



Breuner Marsh

2015 ADOPTED OPERATING BUDGET

East Bay 
Regional Park District
www.ebparks.org

Headquartered in Oakland, California
Operating a Regional Park System within
Alameda and Contra Costa Counties



2015 Board of Directors

2015 ADOPTED OPERATING BUDGET

Board of Directors

Whitney Dotson

Ward 1

John Sutter

Ward 2

Dennis Waespi

Ward 3

Doug Siden

Ward 4

Ayn Wieskamp

Ward 5

Beverly Lane

Ward 6

Diane Burgis

Ward 7

Robert E. Doyle

General Manager

Dave Collins

*Assistant General Manager,
Finance and Management
Services Division*

Debra Auker

Chief Financial Officer

Pam Burnor

Budget Manager

VISION AND MISSION

The Mission statement defines the essential role of the District:

The East Bay Regional Park District preserves a rich heritage of natural and cultural resources and provides open space, parks, trails, safe and healthful recreation and environmental education. An environmental ethic guides the District in all that we do.

The Vision statement sets the direction, values and objectives of the District:

The District envisions an extraordinary and well-managed system of open space parkland in Alameda and Contra Costa counties, which will forever provide the opportunity for a growing and diverse community to experience nature nearby.

To achieve this Vision the District will:

- Provide a diversified system of regional parklands, trails and related services that will offer outstanding opportunities for creative use of outdoor time.
- Acquire and preserve significant biologic, geologic, scenic and historic resources within Alameda and Contra Costa counties.
- Manage, maintain and restore the parklands so that they retain their important scenic, natural and cultural values.
- Interpret the parklands by focusing educational programs on the visitor's relationship to nature, natural processes, ecology, the value of natural conditions and the history of the parklands.
- Balance environmental concerns and outdoor recreational opportunities within regional parklands.
- Support the development and retention of well-trained, dedicated and productive employees.
- Improve access to and use of the parks by members of groups that are underrepresented, such as persons with disabilities, the economically disadvantaged and elderly park visitors.
- Provide recreational development that fosters appropriate use of parklands while preserving their remoteness and intrinsic value.
- Create quality programs that recognize the cultural diversity represented in the region.
- Participate in partnerships with public agencies, nonprofit organizations, volunteers and the private sector to achieve mutual goals.
- Provide leadership to help guide land use decisions of East Bay governments that relate to the District.
- Ensure open and inclusive public processes.
- Pursue all appropriate activities to ensure the fiscal health of the District.
- Monitor the effects of climate change on District resources and utilize adaptive management techniques to adjust stewardship methods and priorities to preserve the natural, cultural and scenic values of the parks and trails.

BOARD OF DIRECTORS

The East Bay Regional Park District is governed by a seven-member Board of Directors, who are publicly elected to serve four-year terms and represent a specific geographic area (Ward) of the District as depicted on the map. The District itself comprises all of Alameda and Contra Costa counties.

Whitney Dotson, Ward 1 Director
Berkeley

Ward 1 includes the communities of Albany, Berkeley, Emeryville, El Cerrito, El Sobrante, Kensington, a majority of Pinole, Richmond and San Pablo.

John Sutter, Ward 2 Director
Oakland

Ward 2 includes the communities of Oakland, Piedmont, Canyon, Lafayette, Moraga, Orinda, Rossmoor and a portion of Walnut Creek.

Dennis Waespi, Ward 3 Director
Castro Valley

Ward 3 includes the communities of Castro Valley, Hayward, Union City and portions of Cherryland, Fremont and Dublin.

Doug Siden, Ward 4 Director
Alameda

Ward 4 includes the communities of Alameda, a portion of Oakland, San Leandro, San Lorenzo, a portion of Cherryland and a small portion of Hayward.

Ayn Wieskamp, Ward 5 Director
Livermore

Ward 5 includes the communities of Brightside, most of Dublin, part of Fremont, Livermore, Newark, Pleasanton, Scott's Corner and Sunol.

Beverly Lane, Ward 6 Director
Danville

Ward 6 includes the communities of Alamo, Blackhawk, Clayton, Concord, Danville, Diablo, Pleasant Hill, San Ramon, Tassajara, and a portion of Walnut Creek.

Diane Burgis, Ward 7 Director
Martinez

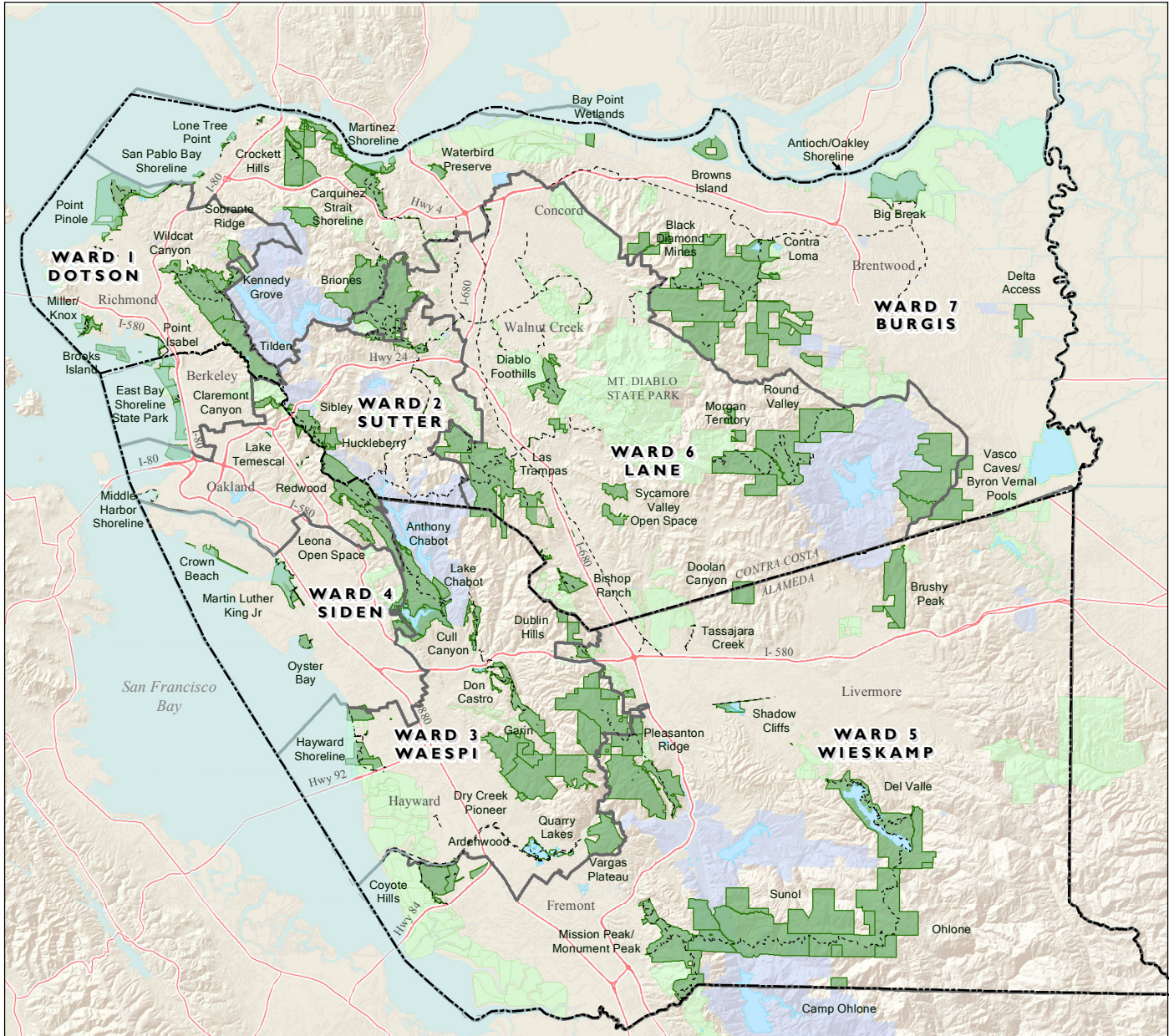
Ward 7 includes the communities of Antioch, Bay Point, Benicia, Bethel Island, Brentwood, Byron, Clyde, Crockett, Discovery Bay, Hercules, Knightsen, Martinez, Mountain View, Oakley, Pacheco, a portion of Pinole, Pittsburg, Port Costa and Rodeo.

EAST BAY REGIONAL PARK DISTRICT PROFILE



EAST BAY REGIONAL PARK DISTRICT

Environmental Programs
& GIS Applications
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8.5x11\portrait+wards2015-color.mxd



Legend

- EBRPD Lands
- Other Open Space
- Watershed Lands
- Ward Boundaries
- Freeways
- EBRPD Regional Trails

0 5 10 Miles
 10 Sq Miles

N

JURISDICTION: The District's boundaries encompass 1,745 square miles on the eastern side of the San Francisco Bay, including all of Alameda and Contra Costa counties of California.

EAST BAY REGIONAL PARK DISTRICT PROFILE

INCORPORATED: The District was incorporated in 1934 as a California Special District. The District operates under Sections 5500-5595 of the Public Resources Code of the State of California for the purpose of acquiring park, recreation and open space land and developing, operating and maintaining this land.

GOVERNANCE: The District is governed by a seven-member Board of Directors. Directors are elected by the voters to serve four-year terms. Each Director represents a specific geographic area (ward) of the District. The General Manager of the District is appointed by the Board of Directors who manages the day-to-day operations of the District.

CLIMATE: The San Francisco Bay Area enjoys a “Mediterranean” climate that is temperate year round. Along the East Bay shoreline, the average 2014 temperature was 61 degrees (with a high of 92 and a low of 35 degrees). Travel inland just 20 miles, and the East Bay’s coastal range results in less moderate temperatures, averaging 64 degrees, with a high of 106 and low of 31 degrees.

DESCRIPTION: East Bay Regional Park District (EBRPD) is a system of beautiful public parks and trails in Alameda and Contra Costa counties. As of December 31, 2014, the District owns or operates 117,644.49 acres of parklands, open space, and trails.

The District provides a diversified land and water system of 65 regional parks, recreation areas, wildernesses, shorelines, preserves, land banks and 31 regional, inter-park trails. We receive over 14 million visitors each year. The District includes:

- over 1,200 miles of trails within the parklands
- 6 freshwater lake swim beaches
- 3 large swim lagoons
- 2 San Francisco Bay beaches
- 3 disabled access swimming pools
- 40 lake fishing docks
- 3 bay fishing piers
- 235 family campsites
- 42 youth camping areas
- 21 backpacking camps
- 7 equestrian camps
- 2 golf courses
- 134 group picnic sites subject to reservation
- 10 interpretive and education centers
- 18 children’s play areas
- 2 mobile exhibits
- wedding, meeting and banquet facilities

EAST BAY REGIONAL PARK DISTRICT PROFILE

Approximately 90% of the District's lands are protected and operated as natural parklands. Bay oak woodland, riparian areas, grassland units, second growth redwood forest, bay marsh, tidal lands, and a variety of other natural landscapes provide the open space and wildland areas so loved by park visitors. These provide critical wildlife habitat for mountain lion, bobcat, deer, bald eagle, tiger salamander, California newt, and other birds and animals representing more than 500 different species.

PUBLIC

MEETINGS:

The Board of Directors holds regular public meetings on the first and third Tuesday of each month at the District's headquarters Board Room located at 2950 Peralta Oaks Court in Oakland, California. A full schedule of public meetings may be found on the District's website:

<http://www.ebparks.org/about/meetings/>

DEMOGRAPHICS:

Data Item, Year	Alameda County	Contra Costa County
January 1, 2014 population"	1,570,128	1,086,553
January 1, 2013 population"	1,546,928	1,075,974
Population % Change 2013-14"	1.5%	0.98%
Housing units, 2013*	587,821	404,132
Persons per household, 2009-13*	2.76	2.81
Median household income 2009-13*	\$72,112	\$78,756
High school graduates, age 25+, 2009-13*	86.4%	88.8%
Bachelor's degree or higher, age 25+,2009-13*	41.8%	39.0%
Language other than English at home, 2009-13*	43.1%	33.3%
Land area, square miles, 2010*	739.02	715.94
Persons per square mile, 2010*	2,043.6	1,465.2
Mean travel time to work, minutes, 2009-13*	28.8	33.3.

Source: * US Census Bureau website
 "California Department of Finance

Employment by Industry 2013**		
Industries	Alameda County	Contra Costa County'
Number of Residents Employed**	725,000	499,100
Trade, Transportation & Utilities	18.21%	17.29%
Professional & Business Services	17.31%	15.29%
Government	16.49%	14.28%
Educational & Health Services	16.05%	17.47%
Goods Producing (manufacturing)	8.98%	4.67%
Leisure & Hospitality	8.91%	10.62%
Mining, Logging and Construction	5.11%	6.43%
Financial Activities	3.46%	7.53%
Other Services	3.56%	3.60%
Information	1.86%	2.53%
Agriculture	0.07%	0.30%
Unemployment Rates, December 2014**		
Unemployment	5.0%	5.1%

Source: **State of California Employment Development Data (not seasonally adjusted).

EAST BAY REGIONAL PARK DISTRICT PROFILE

CHANGING POPULATION:

Alameda County's population increased 4.6% over the decade between 2000 and 2010 and Contra Costa County's population increased 10.6%. Our population is getting older. By 2020, California's senior population will be nearly twice what it was in 2000. In the next decade, seniors will have more leisure time and will continue to strive for an active lifestyle after they retire.

The 2010 census revealed that we are more diverse. Within the District's jurisdiction, Hispanic and Asian populations have increased 35 and 36% respectively since the 2000 census, while both white and black populations have declined.

Since the economic downturn (2008-2012), the number of people at the lower end of the income scale is increasing. For many economically disadvantaged urban residents, especially youth, the elderly and those without vehicles, transportation and access to parks is an issue.

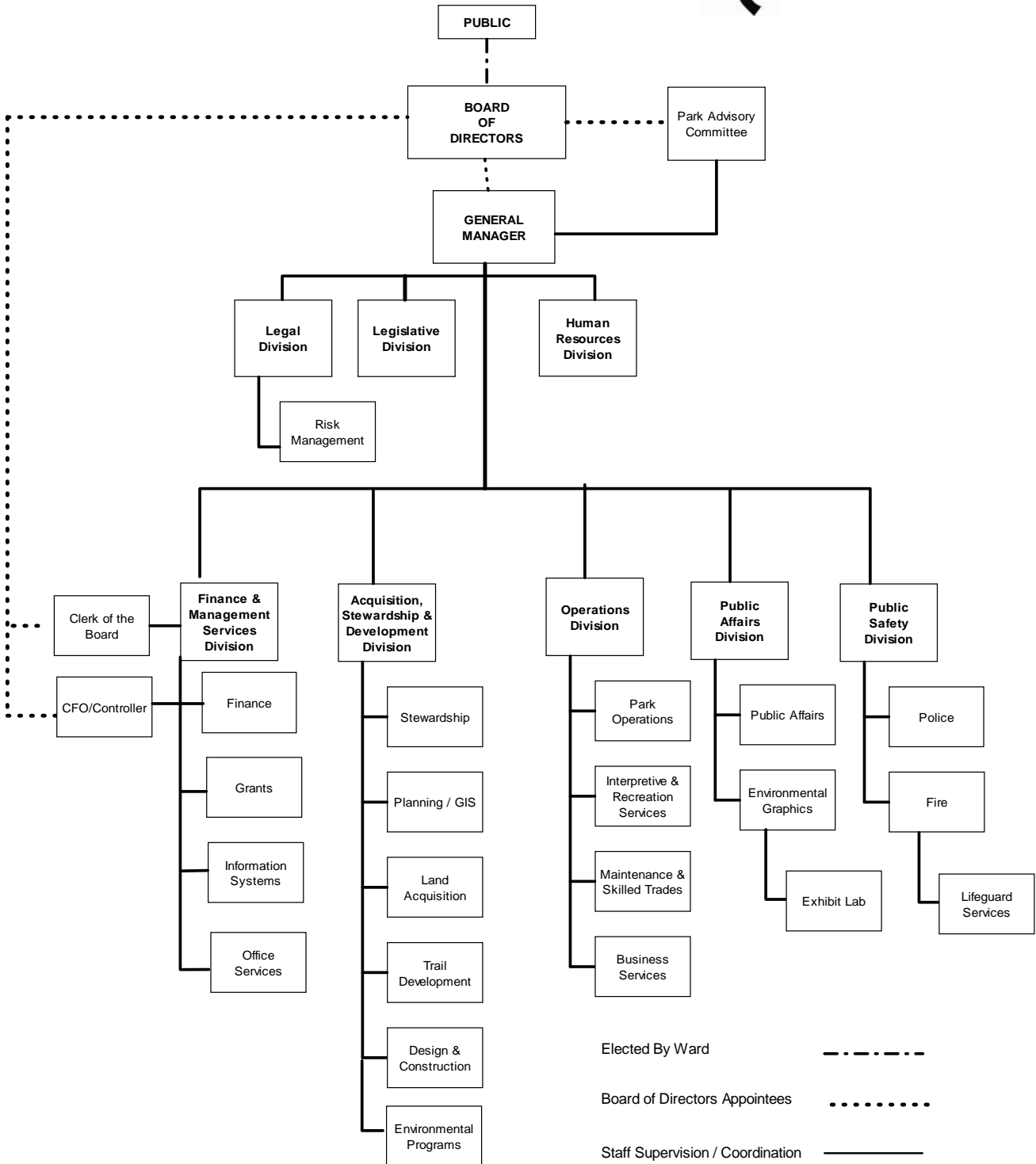
These changes were considered as the 2013 Master Plan was developed along with the District's Vision and Mission statements, which restate our commitment to meeting the challenges related to our diverse and ever changing population.

CHANGING CLIMATE:

Climate change remains a critical shared challenge for Bay Area residents as well as park planners, designers and managers over the next ten years and beyond. Experts predict we will experience warmer weather, drier air and more volatility in weather patterns, including extreme storms. Over time, the biodiversity of flora and fauna within our parklands will change with the weather. A projected rise in sea level of between 15 and 55 inches will impact the District's 40 miles of Bay Shoreline through increased sand and bank erosion as well as the loss of wetlands that help protect our infrastructure such as levees, piers and docks.

EAST BAY REGIONAL PARK DISTRICT

Organizational Chart



HOW TO USE THIS BOOK

HOW TO USE THIS BOOK

This document is organized to provide a systematic picture of the budget, beginning with the broadest perspective of all funds combined and moving to specific information by division and department. The budget is contained in two volumes, the Operating Budget and the Projects Budget Five Year Expenditure Plan.

The Operating Budget is arranged in four sections:

- **Section A – General Manager’s Message:** This section is an executive summary of the budget, highlighting the status of the District, its accomplishments and future key initiatives.
- **Section B – Budget Overview:** This section contains budget summary, tables, graphs, financial information and other data useful in understanding the intricacies of the District’s budget. The summary tables, such as Budget at a Glance, Total Resources and Total Uses are especially helpful in gaining an understanding of the District’s overall budget. Additionally, schedules listing budget by fund, separated by fund type, with explanation of each fund’s function is included in this section.
- **Section C – Division Summaries and Objectives:** This section includes a description of each division and department role, service description, key objectives, key indicators, related targets and results 2013-2015 Comparative financial and budget data and staffing levels for each division, department and unit are also included. Section C begins with the Executive & Legislative Division, and then is sorted alphabetically by division, department, unit, and park location (the unit and park location is included only for the Operations Division). Each division begins with a schedule that summarizes the operating and capital fund budgets for the division as a whole, and the funding sources used to support the division’s activities.
- **Section D – Supplemental Information:** This section contains a summary of the District’s key fiscal policies, including the basis of accounting and the budget process. Legal debt limits and California appropriation limit calculation are also included. A description of the District’s partnership with another local special park district is covered, as well as additional information on the District’s volunteer programs. A schedule of personnel by full time equivalents (FTEs) is contained in Section D, including three years of historical information. The section includes a comprehensive Salary Schedule for all bargaining and exempt employment groups. Finally, a glossary of terms concludes this section of the operating budget book.

The Projects Budget Five-Year Expenditure Plan includes two sections:

- **Section E – Project Data:** Includes both summary and detail information for all active capital and non-capital projects, funding sources and project types. It also contains a list of nearly complete or inactive projects.
- **Section F – Supplement:** Outlines the details of Measure CC and Measure WW projects that span the timeframe of the voter approved initiatives. The supplement also includes a list of nearly complete or inactive projects and a glossary of terms specific to projects.

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**East Bay Regional Park District
California**

For the Fiscal Year Beginning

January 1, 2014

Executive Director



Coyote Hills Day Camp Grant Program

2015 ADOPTED OPERATING BUDGET

GENERAL MANAGER'S MESSAGE

GENERAL MANAGER'S MESSAGE

To the Board of Directors:

I am pleased to present the 2015 Adopted Operating and Project Budget. This Budget presents a funding plan for the coming year that embodies the mission of the East Bay Regional Park District to preserve natural and cultural resources and provide open space, parks, trails, recreation, and environmental education. The District is fortunate to be governed by directors and managers who are committed to sound financial management policies and long range strategic planning in order to preserve our beautiful land for the public's enjoyment.

The annual budget process is a critical link in enacting the policies and vision of the Board of Directors and fulfilling the District's Master Plan. This 2015 budget presents a balanced financial plan to guide our agency during the coming year.

Some key issues funded in the 2015 budget include:

- Adding 24.79 full-time equivalent positions.
- Addressing Mission Peak's high usage and parking needs.
- Providing resource protection improvements at Point Isabel.
- Developing mine safety improvements at Black Diamond.
- New and improved trails at Pleasanton Ridge.
- Continued fuels/vegetation management to reduce the risk of wildfire.
- Land preservation using WW bond proceeds and future park acquisitions.
- Annual pavement maintenance and management.

The new initiatives above complement some of the 2014 Major Accomplishments, such as:

- Successful public outreach for the District's 80th anniversary events and programs.
- Continued investment in infrastructure.
- Approving a green/strategic energy efficiency plan.
- Funding the Public Safety headquarters replacement facility.
- Maintaining a balanced budget though the difficult financial downturn.
- Receiving the highest bond ratings of AAA from Standard and Poor's (S&P) and Aaa from Moody's Investor Services.

Financial Management - The District's financial decisions are driven by policies that require sustainable, conservative growth. Over the past several years, the Board has adopted policies related to establishing and maintaining prudent fund balance reserves and funding major facilities and infrastructure replacement needs. These policies are critical steps in developing long-range financial strategies that both sustain existing services and provide for prudent ongoing growth. During the current year the District exercised these financial policies in the following ways:

- "Smoothing" Fund: In 2014 the District Board released, and re-appropriated to other uses, the prior General Fund commitment of \$9 million which had been set aside for property tax augmentation ("smoothing") in 2008. This revenue "safety net" of one-time funds enabled the District to sustain a higher level of basic operations during the 2008-2012 recession than

GENERAL MANAGER'S MESSAGE

would have otherwise been possible, thereby protecting employees from layoffs. The recession ended in 2013 with real estate values and property tax revenues recovering to previous levels. This recovery eliminated the need to retain this extra layer of revenue “insurance,” and the funds set aside have been re-committed to the District’s Infrastructure Replacement and Renovation fund, and other high priority District needs.

- General Reserve Fund Balance Policy: The General Fund Reserve (Unassigned) Fund Balance Policy was updated to establish clear targets for the retention of prudent reserve fund levels. The policy establishes a target, set every five years under specific criteria analyzed by the District’s CFO, which is currently 32% of annual revenues. Fund balance surpluses above this target may then be considered for one-time appropriations. Current priorities for these one-time resources include the funding of major infrastructure renovation and replacement (including continued funding for the paving program), rolling stock replacement, continued fire fuel vegetation and hazardous tree management, and essential capital projects.

The District continues to seek the best governmental financial practices, measures to stabilize or reduce future annual costs, and other long-term strategies.

The fiscal challenges of the past few years have provided a test for the District’s policies. The District successfully weathered the recession through minor service reductions, modest deferrals of equipment replacements and facilities construction, and leaving a few vacant positions unfilled; however, through good planning, creative management and solid support from the Board of Directors, the District was able to keep all facilities open to the public and maintain financial stability, with no layoffs or furloughs for its employees.

Current Resources and Spending Plan - This year we are fortunate to be presenting a budget that includes sufficient revenue growth to fund current expenses and provide for modest increases in staffing and services levels. The details in the Budget Highlights section, below, include important infrastructure improvements, protection of key resources, drought recovery, and fulfillment of ongoing obligations for park improvements.

2015 Budget Highlights

The District’s 2015 budget of \$223 million is balanced, taking into account the general, special revenue, debt service, and project funds. General Fund appropriations and transfers out total \$120.8 million, an \$801,803 (0.67%) increase over the 2014 Adopted Budget. The increase is funded by both base resources, mainly property tax increases, and one-time funds.

Budgeted revenue has stabilized and approximately ten and a half percent (10.5%) growth in property tax is projected for the 2015 budget. This growth is attributed to the recovery in real estate market values in both Alameda and Contra Costa counties. Properties that were afforded reduced assessments in prior years due to market value declines have received increases in their assessed values bringing them back to pre-recession levels and, due to rising market values, many property values are also being increased by the compounded 2% annual

GENERAL MANAGER'S MESSAGE

increases permitted under Proposition 13. Therefore, the aggregated property tax revenue increase for the year is expected to exceed the statutory 2% growth rate. Because of these special circumstances contributing to this year's double digit growth, it is expected that the future property tax growth rate will be lower in future years, closer to the 4% to 5% annual rate predicted by the revenue projection provided annually to the District by Beacon Economics.

The 2015 budget includes an increase of twenty-one positions or full time equivalents (FTEs) bringing the total of FTEs to 762, a 3% annual increase. Eleven of these new positions fulfill "pipeline" requests, which are increases in staffing directly associated with the opening of new District facilities and property. Additional positions have been added to accommodate growth in service needs, or expanded programs. Complete staffing schedules are located in the supplemental information section of this document.

District Board of Directors elections were held in November 2014 with two Board seats contested on the ballot. Two additional seats were uncontested and did not appear on the ballot. The District is obligated to reimburse the counties for the election expense, which varies widely based on the size of the election, the number of contested seats, and the District's proportional share. Due to the potential financial exposure and unpredictability of the expense, \$2.2 million is held in a General Fund committed fund balance for this purpose. The \$500,000 election expense for 2014 was billed to the District in early 2015; therefore, the Board will be asked to appropriate the necessary amount from the reserved amount for disbursement. Per District policy, a plan to replenish the committed elections fund balance will be recommended to the Board during the 2015 year from opportunity or base-budget funds.

Trends (in millions)	2011 Actual	2012 Actual	2013 Actual	2014 Budget	2015 Budget
District Resources* **	\$ 163	\$ 153	\$ 158	\$ 145	\$ 161
District Uses*^	\$ 195	\$ 176	\$ 167	\$ 185	\$ 188
General Fund Appropriations/Expenditures	\$ 102	\$ 106	\$ 108	\$ 120	\$ 121
Project Appropriations/Expenditures#	\$ 43	\$ 35	\$ 30	\$ 17	\$ 13
FTE (Permanent and Temporary)	706	721	728	741	762

* excludes transfer in/out and intra-District charges and related revenue

** includes debt issuance proceeds; excludes intra-District charges

^ includes use of bond proceeds received in prior years, excludes Intra-District charges

excludes transfers in/out

2014 Major Accomplishments and Initiatives

Leveraging Financial Resources and Fiscal Responsibility

Thanks to voters throughout Alameda and Contra Costa counties, EBRPD awarded more than \$7.9 million in Measure WW Local Grant Program bond funds to 45 community park and recreation development or restoration projects. Projects funded include: Pleasanton Aquatic Center, Oakley Civic Center and Stage Amphitheater, San Leandro Marina Park Irrigation and Tonyon Park Pathways, and Antioch Community Park Synthetic Turf Fields. To date, almost

GENERAL MANAGER'S MESSAGE

\$60.5 million of the original \$125 million in Measure WW Local Grant funds have been dispersed throughout the communities in Alameda and Contra Costa counties.

In addition, in 2014 the District:

- Received 26 State and Federal grants valued at \$10 million. Including over \$1.8 million in priority conservation area grants for projects such as Breuner Marsh, San Pablo Bay Shoreline, and McLaughlin Eastshore State Park.
- Negotiated a fiscally responsible Police Association contract which included Public Safety employees contributing the full employee share of annual pension costs.
- Received the highest credit rating for bonds issued: AAA from S&P and Aaa from Moody's.
- Was awarded the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting for the 13th consecutive year and its Distinguished Budget Presentation Award for the 10th consecutive year.

Acquisition of New Parkland

In 2014, the Park District acquired or optioned 5,187 acres of open space and parklands, continuing its commitment to protect significant biologic, recreational, and historic resources. The District was able to use \$4.8 million from the 2008 voter-approved Measure WW, with an additional \$17 million from grants to fund the purchases. The properties were valued at approximately \$37.4 million.

Some of the notable land acquisitions and options include:

- The Patterson Family's record-breaking donation of a 296-acre property worth \$14 million adjacent to Coyote Hills, which is the most valuable land donation in Park District History.
- The 1,885-acre Roddy Ranch and the 960-acre Dainty Ranch, to create the future Deer Valley Regional Park, in partnership with the East County Habitat Conservancy with assistance from the California Wildlife Conservation Board.
- The 231.6-acre Castleridge property on the eastern slope of Pleasanton Ridge.
- The 79-acre William E. Ralph "Eddie's Flat" property on the western edge of Brushy Peak.
- The 56.6-acre Fries/Garin property near Garin Regional Park.
- The 260-acre Viera property, connecting parklands across Morgan Territory Road and extending Morgan Territory Regional Preserve and the wildlife corridor to the north.
- The National Park Service approved the Park District's application for the transfer and reuse of 2,540 acres of the former Concord Naval Weapons Station to create the future Concord Hills Regional Park.
- The dedication by Stonebrae L.P., a Delaware developer, of three parcels and two trail easements totaling more than 989.8 acres in the Hayward hills, to expand Garin/Dry Creek Pioneer Regional Parks and develop a 3.5-mile segment of the Bay Area Ridge Trail.
- The acceptance and dedication of 232 acres of land to extend Las Trampas Regional Wilderness in Danville, west of San Ramon Valley Boulevard. The dedication includes a staging area and trail easements.

GENERAL MANAGER'S MESSAGE

Expanded Access to Parks and Trails

Thanks to the efforts of our officials elected to the U.S. Senate and Congress, the Park District secured a \$10 million U.S. Department of Transportation grant, awarded in 2010. One of only 42 such grants awarded throughout the country, the Transportation Investment Generating Economic Recovery (TIGER) II grant from the U.S. Dept. of Transportation enables us to close several gaps in nearly 200 miles of paved bicycle and pedestrian trails. Projects underway or completed in 2014 are:

- The Iron Horse Trail 1.6-mile segment from the Dublin/Pleasanton BART Station to Santa Rita Road in Pleasanton, completed in August.
- The 1.7-mile Martinez Intermodal to Crockett segment of the San Francisco Bay Trail, renamed *George Miller Regional Trail* in honor of the 11th District Congressman, completed in November.
- The first half-mile segment of the East Bay Greenway trail from the Coliseum/Oakland Airport BART Station at 75th Avenue to 85th Avenue in Oakland, a joint project with the Alameda County Transportation Commission, to be completed in Spring of 2015.
- The Pinole Shores to Bayfront Park Bay Trail Project, which received \$4 million in Active Transportation Program funding by the Metropolitan Transportation Commission, in addition to the previously received TIGER grant.

Additionally, the District:

- Settled eminent domain proceedings and acquired two easements totaling 7.5 miles, 4.97 miles of which is a public recreational trail easement, over private property in Union City and Fremont that will help close gaps in the Bay Area Ridge Trail south of Garin leading to Vargas Plateau.
- Received a trail easement donation from Chevron at Point Molate in Richmond to extend the San Francisco Bay Trail.
- Broke ground and completed grading and earthwork for the major restoration of Breuner Marsh at Point Pinole Shoreline in Richmond. Public access improvements are planned to be completed in 2015.
- Accepted a .98-mile segment of the original Feeder Trail No. 1 alignment from Contra Costa County that will become part of the Bay Area Ridge Trail, connecting Carquinez Strait Regional Shoreline to EBMUD's Pinole Valley watershed lands westward to Sobrante Ridge Regional Preserve.
- Designed and completed, in conjunction with the East Contra Costa Habitat Conservancy, the Hess Creek Channel Restoration Project to improve water quality and provide high-quality riparian habitat along a 930-foot stretch of creek adjacent to Kirker Pass Road, west of Pittsburg.

District Leadership and Model Practices

- Two new Board Members (Dennis Waespi and Diane Burgis) were elected in November to succeed long-time retiring Board members Carol Severin and Ted Radke. Ted Radke is the longest serving Board member in the history of EBRPD, retiring after 34 years of service. Carol Severin served for twenty years on the Park District Board and presided over several state-wide park and recreation associations in her career.

GENERAL MANAGER'S MESSAGE

The District also accomplished the following:

- Hosted a roundtable discussion with U.S. Secretary of the Interior Sally Jewell and local leaders on the successful East Contra Costa County Habitat Conservation Plan.
- Completed a successful year-long public outreach initiative to celebrate EBRPD's 80th anniversary with events, programs, awards, and sponsorship of the Fredrick Law Olmsted Conference.
- Expanded the national model program, Healthy Parks Healthy People Bay Area, creating regular healthy hiking activities throughout regional parks in both Alameda and Contra Costa counties.
- Implemented a *Parks Rx* program, in collaboration with pediatricians at UCSF Benioff Children's Hospital Oakland, to prescribe nature and outdoor exercise to at-risk children and families served in the Hospital's emergency rooms and clinics.
- Completed the Youth Engagement Plan, authored by academics from San Francisco State University.
- Successfully completed hiring processes for several key positions vacated due to retirements, including District Counsel, Fire Chief, CFO, and Human Resources Manager.

Infrastructure Improvements and Efficiencies

Eighteen Measure CC-approved parcel tax funded projects were completed, including:

- Paving park roads, trails, and parking lots at Miller/Knox Regional Shoreline.
- Renovating family and group picnic areas at Roberts Regional Recreation Area.
- Major infrastructure upgrades at Tilden Regional Park, including a new sewer system; renovations to the Indian Camp parking lot, turn-around, and curbs; new paths in accordance with the Americans with Disabilities Act that included a renovated paved trail from the Indian Camp playground to the Little Farm; renovations of the restrooms at the Little Farm; and the replacement of carpet, repairs to flooring, and repainting of the interior of the Environmental Education Center.

In addition, the Park District:

- Approved a strategic energy audit and project plan and appropriated \$1.2 million for designated energy efficiency retrofit improvements to current facilities, and appropriated a \$7.3 million fund plan for future construction of a solar array at Shadow Cliffs, which will allow the Park District's electrical usage to be fully carbon neutral.
- With the support of the Regional Parks Foundation, the original Temescal Waterfall, opened in 1934, was restored to its former glory at Temescal Regional Park.
- Installed permanent state-of-the-art, interactive, electronic educational exhibits at the Big Break Visitor Center at the Delta in Oakley.
- Updated the Del Valle water treatment plant that serves campgrounds, picnic sites, and other facilities within the park.
- Re-opened corporation yard at Tilden Park with major improvements following a 2011 fire that rendered it uninhabitable.

GENERAL MANAGER'S MESSAGE

Keeping our Parks Safe

In this regard, the District:

- Completed Phase 1 of a fire reduction initiative at Sibley Volcanic Regional Preserve and along Wildcat Canyon Road in Tilden Regional Park in Berkeley--thinning eucalyptus tree stands, cutting brush, and burning the collected forest litter to minimize the risk of wildfires along wildland-urban interface, while protecting our natural resources.
- Responded to record-breaking drought conditions to keep parks open, and frequently monitored water quality levels in lakes and swimming areas to ensure public's safety.
- Fully implemented the EBRCSA (East Bay Regional Communications System Authority) regional public safety communications plan.
- Developed extensive public outreach to address high usage impacts at and around Mission Peak Regional Park, including increasing onsite public safety and reduction in park hours to decrease public use at peak times.
- Secured radio tower space on Mount Diablo for the first time in District history and improved communications with parts of the District that were never reached before.
- Obtained funding for 911 telephone system upgrade, with installation of the new equipment planned for early 2015.
- The Fire Department fulfilled 10 different mutual aid requests for assistance throughout the state, including the King Fire in El Dorado County, the Eiler Fire in Shasta County, and the Pulgas Fire in San Diego.
- The Police Department responded to 6,249 incidents and fire and police dispatchers handled more than 8,125 calls for service.

2015 Major Initiatives and Challenges

The 2015 Budget includes funding and performance measures related the following goals:

Leveraging Financial Resources and Fiscal Responsibility

- Continue to award Measure WW Local Share bond funds to local agencies for community park and recreation development or restoration projects.
- Replenish reserves as necessary to fund the cost of the 2014 Board of Director elections and legal contingency for extraordinary legal expenses that were tapped in 2014.
- Move toward completing the remaining three of six projects funded from the Federal TIGER II grant projects for the San Francisco Bay Trail.
- Report to the public on results of Measure CC projects, including information from community survey and feedback.

Acquisition of New Parkland

- Continue land preservation with WW bond proceeds.
- Pursue future park acquisitions in accordance with the District's Master Plan.

GENERAL MANAGER'S MESSAGE

Expanded Access to Parks and Trails

- Celebrate the groundbreaking of the initial phase of the new Dumbarton Quarry recreation area in Fremont, a 91-acre addition to Coyote Hills Regional Park that will feature state-of-the-art RV campsites.
- Partner with East Contra Costa County Habitat Conservancy Plan on Vasco Hills, Clayton Ranch, Roddy, and Smith land management plans.
- Construct Phase 1 improvements at Albany Beach.
- Provide oversight on development of new Concord Hills Regional Park (formerly Concord Naval Weapons Station).

District Leadership and Model Practices

- Provide orientation and support to new Board Members.
- Implement plans for reorganization of Operations Interpretive Services and Recreation Departments.
- Continue reorganization of the Acquisition, Stewardship and Development Division.
- Establish, recruit for, and implement the position of Deputy General Manager.

Infrastructure Improvements and Efficiencies

- Solicit and contract for a new operator/ concessionaire for Willow Park Golf Course.
- Move toward construction of the solar array at Shadow Cliffs.
- Develop and/or acquire updated Public Safety computer applications for Computer Aided Dispatch (CAD), Records Management System (RMS), AutoCite, and Quick Mass Notification to improve communications.
- Undertake initial design, permitting and contracting for re-construction of new and updated Operations and Public Safety facilities at the current Chabot Nike site.
- Continue to develop a funding and implementation strategy for replacement of major facilities and infrastructure throughout the District.

Keeping our Parks Safe

- Provide funding through annual recurring appropriations and grants to perform wildland fuels management activities in critical areas as defined in the District's Wildfire Hazard Reduction & Resource Management Plan.
- Implement current resource protection measures and best management practices into our fuels management prescriptions, including protection of the Alameda Whipsnake and other federally protected species.
- Continue to recruit, hire, and provide training to police personnel including professional development, and to meet state and local mandates.

Strategic Goals and Strategies

The District's primary financial strategic goal is to preserve long-term solvency and sustainability.

The District's overriding long-term organizational strategic goal is to fulfill the requirements of the District's enabling legislation (California Public Resources Code Article 3, 5500 et al), which

GENERAL MANAGER'S MESSAGE

states that the District has the power to "... acquire land... develop and operate a system of public parks... for the use and enjoyment of all inhabitants of the District, to conduct programs and classes in outdoor science education and conservation... to employ a police force... to prevent and suppress fire..."

Additionally, the District's long-term, entity-wide, strategic goals are included in the District's Master Plan, which articulates the following categories of policies:

- Natural and cultural resource management
- Public access for all
- Interpretation and recreation services
- Regional facilities and areas
- Balanced parkland distribution
- Key elements of the planning process
- Acquisition
- Planning for regional parks and trails
- Public service
- Human resources
- Financial resources
- Shaping the future
- The annual budget

The District's strategic goals are reviewed, formulated and/or revised on an approximately ten-year cycle during which the Master Plan is updated and input is sought from constituents, park users, employees, and the Board. On an annual basis, strategic planning is articulated during yearly Board workshops. Strategic planning also occurs regularly at weekly management meetings.

Finally, current strategic considerations include thoughtful prioritization of District-wide demands delayed during the economic downturn, as well as implementation of Board priorities.

Short-term Organizational Factors

The two major, short-term organizational factors that will affect the District in 2015 are:

- The orientation and effective integration of new members onto the Board of Directors. Two new members, elected in November 2014, are sworn into their duties in January, 2015 and will need to become familiar with District policies and procedures, while continuing the day-to-day business of the District.
- The continued goal to evolve the organizational structure of the District and work through the retirements of senior management staff. This includes undertaking timely recruitments and orientation of new staff to continue with the leadership functions of the District.

GENERAL MANAGER'S MESSAGE

Priorities and Issues

The District's major financial priority is to continue our historically fiscally conservative approach, which greatly benefited and protected the District's ability to provide public services without cuts to staffing or service levels during the recent economic recession. The Board's willingness to commit fund balance to buffer against unexpected future financial events also demonstrates this conservative approach.

As District revenues recover, many demands restrained during the economic downturn will need to be prioritized. The current major issues include:

- Top management reorganization
- Systematized project management
- Long-term planning and funding of major infrastructure renovation and replacement
- Fulfilling commitments to voters under measures AA, CC, and WW to leverage key property acquisitions and construct park facilities
- Completion and implementation of land use plans
- Increased staffing to manage new acquisitions and public needs
- Staff facility improvements
- Positioning the District to seek voter approval of future funding measures

District-wide Performance Measures

The Performance Measurement information included in this budget demonstrates the District's commitment toward continual improvement with an emphasis on results.

The 2015 budget document includes District-wide performance measures which illustrate programs that cross department and division work groups. The intent of these entity-wide measures and key objectives is to broaden the value of the information, increasing accountability and transparency, while leading to District-wide learning and process improvements.

The 2013 Master Plan states that *"the chief vehicle for translating the District's vision and mission into action is its annual budget."* Toward that end, four District-wide Performance Measure key objectives were identified from the updated mission and vision statements:

1. Improve access to and use of the parks by members of groups that are underrepresented, such as persons with disabilities, the economically disadvantaged, and elderly park visitors.
2. Support the development and retention of well-trained, dedicated, and productive employees.
3. Manage, maintain and restore the parklands so that they retain their important scenic, natural, and cultural values.
4. Balance environmental concerns and outdoor recreational opportunities within regional parklands.

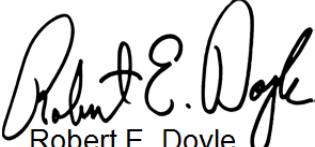
GENERAL MANAGER'S MESSAGE

The divisional performance measures associated with these key objectives are included in Section C - Division Summaries.

Conclusion

In closing, this budget presents a sound fiscal plan that continues the District's commitment to our constituents and the policies of the Board of Directors. I would like to acknowledge the staff members of the Finance Department, as well as the staff of all divisions within the District, who have dedicated themselves to the excellence of the District's budget process and the unceasing improvement of the budget document. This document clearly communicates the District's fiscal plans in an understandable and responsible manner, as evidenced by the continued receipt of the GFOA Distinguished Budget Presentation Award, demonstrating the District's adherence to best practices in budgeting.

Respectfully submitted,


Robert E. Doyle
General Manager

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Wildcat Canyon Fuels Management Program

2015 ADOPTED OPERATING BUDGET

BUDGET OVERVIEW

BUDGET OVERVIEW

2015 Budget Summary

The East Bay Regional Park District's 2015 adopted budget is balanced when taking into account planned use of fund balance. This is in compliance with the District's Balanced Budget Policy, which was adopted December 2009. This policy states that financial resources are required to equal or exceed uses at the time of budget adoption. It further states that the fund balance or net assets (amount by which fund assets exceed fund liabilities) in the special revenue funds, debt service funds, capital project funds and proprietary funds may be used as a resource to achieve a balanced budget. Furthermore, the Board of Directors has committed General Fund fund balance for various purposes. In the case where the Board's purpose is fulfilled by use of the amount of the committed fund balance, fund balance will be used as a resource in the annual budget. Finally, the Balanced Budget Policy states that unassigned fund balance "may be proposed for use as a resource to achieve a balanced budget to address temporary shortfalls in the General Fund, when, in the General Manager's determination, it is necessary to continue essential services."

The District's budgeted resources for all funds total \$173 million (excluding transfers of \$ 28.5 million), which is 10.7% greater than the prior year budget. The increase is attributed to the increase in General Fund resources of \$11 million and \$4.2 million in debt service.

The District's appropriations for all funds total \$194.4 million (excluding transfers of \$28.6 million), which is 1.4% greater than the prior year budget. \$6 million are intra-District charges, i.e. charges paid from one fund to another, for internal services received/provided within the District. Again debt service fund appropriations increased by \$400 thousand, and General Fund appropriations increased by \$5.6 million.

The difference between District resources and uses will be funded through planned use of fund balance.

- The major portion of the use of fund balance, \$22.7 million, is in the project funds, where Measure WW Series 2009, 2013 and 2012 Promissory Note bond proceeds are recorded in fund balance. These bond proceeds will fund capital projects and the local grant program in 2015.
- Debt service funds will use approximately \$3 million of fund balance to pay 2015 debt service.
- The General Fund will provide \$1 million towards replenishing the committed fund balance for legal contingency that was utilized for settlements and legal services during the prior year.

The 2015 General Fund budgeted revenue of \$122 million is \$10.9 million greater than the prior year budgeted revenue. The increase is attributed mainly to the 10.5% increase in budgeted property tax revenue.

General Fund appropriations total \$114.4 million (excluding transfers out of \$6.4 million), as compared to \$108.8 million in the prior year, a 5.1% increase. The increase is attributed to the following:

- 6.3% increase personnel costs
- 5.1% increase in supplies/services
- Decrease in capital outlay of \$518,550

The 2015 transfers out of General Fund total \$6.4 million, compared to \$11.2 million in the prior year. This decrease reflects the use of one-time funding sources used in the prior year.

BUDGET OVERVIEW

As discussed in the General Manager's Message the theme of the 2015 budget is measured growth, which is possible due to the economic recovery that has occurred over the past year. This theme is reflected in the priorities and accomplishments listed below.

Long-term and Current Priorities, Initiatives and Accomplishments

The District long-term priorities are established through the Master Plan updating process, which was finalized in 2013. The Master Plan update addresses issues and priorities raised by the Board of Directors, the public and staff, including: "trails for all," the "Healthy Parks Healthy People" movement, affirming the role and identity of the Regional Parks, balancing funding priorities, meeting expectations and sound fiscal practices, supporting the shift to "green communities," developing productive partnerships, responding to changes in demographics, and creating conservation and management standards for cultural and historic resources.

Current priorities and initiatives for 2015 include:

- Mission Peak high usage and parking needs;
- Resource protection at Point Isabel;
- Mine safety improvements at Black Diamond;
- Pleasanton Ridge trails;
- Vegetation management to reduce the risk of wildfire;
- Annual pavement maintenance and management;
- Future park acquisitions;
- District fleet replacement 'catch-up' funding;
- Personnel wage and benefit cost increases due to labor agreement settlements and benefit cost inflation;
- Replenishment of the committed fund balance for extraordinary legal expenses;
- Funding and opening of pipeline projects; and
- Continued funding of long-term liabilities.

Major accomplishments in 2014 include:

- Completion of TIGER II funded Iron Horse, Pleasanton, and Martinez Intermodal trail projects.
- Partnered with East Contra Costa County Habitat Conservancy Plan on two properties totaling 2,845 acres, and restoration at Hess Creek.
- Secured over \$1.8 million in priority conservation area grants for projects such as Breuner Marsh, San Pablo Bay Shoreline, and McLaughlin Eastshore State Park.
- Acquired more than 3,450 acres of land valued at nearly \$37.4 million, including the Castleridge property to expand Pleasanton Ridge, "Eddie's Flat" at Brushy Peak, Dainty Ranch, Roddy Ranch for the new Deer Valley Park, Fries property, and the Patterson donation at Coyote Hills, representing the most valuable land donation in EBRD's history (valued at \$14,360,000).
- Re-opening of the Tilden Corporation Yard following major improvements due to the 2011 fire.

BUDGET OVERVIEW

Financial Outlook for the District:

Short-term and Long-term Financial Outlook

The U.S. economy ended the 2014 year on a positive note, reflecting robust growth, a strengthening labor market and stable inflation. New job growth surged at the end of the year, bringing the national unemployment rate to 5.6%, as compared to 6.7% last December. Job growth is expected to continue due to the job opening rate, which is currently higher than it was pre-recession. The California unemployment rate, which is currently at 7.0% is predicted to continue to decline to a low 6% range by the end of 2016.

The third quarter Gross Domestic Product (GDP) for 2014 was revised upward to 5.0%, marking the strongest results since 2003. Last year's predictions for 2014 reflected only 2% or 3% anticipated growth in 2014. The current forecast for 2015 is for the U.S. economy to grow at a 3% pace over the next year, largely driven by the ongoing growth trends in consumer spending and business investment.

According to *The Conference Board*, consumer confidence rose in December to its highest level since February 2008. Improving labor market conditions were a key driver of the optimistic outlook. Also, inflation stalled in November as the decrease in oil prices held down the Consumer Price Index (CPI). Although the national CPI dipped at year end, there was an overall 1.3% increase over last year. Price growth, also known as inflation is expected to remain stable in 2015.

The U.S. housing markets did not live up to the expected growth in 2014, with existing home sales slipping at mid-year and new home sales flat at 600,000 per year. The flatness in real estate was largely driven by the fact that the retail market remained constrained by the lack of credit and weak labor markets. Next year the national housing market is expected to improve with mortgage credit becoming easier to get.

In California, evidence suggests that housing markets continue to return to "normal". According to *DataQuick*, distressed mortgages, defaults and foreclosures are all down. When averaging the foreclosures with the strong regular sales, the 2014 sales appear disappointing; however California's real estate markets are predicted to be on a robust growth path over the next year. The *California Association of Realtors* predicts that 2015 will experience 5.8% growth in home sales volume, up from an 8.2% decline this year. The California median home price is forecast to increase 5.2% to \$478,700 in 2015, following a projected 11.8% increase in 2014 to \$455,000. This is the slowest rate of price appreciation in four years.

Local Economy

The Great Recession is increasingly fading from view. Every major critical indicator in the State has shown consistent progress over the past two years. The labor market in the East Bay maintained its upward trajectory over the last year with payroll employment growth at 2.3%, matching the growth in the South Bay, but less than the 3.4% growth in San Francisco. According to *Beacon Economics*, East Bay unemployment fell 1.3% over the twelve months ended July 2014. As of December 2014, the unemployment rates in Alameda and Contra Costa counties are 5.0% and 5.1% respectively as compared to 3.8% in San Francisco and 4.5% in Santa Clara County (San Jose). Employment in the East Bay is projected to grow by 1.8% to 2% over the next year.

BUDGET OVERVIEW

Consumer and business spending has continued to grow in the East Bay. East Bay taxable receipts data shows that spending increased in every sector of the regional economy during the twelve months ending June 2014.

The real estate market in the East Bay continues to be defined by persistent supply constraints and revived demand. The tight market has led to a decline in sales and an increase in prices. Home sales fell 10.5% from the second quarter of 2013 to the second quarter of 2014 and the median price for a single-family home increased by 13.3%, to \$527,000. With this surge in prices, the affordability gap between the East Bay and elsewhere in the San Francisco Bay Area has shrunk in the past year. The median price for a single-family home in the East Bay is currently 33% less expensive than the median price in San Francisco, down from 68% in the fourth quarter of 2013. The East Bay's median price is 15.6% less expensive than the median price in the South Bay, down from 45%.

Beacon Economics estimates that housing sales in the East Bay will pick up through the year and is forecasting a 6.4% increase in the East Bay's median single-family home price through the first quarter of 2015, far below the growth in prices experienced over the previous two years.

The East Bay rental market has been relatively stable during 2014 compared to the region's housing market. Average apartment rents in the East Bay during the second quarter of 2014 remained unchanged from the first quarter. Rents in San Francisco and the South Bay have experienced minimal increases. Furthermore, the vacancy rate for rental units is at 2.7% in the East Bay, close to the vacancy rate elsewhere in the San Francisco Bay Area.

District Impacts

The District's 2015 financial outlook is strong and positive due to judicious financial oversight by management and the Board of Directors during the Great Recession. The District's largest revenue source, property tax, is expected to grow at a modest rate as compared to the past few years, according to the September 2014 Beacon Economic report, it is projected to average 6% a year over the next five years.

Additionally, District resources include some operating and capital funds which are isolated from the fluctuations in the national and local economies:

- Special assessments and excise tax, which are not impacted by the real estate market, provide for operating and project funding in specific areas of the District;
- The District continues to pursue the objectives of the Measure WW \$500 million voter approved debt levy. \$80 million of WW debt was issued during 2013. Spend-down of debt proceeds is not impacted by the economy;
- The \$25 million proceeds from the 2012 promissory notes are ear marked for specific projects for facility replacement and renovation; and
- Additional funding for the Major Infrastructure Renovation and Replacement Fund provides the resources required to fund current major needs.

Revenue Assumptions and Methodology

Since 2009 the District has employed an external consultant (*Beacon Economics*) to formally forecast the assessed value of properties (AV) in Alameda and Contra Costa Counties for the near, mid and long term. Conservative projections of General Fund property tax revenue have been based upon these expert forecasts. Additionally, other District revenue has been examined closely in relationship to historical actual receipts, and budgeted revenues were adjusted as appropriate.

BUDGET OVERVIEW

2015 General Fund interest revenue budget is again smaller than prior years. As older investments with higher rates of return mature, funds are re-invested in lower yielding instruments. Although there have been very short term blips in returns during 2014, the sustained forecast for 2015 is that the FOMC's federal fund target rate will continue to be set at 0% to .25%. The District is actively managing cash and investments to maximize returns within the constraints of our investment policy.

Fees and charges are examined each year and adjustments are recommended to the Board of Directors as needed. Administrative and document fees are generally set to recover costs. Park user fees are set at levels consistent with rates charged by other public agency providers in the Bay Area. Fees for out-of-District groups receiving programs, and most specialized program offerings with limited community benefit, have fees set at levels that allow for fully recover costs.

Long-term Strategies that Address Long-term Concerns and Issues: Organization Wide Goals and Policies

The District's long-term strategies are articulated in the District's Vision and Mission Statements, the Master Plan, Measure AA and WW documents and Measure CC text. Preservation, acquisition, development, maintenance, and stewardship of natural and cultural resources and land of the East Bay, plus public access and educational opportunities for the citizens of the East Bay, are the long-term goals of the District.

Policies for attaining these goals include guidance on resource management, public access, interpretation and recreation, public service, human and financial resources, and the annual budget. The financial resource policies included in the Master Plan follow:

- FR1: The District's financial planning and management decisions will be based on information and professional projections supporting a transparent system of policies and procedures. The delivery of long-term financial sustainability, solvency and resiliency will be the objectives of this process.

- FR2: The District will continue the practice of developing annual performance management goals, and budgeting to achieve the outcomes. These budgets will incorporate annual performance targets linked to the District's long-term planning goals. Goals will be transparent, outcomes will be measured and results will be communicated to stakeholders.

- FR3: The District is committed to the responsible stewardship of public funds and will operate in accordance with the best practices in the field of accounting and budgeting, and will also maintain a strong system of internal controls to ensure the security of all District assets. The annual external unqualified audit opinion of the District's financial records will be used to verify its fulfillment of this commitment.

BUDGET OVERVIEW

- FR4: The District will continue the acquisition and development program and will issue bonds as permitted under law, and as may prove advantageous or necessary within the intent and authority of the District's programs. Where economically advantageous, the District may borrow to make major capital equipment or fixed asset purchases. The District may borrow funds on a short-term basis against anticipated revenue to fund annual operations.
- FR5: Leases of District assets may be negotiated to enhance park activities or value and to maximize revenue to the District. Revenues generated from leases will, at minimum, offset the direct and indirect administration costs of the lease and are expected to provide additional revenue to the General Fund.
- FR6: The District will continue administering the current benefit assessment districts and related zones of benefit, which support local open space and trail improvements. The District will consider establishing additional special assessment districts in support of local open space or recreational facilities when these areas are congruent with Master Plan objectives.
- FR7: The District will coordinate with and/or provide services to other agencies when the activities are related to the District's mission. Service agreements will include provision for payments to the District sufficient to support the direct and indirect cost of providing such services.
- FR8: The District will seek opportunities to augment, and act to protect, any and all diversified, equitable, long-term funding sources that support the strategic goals described in this Master Plan.

The District has historically demonstrated sound fiscal management, administering its financial resources responsibly and conservatively. Focusing on the future, the District's fiscal administration must also be strategic and outcome oriented; providing prudent stewardship of District resources and taxpayer funds. Additionally, the District has specific fiscal policies approved by the Board of Directors, which are the basis for management decisions. Those policies include: General Fund Reserve (Unassigned) Fund Balance, District Investment, EBRPD Retirement Plan Investment, Fraud Prevention, Capital Assets, Internal Control, Auditing, and Balanced Budget.

Operating and Capital Strategies

The District completes an annual operating budget, which includes estimation of current revenue, as well as an analysis of projected future resources. For major resources, such as property tax and interest revenue, economic trends, expert opinions, and historical evidence are used to support three to five year projections. Other revenue sources, such as those arising from assessments and leases, are based upon existing contracts and can be determined for the next five to ten years. Charges for services fluctuate annually, and are highly susceptible to the weather; thus historical trends are used to forecast only for one year.

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BUDGET OVERVIEW

Trends and external information are examined to determine cost trends for items not within the District's control, such as inflation and health benefit costs. The District proactively stabilizes costs under its control, such as pension contributions, major equipment replacement and election costs. Additionally, the District's "pipeline" analysis projects impacts on operating requirements which will result from the completion of capital projects and acquisitions.

Following is the General Fund Five-Year Expected forecast including revenues, expenditures, and the difference between the two.

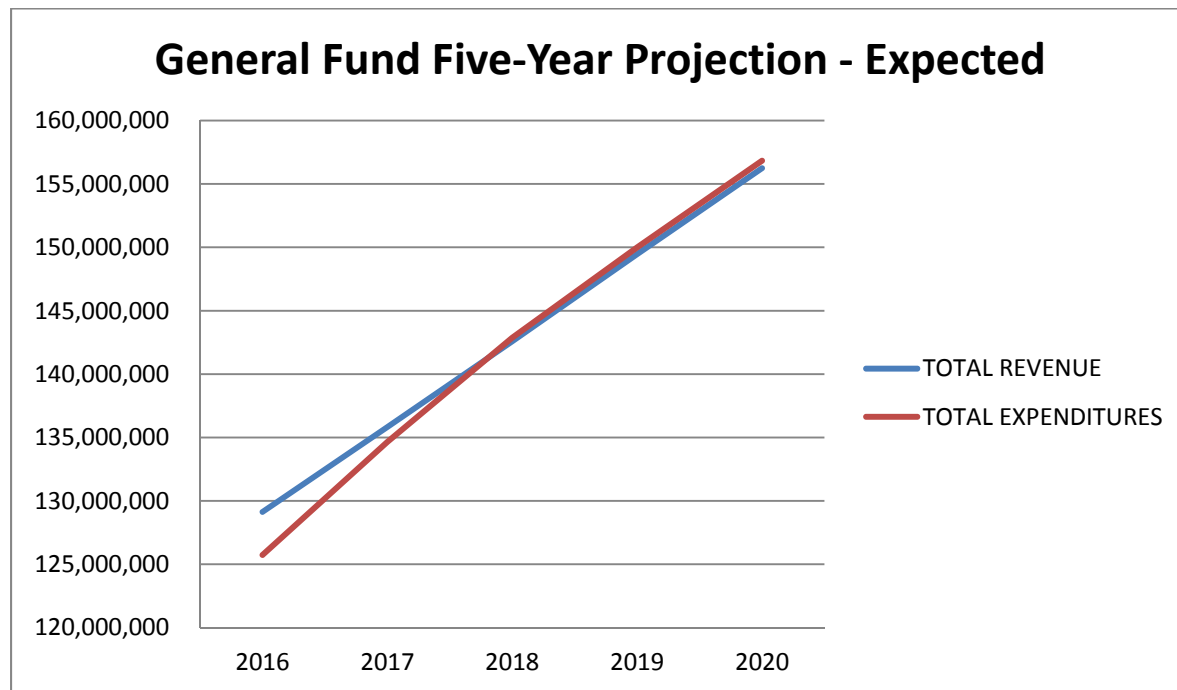
Assumptions used for revenue projections include:

1. Property tax increase based upon the mid-line annual forecast for the District's property taxes as prepared by Beacon Economics. The increase begins at 6.3% in 2016 and declines to 4.8% in 2020.
2. 2.7% increase in fees, charges, and other miscellaneous revenue, based on the December 2014 CPI-W for the Bay Area.
3. Lease revenue loss of \$380,00 in 2017, and a 2.7% increase in rents and leases based on the December 2014 CPI-W for the Bay Area.
4. Investment revenue increase from current .5% return to a 1.5% over the 5 year period.
5. Transfers-in of \$45,000 annually, ending in 2017.

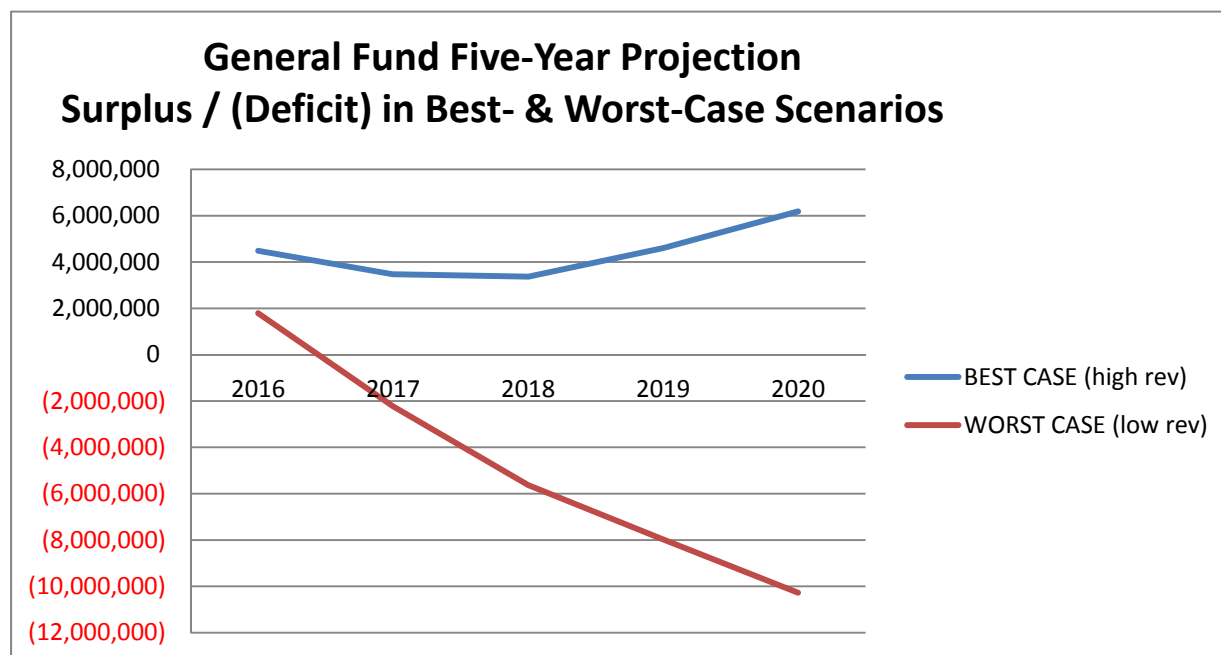
Assumptions used for expenditure projections include:

1. Salary increases for all staff at the "ceiling" rate in accordance with 2013-2017 AFSCME contract, and at 2.7% for 2018 and 2019, which is based upon the December 2014 CPI-W for the Bay Area.
2. Benefit costs increase 10% annually.
3. Debt service and inter-agency agreement expenditures are consistent over the five-year period.
4. Recommended transfers to the Major Infrastructure Renovation and Replacement Fund of \$1 million in 2016, increasing \$1 million each year to \$5 million in 2020.
5. Transfers-out based on increased salary and benefits costs for personnel in other funds.
6. Additional FTE as specified in the "pipeline" to open new facilities currently in progress.

BUDGET OVERVIEW



Following are best- and worst-case scenarios utilizing the extremes in revenue according to the annual forecast prepared for the District by Beacon Economics. The best case uses the high revenue projection for property taxes. The worst case uses the lowest property tax revenue projection.



BUDGET OVERVIEW

Projects

The District updates the five-year Capital Improvement Program (CIP) annually. This five year plan designates funding for land acquisition, construction, major maintenance of facilities, and other projects. Additionally, "other than asset" (OTA) projects are included in the plan for multi-year projects (such as studies) which will not result in a capital asset. The project budget includes more than 400 active projects, which are detailed in the District's second budget volume, 2015 Projects Budget - Five Year Expenditure Plan.

Performance Management

The 2015 budget continues the use of performance measures, begun in 2011. In the 2015 budget document the District has organized the measures in alignment with the division's key objectives (which come from the District's mission statement, Master Plan, Board objectives as articulated during annual Board workshops and General Manager priorities). In most cases the link between overall mission and departmental objectives is very clear because the actual mission statement language has been used for the key indicator. In the prior year service descriptions were shifted from performance measures, focusing the performance measures on new initiatives rather than standard services.

The District's quest for continual improvement of performance measures is to emphasize accountability for use of resources and resulting outcomes; provide transparency between the activity of each department and their relationship to the District's stated goals; communicate targeted achievements; utilize strategic planning required by the statement of future targets; and eventually allocate resources. Implementation of performance measures, and transition to performance management based budgeting, is a multi-year process which the District continues to refine and pursue.

Distinguished Budget Award

The District was awarded the Government Finance Officers Association's Distinguished Budget Presentation for the prior year, 2014 Operating and Capital Budget. The District has received this award annually since 2005. This award represents a significant achievement by the District and reflects the commitment of the Board and staff to meeting the highest principles of governmental budgeting, including the enhanced understanding of the District's budget by the average reader.

Concluding Comments

The District's ability to serve our growing population and manage our increasing natural resources and lands will require careful planning and projection of long-term financial conditions. Although staff has worked diligently to estimate 2015 revenues and expenditures, external events may affect actual results.

The District is proud of our success in sustaining service levels, with no staff layoffs, during the challenging economic climate of the past few years. We are encouraged as 2015 brings the return of the growth cycle. Throughout 2015, management will monitor economic conditions and report to the Board of Directors and the public any significant changes that could require the District to revise its 2015 budget.

BUDGET OVERVIEW

The District's Partnership with the Regional Parks Foundation

The Regional Parks Foundation was established in 1969 to encourage private contributions in support of the East Bay Regional Park District. The Foundation is a 501(c)(3) non-profit organization with a volunteer board of directors composed primarily of East Bay corporate and business leaders. Every year, the Foundation contributes funds directly to the District, pays expenses on behalf of the District, funds other programs and activities that directly benefit the mission of the District, holds and invests funds for future use by the District, and pays Foundation fundraising and administrative expenses.

In 2014 the Foundation raised approximately \$15.5 million on behalf of the District (contributions, membership and grants). A breakdown of the estimated 2014 funding support for the Park District parks and programs is as follows:

Regional Parks Foundation 2014 Support	<u>Amount</u>
DIRECT FUNDING TO DISTRICT:	
Unrestricted Grant to EBRPD General Fund	\$330,000
Membership fees passed to EBRPD	80,000
Youth scholarships for EBRPD Recreation/Aquatic Programs	130,000
Total revenue to District	<u>\$540,000</u>
INDIRECT FUNDING SUPPORT FOR DISTRICT:	
Park Support (Supplies, Services, Equipment & Capital	\$500,000
Patterson Family Land Donation (297 acres near Coyote Hills)	14,360,000
Rock Garden Construction in Botanic Garden (Bonita Garden	90,000
Olympic Blvd. Staging Area Improvements (James Ingram	50,000
Scholarship Directed on Behalf of EBRPD Board	25,000
Serpentine Prairie Restoration	13,600
*Youth Scholarships Paid to Other Organizations	120,000
Foundation Fundraising and Administrative Expenses	350,000
Total Indirect Support to District	<u>\$15,508,600</u>
**Total Foundation Support Directly To, or On Behalf of EBRPD	<u><u>\$16,048,600</u></u>

(Final audited figures will be available in May 2015)

BUDGET OVERVIEW

The District's Fund Structure

The District's accounting system and budget are organized and operated on a "fund basis." A fund is an independent fiscal and accounting entity used to record all financial transactions related to the specific purpose for which the fund was created. A number of different funds are utilized to account for the District's financial resources.

All funds are presented on the modified accrual basis of accounting in the District's budget. All funds are presented on the full accrual basis of accounting in the District's Governmental-Wide Statement of Net Assets and Statement of Activities and Changes in Net Assets, as prescribed by the Government Accounting Standards Board (GASB).

The Balance Sheet and the Statement of Revenues, Expenditures and Changes in Fund Balances financial statements are presented on the modified accrual basis of accounting, consistent with this budget document.

The proprietary funds (internal service funds), on the other hand, are presented on full accrual accounting basis of accounting in the Statement of Net Assets and the Statement of Revenues, Expense and Changes in Net Assets, and the Statement of Cash Flow in the financial statements, in contrast to the presentation in the budget document.

Additionally, not all funds are subject to annual appropriation. For example the District OPEB Trust and the District's sole employer EBRPD Retirement Plan Trust are not included in this document, because they contain neither assets nor liabilities of the District. These funds are included in the District's financial statements, in the fiduciary fund section, in compliance with GASB.

For presentation purposes, the District uses fund groupings to summarize budget data in various schedules in the budget. The General Fund and special revenues funds groups are considered "operating funds" by the District. The General Fund, the debt service funds and the project funds are all major funds under GASB 34. The special revenue funds and permanent funds are non-major funds.

