



# Quarterly Work Plan and Financial Update

Period Ending March 31, 2021

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## Introduction

The Santa Clara Valley Open Space Authority (the Authority) is committed to being an open and transparent government agency. Transparency promotes accountability and provides information for members of the public about what the Authority is doing. The Authority also strives to utilize revenue and income in the most efficient and effective manner possible, consistent with serving the public interest and in accordance with existing law, to achieve its mission, vision, and goals laid out in the Measure Q Expenditure Plan, the Santa Clara Valley Greenprint, and District 1 Assessment's 5 Year Plan.

To that end, the Authority releases a [Budget and Annual Work Plan](#) each fiscal year to serve as a guiding document to responsibly fund priority projects and initiatives. The document summarizes the budget for general operations and the projects and initiatives the Authority will pursue and dedicate funds and/or extensive staff time during the fiscal year.

The Annual Work Plan declares the milestones expected to be completed by the end of the fiscal year and the estimated budget (excluding staff costs) required to achieve stated milestones. The Work Plan Status Update Dashboard (the Dashboard) provides a snapshot of the statuses of those milestones. The dashboard summarizes the number of projects at each status stage, how much of the budget is expended for the projects, and a summary of how much progress has been made by the end of the reporting period.

The Quarterly Financial Report (the Report) provides a snapshot on the status of the Authority's financials. The Report summarizes the *Profit and Loss Statement*, which lists the revenues received and expenditures incurred year-to-date, and the *Balance Sheet*, which presents the Authority's total assets, liabilities, and fund balances at the end of the reporting period. The Report also provides: (1) a snapshot of the Authority's revenues and expenditures year-to-date; (2) a summary of new acquisitions and overall capital assets value; and (3) current fund balances and projected cash flow.

## Quarterly Highlights

The Authority's 3<sup>rd</sup> Quarter is from January 1, 2021 to March 31, 2021. In this specific period, the Authority:

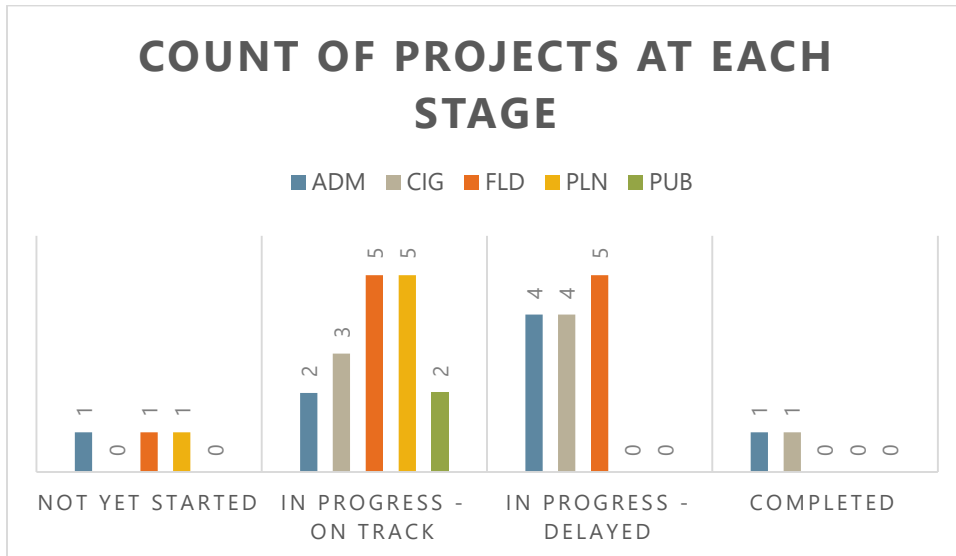
- Received the first deposit of District 1 and Measure Q revenues for Fiscal Year 2020/2021.
- Formed an Ad Hoc Committee, comprised of Board and CAC members, dedicated to evaluating and improving how the Authority's work integrates and reflects the values of Justice, Equity, Diversity, Inclusion, and Accessibility.
- Held a publicly-noticed workshop with Board of Directors and staff to discuss agency priorities for the upcoming fiscal year 2021/2022.
- Received \$1,815,000 from the California Department of Conservation's Sustainable Agricultural Lands Conservation Program to fund direct acquisition of the WP Investments property.

## Work Plan Status Dashboard

The complete dashboard of each project’s progress and milestones can be found in Attachment 1.

### Project Status

The following chart summarizes each department’s count of projects at each status stage.



There is a total of 35 approved projects on the Authority’s Annual Work Plan for Fiscal Year 2020/2021.

As of March 31, 2021, projects led by the Administrative Operations (ADM), Conservation Initiatives & Grants (CIG), Field Operations (FLD), Planning (PLN), and Public Affairs (PUB) departments were mostly on track.

Most of the delays were mainly attributed to Authority staff responding to the COVID-19 pandemic. A small number of projects have also been postponed due to:

1. delays initiated by partners or grantors due to the COVID-19 pandemic; or
2. internal decisions changing the scope of work; or
3. staff time being diverted to respond to unforeseen programmatic tasks

#### Historical Comparison

In the same quarter last fiscal year, the Authority tracked 54 projects, with over 72% of the projects reporting to be in progress and on track. Eleven projects were not yet started or delayed. Declared milestones for four projects were completed by the same time last fiscal year as well.

## Project Budgets

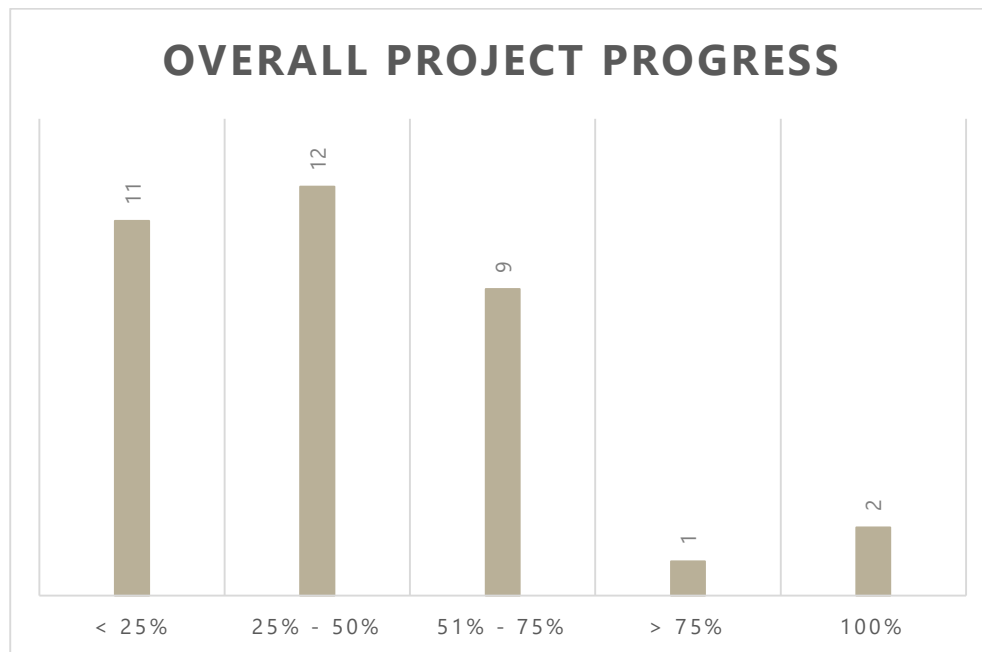
The following table summarizes each department’s consumption of the project budgets (excluding staff costs) over time.

Department	QTR1	QTR2	QTR3	QTR4
ADM	\$ -	\$ 9,818	\$ 13,572	\$ -
CIG	\$ 2,384,254	\$ 1,035,263	\$ 48,829	\$ -
FLD	\$ 26,984	\$ 72,539	\$ 70,053	\$ -
PLN	\$ 123,189	\$ 97,617	\$ 93,186	\$ -
PUB	\$ -	\$ 6,666	\$ 3,333	\$ -
<b>TOTAL</b>	<b>\$ 2,534,428</b>	<b>\$ 1,221,903</b>	<b>\$ 228,972</b>	<b>\$ -</b>

The total project budget approved in Fiscal Year 2020/2021 is \$10,656,500. As of March 31, 2021, the Authority expended \$3,985,303 or approximately 37% of the total budget for all approved projects.

## Project Status

The following chart summarizes the number of projects at each progress range by the end of the reporting period.



Declared milestones for two projects were 100% completed by March 31, 2021.

## Profit & Loss Budget vs Actual

A Profit & Loss Statement is a financial statement that summarizes an agency’s revenues and expenses incurred year-to-date. This Profit & Loss Statement (Attachment 2) shows the total amount of revenues and expenses the Authority has received and expended from July 1, 2020 to March 31, 2021.

### Revenue

The Open Space Authority has two revenue Funds: the District 1 Assessment and the Measure Q Parcel Tax. Deposits are received and deposited into these two Funds in January and June of each fiscal year.

