



FISCAL YEAR 2016/2017 BUDGET & PROJECT WORK PLAN



Approved June 9, 2016
Effective July 1, 2016

Report Design and Layout

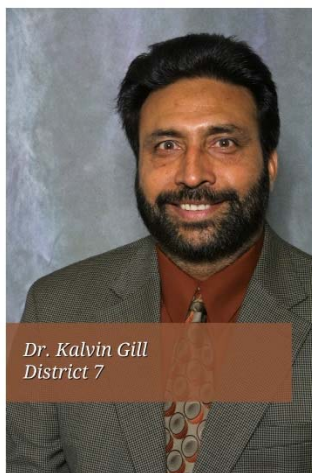
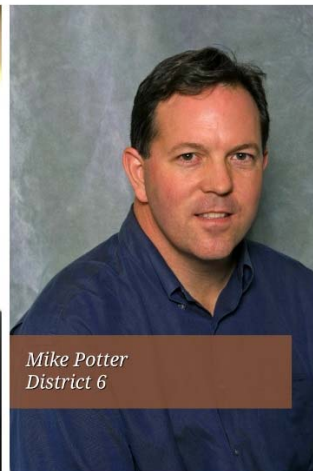
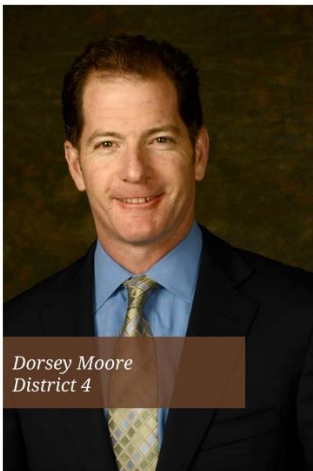
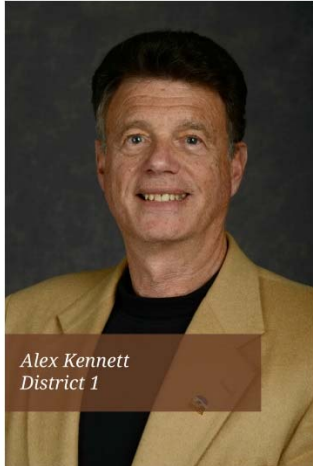
Lauren Monack

Report Development and Contribution

Andrea Mackenzie, General Manager
Matt Freeman, Assistant General Manager
Lauren Monack, Director of Admin & Finance
Marc Landgraf, External Affairs Manager
Derek Neumann, Field Operations Manager
Justina Tien, Accounting and Finance Analyst



Board of Directors



Mission and Vision of the Open Space Authority

The Open Space Authority conserves the natural environment, supports agriculture and connects people to nature, by protecting open spaces, natural areas, and working farms and ranches for future generations.

Our Vision, Our Valley, Our Future

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

In our vision of the Santa Clara Valley:

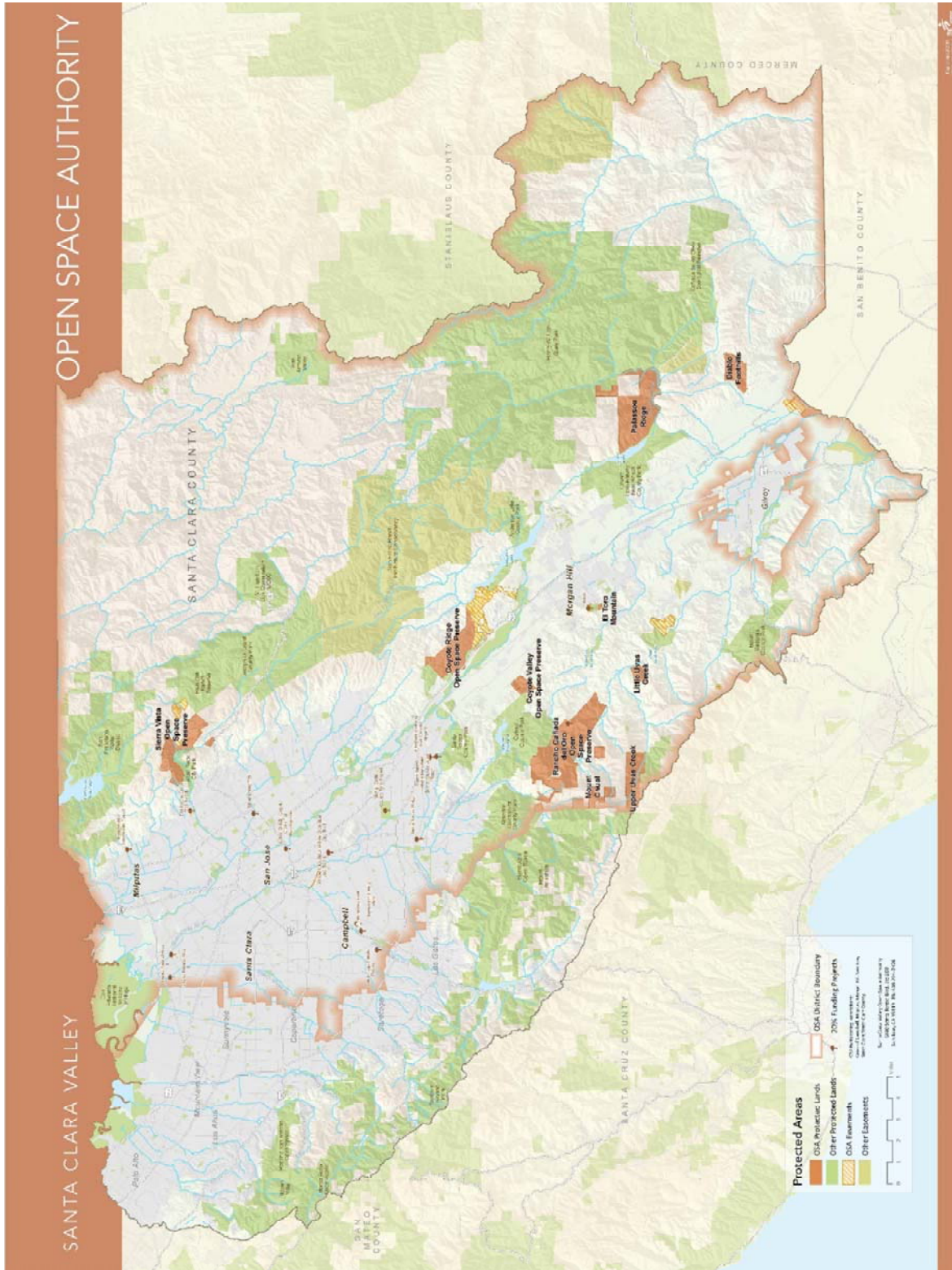
- A well-managed network of open spaces, farms and ranches sustains our natural heritage and provides resilience to a changing environment
- All members of our community are aware of the values of nature and have convenient access to local recreational and environmental education opportunities
- Our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

Santa Clara Valley Open Space Authority 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.

Santa Clara Valley Open Space Authority

Approved Budget and Project Work Plan for Fiscal Year 2016/2017



The History of the Open Space Authority

The Open Space Authority (the Authority) was founded in 1993 for the purposes of balancing rapid development and ensuring protection of valuable open space lands and productive farm and ranchland.

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, Project Work Plans, and budgets and appoints the General Manager to oversee the day-to-day operations of the Authority.

In addition, a 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; nine more represent various interest groups: agriculture, business, civic organizations, development community, education, environmental/open space, labor, public safety and health, parks, and trails.

As well, a seven-member Expenditure Oversight Committee (EOC) was formed after the passage of Measure Q in November 2014. The purpose of the EOC is to review Measure Q expenditures on an annual basis to ensure they conform to the Measure Q Expenditure Plan.

The Board of Directors holds regular public meetings the second and fourth Thursday of each month except in November and December, when meetings are held only on the second Thursday. The meetings are held at the Authority's Administrative Offices located at 6980 Santa Teresa Blvd, Suite #100, San Jose, California. Information about the Authority's upcoming meetings may be found at their website www.openspaceauthority.org/about/agendas.html

Conservation and Community Successes

To date, the Authority has protected over 20,000 acres of the Santa Clara Valley's most beautiful and valuable open space lands through purchase, conservation easements, and partnerships with other conservation agencies and nonprofits. Each year, tens of thousands of hikers, cyclists, and equestrians enjoy over 22 miles of well-maintained trails at the Authority's Coyote Valley, Rancho Cañada del Oro and Sierra Vista Open Space Preserves.

The Authority has long recognized the value of nature and access to parks, open space, and trails to the quality of life in our urban communities. Through its Urban Open Space Program, the Authority has allocated nearly \$10 million in funding for projects initiated by our city and county partners, including three significant projects that exemplify its importance: 1) Martial Cottle Park, an agricultural park project of Santa Clara County Parks and Recreation; 2) Three Creeks Trail, a project of the City of San Jose; and 3) Ulistac Natural Area, a project of the City of Santa Clara.

Staffing and Structure

The Open Space Authority employs 30 full-time and one part-time staff, including the Board-appointed General Manager.

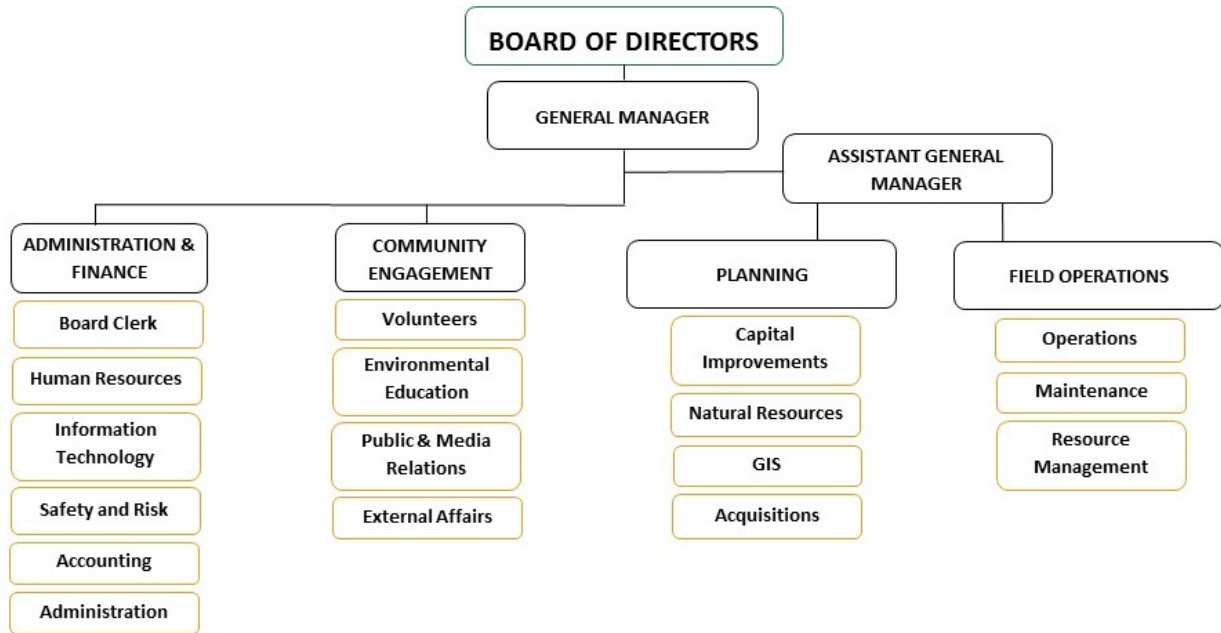


Table of Contents

General Manager’s Message..... 10

Part 1: The Budget..... 13

 Budget Development Process..... 15

 Budget Summary..... 17

 Fund Balance Carryover 18

 Revenue and Income 19

 APPROVED FY 2016/2017 Budget..... 22

 Discussion of Expenditures 24

 Staffing/Personnel Expenses 24

 • Benefits 24

 Cost of Living Adjustment 24

Part 2: Department Projects 29

 Summary of Department Initiatives and Projects..... 31

 Planning, Land Conservation and Capital Projects 31

 Field Operations..... 34

 Community Engagement 35

 Administration 37

Part 3: Appendix..... 39

 A. 2016/2017 Budget Detail Report 39

 B. 2016/2017 Salary Pay Plan..... 39

 C. 2016/2017 Project Work Plan..... 39



Andrea Mackenzie
General Manager

General Manager's Message

I am pleased to present to the Open Space Authority Board of Directors the Budget and Project Work Plan for Fiscal Year 2016/2017. This detailed funding and work plan identifies priorities and recommended expenditures in the areas of Administration and Finance, Community Engagement, Planning and Field Operations to further the Agency's Mission and to implement Measure Q.

