



FISCAL YEAR  
2018/2019

BUDGET & ANNUAL WORK PLAN



Approved by the Board June 14, 2018  
Effective July 1, 2018

**On the Cover:**

Overlooking Coyote Valley –

Coyote Valley is one of the top conservation focus areas identified in the Santa Clara Valley Greenprint. Protection of Coyote Valley is crucial for preserving prime farmland in the region, retaining valuable water resources, and maintaining a critical linkage between mountain ranges for wildlife and habitat for endangered species.

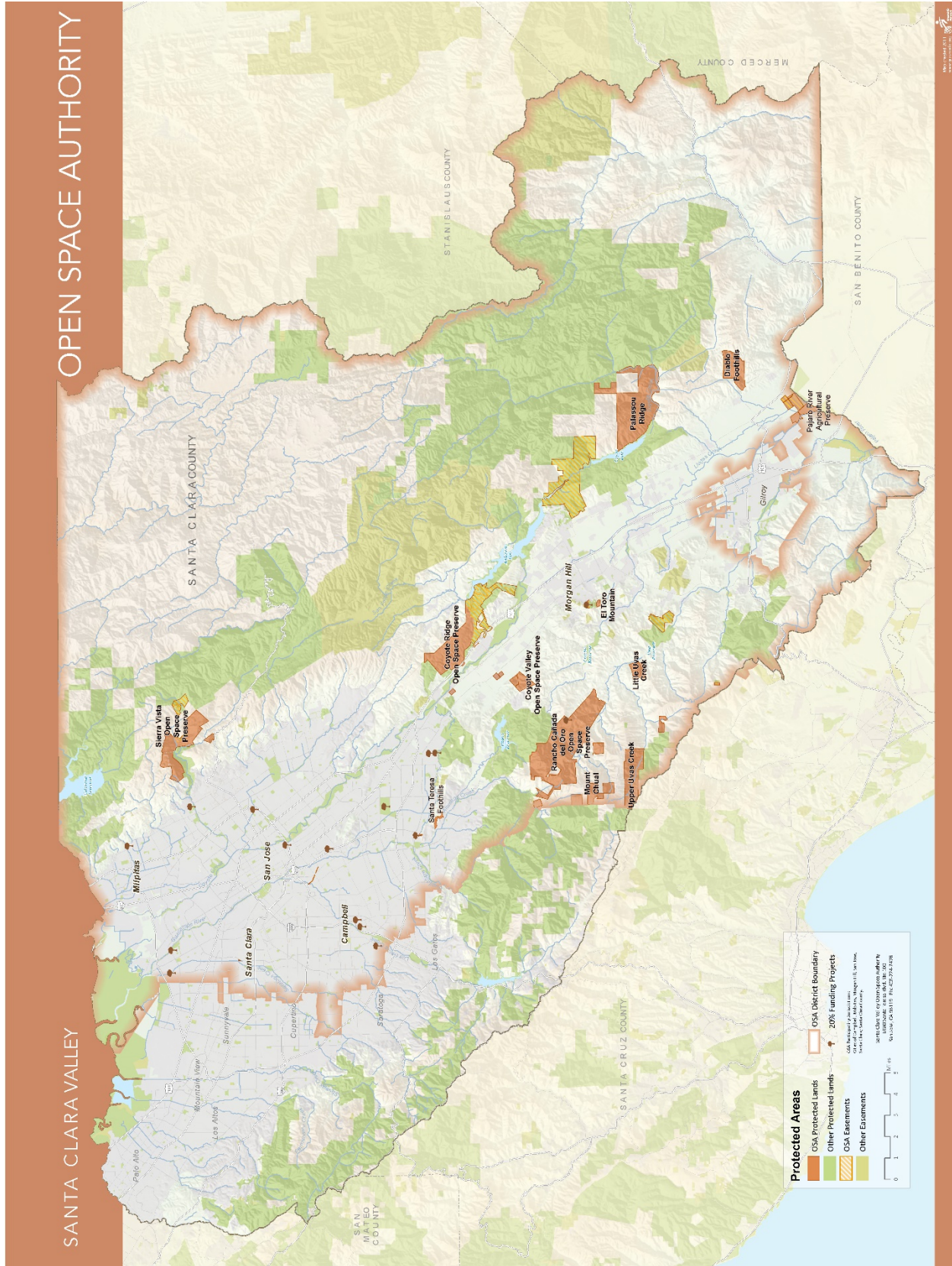
**To the right:**

2018 Jurisdiction Map highlighting the Authority's protected lands and easements



# Santa Clara Valley Open Space Authority

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019



(this page intentionally left blank)

**Board of Directors**



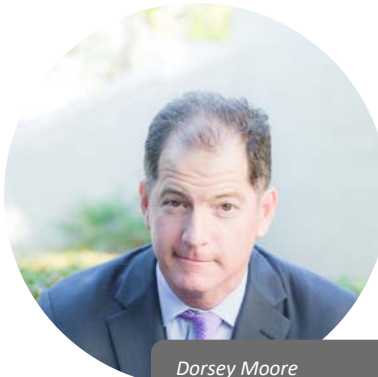
*Alex Kennett  
District 1*



*Mike Flaughter  
District 2*



*Sequoia Hall  
District 3*



*Dorsey Moore  
District 4*



*Virginia Holtz  
District 5*



*Mike Potter  
District 6*



*Dr. Calvin Gill  
District 7*

(this page intentionally left blank)

**Table of Contents**

General Manager’s Message ..... 9

PART I: THE BUDGET ..... 15

    Budget Development Process ..... 17

**Fiscal Year 2018/2019 Budget Summary** ..... 19

    Fund Balance Carryover ..... 20

    Revenue and Income ..... 21

**FY 2018/2019 Budget** ..... 24

    Discussion of Expenditures ..... 27

        Staffing ..... 27

        Benefits ..... 28

        Cost of Living Adjustment ..... 28

        Non-Discretionary Operational Expenses ..... 29

PART II: THE ANNUAL WORK PLAN ..... 33

    Work Plan Development Process ..... 35

        Criteria for Prioritizing Projects ..... 36

    Annual Work Plan by Department ..... 39

        Planning ..... 41

        Field Operations ..... 49

        Community Engagement ..... 53

        Administration and Finance ..... 57

PART III: APPENDICES ..... 61

    Appendix A: Strategic Work Plan ..... 63

    Appendix B: 2018/2019 Budget Detail Report ..... 81

    Appendix C: 2018/2019 Salary Pay Plan ..... 89

(this page intentionally left blank)





Andrea Mackenzie  
General Manager

## General Manager's Message

I am pleased to present the Open Space Authority's FY 2018/2019 Budget and Annual Work Plan. The Budget and Annual Work Plan successfully balances expenditures to the Authority's District 1 Assessment and Measure Q Parcel Tax revenues and represents the agency's continued investment in conservation leadership, collaboration and innovation to protect Santa Clara Valley's valuable open spaces, agricultural lands and natural resources. It also invests in increased opportunities for public access and connections with nature. Driven by the agency's mission, the original 5 Year Plan and our long range [Santa Clara Valley Greenprint](#), the Budget and Annual

Work Plan demonstrate how a small agency with a big mission can continue to efficiently leverage funding and partnerships to achieve significant conservation successes.

2017/2018 was a banner year for the Authority. Many of the priorities and initiatives set in the previous fiscal year were realized, including:

- *Partnering with the Peninsula Open Space Trust (POST) to protect two key properties in the North and Mid-Coyote Valley: Fisher Flats and Fishers Bend.* The properties are adjacent to Fisher Creek and its confluence with Coyote Creek. They are located within the region identified in the [Coyote Valley Landscape Linkage](#), an area of regional ecological significance that serves as a major pathway for wildlife moving across the valley between the Santa Cruz Mountains and the Diablo Range and serve as "climate-smart infrastructure" for the region's 1.8 million people.
- *Restoring agricultural lands in the Pajaro River floodplain to enhance the agricultural economy, protect natural floodplain function and support the local food system in the Santa Clara Valley.* At the 100.6-acre North Pajaro River Agricultural Preserve, we are now partnering with a local farmer to grow row-crops and help implement the [Santa Clara Valley Agricultural Plan](#) to support a strong and vibrant agricultural community.
- *Delivering environmental education programs to classrooms and hosting events with schools and non-profit partner organizations.* During the past year, the Authority hosted the largest volunteer event to date: More than 200 high school freshman students and staff from the Harker Academy gathered to remove non-native mustard plants along the Arrowhead Trail at Coyote Valley Open Space Preserve, accomplishing work that would have taken Authority staff hundreds of hours to make the trail more enjoyable for the Preserve's more than 60,000 annual visitors. Events like this engage youth as future land stewards and provide enriching interactions with nature.
- *Connecting urban communities with nature.* In October 2017, the Children's Discovery Museum opened [Bill's Backyard: Bridge to Nature](#), a half-acre natural outdoor and exploration space for kids to interact with the out of doors in the heart of the City. The Authority is proud to have made this inaugural grant from the [Measure Q Urban Open Space Grant Program](#) to support this project, which provides a "bridge to nature" for urban families.
- *Receiving national recognition for the agency's conservation excellence and professionalism.* The Authority is the first public agency in the nation to receive accreditation by the [Land Trust](#)

## Santa Clara Valley Open Space Authority

---

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

[Accreditation Commission](#), an independent program of the Land Trust Alliance, which is a national organization for conservation professionals.

The Authority's system of open space preserves are natural and cultural landscapes that provide amazing respite and refuge from the stresses of our urban areas. Connecting natural and working lands is also essential for long term sustainability, climate resilience and protection of our significant natural assets. That is why the Authority has a "light on the land" approach, where we deliver high quality user experiences while having the least amount of impact on wildlife and natural areas.

In 2018/2019, the Authority will focus on major land acquisition and capital projects, including purchasing additional properties from willing sellers in the Coyote Valley to implement the *Coyote Valley Landscape Linkage*, in partnership with Peninsula Open Space Trust; protecting critical agricultural lands in southern Santa Clara County to further the *Santa Clara Valley Agricultural Plan*, in partnership with the County; restoring and enhancing critical wildlife habitat in Coyote Valley Open Space Preserve and Coyote Ridge Open Space Preserves, in partnership with the Santa Clara Valley Habitat Agency; and public access planning for Coyote Ridge Open Space Preserve and the Blair Ranch Unit at Rancho Cañada del Oro Open Space Preserve. We will also focus on increasing the number of youth volunteers and increasing public engagement opportunities in our urban open spaces; and continue investing in community environmental education programs with the inaugural launch of Measure Q's Environmental Education Grants program.

As we mark the agency's 25<sup>th</sup> Anniversary in 2018, the Authority will continue to build a lasting legacy for conservation in the region to further our quality of life, by partnering with local agencies and nonprofit partners to leverage funding and capacity to protect open space, restore habitat and initiate innovative conservation projects, policies and programs.

Sincerely,



Andrea Mackenzie  
General Manager

## 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



### Our Conservation Goals

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

### The History of the Open Space Authority

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

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

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

In addition, a 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.

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

A seven-member Expenditure Oversight Committee (EOC) was formed after the passage of Measure Q. 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 Headquarters Office located at 33 Las Colinas Lane, San Jose, California. Information about the Authority's upcoming meetings may be found on the website [www.openspaceauthority.org](http://www.openspaceauthority.org) or by calling the Authority offices at (408) 224-7476.



## Community Successes and Urban Open Space Conservation



*Martial Cottle Park*

The Open Space Authority started as a small agency with an important role to play and has since grown into a diverse organization with greater capacity to make progress on its mission of conserving the natural environment, supporting agriculture, and connecting people to nature. Measure Q has provided further opportunity to fulfill its mission by enabling the Authority to expand public access to nature in and around urban communities, increase the volume and reach of its environmental education programming, and help maintain the Authority's open space preserves for public enjoyment.

To date, the Authority has protected over 22,000 acres of the Santa Clara Valley's highest priority open space lands through purchase of fee title, conservation easements, and partnerships with other conservation agencies and non-profits. Each year, 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 20% Funding Urban Open Space Program, the Authority has allocated nearly \$10 million of funding to city and county partnership projects to date. Since the inaugural launch of the Measure Q Urban Open Space Grants Program in August 2017, the Authority has awarded over \$1.9 million in Urban Open Space grants to more than 17 diverse projects throughout the Authority's jurisdiction.



