\$600

Expenditure Details by Department

Expenditure Type	Admin Ops	Comms and Media	Conservation & Strategic Partnerships	Field Ops	Long-Range Planning	Natural Resources	Planning, Design, and Construction	TOTAL
<b>Non-discretionary Operating Expenses</b>								
Staff Costs -- Salaries and Benefits	2,064,500	759,563	1,030,428	3,337,901	351,534	833,458	630,425	9,007,809
Non-discretionary Expenses	1,518,920	24,540	16,000	69,800	3,000	9,000	22,345	1,663,605
Election Costs	750,000	-	-	-	-	-	-	750,000
<b>Other Operating Expenses</b>								
Departmental Operating Expenses	352,613	544,300	332,300	978,175	5,550	273,210	6,650	2,492,798
Departmental Project Expenses	75,000	105,000	-	-	-	60,000	-	240,000
Board	24,400	-	-	-	-	-	-	24,400
<b>Total Operating Expenses</b>	<b>4,785,433</b>	<b>1,433,403</b>	<b>1,378,728</b>	<b>4,385,876</b>	<b>360,084</b>	<b>1,175,668</b>	<b>659,420</b>	<b>14,178,612</b>
<b>Capital Expenditures</b>								
Land Acquisition	-	-	2,310,000	-	-	-	-	2,310,000
Capital/Structural Improvement	-	-	-	40,000	1,295,000	398,372	375,000	2,108,372
Capital Purchases	-	-	-	80,000	-	-	-	80,000
<b>Total Capital Expenditures</b>	<b>-</b>	<b>-</b>	<b>2,310,000</b>	<b>120,000</b>	<b>1,295,000</b>	<b>398,372</b>	<b>375,000</b>	<b>4,498,372</b>
<b>Authority Urban Open Space Grant Programs</b>								
District 1 20% Funding Program	-	-	-	-	-	-	-	-
MT Urban Grant Program Allocation	-	-	100,000	-	-	-	-	100,000
MT Urban Grant Program Awards	-	-	-	-	-	-	-	-
<b>Total Authority Urban Grants</b>	<b>-</b>	<b>-</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100,000</b>
<b>TOTAL ESTIMATED EXPENDITURES FOR 2024/2025</b>	<b>4,785,433</b>	<b>1,433,403</b>	<b>3,788,728</b>	<b>4,505,876</b>	<b>1,655,084</b>	<b>1,574,040</b>	<b>1,034,420</b>	<b>18,776,984</b>

Table 8

Three-Year Historical Budget Comparison

Budgeted Revenues and Income	Approved FY 2022/2023	Approved FY 2023/2024	Proposed FY 2024/2025
Revenues (District 1 and MT)	13,150,877	12,753,728	12,913,116
Income (Carryover, Grants, Urban Grant Program)	11,941,323	10,888,716	6,287,318
<b>TOTAL BUDGETED REVENUES AND INCOME</b>	<b>25,092,200</b>	<b>23,642,444</b>	<b>19,200,434</b>

Budget	Approved FY 2022/2023	Approved FY 2023/2024	Proposed FY 2024/2025
<b>Operating Budget</b>			
Staff Costs – Salaries and Benefits	8,179,533	9,384,957	9,007,809
Administrative Operations	1,928,604	2,128,017	1,946,533
Communications and Media	575,030	634,975	673,840
Conservation and Strategic Partnerships	132,491	483,287	348,300
Field Operations	1,987,750	1,933,425	1,047,975
Long-Range Planning	-	-	8,550
Natural Resources	-	-	342,210
Planning, Design, and Construction	2,147,440	108,999	28,995
Board	25,740	27,364	24,400
Elections	1,000,000	-	750,000
<b>Total Operating Budget</b>	<b>15,976,588</b>	<b>14,701,024</b>	<b>14,178,612</b>
<b>Capital Budget</b>			
Land Acquisition	2,055,000	3,375,000	2,310,000
Capital/Structural Improvement	5,777,000	3,380,000	2,108,372
Capital Purchases	400,000	-	80,000
<b>Total Capital Budget</b>	<b>8,232,000</b>	<b>6,755,000</b>	<b>4,498,372</b>
<b>Authority Grant Programs</b>			
20% Funding	-	-	-
Urban Grant Program Allocation	500,000	500,000	100,000
<b>Total Authority Grant Programs Budget</b>	<b>500,000</b>	<b>500,000</b>	<b>100,000</b>
<b>TOTAL BUDGET</b>	<b>24,708,588</b>	<b>22,960,594</b>	<b>18,776,984</b>

Table 9

# Part II



# The Work Plan

## Work Plan Development Process

The Santa Clara Valley Greenprint, the Measure T Expenditure Plan and the Open Space Authority 5 Year Plan (5 Year Plan) provide guidance on goal setting and project decision making. The first document to guide the Authority was the 5 Year Plan first created in 1996. It was developed with input from the public and the Authority’s 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 2024/2025 Work Plan, the Executive Team reviewed and approved continuing and new projects aligned with the agency’s mission, priorities, and a newly defined niche. Project managers were responsible for assessing the project’s fiscal year scope, budget requirements, and staff capacity. The consolidated list of proposed projects was then reviewed by the Executive Team.



## Defining Our “Niche”

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

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



Projects proposed in the FY 2024/2025 Work Plan align with the role the Authority has in the valley and delivers on the goals as defined by the “Niche”.

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

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

## FY 2024/2025 Annual Work Plan

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

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

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

Projects are grouped by department.

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

ADM – Administrative Operations department

COM – Communications and Media department

CSP – Conservation and Strategic Partnerships department

FLD – Field Operations department

LRP – Long-Range Planning department

NRS – Natural Resources department

PDC – Planning, Design, and Construction department

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

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

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

The *Proposed Project Budget* is the estimated project cost for fiscal year 2024/2025. The estimated project budget does not include staff time and legal services.

Proposed project budgets with an asterisk denotes the project will be partially or wholly offset with partner funding and/or grants; therefore, net cost to the agency after reimbursements will be less than the proposed project budget shown. For some acquisitions, the estimated project budget shown may be less than the actual acquisition cost because the budget does not include any outside funding directly deposited into escrow.

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



Projects led by the Administrative Operations Department

PROJECT NAME	PROJECT DESCRIPTION	FISCAL YEAR SCOPE OF WORK	PROPOSED PROJECT BUDGET FOR FY 2024/2025
<p><b>33 LAS COLINAS FACILITIES MAINTENANCE AND IMPROVEMENTS</b></p>	<p>Maintain the integrity, ensure the life span, and improve the environmental impact of the Authority’s headquarters facilities at 33 Las Colinas through regular assessments, maintenance, repairs, and replacements as needed.</p>	<ul style="list-style-type: none"> <li>- Repairing parking lot including restriping of stalls</li> </ul>	<p>10,000</p>
<p><b>HRIS</b></p>	<p>The procurement and deployment of a human resources information systems to support improved efficiency in the Human Resources program and provide employees more direct access to their personnel data and records.</p>	<ul style="list-style-type: none"> <li>- Complete the implementation of ADP Workforce Now module for onboarding of new employees and training appropriate staff on how to participate in the process as trainers for new employees.</li> <li>- Complete the implementation of ADP Workforce Now module for managing time off accruals. Validate imported time off balances and ensure that the rules for adding new time are structured accurately to deliver staff accurate real time access to their time off balances. Train staff on how to view their time off balances and request new time off in the system. Train supervisors on how to approve time off requests.</li> <li>- Complete the implementation of the ADP Workforce Now module for Performance Management. Train employees and supervisors on how to complete annual performance evaluations, and ongoing goals tracking in the system.</li> </ul>	<p>-</p>
<p><b>OFFICE SPACE AND RESOURCE PLANNING</b></p>	<p>Maximize the available office workspaces and systems for future staffing and operating needs. With a growing work force, limited office space, and the anticipation that staff will continue to work remotely more regularly post shelter in place, the Authority will evaluate best use of office space and ensure that workspaces meet the needs of staff.</p>	<ul style="list-style-type: none"> <li>- Complete an assessment of available spaces and gap analysis for needed spaces and amenities today and into the future. Ensure that all staff is engaged in the research phase of this project</li> <li>- Evaluate options for remote reporting locations for field-based staff and storing equipment</li> <li>- Provide a recommendation for a preliminary plan including phases of implementation and procurement schedules</li> </ul>	<p>-</p>

PROJECT NAME	PROJECT DESCRIPTION	FISCAL YEAR SCOPE OF WORK	PROPOSED PROJECT BUDGET FOR FY 2024/2025
<b>ASSET MANAGEMENT AND MAINTENANCE SOFTWARE</b>	The purpose of this project is to research, procure, and implement an asset management software to assist with maintaining public access facility work orders, tracking preventative maintenance schedules, managing inventory and capital assets, documenting safety concerns and guidelines, and increasing communication between office and field staff.	<ul style="list-style-type: none"> <li>- Assess needs</li> <li>- Develop scope of work</li> <li>- Release RFP</li> <li>- Evaluate demos</li> <li>- Select vendor</li> </ul>	-
<b>FILE MANAGEMENT RESTRUCTURING</b>	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"> <li>- Determine the scope of work for a consultant, evaluate and select vendor</li> <li>- Receive department input and concerns for file structure and sharing</li> <li>- Design file structure</li> <li>- Document file structure guidelines</li> <li>- Establish document file naming guidelines and document them</li> <li>- Train staff</li> <li>- Implement file restructure</li> </ul>	65,000