Following the passage of Measure Q in November 2014, the Open Space Authority (OSA) worked to build the capacity of the Administration and Finance Division to begin receiving Measure Q funds, implement new budgeting and financial tracking, and provide all required financial information to the new Measure Q Expenditure Oversight Committee. We also worked to enhance the Agency's communication and outreach capabilities to keep the public informed about Measure Q implementation through newsletters, social media, OSA website and a series of community "listening" workshops.

FY 2016-2017 Major Priorities and Initiatives

The FY 2016-2017 Budget and Project Work Plan will focus on high priority open space and agricultural land preservation projects, including wildlife connectivity in the Coyote Valley; land management and stewardship projects to benefit water resources and biological resources on OSA preserves and in partnership with other public agency and non-profit partners; increased public access and open space opportunities in urban areas including through the new *Urban Open Space Grants Program* and expanded environmental education programs to diverse and underserved communities. Other major priorities and initiatives planned for 2016-2017 include:

1. Ensure the Authority's continued fiscal sustainability through development of a balanced budget, expenditure guidelines, financial planning and leveraging Authority funds.
2. Add two additional full-time staff to the Field Operations Division and reclassify one full-time field operations staff position to open, improve and maintain open space preserves and expand public access opportunities consistent with Measure Q.
3. Strengthen the Authority's long-term stability through strategic staffing, training, development and capacity building for Staff, Board and the Citizen's Advisory Committee.
4. Develop a *Coyote Valley Land Protection Strategy & Program* that recognizes the multiple environmental and economic benefits of Coyote Valley's natural and agricultural lands through research and resource mapping, identification of funding partners, and creation of collaborative partnerships with other public agencies and non-profit organizations.
5. Expand the Open Space Authority's Urban Open Space Program and direct Measure Q funds to create healthy and safe open space and park areas in the Authority's diverse urban communities.
6. Collaborate with Santa Clara County, cities, agricultural community and non-profit organizations to create a Regional Agricultural Preservation Program and "Action Plan" for Southern Santa Clara County (SALC).

Santa Clara Valley Open Space Authority

Approved Budget and Project Work Plan for Fiscal Year 2016/2017

7. Identify new conservation funding sources and partnership opportunities through advanced mitigation and cap and trade funding.
8. Collaborate with the Santa Clara Valley Water District (SCVWD) to include land conservation and natural resource restoration-based approaches as tools for water resources management in the SCVWD's *One Water* and *Groundwater Management* plans and policies.
9. Initiate the master planning process for Coyote Ridge Open Space Preserve with a goal of opening the Preserve to public access in summer 2018.
10. Increase opportunities to connect the Authority's diverse communities with nature by increasing Environmental Education, Outreach, and Volunteer Programs, supporting collaborative partnerships with organizations such as Bay Area Wilderness Training (BAWT) and Latino Outdoors and by addressing transportation and other barriers to accessing parks and open space.

The Authority's 2016/2017 Budget and Project Work Plan reflect the conservation goals of the Valley Greenprint, further the objectives of Measure Q and demonstrate our agency's continued commitment to conservation leadership, collaboration and innovation in protecting the valuable open space lands of Santa Clara Valley and connecting people to them.

Sincerely,



[intentionally blank]

PART 1: THE BUDGET



Budget Development Process

Fiscal Year 2015/2016 brought the Open Space Authority an increase of funding and opportunity through the passage of Measure Q. The Authority received the first Measure Q funds in early 2016, and began implementation of new budgeting and financial tracking software to comply with Measure Q. To further prepare for new reporting requirements several new processes were implemented.

1. Purchased a new finance software system – replaced QuickBooks with a new Finance and Business Tracking software system to centralize project budgeting and forecasting, allowing departments and staff to track costs in real time, and allow for project based reporting, as required by Measure Q.
2. Updated the Authority's Chart of Accounts – the financial chart of accounts was streamlined. No longer does it refer to each department, instead it has account codes that each department can utilize. The departments will now be tracked by code.
3. Budget Built by Project – With the new software system and the new chart of accounts, each department worked to build their budgets by estimating the hard cost for each account code associated with a project. This process was done manually for the 2016/2017 budget but will be automated when the finance software is fully implemented in early July 2016.

The budget and work plan development process began in early March 2016. The General Manager and the department managers, in preparation for embarking on this new process, revisited the Authority's mission, vision, and goals as laid out in the Measure Q Expenditure Plan, the Santa Clara Valley Greenprint and District 1 Assessment's 5 Year Plan. The process of building the Budget and Project Work Plan took many months and resulted in a comprehensive, stand-alone Budget and Project Work Plan.

Guidelines and Assumptions

The Santa Clara Valley Open Space Authority will ensure that its revenue and income is spent in the most efficient and effective manner possible, consistent with serving the public interest and in accordance with existing law. To that end, the Authority has compiled the following list of budgetary assumptions to guide the budgeting process.

- The OSA will expend no more than 5% (approximately \$395,000 a year) of the revenue generated by Measure Q toward administrative expenses.
- Each year 25% of the Measure Q revenue will be earmarked and set aside for the Urban Open Space Grants Program and other urban open space projects. .
- To the extent permitted by law, up to one-tenth of one percent (0.1 %) of the gross proceeds of the parcel tax shall be made available for the Expenditure Oversight Committee's activities.
- The OSA 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.
- OSA will secure at least 25% in non-OSA funds for each CIP project.
- The OSA will recapture the cost of providing service (staffing and other costs) as a condition of partner agreements.

Santa Clara Valley Open Space Authority

Approved Budget and Project Work Plan for Fiscal Year 2016/2017

- Measure Q will fund the maintenance of existing and new Open Space Preserves and properties.
- Measure Q will fund existing and new environmental education programs and initiatives
- A Measure Q project includes all stages of project development from initial research and scoping through maintenance and upkeep, as well as staffing costs.
- All Staff time is accounted for by project and fund.
- Staff time is included in Measure Q projects. Staff time costs include employee hourly rate, benefits (such as medical, leave time and retirement), insurance, and other non-discretionary staff expenses such as employer taxes.

Prioritizing Projects

The Santa Clara Valley Greenprint, the Measure Q 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 Citizen's Advisory Committee (CAC) to serve as a guide for the Authority and inform the public of the Authority's roles, policies and activities. In March 2014, the Board approved the Santa Clara Valley Greenprint (Valley Greenprint), a 30-year vision for conservation in Santa Clara Valley. This document was the basis for the Measure Q Expenditure Plan (Expenditure Plan), the document that guides the Authority on the use of Measure Q 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 project areas identified in the Expenditure Plan and Valley Greenprint include:

- Preservation: Acquisitions & Conservation Easements
- Public Access and Amenities: Construction & Capital Projects
- Environmental Education, Activities and Outreach
- Land and Agency Operations & Maintenance
- Natural Resource Management
- Urban Open Space Program and Grants

The Valley Greenprint, the Expenditure Plan, and 5 Year Plan provide guidance on goal setting and project decision making. A list of the Authority's high-priority projects for FY 2016/2017 can be found in the FY 2016/2017 Project Work Plan and were developed with the guidance of the Valley Greenprint, the Expenditure Plan, and 5 Year Plan.

Santa Clara Valley Open Space Authority

Approved Budget and Project Work Plan for Fiscal Year 2016/2017

Budget Summary

The Approved Budget seeks to achieve the following: 1) supplement and leverage District 1 Assessment and Measure Q Parcel Tax revenues with grant funds and other income sources; 2) provide revenue for one-time high priority projects with funding from the Authority's Capital Reserve Fund, consistent with the Board's Financial Reserve Fund and Reserve Fund Policy (R-13-60, August 22, 2013); and 3) prioritize and implement projects that support the goals and objective of Measure Q and the Santa Clara Valley Greenprint.

Total expenditures for FY 2016/2017 are estimated to be \$19,435,364 (Table 1) of which \$8,105,940 are attributed to grants and other income. The Authority is expected to spend \$11,329,424 of its revenue in the 2016/2017 fiscal year.

Total revenue is expected to be \$12,201,279.

The Authority's 2016/2017 Budget of \$19,435,364 million fulfills the goals and objectives of the agency by delivering a balanced budget (Table 2), taking into account revenues from District 1 and Measure Q and non-revenue sources from the Capital and Operational Reserve Fund, grants received from other agencies and organizations, other income such as donations and lease income.

TABLE 1

Expenditure Summary Breakdown		Estimated
		2016/2017
Total FY 2016/2017 Estimated Expenditures		19,435,364
Non-Revenue Expenditures (Reserve, Grants and Other)		
Grants and Other Income		-3,735,000
UOS Allocation		-2,015,885
Capital Reserve Fund		-2,355,055
Total Non-Revenue Expenditures		-8,105,940
Expenditures NET to OSA		11,329,424

TABLE 2

REVENUES AND EXPENDITURES SUMMARY		Estimated
FY 2016/2017 Estimated OSA NET REVENUES		12,192,284
FY 2016/2017 Estimated OSA NET EXPENDITURES		-11,329,424
Net Difference -- Revenues minus Expenditures		862,860

Fund Balance Carryover

By July 1, 2016, the beginning of the Authority’s fiscal year, it is estimated the Authority will carryover a total of \$33,057,298 from the previous fiscal year. This is a total balance only and does not reflect encumbrances or restrictions that may be in effect.

TABLE 3

Projected Carryover by Fund	Projected
<i>(includes restricted, unrestricted and encumbered funds)</i>	2016/2017
District 1	4,819,770
Measure Q	3,718,025
Capital Reserve	2,398,145
Operational Reserve <i>(encumbered)</i>	14,000,000
Grants	3,600,000
OSA Grant Programs <i>(encumbered)</i>	4,521,358
Estimated Carryover into FY 2016/2017	33,057,298

Table 4 shows each Fund’s carryover and encumbrance. Of the \$33,057,298 in carryover, \$8,835,940 is available for allocation in the FY 2016/2017 budget.

TABLE 4

Carryover Detail	Projected
	2016/2017
District 1	7,341,128
<i>D1 Encumbered: 20% Funding Program</i>	-2,671,358
Measure Q	3,718,025
<i>MQ Encumbered: Urban Open Space</i>	-1,950,000
Reserve (Capital and Operational)	16,398,145
<i>R Encumbered: Operational Fund</i>	-14,000,000
Grants	3,600,000
<i>Encumbered: All funds encumbered</i>	-3,600,000
Total Unencumbered Carryover Funds into FY 2016/2017	8,835,940

Santa Clara Valley Open Space Authority

Approved Budget and Project Work Plan for Fiscal Year 2016/2017

Revenue and Income

FY 2016/2017 REVENUES are estimated to be \$12,192,284 Non-revenue INCOME is estimated to be \$7,998,145

Revenue

The Open Space Authority has two revenue funds: the District 1 Assessment and the Measure Q Parcel Tax.

District 1 Assessment – District 1 Assessment (District 1) is a \$12 annual benefit assessment approved in 1996 by voters within the Authority’s jurisdiction. District 1 brings in approximately \$4.2 million per year and must be renewed annually through resolution of the Board of Directors.

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

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

Measure Q Parcel Tax (revenue) – Measure Q is a 15-year, \$24 per-year parcel tax approved by voters in November of 2014. Measure Q brings in approximately \$8 million per year.