*Guadalupe River Park Conservancy*



*Pajaro River Agricultural Preserve - Before and After*

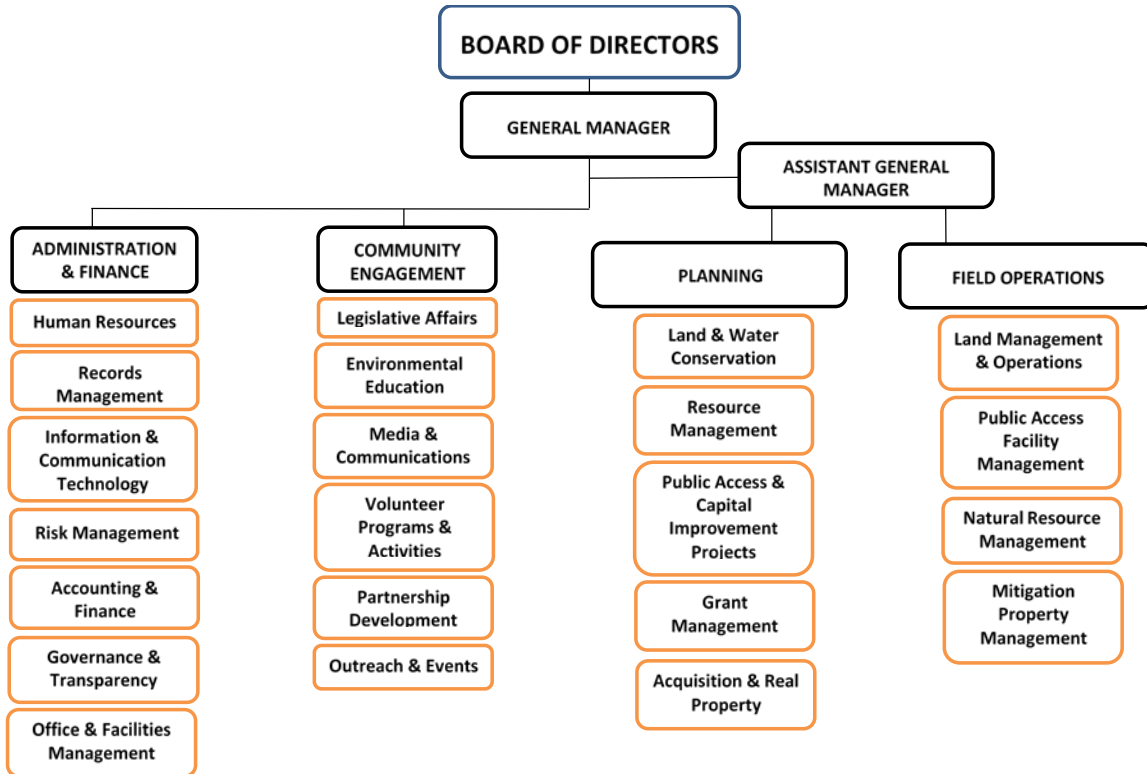
The passage of Measure Q has enabled the Authority to fund various conservation initiatives and major capital improvement projects such as the clean-up of the North Pajaro River Agricultural Preserve to prepare the area for active cultivation again. Previously worked by family farmers for generations, the land will again produce food for Santa Clara Valley while allowing

native species to thrive in a protected wildlife corridor along the Pajaro River. Riparian and vegetation restoration projects on neighboring properties along the Pajaro River have enhanced downstream flood control, protecting downstream communities and enhancing habitat for birds and aquatic species, collectively strengthening safe passage routes between the Southern Santa Cruz and Diablo mountain ranges.



### Staffing and Structure

The Open Space Authority has 35 Board approved positions, including the Board-appointed General Manager, who implement the agency’s mission through the following programs:



# PART I: THE BUDGET



(this page intentionally left blank)

## **Budget Development Process**

The budget and work plan development process began in early January 2018. The General Manager and the department managers 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 Annual Work Plan included a publicly-noticed Board Workshop on March 13, 2018 in which the Board identified their high-priority initiatives and projects for the coming fiscal year, providing Staff with clear direction on building a balanced and sustainable budget. The resulting Budget and Annual Work Plan becomes the guiding document for staff to record and track expenditures for approved projects and goals.

## **Guidelines and Assumptions**

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

### **General Guidelines**

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

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

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

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

### **Measure Q Expenditure Guidelines**

The Authority will expend no more than 5% (approximately \$395,000 per year) of the revenue generated by Measure Q 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 Q revenue will be set aside for the Urban Open Space Grant Program.

Measure Q 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 Q projects.
- ▶ Natural Resource Protection to protect and restore natural areas.
- ▶ Land Operations and Maintenance to maintain all of Authority's existing and new preserves, trails and preserve-related infrastructure.
- ▶ The creation, development, delivery and maintenance of existing and new environmental and agricultural education programs and initiatives.
- ▶ Funding the Measure Q Urban Open Space grant program.



## Santa Clara Valley Open Space Authority

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

### Fiscal Year 2018/2019 Budget Summary

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

Total revenues received from District 1 and Measure Q, as well as land management income recouped from other local agencies for contracted land management services, are expected to be \$12,713,669.

The Authority is expected to spend \$12,670,633 of its revenues received, resulting in a surplus of \$43,036 by the end of the 2018/2019 fiscal year (Table 1).

Total expenditures for FY 2018/2019 are estimated to be \$14,885,633, of which \$12,670,633 is funded by District 1 Assessment and Measure Q Parcel Tax revenues and \$2,215,000 is funded by grants and other income (Table 2).

The Authority's 2018/2019 budget of \$14,885,633 fulfills the goals and objectives of the agency by delivering a balanced budget, taking into account revenues and income from District 1, Measure Q, Reserve and grant funds. The complete budget can be found in [Appendix B](#).

Revenues and Expenditures	Estimated
FY 2018/2019 Estimated Authority REVENUES	12,713,669
FY 2018/2019 Estimated Authority EXPENDITURES	12,670,633
<b>DIFFERENCE – REVENUES MINUS EXPENDITURES</b>	<b>43,036</b>

Table 1

Expenditure Breakdown by Funding Source	Estimated
District 1	4,689,642
Measure Q	7,980,991
<i>Authority-funded Expenditures</i>	<i>12,670,633</i>
Grants and Other Income	1,600,000
Measure Q Urban Open Space Grants Allocation	500,000
Capital Reserve Fund	115,000
<i>Non-Revenue Expenditures</i>	<i>2,215,000</i>
<b>TOTAL EXPENDITURES</b>	<b>14,885,633</b>

Table 2

## Santa Clara Valley Open Space Authority

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

### Fund Balance Carryover

By July 1, 2018, it is estimated that the Authority will carry over a cumulative total of \$31,354,104 from previous fiscal years.

However, fiscal policies that may be in effect and encumbrances placed on the funds restrict the total availability of the carryover at the beginning of the Authority's fiscal year.

Of the \$31,354,104 in carryover funds, \$12,661,093 is available for withdrawal in the FY 2018/2019 budget (Table 3).

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

Projected Carryover by Fund	Projected Ending Fund Balance	Estimated Available Funds
District 1	6,136,087	
(minus) 20% Funding Program	(2,250,256)	
Available Carryover Funds from District 1		3,885,831
Measure Q	5,320,223	
Available Carryover Funds from Measure Q		5,320,223
MQ Urban Open Space Grants	3,441,667	
(minus) Awarded UOS Grants	(2,357,755)	
Available Carryover Funds from UOS Grants		1,083,912
Reserve	16,456,127	
(minus) Operational Reserve	(14,000,000)	
(minus) Conservation Stewardship	(85,000)	
Available Carryover Funds from Reserve		2,371,127
<b>TOTAL AVAILABLE CARRYOVER FUNDS FOR FY 2018/2019</b>		<b>12,661,093</b>

Table 3

## Revenue and Income

### Revenue

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

**District 1 Assessment (revenue)** – District 1 Assessment (District 1) is a \$12 per-parcel 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 revenue is guided by the policies and goals stated in the 5 Year Plan, first adopted by the Board in June of 1996. District 1 revenue is used to fund open space and greenbelt acquisition, to fund and oversee maintenance projects throughout the boundaries of the Authority, to develop and maintain lands, trails, natural areas and other facilities for outdoor recreation, as allowed under the Santa Clara County Open Space Act, and to reimburse the Authority for incidental costs associated with the District. [Taken from Open Space Acquisition and Maintenance District No. 1 (District 1 Engineer’s Report)]

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

**Measure Q Parcel Tax (revenue)** – The Measure Q Parcel Tax (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

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

**Non-Revenue Income Sources**

The Authority’s other sources of funding come from the Capital and Operational Reserve 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 \$85,000 for Conservation Stewardship purposes.

**Grants and Other** – The Open Space Authority strives to leverage its own funds with grants and 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 unsolicited donations including gifts of land. The Authority also receives income from grazing and agricultural leases and permit fees for special uses of Authority property.

**Urban Open Space Program Funds** – At the end of a fiscal year, the Authority can allocate up to 25 percent of the Measure Q 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 Open Space Grant Program fund balance appears in this section to show the estimated amount available for award during the grant cycle to be held during fiscal year 2018/2019.



*Children's Discovery Museum: Bill's Backyard*

## Santa Clara Valley Open Space Authority

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

### FY 2018/2019 Projected Revenues and Income

Non-revenue income sources include interest income, unsolicited donations, land sales, lease income, and special use permit income. Due to the unpredictable nature of unsolicited donations and low occurrences of land sales, income is normally not budgeted. On the other hand, because interest income and lease income are recurring and can be planned for, both are included in the annual budget. Funds from the Capital Reserve and Measure Q Urban Open Space Grants Program 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 2018/2019, the Authority proposes to withdraw \$615,000 from the available carryover balance.

Revenue/Income	FY18/19 District 1	FY18/19 Reserve	FY18/19 Measure Q	FY18/19 MQ UOS	FY18/19 Grants	FY18/19 Budget TOTAL
<b>5000 - REVENUES</b>						
5100 - Revenue	4,321,488		7,987,181			12,308,669
<b>TOTAL ASSESSMENT REVENUE</b>	<b>4,321,488</b>		<b>7,987,181</b>			<b>12,308,669</b>
5700 - Land Management						
5701 - VTA	75,000					75,000
5702 - SCVWD	50,000					50,000
5703 - Waste Mgmt	0					0
5704 - Valley Habitat Agency	280,000					280,000
<b>Total Land Mgmt Income</b>	<b>405,000</b>					<b>405,000</b>
<b>TOTAL REVENUE</b>	<b>4,726,488</b>		<b>7,987,181</b>			<b>12,713,669</b>
<b>OTHER INCOME SOURCES</b>						
Capital Reserve Fund Carryover		115,000				115,000
Measure Q UOS Fund Carryover				500,000		500,000
5200 - Interest Income	40,000	200,000	80,000			320,000
5300 - Grants					1,600,000	1,600,000
5400 - Donations						
5500 - Land Sales						
5600 - Land Use Income						
5601 - Lease Income	19,000		80,000			99,000
5602 - Grazing Lease Income	15,200					15,200
5603 - Use Permit Income						
<b>Total Other Income Sources</b>	<b>74,200</b>	<b>315,000</b>	<b>160,000</b>	<b>500,000</b>	<b>1,600,000</b>	<b>2,649,200</b>
<b>ALL REVENUE AND INCOME</b>	<b>4,800,688</b>	<b>315,000</b>	<b>8,147,181</b>	<b>500,000</b>	<b>1,600,000</b>	<b>15,362,869</b>

Table 4



## Santa Clara Valley Open Space Authority

---

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

### FY 2018/2019 Budget

The FY 2018/2019 Budget reflects the goals of the FY 2018/2019 Annual Work Plan. Total expenditures for FY 2018/2019 are estimated to be \$14,885,633, a 4.8% increase from FY 2017/2018.

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 supplies, postage, printing expenses and field operations-related supplies.

**Outside Services** include expenditures related to professional services and consultancy rendered under contract. Services include IT support services, legal services, human resources development services, recruiting services, resource management services, planning services, and acquisition and construction related services.

**Other Services and Fees** capture miscellaneous fees and other expenses. Examples include business insurance, payroll processing fees, permitting fees, escrow fees, and brokerage fees.

**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 preserves, including water and electricity utility bills.

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

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

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

## Santa Clara Valley Open Space Authority

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

### Budget At A Glance

Expenditures	FY18/19 District 1	FY18/19 Reserve	FY18/19 Measure Q	FY18/19 MQ UOS	FY18/19 Grants	FY18/19 Budget TOTAL	% of Budget TOTAL
<b>6000 - PAYROLL</b>							
Total Payroll	1,514,916		1,806,165			3,321,081	22%
<b>6100 - BENEFITS &amp; EMPLOYEE EXPENSES</b>							
Total Benefits	664,033		842,865			1,506,898	10%
<b>6200 - TRAVEL AND EXPENSES</b>							
Total Travel and Expenses	30,297		9,500			39,797	0%
<b>6300 - SUPPLIES AND CONSUMABLES</b>							
Total Supplies and Consumables	98,540		153,100			251,640	2%
<b>6400 - OUTSIDE SERVICES/CONSULTANTS</b>							
Total Outside Services/Consultants	835,949	85,000	1,512,776		700,000	3,133,725	21%
<b>6500 - OTHER SERVICES AND EXPENSES</b>							
Total Other Services and Expenses	647,021		166,625			813,645	5%
<b>6600 - EQUIPMENT AND MAINTENANCE</b>							
Total Equipment and Maintenance	232,001		84,000			316,001	2%
<b>6700 - FACILITIES AND UTILITIES</b>							
Total Facilities and Utilities	207,800	30,000	15,960			253,760	2%
<b>6800 - MEMBERSHIPS AND LIBRARY</b>							
Total Memberships and Library	59,086					59,086	0%
<b>6900 - FEE TITLE &amp; CONSERVATION</b>							
Total Fee Title and Conservation	250,000		2,890,000		900,000	4,040,000	27%
<b>6950 – AUTHORITY GRANT PROGRAMS</b>							
Total Authority Grant Programs	150,000		500,000	500,000		1,150,000	8%
<b>TOTAL EXPENSES</b>	<b>4,689,642</b>	<b>115,000</b>	<b>7,980,991</b>	<b>500,000</b>	<b>1,600,000</b>	<b>14,885,633</b>	<b>100%</b>