Projects led by the Communications and Media Department

PROJECT NAME	PROJECT DESCRIPTION	FISCAL YEAR SCOPE OF WORK	PROPOSED PROJECT BUDGET FOR FY 2024/2025
<b>NEW WEBSITE DESIGN AND BUILD</b>	Design and implement a new main website for the agency that reflects the agency’s mission, work and accomplishments and streamlines information to appropriate audiences.	<ul style="list-style-type: none"> <li>- Conduct project onboarding and review existing user experience research, website content, and website navigation</li> <li>- Conduct additional community input research</li> <li>- Develop site content structure and strategy</li> <li>- Design wireframes and visual interfaces for desktop and mobile websites</li> <li>- Create website style and best practices guide</li> <li>- Complete back end and interface development</li> <li>- Set up custom integrations</li> <li>- Conduct staff training</li> <li>- Launch site</li> <li>- Determine maintenance plan and set up analytics dashboards</li> </ul>	105,000

Projects led by the Conservation and Strategic Partnerships Department

PROJECT NAME	PROJECT DESCRIPTION	FISCAL YEAR SCOPE OF WORK	PROPOSED PROJECT BUDGET FOR FY 2024/2025
<b>PRIORITY LAND ACQUISITIONS</b>	<p>Work under this project includes protection of land in the Conservation Focus Areas as outlined in the Santa Clara Valley Greenprint through purchase of fee title, conservation easement, or other real property interest. Prior to pursuing protection of a property, scope of work includes conducting preliminary due diligence, engaging with willing sellers, and performing early analysis of site/local resources and internal evaluation to determine if a potential acquisition meets the Authority's criteria for purchase. Due to the confidential nature of ongoing negotiations, property names, property owner(s) information, and other details are withheld.</p>	<ul style="list-style-type: none"> <li>- One (1) agricultural conservation easement is underway:                             <ul style="list-style-type: none"> <li>o Negotiate initial easement terms and obtain preliminary valuation</li> <li>o Submit pre-application for Sustainable Agricultural Lands Conservation Grant</li> <li>o Prepare application for submission in July 2025</li> </ul> </li> <li>- Continue engaging with willing sellers, conducting preliminary due diligence, and evaluating criteria for potential acquisition.</li> </ul>	1,535,000
<b>TILTON RANCH ACQUISITION</b>	<p>Tilton Ranch totals ~1,861 acres and spans from Coyote Valley Open Space Preserve to just north of the Morgan Hill city limits. After many years of negotiations between the former owner and the Authority in partnership with the Valley Habitat Agency, the Valley Habitat Agency purchased Tilton Ranch in October 2020. Through a funding agreement, the Authority contributed \$1,379,090, plus \$1,000,000 in grant funds from the Metropolitan Transportation Commission's Priority Conservation Area Program towards the acquisition of the main Tilton Ranch. The aim of this project is to transfer fee title of Tilton Ranch to the Authority with a conservation easement to be retained by the Habitat Agency so that it can be enrolled into the Santa Clara Valley Habitat Conservation Plan's Reserve system.</p>	<ul style="list-style-type: none"> <li>- Negotiate transaction structure with Santa Clara Valley Habitat Agency and Santa Clara County Parks</li> <li>- Develop draft documents for review and approval by Wildlife Agencies</li> </ul>	25,000

PROJECT NAME	PROJECT DESCRIPTION	FISCAL YEAR SCOPE OF WORK	PROPOSED PROJECT BUDGET FOR FY 2024/2025
<b>COYOTE VALLEY ACQUISITIONS</b>	Transfer of approximately 1,500 acres of Coyote Valley properties from Peninsula Open Space Trust to the Authority funded through grants from the California Natural Resources Agency, California Department of Parks and Recreation, and Wildlife Conservation Board	<p><u>Laguna Seca:</u></p> <ul style="list-style-type: none"> <li>- Satisfy grant requirements for CA Natural Resources Agency (CNRA) and State Parks grant for Laguna Seca transfer</li> <li>- Close on transfer of Laguna Seca from POST to Authority in Q1/Q2</li> <li>- Close out CNRA and State Parks grants and receive reimbursement of holdback funds</li> </ul> <p><u>Mid-Coyote Valley:</u></p> <ul style="list-style-type: none"> <li>- Anticipate award of Wildlife Conservation Board (WCB) grant for mid-Coyote Valley Transfer in Q1</li> <li>- Close on transfer of mid-Coyote Valley from POST to Authority in Q2/Q3</li> <li>- Close out WCB grant</li> </ul>	750,000*

Projects led by the Field Operations Department

PROJECT NAME	PROJECT DESCRIPTION	FISCAL YEAR SCOPE OF WORK	PROPOSED PROJECT BUDGET FOR FY 2024/2025
<b>TILTON RANCH COMPLEX HOME IMPROVEMENTS</b>	This project includes two major safety improvements - updating the current electrical system and completing seismic upgrades.	- Complete seismic upgrades	40,000

Projects led by the Long-Range Planning Department

PROJECT NAME	PROJECT DESCRIPTION	FISCAL YEAR SCOPE OF WORK	PROPOSED PROJECT BUDGET FOR FY 2024/2025
<b>COYOTE VALLEY CONSERVATION AREAS MASTER PLAN</b>	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"> <li>- Complete the preliminary visioning phase of CVCAMP</li> <li>- Initiate and complete the conceptual alternatives development phase of CVCAMP</li> <li>- Initiate and complete the preliminary environmental assessment phase of CVCAMP</li> </ul>	1,295,000*

Projects led by the Natural Resources Department

PROJECT NAME	PROJECT DESCRIPTION	FISCAL YEAR SCOPE OF WORK	PROPOSED PROJECT BUDGET FOR FY 2024/2025
<b>FUELS MANAGEMENT PLAN</b>	Develop a wildlands fuel management policy and plan that will define fuel management goals and objectives, identify and prioritize fuel reduction treatments, and describe methods that reduce wildfire risk and achieve natural resource goals across Authority lands.	<ul style="list-style-type: none"> <li>- Meet with regional partners</li> <li>- Assess and prioritize future fuels management work for calendar year 2025</li> <li>- Assess staffing and funding for fuels management</li> </ul>	10,000
<b>BLAIR RANCH POND HABITAT ENHANCEMENT</b>	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"> <li>- Receive Participating Special Entities (PSE) permit from VHA</li> <li>- Receive regional general permit (RGP) from Army Corps of Engineers</li> <li>- Finalize 100% construction design with consultant</li> <li>- Procure cultural/archaeological monitor for grading activities at RC-01</li> <li>- Publish Request for Proposals for construction contractor</li> <li>- Award contract to construction contractor</li> </ul>	29,754
<b>PAJARO RIVER RIPARIAN RESTORATION PROJECT</b>	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"> <li>- Monitor survivorship of native plants</li> <li>- Replace plants that fail to establish</li> <li>- Maintain irrigation of plants</li> <li>- Conduct maintenance of planting area infrastructure such as anti-herbivory cages</li> <li>- Reduce invasive plant incursion in planting areas</li> <li>- Improve winter road access</li> </ul>	15,000
<b>SPRECKELS WETLAND ENHANCEMENT PROJECT</b>	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"> <li>- Conduct hazardous materials soil sampling and remediate as needed</li> <li>- Install fencing around wetland enhancement area</li> <li>- Conduct Phase II archaeological/cultural survey of debris/refuse piles</li> <li>- Remove debris/refuse piles</li> <li>- Conduct 1 year of post-construction monitoring (4 rounds of bird monitoring and 1 round of habitat monitoring)</li> </ul>	35,000*