Fulfillment of the requirements of the Measure Q Parcel Tax is guided by the Measure Q Expenditure Plan (Expenditure Plan). Measure Q provides funding to deliver 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

Santa Clara Valley Open Space Authority

Approved Budget and Project Work Plan for Fiscal Year 2016/2017

Non-Revenue Sources

The Authority's other sources of funding comes from a Capital and Operational Reserve Fund, grants received from other agencies and organizations, other income such as donations and lease income, and included in this list are the Open Space Authority's Urban Open Space Grant Program funds.

- **Reserve Fund (Capital and Operational)** -- The Reserve Fund is an unrestricted fund (unlike District 1 Assessment and Measure Q Parcel Tax). In 2013 the OSA 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 on-time expenditures.
- **Grants and Other** – The Open Space Authority strives to leverage its own funds with grants and partnerships. The Authority accepts donations, as well. The Authority also receives income from leases and permit fees for special uses of OSA property.
- ***Urban Open Space Program Funds** – While technically not considered either income or revenue, Measure Q Urban Open Space funds carried over from the previous fiscal year have been captured in the Revenue chart in column (5).

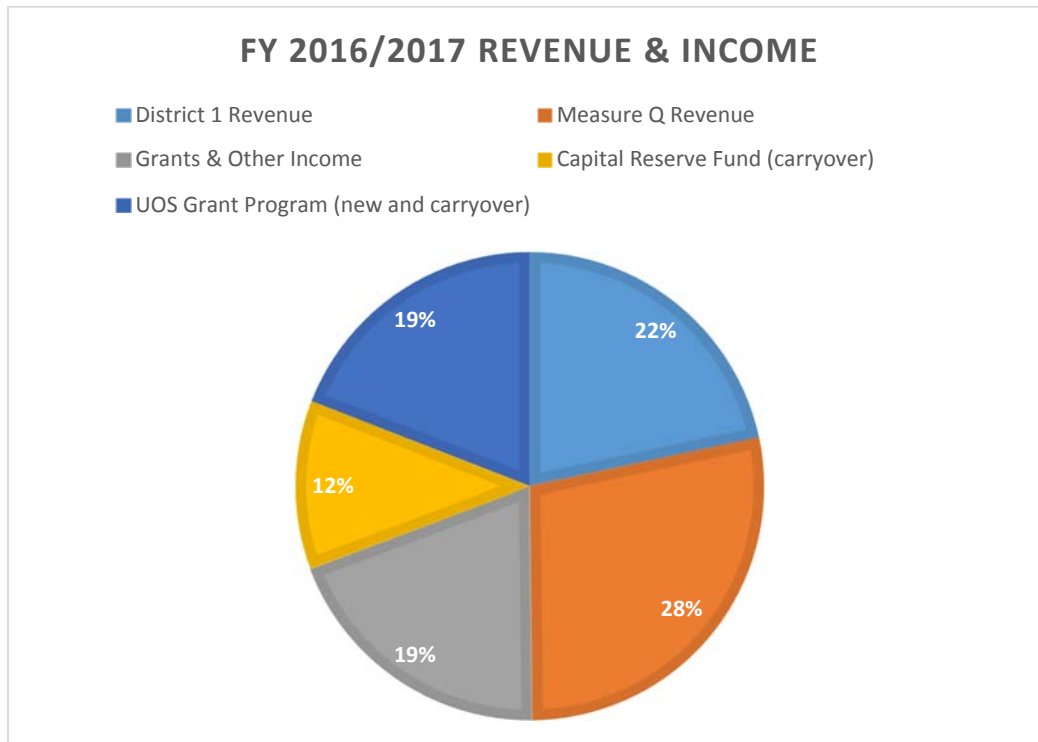


FIGURE 1

Santa Clara Valley Open Space Authority

Approved Budget and Project Work Plan for Fiscal Year 2016/2017

Projected Revenues and Income

Non-Revenue Income Sources (A) – The first row of information in the Projected Revenues chart reflects non-revenue funds being carried over from the previous fiscal year to provide a consolidated view of all funds identified for use. While Urban Open Space Funds are not considered revenue or income, they have been identified in the Projected Revenues chart specifically for the purpose of showing that these funds have been set aside to be used. Each year the Open Space Authority earmarks 25% of Measure Q funds received to be used for the Urban Open Space Grants Program and other urban open space projects.

TABLE 5

PROJECTED REVENUES	(1) FY16/17 District 1	(2) FY16/17 Reserve	(3) FY16/17 Grants	(4) FY16/17 Measure Q	(5) FY16/17 MQ UOS*	
NON-REVENUE INCOME SOURCES (A)		2,398,145	3,600,000		2,000,000 **	7,998,145
5000 - REVENUES						
5100 - Revenue	4,270,093	0	0	7,892,191	2,000,000	14,162,284
5101 - (Less) Funding Allocations	0	0	0	-2,000,000	0	-2,000,000
5200 - Interest Income	15,000	50,000	0	15,000	0	80,000
5300 - Grants	22,500	0	406,576	0	0	429,076
5400 - Donations	0	0	1,200	0	0	1,200
5500 - Land Sales	0	0	0	0	0	0
5600 - Land Use Income						
5601 - Lease Income	0	0	70,900	0	0	70,900
5602 - Grazing Lease Income	15,200	0	0	0	0	15,200
5603 - Use Permit Income	0	0	500	0	0	500
Total Land Use Income	15,200	0	71,400	0	0	86,600
5700 - Land Management Income						
5701 - VTA	61,000	0	0	0	0	61,000
5702 - SCVWD	60,000	0	0	0	0	60,000
5703 - Waste Management	2,000	0	0	0	0	2,000
5704 - Valley Habitat Agency	100,000	0	0	0	0	100,000
Total Land Mgmt Income	223,000	0	0	0	0	223,000
5800 - Rebates						
5801 - Cal Card Rebate Income	1,000	0	0	0	0	1,000
5802 - CSDA Card Rebate Income	500	0	0	0	0	500
5900 - Other						
5901 - Family Farm Feast Event	0	0	0	0	0	0
Total FY 2016/2017 Revenue						12,983,660
ALL REVENUE, INCOME AND CARRYOVER	4,547,293	2,448,145	4,079,176	5,907,191	4,000,000	20,981,805

*Urban Open Space Funds are non-revenue, non-income funds carried over from the previous fiscal year

**\$2,000,000 is an estimate only. OSA will set aside 25% of Measure Q funds received to be used for Urban Open Space grants and projects.

Santa Clara Valley Open Space Authority

Approved Budget and Project Work Plan for Fiscal Year 2016/2017

APPROVED FY 2016/2017 Budget

The FY 2016/2017 Budget reflects the goals of the FY 2016/2017 Project Work Plan (attached). Total expenditures for FY 2016/2017 are estimated to be \$19,435,364, a 29% increase from FY 2015/2016. The increase can be attributed to grants and other income totaling \$8,105,940.

TABLE 6

Expenditure Accounts	FY 2016/2017
Operating Expenses	FY 2016/2017
Staffing/Personnel (salaries, benefits, taxes)	4,486,931
Administration (non-discretionary agency and department expenses)	1,647,062
Community Engagement	770,848
Field Operations	734,191
Planning	293,627
Board	33,668
Elections	400,000
Total Operating Expenses	8,366,327
Capital Expenditures	
Land Acquisition	5,163,835
Capital/Structural Improvement	3,712,437
Capital Purchases	234,000
Total Capital Expenditures	9,110,272
OSA Grant Programs	
20% Funding	150,000
Urban Open Space Grants	1,808,765
Total OSA Grant Programs	1,958,765
Total Expenditures	19,435,364

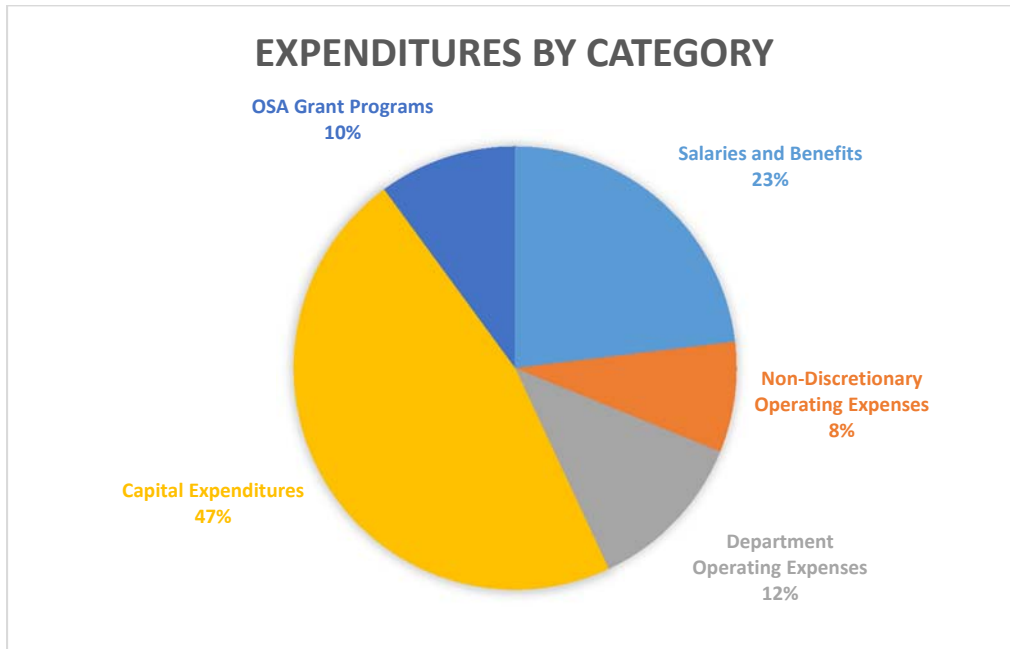


FIGURE 2

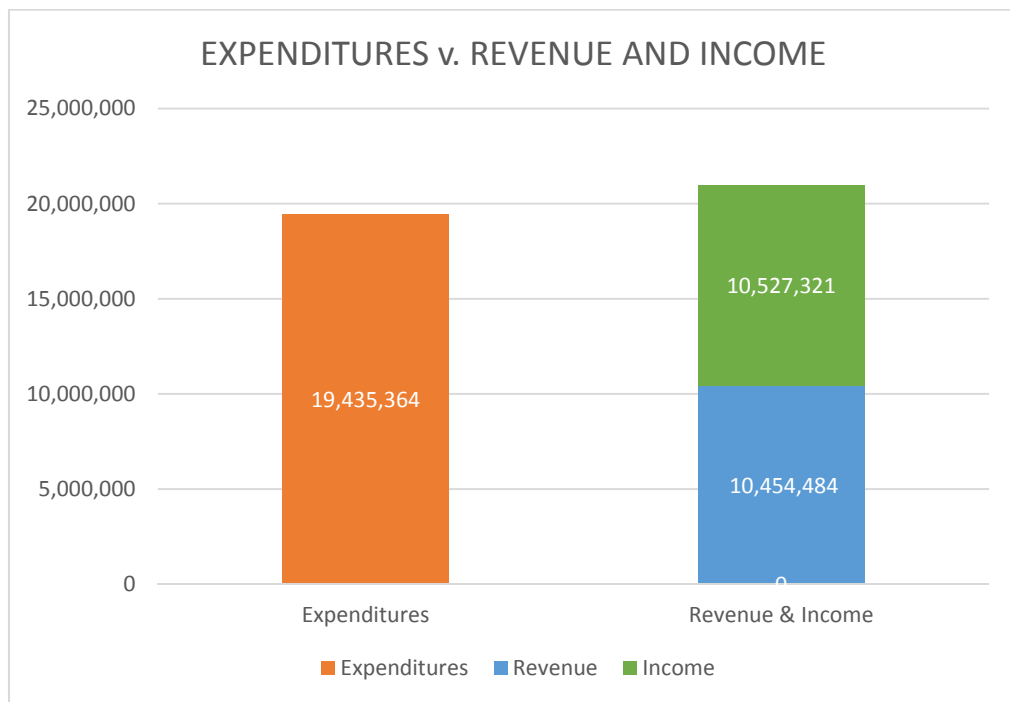


FIGURE 3

Discussion of Expenditures

Staffing/Personnel Expenses

With the focus in 2016/2017 on open space and agricultural land preservation and management of OSA preserves and natural resources, the Board approved the reclassification of one position and the addition of two new positions in support of the growing demands on the Field Operations Department:

- One (1) full-time Administrative Assistant (supporting Field Operations and Planning)
- One (1) full-time Supervising Open Space Technician
- Reclassification of the Lead Open Space Technician to Supervising Open Space Technician

The current Range # for the Lead Open Space Technician is at 23 with an hourly range of \$29.79 to \$36.21. The Supervising Open Space Technician would be set at Range #28 with an hourly salary range of \$33.66 to 40.92. This position would be classified as exempt.