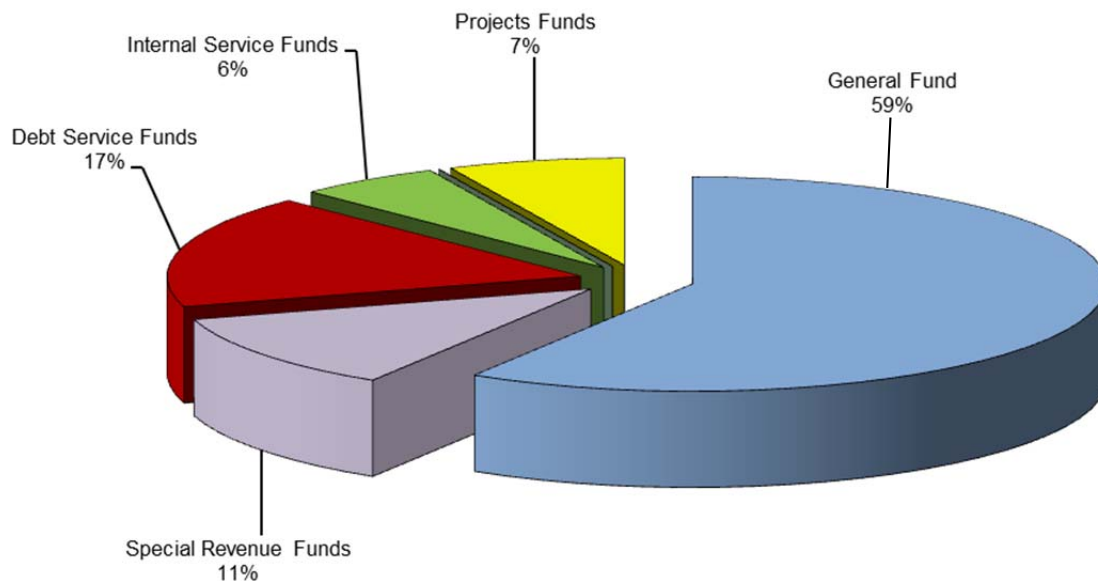
The groupings, and content of each grouping, are as follows:

<u>Fund Group</u>	<u>Fund Number and Name</u>
General Fund	101 – General Fund
Special Revenue Funds	220 – Two County LLD 221 – East Contra Costa County LLD 222 – Five Canyons Zone of Benefit 223 – Dublin Hills Zone of Benefit 224 - Walpert Ridge Zone of Benefit 225 – San Ramon Hills Zone of Benefit 226 – Measure CC 227 – Stone Valley Zone of Benefit 228 – Sibley Volcanic Zone of Benefit

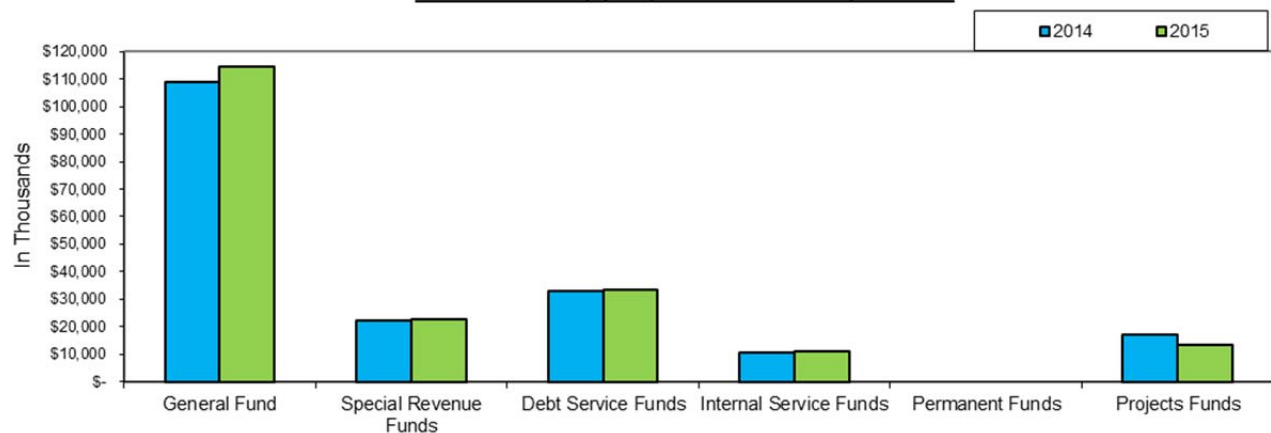
BUDGET OVERVIEW

<u>Fund Group</u>	<u>Fund Number and Name</u>
Special Revenue Funds, continued	253 – Gifts Fund 254 – Ardenwood/Coyote Hills Trail 255 – Martin Luther King, Jr. Intern Program 257 – Mitigation (Resource Enhancement Program) 258 – McLaughlin Eastshore State Park 259 – ECCC HCP Properties 261 – Coyote Hills/Dumbarton Quarry 270 - Measure WW Local Grants
Debt Service Funds	810 – 2002 Refunding Bonds 811 – 2013 Promissory Notes 812 - Measure AA Bonds 813 - Measure WW Bond
Internal Service Funds	552 – Workers' Compensation 553 – Major Infrastructure Renovation and Replacement 554 – Major Equipment Replacement 555 – General Liability 556 – Employee Benefits
Permanent Funds	610 – Black Diamond Open Space 620 – Brushy Peak-Dyer 621 – Brushy Peak-Weaver 630 – ESSP-Berkeley Meadow Ph1 631 – ESSP-Berkeley Meadow Ph2 640 – Hayward Shoreline-Ora Loma 641 – Hayward Shoreline-Any 650 – Morgan Territory-Elworthy 651 – Morgan Territory-Day 670 – Doolan Canyon-Toyota 671 – El Charro-Livermore 680 – MLK Shoreline Damon Slough-Port of Oakland
Project Funds	333 – Capital Projects 335 – Measure AA Bond Proceeds 336 – Other than Asset Projects 337 – Measure WW Bond Proceeds 338 – 2012 Promissory Note Proceeds

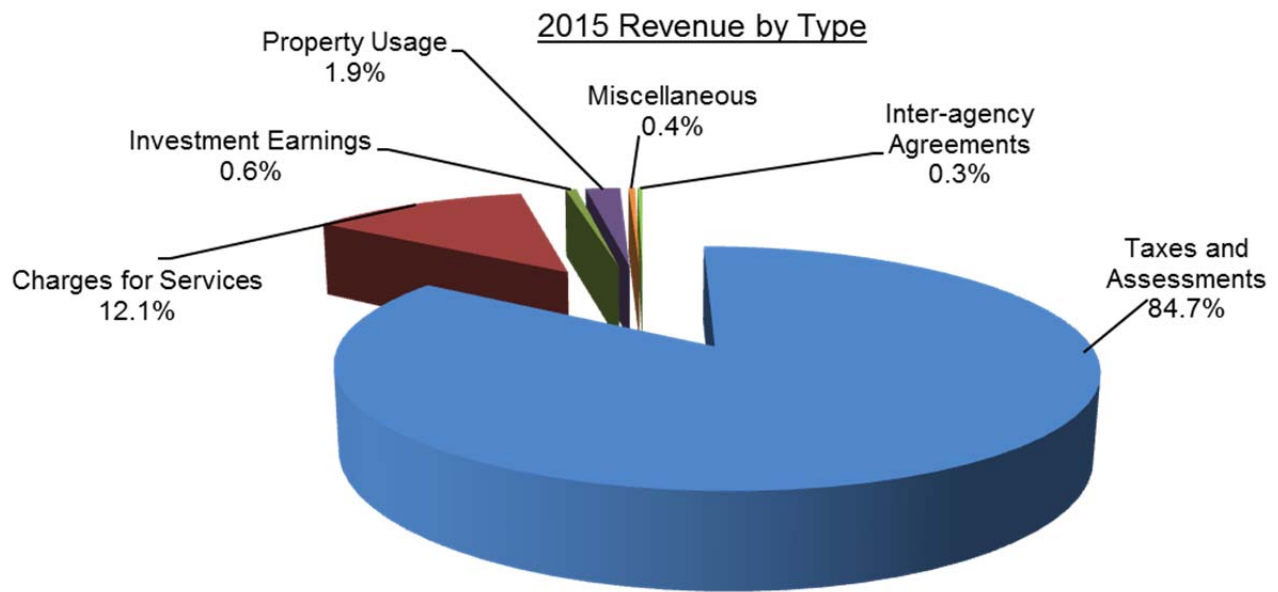
2015 Appropriations by Fund Group



Prior Year Appropriations Comparison

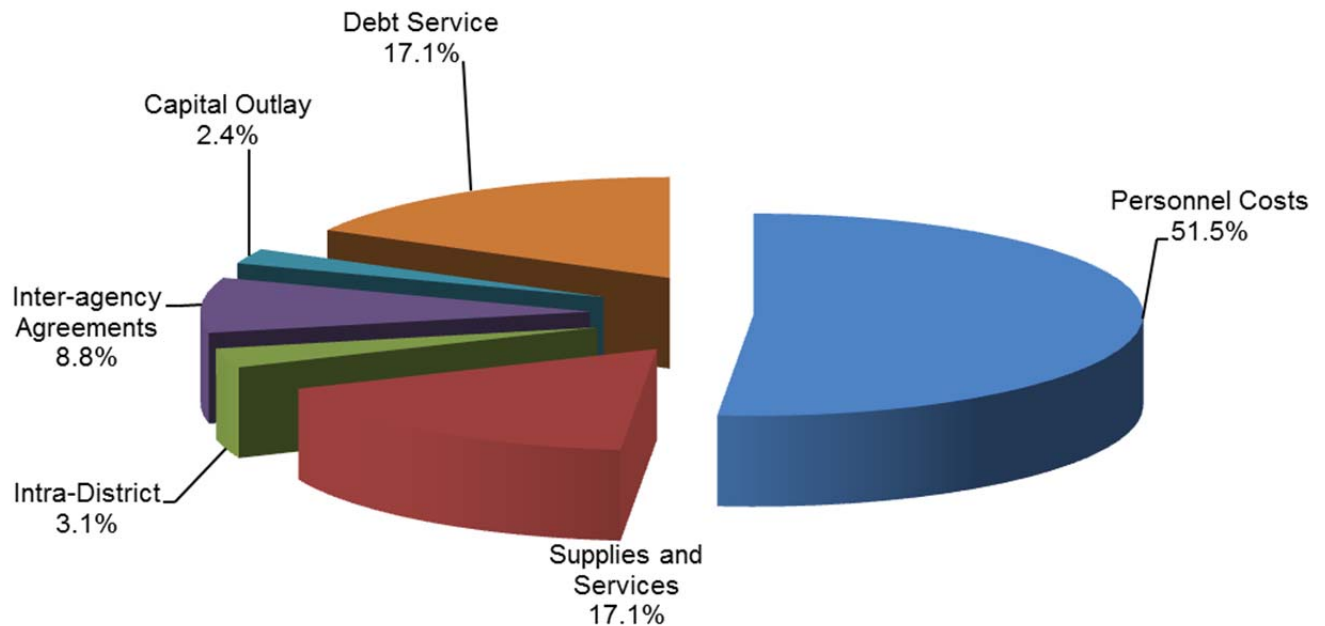


Appropriations	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Funds	Permanent Funds	Projects Funds	Total All Funds
2015	\$ 114,366,400	\$ 22,459,760	\$ 33,280,500	\$ 10,893,590	\$ -	\$ 13,416,220	194,416,470
2014	\$ 108,770,870	\$ 22,443,160	\$ 32,882,350	\$ 10,771,970	\$ -	\$ 16,936,040	\$ 191,804,390
\$ Change	\$ 5,595,530	\$ 16,600	\$ 398,150	\$ 121,620	\$ -	\$ (3,519,820)	\$ 2,612,080
% Change	5.14%	0.07%	1.21%	1.13%	0.00%	-20.78%	1.36%



Revenue	Taxes and Assessments	Charges for Services	Investment Earnings	Property Usage	Miscellaneous	Inter-agency Agreements	Total Revenues
2015	\$ 146,541,400	21,000,960	\$ 1,069,200	\$ 3,335,800	\$ 648,000	\$ 457,400	\$173,052,760

2015 Appropriations by Type



Appropriations	Personnel Costs	Supplies and Services	Intra-District	Inter-agency Agreements	Capital Outlay	Debt Service	Total Appropriations
2015	100,093,940	33,180,460	6,021,040	17,132,000	4,724,130	33,264,900	194,416,470

BUDGET OVERVIEW

BUDGET AT A GLANCE

RESOURCES	GENERAL FUND			SPECIAL REVENUE FUNDS			DEBT SERVICE FUNDS		
Revenues:									
Taxes & Assessments	\$	109,800,000	\$	7,917,400	\$	28,824,000			
Charges for Services		8,994,250		50,000		-			
Property Usage		1,886,000		1,449,800		-			
Investment Earnings		500,000		101,800		10,000			
Grants/Inter-agency Agreements		236,400		-		-			
Miscellaneous		581,000		27,000		-			
Total Revenues		121,997,650		9,546,000		28,834,000			
Other Resources:									
Transfers In		45,000		16,800,000		1,433,900			
TOTAL RESOURCES	\$	122,042,650	\$	26,346,000	\$	30,267,900			
USES									
Expenditures:									
Personnel Costs	\$	83,983,050	\$	4,867,880	\$	-			
Supplies		8,325,350		205,160		-			
Services		14,978,900		338,820		15,600			
Capital Outlay		826,060		147,900		-			
Grants/Inter-agency Agreements		232,000		16,900,000		-			
Debt Service		-		-		33,264,900			
Intra-District Charges		6,021,040		-		-			
Total Expenditures		114,366,400		22,459,760		33,280,500			
Other Uses:									
Transfers Out		6,446,480		2,126,210		-			
TOTAL USES		120,812,880		24,585,970		33,280,500			
Change in Fund Balance	/Net								
Assets		1,229,770		1,760,030		(3,012,600)			
TOTAL	\$	122,042,650	\$	26,346,000	\$	30,267,900			

BUDGET OVERVIEW**BUDGET AT A GLANCE**

	INTERNAL SERVICE FUNDS	PERMANENT FUNDS	PROJECTS FUNDS	2015 TOTAL ALL FUNDS
RESOURCES				
Revenues:				
Taxes & Assessments	\$ -	\$ -	\$ -	\$ 146,541,400
Charges for Services	11,956,710	-	-	21,000,960
Property Usage	-	-	-	3,335,800
Investment Earnings	210,000	27,400	220,000	1,069,200
Grants/Inter-agency Agreements	-	-	221,000	457,400
Miscellaneous	40,000	-	-	648,000
Total Revenues	12,206,710	27,400	441,000	173,052,760
Other Resources:				
Transfers In	500,000	-	9,778,790	28,557,690
TOTAL RESOURCES	\$ 12,706,710	\$ 27,400	\$ 10,219,790	\$ 201,610,450
USES				
Expenditures:				
Personnel Costs	\$ 4,023,990	\$ -	\$ 7,219,020	\$ 100,093,940
Supplies	2,000	-	166,190	8,698,700
Services	6,487,600	-	2,660,840	24,481,760
Capital Outlay	380,000	-	3,370,170	4,724,130
Inter-agency Agreements	-	-	-	17,132,000
Debt Service	-	-	-	33,264,900
Intra-District Charges	-	-	-	6,021,040
Total Expenditures	10,893,590	-	13,416,220	194,416,470
Other Uses:				
Transfers Out	500,000	5,000	19,480,000	28,557,690
TOTAL USES	11,393,590	5,000	32,896,220	222,974,160
Change in Fund Balance	/Net			
Assets	1,313,120	22,400	(22,676,430)	(21,363,710)
TOTAL	\$ 12,706,710	\$ 27,400	\$ 10,219,790	\$ 201,610,450

BUDGET OVERVIEW

TOTAL RESOURCES

RESOURCES	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change	Note
Taxes & Assessments:						
Property Taxes	\$ 94,954,076	\$ 104,179,288	\$ 99,300,000	\$ 109,800,000	10.6%	1
Debt Service Levy	20,532,194	22,810,063	24,605,000	28,824,000	17.1%	2
Parcel Taxes	3,182,743	3,301,797	3,152,000	3,162,000	0.3%	3
Assessments	4,755,634	5,220,876	4,661,200	4,755,400	2.0%	4
Subtotal	123,424,648	135,512,025	131,718,200	146,541,400	11.3%	
Charges for District Services:						
Camping Fees	700,764	779,222	693,000	754,900	8.9%	13
Concession Fees	1,037,541	1,057,237	977,000	992,200	1.6%	8
Facility Rental Fees	1,336,155	1,468,580	1,312,000	1,366,000	4.1%	9
Fishing Fees	403,198	430,262	401,000	427,500	6.6%	12
Intra-District Charges	10,990,846	9,763,444	11,421,210	11,826,710	3.6%	5
Other Charges	754,449	763,959	660,500	695,100	5.2%	7
Other Fees	536,417	591,620	496,000	567,450	14.4%	15
Parking Fees	2,068,940	2,214,125	2,070,000	2,333,600	12.7%	6
Program Fees	366,302	415,076	385,000	408,000	6.0%	14
Public Safety Services	1,211,408	1,031,286	1,008,000	1,008,000	0.0%	10
Swimming Fees	645,938	651,974	669,000	621,500	-7.1%	11
Subtotal	20,051,958	19,166,784	20,092,710	21,000,960	4.5%	
Investment Earnings						
Pooled Investments	947,699	420,465	853,100	849,200	-0.5%	16
Trustee Investments	258,204	57,160	220,000	220,000	0.0%	17
Subtotal	1,205,904	477,626	1,073,100	1,069,200	-0.4%	
Property Usage						
Communication Site Agreements	669,971	847,220	571,000	591,000	3.5%	18
Grazing Agreements	581,701	634,295	600,000	650,000	8.3%	19
Other Property Usage	995,359	1,843,595	870,800	1,794,800	106.1%	20
District Residences	292,979	301,322	285,000	300,000	5.3%	21
Subtotal	2,540,010	3,626,431	2,326,800	3,335,800	43.4%	
Grants/Inter-agency Agreements	791,667	5,182,475	459,400	457,400	-0.4%	22
Miscellaneous:						
Foundation Support	350,000	430,000	350,000	350,000	0.0%	23
Aid from Private Parties	3,459,983	321,295	27,000	27,000	0.0%	24
Other Revenue	12,302,692	3,047,724	276,500	271,000	-2.0%	25
Subtotal	16,112,676	3,799,019	653,500	648,000	-0.8%	
Total Revenues	164,126,861	167,764,360	156,323,710	173,052,760	10.7%	
Other Resources:						
Debt Issuance	25,382,673	84,653,469	-	-		26
Transfers In	29,786,553	40,930,026	36,797,910	28,557,690	-22.4%	27
TOTAL RESOURCES	\$ 219,296,087	\$ 293,347,854	\$ 193,121,620	\$ 201,610,450	4.4%	

Notes to Total Resources Schedule

Note	Category	Description
1	Property Taxes	<p>General Fund revenue--General property taxes are the primary funding source for the District.</p> <p>The budgeted increase is due to the recapture of assessed values that were reduced during the recession as well as moderate growth based on the county assessor's tax roll for 2014/15 and as forecasted by Beacon Economics for the second half of 2015. The budget also includes conservative estimates for statutory and residual payment from Successor Agencies.</p>
2	Debt Service Levy	<p>Debt service fund revenue--This category accounts for restricted property tax revenue levied on the majority of properties within Alameda and Contra Costa Counties, which is used to fund annual principal and interest payments on the Measure AA and Measure WW bonds.</p> <p>The increase of \$4.2 million in budgeted revenue reflects the increase in amount levied, which is required for current debt service payments.</p>
3	Parcel Taxes	<p>Special revenue fund revenue—Restricted parcel tax revenue is collected in accordance with Measure CC from properties within the area from Richmond to Oakland. The purpose of this voter approved Measure is to provide funding for maintenance and operations in some of the District's oldest and most-used parks.</p> <p>The 2015 budget is similar to the prior year, with the \$10,000 increase based upon the assessment engineer's report.</p>
4	Assessments	<p>Special revenue fund revenue--Restricted special assessment revenue specific to the District's two landscape and lighting districts and seven zones of benefit is collected to provide funding for trail maintenance, facility improvements and minor equipment purchases within the assessment districts.</p> <p>The 2015 budget is 2% greater than the prior year, with adjustments based upon the assessment engineer's report.</p>
5	Intra-District Charges	<p>Internal service fund revenue—Charges assessed and collected by internal service funds support District-wide services such as workers' compensation, general liability insurance, facility and equipment replacement.</p> <p>The 2015 total 3.6% budget increase reflects increases in contributions related to workers' compensation and employee benefits.</p>

Notes to Total Resources Schedule, continued

Note	Category	Description
6	Parking Fees	<p>General Fund revenue--Parking fees are collected at District recreation areas and some regional parks.</p> <p>The 2015 budget is 12.7% greater than the prior year budget, which is reflective of actual receipts and anticipated increases in usage at Coyote Hills, Del Valle and Lake Chabot parks.</p>
7	Other Charges	<p>General Fund revenue (majority)-- This category includes: encroachment permits, planning/engineering fees, the bus program, merchandise sales, and special event charges.</p> <p>The 2015 budgeted increase is reflective of actual receipts.</p>
8	Concession Fees	<p>General Fund revenue (majority)--This category accounts for revenues derived from agreements with concessionaires who operate or use District facilities. The two largest revenue providers are Tilden Golf Course and YMCA Camp Arroyo.</p> <p>The 2015 budget reflects an increase reflective of actual receipts.</p>
9	Facility Rental Fees	<p>General Fund revenue--This category includes revenue from District buildings, picnic areas, swim facilities, Camp Arroyo and youth group overnight camping.</p> <p>The 2015 budget is 4.1% greater than the prior year budget, which is reflective of actual receipts and based on an anticipated increase in events at Ardenwood.</p>
10	Public Safety Services	<p>General Fund revenue--This category accounts for revenue from service contracts to provide policing and fire services for other public agencies.</p> <p>The 2015 budget is the same as the prior year and reflects conservative estimates for fire mutual aid revenue.</p>
11	Swimming Fees	<p>General Fund revenue--This category accounts for revenue from swimming facilities, swim lessons and other lifeguard services.</p> <p>The 2015 budget decreased by 7.1% from the prior year budget and is reflective of actual receipts.</p>
12	Fishing Fees	<p>General Fund revenue--Fishing permit revenues are used to support the fish planting at eight District lakes.</p> <p>The 2015 budget is 6.6% greater than the prior year and is reflective of actual receipts.</p>

Notes to Total Resources Schedule, continued

Note	Category	Description
13	Camping Fees	<p>General Fund revenue--This category includes camping, wilderness permits and backpacking fees. The two largest camping sources are Del Valle Regional Park and Anthony Chabot Regional Park.</p> <p>The 2015 budget is 8.9% greater than the prior year and is reflective of actual receipts.</p>
14	Program Fees	<p>General Fund revenue--This category includes naturalist and recreation program revenue and tour fees.</p> <p>The 2015 budget is 6.0% greater than the prior year, which is reflective of actual receipts and new programs at the Big Break Visitors Center.</p>
15	Other Fees	<p>General Fund revenue--This category includes: dogs, boats launch and inspection, entry fees, and annual passes.</p> <p>The 2015 budget is 14.4% greater than the prior year and is reflective of actual receipts.</p>
16	Pooled Investment Earnings	<p>General Fund and special revenue fund revenue—Interest earnings from the District’s pooled cash and investments is included.</p> <p>The budget for interest revenue reflects little change from the prior year. As the District’s older investments mature, and the proceeds are reinvested in current investments with near zero returns, interest revenue remains low.</p>
17	Trustee Investment Earnings	<p>Debt service fund revenue--This category includes interest earnings on funds held in trustee accounts for payment of debt service on District bond obligations.</p> <p>Although debt proceeds are substantially higher than in previous years, with the addition of \$25 million in 2012 promissory note proceeds and \$80 million in 2013 Measure WW debt issuance, investment returns are at historic lows.</p>
18	Communication Site Agreements	<p>General Fund revenue and special fund revenue--This category includes revenue from communication towers and equipment located on District property.</p> <p>The 2015 budget is 3.5% greater than the prior year, and is reflective of actual receipts and an annual CPI increase to certain leases.</p>

Notes to Total Resources Schedule, continued

Note	Category	Description
19	Grazing Agreements	<p>General Fund revenue—This category includes revenue from the District’s grazing program, which funds fencing and resource protection needs. The cost per head rate charged is based upon the price of beef (cost of a cow) times the number of months grazing on District property.</p> <p>The 2015 budget is 8.3% greater than the prior year, is reflective of actual receipts and increase in property available for grazing.</p>
20	Other Property Usage	<p>General Fund and special revenue fund revenue--This category is used to account for other types of leases and tipping fees at Dumbarton Quarry.</p> <p>The 2015 budget is 106.1% greater than the prior year, because tipping fee revenue (\$900,000) is included in the 2015 budget but was not in the prior year.</p>
21	District Residences	<p>General Fund revenue—Lease revenue received in connection with residential units located on parklands.</p> <p>2015 budget is consistent with the prior year.</p>
22	Inter-agency Agreements	<p>General Fund and project revenue--This category includes: Contra Costa Water District for Contra Loma Lagoon, City of Dublin for Tassajara Creek Trail, City of Alameda for Crown Beach, Pleasanton Township Water District for Pleasant Ridge, and various agencies for Quagga Mussel inspections. It also includes grants received from various agencies.</p> <p>The 2014 budget is 0.4% less than the prior year, is reflective of actual receipts.</p>
23	Foundation Support and Membership	<p>General Fund--This category includes the direct aid from the Regional Parks Foundation used to support District staff who work on Foundation activities.</p> <p>2015 budget is unchanged from the prior year.</p>
24	Aid from Private Parties	<p>Special revenue funds, permanent funds, project funds revenue--mitigation agreement revenue and developer property contributions would be major source of revenue in this category.</p> <p>Annual support from the Alameda Community Foundation for the Dry Creek Garden is budgeted in 2015, and is consistent with the prior year.</p>

Notes to Total Resources Schedule, continued

Note	Category	Description
25	Other Revenue	<p>General Fund revenue (majority)--Included in this category is revenue generated from: sale of assets, fines collected, POST training reimbursement, insurance recoveries, and other minor sources.</p> <p>The 2015 budget is 2% less than the prior year and reflects anticipated decrease in General Fund film permits at Roberts Park.</p>
26	Debt Issuance	<p>Project funds—This category is considered Other Financing Sources when bonds are issued by the District. No bond proceeds are anticipated in 2015 or recorded in the prior year. However, during 2013 the District issued \$80 million in the second series of Measure WW debt, with an approved total amount of \$500 million.</p> <p>No debt issuance is anticipated during 2015.</p>
27	Transfers In	<p>All Funds--Details of this category are located on pages 115-116. The 2015 budget is 22.4% less than the prior year, because the 2014 budget transfers (\$14.5 million of non-debt proceeds) reflect the use of General Fund committed and unassigned fund balance for certain \$9 million one-time approved projects.</p>

BUDGET OVERVIEW

TOTAL USES

USES	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change	Note
Personnel Services:						
Salaries & Wages	\$ 48,462,926	\$ 49,400,495	\$ 52,410,430	\$ 55,509,340	5.9%	1
Other Personnel Costs	36,273,528	37,859,716	42,325,130	44,584,600	5.3%	2
Subtotal	84,736,454	87,260,211	94,735,560	100,093,940	5.7%	
Supplies & Services:						
Operating Supplies	1,976,839	1,717,325	1,965,190	2,096,060	6.7%	3
Fuel	1,256,218	1,224,671	1,234,940	1,262,190	2.2%	4
Small Equipment	1,662,780	1,287,069	1,624,460	1,653,590	1.8%	5
Other Supplies	598,314	580,748	1,045,100	1,058,340	1.3%	6
Repair & Maintenance Sup	2,285,713	2,309,605	2,450,210	2,628,520	7.3%	7
Professional Services	527,629	660,183	771,070	776,020	0.6%	8
Operating Services	6,550,942	6,180,756	7,052,060	7,219,210	2.4%	9
Administrative Costs	979,910	1,038,214	1,411,930	1,526,870	8.1%	10
Utilities	2,963,195	2,986,545	3,079,490	3,139,050	1.9%	11
Insurance and Claims	2,719,879	4,897,422	5,817,890	6,109,390	5.0%	12
Other Services	6,913,745	9,627,238	5,347,490	5,711,220	6.8%	13
Subtotal	28,435,163	32,509,777	31,799,830	33,180,460	4.3%	
Intra-District Charges:	6,069,090	4,868,890	6,132,760	6,021,040	-1.8%	15
Grants/Inter-agency Agreements						
Inter-agency Agreements	327,931	332,621	332,000	332,000	0.0%	16
Measure WW Local Grants	13,001,599	11,291,170	16,800,000	16,800,000	0.0%	17
Subtotal	13,329,530	11,623,792	17,132,000	17,132,000	0.0%	
Capital Outlay/Equipment						
Land	17,100,732	6,779,059	6,517,130	2,273,580	-65.1%	18
Improvements	6,755,092	8,377,715	906,450	1,096,590	21.0%	19
Equipment	1,315,377	568,636	1,711,710	1,353,960	-20.9%	20
Subtotal	25,171,201	15,725,410	9,135,290	4,724,130	-48.3%	
Debt Service:						
Principal	19,015,218	14,415,000	25,400,000	26,830,000	5.6%	21
Interest	5,750,992	5,923,710	7,468,950	6,434,900	-13.8%	22
Subtotal	24,766,210	20,338,710	32,868,950	33,264,900	1.2%	
Total Expenditures	182,507,648	172,326,789	191,804,390	194,416,470	1.4%	
Other Uses:						
Transfers Out	29,786,553	40,930,026	36,797,910	28,557,690	-22.4%	23
TOTAL USES	212,294,200	213,256,815	228,602,300	222,974,160	-2.5%	
Change in Fund Balance	7,001,886	80,091,039	(35,480,680)	(21,363,710)	-39.8%	24
TOTAL	\$ 219,296,087	\$ 293,347,854	\$ 193,121,620	\$ 201,610,450	4%	

Notes to Total Uses Schedule

Note	Category	Description
1	Salaries & Wages	<p>General Fund, special revenue fund, project fund and internal service fund appropriations--This category incorporates all District salaries and hourly wages, including overtime and other premium pay components.</p> <p>The 2015 budget includes an overall 5.9% increase in salaries. Approximately half of the increase is due to wage increases authorized for AFSCME, management and confidential, and Police Association per employee agreements. The other half of the increase is due to the total full-time equivalent (FTE) count increase of 24.79, 10.28 of which are for planned pipeline staffing to service new properties. (See the Authorized Position table on page 63.)</p>
2	Other Personnel Costs	<p>General Fund, special revenue fund, project fund and internal service fund appropriations--This category includes the cost of employer-paid benefits, the largest of which are: health insurance, retirement benefits, retiree medical (OPEB) benefits. Also included are charges for the District's self-insured programs, including dental coverage, unemployment and workers' compensation.</p> <p>The increase in 2015 budget is attributed to the addition of 21 benefited employees and the increase in pension contributions, slightly offset by reduced health benefit costs. OPEB, unemployment, workers comp and dental rates all remained the same.</p>
3	Operating Supplies	<p>General Fund and special revenue fund appropriations--This category contains items such as: safety equipment, chemicals, fish, cleaning and janitorial supplies, sign supplies, among other things.</p> <p>The 2015 the 5.95 increase reflects appropriations in the areas of pipeline start-up costs, mandatory needs, public safety and GIS equipment.</p>
4	Fuel	<p>General Fund appropriations—This category includes cost of vehicle, aircraft, boat, and equipment fuels.</p> <p>The 2015 appropriations are 2.2% greater than the prior year due to additions in the fleet and are in line with planned expenditures.</p>
5	Small Equipment	<p>General Fund, special revenue fund and project fund appropriations—This category includes equipment and rolling stock under \$25,000.</p> <p>The 2015 appropriations increased 1.8% to reflect allocation of one time resources for rolling stock less than \$25,000 replacement. Rolling stock replacement has been delayed and new appropriations may be necessary at mid-year.</p>

Notes to Total Uses Schedule, continued

Note	Category	Description
6	Other Supplies	<p>General Fund appropriations—This category includes office supplies, products for resale, event supplies, and inventory adjustments.</p> <p>The 2015 appropriations are 1.3% greater than the prior year and are in line with actual expenditures.</p>
7	Repairs and Maintenance Supplies	<p>General Fund, special revenue fund, project fund, and internal service fund appropriations—This category includes beach sand, top soil, mulch, equipment parts and other items needed to maintain District facilities, equipment and grounds.</p> <p>The 2015 appropriations are 7.3% greater than the prior year. Increases include recycle bins, vehicle maintenance for new vehicles and \$75,000 for maintenance on pipes and pumps.</p>
8	Professional Services	<p>General Fund, special revenue fund, capital project fund and internal service fund appropriations--This category includes legal and audit services.</p> <p>The 2015 appropriations are 0.6% greater than the prior year and are in line with actual expenditures.</p>
9	Operating Services	<p>General Fund appropriations--This category includes repairs and maintenance services, pest control, support contracts, janitor, vet, among other miscellaneous operating services.</p> <p>The 2015 appropriations are 2.4% greater than the prior year and are in line with actual expenditures.</p>
10	Administrative Costs	<p>General Fund appropriations--This category includes staff training, meetings and travel, bank fees, advertising, reproduction and other miscellaneous administrative costs.</p> <p>The 2015 appropriations are 8.1% greater than the prior year due to a one-time EBRCS radio activation fee for Fire and software license fees.</p>

Notes to Total Uses Schedule, continued

Note	Category	Description
11	Utilities	<p>General Fund (majority) appropriations--This category includes telephone, water, electricity, garbage collection, sewer, and natural gas.</p> <p>The 2015 appropriations are 1.9% greater than the prior year and are in line with actual expenditures.</p>
12	Insurance and Claims	<p>Internal service fund appropriations--This category includes the costs for the District-wide self-insured Workers' Compensation Fund and General Liability Fund and includes insurance premiums, claims and settlement agreements.</p> <p>The 2015 appropriations are 5.0% greater than the prior year due a reclassification of third party administrator costs; however, there is no increase to the total cost of service in this area.</p>
13	Other Services	<p>General Fund, special revenue fund, project fund, and internal service fund appropriations—This category includes all other services including consultant contracts, Civicorp work and other services not included in other professional services above.</p> <p>The 2015 appropriations are 7.1% greater than the prior year due to public outreach, temporary golf course operator and vegetation management costs, as well as the finance system upgrade and mine shaft safety improvements.</p>
15	Intra-District Charges	<p>General Fund appropriations--Intra-District charges are an allocation of the costs associated with the services provided by the internal service funds that are not collected through the payroll process. The charges are allocated to District divisions based upon usage of services and include certain employee benefits and claims, general liability insurance and settlements, and major equipment replacement charges.</p> <p>The 2015 appropriations are 1.8% less than the prior year and are in line with actual expenditures.</p>

Notes to Total Uses Schedule, continued

Note	Category	Description
16	Inter-agency Agreements	<p>General Fund appropriation--The District has an interagency agreement with the Livermore Area Recreation Park District, a neighboring public agency, to provide \$200,000 annual funding for recreation services. The Measure CC expenditure plan includes \$100,000 annual payment to the Oakland Zoo for operations.</p> <p>The 2015 appropriations are unchanged from the prior year and are in line with actual expenditures.</p>
17	Measure WW Local Grant Program	<p>Special revenue fund appropriations--This category includes the funding of approved local agency projects from Measure WW funds.</p> <p>The 2015 appropriations are comparable to the prior year.</p>
18	Land	<p>Project fund appropriations--This category accounts for land acquisitions, safety and security costs incurred for newly acquired property and studies.</p> <p>The 2015 appropriations are reduced to a base line activity level. Appropriations will be approved throughout the year as opportunities arise.</p>
19	Improvements	<p>Project fund appropriations--This category represents new appropriations for projects with a cost greater than the District's capitalization limit (\$100,000).</p> <p>The Operating Budget beginning on page 113 includes the Summary of 2015 project fund appropriations, and the second volume of the 2015 budget, 2015 Projects Budget Five Year Expenditure Plan includes detailed information about each project.</p>
20	Equipment	<p>General Fund and internal service fund appropriations—This category includes the purchase of vehicles and other equipment with a cost greater than the District's capitalization limit (\$25,000).</p> <p>The 2015 appropriations are significantly lower due to increases to one time resources for the replacement of rolling stock greater than \$25,000 in the prior year. Rolling stock replacement has been delayed and new appropriations may be necessary at mid-year.</p>

Notes to Total Uses Schedule, continued

Note	Category	Description
21	Principal	<p>Debt service fund appropriations—This category includes debt service principal as calculated from debt amortization schedules.</p> <p>2015 appropriations are greater than the prior year due to debt amortization schedules. 2002 Limited Obligation debt was paid in full in 2013. \$80 million in Measure WW bonds were issued in 2013. Detailed debt service schedules are provided in the Debt Service Fund section of this budget (pages 94-95).</p>
22	Interest	<p>Debt service fund appropriations—This category includes debt service interest as calculated from debt amortization schedules.</p>
23	Transfers Out	<p>All Funds—Details of operating transfer out are located at the end of Section B of the budget on pages 117-118.</p>
24	Use of Fund Balance	<p>General Fund budget includes no use of General Fund reserves, however the prior year included the use of \$9 million of released fund balance. This fund balance had been previously committed for “smoothing” and had been deemed unnecessary going forward, therefore these funds were approved as one-time appropriation in the prior year.</p> <p>\$22 million use of fund balance in the project funds, accounts for use of bond proceeds being used as a resource for current year project expenditures.</p> <p>Debt service funds use \$3 million of fund balance, which includes amounts collected in prior year, for current year debt service.</p>

BUDGET OVERVIEW

BUDGET BY FUND

APPROPRIATED FUNDS	2012 ACTUAL	2013 BUDGET	2014 BUDGET	2015 BUDGET	CHANGE
101 General Fund	\$ 97,462,981	\$ 97,283,775	\$ 108,770,870	\$ 114,366,400	5%
Special Revenue Funds:					
220 Two County LLD	3,497,666	3,553,836	4,018,150	4,059,320	1%
221 East Contra Costa Co LLD	819,870	798,325	650,510	586,880	-10%
222 Five Canyon ZB	41,914	20,913	23,850	57,980	143%
223 Dublin Hills ZB	5,601	5,156	8,720	8,030	-8%
224 Walpert Ridge ZB	37,168	30,600	30,130	65,170	116%
225 San Ramon Hills ZB	-	-	500	500	0%
226 Measure CC	903,981	100,000	100,000	100,000	0%
227 Stone Valley ZB	-	-	630	630	0%
228 Sibley Volcanic ZB	48,532	-	-	-	N/A
253 Gifts Fund	43,228	36,197	64,440	64,440	0%
255 MLK Jr. Intern Program	6,765	5,201	7,000	7,000	0%
257 Mitigation	104,163	87,623	122,730	83,100	-32%
258 McLaughlin Eastshore State Park	27,332	41,775	46,920	49,240	5%
259 ECCC HCP Properties	-	1,772	304,540	309,090	1%
260 Asset Forfeiture Fund	-	8,500	-	-	N/A
270 Measure WW Local Grants	13,104,642	11,521,061	17,065,040	17,068,380	0%
Special Revenue Funds Total	18,640,862	16,210,960	22,443,160	22,459,760	0%
Debt Service Funds:					
810 2002 Refunding Bonds	1,242,695	1,244,380	-	-	N/A
811 Promissory Note Debt	-	1,420,363	1,421,800	1,422,900	0%
812 Measure AA Bonds	19,041,000	14,020,320	5,374,500	5,378,000	0%
813 Measure WW Bonds	3,233,065	3,232,345	26,086,050	26,479,600	2%
Debt Service Funds Total	23,516,760	19,917,408	32,882,350	33,280,500	1%
Internal Service Funds:					
552 Workers' Compensation	2,039,590	3,083,936	3,726,300	3,732,980	0%
554 Major Equipment	-	-	315,000	380,000	21%
555 General Liability	611,382	1,551,556	1,867,670	1,872,610	0%
556 Employee Benefits	4,463,923	4,193,986	4,863,000	4,908,000	1%
Internal Service Funds Total	7,114,895	8,829,478	10,771,970	10,893,590	1%
Permanent Funds:					
Permanent Funds Total	-	-	-	-	N/A
Projects Funds:					
333 Capital Projects	25,066,889	16,516,356	8,978,830	5,037,700	-44%
335 Measure AA Bond Proceeds	15,773	8,082	12,000	12,000	0%
336 OTA Projects	10,156,466	13,111,207	7,848,210	8,269,520	5%
337 Measure WW Bond Proceeds	22,018	449,212	87,000	87,000	0%
338 2012 Promissory Note Proceeds	511,003	311	10,000	10,000	0%
Projects Funds Total	35,772,149	30,085,168	16,936,040	13,416,220	-21%
Total Expenditures	182,507,648	172,326,789	191,804,390	194,416,470	1%
Other Sources/Uses:					
Transfers Out	29,786,553	40,930,026	36,797,910	28,557,690	-22%
TOTAL USES	212,294,201	213,256,815	228,602,300	222,974,160	-2%
Change in Fund Balance/Net Assets	7,001,886	80,091,040	(35,480,680)	(21,363,710)	-40%
TOTAL	\$ 219,296,087	\$ 293,347,854	\$ 193,121,620	\$ 201,610,450	4%

BUDGET OVERVIEW

BUDGET BY DIVISION

APPROPRIATED FUNDS	2012 ACTUAL	2013 BUDGET	2014 BUDGET	2015 BUDGET	CHANGE
OPERATING APPROPRIATIONS					
Executive & Legislative	\$ 1,788,715	\$ 1,884,803	\$ 2,311,790	\$ 2,794,010	21%
Finance & Management Services	20,894,793	19,298,578	30,600,520	30,961,850	1%
Human Resources	6,461,143	6,169,964	2,371,460	2,326,850	-2%
Acquisition, Stewardship & Development	7,645,014	7,427,321	8,720,290	9,149,300	5%
Legal	3,903,588	6,044,268	7,165,440	7,114,770	-1%
Operations	56,095,918	57,025,196	63,400,320	65,681,060	4%
Public Affairs	3,106,542	3,163,212	4,374,800	4,496,730	3%
Public Safety	22,469,579	21,195,873	22,939,780	25,195,180	10%
Nondepartmental	115,000	115,000	115,000	-	-100%
Total Operating	122,480,293	122,324,214	141,999,400	147,719,750	4%
DEBT SERVICE					
Finance & Management Services	-	13,880	-	15,600	N/A
Public Safety	794,066	-	-	-	N/A
Nondepartmental	23,461,140	19,903,528	32,868,950	33,264,900	1%
Total Debt Service	24,255,206	19,917,408	32,868,950	33,280,500	1%
PROJECT APPROPRIATIONS					
Executive & Legislative	478	-	-	-	N/A
Finance & Management Services	1,287,331	493,224	1,097,050	562,590	-49%
Acquisition, Stewardship & Development	29,485,601	23,696,640	11,191,770	7,965,170	-29%
Legal	870,578	184,459	-	-	N/A
Operations	2,039,271	3,498,271	3,038,490	3,199,070	5%
Public Affairs	11,584	26,389	-	-	N/A
Public Safety	1,566,302	1,751,003	1,608,730	1,689,390	5%
Nondepartmental	511,003	435,182	-	-	N/A
Total Project	35,772,149	30,085,168	16,936,040	13,416,220	-21%
Subtotal Operating/Debt/Project	182,507,648	172,326,789	191,804,390	194,416,470	
TOTAL APPROPRIATIONS BY DIVISION					
Executive & Legislative	1,789,193	1,884,803	2,311,790	2,794,010	21%
Finance & Management Services	22,182,124	19,805,681	31,697,570	31,540,040	0%
Human Resources	6,461,143	6,169,964	2,371,460	2,326,850	-2%
Acquisition, Stewardship & Development	37,130,615	31,123,961	19,912,060	17,114,470	-14%
Legal	4,774,166	6,228,727	7,165,440	7,114,770	-1%
Operations	58,135,190	60,523,467	66,438,810	68,880,130	4%
Public Affairs	3,118,126	3,189,600	4,374,800	4,496,730	3%
Public Safety	24,829,947	22,946,876	24,548,510	26,884,570	10%
Nondepartmental	24,087,143	20,453,710	32,983,950	33,264,900	1%
Subtotal by Division	182,507,648	172,326,789	191,804,390	194,416,470	
Other Uses:					
Transfers Out	29,786,553	40,930,026	36,797,910	28,557,690	-22%
TOTAL USES	212,294,201	213,256,815	228,602,300	222,974,160	-2%
Change in Fund Balance/Net Assets	7,001,886	80,091,039	(35,480,680)	(21,363,710)	-40%
TOTAL	\$ 219,296,087	\$ 293,347,854	\$ 193,121,620	\$ 201,610,450	4%

Notes to Budget by Division—Significant changes

Executive & Legislative operating budget increased by 21% due to the addition of two new positions for the anticipated Deputy General Manager and additional Confidential Secretary.

Non-departmental operating budget is reduced by \$115,000 due to an accounting change related to funds expensed in the General Fund that represented overhead costs from the East Contra Costa Lighting and Landscape District (ECC LLD) Fund. Beginning in 2015 all costs borne by the ECC LLD Fund will be expensed in that fund.

Project appropriations for Finance and Management Services decreased 49% due to the reduction in one-time project funding compared to the prior year.

Acquisition, Stewardship and Development Division's one-time appropriations were also reduced from amounts budgeted in 2014, reflecting the uneven nature of project appropriations.

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BUDGET OVERVIEW

FUND MATRIX BY DIVISION

2015 Budgeted Expenditures and Transfers Out by Division					
Fund:	Executive & Legislative	Finance & Management Services	Human Resources	Acquisition, Stewardship and Land Division	Legal
101 General Fund	\$ 2,794,010	\$ 8,840,470	\$ 2,326,850	\$ 9,008,980	\$ 1,509,180
220 Two County LLD	-	35,000	-	-	-
221 ECCC LLD	-	9,000	-	-	-
222 Five Canyon Zone	-	500	-	-	-
223 Dublin Hills Zone	-	-	-	-	-
224 Walpert Ridge Zone	-	500	-	-	-
225 Thomas Ranch Zone	-	-	-	-	-
226 Measure CC	-	100,000	-	-	-
227 Stone Valley Zone	-	-	-	-	-
228 Gateway Valley Zone	-	-	-	-	-
253 Gifts	-	-	-	38,440	-
254 Ardenwood/Coyote Hills	-	-	-	-	-
255 MLK Jr Program	-	-	-	-	-
257 Mitigation	-	-	-	83,100	-
258 McLaughlin Eastshore State Park	-	-	-	18,780	-
259 ECCC HCP Properties	-	-	-	-	-
260 Asset Forfeiture Distribution	-	-	-	-	-
261 Coyote Hill/Dumbarton Quarry	-	-	-	-	-
270 Measure WW Local Grant	-	17,068,380	-	-	-
333 Capital	-	129,090	-	4,693,040	-
335 Meas AA Bond Proceeds	-	12,000	-	-	-
336 OTA Projects	-	324,500	-	3,272,130	-
337 Meas WW Bond Proceeds	-	87,000	-	-	-
338 2012 Note Proceeds	-	10,000	-	-	-
552 Workers' Comp	-	-	-	-	3,732,980
553 Major Infrastructure Reno/Repl	-	-	-	-	-
554 Major Equip Replacement	-	-	-	-	-
555 General Liability	-	-	-	-	1,872,610
556 Employee Benefits	-	4,908,000	-	-	-
610 Black Diamond-Open Space	-	-	-	-	-
620 Brushy Peak-Dyer	-	-	-	-	-
621 Brushy Peak-Weaver	-	-	-	-	-
630 ESSP-Berkeley Meadow Ph 1	-	-	-	-	-
631 ESSP-Berkeley Meadow Ph 2	-	-	-	-	-
640 Hayward Shoreline-Ora Loma	-	-	-	-	-
641 Hayward Shoreline-Any	-	-	-	-	-
650 Morgan Territory-Elsworthy	-	-	-	-	-
651 Morgan Territory-Day	-	-	-	-	-
660 Sibley-McCosker-inactived 2012	-	-	-	-	-
670 Doolan Canyon-Toyota	-	-	-	-	-
671 El Charro-Livermore	-	-	-	-	-
680 MLK Shore-Damon Slough-Port	-	-	-	-	-
811 2012 Promissory Note Dbt Svc	-	1,600	-	-	-
812 Meas AA Debt Svc	-	6,000	-	-	-
813 Meas WW Debt Svc	-	8,000	-	-	-
Total	\$ 2,794,010	\$ 31,540,040	\$ 2,326,850	\$ 17,114,470	\$ 7,114,770

BUDGET OVERVIEW

FUND MATRIX BY DIVISION

2015 Budgeted Expenditures and Transfers Out by Division					
Fund:	Operations	Public Affairs	Public Safety	Nondepartmental	Total
101 General Fund	\$ 60,195,000	\$ 4,496,730	\$ 25,195,180	\$6,446,480	\$ 120,812,880
220 Two County LLD	4,024,320	-	-	-	4,059,320
221 ECCC LLD	577,880	-	-	-	586,880
222 Five Canyon Zone	57,480	-	-	-	57,980
223 Dublin Hills Zone	8,030	-	-	-	8,030
224 Walpert Ridge Zone	64,670	-	-	-	65,170
225 Thomas Ranch Zone	500	-	-	-	500
226 Measure CC	-	-	-	2,086,210	2,186,210
227 Stone Valley Zone	630	-	-	-	630
228 Gateway Valley Zone	-	-	-	-	-
253 Gifts	26,000	-	-	-	64,440
254 Ardenwood/Coyote Hills	-	-	-	40,000	40,000
255 MLK Jr Program	7,000	-	-	-	7,000
257 Mitigation	-	-	-	-	83,100
258 McLaughlin Eastshore State Park	30,460	-	-	-	49,240
259 ECCC HCP Properties	309,090	-	-	-	309,090
260 Asset Forfeiture Distribution	-	-	-	-	-
261 Coyote Hill/Dumbarton Quarry	-	-	-	-	-
270 Measure WW Local Grant	-	-	-	-	17,068,380
333 Capital	215,570	-	-	-	5,037,700
335 Meas AA Bond Proceeds	-	-	-	130,000	142,000
336 OTA Projects	2,983,500	-	1,689,390	-	8,269,520
337 Meas WW Bond Proceeds	-	-	-	19,350,000	19,437,000
338 2012 Note Proceeds	-	-	-	-	10,000
552 Workers' Comp	-	-	-	-	3,732,980
553 Major Infrastructure Reno/Repl	-	-	-	500,000	500,000
554 Major Equip Replacement	380,000	-	-	-	380,000
555 General Liability	-	-	-	-	1,872,610
556 Employee Benefits	-	-	-	-	4,908,000
610 Black Diamond-Open Space	-	-	-	-	-
620 Brushy Peak-Dyer	-	-	-	1,500	1,500
621 Brushy Peak-Weaver	-	-	-	2,000	2,000
630 ESSP-Berkeley Meadow Ph 1	-	-	-	-	-
631 ESSP-Berkeley Meadow Ph 2	-	-	-	-	-
640 Hayward Shoreline-Ora Loma	-	-	-	-	-
641 Hayward Shoreline-Any	-	-	-	-	-
650 Morgan Territory-Elsworthy	-	-	-	1,500	1,500
651 Morgan Territory-Day	-	-	-	-	-
660 Sibley-McCosker-inactivated 2012	-	-	-	-	-
670 Doolan Canyon-Toyota	-	-	-	-	-
671 El Charro-Livermore	-	-	-	-	-
680 MLK Shore-Damon Slough-Port	-	-	-	-	-
811 2012 Promissory Note Dbt Svc	-	-	-	1,421,300	1,422,900
812 Meas AA Debt Svc	-	-	-	5,372,000	5,378,000
813 Meas WW Debt Svc	-	-	-	26,471,600	26,479,600
Total	\$ 68,880,130	\$ 4,496,730	\$ 26,884,570	\$ 61,822,590	\$ 222,974,160

BUDGET OVERVIEW

2015 ONE-TIME BUDGET INCREASES

Some approved appropriations are approved one-time, for the new budget year only and not intended to change the divisions' base annual budget. The following list includes appropriations of that nature.

One-time Budget Appropriations for 2015 ≥\$20,000

Division	Department/Location	Description	One Time Expense	Fund Source
Acq./Stew.&Dev.	District wide	Replenish WW acquisition funds	\$ 2,000,000	Measure WW
Operations	Public Works Admin.	Augment District-wide paving project fund	500,000	General Fund
Operations	New/Replace Autos Dept.	Provide for fleet replacements	423,900	General Fund
Acq./Stew.& Dev.	Mission Peak	Expand staging area Mission Peak	350,000	General Fund
Acq./Stew.& Dev.	Acquisition/Pleasanton Ridge	WW development funds for Garms	200,000	Measure WW
Acq./Stew.& Dev.	District wide	Replenish WW pre-acq funds	200,000	Measure WW
Fin. & Mgmt. Svc.	Finance	One Solution software implementation.	150,000	General Fund
Acq./Stew.& Dev.	Pt. Isabel	Protect Resources Pt. Isabel	150,000	General Fund
Operations	Black Diamond	Mine Shaft Safety Repair Fund	130,000	General Fund
Acq./Stew.& Dev.	Pleasanton Ridge	AA dev funds for Pleasanton Rdg Trls	130,000	Measure AA
Public Affairs	Public Affairs	Measure CC renewal public outreach	100,000	General Fund
Operations	Operations & Interpr Admin	Willow Park golf concession transition	100,000	General Fund
Public Affairs	Environmental Graphics	Wide format flatbed printer	80,000	General Fund
Acq./Stew.& Dev.	Acquisition/Brushy Peak	Replenish Murray Twmsp acq fnd	73,575	General Fund
Operations	Point Pinole	Add Kubota M8540 with flail	73,200	General Fund
Operations	Alameda Trails	John Deere Wide area mower	67,000	Two County LLD
Operations	Parkland-Redwood	T tractor	60,000	General Fund
Operations	Pleasanton Ridge	Pipeline supplies (carried over fr: 2014)	59,885	General Fund
Operations	Contra Costa Trails	Mini dump truck F-450 diesel	53,400	Two County LLD
Public Affairs	Public Affairs	Two Oral Histories	53,000	General Fund
Operations	Operations & Interpr Admin	Camping Feasibility Study	50,000	General Fund
Operations	Interpretive Service Manager	Complete New Oral Histories	50,000	General Fund
Acq./Stew.& Dev.	Parkland Acq. Administration	Augment Other Services budget	50,000	General Fund
Acq./Stew.& Dev.	Oyster Bay	WW dev funds Oyster Bay Bike Area	50,000	Measure WW
Public Safety	Fire Operations	EBRCS radio activation fees	48,000	General Fund
Operations	Little Hills	Replace pool filtration system	45,000	General Fund
Public Safety	Public Safety Administration	Taser replacement phase 1 of 3	42,000	General Fund
Operations	Coyote Hills	Pipeline one-time start up cost for supplies	40,000	General Fund
Operations	Deer Valley	3/4ton truck, excab,4WD,8-cyl,8'bed	39,650	General Fund
Operations	Park Express	Cajun Zydeco Festival Supplies/Services	35,000	General Fund
Operations	Maintenance Ops Administration	Cartograph maint. & license fees	35,000	General Fund
Acq./Stew.& Dev.	Stewardship Administration	Required permit report Crown Beach	35,000	General Fund
Operations	Hayward Shoreline	72" 4wd Toro Mower 3280D	32,000	General Fund
Operations	Las Trampas	3/4ton, Extra Cab,4WD, 8Cyl	31,650	General Fund
Public Safety	Fire Operations	Pipeline personnel start up supplies	30,240	General Fund
Acq./Stew.& Dev.	Grazing	Pond restoration cost share	30,000	General Fund
Operations	Walpert Ridge/Garin	Pickup truck, mini,extracab,4WD,6'bd	27,500	Walpert Ridge Zone of Benefit
Operations	Coyote Hills	Small 4x2 extra cab pickup truck	26,400	General Fund
Operations	Antioch-Oakley Tr.	Toro 3280D, 4WD mower	26,000	General Fund
Executive/Legislative	General Manager	Social media outreach	25,000	General Fund
Acq./Stew.& Dev.	Land Acquisition	Address encroachment and trespass issue	25,000	General Fund

One-time Budget Appropriations for 2015 ≥\$20,000, continued

Division	Department/Location	Description	One Time Expense	Fund Source
Operations	Water/Utility	Pickup truck, ton, Extra Cab, 2WD,	24,500	General Fund
Operations	Point Pinole	Two-wheel drive mini-pickup truck	23,750	General Fund
Public Affairs	Public Affairs	Mini cargo van, 4-cyl	23,000	General Fund
Operations	Parkland-Redwood	New carport for equipment	23,000	General Fund
Operations	Las Trampas	Borel caretaker fees	21,000	General Fund
Fin. & Mgmt. Svc.	Information Services	Document management software migratio	20,000	General Fund
Operations	Don Castro	Tools & equipment for trail improvements	20,000	Five Canyons Zone of Benefit
Total			<u>\$5,882,650.00</u>	

BUDGET OVERVIEW**2015 ONE-TIME BUDGET INCREASES**

Other budget requests were approved as base increases that will continue to be funded in future fiscal years. The following were all funded with General Fund resources.

2015 General Fund Base Budget Increases ≥ \$20,000

Division	Department/Location	Description	One Time Expense	Fund Source
Public Safety	Fire Department	Vegetation Management/Fire Fuels	\$ 500,000.00	General Fund
Acq./Stew. & Dev.	Water/Utility Dept.	Pipes and pumps maintenance	75,000	General Fund
Operations	Park Operations Administration	Restore hazardous tree fund	75,000	General Fund
Operations	Fleet and Equipment Maintenance	Annual fuel and maintenance suppl	51,750	General Fund
Executive & Legislative	General Manager	Legislative strategies funding	50,000	General Fund
Fin. & Mgmt. Svc.	Office Services	Field sites Xerox equipment	43,030	General Fund
Operations	Maintenance Ops Administration	Park staff rental equipment training	25,000	General Fund
Operations	Tilden	Water budget increase	\$22,000	General Fund
Acq./Stew. & Dev.	IPM Program	Spartina Control Project	\$20,000	General Fund
Acq./Stew. & Dev.	Construction/Survey Unit	Crown Beach survey monitoring	\$20,000	General Fund
Fin. & Mgmt. Svc.	Information Services	Microsoft Office 365 licensing	\$20,000	General Fund
Total			\$ 901,780.00	

Authorized Personnel Positions

Positions are authorized and budgeted on a “full-time equivalent” basis or FTE. The number of FTEs is not the same as the number of staff. For example, an FTE of 1.0 may include two half time positions at 0.50 each. New positions approved for 2015 is actually 24.79 FTEs, as detailed on the next two pages. Positions that were approved for “2014 only” skew the 2014-15 Change summarized below.

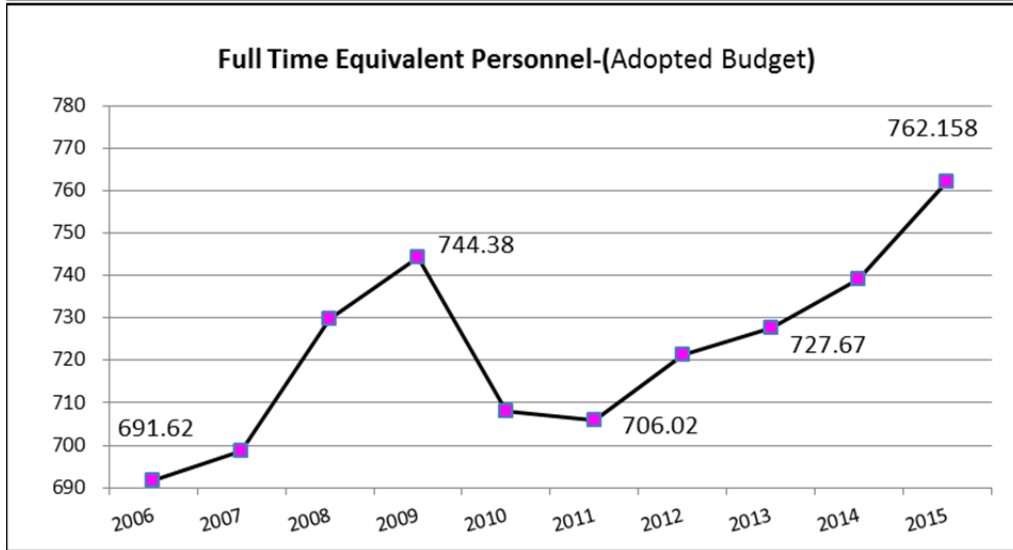
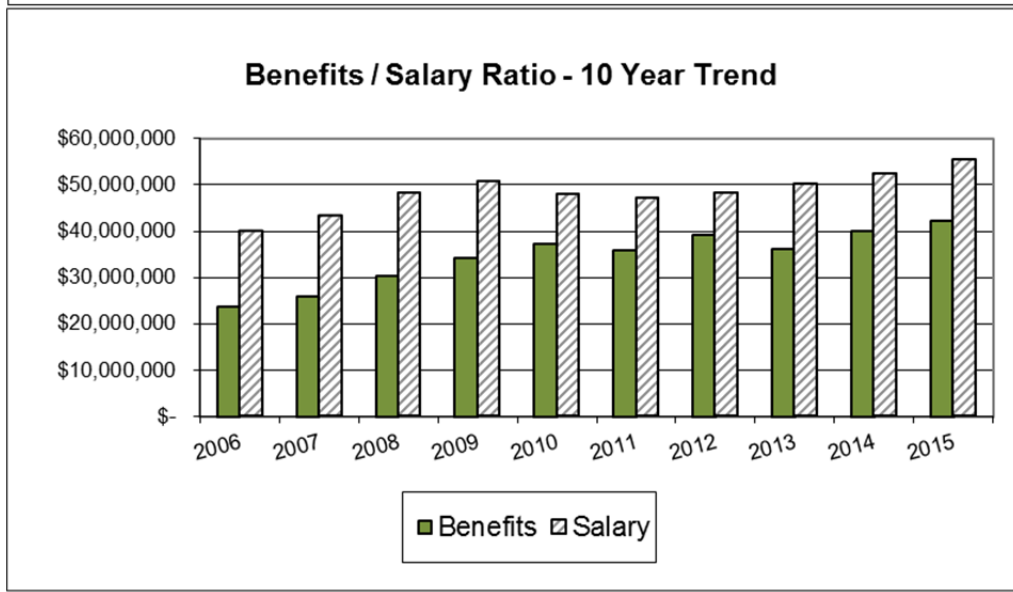
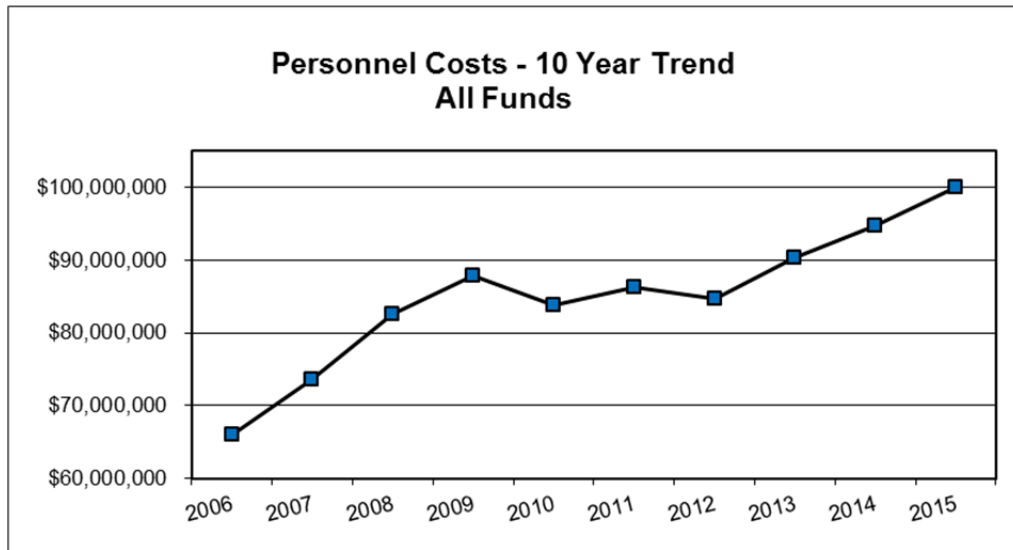
DIVISIONS AND DEPARTMENTS	2012 BUDGET	2013 BUDGET	2014 BUDGET	2015 BUDGET	2014-15 Change
Executive & Legislative Division					
General Manager	7.00	7.00	7.42	9.00	1.58
Finance & Management Services Division					
Administration	2.000	2.000	2.000	3.000	
Clerk of Board	2.000	2.000	2.000	2.000	
Grants Department	3.000	3.500	4.500	4.000	
Finance Department	18.784	18.284	18.284	18.284	
Information Services Department	7.000	7.000	7.000	7.000	
Office Services Department	9.720	9.720	9.720	9.720	
Subtotal	42.504	42.504	43.504	44.004	0.50
Human Resources Division	13.80	15.27	15.27	15.27	0.00
Acquisition, Stewardship & Development Division					
Administration	3.500	3.500	2.500	2.500	
Environmental Review Department	4.000	4.000	4.000	4.250	
Interagency Planning Department	3.000	3.000	3.000	3.000	
Land Acquisition Department	5.000	5.000	6.000	6.000	
Trails Development Department	3.000	3.000	3.000	3.000	
Transitional Administration	2.533	2.533	2.533	2.533	
Design & Construction Department	26.830	26.830	26.830	26.830	
Planning & Stewardship Department	24.305	24.120	24.120	25.000	
Subtotal	72.17	71.98	71.98	73.11	1.13
Legal Division	9.45	9.45	9.45	9.45	0.00
Operations Division					
Administration	7.000	7.000	7.000	7.000	
Park Operations Department	253.435	255.322	258.692	265.042	
Interpretive & Recreation Services Dept.	88.648	92.319	91.529	93.621	
Maintenance & Skilled Trades Dept.	70.900	70.150	73.370	74.965	
Subtotal	419.98	424.79	430.59	440.63	10.04
Public Affairs Division	17.20	20.00	20.00	20.50	0.50
Public Safety Division					
Administration & Support Services	28.000	28.000	28.000	28.000	
Fire Department	52.430	52.180	53.080	55.853	
Police Department	60.010	61.010	61.660	66.340	
Subtotal	140.44	141.19	142.74	150.19	7.45
Total	722.5450	732.1883	740.9583	762.1583	
Total Funded Positions	722.545	732.188	740.958	762.158	21.20

2015 New Positions and Changes

Division	Department/ Location	Base FTE Change	2015 Only FTE	Description	Fund/Source
Acquisition, Stew. & Develop.	Environmental Programs		0.25	GIS Technician	General Fund
	Stewardship Administration	-0.02		Chief of Stewardship (temp)	General Fund
	Stewardship Administration	-0.55		Resource Analyst	General Fund
	Stewardship Administration	-0.22		Resource Analyst	General Fund
	Stewardship Administration	0.22		Resource Analyst (Pipeline)	General Fund
	Stewardship Administration	0.55		Resource Analyst (Pipeline)	General Fund
	Stewardship Administration	-0.10		Water Resources Manager	General Fund
	Stewardship Administration	1.00		Watershed Specialist	General Fund
Executive and Legislative	General Manager	1.00		Confidential Secretary	General Fund
	General Manager	1.00		Deputy General Manager	General Fund
Finance and Mangement Svcs.	Management Services Admin	1.00		Assist. Chief Finance Officer	General Fund
Operations	Administration	1.00		Administration Manager MG01	General Fund
	Operations & Interpr Admin	-1.00		Secretary	General Fund
	Administration	-1.00		Revenue and Admin. Manager MG02	General Fund
	Administration	1.00		Revenue and Admin. Manager MG04	General Fund
	Interp. Ardenwood	1.00		Park Craft Specialist	General Fund
	Interp. Ardenwood	-1.00		Park Ranger II	General Fund
	Interp. Big Break Visitor Center	1.00		Naturalist	General Fund
	Calaveras Ridge Trail	0.10		Park Ranger II (Pipeline)	General Fund
	Calaveras Ridge Trail	0.05		Park Ranger II (Pipeline)	General Fund
	Interp. Crab Cove Center	0.25		Naturalist	General Fund
	Delta Unit Briones	0.75		Park Ranger II (Pipeline)	General Fund
	Delta Unit Carquinez Shoreline	-0.75		Park Ranger II (Pipeline)	General Fund
	Delta Unit Carquinez Shoreline	1.00		Park Ranger II (Pipeline)	General Fund
	Lakes-Coyote Hills	1.00		Park Craft Specialist (Pipeline)	General Fund
	MAST Roads & Trails	0.25		Plumber (Pipeline)	General Fund
	MAST Roads & Trails	0.35		Plumber (Pipeline)	General Fund
	Interp Parks-Las Trampas	0.75		Park Ranger II (Pipeline)	General Fund
	Interp Parks-Deer Valley	0.75		Park Ranger II (Pipeline)	General Fund
	Interp Parks-Deer Valley	0.75		Park Ranger II (Pipeline)	General Fund
	Interpretation Admin.	0.25		Senior Office Assistant Upgrade	General Fund
	Interp. Outdoor Rec		0.86	Rec Leader III	Mitigation
	Interp. Outdoor Rec		0.142	Rec Leader III	Mitigation
	Interp. Outdoor Rec		1.00	Recreation Coordinator	Mitigation
	Interp. Parks Express		0.25	Office Specialist	Conservancy Grant
	Interp. Outdoor Recreation		0.05	Rec Leader III	General Fund
	Parkland-A Chabot	0.60		Gate Attendant	General Fund
	Parkland-Wildcat Canyon	0.25		Park Ranger II	General Fund
	Recreation & Interpr Admin	-1.00		Interpretive Services Manager MG03	General Fund
	Recreation & Interpr Admin	1.00		Interpretive Services Manager MG04	General Fund
	Reservations	0.50		Office Specialist	General Fund
	MAST Sanitation	0.065		Plumber (Pipeline)	General Fund
	MAST Sanitation	0.25		Sanitation Driver	General Fund
	MAST Sanitation	0.10		Sanitation Driver (pipeline)	General Fund
	MAST Sanitation	-0.10		Sanitation Driver (pipeline)	General Fund
	Shoreline-ML King Jr	-1.00		Park Ranger I	General Fund
	Shoreline-ML King Jr	1.00		Park Ranger II	General Fund
	MAST Trades	-0.07		Heavy Equipment Operator	General Fund
	MAST Trades	0.75		Plumber (Pipeline)	General Fund
	Contra Costa Trails	0.10		Park Ranger II (Pipeline)	Fund
	Interp Pkld Walpert Rdg Garin	1.00		Park Ranger II (Pipeline)	General Fund

2015 New Positions and Changes, continued

Division	Department/ Location	Base FTE Change	2015 Only FTE	Description	Fund/Source
Public Affairs	Environmental Graphics		0.50	Intern	General Fund
Public Safety	Fire Operations	0.43		Fire Captain (Pipeline)	General Fund
	Fire Operations	1.73		Firefighter II (Pipeline)	General Fund
	Fire Operations	0.25		Firefighter II (Pipeline)	General Fund
	Lifeguard Services	3.00		Aquatic Assistant	General Fund
	Lifeguard Services	-2.25		Aquatic Assistant	General Fund
	Lifeguard Services	0.173		Lifeguard I	General Fund
	Police Field Unit	1.00		Dispatcher/CSO	General Fund
	Police Field Unit	1.00		Dispatcher/CSO	General Fund
	Police Field Unit-Alameda		0.68	Police Officer	Contract
	Police Field Unit	0.35		Police Officer (Future Years' Pipeline)	General Fund
	Police Field Unit-Dumbarton	0.75		Police Officer (Pipeline)	General Fund
	Police Field Unit-Las Trampas	0.20		Police Officer (Pipeline)	General Fund
	Police Field Unit-Vargas Plateau	0.20		Police Officer (Pipeline)	General Fund
	Lafayette/Moraga Tr	0.10		Police Officer (Pipeline)	General Fund
	Police Fld Unit-Calaveras Rdg Tr	0.10		Police Officer (Pipeline)	General Fund
	Police Field Unit-Bay Trail	0.30		Police Officer (Pipeline)	General Fund
		<u>21.158</u>	<u>3.732</u>		



BUDGET OVERVIEW

TAXES & ASSESSMENTS

Taxes and Assessments by County

TAXES & ASSESSMENTS	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
<u>ALAMEDA COUNTY:</u>					
Property Taxes (1% Countywide Tax)	\$ 56,304,770	\$ 62,595,701	\$ 59,000,000	\$ 62,500,000	5.9%
Measure AA Property Tax (Bonds)	9,725,604	5,240,372	1,370,000	2,298,000	67.7%
Measure WW Property Tax (Bonds)	1,777,514	7,302,718	12,174,000	13,351,000	9.7%
Measure CC Parcel Tax	2,474,838	2,557,510	2,458,560	2,466,360	0.3%
Total Property Taxes	70,282,726	77,696,301	75,002,560	80,615,360	7.5%
Two County Trail L&LD	2,440,424	2,467,249	2,411,800	2,455,200	
Five Canyon Zone of Benefit	41,732	43,277	41,200	44,200	
Dublin Hills Zone of Benefit	11,572	13,108	11,200	14,300	
Walpert Ridge Zone of Benefit	44,664	47,824	42,700	49,700	
Total Assessments	2,538,392	2,571,458	2,506,900	2,563,400	2.3%
TOTAL ALAMEDA COUNTY	\$ 72,821,118	\$ 80,267,759	\$ 77,509,460	\$ 83,178,760	7.3%
Percent of Grand Total	59.0%	59.2%	58.8%	56.8%	
<u>CONTRA COSTA COUNTY:</u>					
Property Taxes (1% Countywide Tax)	\$ 38,649,307	\$ 41,744,565	\$ 40,300,000	\$ 47,300,000	17.4%
Measure AA Property Tax (Bonds)	7,654,354	4,304,066	1,120,000	1,935,000	72.8%
Measure WW Property Tax (Bonds)	1,374,722	5,962,907	9,941,000	11,240,000	13.1%
Measure CC Parcel Tax	707,905	721,349	693,440	695,640	0.3%
Total Property Taxes	48,386,288	52,732,887	52,054,440	61,170,640	17.5%
Two County Trail L&LD	1,539,696	1,777,616	1,478,200	1,504,800	
East Contra Costa County Trails	661,145	719,098	660,000	670,000	
San Ramon Hills Zone of Benefit	4,840	5,297	4,700	4,900	
Stone Valley Zone of Benefit	5,215	6,189	5,100	5,900	
Sibley Volcanic Zone of Benefit	6,346	3,180	6,300	6,400	
Total Assessments	2,217,242	2,511,379	2,154,300	2,192,000	1.7%
TOTAL CONTRA COSTA COUNTY	\$ 50,603,530	\$ 55,244,267	\$ 54,208,740	\$ 63,362,640	16.9%
Percent of Grand Total	41.0%	40.8%	41.2%	43.2%	5.1%
<u>BOTH COUNTIES COMBINED:</u>					
Property Taxes (1% Countywide Tax)	\$ 94,954,076	\$ 104,340,266	\$ 99,300,000	\$ 109,800,000	10.6%
Measure AA Property Tax (Bonds)	17,379,958	9,544,439	2,490,000	4,233,000	70.0%
Measure WW Property Tax (Bonds)	3,152,237	13,265,624	22,115,000	24,591,000	11.2%
Measure CC Parcel Tax	3,182,743	3,278,859	3,152,000	3,162,000	0.3%
Total Property Taxes	118,669,014	130,429,188	127,057,000	141,786,000	11.6%
Two County Trail L&LD	3,980,120	4,244,865	3,890,000	3,960,000	1.8%
East Contra Costa County Trails	661,145	719,098	660,000	670,000	1.5%
Five Canyon Zone of Benefit	41,732	43,277	41,200	44,200	7.3%
Dublin Hills Zone of Benefit	11,572	13,108	11,200	14,300	27.7%
Walpert Ridge Zone of Benefit	44,664	47,824	42,700	49,700	16.4%
San Ramon Hills Zone of Benefit	4,840	5,297	4,700	4,900	4.3%
Stone Valley Zone of Benefit	5,215	6,189	5,100	5,900	15.7%
Sibley Volcanic Zone of Benefit	6,346	3,180	6,300	6,400	1.6%
Total Assessments	4,755,634	5,082,837	4,661,200	4,755,400	2.0%
GRAND TOTAL BOTH COUNTIES	\$ 123,424,648	\$ 135,512,025	\$ 131,718,200	\$ 146,541,400	11.3%

Sample Tax & Assessment for Home of \$450,000 Assessed Value

Alameda County:	Fremont	Oakland	Livermore
Tax Rate Area	<u>12013</u>	<u>17001</u>	<u>16078</u>
Property Tax	\$ 146.85	\$ 109.03	\$ 150.66
District Bond Measures	38.25	38.25	38.25
Measure CC Tax	-	12.00	-
Two County LLD	<u>5.44</u>	<u>5.44</u>	<u>-</u>
Total	<u>\$ 190.54</u>	<u>\$ 164.72</u>	<u>\$ 188.91</u>

Contra Costa County:	Brentwood	Richmond	Walnut Creek
Tax Rate Area	<u>10001</u>	<u>08003</u>	<u>09000</u>
Property Tax	\$ 0.01	\$ 117.33	\$ 138.03
District Bond Measures	38.25	38.25	38.25
Measure CC Tax	-	12.00	-
Two County LLD	-	5.44	5.44
East Contra Costa LLD	<u>19.70</u>	<u>-</u>	<u>-</u>
Total	<u>\$ 57.96</u>	<u>\$ 173.02</u>	<u>\$ 181.72</u>

These are approximate amounts for the 2014/15 tax year

Top Ten Property Tax Payers Ranked by Assessed Value*

(In thousands; fiscal year ended June 30, 2013)

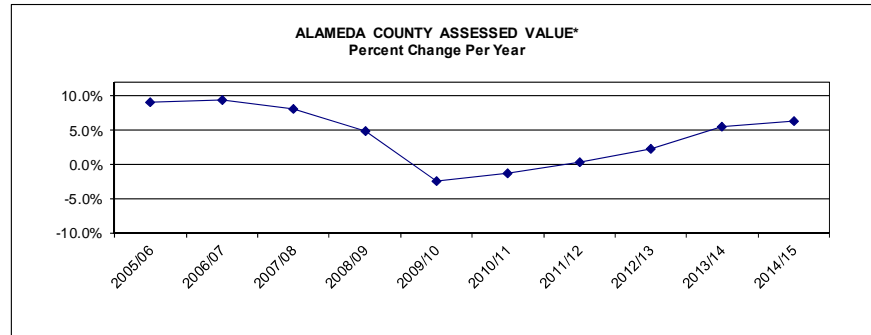
Alameda County		Contra Costa County	
Taxpayer	Assessed Value	Taxpayer	Assessed Value
Pacific Gas & Electric	\$ 1,590,102	Chevron USA	\$ 4,373,188
Kaiser Foundation Hospitals	1,179,499	Equilon/Shell Oil Co.	2,304,715
AT&T California	414,382	Pacific Gas & Electric	1,853,593
Apple Computer Inc	389,496	Tosco Corporation	1,578,835
Kaiser Foundation Health Plan Inc	356,480	Tesoro Refining & Marketing	1,565,599
Russell City Energy Company, LLC	287,200	Sunset Land Company	727,243
Leland Stanford Jr University Board Trustees	282,895	AT&T/Pacific Bell	552,075
PSB Northern California Ind. Portfolio, LLC	281,487	Shappell Industries, Inc	533,126
BRE Properties Inc	281,133	Seeno Construction Co.	499,709
Bayer Healthcare, LLC	274,499	Calpine/Delta Energy Center LLC	393,529

* Source: Alameda County and Contra Costa County websites.

District Tax & Assessment Rates

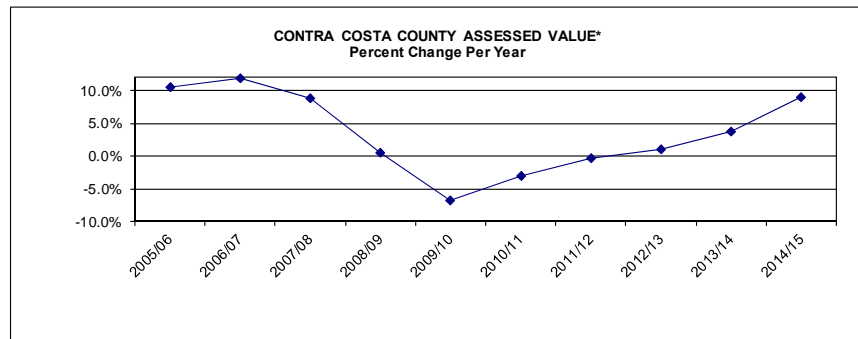
Description	Rate	Basis	Comment
Property Tax	\$30.00	Per \$100,000 of net assessed valuation of secured and unsecured property.	This rate is an average of all properties where the District receives an allocation of the "1% Countywide" tax.
Measure CC Tax (single family unit)	\$12.00	Per equivalent dwelling each.	Richmond to Oakland.
Measure CC Tax (multi-family unit)	\$8.28	Per equivalent dwelling unit.	Richmond to Oakland.
Measure AA Bonds Measure WW Bonds	\$8.50	Per \$100,000 of net assessed valuation of secured and unsecured property.	Rate is applied to all properties within District boundaries except for the "Murray Township" area.
Two County Regional Trail LLD	\$5.44	Per equivalent dwelling unit	Alameda and Contra Costa Counties except for the "Liberty Union High School District" of East Contra Costa County.
East Contra Costa County LLD	\$19.70	Per equivalent dwelling unit.	"Liberty Union High School District" area of east Contra Costa County.
Five Canyon Zone of Benefit	\$41.71	Per equivalent dwelling unit.	1,089 parcels in Castro Valley.
Dublin Hills Zone of Benefit	\$30.19	Per equivalent dwelling unit.	484 parcels in the City of Dublin.
Walpert Ridge Zone of Benefit	\$134.61	Per equivalent dwelling unit.	376 parcels in the ridge land above the City of Hayward.
San Ramon Hills Zone of Benefit	\$37.74	Per equivalent dwelling unit.	140 parcels in the western portion of the City of San Ramon.
Stone Valley Zone of Benefit	\$157.04	Per equivalent dwelling unit.	39 assessable parcels in Contra Costa County.
Sibley Volcanic Zone of Benefit	\$93.42	Per equivalent dwelling unit.	72 assessable parcels in Contra Costa County.