Table 5

**Santa Clara Valley Open Space Authority**

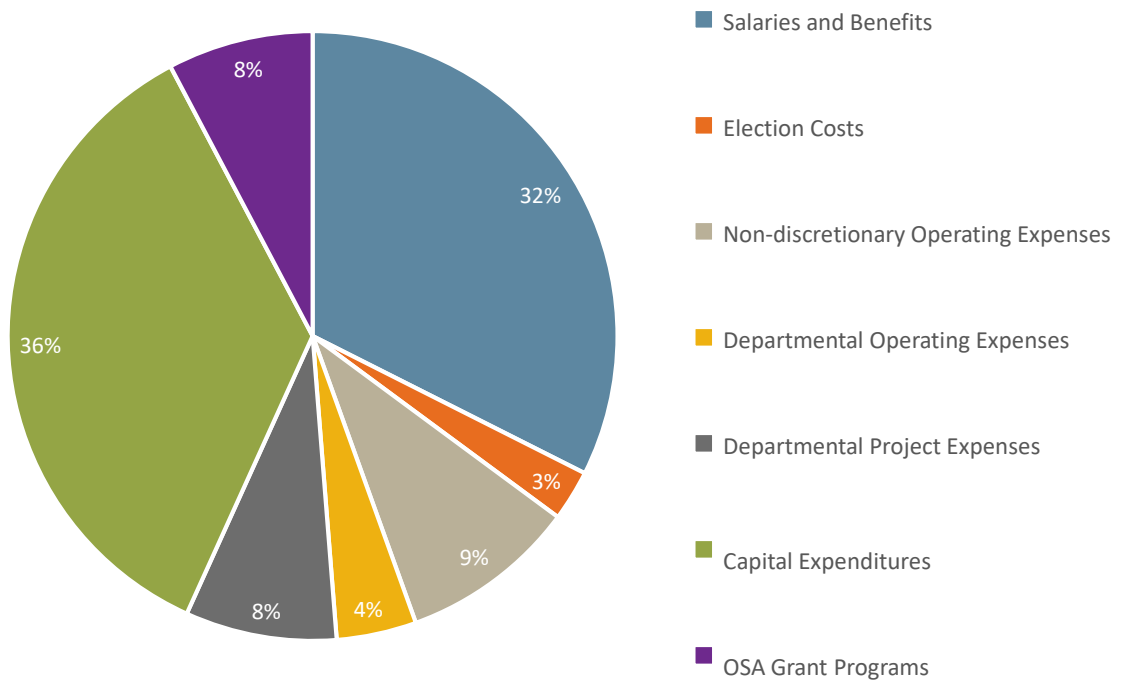
APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

**Expenditures by Department and Fund**

Expenditures	FY18/19 District 1	FY18/19 Reserve	FY18/19 Measure Q	FY18/19 MQ UOS	FY18/19 Grants	FY18/19 Department TOTAL
Administration	2,280,436	85,000	784,910			<b>3,150,346</b>
Community Engagement	787,114		539,395	100,000		<b>1,416,509</b>
Field Operations	555,577		1,307,966			<b>1,863,543</b>
Planning	641,244	30,000	5,348,720	400,000	1,600,000	<b>8,029,964</b>
Board	25,271					<b>25,271</b>
Elections	400,000					<b>400,000</b>
<b>TOTAL EXPENDITURES BY FUND</b>	<b>4,689,642</b>	<b>115,000</b>	<b>7,980,991</b>	<b>500,000</b>	<b>1,600,000</b>	<b>14,885,633</b>

Table 6

**Expenditures by Type**



**Discussion of Expenditures**

**Staffing**

The Authority currently has 35 approved regular positions (Table 7). Of the 35 approved regular positions, three positions will not be budgeted and filled in FY 2018/2019 – one (1) Planning Technician, one (1) Open Space Ranger I, and one (1) Supervising Open Space Ranger. The recruitment of vacant positions is prioritized through a balance of staffing expense and how the role will support the efficient implementation of the Authority’s Work Plan.

Approved Regular Positions	
Planning	Planning Manager, Associate Planner*, Conservation GIS Coordinator, Grants Administrator, Planning Technicians (2) <sup>†</sup> , Resource Management Specialist, Real Property Specialist and ½ time Administrative Assistant (shared with Field Operations)
Field Operations	Field Operations Manager, Supervising Open Space Rangers (2) <sup>†</sup> , Equipment Mechanic-Operator, Open Space Rangers I (5) <sup>†</sup> ; Open Space Rangers II (2) and ½ time Administrative Assistant (shared with Planning)
Community Engagement	External Affairs Manager, Volunteer Programs Administrator, Education Programs Coordinator, Communications Specialist, and Community Engagement Coordinator*
Administration and Finance	General Manager, Assistant General Manager, Director of Administrative Operations, Clerk of the Board, Accounting and Finance Analyst, Office and Human Resources Administrator, Executive Assistant, IT Technician*, Staff Accountant and Office Assistant

Table 7 – Asterisk (\*) denotes one budgeted but currently vacant position  
 Dagger (†) denotes one unbudgeted position to remain vacant in FY18/19

As the Authority’s presence and impact has grown over the past 25 years, the agency has continually sought to employ individuals who can bring exceptional expertise in the operations and maintenance of open space preserves, creating public access to open space, initiating regional conservation programs, implementing administrative policies and processes, and forging strategic partnerships.

To continue advancing the Authority’s mission and goals, and to best execute the FY 2018/2019 Work Plan, increased staffing is recommended within the Field Operations and Administration Departments.

Field Operations will be augmented by the addition of two (2) part-time Open Space Aides. These positions will have primary responsibility of daily preserve opening and closing tasks, allowing current Field Operations staff to focus additional time on maintenance and capital improvement projects.

## **Santa Clara Valley Open Space Authority**

---

### APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

Within the Administration Department, the recommended addition of an Administrative Assistant position to support Clerk of the Board and Office Management functions will allow the Authority to implement and maintain new systems such as the legislative management system, as well as maintain and improve existing processes such as for records management to increase efficiency for all Staff.

Approving these recommendations would increase the total number of regular positions at the Authority from 35 to 38.

**The budget reflects the addition of one (1) full-time position and two (2) part-time position for FY 2018/2019.**

### **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 2018/2019 the benefits package is approximately 45% of salary. Together, salaries and benefits are 32% of total expenditures for the year.

### **Cost of Living Adjustment**

A comprehensive classification structure was put into place in April of 2014 to address equity within the agency as well as to benchmark the Authority against other comparable governmental agencies. The Open Space Authority uses a salary range pay plan 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.

**A cost of living adjustment of 3.6% is recommended for FY 2018/2019.**

### **Board and Committee Expenses**

Board stipends, meeting expenses and Board member training are expected to be \$25,271 for FY 2018/2019.

### **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. In the past, the Authority has budgeted \$400,000 for each election year, and averages approximately \$100,000 per contested District.

## Santa Clara Valley Open Space Authority

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

### 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, and janitorial services. As required by building codes and safety regulations, Staff has also budgeted for routine HVAC maintenance, emergency lights testing, fire sprinklers and extinguishers testing, and elevator maintenance.

#### Contractual Services

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

#### Insurance and Fees

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

#### Computer Equipment and Software

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

Software	Use	Est. Annual Cost
<b>Acumatica</b>	Financial accounting system	\$50,000
<b>Hubspot</b>	CRM	\$12,000
<b>ZoomGrants</b>	Grant management system	\$10,000
<b>PrimeGov</b>	Legislative management system	\$10,000
<b>ArcGIS</b>	Geographical information system	\$5,000
<b>ArchiveSocial</b>	Records Management	\$4,800
<b>Adobe</b>	Business software	\$4,500
<b>DropBox</b>	Collaboration software	\$3,600
<b>Office 365</b>	Business software	\$3,500
<b>Backblaze</b>	PC backup software	\$2,400



**Santa Clara Valley Open Space Authority**

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

**Expenditure Details by Department**

<b>Summary of Department Expenses for FY 2018/2019</b>					
<b>Expenditure Type</b>	<b>Admin</b>	<b>Community Engagement</b>	<b>Planning</b>	<b>Field Ops</b>	<b>TOTAL</b>
<b>Non-discretionary Operating Expenses</b>					
Staff Costs -- Salaries and Benefits	1,704,902	807,213	1,190,899	1,124,965	4,827,979
Non-discretionary Expenses	1,061,097	18,546	18,620	298,128	1,396,391
Election Costs	400,000	0	0	0	400,000
<b>Other Operating Expenses</b>					
Departmental Operating Expenses	128,347	293,250	171,845	11,950	605,392
Departmental Project Expenses	106,000	107,500	637,100	345,500	1,196,100
Board	25,271	0	0	0	25,271
<b>Total Operating Expenses</b>	<b>3,425,617</b>	<b>1,226,509</b>	<b>2,018,464</b>	<b>1,780,543</b>	<b>8,451,133</b>
<b>Capital Expenditures</b>					
Land Acquisition	0	0	4,345,000	0	4,345,000
Capital/Structural Improvement	0	0	856,500	23,000	879,500
Capital Purchases	0	0	0	60,000	60,000
<b>Total Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>5,201,500</b>	<b>83,000</b>	<b>5,284,500</b>
<b>Authority Urban Open Space Grant Programs</b>					
District 1 20% Funding Program	150,000	0	0	0	150,000
MQ Urban Open Space Grant Allocation	0	100,000	400,000	0	500,000
MQ Urban Open Space Grant Awards	0	100,000	400,000	0	500,000
<b>Total Authority Urban Open Space Grants</b>	<b>150,000</b>	<b>200,000</b>	<b>800,000</b>	<b>0</b>	<b>1,150,000</b>
<b>TOTAL ESTIMATED EXPENDITURES FOR 2018/2019</b>	<b>3,575,617</b>	<b>1,426,509</b>	<b>8,019,964</b>	<b>1,863,543</b>	<b>14,885,633</b>

Table 8

## Santa Clara Valley Open Space Authority

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

### Three Year Historical Budget Comparison

<b>Budgeted Revenues and Income</b>	<b>Budgeted FY 2016/2017</b>	<b>Budgeted FY 2017/2018</b>	<b>Approved FY 2018/2019</b>
Revenues (District 1 and MQ)	12,192,284	12,458,258	12,713,669
Income (Reserve, Grants, MQ UOS)	7,998,145	2,572,000	2,649,200
<b>TOTAL BUDGETED REVENUES AND INCOME</b>	<b>20,190,429</b>	<b>15,030,258</b>	<b>15,362,869</b>

<b>Budget</b>	<b>Budgeted FY 2016/2017</b>	<b>Budgeted FY 2017/2018</b>	<b>Approved FY 2018/2019</b>
<b>Operating Budget</b>			
Staff Costs – Salaries and Benefits	4,486,931	4,327,676	4,827,979
Administration	1,647,062	1,255,518	1,295,444
Community Engagement	770,848	489,291	409,296
Field Operations	734,191	336,235	655,578
Planning	293,627	471,255	837,565
Board	33,668	29,884	25,271
Elections	400,000	200,000	400,000
<b>Total Operating Budget</b>	<b>8,366,327</b>	<b>7,109,859</b>	<b>8,451,133</b>
<b>Capital Budget</b>			
Land Acquisition	5,163,835	4,090,000	4,345,000
Capital/Structural Improvement	3,712,437	1,191,900	879,500
Capital Purchases	234,000	165,000	60,000
<b>Total Capital Budget</b>	<b>9,110,272</b>	<b>5,446,900</b>	<b>5,284,500</b>
<b>Authority Grant Programs</b>			
20% Funding	150,000	150,000	150,000
Urban Open Space Grants	1,808,765	1,500,000	1,000,000
<b>Total Authority Grant Programs Budget</b>	<b>1,958,765</b>	<b>1,650,000</b>	<b>1,150,000</b>
<b>TOTAL BUDGET</b>	<b>19,435,364</b>	<b>14,206,759</b>	<b>14,885,633</b>

Table 9

(this page intentionally left blank)

## PART II: THE ANNUAL WORK PLAN



(this page intentionally left blank)

## Work Plan Development Process

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 Citizens' Advisory Committee (CAC) to serve as a guide for the Authority and inform the public of the Authority's roles, policies and activities. In March 2014, the Board approved the Santa Clara Valley Greenprint (Valley Greenprint), a 30-year vision for conservation in Santa Clara Valley. This document was the basis for the Measure 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: Land 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

During the annual budget and work plan development process, Staff proposes projects in service of the Authority's mission which are aligned with the major project areas stated in the Measure Q Expenditure Plan. Proposed projects are presented to the Board during a publicly-noticed Board Workshop, where the Board reviews and discusses the projects and priorities.

Projects are captured in the Authority's Strategic Work Plan, a comprehensive list summarizing all potential projects regardless of their completion timeline or funding source ([Appendix A](#)).

The Annual Work Plan is comprised of the projects identified in the Authority's Strategic Work Plan that require funds and/or extensive staff time in the next fiscal year(s). The Annual Work Plan typically includes strategic or urgent projects that have broad support from the public and conservation partners, including those with secured grant funding.



### **Criteria for Prioritizing Projects**

To best assess which projects to include in the Annual Work Plan, Staff developed a tier-ranking system and defined factors to help determine which projects fall into each tier.

First, Staff reviewed existing and new projects in the Strategic Work Plan and evaluated priority by asking a number of questions, such as:

- Does a project have to be completed to meet regulatory requirements?
- Does the Authority have to complete this project to comply with laws and regulations?
- Does this project address public health or safety on Authority Preserves?
- Are we required to complete this project to fulfill grant and/or partner obligations? Is there a deadline imposed on this project?
- Does the project provide an opportunity to connect people in an underserved community to nature?
- Is the project already underway and, for various financial/regulatory/contractual reasons, cannot be placed on hold and needs to continue?
- Is this project in service of the Board's initiatives and goals?
- Will this project create a timely opportunity to protect or restore a habitat for rare, threatened, or endangered species?
- Is this project an opportunity to advance a regionally significant initiative or plan?

Based on a varying number of factors, a project is then classified into the following tiers, as defined on the next page.

**TIER 1**

goal-focused and initiatives and time-sensitive projects requiring heavy staff time and/or funding

Projects in this tier often reflect multi-year projects that are already underway or have an impending deadline during the fiscal year or within six months after fiscal year end, whether it was imposed by a regulatory body, grant and/or partner obligations, contractual terms, or immediate need for public safety. Additionally, these projects strongly align with the current priority initiatives and goals, are timely opportunities to move forward in part or in whole a regionally significant plan or may present a greater opportunity loss or potential negative implications if the Authority does not undertake the project.

---

**TIER 2**

important, continuing projects requiring staff time and some funding to maintain progress

Tier 2 projects are often initiated in the previous fiscal year(s) and require some funding to continue and/or complete. These projects are as important to the Authority's mission and goals as those in Tier 1, but often do not have a deadline imposed by an external party or an immediate threat to the environment and/or preserves.