The hourly salary range for Administrative Assistant is \$24.51 to \$29.79, Range #15 in the Salary Range Chart.

With approval of this Staff recommendation, the total number of approved regular positions at the Authority will increase from 31 to 33.

The Approved Budget reflects the addition of two (2) positions (Supervising Open Space Technician and Administrative Assistant) and the reclassification of one (1) position (Lead Open Space Technician to Supervising Open Space Technician) for FY 2016/2017. It is estimated that the change in staffing will result in an annual increase in salaries of approximately \$130,000. As these positions are likely to be filled in the fall of 2016, the financial effect for the 2016/2017 fiscal year will be approximately \$75,000.

- **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.

Cost of Living Adjustment

A comprehensive classification structure was put into place in April of 2014 to address equity within the agency as well as to benchmark the Authority against other local governmental agencies. The Open Space Authority uses a salary range pay plan that associates ranges to positions. Cost of living adjustments are applied to the Salary Range Chart and translated to the Position Pay Plan. Cost of living adjustments are recommended based on the March report of the Consumer Price Index for San Francisco-Oakland-San Jose for the year ending in February.

With approval of the budget, the Authority's pay plan will reflect a Cost-of-Living adjustment (COLA) of 3% for FY 2016/2017.

Operating Expenses

- **Agency Operational Expenses**

Agency Operational Expenses are non-discretionary expenses that are necessary for the smooth and efficient running of the Open Space Authority. These expenses include some supplies and consumables, worker's compensation and general business insurances, payroll and bank fees, legal notices, legal services, and board meeting expenses, educational and volunteer program expenses, recruitment, computer hardware software, and maintenance for office and field equipment.

Supplies and Consumables – Supplies and consumables are also part of operational expenses and include general office supplies, printing expenses, postage and courier expenses. Much of the budgeted office furniture and small equipment are one-time costs attributed to outfitting the new office building.

Occupancy – Rent and facilities costs are also considered operational expenses. In 2015 the Open Space Authority acquired an 18,000 square foot office building to co-locate its Administrative and Field offices. The building will undergo construction improvements in 2016 and it is expected that the Administrative and Land Management offices will move into the building in early spring of 2017. As such, much of the occupancy expenses are related to rent for the current Administrative office, located at 6980 Santa Teresa, and the Land Management Office, located on Via del Oro. Occupancy includes rent, office maintenance, landscaping, utilities, internet, security alarms services and phone service. Though it is vacant, the new office building also has some occupancy expenses including alarm, water, landscaping, and PG&E.

Contractual Services – The Open Space Authority relies on the expertise of professionals for some operational services in which it is most cost effective not to employ a regular staff member. Contractual services include: audit services for District 1 and Measure Q, office equipment leases, assessment engineering services, software maintenance and licenses, office equipment Maintenance, and IT Services.

- **Departmental Operational Expenses**

Departmental Operating Expenses are exactly what they sound like. They are the expenses related to the operation of each department (Administration, Community Engagement, Planning and Field Operations). These expenses include conferences, training and seminars, travel and incidentals, some supplies and consumables, memberships, meeting expenses and some contractual professional services such as design, printing, website, GIS, resource management and capital engineering services.

- **Board Expenses**

Board member expenses include Board stipends, Board meeting expenses and Board member training. Each member of the Board of Directors receives \$75 per Board meeting, not to exceed \$150 per month.

Santa Clara Valley Open Space Authority

Approved Budget and Project Work Plan for Fiscal Year 2016/2017

- **Election Expenses**

The Board of Directors are a seven-member body, representing seven distinct Districts. They are elected by the voters within each of the Districts in the Authority's jurisdiction. They represent seven distinct Districts. Elections occur in November of every even year. In 2016 the election cycle will include Board Districts 1, 3 and 4. The Santa Clara County Registrar of Voters processes all Open Space Authority elections.

Capital Expenditures

Capital Expenditures include land acquisitions, conservation easements, purchases of vehicles and other capital equipment, and capital improvements such as trails, bridges, fencing, and parking lots.

OSA Grant Programs

Open Space Authority Grant Programs are funded by two sources: the District 1 Assessment 20% Funding grant program and the Measure Q Urban Open Space grant program. Both programs provide funding to cities, the county, schools and community-based organizations to help improve quality of life for urban residents by:

- Protecting natural resources such as creeks and wildlife
- Providing access to nature through parks and trails
- Creating urban farms and community gardens
- Engaging children and youth through nature education

Santa Clara Valley Open Space Authority

Approved Budget and Project Work Plan for Fiscal Year 2016/2017

TABLE 7

APPROVED FY 2016/2017 BUDGET – Operating Expenses by Department & Category						
Expenditure Category	Admin	CET	Planning	Field Ops	TOTAL	% of Budget
Non-discretionary Operating Expenses						
Staff Costs -- Salaries and Benefits	1,411,049	741,820	1,307,091	1,026,971	\$4,486,931	23%
Non-discretionary Operating Expenses	1,044,374	0	0	123,441	\$1,167,815	6%
Election Costs	400,000	0	0	0	\$400,000	2%
Other Operating Expenses						
Departmental Operating Expenses	169,788	101,098	100,636	545,750	\$917,272	5%
Departmental Project Expenses	184,900	672,750	502,991	0	\$1,360,641	7%
Board	33,668	0	0	0	\$33,668	.017%
Total Departmental and Operating Expenses	3,243,779	1,515,668	1,910,718	1,696,162	\$8,366,327	43%
Capital Expenditures						
Land Acquisition					\$5,163,835	27%
Capital/Structural Improvement					\$3,712,437	19%
Capital Purchases					\$234,000	1%
Total Capital Expenditures					\$9,110,272	47%
OSA Urban Open Space Grant Programs						
District 1 20% Funding Program					\$150,000	1%
Measure Q Urban Open Space Grant					\$1,808,765	9%
Total OSA Urban Open Space Grants					\$1,958,765	10%
Total Estimated Expenditures for 2016/2017					19,435,364	

Santa Clara Valley Open Space Authority

Approved Budget and Project Work Plan for Fiscal Year 2016/2017

TABLE 8

Table 4: Proposed Budget Year-to-Year Comparison (by Department)

	FY 2014/2015	FY 2015/2016	FY 2016/2017
Revenues (District 1 and MQ) Actual	4,210,901	12,021,979	12,192,284
Capital Reserve Fund (Budgeted)	8,500,000	2,470,000	2,398,145
Income (Grants, Carryover, Other)	1,350,000	-	5,600,000
Total Income and Revenues	14,060,901	14,491,979	20,190,429
Operating Expenses	FY 2014/2015	FY 2015/2016	FY 2016/2017
Personnel	2,782,312	4,556,899	4,486,931
Administration	1,020,346	1,502,310	1,647,062
Community Engagement	612,700	812,350	770,848
Field Operations	614,330	745,590	734,191
Planning	155,950	199,150	293,627
Board	28,196	47,846	33,668
Elections	1,700,000	0	400,000
Total Operating Expenses	6,913,834	7,864,145	8,366,327
Capital Expenditures			
Land Acquisition	6,270,000	3,692,500	5,163,835
Capital/Structural Improvement	2,055,000	1,728,300	3,712,437
Capital Purchases	100,000	96,000	234,000
Total Capital Expenditures	8,425,000	5,516,800	9,110,272
OSA Grant Programs			
20% Funding	26,000	75,000	150,000
Urban Open Space Grants	0	250,000	1,808,765
Total OSA Grant Programs	26,000	325,000	1,958,765
Total Expenditures	15,364,834	13,705,945	19,435,364

PART 2: DEPARTMENT PROJECTS



Summary of Department Initiatives and Projects

Planning, Land Conservation and Capital Projects

The Planning Department is responsible for developing use and management plans for Authority properties; planning, design, and construction of capital improvement projects and other public access improvements; planning for natural resources management, permitting, and environmental compliance; providing Geographic Information Systems mapping and analysis services, including conservation planning and real property evaluations; administering the Authority's Urban Open Space Program; and for completing land transactions. These functions are reflected in the department's programs:

- Open Space Planning
- Conservation Planning / GIS Services
- Resource Management
- Urban Open Space
- Real Property

Major Initiatives for FY 2016/2017

- Launch of the Measure Q Urban Open Space Grant Program and a recommended \$1,000,000 solicitation of grant proposals for this new competitive grants program;
- Substantial progress on regional conservation planning projects including 1) the *Santa Clara Valley Climate & Agricultural Protection Plan*, a joint planning effort with Santa Clara County that is funded by a Sustainable Agricultural Lands Conservation program grant; 2) a Regional Conservation Framework for Santa Clara County and northern San Benito County, which aims to develop a regional advance mitigation program linking planned transportation projects to effective regional conservation sites, and 3) focused conservation planning for the Coyote Valley to develop an integrated and comprehensive land protection strategy;
- Completion of conceptual plans and cost estimates for future visitor amenities at Coyote Valley Open Space Preserve necessary to seek grant funding for implementation; and
- Negotiation with willing landowners and grant funding applications to protect critical landscapes identified in the *Santa Clara Valley Greenprint*.

Staffing

Planning Department staff is comprised of seven (7) staff and includes a Planning Manager (currently vacant), Associate Planner, Conservation GIS Coordinator, Grants Administrator, two Planning Technicians (one is currently vacant), and a Resource Management Specialist. To meet the ambitious program-related goals and objectives of the Measure Q Expenditure Plan, one additional position is Approved position to be added this fiscal year:

- Administrative Assistant: this full time position will support both the Planning and the Field Operations Departments by providing a wide array of administrative support including

correspondence and filing (expected to increase dramatically following launch of the Measure Q Grants Program), scheduling (including meetings, safety training days, vehicle maintenance), ordering supplies and equipment related to our field equipment and operations, maintaining safety records and inspection scheduling, data input, and special projects.

The position will relieve the specialists in both Planning and Field Operations of necessary administrative tasks and allow them to focus on the goals, projects and initiatives of Measure Q and the agency.

FY 2016/2017 Acquisition, CIP and Natural Resource Projects

The FY 2016/2017 budget provides funding to advance over 30 projects in the Planning Department. In addition to the major new initiatives described above, examples of key projects by program include:

- Build out of 33 Las Colinas, OSA's new headquarters – \$2,032,000 – the budget includes tenant and energy efficiency improvements identified by the Board during the architectural design process, as well as audiovisual and landscaping improvements;
- Leung Property—up to \$200,000—project includes initial site remediation and security, as well as initial planning and structures disposition for this grant-funded property acquisition in the Upper Pajaro River;
- Sierra Vista Trail and Bridge – \$ 52,000 — complete a new trail and bridge within the Alum Rock Falls easement, allowing visitors to bypass use of the road.
- Dexter Canyon Bridge – \$100,000 -- project includes design and construction documents necessary to replace the failing bridge. Staff will explore grant funding for construction which will likely occur in FY 17/18 or beyond.
- Coyote Ridge Open Space Preserve Master Plan – up to \$400,000 — fully funded by a grant from the Gordon and Betty Moore Foundation, initial planning will focus on a new staging area, trails, and interpretive facilities with the aim of opening the Preserve by FY 2018/2019.

Conservation Planning

The purpose of the Conservation Planning Program to identify regional and local land conservation priorities, and to develop land protection and funding strategies that link state and regional policies/programs to the local level.