Additionally, through agreements with the other organizations and agencies, the Authority provides contract land management services on lands adjoining Authority property. Staff time and expenses are incurred and first paid for by the Authority, and invoices are later sent to other organizations and agencies on a quarterly basis for reimbursement.

**District 1 Assessment** – As of March 31, 2021, the Authority received \$2,507,238 in deposits.

**Measure Q Parcel Tax** – As of March 31, 2021, the Authority received \$4,617,573 in deposits.

**Land Management Income** – As of March 31, 2021, the Authority has been reimbursed in the amount of \$86,834 for land management services rendered.

### TOTAL REVENUE

Revenue Category	Actual
Benefit Assessments and Parcel Taxes	7,124,811
Interest Income	291,158
Grant Income	2,037,750
Donations	105,360
Land Use Income	31,088
Land Management Income	86,834
Other Income	93,995
<b>TOTAL</b>	<b>9,770,996</b>

### Grants and Other Income

The Authority’s other sources of income come from interest income, grants received from other agencies and organizations, and other income such as donations and lease income.

**Interest** – The Authority’s fund balances are held at the Santa Clara County Investment Pool. By the end of the 3<sup>rd</sup> Quarter, the Authority received \$291,158 in interest disbursements.

**Grants** – The Open Space Authority strives to leverage its own funds with grants and partnerships. Grant income is reported on the Profit & Loss Statement when the Authority has met the grantor’s eligibility requirements, either by expending staff time or completing the milestones and/or deliverables set in the grant agreement(s) and has invoiced the grantor for reimbursement. By the 3<sup>rd</sup> Quarter, the Authority recognized \$2,037,750 in grant income. The agency also received \$90,000 from partners for cost-share reimbursements related to the Coyote Valley Conservation Areas Master Plan project.

**Donations** –The Authority accepts unsolicited donations. Donations totaling \$105,360 have been recorded year-to-date.

**Leases and Permits** – The Authority also receives income from leases and permit fees for special uses of Authority property. A total of \$31,088 has been received from grazing leases, permit fees, and agricultural leases by March 31, 2021.

## Expenditures

As of March 31, 2021, the Authority has expended \$12,472,864. A breakdown of the expenses is shown below.

Expense Category	Actual	Budget	Percentage of Budget Spent
Payroll	3,181,327	4,558,488	70%
Benefits & Employee Expenses	1,139,381	1,805,229	63%
Travel and Expenses	875	54,990	2%
Supplies and Consumables	166,176	372,215	45%
Outside Services	1,186,715	5,138,606	23%
Other Services and Expenses*	2,789,748	4,271,814	65%
Equipment and Maintenance	320,275	823,454	39%
Facilities and Utilities	170,680	421,374	41%
Memberships and Library	46,342	75,284	62%
Fee Title and Easements	3,370,340	6,000,000	56%
Authority Grant Programs	101,005	1,500,000	7%
<b>TOTAL</b>	<b>12,472,864</b>	<b>25,021,455</b>	<b>50%</b>

Table 1 – Summary of Actual versus Budgeted Expenses, by Category

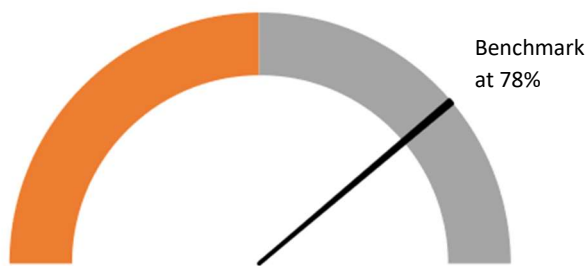
\*On October 22, 2020, the Board of Directors approved Amendment #1 to the adopted Fiscal Year 2020/2021 budget. An amendment of \$2,565,650 augmented the current budget to fulfill invoice(s) from the Registrar of Voters for submitting a proposition to the voters at the November 3, 2020 election.

### At A Glance Benchmark

The Authority utilizes a benchmark system measuring the year in quarters to track and estimate expected average spending, and is calculated as follows:

Quarter ending	Estimated of Amended Budget Expended
September 30, 2020	22%, or approximately \$5,613,951
December 31, 2020	45%, or approximately \$11,227,902
March 31, 2021	78%, or approximately \$19,407,503
June 30, 2021	100%, or approximately \$25,021,455

Table 2 – Benchmark System for Estimating Budget Expended



budget, as shown in orange in Figure 1.

Figure 1 – Percentage of Overall Budget Expended to Date

It was estimated that the Authority would exhaust 78%, or \$19,407,503, of its approved budget for Fiscal Year 2020/2021 by the end of the 3<sup>rd</sup> Quarter. The benchmark for the 3<sup>rd</sup> Quarter is shown by the black tick mark.

By March 31, 2021, the Authority spent \$12,472,864, or approximately 50% of its annual

## Balance Sheet

A balance sheet is a statement of an agency’s total assets, liabilities, and equity from the beginning of time up to a particular point in time. The Balance Sheet (Attachment 3) for the Authority includes reporting for Total Assets, Total Liabilities, and Total Equity as of March 31, 2021.

### Total Assets

Total assets refer to everything the Authority owns, including cash, land, buildings, vehicles, and furniture, or has claims to, such as interest accrued but not yet deposited into the bank, land mitigation income not yet received, or deposits held by vendors.

As of March 31, 2021, the Authority’s total current assets and fixed assets amount to over \$138 million.

The Authority’s **current assets**, assets that can be liquidated into cash typically within a year, amount to approximately \$50 million.

Assets that are purchased for long-term use and are not likely to be converted quickly into cash, such as land, buildings, and equipment are considered **fixed assets**. Fixed assets are recorded in the Authority’s capital assets schedule at the price at which the Authority procured the asset. Depreciation is calculated using the straight-line method, and the estimated useful life is determined based on the type of asset. Each year, an asset loses value by the accumulated depreciation.

Land is a nondepreciating asset and does not lose value. However, the Authority does not mark its land acquisitions to market value; therefore, the Authority’s acquisitions also do not appreciate over time.

Total fixed assets value for the Authority as of March 31, 2021 is \$87,550,776, net of depreciation, and is summarized in Table 3.

#### TOTAL ASSETS

Total Assets Balance as of March 31, 2021

<b>Current Assets</b>	50,867,975
<b>District 1 Fund</b>	11,267,723
<b>Measure Q Fund</b>	19,432,260
<b>Capital Reserve Fund</b>	15,574,055
<b>Grants</b>	4,593,937
<b>Fixed Assets</b>	87,550,777
<b>TOTAL</b>	<b>138,418,752</b>

<b>Asset Category</b>	<b>Book Value</b>	<b>Accumulated Depreciation</b>	<b>Net Value</b>
<b>Land</b>	80,162,402	-	80,162,402
<b>Construction in Progress</b>	785,545	-	785,545
<b>Land Improvements</b>	3,172,692	(1,715,999)	1,456,693
<b>Buildings</b>	5,511,750	(709,148)	4,802,602
<b>Furniture, Fixtures, and Equipment</b>	179,447	(93,851)	85,596
<b>Vehicles</b>	780,183	(522,245)	257,938
<b>TOTAL ASSETS</b>	<b>90,592,019</b>	<b>(3,041,243)</b>	<b>87,550,776</b>

Table 3 – Summary of Total Capital Assets



## Total Liabilities

Total liabilities refer to financial commitments of the Authority. This includes bills received but not yet paid, payroll accrued since the previous payday, grant monies received, and the Authority's 20% Funding Program allocations not yet disbursed to the respective jurisdictions. The Authority does not hold any short-term or long-term debt or issue any bonds.

As of March 31, 2021, the Authority's total current and long-term liability amount slightly over \$7.1 million.

**Current liabilities** are bills and commitments that are due to vendors within twelve months. Examples include credit card bills, use tax payable to state, and accrued payroll.

The Authority's sole **long-term liability** is the District 1's 20% Funding Program.

### 20% Funding Program

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.

*Allocations* to the 20% Funding Program are calculated at the end of each fiscal year based on actual capital fund expenditures from District 1. The allocation is set aside in the liability account on the Authority's balance sheet and not made available for the agency's operating and capital expenditures.

A participating jurisdiction with an urban open space project can apply for withdrawal of funds with approval of the Authority's Governing Board of Directors. Once the Board awards the funding for the urban open space project, the amount is earmarked. The *award* is managed by the Authority's Grant Administrator.

Up to this point, no monies have left the Authority's cash accounts. Once a jurisdiction starts to incur costs for the project and submits invoices for reimbursement, cash outflow occurs when the Authority makes a *disbursement* to reimburse the jurisdiction.

Since the inception of the Program, the Authority has allocated more than \$11 million to the 20% Funding Program and invested more than \$9.1 million in urban open space through this grant program.

As of March 31, 2021, the ending balance of \$1,823,831 is currently unawarded.