---

**TIER 3**

lower priority projects requiring some staff time, but no additional funding will be budgeted

Projects falling into Tier 3 may still be worked on during the fiscal year but tend to require only staff time. These projects are not time-sensitive or mission-critical but are important to maintain momentum because they often help improve current processes, plan for future projects, or define policies.

---

**TIER 4**

non-critical projects identified but have no funding sources available

Projects may be parked under Tier 4 when the scope is not yet clearly defined, a completion date may be indeterminable, and/or there is no funding source available. Tracking projects in the Strategic Work Plan under this tier allows the Authority to maintain a record of the public and the Board's requests and needs. In most cases, Tier 4 projects do not make it into the Annual Work Plan and little to minimal progress will be made due to lack of funding or staff time.

---

(this page intentionally left blank)

## Annual Work Plan by Department

The following section presents the Authority's Annual Work Plan for Fiscal Year 2018/2019, sorted by department programs and tiers.

Each department is introduced with a statement of its overall role and responsibilities, as well as a list of its program areas. A description of each program area is followed by the presentation of related projects.

Only projects classified as Tier 1 and 2 are presented and discussed in the Annual Work Plan; Tier 3 and 4 projects generally do not receive funding in the fiscal year, but the projects are still recorded in the Strategic Work Plan.

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

The *Index Row No* refers to the row number where the project can be found in the Strategic Work Plan, allowing a reader to easily cross-reference and find more information about the project.

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

The *Proposed Project Budget* is the estimated net project cost to the Authority for fiscal year 2018/2019. The estimated project budget does not include staff time, or any expenditures paid for by a grant or partner.

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

(this page intentionally left blank)

## Planning

The Planning Department is responsible for developing use and management plans for Authority properties including planning, design, and construction of capital improvement projects and other public access and restoration improvements; planning and implementation of natural resource management projects and permitting; and environmental compliance for planning and land management work. Planning also provides the administration, design and implementation of Authority's Geographic Information Systems mapping and analysis services which supports all aspects of Authority work, including conservation planning, real property evaluations, acquisitions, community and media outreach and land management.

The Department also leads all aspects of the Measure Q Urban Open Space Grant Program with annual solicitations, awards, contracting and project implementation.

Programs within the Planning Department include:

- Land and Water Conservation
- Acquisition and Real Property
- Resource Management
- Grant Management
- Capital Improvements

The following section is a discussion of the Planning Department's projects for the Annual Work Plan, categorized by program areas and sorted by tiers. Work plan projects shown herein include the budget amount for estimated costs, excluding staff time, required to complete project milestones. [Appendix A](#) includes the complete Planning Department Work Plan with a summary description for each project.



## Santa Clara Valley Open Space Authority

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

### Priority Projects by Program

#### Land and Water Conservation

The Land and Water Conservation Program manages several initiatives that fulfill the Authority's mission including:

- Authority-wide Geographic Information Systems ("GIS") infrastructure and data management, technical analysis and cartography;
- Regional conservation policy/planning analysis and implementation and strategic partnerships;
- Technical land/water conservation analysis, coordination and implementation including mapping and digital communications; and
- Technical partnerships and outreach.

The Land and Water Conservation Program's annual work plan represents projects stemming from all these initiatives – projects with notable milestones from the previous fiscal year will continue into FY 2018/2019, and new projects will be initiated and allow the Authority to continue contributing to land and water conservation in the region. The next fiscal year is especially critical for several projects, as those projects will foster long term and lasting impact for state, regional and local conservation efforts. The Coyote Valley Water Resource Investment Strategy, a partnership with the Santa Clara Valley Water District, will make significant progress in the next fiscal year as baseline modeling and analysis of an extremely important watershed will help define the long-term future of the valley floor and the effects of its conservation on the region. The following projects are set to have a direct, positive impact on Authority goals and may generate future funding for management of the Authority's lands in myriad ways, adding to the resilience and sustainability for future generations.

#### Tier 1

<i>Index Row No</i>	<b>Project Name</b>	<b>Project Budget for FY 18/19</b>
<i>PLN 1</i>	Coyote Valley Water Resources Investment Strategy (CVWRIS)	\$ 100,000
<i>PLN 2</i>	Agricultural Conservation Easement (ACE) Program	\$ 30,000
<i>PLN 3</i>	Planning for High Speed Rail	\$ 15,000
<i>PLN 4</i>	Coyote Valley Conservation Strategy	\$ 2,500
<i>PLN 5</i>	Agricultural Conservation Marketing and Branding	\$ 25,000
<i>PLN 6</i>	Regional Conservation Investment Strategy (RCIS)	\$ --

#### Tier 2

<i>Index Row No</i>	<b>Project Name</b>	<b>Project Budget for FY 18/19</b>
<i>PLN 7</i>	Climate Smart San Jose Plan (Phase 2)	\$ 40,000
<i>PLN 8</i>	South Valley Meadow Restoration Monitoring Report	\$ --
<i>PLN 9</i>	OSA GIS Infrastructure Implementation	\$ 33,000
<i>PLN 10</i>	Santa Clara County Sub-Regional Assessment	\$ 20,000
<i>PLN 11</i>	GIS Data Mapping/Management	\$ 40,000

## Santa Clara Valley Open Space Authority

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

---

In addition to work plan projects that require funding, staff is also responsible for several ongoing projects that require staff time only:

- Providing external project reviews (e.g. tracking building permit applications, comment letters on development projects, EIRs, etc.)
- Coordinating with other Authority teams and external conservation partners to develop regional conservation initiatives and studies that inform Authority's conservation priorities
- Supporting regional conservation and planning initiatives by serving on technical panels and interagency working groups

### Acquisitions and Real Property

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

- Conservation of strategic land through acquisition of fee title lands or conservation easements from willing sellers;
- Strong partnerships with other conservation organizations to purchase and manage preserved lands;
- Complex due diligence and related real property and site analysis to develop disposition plans for existing buildings, features and structures;
- Annual conservation easement monitoring and reporting; and
- Tracking market trends, issues, and opportunities related to land values and acquisition opportunities.

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

#### **Tier 1**

<i>Index Row No</i>	<b>Project Name</b>	<b>Project Budget for FY 18/19</b>
<i>PLN 12</i>	Strategic Acquisitions within the Greenprint's Conservation Areas	\$ 3,445,000
<i>PLN 13</i>	Open Space Dedication Report	\$ --

In addition to work plan projects that require funding, staff is also responsible for several ongoing projects that require staff time only:

- Negotiating real property agreements, including license and management agreements and agricultural leases

## Santa Clara Valley Open Space Authority

### APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

- Responding to general inquiries from the public that pertain to planning, preserves, development applications, potential land sales
- Ensuring compliance with Land Trust Alliance best practices for land transactions and conservation easement stewardship
- Tracking market trends, issues, and opportunities related to land values and acquisition opportunities

#### Resource Management

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

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

The Resource Management Program's annual work plan for FY 2018/2019 represents a diverse mixture of important and timely natural resource projects. These projects aim to provide significant benefits to natural resources across the Authority's lands and waters and within the region. One of the largest projects within the program includes implementing restorations and improvements on the 1,831-acre Coyote Ridge Open Space Preserve, which will enhance wildlife habitat and movement. This project will be a multi-agency partnership to fulfill a million-dollar grant issued by the United States Bureau of Reclamation and Fish and Wildlife Service scheduled to take place over a span of four years. This and other Resource Management Program projects are set to advance significant natural resource initiatives that will serve to build and strengthen resiliency for wildlife and the special habitats they inhabit in Santa Clara County.

#### Tier 1

<i>Index Row No</i>	<b>Project Name</b>	<b>Project Budget for FY 18/19</b>
<i>PLN 14</i>	Coyote Ridge Habitat Improvements	\$ --
<i>PLN 15</i>	Coyote Valley Wildlife Linkages Implementation	\$ 2,500
<i>PLN 16</i>	Loma Fire Vegetation Monitoring	\$ 18,000
<i>PLN 17</i>	Blair Ranch Pond Habitat Enhancement	\$ 47,000
<i>PLN 18</i>	Coyote Valley Burrowing Owl Habitat Enhancements	\$ 20,000

## Santa Clara Valley Open Space Authority

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

### Tier 2

<i>Index Row No</i>	<b>Project Name</b>	<b>Project Budget for FY 18/19</b>
<i>PLN 19</i>	Natural Resource Policy and Planning	\$ --
<i>PLN 20</i>	Grazing Improvement Program	\$ 15,000
<i>PLN 21</i>	MOU CDFW In Stream Projects	\$ 3,000
<i>PLN 22</i>	Fire Management Program	\$ --
<i>PLN 23</i>	Integrated Pest Management Program	\$ --

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

- Conducting annual management and monitoring reports as required by partner agencies for mitigation lands i.e. Valley Habitat Agency and Santa Clara Valley Water District
- Providing environmental compliance and field team support for a wide range of on-the-ground programs such as invasive species control, grazing and wildland fire prevention
- Reviewing special use permits for use of Authority lands
- Leading natural resource-focused tours and presentations

### Grant Management

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

- Oversight of the Authority's District 1 Assessment's 20% Funding Program;
- Oversight of the Authority's Measure Q Urban Open Space Grant Program which includes guideline development, solicitations and awards, contracting and project tracking; and
- Management of incoming grants that leverage the financial resources of the agency.

Staff will be focused on grant seeking and writing in the next fiscal year as the agency aims to line up funding for a multitude of Authority projects scheduled for the upcoming five years. Strategic tracking of opportunities and associated grant applications is essential, requiring careful scheduling and coordination with the Authority's project timelines and/or milestones, to ensure the funding is available when needed.

### Tier 1

<i>Index Row No</i>	<b>Project Name</b>	<b>Project Budget for FY 18/19</b>
<i>PLN 27</i>	Grant Writing/Fundraising	\$ 40,000
<i>PLN 28</i>	OSA Grants Program Administration	\$ 400,000

### Tier 2

<i>Index Row No</i>	<b>Project Name</b>	<b>Project Budget for FY 18/19</b>
<i>PLN 29</i>	Incoming Grant Management	\$ 5,000
<i>PLN 30</i>	Grants Policies and Procedures Manual	\$ 2,000

## Santa Clara Valley Open Space Authority

---

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

The administration of the Measure Q Urban Open Space Program includes overseeing grant agreements, processing disbursements, and maintaining the grants-tracking system. As of March 31, 2018, the Authority expects to expend staff time supporting over a dozen current grantees shown in Table 10, as well as supporting the next grant cycle scheduled to award \$400,000 to local organizations and non-profits.

---

### Current Grantees as of March 31, 2018

---

Guadalupe River Park Conservancy  
Latinos United for a New America (LUNA)  
Joseph George Middle School / Citizen Schools  
San Jose State University Research Foundation  
City of Campbell  
Santa Clara County Public Health Department  
Santa Clara County Creeks Coalition  
Bay Area Ridge Trail Council  
The Regents of the University of California / UCCE SCC  
The Santa Clara County Food System Alliance  
Keep Coyote Creek Beautiful  
City of Morgan Hill  
San Francisco Bay Bird Observatory  
Friends of Master Gardeners of Santa Clara County

---

*Table 10*

These Measure Q-funded grants considerably expand the Authority's ability to connect people to nature with a wide range of urban greening and protected public land projects in urban neighborhoods that have limited access to these resources. The Authority's 20% Funding Program continues to be a funding source for complex, multi-year urban open space projects for key partners within the Authority's jurisdiction.

### Capital Improvements

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

- Mid and long-range master planning and management of Authority-owned preserves;
- Regional public access policy and planning;
- Planning, design and construction of public access facilities including trails, staging areas, signage, interpretive features and other public access-related facilities;
- Ecological restoration capital project planning, design and construction; and
- Authority-wide federal, state, and local environmental compliance and permitting.

The Capital Improvement Program annual work plan is dedicated to advancing key public access projects such that they will be ready for construction in late 2019 to 2020. Among these projects are public access to the Blair Ranch at Rancho Cañada del Oro Open Space Preserve and Phase 1 Public Access to Coyote Ridge Open Space Preserve through a grant from the Gordon and Betty Moore Foundation. Additionally, in partnership with the Peninsula Open Space Trust, through the purchase of the Fisher Bend and Fisher Flats properties in Coyote Valley, early inventory and analysis will take place to study

## Santa Clara Valley Open Space Authority

### APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

---

restoration opportunities and constraints. This work is partially funded by a grant from the Gordon and Betty Moore Foundation. Often, outside funding drives the schedule and prioritization of work plan projects, particularly given the complexity and high costs associated with capital improvement construction.

Important mid- and long-range planning work kicking off in the next fiscal year includes the development of a twenty-year vision plan for Authority lands and associated regional conservation planning. This effort will synthesize many layers of the Authority's work across all programs and departments to set forth a guiding vision and implementation plan that ensures long term sustainability and resilience for the management of the preserves.

#### Tier 1

<i>Index Row No</i>	<b>Project Name</b>	<b>Project Budget for FY 18/19</b>
<i>PLN 31</i>	Coyote Ridge Open Space Preserve Public Access	\$ 100,000
<i>PLN 32</i>	Rancho Cañada del Oro Public Access	\$ 102,000
<i>PLN 33</i>	Fisher Bend/Fisher Flats Interim Management Planning	\$ 35,000
<i>PLN 34</i>	33 Las Colinas Headquarters Site and Landscape Improvements	\$ 20,000
<i>PLN 35</i>	Coyote Valley Open Space Preserve ADA Access	\$ 20,000

#### Tier 2

<i>Index Row No</i>	<b>Project Name</b>	<b>Project Budget for FY 18/19</b>
<i>PLN 36</i>	El Toro Public Access	\$ 15,000
<i>PLN 37</i>	Pajaro River Agricultural Preserve (PRAP) Management and Restoration Plan	\$ 15,000
<i>PLN 38</i>	Valley Green 2040 (OSA Vision Plan)	\$ 20,000



(this page intentionally left blank)

## Field Operations

The Field Operations Department oversees the daily operation, management and stewardship of the Authority's lands and public access facilities. Responsibilities include trail and preserve maintenance, resource management such as grazing management, invasive plant management, site monitoring, resource and habitat enhancement, monitoring and maintaining capital structures, and careful stewardship and reporting for contract land management and mitigation.