Assessed Value Trends



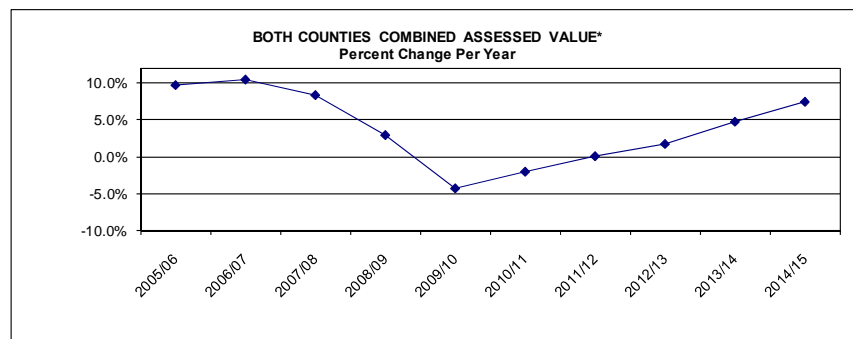
ALAMEDA COUNTY:

	2011/12	2012/13	2013/14	2014/15
Assessed Valuation	\$ 199,763,992,831	\$ 204,222,494,771	\$ 215,582,631,426	\$ 229,326,783,630
\$ Change from Prior Year	739,891,218	4,458,501,940	11,360,136,655	13,744,152,204
% Change from Prior Year	0.4%	2.2%	5.6%	6.4%



CONTRA COSTA COUNTY:

	2011/12	2012/13	2013/14	2014/15
Assessed Valuation	\$ 145,301,962,799	\$ 146,718,224,341	\$ 152,153,210,093	\$ 165,715,554,942
\$ Change from Prior Year	(460,097,471)	1,416,261,542	5,434,985,752	13,562,344,849
% Change from Prior Year	-0.3%	1.0%	3.7%	8.9%



BOTH COUNTIES COMBINED:

	2011/12	2012/13	2013/14	2014/15
Assessed Valuation	\$ 345,065,955,630	\$ 350,940,719,112	\$ 367,735,841,519	\$ 395,042,338,572
\$ Change from Prior Year	279,793,747	5,874,763,482	16,795,122,407	27,306,497,053
% Change from Prior Year	0.1%	1.7%	4.8%	7.4%

*Total Gross Assessed Valuation

GENERAL FUND

Fund 101 – General Operating Fund

BUDGET OVERVIEW**GENERAL FUND**

The General Fund, the District's chief operating fund, is used to account for all financial resources which are not legally, or by sound financial management, required to be accounted for in another fund.

Year-by-Year Comparison

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
RESOURCES					
Revenues:					
Taxes & Assessments	\$ 94,954,076	\$ 104,340,266	\$ 99,300,000	\$ 109,800,000	
Charges for Services	8,931,295	9,153,484	8,606,500	8,994,250	
Property Usage	1,958,790	3,104,171	1,777,000	1,886,000	
Investment Earnings	453,194	(29,527)	500,000	500,000	
Grants/Inter-agency Agreements	214,373	251,751	238,400	236,400	
Miscellaneous	743,058	792,952	586,000	581,000	
Total Revenues	107,254,787	117,613,095	111,007,900	121,997,650	9.9%
Other Resources:					
Transfers In	1,851,910	775,125	45,900	45,000	
TOTAL RESOURCES	\$ 109,106,697	\$ 118,388,220	\$ 111,053,800	\$ 122,042,650	9.9%
USES					
Expenditures:					
Personnel Costs	\$ 71,009,125	\$ 73,445,189	\$ 79,012,070	\$ 83,983,050	
Supplies	7,079,362	6,464,996	7,960,630	8,325,350	
Services	11,325,183	11,922,898	14,203,800	14,978,900	
Capital Outlay/Equipment	973,224	476,046	1,344,610	826,060	
Grants/Inter-agency Agreements	327,931	220,757	232,000	232,000	
Debt Service	765,218	-	-	-	
Debt Service Interest	28,848	-	-	-	
Intra-District Charges	5,954,090	4,753,890	6,017,760	6,021,040	
Total Expenditures	97,462,981	97,283,775	108,770,870	114,366,400	5.1%
Other Uses:					
Transfers Out	9,358,083	10,867,031	11,233,030	6,446,480	
TOTAL USES	106,821,065	108,150,806	120,003,900	120,812,880	0.7%
Change in Fund Balance	2,285,632	10,237,414	(8,950,100)	1,229,770	
TOTAL	\$ 109,106,697	\$ 118,388,220	\$ 111,053,800	\$ 122,042,650	9.9%

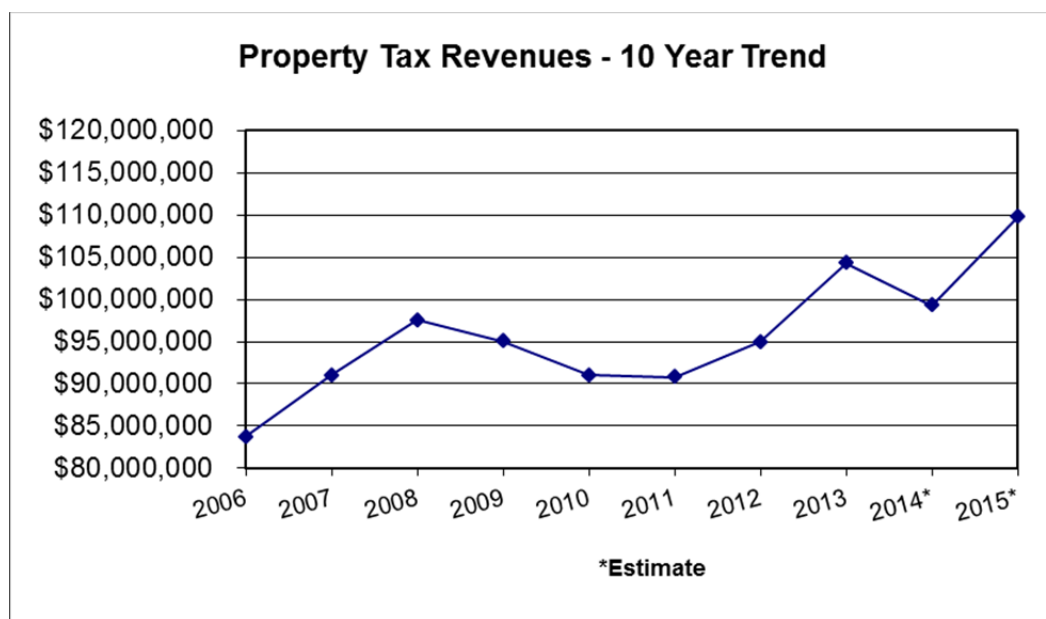
General Fund Budgeted Revenue Highlights

2015 General Fund operating revenues from all sources total \$ 122 million, including property taxes, charges for services, interest, property usage, inter-agency agreements, miscellaneous revenues and transfers in. The total revenue budget increased approximately \$10.9 million (9.9%) from the prior year budgeted amount. Additional information for each major revenue budget category follows.

Taxes & Assessments

Property tax is the District’s largest General Fund resource, representing 90% of all operating revenue. The 2015 property tax revenue budget of \$109.8 million includes secured, unsecured, supplemental, successor agency payments, penalties and other taxes, less county collection fees. The amount received is based on the assessed value (AV) of real and tangible property located within Alameda County (AC) and Contra Costa County (CCC).

The 2015 actual property tax receipts increased significantly over prior years, which had been negatively impacted by the precipitous drop in real estate values. This growth can be attributed to the recovery in real estate market values in both Alameda and Contra Costa counties. Many properties that were afforded reduced assessments in prior years due to market value declines have received increases in their assessed values that are not limited to the mandatory 2% maximum increase. This double digit growth should not be expected in future years.

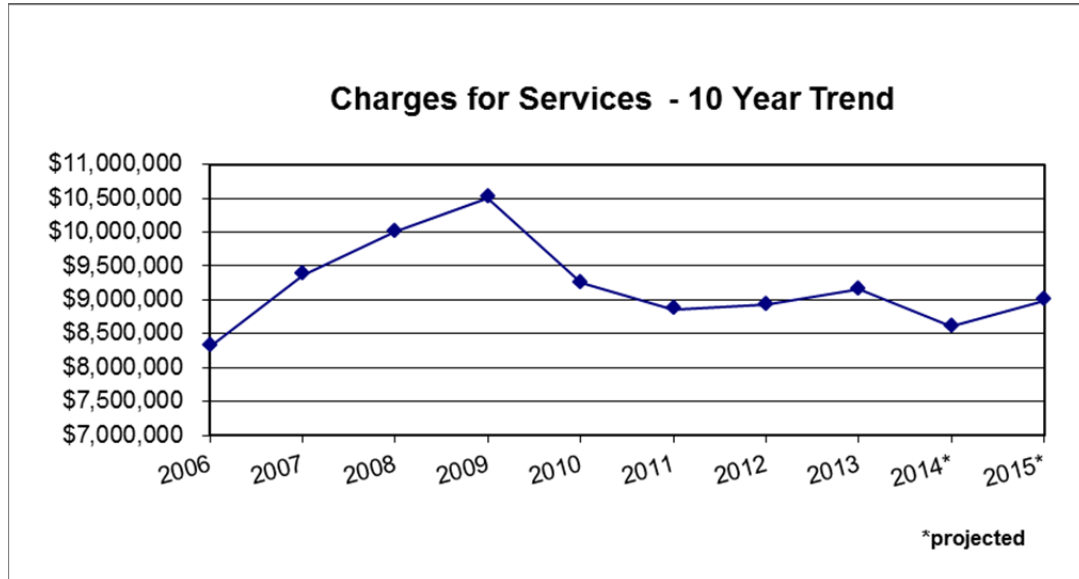


Charges for Services

This category is the second largest revenue source for the General Fund, representing 7.3% of total revenues. The 2015 budgeted revenue is \$9 million, which is 4.5% greater than the prior year, with the largest adjustment in parking, camping fees and facility rentals, and is comprised of the following revenue sources:

- parking fees (\$2.3 million),
- fishing, camping and boating fees (\$1.8 million),
- swimming and other programming (\$1.6 million),
- concession fees (\$1.0 million),
- public safety fees (\$1.0 million), and

- facility rentals (\$1.3 million).



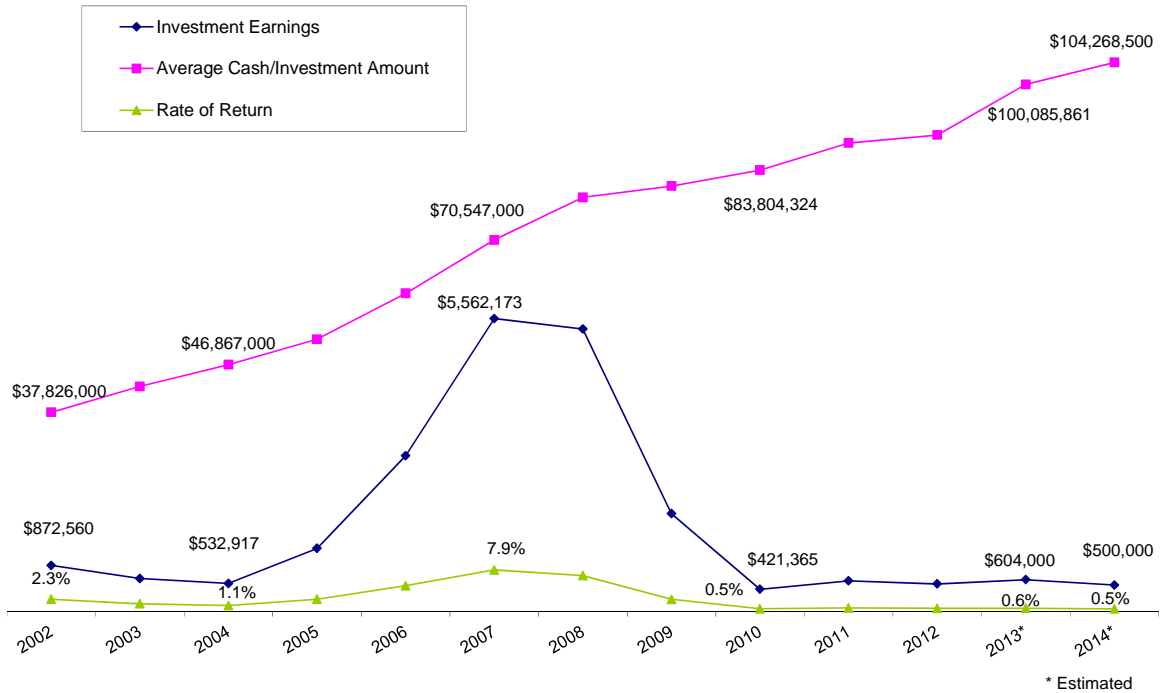
The District reviews and updates its park usage and administrative fees annually. Administrative fees are generally set to recover costs. Park user fees are set at levels consistent with rates charged by other public agency providers in the Bay Area. Out-of-District groups receiving programs, and most specialized program offerings with limited community benefit, have full cost recovery fees. Changes in the District Fee Schedule are reviewed and adopted annually by the Board of Directors. They are available on the District’s website.

Investment Earnings

The District pools cash resources and amounts in excess of current requirements are invested. The District follows the Investment Policy adopted annually by the Board of Directors. The District’s policy is to invest public funds in a prudent manner, providing the highest yield with the maximum security of principal invested, while also meeting the daily cash flow requirements of the District. Additionally, the District conforms to all applicable federal, state and local statutes governing the investment of public funds.

The 2015 budgeted General Fund investment revenue is \$500,000, the same as the prior year. As the District’s longer term investments, with higher yields, continue to mature, the proceeds are invested in the historically low yield instruments currently available. Therefore, even if the Federal Reserve Board increases the target range for the fed fund rate, which is currently between 0% and .25% an increase in interest revenue is not expected in 2015.

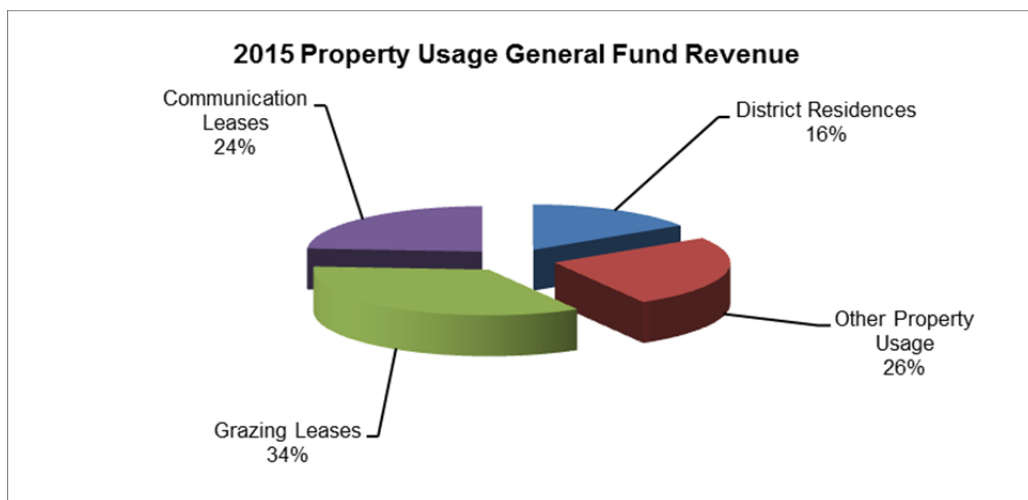
Cash/Investments/Investment Earnings/Rate of Return - 12 Year Comparison



For the General Fund in particular, cash has increased from approximately \$46 million 12 years ago to \$104 million at the end of 2014 due to annual revenue exceeding annual expenditures. However, investment revenue, which peaked in 2007 with 8% rate of return, has dropped significantly due to decline in yields, to less than 1% return in the past five years.

Property Usage

Revenue budgeted in 2015 of \$1.9 million to be collected from property usage (communication site agreements, grazing agreements, District residences and other usages of District property) is slightly higher than the prior year.



Inter-agency Agreements

The revenue budgeted in 2015 from inter-agency agreements is \$236,400, very similar to the prior year.

Miscellaneous

Miscellaneous revenue is budgeted slightly lower than the prior year.

Transfers

Budgeted transfers into the General Fund total \$45,000, a small decrease from the prior year due to a reduction in funding to programs from Permanent Funds.

General Fund Appropriation Highlights

General Fund operating expenditures total \$114.4 million for all uses, including personnel services, supplies, services, intra-District charges, inter-agency payments, equipment and transfers out. Transfers out decreased significantly from the prior year as a result of the one-time appropriations to expend \$9 million in fund balance, which was previously committed for property tax smoothing in the prior year budget.

Personnel Costs

Personnel costs accounts for the District's largest General Fund expenditure category, representing 73% of all General Fund appropriations. This category includes funding for all wages and wage-related benefits. Overall, this category increased 5.6% from the prior year as a result of the additions of 21 FTE's, increases to wages in accordance with employee agreements, and pension cost increases.

Details of all changes in General Fund staffing (FTEs) are included in the Authorized Positions pages 64-65 of Section B in this budget book and in Section D, Personnel by Department /Unit/Location.

SPECIAL REVENUE FUNDS

Fund 220 Two County Landscape & Lighting District

Fund 221 East Contra Costa County Landscape & Lighting

Fund 222 Five Canyons Zone of Benefit

Fund 223 Dublin Hills Zone of Benefit

Fund 224 Walpert Ridge Zone of Benefit

Fund 225 San Ramon Hills Zone of Benefit

Fund 226 Measure CC

Fund 227 Stone Valley Zone of Benefit

Fund 228 Sibley Volcanic Zone of Benefit

Fund 253 Gifts

Fund 254 Ardenwood/Coyote Hills Trail

Fund 255 Martin Luther King, Jr. Intern Program

Fund 257 Mitigation

Fund 258 McLaughlin Eastshore State Park

Fund 259 ECCC HCP Properties

Fund 261 Coyote Hills Dumbarton Quarry

Fund 270 Measure WW Local Grant

The District special revenue funds account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes and include: Landscape and Lighting Districts' assessments and appropriations, Zones of Benefit's assessments and appropriations, Measure CC excise tax, private gifts, mitigation funds, McLaughlin Eastshore State Park revenue and appropriations, Coyote Hills Regional Park, Measure WW local grant program, and ECCC HCP Properties Fund for Vasco/Byron Hills and Black Diamond, in which the wind turbine and cell tower lease revenue (generated on the acquired property) is restricted, per agreement with the partnering grant agency, the ECCC HCP.

Special Revenue Funds Year-by-Year Comparison

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
RESOURCES					
Revenues:					
Taxes & Assessments	\$ 7,938,377	\$ 8,361,696	\$ 7,813,200	\$ 7,917,400	
Charges for Services	47,546	48,973	50,000	50,000	
Property Usage	575,669	517,717	549,800	1,449,800	
Investment Earnings	163,002	130,830	104,700	101,800	
Miscellaneous	59,404	858,875	27,000	27,000	
Total Revenues	8,783,999	9,918,092	8,544,700	9,546,000	11.7%
Other Resources:					
Transfers In	13,516,966	19,436	16,825,400	16,800,000	
TOTAL RESOURCES	\$ 22,300,964	\$ 9,937,528	\$ 25,370,100	\$ 26,346,000	3.8%
USES					
Expenditures:					
Personnel Services	\$ 4,845,487	\$ 4,185,001	\$ 4,898,070	\$ 4,867,880	-0.6%
Supplies	218,786	143,795	168,070	205,160	22.1%
Services	404,335	377,716	362,020	338,820	-6.4%
Capital Outlay/Equipment	71,164	-	-	147,900	
Grants/Inter-agency Agreements	13,001,599	11,389,448	16,900,000	16,900,000	0.0%
Intra-District Charges	115,000	115,000	115,000	-	-100.0%
Total Expenditures	18,656,371	16,210,960	22,443,160	22,459,760	0.1%
Other Uses:					
Transfers Out	3,384,574	2,313,010	2,122,110	2,126,210	
TOTAL USES	22,040,945	18,523,970	24,565,270	24,585,970	0.1%
Change in Fund Balance	260,019	(8,586,442)	804,830	1,760,030	118.7%
TOTAL	\$ 22,300,964	\$ 9,937,528	\$ 25,370,100	\$ 26,346,000	3.8%

The above schedule combines several individual funds included in the special revenue funds grouping. The following pages provide detailed budget information for each fund.

Special Revenue Funds Detail

	Fund 220	Fund 221	Fund 222	Fund 223
	Two County LLD	East Contra Costa LLD	Five Canyons Zone of Benefit	Dublin Hills Zone of Benefit
RESOURCES				
Revenues:				
Taxes & Assessments	\$ 3,960,000	\$ 670,000	\$ 44,200	\$ 14,300
Investment Earnings	8,000	300	300	100
Total Revenues	3,968,000	670,300	44,500	14,400
TOTAL RESOURCES	\$ 3,968,000	\$ 670,300	\$ 44,500	\$ 14,400
USES				
Expenditures:				
Personnel Services	\$ 3,678,350	\$ 577,880	\$ 36,230	\$ 5,930
Supplies	95,520	-	21,250	2,100
Services	165,050	9,000	500	-
Capital Outlay/Equipment	120,400	-	-	-
Total Expenditures	4,059,320	586,880	57,980	8,030
Other Uses:				
TOTAL USES	4,059,320	586,880	57,980	8,030
Change in Fund Balance	(91,320)	83,420	(13,480)	6,370
TOTAL	\$ 3,968,000	\$ 670,300	\$ 44,500	\$ 14,400

Fund 220 – Two County Regional Trails Landscape & Lighting District

In 1993 the District formed the Alameda County/Contra Costa County Regional Trails Landscaping and Lighting Assessment District (referred to as the “Two County LLD”) to help augment District funding for the operation, maintenance and servicing of trails. The assessment district area includes all of Alameda County, except Murray Township, and all of Contra Costa County, except Liberty Union High School District.

This LLD was formed prior to the passage of Proposition 218, and thus is considered a “grandfathered assessment”. But as required by Proposition 218, 78.5% of voters in Alameda and Contra Costa Counties reaffirmed the continuation of the Two County LLD in 1996. The assessment is \$5.44 per equivalent dwelling unit per year. Assessment revenue does not cover the cost of all regional trail maintenance. The balance of appropriations related to trail maintenance is included in the General Fund budget.

Fund 221 – East Contra Costa County Landscape & Lighting District

The eastern portion of Contra Costa County, as defined by the boundaries of the Liberty Union High School District, was annexed by the District in 1981. In 1991 the District formed the East Contra Costa County Landscape & Lighting Assessment District No. 1 (referred to as the “East Contra Costa County (ECCC) LLD”) to help augment District funding for the operation, maintenance and servicing of parks and trails in this area.

This LLD was formed prior to the passage of Proposition 218, and thus is considered a “grandfathered assessment.” But as required by Proposition 218, 67.8% of voters in the assessment district area in Contra Costa County reaffirmed the continuation of the ECCC LLD 996. The assessment is \$19.70 per equivalent dwelling unit per year.

Fund 222 – Five Canyon Zone of Benefit No. 1 Fund

The Alameda County Five Canyon Zone of Benefit was established in 1994, near Don Castro recreation area and Highland Estates. There are 1,089 parcels within this zone subject to assessment. The assessment is \$40.67 per year per equivalent dwelling unit.

Fund 223 – Dublin Hills Zone of Benefit No. 2 Fund

The Alameda County Dublin Hills Zone of Benefit was established in 1996 in the City of Dublin and includes Schaefer Estates. There are currently 484 parcels subject to assessment within this zone. The assessment is \$29.43 per year per equivalent dwelling unit.

Special Revenue Funds Detail, Continued

	Fund 224		Fund 225		Fund 226		Fund 227	
	Walpert Ridge		San Ramon Hills		Measure CC		Stone Valley	
	Zone of Benefit		Zone of Benefit				Zone of Benefit	
RESOURCES								
Revenues:								
Taxes & Assessments	\$	49,700	\$	4,900	\$	3,162,000	\$	5,900
Investment Earnings		1,000		-		5,000		100
Total Revenues		50,700		4,900		3,167,000		6,000
TOTAL RESOURCES	\$	50,700	\$	4,900	\$	3,167,000	\$	6,000
USES								
Expenditures:								
Personnel Services	\$	25,650	\$	-	\$	-	\$	-
Supplies		11,520		500		-		630
Services		500		-		-		-
Capital Outlay/Equipment		27,500		-		-		-
Grants/Inter-agency Agreements		-		-		100,000		-
Total Expenditures		65,170		500		100,000		630
Other Uses:								
Transfers Out		-		-		2,086,210		-
TOTAL USES		65,170		500		2,186,210		630
Change in Fund Balance		(14,470)		4,400		980,790		5,370
TOTAL	\$	50,700	\$	4,900	\$	3,167,000	\$	6,000

Fund 224 – Walpert Ridge Zone of Benefit No. 3 Fund

The Alameda County Walpert Ridge Zone of Benefit was established in 1998 for parkland in the ridge land above the City of Hayward. There are 376 parcels subject to assessment in this zone. The assessment is \$131.23 per year per equivalent dwelling unit.

Fund 225 – San Ramon Hills Zone of Benefit No. 4 Fund

The Contra Costa County San Ramon Hills (formerly Thomas Ranch) Zone of Benefit was established in 1999 in the western portion of the City of San Ramon. There are 140 parcels subject to assessment in this zone. The assessment is \$36.79 per year per equivalent dwelling unit.

Fund 226 – Measure CC Fund

The Measure CC Fund is used to account for the special excise tax revenue and appropriations approved by voters in 2004. The purpose of the tax was to raise revenue to fund public access, wildfire protection, public safety and environmental maintenance in the District’s parks and trails within the assessed area. The excise tax is \$12.00 per single-family residential parcel and \$8.28 per multi-family unit per year, and will be levied for 15 years.

The zone boundaries include the incorporated cities of Alameda, Albany, Berkeley, Emeryville, Oakland and Piedmont, as well as some unincorporated areas of Alameda County. The zone also includes the incorporated cities of Richmond, San Pablo, and El Cerrito, as well as some unincorporated areas of El Sobrante and Kensington in Contra Costa County.

The specific projects for which the proceeds of the tax have been deemed necessary are described in the Spending Plan adopted by the Board of Directors on August 3, 2004. Additionally the annual expenditure plan requires Board approval. The Board of Directors holds an annual public hearing on project selections and allocations funded by the Measure CC. Additionally there will be a public accounting of the use of funds during the year, as required by Government Code Section 50075.3.

The 2015 operating and project appropriations to be funded with Measure CC resources include:

- Maintenance and safety at Alameda Point, Claremont Canyon, McLaughlin Eastshore State Park, Martin Luther King, Jr., Sibley and Wildcat Canyon,
- Support for Oakland Zoo operations,
- Operation of Crab Cove Visitor Center for an additional three months,
- Richmond wetlands habitat enhancement and shoreline restoration,
- Eucalyptus grove thinning, sprout control and grassland restoration at Point Pinole,
- Fire fuel vegetation management at Anthony Chabot, Claremont Canyon, Redwood, Sibley, Wildcat/Alvarado and Tilden,
- Spartina control at Damon Slough
- Restrooms at Wildcat Canyon and Miller/Knox, and
- Gravel trail at Wildcat Canyon.

Fund 227 – Stone Valley Zone of Benefit No. 5 Fund

The Contra Costa County Stone Valley Zone of Benefit was established in 2006 for parkland within Alamo near Stone Valley Road. There are 39 parcels subject to assessment in this zone. The assessment is \$153.09 per year per equivalent dwelling unit.

Special Revenue Funds Detail, Continued

	Fund 228	Fund 253	Fund 254	Fund 255	Fund 257
	Sibley Volcanic Zone of Benefit	Gifts Fund	Ardenwood Coyote Hills Trail	MLK Jr. Intern Program	Mitigation
RESOURCES					
Revenues:					
Taxes & Assessments	\$ 6,400	\$ -	\$ -	\$ -	\$ -
Charges for Services	-	-	-	10,000	-
Property Usage	-	-	-	-	80,000
Investment Earnings	-	26,000	1,000	-	30,000
Miscellaneous	-	27,000	-	-	-
Total Revenues	6,400	53,000	1,000	10,000	110,000
Other Resources:					
TOTAL RESOURCES	\$ 6,400	\$ 53,000	\$ 1,000	\$ 10,000	\$ 110,000
USES					
Expenditures:					
Personnel Services	\$ -	\$ 24,140	\$ -	\$ -	\$ -
Supplies	-	38,800	-	2,100	6,050
Services	-	1,500	-	4,900	77,050
Total Expenditures	-	64,440	-	7,000	83,100
Other Uses:					
Transfers Out	-	-	40,000	-	-
TOTAL USES	-	64,440	40,000	7,000	83,100
Change in Fund Balance	6,400	(11,440)	(39,000)	3,000	26,900
TOTAL	\$ 6,400	\$ 53,000	\$ 1,000	\$ 10,000	\$ 110,000

Fund 228 – Sibley Volcanic Zone of Benefit No. 6 Fund

The Contra Costa County Sibley Volcanic Zone of Benefit was established in 2007 for parkland off Gateway Blvd. near the City of Orinda. There are 72 units subject to assessment in this zone. The assessment is \$91.07 per year per equivalent dwelling unit.

Fund 253 – Gifts Fund

This fund accounts for gifts made to the District by private parties. The use of gift funds is restricted by the terms of the underlying agreements or conditions related to the gift. Major gifts (over \$1 million) made to the District, and multiple minor gifts, are accounted for in this fund.

Major gifts include:

- Hayward 1900/Walpert Ridge-Garin gift, with a balance of \$1.7 million, which is intended as a funding source for the purchase of real property in that area, and
- OG Property Owner LLC ,with balance of \$1 million, which is intended as a funding source for public access improvements and management of the McCosker property in Sibley Volcanic Regional Preserve.

None of the gifts included in this fund are permanent endowments.

Fund 254 – Ardenwood/Coyote Hills Trail Fund

In 1985 the District received funds from the developers of the Ardenwood Business Park/Coyote Hills designated for maintenance of a future mini-park strip. In conformity with prior years, the 2015 budget \$40,000 transfer out of this fund into General Fund is to support a .5 FTE Ranger position.

Fund 255 – Martin Luther King, Jr. Intern Program Fund

This fund accounts for the revenues earmarked for outreach in the urban community, particularly related to the Martin Luther King Jr. Regional Shoreline. This annual award helps fund the East Oakland Multicultural Celebration commemorating the birthday of Dr. Martin Luther King, Jr.

Fund 257 – Mitigation Fund

This fund accounts for resources received by the District via mitigation agreements. Expenditure of these funds is restricted by the terms of the agreements. These are not legal endowments, and thus principal and earnings can be expended to satisfy resource enhancement requirements of the mitigation agreements. The largest balance, \$1.4 million, is related to the Tosco/Iron Horse Trail-Walnut Creek.

Special Revenue Funds Detail, Continued

	Fund 258 McLaughlin Eastshore State Park	Fund 259 ECCC HCP Properties	Fund 261 Coyote Hills Dumbarton Quarry	Fund 270 Measure WW Local Grants	Total Special Revenue Funds
RESOURCES					
Revenues:					
Taxes & Assessments	\$ -	\$ -	\$ -	\$ -	\$ 7,917,400
Charges for Services	40,000	-	-	-	50,000
Property Usage	-	469,800	900,000	-	1,449,800
Investment Earnings	30,000	-	-	-	101,800
Miscellaneous	-	-	-	-	27,000
Total Revenues	70,000	469,800	900,000	-	9,546,000
Other Resources:					
Transfers In	-	-	-	16,800,000	16,800,000
TOTAL RESOURCES	\$ 70,000	\$ 469,800	\$ 900,000	\$ 16,800,000	\$ 26,346,000
USES					
Expenditures:					
Personnel Services	\$ 27,430	\$ 248,890	\$ -	\$ 243,380	\$ 4,867,880
Supplies	1,490	20,200	-	5,000	205,160
Services	20,320	40,000	-	20,000	338,820
Capital Outlay/Equipment Grants/ Inter-agency Agreements	-	-	-	-	147,900
	-	-	-	16,800,000	16,900,000
Total Expenditures	49,240	309,090	-	17,068,380	22,459,760
Other Uses:					
Transfers Out	-	-	-	-	2,126,210
TOTAL USES	49,240	309,090	-	17,068,380	2,126,210
Change in Fund Balance	20,760	160,710	900,000	(268,380)	24,219,790
TOTAL	\$ 70,000	\$ 469,800	\$ 900,000	\$ 16,800,000	\$ 26,346,000

Fund 258 – McLaughlin Eastshore State Park Fund

In 1998 the District (11% property owner) and the State of California (89% property owner) formed a JPA related to McLaughlin Eastshore State Park, which stretches 8.5 miles along the San Francisco Bay shorelines of the cities of Oakland, Emeryville, Berkeley, Albany, and Richmond. The JPA was converted to an operating agreement in 2006, wherein the State authorizes the District to operate, control and maintain McLaughlin Eastshore State Park in conformity with the Eastshore State Park General Plan adopted by the State in 2002, and renewed for an additional 30 years in 2013.

It is the intent of the Plan that the District use fees generated from the use of the Park, Measure CC funds, grants, donations and other funding sources prior to using the residual funds from the unused remediation deposit towards the future planning, development and operation of the Park. The District reports quarterly to the State Department of Parks and Recreation the revenue and expenditures from the unused remediation deposit account.

Fund 259 - ECCC HCP Properties Fund

The District has purchased many properties in partnership with the East Contra Costa County Habitat Conservancy Program (ECCC HCP). Located on some of these properties are lease revenue generating facilities, such as wind turbines, communication towers and residences. Pursuant to the terms of the purchase agreements with the grantor partner, all revenues earned from these leases will be used for management of the purchased properties and adjacent properties in the Byron Hills/Vasco area and at Black Diamond Mines Regional Preserve. Consequently, both the revenues and expenditures related to these properties are accounted for in this special revenue fund. The 2015 budget is the second year that the detailed expenditures will be accounted for in this fund. In the past, this fund transferred resources to the General Fund, where the associated expenditures were recorded. To improve accountability and transparency, beginning in 2014, both revenues and expenditures have been captured in Fund 259.

Subsequent to 2009, when the District purchased Souza II, additional revenue generating properties purchased were:

2010	Souza III, Gramma's Quarter, Martin	Communication, wind and residential revenues
2011	Austin/Thomas	Communication revenue
2012	Affinito, Vaquero Farms	Residential revenue
2013	Galvin	Residential revenue

Fund 261 – Coyote Hills Dumbarton Quarry Fund

This fund accounts for Dumbarton Quarry tipping fee revenue received by the District in accordance with specific agreements between the District and Dumbarton Quarry Associates (DQA). These agreements also confirm that DQA shall transfer property, construct a campground and continue to pay tipping fees until the quarry is full estimated to be 2029. In 2014 the Board transferred \$1.8 million of accumulated revenue from the General Fund and committed this special revenue to be used to upgrade facilities and infrastructure, such as a service yard and other amenities at Coyote Hills Regional Park.

Fund 270 – Measure WW Local Grant Fund

Twenty-five percent (\$125 million) of Measure WW bond proceeds are allocated for use by cities, special park and recreation districts, county service areas and the Oakland Zoo for local park and recreation projects. Fund 270 accounts for the allocation of the \$125 million, and the reimbursement to local agencies of approved grant expenditures. \$60 million is expected to be disbursed to local agencies by the end of 2014, with an additional \$16 million budgeted in 2015.

Measure WW Local Grant Funding as of December 31, 2014

Project	Agency	Project Description	Status	Budget	Disbursed	To Be Disbursed
310001	Alameda	Krusi Park Renovation	Approved	1,365,489	280,528	1,084,960
310002	Alameda	Tillman Play Structure Replcmt	Approved	42,773	42,773	0
310003	Alameda	Tennis Courts Resurfacing	Closed	329,801	329,801	0
310004	Alameda	Boys & Girls Developmnt Center	Closed	1,000,000	1,000,000	0
310006	Alameda	Estuary Park Athletic Field	Approved	500,000	0	500,000
313401	Alamo R-7A	Livorna Park Bocce Courts	Approved	817,931	0	817,931
310104	Albany	Waterfront "cove" Enhancement	Approved	50,000	11,514	38,485
310101	Albany	Ocean View Park Rubber Surface	Closed	18,676	18,676	0
310102	Albany	After School Rec Expansn&Reno1	Closed	117,982	117,982	0
310105	Albany	Dartmouth Tot Lot Rubber Surf	Closed	22,660	22,660	0
310106	Albany	Jewel's Terrace/Rubber Surface	Closed	12,917	12,917	0
313501	Ambrose	Ambrose Park Phase 1	Approved	1,127,177	0	1,127,177
311401	Antioch	Security Camera Program	Approved	311,200	311,200	0
311405	Antioch	Fishing Pier Pavilion	Approved	66,150	0	66,150
311407	Antioch	Prewett Aquatics Center	Approved	420,000	420,000	0
311408	Antioch	Community Park Synthetic Turf	Approved	2,999,744	2,999,744	0
311402	Antioch	Lone Tree Golf Range Light	Closed	241,861	241,861	0
311403	Antioch	Deerfield Park Playground Equi	Closed	73,984	73,984	0
311404	Antioch	Eagleridge Park Playground Eqp	Closed	82,808	82,808	0
311406	Antioch	Prewett Park Lot & Landscape	Closed	357,378	357,378	0
310201	Berkeley	Aquatic Park Habitat Restoratn	Approved	32,500	13,211	19,288
310203	Berkeley	San Pablo Park Basketball Cour	Approved	455,000	364,000	91,000
310204	Berkeley	Skate Park Constr Joint Replc	Approved	89,415	71,262	18,152
310205	Berkeley	Terrace View Park Basketball	Approved	422,500	0	422,500
310206	Berkeley	Virginia McGee Totlot Reno	Approved	422,500	7,150	415,350
310207	Berkeley	James Kenney Park Play Area	Approved	650,000	0	650,000
310208	Berkeley	Ohlone Dog Park Renovation	Approved	325,000	4,740	320,260
310209	Berkeley	Citywide Picnic Areas Improvem	Approved	138,100	0	138,100
310202	Berkeley	Tom Bates Sports Complex Ph2A	Closed	63,121	63,121	0
310210	Berkeley	John Hinkel Park Amphitheater	Approved	617,500	0	617,500
310211	Berkeley	Grove Park Basketball Ct Reno	Approved	455,000	0	455,000
310212	Berkeley	Grove Park Courts Renovation	Approved	555,000	0	555,000
310213	Berkeley	Willard Park Play Area Renovation	Approved	100,000	0	100,000
311505	Brentwood	City-Wide Park Shades	Approved	425,000	0	425,000
311501	Brentwood	Sommerset Commons	Closed	1,028,536	1,028,536	0
311502	Brentwood	King Park Dog Area Expansion	Closed	118,214	118,214	0
311503	Brentwood	Veterans Park Bocce Court Exp	Closed	190,310	190,310	0
311504	Brentwood	Veterans Park Universal Playg	Closed	249,848	249,848	0
311601	Clayton	Community Park Parking Lot	Closed	492,883	492,883	0
313701	Clyde M-16	Clyde Parks Improvements	Approved	36,321	36,321	0
311704	Concord	Community Pool Mechanical Eqp	Approved	230,033	184,026	46,006
311708	Concord	Demo Bldg & Install Eqp Sheltr	Approved	0	907	-907
311715	Concord	Playground Equip at Newhall	Approved	247,727	247,727	0
311717	Concord	Replace Electrical Pull Boxes	Approved	150,000	120,000	30,000
311718	Concord	ADA Barrier Removal/Baldwin	Approved	100,000	0	100,000
311720	Concord	Tennis & Softball Field Lightg	Approved	496,879	496,879	0
311721	Concord	Replace Well Pump at Ellis Lake	Approved	756,000	0	756,000
311723	Concord	ADA Barrier Removal at Parks	Approved	190,000	0	190,000
311703	Concord	Playground Equip Replacement	Closed	309,000	309,000	0
311705	Concord	Hillcrest Park Maint Bldg	Closed	129,756	129,756	0
311707	Concord	Meadow Homes Spray Park&Restrm	Closed	1,050,600	1,050,600	0
311709	Concord	Install Shade Structure Hillcrest	Closed	109,500	109,500	0
311710	Concord	Replace Irrigation Sun Terrace	Closed	30,000	30,000	0
311711	Concord	Tennis Courts Resurfacing	Closed	90,916	90,916	0
311712	Concord	Willow Pass Sports Field	Closed	118,930	118,930	0
311713	Concord	Pave Loop Road at Camp Concord	Closed	375,926	375,926	0
311714	Concord	Upgrade Camp Bathhouse	Closed	483,000	483,000	0
311716	Concord	Construct Bocce Courts/Baldwin	Closed	392,615	392,615	0
311719	Concord	Dog Park at Baldwin Park	Closed	101,448	101,448	0

Measure WW Local Grant Funding as of December 31, 2014, continued

313801	Crockett	Pool Plumbing	Closed	207,144	207,144	0
311801	Danville	Veterans Memorial Bldg	Closed	1,897,488	1,897,488	0
314001	Discovery Bay	Cornell Park Playground Equip	Closed	111,648	111,648	0
314002	Discovery Bay	Community Center Acquisition	Approved	400,000	400,000	0
310301	Dublin	Fallon Sports Synthetic Turf	Closed	1,123,610	1,123,610	0
310302	Dublin	Dublin Sports Grounds Ph4	Closed	864,958	864,958	0
310303	Dublin	Tennis Court Renovation	Approved	156,549	0	156,549
314700	EBPRD 5pct Admin	EBPRD 5 percent Admin	Approved	2,388,593	1,103,069	1,285,524
311903	El Cerrito	Huber Park	Approved	174,000	0	174,000
311905	El Cerrito	Madera Property Acquisition	Approved	261,475	0	261,475
311901	El Cerrito	Cerrito Vista Park Play Equip	Closed	186,492	186,492	0
311902	El Cerrito	E.C. Alloc.-Tom Bates Sportsfield	Closed	13,796	13,796	0
311904	El Cerrito	Creekside Park Lighting	Closed	104,109	104,109	0
314101	El Sobrante R-9	El Sobrante R-9 El Sobrante W	Approved	641,740	0	641,740
310401	Emeryville	Horton Landing Park	Approved	0	38,914	-38,914
310402	Emeryville	Joseph Emery Park Skate Spot	Approved	444,572	0	444,572
310503	Fremont	Irrigation Controller Improvem	Approved	574,595	574,595	0
310504	Fremont	Patterson House Rehabilitation	Approved	556,782	556,782	0
310505	Fremont	City Wells Rehabilitation	Approved	734,615	734,615	0
310506	Fremont	Warm Springs Restroom/Rec Room	Approved	417,000	0	417,000
310501	Fremont	Citywide Play Area Upgrades	Closed	2,663,943	2,663,943	0
310502	Fremont	Tiny Tots Playarea Upgrades	Closed	424,162	424,162	0
310507	Fremont	Central Park Turf & Poplar Ren	Approved	722,000	0	722,000
310508	Fremont	Vargas Plateau Phase II Constr	App Pending	1,800,000	0	1,800,000
310509	Fremont	Central Park Softball Fields	Approved	390,000	0	390,000
310510	Fremont	Repave Central Park Sailway Drive	Approved	220,000	0	220,000
310511	Fremont	Central Park Court to Multiuse Court	Approved	250,000	0	250,000
310512	Fremont	Central Park Boat House Path	Approved	102,000	0	102,000
310513	Fremont	Plaza Park Pathway Conversion	Approved	161,000	0	161,000
310514	Fremont	Nordvik Park Turf Renovation	Approved	435,543	348,434	87,108
313301	Green Valley	Pool Fence & Lighting	Closed	39,341	39,341	0
311205	Hayward Area Rec Dist	Castro Valley ADA Kitchen	Approved	60,000	24,000	36,000
311206	Hayward Area Rec Dist	Castro Valley Park ADA Pathway	Approved	75,000	75,000	0
311207	Hayward Area Rec Dist	Castro Valley Center HVAC Sys.	Approved	100,000	80,000	20,000
311208	Hayward Area Rec Dist	Castro Valley Ctr ADA Playarea	Approved	75,000	20,875	54,124
311209	Hayward Area Rec Dist	Earl Warren ADA Restroom Replm	Approved	225,000	180,000	45,000
311210	Hayward Area Rec Dist	Meek Park ADA Restroom Replacm	Approved	225,000	180,000	45,000
311211	Hayward Area Rec Dist	Morrison Theatre ADA Restroom	Approved	400,000	320,000	80,000
311212	Hayward Area Rec Dist	Valle Vista Park Property Acq	App Pending	665,000	0	665,000
311213	Hayward Area Rec Dist	Botany Grounds Property Acq	App Pending	888,625	0	888,625
311214	Hayward Area Rec Dist	Weekes Park ADA Tot Time Play	Approved	75,000	24,817	50,182
311215	Hayward Area Rec Dist	Castro Vly Swim Ctr Filter&ADA	Approved	1,200,000	97,237	1,102,762
311216	Hayward Area Rec Dist	Hampton Road Dog Park	Approved	200,000	0	200,000
311217	Hayward Area Rec Dist	Birchfield Park ADA Restroom	Approved	225,000	180,000	45,000
311218	Hayward Area Rec Dist	Sorensdale Recreation Center	Approved	300,000	0	300,000
311219	Hayward Area Rec Dist	Hayward Plunge Swim Center	Approved	250,000	0	250,000
311220	Hayward Area Rec Dist	Mervin Morris Park ADA Restroom	Approved	250,000	0	250,000
311221	Hayward Area Rec Dist	San Felipe Park HVAC	Approved	115,000	0	115,000
311222	Hayward Area Rec Dist	Castro Valley Redwood Filter Acq	Approved	1,000,000	0	1,000,000
311201	Hayward Area Rec Dist	Meek Park West Terrace	Closed	661,000	661,000	0
311202	Hayward Area Rec Dist	Holland Park Development	Closed	900,000	900,000	0
311203	Hayward Area Rec Dist	Manchester Property Acq	Closed	319,621	319,621	0
311204	Hayward Area Rec Dist	San Lorenzo Park ADA Restroom	Closed	54,866	54,866	0
312002	Hercules	Intermodal Bay Trail East Seg	Approved	911,728	0	911,728
312001	Hercules	EBRPD Acq Rancho El Pinole	Closed	200,000	200,000	0
314201	Kensington	Park Restroom	Closed	100,000	100,000	0
312101	Lafayette	Burton Ridge Trail Connector	Closed	300,000	300,000	0
312102	Lafayette	Acalanes Ridge Acquisition	Closed	391,650	391,650	0
314301	Montara Bay M-17	Montalvin MonTara Bay Park	Approved	541,039	0	541,039
312301	Moraga	Camino Pablo Fields	Closed	578,058	578,058	0
312302	Moraga	Pavilion Restroom Renovation	Closed	44,528	44,528	0
312303	Moraga	Rancho Laguna Park Play Struc	Closed	70,000	70,000	0
312304	Moraga	Commons Park Improvements	Closed	45,000	45,000	0

Measure WW Local Grant Funding as of December 31, 2014, continued

310601	Newark	Lakeshore Park Seawall	Approved	1,700,000	0	1,700,000
310701	Oakland	Caldecott Trail Ph1	Approved	1,000,000	10,249	989,750
310703	Oakland	25th Street Mini Park	Approved	719,035	719,035	0
310705	Oakland	Central Reservoir	Approved	360,000	295,576	64,423
310706	Oakland	City Stables	Approved	500,000	344,755	155,244
310707	Oakland	Children's Fairyland Entryway	Approved	500,000	50,521	449,478
310708	Oakland	Oakland Feather River Camp	Approved	500,000	399,510	100,489
310710	Oakland	Morcom Rose Garden	Approved	1,700,000	1,324,737	375,262
310711	Oakland	Owens Jones Field	Approved	1,000,000	800,000	200,000
310712	Oakland	Poplar Field	Approved	850,000	680,000	170,000
310713	Oakland	Raimondi Park Ph1	Approved	224,456	179,565	44,891
310702	Oakland	East Oakland Sports Center	Closed	5,909,997	5,909,997	0
310714	Oakland	Golden Gate Recreation Center	Approved	3,300,000	49,926	3,250,073
310715	Oakland	Peralta Hacienda de Anza Trail	Approved	240,000	148,770	91,229
310716	Oakland	Chabot Space & Science Center	Approved	1,000,000	49,346	950,653
310717	Oakland	Curt Flood Field	App Pending	100,000	0	100,000
310718	Oakland	Laurel Park	App Pending	500,000	0	500,000
310719	Oakland	Lincoln Square Park	Approved	300,000	0	300,000
310720	Oakland	Manzanita Recreation Center	App Pending	50,000	0	50,000
310721	Oakland	Peralta Hacienda Park	Approved	100,000	0	100,000
310722	Oakland	William Wood Park	App Pending	70,000	0	70,000
310723	Oakland	Jose De La Cruz Park	App Pending	105,000	0	105,000
314601	Oakland Zoo	Giraffe Barn Construction	Approved	400,000	206,193	193,807
314606	Oakland Zoo	California Trail Project Ph2	App Pending	3,050,000	0	3,050,000
314602	Oakland Zoo	Elephant Barn Addition	Closed	50,000	50,000	0
312401	Oakley	Creekside Park Ph2	Approved	1,112,020	1,112,020	0
312402	Oakley	Civic Center Park	Approved	405,841	0	405,841
312602	Pinole	Pinole Valley Tennis Courts	Approved	80,550	0	80,550
312604	Pinole	Community Playhouse	Approved	40,000	1,250	38,749
312605	Pinole	Skate Park	Approved	213,500	0	213,500
312606	Pinole	Swim Center Heater Replacement	Approved	24,000	0	24,000
312607	Pinole	Swim Center ADA Permanent Lift	Approved	15,000	0	15,000
312608	Pinole	Solar Panel at Swim Center	Approved	60,000	0	60,000
312601	Pinole	Pinole Valley Park Soccer Fiel	Closed	329,283	329,283	0
312603	Pinole	Pinole Senior Fitness Trail	Closed	35,454	35,454	0
312701	Pittsburg	All Weather Soccer Field	Closed	919,058	919,058	0
312702	Pittsburg	Hillview Junior High Playfield	Closed	1,990,155	1,990,155	0
312800	Pleasant Hill RP	Pool Resurfacing	Approved	392,363	392,363	0
312803	Pleasant Hill RP	Community Center	Approved	1,203,984	1,203,984	0
312802	Pleasant Hill RP	Build Teen Center	Closed	150,000	150,000	0
310901	Pleasanton	Dolores Bengston Aquatic Ctr	Approved	3,171,377	2,490,838	680,538
312901	Richmond	Ferry Pt to Kaiser Trail Gap	Approved	300,000	0	300,000
312912	Richmond	Marina Bay Park Restroom	Approved	350,510	0	350,510
312914	Richmond	Shields-Reid Park Renovation	Approved	602,884	0	602,884
312908	Richmond	Rich.Alloc.-Tom Bates Sportfld	Closed	61,275	61,275	0
312909	Richmond	Renovate Natatorium Phase 2	Closed	3,069,316	3,069,316	0
312910	Richmond	Burg Park Restoration	Closed	350,000	350,000	0
314401	Rodeo R-10	Lefty Gomez Park Improvement	Approved	456,305	91,261	365,044
311004	San Leandro	Marin Park Group Picnic Areas	Approved	988,000	591,806	396,193
311006	San Leandro	Stenzel Bleacher Replacement	Approved	96,000	0	96,000
311007	San Leandro	Stenzel Park Drainage	Approved	174,895	174,895	0
311008	San Leandro	Ball Park Locker/Restroom	Approved	471,075	0	471,075
311009	San Leandro	Resurface Skate Park	Approved	56,000	0	56,000
311001	San Leandro	Asphalt Concrete Repairs	Closed	591,268	591,268	0
311002	San Leandro	Toyon Park Play Equipment	Closed	79,633	79,633	0
311003	San Leandro	Asphalt Concrete Repair/Replac	Closed	568,020	568,020	0
311005	San Leandro	Marina Park Irrigation	Closed	622,000	622,000	0
311010	San Leandro	Toyon Park Pathway Rehabilittn	Approved	89,314	89,314	0
313001	San Pablo	Community Center at Helms	Approved	1,000,000	1,000,000	0
313108	San Ramon	Central Park Soccer Field Renovation	Approved	660,000	0	660,000
313109	San Ramon	Richard Fahey Village Green	Approved	100,000	0	100,000
313111	San Ramon	Install Shade-Old Ranch Park	Approved	18,972	0	18,972
313112	San Ramon	Install Shade at Bark & Ride	Approved	18,922	0	18,922

Measure WW Local Grant Funding as of December 31, 2014, continued

313113	San Ramon	Install Shade at SR Sports Park	Approved	41,628	0	41,628
313101	San Ramon	Forest Home Farms	Closed	330,104	330,104	0
313102	San Ramon	Red Willow Playground	Closed	50,000	50,000	0
313103	San Ramon	Central Playgrnd/Fountain Reno	Closed	580,000	580,000	0
313105	San Ramon	Olympic Pool Replastering	Closed	295,191	295,191	0
313106	San Ramon	Park Restroom Renovations	Closed	133,944	133,944	0
313107	San Ramon	Athan Downs Playground Renova	Closed	305,701	305,701	0
311101	Union City	Replace Restroom Buildings	Approved	1,231,250	1,204,075	27,174
311102	Union City	Union City Teen Center	Approved	2,000,000	0	2,000,000
313202	Walnut Creek	All Abilities Playground	Approved	350,000	280,000	70,000
313201	Walnut Creek	Acquisition of Acalanes Ridge	Closed	391,650	391,650	0
				102,905,809	60,146,442	42,759,345

DEBT SERVICE FUNDS

Fund 810 – 2002 Refunding Bonds

(Paid in Full in 2013)

Fund 811 – 2012 Promissory Notes

Fund 812 – Measure AA Bonds: 2006 Refunding, 2008 Refunding

Fund 813 – Measure WW Bonds: Series 2009, Series 2013

BUDGET OVERVIEW**DEBT SERVICE FUNDS**

The debt service funds are used to account for the collection of resources and payment of interest and principal on the general long-term debt of the District.

Debt Service Funds Year-by-Year Comparison

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
RESOURCES					
Revenues:					
Taxes & Assessments	\$ 20,532,194	\$ 22,810,063	\$ 24,605,000	\$ 28,824,000	
Investment Earnings	85,772	44,410	11,000	10,000	
Grants/Inter-agency Agreements	-	-	-	-	
Miscellaneous	-	4,653,469	-	-	
Total Revenues	20,617,966	27,507,942	24,616,000	28,834,000	17.1%
Other Resources:					
Transfers In	1,154,090	1,601,417	1,432,800	1,433,900	
TOTAL RESOURCES	\$ 21,772,056	\$ 29,109,360	\$ 26,048,800	\$ 30,267,900	16.2%
USES					
Expenditures:					
Services	\$ 55,620	\$ 13,880	\$ 13,400	\$ 15,600	
Debt Service	18,250,000	14,440,515	25,400,000	26,830,000	
Debt Service Interest	5,211,140	5,463,013	7,468,950	6,434,900	
Total Expenditures	23,516,760	19,917,408	32,882,350	33,280,500	1.2%
Other Uses:					
Contributions to Another Fund	-	-	-	-	
Transfers Out	-	-	-	-	
TOTAL USES	23,516,760	19,917,408	32,882,350	33,280,500	1.2%
Change in Fund Balance	(1,744,704)	(2,444,670)	(6,833,550)	(3,012,600)	
TOTAL	\$ 21,772,056	\$ 17,472,738	\$ 26,048,800	\$ 30,267,900	16.2%

The above schedule combines several individual funds included in the debt service funds grouping. The following pages provide more detail budget data on each fund. Total debt service schedule for all bonds is also provided. Actuals include resources and uses related to retired debt that had activity in the year.

Debt Service Funds Detail

	Fund 811 2012 Promissory Note	Fund 812 Measure AA Bonds	Fund 813 Measure WW Bonds	Total Debt Service Funds
RESOURCES				
Revenues:				
Taxes & Assessments	\$ -	\$ 4,233,000	\$ 24,591,000	\$ 28,824,000
Investment Earnings	-	5,000	5,000	10,000
Total Revenues	-	4,238,000	24,596,000	28,834,000
Other Resources:				
Transfers In	1,422,900	5,000	6,000	1,433,900
TOTAL RESOURCES	\$ 1,422,900	\$ 4,243,000	\$ 24,602,000	\$ 30,267,900
USES				
Expenditures:				
Services	\$ 1,600	\$ 6,000	\$ 8,000	\$ 15,600
Debt Service Principal	785,000	4,665,000	21,380,000	26,830,000
Debt Service Interest	636,300	707,000	5,091,600	6,434,900
Total Expenditures	1,422,900	5,378,000	26,479,600	33,280,500
Other Sources/Uses:				
TOTAL USES	1,422,900	5,378,000	26,479,600	33,280,500
Change in Fund Balance	-	(1,135,000)	(1,877,600)	(3,012,600)
TOTAL	\$ 1,422,900	\$ 4,243,000	\$ 24,602,000	\$ 30,267,900

Fund 811 – 2012 Promissory Notes Fund

In 2012 the District issued \$25 million in limited obligation qualified hedge fund bonds to fund field and administration facility replacement and renovation. \$21 million of serial bonds mature over 25 years and have an average coupon of 2.79%, with the balance of \$4 million term notes with coupon of 3.5%. \$785,000 principal and \$636,300 interest are due in 2015. If the District had not issued these promissory notes, there would be no resources to fund required facility replacement and renovation. The debt service for this promissory note is funded by discretionary funds transferred in from the General Fund.

Fund 812 – Measure AA Bonds Fund

Outstanding Measure AA bonds are described below. In all cases the District is empowered, and is externally obligated, to levy ad valorem taxes upon property subject to taxation within the District to fund the payment of interest and principal. The tax levied for the 2014/2015 tax year was 0.0085% and 0.0078% for 2013/2014.

- 2006 Refunding general obligation bonds were issued in the amount of \$23.6 million to defease 1998 Series D bonds. A portion of these bonds were refunded in 2009. The balance remaining is \$1,235,000, with \$1,235,000 principal and \$62,000 interest due in 2015. These bonds mature in 2015.
- 2008 Refunding general obligation bonds were issued in the amount of \$75.6 million to defease 1998 Refunding bonds, which, in turn, defeased 1995, 1992 and 1985 issues. A portion of these bonds were refunded in 2009. The balance remaining is \$12,900,000, with \$3,430,000 principal and \$645,000 interest due in 2015. These bonds mature in 2018.

Fund 813 – Measure WW Bonds Fund

In November 2008 voters of Alameda and Contra Costa County approved Measure WW, described as an extension of Measure AA. The extension authorizes the issuance of \$500 million of general obligation bonds. \$125 million (25% of proceeds) are reserved for the local grant program, which will be used to support park and recreations projects by local governmental agencies.

The first Measure WW series was issued in 2009 in the amount of \$80 million. This debt has a balance of \$76,160,000, with \$3,945,000 principal, and \$3,124,900 of interest due in 2015. The District is empowered, and is externally obligated, to levy ad valorem taxes upon certain property subject to taxation within the District to fund the payment of interest and principal.

The second Measure WW series was issued in 2013 in the amount of \$80 million. This debt has average coupon of 3.935%. This debt has a balance of \$63,660,000, with \$17,435,000 principal and \$1,966,700 of interest due in 2015.

Scheduled principal and interest payments on outstanding District bonds are as follows:

2012 Promissory Notes			
Year	Principal	Interest	Total
2015	785,000	636,300	1,421,300
2016	800,000	620,443	1,420,443
2017	815,000	605,312	1,420,312
2018	830,000	589,881	1,419,881
2019-2023	4,410,000	2,691,101	7,101,101
2024-2028	4,945,000	2,159,888	7,104,888
2029-2033	5,730,000	1,375,155	7,105,155
2034-2037	5,305,000	377,738	5,682,738
Total	\$ 23,620,000	\$ 9,055,818	\$ 32,675,818

Measure AA 2006 Refunding Bonds			
Year	Principal	Interest	Total
2015	1,235,000	62,000	1,297,000
Total	\$ 1,235,000	\$ 62,000	\$ 1,297,000

Measure AA 2008 Refunding Bonds			
Year	Principal	Interest	Total
2015	3,430,000	645,000	4,075,000
2016	3,600,000	473,500	4,073,500
2017	3,780,000	293,500	4,073,500
2018	2,090,000	104,500	2,194,500
Total	\$ 12,900,000	\$ 1,516,500	\$ 14,416,500

Scheduled principal and interest payments, continued:

Measure WW Series 2009A			
Year	Principal	Interest	Total
2015	3,945,000	3,124,900	7,069,900
2016	4,055,000	3,015,475	7,070,475
2017	4,170,000	2,899,675	7,069,675
2018	4,290,000	2,780,175	7,070,175
2019-2023	23,770,000	11,588,175	35,358,175
2024-2028	29,195,000	6,163,400	35,358,400
2029	<u>6,735,000</u>	<u>335,500</u>	<u>7,070,500</u>
Total	\$ 76,160,000	\$ 29,907,300	\$ 106,067,300
Measure WW Series 2013A			
Year	Principal	Interest	Total
2015	17,435,000	1,966,700	19,401,700
2016	17,885,000	1,792,325	19,677,325
2017	1,150,000	1,255,775	2,405,775
2018	1,195,000	1,209,775	2,404,775
2019-2023	6,785,000	5,239,471	12,024,471
2024-2028	8,520,000	3,506,873	12,026,873
2029-2033	<u>10,690,000</u>	<u>1,327,028</u>	<u>12,017,028</u>
Total	\$ 63,660,000	\$ 16,297,947	\$ 79,957,947
Grand Total Debt Service			
Year	Principal	Interest	Total
2015	26,830,000	6,434,900	33,264,900
2016	26,340,000	5,901,743	32,241,743
2017	9,915,000	5,054,262	14,969,262
2018	8,405,000	4,684,331	13,089,331
2019-2023	34,965,000	19,518,747	54,483,747
2024-2028	42,660,000	11,830,161	54,490,161
2029-2033	23,155,000	3,037,683	26,192,683
2034-2037	<u>5,305,000</u>	<u>377,738</u>	<u>5,682,738</u>
Grand Total	<u>\$ 177,575,000</u>	<u>\$ 56,839,565</u>	<u>\$ 234,414,565</u>

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INTERNAL SERVICE FUNDS

Fund 552 – Workers' Compensation Fund

Fund 553 – Major Infrastructure Renovation and Replacement Fund

Fund 554 – Major Equipment Replacement Fund

Fund 555 – General Liability Fund

Fund 556 – Employee Benefits Fund

BUDGET OVERVIEW**INTERNAL SERVICE FUNDS**

Internal service funds were established to account for special activities and services performed by a designated department for other departments in the District on a cost reimbursement basis.

Internal Service Funds Year-by-Year Comparison

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
RESOURCES					
Revenues:					
Taxes & Assessments	\$ -	\$ -	\$ -	\$ -	
Charges for Services	11,054,271	181,997	11,436,210	11,956,710	
Property Usage	-	-	-	-	
Investment Earnings	287,805	220,678	210,000	210,000	
Grants/Inter-agency Agreement	-	-	-	-	
Miscellaneous	618,079	11,069,756	40,000	40,000	
Total Revenues	11,960,155	11,472,430	11,686,210	12,206,710	4.5%
Other Resources:					
Transfers In	3,001,000	2,000,000	6,000,000	500,000	
TOTAL RESOURCES	\$ 14,961,155	\$ 13,472,430	\$ 17,686,210	\$ 12,706,710	-28.2%
USES					
Expenditures:					
Personnel Services	\$ 3,849,295	\$ 3,540,745	\$ 3,967,370	\$ 4,023,990	
Supplies	40,882	1,419	2,000	2,000	
Services	3,224,719	5,287,315	6,487,600	6,487,600	
Capital Outlay/Equipment	-	-	315,000	380,000	
Total Expenditures	7,114,895	8,829,478	10,771,970	10,893,590	1.1%
Other Uses:					
Transfers Out	2,335,296	2,246,425	1,075,000	500,000	
TOTAL USES	9,450,192	11,075,903	11,846,970	11,393,590	-3.8%
Change in Net Assets	5,510,963	2,396,527	5,839,240	1,313,120	N/A
TOTAL	\$ 14,961,155	\$ 13,472,430	\$ 17,686,210	\$ 12,706,710	-28.2%

The above schedule combines several individual funds included in the internal service funds grouping. The following pages provide more detail budget data on each fund.

	Internal Service Funds Detail		
	Fund 552	Fund 553	Fund 554
	Workers' Compensation	Major Infrastructure Renovation & Replacement	Major Equipment Replacement
RESOURCES			
Revenues:			
Charges for Services	\$ 3,967,950	\$ -	\$ 1,270,340
Investment Earnings	80,000	20,000	60,000
Total Revenues	4,047,950	20,000	1,330,340
Other Resources:			
Transfers In	-	500,000	-
TOTAL RESOURCES	\$ 4,047,950	\$ 520,000	\$ 1,330,340
USES			
Expenditures:			
Personnel Services	\$ 670,480	\$ -	\$ -
Services	3,062,500	-	-
Capital Outlay/Equipment	-	-	380,000
Total Expenditures	3,732,980	-	380,000
Other Uses:			
Transfers Out	-	500,000	-
TOTAL USES	3,732,980	500,000	380,000
Change in Net Assets	314,970	20,000	950,340
TOTAL	\$ 4,047,950	\$ 520,000	\$ 1,330,340

Fund 552 - Workers' Compensation Fund

This fund provides for the risk financing activity related to workers' compensation. It accounts for claims, administrative costs, insurance premiums, staffing as needed to temporarily replace injured workers, and personnel costs related to the administration of this fund. Estimated payroll charges of \$ 3.9 million will be collected during 2015 to fund this activity. The workers' compensation rate charged via payroll has increased from 7% in 2012 and 2013 to 7.5% in 2014 and 2015. Actual revenue may vary from the budgeted amount depending on actual wages paid.

Beginning in 2012, the Board of Directors committed \$2 million of General Fund unassigned fund balance for workers' compensation claim contingency, to be used in the event of an unusually large claim. This allows for a reasonable annual payroll charge, while providing assurance of adequate funding in the event of an extraordinary occurrence.

Fund 553 – Major Infrastructure Renovation and Replacement Fund

This fund, formed in 2012, was created to fund costs associated with major infrastructure renovation or replacement of District facilities, utilities, transportation systems, structures, etc. that do not have other funding sources. Through 2014 the General Fund has contributed approximately \$13.4 million to this fund.

Projects (and estimate of total future costs) include:

- paving (\$162.5 million),
- water utilities (\$6.0 million),
- communications (\$1.1 million),
- structures (\$120.1 million),
- bridges (\$43.7 million),
- docks (\$3.7 million) and
- piers (\$20.6 million).

The District has committed to an asset management inventory project that will review the status of District facilities and provide replacement estimates and suggested timelines. The goal is to complete an assessment of all District assets over the next five years. This work will provide an update to the estimates above.

Fund 554 – Major Equipment Replacement Fund

This fund accounts for the replacement of large equipment items which costs more than \$50,000, such as fire suppression apparatus, helicopters and heavy machinery. The annual purchases are based upon a long-term schedule of equipment eligible for replacement from this fund. The cost of each piece of equipment is amortized over its useful life and charged annually, in advance, to ensure adequate resources to fund replacement equipment purchases as scheduled.

The \$1.3 million budgeted revenue is received from departments (mostly from the Operations and Public Safety Divisions) with eligible equipment on the list. The corresponding appropriation in the General Fund is a component of intra-district charges. Details of 2015 planned equipment purchases follow:

2015 Major Equipment Replacements

Division	Asset ID	Equipment Description	Appropriation
Operations	618	Tractor-Ford NH 445D 4 wd	60,000
Operations	619	Tractor-Ford NH 445D 4 wd	60,000
Operations	620	Tractor-Ford NH 445D 4 wd	60,000
Operations	2848	Sanitation Pumper-3000 gal	200,000
Total Major Equipment Replacement Appropriations			\$ 380,000

Internal Service Funds Detail, continued

	Fund 555 General Liability	Fund 556 Employee Benefits	Total Internal Service Funds
RESOURCES			
Revenues:			
Charges for Services	\$ 1,787,700	\$ 4,930,720	\$ 11,956,700
Investment Earnings	40,000	10,000	210,000
Miscellaneous	40,000	-	40,000
Total Revenues	1,867,700	4,940,720	12,206,700
Other Resources:			
Transfers In	-	-	500,000
TOTAL RESOURCES	\$ 1,867,700	\$ 4,940,720	\$ 12,706,700
USES			
Expenditures:			
Personnel Services	\$ 310,510	\$ 3,043,000	\$ 4,023,990
Supplies	2,000	-	2,000
Services	1,560,100	1,865,000	6,487,600
Capital Outlay/Equipment	-	-	380,000
Total Expenditures	1,872,610	4,908,000	10,893,590
Other Uses:			
Transfers Out	-	-	500,000
TOTAL USES	1,872,610	4,908,000	11,393,590
Change in Net Assets	(4,910)	32,720	1,313,110
TOTAL	\$ 1,867,700	\$ 4,940,720	\$ 12,706,700

Fund 555 – General Liability Fund

This fund accounts for the payment of the District’s insurance premiums, general liability claims and related legal expenses. Additionally, personnel costs related to the administration of this fund are included in appropriations. Intra-District charges, which fund this activity, are allocated to divisions per the Risk Manager’s discretion, based upon the history of claims experience, with 60% charged to Operations, 30% charged to Public Safety and 10% charged to Legal.

Fund 556 – Employee Benefit Fund

This fund accounts for resources and uses related to general employee benefits, which are not allocated to specific departments, such as self-insured dental claims and administration, self-insured unemployment claims and administration, sole employer closed pension plan contributions, and annual vacation payouts. Costs generated through payroll based charges total \$4.9 million, and intra-District charges, total \$4.9 million.

Allocation of Intra-District Charges by Division

	Fund 552	Fund 553	Fund 554	Fund 555	Fund 556	
	Workers' Compensation	Major Infrastructure Renovation & Replacement	Major Equipment Replacement	General Liability	Employee Benefits	Total Internal Service Funds
Intra-District Charges						
Payroll Generated	\$ 3,967,950	\$ -	\$ -	\$ -	\$ 1,837,710	\$ 5,805,660
Legislative/Executive	-	-	-	-	34,700	34,700
Finance/Management Svc	-	-	4,000	-	228,400	232,400
Human Resources	-	-	-	-	103,600	103,600
Acq., Stwr. & Develop.	-	-	53,400	-	321,900	375,300
Legal	-	-	-	178,770	10,400	189,170
Operations	-	-	405,190	1,072,620	1,820,200	3,298,010
Public Affairs	-	-	-	-	59,500	59,500
Public Safety	-	-	807,750	536,310	384,300	1,728,360
Total Intra-District Charges	\$ 3,967,950	\$ -	\$ 1,270,340	\$ 1,787,700	\$ 4,800,710	\$ 11,826,700

PERMANENT FUNDS

Fund 610 -- Black Diamond - Fredrickson

Fund 620 -- Brushy Peak - Dyer

Fund 621 -- Brushy Peak - Weaver

Fund 630 -- East Shore State Park - Berkeley Meadow Phase I

Fund 631 -- East Shore State Park - Berkeley Meadow Phase II

Fund 640 -- Hayward Shoreline/Ora Loma – Port of Oakland

Fund 640 -- Hayward Shoreline – Standard Pacific

Fund 650 -- Morgan Territory - Elworthy

Fund 651 -- Morgan Territory – Elworthy 2

Fund 670 -- Doolan Canyon – Livermore Toyota

Fund 671 – Doolan Canyon – El Charro

Fund 680 -- MLK Jr Shoreline/Damon Slough – Port of Oakland

BUDGET OVERVIEW**PERMANENT FUNDS**

The District is the recipient of permanent endowments from third parties related to their federal and state mitigation obligations corresponding to land use/development activities. Additionally, non-wasting endowments may be received in connection with the acceptance of a real property donation. When the initial funds received are non-expendable, meaning that they are legally restricted to the extent that only earnings, and not principal, can be used to permanently manage mitigation properties and restoration projects, the funds are recorded in a permanent fund. Interest earnings are budgeted at the beginning of the year and transferred out to the operating or project funds for expenditure.

Permanent Funds Year-by-Year Comparison

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
RESOURCES					
Revenues:					
Investment Earnings	\$ 37,352	\$ 27,334	\$ 27,400	\$ 27,400	
Miscellaneous	845,602	-	-	-	
Total Revenues	882,953	27,334	27,400	27,400	0.0%
Other Resources:					
Transfers In	-	-	-	-	
TOTAL RESOURCES	\$ 882,953	\$ 27,334	\$ 27,400	\$ 27,400	0.0%
USES					
Expenditures:					
Personnel Services	\$ -	\$ -	\$ -	\$ -	
Total Expenditures	-	-	-	-	N/A
Other Uses:					
Transfers Out	30,000	19,000	26,300	5,000	
TOTAL USES	30,000	19,000	26,300	5,000	-81.0%
Change in Fund Balance	852,953	8,334	1,100	22,400	
TOTAL	\$ 882,953	\$ 27,334	\$ 27,400	\$ 27,400	0.0%

The above schedule combines several individual funds included in the permanent funds grouping. The following pages provide more detail budget data on each fund.

Permanent Funds Detail

	Fund 610 Black Diamond Open Space	Fund 620 Brushy Peak- Dyer	Fund 621 Brushy Peak- Weaver	Fund 630 ESSP-Berkeley Meadow Ph1
RESOURCES				
Revenues:				
Investment Earnings	\$ 1,500	\$ 4,000	\$ 3,000	\$ 500
Grants/Inter-agency Agreements	-	-	-	-
Miscellaneous	-	-	-	-
Total Revenues	1,500	4,000	3,000	500
Other Resources:				
TOTAL RESOURCES	\$ 1,500	\$ 4,000	\$ 3,000	\$ 500
USES				
Expenditures:				
Total Expenditures	\$ -	\$ -	\$ -	\$ -
Other Uses:				
Transfers Out	\$ -	\$ 1,500	\$ 2,000	\$ -
TOTAL USES	-	1,500	2,000	-
Change in Fund Balance	1,500	2,500	1,000	500
TOTAL	\$ 1,500	\$ 4,000	\$ 3,000	\$ 500

Fund 610 – Black Diamond-Fredrickson

In 2004 the District received a \$180,000 endowment from Black Diamond Estates, the interest from which is to be used for the long-term maintenance of the open space dedicated by the Black Diamond Estates project in Antioch.