PROJECT NAME	PROJECT DESCRIPTION	FISCAL YEAR SCOPE OF WORK	PROPOSED PROJECT BUDGET FOR FY 2024/2025
<b>FISHER CREEK RIPARIAN HABITAT RESTORATION (BEF-FUNDED)</b>	Install a wildlife-friendly fence around a half-mile section of Fisher Creek to exclude cattle on both sides of the creek and create a 50-foot wide protected riparian zone around Fisher Creek. Plant acorn and willow cuttings along the creek to enhance habitat, provide cover for wildlife, and protect water quality. Conduct maintenance and monitoring. Include school and volunteer groups for environmental education.	<ul style="list-style-type: none"> <li>- Continue irrigation of plants</li> <li>- Continue monitoring plant survivorship</li> <li>- Continue maintenance of irrigation infrastructure</li> </ul>	10,000*
<b>LLAGAS CREEK AND PAJARO RIVER CONFLUENCE RESTORATION PROJECT</b>	The Project will plan and design an implementation project to enhance habitat conditions along lower Llagas Creek and the Pajaro River in collaboration with regional species conservation, land use, water quality, and flood protection priorities. The goals of the Project are to plan and design a project that will: (1) improve aquatic habitat and water quality along a mile of two major waterways; (2) create up to approximately 30 acres of floodplain and riparian wetland habitat; (3) maintain floodplain-compatible and regionally valuable agricultural land uses; (4) engage partners and the community in restoration; and (5) contribute to downstream water quality improvement and flood risk reduction.	<ul style="list-style-type: none"> <li>- Develop easement agreement with VHA</li> <li>- Develop conceptual design alternatives for project</li> </ul>	30,000
<b>MONARCH RESTORATION</b>	The Authority, POST, Point Blue, and Go Native, Inc. will partner with the local community to create critical habitat for Western Monarch Butterflies and other pollinators. In order to develop a successful project design, this partnership will consult with the Xerces Society, a non-profit that specializes in the conservation of invertebrates and their habitats. Further, this partnership and project will compile educational resources and information to create videos for pollinator awareness in Coyote Valley.	<ul style="list-style-type: none"> <li>- Maintain plants and irrigation infrastructure</li> <li>- Continue monitoring of plant survivorship</li> </ul>	10,000

PROJECT NAME	PROJECT DESCRIPTION	FISCAL YEAR SCOPE OF WORK	PROPOSED PROJECT BUDGET FOR FY 2024/2025
<b>FISHER CREEK RIPARIAN HABITAT RESTORATION PHASE II (NFWF-FUNDED)</b>	Phase II of this project would build on the success of Phase I and target two additional locations along the bank of Fisher Creek for restoration, which includes removal of invasive plants, planting native species, and engaging with youth and community members.	<ul style="list-style-type: none"> <li>- Conduct native plantings with Point Blue Conservation Science's Students and Teachers Restoring a Watershed (STRAW) program, which partners with classes from local schools</li> <li>- Initiate maintenance of site infrastructure and monitor plant survivorship</li> </ul>	78,618*
<b>AGRICULTURAL STRATEGIC PLAN</b>	Develop a focused implementation guidance document for the Authority's agricultural mission. Integrate internal and external stakeholders feedback into defining the Authority's role, how it protects agricultural lands, and how it supports agricultural in the region.	<ul style="list-style-type: none"> <li>- Coordinate with CVCAMP Agricultural Planning and needs</li> <li>- Meet with partners and stakeholders to discuss need for focused planning</li> <li>- Develop RFP for consulting services</li> <li>- Hold stakeholder meetings</li> </ul>	50,000
<b>NATIVE NURSERY</b>	Study the feasibility of starting a Native Plant Nursery to service Authority restoration projects, including the Coyote Valley Conservation Area Master Plan restoration projects, the potential funding sources for implementation, and regional partnership opportunities. Asses the interest of local tribes to partner on the cultivation of culturally signiifcant plants.	<ul style="list-style-type: none"> <li>- Work with CVCAMP and consultants to assess</li> <li>- Discuss nursery needs with partners</li> <li>- Procure consultant to assist with feasibility assessment</li> </ul>	40,000
<b>CVCAMP RESTORATION PILOT PROJECT</b>	The "stepping stone" restoration project aims to increase the water retention period of North Laguna Seca through low-cost restoration actions that can be permitted easily and inform future, larger phases of restoration that are the focus of the Coyote Valley Master Planning Process.	<ul style="list-style-type: none"> <li>- Submit relevant permit applications to regulatory agencies for Phase I</li> <li>- Phase I construction implementation</li> <li>- Develop Laguna Seca Dam Decommissioning Plan</li> <li>- Develop preliminary Steppingstone Laguna Seca Restoration Design Alternatives</li> </ul>	135,000

PROJECT NAME	PROJECT DESCRIPTION	FISCAL YEAR SCOPE OF WORK	PROPOSED PROJECT BUDGET FOR FY 2024/2025
<b>MÁYYAN 'OOYÁKMA – COYOTE RIDGE NATIVE PLANT GATEWAY RESTORATION</b>	<p>The opening of Máyyan 'Ooyákma - Coyote Ridge as the Authority's newest preserve presents a unique opportunity to restore native plant presence at the newly constructed staging area, where visitors will be able to appreciate and learn about the diverse species found there. This project will include tending native plant seedlings at the main shade structures, seeding the bare soil along the path heading to the Máayan Wáayi trail, and removal of non-native grasses followed by native grass re-seeding in the parking area islands. This project will also include the creation and placement of plant identification placards at select representatives of native plants behind the main shade structure, which will be able to be moved and adjusted each year when plants reemerge.</p>	<ul style="list-style-type: none"> <li>- Prepare trailside seeding site</li> <li>- Acquire Native Seed Mix from Hedgerow Farms/Pacific Coast Seed</li> <li>- Broadcast Native Seedmix in trailside seeding site and infill additional seeding at main shade structures</li> <li>- Suppress non-native grasses in parking islands</li> <li>- Acquire custom Authority-branded Plant Identification Placards</li> <li>- Tend native plant seedlings as necessary</li> </ul>	<p>15,000</p>

Projects led by the Planning, Design, and Construction Department

PROJECT NAME	PROJECT DESCRIPTION	FISCAL YEAR SCOPE OF WORK	PROPOSED PROJECT BUDGET FOR FY 2024/2025
<b>COYOTE VALLEY OPEN SPACE PRESERVE IMPROVED NORTH MEADOW PUBLIC ACCESS</b>	Provide an accessible trail and public amenity areas along the Heart's Delight Trail in the North Meadow.	<ul style="list-style-type: none"> <li>- Begin project permitting.</li> <li>- Complete environmental review (NEPA).</li> <li>- Prepare construction bid documents.</li> </ul>	200,000
<b>AUTHORITY ATLAS</b>	Develop an internal web mapping application that displays the Authority's available geospatial data including: Authority-protected lands, physical assets (amenities, infrastructure, utilities, roads, trails), natural resources (rare and invasive species), parcels, regional boundaries (cities, emergency services jurisdictions), and regional trail networks.	<ul style="list-style-type: none"> <li>- Design framework for data maintenance</li> <li>- Develop web mapping application</li> <li>- Application testing; Deploy Web Atlas 1.0.0 and Field Maps Atlas 1.0.0 in GIS Environments</li> <li>- Deploy Field Maps to staff mobile devices</li> <li>- Develop training materials and provide staff training sessions on web and mobile usage. Develop training materials.</li> <li>- Collect enhancement requests, roll over all enhancement requests to GIS programmatic work</li> <li>- Ground Truth Built Infrastructure</li> <li>- Train field staff on data collection</li> </ul>	-
<b>RANCHO CAÑADA DEL ORO OPEN SPACE PRESERVE BACKCOUNTRY TRAIL PLANNING</b>	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"> <li>- Complete inventory and analysis of existing ranch roads</li> <li>- Conduct preliminary site analyses (bio, cultural, and wildlife connectivity) to inform alternative alignments</li> <li>- Identify trail alignment alternatives</li> <li>- Identify alternative roads to decommission</li> <li>- Develop cost estimates for proposed alternatives</li> <li>- Engage the public in preferred backcountry trail experiences and/or preferred alternatives</li> </ul>	150,000
<b>TILTON RANCH COMPLEX MASTER PLANNING</b>	Master planning for Tilton Ranch Complex to determine preferred scope of work and phasing of development and improvements of trails, staging areas, and other public access features.	<ul style="list-style-type: none"> <li>- Continue existing conditions analyses (including cultural and historic resources evaluation)</li> <li>- Continue negotiations and agreement with County of Santa Clara for joint-use public staging area</li> </ul>	25,000

PROJECT NAME	PROJECT DESCRIPTION	FISCAL YEAR SCOPE OF WORK	PROPOSED PROJECT BUDGET FOR FY 2024/2025
<b>EL TORO PUBLIC ACCESS</b>	<p>In partnership with the City of Morgan Hill, the Authority will plan and develop trails and other amenities to provide public access to El Toro Peak. The project will include a robust public outreach process following initial feasibility studies, as well as partnership, access, and operations agreements. Subsequent phases of the project will include concept design, environmental review, construction documentation, and construction.</p>	<ul style="list-style-type: none"> <li>- Initiate discussions with City of Morgan Hill for an agreement to develop, manage, and operate trails and staging area(s) for public access</li> <li>- Advance negotiations for trail and operational access easements for the preserve</li> <li>- Conduct preliminary study of feasibility of alternative trail routes</li> </ul>	-
<b>NATURAL RESOURCES GIS MONITORING TOOLS</b>	<p>This project will enhance data-capture capabilities within the Natural Resources department by migrating critical workflows from paper to digital tools. The highest priority workflow to migrate is for annual mulch monitoring. Other workflows to address include monitoring at Authority-managed properties, wildlife observation tracking, and botanical monitoring. Reinventing these workflows with digital tools will improve efficiency during data gathering in the field, aggregate observations into a queryable database, integrate into other agency-wide datasets, and reduce time spent collating reporting materials. This work will utilize Esri’s ArcGIS Survey123 and Field Maps software, which the Authority is already licensed for.</p>	<ul style="list-style-type: none"> <li>- Document existing workflows</li> <li>- Deliver mulch monitoring workflow</li> <li>- Deliver Authority-managed property monitoring workflow</li> <li>- Deliver wildlife observation tracking tool</li> <li>- Deliver botanical monitoring tool</li> <li>- Document new workflows and train Natural Resources staff</li> </ul>	-



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## 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.