<b>Jurisdiction</b>	<b>Allocations</b>	<b>Disbursements</b>	<b>Balance</b>
<b>Campbell</b>	410,371	(363,650)	46,721
<b>Milpitas</b>	554,643	(356,837)	197,806
<b>Morgan Hill</b>	222,443	(184,000)	38,443
<b>San Jose</b>	8,206,176	(6,861,946)	1,344,230*
<b>Santa Clara</b>	993,299	(937,953)	55,346
<b>Unincorporated County of Santa Clara</b>	791,285	(450,000)	341,285
	<b>11,178,217</b>	<b>(9,154,386)</b>	<b>2,023,831</b>

*Table 4 – Summary of District 1 20% Funding Program Balances*

\*An award of \$200,000 has been approved by the Board of Directors but not yet disbursed because the project is still in progress.

## Total Equity

Total equity is total assets minus total liabilities. It represents the net value of the Authority after all liabilities are resolved.

As of March 31, 2021, the Authority’s total equity is over \$131 million. The Authority’s equity mainly comprises of its fund balances and capital assets.

The Authority can use the fund balances, except for the Measure Q Urban Open Space Grant Program balance, which is restricted, to support its own projects and initiatives.

### Measure Q Urban Open Space Grant Program

As outlined in the Measure Q Expenditure Plan, the Measure Q Urban Open Space Grant Program provides grants to cities, the County, schools and non-profit organizations on a competitive basis for urban open space projects within the Authority’s jurisdiction.

At the end of each fiscal year, the Authority can allocate up to 25 percent of the Measure Q Parcel Tax revenue received. The allocation amount is earmarked as restricted funds and can only be made available for the competitive grant cycles.

Individual projects are subject to approval by the Authority’s Governing Board of Directors. Once approved, the awarded grant is managed by the Authority’s Grant Administer.

At the end of the prior fiscal year, the Authority allocated an additional \$700,000 to the Measure Q Urban Open Space Grant Program to fund future grant solicitations.

As of March 31, 2021, the Authority has disbursed over \$1.72 million to existing grantees.

### TOTAL EQUITY

<b>Total Assets</b>	138,418,751
<b>(-) Total Liabilities</b>	7,185,602
<b>TOTAL EQUITY</b>	<b>131,133,149</b>

Total Equity as of March 31, 2021

<b>Unrestricted Cash</b>	33,040,427
<b>Restricted Cash</b>	10,641,946
<b>Capital Assets</b>	87,550,776
<b>TOTAL EQUITY</b>	<b>131,133,149</b>

Grantee	Balance Remaining
Latinos United for a New America (LUNA)	250,000.00
City of Campbell	17,028.78
Bay Area Ridge Trail Council	8,017.85
The Regents of the University of California / UCCE Santa Clara County	75,105.52
The Santa Clara County Food System Alliance	24,999.00
Keep Coyote Creek Beautiful	20,481.99
City of Morgan Hill	239,687.00
City of Morgan Hill	100,000.00
City of San Jose	30,000.00
City of Santa Clara	59,250.00
Guadalupe River Park Conservancy	13,779.85
Keep Coyote Creek Beautiful	9,554.48
Living Classroom	6,810.01
Our City Forest	100,000.00
Veggielution	7,572.51
<b>TOTAL</b>	<b>\$962,286.99</b>

Table 5 – Summary of Measure Q Urban Open Space Grant Program Balances

## Cash Flow and Projected Available Fund Balances

The Authority has two major revenue sources (District 1 Assessment and Measure Q Parcel Tax) and receives deposits into its investment accounts twice a year; once in January and the remainder in June of each fiscal year.

The following graph illustrates the monthly ending fund balances for District 1 Assessment and Measure Q Parcel Tax investment accounts held at the Santa Clara County Investment Pool. Past fund balances are shown in **gray**, and the current quarter's ending balances are highlighted in **green**. Projected fund balances are estimated based on the average open balances of current contracts, non-discretionary operational expenses, and other foreseen outflows. Estimated projections are presented with translucent gray bars with dashed lines.

As shown in Figure 2, the Authority's projected ending fund balances at the end of Fourth Quarter is estimated to be around \$19,002,722.