Fund 620 – Brushy Peak-Dyer

In 2000, part of the Gale Ranch Development in San Ramon included an MOU between the developer and the District, with the provision of a \$500,250 endowment to be funded by Shapell Industries of Northern California. In conjunction with the funding of the Dyer property acquisition, the District received the endowment to manage the Dyer property, which was purchased to mitigate the impacts of the development upon the environment.

Fund 621 – Brushy Peak-Weaver

In 2001, the District received a \$426,650 endowment from Republic Services Vasco Road Landfill, in addition to funds to purchase a 290 acre conservation easement on the former Bosley/Weaver property in Brushy Peak Regional Preserve. The easement purchase and endowment were conditions of land use permits required by Alameda County before approval was granted for the expansion of the landfill operation. An additional condition was the requirement that Republic construct improvements on the property, and provide maintenance for five years. Following the initial five years, the District assumed maintenance responsibility, which is funded with the earnings from the endowment.

Fund 630 – McLaughlin Eastshore State Park-Berkeley Meadow Phase 1

Cherokee Simeon Venture II LLC constructed improvements on mitigation property at Eastshore State Park, and provided \$77,835 to the District for habitat maintenance in compliance with development requirements for the Hegenberger Gateway project.

Permanent Funds Detail, continued

	Fund 631	Fund 640	Fund 641	Fund 650
	ESSP-Berkeley	Hayward Shoreline	Hayward	Morgan Territory-
	Meadow Ph2	Ora Loma	Shoreline	Elworthy
RESOURCES				
Revenues:				
Investment Earnings	\$ 3,000	\$ 5,000	\$ 400	\$ 3,000
Grants/Inter-agency Agree	-	-	-	-
Miscellaneous	-	-	-	-
Total Revenues	3,000	5,000	400	3,000
Other Resources:				
TOTAL RESOURCES	\$ 3,000	\$ 5,000	\$ 400	\$ 3,000
USES				
Expenditures:				
Total Expenditures	-	-	-	-
Other Uses:				
Transfers Out	\$ -	\$ -	\$ -	\$ 1,500
TOTAL USES	-	-	-	1,500
Change in Fund Balance	3,000	5,000	400	1,500
TOTAL	\$ 3,000	\$ 5,000	\$ 400	\$ 3,000

Fund 631 – McLaughlin Eastshore State Park-Berkeley Meadow Phase 2

In 2007, Bailey Estates LLC, in relationship to mitigation for Bailey Estates Residential Development in City of Pittsburg, paid the District \$382,030 for the long-term management and maintenance of mitigation land in Eastshore State Park, as required by regulatory approvals obtained from the FWS, RWQCB, and ACOE.

Fund 640 – Hayward Shoreline/Ora Loma-Port of Oakland

In 2006, the District accepted a \$650,215 perpetual management endowment from Port of Oakland to operate and maintain parkland, and fund administrative costs at Hayward Regional Shoreline. This was mitigation for impacts to wetlands resulting from development at the Oakland Airport.

Fund 641 – Hayward Shoreline-Standard Pacific

In 2004, the District accepted \$60,000 from Standard Pacific for the management of wetland mitigation land at Hayward Shoreline related to the Eden Shores Project, as required by the RWQCB and the ACOE.

Fund 650 – Morgan Territory- Elworthy

In 2002, the District accepted \$391,575 from Shapell Industries for the Morgan Territory resource enhancement project located on 320 acres of the former Elworthy property, interest from which is to be used to fund staff management and administrative costs of that project.

Permanent Funds Detail, continued

	Fund 651 Morgan Territory-Day	Fund 670 Doolan Canyon- Toyota	Fund 671 El Charro Livermore	Fund 680 MLK Jr Shore / Damon Slough	Total Permanent Funds
RESOURCES					
Revenues:					
Investment Earnings	\$ 1,000	\$ -	\$ 4,000	\$ 2,000	\$ 27,400
Total Revenues	1,000	-	4,000	2,000	27,400
Other Resources:					
TOTAL RESOURCES	\$ 1,000	\$ -	\$ 4,000	\$ 2,000	\$ 27,400
USES					
Expenditures:					
Total Expenditures	-	-	-	-	-
Other Uses:					
Transfers Out	\$ -	\$ -	\$ -	\$ -	\$ 5,000
TOTAL USES	-	-	-	-	5,000
Change in Fund Balance	1,000	-	4,000	2,000	22,400
TOTAL	\$ 1,000	\$ -	\$ 4,000	\$ 2,000	\$ 27,400

Fund 651 – Morgan Territory- Elworthy 2

Subsequently, in 2006, an additional \$193,151 was provided by Shapell Industries to manage an additional 160 acres in Morgan Territory.

Fund 670 – Doolan Canyon-Livermore Toyota

In May 2012, the District received \$28,000 from Livermore Toyota for the Livermore Toyota Project. Interest revenue is anticipated to be negligible in the current market.

Fund 671 – Doolan Canyon-El Charro

In March 2012, the District received \$500,000 in connection with MOU dated July 2009 between City of Livermore and the District for the mitigation for El Charro Business Park Specific Plan projects.

Fund 680 – MLK Jr. Shoreline/Damon Slough-Port of Oakland

In 2012, the District received \$317,520 in connection with the Oakland International Airport Runway Project impact on wetlands mitigation project, in consideration for the acceptance by the District of the real property and the associated management obligations at Damon Slough.

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PROJECTS FUNDS

Fund 333 – Capital Projects Fund

Fund 335 – Measure AA Bond Proceeds

Fund 336 – Other Than Assets (OTA) Projects Fund

Fund 337 - Measure WW Bond Proceeds

Fund 338 – 2012 Promissory Note Proceeds

Project funds include capital projects, which are major improvements undertaken by the District that are generally not recurring. Also included are Other Than Assets (OTA) projects are multi-year endeavors which do not meet the definition or threshold for capital assets. Projects can be funded by a variety of revenue sources, including grants, bond and debt proceeds, Measure CC parcel taxes, and the District's General Fund. Bond proceeds funds are included in the project funds and are reflected as use of fund balance. The appropriations reflected here are only 2015 amounts, for detailed schedules of projects and total project budgets please refer to the annual Projects Budget Five-Year Expenditure Plan.

Projects Funds Year-by-Year Comparison

	<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>Change</u>
RESOURCES					
Revenues:					
Charges for Services	\$ 18,846	\$ -	\$ -	\$ -	
Property Usage	5,550	23,430	-	-	
Investment Earnings	178,778	83,661	220,000	220,000	
Grants/Inter-agency Agreements	9,984,862	4,930,724	221,000	221,000	
Miscellaneous	4,438,965	822,586	500	-	
Total Revenues	14,627,000	5,860,401	441,500	441,000	-0.1%
Other Resources:					
Debt Issuance	25,382,673	80,000,000	-	-	
Transfers In	10,262,587	25,012,036	12,493,810	9,778,790	
TOTAL RESOURCES	\$ 50,272,260	\$ 110,872,437	\$ 12,935,310	\$ 10,219,790	-21.0%
USES					
Expenditures:					
Personnel Services	\$ 5,032,547	\$ 6,089,275	\$ 6,858,050	\$ 7,219,020	
Supplies	456,343	509,209	189,200	166,190	
Services	5,645,443	7,788,551	2,413,110	2,660,840	
Capital Outlay/Equipment	24,126,813	15,249,364	7,475,680	3,370,170	
Debt Service Interest	511,003	448,769	-	-	
Total Expenditures	35,772,149	30,085,168	16,936,040	13,416,220	-20.8%
Other Uses:					
Transfers Out	14,678,599	23,929,724	22,341,470	19,480,000	
TOTAL USES	50,450,748	54,014,892	39,277,510	32,896,220	-16.2%
Change in Fund Balance	(178,487)	56,857,545	(26,342,200)	(22,676,430)	-13.9%
TOTAL	\$ 50,272,260	\$ 110,872,437	\$ 12,935,310	\$ 10,219,790	-21.0%

The above schedule combines several individual funds included in the project funds grouping. The following pages provide more detail budget data on each fund.

	Projects Funds Detail		
	Fund 333	Fund 335	Fund 336
	Capital Projects	Measure AA Project Funds	Other Than Asset Projects
RESOURCES			
Revenues:			
Investment Earnings	\$ -	\$ 60,000	\$ -
Grants/Inter-agency Agreements	-	-	221,000
Total Revenues	-	60,000	221,000
Other Resources:			
Transfers In	3,279,000	-	6,499,790
TOTAL RESOURCES	\$ 3,279,000	\$ 60,000	\$ 6,720,790
USES			
Expenditures:			
Personnel Services	\$ 1,667,530	\$ -	\$ 5,551,490
Supplies	-	-	166,190
Services	-	12,000	2,551,840
Capital Outlay/Equipment	3,370,170	-	-
Total Expenditures	5,037,700	12,000	8,269,520
Other Sources/Uses:			
Transfers Out	-	130,000	-
TOTAL USES	5,037,700	142,000	8,269,520
Change in Fund Balance	(1,758,700)	(82,000)	(1,548,730)
TOTAL	\$ 3,279,000	\$ 60,000	\$ 6,720,790

Fund 333 – Capital Projects Fund

This fund accounts for acquisition of land, rights of way, and capital outlays used to develop and improve parks and trails. New appropriations to capital projects decreased from the prior year, as appropriations to projects fluctuate from year to year depending upon planned activity in each project. The 2015 budget includes funding for Point Isabel, Mission Peak, Pleasanton Ridge and other acquisition costs.

Fund 335 – Measure AA Project (Bond Proceeds) Fund

When Measure AA bonds were issued, the bond proceeds were recorded in Fund 335. As they are required for capital and Other Than Asset (OTA) projects, the proceeds are transferred out of the Measure AA Project Fund (335) into the Capital Projects Fund (333) or OTA Fund (336).

Fund 336 – Other Than Asset (OTA) Projects Fund

The OTA fund accounts for multi-year programs and projects, including projects which improve existing District facilities, projects related to large-scale maintenance, project feasibility or land studies, and other multi-year projects and programs which do not meet the District's asset capitalization limit. In 2015 new appropriations for the OTA fund include vegetation/fire fuel management, paving, mine shaft safety improvements, financial system upgrade, and District-wide preliminary design costs.

Projects Funds Detail, continued

	Fund 337		Fund 338		Total Projects Funds
	Measure WW Project Funds		2012 Promissory Note Funds		
RESOURCES					
Revenues:					
Investment Earnings	\$	150,000	\$	10,000	\$ 220,000
Grants/Inter-agency Agreements		-		-	221,000
Miscellaneous		-		-	-
Total Revenues		150,000		10,000	441,000
Other Resources:					
Transfers In		-		-	9,778,790
TOTAL RESOURCES	\$	150,000	\$	10,000	\$ 10,219,790
USES					
Expenditures:					
Personnel Services	\$	-	\$	-	\$ 7,219,020
Supplies		-		-	166,190
Services		87,000		10,000	2,660,840
Capital Outlay/Equipment		-		-	3,370,170
Total Expenditures		87,000		10,000	13,416,220
Other Sources/Uses:					
Transfers Out		19,350,000		-	19,480,000
TOTAL USES		19,437,000		10,000	32,896,220
Change in Fund Balance		(19,287,000)		-	(22,676,430)
TOTAL	\$	150,000	\$	10,000	\$ 10,219,790

Fund 337 – Measure WW Bond Proceeds

The first series of Measure WW bonds were issued in 2009. The second series was issued in 2013. The bond proceeds were recorded in the Measure WW Bond Proceeds Fund (337). As they are required for the local grant program, capital and OTA projects, the proceeds will be transferred out of Fund 337 into the Measure WW Local Grants Fund (270), the Capital Projects Fund (333) or the OTA Fund (336).

Fund 338 – 2012 Promissory Note Proceeds

Promissory notes in the amount of \$25 million were issued in 2012. Proceeds will be used for field and administrative facility replacement and renovation. Once projects are identified, funding will be provided via transfer of proceeds out of the 2012 Promissory Note Proceeds Fund (338) to project funds. In October 2014 the Board of Directors committed the remaining proceeds to fund the replacement of Public Safety Headquarters and service yard at the Lake Chabot site; therefore proceeds were budgeted to the Capital Projects Fund (333).

Summary of 2015 Project Budget Appropriations

Project Location/Name	Grants and Other***	Measure AA / WW Bonds	Measure CC	General Fund	Total
Black Diamond Enhance Mine Shaft Safety				\$ 130,000	\$ 130,000
Brooks Island Enhance Tern Nesting Area			22,740		22,740
Brushy Peak-Murray Township Acquisitions				73,580	73,580
Chabot Fuel Break Management			162,000		162,000
Chabot Fuel Break Management			6,780		6,780
Crab Cove-Operate Visitor Center			119,370		119,370
Crown Beach Operate Triangle Park-Operations			63,660		63,660
Crown Beach Operate Triangle Park-Public Safety			54,960		54,960
District Wide Computer Network Infrastructure				146,000	146,000
District Wide Fire Fuels Management				500,000	500,000
District Wide Future Preliminary Acquisition		2,000,000			2,000,000
District Wide Future Preliminary Acquisition		200,000			200,000
District Wide Implement Land Use Plan		130,000			130,000
District Wide One Solution Implementation				150,000	150,000
District Wide Pave Roads & Trails	500,000				500,000
District Wide Preliminary Design Project				2,366,000	2,366,000
District Wide Prepare Engineering Report			16,500		16,500
District Wide Quagga Mussel Response				90,000	90,000
District Wide Telephone Replacement				12,000	12,000
District Wide Treat Avian Disease				10,000	10,000
District Wide Whole Park Access				100,000	100,000
District Wide Whole Park Access A1 Priorities				300,000	300,000
District Wide Whole Park Access A3 & A4				100,000	100,000
Eastshore-Operate and Police Landbanked Property-Stewardship			11,406		11,406
Eastshore-Operate Landbanked Property-Operations			209,766		209,766
Eastshore-Police Landbanked Property-Operations			185,108		185,108
Hayward Shoreline Spartina Control			5,830		5,830
Martin Luther King Jr Improve Access-Main. and Skilled Trades			26,459		26,459
Martin Luther King Jr Improve Access-Operations			106,293		106,293
Martin Luther King Jr Improve Access-Public Safety			85,188		85,188
Miller/Knox Add Restrooms			9,480		9,480
Mission Peak Expand Staging Area				350,000	350,000
Oyster Bay Build Bicycle Skills Area*		50,000			50,000
Pleasanton Ridge Design Garms Staging Area*		200,000			200,000
Pleasanton Ridge-Build Castleridge Staging and Parking Area*		100,000			100,000
Point Isabel-Protect Resources*				150,000	150,000
Point Pinole Black Rail Bird Habitat			16,440		16,440
Point Pinole Eucalyptus Control			43,740		43,740
Point Pinole Patrol New Trail Segment-Main. and Skilled Trades			7,167		7,167
Point Pinole Patrol New Trail Segment-Operations			22,195		22,195
Point Pinole Patrol New Trail Segment-Public Safety			16,258		16,258
Redwood Fuel Break Management			62,000		62,000
Redwood Fuel Tank Remediation				35,000	35,000
Richmond Wetlands Study at N.Richmond			175,000		175,000
Sibley/Claremont /Huckle. Remove Red Gum			60,000		60,000
Sibley/Claremont Complete Trail System and Maintenance			11,466		11,466
Sibley/Claremont Complete Trail System and Operate			24,766		24,766
Sibley/Claremont Complete Trail System and Public Safety			16,768		16,768
Sibley/Claremont Fuel Management			113,000		113,000
Sibley/Claremont Operate Property-Maint. and Skilled Trades			1,146		1,146
Sibley/Claremont Operate Landbanked Property-Operations			25,261		25,261
Sibley/Claremont Operate Landbanked Property-Public Safety			6,503		6,503

Summary of 2015 Project Budget Appropriations, continued

Project Location/Name	Grants and Other***	Measure AA / WW Bonds	Measure CC	General Fund	Total
Wildcat Canyon Clark Boas Access-Restore Trailhead*			100,000		100,000
Wildcat Canyon Gravel			5,940		5,940
Wildcat/Alvarado Fuel Management			206,000		206,000
Wildcat/Alvarado Study Watershed Sediment			30,390		30,390
Wildcat/Alvarado Toilet & Sewer Improvements			10,000		10,000
Zone One Prepare Environmental Documents			46,630		46,630
Totals	\$ 500,000	\$ 2,680,000	\$ 2,086,210	\$ 4,512,580	\$ 9,778,790 **

Key for Project Appropriations:

*Project new in 2015.

**Total of all 2015 project fund appropriations (page 110) exceed 2015 project budget appropriations because staff will use unspent project budgets carried over from prior years' appropriations.

***"Grants and Other" category may include transfer from the Mitigation, 2012 Promissory Note and or Permanent Funds; as well as grant contracts and assistance from the Regional Parks Foundation or other private parties.

BUDGET OVERVIEW

BUDGET TRANSFERS

<u>Transfers In</u>			
<u>To Fund</u>	<u>From Fund</u>	<u>Amount</u>	<u>Purpose</u>
General Fund	Ardenwood/Coyote Hills Trail	\$ 40,000	Coyote Hills operations
	Brushy Peak-Dyer	1,500	Feral Pig Management
	Brushy Peak-Weaver	2,000	Feral Pig Management
	Morgan Territory-Elworthy	<u>1,500</u>	Feral Pig Management
		45,000	Total Mitigation Fund
Meas WW Local Grants	Measure WW Project Funds	16,800,000	WW Local Grants
Debt Service Funds:			
2012 Promissory Note	General Fund	1,422,900	Debt Service and admin fees
Measure AA	General Fund	5,000	Administrative fees
Measure WW	General Fund	<u>6,000</u>	Administrative fees
		1,433,900	Total debt service funds
Major Infra Reno/Replace	General Fund	<u>500,000</u>	District Wide paving program
		500,000	Total Major Infrastructure Renovation/Replacement
Capital Projects	General Fund	73,580	Brushy Peak-Murray Township
		350,000	Mission Peak-Expand Staging Area
		<u>150,000</u>	Point Pinole-Protect Resources
		573,580	Subtotal
	Measure AA Project Funds	130,000	District-wide Implement Land Use Plan
	Measure CC	9,480	Miller/Knox Replace Restrooms
		5,940	Wildcat/Alvarado Gravel
		<u>10,000</u>	Wildcat/Alvarado Sewer Improvements
		25,420	Subtotal
	Measure WW Project Funds	200,000	Future Preliminary Acquisition Studies
2,000,000		Future Preliminary Acquisitions	
50,000		Oyster Bay-Build Bicycle Skills Area	
200,000		Pleasanton Ridge-Design Garms Staging Area	
<u>100,000</u>		Pleasanton Ridge-Build Casteridge Staging Area	
2,550,000		Subtotal	
	3,279,000	Total Capital Projects Fund	

Transfers In, continued

<u>To Fund</u>	<u>From Fund</u>	<u>Amount</u>	<u>Purpose</u>		
Other Than Assets	General Fund	130,000	Black Diamond Improve Mine Shaft Safety		
		146,000	District Wide Computer Network Infrastructure		
		500,000	District Wide Fire Fuels Management		
		150,000	District Wide One Solution Implementation		
		2,366,000	District Wide Preliminary Design Project		
		90,000	District Wide Quagga Mussel Response		
		12,000	District Wide Telephone Replacement		
		10,000	District Wide Treat Avian Disease		
		100,000	District Wide Whole Park Access		
		300,000	District Wide Whole Park Access A1 Priorities		
		100,000	District Wide Whole Park Access A3/A4		
		35,000	Redwood Fuel Tank Remediation		
		<u>3,939,000</u>	Subtotal		
			Measure CC	22,740	Brooks Island Enhance Tern Nesting Area
				162,000	Chabot Fuel Break Management
				6,780	Chabot Fuel Break Management
				119,370	Crab Cove-Operate Visitor Center
				63,660	Crown Beach Operate Triangle Park-Operations
				54,960	Crown Beach Operate Triangle Park-Public Safety
			16,500	District Wide Prepare Engineering Report	
		46,630	District Wide Prepare Environmental Document		
		209,766	Eastshore-Operate Landbanked Property-Operations		
		11,406	Eastshore-Operate Landbanked Property-Stewardship		
		185,108	Eastshore-Police Landbanked Property-Public Safety		
		5,830	Hayward Shoreline Spartina Control		
		26,459	Martin Luther King Jr Improve Access-MAST		
		106,293	Martin Luther King Jr Improve Access-Operations		
		85,188	Martin Luther King Jr Improve Access-Public Safety		
		175,000	North Richmond Wetlands-Study		
		16,440	Point Pinole Black Rail Bird Habitat		
		43,740	Point Pinole Eucalyptus Control		
		7,167	Point Pinole Patrol New Trail Segment-MAST		
		22,195	Point Pinole Patrol New Trail Segment-Operations		
		16,258	Point Pinole Patrol New Trail Segment-Public Safety		
		62,000	Redwood Fuel Break Management		
		60,000	Sibley/Claremont Remove Red Gum Trees		
		113,000	Sibley/Claremont Fuel Management		
		12,612	Sibley/Claremont Operate Property-MAST		
		50,027	Sibley/Claremont Operate Property Operations		
		23,271	Sibley/Claremont Operate Property Public Safety		
		100,000	Wildcat/Alvarado Clark Boas Access Restore Trailhead		
		206,000	Wildcat/Alvarado Fuel Management		
		<u>30,390</u>	Wildcat/Alvarado Study Watershed Sediment		
		2,060,790	Subtotal		
	Major Infra Reno/Replace	500,000	District Wide Paving Roads and Trails		
		<u>6,499,790</u>	Total Other Than Assets Fund		
		<u>\$ 28,557,690</u>	Total Transfers In		

BUDGET OVERVIEW

BUDGET TRANSFERS

Transfers Out

From Fund	To Fund	Amount	Purpose
General Fund	Debt Service Funds:		
	2012 Promissory Note	1,422,900	Debt service and administrative fees
	Measure AA	5,000	Administrative fees
	Measure WW	<u>6,000</u>	Administrative fees
		1,433,900	Subtotal
	Major Infra Reno/Replace	500,000	District Wide paving program
	Capital Projects	73,580	Brushy Peak-Murray Township
		350,000	Mission Peak-Expand Staging Area
		<u>150,000</u>	Point Pinole-Protect Resources
		573,580	Subtotal
	Other Than Assets	130,000	Black Diamond Improve Mine Shaft Safety
		146,000	District Wide Computer Network Infrastructure
		500,000	District Wide Fire Fuels Management
		150,000	District Wide One Solution Implementation
		2,366,000	District Wide Preliminary Design Project
		90,000	District Wide Quagga Mussel Response
		12,000	District Wide Telephone Replacement
		10,000	District Wide Treat Avian Disease
		100,000	District Wide Whole Park Access
		300,000	District Wide Whole Park Access A1 Priorities
		100,000	District Wide Whole Park Access A3/A4
		<u>35,000</u>	Redwood Fuel Tank Remediation
		3,939,000	
	6,446,480	Total General Fund	
Measure WW Project Funds	Capital Project	\$ 200,000	Future Preliminary Acquisition Studies
		2,000,000	Future Preliminary Acquisitions
		50,000	Oyster Bay-Build Bicycle Skills Area
		200,000	Pleasanton Ridge-Design Garms Staging Area
		<u>100,000</u>	Pleasanton Ridge-Build Castleridge Staging Area
		2,550,000	Subtotal
	Meas WW Local Grants	<u>16,800,000</u>	WW Local Grants
	19,350,000	Total Measure WW Project Funds	
Major Infra Reno/Replace	Other Than Assets	500,000	District Wide Paving Program
Permanent Funds:			
Brushy Peak-Dyer	General Fund	1,500	Feral Pig Management
Brushy Peak-Weaver	General Fund	2,000	Feral Pig Management
Morgan Territory-Elworthy	General Fund	<u>1,500</u>	Feral Pig Management
		5,000	Total Permanent Funds

Transfers Out, continued

From Fund	To Fund	Amount	Purpose
Ardenwood/Coyote Hills Trail	General Fund	40,000	Coyote Hills operations
Measure AA Project Funds	Capital Projects	130,000	District Wide Implement Land Use Plan
Measure CC	Capital Projects	9,480	Miller/Knox Replace Restrooms
		5,940	Wildcat/Alvarado Gravel
		<u>10,000</u>	Wildcat/Alvarado Sewer Improvements
		25,420	Subtotal
	Other Than Assets	22,740	Brooks Island Enhance Tern Nesting Area
		162,000	Chabot Fuel Break Management
		6,780	Chabot Fuel Break Management
		119,370	Crab Cove-Operate Visitor Center
		63,660	Crown Beach Operate Triangle Park-Operations
		54,960	Crown Beach Operate Triangle Park-Public Safety
		16,500	District Wide Prepare Engineering Report
		46,630	District Wide Prepare Environmental Document
		209,766	Eastshore-Operate Landbanked Property-Operations
		11,406	Eastshore-Operate Landbanked Property-Stewardship
		185,108	Eastshore-Police Landbanked Property-Public Safety
		5,830	Hayward Shoreline Spartina Control
		26,459	Martin Luther King Jr Improve Access-MAST
		106,293	Martin Luther King Jr Improve Access-Operations
		85,188	Martin Luther King Jr Improve Access-Public Safety
		175,000	North Richmond Wetlands-Study
		16,440	Point Pinole Black Rail Bird Habitat
		43,740	Point Pinole Eucalyptus Control
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		113,000	Sibley/Claremont Fuel Management
		12,612	Sibley/Claremont Operate Property-MAST
		50,027	Sibley/Claremont Operate Property Operations
		23,271	Sibley/Claremont Operate Property Public Safety
		100,000	Wildcat/Alvarado Clark Boas Access Restore Trailhead
		206,000	Wildcat/Alvarado Fuel Management
		<u>30,390</u>	Wildcat/Alvarado Study Watershed Sediment
		2,060,790	Subtotal
		2,086,210	Total Measure CC
		<u>\$ 28,557,690</u>	Total Transfers Out

Projected Beginning/Ending Fund Balances

FUND GROUPS	ESTIMATED		2015	2015 USES	PROJECTED		CHANGE IN
	BEGIN FUND	BALANCE/NET			END FUND	FUND	
	ASSETS	SOURCES		ASSETS	ASSET	NET	
					CHANGE	ASSETS/FUND	BALANCE
General Fund:							
Nonspendable inventory	\$ 400,000	\$ -	\$ -	\$ 400,000	\$ -		
Nonspendable prepaids	5,000,000	-	-	5,000,000	-		
Restricted encumbrances	500,000	-	-	500,000	-		
Restricted per contract/agreement	200,000	-	-	200,000	-		
Committed election costs	2,200,000	-	-	2,200,000	-		
Committed legal contingency	1,000,000	-	-	1,000,000	-		
Committed workers' comp claim	2,000,000	-	-	2,000,000	-		
Committed revenue take-away	9,500,000	-	-	9,500,000	-		
Committed RDA remitted under protest	1,300,000	-	-	1,300,000	-		
Committed first quarter expenditures	27,000,000	-	-	27,000,000	-		
Unassigned	39,249,900	122,042,650	(120,812,880)	40,479,670	1,229,770		
General Fund Total	\$ 88,349,900	\$ 122,042,650	\$ (120,812,880)	\$ 89,579,670	\$ 1,229,770		1.39%
Special Revenue Funds:							
220 Two County LLD	\$ 2,151,850	\$ 3,968,000	\$ (4,059,320)	\$ 2,060,530	\$ (91,320)		-4.24%
221 East Contra Costa County LLD	89,490	670,300	(586,880)	172,910	83,420		93.22%
222 Five Canyon ZB	111,850	44,500	(57,980)	98,370	(13,480)		-12.05%
223 Dublin Hills ZB	38,580	14,400	(8,030)	44,950	6,370		16.51%
224 Walpert Ridge ZB	478,570	50,700	(65,170)	464,100	(14,470)		-3.02%
225 San Ramon ZB	4,900	4,900	(500)	9,300	4,400		89.80%
226 Measure CC	3,194,890	3,167,000	(2,186,210)	4,175,680	980,790		30.70%
227 Stone Valley ZB	29,570	6,000	(630)	34,940	5,370		18.16%
228 Sibley Volcanic ZB	(12,200)	6,400	-	(5,800)	6,400		N/A
253 Gifts	5,100,560	53,000	(64,440)	5,089,120	(11,440)		-0.22%
254 Ardenwood/Coyote Hills Trail	132,000	1,000	(40,000)	93,000	(39,000)		-29.55%
255 MLK Jr. Intern Program	75,000	10,000	(7,000)	78,000	3,000		4.00%
257 Mitigation	3,152,670	110,000	(83,100)	3,179,570	26,900		0.85%
258 McLaughlin Eastshore State Park	3,257,080	70,000	(49,240)	3,277,840	20,760		0.64%
259 ECCC HCP Properties	1,103,260	469,800	(309,090)	1,263,970	160,710		14.57%
260 Asset Seizure & Forfeiture	28,000	-	-	28,000	-		0.00%
261 Coyote Hills/Dumbarton Quarry	-	900,000	-	900,000	900,000		N/A
270 Measure WW Local Grant	2,700	16,800,000	(17,068,380)	(265,680)	(268,380)		N/A
Special Revenue Funds Total	\$ 18,938,770	\$ 26,346,000	\$ (24,585,970)	\$ 20,698,800	\$ 1,760,030		
Debt Service Funds:							
811 2012 Promissory Note	-	\$ 1,422,900	\$ (1,422,900)	-	-		N/A
812 Measure AA Bonds	6,481,500	4,243,000	(5,378,000)	5,346,500	(1,135,000)		-17.51%
813 Measure WW Bonds	2,718,950	24,602,000	(26,479,600)	841,350	(1,877,600)		-69.06%
Debt Service Funds Total	\$ 9,200,450	\$ 30,267,900	\$ (33,280,500)	\$ 6,187,850	\$ (3,012,600)		
Internal Service Funds:							
552 Workers' Compensation	\$ 1,624,150	\$ 4,047,950	\$ (3,732,980)	\$ 1,939,120	\$ 314,970		-6.76%
553 Major Infrastructure Renovation/Repla	8,562,000	\$ 520,000	\$ (500,000)	8,582,000	20,000		0.23%
554 Major Equipment Replacement	11,888,060	\$ 1,330,340	\$ (380,000)	12,838,400	950,340		7.99%
555 General Liability	2,556,030	1,867,700	(1,872,610)	2,551,120	(4,910)		-0.19%
556 Employee Benefits	426,000	4,940,720	(4,908,000)	458,720	32,720		7.68%
Internal Service Funds Total	\$ 25,056,240	\$ 12,706,710	\$ (11,393,590)	\$ 26,369,360	\$ 1,313,120		

Projected Beginning/Ending Fund Balances, continued

FUND GROUPS	ESTIMATED BEGIN FUND BALANCE/NET ASSETS	2015 SOURCES	2015 USES	PROJECTED END FUND BALANCE/NET ASSETS	PROJECTED FUND BALANCE/NET ASSET CHANGE	CHANGE IN NET ASSETS/FUND BALANCE
Permanent Funds:						
610 Black Diamond Open Space	\$ 234,500	\$ 1,500	\$ -	\$ 236,000	\$ 1,500	0.6%
620 Brushy Peak-Dyer	522,000	4,000	(1,500)	524,500	2,500	0.5%
621 Brushy Peak-Weaver	454,000	3,000	(2,000)	455,000	1,000	0.2%
630 ESSP-Berkeley Meadows Phase 1	80,700	500	-	81,200	500	0.6%
631 ESSP Berkeley Meadows Phase 2	406,000	3,000	-	409,000	3,000	0.7%
640 Hayward Shore-Ora Loma	710,000	5,000	-	715,000	5,000	0.7%
641 Hayward-Corp Yard	67,800	400	-	68,200	400	0.6%
650 Morgan Territory-Elworthy I	418,000	3,000	(1,500)	419,500	1,500	0.4%
651 Morgan Territory-Elworthy II	202,000	1,000	-	203,000	1,000	0.5%
670 Doolan Canyon-Toyota	28,000	-	-	28,000	-	0.0%
671 El Charro-Livermore	509,000	4,000	-	513,000	4,000	
680 MLK Jr Shore/Damon Slough-Port	321,000	2,000	-	323,000	2,000	0.6%
Permanent Funds Total	\$ 3,953,000	\$ 27,400	\$ (5,000)	\$ 3,975,400	\$ 22,400	0.6%
Projects Funds:						
333 Capital Projects	\$ (2,575,000)	\$ 3,279,000	\$ (5,037,700)	\$ (4,333,700)	\$ (1,758,700)	68.3%
Committed for Land Acq and Develop	6,740,000	-	-	6,740,000	-	0.0%
Committed for Fire Fuel Reduct Grant I	380,000	-	-	380,000	-	0.0%
335 Measure AA Project Funds	19,827,000	60,000	(142,000)	19,745,000	(82,000)	-0.4%
336 Other Than Assets Projects	14,679,650	6,720,790	(8,269,520)	13,130,920	(1,548,730)	-10.6%
337 Measure WW Project Funds	64,369,000	150,000	(19,437,000)	45,082,000	(19,287,000)	-30.0%
338 2012 Promissory Note Project Funds	24,722,530	10,000	(10,000)	24,722,530	-	0.0%
Projects Funds Total	128,143,180	10,219,790	(32,896,220)	105,466,750	(22,676,430)	-17.7%
GRAND TOTAL	\$ 273,641,540	\$ 201,610,450	\$ (22,974,160)	\$ 252,277,830	\$ (21,363,710)	

Fund balance changes > 10%

- 221-special assessment district is allowed by law to have 50% of annual revenue in fund balance. In the future, 221 is expected to equate revenue and appropriations, which minor changes in fund balance.
- 222-special assessment district is allowed by law to have 50% of annual revenue in fund balance. Special projects are anticipated to spend down growing fund balance in this zone of benefit.
- 223-total fund balance amount is immaterial.
- 225-total fund balance amount is immaterial.
- 226-special excise tax in which amounts accumulated in prior years are currently budgeted for voter approved projects, which are to be completed by end of 15 year levy.
- 227-special assessment district is allowed by law to have 50% of annual revenue in fund balance. Special projects are anticipated to spend down growing fund balance in this zone of benefit.
- 254-resources traditionally used to fund part of personnel costs related to maintenance of this trail, which when reduced to zero will be replaced with General Fund resources.
- 259-a portion of the revenue is to be put aside for additional property acquisition.
- 812-amounts levied in prior year used to fund current year general obligation debt service.
- 813-amounts levied in prior year used to fund current year general obligation debt service.
- 556-increased intra-district charges will cover the anticipated increased costs for employee benefits.
- 333-current year spending of prior year resources.
- 336-current year spending of prior year resources.
- 337-2013 bond proceeds which are anticipated to be used in during 2015.



80th Anniversary History Exhibit Installation at San Ramon Valley Museum

2015 ADOPTED OPERATING BUDGET

DIVISION SUMMARIES

EXECUTIVE & LEGISLATIVE DIVISION

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 1,251,140	\$ 1,264,430	\$ 1,384,860	\$ 1,777,320	28.3%
Supplies	16,501.55	19,113	22,270	22,270	0.0%
Contingency	-	-	336,270	353,270	5.1%
Services	489,073.78	570,360	533,690	606,450	13.6%
Election Costs	-	-	-	-	0.0%
Intra-District Charges	32,000.00	30,900	34,700	34,700	0.0%
Subtotal	\$ 1,788,715	\$ 1,884,804	\$ 2,311,790	\$ 2,794,010	20.9%
PROJECT BUDGET:					
Personnel Services	\$ 478	\$ -	\$ -	\$ -	0.0%
Subtotal	\$ 478	\$ -	\$ -	\$ -	0.0%
Total Operating/Project	\$ 1,789,193	\$ 1,884,804	\$ 2,311,790	\$ 2,794,010	20.9%
DEPARTMENTS:					
Board of Directors	\$ 233,918	\$ 211,921	\$ 377,790	\$ 369,470	-2.2%
General Manager	1,555,275	1,672,882	1,934,000	2,424,540	25.4%
Total	\$ 1,789,193	\$ 1,884,804	\$ 2,311,790	\$ 2,794,010	20.9%
FUNDING SOURCES:					
101 General Fund	\$ 1,788,715	\$ 1,884,804	\$ 2,311,790	\$ 2,794,010	20.9%
333 Capital	478	-	-	-	0.0%
Total	\$ 1,789,193	\$ 1,884,804	\$ 2,311,790	\$ 2,794,010	20.9%
STAFFING:					
*Regular/Permanent	7.00	7.00	7.00	9.00	2.00
Seasonal/Temporary	0.00	0.00	0.42	0.00	(0.42)
Total	7.00	7.00	7.42	9.00	1.58

EXECUTIVE & LEGISLATIVE DIVISION

EXECUTIVE AND LEGISLATIVE DIVISION ROLE

The Board of Directors, General Manager and support personnel comprise the Executive and Legislative Division. Together the two departments provide the policy and leadership direction needed to promote the District's vision and mission, within and outside of the organization.

KEY OBJECTIVE 1

Ensure open and inclusive public processes.

KEY INDICATORS

General Manager

Provide executive direction and resources in the development of the Master Plan update process to ensure sustainable public access. Keep our community involved in Master Plan updates.

2013 Results	2014 Target	2014 Results	2015 Target
The Master Plan was approved by the Board at their July 16 meeting. Oversaw the publication and distribution of the Finalized Master Plan document both in hard copy and searchable electronic form.	Reach out to the community to update them on the implementation of the Master Plan through presentations to Chambers of Commerce, Rotary Clubs, and other community groups.	The community was engaged through presentations and written communications about the finalization of the Master Plan and its on-going implementation.	Continue to reach out to the community and include updates on the implementation of the Master Plan through presentations to Chambers of Commerce, Rotary Clubs, and other community groups.

Keep our community involved in District issues which impact the public.

2013 Results	2014 Target	2014 Results	2015 Target
N/A	Provide direction and support for the development of relationships with City of Alameda resident groups to encourage their engagement on the expansion of Crown Beach.	The City of Alameda citizen group Friends of Crown Beach organized a ballot initiative campaign and engaged with the Alameda City Council resulting in a ruling rezoning federal surplus property at Crown Beach as open space.	Continue to provide direction and support for the development of relationships with City of Alameda resident groups to encourage their engagement on the expansion of Crown Beach.
N/A	N/A	Oversaw development of an EBRPD Policy Twitter account. The account was used to support full funding for the Land and	Use the EBRPD Policy Twitter account to continue raising awareness about a possible State Parks bond, work on Measure CC

EXECUTIVE & LEGISLATIVE DIVISION

2013 Results	2014 Target	2014 Results	2015 Target
		Water Conservation Fund, provide information about Mission Peak and raise awareness about a possible future State Parks bond. The account drove traffic to a page on the District's website with a sponsored link to a web platform which sends e-mail messages to Members of Congress. Over 150 messages were sent via the District's sponsored link.	outreach, continued work on Mission Peak outreach, and increase the visibility nationally with our Land and Water Conservation Fund work, along with other informational initiatives as appropriate.

KEY OBJECTIVE 2

Preserve a rich heritage of natural and cultural resources.

KEY INDICATORS

General Manager

Ensure the protection and preservation of District history and legacy.

2013 Results	2014 Target	2014 Results	2015 Target
Stakeholder meeting was held, site analysis conducted with preliminary concepts for sediment management in the Wildcat Creek watershed.	Provide direction and resources for completion of fieldwork and site analysis. Prepare final concept designs to improve sediment management in the Wildcat Creek Watershed.	A draft watershed assessment report and developed concept designs for sediment management in the Wildcat Creek watershed were developed.	Provide direction for finalization of Wildcat Creek Sediment Analysis, begin permit acquisition for sediment management projects, and continue designs for creek restoration and maintenance of Jewel Lake.
Provided direction and resources for the completion restoration of the Temescal Waterfall, which should be completed by early in 2014.	Provide direction and guidance for a dedication of the Temescal Waterfall with the Regional Parks Foundation.	Oversaw the dedication of the restored Temescal Waterfall with the Regional Parks Foundation.	N/A

EXECUTIVE & LEGISLATIVE DIVISION

2013 Results	2014 Target	2014 Results	2015 Target
<p>The process has begun – an intern has been hired who is developing a pilot catalog and data management system for video which will be the model for the rest of the archive. The development of a pilot system is vital to understand the needs of any policy for this specific archive.</p>	<p>Provide resources and direction for creation of an Archives Policy and Master Plan for management of District Archives.</p>	<p>An Archives Policy and Master Plan for management of District Archives has been developed.</p>	<p>Finalize Archives Policy and Master Plan for management of the Park District Archives.</p> <p>Begin implementation of Archives Policy and Master Plan.</p> <p>Begin implementation of digitized catalog, including ability to electronically read scans of historical documents.</p>
<p>N/A</p>	<p>Oversee the development and implementation of a bus and walking tour of historical Park District sites as part of part II of the Olmsted Symposium, based at Stanford, for which the Park District is a presenting partner.</p>	<p>Successful bus and walking tour was provided to over 50 attendees of the Olmsted Symposium. The tour highlighted the historic parks and demonstrated best practices in managing historic parks in a modern setting.</p>	<p>N/A</p>
<p>N/A</p>	<p>Oversee the implementation of EBRPD 80th Anniversary Celebration Plans which will highlight the history, longevity, expansion and diversity of parks and trail; educate on the historical and environmental significance of EBRPD; strengthen multi-cultural participation in events and activities; and include signature events and activities within all seven wards.</p>	<p>The 80th anniversary of the Park District was recognized through signature events and activities in all 7 wards, and electronic and hard copy media outreach. A gala partner awards event fully underwritten by the donations of organizations throughout the East Bay was held in recognition of several outstanding partners and contributors in the Park District's work throughout the years.</p>	<p>Oversee recognition of 80th anniversary gala sponsors through electronic and hardcopy media outreach.</p>

EXECUTIVE & LEGISLATIVE DIVISION

KEY OBJECTIVE 3

Balance environmental concerns and outdoor recreational opportunities within regional parklands.

KEY INDICATORS

Provide executive direction in planning and development.

2013 Results	2014 Target	2014 Results	2015 Target
Additional concerns arose regarding the Dumbarton Quarry Settlement. They are still in final negotiations.	Resolve any remaining settlement issues regarding Dumbarton Quarry. Provide direction on groundbreaking for the park at Dumbarton Quarry.	Resolved ongoing litigation problems regarding Coyote Hills/Dumbarton Quarry. Provided oversight for commencement of Phase I park design and construction.	Continue to provide oversight for Phase I park design and construction at Coyote Hills/Dumbarton Quarry.
Provided direction and resources for a water system study at Del Valle and Las Trampas. The Board authorized funds to perform these two water system studies. This was assigned in December, once a new engineer was on staff. It is in the very initial stage.	Provide direction and resources for the completion of a water system study at Del Valle and Las Trampas.	A SCADA project at the Del Valle Water Treatment Plant was completed Completed Draft watershed assessment report and developed concept designs for sediment management in the Wildcat Creek watershed.	Provide oversight for the repair of the water treatment plant in order to keep it operational while the study for its replacement is prepared by Design and Construction. Finalize Wildcat Creek Sediment Analysis, begin permit acquisition for sediment management projects, and continue designs for creek restoration and maintenance of Jewel Lake.
N/A	N/A	Provided oversight to support passage of the California Bike Tax Bill SB 1183, which will provide funding for maintenance of the heavily used commuter trails throughout the District.	Provide oversight to implement appropriate use of the California Bike Tax Bill SB1183 funds as they become available for maintenance of heavily used commuter trails throughout the District.

EXECUTIVE & LEGISLATIVE DIVISION

2013 Results	2014 Target	2014 Results	2015 Target
<p>Provided direction and guidance on the installation of exercise equipment at Lake Chabot. Provided direction and resources for a dedication of the Lake Chabot exercise equipment.</p>	<p>Provide direction and guidance on the alignment and streamlining of diverse volunteer projects across several disciplines, and integration with the intern program where feasible.</p>	<p>Quarterly trainings were offered that helped staff with management of volunteers as large groups, how to engage them and volunteer retention.</p> <p>Monitoring programs were expanded for mountain lions.</p> <p>Volunteer golden eagle monitoring team determined status of 69 golden eagle territories.</p>	<p>Provide direction and guidance to align and streamline diverse volunteer projects across several disciplines and integrate with intern program where feasible.</p> <p>Continue quarterly volunteer trainings with input from staff regarding areas of need and interest.</p>
<p>N/A</p>	<p>N/A</p>	<p>N/A</p>	<p>Provide resources to improve project management to expedite timely completion of projects across the agency, including major infrastructure projects.</p>

EXECUTIVE & LEGISLATIVE DIVISION

2013 Results	2014 Target	2014 Results	2015 Target
<p>Completed the Master Plan document which was approved by the Board at their August 13 Board meeting.</p> <p>Completed the Oyster Bay LUPA.</p> <p>Worked with the City of Fremont; held public meetings and tours re: Mission Peak Staging Area. Met with Chabot College officials to research alternative staging areas.</p> <p>Began work on the Miller-Knox Regional Shoreline LUPA. Held a public meeting at Miller Knox Shoreline.</p>	<p>Provide direction and resources to enable staff to complete the work on Mission Peak Staging Area EIR, the Black Diamond LUPA, Huckleberry/McCosker Administrative Draft LUP, and the Miller-Knox Regional Shoreline LUPA, and begin work on the Clayton Ranch LUP.</p> <p>N/A</p>	<p>Provided direction to staff to work with City of Fremont and Ohlone College toward resolution of the escalating problem of overuse at Mission Peak, Stanford Staging Area which has led to increasing user/neighbor conflict.</p> <p>Provided oversight...LUPAS</p> <p>N/A</p>	<p>Continue to provide direction to staff on potential avenues toward resolving overuse issues at Mission Peak Stanford Staging Area.</p> <p>Provide oversight on development of a new regional park at the former Concord Naval Weapons Station – Concord Hills Regional Park.</p>

KEY OBJECTIVE 4

Improve access to and use of the parks by members of groups that have been under represented, such as persons with disabilities, the economically disadvantaged and elderly park visitors.

KEY INDICATORS

Provide executive direction in the design and implementation of new programs designed to provide access to environmental education and recreation programming to keep our programs free or low-cost to connect people, especially diverse youth, with nature in a healthy positive way.

2013 Results	2014 Target	2014 Results	2015 Target
<p>Staff successfully created Youth Alternative Work Program.</p>	<p>Support development of enhanced career outreach to urban youth.</p>	<p>An Alternative Work Program Supervisor was hired to oversee summer programs youth.</p>	<p>Continue programs as conducted in 2014 with emphasis on skill and leadership development for program participants.</p>

EXECUTIVE & LEGISLATIVE DIVISION

2013 Results	2014 Target	2014 Results	2015 Target
<p>Provided additional funding for Student Conservation Association (SCA) fuels reductions work in the Regional Parks. Encouraged inclusion of the SCA work as part of ongoing base budget to ensure this team has access to park fuels reduction work in 2014.</p>	<p>Provide leadership and resources to staff to promote youth activities to provide park work experiences.</p>	<p>Partnerships were established with Alameda and Contra Costa county work investment boards.</p> <p>A Youth Engagement Strategic Plan was completed. Plan recommendations initiated a monthly task force discussion to create 5 to 10 year plan of how to further engage youth through District programs and employment.</p>	<p>Continue partnerships as demonstrated in 2014.</p> <p>Offer Youth Employment Academy to District seasonal employees who have interest and potential to further develop leadership and job skills as suggested by the Youth Engagement Strategic Plan.</p>
<p>Provided oversight for the development and implementation of the Healthy Outdoors Challenge pilot program for third graders in collaboration with various school districts.</p>	<p>Provide direction and support for expansion of Outreach Coordination through Operations and Public Affairs.</p>	<p>Oversaw increased Outreach Coordination between Operations and Public Affairs.</p>	<p>Provide direction for increased outreach to communities which reflect the diversity of the East Bay.</p>
<p>A youth employment brochure was developed to allow youth to understand the multiple ways to engage with the Park District while making money and gaining employment experience. This brochure will serve as a template for a broader youth outreach brochure.</p>	<p>Oversee development of a District-wide youth outreach brochure to provide a baseline of current programs as well as an easy way for youth to understand the array of programs offered.</p>	<p>Due to increased workload in other areas, this brochure was not developed in 2014.</p>	<p>Oversee development of a District-wide youth outreach brochure to provide a baseline of current programs as well as an easy way for youth to understand the array of programs offered.</p> <p>Provide direction for series of articles on youth opportunities for placement in local media and interviews on radio and TV.</p>

EXECUTIVE & LEGISLATIVE DIVISION

2013 Results	2014 Target	2014 Results	2015 Target
A Camping Program Review project has been undertaken.	Completion of Camping Program Review including evaluation of recommendations and public meetings through PAC and Board of Directors.	The Camping Program Review was completed and approved by the PAC and Board of Directors. The study has begun to be implemented.	Provide oversight to continue implementation of the Camping Program Review.
<p>Fully staffed and began to offer programs at the Big Break Visitor Center at the Delta in Oakley.</p> <p>Created opportunities for underserved populations to connect with the Park District. In partnership with HPHP Bay Area Saturday events</p> <p>Continued to grow the leadership partnership with NPS, Bay Area urban parks agencies, and the health community to promote the HPHP initiative.</p>	N/A	<p>Provided support for joint program with Public Affairs to be implemented: Healthy Parks Healthy People Bay Area (HPHP-BA) – a multi-agency effort to promote healthy lifestyles. The Park District, as other members are, is providing low intensity programs that encourage exercise and bring people to the parks the first Saturday of every month.</p>	<p>Provide direction to continue monthly HPHP-BA programs. Focus on the month of June to offer health and wellness programs and activities to highlight HPHP-BA initiative.</p> <p>Provide resources to increase health festival events, especially targeting populations not previously engaged in this way and increase number of no-cost HPHP-BA nature walks.</p>

KEY OBJECTIVE 5

Participate in partnerships with public agencies, nonprofit organizations, volunteers and the private sector to achieve mutual goals.

KEY INDICATORS

In addition to regular meetings with members of the East Bay legislative delegation, attend additional meetings, forums, and conferences as needed to promote and/or protect the District's interests.

EXECUTIVE & LEGISLATIVE DIVISION

2013 Results	2014 Target	2014 Results	2015 Target
<p>In order to protect the District's future ability to complete Crow Beach, met and/or corresponded with CalEMA, FEMA, the City of Alameda, and multiple legislators to prevent the sale of the McKay GSA property to a private developer.</p>	<p>Continue to protect the District's future ability to complete Crown Beach. Meet and/or correspond with CalEMA, FEMA, the City of Alameda, and multiple legislators to prevent the sale of the McKay GSA property to a private developer.</p>	<p>The Alameda City Council voted to rezone the McKay GSA property as open space.</p>	<p>Continue to protect the District's future ability to complete Crown Beach. Meet and/or correspond with Department of Justice, and multiple legislators to prevent the sale of the McKay GSA property to a private developer.</p> <p>Provide oversight for legal defense against the Federal Government's use of eminent domain in this case.</p>
<p>Provided resources and leadership for legislative affairs and external organization relations including: Alameda Point with Veterans Affairs; Job Training funds from Department of Labor; preparatory work for the 2012 Gateway Park Cleanup/Army Transportation Bill; Healthy Parks Healthy People work with Health and Human Services; and continued relationship building with U.S. Army Corps of Engineers and FEMA.</p>	<p>Provide resources and leadership to expand Healthy Parks Healthy People and the Kids Healthy Outdoors Challenge programs, working with HPHP Bay Area and partners such as school districts and health care providers.</p>	<p>Implemented HPHP-Bay Area as described above.</p> <p>Worked closely with Benioff Children's hospital to offer trips to children and families served by the hospital in support of the parks prescription program where children are prescribed trips to the park as part of treatment for childhood illnesses such as obesity, asthma and diabetes.</p>	<p>N/A</p>

EXECUTIVE & LEGISLATIVE DIVISION

2013 Results	2014 Target	2014 Results	2015 Target
<p>Completed a 30-year agreement with State Parks for the operation of McLaughlin East Shore State Park (McESSP).</p>	<p>Provide direction and resources to move forward on design and construction of the Brickyard at McESSP.</p>	<p>Provided oversight to begin implementation of the General Plan for McLaughlin Eastshore State Park through District projects such as Brickyard and Albany Beach. Participation in Richmond Bay Campus planning process and South Shoreline Specific Plan process; monitoring of related actions by other agencies, such as Albany Bulb clean up and planning process and Berkeley Bay Trail Extension; communication with key stakeholders, including Citizens for East Shore Parks, and participation in Olmsted Symposium tour and CALAFCO tour.</p>	<p>N/A</p>
<p>N/A</p>	<p>Manage the relationship with State Parks during the ongoing debate over the designation of the Tesla Property as an area of interest on the Park District's Master Plan.</p>	<p>The relationship with State Parks has stayed on track over this debate which has eased, though it is still a potential issue.</p>	<p>N/A</p>

EXECUTIVE & LEGISLATIVE DIVISION

2013 Results	2014 Target	2014 Results	2015 Target
N/A	Work with the Regional Parks Foundation on developing additional resources for youth outreach and visitor center modernization.	Oversaw work with the Regional Parks Foundation for increased youth outreach and program membership growth. Big Break visitor center was completed with modern displays and interactive exhibits.	Work with the Regional Parks Foundation to increase outreach to increasingly diverse audiences.
N/A	Advance relationships to develop further resources for employment training funds through Workforce Investment Boards and other governmental sources.	Operations managed an eight person crew through the Workforce Investment Boards of Alameda and Contra Costa County, leading to one full-time staff appointment.	N/A

EXECUTIVE & LEGISLATIVE DIVISION

2013 Results	2014 Target	2014 Results	2015 Target
<p>Participated as panelist for two presentations at NRPA: Challenges of Independent Special Districts & Parks in Focus to Focus on Parks (regarding youth outreach programming).</p> <p>Selected as a member of the American Academy of Recreation and Parks Officials.</p> <p>Invited to join the Board of Trustees of the National Association of Olmsted Parks.</p> <p>Invited to serve as a panelist on sustainable funding at a Parks Forward Initiative (re. the future of State Parks) Public Workshop.</p>	<p>Participate in park forums of national and international leadership to promote Park District programs and best practices which advance the mission and vision of the Park District.</p>	<p>Participated as sponsoring partner of the National Association or Olmsted Parks conference, held at Stanford. Provided a presentation, tour and opening speaker for the conference.</p> <p>Spoke multiple times to Parks Forward Public Workshops and Sessions (re. a committee developing a proposal related to the future of state parks),</p>	<p>Agency will support Urban Parks 2015 to be held in San Francisco, and will provide tours and presentations as part of the conference.</p> <p>Will provide a tour and a work service program and possibly a presentation for the George Wright Society conference to be held in Oakland.</p>

EXECUTIVE & LEGISLATIVE DIVISION

2013 Results	2014 Target	2014 Results	2015 Target
N/A	Work with the San Francisco Bay Restoration Authority to ensure EBRPD projects will receive funding should the ballot measure to provide funding for the restoration plan succeed.	While the San Francisco Bay Restoration Authority ultimately decided not to place a measure on the ballot for 2014, they did produce a possible project list which included all of the District's recommended projects. At the direction of Director Sutter, they also secured legislation to reduce the cost of placing a possible measure on the ballot in all nine Bay Area counties.	N/A

Provide staff with executive direction and resources in the development of existing and new partnerships with external organizations to enhance the District's ability to perform its mission and achieve its vision.

2013 Results	2014 Target	2014 Results	2015 Target
Continued to work with NPS to establish next steps and secure grant funding for continuation of an immersion/youth leadership pilot program	Work with NPS to identify new opportunities to partner with NPS on youth outreach.	Oversaw work with NPS interpretative leadership in the East Bay to enhance our coordination and outreach efforts at contiguous parks.	Provide direction for work with NPS to develop a comprehensive interpretive plan for Concord Hills Regional Park.
N/A	N/A	N/A	Provide support and resources for the development of EBRPD tours as part of the Bay Area-based Urban Parks 2015 Conference.

EXECUTIVE & LEGISLATIVE DIVISION

2013 Results	2014 Target	2014 Results	2015 Target
N/A	N/A	N/A	Deepen relationships with Alameda and Contra Costa Workforce Investment Boards (WIBs), as well as developing relationships with Oakland and Richmond WIBs. Seek to add a second WIB crew, and begin to work with Community Colleges to develop curriculum for park employment.
Advanced talks with the VA for management of the property at Alameda Point.	Finalize a contract with the VA for management of the property at Alameda Point.	Advanced talks with the VA for management of the property at Alameda Point.	Finalize a contract with the VA for management of the property at Alameda Point.
N/A	N/A	N/A	Continue to work with the Authority to ensure any possible 2016 ballot measure include the District's project list.

EXECUTIVE & LEGISLATIVE DIVISION

2013 Results	2014 Target	2014 Results	2015 Target
<p>Implemented the second year of the Youth Employment Program, YEP, developed from the seeds of the Parks in Focus program.</p> <p>Teen Eco Action program has now become a fully collaborative partnership with our City Recreation partners (Oakland, Richmond, and Ambrose).</p> <p>In partnership with the Children's Hospital Primary Care Summer Referral Desk, instituted pilot pediatrician referral program, for families to receive information about EBRPD parks and all summer opportunities; caregivers are encouraged to enroll children in active summer programs with EBRPD.</p>	<p>Provide support and leadership to evaluate the successes of programs and to continue and expand those that are successful, and for the creation of additional programs to address unmet needs.</p>	<p>The HPHP Bay Area Program has successfully encouraged park use by new people. It will continue.</p> <p>The partnership with Benioff Children's Hospital Oakland has been successful. The hospital has even themed several of its patient rooms after regional parks to strengthen the association between parks and health.</p> <p>Formal evaluation instruments for community outreach and youth employment programs.</p>	<p>Provide direction to increase number of Healthy Parks Healthy People nature walks, in partnership with Kaiser.</p>
<p>Developed an alliance with other Bay Area agencies to win the bid to host the 2015 Urban Parks Conference.</p>	<p>Provide support and resources for the development of EBRPD tours as part of the Bay Area-based Urban Parks 2015 Conference.</p>	<p>Continued work/alliance with other Bay Area agencies to win the bid to host the 2015 Urban Parks Conference.</p>	<p>N/A</p>
<p>N/A</p>	<p>N/A</p>	<p>N/A</p>	<p>Continue to provide oversight toward implementing the General Plan for McLaughlin Eastshore State Park with California</p>

EXECUTIVE & LEGISLATIVE DIVISION

2013 Results	2014 Target	2014 Results	2015 Target
			Department of Parks and Recreation, with the 5 Cities of Richmond, Albany, Berkeley, Emeryville, and Oakland, key stakeholders such as Citizens for East Shore Parks, and with District projects, such as, Brickyard and Albany Beach.

KEY OBJECTIVE 6

Support the development and retention of well trained, dedicated, and productive employees and pursue all appropriate activities to ensure the fiscal health of the District.

KEY INDICATORS

Provide executive direction in the negotiation of labor contracts to ensure sustainable public access – keeping our parks open, clean, and safe while maintaining staff levels to manage them.

2013 Results	2014 Target	2014 Results	2015 Target
<p>Provided strategy and position recommendations on labor contract development to the Board of Directors.</p> <p>Oversaw successful negotiations for a fair and financially tenable contract with AFSCME 2428.</p>	<p>Oversee negotiations for a fair and financially tenable contract with the Police Association.</p> <p>Provide strategy and position recommendations on PA labor contract development to the Board of Directors estimated to be six (6) Closed Session Meetings.</p>	<p>Oversaw successful negotiations for a fair and financially tenable contract with the Police Association.</p> <p>Negotiations were finalized in 7 negotiation sessions. (The first of which was to set guidelines and dates.)</p>	N/A

EXECUTIVE & LEGISLATIVE DIVISION

2013 Results	2014 Target	2014 Results	2015 Target
<p>Recruited for new Chief of Stewardship.</p> <p>Placed new Chief of Maintenance.</p> <p>Began management evaluation in preparation for upcoming departures of AGM PS&D, HR Manager, and District Counsel.</p>	<p>Implement recommendations of management study as funding allows.</p> <p>Recruit for AGM and Chief positions which will be needed in 2014, including AGM PS&D, HR Manager, and District Counsel.</p>	<p>Oversaw recruitment and hiring for new HR Manager, District Counsel, Assistant District Counsel, CFO, Fire Chief, Assistant Fire Chief, Chief of Park Operations, and Chief of Interpretation and Recreation.</p> <p>Oversaw implementation of portion of the management study to align the Land and the PS&D Division under one AGM, eliminating the need to recruit for a new AGM PS&D.</p>	<p>Oversee the recruitment, hiring, and training of AGM and Chief level positions as necessary.</p> <p>Complete the implementation of management study as funding allows – including hiring of Deputy General Manager to oversee the administrative functions.</p>

BOARD OF DIRECTORS ROLE

The elected seven-member Board of Directors, the legislative body of the District, determines District policy which supports and advances the District's vision and mission as articulated in the District's Master Plan.

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 110,254	\$ 87,247	\$ 139,900	\$ 137,700	-1.6%
Supplies	6,040	7,973	9,520	9,520	0.0%
Contingency	-	-	87,180	87,180	0.0%
Services	92,625	86,802	114,590	108,470	-5.3%
Election Costs	-	-	-	-	0.0%
Intra-District Charges	25,000	29,900	26,600	26,600	0.0%
Subtotal	\$ 233,918	\$ 211,921	\$ 377,790	\$ 369,470	-2.2%
PROJECT BUDGET:					
Subtotal	\$ -	\$ -	\$ -	\$ -	0.0%
Total Operating/Project	\$ 233,918	\$ 211,921	\$ 377,790	\$ 369,470	-2.2%
DEPARTMENTS:					
Board of Directors	\$ 233,918	\$ 211,921	\$ 377,790	\$ 369,470	-2.2%
Total	\$ 233,918	\$ 211,921	\$ 377,790	\$ 369,470	-2.2%
FUNDING SOURCES:					
101 General Fund	\$ 233,918	\$ 211,921	\$ 377,790	\$ 369,470	-2.2%
Total	\$ 233,918	\$ 211,921	\$ 377,790	\$ 369,470	-2.2%
STAFFING:					
Regular/Permanent	0.00	0.00	0.00	0.00	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	0.00	0.00	0.00	0.00	-

SERVICE DESCRIPTION

With recommendations from the General Manager and staff, each year the Board of Directors provides strategic direction for the District in the following areas:

1. Provides ongoing direction at twenty-two Board meetings, monthly committee meetings, and five workshops. Ongoing direction includes directing staff acquisition of key park, open space and wildlife habitat properties, as well as reviewing, releasing for public comment, and approving land use plans and amendments.
2. Monitors proposed federal, state and local legislation affecting District lands, parks, facilities, operations, and budget, supporting or opposing, as well as providing direction to staff and consultants.
3. Takes necessary action to ensure the District's fiscal health including: adopting the District's annual operating budget, authorizing contracts, reviewing capital funding plans, and acting on grant application.
4. Supports policies and activities which provide for efficient and effective public safety services for visitors, including annual update of Ordinance 38, which provides enforceable regulations for safe use of District facilities.

5. Supports and participates in various outreach efforts including Mayors Conference, legislative opportunities and events provided by the Public Affairs Division, promoting the District and enhancing partnerships with other agencies.

GENERAL MANAGER’S OFFICE ROLE

The General Manager’s Office provides executive leadership and services to the District. The General Manager’s role and mission is to support and implement the District’s adopted Mission and Vision Statements. This is accomplished by providing executive leadership and agency advocacy in support of the Board of Directors and to the organization of the District.

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Changes
OPERATING BUDGET:					
Personnel Services	\$ 1,140,886	\$ 1,177,184	\$ 1,244,960	\$ 1,639,620	32%
Supplies	10,462	11,140	12,750	12,750	0%
Contingency	-	-	249,090	266,090	7%
Services	396,449	483,559	419,100	497,980	19%
Intra-District Charges	7,000	1,000	8,100	8,100	0%
Subtotal	\$ 1,554,797	\$ 1,672,882	\$ 1,934,000	\$ 2,424,540	25%
PROJECT BUDGET:					
Personnel Services	\$ 478	\$ -	\$ -	\$ -	
Subtotal	\$ 478	\$ -	\$ -	\$ -	0%
Total Operating/Project	\$ 1,555,275	\$ 1,672,882	\$ 1,934,000	\$ 2,424,540	25%
DEPARTMENTS:					
General Manager	\$ 1,555,275	\$ 1,672,882	\$ 1,934,000	\$ 2,424,540	
Total	\$ 1,555,275	\$ 1,672,882	\$ 1,934,000	\$ 2,424,540	25%
FUNDING SOURCES:					
101 General Fund	\$ 1,554,797	\$ 1,672,882	\$ 1,934,000	\$ 2,424,540	25%
333 Capital	478	-	-	-	0%
Total	\$ 1,555,275	\$ 1,672,882	\$ 1,934,000	\$ 2,424,540	25%
STAFFING:					
Regular/Permanent	7.00	7.00	7.00	9.00	2.00
Seasonal/Temporary	0.00	0.00	0.42	0.00	-0.42
Total	7.00	7.00	7.42	9.00	1.58

SERVICE DESCRIPTION

The General Manager provides executive services and is responsible for the organizational structure and management of the District. Such executive services include direction to the agency in support of all aspects of the District’s vision and mission statements. The General Manager’s Office provides leadership and direction for community outreach through innovative programming, events, media and publications such as the annual Community Report, and supports development and expansion of youth and community outreach. Also provides support and development for research and maintenance of the Park District’s history, including the expansion and development of the archives and development of oral histories as appropriate and necessary.

In addition the General Manager’s Office provides high level strategic support, leadership, and resources for external policy and program development to develop and enhance productive relationships with federal, state and local government representatives, with other external organizations, and with community and special interest groups. Manage, communicate and

develop internal and external strategies to implement and coordinate priorities of the General Manager and Board of Directors including: grants management with governmental agencies (federal, state and regional) and interagency relations for planning, project development and permitting (State Parks, FWS, etc.).

The General Manager's Office oversees legislative, financial, legal and labor relations and provides administrative support for the Park Advisory Committee and facilitates direct and open communications District-wide.

The General Manager's Office develops and makes recommendations to the Board and implements District policy by insuring that all policy recommendations are reviewed by the Assistant General Manager Group and are recommended by a committee of the Board of Directors. The General Manager's Office provides leadership on the development of Board Workshops to establish budget priorities which encourages open and transparent communication with the Board of Directors and staff. The General Manager's Office maintains and improves strategic relations to insure the advancement of District budget project priorities and objectives, including meeting with each individual Board member; meeting with each member of the East Bay legislative delegation and members in Sacramento and Washington, D.C.; attending Regional Parks Foundation meetings and events; and developing relationships with local agency executives.

The General Manager's office provides leadership and direction to ensure effective organizational development and staff workforce planning, and oversees negotiations during labor agreement negotiations. The General Manager's Office provides direction to staff through individual meetings between the General Manager and the Assistant General Managers, a yearly state of the District report that is both printed and delivered in a verbal presentation to the Board and to staff, outlining the accomplishments of the previous year as well as priorities and initiatives for the coming year. The General Manager's Office also arranges ongoing staff meetings on a number of different priority issues and ensures that the General Manager visits the field and staff units. Leadership and direction are also given in securing and managing capital and grant project funds, including the spend-down of Measure AA funds and appropriate expenditures of Measure WW funds; the securing and management of capital and grant project funds; and the promotion of "green strategies" in District programs and operations.

FINANCE AND MANAGEMENT SERVICES

	<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2015 BUDGET</u>	<u>Change</u>
OPERATING BUDGET:					
Personnel Services	\$ 5,406,406	\$ 5,674,361	\$ 8,987,340	\$ 9,271,040	3.2%
Supplies	430,625	268,309	473,080	473,080	0.0%
Services	1,564,209	1,529,581	3,756,950	3,829,180	1.9%
Grants/Inter-agency Agreements	13,201,599	11,589,448	17,100,000	17,100,000	0.0%
Equipment	22,955	14,369	51,750	71,750	38.6%
Intra-District Charges	269,000	236,700	231,400	232,400	0.4%
Subtotal	\$ 20,894,793	\$ 19,312,768	\$ 30,600,520	\$ 30,977,450	1.2%
PROJECT BUDGET:					
Personnel Services	\$ 196	\$ 8,072	\$ 68,050	\$ 129,090	89.7%
Supplies	82,124	45,160	146,000	146,000	0.0%
Services	929,770	162,897	187,200	287,500	53.6%
Grants/Inter-agency Agreements	-	13,587	-	-	0.0%
Capital Outlay/Equip	275,241	263,196	695,800	-	-100.0%
Subtotal	\$ 1,287,331	\$ 492,912	\$ 1,097,050	\$ 562,590	-48.7%
Total Operating/Project	\$ 22,182,124	\$ 19,805,681	\$ 31,697,570	\$ 31,540,040	-0.5%
DEPARTMENTS:					
Administration	\$ 1,589,602	\$ 985,415	\$ 1,084,180	\$ 1,212,070	11.8%
Clerk of the Board	287,133	321,964	327,990	332,310	1.3%
Grants Department	13,471,270	11,747,700	17,341,760	17,409,450	0.4%
Finance Department	2,732,330	2,789,601	7,941,610	8,164,410	2.8%
Information Services	2,204,524	1,875,951	2,321,770	2,179,490	-6.1%
Office Services	1,897,265	2,085,050	2,680,260	2,242,310	-16.3%
Total	\$ 22,182,124	\$ 19,805,681	\$ 31,697,570	\$ 31,540,040	-0.5%
FUNDING SOURCES:					
101 General Fund	\$ 7,584,401	\$ 7,573,410	\$ 8,514,080	\$ 8,840,470	3.8%
220 Two County LLD	31,565	31,018	35,000	35,000	0.0%
221 ECCC LLD	6,865	6,318	9,000	9,000	0.0%
222 Five Canyon Zone	350	350	500	500	0.0%
224 Walpert Ridge Zone	350	350	500	500	0.0%
226 Measure CC	111,000	100,000	100,000	100,000	0.0%
270 Measure WW Local Grant	13,142,783	11,669,772	17,260,840	17,068,380	-1.1%
333 Capital	45,705	263,196	695,800	129,090	-81.4%
335 Meas AA Bond Proceeds	15,773	8,082	12,000	12,000	0.0%
336 OTA Projects	1,203,836	207,604	292,250	324,500	11.0%
337 Meas WW Bond Proceeds	22,018	14,030	87,000	87,000	0.0%
338 2012 Note Proceeds	-	311	10,000	10,000	0.0%
556 Employee Benefits	-	66,070	4,863,000	4,908,000	0.9%
811 2012 Prom Note Debt Svc	-	850	1,100	1,600	45.5%
812 Meas AA Debt Svc	4,125	7,095	5,000	6,000	20.0%
813 Meas WW Debt Svc	2,790	2,070	7,300	8,000	9.6%
Total	\$ 22,171,560	\$ 19,954,392	\$ 31,893,370	\$ 31,540,040	-1.1%
STAFFING:					
Regular/Permanent	41.284	41.284	42.284	43.284	1.00
Seasonal/Temporary	1.220	1.220	1.220	0.720	(0.50)
Total	42.504	42.504	43.504	44.004	0.50

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FINANCE & MANAGEMENT SERVICES DIVISION

FINANCE AND MANAGEMENT SERVICES DIVISION ROLE

The Finance and Management Services Division fulfills the specific District mission objectives to:

- Pursue all appropriate activities to ensure the fiscal health of the District.
- Ensure open and inclusive public process.
- Participate in partnerships with public agencies, nonprofit organizations, volunteers, and the private sector to achieve mutual goals.
- Provide a diversified system of regional parklands, trails, and parkland-related services that will offer outstanding opportunities for creative use of outdoor time.
- Acquire and preserve significant biologic, geologic, scenic, and historic resources within Alameda and Contra Costa counties.
- Support the development and retention of well-trained, dedicated, and productive employees.

This division provides internal support services that enable all other divisions to pursue the vision and mission of the District through the Grants, Finance, Information Services, Office Services, Finance and Management Services Administration Departments and the Clerk of the Board.

2015 APPROVED BUDGET REQUESTS:

\$201,820 base budget request for 1 FTE Assistant Finance Officer

These resources will help fulfill the District mission to:

- Pursue all appropriate activities to ensure the fiscal health of the District.
- Support the development and retention of well-trained, dedicated, and productive employees.

The key indicator is:

Reorganization within the Finance and Management Services Division to effectively manage the District's growing capital and project systems.

2015 targets:

- Hire Assistant Finance Officer to provide oversight for and closer coordination of voter-approved funding (AA, CC, WW, and LLD's), grants, capital and OTA funding, project management, Infrastructure Renovation and Replacement Fund (553), energy projects, staffing pipeline, bond elections, interdivisional coordination, annual reporting and technical certification for compliance.

\$150,000 one-time budget request for upgrade from IFAS to One Solution financial system

These resources will help fulfill the District mission to:

- Pursue all appropriate activities to ensure the fiscal health of the District.

The key indicator is:

Improvement of efficiency for Finance staff and improvement to the end-user experience when using the District's financial system.

2015 targets:

- Upgrade District-wide financial system to the newest technology in order to design a more efficient user experience and take advantage of automation and better reporting capabilities.
- Implement external dashboard that encompasses forms for edge users, in the areas of invoicing, purchasing and per diems.

FINANCE & MANAGEMENT SERVICES DIVISION

- Implement document imaging for journal entries and contracts.
- Develop system to automate certain vendor payments.
- Develop new financial reports.

\$ 6 million toward infrastructure renovation and replacement

These resources will help fulfill the District mission to:

2014 Targets:

- Update the District asset inventory; develop initial assessment criteria for each asset class, under take field assessment of 10% of assets during 2014. Update overall asset repair/replacement cost and expected annual budget contribution.
- Continue/increase paving management program expenditures from approximately \$1 million/year to \$2 million/year, continue replacement of pipes and pumps, start assessment and replacement of docks, bridges, and inventory and assess structures. Coordinate staff and contract resources, identify and seek authority for additional capacity needed to efficiently reduce the backlog of deferred major maintenance.
- Undertake urgent assessment of failed or near-failed critical assets that, if untreated, could close parks, reduce public services, and result in environmental damage or excessive costs. Identify high priorities, determine most efficient strategy to fix appropriate funds and expedite repair or replacement.
- 2014 critical projects are expected to include the Del Valle Water Treatment Plan, the Las Trampas Water System, and the Arrowhead Marsh Dock/Boardwalk. Other projects may be identified and may include other projects.

2014 Results:

- In October 2014, the Board awarded a contract to VFA Inc. to conduct a pilot project to explore the feasibility of establishing an asset management program at the District. Four parks will be part of the pilot project: Tilden, Anthony Chabot, Lake Chabot (including South County Corporation Yard) and Coyote Hills. These parks, about 20% of the District, represent a good cross-section of all the assets in the District. If the pilot program is successful, approximately 20% of the remaining District assets will be added to the system each year, thereby establishing a system whereby all District assets are assessed every five years.

\$500,000 for Peralta Oaks Headquarters Improvements

These resources will help fulfill the District mission to:

Support the development and retention of well-trained, dedicated and productive employees.

2014 Targets:

- \$330,000 Access Improvements, project 174200: Increase the parking access by approximately 36 stalls for the public and the staff at the Administration Building by converting the lower lawn area into a parking lot.
- \$124,100 Improve Elevator Safety, project 174000: Improve Elevator Safety by replacing the control unit in the machine room, replace the interior cab controllers and call buttons, improve fire safety with additional sprinklers in the shaft, and update the cab emergency phone to ADA compliance.
- \$45,900, Finance Department reconfiguration, project 174100: Reconfigure Finance Department cubicles to reduce conflict and improve employee efficiency. Remodel three existing open cubicles on the south side into private offices by installing 11-foot wall panels with doors and windows at the top to allow daylighting.