## Administrative Operations

The Administrative Operations Department (ADM) is responsible for the management and oversight of necessary operational services for the optimal functioning of the agency. The department takes a leadership role in achieving organization-wide operational efficiencies through cross-departmental collaboration and continuous improvement, ensuring stability and sustainability for the agency. Priorities for Fiscal Year 2024/2025 include strengthening organizational resiliency through investing in the agency's next generation of leaders and operational excellence, bringing intention to the Authority's workplace culture to foster positive employee experiences, advancing efficiencies and ease of doing work through system and process updates and reducing the Authority's operational carbon footprint.

### PROGRAM AREAS

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

## Human Resources

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The Human Resources (HR) Program cultivates high performing teams across the agency, fostering a collaborative and supportive workplace. The HR Program includes developing and maintaining an intentional culture to promote collaboration, respect, integrity, and accountability. A key portion of the Authority's intentional culture includes the Authority's work to prioritize the principles of Justice, Equity, Diversity, Inclusion, and Access.

The HR Program leads the Authority's 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.

The HR Program also provides general human resources administration, recruitment, job offer administration, orientation development and delivery, performance evaluation management and tracking, classification and compensation oversight, HR policy creation and oversight, HR process creation and oversight, and management of the program's budget. The HR Program leads the Authority's workplace safety initiatives, coordinating with the Field Operations Manager for safe work practices in the field and the office locations. The HR Program is also responsible for overseeing the Authority's Human Resources database, including general administration and maintenance and implementing new tools to improve employee and supervisor experience and access to information.



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

### **Risk Management**

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

### **Office and Facilities Management**

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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 Office and Facilities Management Program is responsible for welcoming office visitors, resolving inquiries from the public, and meeting room coordination for virtual and in-person meetings and webinars. The Office and Facilities Management Program also works with the Field Operations department to coordinate the maintenance of agency vehicles.

The Office and Facilities Management Program is tasked with maintaining the Authority's headquarters building, which includes coordination of vendors providing landscaping services, building repairs, and facilities maintenance and managing the Office and Facilities Management 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**

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The Governance and Transparency Program facilitates and supports the Board in its responsibility to the needs of the public. This includes being responsible for the timely and accurate preparation of Board and committee agendas and packets, report processing, resolution processing, minute taking and preparation, as well as managing upcoming agenda items, public noticing, oversight of the legislative management system, and the Governance and Transparency Program's budget.

The Governance and Transparency Program is responsible for processing documents related to the Conflict of Interest Code, complying with the Brown Act, and is the point of contact for Public Records Act requests, as well as maintaining the Authority's certifications for Transparency and District of Distinction and required reporting to the Secretary of State and the Santa Clara County Registrar of Voters.

The Governance and Transparency Program also oversees Board appointments, committee recruitment and appointments, onboarding Board and committee members, redistricting, provides Directors with support, development, and training tools upon request, and acts as a liaison between the Board and Authority staff. The finalization of Board-approved policies are processed by administrative staff, in collaboration with other program areas across the agency

The Clerk or Deputy Clerk attends all Brown Act meetings and maintains meeting compliance and records all actions of the Board and committees. The Clerk maintains the official Authority Seal. The Clerk is the Filing Official for Form 700 filings and is the District Representative for Consolidated Elections.

## **Records Management**

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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 via the Records Retention Schedule.

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

## **Information Technology**

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

IT staff also provides general desktop support to employees and assists with onboarding requirements such as new computer setup, domain, and email account setup, and new user orientation, as well as offboarding tasks. IT staff also provide continuing education and training to employees regarding IT best practices, policies, and system tools.

In FY 2024/2025, the IT Program will examine current processes and tools to determine areas for streamlining or automation. Additionally, staff will be completing an agencywide Microsoft software licensing audit to ensure the product and security features continue to meet the agency's needs.

## **Accounting and Finance**

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The Accounting and Finance Program is responsible for providing prudent fiscal management and stewardship of the Authority's financial assets while demonstrating accountability and transparency. The Accounting and Finance Program completes forecasting and analysis to best understand and explain the Authority's financial position.

The Accounting and Finance Program manages the processing, accounting, and reporting of all financial activities of the Authority: cash flow and financial projections, budget and work plan development and monitoring, payroll, accounts payable, general ledger, accounts receivable, Measure Q and Measure T expenditure tracking and reporting, investments, contracts and request for proposals oversight, expense reimbursements, W2 reporting, financial software management and training, as well as the Accounting and Finance Program's budget.

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

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



### Communications and Media

The mission of the Communications and Media Department (COM) is to strategically create the channels that help connect all the Authority’s constituents to nature, build awareness about the Open Space Authority, and help inform the public about the Authority’s accomplishments and the value nature brings to their lives. The Department carries out this mission by crafting and delivering the Authority’s voice and presence within the community. To accomplish these goals, the department continues implementing and enhancing multiple outreach strategies on a variety of communication channels.

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

- The importance of nature-based solutions to climate change and how they help make our communities more resilient, livable, and provide residents with opportunities to live healthier lives
- The benefits provided by protecting and restoring natural infrastructure for natural and human communities that help our region adapt to events exacerbated by climate change - such as floods, drought and wildfire - while mitigating its impacts
- Connecting people to nature through local opportunities to explore, appreciate, and learn about the environment, whether at Open Space Authority preserves, or places funded through the Urban Grants Program
- The importance of fostering a welcoming and inclusive environment where all people feel safe and comfortable to explore the outdoors
- The ability of agriculture and food systems to thrive in Santa Clara County to help address food insecurity in vulnerable populations, while also providing many other climate resilience “services” to the public at large
- The power of storytelling to describe our work, focused on specific people, places, and programs, as well as landscape level projects that protect and restore natural and working lands to maximize nature’s benefits for people and wildlife

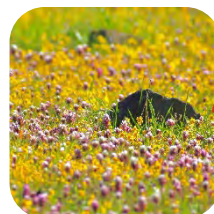
**PROGRAM AREAS**

- Communications and Media

### Communications and Media

The Communications and Media Program plays a vital role in developing and executing communication strategies, including crafting stories and press releases, and engaging with both traditional and ethnic media outlets. Staff is responsible for creating and disseminating e-newsletters and impact reports and managing the Authority’s online presence through the website and social media channels. Additionally, the Communications and Media Program curates content, produces multimedia materials and designs inclusive

graphics and promotions to raise awareness of the Authority’s mission, projects and department initiatives. The Communications and Media Program also responds to needs for timely notifications regarding public safety through preserve notices and creation of signage, and to inquiries from the public through various online platforms and in coordination with other departments across the agency.





## Conservation and Strategic Partnerships Department

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

### PROGRAM AREAS

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

### Conservation Strategy

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

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

Priorities in FY 2024/2025 include exploration of the feasibility of developing a local environmental credits program as a strategy to generate funding for conservation while helping cities and the county meet their net-zero carbon neutrality goals and collaborating with Peninsula Open Space Trust and other partners on conservation planning in the Upper Pajaro.

### ***Land Protection***

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

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

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

#### **Conservation Easement Stewardship**

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

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

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

Land protection priorities in FY 2024/2025 include receipt of properties in Coyote Valley from Peninsula Open Space Trust, receipt of a conservation easement on the Tilton Ranch property from the Habitat Agency and enrollment of the property into the Habitat Plan Reserve System, monitoring potential impacts of proposed and in-progress development projects, and exploring new opportunities to protect at-risk agricultural lands.

#### **Strategic Partnerships**

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

- Supporting the work of local Tribes to reconnect to the land, to rediscover cultural and traditional ecological knowledge practices, and to employ these practices as contemporary land management stewards.
- Supporting other community-based work that reflects the Open Space Authority's mission and promotes the values of justice, equity, diversity, inclusion, and accessibility. This includes through media promotion, co-hosting educational programs and special events, and investing through fiscal sponsorships.

- Engaging in coalitions, networks, and working groups focused on specific themes or geographic areas that are important to the Open Space Authority’s mission.

Priorities in FY 2024/2025 include exploring new opportunities to meaningfully support and collaborate with local community-based organizations to promote our shared values and priorities.