Programs within the Field Operations Department include:

- Land Management and Operations
- Public Access Facility Management
- Natural Resource Management
- Contract Land Management

The following section is a discussion of the Field Operations Department's projects for the Annual Work Plan, categorized by program areas and sorted by tiers. Work plan projects shown herein include the budget amount for estimated costs, excluding staff time, required to complete project milestones.

[Appendix A](#) includes the complete Field Operations Department Work Plan with a summary description for each project.

## Santa Clara Valley Open Space Authority

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

### Priority Projects by Program

#### Land Management and Operations

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

The 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.

#### Tier 1

<i>Index Row No</i>	<b>Project Name</b>	<b>Project Budget for FY 18/19</b>
<i>FLD 1</i>	FEMA SCVOG01 (Arrowhead Trail)	\$ 5,000
<i>FLD 2</i>	FEMA SCVOC04 (Upper Uvas Road)	\$ 10,000
<i>FLD 3</i>	Furtado Barn Electrical Installation	\$ 23,000
<i>FLD 4</i>	Coyote Ridge Road Repair	\$ 75,000

#### Tier 2

<i>Index Row No</i>	<b>Project Name</b>	<b>Project Budget for FY 18/19</b>
<i>FLD 5</i>	Pajaro River Agriculture Preserve Clean-Up	\$ 35,000
<i>FLD 6</i>	Palassou Barn Roof Repair	\$ 15,000

#### Public Access Facilities Management

The Public Access Facility Program is responsible for maintaining Authority visitor areas through general care of preserve staging areas, including the maintenance and servicing of restrooms, striping of parking stalls, care of asphalt surfaces, and removal of trash. Additional responsibilities include maintaining and enhancing public access infrastructure improvements to provide an exceptional experience to users of Authority trails. Tasks include the routine care of trail tread, vegetation control (whipping and brushing) and the enhancement of trails to prevent damage from user impacts during winter use. In addition to the general maintenance items previously listed the team also gathers use data for each of its Preserves. Current data has shown a yearly increase in the number of visitors to each of the Authority's Preserves since inception of data collection five years ago. With current visitation estimated to be about 200,000 visitors per year, increased visitation has led to additional maintenance requirements for all the Authority's public access facilities.

## Santa Clara Valley Open Space Authority

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

### Tier 1

<i>Index Row No</i>	<b>Project Name</b>	<b>Project Budget for FY 18/19</b>
<i>FLD 13</i>	Visitor Use Statistics Analysis	\$ --
<i>FLD 14</i>	Land Management Use Policy Review – Adoption of Ordinances and Dog-on-Leash Use Evaluation	\$ --
<i>FLD 15</i>	Coyote Valley Equestrian Lot Repair	\$ 35,000

### Tier 2

<i>Index Row No</i>	<b>Project Name</b>	<b>Project Budget for FY 18/19</b>
<i>FLD 16</i>	Re-aligning Social Trails at Sierra Vista to Boccardo Spur and Alum Peak	\$ 1,000
<i>FLD 17</i>	Re-aligning Social Trail at RCDO off Bald Peaks to a Vista Point	\$ 500

The team works closely with the Planning Department to track trends and issues in recreational use of open space and may recommend adoption of new policies, ordinances and practices to respond to user demand. In FY 2018/2019, the team will be initiating a thorough review of the Authority's existing land management use policies to address the increasing number of visitors and the changing trends in visitor use. The focus of this review will begin with adoption of ordinances and the evaluation of dog-on-leash use and its compatibility to the Authority's natural resource preservation goals. To understand the potential impacts of dog-on-leash use to natural lands, wildlife and overall visitor experiences, staff will evaluate programs and practices, including levels of dog use that have been deployed by other park and open space preserve management agencies such as the Midpeninsula Regional Open Space District. Evaluators will also be conducting site visits to other management agency lands to better understand differing approaches to a dog use program, site constraints, positive outcomes, negative outcomes and unanticipated challenges that have been encountered. Upon completion of the data collection, staff will be presenting the findings to the Authority Board's Use and Management Committee to determine the next steps in evaluating dog-on-leash access within the preserves.

### Natural Resource Management

The Natural Resource Management Program is responsible for enhancing natural resources within Authority lands in conjunction with the Planning Department. Tasks include site restoration, site monitoring for biological processes, invasive species management, wildlife observations and studies, and site rehabilitation.

### Tier 2

<i>Index Row No</i>	<b>Project Name</b>	<b>Project Budget for FY 18/19</b>
<i>FLD 21</i>	Sierra Vista - Rehabilitating Grassland Area at Staging Area	\$ 9,000

Contract Land Management

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

## Community Engagement

The Community Engagement Department is responsible for the Authority's public- and partner-facing engagement that, at a high level, includes external communications, government affairs, public education and awareness building, and volunteer-based field work. In addition to contributing directly to meeting the Authority's mission-related goals - especially those that relate to connecting people to nature – the department also provides support for the Authority's projects, programs and initiatives through the means of engagement mentioned above.

More specifically, the department is responsible for managing all of the Authority's digital and print media and communications - including periodic publications, annual report, trail maps and other brochures, web site, social media, and press relations - event production (e.g. Wildlife Day and Earth Day events), community outreach, docent-led hikes, the Measure Q Environmental Education grant program, partnership development, legislative, policy, and public funding support, and any additional community engagement such as that supporting the Measure Q Urban Open Space Grant Program.

Programs within the Community Engagement Department include:

- Legislative Affairs
- Partnership Development
- Volunteer Programs and Activities
- Environmental Education
- Outreach and Events
- Media and Communications

The following section is a discussion of the Community Engagement Department's projects for the Annual Work Plan, categorized by program areas and sorted by tiers. Work plan projects shown herein include the budget amount for estimated costs, excluding staff time, required to complete project milestones. [Appendix A](#) includes the complete Community Engagement Department Work Plan with a summary description for each project.

## Santa Clara Valley Open Space Authority

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

### Priority Projects by Program

#### Legislative Affairs

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

#### Tier 1

<i>Index Row No</i>	<b>Project Name</b>	<b>Project Budget for FY 18/19</b>
<i>CET 1</i>	Update Citizen's Advisory Committee (CAC) Handbook	\$ --

#### Partnership Development

The Partnership Development Program is responsible for building and maintaining relationships with community leaders, organizations, and agencies whose goals overlap or mutually support those of the Authority.

#### Tier 2

<i>Index Row No</i>	<b>Project Name</b>	<b>Project Budget for FY 18/19</b>
<i>CET 3</i>	Understanding Our Communities Phase II	\$ 30,000
<i>CET 4</i>	Deep Engagement Communities (DEC) Partnership and Community Building Plan	\$ 10,000

#### Volunteer Programs and Activities

The Volunteer Programs and Activities Program encourages active public participation in the stewardship of Authority lands, provides public education of open space goals, and encourages appropriate community use of open lands. Staff manages docents, land stewards, outreach, and trail patrol volunteers, providing field operations and communications support for preserve maintenance and special projects. Given the depth of engagement with the agency that dedicated volunteers represent, this is a vital program for building community support and inspiring the conservation leaders of tomorrow.

#### Tier 1

<i>Index Row No</i>	<b>Project Name</b>	<b>Project Budget for FY 18/19</b>
<i>CET 5</i>	Youth Engagement Programs	\$ --



## Santa Clara Valley Open Space Authority

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

### Environmental Education

The Environmental Education Program creates and offers educational programming for the public to help connect local students and learners of all ages with nature. These programs include free public activities and field-trips for school and community groups. The Authority also offers educational materials that teachers can use to help plan lessons on local history, wildlife, and ecology. This program also administers the Measure Q Environmental Education Grant Program, which was launched in Fiscal Year 2017/2018.

#### Tier 1

<i>Index Row No</i>	<b>Project Name</b>	<b>Project Budget for FY 18/19</b>
<i>CET 6</i>	OSA EE Grants Program Administration	\$ 100,000

#### Tier 2

<i>Index Row No</i>	<b>Project Name</b>	<b>Project Budget for FY 18/19</b>
<i>CET 7</i>	Mobile Environmental Learning Center	\$ --

### Outreach and Events

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

#### Tier 1

<i>Index Row No</i>	<b>Project Name</b>	<b>Project Budget for FY 18/19</b>
<i>CET 9</i>	25 <sup>th</sup> Anniversary Event Production	\$ 20,000
<i>CET 10</i>	Strategic Community Neighborhood Engagement Plan for OSA's Urban Preserves and Properties	\$ --

#### Tier 2

<i>Index Row No</i>	<b>Project Name</b>	<b>Project Budget for FY 18/19</b>
<i>CET 11</i>	Open Space Guided Access Plan	\$ --

## Santa Clara Valley Open Space Authority

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

---

### Media and Communications

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

#### Tier 1

<i>Index Row No</i>	<b>Project Name</b>	<b>Project Budget for FY 18/19</b>
<i>CET 12</i>	Implement Coyote Valley Communications Strategy	\$ 15,000
<i>CET 13</i>	Measure Q Communications Plan	\$ 10,000

#### Tier 2

<i>Index Row No</i>	<b>Project Name</b>	<b>Project Budget for FY 18/19</b>
<i>CET 14</i>	Strategic Interdepartmental Website/Digital Media Planning	\$ --
<i>CET 15</i>	Media Relations Plan and Program	\$ 10,000

**Administration and Finance**

The Administration and Finance Department is responsible for the management and oversight of operational administration at the Open Space Authority. The Administration and Finance Department provides necessary operational services for the optimal, smooth functioning of the agency. The Department also oversees all governance, transparency and Board and committee administration.

Program areas in the Administration and Finance Department include:

- Human Resources
- Records Management
- Risk Management
- Office and Facilities Management
- Governance and Transparency (Clerk of the Board)
- Information Technology
- Accounting and Finance

The following section is a discussion of the Administration and Finance Department's projects for the Annual Work Plan, categorized by program areas and sorted by tiers. Work plan projects shown herein include the budget amount for estimated costs, excluding staff time, required to complete project milestones. [Appendix A](#) includes the complete Administration and Finance Department Work Plan with a summary description for each project.

## **Priority Projects by Program**

### Human Resources

The Human Resources Program provides general human resources administration, orientation development and delivery, benefit and program analysis, recruitment, offer administration, evaluation processing and tracking, compensation oversight, HR policy creation and oversight, and HR process creation and oversight.

The program is also responsible for overseeing the Authority's Human Resources Information System (HRIS), including general administration and maintenance.

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

The Program also includes overseeing workforce and organization development, intentionally focused on developing skills, competencies, and leadership and management growth for staff and managers through various training modules such as best practice supervision skills, mandatory and compliance training, OSA culture, emotional intelligence, etc.

### Records Management

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

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

### Risk Management

The Risk Management Program is responsible for the renewal and maintenance of the Authority's liability, property and worker's compensation insurance coverage and claims, as well as overseeing and tracking safety training for all staff.

## Santa Clara Valley Open Space Authority

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

---

### Office and Facilities Management

The purpose of the Office and Facilities Management Program is to track and monitor office equipment leases and oversee the budget and procurement of office and kitchen supplies, office consumables, copy room supplies and services, furniture, and office equipment.

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

#### Tier 1

<i>Index Row No</i>	<b>Project Name</b>	<b>Project Budget for FY 18/19</b>
<i>ADM 1</i>	33 Las Colinas Headquarters Roof Repair	\$ 18,000

#### Tier 2

<i>Index Row No</i>	<b>Project Name</b>	<b>Project Budget for FY 18/19</b>
<i>ADM 2</i>	33 Las Colinas Headquarters Monument Signage	\$ 18,000

### Governance and Transparency

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

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

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

#### Tier 1

<i>Index Row No</i>	<b>Project Name</b>	<b>Project Budget for FY 18/19</b>
<i>ADM 3</i>	Legislative Management System	\$ 30,000

In FY 2018/2019, staff will be implementing the legislative management system, a cloud-based solution specifically designed for government agencies to help streamline, automate, and manage the agenda and packet workflow, board and committee meetings, and meeting minutes.

The Administrative Assistant position will support the Clerk of the Board with software implementation, historical packets migration, and ongoing support and maintenance, along with providing support with processes within the Administration department.

## Santa Clara Valley Open Space Authority

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

---

### Information Technology

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

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

#### Tier 2

<i>Index Row No</i>	<b>Project Name</b>	<b>Project Budget for FY 18/19</b>
<i>ADM 4</i>	IT Master Plan for OSA's IT Systems	\$ 15,000

### Accounting and Finance

The Accounting and Finance Program is responsible for the tracking, analysis, management and reporting of all financial processes such as accounts receivable, accounts payable, cash flow and bank reconciliations, budget development, purchasing, contract and request for proposals oversight, payroll, process and guideline development, policy updating and creation, general ledger, Measure Q expenditure tracking and reporting, expense reimbursement, and W2 reporting. Staff also provides support and training for the Authority's financial accounting software, Acumatica, and works with the software consultant to maintain and configure the system as needed.

The Program is also responsible for preparing and filing mandatory reports, such as quarterly financial reports, independent financial audit, federal single audits, State Controller's Office compensation report, annual District 1 engineer's report, and the annual Measure Q Status Report.