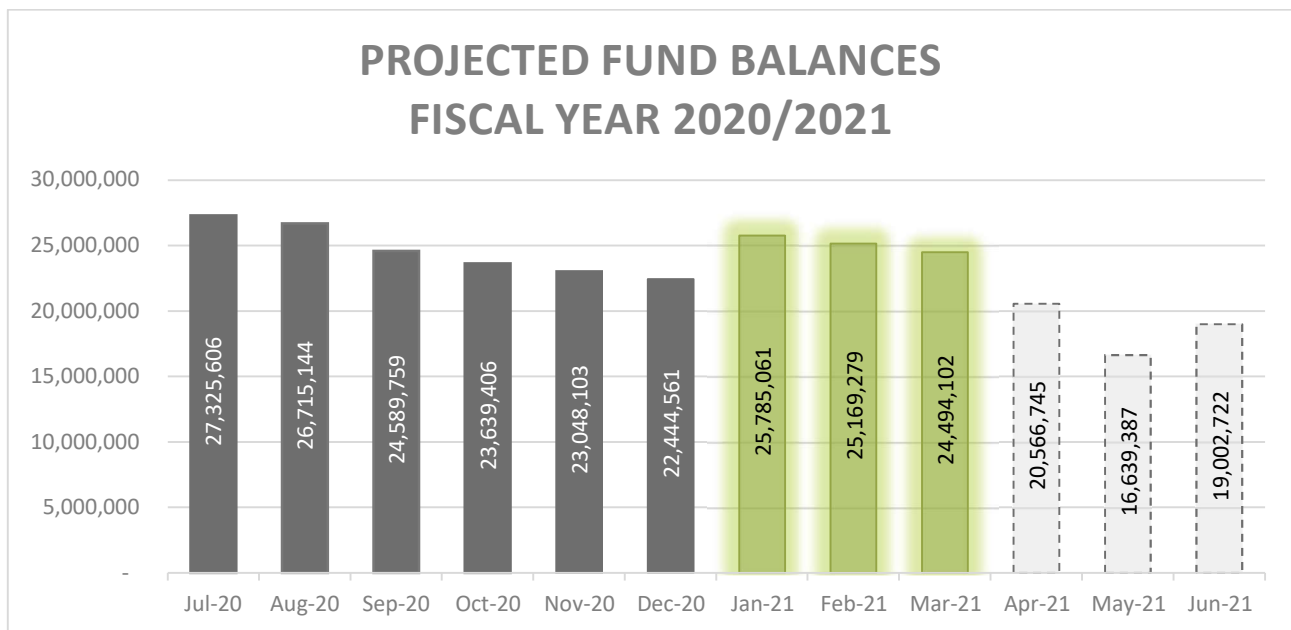


Figure 2 – Projected Monthly Ending Account Balances

**Exhibit E**  
 Santa Clara Valley Open Space Authority  
 Fiscal Year 2020/2021 Work Plan Status Summary

**ATTACHMENT 1**

Strategy	Objective	Dept Lead	Project Manager	Project ID	Project Name	Project Description	Proj Target Start Date	Proj Target End Date	Multi-Year Project?	Fiscal Year Scope of Work	APPROVED FY20/21 Project Budget	Milestone Status	FY Scope Completion	Comments
1	1	CIG	L Kwong	P-000019	Priority Land Acquisitions	Work under this project includes identification of land acquisition preservation opportunities in the Conservation Focus Areas as outlined in the Santa Clara Valley Greenprint. Prior to identification of a specific acquisition site, scope of work includes conducting preliminary due diligence, engaging with willing sellers, and performing early analysis of site/local resources and internal evaluation to determine if a potential acquisition meets the Authority's criteria for purchase. Due to the confidential nature of ongoing negotiations, property names, property owner(s) information, and other details are withheld.	7/1/2020	6/30/2021	✓	The Authority is currently participating in various stages of negotiation for acquisition of fee title, conservation easement, or other interest in eleven (11) properties totaling approximately 5,200 acres, with a roughly estimated market value of over 60 million dollars, not including the Five Wounds Trail described in this work plan. Typical of real property negotiations, these projects can span multiple years and discussions with landowners may start and stop. This work is dynamic, as landowners and conservation partners approach the Authority over the course of each year to explore the agency's interest in participating in new transactions.	5,500,000*	 In Progress - On Track	50% 	Purchase of Sobrato South in North Coyote Valley, protection of Tilton Ranch, purchase of Frantolo Grove (Martin) Agricultural Conservation Easement
1	1	CIG	L Kwong	P-000004	Five Wounds Trail Right of Way Acquisition	In partnership with Santa Clara County Parks and the City of San Jose, the County and Open Space Authority will hold a conservation easement over this initial acquisition and secure remainder of trail corridor to Berryessa BART, including ensuring collaboration on design and planning on portions where acquisition may not be possible.	7/1/2020	6/30/2021	✓	<ul style="list-style-type: none"> <li>Complete acquisition of five parcels between Williams and Whitton with conservation easement held by Authority/County and a Right of First Refusal on the remaining corridor parcels.</li> </ul>	500,000	 In Progress - Delayed	25% 	Transaction structure may change
1	1	FLD	D Neumann	P-000186	Fisher's Bend/Fisher Flats Management Plan	Short-term land management and habitat enhancement planning and implementation in coordination with Peninsula Open Space Trust (POST)	7/1/2020	6/30/2021	✓	<ul style="list-style-type: none"> <li>Complete transaction to transfer management of Fisher's Bend/Fisher Flats</li> </ul>	35,000	 In Progress - On Track	70% 	Management on going, waiting for POST to transfer
1	2	CIG	J Smith	P-00026	Santa Clara Valley Agricultural Plan	The Santa Clara Valley Agricultural Plan is a regional conservation effort led by Santa Clara County and the Santa Clara Valley Open Space Authority to protect Southern Santa Clara County's important farm and rangelands to mitigate future effects of climate change and support economic viability of agriculture.	7/1/2020	6/30/2021	✓	<ul style="list-style-type: none"> <li>Develop eligibility and prioritization criteria for Agricultural Conservation Easements (ACE).</li> <li>Explore other tools to complement the ACEs.</li> <li>Develop a template ACE.</li> </ul>	15,000	 In Progress - On Track  In Progress - Delayed  Not Yet Started	25% 	The Department of Conservation granted a funding extension with Santa Clara County Planning Dept through March 2022. The County, Authority, and the consultant team is now finalizing the project scope and schedule to reflect the new timeline and new opportunities to coordinate this project with other efforts.
1	2	CIG	J Smith	P-000246	Resilient Cities and Rural Areas	With funding from the Silicon Valley Community Foundation Donor Circle for the Environment, the Authority, San Francisco Estuary Institute (SFEI), and San Francisco Bay Area Planning and Urban Research Association (SPUR) to identify significant opportunities in San Jose where green infrastructure investments can promote environmental health and climate resilience. This project will develop and apply a planning framework using the City of San Jose and its surrounding rural landscapes as a case study to demonstrate how the framework could be applied in other cities in the Bay Area. This is a two-year project that will span FY 2019/2020 to FY 2020/2021.	7/1/2020	12/30/2020	✓	<ul style="list-style-type: none"> <li>Produce report that describes initial climate resilience framework and recommendations for and potential resilience projects and policies in San Jose</li> </ul>	0*	 Completed	100% 	Project report published.
1	2	CIG	J Smith	P-000229	Climate Smart San Jose Plan	In partnership with San Jose, the Authority will help quantify the greenhouse gas emission impacts of potential land use scenarios and identify carbon sequestration opportunities associated with management of natural and working lands.	7/1/2020	6/30/2021	✓	<ul style="list-style-type: none"> <li>Work with City to develop and publish Natural and Working Land element for CSSI Phase 2</li> </ul>	80,000	 In Progress - On Track	75% 	Report development delayed to March 2021 and adoption delayed to May 2021 due to COVID.
1	2	CIG	J Smith	P-000277	Coyote Valley Groundwater Sustainability Report	The conservation easement the Open Space Authority holds over the Tulare Meadows property requires development of a groundwater assessment to understand relationship between groundwater pumping around the conservation property and the sustainability of groundwater dependent ecosystems and creek baseflows. Cost will be shared by the Authority, POST and City of San Jose.	7/1/2020	6/30/2021	✓	<ul style="list-style-type: none"> <li>Securing jointly approved groundwater expert consultant</li> <li>Initiate groundwater assessment and necessary data collection</li> </ul>	100,000*	 In Progress - Delayed  Not Yet Started	10% 	The City of San Jose is working to budget match funding and identify a city representative for the project. The project will not be able to secure a consultant until funding is secured from the City in 21/22. Authority and POST will begin consultant outreach in Q4 of FY21/22.

# Exhibit E

Santa Clara Valley Open Space Authority  
Fiscal Year 2020/2021 Work Plan Status Summary

Strategy	Objective	Dept Lead	Project Manager	Project ID	Project Name	Project Description	Proj Target Start Date	Proj Target End Date	Multi-Year Project?	Fiscal Year Scope of Work	APPROVED FY20/21 Project Budget	Milestone Status	FY Scope Completion	Comments
1	3	PLN	N Perry	P-000250	Coyote Valley Vision Plan	A master vision plan for Authority and partner-owned conservation lands in Coyote Valley as implementation to the 2017 Coyote Valley Landscape Linkage Report. The plan will set forth landscape scale strategies and site-specific implementation actions for integrating multi-benefit values and features with the goal of long-term conservation and ecological restoration.	7/1/2020	6/30/2021	✓	<ul style="list-style-type: none"> <li>Develop project scope of work</li> <li>Issue RFP for master planning, public outreach, and communications</li> <li>Initiate master planning process</li> <li>Begin site inventories and assessments</li> </ul>	500,000	<ul style="list-style-type: none"> <li>In Progress - On Track</li> <li>In Progress - On Track</li> <li>In Progress - On Track</li> <li>In Progress - Delayed</li> </ul>	50%	Project charter and RFP (including project scope) are in final draft form. Both should be completed this spring. Scoping for early community engagement is complete and team is set to begin implementing scope this spring. Site inventories and assessments will not be fully initiated until RFP consultant team is hired, likely early in the next fiscal year. However, some site assessment work has begun related to the IP groundwater monitoring project.
2	1	PLN	D Plunkett	P-000121	Five Year Capital Improvements Plan	Develop a plan to document priority capital projects and associated budgets.	7/1/2020	6/20/2021	✓	<ul style="list-style-type: none"> <li>Develop project scope of work</li> <li>Solicit input on priority projects from Staff, CAC, and Board</li> <li>Develop budgets and phasing for priority projects</li> </ul>	0	<ul style="list-style-type: none"> <li>Not Yet Started</li> <li>Not Yet Started</li> <li>Not Yet Started</li> </ul>	0%	This project was determined to not be needed at this time so will not be moving forward.
2	2	PLN	L Shellhammer	P-000036	Rancho Cañada del Oro Public Access	Development of a plan for a new ADA accessible interpretative day-use-area accessed via a pedestrian bridge crossing over Llagas Creek. Enhance public event and operational access to Blair Ranch area within the Rancho Cañada del Oro Open Space Preserve.	7/1/2020	6/30/2020	✓	<ul style="list-style-type: none"> <li>Develop construction documents</li> <li>Permitting</li> <li>CEQA compliance</li> <li>Seek grant funding for construction costs</li> <li>Determine scope of work for analyzing roads and trails on Blair Ranch</li> </ul>	150,000	<ul style="list-style-type: none"> <li>In Progress - On Track</li> <li>Not Yet Started</li> <li>Not Yet Started</li> <li>In Progress - On Track</li> <li>In Progress - Delayed</li> </ul>	35%	65% documents for day use area (not including bridge) are in process. Funding opportunity confirmed and application process has begun. Bridge engineering documents underway.
2	2	PLN	L Shellhammer	P-000032	Coyote Valley Open Space Preserve Improved North Meadow Public Access	Provide an ADA accessible trail and public amenity areas along the Heart's Delight Trail in the North Meadow. Project includes upgrades to existing equestrian parking area. Anticipated to be complete for public use by 2021.	7/1/2020	6/30/2020	✓	<ul style="list-style-type: none"> <li>Develop construction documents</li> <li>Permitting</li> <li>CEQA compliance</li> <li>Initiate construction contract</li> <li>Seek grant funding for construction costs</li> <li>Begin construction (if timing and permitting allows)</li> </ul>	400,000*	<ul style="list-style-type: none"> <li>In Progress - On Track</li> <li>Not Yet Started</li> <li>Not Yet Started</li> <li>Not Yet Started</li> <li>In Progress - On Track</li> <li>Not Yet Started</li> </ul>	10%	Concept design documents and resource surveys underway. Construction will not occur this FY.
2	2	PLN	L Shellhammer	P-000028	Coyote Ridge Open Space Preserve Public Access	Planning, permitting, environmental compliance and design for public access improvements to include a parking area at Malech Road, interpretive and education stations and opening of the first segment of the Bay Area Ridge Trail for guided access. Anticipated to be complete for public use by 2022.	7/1/2020	6/30/2020	✓	<ul style="list-style-type: none"> <li>Develop construction documents</li> <li>Permitting</li> <li>CEQA compliance</li> <li>Initiate construction contract</li> <li>Seek grant funding for construction costs</li> <li>Begin construction (if timing and permitting allows)</li> </ul>	1,800,000*	<ul style="list-style-type: none"> <li>In Progress - On Track</li> <li>In Progress - On Track</li> <li>In Progress - On Track</li> <li>Not Yet Started</li> <li>In Progress - On Track</li> <li>Not Yet Started</li> </ul>	60%	65% design underway. Project permitting delayed due to County Code issues; additional external funding source has been identified and application submitted; construction will not begin in current FY so this funding will be carried over.
2	2	FLD	D Neumann	P-000278	Pajaro River Ag Preserve Habitat Improvements	Install wildlife fencing to prevent intrusions of wildlife into row crop areas to promote native habitat and provide for food safety. Repair and replace critical water delivery infrastructure.	7/1/2020	6/30/2021		<ul style="list-style-type: none"> <li>Release Request for Bids</li> <li>Complete fence</li> <li>Repair water infrastructure</li> </ul>	100,000*	<ul style="list-style-type: none"> <li>Completed</li> <li>Completed</li> <li>In Progress - On Track</li> </ul>	75%	Fence Install Complete
2	2	FLD	A Burnside	P-000279	Boundary Fencing at North Coyote Valley Properties	Install boundary fencing (Split Rail or similar wildlife friendly design) and gates around the perimeter of the North Coyote Valley properties where necessary to deter trespassing and prevent vehicular access.	5/1/2021	6/30/2021	✓	<ul style="list-style-type: none"> <li>Purchase materials</li> <li>Construct fence along Monterey Road</li> </ul>	60,000	<ul style="list-style-type: none"> <li>Not Yet Started</li> <li>Not Yet Started</li> </ul>	0%	Recent work by the City and Union Pacific have severely lowered the impact from trespassers, monitoring the new situation to determine if fencing is still necessary
2	3	ADM	E Loretto	P-000257	33 Las Colinas Facilities Maintenance and Improvements	Maintain the integrity, ensure the life span, and improve the environmental impact of the Authority's headquarters facilities at 33 Las Colinas through regular assessments, maintenance, repairs and replacements as needed.	11/2/2020	12/18/2020		<ul style="list-style-type: none"> <li>Seal roof deck seams to eliminate leaks</li> <li>Reconfigure planks around ramp to reduce pooling of rainwater</li> </ul>	17,000	<ul style="list-style-type: none"> <li>In Progress - Delayed</li> <li>Completed</li> </ul>	30%	Roof deck structure has been modified to minimize pooling of rainwater. Staff is researching roofing vendors to seal seams and eliminate leaks.
2	3	PLN	D Plunkett	P-000280	ADA Transition Plan	Develop an ADA transition plan for Authority facilities, programs, and public outreach. Report will provide recommendations for phasing and implementation.	7/1/2020	6/30/2021	✓	<ul style="list-style-type: none"> <li>Develop scope of work for project</li> <li>Issue RFP for consultant(s) to prepare Transition Plan</li> <li>Develop draft ADA Transition Plan</li> </ul>	100,000	<ul style="list-style-type: none"> <li>In Progress - On Track</li> <li>In Progress - On Track</li> <li>Not Yet Started</li> </ul>	20%	Completed project kickoff meeting. Draft RFP for consultant underway.