- Coyote Valley Linkages Program, Phase II – \$25,000 – Partner with UCSC, POST, and others to track bobcat movement using GPS collars in order to identify movement patterns and barriers to connectivity. Develop an implementation strategy with transportation and wildlife agencies to remove barriers and increase permeability across the Valley, and to engage High Speed Rail. This leverages up to \$150,000 in partner funding towards this work.
- Water Resources Conservation Investment Strategy – \$50,000 – Identify key areas for conservation and restoration to promote recharge, storm water detention, water quality improvements, and biodiversity through modeling. Conduct an economic analysis to determine

return on conservation investments, e.g., cost per acre-foot of recharge. This work can inform that Water District's One Water Plan and is partially funded by grants from the Bechtel Foundation.

These efforts combine with past studies and other projects described below to serve as a comprehensive conservation vision for the Coyote Valley that can be used to engage partners and planning officials to promote conservation during future property development and land use planning efforts.

Resource Management

- Fuels Management Program Development – \$81,650 – Includes development of fuels reduction policy, vegetation management plans using prescribed fire to eradicate invasive weeds, and coordination with CalFire to advance a Community Wildfire Protection Plan.
- Vegetation Management Programmatic Environmental Impact Report – \$38,000 – Initiate EIR to comprehensively address the OSA's use of conservation grazing, integrated pest management, and prescribed fire to control weeds and fuel loads on OSA Open Space Preserves. This project will continue into FY 2017/2018.
- South Valley Meadow Restoration Project – \$296,000 – Secure remaining permits and complete the restoration work, funded in part by the Santa Clara Valley Water District.
- Blair Pond Restoration Project – \$23,000 – Initiate planning to restore the failing spillway. Project will continue into FY 2017/2018.

Urban Open Space

- Urban Open Space Program – \$2,000,000 – The program includes \$1,000,000 for an initial grant solicitation of projects that connect people to nature, and an additional \$1,000,000 to fund other key urban projects (including \$308,750 for the Bill's Backyard project at Children's Discovery Museum approved in FY 2015/2016 by the OSA Board that will be invoiced in FY 2016/2017 and a placeholder amount of \$500,000 towards purchase of the Five Wounds Trail right-of-way from VTA in partnership with the City of San Jose and Santa Clara County. Funding in this program also includes \$7,000 for grants administration software for staff and applicants to track & manage the status of applications on-line.

Real Property

This program focuses on land acquisition or conservation easement projects to permanently protect high priority landscapes identified in the *Valley Greenprint*. Key projects include:

- Mobedshahi Conservation Easement – \$2,500,000 – Work with County to develop an easement and funding terms for use of the \$2,000,000 in funding secured by OSA from the Gordon and Betty Moore Foundation for this acquisition project (also includes \$500,000 from OSA);
- Conservation Focus Area Opportunities – \$1,500,000 – This serves as placeholder funding to serve as match for potential grants that become available to acquire high priority properties from willing sellers.

Santa Clara Valley Open Space Authority

Approved Budget and Project Work Plan for Fiscal Year 2016/2017

- Complete pending acquisitions – \$1,000,000 – This funding is allocated to complete purchase of three properties in the Santa Cruz Mountains where the Board has authorized staff to negotiate with landowners. Each of these reflects significant leverage where OSA is contributing 50% or less of the cost.

Other projects underway include accreditation by the Land Trust Alliance to ensure that OSA's acquisition, land management and associated administrative policies regarding land conservation are in keeping with best practices. Staff will also continue pursuing development of an MOU with the California Department of Fish and Wildlife to facilitate routine maintenance projects in and near streams that fall within CDFW jurisdiction.

Field Operations

The Field Operations Department oversees the daily operation, management and stewardship of the Authority's lands and public access facilities. Their charge includes trail and preserve maintenance, resource management such as grazing management, invasive plant management, site monitoring, resource and habitat enhancement, monitoring and maintaining capital structures, and careful stewardship and reporting for contract land management and mitigation. The Department also builds connections between our volunteers and the land through monthly Land Steward events.

Programs within the Field Operations Department include:

- Natural Resource Management
- Public Access Facility Management
- Visitor Services
- Habitat Restoration
- Mitigation Property Management
- Land Steward Events
- Fleet Maintenance

Major Initiatives for FY 2016/2017

Through the funding made available with the passage of Measure Q, the Field Operations Department will continue to implement improvements of the Authority's public access facilities as well as supporting, managing and implementing the policies and goals of the Authority's Resource Management program.

- The addition of a new trail segment at Sierra Vista Open Space Preserve
- Scoping new trail segments at Rancho Cañada del Oro and Coyote Ridge Open Space Preserves
- Identifying and prioritizing new populations of invasive plant species for control throughout the Authority's preserve system.

Santa Clara Valley Open Space Authority

Approved Budget and Project Work Plan for Fiscal Year 2016/2017

- Completion of water improvements at Rancho Cañada del Oro Open Space Preserve
- Implement a comprehensive on boarding process for field staff
- Integrate technology(tablets) into the daily work flow to streamline maintenance tasks

Staffing

Field Operations staff currently has ten (10) regular employees and four (4) seasonal employees. The positions include a Field Operations Manager, Lead Open Space Technician, Equipment Mechanic-Operator, four (4) full-time and one (1) part-time Open Space Technician II; two (2) full-time Open Space Technician I, and four (4) Seasonal Open Space Technicians.

As the Open Space Authority continues to implement the public access, maintenance and field operations components of Measure Q and begins to build depth of expertise and supervision, the following changes will occur in the Field Operations department:

- RECLASSIFICATION of the Lead Open Space Technician position to Supervising Open Space Technician
- The ADDITION of one (1) Supervising Open Space Technician (for a total of two Supervising Open Space Technicians)

With this change the Supervising Open Space Technicians will share supervision of the six (6) Open Space Technicians and six (6) Seasonal Open Space Technicians, allowing the Field Operations Manager to focus on Land Management programs, projects, services, strategies and activities, public agency partnerships and operating agreements, and day-to-day management and supervision of the Equipment Mechanic Operator and the Supervising Open Space Technicians. Furthermore the addition of the Supervising Open Space Technician will provide for in-the-field leadership, quick response times to both questions and requests for assistance from multiple departments, and increased capabilities to manage additional projects and consultants in the field. This change will create expertise and depth in the department, and position the agency and Staff for continued growth.

Community Engagement

The Community Engagement Department is responsible for facilitating all volunteer activities including those of the Citizen's Advisory Committee, developing and running environmental education programs, managing media and communications channels (e.g. publications, annual report, web site, social media, press relations), ownership of brand and messaging, event production (e.g. Family Harvest Feast), partnership development, legislative and policy support, and any additional community engagement such as that supporting the Urban Open Space Grant Program.

Major Initiatives for FY 2016/2017

Community Engagement responsibilities support all of the programs identified in the Measure Q Expenditure Plan through external communications, public education, and volunteer-based field

Santa Clara Valley Open Space Authority

Approved Budget and Project Work Plan for Fiscal Year 2016/2017

operations support. In addition, Community Engagement delivers the increased opportunities for environmental education experiences specified in the Expenditure Plan.

The FY 2016/17 Project Work Plan includes projects that directly support high level initiatives of the Authority, such as development of Youth Engagement Programs and development of a communications strategy for efforts to protect natural resources in Coyote Valley.

The Project Work Plan also includes projects that implement many of the recommendations in the *Understanding our Community* report which was completed in September of 2015, and which guides the Authority in its efforts to broaden its reach to new audiences and reduce barriers to accessing open space. *Understanding our Community* will also enter a second phase in FY 2016/2017, with new data regarding potential Urban Open Space needs incorporated from several Open Space Authority partners in order to guide the Authority's investments in the urban areas that will provide the greatest benefits to the community.

Expansion of Environmental Education programs is also a major focus of the Community Engagement Project Work Plan, through a) increase of Authority-operated programs, b) continuation of ongoing education partnerships such as with the Wildlife Education and Rehabilitation Center (WERC) and Bay Area Wilderness Training, and c) through new partnerships such as with Latino Outdoors and Veggielution (continuing and new partnerships). The next phase of research and feasibility analysis of a Mobile Nature Center is also included in the Project Work Plan.

A major element of the Project Work Plan is the production of the Authority's annual Coyote Valley Family Harvest Feast which is designed to a) build awareness of and appreciation for Coyote Valley, b) promote local, healthy foods, and c) emphasize Urban Agriculture and its many benefits to our communities.

Staffing

There are five (5) members of the Community Engagement Team: a Volunteer Programs Administrator, an Education Programs Coordinator, a Communications Specialist, a Communications Coordinator, and an External Affairs Manager. The Department also utilizes the assistance of two (2) part-time Seasonal Educational Aides.

Administration

The role of the Administration and Finance Department is to provide accurate and timely services to the agency and provide support for the Board of Directors. Through all of its programs, the Department provides operational excellence and demonstrates accountability, transparency and trustworthiness.

The Administration and Finance Department is responsible for the management and oversight of operational administration at the Open Space Authority including programs that focus on the following areas:

- Human Resources
- Accounting and Finance
- Information Technology
- Governance and Transparency (Clerk of the Board)
- Workforce and Organizational Development
- Risk Management
- Records Management

Major Initiatives for FY 2016/2017

- Succession Planning & Workforce Development
 - Workforce/Staff Development Plan
 - Board and Committee Governance Growth & Development
 - CAC Development Plan
- Risk Management
 - Policy Administration, Process Improvement and Automation
 - Contract Administration
- Infrastructure Improvement and Automation
 - Improved Governance and Transparency through Packet Automation
 - Technology Infrastructure and Sustainability
 - Records Management Assessment

Projects in Administration in FY 2016/2017 are a combination of major one-time and ongoing projects.

- Complete Implementation of Business and Finance Software System – \$15,000 – Implement Phase II of the System by integrating email and Microsoft Office 365 integration.
- Update Records Management System and Policy – \$5,000 – Update the Records Retention Schedule and research options for automating record archiving and retention, ensuring the records management system is secure and putting procedures and guidelines in place for effective retrieval, management and archiving of public records.

Santa Clara Valley Open Space Authority

Approved Budget and Project Work Plan for Fiscal Year 2016/2017

- Implement Automated Governance/Board Packet Software System – \$35,000 – Through technological improvements in software and hardware, automate packet preparation and delivery. Improve functionality and access of online packet information for increased public interaction, transparency and connectivity.
- Relocation of OSA Headquarters – \$25,000 – Move Administration and Field offices to new headquarters building.
- Move Offices; Purchase and Install Furniture and Equipment as OSA Headquarters – \$233,000 – Prepare meeting rooms for remote collaboration; install phones, internet and networking; ensure all services are functional.
- Board Elections – \$400,000 – Coordinate election of Board Districts 1, 3 and 4 with the Santa Clara County Registrar of Voters.

Staffing

There are nine (9) members of the Administration and Finance Department. Positions included are: the General Manager, Assistant General Manager, Director of Administration and Finance, Clerk of the Board, Accounting and Finance Analyst, Office and Human Resources Administrator, Executive Assistant, Administrative Assistant and Office Assistant. The Department also utilizes the services of a part-time, contract Bookkeeper.