### Intergovernmental Relations

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

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

Priorities in FY 2024/2025 include continuing to support state and federal implementation of the “30 by 30” initiative, supporting new state legislation that serves local and regional conservation and climate goals, and helping to inform new local policies that protect natural and working lands and strengthen equitable access to nature.

### Leveraged External Funding

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**\$152 million**  
received in external funding  
for the conservation of  
natural and working lands  
over the past 30 years

The Leveraged External Funding Program focuses on strategic financial planning to support the agency’s work. The Leveraged External Funding Program works with funding partners to secure public and private funds to support all aspects of the agency’s mission. The Authority has been very successful in leveraging its financial resources through grants, partnerships, and other outside funding sources to support its projects and programs. In the past decade, for every \$1 of local tax revenues the Authority spends, it brings in \$3-\$4 of outside funding for acquisition of open space and

farmland, habitat restoration, construction of public trails and access facilities, and other climate resilience projects. This helps increase capacity to implement the agency’s mission. The Leveraged External Funding Program also develops the Authority’s multi-year Capital Improvement Plan (CIP), which is done in close collaboration with the Accounting and Finance Program as well as project managers across the agency. Work under this program includes:

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

In FY 2024/2025 the focus will be on seeking funding for the agency’s capital projects to ensure smooth delivery of these critical projects.



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



## Grant Making

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

### *Urban Grant Program*

The Urban Grants Program focuses on enriching urban spaces, especially in historically marginalized communities. With \$5.6 million awarded from Measure Q and Measure T funding to date, it supports local organizations bringing opportunities to connect with nature in urban neighborhoods.

The FY 2024/2025 solicitation is being finalized and is expected to open in 2025.

### *20% Funding Program*

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

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



## Field Operations

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



### PROGRAM AREAS

#### Field Operations

- Land Management and Operations
- Visitor Use and Public Access Facilities Management
- Contract Land Management

#### Community Engagement

- Environmental Education
- Volunteer Activities and Outreach

### *Field Operations*

#### **Land Management and Operations**

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

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 the general care of preserve staging areas, including the maintenance and servicing of restrooms, striping of parking stalls, care of asphalt surfaces, and removal of trash. Additional responsibilities include maintaining and enhancing public access infrastructure improvements

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

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

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### **Contract Land Management**

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

### *Community Engagement*

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#### **Environmental Education**

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

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#### **Volunteer Activities and Outreach**

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



## Long-Range Planning Department

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

### PROGRAM AREAS

- Strategic Preserve Planning
- Coyote Valley Conservation Areas
- Regional Planning Coordination

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### Strategic Preserve Planning

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

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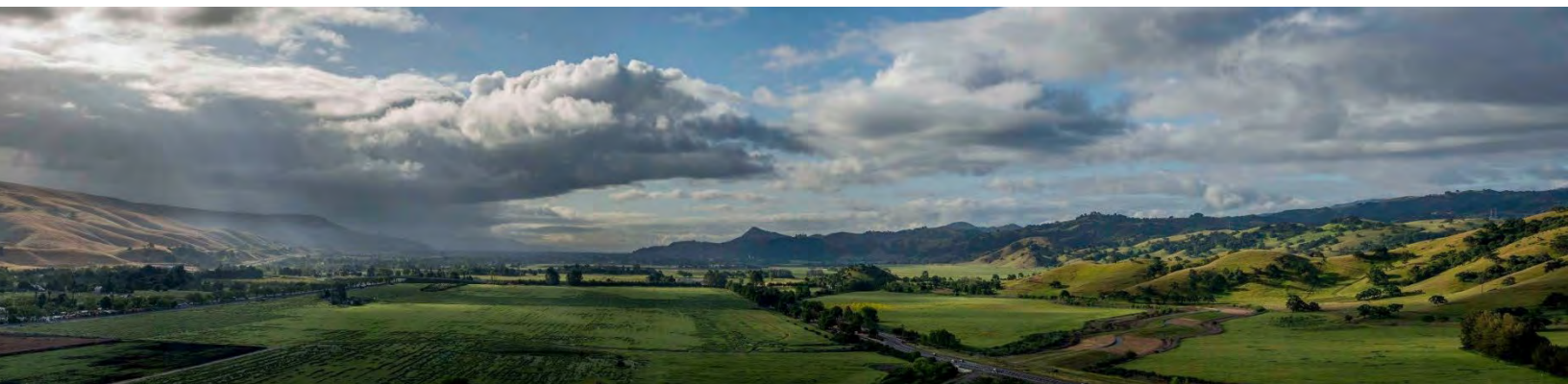
### Coyote Valley Conservation Areas

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

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### Regional Planning Coordination

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







## Natural Resources Department

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

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

### PROGRAM AREAS

- Habitat Stewardship
- Community Restoration
- Agriculture

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

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

### **Habitat Stewardship**

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

### **Community Restoration**

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

### **Agriculture**

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



## Planning, Design, and Construction Department

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

### PROGRAM AREAS

- Capital Planning
- Design and Construction
- Cartography and Geographic Analysis



### Capital Planning

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

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

## **Design and Construction**

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

- Oversee and manage the design and engineering, permitting, bidding, and construction of large-scale capital improvement projects
- Provide project management, construction contract management, and construction oversight for large-scale capital projects
- Ensure that capital projects comply with all necessary regulations related to construction, including building code requirements, mitigation measures, permit conditions and federal regulations
- Develop and maintain standard construction details and specifications for Authority facilities
- Stay abreast of code and construction regulation updates to ensure Authority standards remain current
- Work in collaboration with the Leveraged External Funding Program to identify funding sources to support capital projects
- Review and coordinate on external planning and capital projects that may affect the Authority's interests

## **Cartography and Geographic Analysis**

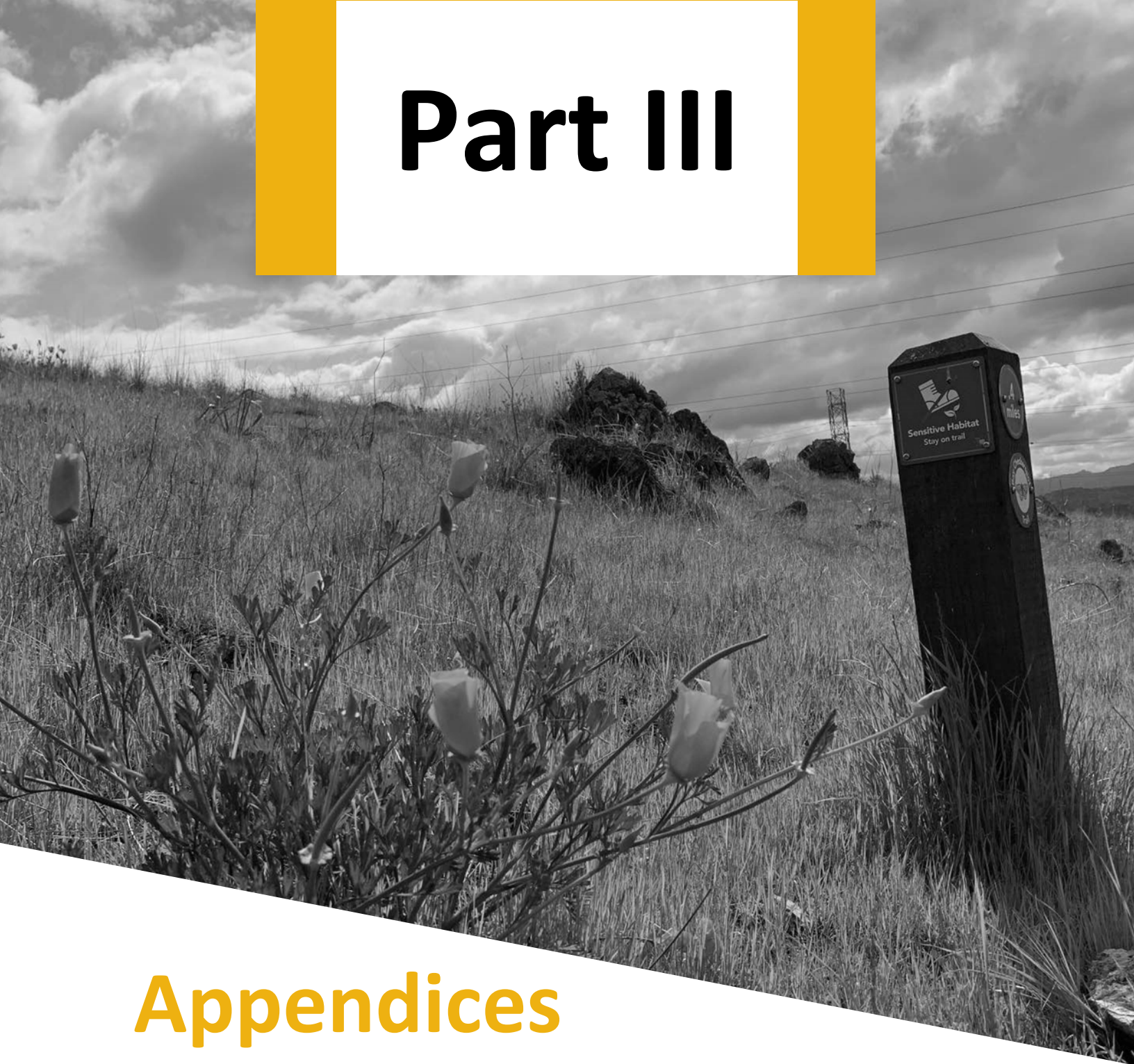
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The Cartography and Geographic Analysis Program provides mapping and analysis services to support all aspects of Authority work, including conservation planning, natural resource and land management, capital infrastructure projects, real property evaluations, acquisitions, and community and media outreach.