# Exhibit E

Santa Clara Valley Open Space Authority  
Fiscal Year 2020/2021 Work Plan Status Summary

Strategy	Objective	Dept Lead	Project Manager	Project ID	Project Name	Project Description	Proj Target Start Date	Proj Target End Date	Multi-Year Project?	Fiscal Year Scope of Work	APPROVED FY20/21 Project Budget	Milestone Status	FY Scope Completion	Comments
2	3	ADM	E Loretto	P-000281	Office Space and Resource Planning	Maximize the available office and workspaces and systems for future staffing and operating needs.	11/2/2020	3/31/2021	✓	Engage consultants to complete planning, design, procurement, and installation of new furniture to make new workstations/workspaces	175,000	● Not Yet Started	0%	Delays due to staff time on COVID response.  This work will carry forward into FY 21/22
										Assess current VoIP to see if it meets agency needs for the next 5 years and upgrade or propose replacement based on findings		● Not Yet Started		
										Assess network infrastructure for new workstations/workspaces		● Not Yet Started		
3	1	FLD	G Basson	P-000227	Blair Ranch Pond Habitat Enhancement	Enhance and restore at-risk breeding pond habitats to protect California red-legged frogs and enhance climate resiliency at Rancho Cañada del Oro Open Space Preserve	7/1/2020	6/30/2021	✓	Submit permits to VHA and RWQCB	55,000	● In Progress - Delayed	50%	Delays due to COVID and fires
										95% designs completed		● Not Yet Started		
										File CEQA document		● In Progress - On Track		
3	1	FLD	G Basson	P-000269	Fisher Creek Riparian Habitat Restoration	Develop and implement plan to restore a wetland buffer zone around the Fisher's Bend property	7/1/2020	6/30/2021	✓	Prepare site for restoration	220,000*	✓ Completed	75%	Planting will occur but this year it will not include school kids due to COVID.
										Develop planting plan		✓ Completed		
										Plant with schoolkids		● In Progress - On Track		
3	1	FLD	G Basson	P-000251	Pajaro River Riparian Restoration Project	Restore stream habitat by reshaping stream bank, removing invasive species, and planting climate-smart riparian species along .75-mile of the Pajaro River on the Pajaro River Agricultural Preserve South Property to benefit wildlife habitat and water quality. Partner with Point Blue Conservation Science's Students and Teachers Restoring a Watershed (STRAW) program to provide outdoor environmental education opportunities for school kids.	10/1/2020	6/30/2021	✓	Develop planting plan	10,000	● In Progress - On Track	75%	Additional grant submitted for confluence planning 10/1/2020
										Initiate permits for streambank grading. Partner with Watershed (STRAW) program to provide outdoor environmental education opportunities for school kids.		● In Progress - On Track		
										Begin feasibility studies for confluence wetland creation		● In Progress - On Track		
3	1	FLD	G Basson	P-000158	Coyote Ridge Open Space Preserve Grazing and Habitat Improvements	Implementation of grazing infrastructure and habitat improvements across 4,160 acres at Coyote Ridge that includes the Authority's Preserve as well as Santa Clara Valley Water District (SCVWD) and Valley Transportation Authority (VTA) lands. Conservation grazing on Coyote Ridge focuses on reducing the severity and extent of invasive species; enhancing the ecosystem health of grasslands; promoting native plant species, and maintaining habitat for native grassland species and other threatened species such as the Bay checkerspot butterfly. This project is funded by the Central Valley Project Conservation Program and Central Valley Project Improvement Act Habitat Restoration Program, the Valley Habitat Agency (VHA), VTA, and SCVWD, and is being implemented in partnership with the VHA. This project will support grazing efforts and enhance 45 acres of wetlands, riparian corridors, and adjacent upland habitat by installing exclusion fencing, replacement of aging pasture and boundary fences, and installing/replacing springs and troughs.	7/1/2020	6/30/2021	✓	Release RFB for fence improvements	400,000*	● In Progress - Delayed	50%	Andres Campusano finalizing RFB, aim to complete fence by 10/1/2021. RFB for groundwater development released 3/26/2021.
										Initiate fence replacement		● In Progress - Delayed		
										Initiate permitting for spring or well development		● In Progress - On Track		
3	2	FLD	G Basson	P-000014	Fuels Management Plan	Develop a wildlands fuel management policy and plan that will define fuel management goals and objectives, identify and prioritize fuel reduction treatments, and describe methods that reduce wildfire risk and achieve natural resource goals across Authority lands.	4/6/2021	6/30/2021	✓	Contract with a consultant to determine scope of work for developing a fuels management plan	25,000	● In Progress - On Track	75%	RFP released 1/2021.
3	2	FLD	G Basson	P-000007	Integrated Pest Management Program	Develop an Integrated Pest Management (IPM) Program and Policy to guide the Authority's work to address control of invasive plants and animals within the Authority's preserves and facilities	7/1/2020	6/30/2021	✓	Certify CEQA document, IPM Manual, and IPM Policy	25,000	● In Progress - Delayed	50%	Delays due to COVID. Presented to U&M 7/20/2020. Draft PEIR release on 3/31/2021.
										Hold Release Draft PEIR		● In Progress - Delayed		
										Develop Mitigation and Monitoring Plan		● Not Yet Started		
										Hold public hearing		● In Progress - Delayed		
										Receive Board approval of policy and manual and certify CEQA documents		● Not Yet Started		
4	1	CIG	M Dreger	P-000282	Replace Existing Grant Management Software	The Urban Grant Program uses grant management software to manage grant application submission, application review, and post-award payments and reporting. Due to a number of bugs that have surfaced over time, as well as the need for increased capacity to accommodate a larger number of grants, the Authority is seeking an alternate software solution for the administration of the grant program.	7/1/2020	6/30/2021	✓	Determine future grant management software needs	25,000	● In Progress - On Track	20%	Determined needs and put out RFP, but implementation delayed due to adjusted 2020 grant schedule (due to COVID)
										Research and select grant management software		● In Progress - On Track		
										Install and migrate current grantee data		● Not Yet Started		
										Deploy new grant management software		● Not Yet Started		
										Provide training for grantees on new software		● Not Yet Started		
4	2	PUB	A Maniglia	P-000232	Investing in Nature Initiative	Finalize and implement a strategic plan for expanding on the Measure Q brand and folding in the full breadth of the Authority's work, so that the agency's future investments in nature are communicated consistently, without reliance on a single ballot measure	7/1/2019	6/30/2021	✓	Completion of the implementation of Investing in Nature, through messaging and public rollout via various communications channels	10,000	● In Progress - On Track	75%	Rollout of messaging through newsletters, Year in Review, and social media
										Update the Authority's public facing maps and establish a brand consistency		● In Progress - On Track		