PART 3: APPENDIX

- A. 2016/2017 Budget Detail Report**
- B. 2016/2017 Salary Pay Plan**
- C. 2016/2017 Project Work Plan**

Appendix A
FY 2016/2017 Budget

Santa Clara Valley Open Space Authority

Approved Budget and Project Work Plan for Fiscal Year 2016/2017

Santa Clara Valley Open Space Authority
APPROVED 2016/2017 Budget

FY2016/2017 Budget -- Full Detail		APPROVED 2016/2017 Budget					FY16/17 Budget TOTAL
	FY16/17 District One	FY16/17 Reserve	FY16/17 Grants/Other	FY16/17 Measure Q	FY16/17 MQ UOS	FY16/17 Budget TOTAL	
ESTIMATED BALANCES AS OF 06/30/16	4,819,770	2,398,145	3,600,000	3,718,025	2,000,000	16,535,940	
Funding Allocation	2,671,358					2,671,358	
Reserve Fund		14,000,000				14,000,000	
Total Estimated Fund Balances	7,491,128	16,398,145	3,600,000	3,718,025	2,000,000	33,207,298	
Income/Revenue	Proposed FY16/17 District One	Proposed FY16/17 Reserve	Proposed FY16/17 Grants/Other	Proposed FY16/17 Measure Q	Proposed FY16/17 MQ UOS		
INCOME SOURCES		2,398,145	3,600,000		2,000,000	7,998,145	
5000 - REVENUES							
5100 - Revenue	4,270,093	0	0	7,892,191	2,000,000	14,162,284	
5101 - (Less) Funding Allocations	0	0	0	-2,000,000	0	-2,000,000	
5200 - Interest Income	15,000	50,000	0	15,000	0	80,000	
5300 - Grants	22,500	0	406,576	0	0	429,076	
5400 - Donations	0	0	1,200	0	0	1,200	
5500 - Land Sales	0	0	0	0	0	0	
5600 - Land Use Income							
5601 - Lease Income	0	0	70,900	0	0	70,900	
5602 - Grazing Lease Income	15,200	0	0	0	0	15,200	
5603 - Use Permit Income	0	0	500	0	0	500	
Total Land Use Income	15,200	0	71,400	0	0	86,600	
5700 - Land Management Income							
5701 - VTA	61,000	0	0	0	0	61,000	
5702 - SCVWD	60,000	0	0	0	0	60,000	
5703 - Waste Management	2,000	0	0	0	0	2,000	
5704 - Valley Habitat Agency	100,000	0	0	0	0	100,000	
Total Land Mgmt Income	223,000	0	0	0	0	223,000	
5800 - Rebates							
5801 - Cal Card Rebate Income	1,000	0	0	0	0	1,000	
5802 - CSDA Card Rebate Income	500	0	0	0	0	500	
5900 - Other							
5901 - Family Farm Feast Event Income	0	0	0	0	0	0	
TOTAL INCOME SOURCES	4,547,293	2,448,145	4,079,176	5,907,191	4,000,000	20,981,805	
Estimated Revenue + Available Funds as of 06/30/16						43,519,600	

OSA (total)

1 of 7

last revised 6/16/2016

Santa Clara Valley Open Space Authority

Approved Budget and Project Work Plan for Fiscal Year 2016/2017

Santa Clara Valley Open Space Authority
APPROVED 2016/2017 Budget

FY2016/2017 Budget -- Full Detail		FY16/17 District One	FY16/17 Reserve	FY16/17 Grants/Other	FY16/17 Measure Q	FY16/17 MQ UOS	FY16/17 Budget TOTAL
Expense							
6000 - PAYROLL							
6000 - General Manager	153,662	0	0	0	51,220	0	204,882
6002 - Manager(s)	458,366	0	0	0	216,276	0	674,642
6003 - Staff	984,869	0	0	0	1,043,257	0	2,028,126
6004 - Overtime	10,650	0	0	0	12,850	0	23,500
6005 - Seasonals	28,701	0	0	0	170,976	0	199,680
6006 - Stipends	12,900	0	0	0	0	0	12,900
Total Payroll	1,649,151	0	0	0	1,494,579	0	3,143,730
6100 - BENEFITS & EMPLOYEE EXPENSES							
6110 - Health Insurance	376,571	0	0	0	377,144	0	753,715
6120 - Vision Care	1,825	0	0	0	1,683	0	3,508
6130 - Dental	23,307	0	0	0	20,573	0	43,880
6140 - Life Insurance	703	0	0	0	629	0	1,332
6150 - Employer Taxes	54,550	0	0	0	43,798	0	98,348
6160 - CALPERS Retirement Plan	219,273	0	0	0	178,574	0	397,847
6170 - 401A	38,252	0	0	0	16,719	0	54,971
6180 - Employee Assistance Program	475	0	0	0	425	0	900
6190 - Tuition Reimbursement	3,600	0	0	0	0	0	3,600
Total Benefits and Employee Expenses	718,556	0	0	0	639,545	0	1,358,101
6200 - TRAVEL AND EXPENSES							
6210 - Mileage Reimbursement	10,750	0	0	0	0	0	10,750
6220 - Travel Airfare	10,100	0	0	0	0	0	10,100
6230 - Travel Lodging	14,650	0	0	0	0	0	14,650
6240 - Travel Meals and Entertainment	5,348	0	0	0	0	0	5,348
6250 - Travel Transportation	6,220	0	0	0	0	0	6,220
Total Travel and Expenses	47,068	0	0	0	0	0	47,068
6300 - SUPPLIES AND CONSUMABLES							
6310 - Meals and Catering	11,000	0	0	0	500	0	11,500
6320 - Office Supplies	17,400	0	0	0	0	0	17,400
6330 - Kitchen Supplies	4,400	0	0	0	0	0	4,400
6340 - Outreach Supplies	3,500	0	0	0	3,500	0	7,000
6350 - Postage & Courier	20,500	0	0	0	15,150	0	35,650
6360 - Printing Expenses	40,200	0	0	0	21,500	0	61,700

Santa Clara Valley Open Space Authority

Approved Budget and Project Work Plan for Fiscal Year 2016/2017

Santa Clara Valley Open Space Authority
APPROVED 2016/2017 Budget

	FY16/17 District One	FY16/17 Reserve	FY16/17 Grants/Other	FY16/17 Measure Q	FY16/17 MQ UOS	FY16/17 Budget TOTAL
FY2016/2017 Budget -- Full Detail						
6370 - Health & Safety Supplies	2,250	0	0	15,000	0	17,250
6380 - Uniforms and Apparel	24,500	0	0	0	0	24,500
6390 - Land Management						
6391 - Fuel and Consumables	13,200	0	0	26,800	0	40,000
6392 - Waste & Hazmat Disposable	0	0	0	3,000	0	3,000
6393 - Fire Management	0	0	0	5,000	0	5,000
6394 - Vegetation Management	2,500	0	0	14,000	0	16,500
6395 - Roads and Trails	35,000	0	0	12,000	0	47,000
6396 - Wildlife Management & Pest Control	0	0	0	10,100	0	10,100
6397 - Signs and Fencing	1,000	0	0	9,000	0	10,000
6398 - Grazing	5,000	0	0	35,000	0	40,000
6399 - Miscellaneous	0	0	0	5,000	0	5,000
Total Supplies and Consumables	180,450	0	0	175,550	0	356,000
6400 - OUTSIDE SERVICES/CONSULTANTS						
6410 - Accounting and Finance Services						
6411 - Bookkeeping	97,200	0	0	0	0	97,200
6412 - Audit	9,300	0	0	10,000	0	19,300
6413 - Financial Advisory	75,000	0	0	0	0	75,000
6414 - Grant Preparation	0	0	0	0	0	0
6420 - Management and Organizational Services						
6421 - Government Relations	72,000	0	0	0	0	72,000
6422 - Redistricting	0	0	0	0	0	0
6423 - Strategic Planning	0	0	0	0	0	0
6424 - Risk Management	2,000	0	0	0	0	2,000
6425 - Engineering Services	18,500	0	0	12,000	0	30,500
6430 - Legal						
6431 - Legal Counsel - Redistricting	0	0	0	0	0	0
6432 - Legal Counsel - Special Counsel	35,000	0	0	0	0	35,000
6433 - Legal Counsel - General	125,000	0	0	100,000	0	225,000
6434 - Legal Counsel - Litigation	75,000	0	0	0	0	75,000
6435 - Legal Counsel - Employment Law	5,000	0	0	0	0	5,000
6440 - Staff Development						
6441 - Recruitment Services & Support	4,000	0	0	0	0	4,000
6442 - Workforce Optimization & Development	15,000	0	0	0	0	15,000
6443 - Executive Support & Development	42,720	0	0	0	0	42,720
6444 - Policy Development & Support	35,500	0	0	0	0	35,500
6445 - Temp Services	2,000	0	0	0	0	2,000
6446 - HR Support Services	6,000	0	0	0	0	6,000

Santa Clara Valley Open Space Authority

Approved Budget and Project Work Plan for Fiscal Year 2016/2017

Santa Clara Valley Open Space Authority
APPROVED 2016/2017 Budget

FY2016/2017 Budget -- Full Detail	FY16/17 District One	FY16/17 Reserve	FY16/17 Grants/Other	FY16/17 Measure Q	FY16/17 MQ UOS	FY16/17 Budget TOTAL
6450 - Computer and IT Services						
6451 - IT Services	34,000	0	0	0	0	34,000
6452 - Website and Domain	67,050	0	0	0	0	67,050
6453 - ERP	6,000	0	0	0	0	6,000
6454 - Records Management	5,000	0	0	0	0	5,000
6455 - CRM	55,000	0	0	0	0	55,000
6456 - Minutes Transcription	8,800	0	0	800	0	9,600
6457 - Telecom and Phone Maintenance	2,300	0	0	0	0	2,300
6460 - Community Engagement Services						
6461 - Design and Content Services	74,750	0	0	30,000	0	104,750
6462 - Media Services	20,000	0	0	20,000	0	40,000
6463 - Photography & Video	5,000	0	0	1,200	0	6,200
6464 - Community Relations	0	0	0	50,000	0	50,000
6465 - Transportation Services	0	0	0	15,000	0	15,000
6466 - Environmental Education Partnerships	0	0	0	100,000	0	100,000
6470 - Resource Management Services						
6471 - Site Monitoring	28,000	0	0	2,775	0	30,775
6472 - Wildlife Management	0	0	0	52,556	0	52,556
6473 - Vegetation Management	10,000	0	0	25,500	0	35,500
6474 - Resource Assessment/Env Review	0	0	0	23,000	0	23,000
6475 - Public Access/Facilities Maintenance	45,000	0	0	30,000	0	75,000
6476 - Fire Management	4,000	0	0	71,000	0	75,000
6477 - IPM/Pest Control	0	0	0	19,175	0	19,175
6478 - Agricultural Improvements	0	0	0	5,000	0	5,000
6479 - Grazing Programs	35,000	0	0	44,500	0	79,500
6480 - Planning Services						
6481 - General/Other Planning Services	14,650	0	0	18,075	0	32,725
6482 - Conservation Planning	8,940	0	150,000	95,000	0	253,940
6483 - Mapping & GIS Services	0	0	0	35,000	0	35,000
6484 - Long-Range Planning	0	0	0	0	0	0
6485 - Environmental Planning/CEQA	0	0	0	114,400	0	114,400
6486 - Environmental - Site Assessments	0	0	0	62,000	0	62,000
6487 - Prime Design	0	85,055	0	28,750	0	113,805
6488 - Prime Engineering	0	0	245,000	170,000	0	415,000
6489 - Other Design/Engineering	0	0	140,000	65,255	0	205,255
6490 - Acquisition and CIP Services						
6491 - Surveys & Investigations	15,590	0	0	5,000	0	20,590
6492 - Brokerage/Transactions	0	0	0	27,500	0	27,500
6493 - Appraisals	0	0	0	25,000	0	25,000