#### Tier 2

<i>Index Row No</i>	<b>Project Name</b>	<b>Project Budget for FY 18/19</b>
<i>ADM 5</i>	Financial Advisor	\$ 25,000



## PART III: APPENDICES



- A. Strategic Work Plan
- B. 2018/2019 Budget Details
- C. 2018/2019 Salary Pay Plan



(this page intentionally left blank)

Appendix A: Strategic Work Plan

Planning Department		
Row Number	Project Name	Project Summary
Program - Land and Water Conservation		
Tier 1		
PLN 1	Coyote Valley Water Resources Investment Strategy (CVWRIS)	Coordinate closely with Santa Clara Valley Water District (SCVWD) to develop baseline conditions, conduct hydrologic modeling, and identify opportunities and constraints for various multi-benefit restoration scenarios within Coyote Valley
PLN 2	Agricultural Conservation Easement (ACE) Program	Implementation of <i>Santa Clara Valley Agricultural Plan</i> -- set criteria and map priority areas for conservation, evaluate funding mechanisms to pay for easement purchases, and develop regional administrative framework to implement the ACE program; grant-funded two-year project
PLN 3	Planning for High Speed Rail	Engage HSR Authority and partners to develop appropriate project mitigations to ensure landscape connectivity and maintain other environmental services in the Upper Pajaro and Coyote Valley
PLN 4	Coyote Valley Conservation Strategy	Continuation of critical strategic planning and implementation of Coyote Valley conservation initiatives, associated outreach, and policy review
PLN 5	Agricultural Conservation Marketing and Branding	Implementation of <i>Santa Clara Valley Agricultural Plan</i> -- seeking funding to develop a targeted marketing and branding strategy to link institutional buyers in the Silicon Valley with agricultural producers in the Santa Clara Valley and related branding initiatives
PLN 6	Regional Conservation Investment Strategy (RCIS)	Completion of grant-funded work started in 2016 to establish a regional conservation strategy for the CA Dept of Fish and Wildlife to provide mitigation credits for projects that result in robust conservation and enhancement actions that benefit rare focal species

**Santa Clara Valley Open Space Authority**

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

Planning Department		
Row Number	Project Name	Project Summary
<b>Tier 2</b>		
PLN 7	Climate Smart San Jose Plan (Phase 2)	Assist in developing the next phase of the plan to include an analysis of how natural and working lands reduce and mitigate greenhouse gas emissions, including the benefits of avoided emissions by not developing certain areas
PLN 8	South Valley Meadow Restoration Monitoring Report	Annual monitoring report of conditions and function of the restoration as required by the Regional Water Quality Control Board
PLN 9	OSA GIS Infrastructure Implementation	Implement hardware improvements and move to a cloud-based server to enhance the ability of Authority's GIS to support various agency-wide programs and projects
PLN 10	Santa Clara County Sub-Regional Assessment	To facilitate implementation of the Santa Clara RCIS, identify a portfolio of conservation actions that can mitigate for planned transportation project impacts, and initiate preparation of a pilot Mitigation Credit Agreement
PLN 11	GIS Data Mapping/Management	Develop an agency-wide style guide mapping product to be used in various media formats. Develop protocol for consistent GIS data collection and management in support of real time use by all staff. This is the product-based deliverable that feeds into the hardware as part of PLN 9
<b>Program - Acquisition and Real Property</b>		
<b>Tier 1</b>		
PLN 12	Strategic Acquisitions by Greenprint Conservation Area	Due to the nature of sensitive and confidential negotiations with landowners, specific acquisition and real property projects are not listed herein
PLN 13	Prepare Open Space Dedication Report	Inventory existing Authority lands that have been formally dedicated as Open Space and prepare recommendations for dedication of new lands

**Santa Clara Valley Open Space Authority**

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

Planning Department		
Row Number	Project Name	Project Summary
<b>Program - Resource Management</b>		
<b>Tier 1</b>		
PLN 14	Coyote Ridge Habitat Improvements	First of multi-year Implementation of Bureau of Reclamation grant for grazing/habitat improvements including fencing removal, pond enclosures, etc
PLN 15	Coyote Valley Wildlife Linkages Implementation	Continued outreach and conceptual design for wildlife linkage locations and features
PLN 16	Loma Fire Vegetation Monitoring	Year 2 of 3 post-fire vegetation monitoring at Rancho Canada del Oro Open Space Preserve
PLN 17	Blair Ranch Pond Habitat Enhancement	Initiate feasibility/design and engineering to protect California Tiger Salamander habitat
PLN 18	Coyote Valley Burrowing Owl Habitat Enhancements	Partner with Valley Habitat Agency to implement habitat improvements including artificial burrows to re-locate owls and promote breeding at Coyote Valley Open Space Preserve as a part of a regional Owl Recovery Strategy
<b>Tier 2</b>		
PLN 19	Natural Resource Policy and Planning	Networking, outreach and coordinate natural resource research with partners including through participation in the Santa Cruz Mountains Stewardship Network; identify topics that would benefit from focused policy development or new programs
PLN 20	Grazing Improvement Program	Continue annual monitoring work, implement adaptive management actions as necessary, and evaluate the benefits of using new metrics to gauge the success of the program in meeting Grazing Policy goals and objectives

**Santa Clara Valley Open Space Authority**

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

Planning Department		
Row Number	Project Name	Project Summary
PLN 21	MOU CDFW In Stream Projects	Utilizing the MOU that we have with CDFW, identify and implement stream maintenance project in various locations, as needed
PLN 22	Fire Management Program	Integrate in Vision Plan (see PLN 37)
PLN 23	Integrated Pest Management Program	Integrate in Vision Plan (see PLN 37)
<b>Tier 3</b>		
PLN 24	Pond Infrastructure and Assessment Planning	Integrate in Vision Plan (see PLN 37)
PLN 25	Aquatic Species Sampling	Increase capacity to implement a more rigorous sampling protocol for aquatic species across all preserve where applicable
PLN 26	Preserve Habitat Enhancements	Implement species and habitat-focused restoration projects as identified in various Authority preserve locations
<b>Program - Grant Management</b>		
<b>Tier 1</b>		
PLN 27	Grant writing/Fundraising	Work with grant writing consultants to prepare funding applications and associated support materials

**Santa Clara Valley Open Space Authority**

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

<b>Planning Department</b>		
<b>Row Number</b>	<b>Project Name</b>	<b>Project Summary</b>
PLN 28	OSA Grant Program Administration	General administration of grant agreements and disbursements awarded under the Authority's grant programs. Includes overseeing solicitations and application reviews of District 1's 20% Funding Program and MQ Urban Open Space Grant Program's competitive grant cycles
<b>Tier 2</b>		
PLN 29	Manage Incoming Grants	Tracking, grant writing and reporting for various grants from Bechtel/Gordon and Betty Moore Foundation/CA Department of Fish and Wildlife/Bureau of Reclamation and others
PLN 30	Grant Polices and Procedures Manual	Develop a manual that sets forth all Authority policies and procedures for grant administration
<b>Program - Capital Improvements</b>		
<b>Tier 1</b>		
PLN 31	Coyote Ridge Open Space Preserve Public Access	Planning and design for Phase 1 public access improvements and initial construction to include staging area and ADA trail off Malech Road. Review in context with Phase 2 access to Bay Area Ridge Trail and sequence as funding allows
PLN 32	Rancho Canada del Oro Public Access Planning	Planning and engineering for Llagas Creek bridge crossing to allow ranch road pedestrian access to Blair Ranch
PLN 33	Fisher Bend/Flats Interim Management Planning	Augment baseline conditions report and develop opportunities and constraints for ecological restoration integrated with agriculture

**Santa Clara Valley Open Space Authority**

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

Planning Department		
Row Number	Project Name	Project Summary
PLN 34	33 Las Colinas Headquarters Site and Landscape Improvements	Finish the last of any site/landscape/irrigation/interior improvements not completed in 2017/2018
PLN 35	Coyote Valley Open Space Preserve ADA Access	ADA Habitat Viewing/Interpretation access at edge of north meadow to highlight adjacent habitat and restoration
<b>Tier 2</b>		
PLN 36	El Toro Public Access Plan	Develop conceptual plan for limited (interim) and long term public access to Authority lands near El Toro
PLN 37	Pajaro River Agricultural Preserve (PRAP) Management and Restoration Plan	Develop conceptual plan for restoration plans and public access.
PLN 38	Valley Green 2040 (OSA Vision Plan)	20 Year Vision plan --- conservation targets, preserve use, natural and cultural resources, operations and management and capital projects for all preserves
<b>Tier 3</b>		
PLN 39	Coyote Valley Master Restoration Plan	Seek grant funding for multi-disciplinary team for landscape scale planning and design including recreation
PLN 40	Palassou Public Access Plan	Complete feasibility and develop conceptual plan for public access and interim use.



**Santa Clara Valley Open Space Authority**

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

Planning Department		
Row Number	Project Name	Project Summary
PLN 41	Santa Teresa Ridge Public Access	Evaluate opportunities for interim access to Authority properties on the ridge and explore how the properties can facilitate future trails access between Santa Teresa County Park and Almaden Lake City Park
<b>Tier 4</b>		
PLN 42	Sierra Vista Open Space Preserve Overflow Staging Area	Explore cost/benefit of establishing additional parking across the street from the existing staging area

Green indicates new project

(this page intentionally left blank)

**Santa Clara Valley Open Space Authority**

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

Field Operations Department		
Row Number	Project Name	Project Summary
<b>Program - Land Management and Operations</b>		
<b>Tier 1</b>		
FLD 1	FEMA SCVOG01 (Arrowhead Trail)	Arrowhead trail tread maintenance and repair; main gate repair/replace at Palassou property
FLD 2	FEMA SCVOC04 (Upper Uvas Road)	Upper Uvas Road repairs: removal of slide debris, minor grading
FLD 3	Furtado Barn Electrical Installation	Install electrical to the Furtado barn area: establish breakers, install motion sensor detection light, install lights inside the barn
FLD 4	Coyote Ridge Road Repair - Cost Share with Valley Habitat Agency	Identify and repair drainage concerns; harden surface where needed along the main ridge road
<b>Tier 2</b>		
FLD 5	Pajaro River Agriculture Preserve Clean-Up	Installing chain link fence around existing structures; begin initial invasive species control throughout the property
FLD 6	Palassou Barn Roof Repair	Repair roof on Palassou barn and bat house
<b>Tier 3</b>		
FLD 7	Diablo Foothills Road Grading	Removing debris slides and grading of ranch roads
<b>Tier 4</b>		
FLD 8	Palassou Boundary Fencing	Install boundary fencing for grazing program at Palassou property
FLD 9	Vilas House Demolition	Remove house at Vilas; restoration of house site and yard area

**Santa Clara Valley Open Space Authority**

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

<b>Field Operations Department</b>		
<b>Row Number</b>	<b>Project Name</b>	<b>Project Summary</b>
FLD 10	Little Uvas Pond Dam/Spillway Assessment and Improvements	Assessment of dams at Little Uvas
FLD 11	Rancho Canada del Oro	Remove Llagas Barn: Replace with metal prefab barn structure
FLD 12	Vilas Runway Restoration	Identify runway removal constraints, rehabilitate runway, restore hydrology, grind asphalt, and other work as needed
<b>Program - Public Access Facility Management</b>		
<b>Tier 1</b>		
FLD 13	Visitor Use Statistics Analysis	Research and compile visitor use statistics for Authority-funded projects outside of preserves in support of understanding full reach of the Authority's funding contributions
FLD 14	Land Management Use Policy Review – Adoption of Ordinances and Dog-on-Leash Use Evaluation	Research and compile regional policies related to various public access-related policies (i.e. special uses, smoking, dog use) in support of understanding long term management on Authority lands
FLD 15	Coyote Valley Equestrian Lot Repair	Remove and replace top 12" of material to harden equestrian lot for all season use
<b>Tier 2</b>		
FLD 16	Re-aligning Social Trails at Sierra Vista to Boccardo Spur and Alum Peak	Assess site and determine best alignment for social trail to minimize erosion and resource damage
FLD 17	Re-aligning Social Trail at RCDO off of Bald Peaks to a Vista Point	Assess site and determine best alignment for social trail to minimize erosion and resource damage
<b>Tier 4</b>		
FLD 18	Sierra Vista Trail Extension	Add additional loop off of Vista Point
FLD 18	Furtado House Improvements	Convert existing house into overnight camp area
FLD 19	Mayfair/Bald Peaks Loop Trail Extension	Add additional loop direct linking Mayfair and Bald Peaks Trail utilizing fire road and new trail construction, this will eventually become part of connector trail to Sierra Azul Open Space Preserve

**Santa Clara Valley Open Space Authority**

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

Field Operations Department		
Row Number	Project Name	Project Summary
FLD 20	Santa Teresa Foothills Public Access Trails	Create public access trails throughout ST foothills
<b>Program - Natural Resource Management</b>		
<b>Tier 2</b>		
FLD 21	Sierra Vista - Rehabilitating Grassland Area at Staging Area	Restore native grass by adding native grass mix to the area of grassland that is part of the staging area
<b>Tier 4</b>		
FLD 22	Evaluate Realigning Drainage at Sierra Vista OSP (Furtado Pasture)	Restore drainage to original drainage alignment
FLD 23	Sierra Vista Pond Restoration	Evaluate viability of restoring off channel pond in the Furtado pasture and make necessary improvements
FLD 24	Sierra Vista Riparian Fencing	Fencing of the main drainage at Sierra Vista OSP (Furtado pasture)

Green indicates new project

(this page intentionally left blank)

**Santa Clara Valley Open Space Authority**

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

Community Engagement Department		
Row Number	Project Name	Project Summary
<b>Program - Legislative Affairs</b>		
<b>Tier 1</b>		
CET 1	Update Citizen's Advisory Committee (CAC) Handbook	Complete administrative update to the Citizen's Advisory Committee Handbook
<b>Tier 3</b>		
CET 2	Update Gift Acknowledgement Policy	Update policy which acknowledges gifts to the Authority; Create stewardship feature (i.e. plaque) for display of donors above a determined level
<b>Program - Partnership Development</b>		
<b>Tier 2</b>		
CET 3	Complete Understanding Our Communities Phase II	Completion of the second phase of Understanding our Community assessment by including needs-based data from Trust for Public Land, County Health, Health Trust, New America Media and others
CET 4	Develop Deep Engagement Communities (DEC) Partnership and Community Building Plan	Build on existing DEC Partnership Plan to focus on community building through multi-lingual, ethnic, ethnic media, networking, and outreach that help us learn more about and serve those living in Authority-designated deep engagement communities (DEC)