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2014 Results:

- In conjunction with Design and Survey, the parking access project has been designed and submitted to the City of Oakland for plan review. Included in the design scope, access improvements for the delivery level and breezeway level parking areas have been included to meet ADA requirement for full accessibility access to the building. Bidding, bid award and construction are scheduled for mid-year 2015.
- The elevator project has been pushed back to 2015 due to the complex nature of the project and other major projects in progress during 2014.
- The Finance Reconfiguration project has been combined with the Board Room Dais project to reduce the construction cost, as the two projects require similar construction characteristics for new ceilings, lighting and access improvements. The construction drawings have been approved by the City of Oakland and staff anticipates that both projects will be in construction early 2015.

\$195,800 to replace the existing 911 call system

These resources will help fulfill the District mission to:

2014 Targets:

- Simplify integration between the District's voice over IP telephony system and the State of California's 911 Public Safety Answering Point systems.
- Reduce the amount of hardware and software required to convert analog 911 calls to the District's Public Safety Dispatch Center.

2014 Results:

State of California supplemental funding source secured in May 2014

- Equipment ordered in July 2014 and is currently being configured
- Installation date for system is scheduled for the end of January 2015
- Live operation cut over scheduled for the beginning of February 2015

FINANCE AND MANAGEMENT SERVICES DIVISION KEY OBJECTIVES

KEY OBJECTIVE 1

Pursue all appropriate activities to ensure the fiscal health of the District.

KEY INDICATORS

Administration:

- Coordinate a balanced budget that meets District financial goals and delivers continuing public park services.

2013 Results	2014 Target	2014 Results	2015 Target
Conservative budgeting resulted in continued District operation and modest recovery of base budgets. Funds were slightly increased for	Budget targets include base budget increases due to benefit and labor cost increases, "Pipeline" operating cost and increases for vehicles, equipment	All requested base budget increases for Pipeline and other staff operating expenses were funded in the 2014 Budget. Infrastructure replacement was	Negotiate a conservative, balanced budget that retains and expands current levels of staffing to meet identified needs, one-time and annual

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2013 Results	2014 Target	2014 Results	2015 Target
infrastructure replacement.	and infrastructure replacement.	funded from one-time sources near the target level.	infrastructure funding goals.

b. District strategy and forward planning.

2013 Results	2014 Target	2014 Results	2015 Target
A focus on current infrastructure replacement needs and staff transitions deferred the completion of a unified strategy for discretionary and growth projects. Significant progress was made in inventorying and assessing current assets as part of the Fund 553 program, and Public Safety Administration Building replacement.	Compile and refine the District's current asset (fund 553) inventory and assessment program, and phase in critical replacement projects for funding appropriations as they are identified. Continue pursuit of expanded administrative office space and consolidation of satellite District functions.	Provided, through Board action, \$9 million in one-time funding for replacement or renovation of District assets. Appropriated funding to engineering studies and improvements at MLK Boardwalk, Point Pinole Pier, Pt. Isabel Bridge, Las Trampas water system, Contra Loma Boat Launch area renovation and an asset management study.	Appropriate base and opportunity funding to meet the \$9 million annual target. Complete asset management study for 25% of District assets. Appropriate funding and begin projects to avoid failure of structures or systems. Begin District Strategic Energy plan implementation with retrofits and solar installation.
Pensions Reform was fully integrated into the District's budgeting process and AFSCME labor agreement.	Monitor future benefit changes, and support labor negotiations with Public Safety representatives on compliance with and effective implementation of pension reform.	Completed Public Safety negotiations that provided for full employee payment of pension benefits. Fund pension payments at levels recommended by independent actuary.	Review actuarial studies for pension and OPEB, and adjust District's contribution rates as feasible and necessary to achieve stable pension contribution rates in future years.
RDA, LLD and other revenues were closely analyzed, and conservative forecasts constructed to serve as the basis for the 2014 Budget process. Beacon Economics provided/ confirmed the forecast information for future years. RDA legal resolution was in process.	Formalize the elements and practice of the annual revenue forecast process. Continue to monitor and incorporate as appropriate, RDA/successor agency activity as part of the forecast.	Analyzed successor RDA agency funding and reporting from counties and state controller. Reserved amounts as required by pending litigation. Used Beacon Economics and EDA information to develop conservative, reliable estimate of revenue.	Review and adjust, as necessary, the RDA and tax receipt calculations to reflect appropriate levels of annual volatility in revenues.

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2013 Results	2014 Target	2014 Results	2015 Target
The District retained the firm EPS and began the first phase of the Economic Study.	Phase II of the Economic Study is anticipated for 2013.	Phase II of the economic study was determined not to be necessary at this time and was not undertaken in 2014. A community survey was undertaken in late 2014 to determine the viability of renewal or extension of the District's measure CC. Results are expected in early 2015.	Review results of 2014 community survey and assess opportunities for presenting funding measures to the public in 2015 or 2016.

Finance: Ensure the fiscal health of the District as evidenced by the following responsibilities:

a. Implement strategies for operating cost stabilization.

2013 Results	2014 Target	2014 Results	2015 Target
Accepted actuary's recommendation to increase the OPEB contribution rate resulting in a lower increase overall.	Reevaluate benefits of 2014 CalPERS Freshstart program, in consideration of CalPERS increased rates.	Met with actuary to discuss pension cost projections based on newly adopted PERS assumptions. Updated pension cost projections based on PERS actuarial information received in fall 2014.	Explore a 2015 Freshstart to reduce PERS rates or other cost sharing measures if the calculations reflect savings.

b. Provide accurate, timely, transparent financial information for stakeholders to use in decision making and fiscal condition evaluation, resource use, and results.

2013 Results	2014 Target	2014 Results	2015 Target
Redesign of Budget and Finance portion of District website. Additional information was made available, including information relevant to District bond holders.	Improve content of quarterly unaudited financial information and the quarterly budget to actual comparison presented to the Board and public by focusing increasing the relevance and understandability of the quarterly information and comparisons.	Improved quarterly un-audited financial information by combining with quarterly budget to actual report to simplify and clarify information provided to the Board and the public.	Provide additional relevant financial information on the District website, such as investment reports.

FINANCE & MANAGEMENT SERVICES DIVISION

c. Continually evaluate financial service providers.

2013 Results	2014 Target	2014 Results	2015 Target
Completed RFP, engaged new pcard service provider who offers larger rebates and enhanced electronic processing.	Issue RFP for audit services and select new audit firm for 2014 external audit services.	Completed selection process for independent audit services and entered into new three year contract for external audit services.	Complete the selection process related to bond arbitrage and disclosure services and enter into a contract for services beginning January 2016.
Completed investigation of EBRPD Retirement Plan administrator.	Complete implementation of 5 recommendations to enhance investment returns and decrease admin costs. Rebalance portfolio asset mix for EBRPD Retirement Plan.	Implemented the five recommendations to enhance investment returns and decrease admin costs. Rebalanced the portfolio asset mix for EBRPD Retirement Plan.	Complete the selection process related to assessment districts, LLD and Measure CC administration and enter into a contract for services beginning February 2016.

Grants:

a. Grant receipt and administration.

2013 Results	2014 Target	2014 Results	2015 Target
Submitted 73 invoices valued at \$5.3 million in grant payments.	Submit 68 invoices to granting agencies valued at \$5 million in grant payments.	Submit 60 invoices to granting agencies valued at \$10 million in grant payments.	Submit 70 invoices to granting agencies valued at \$9 million in grant payments.

Information Services:

a. Systems maintenance and support.

2013 Results	2014 Target	2014 Results	2015 Target
A majority of the District's core network servers were virtualized to improve utilization and reduce power consumption.	Continue to review consolidation options where possible in our server room to reduce power consumption.	Additional virtual servers were purchased in 2014 to reduce the number of single server applications in the data center.	Expect 80% of network servers virtualized throughout the district.
N/A	N/A	N/A	Migrate Microsoft Office and Exchange Email to Office 365. 900 mailboxes will be moved to a hosted "cloud" solution.

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2013 Results	2014 Target	2014 Results	2015 Target
The internet bandwidth to Pleasanton Ridge was increased to support an off-site data backup for Peralta Oaks.	Increase the District Internet capacity from 40 megabytes to 100 megabytes.	The District's Internet capacity was increased to 100 megabytes. A secondary 10 megabyte internet link was added for a guest network.	Review options to increase network bandwidth to remote park sites.
N/A	Continue to replace mobile computing devices in 2014 but reduce the number of desktops as we deploy the virtual desktops. Estimate 200 virtual desktops on line by 2015.	25 virtual desktops were deployed within the main office. Continuing to test compatibility with internal applications. 6 terabytes of data storage was added to support the environment.	Exploring options for deploying virtual desktop computers at remote sites.

b. Maintain knowledge of current trends and applications.

2013 Results	2014 Target	2014 Results	2015 Target
Continue application testing of One Solution in preparation of anticipated go-live date.	Expected to go live between January 1 and March 31, 2014.	The go-live date has been delayed due to issues with connectivity to the hosting site.	The new go-live date is expected in 4 th quarter of 2014 or 1 st quarter of 2015.
Installed 100 virtual desktop computers through the District.	Purchase an additional 100 VDI licenses along with two file servers to support additional users.	100 additional virtual desktop computing licenses were purchased along with the physical client workstation to support the application.	No future purchases are planned until the existing units are deployed.

c. Provision of internal customer support.

2013 Results	2014 Target	2014 Results	2015 Target
The Maintenance department is scanning all of their contracts from 1980 forward. Paper copies will be destroyed and file cabinets removed from the work area.	The Clerk of the Board will begin scanning Board Material and Resolutions into SIRE	The clerk of the board, Grants and Legal have initiated document scanning within their respective departments.	Covert electronic document management software from SIRE to iSynergy.

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2013 Results	2014 Target	2014 Results	2015 Target
The new project timecard web form was completed. Several project groups are using the newly formatted timecard.	Convert the remaining departments to Timecard Online.	All district employees are utilizing the new electronic project timecard	N/A

KEY OBJECTIVE 2

Ensure open and inclusive public processes.

KEY INDICATOR

Clerk of the Board:

- a. Support the Board of Directors.

2013 Results	2014 Target	2014 Results	2015 Target
Division-level draft retention policy compiled.	Complete AGM review of District-wide Records Retention Policy and present to Board for adoption.	AGM review and approval expected by end of 2014.	Adoption of District-wide Records Retention Policy.
N/A	N/A	N/A	Provide District orientation for new Board members.

KEY OBJECTIVE 3

Participate in partnerships with public agencies, nonprofit organizations, volunteers, and the private sector to achieve mutual goals.

KEY INDICATOR

Grants Department:

- a. District Grant-giving activities and management.

2013 Results	2014 Target	2014 Results	2015 Target
Reviewed and approved 25 WW applications and processed 51 WW payments valued at \$11.8 million.	Review and approve 20 WW applications and process 56 WW payments valued at \$12 million.	Review and approve 31 WW applications and process 30 WW payments valued at \$6 million.	Review and approve 20 WW applications and process 40 WW payments valued at \$9 million.

FINANCE & MANAGEMENT SERVICES DIVISION

KEY OBJECTIVE 4

Provide a diversified system of regional parklands, trails, and parkland-related services that will offer outstanding opportunities for creative use of outdoor time.

KEY INDICATOR

Finance Department: Provide financial services for all District functions, thus participating in the fulfillment of the District's mission. Indication of service levels and accomplishments are measured through:

- a. Increase efficiency through enhanced use of technology.

2013 Results	2014 Target	2014 Results	2015 Target
As a result of Affordable Care Act data collection requirements, all District employees, including temps and seasonals were transitioned to time card on line.	Investigate the practicality of instituting payroll cards, which would eliminate the need for printing and handling paper pay checks.	Gathered all info and made a recommendation not to replace paper paychecks with payroll bank cards.	Implement recommendations related to reducing paper checks for employees and retirees. Investigate sending all direct deposit remittances via email with link to employee on-line? Investigate using self-sealing mailers for direct deposit remittances and paychecks.
N/A	N/A	Research implementation of allowing W-4 changes through employee on line and access to W-2 forms.	Implement W-4 changes through employee on line and access to W-2 forms.
Began to track and report AP performance weekly, with significant improvement noted.	Evaluate the costs/benefits of utilizing Wells Fargo check printing services for AP checks. Increase number of vendors receiving electronic payments by 10%. Increase number of vendors submitting invoices electronically to Finance by 10%.	Researched the costs/benefits of utilizing an outside banking service to remit accounts payable payments using ACH vs. AP checks. Number of vendors submitting invoices electronically to Finance has increased by 10%.	Implement a system for electronic payment of accounts payable invoices. Increase number of vendors submitting invoices electronically to Finance by 10%.

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2013 Results	2014 Target	2014 Results	2015 Target
<p>No Budget Module currently available.</p> <p>ONE Solution testing still in progress.</p>	<p>Utilize Budget Module for budget preparation instead of Excel.</p> <p>Go live ONE Solution.</p>	<p>Implemented on-line budget preparation system for budget requests.</p> <p>ONE Solution implementation delayed.</p>	<p>Go live with ONE Solution finance system upgrade.</p> <p>Utilize the Project Job Ledger system in the new ONE Solution system.</p>
N/A	N/A	Participated in training for payroll and accounts payable system integration within the ONE Solution system upgrade	Implement an interface for payroll payments to be transferred to accounts payable
N/A	N/A	Assess experience of finance system users, and develop a plan to enhance and simplify their work using webforms.	Create webforms for input and request of accounts receivable invoices and setup for new projects.
N/A	N/A	Outline a plan to automate and improve the accounts receivable and cash receipts cycle with the upgrade to ONE Solution.	<p>Automate recording of recurring entries for accounts receivable and the general ledger.</p> <p>Reconcile and connect customer and vendor databases.</p>
N/A	N/A	Participate in training and development of the new document imaging system, iSynergy.	Migrate existing Finance data to the new document imaging system.

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b. Increase efficiency through written procedures and user instructions/guides.

2013 Results	2014 Target	2014 Results	2015 Target
<p>Completed General Fund Reserve Fund Balance Policy.</p> <p>Updated The Auditing, Balanced Budget, Internal Control and Investment Policies.</p> <p>Completed Journal Entry (1.1), Establishing New Project Numbers and Naming Conventions (5.5) and Capital Asset (9.1-9.7) procedures</p>	<p>Escheat property policy and procedure (14.0), debt policy and procedure (7.0), and cash (13.2) and banking (13.1) procedures.</p> <p>Develop cheat sheets for ONE Solution.</p> <p>Develop cheat sheets for pcard processing.</p>	<p>Reviewed Escheat property policy and procedure (14.0), debt policy and procedure (7.0), and cash (13.2) and banking (13.1) procedures. Final approval set for 2015</p> <p>Developed “quick glance checklists” for the ONE Solution implementation.</p> <p>Developed “quick glance checklists” for the new purchase card processing system.</p>	<p>Update purchasing policies and procedures.</p> <p>Update policy related to accepting and recording of donated capital assets.</p> <p>Document cash management procedures.</p>

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- c. Monitor performance (accuracy/timeliness) for constant improvement in services provided (accounts receivable, general ledger, accounts payable, payroll, budget, and internal audit).

2013 Results	2014 Target	2014 Results	2015 Target
<p>Responded to peer review, and as a result of discussion with Board amended Audit Manager job description and Board Operating Guidelines.</p> <p>Updated 2007 Internal Audit Charter.</p>	<p>Internal Audit is to develop, document, monitor and report annually on results of quality assurance and improvement program (QAIP) to Board.</p>	<p>Internal Audit developed Quality Assurance and Improvement program (QAIP).</p>	<p>Report to the Board for the first time and to continue annually on the results of the Quality Assurance and Improvement program (QAIP).</p> <p>Work with divisions to implement global audit recommendations.</p>
<p>Accountant II position filled.</p>	<p>Accounting Manager to assume full responsibility for CAFR preparation.</p>	<p>The Accounting Manager fulfilled responsibility for preparation of the Comprehensive Annual Financial Report (CAFR).</p>	<p>Accountant II will take on complex accounting duties including preparation of accounting work papers for year-end audits and maintenance of capital asset schedules.</p>
<p>Project budget was enhanced to improve readability.</p>	<p>Continue to expand detailed information about projects including maps and photos</p>	<p>Expanded project description information and added maps and photos in some areas of the Project Budget.</p>	<p>Utilize GIS mapping technology links in the project budget.</p>
<p>Progress towards goal of AP vendor payment within 30 days of invoice date improved dramatically. At the beginning of 2013 unpaid invoices older than 30 days was 38% of total. By end of 2013 unpaid invoices older than 30 days had been reduced to 14%</p>	<p>Maintain 80% paid within 30 days and eliminate invoices that arrive in Finance already over 30 days.</p> <p>Proactively monitor invoices over 30 days to ensure resolution before 90 days.</p>	<p>Calculated average of 83.5% paid within 30 days and reduced number of invoices that arrive in Finance already over 30 days.</p> <p>Proactively monitored invoices over 30 days to ensure resolution before 90 days.</p>	<p>Goal to have all District accounts payable invoices and statements directed to Finance for processing, which is recommended for the strongest internal controls.</p>

FINANCE & MANAGEMENT SERVICES DIVISION

d. Survey and respond to customer services satisfaction.

2013 Results	2014 Target	2014 Results	2015 Target
<p>For the first time since initiation of survey, all functions in Finance received above 75% good or excellent rating in customer service categories. Most improved was AP.</p> <p>Focused on effort to increase customer participation in survey, resulting in 16% increase in responses, but is still 23% below the number of respondents the first year of the survey, 2010.</p>	<p>Conduct 2014 customer satisfaction survey and implement plan for focused improvements.</p> <p>Continue efforts to increase participation in survey.</p>	<p>Conducted 2014 customer satisfaction survey on line. All functions in Finance received average survey results of 78.8% good or excellent rating in customer service categories.</p>	<p>Conduct 2015 survey related to the implementation and training provided for the ONE Solution financial system upgrade.</p>

Grants Department:

a. Grant research, project selection, and application.

2013 Results	2014 Target	2014 Results	2015 Target
Submitted 31 applications.	Submit 31 grant applications.	Submitted 24 grant applications.	Submit 30 grant applications

FINANCE & MANAGEMENT SERVICES DIVISION

Office Services Department:

a. Provide centralized warehouse services to all District divisions.

2013 Results	2014 Target	2014 Results	2015 Target
Staff utilized the small cargo van 25% for 2013 deliveries from January thru August	Continue with utilizing the small cargo van 25% to 30% for deliveries and increase the percentage if the small van can accommodate the load scheduled for delivery	We have currently used the van sixty-one (61) times out of one hundred sixty (160) days. We have utilized the van approximately 38% so far this year.	Continue to utilize the van 30 to 35% for deliveries when the scheduled delivery can accommodate the load.
Actively participated in ONE Solution test group, reviewing the functionality and implementation options	Jointly with Finance provide training to District staff on how to use the ONE Solution for ordering inventory items	Still in the testing process of ONE Solution. Will offer training once we go live with the new system.	Offer training for the SI online orders using ONE Solution.
	Implement a bar coding system into the operation. Re-label shelving, change descriptions of items to fit on label.	The bar code system will be implemented by the end of 2014.	Utilize the bar coding system for picking orders, receiving and inventory.

b. Provide high volume reprographic service and assistance with convenience devices at the Administration Building.

2013 Results	2014 Target	2014 Results	2015 Target
The high volume copier was replaced late December of 2012 and placed into production in 2013	Assist Park Sites with replacement or new copy/print devices as needed	Assisted three field sites (Redwood Schoolhouse, Crown Beach & Botanic Garden) in securing quotes for new copy equipment and will replace one copy device at the Main Office by the end of 2014.	Work with Operations, Interpretation and Maintenance to develop a field site copy/print/fax/scan device standard

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2013 Results	2014 Target	2014 Results	2015 Target
The Draft 2013 Master Plan document was produced utilizing the new color copy device	Work with various Departments to expand the use of color X700 print device	Comparing the first six months of 2013 and 2014 staff produced 237% more prints with the color X700 print copier. In 2013 1,230,479 prints were produced and in 2014 4,143,294 prints were produced	Continue to utilize the existing X700 color press for color copy projects and research options to further expand color in-house production.

c. Provide interoffice mail and package delivery services.

2013 Results	2014 Target	2014 Results	2015 Target
Provided park staff with color park brochures supplementing their supply during peak usage periods beyond the normal supply at Central Stores	Work with Park sites and Central Stores to supplement the park brochures ordered from an outside print service provider	Supplemented the printing of park maps by outside vendors by producing 10,000 maps in 2014	Continue supplementing the printing of park maps and target in-house production of smaller prints runs.

d. Contract management.

2013 Results	2014 Target	2014 Results	2015 Target
Continued with the landscape renovation project and removed approximately 2,500 SQ FT of non-native plants and turf at the Administration Building	Replace the delivery level sidewalk and replace roughly 900 SQ FT landscape with native plants	As part of the lower lawn parking lot project the delivery level ramp replacement was combined with the parking lot and both projects are scheduled for 2015.	Complete the replacement of the delivery level sidewalk

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2013 Results	2014 Target	2014 Results	2015 Target
N/A	The pneumatic thermostats and control system were replaced in late 2013 at the Admin Building and the Trudeau Training Center with a projected annual savings of 10% and estimated pay back on investment in 7 ½ years	The pneumatic thermostats replacement project was completed early 2014. The project primarily focused on natural gas reduction. For the first six months of 2014 the Administration Building natural gas consumption was reduced by 17% and at the Trudeau Training Center was reduced by 43%. The combined cost savings for natural gas consumption is 36%	Continue to monitor the energy savings for both natural gas and electricity at the Administration Building and the Trudeau Training Center.
N/A	Seek formal bids or a RFP to replace the existing boiler with a more energy efficient model	After an extensive review of all of the options for replacing the boiler it was determined that staff can retrofit the flame control unit with a new unit and meet all Bay Area Air Quality low NOX standards. This resolution extends the life of the main boiler components for 15 more years and provides significant cost savings.	The retrofit of the flame control unit will be completed in early 2015.

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2013 Results	2014 Target	2014 Results	2015 Target
Managed fourteen Contract for Services agreements, oversaw five Maintenance Agreement projects, monitored five equipment lease agreements and with the Board of Director's approval awarded two RFP's for service providers	Manage three Administration Building infrastructure improvements for additional parking, elevator modernization and cubical and space allocation projects	The Finance cubical reconfiguration was combined with the reconfiguration of the Board Room Dias project. Plans were approved by the City of Oakland. Staff is seeking bids for construction in 2015. The additional parking lot project design is in the final stages and the construction is tentatively scheduled for 2015. The elevator modernization RFP will be delayed until 2015.	Continue with any unfinished components of the Finance cubical and the Board Room Dias reconfigurations and the additional parking lot project. Complete the elevator modernization project

e. Facility stewardship.

2013 Results	2014 Target	2014 Results	2015 Target
An RFP seeking consultants for developing a District-wide Strategic Energy Audit and Project Plan was awarded and the project began.	Start the implementation process of the District-wide Strategic Energy Audit and Project Plan	The District-wide Strategic Energy Audit and Project Plan will be completed late 2014 and the implementation will occur starting in 2015	Start the implementation process of the District-wide Strategic Energy Audit and Project Plan

KEY OBJECTIVE 5

Acquire and preserve significant biologic, geologic, scenic, and historic resources within Alameda and Contra Costa counties.

KEY INDICATOR

Grants Department:

a. Grant receipt and administration.

2013 Results	2014 Target	2014 Results	2015 Target
Receive a total of 28 new grants valued at \$14.7 million.	Received 28 grants valued at \$11.2 million.	Received 26 grants valued at \$11 million.	Receive 25 grants valued at \$10 million.

FINANCE & MANAGEMENT SERVICES DIVISION

KEY OBJECTIVE 6

Support the development and retention of well-trained, dedicated, and productive employees.

KEY INDICATOR

Finance Department: Increase productivity and contribute to staff development of both departmental staff as well as District wide staff, measured through:

a. Staff participation in in-house and external training opportunities.

2013 Results	2014 Target	2014 Results	2015 Target
<p>All staff participated in communication training and conflict resolution sessions to improve department's functionality.</p> <p>Staff participated in a total of 48 District offered trainings, 32 outside technical or management skill trainings, and 3 state-wide/national finance related educational conferences.</p> <p>2013 target met as each staff member participated in at least one training.</p>	<p>Minimum 8 hours training for each staff member.</p>	<p>All staff continued with communication and conflict resolution training which resulted in agreed goals and a team based working environment.</p> <p>Staff participated in a total of 27 District offered trainings, 22 outside technical or management skill trainings, including state-wide/national finance related educational conferences.</p> <p>2014 target met as each staff member participated in at least 8 hours of training.</p>	<p>Minimum 8 hours training for each staff member, with at least four hours related to technical training.</p> <p>Successful transition to new version of Office, by promoting opportunities to attend MS Office training.</p>

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b. Participation in District wide training.

2013 Results	2014 Target	2014 Results	2015 Target
<p>Accounting Manager visited 18 District cash handling sites to evaluate unique situations and provide one-on-one training to enhance compliance with procedures.</p> <p>Conducted 1 finance overview, 6 budget workshops, over 30 time card on line, 3 new supervisor and 2 AP related trainings, plus presentations at front line training, clerical forum, and supervisor's academy.</p>	<p>Expand training to include ONE Solution conversion impacts on processes.</p> <p>Add training to address new Purchase Card provider process changes (which will utilize technology and decrease paper).</p> <p>Complete time card on line training for time keepers.</p>	<p>Conducted 13 budget workshops; finance overview training for 30 employees, trained 80 employees to use time card on line, ten new supervisors attended "toolbox training" and AP provided related trainings for 12, plus presentations at front line training, clerical forum, and supervisor's academy.</p>	<p>Provide training for the ONE Solution conversion and implementation.</p> <p>Training for new Purchase Card provider.</p> <p>Develop training related to Project accounting and tracking.</p> <p>Provide targeted training to Park Supervisors related to all areas of Finance.</p> <p>Explore creating a Finance Liaison program for employees outside of Finance that regularly work with finance systems.</p>

FINANCE & MANAGEMENT SERVICES DIVISION ADMINISTRATION

ADMINISTRATION DEPARTMENT ROLE

The Administration Department's roles are to provide leadership to the Division and District, and to provide support for the Board of Directors, the General Manager, other divisions, and the various functions and activities of the departments within the Finance and Management Services Division. The department includes the division's clerical and administration staff and the division's Assistant General Manager (AGM).

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 409,068	\$ 433,412	\$ 447,530	\$ 625,420	39.7%
Supplies	802	12,604	13,930	13,930	0.0%
Services	14,213	33,699	44,320	44,320	0.0%
Grants/Inter-agency Agreements	200,000	300,000	300,000	300,000	0.0%
Intra-District Charges	209,000	205,700	228,400	228,400	0.0%
Subtotal	\$ 833,083	\$ 985,415	\$ 1,034,180	\$ 1,212,070	17.2%
PROJECT BUDGET:					
Services	\$ 756,518	\$ -	\$ 50,000	\$ -	-100.0%
Subtotal	\$ 756,518	\$ -	\$ 50,000	\$ -	-100.0%
Total Operating/Project	\$ 1,589,602	\$ 985,415	\$ 1,084,180	\$ 1,212,070	11.8%
DEPARTMENTS:					
Administration	\$ 1,589,602	\$ 985,415	\$ 1,084,180	\$ 1,212,070	11.8%
Total	\$ 1,589,602	\$ 985,415	\$ 1,084,180	\$ 1,212,070	
FUNDING SOURCES:					
101 General Fund	\$ 833,083	\$ 885,415	\$ 934,180	\$ 1,112,070	19.0%
226 Measure CC	-	100,000	100,000	100,000	0.0%
336 OTA Projects	756,518	-	50,000	-	-100.0%
Total	\$ 1,589,602	\$ 985,415	\$ 1,084,180	\$ 1,212,070	11.8%
STAFFING:					
Regular/Permanent	2.00	2.00	2.00	3.00	1.00
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	2.00	2.00	2.00	3.00	1.00

SERVICE DESCRIPTION

The Administration Department's AGM provides strategic direction, integrating the current and future interests of the Board and District divisions into a single long-term, forward-looking strategy. The AGM provides leadership in current and long-term financial and policy planning. The Administration Department's staff coordinates intra and inter-divisional projects, activities, schedules and assignments and facilitates direct and open communication District-wide.

Each year the Administration Department:

1. Coordinates five Board Workshops on strategic issues to inform and address the Board's interests and to achieve consensus on District-wide strategies and funding goals.
2. Compiles and analyzes information on tax and revenue forecasts, wage and benefit expenditure changes, consumer price index changes and other data to construct a

FINANCE & MANAGEMENT SERVICES DIVISION ADMINISTRATION

District budget strategy for the coming years keeping the agency solvent and focusing on long-term financial stability.

3. Schedules and chairs twelve Capital Project Group meetings, where recommendations for uses of funds are established, capital priorities are set, and operational impacts of new acquisitions and projects are identified.
4. Accommodate base budget increases due to benefit and labor cost increases, “Pipeline” operating cost increases, and increased funding for vehicles, equipment and infrastructure for new facilities.
5. Constructs the annual draft project budget for Measure CC and receives Board approval of Measure CC and Landscape & Lighting District special tax reports.
6. Tracks the Measure WW program, which includes monitoring cash-flow and legal compliance, ensuring timely expenditure on appropriate projects, and overseeing the Local Grant Program.
7. Serves as staff liaison to other agencies (e.g. Livermore Area Recreation and Park District), maintains constructive relations, and positive, effective communications while attentive to the District’s interests.
8. Works with various redevelopment and successor agencies (e.g. Fremont and Concord) to represent the District’s interests.
9. Provides day-to-day oversight and direction to managers of five Departments: Finance, Clerk of the Board, Information Systems, Grants, and Office Services.

FINANCE & MANAGEMENT SERVICES DIVISION CLERK OF THE BOARD

CLERK OF THE BOARD ROLE

The activities of the office of the Clerk of the Board address the mission of the District to “Ensure open and inclusive public processes.”

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 284,351	\$ 316,666	\$ 322,560	\$ 326,880	1.3%
Supplies	307	103	430	430	0.0%
Services	2,476	5,194	5,000	5,000	0.0%
Subtotal	\$ 287,133	\$ 321,964	\$ 327,990	\$ 332,310	1.3%
PROJECT BUDGET:					
Subtotal	\$ -	\$ -	\$ -	\$ -	0.0%
Total Operating/Project	\$ 287,133	\$ 321,964	\$ 327,990	\$ 332,310	1.3%
DEPARTMENTS:					
Clerk of the Board	\$ 287,133	\$ 321,964	\$ 327,990	\$ 332,310	1.3%
Total	\$ 287,133	\$ 321,964	\$ 327,990	\$ 332,310	
FUNDING SOURCES:					
101 General Fund	\$ 287,133	\$ 321,964	\$ 327,990	\$ 332,310	1.3%
Total	\$ 287,133	\$ 321,964	\$ 327,990	\$ 332,310	1.3%
STAFFING:					
Regular/Permanent	2.00	2.00	2.00	2.00	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	2.00	2.00	2.00	2.00	-

SERVICE DESCRIPTION

The Clerk of the Board provides and coordinates administrative and office support for the Board of Directors and acts as the official custodian of all District records. This department is tasked with the performance of the District’s statutory administrative duties so that these responsibilities are carried out in a timely, proficient and lawful manner.

Each year this department schedules all necessary Board and Committee meetings, facilitates the election of Board Officers and Committee assignments, and coordinates workshops and field trips. The department is responsible for coordinating the preparation, production, and timely distribution of Board meeting agendas and materials necessary to comply with the requirements of the Brown Act.

The Clerk of the Board works with election officers from Alameda and Contra Costa counties in preparation for ward elections, as needed.

FINANCE & MANAGEMENT SERVICES DIVISION

FINANCE DEPARTMENT

FINANCE DEPARTMENT ROLE

The Finance Department's role is to provide sound fiscal management and stewardship of the District's financial assets, ensuring stability and solvency for the achievement of District goals, while demonstrating accountability, transparency and trustworthiness in the management of the District's financial resources. The Department actively participates in the stewardship of District resources through the oversight of internal controls, by increasing process efficiencies, forecasting and monitoring revenues and costs.

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 2,316,020	\$ 2,494,050	\$ 5,628,610	\$ 5,698,910	1.2% *
Supplies	9,625	11,900	15,200	15,200	0.0%
Services	259,369	224,671	2,172,600	2,174,800	0.1%
Subtotal	\$ 2,585,014	\$ 2,730,621	\$ 7,816,410	\$ 7,888,910	0.9%
PROJECT BUDGET:					
Services	\$ 95,947	\$ 58,980	\$ 125,200	\$ 275,500	120.0%
Capital Outlay/Equip	51,369	-	-	-	0.0%
Subtotal	\$ 147,316	\$ 58,980	\$ 125,200	\$ 275,500	120.0%
Total Operating/Project	\$ 2,732,330	\$ 2,789,601	\$ 7,941,610	\$ 8,164,410	2.8%
DEPARTMENTS:					
Finance	\$ 2,732,330	\$ 2,789,601	\$ 7,941,610	\$ 8,164,410	2.8%
Total	\$ 2,732,330	\$ 2,789,601	\$ 7,941,610	\$ 8,164,410	2.8%
FUNDING SOURCES:					
101 General Fund	\$ 2,474,585	\$ 2,600,457	\$ 2,895,010	\$ 2,920,310	0.9%
220 Two County LLD	31,565	31,018	35,000	35,000	0.0%
221 ECCC LLD	6,865	6,318	9,000	9,000	0.0%
222 Five Canyon Zone	350	350	500	500	0.0%
224 Walpert Ridge Zone	350	350	500	500	0.0%
226 Measure CC	11,000	-	-	-	0.0%
270 Measure WW Local Grant	4,678	11,867	-	-	0.0%
335 Meas AA Bond Proceeds	15,773	8,082	12,000	12,000	0.0%
336 OTA Projects	109,526	36,868	16,200	166,500	927.8%
337 Meas WW Bond Proceeds	22,018	14,030	87,000	87,000	0.0%
338 2012 Note Proceeds	-	311	10,000	10,000	0.0%
556 Employee Benefits	-	66,070	4,863,000	4,908,000	0.9% *
810 '2002' Bond Debt Svc	-	3,865	-	-	0.0%
811 2012 Promissory Note Debt Svc	-	850	1,100	1,600	45.5%
812 Meas AA Debt Svc	4,125	7,095	5,000	6,000	20.0%
813 Meas WW Debt Svc	2,790	2,070	7,300	8,000	9.6%
Total	\$ 2,683,625	\$ 2,789,601	\$ 7,941,610	\$ 8,164,410	2.8%
STAFFING:					
Regular/Permanent	18.284	18.284	18.284	18.284	-
Seasonal/Temporary	0.50	0.00	0.00	0.00	-
Total	18.784	18.284	18.284	18.284	-

*Funding for Employee Benefits Internal Service Fund was transferred from the Human Resources Division beginning 2014 budget year.

SERVICE DESCRIPTION

The Finance Department is responsible for the management and coordination of the processing, accounting and reporting of all financial activities of the District. Services include: financial reporting and projections, budget monitoring, internal audit function, payroll, accounts payable, general ledger, accounts receivable, financial software management (in conjunction with Information Services Department), debt administration and treasury management. These essential services are provided to all District divisions and enable them to conduct their business and achieve their goals.

The Department is charged with the preparation of the Comprehensive Annual Financial Report (CAFR), the attainment of an unqualified audit opinion from independent auditors, and the receipt of the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting. This award demonstrates that the District's financial reports are of the highest standards, in the spirit of transparency and full disclosure, and in compliance with best practices in the field of governmental accounting and financial reporting.

The Department is also charged with the development of the District annual operating budget and five year project budget, including implementation of performance management practices and receipt of the GFOA Distinguished Budget Presentation Award. This award demonstrates that the District's budget documents are of the very highest quality that reflects guidelines established by the National Advisory Council on State and Local Budgeting and GFOA best practices. The Department is also committed to preparing the annual Budget Brief booklet, an abbreviated document containing highlights of the annual budget, developed to provide condensed financial information to District stakeholders.

The Department responsibilities include advocating for a strong control environment, assessing financial risk, designing internal control policies and procedures, communicating control requirements, and monitoring compliance and effectiveness of controls, all with the aim of safeguarding District assets and ensuring the reliability of accounting information.

FINANCE & MANAGEMENT SERVICES DIVISION

GRANTS DEPARTMENT

GRANTS DEPARTMENT ROLE

The Grants Department pursues activities which assist in ensuring the fiscal health of the District by maximizing additional financing sources for District projects. Through this department's efforts, the District is able to acquire and maintain additional parkland resources. The Grants Department is a link between the District and its funding partners, enhancing the accomplishments of mutual goals.

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 415,157	\$ 419,368	\$ 442,710	\$ 449,360	1.5%
Supplies	321	697	6,000	6,000	0.0%
Services	4,910	3,263	25,000	25,000	0.0%
Grants/Inter-agency Agreements	13,001,599	11,289,448	16,800,000	16,800,000	0.0%
Subtotal	\$ 13,421,986	\$ 11,712,776	\$ 17,273,710	\$ 17,280,360	0.0%
PROJECT BUDGET:					
Personnel Services	\$ -	\$ 8,072	\$ 68,050	\$ 129,090	89.7%
Services	46,416	13,266	-	-	0.0%
Grants/Inter-agency Agreements	-	13,587	-	-	0.0%
Capital Outlay/Equip	2,868	-	-	-	0.0%
Subtotal	\$ 49,284	\$ 34,924	\$ 68,050	\$ 129,090	89.7%
Total Operating/Project	\$ 13,471,270	\$ 11,747,700	\$ 17,341,760	\$ 17,409,450	0.4%
DEPARTMENTS:					
Grants Dept	\$ 13,471,270	\$ 11,747,700	\$ 17,341,760	\$ 17,409,450	0.4%
Total	\$ 13,471,270	\$ 11,747,700	\$ 17,341,760	\$ 17,409,450	0.4%
FUNDING SOURCES:					
101 General Fund	\$ 222,023	\$ 203,582	\$ 208,670	\$ 211,980	1.6%
226 Measure CC	100,000	-	-	-	0.0%
270 Measure WW Local Grant	13,099,963	11,509,194	17,065,040	17,068,380	0.0%
333 Capital	2,868	-	-	129,090	0.0%
336 OTA Projects	46,416	34,924	68,050	-	-100.0%
Total	\$ 13,471,270	\$ 11,747,700	\$ 17,341,760	\$ 17,409,450	0.4%
STAFFING:					
Regular/Permanent	3.00	3.00	4.00	4.00	-
Seasonal/Temporary	0.00	0.50	0.50	0.00	(0.50)
Total	3.00	3.50	4.50	4.00	(0.50)

SERVICE DESCRIPTION

The department explores grant funding sources and develops knowledge of granting agency requirements. Staff prepares grant applications; oversees grant contracts and administration; monitors record keeping, accounting and required reporting; completes grant invoicing; and fosters quality relationships with granting organizations. The Grants Department is charged with management of the District granting activities, including the Measure WW Local Grant Program. The Grants Department submits invoices to granting agencies valued at \$5 million in grant payments.

The department submits grant applications, including application to State Parks, Coastal Conservancy, Alameda County Transportation Commission, Contra Costa Transportation Authority, Wildlife Conservation Board and Department of Boating and Waterways.

**FINANCE & MANAGEMENT
SERVICES DIVISION**

INFORMATION SERVICES DEPARTMENT

INFORMATION SERVICES DEPARTMENT ROLE

The Information Services Department supports the District's mission by providing the tools to ensure the fiscal health of the District, manage and maintain parklands, and support public access to information.

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 982,562	\$ 961,213	\$ 1,043,180	\$ 1,049,700	0.6%
Supplies	239,641	80,505	199,450	199,450	0.0%
Services	641,125	615,292	699,030	726,030	3.9%
Equipment	11,680	14,369	26,310	46,310	76.0%
Subtotal	\$ 1,875,008	\$ 1,671,380	\$ 1,967,970	\$ 2,021,490	2.7%
PROJECT BUDGET:					
Supplies	\$ 82,124	\$ 45,160	\$ 146,000	\$ 146,000	0.0%
Services	30,888	10,700	12,000	12,000	0.0%
Capital Outlay/Equip	216,504	148,711	195,800	-	-100.0%
Subtotal	\$ 329,517	\$ 204,571	\$ 353,800	\$ 158,000	-55.3%
Total Operating/Project	\$ 2,204,524	\$ 1,875,951	\$ 2,321,770	\$ 2,179,490	-6.1%
DEPARTMENTS:					
Information Services	\$ 2,204,524	\$ 1,875,951	\$ 2,321,770	\$ 2,179,490	-6.1%
Total	\$ 2,204,524	\$ 1,875,951	\$ 2,321,770	\$ 2,179,490	
FUNDING SOURCES:					
101 General Fund	\$ 1,875,008	\$ 1,671,380	\$ 1,967,970	\$ 2,021,490	2.7%
333 Capital	38,141	148,711	195,800	-	-100.0%
336 OTA Projects	291,375	55,860	158,000	158,000	0.0%
Total	\$ 2,204,524	\$ 1,875,951	\$ 2,321,770	\$ 2,179,490	-6.1%
STAFFING:					
Regular/Permanent	7.00	7.00	7.00	7.00	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	7.00	7.00	7.00	7.00	-

SERVICE DESCRIPTION

The Information Services Department manages, maintains, updates, and monitors the computer network infrastructure, telecommunications infrastructure, personal computers, printers, communications equipment, and a variety of application environments serving all District divisions.

The department's personnel keep current on new systems and technologies and provide internal service and assistance to District staff related to the equipment, software and networks they manage.

Each year this department chairs six Business Process Team Meetings.

FINANCE & MANAGEMENT SERVICES DIVISION

OFFICE SERVICES DEPARTMENT

OFFICE SERVICES DEPARTMENT ROLE

The Office Services Department manages and ensures stewardship over two District facilities. This department provides internal support for all District divisions.

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 999,249	\$ 1,049,652	\$ 1,102,750	\$ 1,120,770	1.6%
Supplies	179,929	162,499	238,070	238,070	0.0%
Services	642,116	647,462	811,000	854,030	5.3%
Equipment	11,275	-	25,440	25,440	0.0%
Intra-District Charges	60,000	31,000	3,000	4,000	33.3%
Subtotal	\$ 1,892,569	\$ 1,890,613	\$ 2,180,260	\$ 2,242,310	2.8%
PROJECT BUDGET:					
Personnel Services	\$ 196	\$ -	\$ -	\$ -	0.0%
Services	-	79,952	-	-	0.0%
Capital Outlay/Equip	4,500	114,485	500,000	-	-100.0%
Subtotal	\$ 4,696	\$ 194,437	\$ 500,000	\$ -	-100.0%
Total Operating/Project	\$ 1,897,265	\$ 2,085,050	\$ 2,680,260	\$ 2,242,310	-16.3%
DEPARTMENTS:					
Office Services	\$ 1,897,265	\$ 2,085,050	\$ 2,680,260	\$ 2,242,310	-16.3%
Total	\$ 1,897,265	\$ 2,085,050	\$ 2,680,260	\$ 2,242,310	-16.3%
FUNDING SOURCES:					
101 General Fund	\$ 1,892,569	\$ 1,890,613	\$ 2,180,260	\$ 2,242,310	2.8%
333 Capital	4,696	114,485	500,000	-	-100.0%
336 OTA Projects	-	79,952	-	-	0.0%
Total	\$ 1,897,265	\$ 2,085,050	\$ 2,680,260	\$ 2,242,310	-16.3%
STAFFING:					
Regular/Permanent	9.00	9.00	9.00	9.00	-
Seasonal/Temporary	0.72	0.72	0.72	0.72	-
Total	9.72	9.72	9.72	9.72	-

SERVICE DESCRIPTION

The Office Services Department manages the District's administration building facility, the Richard C. Trudeau Training Center and the District's Central Stores function. Additional internal services provided include:

- Reprographics
- U.S. Postal Service and interoffice mail
- Switchboard and reception
- Administration of the District's pool vehicle program
- Management of outside services including:
 - Energy and utility contracts
 - Janitorial and landscaping services
 - Record destruction and storage
 - District-wide hazardous waste disposal.

- Conducts annual inventory review process.
- Monitor usage patterns and work with staff on print/copy reduction options
- Divert waste by educating staff and providing desk side organic waste containers.

HUMAN RESOURCES DIVISION

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services*	\$ 4,603,143	\$ 4,321,261	\$ 1,714,720	\$ 1,670,110	-2.6%
Supplies	17,088	15,552	24,980	22,980	-8.0%
Services*	1,744,912	1,733,351	528,160	530,160	0.4%
Intra-District Charges	96,000	99,800	103,600	103,600	0.0%
Subtotal	\$ 6,461,143	\$ 6,169,964	\$ 2,371,460	\$ 2,326,850	-1.9%
PROJECT BUDGET:					
Subtotal	\$ -	\$ -	\$ -	\$ -	0.0%
Total Operating/Project	\$ 6,461,143	\$ 6,169,964	\$ 2,371,460	\$ 2,326,850	-1.9%
DEPARTMENTS:					
Human Resources	\$ 6,461,143	\$ 6,169,964	\$ 2,371,460	\$ 2,326,850	-1.9%
Total	\$ 6,461,143	\$ 6,169,964	\$ 2,371,460	\$ 2,326,850	-1.9%
FUNDING SOURCES:					
101 General Fund	\$ 1,997,220	\$ 2,051,530	\$ 2,371,460	\$ 2,326,850	-1.9%
556 Employee Benefits	4,463,923	4,118,434	-	-	0.0% *
Total	\$ 6,461,143	\$ 6,169,964	\$ 2,371,460	\$ 2,326,850	-1.9%
STAFFING:					
Regular/Permanent	10.00	10.00	10.00	10.00	-
Seasonal/Temporary	3.80	4.40	5.27	5.27	-
Total	13.80	14.40	15.27	15.27	-

*Funding for Employee Benefits Internal Service Fund is included in the Finance Department beginning 2014 budget year.

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HUMAN RESOURCES DIVISION

HUMAN RESOURCES DIVISION ROLE

The role of the Human Resources Division is to support the strategic mission of the organization and promote a positive and productive work environment. This is accomplished by linking Personnel and Human Resource policies to the District's goals/mission through the various services provided.

SERVICE DESCRIPTION

The Human Resources Division recruits and selects a well-qualified workforce that reflects the diversity of the community we serve. The Division serves in the areas of employee/labor relations and negotiations, job training and career development, workforce diversity, performance management, classification and compensation review. The Division oversees and administers employee benefits, and maintains the central archive for employee records, personnel transactions, and position control.

2014 APPROVED BUDGET REQUEST RESULTS:

\$100,000 to restore job related training budget

These resources will help fulfill the District mission to:

Support the development and retention of well trained, dedicated, and productive employees.

2014 Targets:

- Provide job related training benefits for permanent staff, intended to upgrade or strengthen an employee's knowledge or skills in his/her current position.

2014 Results:

- District staff utilized over 80% of job-related funds to strengthen knowledge and skills in their current positions by attending specialized workshops and conferences.

HUMAN RESOURCES DIVISION KEY OBJECTIVES

KEY OBJECTIVES 1:

Support the development and retention of well trained, dedicated, and productive employees.

KEY INDICATORS

Recruit and fill regular, temporary, and seasonal vacancies.

2013 Results	2014 Target	2014 Results	2015 Target
Filled 53 regular full time positions and 348 seasonal positions.	Fill 50 regular full time positions and 300+ seasonal positions.	Filled 44 regular positions and 345 seasonal positions.	Fill 60 regular full time positions and 300+ seasonal positions.

HUMAN RESOURCES DIVISION

Continue to develop employer-employee relations.

2013 Results	2014 Target	2014 Results	2015 Target
Held regular meet and confers with both labor groups; held periodic meetings with Confidential employees and Managers; addressed three side letter agreements.	Hold regular meet and confers with AFSCME Local 2428 and Police Association. Update the MOU and Personnel Administrative Manual; negotiate with Police Association.	Held regular meet and confers with AFSCME Local 2428 and Police Association. Completed negotiations with Police Association.	Hold regular meet and confers with AFSCME Local 2428 and Police Association. Review and update HR Policies and Procedures.

Process personnel documents to ensure accurate and timely record keeping.

2013 Results	2014 Target	2014 Results	2015 Target
Maintained personnel records; continued to administer Employee Online and implemented move to NEOGOV application and tracking system.	Maintain personnel records; process Personnel Change Forms as required. Upgrade Employee Online and Expand NEOGOV to use Onboard employee orientation portal.	Maintained personnel records; processed Personnel Change Forms as required.	Maintain personnel records; process Personnel Change Forms as required. Expand NEOGOV Insight functionality from requisition to hire and utilize Onboard employee orientation portal.

Negotiate with respective labor groups.

2013 Results	2014 Target	2014 Results	2015 Target
Implemented MOU changes related to four-year agreement, including additional pension contributions, COLA's, and minor language changes.	Conduct negotiations with Police Association.	Implemented MOU changes related to four-year agreement, including additional pension contributions, COLA's, and language changes.	Continue to monitor MOUs and implement changes to existing agreements.

HUMAN RESOURCES DIVISION

Provide assistance with succession planning.

2013 Results	2014 Target	2014 Results	2015 Target
<p><i>Succession planning assistance was provided to three departments. Coaching was provided and monitored.</i></p>	<p><i>Perform review of various divisions/ departments to examine possible restructuring. Continue to monitor coaching.</i></p>	<p><i>Succession planning assistance was provided to two departments. Coaching was provided and monitored.</i></p>	<p><i>Continue to review divisions/ departments to improve efficiencies and reduce duplication of functions. Continue to monitor coaching.</i></p>

Provide job training and career development.

2013 Results	2014 Target	2014 Results	2015 Target
<p>Reviewed and provided a variety of job required and beneficial training programs for all EBRPD employees such as manager and supervisor academies.</p> <p>Approximately 65 sessions were held with more than 1200 participants. Processed career related training.</p>	<p>Continue to review and provide job related and job required training.</p> <p>Continue to process career related training.</p> <p>Continue to provide manager and supervisor academies.</p>	<p>Developed an EBRPD Training Catalog.</p> <p>Reviewed and provided a variety of job required and beneficial training programs for employees such as Park Ranger trainings and supervisor academies.</p> <p>Approximately 60 training sessions were held with more than 1150 participants. Processed career related training.</p>	<p>Continue to review and provide job related and job required training.</p> <p>Continue to process career related training.</p> <p>Continue to provide manager and supervisor academies.</p>

HUMAN RESOURCES DIVISION

Ensure employee performance evaluations are completed in compliance with District policy.

2013 Results	2014 Target	2014 Results	2015 Target
<p>Provided new hire training to approximately 50 employees.</p> <p>Continued to provide HR policies and procedures training for newly hired/promoted supervisors/mgrs.</p> <p>Continued coaching opportunities as needed.</p>	<p>Continue providing training for newly hired/promoted supervisors and managers; coordinate coaching sessions as needed.</p> <p>Provide training to existing supervisors.</p>	<p>Provided new hire training to approximately 50 employees.</p> <p>Continued to provide HR policies and procedures training for newly hired/promoted supervisors/mgrs.</p> <p>Continued coaching opportunities as needed.</p>	<p>Continue providing training for newly hired/promoted supervisors and managers; coordinate coaching sessions as needed.</p> <p>Provide training to existing supervisors.</p>

Continue to lead District's efforts towards workforce diversity.

2013 Results	2014 Target	2014 Results	2015 Target
<p>Met with Workforce Diversity Committee to review statistics. Participated in job fair with Civic Corp and local high schools, and community colleges.</p> <p>Continued Internship Program and hired four Field Interns as part of the District's Pilot Program.</p> <p>Hired 19 Academic and Summer Interns.</p>	<p>Hold one Workforce Diversity meeting a year with Union and Board representatives.</p> <p>Continue participation in at least five job fairs.</p> <p>Continue work with the universities, promoting the Internship Program.</p> <p>Continue to work with local community organizations.</p>	<p>Held an annual Workforce Diversity meeting with Union and Board representatives.</p> <p>Attended 12 job fairs.</p> <p>Built partnerships with universities and local community organizations to promote the Internship Program.</p>	<p>Hold an annual Workforce Diversity meeting with Union and Board representatives.</p> <p>Continue participation in at least 15 job fairs.</p> <p>Continue work with the universities and local community organizations promoting the Internship Program.</p>

HUMAN RESOURCES DIVISION

KEY OBJECTIVE 2

Pursue all appropriate activities to ensure the fiscal health of the District.

KEY INDICATORS

Ensure correct job classification and compensation.

2013 Results	2014 Target	2014 Results	2015 Target
Updated approximately 18 job descriptions.	Update 20 job descriptions.	Updated 18 job descriptions.	Update 25 job descriptions.

Administer benefits appropriately.

2013 Results	2014 Target	2014 Results	2015 Target
Completed annual open enrollment. Administered monthly new hire orientations. Implemented changes resulting from Public Employee Pension Reform Act (PEPRA).	Administer annual open enrollment; administer monthly new hire orientations; review costs. Implement changes resulting from Affordable Health Care Act (ACA).	Administered annual open enrollment; administer monthly new hire orientations; review costs. Implement changes resulting from Affordable Health Care Act (ACA).	Develop EBRPD Benefits Handbook for employees. Administer annual open enrollment; administer monthly new hire orientations; review costs. Implement changes resulting from (ACA).

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ACQUISITION, STEWARDSHIP AND DEVELOPMENT

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 5,795,802	\$ 5,803,028	\$ 6,422,660	\$ 6,557,260	2.1%
Supplies	589,427	579,998	617,900	639,740	3.5%
Services	747,630	899,002	1,325,880	1,577,000	18.9%
Equipment	71,385	16,568	9,350	-	-100.0%
Intra-District Charges	350,980	287,830	344,500	375,300	8.9%
Subtotal	\$ 7,555,224	\$ 7,586,425	\$ 8,720,290	\$ 9,149,300	4.9%
PROJECT BUDGET:					
Personnel Services	\$ 4,072,499	\$ 4,148,580	\$ 4,494,480	\$ 4,541,190	1.0%
Supplies	51,942	34,290	30,000	-	-100.0%
Services	2,818,687	5,457,740	140,160	260,400	85.8%
Capital Outlay/Equip	22,542,473	13,896,925	6,527,130	3,163,580	-51.5%
Subtotal	\$ 29,485,601	\$ 23,537,536	\$ 11,191,770	\$ 7,965,170	-28.8%
Total Operating/Project	\$ 37,040,825	\$ 31,123,961	\$ 19,912,060	\$ 17,114,470	-14.0%
DEPARTMENTS:					
Administration	\$ 671,257	\$ 755,797	\$ 781,000	\$ 908,680	16.3%
Environmental Services	1,317,954	979,640	732,040	680,560	-7.0%
Interagency Planning	492,385	537,992	539,470	570,850	5.8%
Land Acquisition	17,708,355	7,330,853	7,372,670	3,289,160	-55.4%
Trails Development	2,039,460	1,056,646	515,930	725,980	40.7%
Administration	690,118	721,162	744,340	690,290	-7.3%
Design & Construction	9,422,539	15,075,623	4,041,650	4,705,850	16.4%
Planning & Stewardship	4,698,757	4,666,248	5,184,960	5,543,100	6.9%
Total	\$ 37,040,825	\$ 31,123,961	\$ 19,912,060	\$ 17,114,470	-14.0%
FUNDING SOURCES:					
101 General Fund	\$ 7,417,000	\$ 7,334,577	\$ 8,540,340	\$ 9,008,980	5.5%
253 Gifts	14,997	17,756	38,440	38,440	0.0%
257 Mitigation	75,293	58,578	122,730	83,100	-32.3%
258 McLaughlin Eastshore State	836	16,410	18,780	18,780	0.0%
333 Capital	23,778,388	15,262,759	8,073,830	4,693,040	-41.9%
336 OTA Projects	5,707,213	8,433,881	3,117,940	3,272,130	4.9%
Total	\$ 37,040,825	\$ 31,123,961	\$ 19,912,060	\$ 17,114,470	-14.0%
STAFFING:					
Regular/Permanent	71.98	71.98	71.98	72.86	0.88
Seasonal/Temporary	0.19	0.00	0.00	0.25	0.25
Total	72.17	71.98	71.98	73.11	1.13

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ACQUISITION, STEWARDSHIP & DEVELOPMENT DIVISION

ACQUISITION, STEWARDSHIP & DEVELOPMENT DIVISION ROLE

The Acquisition, Stewardship & Development Division develops strategies and pursues acquisition and development of properties to fulfill the District’s mission of providing parkland containing significant biologic, geologic, scenic and historical resources in Alameda and Contra Costa counties, in compliance with the District’s Master Plan. These major goals are to be attained while balancing environmental concerns with outdoor recreation opportunities.

2015 APPROVED BUDGET REQUEST:

Add Watershed Specialist Position as part of the Stewardship Department. These resources will help fulfill the District mission to:

- Acquire and preserve significant biologic, geologic, scenic and historic resources within Alameda and Contra Costa Counties, and

Manage, maintain and restore the parklands so that they retain their important scenic, natural and cultural values.

The key indicator is:

The Watershed Specialist addition will provide improved support and implementation of the District’s routine maintenance, habitat restoration, and capital projects.

2015 Targets:

- Revise maintenance project database and assist with permit acquisition.
- Facilitate implementation of Measure WW and CC habitat restoration projects.

Provide technical support for implementation of storm water controls during capital projects and fuel reduction projects.

LAND/PLANNING/STEWARDSHIP & DEVELOPMENT DIVISION KEY OBJECTIVES

KEY OBJECTIVE 1

Acquire and preserve significant biologic, geologic, scenic, and historic resources within Alameda and Contra Costa counties.

KEY INDICATORS

Land Acquisition Department

2013 Results	2014 Target	2014 Results	2015 Target
Acquired or optioned over 3,500 acres (Alaimo, Galvin, Roddy Ranch, Aginson, Castleridge).	Acquire or option 1,000 acres of land.	Acquired or optioned over 5,000 acres (AUSD Moller Ranch, Castleridge, Eddie’s Flat, Dainty Ranch, Roddy Ranch, and Patterson). Accepted two large developer dedications (Elworthy and Stonebrae).	Acquire or option 1,000 acres of land.

ACQUISITION, STEWARDSHIP & DEVELOPMENT DIVISION

Environmental Programs Department

2013 Results	2014 Target	2014 Results	2015 Target
<i>Albany Beach:</i> Litigation filed on EIR has prevented project implementation, other than tree thinning and landfill cap maintenance.	<i>Albany Beach:</i> Assuming that litigation is settled in 2014, construction of phase I can proceed upon receipt of permits.	<i>Albany Beach:</i> EIR Litigation continues, however, Phase 1 of the project can proceed to final design and all permits except BCDC have been obtained.	<i>Albany Beach:</i> Construct Phase 1 of the project. Complete supplemental EIR for dog impacts. Support legal work in GGF CEQA case. Proceed with PS&E and permitting for phases II and III, once litigation is resolved.
<i>Breuner Marsh:</i> Permits obtained from DFW and BCDC. Fencing and planting completed in 2013.	<i>Breuner Marsh:</i> Obtain remaining regulatory permits and proceed with earthwork.	<i>Breuner Marsh:</i> Regulatory permits obtained. Earthwork underway and scheduled for completion by the end of October.	<i>Breuner Marsh:</i> Construct public access improvements. Begin monitoring.

KEY OBJECTIVE 2

Provide a diversified system of regional parklands, trails, and related services that will offer outstanding opportunities for creative use of outdoor time.

KEY INDICATORS

Land Acquisition Department

2013 Results	2014 Target	2014 Results	2015 Target
Settled Leona Canyon eminent domain action; opened trail July 3, 2013. Purchased or optioned keystone properties of three new parks: Deer Valley, Delta Access, & North Richmond Shoreline.	Pursue and resolve if possible Louie and GGF condemnation actions. Initiate ROW acquisition for Bollinger Canyon Road public access improvements.	Reached settlement agreement on Louie condemnation. Initiated engineering study as basis for determining ROW required on Bollinger Canyon Road. Recorded Phase I Pt. Molate trail easement from Chevron.	Complete Louie and GGF condemnation actions. Complete Elworthy and Stonebrae land and trail dedications. Acquire ROW needed on Bollinger Canyon Road or identify suitable alternative access.

ACQUISITION, STEWARDSHIP & DEVELOPMENT DIVISION

Trails Development Department

2013 Results	2014 Target	2014 Results	2015 Target
All TIGER II funded projects are under construction. Delta DeAnza Trail between Antioch and Oakley on schedule and Feeder Trail # 1 nearing completion.	Complete and open TIGER II funded Martinez Intermodal to Crockett Bay Trail Project. Complete and open SF Bay Trail: Hercules Intermodal Center Project.	Completed the TIGER II-funded Iron Horse Trail, Pleasanton, SF Bay Trail, Martinez Intermodal to Crockett and East Bay Greenway projects. Managed the Delta DeAnza Trail Gap Closure project in Antioch. Completed the Pleasanton Ridge Road to Trail Conversion Pilot Project.	Complete and open TIGER II funded SF Bay Trail: Hercules Intermodal Center Project. Finalize ROW agreements with Union Pacific Railroad for the Pinole Shores to Bayfront Park Bay Trail Project. Continue to implement the trail development included in the Pleasanton Ridge Land Use Plan.

KEY OBJECTIVE 3

Participate in partnerships with public agencies, nonprofit organizations, volunteers and the private sector to achieve mutual goals.

KEY INDICATORS

Land Acquisition Department

2013 Results	2014 Target	2014 Results	2015 Target
Partnered with ECCC HCP on three properties totaling 2,000 acres. Completed grant funding with the Coastal Conservancy and the State Lands Commission on the TXI property. Prepared applications to the Alameda County Altamont Landfill and Habitat Conservancy Fund for new acquisitions.	Continue to work with the ECCC HCP, local land trusts, other public agencies, and the private sector to promote land conservation as opportunities arise.	Partnered with ECCC HCP on two properties totaling 2,845 acres. Obtained grants from the Alameda County Altamont Landfill and Habitat Conservancy Fund for two properties totaling 310 acres. Received grant funding from the Habitat Conservation Fund, Moore Foundation, Dougherty Valley Settlement Agreement and Staples Ranch Mitigation Fund for three separate	Continue to work with the ECCC HCP, local land trusts, other public agencies, and the private sector to promote land conservation as opportunities arise.

ACQUISITION, STEWARDSHIP & DEVELOPMENT DIVISION

2013 Results	2014 Target	2014 Results	2015 Target
Leveraged approximately \$11.684 million in grant funding.	Leverage at least 40% in alternate funding sources.	Properties, respectively. Leveraged approximately \$17.186 million in grant funding.	Leverage at least 40% in alternate funding sources.

Environmental Programs Department

2013 Results	2014 Target	2014 Results	2015 Target
<i>East Contra Costa HCP</i> : Coordinated restoration project at Kirker Creek. Byron Hills management plan completed and submitted for resource agency review.	<i>East Contra Costa HCP</i> : Coordinate construction of restoration project at Kirker Creek. Facilitate regulatory agency approval of Byron Hills management plan.	<i>East Contra Costa HCP</i> : Restoration at Kirker Creek (Hess Channel) underway and to be completed by November. Worked with HCP staff to respond to regulatory agency comments on Vasco Hills Management Plan.	<i>East Contra Costa HCP</i> : Facilitate regulatory agency approval of Vasco Hills Management Plan and work with HCP to begin work on developing Clayton Ranch, Roddy, Smith management plan.

Trails Development Department

2013 Results	2014 Target	2014 Results	2015 Target
Increased Ivan Dickson participation by 15%. Increased amount of grant funding secured to support volunteer stewardship by 50%.	Plan and implement 10 volunteer trail maintenance projects. Increase the number of grant sources providing funding for volunteer stewardship projects.	Honored by the California Trails and Greenways Foundation as "Outstanding Trail Event for 2013" for the Ivan Dickson Multicultural Day of Service. Received \$20,000 grant from REI to support the Ivan Dickson Program.	Increase the number of grant sources providing funding for volunteer stewardship projects. Work with volunteers to improve narrow, natural trail networks at Pleasanton Ridge and Crockett Hills Regional Parks.

ACQUISITION, STEWARDSHIP & DEVELOPMENT DIVISION

Interagency Planning Department

2013 Results	2014 Target	2014 Results	2015 Target
Submitted multi-year application to National Park Service for public benefit conveyance of 2,500 acres for Concord Hills Regional Park, participated with U.S. Navy in preparation of multi-year Base Reuse Plan and Environmental Impact Statement. Participated with City of Concord and Navy regarding multi-year clean-up of hazardous materials at former base.	Continue participating with U.S. Navy, National Park Service, and City of Concord in multi-year process to prepare Navy Base Reuse Plan and EIS, the clean-up of hazardous materials at former base, and processing of public benefit conveyance of 2,500 acres for Concord Hills Regional Park.	Received approval of Public Benefit Conveyance application for 2,540 acres from National Park Service. Coordinated with Concord and U.S. Navy in development of Environmental Impact Statement and Phase 1 conveyance boundaries. Continued monitoring of Navy remediation of hazardous materials.	Review and comment on Navy EIS upon public release with a target for Navy Record of Decision by years end. Review and coordination in preparation of Navy "Finding of Suitability for Transfer" documents and coordination with Navy and City on Phase 1 conveyance. Initiate land use planning and permitting for future regional park use.

KEY OBJECTIVE 4

Provide leadership to help guide land use decisions of East Bay governments that relate to the District.

KEY INDICATORS

Environmental Programs Department

2013 Results	2014 Target	2014 Results	2015 Target
Reviewed/commented on 21 documents and land plans that affect the District.	Review/comment on environmental documents and land use plans/policies that may affect the District.	Reviewed/commented on 40 documents and land plans that affect the District.	Review/comment on environmental documents and land use plans/policies that may affect the District.

Trails Development Department

2013 Results	2014 Target	2014 Results	2015 Target
Reviewed and commented on nine land use documents affecting the District.	Review/comment on environmental documents and land use plans/policies that may affect the District.	Reviewed and commented on nine land use documents affecting the District.	Review/comment on environmental documents and land use plans/policies that may affect the District.

ACQUISITION, STEWARDSHIP & DEVELOPMENT DIVISION

Interagency Planning Department

2013 Results	2014 Target	2014 Results	2015 Target
<p>Assisted in securing 30-year Operating Agreement for McLaughlin Eastshore State Park, obtaining \$1.2 million for Brickyard design, out of a \$5 million long-term commitment for Brickyard development, and drafting of re-signage program, and also participated in multi-year planning processes of Lawrence Berkeley National Laboratories/University of California's Richmond Bay Campus plan, in City of Richmond's South Shoreline plan, and City of Albany's Albany Bulb clean-up plan.</p> <p>Engaged in multi-year SB 375 Plan Bay Area process to prepare an integrated transportation and land use plan with a \$292 billion investment strategy, and identified the need for meaningful financial incentives to protect vital natural resources.</p>	<p>Continue to assist in implementing the General Plan for McLaughlin Eastshore State Park with California Department of Parks and Recreation, with the 5 Cities of Richmond, Albany, Berkeley, Emeryville, and Oakland, key stakeholders such as Citizens for East Shore Parks, and with District projects, such as, Brickyard and Albany Beach projects.</p> <p>Continue to engage in multi-year implementation of SB 375 Plan Bay Area protect vital natural resources through avoiding impacts, and securing meaningful mitigation a in order to measures and financial incentives.</p>	<p>Assisted in implementing General Plan for McLaughlin Eastshore State Park through District projects such as Brickyard and Albany Beach. Participation in Richmond Bay Campus planning process and South Shoreline Specific Plan process; monitoring of related actions by other agencies, such as Albany Bulb clean up and planning process and Berkeley Bay Trail Extension; communication with key stakeholders, including Citizens for East Shore Parks, and participation in Olmsted Symposium tour and CALAFCO tour.</p> <p>Assisted in securing \$1.8+ million in Priority Conservation Area grants for District projects at Breuner Marsh, San Pablo Bay Shoreline, and McLaughlin Eastshore State Park; monitored and participated in initial-year implementation of Plan Bay Area.</p>	<p>Continue to assist in implementing the General Plan for McLaughlin Eastshore State Park with California Department of Parks and Recreation, with the 5 Cities of Richmond, Albany, Berkeley, Emeryville, and Oakland, key stakeholders such as Citizens for East Shore Parks, and with District projects, such as, Brickyard and Albany Beach.</p> <p>Participate in second-year implementation of Plan Bay Area to protect vital natural resources through avoiding impacts, and securing meaningful mitigation measures and financial incentives; monitor and participate in multi-year preparation of Plan Bay Area 2017 in order to protect vital natural resources.</p>

ACQUISITION, STEWARDSHIP & DEVELOPMENT DIVISION

KEY OBJECTIVE 5

The District will maintain a highly motivated and trained workforce to manage, supervise, coordinate and work on the District's activities including; park operations, resource management, land acquisition, development, program services and administration, (Master Plan Policies, Human Resources HR2).

KEY INDICATOR

Planning/Stewardship & Development Division

The Planning/Stewardship & Development Division merged with the Land Division in fall 2014 with a goal of more closely aligning its common objectives of acquiring, planning and developing parklands and trails and managing resources through the collective establishment of work plan priorities, scheduling and managing of projects and effective assignment of resources.

2013 Results	2014 Target	2014 Results	2015 Target
N/A	N/A	N/A	Establishment of a well-considered set of priorities as evidenced by a Division-wide work plan that balances project schedule with capacity.

KEY OBJECTIVE 6

Keeping our communities involved in land use plans, Master Plan Updates, continued public/private partnerships, and stewardship resource enhancement projects, (2011 Community Report).

KEY INDICATORS

Planning Department

Prepare Land Use Plans and environmental (CEQA) documents to open land banked land as regional parks.

2013 Results	2014 Target	2014 Results	2015 Target
Oyster Bay LUPA Complete Held public meetings for: -Black Diamond Mines LUPA -Miller-Knox LUPA -Ardenwood Buildings Demolition EIR -Mission Peak Staging EIR (2012)	Implement LUPA Hold public meetings for: -Sibley: McCaskey LUPA -Miller-Knox LUPA -Clayton Ranch LUP -Mission Peak Staging EIR Land Use Plans: Complete Black	Held public meetings for bicycle skills area and disc golf course Held HOA meetings for Mission Peak Staging EIR CEQA: Ardenwood Buildings Demolition EIR Complete	Construct disc golf course Land Use Plans Complete: -Black Diamond Mines LUPA -Clayton Ranch LUP -Sibley: McCosker LUPA -Miller-Knox LUPA -Pleasanton Ridge: Robertson Ranch

ACQUISITION, STEWARDSHIP & DEVELOPMENT DIVISION

2013 Results	2014 Target	2014 Results	2015 Target
	Diamond Mines LUPA CEQA: Complete Ardenwood Buildings Demolition EIR		Checklist Amendment CEQA Complete: -Mission Peak Staging EIR -Dunsmuir Heights-to-Chabot Regional Trail MND

Stewardship Department

Refine volunteer participation in wildlife and habitat conservation programs.

2013 Results	2014 Target	2014 Results	2015 Target
Managed 14 programs with over 3,500 hours of volunteer participation. Least tern program resulted in 85 nests and 100 fledglings. Implemented salt marsh harvest mouse surveys (ESSP) and Western Pond turtle surveys (Clayton Ranch). Began mountain lion monitoring program	Expand monitoring programs for: - golden eagle - mountain lion Present Western pond turtle telemetry results to ECCC HCP Conservancy to inform management. Align and streamline diverse volunteer projects across several disciplines, integrate with intern program where feasible.	Monitoring programs were expanded for mountain lions. Volunteer golden eagle monitoring team determined status of 69 golden eagle territories. Remote camera arrays were used to monitor mountain lions in Sunol/Ohlone	Align and streamline diverse volunteer projects across several disciplines, integrate with intern program where feasible. Expand photo monitoring of mountain lions and terrestrial mammals Coordinate golden eagle monitoring effort with USGS eagle survey of the Diablo Range

Stewardship Department:

Facilitate the review and delivery of environmental permits for District capital projects, including pre-construction surveys, construction and post-construction monitoring.

2013 Results	2014 Target	2014 Results	2015 Target
Staff participated in trainings for the following listed species: California red-legged frog and tiger salamander One amendment accepted and one	Continue staff training and participation in listed species trainings and workshops. Renew federal threatened and endangered species recovery permit with	Filled IPM Specialist and IPM resource analyst positions. Developed departmental organization plan to optimize for new permit acquisition and monitoring demands.	Obtain Programmatic Biological Opinion for Routine Maintenance Activities from the USFWS. Initiate acquisition of 2081 Incidental Take Permit from CDFW for routine

ACQUISITION, STEWARDSHIP & DEVELOPMENT DIVISION

2013 Results	2014 Target	2014 Results	2015 Target
<p>amendment to federal threatened and endangered species recovery permit rejected by federal authorities.</p>	<p>expanded scope for staff and species covered.</p> <p>Renew state scientific collecting (research) permits for state listed species under newly developed state application process.</p>	<p>Continued staff cross-training to improve staff knowledge and understanding of permit process.</p> <p>Staff participated in trainings on resource agency permit process.</p> <p>Federal and State FWS processing renewal of threatened and endangered species recovery permit and scientific collecting (research) permits, respectively.</p>	<p>maintenance activities.</p> <p>Coordinate agency working group to facilitate permit acquisition and interagency cooperation.</p>
<p>Initiated RFP for Alameda striped racer (whipsnake) study as per mitigation strategy for USFWS BO related to fuels management in East Bay Hills</p> <p>Developed new TCP project submittal forms, project review process, and improved Access database.</p>	<p>Implement Alameda striped racer (whipsnake) study as per mitigation strategy for FWS BO related to fuels management in East Bay Hills.</p> <p>Acquire 2081 incidental take permit from CDFW for Fuels management work.</p> <p>Integrate project information from old database into new access system to create master list of TCP projects.</p> <p>Obtain programmatic Biological Opinion from USFWS and 2081 ITP from CDFW for routine maintenance projects.</p>	<p>Awarded contract for Alameda striped racer study design and developed monitoring plan</p> <p>Awarded contract to complete 2081 permit applications and acquire permit from CDFW for implementation of fuels management projects.</p> <p>Established contract with database design professional and began integration of TCP project list into master database</p> <p>Submitted biological assessment to USFWS; negotiated development of Biological Opinion for Routine maintenance projects.</p>	<p>Begin implementation of Alameda striped racer study in compliance with USFWS BO for fuels treatment.</p> <p>Acquire Biological Opinion from USFWS for District wide routine maintenance activities.</p> <p>Implement database for project submission and tracking of routine maintenance projects.</p> <p>Complete biological assessment for State listed species and submit 2081 Incidental take permit application to CDFW for routine maintenance activities.</p>

ACQUISITION, STEWARDSHIP & DEVELOPMENT DIVISION

Stewardship Department:

Implement selected habitat restoration and enhancement projects.

2013 Results	2014 Target	2014 Results	2015 Target
Completed stakeholder meeting, conducted site analysis, and preliminary concepts for sediment management in the Wildcat Creek watershed.	Complete fieldwork and site analysis. Prepare final concept designs to improve sediment management in the Wildcat Creek Watershed.	Completed Draft watershed assessment report and developed concept designs for sediment management in the Wildcat Creek watershed.	Finalize Wildcat Creek Sediment Analysis, begin permit acquisition for sediment management projects, and continue designs for creek restoration and maintenance of Jewel Lake.
Identified potential pond development location at Crocket Hills to support Sacramento Perch. Moved some Sacramento perch in to captivity to preserve genetic diversity present in Jewel Lake population.	Complete pond design for Crocket Hills, identify fund source for pond development, and prepare permit applications. Successfully breed Sacramento Perch in captivity.	Sac Perch were successfully bred in captivity. Worked with CDFW to reestablish Sac Perch in ponds in Yolo County and Butte County. The home range for Sac Perch,	Continue breeding Sac Perch in captivity. Work with CDFW to continue restoration of Sac Perch with in their home range. Investigate potential for reestablishing Sac Perch at Big Break.
Captured and placed transmitters on 8 golden eagles. Developed code for integrating tracking data in GIS.	Capture and band additional eagles, produce preliminary wind-turbine-eagle risk maps to inform wind farm repowering.	Additional 8 Golden Eagles were captured and fitted with GPS transmitters. Total of 13 eagles currently tracked via satellite. Developed draft risk maps developed to inform wind farm repowering.	Continue monitoring and satellite tracking of golden eagles, refine risk maps, and develop recommendations for additional protective and mitigation measures for wind farm repowering.
Reassessed design for Sibley ponds based on needs for extensive bullfrog control. Developed restoration plans for Alameda Point Beach. Conducted	Finalize design and permitting for Sibley Ponds restoration. Finalize design for Alameda Point Beach restoration and apply for permits. Prioritize Ohlone	Modified designs for Sibley pond restoration and began development. of permit applications Began assessment of Alameda Point Beach restoration and preliminary permit application	Complete designs and submit permit applications for Sibley pond restoration. Complete design of Alameda Pt. Beach restoration and permit applications.