# Exhibit E

Santa Clara Valley Open Space Authority  
Fiscal Year 2020/2021 Work Plan Status Summary

Strategy	Objective	Dept Lead	Project Manager	Project ID	Project Name	Project Description	Proj Target Start Date	Proj Target End Date	Multi-Year Project?	Fiscal Year Scope of Work	APPROVED FY20/21 Project Budget	Milestone Status	FY Scope Completion	Comments	
5	1	ADM	A Mackenzie	P-000255	Long-term Funding Mechanisms	Develop and implement a strategic funding plan that includes the timing of and potential funding mechanisms for operations and maintenance of the agency's growing system of lands and future capital expenditures	7/1/2020	7/30/2020		<ul style="list-style-type: none"> <li>Conduct polling to determine feasibility</li> </ul>	0	✓ Completed	100%	<div style="width: 100%;"><div style="width: 100%;"></div></div>	
										<ul style="list-style-type: none"> <li>Ad Hoc Committee recommendation to the Board and seek budget amendment as appropriate</li> </ul>		✓ Completed			
5	2	ADM	E Loretto	P-000258	Strategic Staffing Plan	Develop, implement, and maintain strategic staffing plan that addresses the agency's priorities, creates and supports an intentional culture, and engages and retains a skilled workforce	7/1/2020	6/30/2021	✓	<ul style="list-style-type: none"> <li>Implement updates to onboarding program</li> </ul>	75,000	✓ Completed	55%	<div style="width: 55%;"><div style="width: 55%;"></div></div>	Some delays due to staff time spent on COVID response and support. Orientation Guide draft is under review. The classification & compensation study kicked off in December 2020, staff are reviewing draft updates to classifications. The consultant is completing the compensation study. The Board has created a committee of Board Directors, CAC Members and Staff. First full meeting of the joint committee is being planned for May 2021. The committee is working to engage a consultant to facilitate the preparation of the JEDIA plan. The staff members are beginning to meet regularly to begin preliminary research. Four Quarterly Culture Surveys have been completed with great input and responses from staff. Ideas and recommendations for improvement have been implemented. Going forward the survey will be conducted semi-annually.
										<ul style="list-style-type: none"> <li>Update and implement Authority Orientation Guide</li> </ul>		● In Progress - On Track			
										<ul style="list-style-type: none"> <li>Finalize curriculum for Emerging Leaders Academy</li> </ul>		● In Progress - Delayed			
										<ul style="list-style-type: none"> <li>Create materials and/or engage trainers for Emerging Leaders Academy</li> </ul>		● In Progress - Delayed			
										<ul style="list-style-type: none"> <li>Implement Emerging Leaders Academy</li> </ul>		● In Progress - Delayed			
										<ul style="list-style-type: none"> <li>Respond to GM's input on benefit recommendations</li> </ul>		● Not Yet Started			
										<ul style="list-style-type: none"> <li>Execute Class and Compensation study</li> </ul>		● In Progress - On Track			
										<ul style="list-style-type: none"> <li>Review Class and Compensation results and make recommendation to GM and Board</li> </ul>		● Not Yet Started			
										<ul style="list-style-type: none"> <li>Implement GM- and Board-approved plan</li> </ul>		● Not Yet Started			
										<ul style="list-style-type: none"> <li>Standardize and formalize unpaid intern program</li> </ul>		● Not Yet Started			
										<ul style="list-style-type: none"> <li>Assess current JEDI culture in Authority processes and policies</li> </ul>		● In Progress - On Track			
										<ul style="list-style-type: none"> <li>Complete information gathering to determine course of action to create a plan in response to current status</li> </ul>		● In Progress - On Track			
										<ul style="list-style-type: none"> <li>Implement regularly scheduled culture surveys and share results with Executive Team, Leadership Team, Staff and Board</li> </ul>		✓ Completed			
5	3	ADM	J Tien	P-000181	IT Master Plan	Develop a plan to document existing network infrastructure and configurations, collaboration and work tools, enterprise software, telecom services, group policies, and workflow processes and standards. The IT Plan will also include a roadmap to procure, implement, support, and maintain network systems and processes as the agency grows.	7/1/2020	6/30/2021	✓	15,000	<ul style="list-style-type: none"> <li>Publish Authority Information Technology Plan</li> </ul>	✓ Completed	50%	<div style="width: 50%;"><div style="width: 50%;"></div></div>	Authority Information Technology Plan published; to be presented to Leadership Team and Directors at a later time. Server migration successfully completed at end of Nov 2020.
											<ul style="list-style-type: none"> <li>Research and recommend agency-wide collaboration tools</li> </ul>	● Not Yet Started			
											<ul style="list-style-type: none"> <li>Develop and document electronic file policies and protocols</li> </ul>	● In Progress - On Track			
											<ul style="list-style-type: none"> <li>Migrate to new file server</li> </ul>	✓ Completed			
5	3	ADM	E Loretto	P-000262	Human Resources Processes	Assess current HR processes for opportunities to streamline and/or implement technology-based solutions	7/1/2020	4/28/2021		21,000	<ul style="list-style-type: none"> <li>Select Human Resources Information System (HRIS)</li> </ul>	● In Progress - Delayed	20%	<div style="width: 20%;"><div style="width: 20%;"></div></div>	An RFP was released in January 2021, receiving only one proposal. After receiving Board direction, staff will be reposting the RFP with the goal of receiving additional responses to fully understand the solutions available and associated costs.
											<ul style="list-style-type: none"> <li>Purchase HRIS</li> </ul>	● Not Yet Started			
											<ul style="list-style-type: none"> <li>Install HRIS</li> </ul>	● Not Yet Started			
											<ul style="list-style-type: none"> <li>Create training materials</li> </ul>	● Not Yet Started			
											<ul style="list-style-type: none"> <li>Train staff to use new system</li> </ul>	● Not Yet Started			
											<ul style="list-style-type: none"> <li>Implement HRIS</li> </ul>	● Not Yet Started			
<ul style="list-style-type: none"> <li>Transfer historical information into new system</li> </ul>	● Not Yet Started														
5	3	FLD	D Neumann	P-000066	Field Operations Manual	Develop a Field Operations Manual to assist Field staff in the daily operation of tasks and duties necessary to fulfill the Authority's mission of providing a well-managed and safe Preserve system.	7/1/2020	6/30/2021	✓	4,000	● In Progress - Delayed	25%	<div style="width: 25%;"><div style="width: 25%;"></div></div>	Developing training materials and video training	
5	3	FLD	D Neumann	P-000283	Parking Reservation System	Deploy a parking reservation system for the Open Space Authority's staging areas to reduce congestion and provide a quality experience for Preserve visitors	7/1/2020	6/30/2021	✓	150,000	<ul style="list-style-type: none"> <li>Research other agency programs</li> </ul>	✓ Completed	15%	<div style="width: 15%;"><div style="width: 15%;"></div></div>	Compiling data to present to Leadership
											<ul style="list-style-type: none"> <li>Release Request for Proposals for software and hardware solutions</li> </ul>	● Not Yet Started			
											<ul style="list-style-type: none"> <li>Select parking reservation software provider</li> </ul>	● Not Yet Started			

# Exhibit E

Santa Clara Valley Open Space Authority  
Fiscal Year 2020/2021 Work Plan Status Summary