**Santa Clara Valley Open Space Authority**

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

Community Engagement Department		
Row Number	Project Name	Project Summary
<b>Program- Volunteer Programs and Activities</b>		
<b>Tier 1</b>		
CET 5	Increase Youth Engagement Programs	Double number of youth (high school students through age 17) volunteers as compared to 2017/2018
<b>Program - Environmental Education</b>		
<b>Tier 1</b>		
CET 6	OSA EE Grants Program Administration	General administration of grant agreements and disbursements awarded under the Authority's grant programs. Includes overseeing solicitations and application reviews of MQ Environmental Education Grant Program's competitive grant cycles
<b>Tier 2</b>		
CET 7	Mobile Environmental Learning Center	Apply research completed in FY 16/17 to identify a potential partner and vehicle for a Mobile Nature Center. Develop comprehensive plan for details of partnership, purchase of vehicle, design of interior, guidelines for use of vehicle
<b>Tier 3</b>		
CET 8	Interpretive Master Plan	Year one of a two-year process that will inform future signage and themes for interpretation

**Santa Clara Valley Open Space Authority**

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

Community Engagement Department		
Row Number	Project Name	Project Summary
<b>Program - Outreach and Events</b>		
<b>Tier 1</b>		
CET 9	25 <sup>th</sup> Anniversary Event Production	Planning and implementation of a series of 25th Anniversary events throughout the remainder of calendar year 2018
CET 10	Develop Strategic Community Neighborhood Engagement Plan for OSA's Urban Preserves and Properties	El Toro and Santa Teresa Foothills Open Space Preserves are located at the urban edge, presenting a unique opportunity to engage neighbors in volunteer efforts, benefiting the Preserves, and also building strong local relationships. Docent-led hikes, cleanups, and other land-based activities will be planned, in close coordination with Field staff
<b>Tier 2</b>		
CET 11	Create Open Space Guided Access Plan	Develop and implement a plan for increased guided access to Authority lands and preserves not currently open for unfettered access
<b>Program - Media and Communications</b>		
<b>Tier 1</b>		
CET 12	Implement Coyote Valley Communications Strategy	Implement strategy for messaging, collateral, tours, outreach, to support protection of Coyote Valley
CET 13	Measure Q Communications Plan	Develop and implement strategic plan for deeper push in communicating accomplishments about Measure Q to public, beyond current newsletter, web, blog content

**Santa Clara Valley Open Space Authority**

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

Community Engagement Department		
Row Number	Project Name	Project Summary
Tier 2		
CET 14	Strategic Interdepartmental Website / Digital Media Planning	Develop and implement 3-year strategic plan for website and any digital media considerations that would accommodate growing needs of the agency's departments for communication to public of initiatives, reports, MQ Communications Plan items, and other work products
CET 15	Media Relations Plan and Program	Develop and implement focused plan for strategically addressing rapidly changing earned and paid media markets, especially with departure of key ethnic media partner

Green indicates new project

**Santa Clara Valley Open Space Authority**

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

<b>Administration and Finance Department</b>		
<b>Row Number</b>	<b>Project Name</b>	<b>Project Summary</b>
<b>Program - Office and Facilities Management</b>		
<b>Tier 1</b>		
ADM 1	33 Las Colinas Headquarters Roof Repair	Complete small repairs to the roof surface & parapet to extend life of existing roof
<b>Tier 2</b>		
ADM 2	33 Las Colinas Headquarters Monument Signage	Design new monument sign including permitting, design and installation
<b>Program - Governance and Transparency</b>		
<b>Tier 1</b>		
ADM 3	Legislative Management System	Procure and install cloud-based board agenda system; procure necessary hardware for Board and staff to access system
<b>Program - Information Technology</b>		
<b>Tier 2</b>		
ADM 4	IT Master Plan for OSA's IT Systems	Consultant to conduct network and systems audit; draft strategic document outlining the Authority's business systems and integrations to use as a framework for future IT-related procurement
<b>Program - Accounting and Finance</b>		
<b>Tier 2</b>		
ADM 5	Financial Advisor	Hire an outside financial advisor consultant to provide guidance on the agency's investments and funds

Green indicates new project

(this page intentionally left blank)

**Santa Clara Valley Open Space Authority**

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

**Appendix B: 2018/2019 Budget Detail Report**

<b>APPROVED FY2018/2019 BUDGET Full Detail</b>	<b>APPROVED FY18/19 District One</b>	<b>APPROVED FY18/19 Reserve</b>	<b>APPROVED FY18/19 Measure Q</b>	<b>APPROVED FY18/19 MQ UOS</b>	<b>APPROVED FY18/19 Grants</b>	<b>APPROVED FY18/19 Budget TOTAL</b>
<b>AVAILABLE CARRYOVER</b>		115,000		500,000		615,000
<b>Revenue and Income</b>						
<b>5000 - REVENUES</b>						
5100 - Revenue	4,321,488	0	7,987,181	0	0	12,308,669
5101 - (Less) Funding Allocations						0
5200 - Interest Income	40,000	200,000	80,000	0	0	320,000
5300 - Grants	0	0	0	0	1,600,000	1,600,000
5400 - Donations	0	0	0	0	0	0
5500 - Land Sales	0	0	0	0	0	0
5600 - Land Use Income						
5601 - Lease Income	19,000	0	80,000	0	0	99,000
5602 - Grazing Lease Income	15,200	0	0	0	0	15,200
5603 - Use Permit Income	0	0	0	0	0	0
<b>Total Land Use Income</b>	<b>34,200</b>	<b>0</b>	<b>80,000</b>	<b>0</b>	<b>0</b>	<b>114,200</b>
5700 - Land Management Income						
5701 - VTA	75,000	0	0	0	0	75,000
5702 - SCVWD	50,000	0	0	0	0	50,000
5703 - Waste Management	0	0	0	0	0	0
5704 - Valley Habitat Agency	280,000	0	0	0	0	280,000
<b>Total Land Mgmt Income</b>	<b>405,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>405,000</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 - Family Farm Feast Event Income	0	0	0	0	0	0
<b>TOTAL REVENUE AND INCOME</b>	<b>4,800,688</b>	<b>315,000</b>	<b>8,147,181</b>	<b>500,000</b>	<b>1,600,000</b>	<b>15,362,869</b>

**Santa Clara Valley Open Space Authority**

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

<b>APPROVED FY2018/2019 Budget Full Detail</b>	<b>APPROVED FY18/19 District One</b>	<b>APPROVED FY18/19 Reserve</b>	<b>APPROVED FY18/19 Measure Q</b>	<b>APPROVED FY18/19 MQ UOS</b>	<b>APPROVED FY18/19 Grants</b>	<b>APPROVED FY18/19 Budget TOTAL</b>
<b>Expense</b>						
<b>6000 - PAYROLL</b>						
6000 - General Manager	76,868	0	142,754	0	0	219,622
6002 - Manager(s)	376,679	0	369,312	0	0	745,991
6003 - Staff	1,023,887	0	1,255,641	0	0	2,279,528
6004 - Overtime	13,350	0	12,250	0	0	25,600
6005 - Seasonals	11,232	0	26,208	0	0	37,440
6006 - Stipends	12,900	0	0	0	0	12,900
<b>Total Payroll</b>	<b>1,514,916</b>	<b>0</b>	<b>1,806,165</b>	<b>0</b>	<b>0</b>	<b>3,321,081</b>
<b>6100 - BENEFITS &amp; EMPLOYEE EXPENSES</b>						
6110 - Health Insurance	391,639	0	511,956	0	0	903,595
6120 - Vision Care	1,814	0	2,018	0	0	3,832
6130 - Dental	21,262	0	26,268	0	0	47,530
6140 - Life Insurance	420	0	471	0	0	891
6150 - Employer Taxes	45,447	0	54,185	0	0	99,632
6160 - CALPERS Retirement Plan	172,252	0	215,456	0	0	387,708
6170 - 401A	28,347	0	32,004	0	0	60,351
6180 - Employee Assistance Program	452	0	507	0	0	958
6190 - Tuition Reimbursement	2,400	0	0	0	0	2,400
<b>Total Benefits and Employee Expenses</b>	<b>664,033</b>	<b>0</b>	<b>842,865</b>	<b>0</b>	<b>0</b>	<b>1,506,898</b>
<b>6200 - TRAVEL AND EXPENSES</b>						
6210 - Mileage Reimbursement	6,255	0	9,500	0	0	15,755
6220 - Travel Airfare	7,500	0	0	0	0	7,500
6230 - Travel Lodging	10,850	0	0	0	0	10,850
6240 - Travel Meals and Entertainment	2,852	0	0	0	0	2,852
6250 - Travel Transportation	2,840	0	0	0	0	2,840
<b>Total Travel and Expenses</b>	<b>30,297</b>	<b>0</b>	<b>9,500</b>	<b>0</b>	<b>0</b>	<b>39,797</b>

**Santa Clara Valley Open Space Authority**

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

<b>APPROVED FY2018/2019 Budget Full Detail</b>	<b>APPROVED FY18/19 District One</b>	<b>APPROVED FY18/19 Reserve</b>	<b>APPROVED FY18/19 Measure Q</b>	<b>APPROVED FY18/19 MQ UOS</b>	<b>APPROVED FY18/19 Grants</b>	<b>APPROVED FY18/19 Budget TOTAL</b>
<b>6300 - SUPPLIES AND CONSUMABLES</b>						
6310 - Meals and Catering	10,920	0	10,500	0	0	21,420
6320 - Office Supplies	15,600	0	0	0	0	15,600
6330 - Kitchen Supplies	7,520	0	0	0	0	7,520
6340 - Outreach Supplies	8,000	0	0	0	0	8,000
6350 - Postage & Courier	6,100	0	300	0	0	6,400
6360 - Printing Expenses	26,150	0	18,800	0	0	44,950
6370 - Health & Safety Supplies	3,750	0	12,000	0	0	15,750
6380 - Uniforms and Apparel	1,500	0	7,000	0	0	8,500
6390 - Land Management						
6391 - Fuel and Consumables	0	0	24,000	0	0	24,000
6392 - Waste & Hazmat Disposable	0	0	4,000	0	0	4,000
6393 - Fire Management	0	0	0	0	0	0
6394 - Vegetation Management	4,000	0	19,000	0	0	23,000
6395 - Roads and Trails	15,000	0	35,000	0	0	50,000
6396 - Wildlife Management & Pest Control	0	0	5,000	0	0	5,000
6397 - Signs and Fencing	0	0	7,500	0	0	7,500
6398 - Grazing	0	0	10,000	0	0	10,000
6399 - Miscellaneous	0	0	0	0	0	0
<b>Total Supplies and Consumables</b>	<b>98,540</b>	<b>0</b>	<b>153,100</b>	<b>0</b>	<b>0</b>	<b>251,640</b>
<b>6400 - OUTSIDE SERVICES/CONSULTANTS</b>						
6410 - Accounting and Finance Services						
6411 - Bookkeeping	0	0	0	0	0	0
6412 - Audit	13,300	0	2,000	0	0	15,300
6413 - Financial Advisory	25,000	0	0	0	0	25,000
6414 - Grant Preparation	0	0	83,000	0	0	83,000
6420 - Management and Organizational Services						
6421 - Government Relations	64,000	0	0	0	0	64,000
6422 - Redistricting	0	0	0	0	0	0



**Santa Clara Valley Open Space Authority**

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

<b>APPROVED FY2018/2019 Budget Full Detail</b>	<b>APPROVED FY18/19 District One</b>	<b>APPROVED FY18/19 Reserve</b>	<b>APPROVED FY18/19 Measure Q</b>	<b>APPROVED FY18/19 MQ UOS</b>	<b>APPROVED FY18/19 Grants</b>	<b>APPROVED FY18/19 Budget TOTAL</b>
6423 - Strategic Planning	0	0	0	0	0	0
6424 - Risk Management	0	0	0	0	0	0
6425 - Engineering Services	19,853	0	7,576	0	0	27,429
6430 - Legal						
6431 - Legal Counsel – Redistricting	0	0	0	0	0	0
6432 - Legal Counsel - Special Counsel	5,000	0	8,000	0	0	13,000
6433 - Legal Counsel - General	150,000	0	100,000	0	0	250,000
6434 - Legal Counsel - Litigation	0	85,000	50,000	0	0	135,000
6435 - Legal Counsel - Employment Law	0	0	0	0	0	0
6440 - Staff Development						
6441 - Recruitment Services & Support	8,000	0	0	0	0	8,000
6442 - Workforce Optimization & Development	58,520	0	0	0	0	58,520
6444 - Policy Development & Support	0	0	0	0	0	0
6445 - Temp Services	1,000	0	0	0	0	1,000
6446 - HR Support Services	15,000	0	0	0	0	15,000
6450 - Computer and IT Services						
6451 - IT Services	45,400	0	0	0	0	45,400
6452 - Website and Domain	28,388	0	0	0	0	28,388
6453 - ERP	20,000	0	0	0	0	20,000
6454 - Records Management	4,000	0	0	0	0	4,000
6455 - CRM	0	0	0	0	0	0
6456 - Minutes Transcription	0	0	0	0	0	0
6457 - Telecom and Phone Maintenance	3,000	0	0	0	0	3,000
6458 - Governance	10,000	0	0	0	0	10,000
6460 - Community Engagement Services						
6461 - Design and Content Services	35,000	0	39,700	0	0	74,700
6462 - Media Services	40,000	0	10,000	0	0	50,000
6463 - Photography & Video	10,000	0	0	0	0	10,000
6464 - Community Relations	0	0	15,000	0	0	15,000
6465 - Transportation Services	0	0	0	0	0	0
6466 - Environmental Education Partnerships	0	0	10,000	0	0	10,000
6470 - Resource Management Services						