ACQUISITION, STEWARDSHIP & DEVELOPMENT DIVISION

2013 Results	2014 Target	2014 Results	2015 Target
preliminary evaluation of Ohlone ponds to be restored.	ponds for restoration, finalize designs, and prepare permit applications.	development. Assessed Ohlone ponds; prioritized for restoration potential.	Complete project scope for Ohlone pond restorations and begin development of permit applications.

Stewardship Department:

Ensure environmental protection in the implementation of Measure CC fuels management projects.

2012 Results	2013 Target	2013 Results	2014 Target
Coordinated Fuels Management Group to cooperatively implement WHRRMP; 11 Monthly Fuels Management Meetings, and 7 project site visits. Conducted initial post-treatment resource assessments and completed 3 treatment prescriptions. Developed photo monitoring protocol and implemented it at 12 fuels treatment RTAs	Coordinate the Fuels Management Group through monthly meetings and field site visits as needed. Complete 15 post-treatment resource assessments and 12 treatment prescriptions. Implement photo monitoring protocol and complete pre-photo monitoring for all 2014 and 2015 planned treatment sites. Conduct post-treatment photo monitoring for all 2012 and 2013 treatment sites	Coordinated the Fuels Management Group monthly meetings and conducted 24 field site visits to assess project development. Completed 15 post-treatment resource assessments and finalized 12 treatment prescriptions. Implemented photo monitoring protocol and completed photo monitoring for all 2014 and 2015 planned treatment sites. Conducted post-treatment photo monitoring for all 2012 and 2013 treatment sites	Coordinate the Fuels Management Group through monthly meetings and field site visits as needed. Complete post-treatment resource assessments and develop treatment prescriptions as needed. Continue implementation of photo monitoring protocol and monitor treatment areas for potential establishment of invasive species

GIS Department:

Acquire grant from Kaiser Permanente to develop a publicly accessible "Activity Finder", web based user interactive mapping application.

2013 Results	2014 Target	2014 Results	2015 Target
Project and resource maps produced.	Develop an interactive ParkView application for TCP to allow staff to directly access and input into GIS resource data base.	ParkView application for TCP process in development.	Complete interactive ParkView application for TCP to allow staff to directly access and input into GIS resource data base.

ACQUISITION, STEWARDSHIP & DEVELOPMENT DIVISION

GIS Department:

Develop new interactive GIS applications for staff use in mapping cultural resources.

2013 Results	2014 Target	2014 Results	2015 Target
Completed development of application.	Train staff in the use of the new application.	Completed training of staff.	N/A

GIS Department:

Develop new interactive GIS applications for staff use in mapping fuels management projects.

2013 Results	2014 Target	2014 Results	2015 Target
N/A	N/A	N/A	Develop an interactive ParkView application for fuels management to allow staff to directly access and input into GIS fuels management data base.

KEY OBJECTIVE 7

Ensure an extraordinary and well-managed system of open space parkland in Alameda and Contra Costa counties, to provide a growing and diverse community with the opportunity to experience nature nearby.

KEY INDICATOR

Planning/Stewardship & Development Division:

Include branding and information related to the 80th anniversary of the Park District in all publications related to planning, stewardship and development.

2013 Results	2014 Target	2014 Results	2015 Target
N/A	N/A	Coordinated the branding of Division publications with the standards developed by Public Affairs Division including acknowledgement of the 80th anniversary in Division prepared documents and presentations.	N/A

ACQUISITION, STEWARDSHIP & DEVELOPMENT DIVISION

ADMINISTRATION

ADMINISTRATION DEPARTMENT ROLE

The Administration Department's role is to provide leadership and support for the various functions and activities of the departments within the Acquisition, Stewardship & Development Division. Staff members include the division's clerical staff and the Assistant General Manager (AGM). This department also supports the selection, development and retention of well-trained, dedicated and productive employees.

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 471,826	\$ 522,638	\$ 534,100	\$ 455,700	-14.7%
Supplies	5,793	9,680	3,710	3,710	0.0%
Services	108,392	126,226	174,570	204,570	17.2%
Equipment	-	12,943	-	-	0.0%
Intra-District Charges	38,000	27,800	44,700	44,700	0.0%
Subtotal	\$ 624,011	\$ 699,287	\$ 757,080	\$ 708,680	-6.4%
PROJECT BUDGET:					
Personnel Services	\$ 46,259	\$ 21,015	\$ 23,920	\$ -	-100.0%
Supplies	-	19,000	-	-	0.0%
Services	911	43	-	-	0.0%
Capital Outlay/Equip	76	16,452	-	200,000	0.0%
Subtotal	\$ 47,246	\$ 56,510	\$ 23,920	\$ 200,000	736.1%
Total Operating/Project	\$ 671,257	\$ 755,797	\$ 781,000	\$ 908,680	16.3%
DEPARTMENTS:					
Administration	\$ 671,257	\$ 755,797	\$ 781,000	\$ 908,680	16.3%
Total	\$ 671,257	\$ 755,797	\$ 781,000	\$ 908,680	16.3%
FUNDING SOURCES:					
101 General Fund	\$ 623,176	\$ 669,934	\$ 738,300	\$ 689,900	-6.6%
258 McLaughlin Eastshore State F	836	16,410	18,780	18,780	0.0%
333 Capital	44,830	43,053	23,920	200,000	736.1%
336 OTA Projects	2,416	26,400	-	-	0.0%
Total	\$ 671,257	\$ 755,797	\$ 781,000	\$ 908,680	16.3%
STAFFING:					
Regular/Permanent	3.50	3.50	3.50	2.50	(1.00)
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	3.50	3.50	3.50	2.50	(1.00)

SERVICE DESCRIPTION

The Administration Department's staff provides support to the six departments within the Acquisition, Stewardship & Development Division. The AGM provides strategic direction in the areas of long-range planning, funding, and direction in fulfilling goals for parkland acquisition, land use planning, environmental compliance, interagency planning coordination, GIS, design, construction, stewardship, and regional trails development. This department also facilitates direct and open communication District-wide.

ACQUISITION, STEWARDSHIP & DEVELOPMENT DIVISION

ADMINISTRATION

TRANSITIONAL ADMINISTRATION DEPARTMENT ROLE

The department includes the Division's administrative staff and a vacant Assistant General Manager (AGM). The functions of this division are now incorporated in the Acquisition, Stewardship and Development Division. Personnel and functions from this department will be included in the ongoing reorganization that will occur over the course of 2015.

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 416,746	\$ 461,762	\$ 443,050	\$ 389,000	-12.2%
Supplies	299	12	560	560	0.0%
Services	8,615	11,688	23,530	23,530	0.0%
Intra-District Charges	254,000	247,700	277,200	277,200	0.0%
Subtotal	\$ 679,660	\$ 721,162	\$ 744,340	\$ 690,290	-7.3%
PROJECT BUDGET:					
Supplies	\$ 1,136	\$ -	\$ -	\$ -	0.0%
Services	9,321	-	-	-	0.0%
Subtotal	\$ 10,457	\$ -	\$ -	\$ -	0.0%
Total Operating/Project	\$ 690,118	\$ 721,162	\$ 744,340	\$ 690,290	-7.3%
DEPARTMENTS:					
Administration	\$ 690,118	\$ 721,162	\$ 744,340	\$ 690,290	-7.3%
Total	\$ 690,118	\$ 721,162	\$ 744,340	\$ 690,290	
FUNDING SOURCES:					
101 General Fund	\$ 679,660	\$ 721,162	\$ 744,340	\$ 690,290	-7.3%
336 OTA Projects	10,457	-	-	-	0.0%
Total	\$ 690,118	\$ 721,162	\$ 744,340	\$ 690,290	-7.3%
STAFFING:					
Regular/Permanent	2.53	2.53	2.53	2.53	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	2.53	2.53	2.53	2.53	-

SERVICE DESCRIPTION

The Transitional Administration Department's staff provides support for the other departments within this division. This department coordinates inter-departmental efforts, sets the priority for Division projects and studies, oversees and directs Division staff. This department was also charged with the updating of the District's Master Plan.

ACQUISITION, STEWARDSHIP & DEVELOPMENT DIVISION

ENVIRONMENTAL PROGRAMS

ENVIRONMENTAL PROGRAMS DEPARTMENT ROLE

The Environmental Programs Department monitors the environmental impact of land use policy changes and development activities which may affect District interests. The department also performs CEQA compliance and mapping for proposed acquisitions, manages restoration projects and the East Contra Costa County Habitat Conservation Plan and Resource Enhancement Program (REP), and provides geographic information system (GIS) services to support the District's mission. The department reviews and comments on environmental documents and land use plans and policies that may affect the District.

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 396,619	\$ 466,556	\$ 469,260	\$ 508,980	8.5%
Supplies	1,339	4,251	7,560	7,760	2.6%
Services	23,894	189,119	115,630	90,030	-22.1%
Subtotal	\$ 421,851	\$ 659,927	\$ 592,450	\$ 606,770	2.4%
PROJECT BUDGET:					
Personnel Services	\$ 137,482	\$ 86,247	\$ 139,590	\$ 73,790	-47.1%
Services	392,047	-	-	-	0.0%
Capital Outlay/Equip	366,574	233,467	-	-	0.0%
Subtotal	\$ 896,103	\$ 319,714	\$ 139,590	\$ 73,790	-47.1%
Total Operating/Project	\$ 1,317,954	\$ 979,640	\$ 732,040	\$ 680,560	-7.0%
DEPARTMENTS:					
Environmental Services	\$ 1,317,954	\$ 979,640	\$ 732,040	\$ 680,560	-7.0%
Total	\$ 1,317,954	\$ 979,640	\$ 732,040	\$ 680,560	-7.0%
FUNDING SOURCES:					
101 General Fund	\$ 387,292	\$ 455,187	\$ 469,720	\$ 523,670	11.5%
257 Mitigation	34,559	58,578	122,730	83,100	-32.3%
333 Capital	461,182	286,764	96,630	48,300	-50.0%
336 OTA Projects	434,921	179,111	42,960	25,490	-40.7%
Total	\$ 1,317,954	\$ 979,640	\$ 732,040	\$ 680,560	-7.0%
STAFFING:					
Regular/Permanent	4.00	4.00	4.00	4.00	-
Seasonal/Temporary	0.00	0.00	0.00	0.25	0.25
Total	4.00	4.00	4.00	4.25	0.25

SERVICE DESCRIPTION

The department works with a broad range of internal and external customers to advance the mission of the Park District. Key services include:

- Environmental Review
- GIS Services
- Resource Enhancement Program
- Regional Conservation Planning
- District-wide Map preparation

ACQUISITION, STEWARDSHIP & DEVELOPMENT DIVISION

PLANNING / GIS

PLANNING/GIS DEPARTMENT ROLE

The role of the Planning/GIS Department is to participate in partnership with public agencies, nonprofit organizations, volunteers, and the private sector to achieve mutual goals to help fulfill the District's vision and mission. The department helps guide East Bay governments in land use decisions which relate to the District. The department pursues all appropriate activities to ensure the fiscal health of the District. This is accomplished through an open and inclusive public process.

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 485,971	\$ 529,973	\$ 518,130	\$ 549,510	6.1%
Supplies	1,268	1,720	620	1,620	161.3%
Services	3,839	4,931	20,720	19,720	-4.8%
Subtotal	\$ 491,078	\$ 536,624	\$ 539,470	\$ 570,850	5.8%
PROJECT BUDGET:					
Personnel Services	\$ 1,307	\$ 1,368	\$ -	\$ -	0.0%
Subtotal	\$ 1,307	\$ 1,368	\$ -	\$ -	0.0%
Total Operating/Project	\$ 492,385	\$ 537,992	\$ 539,470	\$ 570,850	5.8%
DEPARTMENTS:					
Interagency Planning	\$ 492,385	\$ 537,992	\$ 539,470	\$ 570,850	5.8%
Total	\$ 492,385	\$ 537,992	\$ 539,470	\$ 570,850	5.8%
FUNDING SOURCES:					
101 General Fund	\$ 491,078	\$ 536,624	\$ 539,470	\$ 570,850	5.8%
333 Capital	1,307	1,250	-	-	0.0%
336 OTA Projects	-	118	-	-	0.0%
Total	\$ 492,385	\$ 537,992	\$ 539,470	\$ 570,850	5.8%
STAFFING:					
Regular/Permanent	3.00	3.00	3.00	3.00	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	3.00	3.00	3.00	3.00	-

SERVICE DESCRIPTION

Through interagency coordination and collaboration, the department establishes and maintains partnerships with public agencies, non-governmental organizations, the private sector and other key stakeholders to protect and enhance the planning and land use goals of the District. The department helps guide land use decisions of public agencies to protect and enhance the planning and land use goals of the District. The department provides staffing for acquisition planning and evaluations, and pursues opportunities to create zones of benefit and other funding mechanisms to offset the cost of maintaining and operating District properties. Maintains the District's Geographic Information System (GIS) to support District-wide resource inventory, data management and mapping needs; and provides planning and resource management data and mapping support for the Parkland Design, Operations and other departments.

ACQUISITION, STEWARDSHIP & DEVELOPMENT DIVISION

LAND ACQUISITION

LAND ACQUISITION DEPARTMENT ROLE

In accordance with the District's Master Plan, the Land Acquisition Department's role is to develop and implement strategies to acquire and preserve significant biologic, geologic, scenic, recreational and historic resources; and to provide improved public access to parks and trails. The department uses best practices and internal controls to maintain the highest standards of fiduciary responsibility and accountability to ensure the fiscal health of the District.

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 574,663	\$ 512,128	\$ 635,700	\$ 743,200	16.9%
Supplies	477	600	670	670	0.0%
Services	2,682	2,274	7,330	32,330	341.1%
Equipment	40,734	-	-	-	0.0%
Subtotal	\$ 618,555	\$ 515,002	\$ 643,700	\$ 776,200	20.6%
PROJECT BUDGET:					
Personnel Services	\$ 194,506	\$ 292,083	\$ 211,840	\$ 239,380	13.0%
Services	-	24,281	-	-	0.0%
Capital Outlay/Equip	16,895,294	6,499,487	6,517,130	2,273,580	-65.1%
Subtotal	\$ 17,089,800	\$ 6,815,851	\$ 6,728,970	\$ 2,512,960	-62.7%
Total Operating/Project	\$ 17,708,355	\$ 7,330,853	\$ 7,372,670	\$ 3,289,160	-55.4%
DEPARTMENTS:					
Land Acquisition	\$ 17,708,355	\$ 7,330,853	\$ 7,372,670	\$ 3,289,160	-55.4%
Total	\$ 17,708,355	\$ 7,330,853	\$ 7,372,670	\$ 3,289,160	
FUNDING SOURCES:					
101 General Fund	\$ 577,821	\$ 515,002	\$ 643,700	\$ 776,200	20.6%
257 Mitigation	40,734	-	-	-	0.0%
333 Capital	17,089,800	6,803,259	6,728,970	2,512,960	-62.7%
336 OTA Projects	-	12,592	-	-	0.0%
Total	\$ 17,708,355	\$ 7,330,853	\$ 7,372,670	\$ 3,289,160	-55.4%
STAFFING:					
Regular/Permanent	5.00	5.00	5.00	6.00	1.00
Seasonal/Temporary	0.00	0.00	0.00	0.00	0.00
Total	5.00	5.00	5.00	6.00	1.00

SERVICE DESCRIPTION

The department is charged with determining acquisition priorities and providing all services to obtain the necessary property rights to implement the capital development and Regional Trails programs. The department also provides real estate support to other divisions who lease or license facilities for their operations. Land Acquisition continues to work with the East Contra Costa County Habitat Conservancy, local land trusts, other public agencies, and the private sector to promote land conservation as opportunities arise.

ACQUISITION, STEWARDSHIP & DEVELOPMENT DIVISION

TRAILS DEVELOPMENT

TRAILS DEVELOPMENT DEPARTMENT ROLE

The role of the Trails Development Department is to facilitate the planning, acquisition and development of new regional trails contained in the District's 2013 Master Plan map, as well as narrow natural surface trails within parklands. The department partners with public agencies, volunteers and community groups to develop and help maintain the District's trail system.

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 308,538	\$ 342,890	\$ 468,210	\$ 496,010	5.9%
Supplies	5,910	10,984	20,420	20,420	0.0%
Services	11,029	13,414	6,500	6,500	0.0%
Subtotal	\$ 325,477	\$ 367,288	\$ 495,130	\$ 522,930	5.6%
PROJECT BUDGET:					
Personnel Services	\$ 103,813	\$ 98,640	\$ 20,800	\$ 23,050	10.8%
Services	241,000	84,660	-	-	0.0%
Capital Outlay/Equip	1,369,170	506,058	-	180,000	0.0%
Subtotal	\$ 1,713,983	\$ 689,358	\$ 20,800	\$ 203,050	876.2%
Total Operating/Project	\$ 2,039,460	\$ 1,056,646	\$ 515,930	\$ 725,980	40.7%
DEPARTMENTS:					
Trails Development	\$ 2,039,460	\$ 1,056,646	\$ 515,930	\$ 725,980	40.7%
Total	\$ 2,039,460	\$ 1,056,646	\$ 515,930	\$ 725,980	40.7%
FUNDING SOURCES:					
101 General Fund	\$ 310,480	\$ 349,532	\$ 456,690	\$ 484,490	6.1%
253 Gifts/Dickson	14,997	17,756	38,440	38,440	0.0%
333 Capital	1,466,234	598,450	11,360	192,500	1594.5%
336 OTA Projects	247,749	90,908	9,440	10,550	11.8%
Total	\$ 2,039,460	\$ 1,056,646	\$ 515,930	\$ 725,980	40.7%
STAFFING:					
Regular/Permanent	3.00	3.00	3.00	3.00	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	3.00	3.00	3.00	3.00	-

SERVICE DESCRIPTION

The department works to implement the Regional Trail Master Plan provides assistance in the development of narrow natural surface trails within the parklands and manages the Ivan Dickson Volunteer Trail Maintenance Program, an endowed program providing opportunities for members of the public to participate in the stewardship and maintenance of the District's trails. The department also interfaces with outside agencies and other jurisdictions and community groups on trail-related matters.

ACQUISITION, STEWARDSHIP & DEVELOPMENT DIVISION

DESIGN AND CONSTRUCTION

DESIGN & CONSTRUCTION DEPARTMENT ROLE

The Design and Construction Department works cooperatively with other District departments, and in partnership with public agencies and community interest groups to create District facilities that are accessible, especially to underrepresented groups, and which balance environmental concerns and outdoor recreational opportunities.

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ -	\$ 7,546	\$ -	\$ -	0.0%
Supplies	\$ 10,273	\$ 10,069	\$ 20,020	\$ 29,370	46.7%
Services	11,153	16,503	45,040	65,040	44.4%
Equipment	30,652	3,624	9,350	-	-100.0%
Intra-District Charges	54,380	7,730	18,000	48,000	166.7%
Subtotal	\$ 106,457	\$ 45,472	\$ 92,410	\$ 142,410	54.1%
PROJECT BUDGET:					
Personnel Services	\$ 3,461,186	\$ 3,533,234	\$ 3,939,240	\$ 4,043,440	2.6%
Supplies	19,608	-	-	-	0.0%
Services	2,046,320	4,938,710	-	10,000	0.0%
Capital Outlay/Equip	3,788,969	6,558,206	10,000	510,000	5000.0%
Subtotal	\$ 9,316,082	\$ 15,030,150	\$ 3,949,240	\$ 4,563,440	15.6%
Total Operating/Project	\$ 9,422,539	\$ 15,075,623	\$ 4,041,650	\$ 4,705,850	16.4%
DEPARTMENTS:					
Design & Construction	\$ 9,422,539	\$ 15,075,623	\$ 4,041,650	\$ 4,705,850	16.4%
Total	\$ 9,422,539	\$ 15,075,623	\$ 4,041,650	\$ 4,705,850	16.4%
FUNDING SOURCES:					
101 General Fund	\$ 106,457	\$ 45,472	\$ 92,410	\$ 142,410	54.1%
333 Capital	4,550,885	7,437,821	1,184,430	1,710,800	44.4%
336 OTA Projects	4,765,198	7,592,329	2,764,810	2,852,640	3.2%
Total	\$ 9,422,539	\$ 15,075,623	\$ 4,041,650	\$ 4,705,850	16.4%
STAFFING:					
Regular/Permanent	26.83	26.83	26.83	26.83	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	26.83	26.83	26.83	26.83	-

SERVICE DESCRIPTION

The Design and Construction Department is comprised of four units. The Administrative Unit of the Design and Construction Department administers the five-year Capital Improvement Plan (CIP). The Survey Unit of this department develops topographic base mapping, performs boundary line mapping, and provides survey support for other District departments. The Design Unit designs and prepares detailed bid documents for the development of District facilities in accordance with State and local laws and regulations, and insures that District design standards are met. The Construction Unit administers and maintains construction contract documentation, provides inspection of active projects and insures that construction contract work is pursued in an effective manner in accordance with governing codes and acceptable standards of workmanship.

The Design and Construction Department works closely with Land Acquisition to identify and acquire project specific rights of way, with Grants to develop project scopes and estimates for funding applications, with Finance to prepare capital project budgets and track project expenditures, with Planning to assess the feasibility and constructability of Land Use Plan design proposals, and with Stewardship to prepare regulatory permit application materials and monitor the implementation of permit conditions. Project Managers facilitate design input meetings to insure that capital projects are properly scoped and funded and that during design development the needs and concerns of Operations, Maintenance, Interpretation, Police and Fire are well considered. The Design and Construction Department regularly confers with Legal Counsel to insure that contract documents are consistent with new laws and practices, including laws and codes governing accessible design. The Department also assists with design review and secondary inspection of projects managed by other District departments and partners, as well as outside agencies and developers.

ACQUISITION, STEWARDSHIP & DEVELOPMENT DIVISION

STEWARDSHIP

STEWARDSHIP DEPARTMENT ROLE

The role of the Stewardship department is to balance environmental concerns with outdoor recreational opportunities by planning and developing a diversified system of regional parks and trails. The Stewardship department provides resource management services to guide the development and management of District parklands and protect natural and cultural resources.

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 3,141,440	\$ 2,959,533	\$ 3,354,210	\$ 3,414,860	1.8%
Supplies	564,069	542,684	564,340	575,630	2.0%
Services	578,026	534,847	932,560	1,135,280	21.7%
Intra-District Charges	4,600	4,600	4,600	5,400	17.4%
Subtotal	\$ 4,288,135	\$ 4,041,663	\$ 4,855,710	\$ 5,131,170	5.7%
PROJECT BUDGET:					
Personnel Services	\$ 127,946	\$ 115,992	\$ 159,090	\$ 161,530	1.5%
Supplies	31,198	15,290	30,000	-	-100.0%
Services	129,088	410,047	140,160	250,400	78.7%
Capital Outlay/Equip	122,391	83,255	-	-	0.0%
Subtotal	\$ 410,623	\$ 624,584	\$ 329,250	\$ 411,930	25.1%
Total Operating/Project	\$ 4,698,757	\$ 4,666,248	\$ 5,184,960	\$ 5,543,100	6.9%
DEPARTMENTS:					
Planning & Stewardship	\$ 4,698,757	\$ 4,666,248	\$ 5,184,960	\$ 5,543,100	6.9%
Total	\$ 4,698,757	\$ 4,666,248	\$ 5,184,960	\$ 5,543,100	6.9%
FUNDING SOURCES:					
101 General Fund	\$ 4,241,036	\$ 4,041,663	\$ 4,855,710	\$ 5,131,170	5.7%
226 Measure CC	47,099	-	-	-	0.0%
333 Capital	164,150	92,162	28,520	28,480	-0.1%
336 OTA Projects	246,472	532,423	300,730	383,450	27.5%
Total	\$ 4,698,757	\$ 4,666,248	\$ 5,184,960	\$ 5,543,100	6.9%
STAFFING:					
Regular/Permanent	24.120	24.120	24.12	25.00	0.88
Seasonal/Temporary	0.185	0.00	0.00	0.00	-
Total	24.305	24.12	24.12	25.00	0.88

SERVICE DESCRIPTION

The objective is to create barrier-free public access, which improves access to and use of the park lands by members of groups that have been under represented, while preserving the remoteness and intrinsic value of these lands. Stewardship participates in partnership with other agencies and organizations to develop, plan and construct projects which share ownership, management, or mutual goals. The department maintains inventories of the District's natural and cultural resources and prescribes best management practices to ensure their protection; secures project permits; and represents the District in matters affecting resource management with local, state, and federal agencies.

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LEGAL DIVISION

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 1,320,225	\$ 1,249,296	\$ 1,583,610	\$ 1,526,940	-3.6%
Supplies	49,647	14,175	15,110	18,110	19.9%
Services	2,360,216	4,603,461	5,377,550	5,380,550	0.1%
Intra-District Charges	173,500	166,600	189,170	189,170	0.0%
Subtotal	\$ 3,903,588	\$ 6,033,532	\$ 7,165,440	\$ 7,114,770	-0.7%
PROJECT BUDGET:					
Personnel Services	\$ 367	\$ -	\$ -	\$ -	0.0%
Capital Outlay/Equip	870,211	184,459	-	-	0.0%
Subtotal	\$ 870,578	\$ 184,459	\$ -	\$ -	0.0%
Total Operating/Project	\$ 4,774,166	\$ 6,217,992	\$ 7,165,440	\$ 7,114,770	-0.7%
DEPARTMENTS:					
Legal	\$ 4,774,166	\$ 6,217,992	\$ 7,165,440	\$ 7,114,770	-0.7%
Total	\$ 4,774,166	\$ 6,217,992	\$ 7,165,440	\$ 7,114,770	-0.7%
FUNDING SOURCES:					
101 General Fund	\$ 1,223,745	\$ 1,370,249	\$ 1,571,470	\$ 1,509,180	-4.0%
257 Mitigation	28,870	29,045	-	-	0.0%
333 Capital	870,578	184,459	-	-	0.0%
552 Workers' Comp	2,039,590	3,083,936	3,726,300	3,732,980	0.2%
555 General Liability Fund	611,382	1,550,302	1,867,670	1,872,610	0.3%
Total	\$ 4,774,166	\$ 6,217,992	\$ 7,165,440	\$ 7,114,770	-0.7%
STAFFING:					
Regular/Permanent	6.00	6.00	6.00	6.00	-
Seasonal/Temporary	3.45	3.45	3.45	3.45	-
Total	9.45	9.45	9.45	9.45	-

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LEGAL DIVISION

LEGAL DIVISION ROLE

The Legal Division manages District-wide legal, risk, safety, workers' compensation, insurance, and unemployment matters. These activities and programs promote the preservation of parklands with the goal of public access and recreational use along with assuring the fiscal health of the District and physical well-being of our employees through the implementation of health and safety programs; management of claims, lawsuits, and contracts; and reduction of costs related to claims, litigation, and insurance.

SERVICE DESCRIPTION

The Assistant General Manager for the Legal Division serves as the District Counsel, providing legal guidance and representing the District in all legal matters. The Legal Division provides legal and risk management related advice and services to the District. These services include the following:

1. Providing legal advice to Board members, the General Manager, and staff.
2. Supervising and managing all legal issues that affect the District.
3. Managing the District's legal, safety, and risk programs to hold to a minimum the number and severity of accidents occurring on District property or involving District employees or the public.
4. Managing the workers' compensation and unemployment insurance programs to minimize expenses to the District while ensuring that District employees receive all the benefits to which they are entitled.
5. Working with the General Manager to increase direct and open communication between the General Manager and District staff about current projects and strategic directions.

LEGAL DIVISION KEY OBJECTIVES

KEY OBJECTIVE 1

Balance environmental concerns and outdoor recreational opportunities within regional parklands.

KEY INDICATOR

Legal Department

Reviews Land Use Plans and related environmental documents to ensure compliance with local, state, and federal rules and regulations.

2013 Results	2014 Target	2014 Results	2015 Target
Awarded \$1.8 million in funds for recreation projects from the Cosco Busan Oil Spill Fund.	Provide legal review and assist planning staff with Mission Peak EIR.	Provided planning staff with legal advice on the Mission Peak EIR.	Continue to provide planning staff with legal advice on the Mission Peak EIR.

LEGAL DIVISION

2013 Results	2014 Target	2014 Results	2015 Target
Department of Fish and Game has approved scope of work for enhancement projects and the expenditure of funds.	Obtain mitigation monies owed from Lyon Homes.	Obtained the full \$798,080 owed from Lyon Homes.	Provide legal assistance to Acquisition, Stewardship and Development (ASD) Division staff on efforts to develop a regional park at the former Concord Naval Weapons Station.
Finalized terms and conditions of agreement with Dumbarton Quarry Associates for development of park.	Execute agreement with Dumbarton Quarry Associates for the development of park, and start Phase I park construction.	Assisted design staff with commencement of Phase I park design and construction.	Continue to provide assistance to design staff with Phase I park design and construction.

KEY OBJECTIVE 2

Provide leadership to help guide land use decisions of East Bay governments that relate to the District.

KEY INDICATOR

Legal Department

The Legal Department provides legal advice to the Board of Directors, General Manager, and staff.

2013 Results	2014 Target	2014 Results	2015 Target
Monitored CEQA reform proposals for impact on District.	Continue to review and analyze legislation that may impact the District.	Monitored legislation for potential impacts on District.	Continue to review and analyze legislation that may impact the District.
Evaluated recent court decision that affects how tax measures assess different uses of property. Monitoring legislation (AB 65) that addresses court decision.	Provide legal advice in connection with November 2014 election in which four members are up for re-election.	Provided the Clerk of the Board with legal advice in connection with the November 2014 elections.	Provide legal advice and guidance to new Board members.

LEGAL DIVISION

2013 Results	2014 Target	2014 Results	2015 Target
Worked with City of Fremont to obtain permits and approvals to start Vargas Plateau Phase I improvements.	Commence Vargas Plateau Phase I improvements and continue to monitor project to ensure compliance with the terms and conditions of settlement agreement.	Worked with staff and the City of Fremont to commence roadway improvements on Morrison Canyon Road per the terms and conditions of the settlement agreement.	Continue to work with staff and the City of Fremont to complete Phase I park improvements and open the park in 2015.

KEY OBJECTIVE 3

Pursue all appropriate activities to ensure the fiscal health of the District.

KEY INDICATOR

Risk Management

Minimizes the District's exposure to liability by instituting and managing effective legal, safety, risk, and workers' compensation program.

2013 Results	2014 Target	2014 Results	2015 Target
Reached compliance in accordance with SB 863 mandates. Scope of meetings with new administrator includes focus on settling future medical exposures. Settled three high value claims thus positioning the District for better pricing of administrative cost.	Position workers' compensation program and evaluate for potential savings through joining pooled public entity program for claims above \$150,000. Consider optional organizational structuring of all risk functions.	Cost of insuring 2015 claims was much higher than anticipated so determined not to be a cost-effective means of reducing exposure. Sale of the "tail" (prior claims) was also too expensive. Structural change was considered, but current structure will be maintained as effective.	Transition to a new risk manager. Evaluate alternatives for rising excess workers' compensation and liability coverage.

LEGAL DIVISION

2013 Results	2014 Target	2014 Results	2015 Target
<p>Decreased frequency and severity of claims. No high value liability claims exposure. No high value workers' compensation claims filed in last 12 months.</p> <p>Increased Risk related training by 22%.</p>	<p>Settlement of remaining older, high value workers' compensation claims (which will ultimately decrease administrative costs and funding).</p> <p>Obtain actuary reports to support funding decisions.</p>	<p>Settled several high value claims; similar claims in line for resolution.</p> <p>Reports obtained and instrumental in evaluation of exposure.</p>	<p>Renegotiate workers' compensation administrator contract.</p> <p>Maintain trend of decreased frequency and severity of claims.</p>

OPERATIONS DIVISION

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 41,453,580	\$ 42,910,398	\$ 46,297,570	\$ 48,501,850	4.8%
Supplies	5,019,633	4,871,999	5,566,230	5,754,310	3.4%
Services	5,728,421	6,010,005	6,466,850	6,908,330	6.8%
Equipment	445,389	369,424	1,539,360	1,223,060	-20.5%
Debt Service/Leases	82,175	-	-	-	0.0%
Intra-District Charges	2,999,100	2,863,370	3,588,680	3,298,010	-8.1%
Subtotal	\$ 55,728,297	\$ 57,025,195	\$ 63,458,690	\$ 65,685,560	3.5%
PROJECT BUDGET:					
Personnel Services	\$ 520,706	\$ 1,095,850	\$ 1,327,400	\$ 1,504,330	13.3%
Supplies	279,105	411,718	13,200	15,690	18.9%
Services	941,572	1,250,241	1,386,770	1,467,960	5.9%
Capital Outlay/Equip	297,888	740,462	252,750	206,590	-18.3%
Subtotal	\$ 2,039,271	\$ 3,498,271	\$ 2,980,120	\$ 3,194,570	7.2%
Total Operating/Project	\$ 57,767,569	\$ 60,523,466	\$ 66,438,810	\$ 68,880,130	3.7%
DEPARTMENTS:					
Administration	\$ 3,176,070	\$ 3,169,031	\$ 3,355,590	\$ 3,122,530	-6.9%
Park Operations	30,947,211	32,171,318	35,145,600	37,016,190	5.3%
Interpretive & Recreation	10,037,286	11,018,080	11,187,170	9,677,790	-13.5%
Maintenance & Trades	13,607,001	14,165,037	16,750,450	16,605,440	-0.9%
Business Services	-	-	-	2,458,180	0.0%
Total	\$ 57,767,569	\$ 60,523,466	\$ 66,438,810	\$ 68,880,130	3.7%
FUNDING SOURCES:					
101 General Fund	\$ 50,913,316	\$ 52,718,621	\$ 58,147,150	\$ 60,195,000	3.5%
220 Two County LLD	3,466,101	3,522,818	3,983,150	4,024,320	1.0%
221 ECCC LLD	698,005	677,007	526,510	577,880	9.8%
222 Five Canyon Zone	41,564	20,563	23,350	57,480	146.2%
223 Dublin Hills Zone	5,601	5,156	8,720	8,030	-7.9%
224 Walpert Ridge Zone	36,818	30,250	29,630	64,670	118.3%
225 San Ramon Hills Zone	-	-	500	500	0.0%
226 Measure CC	456,869	-	-	-	0.0%
227 Stone Valley Zone	-	-	630	630	0.0%
228 Gateway Valley Zone	48,532	-	-	-	0.0%
253 Gifts	28,231	18,442	26,000	26,000	0.0%
255 MLK Jr Program	6,765	5,201	7,000	7,000	0.0%
258 McLaughlin Eastshore State Park	26,497	25,365	28,140	30,460	8.2%
259 ECCC HCP Properties	-	1,772	304,540	309,090	1.5%
333 Capital	186,850	762,154	209,200	215,570	3.0%
336 OTA Projects	1,852,422	2,736,117	2,829,290	2,983,500	5.5%
554 Major Equip Replacement	-	-	315,000	380,000	20.6%
Total	\$ 57,767,569	\$ 60,523,466	\$ 66,438,810	\$ 68,880,130	3.7%
STAFFING:					
Regular/Permanent	373.880	381.380	384.620	395.565	10.945
Seasonal/Temporary	46.103	43.411	45.971	46.063	0.092
Total	419.983	424.791	430.591	441.628	11.037

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OPERATIONS DIVISION

OPERATIONS DIVISION ROLE

The Operations Division manages, maintains, and restores parklands in order to retain their important scenic, natural, and cultural values. Division staff works to balance environmental concerns and outdoor recreational opportunities within regional parklands. The unit manages concessions and partnerships with public agencies, non-profit organizations, volunteers, and the private sector to provide additional services to the public. In addition, Division Administration manages regular liaison meetings with several cities and special districts to enhance inter-agency coordination.

2015 APPROVED BUDGET REQUESTS OVER \$100,000:

\$100,000 one-time budget request for golf course concession management, operation and evaluation during transition period at Lake Chabot Regional Park.

These resources will help fulfill the District mission to:

Acquire and preserve significant biologic, geologic, scenic and historic resources within Alameda County and Contra Costa County.

Manage, maintain and restore the parklands so that they retain their important scenic, natural and cultural values.

The key indicator is – provide adequate funding to continue golf course operations and ensure adequate transition of the golf course concession facility into next term of operations, maintenance and expansion.

2015 targets:

- Fund the cost of supplies and services to provide interim concession operation and management of the golf course facilities known as the Willow Park Golf Course, Lake Chabot Regional Park.
- Provide necessary period to re-evaluate the facility conditions and needs prior to noticing next Request for Proposal process.

\$130,000 one-time budget request for mine shaft safety repair at Black Diamond Mines
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These resources will help fulfill the District mission to:

Acquire and preserve significant biologic, geologic, scenic and historic resources within Alameda County and Contra Costa County.

Manage, maintain and restore the parklands so that they retain their important scenic, natural and cultural values.

The key indicator is—adequate funding of District supplies and services to fulfill District operating and safety obligations.

2015 targets:

OPERATIONS DIVISION

- Replenishes CIP 512000 to appropriate levels to accomplish mine safety maintenance; includes mine closures, internal stabilization projects, and emergency repairs.

\$114,890 base budget request for 1.0 FTE Park Crafts Specialist to support Coyote Hills Regional Park

These resources will help fulfill the District mission to:

Balance environmental concerns with outdoor recreational opportunities within regional parklands.

Manage, maintain and restore the parklands so that they retain their important scenic, natural and cultural values.

The key indicator is-- support maintenance and resource management of additional acres purchased included in Coyote Hills Regional Park.

2015 targets:

- Fund new pipeline Park Craft Specialist to support the upcoming new campground facility and service yard at Coyote Hills Regional Park.
- Establish daily patrols year-round, ongoing routine staging area maintenance, increase public contact, and support trail maintenance and improvements along trails and fence lines.

\$107,097 base budget request for 1.0 FTE Park Ranger II to support new acquisition of Walpert Ridge/Stonebrae/Bailey area in Garin Regional Park

These resources will help fulfill the District mission to:

Acquire and preserve significant biologic, geologic, scenic and historic resources within Alameda County and Contra Costa County.

Manage, maintain and restore the parklands so that they retain their important scenic, natural and cultural values.

The key indicator is— support maintenance and resource management of additional acres acquired and added to Garin Regional Park.

2015 targets:

- Fund new pipeline Park Ranger II to support and manage newly acquired properties at Walpert Ridge/Stonebrae/Bailey area in Garin Regional Park.
- Establish daily patrols year-round, ongoing routine staging area maintenance, increase public contact, and support trail maintenance and improvements along trails and fence lines.

OPERATIONS DIVISION

\$102,501 base budget request for .75 FTE Plumber to support pipeline projects at

These resources will help fulfill the District mission to:

Manage, maintain and restore the parklands so that they retain their important scenic, natural and cultural values.

The key indicator is—to effectively maintain facilities to District-wide standards and provide a higher service level for internal customers and park visitors.

2015 targets:

- Fund new pipeline .75 Plumber/Electrician/Heavy Equipment Operator to support facility repairs and maintenance projects for newly acquired parklands and facilities.

\$346,500 one-time budget request for deferred fleet and major equipment replacements

These resources will help fulfill the District mission to:

Manage, maintain and restore the parklands so that they retain their important scenic, natural and cultural values.

The key indicator is—to continue to “Green” or “Right-size” District vehicle fleet by increasing overall fleet fuel efficiency by downsizing vehicles or replacing vehicles with alternative fuel or electric models where appropriate.

2015 targets:

- Continue the Fleet Replacement Program in order to reduce vehicle maintenance and replacement costs.
- Continue to downsize/right-size the fleet through the vehicle replacement program.
- Continue conversion of the Public Safety fleet from V8 to more fuel efficient V6 models.
- Evaluate the effectiveness and utility of the current electric vehicle fleet and make recommendations for expansion or contraction in the 2016 budget.

\$500,000 one-time budget request for continued Pavement Maintenance Management Plan improvements District-wide

These resources will help fulfill the District mission to:

Acquire and preserve significant biologic, geologic, scenic and historic resources within Alameda County and Contra Costa County.

Manage, maintain and restore the parklands so that they retain their important scenic, natural and cultural values.

The key indicator is—to continue the ongoing work on the District-wide pavement network and to re-evaluate the district’s overall Pavement Condition Index (PCI) through an independent outside consultant per the Metropolitan Transportation Authority (MTA) prescribed inspection schedule.

OPERATIONS DIVISION

2015 targets:

- Continue cost effective pavement improvements to raise the Districts overall PCI.
- Staff will update the condition survey of the pavement network per MTAC guidelines.
- This will update the network PCI district wide per the prescribed 4 year schedule.

\$114,320 budget request for 1.0 FTE Recreation Coordinator to support outdoor recreation programs and services
--

These resources will help fulfill the District mission to:

Introduce and engage under-resourced youth and families with outdoor recreation programs and services along the shoreline.

The key indicator is develop integrated programs which focus on under-resourced communities and populations to promote health, fitness, and the development of outdoor recreation skills in the natural environment and the regional parks.

2015 targets:

- Fund a Recreation Coordinator in year two of a four-year grant program to support recreation and skilled-based programs to under-resourced communities.
- Specifically in 2015 – funding the full-time Recreation Coordinator will allow for implementation of a new Youth Employment Academy for seasonal employees that will develop leadership skills and promote career employment opportunities with the District.

\$117,900 base budget request to for 1 FTE Naturalist to support programs and services at the Big Break Visitor Center at the Delta
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These resources will help fulfill the District mission to:

Interpret the parklands by focusing educational programs on both the visitor's relationship to nature, natural processes, ecology, history of the parklands, and the value of natural conditions.

The key indicator is – expansion of District's visitor center to the east county, providing enhanced educational opportunities specifically about the Delta.

2015 targets:

- Add full-time Naturalist to staff new visitors center.
- Continue to develop collaborative school programs with the educational community.
- Provide 50 interpretive programs annually.
- Serve more than 5,400 visitors in programs and drop-in attendance.

OPERATIONS DIVISION

2014 APPROVED BUDGET REQUESTS RESULTS:

\$103,380 base budget request to convert Big Break 221 Fund to 101 General Fund

These resources will help fulfill the District mission to:

Acquire and preserve significant biologic, geologic, scenic and historic resources within Alameda County and Contra Costa County.

Manage, maintain and restore the parklands so that they retain their important scenic, natural and cultural values.

The key indicator is – maintenance and operation of District’s Big Break Visitor Center and Regional Shoreline in east Contra Costa County, providing enhanced educational opportunities specifically focused on the Delta.

2014 Targets:

- Fund the cost of supplies and services at Big Break Visitor Center on the Delta through General Fund to allow for the current level of maintenance to be sustained.
- The General Fund budget addition will resolve the issue of the shortfall of funds caused by the lack of an inflationary factor in the East Contra Costa Lighting and Landscape District.
- The Park will be maintained according the current District standards into the future.

2014 Results:

- Services and supplies budgets were transferred to the 101 General Fund budget.
- The park is being maintained to current District standards.

\$207,453 base budget request for 1 FTE Park Ranger II and supplies and services to support Pleasanton Ridge Tyler Ranch and Castle Ridge areas.

These resources will help fulfill the District mission to:

Acquire and preserve significant biologic, geologic, scenic and historic resources within Alameda County and Contra Costa County.

Manage, maintain and restore the parklands so that they retain their important scenic, natural and cultural values.

The key indicator is— resource management of 1,476 additional acres purchased beginning 2007 through 2013 in the Pleasanton Ridge area.

2014 targets:

- Fund additional Park Ranger II to manage and maintain newly acquired properties at Tyler Ranch and Castleridge.

OPERATIONS DIVISION

- Establish daily patrols year-round, ongoing routine staging area maintenance, increase public contact, and support trail maintenance and improvements along trails and fence lines.

2014 Results:

- The Park Ranger II was hired.
- The new ranger and other Pleasanton Ridge park staff perform daily patrols of the areas. The trails are now part of the parks inventory of trails and are being maintained to District standards.

\$1,500,000 budget request for Maintenance Equipment Unit: \$200,000 in base budget increase to Fund 554 supporting major equipment replacements and a \$1,300,000 one-time budget request for deferred fleet and major equipment replacements in 2014.

These resources will help fulfill the District mission to:

Acquire and preserve significant biologic, geologic, scenic and historic resources within Alameda County and Contra Costa County.

Manage, maintain and restore the parklands so that they retain their important scenic, natural and cultural values.

The key indicator is – Provide adequate funding for District fleet vehicles and equipment to fulfill District operating maintenance and safety obligations.

2014 targets:

- Budget adequate resources to fund future replacement cost of major equipment
- Budget adequate resources to replace deferred major equipment and fleet vehicle replacements in 2014.

2014 Results:

- Of the total \$1.5M in additional funding approved for rolling stock replacements in 2014, an initial \$200,000 allowed for the future replacement of 11 pieces of major equipment.
- Of the remaining \$1.3M, the one-time amount of \$1.166M allowed for 8 pieces of deferred major equipment and approximately 34 fleet vehicle replacements to be purchased before the end of year 2014.
- The remaining \$134,000 was used to purchase mowers for Pt. Isabel and Oyster Bay as per approved 2014 budget requests.

OPERATIONS DIVISION

OPERATIONS DIVISION KEY OBJECTIVES

KEY OBJECTIVE 1:

Manage, maintain and restore the parklands so that they retain their important scenic, natural, and cultural values.

KEY INDICATORS

Operations Division:

- a. Park Operations and Maintenance and Skilled Trades (MAST) Staff – Various Parks: Upgrade or replace restroom facilities to meet ADA standards and provide a higher service level for visitors.

2013 Results	2014 Target	2014 Results	2015 Target
9 chemical toilets were refurbished at Contra Loma. ADA toilet project location was re-prioritized from Coyote Hills to Anthony Chabot where 2 vault toilets were installed at Bort Meadow.	See Public Works Unit Service Description.	MAST – 4 ADA compliant CXT precast restrooms were purchased for Point Pinole, Briones and Black Diamond. All will be installed in the fall of 2014. A new Rom Tec unit will be installed at Roberts.	MAST- Replace chemical toilets with CXT precast vault toilet buildings per the Sanitation Department's replacement schedule.

- b. Improve sustainability in overall District operations by promoting waste reduction, energy efficiency, and green building techniques.

2013 Results	2014 Target	2014 Results	2015 Target
Set up green waste and commingled recycling dumpsters at the South County Corp Yard. Purchased and set up an organized storage container for easy drop off and pick-up of universal/e-waste. MAST used the collected data from the waste diversion reports to apply for a State Grant to obtain more	Create a new corral at the new Universal Waste Collection site to facilitate easier drop-off of recyclables. Continue to monitor solid waste diversion and apply for additional program grant funding as opportunities arise. Use information provided in the consultant's report to begin initial development of an	Positioned metal recycling and commingled recycling container for South County access. Painted section of yard to establish universal waste corral. Move universal waste container into corral. Developed Database of waste capacities, collection programs and service options. Researched grant opportunities through Alameda and Contra	Start compost collection at 5 parks. Improve Universal waste collection program throughout the park district. Track Garbage tonnage and compare to waste diversion report data to establish individual park and district wide diversion rates. Expand office recycle and compost collection. MAST and Operations will work with the

OPERATIONS DIVISION

2013 Results	2014 Target	2014 Results	2015 Target
<p>recycling containers to be distributed throughout the district.</p> <p>Deferred in favor of a District-wide Strategic Energy Plan being prepared by a consultant and managed by Management Services staff.</p> <p>Three MAST staff members attended the Green Build International Code Summit Conference and Expo in San Francisco.</p>	<p>energy transition/conservation programmatic work plan.</p> <p>Continue to increase staff's green building awareness via educational sessions/seminars as they become available.</p>	<p>Costa Solid Waste Authorities.</p> <p>The initial consultant study was completed. Staff will begin developing a programmatic work plan based on the recommendations in the study in the fall of 2014</p> <p>MAST- All trades Staff attended the Pacific Coast Builders Conference (PCBC) in San Francisco. Green Building Technology and ADA compliance were presented at panel discussions.</p>	<p>Management Services, Grants, Design and Construction as well as the capital projects group to finalize a work plan and begin implementation.</p> <p>MAST- Will continue to identify training opportunities for staff in the area of "Green building Technologies" and practices.</p>

- c. Employ updated technologies to monitor and maintain the Districts water, water treatment, wastewater utilities, wells, and swim facilities infrastructure.

2013 Results	2014 Target	2014 Results	2015 Target
<p>The Water Treatment Plant (WTP) control panels were modified to be compatible with SCADA monitors and transmitters. Project funding has been exhausted.</p> <p>Completed in 2013.</p> <p>Project put on hold pending completion of the District's Strategic Energy Plan in order to avoid duplication of work.</p> <p>The Strategic energy Plan will help to identify future grant</p>	<p>Seek capital funding through fund 553 to complete SCADA integration at the Del Valle WTP.</p> <p>Use information gathered by the outside consultant to determine system needs and evaluate equipment modification or replacement schedules.</p>	<p>MAST- The SCADA project at the Del Valle WTP was completed.</p> <p>In Progress.</p>	<p>MAST-553 funding was appropriated to OTA project #510600 in the amount of \$415,000. These funds will keep the WTP operational while the study for its replacement is prepared by Design and Construction.</p> <p>MAST and Operations will work with other departments to develop standards for equipment and fixtures indicated by the Strategic Energy Plan and begin</p>

OPERATIONS DIVISION

2013 Results	2014 Target	2014 Results	2015 Target
opportunities.			installation and implementation where possible based on workloads and available funding.

- d. Development of plans, programs and systems for ensuring that best management practices are followed in relation to managing cultural and historic resources and facilities.

2013 Results	2014 Target	2014 Results	2015 Target
Implementation delayed to 2014 to coincide with selection of new Cultural Services Coordinator position.	<p>Complete hire of new Cultural Services Coordinator position.</p> <p>Complete program gap analysis.</p> <p>Conduct training for Operations staff on cultural resources protection.</p>	<p>Completed 02-24-14.</p> <p>Conducted research and assessment of District protocols, best practices and legal obligations of managing cultural resources.</p> <p>Provided onsite and group trainings to field staff regarding cultural resources protection.</p>	<p>Create 5 to 10 year plan that identifies strategic direction and mapping of cultural resources management.</p> <p>Create training program for field staff to assist with management of cultural resources protection.</p>

KEY OBJECTIVE 2:

Improve access to and use of the parks by members of groups that have been underrepresented, such as disabled, economically disadvantaged, and elderly visitors.

KEY INDICATORS - Park Operations (OPS) and Maintenance and Skilled Trades (MAST):

- a. Remove barriers to critical programs, activities and services as identified by the District's twenty-year ADA Transition Plan using capital budget funds.

2013 Results	2014 Target	2014 Results	2015 Target
OPS Installed two ADA parking spaces each at Castle Rock and Little Hills. ADA spots at Sibley were not completed due to a landslide in the project area; repair rescheduled for early 2014.	<p>OPS - Repair slide at Sibley and move ADA parking spots to location near park residence to comply with grade requirements.</p> <p>Ops - Working with Design staff, finalize</p>	OPS - The slide at Sibley was repaired by MAST and 2 ADA parking spaces were added. Staff also installed an accessible picnic area and drinking fountain near the staging area and	<p>OPS - Revitalize and update at least 3 picnic areas to improve accessibility and ADA compliance.</p> <p>OPS – Continue to install the new walk-thru gates in at least 3 locations.</p>

OPERATIONS DIVISION

2013 Results	2014 Target	2014 Results	2015 Target
<p>MAST completed various ADA upgrades to the Shadow Cliffs concession counters and windows, 50% of the picnic tables at the Lake View picnic area.</p> <p>MAST installed a new ADA high-low fountain, warring pavers, and new asphalt pathway. ADA upgrades were also made at the Round Valley staging area, the Shoreline room at MLK, and Kennedy Grove.</p> <p>MAST - Staff constructed and installed a prototype at Tilden's Indian camp. The design Standards Group is working on a finalized spec for future application.</p> <p>MAST - The ADA Carpenter and Ranger assigned to South County both attended a State sponsored ADA code training in 2013.</p>	<p>walk gate specifications. Install new prototype walk-in gates at 4 parks.</p> <p>MAST - Hire a limited term Administrative Analyst I to administer contracts for promissory note funded service yard improvements and better tracking and prioritization of the District wide ADA transition plan.</p> <p>MAST - Continue to work with the Design Standards Group to finalize the design for the new units and constructs at least one more for installation.</p> <p>MAST - Continue to provide training to staff involved in the ADA Transition Program including the new Administrative Analysts.</p>	<p>Visitor Center.</p> <p>OPS – Gate plans were approved by the Standards Committee and 1 walk through gate was installed.</p> <p>MAST - Hired a 6 month temp Administrative Analyst I to begin implementation of the service yard improvement project funded by promissory note funds. 8 small projects were completed from the project list and MAST is now in the process of hiring a permanent Admin I to continue the work.</p> <p>MAST- The new Amin Analyst I was a temp in 2014 and was not trained or involved in the ADA program due to lack of time. A new Admin Analyst I will be hired in the fall of 2014</p> <p>MAST - with the GIS, and Operations departments improved the process for tracking individual project close-outs within the transition plan. Set up quarterly review schedule with operations to keep this effort on track.</p> <p>MAST - Staff installed</p>	<p>MAST - will continue to train the New Admin I in order to create the staff competency and capacity to continue with project work outlined in the service yard improvement proposed project list.</p> <p>MAST – Cross train the new Admin I and update all MAST staff on changes to the ADA Transition Program reporting protocols.</p> <p>MAST - will continue to work with Operations and other departments to better track the progress of the transition plan and to better clarify the role of other departments with regard to the assignment completion of individual projects.</p> <p>MAST- Construct and replace two –three old style non ADA chemical toilets with this new standard ADA compliant model.</p> <p>MAST- the ADA Carpenter and Ranger assigned to South County will attend a State sponsored ADA code</p>

OPERATIONS DIVISION

2013 Results	2014 Target	2014 Results	2015 Target
		a new ADA high-low fountain, warring pavers, and new retaining wall at the Trudeau Training Center. ADA upgrades were also made at Contra Loma, the Round Valley staging area, the Shoreline room parking lot. MAST- The prototype design was approved by the Standards Committee in the spring of 2014, the new standard.	refresher course in 2015.

Interpretive and Recreation Services:

- b. Develop integrated programs which focus on under resourced communities and populations and which strive to promote health, fitness, the development of outdoor recreation skills with the natural environment and regional parks.

2013 Results	2014 Target	2014 Results	2015 Target
Logic Model and Task Force report completed. Community mapping and engagement plan developed for Tidewater service area. Interdisciplinary task force to be formalized and 2013 plan developed to assess and evaluate Big Break and Tidewater programs and outreach to underserved populations with evaluation consultant.	Logic Model used to create program assessment evaluation instruments for Tidewater and Big Break programs. Instruments to be pilot tested. Interdisciplinary task force to apply assessment instruments in school and public programs. Development of longitudinal program model which utilizes existing District programming and partnerships with other local agencies to create long-term experiences	Consultant and staff created formal evaluation instruments for community outreach and youth employment programs. Staff discussion to begin to address how programs will be evaluated and assessed. Joint program with Public Affairs implemented: Healthy Parks Healthy People Bay Area (HHPH-BA). Multi-agency effort to promote healthy lifestyles; regional parks	Implement I&R Department reorganization: Create two new Regional I&R unit Manager positions to oversee both interpretive and recreation services. Reservations and Indoor Reservable Facilities workgroups will be transferred into Revenue Manager's unit oversight. Creation of assessment and evaluation for program quality control will be created. Focus on the month

OPERATIONS DIVISION

2013 Results	2014 Target	2014 Results	2015 Target
	designed to promote parks and nature as part of a healthy lifestyle.	providing low intensity programs first Saturday of every month.	of June to offer health and wellness programs and activities to highlight HPHP-BA initiative.

Park Operations and Recreation Services:

- c. Provide programs and services which allow users of all abilities to experience trails and open space areas of the Park District.

2013 Results	2014 Target	2014 Results	2015 Target
<p>Provided programs for senior and under resourced community groups.</p> <p>Implemented pilot Hiker Shuttle service at Pleasanton Ridge Regional Park to provide one-way transport services targeted at visitors with mobility challenges.</p>	<p>Supply information and work with other Divisions to start the process to formulate a "peak trail climb" map.</p> <p>District-wide senior programs will be offered through interpretive services and community outreach units.</p> <p>Increase program from 12 to 18 days with a total of 2 rather than 3 van shuttles per day. Also try earlier departure times during peak season to avoid the heat.</p>	<p>A list of peak trails was developed and trail experience write-ups are being created.</p> <p>Established 6 new partnerships with 6 senior groups for offering of park field trips.</p> <p>Implemented second year of pilot program with recommended changes. Data demonstrates a little more than 50% of shuttle programs were able to be offered due to participant interest.</p>	<p>Work with Public Affairs to create a brochure and add to the District web page.</p> <p>Seek 6 new partnerships and encourage 2014 groups to visit Regional Parks on their own.</p> <p>Continue pilot program at current capacity, but restructured to include 1 or 2 additional locations.</p>

KEY OBJECTIVE 3:

Pursue all appropriate activities that ensure the fiscal health of the District

KEY INDICATORS

Operations Department – Administration:

- a. Conduct review and evaluation of MAST division asset management systems including the current CarteGraph CMMS and make recommendations to improve efficiency, work prioritization and budget forecasting capabilities, including the new Major Infrastructure renovation and replacement program (Fund 553).

OPERATIONS DIVISION

2013 Results	2014 Target	2014 Results	2015 Target
N/A	Hire consultant for review and evaluation process. Use results of final report to implement process and system improvements in 2015 budget.	The Chief of MAST worked with the Grants Manger to develop and post an RFP to hire a consultant to provide recommendations and an initial plan to develop a Asset Management program.	Work with the selected consultant to complete Condition index assessment of 20% of the district's build assets.

- b. Administer invasive mussel inspection and monitoring programs to prevent infestation of District managed recreational boating facilities.

2013 Results	2014 Target	2014 Results	2015 Target
Grants program not yet established. Move to 2014 target.	Work with Grants Manager to seek AB2443 grant funds through CA Dept. of Boating and Waterways to off-set inspection program costs.	As of fall 2014, grant funds from CDBW for the Quagga Mussel Prevention Inspection Program to reduce inspection expenses are pending approval.	Continue to monitor and report the expense of the District's cost-sharing partnerships with various Water Districts for the Quagga Mussel Prevention Inspection Program.

- c. Continue to "Green" or "Right-size" District vehicle fleet by increasing overall fleet fuel efficiency by downsizing vehicles or replacing vehicles with alternative fuel or electric models where appropriate.

2013 Results	2014 Target	2014 Results	2015 Target
Full funding for Fleet replacement was not approved through the 2013 budget prep process. The 1-ton truck at Contra Costa Trails was replaced with a ¾-ton unit and the ¾-ton pick-up at Public Safety was downsized to a ½-ton unit.	Restore the Fleet Replacement budget to 2009 levels in order to reduce vehicle maintenance and replacement costs. Continue to downsize/right-size the fleet through the vehicle replacement program and begin conversion of the Public Safety fleet from V-8 to more fuel	Approval of an additional \$681,000 in one-time funding brought the Fleet Replacement Budget to within \$25,000 of 2009 levels, which allowed for approximately 34 fleet vehicles to be replaced in 2014.	Restore the Fleet budget to continue replacing older less fuel efficient vehicles and equipment. Seek an additional \$1M a year budget increase will allow for the smoothing of deferred fleet replacements over the next 5 years at which point the annual replacement funds will be in line

OPERATIONS DIVISION

2013 Results	2014 Target	2014 Results	2015 Target
<p>The three City think electric vehicles purchased in late 2012 were put into service at three locations and two new Neighborhood electric vehicles were purchased to replace gas powered Mules.</p> <p>Fleet vehicles replaced in 2013 were downsized from V8 to V6 engine models increasing fuel efficiency by a minimum average of 2mpg per unit.</p> <p>Improvements have been made to the database records. Further analysis of system needs will be included in the scope of work for the MAST consultant contract proposed for 2014.</p>	<p>efficient V6 models.</p> <p>Evaluate the effectiveness and utility of the current electric vehicle fleet and make recommendations for expansion or contraction in the 2015 budget.</p> <p>Begin implementation of Consultant recommendations and continue to build data base files for records lost in the Tilden shop fire.</p>	<p>Replaced four Public Safety pursuit vehicles with more fuel efficient V6 models.</p> <p>Fleet - The three electric vehicles have seen somewhat limited use for on highway use. Expansion of the on road electric fleet is not recommended at this time. Off road in park electric vehicles will continue. These electric vehicles will replace fossil fuel models will be replaced with electric models whenever and wherever possible and or practical to do so.</p> <p>The preliminary consultant recommendations are to replace the current outdated fleet vehicle maintenance tracking system while continuing the ongoing effort to build database files for records lost in the Tilden shop fire.</p>	<p>with current fleet replacement schedule.</p> <p>Continue to “green” and downsize/right-size the fleet. Continue converting Public Safety fleet vehicles to V6 models.</p> <p>Perform and internal evaluation to determine which parks would benefit most by replacing fossil fueled off road vehicles with electric models for in park off road maintenance and transportation. Continue to evaluate new fleet vehicle maintenance tracking systems with the possible addition of vehicle mounted location and on-board real-time diagnostic and communications devices.</p>

KEY OBJECTIVE 4:

Support the development and retention of well-trained, dedicated, and productive employees.

KEY INDICATORS

OPERATIONS DIVISION

Administration Department:

- a. Make upgrades to existing staff work spaces and seek new locations for service yards as new properties are brought on line.

2013 Results	2014 Target	2014 Results	2015 Target
Expenditures at Pacheco 2013 were slightly under budget.	Provide new budget for TXI property. Reconnect utilities to TXI site.	TXI- All utilities have been reconnected and the caretaker tenant improvements are complete as well. This project will be closed out at the end of 2014.	NA
Shelving and storage was installed.	Construct replacement storage structures for equipment and supplies at Del Valle.	Del Valle- In Progress. The scope of this project has changed significantly. The New covered Storage area for Public Safety will be complete in 2014.	Del Valle – Use consultant recommendations and site plan to provide new storage and remodel office and shop space under the Major Maintenance Program.
Remodeled shop at Black Diamond.			
Trailers were remodeled and staff moved into new offices at Vasco Hills.	Work with planning to develop plan for new shop at South Metro Annex (Pleasanton).		

- b. Provide employee training which ensures the successful integration of new employees as well as the on-going refresher and professional development training for existing employees.

2013 Results	2014 Target	2014 Results	2015 Target
Union/Management Training Committee was formed. Winter Training schedule was created and 12 separate training courses were offered to Operations staff, including a new employee Orientation solely for Operations staff.	Expand training program to include boat handling, tree felling, invasive plant identification and cultural resources protection courses. Expand training opportunities for staff who work with docents and volunteers.	Boat training was held for staff at all shoreline parks and a second course is being developed for lake park staff. Chainsaw and chipper training were held, as was training for grazing supervisors. Quarterly trainings were offered that helped staff with management of volunteers as large groups, how to engage them and volunteer retention.	Continue to offer chainsaw, chipper, grazing and other regular training, and expand training offerings to include tractor training. Work with the training committee to develop other new and useful training opportunities. Continue quarterly volunteer trainings with input from staff regarding areas of need and interest.

OPERATIONS DIVISION

KEY OBJECTIVE 5:

Participate in partnerships with public agencies, nonprofit organizations, volunteers, and the private sector to achieve mutual goals.

KEY INDICATORS

Operations Division – All Departments:

- a. Seek community partners to develop, fund and implement youth employment programs which target underserved communities and provide opportunities for participants to gain work related skills as well as knowledge and experience of Park District facilities, services, and public mission.

2013 Results	2014 Target	2014 Results	2015 Target
Program expanded to 2 crews: summer and fall. Fall program included 2 members from summer crew to act as leads for fall crew.	Continue with 9-month program. Add a .75 FTE supervisor to support two crews annually: summer and fall. Expand program to include Contra Costa County.	Hired AWP Supervisor to oversee 2 summer programs, each 7 weeks long for 8 youth in each. Partnerships established with Alameda County AND Contra Costa County Work Investment Boards. Youth Engagement Strategic Plan completed. Plan recommendations initiated a monthly task force discussion to create 5 to 10 year plan of how to further engage youth through District programs and employment.	Continue programs as conducted in 2014 with emphasis on skill and leadership development for program participants. Continue partnerships as demonstrated in 2014. Offer new Youth Employment Academy to District seasonal employees who have interest and potential to further develop leadership and job skills as suggested by the Youth Engagement Strategic Plan.

KEY OBJECTIVE 6:

Interpret the parklands by focusing educational programs on both the visitor's relationship to nature, natural processes, ecology, history of parklands, and the value of natural conditions.

KEY INDICATORS

OPERATIONS DIVISION

Operations Division – All Departments:

- a. Expand interpretive facilities to provide for District-wide access to educational programming and services.

2013 Results	2014 Target	2014 Results	2015 Target
Exhibit consultant selected and design process started for permanent exhibits at Big Break Visitor Center at the Delta (BBVC).	Complete fabrication and installation of permanent exhibits at Big Break Visitor Center. Use lessons learned from the BBVC project to develop exhibit upgrade plans for other District visitor centers.	Completed fabrication and installation of permanent exhibits at Big Break Visitor Center. Facilitated the merge and collaboration of Exhibit Design and Environmental Graphics.	BBVC Incorporate exhibits into program curriculum for interactive use with the public and to support docent involvement.

- b. Expand opportunities for capturing and documenting the rich local history of the District so that this information (both oral and video) can be used for creating interpretive programs, history lectures, audiovisual displays and/or exhibits at District parks and facilities.

2013 Results	2014 Target	2014 Results	2015 Target
22 back logged oral histories were completed. 5 new interviews completed	Funding addition again requested in 2014 to continue expanded program.	Target was to complete at least 10 oral histories. Staff completed a total of 14 back logged oral histories. Transcribed the new oral histories that began in 2013.	Request additional funds to complete back logged oral histories and those that have been transcribed. In addition, initiate up to 8 new oral histories.

KEY OBJECTIVE 7:

Provide a diversified system of regional parklands, trails, and parkland-related services that will offer outstanding opportunities for creative use of outdoor time.

KEY INDICATORS

Operations Division – All Departments:

- a. Expand interpretive facilities to provide for District-wide access to educational programming and services.

2013 Results	2014 Target	2014 Results	2015 Target
Camping consultant selected and review process started for review and	Complete study, incorporate information into strategic planning for	The Camping Program Update was completed and reviewed by the	Hire a consultant to define the scope, cost and best location for a pilot

OPERATIONS DIVISION

2013 Results	2014 Target	2014 Results	2015 Target
<p>recommendations for new camping facilities and services.</p> <p>Golf Course consultant selected and review process started for site evaluation and recommendations for next term of concession.</p>	<p>enhancement of District camping programs, facilities and services.</p> <p>Complete study and incorporate results into decision regarding Request for Proposal and process to select concessionaire for next term of golf course and facility concession.</p>	<p>District Board of Directors on July 15, 2014. It included a list of recommended priorities (1 - 7 years) initial actions for moving forward.</p> <p>Study completed resulting in criteria defined in RFP posting.</p>	<p>convenience camping program for the District</p> <p>Transition next term of Willow Park Golf Course operations and management utilizing criteria identified as mandatory and discretionary improvements.</p>

b. Expand and improve the District-wide pavement condition index (PCI) from an average of 56 to 64.

2013 Results	2014 Target	2014 Results	2015 Target
<p>Maintenance Administrative staff managed pavement rehabilitation contracts improving over 425,000 sf. of asphalt in 2013.</p>	<p>Continue maintenance plan District-wide to request bids and award pavement replacement and renovation contracts in 2014 and improve the PCI from 64 – 67.</p>	<p>The Districts' PMPP improved over 1,400,000 SF of roads trails and parking lots. The PCI in these areas were improved to an average of 85. Improved public access under ADA codes.</p>	<p>Continue cost effective improvements to raise the Districts overall PCI. Staff will update the condition survey of the pavement network per MTAC guidelines. This will update the network PCI district wide per the prescribed 4 year schedule.</p>

OPERATIONS ADMINISTRATION ROLE

Operations Administration provides executive level management and administrative support to the Division’s three large departments (Park Operations, Interpretive and Recreation Services, and Maintenance and Skilled Trades) and the Board Operations Committee. Operations Administration negotiates operating agreements with other agencies, and prepares agendas and manages numerous regularly scheduled intra- and inter-division meetings to ensure coordination of inter-related park operation, stewardship, planning and construction projects and activities.

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 1,085,124	\$ 1,037,192	\$ 1,089,460	\$ 708,400	-35.0% *
Supplies	46,640	85,823	35,830	35,830	0.0%
Services	402,907	440,865	410,100	558,100	36.1%
Intra-District Charges	1,641,400	1,543,300	1,820,200	1,820,200	0.0%
Subtotal	\$ 3,176,070	\$ 3,107,180	\$ 3,355,590	\$ 3,122,530	-6.9%
PROJECT BUDGET:					
Services	\$ -	\$ 61,851	\$ -	\$ -	0.0%
Subtotal	\$ -	\$ 61,851	\$ -	\$ -	0.0%
Total Operating/Project	\$ 3,176,070	\$ 3,169,031	\$ 3,355,590	\$ 3,122,530	-6.9%
DEPARTMENTS:					
Administration	\$ 3,176,070	\$ 3,169,031	\$ 3,355,590	\$ 3,122,530	-6.9%
Total	\$ 3,176,070	\$ 3,169,031	\$ 3,355,590	\$ 3,122,530	-6.9%
FUNDING SOURCES:					
101 General Fund	\$ 3,176,070	\$ 3,107,180	\$ 3,355,590	\$ 3,122,530	-6.9%
336 OTA Projects	-	61,851	-	-	0.0%
Total	\$ 3,176,070	\$ 3,169,031	\$ 3,355,590	\$ 3,122,530	-6.9%
STAFFING:					
Regular/Permanent	7.00	7.00	7.00	7.00	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	7.00	7.00	7.00	7.00	-

Revenue services has moved to it's own department effective 1/1/2015

SERVICE DESCRIPTION

The Operations Administration Unit provides executive level management and administrative support to the Division’s three large departments (Park Operations, Interpretive and Recreation Services, and Maintenance and Skilled Trades) and the Board Operations Committee. Operations Administration negotiates operating agreements with other agencies, and prepares agendas and manages numerous regularly scheduled intra- and inter-division meetings to ensure coordination of inter-related park operation, stewardship, planning and construction projects, large scale District sponsored events as well as various employee support functions such as training. Operations Administration is also charged with evaluating fee waiver requests for use of district facilities and services based on current board policy.

Budget By Unit/Park Location

Unit/Location	Personnel Services	Supplies	Services	Equipment	Inter-Agency	Total
OPERATIONS ADMINISTRATION (includes Revenue Unit)						
Administration						
Budget 2014	\$ 1,089,460	\$ 35,830	\$ 62,250	\$ -	\$ 1,820,200	\$ 3,007,740
Budget 2015	\$ 708,400	\$ 35,830	\$ 210,250	\$ -	\$ 1,820,200	\$ 2,774,680
% Change	-35.0%	0.0%	237.8%	0.0%	0.0%	-7.7%
Community Resources						
Budget 2014	\$ -	\$ -	\$ 347,850	\$ -	\$ -	\$ 347,850
Budget 2015	\$ -	\$ -	\$ 347,850	\$ -	\$ -	\$ 347,850
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Operations Administration Department						
Budget 2014	\$ 1,089,460	\$ 35,830	\$ 410,100	\$ -	\$ 1,820,200	\$ 3,355,590
Budget 2015	\$ 708,400	\$ 35,830	\$ 558,100	\$ -	\$ 1,820,200	\$ 3,122,530
% Change	-35.0%	0.0%	36.1%	0.0%	0.0%	-6.9%

PARK OPERATIONS DEPARTMENT

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 24,456,271	\$ 24,819,328	\$ 26,996,390	\$ 28,289,320	4.8%
Supplies	1,651,668	1,623,068	1,995,400	2,127,400	6.6%
Services	3,035,419	3,261,528	3,542,220	3,692,800	4.3%
Equipment	30,430	87,215	269,360	603,650	124.1%
Debt Service/Leases	82,175	-	-	-	0.0%
Intra-District Charges	1,098,350	1,168,180	1,448,480	1,307,540	-9.7%
Subtotal	\$ 30,354,313	\$ 30,959,318	\$ 34,251,850	\$ 36,020,710	5.2%
PROJECT BUDGET:					
Personnel Services	\$ 349,978	\$ 749,348	\$ 720,280	\$ 696,950	-3.2%
Supplies	72,912	91,791	4,200	7,800	85.7%
Services	126,157	210,587	169,270	290,730	71.8%
Capital Outlay/Equip	43,852	160,274	-	-	0.0%
Subtotal	\$ 592,899	\$ 1,212,000	\$ 893,750	\$ 995,480	11.4%
Total Operating/Project	\$ 30,947,211	\$ 32,171,318	\$ 35,145,600	\$ 37,016,190	5.3%
UNITS:					
Administration	\$ 2,127,288	\$ 2,095,757	\$ 2,362,700	\$ 2,324,610	-1.6%
Interpretive Parklands	4,982,355	5,300,527	5,086,400	5,821,790	14.5%
Lakes	4,800,342	5,001,660	6,550,320	7,047,180	7.6%
Mining (in Rec.Areas as of 2014)	386,627	511,579	-	-	0.0%
Parklands	5,009,507	5,252,563	5,496,930	5,862,820	6.7%
Recreation Areas	5,117,479	5,060,694	5,475,080	5,618,570	2.6%
Reg Trails/Alt Wk Prog	2,903,270	3,217,648	4,544,960	4,819,280	6.0%
Shoreline	5,620,344	5,730,889	5,629,210	5,521,940	-1.9%
Total	\$ 30,947,211	\$ 32,171,318	\$ 35,145,600	\$ 37,016,190	5.3%
FUNDING SOURCES:					
101 General Fund	\$ 26,053,491	\$ 27,063,421	\$ 29,715,950	\$ 31,115,910	4.7%
220 Two County LLD	3,080,513	3,117,341	3,417,880	3,650,060	6.8%
221 ECCC LLD	698,005	677,007	526,510	577,880	9.8%
222 Five Canyon Zone	41,564	20,563	23,350	57,480	146.2%
223 Dublin Hills Zone	5,601	5,156	8,720	8,030	-7.9%
224 Walpert Ridge Zone	27,838	30,250	29,630	64,670	118.3%
225 San Ramon Hills Zone	-	-	500	500	0.0%
226 Measure CC	344,042	-	-	-	0.0%
227 Stone Valley Zone	-	-	630	630	0.0%
228 Gateway Valley Zone	48,532	-	-	-	0.0%
253 Gifts	28,231	18,442	26,000	26,000	0.0%
258 McLaughlin Eastshore State F	26,497	25,365	28,140	30,460	8.2%
259 ECCC HCP Properties	-	1,772	304,540	309,090	1.5%
333 Capital	45,697	180,067	-	-	0.0%
336 OTA Projects	547,202	1,031,933	893,750	995,480	11.4%
554 Major Equip Replacement	-	-	170,000	180,000	5.9%
Total	\$ 30,947,211	\$ 32,171,318	\$ 35,145,600	\$ 37,016,190	5.3%
STAFFING:					
Regular/Permanent	227.480	229.230	232.500	238.850	6.350
Seasonal/Temporary	25.955	26.092	26.192	26.192	-
Total	253.435	255.322	258.692	265.042	6.350

OPERATIONS DIVISION- PARK OPERATIONS

PARK OPERATIONS DEPARTMENT

PARKS OPERATIONS DEPARTMENT ROLE

The Park Operations Department operates and maintains the majority of park units, open space and recreational facilities in the field. Park Operations provides a diversified system of regional parklands, trails, and parkland-related services that offer outstanding opportunities and experiences in the outdoors. These include swimming, fishing, hiking, biking, horseback riding, boating, and family and large group picnicking and camping. It is the department's goal to provide recreational development that fosters appropriate use of parklands while preserving their remoteness and intrinsic value.