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



# Part III



## Appendices

- A. 2024/2025 Budget Details
- B. 2024/2025 Salary Pay Plan
- C. 2024/2025 Staff Fee Schedule



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Appendix A: 2024/2025 Budget Details

**FY2024/2025 Budget -- Full  
Detail DRAFT**

	PROPOSED FY24/25 District One	PROPOSED FY24/25 Reserve	PROPOSED FY24/25 Measure Q	PROPOSED FY24/25 Measure T	PROPOSED FY24/25 Grants	PROPOSED FY24/25 Budget Total
<b>Income/Revenue</b>						
<b>CARRYOVER INCOME SOURCES</b>	1,500,000		2,977,000	200,000		4,677,000
<b>5000 - REVENUES</b>						
5100 - Revenue	4,402,241	0	0	8,084,425	0	12,486,666
5101 - (Less) Funding Allocations	0	0	0	0	0	0
5200 - Interest Income	65,000	130,000	140,000	40,000	0	375,000
5300 - Grants	0	0	0	0	1,215,318	1,215,318
5400 - Donations	0	0	0	0	0	0
5500 - Land Sales	0	0	0	0	0	0
5600 - Land Use Income						
5601 - Lease Income	16,450	0	0	160,000	0	176,450
5602 - Grazing Lease Income	20,000	0	0	0	0	20,000
5603 - Use Permit Income	0	0	0	0	0	0
<b>Total Land Use Income</b>	<b>36,450</b>	<b>0</b>	<b>0</b>	<b>160,000</b>	<b>0</b>	<b>196,450</b>
5700 - Land Management Income						
5701 - VTA	40,000	0	0	0	0	40,000
5702 - SCVWD	70,000	0	0	0	0	70,000
5703 - Waste Management	0	0	0	0	0	0
5704 - Valley Habitat Agency	140,000	0	0	0	0	140,000
<b>Total Land Mgmt Income</b>	<b>250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250,000</b>
5800 - Rebates						
5801 - Cal Card Rebate Income	0	0	0	0	0	0
5802 - CSDA Card Rebate Income	0	0	0	0	0	0
5900 - Other						
5901 - Misc Income	0	0	0	0	0	0
<b>TOTAL INCOME SOURCES</b>	<b>6,253,691</b>	<b>130,000</b>	<b>3,117,000</b>	<b>8,484,425</b>	<b>1,215,318</b>	<b>19,200,434</b>

**FY2024/2025 Budget -- Full  
Detail DRAFT**

	PROPOSED FY24/25 District One	PROPOSED FY24/25 Reserve	PROPOSED FY24/25 Measure Q	PROPOSED FY24/25 Measure T	PROPOSED FY24/25 Grants	PROPOSED FY24/25 Budget Total
<b>Expense</b>						
<b>6000 - PAYROLL</b>						
6000 - General Manager	123,929	0	0	123,929	0	247,859
6002 - Manager(s)	669,915	0	0	814,190	0	1,484,105
6003 - Staff	1,519,128	0	0	3,376,521	0	4,895,649
6004 - Overtime	3,350	0	0	34,000	0	37,350
6005 - Seasonals	0	0	0	109,371	0	109,371
6006 - Stipends	12,900	0	0	0	0	12,900
<b>Total Payroll</b>	<b>2,329,222</b>	<b>0</b>	<b>0</b>	<b>4,458,012</b>	<b>0</b>	<b>6,787,234</b>
<b>6100 - BENEFITS &amp; EMPLOYEE EXPENSES</b>						
6110 - Health Insurance	425,101	0	0	801,863	0	1,226,964
6120 - Vision Care	1,745	0	0	3,117	0	4,862
6130 - Dental	23,686	0	0	42,931	0	66,617
6140 - Life Insurance	306	0	0	555	0	862
6150 - Employer Taxes	69,877	0	0	133,740	0	203,617
6160 - CALPERS Retirement Plan	246,188	0	0	461,502	0	707,690
6170 - 401A	7,746	0	0	7,746	0	15,491
6180 - Employee Assistance Program	488	0	0	884	0	1,372
6190 - Tuition Reimbursement	6,000	0	0	0	0	6,000
<b>Total Benefits and Employee Expenses</b>	<b>781,137</b>	<b>0</b>	<b>0</b>	<b>1,452,338</b>	<b>0</b>	<b>2,233,475</b>
<b>6200 - TRAVEL AND EXPENSES</b>						
6210 - Mileage Reimbursement	2,355	0	200	300	0	2,855
6220 - Travel Airfare	2,700	0	0	0	0	2,700
6230 - Travel Lodging	4,000	0	0	0	0	4,000
6240 - Travel Meals and Entertainment	1,300	0	0	0	0	1,300
6250 - Travel Transportation	350	0	0	0	0	350
<b>Total Travel and Expenses</b>	<b>10,705</b>	<b>0</b>	<b>200</b>	<b>300</b>	<b>0</b>	<b>11,205</b>

**FY2024/2025 Budget -- Full  
Detail DRAFT**

	PROPOSED FY24/25 District One	PROPOSED FY24/25 Reserve	PROPOSED FY24/25 Measure Q	PROPOSED FY24/25 Measure T	PROPOSED FY24/25 Grants	PROPOSED FY24/25 Budget Total
<b>6300 - SUPPLIES AND CONSUMABLES</b>						
6310 - Meals and Catering	11,150	0	1,200	9,200	0	21,550
6320 - Office Supplies	8,375	0	200	200	0	8,775
6330 - Kitchen Supplies	7,330	0	0	0	0	7,330
6340 - Outreach Supplies	2,500	0	0	5,000	0	7,500
6350 - Postage & Courier	69,010	0	200	200	0	69,410
6360 - Printing Expenses	32,500	0	10,000	7,500	0	50,000
6370 - Health & Safety Supplies	7,700	0	0	40,000	0	47,700
6380 - Uniforms and Apparel	12,000	0	0	65,000	0	77,000
6390 - Land Management	0	0	0	0	0	0
6391 - Fuel and Consumables	0	0	0	70,000	0	70,000
6392 - Waste & Hazmat Disposable	2,000	0	0	25,000	0	27,000
6393 - Fire Management	0	0	0	25,000	0	25,000
6394 - Vegetation Management	8,000	0	0	25,000	0	33,000
6395 - Roads and Trails	50,000	0	0	55,000	0	105,000
6396 - Wildlife Management & Pest Control	1,000	0	0	3,000	0	4,000
6397 - Signs and Fencing	0	0	0	20,000	0	20,000
6398 - Grazing	35,000	0	0	17,500	0	52,500
6399 - Miscellaneous	0	0	0	0	0	0
<b>Total Supplies and Consumables</b>	<b>246,565</b>	<b>0</b>	<b>11,600</b>	<b>367,600</b>	<b>0</b>	<b>625,765</b>
<b>6400 - OUTSIDE SERVICES/CONSULTANTS</b>						
6410 - Accounting and Finance Services						
6411 - Bookkeeping	0	0	0	0	0	0
6412 - Audit	11,665	0	0	2,000	0	13,665
6413 - Financial Advisory	18,500	0	0	0	0	18,500
6414 - Grant Preparation	0	0	0	15,000	0	15,000
6420 - Management and Organizational Services	0	0	0	0	0	0
6421 - Government Relations	156,000	0	0	0	0	156,000
6422 - Redistricting	0	0	0	0	0	0
6423 - Strategic Planning	75,000	0	0	0	0	75,000
6424 - Risk Management	0	0	0	0	0	0