Strategy	Objective	Dept Lead	Project Manager	Project ID	Project Name	Project Description	Proj Target Start Date	Proj Target End Date	Multi-Year Project?	Fiscal Year Scope of Work	APPROVED FY20/21 Project Budget	Milestone Status	FY Scope Completion	Comments
5	3	CIG	J Smith	P-000124	Geographical Information System	The Geographic Information Systems (GIS) Program supports nearly every aspect of the agency's mission by providing accurate and up-to-date spatial data in the office and in the field. GIS analysis is required to confirm conservation values of potential land acquisition projects and to develop Preserve use and management plans. The GIS Program Development project is focused on developing new capabilities for collecting, maintaining, and hosting spatial data that can support operations in the office and field. The primary focus of the project is developing a 2-5-year development plan for the GIS program that increases overall staff efficiency and effectiveness by improving in-house hardware and developing a central online portal. The secondary focus of this project is to continue to develop novel and necessary spatial data to inform decisions.	7/1/2020	6/30/2022	✓	<ul style="list-style-type: none"> <li>Implement central data portal to enhance the ability of Authority's GIS to support various agency-wide programs and projects</li> <li>Update and refine Authority GIS database</li> </ul>	25,000	<ul style="list-style-type: none"> <li>In Progress - On Track</li> <li>In Progress - On Track</li> </ul>	35%	
5	3	ADM	J Tien	P-000284	Strategic Plan	Create a five-year strategic plan that includes acquisition focus, capital improvement priorities and staffing to guide the agency's operation for the next five years.	7/1/2020	6/30/2021	✓	<ul style="list-style-type: none"> <li>Publish RFP for strategic planning consulting services and award contract</li> <li>Form a cross functional Strategic Planning Team (SPT)</li> <li>Host workshops with Board or subcommittee and SPT to develop the agency's priorities for the next five years</li> <li>Define objectives for future acquisitions, public access plans, and capital improvement priorities to fulfill</li> <li>Determine staffing positions needed to implement objectives and maintain operations</li> <li>Determine financial resources available for future projects</li> </ul>	50,000	<ul style="list-style-type: none"> <li>In Progress - Delayed</li> <li>Not Yet Started</li> <li>Not Yet Started</li> <li>Not Yet Started</li> <li>Not Yet Started</li> </ul>	5%	Project scope has changed. Strategic Plan will be suspended for the remainder of the fiscal year.
5	4	ADM	K Guerra	P-000264	District of Distinction	Achieve the District of Distinction designation from California Special Districts Association (CSDA) to highlight our prudent fiscal and compliance practices to effectively operate and govern the agency	7/1/2020	6/30/2021		<ul style="list-style-type: none"> <li>Complete Board and Executive team training</li> <li>Submit financial documents and other requirements to CSDA</li> <li>Upon approval, post District of Distinction designation on website</li> </ul>	4,500	<ul style="list-style-type: none"> <li>In Progress - Delayed</li> <li>In Progress - Delayed</li> <li>Not Yet Started</li> </ul>	85%	Awaiting 1 Director to complete 1 training course. Beginning April 2021, we will start processing the application but cannot submit it until the last training has been completed.



Exhibit E  
ATTACHMENT 2

1 of 4

**Open Space Authority**  
**Profit & Loss Budget vs Actual**  
As of March 31, 2021

	Actua	Budget	%
Revenue	7,124,810.91	12,456,815.89	57%
Transfer In/Out Allocations	0.00	0.00	
Interest Income	291,157.97	500,000.00	58%
Grant Income	2,037,750.00	2,306,000.00	88%
Donations	105,360.00	0.00	
Land Sales	0.00	0.00	
Lease Income	14,950.00	131,450.00	11%
Grazing Lease Income	15,888.14	18,000.00	88%
Use Permit Income	250.00	0.00	
<b>Total Land Use Income</b>	<b>31,088.14</b>	<b>149,450.00</b>	<b>21%</b>
VTA	15,140.22	0.00	
SCVWD	63,075.14	0.00	
Waste Management	0.00	0.00	
Valley Habitat Agency	8,618.23	154,000.00	6%
<b>Total Land Management Income</b>	<b>86,833.59</b>	<b>154,000.00</b>	<b>56%</b>
Other Income	93,995.31	66,000.00	142%
<b>Total Income Sources</b>	<b>9,770,995.92</b>	<b>15,632,265.89</b>	<b>63%</b>
General Manager	151,111.02	209,996.80	72%
Manager(s)	585,163.85	818,420.64	71%
Staff	2,329,509.58	3,422,833.53	68%
Overtime	20,618.37	41,300.00	50%
Seasonals	87,799.00	53,037.42	166%
Stipends	7,125.00	12,900.00	55%
<b>Total Payroll</b>	<b>3,181,326.82</b>	<b>4,558,488.39</b>	<b>70%</b>
<b>Total Benefits and Employee Expenses</b>	<b>1,139,380.57</b>	<b>1,805,229.45</b>	<b>63%</b>
Mileage Reimbursement	875.41	5,306.00	16%
Travel Airfare	0.00	16,073.00	
Travel Lodging	0.00	21,996.00	
Travel Meals	0.00	7,605.00	
Travel Transportation	0.00	4,010.00	
<b>Total Travel and Expenses</b>	<b>875.41</b>	<b>54,990.00</b>	<b>2%</b>
Meals and Catering	0.00	11,075.00	
Office Supplies	4,614.02	17,800.00	26%
Kitchen Supplies	3,150.20	8,440.00	37%
Outreach Supplies	0.00	15,000.00	
Postage & Courier	2,514.04	4,600.00	55%
Printing Expenses	2,494.62	26,000.00	10%
Health & Safety Supplies	16,806.55	28,800.00	58%
Uniforms and Apparel	10,299.78	17,000.00	61%

**Open Space Authority**  
**Profit & Loss Budget vs Actual**  
As of March 31, 2021

	<b>Actua</b>	<b>Budget</b>	<b>%</b>
Fuel and Consumables	59,643.71	36,000.00	166%
Waste & Hazmat Disposable	392.12	9,000.00	4%
Fire Management	17,421.83	10,000.00	174%
Vegetation Management	12,811.15	36,500.00	35%
Roads and Trails	17,614.02	50,000.00	35%
Wildlife Management & Pest Control	528.79	10,000.00	5%
Signs and Fencing	17,520.72	75,000.00	23%
Grazing Supplies	364.60	17,000.00	2%
Misc Land Mgmt Supplies	0.00	0.00	
<b>Total Land Management</b>	<b>126,296.94</b>	<b>243,500.00</b>	<b>52%</b>
<b>Total Supplies and Consumables</b>	<b>166,176.15</b>	<b>372,215.00</b>	<b>45%</b>
Bookkeeping	0.00	0.00	
Audit	12,200.00	12,500.00	98%
Financial Advisory	0.00	18,500.00	
Grant Preparation	4,000.00	0.00	
<b>Total Actg &amp; Fin Services</b>	<b>16,200.00</b>	<b>31,000.00</b>	<b>52%</b>
Government Relations	61,499.97	82,000.00	75%
Redistricting	0.00	0.00	
Strategic Planning	0.00	75,000.00	
Risk Management	0.00	0.00	
Engineering Services	28,680.01	30,200.00	95%
<b>Total Mgmt &amp; Org Services</b>	<b>90,179.98</b>	<b>187,200.00</b>	<b>48%</b>
Legal Counsel - Redistricting	0.00	0.00	
Legal Counsel - Special Counsel	0.00	0.00	
Legal Counsel - General	192,518.27	250,000.00	77%
Legal Counsel - Litigation	0.00	100,000.00	
Legal Counsel - Employment Law	299.00	0.00	
<b>Total Legal Services</b>	<b>192,817.27</b>	<b>350,000.00</b>	<b>55%</b>
Recruitment Svcs & Support	0.00	9,375.00	
Workforce Optimization & Dev	53,308.82	53,000.00	101%
Exec Support & Dev	0.00	0.00	
Policy Dev & Support	0.00	0.00	
Temp Services	0.00	12,000.00	
HR Support Services	0.00	73,500.00	
<b>Total Staff Dev Services</b>	<b>53,308.82</b>	<b>147,875.00</b>	<b>36%</b>
IT Services	1,200.00	10,000.00	12%
Website & Domain	40,020.18	40,520.00	99%
ERP	14,400.00	16,000.00	90%
Records Management	2,096.19	4,000.00	52%
CRM	4,216.50	8,000.00	53%
Minutes Transcription	0.00	0.00	
Telecom & Phone Maintenance	0.00	3,000.00	
Governance	0.00	0.00	
<b>Total Comp and IT Services</b>	<b>61,932.87</b>	<b>81,520.00</b>	<b>76%</b>
Design and Content Services	28,047.50	36,000.00	78%
Media Services	15,861.50	65,000.00	24%
Photography & Video	0.00	12,500.00	
Community Relations	39,511.50	95,000.00	42%
Transportation Services	0.00	38,000.00	
Env Edu Partnerships	298.94	8,000.00	4%
<b>Total Community Eng Services</b>	<b>83,719.44</b>	<b>254,500.00</b>	<b>33%</b>
Site Monitoring	109,889.08	26,071.00	421%
Wildlife Management	1,786.40	11,000.00	16%