**Santa Clara Valley Open Space Authority**

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

<b>APPROVED FY2018/2019 Budget Full Detail</b>	<b>APPROVED FY18/19 District One</b>	<b>APPROVED FY18/19 Reserve</b>	<b>APPROVED FY18/19 Measure Q</b>	<b>APPROVED FY18/19 MQ UOS</b>	<b>APPROVED FY18/19 Grants</b>	<b>APPROVED FY18/19 Budget TOTAL</b>
6471 - Site Monitoring	30,488	0	7,000	0	0	37,488
6472 - Wildlife Management	0	0	22,500	0	0	22,500
6473 - Vegetation Management	0	0	25,200	0	0	25,200
6474 - Resource Assessment/Env Review	0	0	0	0	0	0
6475 - Public Access/Facilities Maintenance	150,000	0	193,000	0	0	343,000
6476 - Fire Management	0	0	0	0	0	0
6477 - IPM/Pest Control	0	0	5,000	0	0	5,000
6478 - Agricultural Improvements	0	0	2,000	0	0	2,000
6479 - Grazing Programs	0	0	30,000	0	300,000	330,000
6480 - Planning Services						
6481 - General/Other Planning Services	0	0	85,000	0	0	85,000
6482 - Conservation Planning	0	0	106,000	0	50,000	156,000
6483 - Mapping & GIS Services	0	0	75,000	0	30,000	105,000
6484 - Long-Range Planning	0	0	0	0	0	0
6485 - Environmental Planning/CEQA	0	0	8,700	0	75,000	83,700
6486 - Environmental - Site Assessments	0	0	165,000	0	0	165,000
6487 - Prime Design	0	0	0	0	60,000	60,000
6488 - Prime Engineering	0	0	20,000	0	0	20,000
6489 - Other Design/Engineering	0	0	0	0	0	0
6490 - Acquisition and CIP Services						
6491 - Surveys & Investigations	0	0	103,800	0	30,000	133,800
6492 - Brokerage/Transactions	0	0	0	0	0	0
6493 - Appraisals	0	0	80,000	0	0	80,000
6494 - Project/Construction Mgmt/Consult	0	0	0	0	20,000	20,000
6495 - Site Clean-up/Remediation/Demo	0	0	0	0	0	0
6496 - Restoration/Habitat Enhancement	0	0	44,300	0	0	44,300
6497 - Testing & Inspection	0	0	0	0	10,000	10,000
6498 - Construction	0	0	180,000	0	125,000	305,000
6499 -Contingency	100,000	0	35,000	0	0	135,000
<b>Total Outside Services/Consultants</b>	<b>835,949</b>	<b>85,000</b>	<b>1,512,776</b>	<b>0</b>	<b>700,000</b>	<b>3,133,725</b>

**Santa Clara Valley Open Space Authority**

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

<b>APPROVED FY2018/2019 Budget Full Detail</b>	<b>APPROVED FY18/19 District One</b>	<b>APPROVED FY18/19 Reserve</b>	<b>APPROVED FY18/19 Measure Q</b>	<b>APPROVED FY18/19 MQ UOS</b>	<b>APPROVED FY18/19 Grants</b>	<b>APPROVED FY18/19 Budget TOTAL</b>
<b>6500 - OTHER SERVICES AND EXPENSES</b>						
6510 - Risk Management						
6511 - Worker's Compensation	18,066	0	48,303	0	0	66,369
6512 - Insurance Claim Loss	5,000	0	0	0	0	5,000
6513 - Liability SLIP	22,000	0	0	0	0	22,000
6514 - Liability SPIP	22,000	0	0	0	0	22,000
6515 - Crime	1,650	0	0	0	0	1,650
6516 - Safety Program	5,800	0	0	0	0	5,800
6520 - Fees						
6521 - Payroll and Accounting	8,000	0	0	0	0	8,000
6522 - Bank and County Wire	2,000	0	0	0	0	2,000
6523 - Special Assessments	15,000	0	0	0	0	15,000
6524 - Permit	3,000	0	4,000	0	0	7,000
6525 - Escrow	0	0	30,000	0	0	30,000
6526 - Other	3,000	0	2,500	0	0	5,500
6527 - Election Costs	400,000	0	0	0	0	400,000
6528 - Public Notices	1,400	0	1,950	0	0	3,350
6529 - 1% County Collectors Fee	43,215	0	79,872	0	0	123,087
6530 - Advertising and Promotion	23,000	0	0	0	0	23,000
6540 - Interp & Educational Program Expenses	0	0	0	0	0	0
6550 - Event Production Expenses	20,000	0	0	0	0	20,000
6560 - Volunteer Program Expenses						0
6562 - Recognition	2,000	0	0	0	0	2,000
6563 - Miscellaneous	1,500	0	0	0	0	1,500
6570 - Meetings and Conferences	18,250	0	0	0	0	18,250
6580 - Training and Seminars	14,120	0	0	0	0	14,120
6590 - Recruiting						
6591 - Job Postings/Ads	6,500	0	0	0	0	6,500
6592 - Pre-employment Testing	1,520	0	0	0	0	1,520
6593 - Assessments	10,000	0	0	0	0	10,000

**Santa Clara Valley Open Space Authority**

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

<b>APPROVED FY2018/2019 Budget Full Detail</b>	<b>APPROVED FY18/19 District One</b>	<b>APPROVED FY18/19 Reserve</b>	<b>APPROVED FY18/19 Measure Q</b>	<b>APPROVED FY18/19 MQ UOS</b>	<b>APPROVED FY18/19 Grants</b>	<b>APPROVED FY18/19 Budget TOTAL</b>
<b>Total Other Services and Expenses</b>	<b>647,021</b>	<b>0</b>	<b>166,625</b>	<b>0</b>	<b>0</b>	<b>813,645</b>
<b>6600 - EQUIPMENT AND MAINTENANCE</b>						
6610 - Shop Equipment	0	0	1,500	0	0	1,500
6620 - Field Equipment	6,000	0	5,000	0	0	11,000
6630 - Small Tools	0	0	2,500	0	0	2,500
6640 - Office Equipment	22,975	0	0	0	0	22,975
6650 - Computers						
6651 - Equipment	38,000	0	3,000	0	0	41,000
6652 - Software (Boxed)	2,000	0	0	0	0	2,000
6653 - Software (Subscription)	95,346	0	10,000	0	0	105,346
6654 - Data Backup	3,180	0	0	0	0	3,180
6660 - Office Furniture	4,000	0	0	0	0	4,000
6670 - Vehicles	60,000	0	0	0	0	60,000
6680 - Fleet Maintenance	0	0	56,000	0	0	56,000
6690 - Equipment Maintenance	500	0	6,000	0	0	6,500
<b>Total Equipment and Maintenance</b>	<b>232,001</b>	<b>0</b>	<b>84,000</b>	<b>0</b>	<b>0</b>	<b>316,001</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	23,000	0	15,000	0	0	38,000
6740 - Landscaping and Plantscaping	35,500	30,000	0	0	0	65,500
6750 - Janitorial Services	33,000	0	0	0	0	33,000
6760 - Alarm Services	3,100	0	0	0	0	3,100
6770 - Internet and Phone	20,400	0	0	0	0	20,400
6780 - Radio and Cellular	25,200	0	0	0	0	25,200
6790 - Utilities						
6791 - Garbage	5,400	0	0	0	0	5,400
6792 - Water	1,000	0	0	0	0	1,000
6793 - Electricity & Gas	60,000	0	960	0	0	60,960

**Santa Clara Valley Open Space Authority**

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

<b>APPROVED FY2018/2019 Budget Full Detail</b>	<b>APPROVED FY18/19 District One</b>	<b>APPROVED FY18/19 Reserve</b>	<b>APPROVED FY18/19 Measure Q</b>	<b>APPROVED FY18/19 MQ UOS</b>	<b>APPROVED FY18/19 Grants</b>	<b>APPROVED FY18/19 Budget TOTAL</b>
6794 - Sewer	1,200	0	0	0	0	1,200
<b>Total Facilities and Utilities</b>	<b>207,800</b>	<b>30,000</b>	<b>15,960</b>	<b>0</b>	<b>0</b>	<b>253,760</b>
<b>6800 - MEMBERSHIPS AND SPONSORSHIPS</b>						
6810 – Professional Sponsorships	36,250	0	0	0	0	36,250
6820 - Library (Books and other Media)	600	0	0	0	0	600
6830 - Memberships & Dues	18,186	0	0	0	0	18,186
6840 - Subscriptions	4,050	0	0	0	0	4,050
<b>Total Memberships and Library</b>	<b>59,086</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>59,086</b>
<b>6900 - FEE TITLE &amp; CONSERVATION EASEMENTS</b>						
6910 - Fee Titles	250,000	0	1,940,000	0	900,000	3,090,000
6920 - Conservation Easements	0	0	950,000	0	0	950,000
<b>Total Fee Title and Conservation</b>	<b>250,000</b>	<b>0</b>	<b>2,890,000</b>	<b>0</b>	<b>900,000</b>	<b>4,040,000</b>
<b>6950 - OSA GRANT PROGRAMS</b>						
6951 - District 1 20% Funding	150,000	0	0	0	0	150,000
6952 - Measure Q Urban Open Space Grant	0	0	0	400,000	0	400,000
6953- Measure Q Env Edu Grant	0	0	0	100,000	0	100,000
6954 - Measure Q Grant Allocation	0	0	500,000	0	0	500,000
<b>Total OSA Grant Programs</b>	<b>150,000</b>	<b>0</b>	<b>500,000</b>	<b>500,000</b>	<b>0</b>	<b>1,150,000</b>
<b>TOTAL EXPENSES</b>	<b>4,689,642</b>	<b>115,000</b>	<b>7,980,991</b>	<b>500,000</b>	<b>1,600,000</b>	<b>14,885,633</b>

**Santa Clara Valley Open Space Authority**

APPROVED Budget and Annual Work Plan for Fiscal Year 2018/2019

**Appendix C: 2018/2019 Salary Pay Plan**

APPROVED Salary Position Pay Plan

Effective 07/01/2018

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 Open Space Aide	10	\$23.94	\$25.14	\$26.40	\$27.72	\$29.10	\$4,150	\$5,044	\$49,798	\$60,530
Open Space Ranger I Administrative Assistant	15	\$27.04	\$28.39	\$29.81	\$31.30	\$32.87	\$4,687	\$5,697	\$56,242	\$68,362
Open Space Ranger II	19	\$29.81	\$31.30	\$32.87	\$34.51	\$36.24	\$5,167	\$6,281	\$62,006	\$75,369
Planning Technician	21	\$31.30	\$32.87	\$34.51	\$36.24	\$38.05	\$5,426	\$6,595	\$65,107	\$79,138
Executive Assistant	22	\$32.08	\$33.69	\$35.37	\$37.14	\$39.00	\$5,561	\$6,760	\$66,734	\$81,116
Community Engagement Coordinator	23	\$32.87	\$34.51	\$36.24	\$38.05	\$39.95	\$5,697	\$6,925	\$68,362	\$83,095
Educational Programs Coordinator Equipment Mechanic Operator Staff Accountant	24	\$33.69	\$35.37	\$37.14	\$39.00	\$40.95	\$5,839	\$7,098	\$70,071	\$85,172
IT Technician	26	\$35.37	\$37.14	\$39.00	\$40.95	\$43.00	\$6,131	\$7,453	\$73,575	\$89,430
Supervising Open Space Ranger Volunteer Programs Administrator	28	\$37.14	\$39.00	\$40.95	\$43.00	\$45.15	\$6,438	\$7,825	\$77,253	\$93,902
Communications Specialist	29	\$38.05	\$39.95	\$41.95	\$44.04	\$46.25	\$6,595	\$8,016	\$79,138	\$96,192
Assistant Open Space Planner	31	\$39.95	\$41.95	\$44.04	\$46.25	\$48.56	\$6,925	\$8,417	\$83,095	\$101,002
Accounting/Finance Analyst Office and HR Administrator Grants Administrator	32	\$40.95	\$43.00	\$45.15	\$47.40	\$49.77	\$7,098	\$8,627	\$85,172	\$103,527
Conservation GIS Coordinator Resource Management Specialist Real Property Specialist	33	\$41.95	\$44.04	\$46.25	\$48.56	\$50.99	\$7,271	\$8,838	\$87,249	\$106,052
Associate Open Space Planner	35	\$44.04	\$46.25	\$48.56	\$50.99	\$53.54	\$7,634	\$9,280	\$91,612	\$111,355
Clerk of the Board	36	\$45.15	\$47.40	\$49.77	\$52.26	\$54.87	\$7,825	\$9,512	\$93,902	\$114,138
Director of Administrative Operations External Affairs Manager Field Operations Manager Planning Manager	47	\$59.02	\$61.97	\$65.07	\$68.33	\$71.74	\$10,231	\$12,435	\$122,768	\$149,226
Assistant General Manager	54	\$70.04	\$73.54	\$77.21	\$81.07	\$85.13	\$12,139	\$14,756	\$145,673	\$177,066

(this page intentionally left blank

**Report Design and Layout**

Justina Tien

**Editorial Thanks to:**

Elizabeth Loretto  
Alisa D'Angelo

**Report Development and Contribution**

Andrea Mackenzie, General Manager  
Matt Freeman, Assistant General Manager  
Lea Rauscher, Director of Administrative Operations  
Donna Plunkett, Planning Manager  
Marc Landgraf, External Affairs Manager  
Derek Neumann, Field Operations Manager  
Elizabeth Loretto, Office & Human Resources Administrator