**FY2024/2025 Budget -- Full  
Detail DRAFT**

	PROPOSED FY24/25 District One	PROPOSED FY24/25 Reserve	PROPOSED FY24/25 Measure Q	PROPOSED FY24/25 Measure T	PROPOSED FY24/25 Grants	PROPOSED FY24/25 Budget Total
6425 - Engineering Services	24,000	0	0	9,200	0	33,200
6430 - Legal	0	0	0	0	0	0
6431 - Legal Counsel - Redistricting	0	0	0	0	0	0
6432 - Legal Counsel - Special Counsel	50,000	0	0	0	0	50,000
6433 - Legal Counsel - General	130,000	0	0	195,000	0	325,000
6434 - Legal Counsel - Litigation	0	0	0	0	0	0
6435 - Legal Counsel - Employment Law	0	0	0	0	0	0
6440 - Staff Development	0	0	0	0	0	0
6441 - Recruitment Services & Support	11,250	0	0	0	0	11,250
6442 - Workforce Optimization & Development	170,200	0	0	0	0	170,200
6444 - Policy Development & Support	0	0	0	0	0	0
6445 - Temp Services	15,000	0	0	0	0	15,000
6446 - HR Support Services	0	0	0	0	0	0
6450 - Computer and IT Services	0	0	0	0	0	0
6451 - IT Services	70,000	0	0	0	0	70,000
6452 - Website and Domain	113,040	0	0	7,500	0	120,540
6453 - ERP	16,000	0	0	0	0	16,000
6454 - Records Management	4,200	0	0	0	0	4,200
6455 - CRM	0	0	0	0	0	0
6456 - Minutes Transcription	0	0	0	0	0	0
6457 - Telecom and Phone Maintenance	0	0	0	0	0	0
6458 - Governance	0	0	0	0	0	0
6460 - Community Engagement Services	0	0	0	0	0	0
6461 - Design and Content Services	12,000	0	32,000	50,000	0	94,000
6462 - Media Services	30,000	0	0	25,000	0	55,000
6463 - Photography & Video	16,500	0	0	7,500	0	24,000
6464 - Community Relations	0	0	0	5,000	0	5,000
6465 - Transportation Services	0	0	15,000	10,000	0	25,000
6466 - Environmental Education Partnerships	0	0	0	0	0	0
6470 - Resource Management Services	0	0	0	0	0	0
6471 - Site Monitoring	0	0	0	10,000	7,500	17,500
6472 - Wildlife Management	0	0	0	125,000	0	125,000

**FY2024/2025 Budget -- Full  
Detail DRAFT**

	PROPOSED FY24/25 District One	PROPOSED FY24/25 Reserve	PROPOSED FY24/25 Measure Q	PROPOSED FY24/25 Measure T	PROPOSED FY24/25 Grants	PROPOSED FY24/25 Budget Total
6473 - Vegetation Management	0	0	0	15,000	0	15,000
6474 - Resource Assessment/Env Review	0	0	0	30,000	0	30,000
6475 - Public Access/Facilities Maintenance	0	0	0	50,000	0	50,000
6476 - Fire Management	0	0	0	50,000	0	50,000
6477 - IPM/Pest Control	15,000	0	0	20,000	0	35,000
6478 - Agricultural Improvements	0	0	0	75,000	0	75,000
6479 - Grazing Programs	30,000	0	0	35,000	0	65,000
6480 - Planning Services	0	0	0	0	0	0
6481 - General/Other Planning Services	0	0	0	205,000	0	205,000
6482 - Conservation Planning	100,000	0	0	20,000	0	120,000
6483 - Mapping & GIS Services	0	0	0	0	0	0
6484 - Long-Range Planning	0	0	722,700	0	505,000	1,227,700
6485 - Environmental Planning/CEQA	0	0	100,000	1,500	0	101,500
6486 - Environmental - Site Assessments	0	0	100,000	0	0	100,000
6487 - Prime Design	0	0	100,000	0	0	100,000
6488 - Prime Engineering	0	0	30,000	29,754	0	59,754
6489 - Other Design/Engineering	0	0	25,000	0	0	25,000
6490 - Acquisition and CIP Services	0	0	0	0	0	0
6491 - Surveys & Investigations	0	0	130,000	0	20,000	150,000
6492 - Brokerage/Transactions	0	0	0	0	0	0
6493 - Appraisals	0	0	75,000	0	0	75,000
6494 - Project/Construction Mgmt/Consult	0	0	0	0	0	0
6495 - Site Clean-up/Remediation/Demo	0	0	0	20,000	0	20,000
6496 - Restoration/Habitat Enhancement	0	0	0	43,300	75,318	118,618
6497 - Testing & Inspection	0	0	0	0	7,500	7,500
6498 - Construction	0	0	0	60,000	0	60,000
6499 - Contingency	50,000	0	0	50,000	0	100,000
<b>Total Outside Services/Consultants</b>	<b>1,118,355</b>	<b>0</b>	<b>1,329,700</b>	<b>1,165,754</b>	<b>615,318</b>	<b>4,229,127</b>
<b>6500 - OTHER SERVICES AND EXPENSES</b>						
6510 - Risk Management						
6511 - Worker's Compensation	33,452	0	0	168,496	0	201,948
6512 - Insurance Claim Loss	10,000	0	0	0	0	10,000

**FY2024/2025 Budget -- Full  
Detail DRAFT**

	PROPOSED FY24/25 District One	PROPOSED FY24/25 Reserve	PROPOSED FY24/25 Measure Q	PROPOSED FY24/25 Measure T	PROPOSED FY24/25 Grants	PROPOSED FY24/25 Budget Total
6513 - Liability SLIP	0	0	0	20,000	0	20,000
6514 - Liability SPIP	0	0	0	150,000	0	150,000
6515 - Crime	2,000	0	0	0	0	2,000
6516 - Safety Program	0	0	0	0	0	0
6520 - Fees	0	0	0	0	0	0
6521 - Payroll and Accounting	12,500	0	0	0	0	12,500
6522 - Bank and County Wire	2,000	0	0	0	0	2,000
6523 - Special Assessments	0	0	0	5,000	0	5,000
6524 - Permit	1,000	0	20,000	0	0	21,000
6525 - Escrow	0	0	50,000	0	0	50,000
6526 - Other	6,500	0	0	0	0	6,500
6527 - Election Costs	750,000	0	0	0	0	750,000
6528 - Public Notices	500	0	0	0	0	500
6529 - 1% County Collectors Fee	44,022	0	0	80,844	0	124,867
6530 - Advertising and Promotion	35,100	0	15,000	20,000	0	70,100
6540 - Interp & Educational Program Expenses	5,000	0	0	25,000	0	30,000
6550 - Event Production Expenses	10,000	0	500	6,000	0	16,500
6560 - Volunteer Program Expenses	0	0	0	0	0	0
6563 - Miscellaneous	17,500	0	0	6,000	0	23,500
6564 - Land Stewards	0	0	0	5,000	0	5,000
6565 - Volunteer Recruitment	5,000	0	0	0	0	5,000
6566 - Trailmasters	0	0	0	15,000	0	15,000
6570 - Meetings and Conferences	10,000	0	0	0	0	10,000
6580 - Training and Seminars	102,950	0	0	0	0	102,950
6590 - Recruiting	0	0	0	0	0	0
6591 - Job Postings/Ads	5,300	0	0	0	0	5,300
6592 - Pre-employment Testing	810	0	0	0	0	810
6593 - Assessments	26,500	0	0	0	0	26,500
<b>Total Other Services and Expenses</b>	<b>1,080,135</b>	<b>0</b>	<b>85,500</b>	<b>501,340</b>	<b>0</b>	<b>1,666,975</b>



**FY2024/2025 Budget -- Full  
Detail DRAFT**

	PROPOSED FY24/25 District One	PROPOSED FY24/25 Reserve	PROPOSED FY24/25 Measure Q	PROPOSED FY24/25 Measure T	PROPOSED FY24/25 Grants	PROPOSED FY24/25 Budget Total
<b>6600 - EQUIPMENT AND MAINTENANCE</b>						
6610 - Shop Equipment	0	0	0	9,000	0	9,000
6620 - Field Equipment	0	0	0	30,000	0	30,000
6630 - Small Tools	0	0	0	10,000	0	10,000
6640 - Office Equipment	3,360	0	0	0	0	3,360
6650 - Computers	0	0	0	0	0	0
6651 - Equipment	51,000	0	0	0	0	51,000
6652 - Software (Boxed)	0	0	0	0	0	0
6653 - Software (Subscription)	147,425	0	0	78,400	0	225,825
6654 - Data Backup	12,000	0	0	0	0	12,000
6660 - Office Furniture	3,000	0	0	0	0	3,000
6670 - Vehicles	0	0	0	80,000	0	80,000
6680 - Fleet Maintenance	0	0	0	80,000	0	80,000
6690 - Equipment Maintenance	0	0	0	30,000	0	30,000
<b>Total Equipment and Maintenance</b>	<b>216,785</b>	<b>0</b>	<b>0</b>	<b>317,400</b>	<b>0</b>	<b>534,185</b>
<b>6700 - FACILITIES AND UTILITIES</b>						
6710 - Rent	0	0	0	0	0	0
6720 - Moving Expenses	0	0	0	0	0	0
6730 - Building Maintenance and Repair	65,392	0	0	20,000	0	85,392
6740 - Landscaping and Plantscaping	16,225	0	0	0	0	16,225
6750 - Janitorial Services	56,288	0	0	5,000	0	61,288
6760 - Alarm Services	3,500	0	0	0	0	3,500
6770 - Internet and Phone	42,000	0	0	0	0	42,000
6780 - Radio and Cellular	0	0	0	51,120	0	51,120
6790 - Utilities	0	0	0	0	0	0
6791 - Garbage	7,560	0	0	1,000	0	8,560
6792 - Water	9,600	0	0	0	0	9,600
6793 - Electricity & Gas	60,000	0	0	2,200	0	62,200
6794 - Sewer	5,000	0	0	0	0	5,000
<b>Total Facilities and Utilities</b>	<b>265,565</b>	<b>0</b>	<b>0</b>	<b>79,320</b>	<b>0</b>	<b>344,885</b>