Santa Clara Valley Open Space Authority

Approved Budget and Project Work Plan for Fiscal Year 2016/2017

Santa Clara Valley Open Space Authority
APPROVED 2016/2017 Budget

	FY16/17 District One	FY16/17 Reserve	FY16/17 Grants/Other	FY16/17 Measure Q	FY16/17 MQ UOS	FY16/17 Budget TOTAL
FY2016/2017 Budget -- Full Detail						
6494 - Project/Construction Mgmt/Consult	0	0	0	15,000	0	15,000
6495 - Site Clean-up/Remediation/Demo	0	0	0	33,170	0	33,170
6496 - Restoration/Habitat Enhancement	0	0	0	0	0	0
6497 - Testing & Inspection	0	25,000	0	15,000	0	40,000
6498 - Construction	0	2,000,000	0	675,807	0	2,675,807
6499 - Miscellaneous	14,071	0	0	0	0	14,071
Total Outside Services/Consultants	1,072,371	2,110,055	535,000	1,997,463	0	5,714,889
6500 - OTHER SERVICES AND EXPENSES						
6510 - Risk Management						
6511 - Worker's Compensation	24,951	0	0	52,295	0	77,246
6512 - Insurance Claim Loss	5,000	0	0	0	0	5,000
6513 - Liability SUP	19,000	0	0	0	0	19,000
6514 - Liability SPIP	19,000	0	0	0	0	19,000
6515 - Crime	1,500	0	0	0	0	1,500
6516 - Safety Program	6,550	0	0	0	0	6,550
6520 - Fees						
6521 - Payroll and Accounting	12,000	0	0	0	0	12,000
6522 - Bank and County Wire	45,200	0	0	0	0	45,200
6523 - Special Assessments	10,000	0	0	0	0	10,000
6524 - Permit	5,000	0	0	20,500	0	25,500
6525 - Escrow	0	0	0	2,500	0	2,500
6526 - Other	14,900	0	0	1,000	0	15,900
6527 - Election Costs	400,000	0	0	0	0	400,000
6528 - Public Notices	1,400	0	0	3,400	0	4,800
6530 - Advertising and Promotion	12,000	0	0	12,000	0	24,000
6540 - Interp & Educational Program Expenses	1,500	0	0	1,500	0	3,000
6550 - Event Production Expenses	70,000	0	0	0	0	70,000
6560 - Volunteer Program Expenses						
6562 - Recognition	3,000	0	0	0	0	3,000
6563 - Miscellaneous	3,000	0	0	0	0	3,000
6570 - Meetings and Conferences	18,950	0	0	0	0	18,950
6580 - Training and Seminars	16,845	0	0	1,000	0	17,845
6590 - Recruiting						
6591 - Job Postings/Ads	2,800	0	0	0	0	2,800
6592 - Pre-employment Testing	4,450	0	0	0	0	4,450
6593 - Assessments	9,200	0	0	0	0	9,200
Total Other Services and Expenses	706,246	0	0	94,195	0	800,441

Santa Clara Valley Open Space Authority

Approved Budget and Project Work Plan for Fiscal Year 2016/2017

Santa Clara Valley Open Space Authority
APPROVED 2016/2017 Budget

FY2016/2017 Budget -- Full Detail	FY16/17 District One	FY16/17 Reserve	FY16/17 Grants/Other	FY16/17 Measure Q	FY16/17 MQ UCS	FY16/17 Budget TOTAL
6600 - EQUIPMENT AND MAINTENANCE						
6610 - Shop Equipment	4,000	0	0	0	0	4,000
6620 - Field Equipment	0	0	0	10,000	0	10,000
6630 - Small Tools	5,000	0	0	0	0	5,000
6640 - Office Equipment	64,075	100,000	0	0	0	164,075
6650 - Computers						
6651 - Equipment	27,590	0	0	0	0	27,590
6652 - Software (Boxed)	700	0	0	2,500	0	3,200
6653 - Software (Subscription)	77,231	0	0	7,000	0	84,231
6654 - Data Backup	3,200	0	0	0	0	3,200
6660 - Office Furniture	1,000	145,000	0	0	0	146,000
6670 - Vehicles	89,000	0	0	0	0	89,000
6680 - Fleet Maintenance	33,000	0	0	67,000	0	100,000
6690 - Equipment Maintenance	3,300	0	0	6,700	0	10,000
Total Equipment and Maintenance	308,096	245,000	0	93,200	0	646,296
6700 - FACILITIES AND UTILITIES						
6710 - Rent	190,521	0	0	0	0	190,521
6720 - Moving Expenses	30,000	0	0	0	0	30,000
6730 - Building Maintenance and Repair	4,000	0	0	10,000	0	14,000
6740 - Landscaping and Plantscaping	8,000	0	0	0	0	8,000
6750 - Janitorial Services	4,000	0	0	0	0	4,000
6760 - Alarm Services	4,470	0	0	0	0	4,470
6770 - Internet and Phone	15,100	0	0	0	0	15,100
6780 - Radio and Cellular	24,400	0	0	0	0	24,400
6790 - Garbage, Water, Electricity	11,500	0	0	0	0	11,500
Total Facilities and Utilities	291,991	0	0	10,000	0	301,991
6800 - MEMBERSHIPS AND LIBRARY						
6810 - Sponsorships	42,000	0	0	0	0	42,000
6820 - Library (Books and other Media)	1,450	0	0	0	0	1,450
6830 - Memberships & Dues	29,426	0	0	0	0	29,426
6840 - Subscriptions	6,462	0	0	0	0	6,462
Total Memberships and Library	79,338	0	0	0	0	79,338
6900 - FEE TITLE & CONSERVATION EASEMENTS						
6910 - Fee Titles	0	0	1,200,000	1,121,625	207,120	2,528,745

OSA (total)

6 of 7

last revised 6/16/2016

Santa Clara Valley Open Space Authority

Approved Budget and Project Work Plan for Fiscal Year 2016/2017

**Santa Clara Valley Open Space Authority
APPROVED 2016/2017 Budget**

FY2016/2017 Budget -- Full Detail	FY16/17 District One	FY16/17 Reserve	FY16/17 Grants/Other	FY16/17 Measure Q	FY16/17 MQ UCS	FY16/17 Budget TOTAL
6920 - Conservation Easements	250,000	0	2,000,000	250,000	0	2,500,000
Total Fee Title and Conservation	250,000	0	3,200,000	1,371,625	207,120	5,028,745
6950 - OSA GRANT PROGRAMS						
6951 - District 1 20% Funding	150,000	0	0	0	0	150,000
6952 - Measure Q Urban Open Space Grant	0	0	0	0	1,808,765	1,808,765
Total OSA Grant Programs	150,000	0	0	0	1,808,765	1,958,765
TOTAL EXPENSES	5,433,267	2,355,055	3,735,000	5,876,157	2,015,885	19,435,364

Appendix B Position Pay Plan

Santa Clara Valley Open Space Authority
Salary Position Pay Plan
Effective 07/01/2016

Position	Range #	Hourly Salary Range				Monthly Salary Range				Annual Salary Range	
		Min	Step 2	Step 3	Step 4	Max	Min	Max	Min	Max	
Office Assistant	10	\$22.35	\$23.47	\$24.64	\$25.87	\$27.17	\$3,874	\$4,709	\$46,487	\$56,506	
Open Space Technician I Administrative Assistant	15	\$25.24	\$26.50	\$27.83	\$29.22	\$30.68	\$4,375	\$5,318	\$52,502	\$63,817	
Open Space Technician II Planning Technician	19	\$27.83	\$29.22	\$30.68	\$32.22	\$33.83	\$4,824	\$5,863	\$57,884	\$70,358	
Executive Assistant	21	\$29.22	\$30.68	\$32.22	\$33.83	\$35.52	\$5,065	\$6,156	\$60,778	\$73,876	
Lead Open Space Technician Communications Coordinator	22	\$29.95	\$31.45	\$33.02	\$34.67	\$36.41	\$5,191	\$6,310	\$62,297	\$75,723	
Equipment Mechanic Operator	23	\$30.68	\$32.22	\$33.83	\$35.52	\$37.29	\$5,318	\$6,464	\$63,817	\$77,570	
Education Programs Coordinator	24	\$31.45	\$33.02	\$34.67	\$36.41	\$38.23	\$5,451	\$6,626	\$65,412	\$79,509	
Supervising Open Space Technician	28	\$34.67	\$36.41	\$38.23	\$40.14	\$42.14	\$6,010	\$7,305	\$72,117	\$87,659	
Volunteer Programs Administrator	29	\$35.52	\$37.29	\$39.16	\$41.12	\$43.17	\$6,156	\$7,483	\$73,876	\$89,797	
Communications Specialist	31	\$37.29	\$39.16	\$41.12	\$43.17	\$45.33	\$6,464	\$7,857	\$77,570	\$94,286	
Assistant Open Space Planner Accounting/Finance Analyst Office and HR Administrator Grant Administrator	32	\$38.23	\$40.14	\$42.14	\$44.25	\$46.45	\$6,626	\$8,054	\$79,509	\$96,644	
Conservation GIS Coordinator, Resource Management Specialist	33	\$39.16	\$41.12	\$43.17	\$45.33	\$47.60	\$6,787	\$8,250	\$81,448	\$99,001	
Associate Open Space Planner	35	\$41.12	\$43.17	\$45.33	\$47.60	\$49.98	\$7,127	\$8,663	\$85,521	\$103,951	
Clerk of the Board	36	\$42.14	\$44.25	\$46.45	\$48.79	\$51.23	\$7,305	\$8,879	\$87,659	\$106,550	
Field Operations Manager	38	\$44.25	\$46.46	\$48.79	\$51.23	\$53.79	\$7,670	\$9,323	\$92,042	\$111,877	
External Affairs Manager	43	\$49.98	\$52.48	\$55.10	\$57.85	\$60.75	\$8,663	\$10,529	\$103,951	\$126,353	
Planning Manager	47	\$55.10	\$57.85	\$60.75	\$63.78	\$66.97	\$9,550	\$11,609	\$114,606	\$139,304	
Director of Administration and Finance	50	\$59.30	\$62.27	\$65.38	\$68.65	\$72.08	\$10,279	\$12,494	\$123,345	\$149,926	
Assistant General Manager	54	\$65.38	\$68.65	\$72.08	\$75.68	\$79.47	\$11,332	\$13,774	\$135,987	\$165,293	

Approved by the Board of Directors: 6/9/2016

Appendix C
2016/2017 Project Work Plan

Board Approved 6/9/2016

Santa Clara Valley Open Space Authority
FY 2016/2017 PROJECT WORK PLAN

OSA Project Number	Project Name	Status	EXPENSE		Total Project Cost	Project Description
			16/17 Net to OSA	16/17 Grants/Other		
P-000001	Install and Implement Grant Program Software System	In Progress	\$7,000		\$7,000	Install and implement Grant program administration software. The software will allow for a centrally located and automated system, enhancing efficiency and access to the OSA's expanded Urban Open Space grant program
P-000002	Measure Q Urban Open Space Grant Program Implementation	In Progress	\$1,000,000		\$1,000,000	Implement Urban Open Space Grant Program Initiate application process for 2016/2017 Urban Open Space Grant program allocations.
P-000003	Measure Q Urban Open Space - Children's Discovery Museum- Bill's Backyard Nature Education Center Grant Administration	In Progress	\$308,765		\$308,765	Award of Measure Q Grant Program Funds to Children's Discovery Museum's for the Bill's Backyard project. This project has been identified by the Board of Directors as a high-priority, high-impact Urban Open Space project. Grant was approved in FY 2015/2016.
P-000004	Measure Q Urban Open Space - Five Wounds Trail Grant Administration	Not Started	\$500,000		\$500,000	Award of Measure Q Grant Program Funds to the City of San Jose for acquisition of Five Wounds Trail parcel. This project has been identified by the Board of Directors as a high-priority, high-impact Urban Open Space project.
P-000007	Integrated Pest Management (IPM) Program Development	In Progress	\$0		\$0	Develop an invasive plant inventory and control program. Develop policy for control of wild pigs and bullfrogs. Prepare for a formal Invasive Plant Management Program for FY 2016/17.
P-000008	Palassou Ridge Open Space Preserve Grazing Infrastructure Improvements	Not Started	TBD		TBD	Scope grazing infrastructure improvements including fencing installation at Palassou Ridge Open Space Preserve. Secure grant funding to make improvements.
P-000009	Pond Infrastructure Assessment and Engineering Design	Not Started	\$23,000		\$23,000	Complete assessment of a pond on OSA lands which are at risk of failing. Develop a prioritization plan that includes infrastructure repair needs.
P-000010	Blair Pond Repair (Rancho Canada del Oro)	Not Started	\$23,000		\$216,965	Repair and restore main pond in the southern portion of Rancho Canada del Oro Open Space Preserve (aka the Blair Ranch area).
P-000011	Initiate Vegetation Management Programmatic Environmental Review	Not Started	\$38,088		\$187,588	Initiate Environment Impact Report (EIR) for grazing fuels reduction and integrated pest management.
P-000012	Research Grazing Program Improvements	In Progress	\$0		\$34,500	Scope and research long-term ecological monitoring program in support of OSA's grazing program.
P-000013	Coyote Ridge Pond Restoration Project	Not Started	TBD		TBD	In coordination with the Valley Habitat Agency, support their efforts to restore a pond on Coyote Ridge.