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 434,586	\$ 432,579	\$ 592,760	\$ 494,070	-16.6%
Supplies	58,282	71,170	105,270	105,270	0.0%
Services	231,922	225,368	239,780	314,780	31.3%
Intra-District Charges	993,000	993,000	1,072,620	1,072,620	0.0%
Subtotal	\$ 1,717,789	\$ 1,722,117	\$ 2,010,430	\$ 1,986,740	-1.2%
PROJECT BUDGET:					
Personnel Services	\$ 320,425	\$ 283,754	\$ 352,270	\$ 337,870	-4.1%
Supplies	23,466	30,987	-	-	0.0%
Services	65,608	37,601	-	-	0.0%
Capital Outlay/Equip	-	21,298	-	-	0.0%
Subtotal	\$ 409,499	\$ 373,640	\$ 352,270	\$ 337,870	-4.1%
Total Operating/Project	\$ 2,127,288	\$ 2,095,757	\$ 2,362,700	\$ 2,324,610	-1.6%
UNIT:					
Administration	\$ 2,127,288	\$ 2,095,757	\$ 2,362,700	\$ 2,324,610	-1.6%
Total	\$ 2,127,288	\$ 2,095,757	\$ 2,362,700	\$ 2,324,610	-1.6%
FUNDING SOURCES:					
101 General Fund	\$ 1,711,068	\$ 1,704,419	\$ 1,988,430	\$ 1,964,740	-1.2%
253 Gifts	6,722	17,698	22,000	22,000	0.0%
333 Capital	-	21,298	-	-	0.0%
336 OTA Projects	409,499	352,342	352,270	337,870	-4.1%
Total	\$ 2,127,288	\$ 2,095,757	\$ 2,362,700	\$ 2,324,610	-1.6%
STAFFING:					
Regular/Permanent	5.25	5.25	5.25	5.25	-
Seasonal/Temporary	10.54	10.54	10.54	10.54	-
Total	15.79	15.79	15.79	15.79	-

SERVICE DESCRIPTION

Park Operations service departments have a workforce of approximately 370 permanent and seasonal employees, stationed at 44 work locations, managing over 112,000 acres of parklands and 1,200 miles of public trails. The department manages public use of parks and facilities, collects park user fees at numerous sites, controls opening and closure of all facilities, performs routine maintenance of grounds and buildings, and provides emergency response staff to support police, fire and environmental emergencies. The department performs natural resources management activities such as vegetation management and soil conservation to manage, maintain and restore the parklands in order to retain their important scenic, natural, and cultural

**OPERATIONS DIVISION-
PARK OPERATIONS**

PARK OPERATIONS DEPARTMENT

values. The administrative staff provides budget administration, leadership and support for the units that manage the District's parklands and recreational facilities.

OPERATIONS DIVISION- PARK OPERATIONS

INTERPRETIVE PARKLANDS UNIT

INTERPRETIVE PARKLANDS UNIT ROLE

The Interpretive Parklands Unit manages fifteen interpretive and natural resources-based wilderness areas, preserves, and park areas, including Morgan Territory Regional Preserve, Round Valley Regional Preserve, Bishop Ranch Regional Preserve, Calaveras Ridge Regional Trail, Las Trampas Regional Wilderness, Sycamore Valley Open Space Regional Preserve, Pleasanton Ridge Regional Park, Dublin Hills Regional Park, Mission Peak Regional Preserve,

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 4,203,458	\$ 4,354,011	\$ 4,192,150	\$ 4,730,560	12.8%
Supplies	286,473	284,243	372,980	391,770	5.0%
Services	354,757	408,590	415,310	438,460	5.6%
Equipment	30,430	26,374	67,360	85,650	27.2%
Intra-District Charges	34,400	75,180	38,600	45,350	17.5%
Subtotal	\$ 4,909,518	\$ 5,148,398	\$ 5,086,400	\$ 5,691,790	11.9%
PROJECT BUDGET:					
Personnel Services	\$ 7,626	\$ 14,552	\$ -	\$ -	0.0%
Supplies	40,732	1,465	-	-	0.0%
Services	5,731	44,039	-	130,000	0.0%
Capital Outlay/Equip	18,747	92,073	-	-	0.0%
Subtotal	\$ 72,837	\$ 152,129	\$ -	\$ 130,000	0.0%
Total Operating/Project	\$ 4,982,355	\$ 5,300,527	\$ 5,086,400	\$ 5,821,790	14.5%
UNIT:					
Interpretive Parklands	\$ 4,982,355	\$ 5,300,527	\$ 5,086,400	\$ 5,821,790	14.5%
Total	\$ 4,982,355	\$ 5,300,527	\$ 5,086,400	\$ 5,821,790	
FUNDING SOURCES:					
101 General Fund	\$ 4,083,157	\$ 4,357,539	\$ 4,121,400	\$ 4,659,560	13.1%
220 Two County LLD	575,966	582,814	507,110	533,590	5.2%
221 ECCC LLD	195,447	170,123	109,870	111,720	1.7%
223 Dublin Hills Zone	5,601	5,156	8,720	8,030	-7.9%
224 Walpert Ridge Zone	27,838	30,250	29,630	64,670	118.3%
225 San Ramon Hills Zone	-	-	500	500	0.0%
227 Stone Valley Zone	-	-	630	630	0.0%
253 Gifts/Dickson	21,509	744	4,000	4,000	0.0%
259 ECCC HCP Properties	-	1,772	304,540	309,090	1.5%
333 Capital	19,906	106,625	-	-	0.0%
336 OTA Projects	52,931	45,504	-	130,000	0.0%
Total	\$ 4,982,355	\$ 5,300,527	\$ 5,086,400	\$ 5,821,790	14.5%
STAFFING:					
Regular/Permanent	37.35	38.60	35.10	38.50	3.40
Seasonal/Temporary	2.61	2.61	1.61	1.61	-
Total	39.960	41.210	36.710	40.110	3.40 *

*As part of the geographic realignment of work units, Briones staff have moved to the Delta Unit, Coyote Hills moved to the Lakes Unit and Black Diamond Mines has joined the Interpretive Parklands Unit.

INTERPRETIVE PARKLANDS UNIT ROLE, CONTINUED

Sunol - Ohlone Regional Wilderness, Garin - Dry Creek Pioneer Regional Park, Vasco Caves Regional Preserve, Brushy Peak Regional Preserve and Black Diamond Regional Preserve.

Mining Operations develops and maintains the Black Diamond Mines Regional Preserve underground public use facilities, works in cooperation with the Interpretive and Recreation Services Department to provide educational and interpretive programs, and provides technical assistance to other organizations and District departments. Mining Operations is also responsible for the Regional Preserve's abandoned mine safety program, and obtains donations of funds, equipment, materials and services that support the Unit.

These parks, generally large wildland open space areas, represent the District's success in scenic, cultural, and natural resource preservation balanced with appropriate recreational opportunities. The unit encompasses almost 72,000 acres of which more than 17,000 acres are in land bank status.

SERVICE DESCRIPTION

Coordinate staff, equipment, materials, and resources to operate and maintain Interpretive Parklands, their facilities and trail systems in a manner that ensures protection of the scenic, cultural, and natural resources, and safe public use. Promote staff efficiency, productivity, and staff morale. Support efforts to foster direct and open communication District-wide. Provide clear communication of District goals and objectives to unit staff through unit meetings, Supervisors' meetings, written communications, and staff trainings. Provide feedback from field staff and park visitors to upper management. Provide outstanding customer service in all aspects of park operations through public contacts that result in satisfied park visitors. Work effectively with adjacent property owners and outside agencies. Monitor agreements with concessionaires to ensure that they provide quality customer service, serve the District's mission, and adhere to contract agreements. Maintain and enhance the diverse natural and historic resources within the unit in cooperation and coordination with the Planning and Stewardship Departments and the Interpretive and Recreation Services Department. Ensure adherence to the Grazing Lease Operating Guidelines by Park Supervisors and grazing lessees. Periodically meet with the Wildland Vegetation Program Manager, Park Supervisors, and grazing lessees. Collaboratively identify and achieve resource management, infrastructure, public safety, and aesthetic goals.

Mining Operations is responsible for the design, construction and maintenance of mine closures and underground public use facilities. They assist the Interpretive Unit in providing educational and interpretive services while making the mines available for scientific research and professional development. Part of their role is to provide training in underground safety, technology, and interpretation, in addition to offering technical assistance to District departments and other organizations in mining-related matters.

**OPERATIONS DIVISION-
PARK OPERATIONS**

INTERPRETIVE PARKLANDS UNIT

Budget By Unit/Park Location

Unit/Location	Personnel Services	Supplies	Services	Equipment	Inter-Agency	Total
INTERPRETIVE PARKLANDS UNIT						
Administration						
Budget 2014	\$ 286,190	\$ 4,970	\$ 2,640	\$ -	\$ 38,600	\$ 332,400
Budget 2015	\$ 313,540	\$ 4,970	\$ 2,640	\$ -	\$ 45,350	\$ 366,500
% Change	9.6%	0.0%	0.0%	0.0%	17.5%	10.3%
Bishop Ranch Open Space Regional Preserve						
Budget 2014	\$ -	\$ -	\$ 2,180	\$ -	\$ -	\$ 2,180
Budget 2015	\$ -	\$ -	\$ 2,180	\$ -	\$ -	\$ 2,180
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Black Diamond Mines						
Budget 2014	\$ 435,040	\$ 39,770	\$ 28,820	\$ -	\$ -	\$ 503,630
Budget 2015	\$ 422,180	\$ 39,770	\$ 158,820	\$ -	\$ -	\$ 620,770
% Change	-3.0%	0.0%	451.1%	0.0%	0.0%	23.3%
Black Diamond Mines Regional Preserve						
Budget 2014	\$ 576,900	\$ 40,960	\$ 65,290	\$ -	\$ -	\$ 683,150
Budget 2015	\$ 618,860	\$ 40,960	\$ 65,290	\$ -	\$ -	\$ 725,110
% Change	7.3%	0.0%	0.0%	0.0%	0.0%	6.1%
Brushy Peak						
Budget 2014	\$ 116,950	\$ 3,660	\$ 4,550	\$ -	\$ -	\$ 125,160
Budget 2015	\$ 118,580	\$ 3,660	\$ 2,670	\$ -	\$ -	\$ 124,910
% Change	1.4%	0.0%	-41.3%	0.0%	0.0%	-0.2%
Calaveras Ridge Trail						
Budget 2014	\$ 71,580	\$ 12,150	\$ -	\$ -	\$ -	\$ 83,730
Budget 2015	\$ 88,020	\$ 12,150	\$ -	\$ -	\$ -	\$ 100,170
% Change	23.0%	0.0%	0.0%	0.0%	0.0%	19.6%
Deer Valley Regional Park						
Budget 2014	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Budget 2015	\$ 171,000	\$ 16,150	\$ -	\$ 26,500	\$ -	\$ 213,650
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Dry Creek Pioneer Regional Park						
Budget 2014	\$ 236,530	\$ 19,710	\$ 10,290	\$ -	\$ -	\$ 266,530
Budget 2015	\$ 239,870	\$ 19,710	\$ 10,290	\$ -	\$ -	\$ 269,870
% Change	1.4%	0.0%	0.0%	0.0%	0.0%	1.3%
Dublin Hills						
Budget 2014	\$ 26,370	\$ 2,100	\$ -	\$ -	\$ -	\$ 28,470
Budget 2015	\$ 23,590	\$ 2,100	\$ -	\$ -	\$ -	\$ 25,690
% Change	-10.5%	0.0%	0.0%	0.0%	0.0%	-9.8%
Garin Regional Park						
Budget 2014	\$ 473,140	\$ 29,470	\$ 41,550	\$ -	\$ -	\$ 544,160
Budget 2015	\$ 589,680	\$ 36,470	\$ 41,550	\$ 27,500	\$ -	\$ 695,200
% Change	24.6%	23.8%	0.0%	0.0%	0.0%	27.8%
Las Trampas Wilderness Regional Preserve						
Budget 2014	\$ 357,570	\$ 27,340	\$ 71,500	\$ -	\$ -	\$ 456,410
Budget 2015	\$ 447,370	\$ 34,840	\$ 97,600	\$ 31,650	\$ -	\$ 611,460
% Change	25.1%	27.4%	36.5%	0.0%	0.0%	34.0%

**OPERATIONS DIVISION-
PARK OPERATIONS**

INTERPRETIVE PARKLANDS UNIT

Budget By Unit/Park Location, continued

Unit/Location	Personnel Services	Supplies	Services	Equipment	Inter-Agency	Total
Las Trampas to Mt. Diablo						
Budget 2014	\$ -	\$ 630	\$ -	\$ -	\$ -	\$ 630
Budget 2015	\$ -	\$ 630	\$ -	\$ -	\$ -	\$ 630
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Mission Peak Regional Preserve						
Budget 2014	\$ 111,960	\$ 6,320	\$ 13,700	\$ -	\$ -	\$ 131,980
Budget 2015	\$ 114,470	\$ 6,990	\$ 13,680	\$ -	\$ -	\$ 135,140
% Change	2.2%	10.6%	-0.1%	0.0%	0.0%	2.4%
Morgan Territory Regional Preserve						
Budget 2014	\$ -	\$ 3,890	\$ 9,960	\$ -	\$ -	\$ 13,850
Budget 2015	\$ -	\$ 3,890	\$ 9,960	\$ -	\$ -	\$ 13,850
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Pleasanton Ridge Regional Park						
Budget 2014	\$ 472,700	\$ 97,310	\$ 46,960	\$ 32,930	\$ -	\$ 649,900
Budget 2015	\$ 485,520	\$ 97,200	\$ 46,960	\$ -	\$ -	\$ 629,680
% Change	2.7%	-0.1%	0.0%	-100.0%	0.0%	-3.1%
Round Valley Regional Preserve						
Budget 2014	\$ 109,870	\$ 3,980	\$ 5,950	\$ -	\$ -	\$ 119,800
Budget 2015	\$ 111,720	\$ 3,980	\$ 4,850	\$ -	\$ -	\$ 120,550
% Change	1.7%	0.0%	-18.5%	0.0%	0.0%	0.6%
Sunol/Ohlone Regional Wilderness						
Budget 2014	\$ 499,160	\$ 27,850	\$ 31,470	\$ -	\$ -	\$ 558,480
Budget 2015	\$ 509,140	\$ 27,430	\$ 31,240	\$ -	\$ -	\$ 567,810
% Change	2.0%	-1.5%	-0.7%	0.0%	0.0%	1.7%
Sycamore Valley Open Space Regional Preserve						
Budget 2014	\$ 118,870	\$ 2,210	\$ 3,300	\$ -	\$ -	\$ 124,380
Budget 2015	\$ 120,480	\$ 2,210	\$ 3,300	\$ -	\$ -	\$ 125,990
% Change	1.4%	0.0%	0.0%	0.0%	0.0%	1.3%
Vargas Plateau						
Budget 2014	\$ 53,300	\$ 22,000	\$ 8,000	\$ 34,430	\$ -	\$ 117,730
Budget 2015	\$ 105,970	\$ 10,000	\$ 5,000	\$ -	\$ -	\$ 120,970
% Change						
Vasco Caves						
Budget 2014	\$ 1,680	\$ 8,100	\$ 43,280	\$ -	\$ -	\$ 53,060
Budget 2015	\$ 1,680	\$ 8,100	\$ 43,280	\$ -	\$ -	\$ 53,060
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Vasco Hills (formerly Vasco Corridor)						
Budget 2014	\$ 244,340	\$ 20,560	\$ 25,870	\$ -	\$ -	\$ 290,770
Budget 2015	\$ 248,890	\$ 20,560	\$ 29,150	\$ -	\$ -	\$ 298,600
% Change	1.9%	0.0%	12.7%	0.0%	0.0%	2.7%
Total Interpretive Parklands Unit						
Budget 2014	\$ 4,192,150	\$ 372,980	\$ 415,310	\$ 67,360	\$ 38,600	\$ 5,086,400
Budget 2015	\$ 4,730,560	\$ 391,770	\$ 568,460	\$ 85,650	\$ 45,350	\$ 5,821,790
% Change	12.8%	5.0%	36.9%	27.2%	17.5%	14.5%

OPERATIONS DIVISION- PARK OPERATIONS

LAKES UNIT

LAKES UNIT ROLE

The Lakes Unit provides outstanding year-round recreation at seven District facilities: Del Valle Regional Park, Lake Chabot Regional Park, Quarry Lakes Regional Recreation Area, Shadow Cliffs Regional Recreation Area, Coyote Hills Regional Park, Alameda County Trails, and Little Hills Ranch. These parks include year round water related recreation along with fishing, boating, water fowl and wildlife viewing, camping, hiking, group reservable facilities and a variety of special events that serve the recreational and educational needs of the public. The Lakes Unit parks are staffed by skilled, caring, self-confident public service oriented employees. Their goals are to support cultural diversity, improve accessibility to all and balance environmental protection with recreational opportunities.

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 3,964,069	\$ 4,154,063	\$ 5,454,200	\$ 5,690,250	4.3%
Supplies	296,955	303,271	396,590	446,220	12.5%
Services	495,389	522,439	663,570	709,470	6.9%
Equipment	-	21,132	32,000	153,400	379.4%
Intra-District Charges	43,150	400	3,960	47,840	1108.1%
Subtotal	\$ 4,799,564	\$ 5,001,305	\$ 6,550,320	\$ 7,047,180	7.6%
PROJECT BUDGET:					
Personnel Services	\$ -	\$ 355	\$ -	\$ -	0.0%
Supplies	562	-	-	-	0.0%
Services	216	-	-	-	0.0%
Subtotal	\$ 778	\$ 355	\$ -	\$ -	0.0%
Total Operating/Project	\$ 4,800,342	\$ 5,001,660	\$ 6,550,320	\$ 7,047,180	7.6%
UNIT:					
Lakes	\$ 4,800,342	\$ 5,001,660	\$ 6,550,320	\$ 7,047,180	7.6%
Total	\$ 4,800,342	\$ 5,001,660	\$ 6,550,320	\$ 7,047,180	
FUNDING SOURCES:					
101 General Fund	\$ 4,799,564	\$ 5,001,305	\$ 6,015,960	\$ 6,366,020	5.8%
220 Two County LLD	-	-	534,360	621,160	16.2%
336 OTA Projects	778	355	-	-	0.0%
554 Major Equip Replacement	-	-	-	60,000	0.0%
Total	\$ 4,800,342	\$ 5,001,660	\$ 6,550,320	\$ 7,047,180	7.6%
STAFFING:					
Regular/Permanent	39.000	39.000	48.100	49.100	1.00
Seasonal/Temporary	3.970	3.970	4.320	4.320	-
Total	42.970	42.970	52.420	53.420	1.00 *

*As part of a geographic realignment of work groups, the Alameda County Trails has been reassigned to the Lakes Unit.

**OPERATIONS DIVISION-
PARK OPERATIONS**

LAKES UNIT

SERVICE DESCRIPTION

Lakes Unit staff will provide outstanding customer service in all aspects of park operations. Uniformed staff will make public contact with a personal introduction and be prepared to respond to the public as needed. There is active participation with local water districts and water contractors to stay informed and involved in water delivery issues that affect lake levels, water quality and impacts on water recreation and its effect on public accessibility. There is commitment to work with water district contractors (Department of Water Resources, Zone 7, Alameda County Water District, EBMUD and Santa Clara Water District) to continue the Quagga/zebra mussel boat inspection program in order to preserve and protect valued water recreation resources. Staff will maintain a clean, safe standard throughout the Lakes Unit by maintaining a consistent standard for park maintenance, annual tree hazard evaluation, and annual safety inspections as well as practicing good fiscal responsibility by committing to the District's greening initiative through the use of sustainable products and recycling collection in park and work locations.

Budget By Unit/Park Location

Unit/Location	Personnel Services	Supplies	Services	Equipment	Inter-Agency	Total
LAKES UNIT						
Administrative						
Budget 2014	\$ 310,580	\$ 2,330	\$ 2,560	\$ -	\$ 3,960	\$ 319,430
Budget 2015	\$ 322,450	\$ 2,030	\$ 2,860	\$ -	\$ 47,840	\$ 375,180
% Change	3.8%	-12.9%	11.7%	0.0%	1108.1%	17.5%
Alameda County Trails						
Budget 2014	\$ 494,370	\$ 25,790	\$ 15,200	\$ -	\$ -	\$ 535,360
Budget 2015	\$ 503,640	\$ 33,460	\$ 15,200	\$ 67,000	\$ -	\$ 619,300
% Change	1.9%	29.7%	0.0%	0.0%	0.0%	15.7%
Coyote Hills Regional Park						
Budget 2014	\$ 563,730	\$ 44,980	\$ 77,510	\$ -	\$ -	\$ 686,220
Budget 2015	\$ 708,820	\$ 84,980	\$ 77,510	\$ 26,400	\$ -	\$ 897,710
% Change	25.7%	88.9%	0.0%	0.0%	0.0%	30.8%
Del Valle Regional Park						
Budget 2014	\$ 1,541,110	\$ 131,550	\$ 223,430	\$ -	\$ -	\$ 1,896,090
Budget 2015	\$ 1,531,600	\$ 131,550	\$ 223,430	\$ 60,000	\$ -	\$ 1,946,580
% Change	-0.6%	0.0%	0.0%	0.0%	0.0%	2.7%
Lake Chabot Regional Park						
Budget 2014	\$ 871,070	\$ 50,530	\$ 81,980	\$ 32,000	\$ -	\$ 1,035,580
Budget 2015	\$ 882,970	\$ 54,030	\$ 81,980	\$ -	\$ -	\$ 1,018,980
% Change	1.4%	6.9%	0.0%	-100.0%	0.0%	-1.6%
Little Hills						
Budget 2014	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Budget 2015	\$ -	\$ -	\$ 45,000	\$ -	\$ -	\$ 45,000
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Quarry Lakes						
Budget 2014	\$ 756,440	\$ 60,580	\$ 82,130	\$ -	\$ -	\$ 899,150
Budget 2015	\$ 761,670	\$ 57,080	\$ 82,130	\$ -	\$ -	\$ 900,880
% Change	0.7%	-5.8%	0.0%	0.0%	0.0%	0.2%

**OPERATIONS DIVISION-
PARK OPERATIONS**

LAKES UNIT

Budget By Unit/Park Location, continued

Unit/Location	Personnel Services	Supplies	Services	Equipment	Inter-Agency	Total
Shadow Cliffs						
Budget 2014	\$ 916,900	\$ 79,070	\$ 135,040	\$ -	\$ -	\$ 1,131,010
Budget 2015	\$ 979,100	\$ 79,070	\$ 135,040	\$ -	\$ -	\$ 1,193,210
% Change	6.8%	0.0%	0.0%	0.0%	0.0%	5.5%
Tassajara Creek Trail						
Budget 2014	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Budget 2015	\$ -	\$ 2,260	\$ 600	\$ -	\$ -	\$ 2,860
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Willow Park Golf Course						
Budget 2014	\$ -	\$ 1,760	\$ 45,720	\$ -	\$ -	\$ 47,480
Budget 2014	\$ -	\$ 1,760	\$ 45,720	\$ -	\$ -	\$ 47,480
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Lakes Unit						
Budget 2014	\$ 5,454,200	\$ 396,590	\$ 663,570	\$ 32,000	\$ 3,960	\$ 6,550,320
Budget 2015	\$ 5,690,250	\$ 446,220	\$ 709,470	\$ 153,400	\$ 47,840	\$ 7,047,180
% Change	4.3%	12.5%	6.9%	379.4%	1108.1%	7.6%

**OPERATIONS DIVISION-
PARK OPERATIONS**

PARKLAND UNIT

PARKLAND UNIT ROLE

The Parkland Unit includes ten of the District's urban interface parks and connecting trails. The park facilities are Anthony Chabot Regional Park, the Regional Parks Botanic Garden, Claremont Canyon Regional Preserve, Huckleberry Botanic Regional Preserve, Leona Canyon Regional Preserve, Redwood Regional Park, Sibley Volcanic Regional Preserve, Tilden Regional Park, including the group camps in the Tilden Nature Area, and Wildcat Canyon Regional Park, including the Alvarado area. The Parkland Unit is home to a wide variety of visitor-serving recreational use facilities, including a family campground, a marksmanship range, three equestrian centers, a golf course, a merry-go-round, two scale model railroads, and two food service concessions. The Parkland Unit's mission is to protect, preserve, and enhance natural resources, while providing the public with a safe recreational environment. The staff's work encompasses the maintenance of facilities and trails, vegetation management, and resource protection.

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 4,302,587	\$ 4,469,356	\$ 4,796,430	\$ 4,899,560	2.2%
Supplies	247,825	206,550	232,690	255,690	9.9%
Services	440,570	435,246	427,090	461,890	8.1%
Equipment	-	-	-	120,000	0.0%
Intra-District Charges	-	8,550	5,500	16,000	190.9%
Subtotal	\$ 4,990,983	\$ 5,119,702	\$ 5,461,710	\$ 5,753,140	5.3%
PROJECT BUDGET:					
Personnel Services	\$ 16,140	\$ 119,443	\$ 29,460	\$ 35,380	20.1%
Supplies	1,582	5,481	2,200	2,500	13.6%
Services	-	2,629	3,560	71,800	1916.9%
Capital Outlay/Equip	803	5,308	-	-	0.0%
Subtotal	\$ 18,524	\$ 132,861	\$ 35,220	\$ 109,680	211.4%
Total Operating/Project	\$ 5,009,507	\$ 5,252,563	\$ 5,496,930	\$ 5,862,820	6.7%
DEPARTMENTS:					
Parklands	\$ 5,009,507	\$ 5,252,563	\$ 5,496,930	\$ 5,862,820	6.7%
Total	\$ 5,009,507	\$ 5,252,563	\$ 5,496,930	\$ 5,862,820	6.7%
FUNDING SOURCES:					
101 General Fund	\$ 4,604,465	\$ 4,849,807	\$ 5,141,810	\$ 5,352,840	4.1%
220 Two County LLD	313,016	269,896	319,900	340,300	6.4%
226 Measure CC	24,969	-	-	-	0.0%
228 Gateway Valley Zone	48,532	-	-	-	0.0%
333 Capital	803	10,548	-	-	0.0%
336 OTA Projects	17,722	122,312	35,220	109,680	211.4%
554 Major Equip Replacement	-	-	-	60,000	0.0%
Total	\$ 5,009,507	\$ 5,252,563	\$ 5,496,930	\$ 5,862,820	6.7%
STAFFING:					
Regular/Permanent	39.750	39.750	40.100	40.950	0.85
Seasonal/Temporary	2.785	2.785	2.785	2.785	-
Total	42.535	42.535	42.885	43.735	0.85

**OPERATIONS DIVISION-
PARK OPERATIONS**

PARKLAND UNIT

SERVICE DESCRIPTION

Allocate resources to operate and maintain parks, trails, and the Botanic Garden safely and efficiently for public use. Achieve a high standard of safety, cleanliness, and maintenance of park facilities. Continue vegetation management projects and practices that support the District's Tree Hazard Assessment and Wildland Vegetation Management Programs. Implement the District's Good Neighbor Policy to maintain positive relationships with adjacent property owners. Administer operating agreements for twelve concessions, and work to ensure compliance with their agreements to guarantee a consistently high level of service to the public. Ensure that communication with the public is a priority by keeping information panels up-to-date with relevant and timely material, and responding quickly to phone calls, letters, and e-mails. Develop strategies with the unit's Park Supervisors to implement ADA upgrades to park facilities. Ensure staff awareness of District sustainability goals, and implement sustainable work practices.

Budget By Unit/Park Location

Unit/Location	Personnel Services	Supplies	Services	Equipment	Inter-Agency	Total
PARKLAND UNIT						
Administrative						
Budget 2014	\$ 316,840	\$ 2,680	\$ 3,540	\$ -	\$ 5,500	\$ 328,560
Budget 2015	\$ 474,990	\$ 2,680	\$ 3,540	\$ -	\$ 16,000	\$ 497,210
% Change	49.9%	0.0%	0.0%	0.0%	190.9%	51.3%
Anthony Chabot Regional Park						
Budget 2014	\$ 970,690	\$ 69,890	\$ 94,790	\$ -	\$ -	\$ 1,135,370
Budget 2015	\$ 1,004,750	\$ 69,890	\$ 102,590	\$ 60,000	\$ -	\$ 1,237,230
% Change	3.5%	0.0%	8.2%	0.0%	0.0%	9.0%
Botanic Garden						
Budget 2014	\$ 778,740	\$ 23,460	\$ 12,240	\$ -	\$ -	\$ 814,440
Budget 2015	\$ 809,410	\$ 23,460	\$ 12,240	\$ -	\$ -	\$ 845,110
% Change	3.9%	0.0%	0.0%	0.0%	0.0%	3.8%
Leona Canyon						
Budget 2014	\$ -	\$ 3,180	\$ -	\$ -	\$ -	\$ 3,180
Budget 2015	\$ -	\$ 3,180	\$ -	\$ -	\$ -	\$ 3,180
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Redwood Regional Park						
Budget 2014	\$ 582,850	\$ 27,920	\$ 40,670	\$ -	\$ -	\$ 651,440
Budget 2015	\$ 441,980	\$ 50,920	\$ 40,670	\$ 60,000	\$ -	\$ 593,570
% Change	-24.2%	82.4%	0.0%	0.0%	0.0%	-8.9%
Sibley/Claremont/Huckleberry Regional Preserves						
Budget 2014	\$ 460,320	\$ 23,980	\$ 27,390	\$ -	\$ -	\$ 511,690
Budget 2015	\$ 470,130	\$ 24,280	\$ 95,630	\$ -	\$ -	\$ 590,040
% Change	2.1%	1.3%	249.1%	0.0%	0.0%	15.3%
Tilden Regional Park						
Budget 2014	\$ 1,163,040	\$ 58,350	\$ 222,110	\$ -	\$ -	\$ 1,443,500
Budget 2015	\$ 1,148,620	\$ 58,350	\$ 244,110	\$ -	\$ -	\$ 1,451,080
% Change	-1.2%	0.0%	9.9%	0.0%	0.0%	0.5%

**OPERATIONS DIVISION-
PARK OPERATIONS**

PARKLAND UNIT

Budget By Unit/Park Location, continued

Unit/Location	Personnel Services	Supplies	Services	Equipment	Inter-Agency	Total
Wildcat Canyon/Alvarado Regional Parks						
Budget 2014	\$ 553,410	\$ 25,430	\$ 29,910	\$ -	\$ -	\$ 608,750
Budget 2015	\$ 585,060	\$ 25,430	\$ 34,910	\$ -	\$ -	\$ 645,400
% Change	5.7%	0.0%	16.7%	0.0%	0.0%	6.0%
Total Parkland Unit						
Budget 2014	\$ 4,825,890	\$ 234,890	\$ 430,650	\$ -	\$ 5,500	\$ 5,496,930
Budget 2015	\$ 4,934,940	\$ 258,190	\$ 533,690	\$ 120,000	\$ 16,000	\$ 5,862,820
% Change	2.3%	9.9%	23.9%	0.0%	190.9%	6.7%

OPERATIONS DIVISION- PARK OPERATIONS

RECREATION AREAS UNIT

RECREATION AREAS ROLE

The Recreation Areas Unit strives to provide a diverse public with a variety of high quality, active and passive recreational opportunities and experiences within a responsibly managed park environment. While the Unit's focus is on intensive recreation and visitor services, it is balanced with an appreciation of the need to preserve and protect the parks' natural resources. Staff especially recognizes and appreciates their role in giving many urban area patrons their first recreational experience in a regional park setting. The Unit accomplishes the District's mission through effective management and operation of seven District facilities: Contra Loma Regional Park, Cull Canyon Regional Recreation Area, Diablo Foothills Regional Park/Castle Rock Recreation Area, Don Castro Regional Recreation Area/Five Canyons Open Space, Kennedy Grove Regional Recreation Area/Sobrante Ridge Regional Preserve, Roberts Regional Recreation Area, and the Temescal Regional Recreation Area.

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 4,108,842	\$ 4,086,969	\$ 4,447,900	\$ 4,558,420	2.5%
Supplies	344,366	328,495	380,940	400,940	5.3%
Services	633,546	628,194	633,240	633,240	0.0%
Intra-District Charges	12,500	12,500	13,000	25,970	99.8%
Subtotal	\$ 5,099,254	\$ 5,056,159	\$ 5,475,080	\$ 5,618,570	2.6%
PROJECT BUDGET:					
Supplies	\$ 3,369	\$ 4,237	\$ -	\$ -	0.0%
Services	14,856	-	-	-	0.0%
Capital Outlay/Equip	-	299	-	-	0.0%
Subtotal	\$ 18,225	\$ 4,535	\$ -	\$ -	0.0%
Total Operating/Project	\$ 5,117,479	\$ 5,060,694	\$ 5,475,080	\$ 5,618,570	2.6%
DEPARTMENTS:					
Recreation Areas	\$ 5,117,479	\$ 5,060,694	\$ 5,475,080	\$ 5,618,570	2.6%
Total	\$ 5,117,479	\$ 5,060,694	\$ 5,475,080	\$ 5,618,570	2.6%
FUNDING SOURCES:					
101 General Fund	\$ 5,057,690	\$ 5,035,596	\$ 5,451,730	\$ 5,561,090	2.0%
222 Five Canyon Zone	41,564	20,563	23,350	57,480	146.2%
333 Capital	-	299	-	-	0.0%
336 OTA Projects	18,225	4,237	-	-	0.0%
Total	\$ 5,117,479	\$ 5,060,694	\$ 5,475,080	\$ 5,618,570	2.6%
STAFFING:					
Regular/Permanent	37.08	37.08	37.08	37.08	-
Seasonal/Temporary	4.98	5.117	5.117	5.117	-
Total	42.06	42.197	42.197	42.197	-

SERVICE DESCRIPTION

The Unit promotes increased customer satisfaction and loyalty through efficient and effective park operations. The Unit provides outstanding customer service in all aspects of park operations through public contacts that result in satisfied park visitors. The Unit operates and maintains park facilities at the highest standards for public use within available resources and manages the District's "Good Neighbor" policy to maintain positive relations with adjacent

OPERATIONS DIVISION- PARK OPERATIONS

RECREATION AREAS UNIT

property owners and outside agencies. Concessionaire agreements are managed to ensure a high quality of customer service and maximum financial return to the District. The Unit enhances efficiency, productivity, and self-esteem through training and team building techniques; and ensures that work sites are clean, safe, secure, and functional for staff efficiency.

Budget By Unit/Park Location

Unit/Location	Personnel Services	Supplies	Services	Equipment	Inter-Agency	Total
RECREATION AREAS UNIT						
Administrative						
Budget 2014	\$ 276,350	\$ 3,440	\$ 8,570	\$ -	\$ 13,000	\$ 301,360
Budget 2015	\$ 287,640	\$ 3,440	\$ 8,570	\$ -	\$ 25,970	\$ 325,620
% Change	4.1%	0.0%	0.0%	0.0%	99.8%	8.1%
Cull Canyon Regional Recreation Area						
Budget 2014	\$ 501,750	\$ 46,520	\$ 71,170	\$ -	\$ -	\$ 619,440
Budget 2015	\$ 538,960	\$ 46,520	\$ 71,170	\$ -	\$ -	\$ 656,650
% Change	7.4%	0.0%	0.0%	0.0%	0.0%	6.0%
Contra Loma Regional Park						
Budget 2014	\$ 1,065,470	\$ 128,340	\$ 157,530	\$ -	\$ -	\$ 1,351,340
Budget 2015	\$ 1,077,740	\$ 128,340	\$ 157,530	\$ -	\$ -	\$ 1,363,610
% Change	1.2%	0.0%	0.0%	0.0%	0.0%	0.9%
Diablo Foothills Regional Park						
Budget 2014	\$ 450,960	\$ 37,650	\$ 54,570	\$ -	\$ -	\$ 543,180
Budget 2015	\$ 449,770	\$ 37,650	\$ 54,570	\$ -	\$ -	\$ 541,990
% Change	-0.3%	0.0%	0.0%	0.0%	0.0%	-0.2%
Don Castro Regional Recreation Area						
Budget 2014	\$ 540,260	\$ 50,110	\$ 91,200	\$ -	\$ -	\$ 681,570
Budget 2015	\$ 557,100	\$ 70,110	\$ 91,200	\$ -	\$ -	\$ 718,410
% Change	3.1%	39.9%	0.0%	0.0%	0.0%	5.4%
Kennedy Grove Regional Recreation Area						
Budget 2014	\$ 415,450	\$ 28,780	\$ 42,020	\$ -	\$ -	\$ 486,250
Budget 2015	\$ 412,790	\$ 28,780	\$ 42,020	\$ -	\$ -	\$ 483,590
% Change	-0.6%	0.0%	0.0%	0.0%	0.0%	-0.5%
Roberts Regional Recreation Area						
Budget 2014	\$ 543,370	\$ 40,900	\$ 87,380	\$ -	\$ -	\$ 671,650
Budget 2015	\$ 556,380	\$ 40,900	\$ 87,380	\$ -	\$ -	\$ 684,660
% Change	2.4%	0.0%	0.0%	0.0%	0.0%	1.9%
Temescal Regional Recreation Area						
Budget 2014	\$ 654,290	\$ 45,200	\$ 120,800	\$ -	\$ -	\$ 820,290
Budget 2015	\$ 678,040	\$ 45,200	\$ 120,800	\$ -	\$ -	\$ 844,040
% Change	3.6%	0.0%	0.0%	0.0%	0.0%	2.9%
Total Recreation Areas Unit						
Budget 2014	\$ 4,447,900	\$ 380,940	\$ 633,240	\$ -	\$ 13,000	\$ 5,475,080
Budget 2015	\$ 4,558,420	\$ 400,940	\$ 633,240	\$ -	\$ 25,970	\$ 5,618,570
% Change	2.5%	5.3%	0.0%	0.0%	99.8%	2.6%

DELTA UNIT ROLE

The Delta Unit manages three of the District's regional trails systems, four East Contra Costa County parks, and the Sheriff's Work Alternative Programs for Contra Costa and Alameda Counties. The Unit's mission is to provide safe, accessible trails and parks to promote healthy and inclusive outdoor activities for customers. The Regional Trails Unit encompasses a large area that includes the Iron Horse Trail, Contra Costa Canal Trail, Lafayette-Moraga Trail, California Hiking and Riding Trail, Briones and Las Trampas to Mt. Diablo trails, Delta de Anza Trail, Briones Regional Park, Carquinez Strait, Crockett Hills, Big Break Shoreline, Antioch/Oakley Shoreline, Martinez Shoreline, and Bay Point Shoreline. The Regional Trail system provides valuable links for recreation and non-vehicular travel throughout the East Bay; the parks allow increased public access to the Delta.

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 2,507,379	\$ 2,614,500	\$ 3,622,820	\$ 3,849,750	6.3%
Supplies	130,416	119,776	271,970	270,100	-0.7%
Services	233,813	410,848	613,170	595,500	-2.9%
Equipment	-	38,018	-	79,400	0.0%
Intra-District Charges	12,000	29,250	37,000	24,530	-33.7%
Subtotal	\$ 2,883,608	\$ 3,212,393	\$ 4,544,960	\$ 4,819,280	6.0%
PROJECT BUDGET:					
Personnel Services	\$ 124	\$ -	\$ -	\$ -	0.0%
Services	-	5,255	-	-	0.0%
Capital Outlay/Equip	19,538	-	-	-	0.0%
Subtotal	\$ 19,661	\$ 5,255	\$ -	\$ -	0.0%
Total Operating/Project	\$ 2,903,270	\$ 3,217,648	\$ 4,544,960	\$ 4,819,280	6.0%
DEPARTMENTS:					
Reg Trails/Alt Work Programs	\$ 2,903,270	\$ 3,217,648	\$ 4,544,960	\$ 4,819,280	6.0%
Total	\$ 2,903,270	\$ 3,217,648	\$ 4,544,960	\$ 4,819,280	6.0%
FUNDING SOURCES:					
101 General Fund	\$ 609,674	\$ 887,795	\$ 2,402,390	\$ 2,534,340	5.5%
220 Two County LLD	1,771,377	1,817,713	1,725,930	1,818,780	5.4%
221 ECCC LLD	502,557	506,884	416,640	466,160	11.9%
333 Capital	19,661	-	-	-	0.0%
336 OTA Projects	-	5,255	-	-	0.0%
Total	\$ 2,903,270	\$ 3,217,648	\$ 4,544,960	\$ 4,819,280	6.0%
STAFFING:					
Regular/Permanent	23.05	23.30	30.12	31.22	1.10
Seasonal/Temporary	0.00	0.00	0.75	0.75	-
Total	23.05	23.30	30.87	31.97	1.10 *

DELTA UNIT ROLE, CONTINUED

The Work Alternative Programs work with established county Sheriff's Department work release programs to perform labor-intensive projects throughout the Park District. Staff work includes trail maintenance, vegetation management, and resource protection. The Unit manages partnerships with public agencies, neighbors, and volunteers to provide quality recreational experiences.

SERVICE DESCRIPTION

Support and develop a highly motivated and dedicated staff in order to provide the public with a safe and well-maintained trail system thus enhancing their experience along the 100 miles of multi-use Regional Trails. Utilize Measure J and other available funding to make repairs in specific areas to maintain the trail system up to the highest safety standards. Monitor the many operating agreements with other agencies to ensure that regulatory practices, operating agreements and conditions are followed and thereby ensuring public safety and providing the highest level of service to the public. Maintain regular contact with the Sheriff's Alternative Work Program (AWP) staff in Alameda and Contra Costa County to provide unskilled labor on a variety of project work which frees park staff to focus attention on the daily operations of the Regional Trails and other District parks.

Budget By Unit/Park Location

Unit/Location	Personnel Services	Supplies	Services	Equipment	Inter-Agency	Total
DELTA UNIT						
Administrative						
Budget 2014	\$ 307,590	\$ 6,500	\$ 327,700	\$ -	\$ 37,000	\$ 678,790
Budget 2015	\$ 322,290	\$ 7,150	\$ 305,950	\$ -	\$ 24,530	\$ 659,920
% Change	4.8%	10.0%	-6.6%	0.0%	-33.7%	-2.8%
Alternative Work Program - Alameda County						
Budget 2014	\$ 116,850	\$ 5,030	\$ 3,160	\$ -	\$ -	\$ 125,040
Budget 2015	\$ 119,440	\$ 5,030	\$ 3,160	\$ -	\$ -	\$ 127,630
% Change	2.2%	0.0%	0.0%	0.0%	0.0%	2.1%
Alternative Work Program - Contra Costa County						
Budget 2014	\$ 114,400	\$ 5,830	\$ 1,930	\$ -	\$ -	\$ 122,160
Budget 2015	\$ 119,350	\$ 6,430	\$ 1,330	\$ -	\$ -	\$ 127,110
% Change	4.3%	10.3%	-31.1%	0.0%	0.0%	4.1%
Antioch-Oakley Regional Shoreline						
Budget 2014	\$ 119,200	\$ 26,070	\$ 28,650	\$ -	\$ -	\$ 173,920
Budget 2015	\$ 120,840	\$ 26,070	\$ 28,650	\$ 26,000	\$ -	\$ 201,560
% Change	1.4%	0.0%	0.0%	0.0%	0.0%	15.9%
Bay Point Regional Shoreline						
Budget 2014	\$ 95,350	\$ 6,950	\$ 4,120	\$ -	\$ -	\$ 106,420
Budget 2015	\$ 96,360	\$ 6,950	\$ 4,120	\$ -	\$ -	\$ 107,430
% Change	1.1%	0.0%	0.0%	0.0%	0.0%	0.9%
Big Break Regional Shoreline						
Budget 2014	\$ 232,120	\$ 41,350	\$ 72,030	\$ -	\$ -	\$ 345,500
Budget 2015	\$ 235,380	\$ 41,350	\$ 72,030	\$ -	\$ -	\$ 348,760
% Change	1.4%	0.0%	0.0%	0.0%	0.0%	0.9%

Budget By Unit/Park Location, continued

Unit/Location	Personnel		Supplies		Services		Equipment		Inter-Agency		Total	
	Services											
Briones Regional Park												
Budget 2014	\$	509,740	\$	60,610	\$	32,200	\$	-	\$	-	\$	602,550
Budget 2015	\$	608,170	\$	45,130	\$	33,680	\$	-	\$	-	\$	686,980
% Change		19.3%		-25.5%		4.6%		0.0%		0.0%		14.0%
CA State Riding & Hiking Trail												
Budget 2014	\$	-	\$	1,210	\$	-	\$	-	\$	-	\$	1,210
Budget 2015	\$	-	\$	1,210	\$	-	\$	-	\$	-	\$	1,210
% Change		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%
Carquinez Strait Regional Shoreline												
Budget 2014	\$	321,230	\$	11,570	\$	16,770	\$	-	\$	-	\$	349,570
Budget 2015	\$	341,250	\$	25,370	\$	16,770	\$	-	\$	-	\$	383,390
% Change		6.2%		119.3%		0.0%		0.0%		0.0%		9.7%
Contra Costa Trails												
Budget 2014	\$	861,370	\$	40,950	\$	15,660	\$	-	\$	-	\$	917,980
Budget 2015	\$	918,050	\$	43,150	\$	19,160	\$	53,400	\$	-	\$	1,033,760
% Change		6.6%		5.4%		22.3%		0.0%		0.0%		12.6%
Crockett Hill Regional Park												
Budget 2014	\$	106,050	\$	5,740	\$	5,330	\$	-	\$	-	\$	117,120
Budget 2015	\$	104,230	\$	5,740	\$	5,330	\$	-	\$	-	\$	115,300
% Change		-1.7%		0.0%		0.0%		0.0%		0.0%		-1.6%
Delta de Anza Trail												
Budget 2014	\$	19,990	\$	5,020	\$	5,710	\$	-	\$	-	\$	30,720
Budget 2015	\$	23,590	\$	5,020	\$	5,710	\$	-	\$	-	\$	34,320
% Change		18.0%		0.0%		0.0%		0.0%		0.0%		11.7%
East Contra Costa Trails												
Budget 2014	\$	482,380	\$	21,290	\$	26,020	\$	-	\$	-	\$	529,690
Budget 2015	\$	493,930	\$	21,790	\$	25,520	\$	-	\$	-	\$	541,240
% Change		2.4%		2.3%		-1.9%		0.0%		0.0%		2.2%
Marsh Creek Trail												
Budget 2014	\$	-	\$	4,320	\$	-	\$	-	\$	-	\$	4,320
Budget 2015	\$	-	\$	3,240	\$	-	\$	-	\$	-	\$	3,240
% Change		0.0%		-25.0%		0.0%		0.0%		0.0%		-25.0%
Martinez Regional Shoreline												
Budget 2014	\$	336,550	\$	21,410	\$	62,460	\$	-	\$	-	\$	420,420
Budget 2015	\$	346,870	\$	20,610	\$	63,260	\$	-	\$	-	\$	430,740
% Change		3.1%		-3.7%		1.3%		0.0%		0.0%		2.5%
Iron Horse Trail												
Budget 2014	\$	-	\$	3,000	\$	8,310	\$	-	\$	-	\$	11,310
Budget 2015	\$	-	\$	3,000	\$	8,310	\$	-	\$	-	\$	11,310
% Change		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%
Tassajarra Creek Trail-now with Lakes Unit												
Budget 2014	\$	-	\$	2,260	\$	600	\$	-	\$	-	\$	2,860
Budget 2015	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
% Change		0.0%		-100.0%		-100.0%		0.0%		0.0%		-100.0%

Budget By Unit/Park Location, continued

Unit/Location	Personnel Services	Supplies	Services	Equipment	Inter-Agency	Total
Water Bird Regional Preserve						
Budget 2014	\$ -	\$ 2,860	\$ 2,520	\$ -	\$ -	\$ 5,380
Budget 2015	\$ -	\$ 2,860	\$ 2,520	\$ -	\$ -	\$ 5,380
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Delta Unit						
Budget 2014	\$ 3,622,820	\$ 271,970	\$ 613,170	\$ -	\$ 37,000	\$ 4,544,960
Budget 2015	\$ 3,849,750	\$ 270,100	\$ 595,500	\$ 79,400	\$ 24,530	\$ 4,819,280
% Change	6.3%	-0.7%	-2.9%	0.0%	-33.7%	6.0%

OPERATIONS DIVISION- PARK OPERATIONS

SHORELINE UNIT

SHORELINE UNIT ROLE

The Shoreline Unit borders San Francisco Bay, which provides a stunning backdrop to the Bay Trail, beaches, marshes, staging areas, and parks that comprise the Unit. Boundaries of the Unit extend from north of the San Mateo Bridge to west of the Carquinez Bridge. Unit parks and staging areas include Alameda Point/Encinal Beach, Brooks Island, Robert W. Crown Memorial State Beach, Eden Landing Bay Trail, Eastshore State Park, Hayward Shoreline, Martin Luther King, Jr. Shoreline, Miller/Knox, Keller Beach, Oyster Bay, Point Isabel, Point Pinole, San Pablo Bay (Wilson Point, Pinole Shores, Gately property, Bayfront Park, Hercules, Lone Tree Point, Claeys Beach, and Selby), and Wildcat Creek Staging Area.

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 4,603,064	\$ 4,333,498	\$ 3,890,130	\$ 4,066,710	4.5%
Supplies	257,134	268,119	234,960	257,410	9.6%
Services	621,296	604,495	550,060	539,460	-1.9%
Equipment	-	1,690	170,000	165,200	-2.8%
Intra-District Charges	3,300	49,300	277,800	75,230	-72.9%
Subtotal	\$ 5,566,969	\$ 5,257,102	\$ 5,122,950	\$ 5,104,010	-0.4%
PROJECT BUDGET:					
Personnel Services	\$ 5,663	\$ 331,206	\$ 338,550	\$ 323,700	-4.4%
Supplies	3,202	45,915	2,000	5,300	165.0%
Services	39,746	63,510	165,710	88,930	-46.3%
Capital Outlay/Equip	4,765	33,157	-	-	0.0%
Subtotal	\$ 53,375	\$ 473,787	\$ 506,260	\$ 417,930	-17.4%
Total Operating/Project	\$ 5,620,344	\$ 5,730,889	\$ 5,629,210	\$ 5,521,940	-1.9%
UNIT:					
Shoreline	\$ 5,620,344	\$ 5,730,889	\$ 5,629,210	\$ 5,521,940	-1.9%
Total	\$ 5,620,344	\$ 5,730,889	\$ 5,629,210	\$ 5,521,940	-1.9%
FUNDING SOURCES:					
101 General Fund	\$ 4,801,245	\$ 4,784,818	\$ 4,594,230	\$ 4,677,320	1.8%
220 Two County LLD	420,155	446,918	330,580	336,230	1.7%
226 Measure CC	319,073	-	-	-	0.0%
258 McLaughlin Eastshore State Pa	26,497	25,365	28,140	30,460	8.2%
333 Capital	5,327	33,157	-	-	0.0%
336 OTA Projects	48,048	440,630	506,260	417,930	-17.4%
554 Major Equip Replacement	-	-	170,000	60,000	-64.7%
Total	\$ 5,620,344	\$ 5,730,889	\$ 5,629,210	\$ 5,521,940	-1.9%
STAFFING:					
Regular/Permanent	43.00	43.25	36.75	36.75	-
Seasonal/Temporary	1.07	1.07	1.07	1.07	-
Total	44.07	44.32	37.82	37.82	-

SERVICE DESCRIPTION

The Shoreline Unit Park Supervisors strive to maintain parks to the highest standard by setting expectations and following through with staff. Coordinating equipment, materials, and resources encourages sharing of knowledge and experience, which results in greater efficiency and safe, well maintained facilities. The Shoreline Unit seeks to ensure satisfied park visitors through outstanding customer service in all aspects of each park's daily operation. The most current information is provided to park visitors via employee contacts, use of information panels, and brochures. Staff monitors operating agreements with California State Parks, California Department of Fish and Game, Waste Management, numerous cities and counties that encompass the parks, and park neighbors; both commercial and private.

**OPERATIONS DIVISION-
PARK OPERATIONS**

SHORELINE UNIT

The Shoreline Unit staff trains together and with other agencies twice each year, in order to maintain proficiency in boom deployment. Oil Spill Prevention and Response (OSPR) trailers, stationed at Crown Beach and Miller/Knox, are used for these trainings. Staff works to improve greening and recycling efforts for park visitors and unit staff. The Shoreline Unit Park Supervisors collaborate with other District departments on projects involving cultural resources, water quality, wildlife protection, habitat enhancements, volunteer opportunities, and trail statistics.

Budget By Unit/Park Location

Unit/Location	Personnel Services	Supplies	Services	Equipment	Inter-Agency	Total
SHORELINE UNIT						
Administrative						
Budget 2014	\$ 280,150	\$ 940	\$ 1,740	\$ -	\$ 277,800	\$ 560,630
Budget 2015	\$ 283,120	\$ 5,940	\$ 6,740	\$ -	\$ 75,230	\$ 371,030
% Change	1.1%	531.9%	287.4%	0.0%	-72.9%	-33.8%
Crown Regional Shoreline						
Budget 2014	\$ 931,370	\$ 47,020	\$ 172,500	\$ 170,000	\$ -	\$ 1,320,890
Budget 2015	\$ 967,680	\$ 44,620	\$ 174,900	\$ -	\$ -	\$ 1,187,200
% Change	3.9%	-5.1%	1.4%	-100.0%	0.0%	-10.1%
Eastshore State Park						
Budget 2014	\$ 206,490	\$ 3,490	\$ 14,170	\$ -	\$ -	\$ 224,150
Budget 2015	\$ 213,960	\$ 6,790	\$ 21,470	\$ -	\$ -	\$ 242,220
% Change	3.6%	94.6%	51.5%	0.0%	0.0%	8.1%
Hayward Regional Shoreline						
Budget 2014	\$ 467,540	\$ 33,950	\$ 33,410	\$ -	\$ -	\$ 534,900
Budget 2015	\$ 475,550	\$ 20,950	\$ 33,410	\$ 32,000	\$ -	\$ 561,910
% Change	1.7%	-38.3%	0.0%	0.0%	0.0%	5.0%
Martin Luther King Jr. Regional Shoreline						
Budget 2014	\$ 746,430	\$ 36,680	\$ 90,650	\$ -	\$ -	\$ 873,760
Budget 2015	\$ 778,460	\$ 35,780	\$ 93,720	\$ 60,000	\$ -	\$ 967,960
% Change	4.3%	-2.5%	3.4%	0.0%	0.0%	10.8%
Miller/Knox Regional Shoreline						
Budget 2014	\$ 652,140	\$ 18,050	\$ 151,130	\$ -	\$ -	\$ 821,320
Budget 2015	\$ 678,150	\$ 18,050	\$ 142,610	\$ -	\$ -	\$ 838,810
% Change	4.0%	0.0%	-5.6%	0.0%	0.0%	2.1%
Oyster Bay Regional Shoreline						
Budget 2014	\$ 235,410	\$ 9,400	\$ 14,110	\$ -	\$ -	\$ 258,920
Budget 2015	\$ 238,660	\$ 9,400	\$ 14,110	\$ -	\$ -	\$ 262,170
% Change	1.4%	0.0%	0.0%	0.0%	0.0%	1.3%
Point Isabel Regional Shoreline						
Budget 2014	\$ -	\$ 47,460	\$ 46,570	\$ -	\$ -	\$ 94,030
Budget 2015	\$ -	\$ 57,460	\$ 46,570	\$ -	\$ -	\$ 104,030
% Change	0.0%	21.1%	0.0%	0.0%	0.0%	10.6%
Point Pinole Regional Shoreline						
Budget 2014	\$ 709,150	\$ 39,640	\$ 186,990	\$ -	\$ -	\$ 935,780
Budget 2015	\$ 754,830	\$ 63,390	\$ 90,360	\$ 73,200	\$ -	\$ 981,780
% Change	6.4%	59.9%	-51.7%	0.0%	0.0%	4.9%

**OPERATIONS DIVISION-
PARK OPERATIONS**

SHORELINE UNIT

Budget By Unit/Park Location, continued

Unit/Location	Personnel Services	Supplies	Services	Equipment	Inter-Agency	Total
San Pablo Bay Regional Shoreline						
Budget 2014	\$ -	\$ 330	\$ 4,500	\$ -	\$ -	\$ 4,830
Budget 2015	\$ -	\$ 330	\$ 4,500	\$ -	\$ -	\$ 4,830
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Shoreline Unit						
Budget 2014	\$ 4,228,680	\$ 236,960	\$ 715,770	\$ 170,000	\$ 277,800	\$ 5,629,210
Budget 2015	\$ 4,390,410	\$ 262,710	\$ 628,390	\$ 165,200	\$ 75,230	\$ 5,521,940
% Change	3.8%	10.9%	-12.2%	-2.8%	-72.9%	-1.9%

INTERPRETIVE / RECREATION SERVICES DEPARTMENT

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 8,336,161	\$ 8,944,694	\$ 9,231,850	\$ 7,944,930	-13.9%
Supplies	496,789	518,963	456,500	421,410	-7.7%
Services	1,117,436	1,197,974	1,182,080	986,170	-16.6%
Grants/Inter-agency Agreements	-	-	-	-	0.0%
Intra-District Charges	3,500	3,500	43,500	4,820	-88.9%
Subtotal	\$ 9,953,886	\$ 10,665,132	\$ 10,913,930	\$ 9,357,330	-14.3%
PROJECT BUDGET:					
Personnel Services	\$ 10,265	\$ 118,502	\$ 201,140	\$ 259,290	28.9%
Supplies	18,471	65,210	3,000	7,390	146.3%
Services	20,164	59,207	17,000	53,780	216.4%
Capital Outlay/Equip	34,500	110,029	52,100	-	-100.0%
Subtotal	\$ 83,400	\$ 352,949	\$ 273,240	\$ 320,460	17.3%
Total Operating/Project	\$ 10,037,286	\$ 11,018,080	\$ 11,187,170	\$ 9,677,790	-13.5%
UNITS:					
Administration	\$ 419,503	\$ 508,547	\$ 683,710	\$ 688,100	0.6%
Interpretive Services	6,497,141	7,025,279	6,948,700	4,820,320	-30.6%
Recreation Services	3,120,641	3,484,255	3,554,760	4,169,370	17.3%
Total	\$ 10,037,286	\$ 11,018,080	\$ 11,187,170	\$ 9,677,790	-13.5%
FUNDING SOURCES:					
101 General Fund	\$ 9,834,294	\$ 10,659,931	\$ 10,848,560	\$ 9,350,330	-13.8%
226 Measure CC	112,826	-	-	-	0.0%
255 MLK Jr Program	6,765	5,201	7,000	7,000	0.0%
333 Capital	35,027	110,029	-	-	0.0%
336 OTA Projects	48,373	242,920	331,610	320,460	-3.4%
Total	\$ 10,037,286	\$ 11,018,080	\$ 11,187,170	\$ 9,677,790	-13.5%
STAFFING:					
Regular/Permanent	69.500	75.000	72.750	60.500	(12.25)
Seasonal/Temporary	19.148	17.319	18.779	18.471	(0.308)
Total	88.648	92.319	91.529	78.971	(12.558)

Beginning in 2015 there is a new geographic alignment of the Interpretive and Recreation staff.

The Reservations and Facilities Rentals units have moved to a new department, Revenue Services.

OPERATIONS DIVISION- INTERPRETIVE & RECREATION SERVICES

ADMINISTRATION

ADMINISTRATION ROLE

The Interpretive and Recreation Services Department provides educational and recreational programs and services to the residents of Alameda and Contra Costa Counties. The mission of the department is to reach the broadest possible audience with naturalist and recreation services. The administrative unit supports the mission of the District through community outreach programs and collaborations, as well as cultural resources review and coordination.

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 334,716	\$ 384,860	\$ 538,290	\$ 593,960	10.3%
Supplies	2,754	21,221	17,920	16,220	-9.5%
Services	47,534	72,891	84,000	73,100	-13.0%
Intra-District Charges	-	3,500	43,500	4,820	-88.9%
Subtotal	\$ 385,004	\$ 482,472	\$ 683,710	\$ 688,100	0.6%
PROJECT BUDGET:					
Supplies	\$ -	\$ 8,465	\$ -	\$ -	0.0%
Capital Outlay/Equip	34,500	17,610	-	-	0.0%
Subtotal	\$ 34,500	\$ 26,075	\$ -	\$ -	0.0%
Total Operating/Project	\$ 419,503	\$ 508,547	\$ 683,710	\$ 688,100	0.6%
UNIT:					
Administration	\$ 419,503	\$ 508,547	\$ 683,710	\$ 688,100	0.6%
Total	\$ 419,503	\$ 508,547	\$ 683,710	\$ 688,100	
FUNDING SOURCES:					
101 General Fund	\$ 378,238	\$ 477,271	\$ 676,710	\$ 681,100	0.6%
255 MLK Jr Program	6,765	5,201	7,000	7,000	0.0%
333 Capital	34,500	17,610	-	-	0.0%
336 OTA Projects	-	8,465	-	-	0.0%
Total	\$ 419,503	\$ 508,547	\$ 683,710	\$ 688,100	0.6%
STAFFING:					
Regular/Permanent	2.00	3.00	3.75	3.75	-
Seasonal/Temporary	0.00	1.00	0.00	0.00	-
Total	2.00	4.00	3.75	3.75	-

SERVICE DESCRIPTION

The department seeks to produce outstanding environmental education programs and outdoor activities through direct services and significant community outreach. It is also responsible for self-guided learning experiences through interpretive publications, wayside panels, and visitor center exhibits. Staff provides support for the District's mission of educating the public about natural and cultural resources, ecological dependence, environmental responsibility, and healthy recreational uses of parklands. The department continues to develop programs to increase public awareness of the East Bay Regional Park District.

OPERATIONS DIVISION- INTERPRETIVE & RECREATION SERVICES

SOUTHEAST UNIT

INTERPRETIVE SERVICES UNIT ROLE

The Interpretive Services Unit builds personal relationships between the public and cultural and natural resources, striving to foster a greater understanding and stewardship among all residents of the East Bay. Interpretive Services operates Ardenwood Historic Farm Regional Preserve and Tilden Nature Area as well as visitor centers at Black Diamond Regional Preserve, Crab Cove Marine Reserve, Coyote Hills Regional Park, Sunol-Ohlone Regional Wilderness and Big Break Regional Shoreline. Interpretive Services staff provides services for all sixty-five parks, conducts environmental education programs, coordinates special events, and maintains active docent programs. The Unit manages a region-wide mobile education program utilizing a mobile visitor center and a mobile fish exhibit, conducts oral and video histories of parklands.

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 5,574,729	\$ 5,860,647	\$ 5,945,390	\$ 3,904,810	-34.3%
Supplies	351,421	369,655	299,780	209,900	-30.0%
Services	565,908	583,810	584,610	690,460	18.1%
Intra-District Charges	3,500	-	-	-	0.0%
Subtotal	\$ 6,495,558	\$ 6,814,112	\$ 6,829,780	\$ 4,805,170	-29.6%
PROJECT BUDGET:					
Personnel Services	\$ 1,453	\$ 110,820	\$ 118,920	\$ 15,150	-87.3%
Supplies	131	7,928	-	-	0.0%
Capital Outlay/Equip	-	92,419	-	-	0.0%
Subtotal	\$ 1,584	\$ 211,167	\$ 118,920	\$ 15,150	-87.3%
Total Operating/Project	\$ 6,497,141	\$ 7,025,279	\$ 6,948,700	\$ 4,820,320	-30.6%
DEPARTMENTS:					
Interpretive Services	\$ 6,497,141	\$ 7,025,279	\$ 6,948,700	\$ 4,820,320	-30.6%
Total	\$ 6,497,141	\$ 7,025,279	\$ 6,948,700	\$ 4,820,320	-30.6%
FUNDING SOURCES:					
101 General Fund	\$ 6,382,731	\$ 6,814,112	\$ 6,829,780	\$ 4,805,170	-29.6%
226 Measure CC	112,826	-	-	-	0.0%
333 Capital	431	92,419	-	-	0.0%
336 OTA Projects	1,153	118,747	118,920	15,150	-87.3%
Total	\$ 6,497,141	\$ 7,025,279	\$ 6,948,700	\$ 4,820,320	-30.6%
STAFFING:					
Regular/Permanent	48.000	50.50	47.50	30.25	(17.25)
Seasonal/Temporary	13.248	12.163	12.413	7.163	(5.250)
Total	61.248	62.663	59.913	37.413	(22.500)

Beginning in 2015 the Southeast Unit represents a new alignment of Interpretive and Recreation staff.

SERVICE DESCRIPTION

The Interpretive Services Unit strives to be a leader in science education; offering Park and field experiences for over 60,000 students of all ages and training opportunities for teachers by collaborating with school districts and educational organizations. Staff collects feedback from participants and incorporates new industry standards to maintain a rating of "highly satisfied" for

**OPERATIONS DIVISION-
INTERPRETIVE & RECREATION SERVICES**

SOUTHEAST UNIT

all interpretive programs as well as applies evaluation and assessment results towards program development. Docent coordinators enhance the Docent program to expand individual docent knowledge of over 200 docents, as well as enrich the visitor's experience, and connect residents to new park experiences.

Budget By Unit/Park Location

Unit/Location	Personnel Services	Supplies	Services	Equipment	Inter-Agency	Total
INTERPRETIVE & RECREATION SERVICES DEPARTMENT						
SOUTHEAST UNIT						
Administrative						
Budget 2014	\$ 228,660	\$ 12,850	\$ 58,480	\$ -	\$ -	\$ 299,990
Budget 2015	\$ 269,910	\$ 12,850	\$ 73,480	\$ -	\$ -	\$ 356,240
% Change	18.0%	0.0%	25.6%	0.0%	0.0%	18.8%
Ardenwood Historic Farm Regional Preserve						
Budget 2014	\$ 1,499,650	\$ 65,490	\$ 314,430	\$ -	\$ -	\$ 1,879,570
Budget 2015	\$ 1,532,440	\$ 79,990	\$ 339,590	\$ -	\$ -	\$ 1,952,020
% Change	2.2%	22.1%	8.0%	0.0%	0.0%	3.9%
Big Break Visitor Center						
Budget 2014	\$ 430,480	\$ 23,400	\$ 61,200	\$ -	\$ -	\$ 515,080
Budget 2015	\$ 565,960	\$ 23,400	\$ 59,400	\$ -	\$ -	\$ 648,760
% Change	31.5%	0.0%	-2.9%	0.0%	0.0%	26.0%
Black Diamond Mines Interpretive Center						
Budget 2014	\$ 671,250	\$ 21,540	\$ 32,670	\$ -	\$ -	\$ 725,460
Budget 2015	\$ 708,030	\$ 21,540	\$ 30,870	\$ -	\$ -	\$ 760,440
% Change	5.5%	0.0%	-5.5%	0.0%	0.0%	4.8%
Sunol Interpretive Center						
Budget 2014	\$ 485,820	\$ 16,820	\$ 12,790	\$ -	\$ -	\$ 515,430
Budget 2015	\$ 494,260	\$ 18,370	\$ 16,790	\$ -	\$ -	\$ 529,420
% Change	1.7%	9.2%	31.3%	0.0%	0.0%	2.7%
Community/Volunteer Program						
Budget 2014	\$ 133,730	\$ 50,940	\$ 10,950	\$ -	\$ -	\$ 195,620
Budget 2015	\$ 138,190	\$ 47,940	\$ 13,950	\$ -	\$ -	\$ 200,080
% Change	3.3%	-5.9%	27.4%	0.0%	0.0%	2.3%
Park Express						
Budget 2014	\$ 217,210	\$ 7,510	\$ 119,680	\$ -	\$ -	\$ 344,400
Budget 2015	\$ 211,170	\$ 5,810	\$ 156,380	\$ -	\$ -	\$ 373,360
% Change	-2.8%	-22.6%	30.7%	0.0%	0.0%	8.4%
Total Southeast Unit						
Budget 2014	\$ 3,666,800	\$ 198,550	\$ 610,200	\$ -	\$ -	\$ 4,475,550
Budget 2015	\$ 3,919,960	\$ 209,900	\$ 690,460	\$ -	\$ -	\$ 4,820,320
% Change	6.9%	5.7%	13.2%	0.0%	0.0%	7.7%

**OPERATIONS DIVISION-
INTERPRETIVE & RECREATION SERVICES**

NORTHWEST UNIT

RECREATION SERVICES UNIT ROLE

The Recreation Services Unit provides recreational services to the public through programs, classes, and support activities. The role of the unit is to promote, produce, and facilitate recreational activities for park visitors that are compatible with the mission of the District. The unit coordinates special events that serves special populations as well as the general public, and provides a wide variety of recreation programs, including skills classes, adventure trips, and day camp programs. The unit also manages rental facilities, which include the Brazilian Room, Fern Cottage, Martin Luther King Jr. Shoreline Center, Temescal Beach House and Camp Arroyo. In addition, the unit manages the District's campground reservations and program registration system, the District-wide volunteer program, and the subsidized bus transportation program for groups serving seniors, individuals with disabilities, and low income families.

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 2,426,716	\$ 2,699,187	\$ 2,748,170	\$ 3,446,160	25.4%
Supplies	142,615	128,087	138,800	195,290	40.7%
Services	503,994	541,274	513,470	222,610	-56.6%
Subtotal	\$ 3,073,325	\$ 3,368,548	\$ 3,400,440	\$ 3,864,060	13.6%
PROJECT BUDGET:					
Personnel Services	\$ 8,812	\$ 7,683	\$ 82,220	\$ 244,140	196.9%
Supplies	18,341	48,817	3,000	7,390	146.3%
Services	20,164	59,207	17,000	53,780	216.4%
Capital Outlay/Equip	-	-	52,100	-	-100.0%
Subtotal	\$ 47,317	\$ 115,707	\$ 154,320	\$ 305,310	97.8%
Total Operating/Project	\$ 3,120,641	\$ 3,484,255	\$ 3,554,760	\$ 4,169,370	17.3%
DEPARTMENTS:					
Recreation Services	\$ 3,120,641	\$ 3,484,255	\$ 3,554,760	\$ 4,169,370	17.3%
Total	\$ 3,120,641	\$ 3,484,255	\$ 3,554,760	\$ 4,169,370	
FUNDING SOURCES:					
101 General Fund	\$ 3,073,325	\$ 3,368,548	\$ 3,342,070	\$ 3,864,060	15.6%
333 Capital	97	-	-	-	0.0%
336 OTA Projects	47,220	115,707	212,690	305,310	43.5%
Total	\$ 3,120,641	\$ 3,484,255	\$ 3,554,760	\$ 4,169,370	17.3%
STAFFING:					
Regular/Permanent	19.50	21.50	21.50	26.50	5.00
Seasonal/Temporary	5.90	4.1563	6.3663	11.3083	4.94
Total	25.400	25.656	27.866	37.808	9.94

Beginning in 2015 the Northwest Unit represents a new alignment of Interpretive and Recreation staff.

SERVICE DESCRIPTION

The Recreation Services Unit provides a wide range of programs serving the needs of special populations and low-income residents as well as offering a variety of revenue generating programs and market-driven recreation for the general public. Throughout the summer, more than 500 participants participate in Park' n It Day Camp – a signature program in collaboration

**OPERATIONS DIVISION-
INTERPRETIVE & RECREATION SERVICES**

NORTHWEST UNIT

with Interpretive, Lifeguard Services and the Regional Parks Foundation. The Unit also coordinates with a number of outside agencies and private partners to offer additional outdoor recreation opportunities and joint programs in the Regional Parks. In addition, Recreation Services provides customer service for camping, picnic, special event and facility reservations and program registration through the District’s online registration system and reservations staff. The Unit offers signature volunteer events such as the Annual Volunteer Recognition Dinner, Coastal Cleanup Day, and Earth Day. Recreation Services ensures high quality bus transportation for qualifying school groups, seniors, at-risk youth, and disabled or special needs populations and provides Fishing Derbies for individuals with disabilities and senior populations. Additionally, the unit coordinates, supports, and evaluates District-wide special events such as the Alameda Nursing Home Picnic and Cajun/Zydeco Music Festival.

Budget By Unit/Park Location

Unit/Location	Personnel Services	Supplies	Services	Equipment	Inter-Agency	Total
INTERPRETIVE & RECREATION SERVICES DEPARTMENT						
NORTHWEST UNIT						
Administrative						
Budget 2014	\$ 208,070	\$ 2,590	\$ 4,310	\$ -	\$ -	\$ 214,970
Budget 2015	\$ 161,830	\$ 2,590	\$ 4,310	\$ -	\$ -	\$ 168,730
% Change	-22.2%	0.0%	0.0%	0.0%	0.0%	-21.5%
Outdoor Recreation						
Budget 2014	\$ 687,710	\$ 38,370	\$ 124,710	\$ 52,100	\$ -	\$ 902,890
Budget 2015	\$ 710,660	\$ 40,310	\$ 163,940	\$ -	\$ -	\$ 914,910
% Change	3.3%	5.1%	31.5%	-100.0%	0.0%	1.3%
Tilden Nature Area Center						
Budget 2014	\$ 1,205,320	\$ 77,600	\$ 41,480	\$ -	\$ -	\$ 1,324,400
Budget 2015	\$ 1,230,820	\$ 77,100	\$ 40,180	\$ -	\$ -	\$ 1,348,100
% Change	2.1%	-0.6%	-3.1%	0.0%	0.0%	1.8%
Crab Cove Interpretive Center						
Budget 2014	\$ 641,170	\$ 35,930	\$ 30,910	\$ -	\$ -	\$ 708,010
Budget 2015	\$ 672,230	\$ 35,930	\$ 30,910	\$ -	\$ -	\$ 739,070
% Change	4.8%	0.0%	0.0%	0.0%	0.0%	4.4%
Coyote Hills Interpretive Center						
Budget 2014	\$ 635,840	\$ 33,950	\$ 28,950	\$ -	\$ -	\$ 698,740
Budget 2015	\$ 638,630	\$ 34,550	\$ 33,350	\$ -	\$ -	\$ 706,530
% Change	0.4%	1.8%	15.2%	0.0%	0.0%	1.1%
Mobile Education Program						
Budget 2014	\$ 266,120	\$ 12,200	\$ 3,700	\$ -	\$ -	\$ 282,020
Budget 2015	\$ 276,130	\$ 12,200	\$ 3,700	\$ -	\$ -	\$ 292,030
% Change	3.8%	0.0%	0.0%	0.0%	0.0%	3.5%
Total Northwest Unit						
Budget 2014	\$ 3,644,230	\$ 200,640	\$ 234,060	\$ 52,100	\$ -	\$ 4,131,030
Budget 2015	\$ 3,690,300	\$ 202,680	\$ 276,390	\$ -	\$ -	\$ 4,169,370
% Change	1.3%	1.0%	18.1%	-100.0%	0.0%	0.9%

OPERATIONS DIVISION- BUSINESS SERVICES DEPARTMENT

BUSINESS SERVICES DEPARTMENT ROLE

The Business Services Department provides the necessary link between the District's concessions, special use agreements, communication site leases, contracts for services, residence agreements, and the Park Operations and Finance Departments.