FY2024/2025 Budget -- Full Detail <b>DRAFT</b>	PROPOSED FY24/25 District One	PROPOSED FY24/25 Reserve	PROPOSED FY24/25 Measure Q	PROPOSED FY24/25 Measure T	PROPOSED FY24/25 Grants	PROPOSED FY24/25 Budget Total
<b>6800 - MEMBERSHIPS AND SPONSORSHIPS</b>						
6810 - Professional Sponsorships	43,475	0	0	0	0	43,475
6820 - Library (Books and other Media)	250	0	0	0	0	250
6830 - Memberships & Dues	50,273	0	0	0	0	50,273
6840 - Subscriptions	135	0	0	0	0	135
<b>Total Memberships and Sponsorships</b>	<b>94,133</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>94,133</b>
<b>6900 - ACQUISITIONS (FEE TITLE &amp; CONSERVATION EASEMENTS)</b>						
6910 - Fee Title	0	0	1,550,000	0	600,000	2,150,000
6920 - Conservation Easements	0	0	0	0	0	0
<b>Total Acquisitions (Fee Title &amp; Easements)</b>	<b>0</b>	<b>0</b>	<b>1,550,000</b>	<b>0</b>	<b>600,000</b>	<b>2,150,000</b>
<b>6950 - OSA GRANT PROGRAMS</b>						
6951 - District 1 20% Funding	0	0	0	0	0	0
6952 - Measure Q Urban Grant	0	0	0	0	0	0
6954 - Measure Q Grant Allocation	0	0	0	100,000	0	100,000
<b>Total OSA Grant Programs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>0</b>	<b>100,000</b>
<b>TOTAL EXPENSES</b>	<b>6,142,602</b>	<b>0</b>	<b>2,977,000</b>	<b>8,442,065</b>	<b>1,215,318</b>	<b>18,776,984</b>

Appendix B: 2024/2025 Salary Position Pay Plan

Position	Range #	Hourly Salary Range					Monthly Salary Range		Annual Salary Range	
		Step 1	Step 2	Step 3	Step 4	Step 5	Min	Max	Min	Max
Intern Office Assistant Open Space Aide	13	\$31.54	\$33.12	\$34.78	\$36.52	\$38.34	\$5,468	\$6,646	\$65,615	\$79,755
Administrative Assistant Educational Program Coordinator Open Space Technician I Volunteer Program Coordinator	18	\$35.69	\$37.47	\$39.35	\$41.32	\$43.38	\$6,186	\$7,519	\$74,237	\$90,236
Natural Resources Technician I Planning Technician Office & Facilities Coordinator	21	\$38.43	\$40.36	\$42.37	\$44.49	\$46.72	\$6,662	\$8,098	\$79,945	\$97,174
GIS Technician Open Space Technician II	22	\$39.39	\$41.36	\$43.43	\$45.60	\$47.88	\$6,828	\$8,300	\$81,944	\$99,603
Communications Coordinator Community Engagement Coordinator	23	\$40.38	\$42.40	\$44.52	\$46.74	\$49.08	\$6,999	\$8,508	\$83,993	\$102,094
Human Resources Coordinator	24	\$41.39	\$43.46	\$45.63	\$47.91	\$50.31	\$7,174	\$8,720	\$86,092	\$104,646
Deputy Clerk of the Board Executive Assistant Natural Resources Technician II	25	\$42.42	\$44.55	\$46.77	\$49.11	\$51.57	\$7,353	\$8,938	\$88,245	\$107,262
Equipment Mechanic Operator	27	\$44.57	\$46.80	\$49.14	\$51.60	\$54.18	\$7,726	\$9,391	\$92,712	\$112,692
Educational Program Administrator IT Technician Staff Accountant	28	\$45.69	\$47.97	\$50.37	\$52.89	\$55.53	\$7,919	\$9,625	\$95,030	\$115,509
Grants Program Coordinator Multimedia Communications Specialist	29	\$46.83	\$49.17	\$51.63	\$54.21	\$56.92	\$8,117	\$9,866	\$97,406	\$118,397
Lead Open Space Technician Volunteer Programs Administrator	30	\$48.00	\$50.40	\$52.92	\$55.56	\$58.34	\$8,320	\$10,113	\$99,841	\$121,357
Assistant Open Space Planner Real Property Coordinator	31	\$49.20	\$51.66	\$54.24	\$56.95	\$59.80	\$8,528	\$10,366	\$102,337	\$124,391
Community Impact & Policy Specialist GIS Specialist Public Information Officer Resource Management Specialist	33	\$51.69	\$54.27	\$56.99	\$59.84	\$62.83	\$8,960	\$10,890	\$107,518	\$130,688
Associate Open Space Planner Supervising Open Space Technician	35	\$54.31	\$57.02	\$59.87	\$62.87	\$66.01	\$9,413	\$11,442	\$112,961	\$137,304
GIS Administrator	36	\$55.66	\$58.45	\$61.37	\$64.44	\$67.66	\$9,648	\$11,728	\$115,785	\$140,737
Grants Program Manager Resource Management Program Manager	37	\$57.06	\$59.91	\$62.90	\$66.05	\$69.35	\$9,890	\$12,021	\$118,679	\$144,255
Clerk of the Board Conservation & GIS Program Manager Human Resources Officer	38	\$58.48	\$61.41	\$64.48	\$67.70	\$71.09	\$10,137	\$12,321	\$121,646	\$147,862
Conservation Strategy Program Manager Fiscal Services Officer Senior Open Space Planner	39	\$59.94	\$62.94	\$66.09	\$69.39	\$72.86	\$10,390	\$12,629	\$124,687	\$151,558
Administrative Operations Manager Conservation & Strategic Partnerships Manager External Affairs Manager Field Operations Manager Long-Range Planning Manager Natural Resources Manager Planning, Design & Construction Manager	47	\$73.04	\$76.69	\$80.52	\$84.55	\$88.78	\$12,660	\$15,388	\$151,920	\$184,659
Assistant General Manager	54	\$86.82	\$91.16	\$95.72	\$100.50	\$105.53	\$15,048	\$18,291	\$180,585	\$219,502

Effective 07/01/2024



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Appendix C: 2024/2025 Staff Fee Schedule

Staff Position	Rate
Seasonal Open Space Aide	\$64.75
Intern	\$71.90
Office Assistant	\$71.90
Office & Facilities Coordinator	\$81.12
Planning Technician	\$81.12
Open Space Aide	\$84.24
Volunteer Program Coordinator	\$92.77
Educational Program Coordinator	\$92.77
Administrative Assistant	\$92.95
Executive Assistant	\$94.46
GIS Technician	\$94.99
Human Resources Coordinator	\$95.75
Deputy Clerk of the Board	\$95.76
Community Engagement Coordinator	\$96.94
Communications Coordinator	\$97.84
Staff Accountant	\$98.12
Grant Writer	\$102.57
Multimedia Communications Specialist	\$102.57
Grants Program Coordinator	\$102.58
IT Technician	\$103.54
Community Impact & Policy Specialist	\$104.23
Open Space Technician I	\$104.53
Natural Resource Technician I	\$106.36
Educational Program Administrator	\$108.64
Open Space Technician II	\$114.36
Assistant Open Space Planner	\$116.54
Real Property Coordinator	\$121.64

Staff Position	Rate
Volunteer Programs Administrator	\$125.36
Equipment Mechanic Operator	\$126.29
Conservation & GIS Program Manager	\$126.42
Resource Management Specialist	\$126.52
GIS Specialist	\$126.52
Public Information Officer	\$126.96
Natural Resource Technician II	\$127.34
Associate Open Space Planner	\$129.60
Lead Open Space Technician	\$130.15
Clerk of the Board	\$130.80
GIS Administrator	\$133.20
Grants Program Manager	\$133.21
Supervising Open Space Technician	\$134.35
Human Resources Officer	\$136.36
Resource Management Program Manager	\$136.60
Conservation Strategy Program Manager	\$139.58
Fiscal Services Officer	\$139.58
Senior Planner	\$141.88
Field Operations Manager	\$174.69
External Affairs Manager	\$182.76
Planning, Design & Construction Manager	\$187.57
Long-Range Planning Manager	\$187.58
Conservation & Strategic Partnerships Manager	\$187.58
Natural Resources Manager	\$188.67
Administrative Operations Manager	\$188.87
Assistant General Manager	\$225.11
General Manager	\$230.02

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