# Exhibit E

**Open Space Authority**  
**Profit & Loss Budget vs Actual**  
 As of March 31, 2021

3 of 4

	<b>Actua</b>	<b>Budge</b>	<b>%</b>
Vegetation Management	8,050.00	342,940.00	2%
Resource Assess/Env Review	0.00	70,000.00	
Public Access/Facilities Maint	61,621.26	140,000.00	44%
Fire Management	0.00	25,000.00	
IPM/Pest Control	0.00	5,000.00	
Agricultural Improvements	0.00	2,000.00	
Grazing Programs	5,684.50	363,000.00	2%
<b>Total Resource Mgmt Services</b>	<b>187,031.24</b>	<b>985,011.00</b>	<b>19%</b>
General/Other Plan Services	34,145.00	550,000.00	6%
Conservation Planning	45,276.87	195,000.00	23%
Mapping & GIS Services	8,867.20	35,000.00	25%
Long-Range Planning	0.00	0.00	
Env Planning/CEQA	105,315.59	141,500.00	74%
Env Site Assessments	35,367.78	80,000.00	44%
Prime Design	107,473.03	415,000.00	26%
Prime Engineering	48,601.04	0.00	
Other Design/Engineering	0.00	15,000.00	
<b>Total Planning Services</b>	<b>385,046.51</b>	<b>1,431,500.00</b>	<b>27%</b>
Surveys & Investigations	15,106.54	25,000.00	60%
Brokerage/Transactions	3,541.23	35,000.00	10%
Appraisals	29,000.00	60,000.00	48%
Proj/Construct Mgmt/Consult	0.00	0.00	
Site Clean-up/Remediation/Demo	0.00	0.00	
Restoration/Habitat Enhancement	0.00	0.00	
Testing & Inspections	0.00	0.00	
Construction	68,830.64	1,550,000.00	4%
<b>Total Acquisition and CIP Services</b>	<b>116,478.41</b>	<b>1,670,000.00</b>	<b>7%</b>
Misc Outside Services	0.00	0.00	
<b>Total Outside Services</b>	<b>1,186,714.54</b>	<b>5,138,606.00</b>	<b>23%</b>
Risk Management	119,024.52	269,128.67	44%
Payroll and Accounting Fees	5,538.95	12,900.00	43%
Bank Wire Fees	134.47	2,000.00	7%
Special Assessment Taxes	2,674.15	10,000.00	27%
Permit Fees	6,115.00	265,750.00	2%
Escrow Fees	4,979.00	8,000.00	62%
Other Fees	896.10	6,000.00	15%
Election and Ballot Costs	2,460,853.00	3,380,650.00	73%
Public Notices	3,745.34	900.00	416%
1% County Collector Fees	123,429.83	124,568.00	99%
CA Use Tax	19.70	0.00	
Advertising and Promotion	10,811.24	35,000.00	31%
Interp & Edu Prog Expenses	2,747.37	10,000.00	27%
Event Production Expenses	470.49	22,500.00	2%
Volunteer Prog Expenses	22,929.95	64,700.00	35%
Meetings and Conferences	3,697.08	19,247.00	19%
Training and Seminars	2,636.01	21,340.00	12%
Recruiting	19,046.00	19,130.00	100%
<b>Total Other Svcs and Exp</b>	<b>2,789,748.20</b>	<b>4,271,813.67</b>	<b>65%</b>
Shop Equipment	0.00	3,000.00	
Field Equipment	37,884.82	13,500.00	281%
Small Tools	7,703.34	4,000.00	193%
Office Equipment	593.91	57,950.00	1%

# Exhibit E

**Open Space Authority**  
**Profit & Loss Budget vs Actual**  
 As of March 31, 2021

4 of 4

	<b>Actua</b>	<b>Budget</b>	<b>%</b>
Computer Equipment	12,428.25	145,400.00	9%
Software (Boxed)	748.00	0.00	
Software (Subscription)	96,759.41	189,704.00	51%
Data Backup	3,747.07	3,900.00	96%
<b>Total Computer Equipment</b>	<b>113,682.73</b>	<b>339,004.00</b>	<b>34%</b>
Office Furniture	0.00	110,000.00	
Vehicles	100,220.33	196,000.00	51%
Fleet Maintenance	56,482.44	85,000.00	66%
Equipment Maintenance	3,707.35	15,000.00	25%
<b>Total Equipment and Maintenance</b>	<b>320,274.92</b>	<b>823,454.00</b>	<b>39%</b>
Rent	0.00	0.00	
Moving Expenses	0.00	0.00	
Building Maintenance and Repair	29,902.41	67,537.00	44%
Landscaping and Plantscaping	6,399.07	14,220.00	45%
Janitorial Services	45,864.00	63,200.00	73%
Alarm Services	1,490.00	2,124.00	70%
Internet and Phone	16,516.56	27,770.00	59%
Radio and Cellular	37,891.52	170,308.00	22%
Garbage, Water, Electricity	32,616.88	76,215.00	43%
<b>Total Facilities and Utilities</b>	<b>170,680.44</b>	<b>421,374.00</b>	<b>41%</b>
Sponsorships	13,500.00	38,650.00	35%
Library (Books and other Media)	78.18	250.00	31%
Memberships and Dues	32,279.66	35,684.00	90%
Subscriptions	484.10	700.00	69%
<b>Total Memberships and Library</b>	<b>46,341.94</b>	<b>75,284.00</b>	<b>62%</b>
Fee Title	3,370,340.00	5,500,000.00	61%
Conservation Easements	0.00	500,000.00	
<b>Total Fee Title and Easements</b>	<b>3,370,340.00</b>	<b>6,000,000.00</b>	<b>56%</b>
District 1 20% Funding	0.00	0.00	
MQ UOS Grants	101,004.56	1,000,000.00	10%
MQ UOS Allocation		500,000.00	
<b>Total OSA Grant Programs</b>	<b>101,004.56</b>	<b>1,500,000.00</b>	<b>7%</b>
<b>Total Expenses</b>	<b>12,472,863.55</b>	<b>25,021,454.51</b>	<b>50%</b>

**Balance Sheet**

As of March 31, 2021

**ASSETS****Current Assets****Checking/Savings**

Checking	60,246.57
Wells Fargo Petty Cash Account	634.36
Payroll Account	531,829.09
District 1 Investments	10,716,146.37
Reserve Fund Investments	17,734,162.92
Measure Q Investments	21,531,992.16
Petty Cash	89.81

<b>Total Checking/Savings</b>	<b>50,575,101.28</b>
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**Receivables**

Accounts Receivable	292,134.07
Grants Receivable	0.00
Interest Receivable	0.00
Due To/Due From	0.00

<b>Total Receivables</b>	<b>292,134.07</b>
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**Other Current Assets**

Prepaid Expenses	289.00
Deposits	0.00
Undeposited Funds	450.00

<b>Total Other Current Assets</b>	<b>739.00</b>
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<b>Total Current Assets</b>	<b>50,867,974.35</b>
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**Fixed Assets**

Fee Title	80,162,401.55
Conservation Easements	0.00
Buildings	5,511,750.37
Accum Deprec - Buildings	(709,148.28)
Land Improvements	3,172,692.42
Accum Deprec - Land Improvements	(1,715,998.84)
Construction in Progress	785,544.75
Vehicles	780,183.35
Accum Deprec - Vehicles	(522,245.27)
Furniture and Fixtures	179,447.17
Accum Deprec - FFE	(93,850.64)

<b>Total Fixed Assets</b>	<b>87,550,776.58</b>
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<b>TOTAL ASSETS</b>	<b>138,418,750.93</b>
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## Open Space Authority

## Exhibit E

**Balance Sheet**

As of March 31, 2021

**LIABILITIES & EQUITY****LIABILITIES****Current Liabilities****Payables**

Accounts Payable	381,889.33
CA Use Tax Payable	48.82

<b>Total Payables</b>	<b>381,938.15</b>
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**Credit Cards**

Lowe's	(12,468.68)
Shell	(32,994.78)
CalCard	(134,090.97)
Staples	(3,479.96)
CSDA	(148,230.24)

<b>Total Credit Cards</b>	<b>(331,264.63)</b>
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**Other Current Liabilities**

Unrecognized Revenue	107,198.39
Grant Prepayments	4,688,780.14
Accrued Payroll	0.00
Accrued Time Off	315,119.16
Payroll Clearing	0.00
Suspense	0.00
Accrued Purchases	0.00

<b>Total Other Current Liabilities</b>	<b>5,111,097.69</b>
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<b>Total Current Liabilities</b>	<b>5,161,771.21</b>
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**Long-Term Liabilities**

Urban Open Space Program 20% Funding	2,023,830.68
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<b>Total Long-Term Liabilities</b>	<b>2,023,830.68</b>
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<b>TOTAL LIABILITIES</b>	<b>7,185,601.89</b>
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**EQUITY**

Retained Earnings	21,586,013.03
YTD Net Income	(2,701,867.63)
Fund Balance - Unrestricted	3,708,324.50
Assigned 20% Funding Program	0.00
Fund Balance - Cap Reserve Fund	18,626,179.00
Fund Balance - Encumbrances	2,778,842.92
Fund Balance - Contingency	0.00
Restricted - Permanent Endowment	0.00
Investment in Property, Plant	87,550,776.38
Compensated Absences Contra Acct	(315,119.16)
Contra Account NPL	0.00

<b>TOTAL EQUITY</b>	<b>131,233,149.04</b>
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<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>138,418,750.93</b>
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