Santa Clara Valley Open Space Authority
FY 2016/2017 PROJECT WORK PLAN
 Board Approved 6/9/2016

OSA Project Number	Project Name	Status	EXPENSE			Total Project Cost	Project Description
			16/17 Net to OSA	16/17 Grants/ Other			
P-000014	Develop Fire Management Program	Not Started	\$81,650			\$81,650	Develop fuels reduction policy and vegetation management plan, coordinate with Cal Fire on Vegetation Management Plan for Coyote Ridge and prescribed fire at Coyote Valley.
P-000015	Coyote Valley Open Space Preserve South Valley Meadow Enhancement Project	In Progress	\$295,877	\$256,576		\$552,453	Complete planning, design, and CEQA compliance for restoration of 8.5 acre seasonal wet meadow and riparian complex at Coyote Valley Open Space Preserve south valley meadow.
P-000016	Pajaro River Agricultural Preserve Management and Restoration Plan	In Progress	\$25,000			\$25,000	Identify opportunities to restore habitat along the Pajaro River in balance with agricultural viability and floodplain preservation. Prepare initial plans and specs and seek grant funding.
P-000019	Priority Land Acquisition Projects	In Progress	\$1,828,745	\$3,200,000		\$5,028,745	Complete the grant-funded Mobeeshahi easement project and pursue critical acquisition projects within Valley Greenprint Conservation Focus Areas.
P-000021	Implement Coyote Valley Linkages Study, Phase II	Not Started	\$25,000	\$50,000		\$200,000	Conduct bobcat telemetry study and develop wildlife corridor barrier restoration implementation plan.
P-000022	Conduct Coyote Valley Water Resource Enhancement Feasibility Study	In Progress	\$50,000	\$100,000		\$150,000	Evaluate feasibility & benefits of resource management scenarios and green infrastructure projects in conjunction with Santa Clara Valley Water District and other conservation partners.
P-000023	Santa Clara Valley Greenprint Update & Decision Support Tool	In Progress	\$12,500			\$12,500	Refine Geographic Information System data, tools, and conservation metrics in support of the Open Space Authority's Santa Clara Valley Greenprint implementation.
P-000024	Develop Coyote Valley Conservation Strategy	In Progress	\$25,000			\$25,000	Develop a focused conservation vision and strategy for conserving key areas within the Coyote Valley.
P-000025	Regional Conservation Framework Pilot	In Progress	\$0	\$172,500		\$172,500	Co-develop and pilot advanced mitigation framework to focus transportation impact investments into key conservation investment receiver sites throughout the County.
P-000026	Santa Clara County Agricultural Conservation Framework (SALC)	In Progress	\$45,000			\$45,000	Develop sustainable ag land assessment for County, including GIS mapping, stakeholder outreach, and policy development.
P-000027	Santa Clara Valley Greenprint Implementation Funding Strategy	Not Started	\$0			\$0	Comprehensive review of funding strategy for implementation of Santa Clara Valley Greenprint and secure critical properties within CPAs.

Santa Clara Valley Open Space Authority **Board Approved 6/9/2016**
FY 2016/2017 PROJECT WORK PLAN

OSA Project Number	Project Name	Status	EXPENSE			Total Project Cost	Project Description
			16/17 Net to OSA	16/17 Grants/Other			
F-000028	Coyote Ridge OSP Public Access Planning	Not Started	\$0	\$400,000	\$2,237,125	Plan and design parking, trails, public amenities at Coyote Ridge Open Space Preserve; design and engineering for culvert enhancements. Grant funded by Gordon and Betty Moore Foundation.	
F-000029	Leung Property Remediation	Not Started	\$200,000		TBD	Following potential property purchase, remove storage tank and remediate site if necessary; prepare structures disposition plan.	
F-000030	OSA Administrative Headquarters Buildout	In Progress	\$2,032,485		\$2,294,618	Plan, design, and oversee construction of building improvements necessary to co-locate Admin and Field Staff at 33 Las Colinas.	
F-000031	Pea House Demolition (Rancho Canada del Oro)	Not Started	\$4,638		\$127,622	Conduct hazardous materials survey and secure permits for FY 17/18 demolition of Pea House. Located at Rancho Canada del Oro Open Space Preserve.	
F-000032	Coyote Valley OSP ADA Trail and Outdoor Learning Center	In Progress	\$46,000		\$1,408,243	Phase II (plan, design, & permit ADA trail and Outdoor Learning Center, and bridge). Develop project interpretive elements	
F-000033	Dexter Canyon Bridge Replacement (Palassou Ridge Open Space Preserve)	In Progress	\$100,000	\$0	\$831,421	Plan, design, and engineer replacement bridge to maintain emergency fire access to Palassou Ridge Open Space Preserve.	
F-000034	Design and Construct new trail at Sierra Vista Open Space Preserve.	In Progress	\$52,132		\$126,250	Plan, design, permit, construct trail at Sierra Vista Open Space Preserve, adding XX miles of trail within the preserve and providing connection to the City of San Jose's Alum Rock Park.	
F-000035	Coyote Valley OSP Equestrian Lot Performance Evaluation	Not Started	\$22,000		\$22,000	Assess performance of equestrian lot and design any needed improvements.	
F-000036	Rancho Canada del Oro OSP Blair Public Access Planning	Not Started	\$11,500		\$756,700	Prepare plans and complete California Environmental Quality Act (CEQA) document for a trail connection at the Blair Property in compliance with Peninsula Open Space Trust (POST) and Santa Clara County Funding conditions.	
F-000037	3rd Annual Coyote Valley Family Harvest Feast	Not Started	\$70,000		\$70,000	Deliver community and environmental education event at Coyote Valley Open Space Preserve. Provides opportunities for members of OSA's diverse communities to interact with nature and learn about agriculture and the Coyote Valley region. Event date	

Santa Clara Valley Open Space Authority

FY 2016/2017 PROJECT WORK PLAN

Board Approved 6/9/2016

OSA Project Number	Project Name	Status	EXPENSE		Total Project Cost	Project Description
			16/17 Net to OSA	16/17 Grants/ Other		
P-000041	Develop and Implement Plan for Providing Transportation Support to OSA Preserves and Activities	Not Started	\$15,000		\$53,000	Develop and implement plan for financial support of transportation needs for youth programs, education programs, field trips, and facilitating getting public to Preserves.
P-000042	Develop Plan for Increase of Cultural Events	Not Started	\$3,000		\$12,000	Develop plan for cultural events and to engage diverse audiences
P-000043	Increase Environmental Education Partnerships	Not Started	\$100,000		\$100,000	Expand environmental education programs with new and existing through partnerships (Wildlife Education and Rehabilitation Center, Bay Area Wilderness Training, Latino Outdoors and Vegglution).
P-000044	Research Mobile Nature Center	Not Started	\$0		\$0	Scope and research options for implementing a mobile interpretive/education center.
P-000045	Complete Understanding Our Communities Phase II	Not Started	\$50,000		\$80,000	Augment Understanding our Community with data from Trust for Public Land, San Francisco Education Institute, County Health, Health Trust, New America Media
P-000048	Develop Coyote Valley Communications Strategy	Not Started	\$15,000		\$35,000	Develop and implement strategy for messaging, collateral, tours, outreach, to support protection of Coyote Valley
P-000049	Develop Mobile-Friendly Website	Not Started	\$20,000		\$25,000	Develop mobile friendly version of the OSA's website allowing for enhanced access and smartphone ready content.
P-000050	Develop and Implement Video Content Plan for OSA Website	Not Started	\$5,000		\$5,000	Significantly increase video content on website and through social media channels including Facebook and YouTube, expanding audience interest areas and providing engaging and educational content.
P-000051	Implement Customer Relations Management (CRM) Database	Not Started	\$55,000		\$85,000	Research, design and implement Customer Relations Management database, consolidating and automating the OSA's contacts database. The CRM will provide enhanced management and communications outreach for
P-000052	Update Collateral Material -- Translate Content to Multiple Languages	Not Started	\$25,000		\$55,000	Translate OSA maps, brochures, website content and other printed material into Spanish, Vietnamese
P-000055	Field Operations Department Assessment	Not Started	\$4,500		\$4,500	Staffing and needs assessment includes succession plan -- Recommendations for department enhancement.

Santa Clara Valley Open Space Authority
FY 2016/2017 PROJECT WORK PLAN
 Board Approved 6/9/2016

OSA Project Number	Project Name	Status	EXPENSE			Total Project Cost	Project Description
			16/17 Net to OSA	16/17 Grants/ Other			
P-000057	Planning Department Assessment	Not Started	\$4,500			\$4,500	Staffing and needs assessment includes succession plan -- Recommendations for department enhancement.
P-000058	Develop Workforce Growth and Development Plan	Not Started	\$22,500			\$27,500	Design a professional development curriculum for supervisory and management track employees to provide intentional growth in the areas of management, supervision, accountability and leadership.
P-000061	Design CAC Orientation, Development and Training Program	Not Started	\$2,500			\$2,500	Design a training and development program to increase CAC member knowledge of governance principals and OSA culture. The program will prepare CAC members to serve as high-impact members of the OSA team. Program will include understanding public agency processes (packet development, how an agenda is prepared, etc.), the Brown Act and the Public Records Act, Roberts Rules of Order and other areas of interest.
P-000062	Perform Records Management System Audit, Make Recommendation	Not Started	\$5,000			\$45,000	Assess the OSA's current records management system. Identify areas for improvement and solutions. Make recommendation on next steps. Consultant to perform audit/assessment, update records retention schedule and make recommendations for
P-000063	Finance & Business System (ERP) Implementation Phase II: Integrate O365 with Business Tracking System	Not Started	\$8,600			\$8,600	Integrate Office 365 functionality, including email, task management and calendaring into the new Finance & Business Tracking System.
P-000064	Installation & Implementation of Office 365	In Progress	\$16,800			\$16,800	Upgrade all OSA computers to the single-platform Office 365, ensuring consistency and version control across all departments.
P-000065	Complete Phase II Benefits Analysis-- Provide Recommendation	Not Started	\$5,000			\$5,000	Analyze benefit product market (medical, dental, vision) and benefits offered by OSA. Perform cost analysis and prepare report of findings including possible recommendations for cost savings. This is Phase II of the 2014 Classification and Compensation study.
P-000066	Develop Field Operations Onboarding and Standards Guide	Not Started	\$0			\$20,000	Research, design and implement Field Operations Onboarding and Safety Training Program. Includes design of training program, implementation plan, and implementation of project. The program will ensure consistent training practices across the department. Estimated initiation of project Q4 2016/2017.
P-000071	Implement Automated Governance, Records Management and Board Packet System	In Progress	\$35,000			\$45,000	Convert the OSA's manual board meeting packet process to an automated electronic system to improve efficiency, transparency and provide easier access to public documents. Will be embedded into the website for easier management, access and delivery of public meeting documents.
P-000074	Purchase Furniture, Office, Equipment and A/V	Not Started	\$233,000			\$233,000	Oversee purchase and installation of furniture, equipment and other office items for OSA Headquarters at Las Colinas. Ensure utilities and services are provided. Coordinate move from Admin Office at 6980 Santa Teresa.

Santa Clara Valley Open Space Authority

FY 2016/2017 PROJECT WORK PLAN

Board Approved 6/9/2016

OSA Project Number	Project Name	Status	EXPENSE			Project Description
			16/17 Net to OSA	16/17 Grants/Other	Total Project Cost	
F-000075	Design and Develop Project Status Report for Measure Q Projects	In Progress	\$5,500		\$5,500	Design and deliver Project Status Report for projects related to Measure Q Expenditures. The Report will be delivered to the OSA Board of Directors and will be delivered the State Controller's Office Report.
F-000081	Conduct Classification Study for Community Engagement Team	Not Started	\$8,000		\$8,000	Engage consultant to conduct Classification Study for Community Engagement Team. Assess functions and roles within the department.