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ -	\$ -	\$ -	\$ 2,140,470	0.0%
Supplies	-	-	-	42,900	0.0%
Contingency	-	-	-	-	0.0%
Services	-	-	-	274,810	0.0%
Subtotal	\$ -	\$ -	\$ -	\$ 2,458,180	0.0%
PROJECT BUDGET:					
Subtotal	\$ -	\$ -	\$ -	\$ -	0.0%
Total Operating/Project	\$ -	\$ -	\$ -	\$ 2,458,180	0.0%
UNIT:					
Revenue Services	\$ -	\$ -	\$ -	\$ 2,458,180	0.0%
Total	\$ -	\$ -	\$ -	\$ 2,458,180	0.0%
FUNDING SOURCES:					
101 General Fund	\$ -	\$ -	\$ -	\$ 2,458,180	0.0%
Total	\$ -	\$ -	\$ -	\$ 2,458,180	0.0%
STAFFING:					
Regular/Permanent	0.00	0.00	0.00	15.25	15.25
Seasonal/Temporary	0.00	0.00	0.00	0.40	0.40
Total	0.00	0.00	0.00	15.65	15.65

Beginning 2015, this new department includes: Revenue Administration, Reservations, Facilities Rentals and Camp Arroyo. Each of these units resided in other departments prior to 2015

SERVICE DESCRIPTION

The department prepares requests for proposals, reviews proposals, selects operators, and negotiates new agreements with service providers, concessionaires, and security residents. These agreements, as well as renewal agreements, are reviewed by the Board Operations Committee and submitted for approval to the Board of Directors. This department works closely with Operations Division staff to provide support and training for park-based fee collection and customer service activities as well as budget preparation and analysis support. The department also works with other departments to provide excellent public use facilities within the District. The department also manages rental facilities, which include the Brazilian Room, Fern Cottage, Martin Luther King Jr. Shoreline Center, Temescal Beach House and Camp Arroyo. In addition, provides customer service for camping, picnic, special event and facility reservations and program registration through the District's online registration system and reservations staff.

OPERATIONS DIVISION- BUSINESS SERVICES DEPARTMENT

Budget By Unit/Park Location

Unit/Location	Personnel Services	Supplies	Services	Equipment	Inter-Agency	Total
BUSINESS SERVICES DEPARTMENT						
Administrative						
Budget 2014	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Budget 2015	\$ 467,290	\$ -	\$ -	\$ -	\$ -	\$ 467,290
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Reservations						
Budget 2014	\$ 785,270	\$ 1,120	\$ 160,030	\$ -	\$ -	\$ 946,420
Budget 2015	\$ 843,960	\$ 1,120	\$ 160,030	\$ -	\$ -	\$ 1,005,110
% Change	7.5%	0.0%	0.0%	0.0%	0.0%	6.2%
Recreation Facilities						
Budget 2014	\$ 798,400	\$ 41,270	\$ 110,790	\$ -	\$ -	\$ 950,460
Budget 2015	\$ 829,220	\$ 41,780	\$ 114,780	\$ -	\$ -	\$ 985,780
% Change	3.9%	1.2%	3.6%	0.0%	0.0%	3.7%
Total Business Services Department						
Budget 2014	\$ 1,583,670	\$ 42,390	\$ 270,820	\$ -	\$ -	\$ 1,896,880
Budget 2015	\$ 2,140,470	\$ 42,900	\$ 274,810	\$ -	\$ -	\$ 2,458,180
% Change	35.2%	1.2%	1.5%	0.0%	0.0%	29.6%
% Change	-100%	-100%	-100%	0%	0%	-100%

MAINTENANCE & SKILLED TRADE DEPARTMENT

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 7,576,024	\$ 8,109,184	\$ 8,979,870	\$ 9,418,730	4.9%
Supplies	2,824,537	2,644,144	3,078,500	3,126,770	1.6%
Services	1,172,659	1,109,639	1,332,450	1,396,450	4.8%
Equipment	414,959	282,210	1,270,000	619,410	-51.2%
Intra-District Charges	255,850	148,390	276,500	165,450	-40.2%
Subtotal	\$ 12,244,028	\$ 12,293,566	\$ 14,937,320	\$ 14,726,810	-1.4%
PROJECT BUDGET:					
Personnel Services	\$ 160,463	\$ 227,999	\$ 405,980	\$ 548,090	35.0%
Supplies	187,721	254,717	6,000	500	-91.7%
Services	795,251	918,596	1,200,500	1,123,450	-6.4%
Capital Outlay/Equip	219,537	470,159	200,650	206,590	3.0%
Subtotal	\$ 1,362,973	\$ 1,871,471	\$ 1,813,130	\$ 1,878,630	3.6%
Total Operating/Project	\$ 13,607,001	\$ 14,165,037	\$ 16,750,450	\$ 16,605,440	-0.9%
UNITS:					
Administration	\$ 1,091,768	\$ 1,394,983	\$ 1,424,060	\$ 1,430,470	0.5%
Fleet Management	4,909,326	4,561,477	6,096,780	5,364,120	-12.0%
Public Works	7,605,907	8,208,577	9,229,610	9,810,850	6.3%
Total	\$ 13,607,001	\$ 14,165,037	\$ 16,750,450	\$ 16,605,440	-0.9%
FUNDING SOURCES:					
101 General Fund	\$ 11,849,460	\$ 11,888,088	\$ 14,227,050	\$ 14,148,050	-0.6%
220 Two County LLD	385,588	405,477	565,270	374,260	-33.8%
224 Walpert Ridge Zone	8,980	-	-	-	0.0%
333 Capital	106,125	472,059	209,200	215,570	3.0%
336 OTA Projects	1,256,847	1,399,413	1,603,930	1,667,560	4.0%
554 Major Equip Replacement	-	-	145,000	200,000	37.9%
Total	\$ 13,607,001	\$ 14,165,037	\$ 16,750,450	\$ 16,605,440	-0.9%
STAFFING:					
Regular/Permanent	69.90	70.15	72.37	73.965	1.595
Seasonal/Temporary	1.00	0.00	1.00	1.00	0.00
Total	70.90	70.15	73.37	74.965	1.595

OPERATIONS DIVISION- MAINTENANCE & SKILLED TRADES

ADMINISTRATION

ADMINISTRATION ROLE

The Maintenance and Skilled Trades Department (MAST) maintains and makes upgrades to the District's roads, trails, equipment, buildings and utilities year-round in support of the District's mission to provide suitable and safe facilities for both the public and District employees. In support of that mission, the Department is guided by and adheres to building and health codes, environmental regulations, and District policy.

Within the MAST Department, the Maintenance Administration Unit provides management and direction for policies and practices relating to maintenance, contracting and encroachments. The unit administers and prioritizes work requests, maintains a database of completed work to provide task and cost analyses for each job, maintains a database of District structures for condition assessment and maintenance planning, ensures open and inclusive public processes by issuing encroachment permits to park neighbors, private entities and public agencies, contracts out major maintenance work, and provides professional maintenance and construction advice to District staff.

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 598,048	\$ 562,516	\$ 658,290	\$ 679,270	3.2%
Supplies	28,305	24,017	59,420	60,420	1.7%
Services	451,466	358,139	422,150	481,150	14.0%
Intra-District Charges	12,000	12,000	-	-	0.0%
Subtotal	\$ 1,089,819	\$ 956,673	\$ 1,139,860	\$ 1,220,840	7.1%
PROJECT BUDGET:					
Personnel Services	\$ (110,106)	\$ -	\$ 8,550	\$ 8,980	5.0%
Supplies	18,304	2,570	-	-	0.0%
Services	59,012	49,624	75,000	-	-100.0%
Capital Outlay/Equip	34,738	386,116	200,650	200,650	0.0%
Subtotal	\$ 1,948	\$ 438,310	\$ 284,200	\$ 209,630	-26.2%
Total Operating/Project	\$ 1,091,768	\$ 1,394,983	\$ 1,424,060	\$ 1,430,470	0.5%
UNIT:					
Administration	\$ 1,091,768	\$ 1,394,983	\$ 1,424,060	\$ 1,430,470	0.5%
Total	\$ 1,091,768	\$ 1,394,983	\$ 1,424,060	\$ 1,430,470	
FUNDING SOURCES:					
101 General Fund	\$ 1,079,112	\$ 956,673	\$ 1,139,860	\$ 1,220,840	7.1%
220 Two County LLD	1,728	-	-	-	0.0%
224 Walpert Ridge Zone	8,980	-	-	-	0.0%
333 Capital	(75,368)	386,116	209,200	209,630	0.2%
336 OTA Projects	77,316	52,194	75,000	-	-100.0%
Total	\$ 1,091,768	\$ 1,394,983	\$ 1,424,060	\$ 1,430,470	0.5%
STAFFING:					
Regular/Permanent	5.00	5.00	5.00	5.00	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	5.00	5.00	5.00	5.00	-

**OPERATIONS DIVISION-
MAINTENANCE & SKILLED TRADES**

ADMINISTRATION

SERVICE DESCRIPTION

The Department is decentralized and operates out of the District's main office and the North and South County Corporation Yards. It is divided into three units: Maintenance Administration, Fleet Management, and Public Works.

Budget By Unit/Park Location

Unit/Location	Personnel Services	Supplies	Services	Equipment	Inter-Agency	Total
MAINTENANCE & SKILLED TRADES DEPARTMENT						
Administrative						
Budget 2014	\$ 666,840	\$ 4,290	\$ 99,010	\$ 200,650	\$ -	\$ 970,790
Budget 2015	\$ 688,250	\$ 5,290	\$ 83,010	\$ 200,650	\$ -	\$ 977,200
% Change	3.2%	23.3%	-16.2%	0.0%	0.0%	0.7%
Major Maintenance						
Budget 2014	\$ -	\$ 55,130	\$ 398,140	\$ -	\$ -	\$ 453,270
Budget 2015	\$ -	\$ 55,130	\$ 398,140	\$ -	\$ -	\$ 453,270
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Maintenance & Skilled Trades Administration						
Budget 2014	\$ 666,840	\$ 59,420	\$ 497,150	\$ 200,650	\$ -	\$ 1,424,060
Budget 2015	\$ 688,250	\$ 60,420	\$ 481,150	\$ 200,650	\$ -	\$ 1,430,470
% Change	3%	2%	-3%	0%	0%	0%

OPERATIONS DIVISION- MAINTENANCE & SKILLED TRADES

FLEET MANAGEMENT UNIT

FLEET MANAGEMENT UNIT ROLE

The Fleet Management Unit has District-wide responsibilities and duties. The services provided by Fleet Management are an integral part of the District's core mission to manage and maintain a high quality, diverse system of interconnected parklands. It assists other departments by providing the full range of fleet services, including purchasing and compliance with laws and rules which regulate the automotive industry and repair facilities.

The unit manages and services a fleet of nearly 550 units comprised of vehicles, landscaping equipment, trailers, heavy equipment, police vehicles, boats, and fire apparatus.

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 1,961,411	\$ 2,094,489	\$ 2,313,740	\$ 2,379,360	2.8%
Supplies	2,003,404	1,945,526	2,331,180	2,238,490	-4.0%
Services	269,435	279,577	316,860	316,860	0.0%
Equipment	414,959	229,331	1,125,000	419,410	-62.7%
Intra-District Charges	10,000	10,000	10,000	10,000	0.0%
Subtotal	\$ 4,659,209	\$ 4,558,923	\$ 6,096,780	\$ 5,364,120	-12.0%
PROJECT BUDGET:					
Personnel Services	\$ 10,126	\$ 1,899	\$ -	\$ -	0.0%
Services	148,680	-	-	-	0.0%
Capital Outlay/Equip	91,310	655	-	-	0.0%
Subtotal	\$ 250,117	\$ 2,554	\$ -	\$ -	0.0%
Total Operating/Project	\$ 4,909,326	\$ 4,561,477	\$ 6,096,780	\$ 5,364,120	-12.0%
DEPARTMENTS:					
Fleet Management	\$ 4,909,326	\$ 4,561,477	\$ 6,096,780	\$ 5,364,120	-12.0%
Total	\$ 4,909,326	\$ 4,561,477	\$ 6,096,780	\$ 5,364,120	
FUNDING SOURCES:					
101 General Fund	\$ 4,659,209	\$ 4,558,923	\$ 6,096,780	\$ 5,364,120	-12.0%
333 Capital	101,437	2,554	-	-	0.0%
336 OTA Projects	148,680	-	-	-	0.0%
Total	\$ 4,909,326	\$ 4,561,477	\$ 6,096,780	\$ 5,364,120	-12.0%
STAFFING:					
Regular/Permanent	17.00	17.00	17.00	17.00	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	17.00	17.00	17.00	17.00	-

**OPERATIONS DIVISION-
MAINTENANCE & SKILLED TRADES**

FLEET MANAGEMENT UNIT

SERVICE DESCRIPTION

Fleet Management provides an array of services to parks, departments, and staff. These services include, but are not limited to:

- Vehicle and equipment acquisition
- Registration and licensing
- Maintenance and repairs
- Eleven fueling stations and administration of fuel credit cards
- Regulatory compliance
- Administering the disposal of surplus assets through public auction.

Budget By Unit/Park Location

Unit/Location	Personnel Services	Supplies	Services	Equipment	Inter-Agency	Total
Fleet Management Administration						
Budget 2014	\$ 279,080	\$ 5,810	\$ 51,390	\$ -	\$ -	\$ 336,280
Budget 2015	\$ 282,590	\$ 5,810	\$ 51,390	\$ -	\$ -	\$ 339,790
% Change	1.3%	0.0%	0.0%	0.0%	0.0%	1.0%
Equipment Maintenance						
Budget 2014	\$ 2,034,660	\$ 1,652,630	\$ 265,470	\$ -	\$ 10,000	\$ 3,962,760
Budget 2015	\$ 2,096,770	\$ 1,704,380	\$ 265,470	\$ -	\$ 10,000	\$ 4,076,620
% Change	3.1%	3.1%	0.0%	0.0%	0.0%	2.9%
New/Replacement Vehicles						
Budget 2014	\$ -	\$ 672,740	\$ -	\$ 1,125,000	\$ -	\$ 1,797,740
Budget 2015	\$ -	\$ 528,300	\$ -	\$ 419,410	\$ -	\$ 947,710
% Change	0.0%	-21.5%	0.0%	-62.7%	0.0%	-47.3%
Total Fleet Management Unit						
Budget 2014	\$ 2,313,740	\$ 2,331,180	\$ 316,860	\$ 1,125,000	\$ 10,000	\$ 6,096,780
Budget 2015	\$ 2,379,360	\$ 2,238,490	\$ 316,860	\$ 419,410	\$ 10,000	\$ 5,364,120
% Change	3%	-4%	0%	-63%	0%	-12%

OPERATIONS DIVISION- MAINTENANCE & SKILLED TRADES

PUBLIC WORKS UNIT

PUBLIC WORKS UNIT ROLE

The Public Works Unit has District-wide responsibilities and duties in four major areas. Skilled Trades Maintenance, Water Utilities, Roads and Trails Maintenance, and Sanitation Services/Recycling.

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 5,016,565	\$ 5,452,178	\$ 6,007,840	\$ 6,360,100	5.9%
Supplies	792,827	674,601	687,900	827,860	20.3%
Services	451,758	471,922	593,440	598,440	0.8%
Equipment	-	52,878	145,000	200,000	37.9%
Intra-District Charges	233,850	126,390	266,500	155,450	-41.7%
Subtotal	\$ 6,495,000	\$ 6,777,970	\$ 7,700,680	\$ 8,141,850	5.7%
PROJECT BUDGET:					
Personnel Services	\$ 260,443	\$ 226,100	\$ 397,430	\$ 539,110	35.6%
Supplies	169,418	252,147	6,000	500	-91.7%
Services	587,559	868,972	1,125,500	1,123,450	-0.2%
Capital Outlay/Equip	93,488	83,388	-	5,940	0.0%
Subtotal	\$ 1,110,907	\$ 1,430,607	\$ 1,528,930	\$ 1,669,000	9.2%
Total Operating/Project	\$ 7,605,907	\$ 8,208,577	\$ 9,229,610	\$ 9,810,850	6.3%
UNIT:					
Public Works	\$ 7,605,907	\$ 8,208,577	\$ 9,229,610	\$ 9,810,850	6.3%
Total	\$ 7,605,907	\$ 8,208,577	\$ 9,229,610	\$ 9,810,850	
FUNDING SOURCES:					
101 General Fund	\$ 6,111,140	\$ 6,372,492	\$ 6,990,410	\$ 7,563,090	8.2%
220 Two County LLD	383,860	405,477	565,270	374,260	-33.8%
333 Capital	80,056	83,388	-	5,940	0.0%
336 OTA Projects	1,030,851	1,347,219	1,528,930	1,667,560	9.1%
554 Major Equip Replacement	-	-	145,000	200,000	37.9%
Total	\$ 7,605,907	\$ 8,208,577	\$ 9,229,610	\$ 9,810,850	6.3%
STAFFING:					
Regular/Permanent	47.90	48.15	50.37	51.965	1.595
Seasonal/Temporary	1.00	0.00	1.00	1.00	-
Total	48.90	48.15	51.37	52.965	1.595

SERVICE DESCRIPTION

The Trades crew repairs and maintains the District's buildings and utilities infrastructure. Trades staff responds to all maintenance emergencies, performs preventive maintenance, and makes upgrades as needed to systems and structures to meet building codes, expand public use opportunities, and improve access and use of parks in support of the District's mission. In collaboration with Park Operations at various parks, staff upgrades or replaces restroom facilities to meet ADA standards to provide a higher service level for visitors. The Water Utilities Maintenance crew services and repairs District pumping systems. They monitor wastewater pump operation and maintain all other District pumps. They are also responsible for the

**OPERATIONS DIVISION-
MAINTENANCE & SKILLED TRADES**

PUBLIC WORKS UNIT

operation of the Del Valle Water Treatment Plant. The Roads and Trails crew contributes to the overall maintenance of the District's system of trails and parklands by performing grading, paving, drainage and erosion control work. The Sanitation crew services and maintains chemical toilets, holding tanks, septic systems, and manages the District-wide Recycling Program. The Administrative staff oversees the aforementioned activities; tracks data entry for work requests; maintains a database of all work completed via the CartêGraph Work Director system; manages budgets; and addresses compliance and regulatory requirements. The Administrative staff is also responsible for annual inspections of all District concession facilities and park security residences.

Budget By Unit/Park Location

Unit/Location	Personnel Services	Supplies	Services	Equipment	Inter-Agency	Total
Public Works Unit Administration						
Budget 2014	\$ 522,160	\$ 2,700	\$ 1,033,800	\$ -	\$ 266,500	\$ 1,825,160
Budget 2015	\$ 550,740	\$ 2,700	\$ 1,114,740	\$ 5,940	\$ 155,450	\$ 1,829,570
% Change	5.5%	0.0%	7.8%	0.0%	-41.7%	0.2%
Public Works Water Utility						
Budget 2014	\$ 386,010	\$ 93,190	\$ 32,700	\$ -	\$ -	\$ 511,900
Budget 2015	\$ 394,790	\$ 237,690	\$ 32,700	\$ -	\$ -	\$ 665,180
% Change	2.3%	155.1%	0.0%	0.0%	0.0%	29.9%
Residence Maintenance						
Budget 2014	\$ -	\$ 50,720	\$ 78,560	\$ -	\$ -	\$ 129,280
Budget 2015	\$ -	\$ 50,720	\$ 78,560	\$ -	\$ -	\$ 129,280
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Road & Trails						
Budget 2014	\$ 1,711,710	\$ 224,090	\$ 330,560	\$ 145,000	\$ -	\$ 2,411,360
Budget 2015	\$ 1,834,110	\$ 248,690	\$ 247,570	\$ -	\$ -	\$ 2,330,370
% Change	7.2%	11.0%	-25.1%	-100.0%	0.0%	-3.4%
Sanitation						
Budget 2014	\$ 668,230	\$ 32,530	\$ 102,520	\$ -	\$ -	\$ 803,280
Budget 2015	\$ 711,310	\$ 57,890	\$ 107,520	\$ 200,000	\$ -	\$ 1,076,720
% Change	6.4%	78.0%	4.9%	0.0%	0.0%	34.0%
Trades						
Budget 2014	\$ 3,117,160	\$ 290,670	\$ 140,800	\$ -	\$ -	\$ 3,548,630
Budget 2015	\$ 3,408,260	\$ 230,670	\$ 140,800	\$ -	\$ -	\$ 3,779,730
% Change	9.3%	-20.6%	0.0%	0.0%	0.0%	6.5%
Total Public Works Unit						
Budget 2014	\$ 6,405,270	\$ 693,900	\$ 1,718,940	\$ 145,000	\$ 266,500	\$ 9,229,610
Budget 2015	\$ 6,899,210	\$ 828,360	\$ 1,721,890	\$ 205,940	\$ 155,450	\$ 9,810,850
% Change	7.7%	19.4%	0.2%	42.0%	-41.7%	6.3%

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PUBLIC AFFAIRS DIVISION

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 1,884,807	\$ 1,936,230	\$ 2,706,910	\$ 2,814,650	4.0%
Supplies	136,514	123,869	227,150	314,650	38.5%
Services	1,034,222	1,056,413	1,381,240	1,307,930	-5.3%
Intra-District Charges	51,000	46,700	59,500	59,500	0.0%
Subtotal	\$ 3,106,542	\$ 3,163,212	\$ 4,374,800	\$ 4,496,730	2.8%
PROJECT BUDGET:					
Personnel Services	\$ 10,811	\$ 8,610	\$ -	\$ -	0.0%
Supplies	744	-	-	-	0.0%
Services	28	17,778	-	-	0.0%
Subtotal	\$ 11,584	\$ 26,389	\$ -	\$ -	0.0%
Total Operating/Project	\$ 3,118,126	\$ 3,189,600	\$ 4,374,800	\$ 4,496,730	2.8%
DEPARTMENTS:					
Public Affairs	\$ 3,118,126	\$ 3,189,600	\$ 4,374,800	\$ 4,496,730	2.8%
Total	\$ 3,118,126	\$ 3,189,600	\$ 4,374,800	\$ 4,496,730	2.8%
FUNDING SOURCES:					
101 General Fund	\$ 3,106,542	\$ 3,163,212	\$ 4,374,800	\$ 4,496,730	2.8%
333 Capital	141	-	-	-	0.0%
336 OTA Projects	11,443	26,389	-	-	0.0%
Total	3,118,126	3,189,600	4,374,800	4,496,730	2.8%
STAFFING:					
Regular/Permanent	17.00	17.00	20.00	20.00	-
Seasonal/Temporary	0.20	0.20	0.00	0.50	0.50
Total	17.20	17.20	20.00	20.50	0.50

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PUBLIC AFFAIRS DIVISION

PUBLIC AFFAIRS DIVISION ROLE

The role of Public Affairs Division is to inform and educate the general public about the District's assets, issues, interests, and activities through comprehensive communications, media relations, community outreach, fundraising, and environmental and interpretive signage. The three units within Public Affairs that are responsible for all facets of public information include: Community Relations and Communications, Environmental Graphics and Exhibits, and the services provided to the Regional Parks Foundation.

SERVICE DESCRIPTION

The Public Affairs Division accomplishes its work through the creation of vibrant internal and external public information and marketing tools including the District website, social media, and publications like *Regional in Nature Activity Guide*, *Compass Magazine*, park and event signage, and other media. Additionally, Public Affairs preserves the District's brand and reputation integrity through intensive community outreach, local government relations, and responsive issues management. The Division's programs, services, and products are designed to effectively reach, inform, and engage the general public and other partners and key stakeholders.

2014 APPROVED BUDGET REQUEST RESULTS:

\$157,000 one-time funds for additional outreach, public programming and events honoring the District's 80th year history.
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These resources will fulfill the District's mission to:

Participate in partnerships with public agencies, nonprofit organizations, volunteers and the private sector to achieve mutual goals. Create quality programs that recognize the cultural diversity represented in the region.

Celebrate 80 years of the District and its theme of Connecting Parks to People.

The key indicator is - increase recognition of District's historical significance and ongoing contributions to the communities in Alameda and Contra Costa counties. Augment recognition of District's role in preservation of natural and cultural resources, environmental education, economic benefits, healthful recreation and interagency collaboration.

2014 Targets:

- Hold anniversary gala dinner; produce anniversary-themed video, calendar, book, community report; signage and park collateral.
- Hold/support signature events at regional visitor centers and parks; convene media for 80th information forums; expand marketing promotion and outreach; celebrate recognition and acknowledgement from legislators, agencies and stakeholders.

2014 Results:

- Produced over 50 events to celebrate 80th Anniversary and theme "Connecting parks to people". Held Anniversary Gala dinner recognizing partners and stakeholders – event fully underwritten by private funds.
- Supported signature events and Anniversary Free Park days at regional parks and visitor centers, including free concerts at Contra Loma; convened media for Anniversary information roundtable; expanded media relations with local, regional and national outlets; expanded marketing promotion and outreach programs, including Anniversary-themed exhibits at San Ramon Valley Museum

PUBLIC AFFAIRS DIVISION

and Alameda County Fair, Healthy Parks Healthy People Multicultural Walks and Trails Challenge; celebrated recognition and acknowledgement from legislators, agencies and stakeholders.

- Produced Anniversary-themed video, calendar, signage, park collateral, RIN Activity Guides, Compass Magazine, Wonderments book; developed Anniversary content for District website & social media.

PUBLIC AFFAIRS DIVISION KEY OBJECTIVES

KEY OBJECTIVE

1. **Improve access to and use of regional parks by members of groups who are under-represented, such as persons with disabilities, the economically disadvantaged and elderly park visitors.**

KEY INDICATOR:

Increase fundraising membership and customer outreach.

2013 Results	2014 Target	2014 Results	2015 Target
<p>Raised \$1.7 million.</p> <p>Developed new fundraising brochures.</p> <p>Participated in 13 corporate or public events.</p> <p>Identified and corrected Raiser's Edge database system inaccuracies.</p> <p>Completed first RPF printed annual report.</p> <p>Introduced new RPF magazine to 15,000 members, donors and prospects.</p> <p>Funded over \$1 million in projects for District including: Park fitness zone equipment and marina access improvements at Lake Chabot; Lake Temescal Waterfall restoration; Redwood Park Serpentine</p>	<p>Restructure staffing with addition of one membership development specialist.</p> <p>Retool member benefits and re-launch membership program by Q2.</p> <p>Increase visibility of RPF membership in parks and facilities through new signage.</p> <p>Plan and implement District's 80th anniversary event with fundraising component.</p> <p>Assist in developing succession plan for RPF Board Committee chairs.</p>	<p>Raised \$1.6 million.</p> <p>Received funding and union approval and recruiting for Membership supervisor position.</p> <p>Reassigned Foundation Mgr. to outreach and development.</p> <p>Added upgrades to Membership program; re-launched new renewal program; revenue increases up by 10% and 17% over 2013 and 2012 respectively.</p> <p>Average gift increased by 9% from 2013 to 2014.</p> <p>Raised \$225,000 for sponsorship of 80th anniversary. Event completely underwritten by sponsors.</p> <p>Rolled membership</p>	<p>Develop new online marketing materials and/or communications.</p> <p>Increase new membership signups by 15%.</p> <p>Increase visibility of RPF Membership program by creating new signage throughout the parks.</p>

PUBLIC AFFAIRS DIVISION

2013 Results	2014 Target	2014 Results	2015 Target
Prairie restoration; 4,000 camperships for under-resourced children; 33 classrooms for Kids Healthy Outdoors Challenge; 9,000 Trails Challenge registrants.		<p>signage into park informational panel updates. Roll-out timeframe coordinated by EGS.</p> <p>Selected new committee chairs selected who will begin in 2015.</p> <p>Recruited two new corporate Board members.</p> <p>RPF provided over \$600,000 to Park District programs, events and projects.</p>	

KEY OBJECTIVE

2. Participate in partnerships with public agencies, nonprofit organizations, volunteers and the private sector to achieve mutual goals.

KEY INDICATOR:

Collaborate with community organizations and businesses to increase public education, service delivery, volunteerism, donor contributions, and health and wellness through park visitation.

2013 Results	2014 Target	2014 Results	2015 Target
		<p>Sponsored and supported the hosting of Art in Nature event to expand outreach with diverse populations and generate new ways of encouraging constituents to connect with nature.</p>	<p>Continue sponsorship of Art in Nature.</p> <p>Recruit new RPF Board Members from three key areas (ethnic media, under 30 and non-profit leaders) to facilitate introductions of new corporate partnership opportunities.</p> <p>Host four donor workshops to increase awareness and encourage planned gifts to the</p>

PUBLIC AFFAIRS DIVISION

2013 Results	2014 Target	2014 Results	2015 Target
			Park District. Generate four new corporate partnerships and/or volunteer engagement opportunities.

KEY OBJECTIVE

- 3. Provide a diversified system of regional parklands, trails and related services that will offer outstanding opportunities for creative use of outdoor time.**

KEY INDICATOR:

Enhance and improve best business practices District-wide. Use new and innovative technology effectively – incorporate into exhibits, signage, marketing and promotions, digital asset management, project management, etc.

2013 Results	2014 Target	2014 Results	2015 Target
Started pilot program to retrofit info panels with new design approach. Eleven priority parks for 2013 – Lake Chabot, Shadow Cliffs, Pt Pinole, Kennedy Grove, Sobrante Ridge, Mission Peak, Brushy Peak, Miller Knox, Pt Isabel, Coyote Hills, Pleasanton Ridge. Updated extensive sign program at McLaughlin Eastshore State Park. Developed technique using subsurface graphics on acrylic panels to improve visitor experience, improve production process, and reduce usage of materials to cut costs. Piloted in Lake Chabot.	Consolidate all District graphic teams under Environmental Graphics and reorganize management structure to improve efficiencies and reduce costs and duplicative efforts. Retrofit up to 20 parks info panels and kiosks with new design approach. Develop video projects for use in two Visitor Centers to augment existing exhibits as well as to enhance visitor experience with technology, onsite and online. Develop universal icons and symbols for maps, website, and other forms of communication.	Physically merged EGS and ED staff and equipment into one facility. EGS/ED management reorganization in progress. Developed organizational transition plan for merged units. Identified backlog of Exhibit Design projects and reduced outstanding projects by 50%. Developed online project management tracking system for ED; rolling out to EGS in 2015. Retrofitted 49 Info Panels in three parks; gained Design Standards approval to install new Info	Evaluate efficiencies and add staff capacity to newly merged EGS/ED. Revise Work Request system for EGS/ED and Graphic Design for consistency. Revise data collection system and reporting for EGS/ED. Establish EGS/ED training program for equipment and software. Address District branding issues—uniform patches, police vehicle graphics, park identity signs. Evaluate District marketing channels.

PUBLIC AFFAIRS DIVISION

2013 Results	2014 Target	2014 Results	2015 Target
<p>Redirected efforts to improve Sign Manual and Work Request form to be more interactive and to automate the Request and Accounting process. Redesigned Sign Manual with help of summer intern.</p> <p>Updated brand on “brown” signs to conform to standards.</p> <p>Updated video catalog of existing footage.</p> <p>Coordinated efforts of District Graphic Designers to redesign all other non-conforming presentations of the Brand, including uniforms, routed signs, vehicles, exhibits, and trail gates.</p>	<p>Add QR codes on signage that leads to web pages.</p>	<p>Panel and Kiosk design.</p> <p>Produced nine video projects, for website use.</p> <p>Increased use of Universal Icons and symbols- in use on new Info Panel Design and revised Fire Danger signs.</p> <p>Introduced QR codes on all new info panel signage and graphic flyers.</p>	<p>and promotion of events and programs, including data analysis of surveys. Establish most successful and cost-effective methods and channels.</p> <p>Evaluate and implement a Digital Asset Management System for District staff to easily store, retrieve and distribute photos and videos.</p> <p>Evaluate and implement a Work Project Management System for Public Affairs staff to plan, communicate and track progress of work projects online.</p> <p>Research latest technology for archival preservation and records management of historical, documents, photos and videos.</p>

KEY OBJECTIVE

4. Create quality programs that recognize the cultural diversity represented in the region.

KEY INDICATOR:

Develop “high-touch” communications and programs and expand use of new technologies to reach multilingual and diverse communities.

2013 Results	2014 Target	2014 Results	2015 Target
Added three new Hispanic radio		Together with Trails Dept., implemented a	Increase media coverage and event

PUBLIC AFFAIRS DIVISION

2013 Results	2014 Target	2014 Results	2015 Target
<p>partners to increase outreach for District's public safety messages, programs/events.</p> <p>Increase coverage in Post Newspaper Group.30+ volunteers from ethnic communities participated in the Multicultural Trail Maintenance Day at Roberts.</p> <p>Hosted roundtables for 40 Hispanic and Korean community leaders. Participation from HR, Interpretive and Recreation Services.</p> <p>Hosted two media trainings with internal staff.</p> <p>Ambassadors participated in 60 diverse events including Hispanic festivals, African American wellness fairs, senior health fairs, and health events geared towards children.</p> <p>Managed entries of "Get to Know Your Wild Neighbor" National Contest for youth to submit art, writing, photos, etc. inspired by nature.</p> <p>Piloted Kids Healthy Outdoors Challenge with 1,000 students in 33 classrooms.</p>	<p>I increase media coverage and event participation from South Asian and Middle Eastern communities.</p> <p>Translate select park signage in parks with heavy diverse demographics.</p> <p>Conduct website surveys to assess online user experience and improve District website architecture and functionality.</p> <p>Conduct website usability tests across diverse user and ethnic groups.</p> <p>Launch online functionality: interactive maps for parks, facilities, WW measure projects; mobile version of website.</p> <p>Target recruitment of multilingual Ambassadors.</p> <p>Implement Phase 2 (20 classrooms) of Kids Healthy Outdoors Challenge focusing on under-resourced and ethnically diverse classrooms.</p> <p>Initiate process to create Archive</p>	<p>Multicultural Trail Maintenance event at Garin for 65+ volunteers.</p> <p>Distributed Trails Challenge info and RIN Activity Guides at four Indo-American festivals and events.Addressed diverse demographics and multicultural messaging with universal symbols</p> <p>Coordinated website usability study with both internal and external user groups.</p> <p>Upgraded District website with streamlined menu choices. Added improved functionality such as Activity Finder, TrailSafe web app, At-a-Glance-Calendar with list of programs.</p> <p>Mobile website: communicated plans to divisions; launched successfully.</p> <p>Expanded park ambassadors to 100 members.</p> <p>Collaborated with UCSF Benioff Children's Hospital Oakland to connect nature to patient families. RPF</p>	<p>participation from Filipino, Middle Eastern and Indo-American communities.</p> <p>Revise larger format park map printing. Improve Accessibility using latest technologies and practices for park signs and visitor centers.</p> <p>Create and implement "mega menu" development for website enhancement.</p> <p>Develop updated Park District brochure.</p> <p>Create messaging and communications about Measure CC results.</p> <p>Create an Overview Book of our 65 parks.</p> <p>Host community art or photography exhibit relating to the Hayward Area watershed/ecology at community venue.</p> <p>Produce two maps – North and South Regions for mountain bikers.</p> <p>Continue partnership with UCSF Benioff Children's Hospital Oakland to connect</p>

PUBLIC AFFAIRS DIVISION

2013 Results	2014 Target	2014 Results	2015 Target
<p>Social Media stats in 2013:</p> <p>Facebook: 10,499 fans; increase 49%</p> <p>Twitter: 7,417 followers; increase 33%</p> <p>Flickr: 1,355 members; increase 10%</p> <p>Photos in pool: 26,314 - increase 20%</p> <p>Instagram: 500 followers, increase 150%</p> <p>Photos tagged "ebrpd" by the public - 3,758; increase 60%</p> <p>Approximately 4,000 attendees at 3rd HPHP Festival with 1/3 Hispanic and 1/3 Asian presence.</p>	<p>Guideline/Policy and data retrieval technology.</p> <p>Continue to engage with current and new social media users and increase participation.</p> <p>Collaborate with Interpretive Services to implement a month-long series of HPHP programs in June in lieu of the HPHP Festival.</p>	<p>provided transportation.</p> <p>RPF funded and Public Affairs led implementation of 2nd year KHOC program to 33 classrooms (1,000 youngsters). Rolled out 3x editions of Compass Magazine, mailed to 15,000 members and park users in 2014.</p> <p>Revised park written rules in maps and for info panels.</p> <p>Organized three exhibits of children's art from the 2013 Get to Know contest at the public libraries of Fremont, El Sobrante and San Pablo.</p> <p>Together with Public Safety, Operations and Planning, hosted 12 Outreach/Info Days and a Press Conference at Mission Peak.</p> <p>Social Media stats in 2014: Increased social media: Facebook: 16,588; increase 58%; Twitter: 9,864 followers; increase 33%</p> <p>Developed and rolled out TrailSafe web app highlighting</p>	<p>nature to patient families.</p> <p>Promote youth engagement via social media blogs.</p> <p>Expand new social media networks.</p> <p>Host social media training for multi-department participants.</p> <p>Implement four HPHP Multicultural Nature Walks.</p>

PUBLIC AFFAIRS DIVISION

2013 Results	2014 Target	2014 Results	2015 Target
		<p>safety in the parks through social media.</p> <p>Expanded social media to legislative advocacy with assistance of two interns.</p> <p>Funded eight HPHP events hosted by District visitor centers highlighting health and nature in month of June.</p> <p>Implemented three HPHP Multicultural Nature Walks at ML King Jr. Shoreline, Lake Chabot and Sunol. Each hike was led by a Naturalist and a health practitioner with over 70+ participants.</p>	

KEY OBJECTIVE

- 5. Participate in partnerships with public agencies, nonprofit organizations, volunteers and the private sector to achieve mutual goals.**

KEY INDICATOR

Share the Park District's rich history and relevance within the East Bay.

2013 Results	2014 Target	2014 Results	2015 Target
<p>Developed Mayors Challenge and engaged 33 Mayors to participate. Generated over 1,300 Trails Challenge participants.</p> <p>Completed the initial draft of Economic Benefit Analysis and</p>	<p>Develop theme for 80th anniversary.</p> <p>Develop anniversary event, calendar, video, and press kit.</p> <p>Create District flag, history tabletop panel and outdoor signage.</p> <p>Raise up to \$50,000 from sponsorships in</p>	<p>Identified "Connecting Parks to People" as anniversary theme.</p> <p>Highlighted 80th anniversary using varied communications tools throughout the year.</p> <p>Produced 80th anniversary video</p>	

PUBLIC AFFAIRS DIVISION

2013 Results	2014 Target	2014 Results	2015 Target
<p>B Community Access Survey.</p> <p>Events produced: In April, Ground-breaking event for Iron Horse Trail extension from Dublin/ Pleasanton ART Station to Santa Rita Road, Pleasanton.</p>	<p>conjunction with 80th anniversary event.</p> <p>Expand community relations outreach through speaker's bureaus and Board member presentations. Develop and strengthen partnerships with public agencies, community-based organizations, corporations, media, school districts, medical centers and volunteers to achieve mutual goals of health and wellness as well as environmental education and preservation.</p> <p>Create quality programs that recognize and welcome participation from the diverse multicultural communities in the two counties.</p>	<p>and brochure, along with signature calendar and six issues of RIN with historical photos.</p> <p>Rolled out Wonderment Book on the wonders found In Regional Parks.</p> <p>Raised \$225,000 in anniversary event sponsorships.</p> <p>Produced 15 presentations for Board and staff speaker's bureau opportunities.</p> <p>Together with Operations and Public Safety, produced two concerts at Contra Loma.</p> <p>Funded Tilden anniversary event and restoration of original park map at EEC.</p> <p>Hired intern to augment the history section of our 10 most frequented Regional Parks.</p> <p>Events produced: <u>In March:</u> Temescal Waterfall dedication and reception for RPF & National Association of Olmsted Parks symposium</p>	<p>Focus on new agency health and community partnerships.</p> <p>Lead the District's involvement with two national speaking opportunities or conferences.</p> <p>Expand leadership role in HPHP Bay Area initiatives.</p> <p>Collaborate with City Parks Alliance on <i>Greater & Greener 2015</i> Conference to showcase our Regional Parks.</p>

PUBLIC AFFAIRS DIVISION

2013 Results	2014 Target	2014 Results	2015 Target
		<p>attendees.</p> <p><u>In April:</u> Pt. Molate Press Conference to announce donation of trail easement in Richmond from Chevron. Breuner Marsh Restoration</p> <p>Groundbreaking with EPA to recognize Congressman George Miller's support.</p> <p><u>In May:</u> Secretary of Interior Sally Jewell's visit; stakeholder round-table at Black Diamond Mines.</p> <p>80th Anniversary Exhibit at San Ramon Valley Museum.</p> <p>Walnut Creek Chamber of Commerce Mixer at Diablo Foothills.</p> <p>Alameda County Fair –80th Anniversary Exhibit & Kids Days sponsor.</p> <p><u>In July:</u> Summer Concert at Contra Loma. 80th Anniversary Exhibit at Pleasanton Museum on Main St.</p> <p><u>In August:</u> Iron Horse Trail Pleasanton Dedication.</p>	

PUBLIC AFFAIRS DIVISION

2013 Results	2014 Target	2014 Results	2015 Target
		<p>Summer Concert at Contra Loma.</p> <p><u>In September:</u> 80th Anniversary District Gala Dinner at Claremont Hotel. Passport to History: Celebrating 80 Years At Tilden.</p> <p><u>In November:</u> Dedication of former Carquinez Scenic Drive Shoreline Drive. Trail renamed to honor Congressman George Miller.</p>	

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PUBLIC SAFETY DIVISION

	2012 BUDGET	2013 ACTUAL	2013 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 17,988,805	\$ 18,002,449	\$ 18,838,210	\$ 20,755,750	10.2%
Supplies	1,079,597	720,296	847,710	938,600	10.7%
Services	1,341,172	1,341,754	1,696,500	1,681,320	-0.9%
Equipment	8,384	88,628	59,150	59,150	0.0%
Debt Service/Leases	839,822	-	-	-	0.0%
Intra-District Charges	1,982,510	1,021,990	1,466,210	1,728,360	17.9%
Subtotal	\$ 23,240,290	\$ 21,195,873	\$ 22,939,780	\$ 25,195,180	9.8%
PROJECT BUDGET:					
Personnel Services	\$ 427,490	\$ 828,164	\$ 909,750	\$ 1,044,410	14.8%
Supplies	42,428	14,940	-	-	0.0%
Services	955,385	756,522	698,980	644,980	-7.7%
Capital Outlay/Equip	141,000	151,377	-	-	0.0%
Subtotal	\$ 1,566,302	\$ 1,751,003	\$ 1,608,730	\$ 1,689,390	5.0%
Total Operating/Project	\$ 24,806,592	\$ 22,946,876	\$ 24,548,510	\$ 26,884,570	9.5%
DEPARTMENTS:					
Administration	\$ 6,732,253	\$ 6,338,574	\$ 6,740,240	\$ 6,896,910	2.3%
Aquatics	2,050,958	2,087,875	2,145,120	2,193,810	2.3%
Fire	4,803,883	4,070,394	4,064,760	4,569,210	12.4%
Police	11,219,498	10,450,033	11,598,390	13,224,640	14.0%
Total	\$ 24,806,592	\$ 22,946,876	\$ 24,548,510	\$ 26,884,570	9.5%
FUNDING SOURCES:					
101 General Fund	\$ 22,935,768	\$ 21,187,373	\$ 22,939,780	\$ 25,195,180	9.8%
226 Measure CC	289,013	-	-	-	0.0%
260 Asset Forfeiture Distribution	15,509	8,500	-	-	0.0%
333 Capital	184,750	43,787	-	-	0.0%
336 OTA Projects	1,381,552	1,707,216	1,608,730	1,689,390	5.0%
Total	\$ 24,806,592	\$ 22,946,876	\$ 24,548,510	\$ 26,884,570	9.5%
STAFFING:					
Regular/Permanent	104.58	106.08	107.57	115.410	7.840
Seasonal/Temporary	35.86	35.11	35.17	34.783	(0.387)
Total	140.44	141.19	142.74	150.193	7.453

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PUBLIC SAFETY DIVISION

PUBLIC SAFETY DIVISION ROLE

The Public Safety Division's role is to protect the District's parklands, resources and experiences for all generations. We are committed to serve, protect and promote a safe and pleasant park experience, while preserving the integrity of the vital natural and cultural resources of the East Bay.

2015 APPROVED BUDGET REQUESTS:

\$277,024 to staff 2.00 pipeline Police Officer positions.
\$221,354 to staff 2.00 Dispatcher/CSO positions.

These resources will help the District mission to:

Support the development and retention of well-trained, dedicated and productive employees.

Key indicator: Continue to recruit, hire and provide training for police personnel for professional development and that meets state and local mandates.

2015 Targets:

- Hire 4 officers to fill vacant positions
- Hire 2 Dispatchers to fill vacant positions
- Hire 2 officers over our authorized strength to account for attrition and succession planning
- Hire 1 Dispatcher over our authorized strength to account for attrition and succession planning

\$500,000 base budget request for ongoing fire hazard management

These resources will help fulfill the District mission to:

Acquire and preserve significant biologic, geologic, scenic and historic resources within Alameda and Contra Costa Counties, and

Manage, maintain and restore the parklands so that they retain their important scenic, natural and cultural values.

Key indicator: Provide effective, fiscally responsible, and environmentally sound wildland fuels management activities in critical areas as defined in the District's Wildfire Hazard Reduction & Resource Management Plan.

2015 Targets:

- Continue on-going maintenance in recommended treatment areas where Measure CC or other funding sources are inadequate.

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\$327,700 base budget request for .43 FTE Fire Captain and 1.98 FTE Firefighter II

These resources will help fulfill the District mission to:

Manage, maintain and restore the parklands so that they retain their important scenic, natural and cultural values.

Key indicator: Provide safe and timely response to requests for service for medical, search and rescue, hazardous materials and fire suppression occurring within and adjacent to the parks.

2015 Targets:

- Take results from 2014 organizational study and begin appropriate re-organization planning in order to provide staffing for ongoing and increasing fire and fuels management work.

PUBLIC SAFETY DIVISION

2014 APPROVED BUDGET REQUEST RESULTS

\$133,280 to staff 1.05 pipeline Police Officer positions
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These resources will help the District mission to:

Support the development and retention of well-trained, dedicated and productive employees.

Key indicator: Continue to recruit, hire and provide training for police personnel for professional development and that meets state and local mandates.

2014 Targets:

- To hire, train and employ 1 full time police officer to continue restoration of staffing to 2008 levels.

2014 Results:

- Received over 1000 applicants for position of Police Officer/Recruit.
- Hired 2 police officers to in an effort to fill 4 existing vacancies.

PUBLIC SAFETY DIVISION KEY OBJECTIVES

KEY OBJECTIVE 1

Manage, maintain and restore the parklands so that they retain their important scenic natural and cultural values.

KEY INDICATORS

Police Department/Administration - Maintain the communications infrastructure and two-way radios District-wide and meet the Federal Communications Commission (FCC) compliance mandates.

2013 Results	2014 Target	2014 Results	2015 Target
Installation of EBRCSA Radios into public safety vehicles has been completed. EBRCSA Dispatch consoles pending installation.	Testing of EBRCSA Radio System within parklands. Evaluate the coverage and probability of utilizing the EBRCSA system as primary police channel.	EBRCSA System is complete.	Attempt to secure additional devices and assess suitability for District-wide coverage.
	Install Hilltop Radios at Mt Diablo. Connectivity on the State Microwave from Mt Diablo to Vollmer Peak (Bald) connecting to District Communications Infrastructure.	System installed and online. Testing reveals improved radio coverage District-wide.	Continue to improve the District's communications infrastructure, installing 2 hilltop radios at Monument Peak.

PUBLIC SAFETY DIVISION

Police Department/Administration - Develop custom applications under the StandGuard Project to meet the unique needs of the public safety department that off the shelf solutions do not.

2013 Results	2014 Targets	2014 Results	2015 Target
N/A	<p>StandGuard Project: Develop a custom created application suite of Computer Aided Dispatch (CAD), Records Management System (RMS), AutoCite, and Quick Mass Notification. The objective is to rethink and recreate our common off the shelf applications into a fully customized solution that can bring about greater communication.</p>	<p>StandGuard is currently in place, being beta tested by Police & Fire Command Staff.</p> <p>Identified members of the District to be notified using Standguard and implemented on their phones.</p> <p>Started researching feasibility of new CAD vendor and met with one vendor to see if their product would fit our needs</p> <p>StandGuard – Retriever Notification application has been completed and successfully launched. Working with app developers proved too complex to continue other solutions.</p> <p>Currently testing system</p>	<p>Continue testing in order to implement final product.</p>

PUBLIC SAFETY DIVISION

Police Department/Administration – Improve process of responding to alarm calls at District facilities.

2013 Results	2014 Target	2014 Results	2015 Target
RFP Completed with Bay Alarm Company. Park Operations is currently conducting a facilities assessment to determine if there is a real need for alarms at current buildings	<p>Establish a District-wide alarm budget to have Bay Alarm take over the alarm maintenance and monitoring as quoted. Alarm vendor will confirm the validity of the current alarm zones and remove those alarms that are deemed unneeded by Park Operations.</p> <p>Utilize the one time budget request received to contract with Bay Alarm to evaluate and verify zone data and functionality in preparation for District Wide contract for alarm monitoring services.</p>	<p>Employed Bay Alarm to assess systems at specific District facilities and report results</p> <p>Results to be complete by end of 2014.</p>	<p>Create a contract for services based on study results completed in 2014.</p> <p>Request and Receive funding to contract with vendor for alarm monitoring services District-wide.</p>

Police Department/Operations - Enhance safety of parkland users, neighbors, and communities through the coordinated development of a standardized surveillance system for District facilities and lands.

2013 Results	2014 Target	2014 Results	2015 Target
Effectiveness of the system has continued to prove successful through the elimination of responses to false alarms and documentation of late night activity at select locations.	Use one time funding to contract with verified alarm system provider and re-request ongoing funding to continue service.	Added verified alarm systems, use of portable cameras at some facilities. Worked with Park Operations in the video program.	Continue to work with Park Operations in video surveillance.

PUBLIC SAFETY DIVISION

Fire Department/Lifeguard Services - Provide safe and timely response to requests for service for medical, search and rescue, hazardous materials and fire suppression occurring within and adjacent to the parks.

2013 Results	2014 Target	2014 Results	2015 Target
Asst. Fire Chief vacancy filled April 2013.	Implement the Lexipol Fire Policy Manual.	Beta version implemented. Labor is reviewing.	Launch Fire House data management software to improve service delivery tracking
Fire Captain position filled in October 2013.	Utilize pipeline funding to upgrade one FF1 position to a FFII position	Firefighter II position was upgraded	Initiate use of EBRCS mobile and portable radios to improve multi-agency interoperability
Firefighter II (FFII) vacancy filled June 2013.			Take results from 2014 organizational study and begin appropriate re-organization planning in order to provide staffing for ongoing and increasing fire and fuels management work.

PUBLIC SAFETY DIVISION

KEY INDICATOR

Fire Department/Fuels – Provide effective, fiscally responsible, and environmentally sound wildland fuels management activities in critical areas as defined in the District’s Wildfire Hazard Reduction & Resource Management Plan.

2013 Results	2014 Target	2014 Results	2015 Target
N/A	N/A	N/A	<p>Implement current resources protection measures and best management practices into our fuels management prescriptions , including Alameda striped racer and other federally protected species</p> <p>Participate in monthly fuels meetings with Stewardship and Operations Departments.</p> <p>Hire qualified contractors to assist with fuels management.</p> <p>Use Cal Fire, Student Conservation Association or Civicorps crews for work on fuels management.</p> <p>Continue on-going maintenance in recommended treatment areas where Measure CC or other funding sources are inadequate.</p>

PUBLIC SAFETY DIVISION

Fire Department/Lifeguard Services - Prevent dangerous situations from developing in designated swim areas and at swim events, and provide effective search, rescue, and emergency medical care to park visitors.

2013 Results	2014 Target	2014 Results	2015 Target
<p>Two jet-drive personal watercraft were deployed.</p> <p>Performed 85,844 preventive public contacts</p> <p>Loaned 38,259 lifejackets to swim area visitors.</p>	<p>Conduct a workshop for day camp administrators to educate them about good swim safety practices for their leaders that bring groups to our swim areas.</p> <p>Compile analyze and report swimmer to lifeguard ratios for each swim area to assist with staffing decisions.</p>	<p>Conducted a half day work for camp administrator on good safe swimming practices.</p> <p>Compiled and analyzed data for all 11 swim facilities; values will be used in making staffing decisions and scheduling lifeguards.</p>	<p>Provide 4 water safety talks to camp administrators at their worksites and educate their camp counselors on good swim safety practices when visiting our aquatic facilities.</p>

KEY OBJECTIVE 2

Support the development and retention of well-trained, dedicated and productive employees.

KEY INDICATOR

Police Department/Administration - Maintain the Commission on Accreditation for Law Enforcement Agencies (CALEA) process to ensure high levels of efficiency and effectiveness.

2013 Results	2014 Target	2014 Results	2015 Target
<p>Successfully completed a 4 day on-site assessment. Appeared before the full commission and received re-accreditation Aug 3, 2013.</p>	<p>Complete the first year of required documentation for our second re-accreditation cycle.</p>	<p>Maintain compliance by completing year 1 required standards.</p>	<p>Maintain compliance and complete year 2 of our re-accreditation cycle.</p>

PUBLIC SAFETY DIVISION

Police Department/Administration - Continue to recruit, hire and provide training for police personnel for professional development and that meets state and local mandates.

2013 Results	2014 Target	2014 Results	2015 Target
<p>Provided 250 hours to officers and dispatchers to meet statutory and policy requirements.</p> <p>Continued with ongoing recruitment and hiring strategies in coordination with Human Resources</p>	<p>Develop and implement a winter training program to meet statutory and policy requirements. Work with POST to obtain state certification for at least 2 training courses.</p> <p>Hire at least 1 officer to fill pipeline Police Officer position</p>	<p>Received over 1000 applicants for position of Police Officer/Recruit.</p> <p>Completed Winter Training program to meet all statutory requirements for all Police Officers and Dispatchers</p> <p>Hired 2 police officers to in an effort to fill 4 existing vacancies.</p> <p>Conducted firearms training for all officers to meet new state mandates.</p> <p>Hired a professional trainer to assist in developing mounted officers and their horses.</p>	<p>Hire 4 officers to fill vacant positions</p> <p>Hire 2 Dispatchers to fill vacant positions</p>

Police Department/Operations - Provide effective safety equipment to patrol officers.

2013 Results	2014 Target	2014 Results	2015 Target
<p>Purchased 6 additional AEDs for use in patrol vehicles and updated training for officers</p>	<p>Complete the outfitting of patrol cars with AEDs and other lifesaving equipment as budget constraints allow.</p>	<p>Completed outfitting of patrol fleet with AEDs</p> <p>Continue to replace ballistic vests for officers despite federal grant not funding.</p>	<p>Expand deployment to administrative and specialized vehicles</p> <p>Begin phase 1 replacement Taser less lethal weapons for officers</p>

PUBLIC SAFETY DIVISION

Fire Department/Operations - Maintain required certifications and operational readiness by providing quality training to staff and pursue initiatives that improve employee production and morale.

2013 Results	2014 Target	2014 Results	2015 Target
<p>Due to budget constraints the Industrial Fire Academy was not conducted.</p> <p>Successfully conducted sixteen hours of rope rescue and auto extrication training for all operational fire staff</p>	<p>Conduct a review of the existing organizational model and make recommendations for change as necessary.</p> <p>Continue to seek a budget solution to fund Industrial Fire Academy.</p> <p>Continue to provide mandated training to all operational fire staff.</p>	<p>Reorganization plan to improve supervision, increase fuels capacity and reduce overtime, being developed</p> <p>Plan to restructure Academy spreading cost over two years being developed</p> <p>All mandated training delivered.</p>	<p>Provide 24 hours EMT refresher training to ½ of firefighter staff</p> <p>Provide 8 hours of hazardous materials training to firefighters</p> <p>Conduct a 2 day work retreat focusing on staff development</p> <p>Support staff attendance at a minimum of 3 fuels and related resource management training and education seminars, conferences, or course work.</p>

Fire Department/Lifeguard Services – Recruit, hire, train, certify and deploy seasonal lifeguard staff to cover swimming area guarding needs and aquatic programs.

2013 Results	2014 Target	2014 Results	2015 Target
<p>Conducted CPR/AED classes that recertified 58 police and 34 fire personnel</p> <p>Hired 188 lifeguards for deployment at district swimming areas</p> <p>Issued 289 certificates to lifeguard staff.</p>	<p>Target 6 returning lifeguards to receive 3 hours of mentoring each to prepare for potential promotion to a supervisory lifeguard position.</p> <p>Visit 10 events where potential recruits are gathered (swim meet, water polo match, career fair)</p> <p>Recruit 10 District junior lifeguard aides for District lifeguard jobs at lifeguarded</p>	<p>Identified 7 lifeguards and provided a 3 hour Leadership workshop.</p> <p>Visited 17 events for recruitment of potential seasonal lifeguards.</p> <p>Recruited 46 junior lifeguard aides, and had 5 successfully</p>	<p>Pending approval of budget request, provide 2 hours ADA training to all Junior Lifeguard instructors</p> <p>Pending approval of budget request, provide a 3.5 hour ARC Lifeguard Management course to all Lifeguard II/III's</p> <p>Provide 3 physical practice sessions for lifeguard applicants</p>

PUBLIC SAFETY DIVISION

2013 Results	2014 Target	2014 Results	2015 Target
	swimming areas Train and issue over 200 certificates to lifeguard staff.	get hired as seasonal lifeguards.	

KEY OBJECTIVE 3

Create quality programs that recognize the cultural diversity represented in the region.

KEY INDICATOR

Fire Department/Lifeguard Services - Provide a full range of swimming lessons, junior lifeguard programs and water safety education to general and low-income public.

2013 Results	2014 Target	2014 Results	2015 Target
Provided swimming lessons to 1637 people with 677 paying reduced fees 1,029 children participated in the Junior Lifeguard program Developed and distributed marketing material in Spanish, Chinese and Korean languages.	Use one-time funding to pay staff for increased training hour requirements of Red Cross Develop new water safety messages and work with Public Affairs to implement a swim safety campaign using print, online and social media each month in May, June, July, and August	Used one-time funding to pay for training of seasonal lifeguard staff. Developed water safety message for social media and implemented it in June, July, and August. Utilized printed brochures from "Pool Safely" campaign.	Pilot a junior lifeguard cadet program for 10 youth Apply for a DWR "Aquatic Adventure Camp" Grant to provide water safety programming and swim lesson at Don Castro and a field trip to Del Valle

KEY OBJECTIVE 4

Participate in partnerships with public agencies, nonprofit organizations, volunteers and the private sector to achieve mutual goals.

KEY INDICATOR

Fire Department/Lifeguard Services - Actively cooperate with fire, rescue and EMS agencies in Alameda and Contra Costa counties and participate in Federal, State and local mutual aid agreements.

2013 Results	2014 Target	2014 Results	2015 Target
Successfully completed two prescribed burns; one at Round Valley and Point Pinole Regional Park; which included	Participate in MRA exercise in June 2014 with Cal-Fire, UC Berkeley, and other allied agencies.	MRA exercises completed with allied agencies.	Meet with ALCO Health representative to discuss partnership on a drowning prevention campaign.

PUBLIC SAFETY DIVISION

2013 Results	2014 Target	2014 Results	2015 Target
<p>fire operations staff and cooperating agencies.</p> <p>Provided out of county assistance for the Rim, American, Aspen, Swedes and mutual aid for the Mt. Diablo Fire.</p>			<p>Continue Hills Emergency Forum participation and conduct at least one partnership project</p> <p>Participate in MRA or live fire training exercise with Cal-Fire, UC Berkeley, or other allied agencies.</p> <p>Continue to participate with Diablo Fire Safe Council for at least 6 meetings and Alameda and Contra Costa counties Community Wildfire Protection Plan update sessions.</p>

ADMINISTRATION ROLE

Public Safety Administration’s role is to provide support for the various functions and activities of the various departments and units within the Public Safety Division. The Department includes the Division’s Communications Unit, Professional Standards Unit (CALEA), and Personnel and Training Unit.

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 4,480,650	\$ 4,651,630	\$ 4,752,990	\$ 4,940,580	3.9%
Supplies	497,256	194,328	250,810	290,490	15.8%
Services	601,074	589,652	783,830	713,230	-9.0%
Grants/Inter-agency Agreements	-	20,757	32,000	32,000	0.0%
Intra-District Charges	982,500	699,900	920,610	920,610	0.0%
Subtotal	\$ 6,561,479	\$ 6,156,266	\$ 6,740,240	\$ 6,896,910	2.3%
PROJECT BUDGET:					
Personnel Services	\$ 1,695	\$ -	\$ -	\$ -	0.0%
Supplies	28,080	-	-	-	0.0%
Services	-	123,520	-	-	0.0%
Capital Outlay/Equip	141,000	58,787	-	-	0.0%
Subtotal	\$ 170,774	\$ 182,307	\$ -	\$ -	0.0%
Total Operating/Project	\$ 6,732,253	\$ 6,338,574	\$ 6,740,240	\$ 6,896,910	2.3%
DEPARTMENTS:					
Administration	\$ 6,732,253	\$ 6,338,574	\$ 6,740,240	\$ 6,896,910	2.3%
Total	\$ 6,732,253	\$ 6,338,574	\$ 6,740,240	\$ 6,896,910	
FUNDING SOURCES:					
101 General Fund	\$ 6,545,970	\$ 6,147,766	\$ 6,740,240	\$ 6,896,910	2.3%
260 Asset Forfeiture Distribution	15,509	8,500	-	-	0.0%
333 Capital	142,694	43,787	-	-	0.0%
336 OTA Projects	28,080	138,520	-	-	0.0%
Total	\$ 6,732,253	\$ 6,338,574	\$ 6,740,240	\$ 6,896,910	2.3%
STAFFING:					
Regular/Permanent	25.00	25.00	25.00	25.00	-
Seasonal/Temporary	3.00	3.00	3.00	3.00	-
Total	28.00	28.00	28.00	28.00	-

SERVICE DESCRIPTION

Public Safety Administration staff provides support to all other departments within the Division. They coordinate the hiring of police officers and firefighters to reflect the diversity of the community, and manage training of all personnel. Public Safety Administration also manages the District's Communications Center, coordinates with other departments on projects or problems of mutual concern, and maintains good working relationships with police and fire agencies inside and outside of the District.

FIRE DEPARTMENT ROLE

The Fire Department’s role is to prevent, respond to, control, and minimize the impacts of fire, and respond to medical and other emergencies which occur within and adjacent to District parklands. The Department strives to provide the highest levels of professional emergency services, remain fiscally responsible, provide for the safety of its personnel and promote the overall mission of the District.

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 2,360,802	\$ 2,343,638	\$ 2,066,190	\$ 2,555,810	23.7%
Supplies	117,750	145,645	129,390	162,970	26.0%
Services	309,543	290,318	388,180	437,180	12.6%
Equipment	8,384	88,628	-	-	0.0%
Intra-District Charges	618,430	23,600	206,600	185,350	-10.3%
Subtotal	\$ 3,414,909	\$ 2,891,829	\$ 2,790,360	\$ 3,341,310	19.7%
PROJECT BUDGET:					
Personnel Services	\$ 419,241	\$ 536,759	\$ 612,250	\$ 634,780	3.7%
Supplies	14,348	10,443	-	-	0.0%
Services	955,385	631,363	662,150	593,120	-10.4%
Subtotal	\$ 1,388,974	\$ 1,178,565	\$ 1,274,400	\$ 1,227,900	-3.6%
Total Operating/Project	\$ 4,803,883	\$ 4,070,394	\$ 4,064,760	\$ 4,569,210	12.4%
DEPARTMENTS:					
Fire	\$ 4,803,883	\$ 4,070,394	\$ 4,064,760	\$ 4,569,210	12.4%
Total	\$ 4,803,883	\$ 4,070,394	\$ 4,064,760	\$ 4,569,210	
FUNDING SOURCES:					
101 General Fund	\$ 3,414,909	\$ 2,891,829	\$ 2,790,360	\$ 3,341,310	19.7%
333 Capital	37,445	-	-	-	0.0%
336 OTA Projects	1,351,528	1,178,565	1,274,400	1,227,900	-3.6%
Total	\$ 4,803,883	\$ 4,070,394	\$ 4,064,760	\$ 4,569,210	12.4%
STAFFING:					
Regular/Permanent	16.00	15.75	16.09	18.50	2.41
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	16.00	15.75	16.09	18.50	2.41

SERVICE DESCRIPTION

Utilizing career firefighters and assigned District employees as paid, on-call firefighters, the Fire Department manages fire prevention, fire suppression, and wildland fire mitigation efforts throughout the District. It also provides the first response for medical calls in parklands not served by local agencies. Other major responsibilities include: response and management of hazardous materials incidents; search and rescue; resource management and habitat improvement through a program of prescribed burning, grazing and vegetation management; coordination with other fire service agencies, including the California Department of Forestry; review and evaluation of fire-related design and environmental impact issues; and incident command for major emergencies.

LIFEGUARD SERVICES ROLE

The Lifeguard Services Unit’s role is to provide lifeguards to meet a variety of District needs. The Unit also plays an important role in educating the community about swimming and water safety.

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 1,906,772	\$ 1,970,758	\$ 2,032,420	\$ 2,081,110	2.4%
Supplies	103,267	76,137	83,170	83,170	0.0%
Services	40,760	40,980	29,530	29,530	0.0%
Subtotal	\$ 2,050,798	\$ 2,087,875	\$ 2,145,120	\$ 2,193,810	2.3%
PROJECT BUDGET:					
Personnel Services	\$ 160	\$ -	\$ -	\$ -	0.0%
Subtotal	\$ 160	\$ -	\$ -	\$ -	0.0%
Total Operating/Project	\$ 2,050,958	\$ 2,087,875	\$ 2,145,120	\$ 2,193,810	2.3%
DEPARTMENTS:					
Lifeguard Services	\$ 2,050,958	\$ 2,087,875	\$ 2,145,120	\$ 2,193,810	2.3%
Total	\$ 2,050,958	\$ 2,087,875	\$ 2,145,120	\$ 2,193,810	2.3%
FUNDING SOURCES:					
101 General Fund	\$ 2,050,798	\$ 2,087,875	\$ 2,145,120	\$ 2,193,810	2.3%
333 Capital	160	-	-	-	0.0%
Total	\$ 2,050,958	\$ 2,087,875	\$ 2,145,120	\$ 2,193,810	2.3%
STAFFING:					
Regular/Permanent	4.50	5.25	5.25	6.00	0.75
Seasonal/Temporary	31.93	31.18	31.74	31.353	(0.387)
Total	36.43	36.43	36.99	37.353	0.363

SERVICE DESCRIPTION

The Lifeguard Services Unit provides for public safety through its lifeguard staff and equipment. It delivers high quality lifeguarding for recreation swim, aquatic special events, and aquatic programs. The Unit also provides water safety education, swimming lessons, junior lifeguard programs and a wide range of first aid training for District staff.

POLICE DEPARTMENT ROLE

The Police Department's role is to provide basic law enforcement services for District lands, East Bay Municipal Utilities District (EBMUD) under a Joint Powers Agreement, and San Francisco Water Department (SFWD) lands operated by the District under a long term lease.

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 9,240,581	\$ 9,036,423	\$ 9,986,610	\$ 11,178,250	11.9%
Supplies	361,324	304,186	384,340	401,970	4.6%
Services	389,796	420,804	494,960	501,380	1.3%
Equipment	-	-	59,150	59,150	0.0%
Debt Service/Leases	839,822	-	-	-	0.0%
Intra-District Charges	381,580	298,490	339,000	622,400	83.6%
Subtotal	\$ 11,213,104	\$ 10,059,902	\$ 11,264,060	\$ 12,763,150	13.3%
PROJECT BUDGET:					
Personnel Services	\$ 6,394	\$ 291,405	\$ 297,500	\$ 409,630	37.7%
Supplies	-	4,497	-	-	0.0%
Services	-	1,638	36,830	51,860	40.8%
Capital Outlay/Equip	-	92,590	-	-	0.0%
Subtotal	\$ 6,394	\$ 390,131	\$ 334,330	\$ 461,490	38.0%
Total Operating/Project	\$ 11,219,498	\$ 10,450,033	\$ 11,598,390	\$ 13,224,640	14.0%
DEPARTMENTS:					
Police	\$ 11,219,498	\$ 10,450,033	\$ 11,598,390	\$ 13,224,640	14.0%
Total	\$ 11,219,498	\$ 10,450,033	\$ 11,598,390	\$ 13,224,640	
FUNDING SOURCES:					
101 General Fund	\$ 10,924,091	\$ 10,059,902	\$ 11,264,060	\$ 12,763,150	13.3%
226 Measure CC	289,013	-	-	-	0.0%
333 Capital	4,451	-	-	-	0.0%
336 OTA Projects	1,944	390,131	334,330	461,490	38.0%
Total	\$ 11,219,498	\$ 10,450,033	\$ 11,598,390	\$ 13,224,640	14.0%
STAFFING:					
Regular/Permanent	59.08	60.08	61.23	65.91	4.68
Seasonal/Temporary	0.93	0.93	0.43	0.43	-
Total	60.01	61.01	61.66	66.34	4.68

SERVICE DESCRIPTION

The Police Department's staff provides law enforcement and support services to District facilities and lands and the citizens who utilize them. The Department is responsible for providing patrol services and conducting specialized enforcement activities, criminal investigations, crime analysis, crime prevention, helicopter patrols and community outreach throughout the District. The Department also works closely with other area law enforcement agencies and District Divisions to provide efficient and effective service and promote the overall Mission of the District and the Police Department.

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NON-DEPARTMENTAL

	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2015 BUDGET	Change
OPERATING BUDGET:					
Equipment	\$ 496,275	\$ -	\$ -	\$ -	0.0%
Debt Service	23,461,140	19,903,528	32,868,950	33,264,900	1.2%
Intra-District Charges	115,000	115,000	115,000	-	-100.0%
Transfers Out	15,052,650	16,919,585	14,456,440	9,077,690	-37.2%
Subtotal	\$ 39,125,065	\$ 36,938,113	\$ 47,440,390	\$ 42,342,590	-10.7%
PROJECT BUDGET:					
Cost of Issuance	\$ 511,003	\$ 435,182	\$ -	\$ -	0.0%
Transfers Out	24,382,904	24,010,441	22,341,470	19,480,000	-12.8%
Subtotal	\$ 24,893,907	\$ 24,445,623	\$ 22,341,470	\$ 19,480,000	-12.8%
Total Operating/Project	\$ 64,018,972	\$ 61,383,736	\$ 69,781,860	\$ 61,822,590	-11.4%
DEPARTMENTS:					
Nondepartmental	\$ 64,018,972	\$ 61,383,736	\$ 69,781,860	\$ 61,822,590	-11.4%
Total	\$ 64,018,972	\$ 61,383,736	\$ 69,781,860	\$ 61,822,590	-11.4%
FUNDING SOURCES:					
101 General Fund	\$ 9,854,358	\$ 10,867,031	\$ 11,233,030	\$ 6,446,480	-42.6%
221 ECCC LLD	215,000	115,000	115,000	-	-100.0%
226 Measure CC	3,056,574	3,372,230	2,077,110	2,086,210	0.4%
253 Gifts/Dickson	-	52,500	-	-	0.0%
254 Ardenwood/Coyote Hills	40,000	40,000	40,000	40,000	0.0%
257 Mitigation	-	40,600	5,000	-	-100.0%
258 McLaughlin Eastshore State Park	64,000	-	-	-	0.0%
259 ECCC HCP Properties	124,000	281,800	-	-	0.0%
333 Capital	1,267,125	196,739	-	-	0.0%
335 Meas AA Bond Proceeds	2,549,966	2,542,436	175,000	130,000	-25.7%
336 OTA Projects	641,425	146,063	-	-	0.0%
337 Meas WW Bond Proceeds	19,924,388	21,479,669	22,050,000	19,350,000	-12.2%
338 2012 Note Proceeds	511,003	80,716	116,470	-	-100.0%
553 Major Infrastructure Reno/Repl	127,000	1,194,715	1,075,000	500,000	-53.5%
554 Major Equip Replacement	836,972	250,509	-	-	0.0%
555 General Liability	1,316,021	801,201	-	-	0.0%
620 Brushy Peak-Dyer	6,250	5,000	5,000	1,500	-70.0%
621 Brushy Peak-Weaver	6,250	4,000	4,000	2,000	-50.0%
630 ESSP-Berkeley Meadow Ph 1	-	-	800	-	-100.0%
631 ESSP-Berkeley Meadow Ph 2	-	2,000	4,000	-	-100.0%
640 Hayward Shoreline-Ora Loma	5,000	5,000	5,000	-	-100.0%
641 Hayward Shoreline-Any	-	-	600	-	-100.0%
650 Morgan Territory-Elsworthy	6,250	3,000	4,000	1,500	-62.5%
651 Morgan Territory-Day	6,250	-	2,000	-	-100.0%
680 MLK Shore-Damon Slough-Port	-	-	900	-	-100.0%
810 '2002' Bond Debt Svc	1,193,990	1,240,515	-	-	0.0%
811 2012 Promissory Note Debt Svc	-	1,419,513	1,420,700	1,421,300	0.0%
812 Meas AA Debt Svc	19,036,875	14,013,225	5,369,500	5,372,000	0.0%
813 Meas WW Debt Svc	3,230,275	3,230,275	26,078,750	26,471,600	1.5%
Total	\$ 64,018,972	\$ 61,383,736	\$ 69,781,860	\$ 61,822,590	-11.4%
STAFFING:					
Regular/Permanent	-	-	-	-	-
Seasonal/Temporary	-	-	-	-	-
Total	-	-	-	-	-

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Point Pinole Restroom Installation

2015 ADOPTED OPERATING BUDGET

SUPPLEMENTAL INFORMATION

Basis of Budgeting

The basis of budgeting for governmental funds (General Fund, special revenue funds, project funds and debt service funds) is on a current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized when they become measurable and available (received within 60 days of year-end) to finance expenditures of the current period. Expenditures are recorded when the related liability is incurred, except principal and interest payments on general long-term debt, which are recognized when due. Permanent funds are also budgeted on the modified accrual basis. This is the same basis of accounting as used in the fund financial statements.

Budgets for proprietary funds (internal service funds) are accounted for using the economic resources measurement focus and the full accrual basis of accounting. Revenues are recognized in the period earned, and expenses are recognized in the period in which the liabilities are incurred. Depreciation expense is not budgeted in the proprietary funds.

Fiduciary funds, including pension type trust funds, are not budgeted by the District.

Budget Process

The District's budget is a vital tool for establishing public policy, maintaining control over the management of resources, and implementing fiscal plans. Almost every decision, activity and program is expressed within the context of the budget. Budget planning begins with Board workshops held February through May, which address District priorities, capital finance, and capital, land acquisitions and trail projects. At the workshops, the Board of Directors and staff discuss the priorities for these projects for the upcoming budget, including the 5-year Capital Improvement Plan.

Throughout the year, the public is invited to comment on the District's long and short term plans, including the budget, via public board meetings held on the first and third Tuesday of each month. The Board Finance, Board Operations and Board Legislative sub-committees also offer monthly opportunities for public comment. A schedule of all public hearings is posted on the District website and at District headquarters. In addition, the public can contact District staff to provide input and feedback.

Initial budget allocations utilize the base budget approach, in which all divisions are allocated the same percentage of resources as in the prior year's base budget. Additional requests for resources are discussed and adjustments made for one time or on-going increases or decreases. Personnel costs are calculated based upon funded positions, and updated salary and benefit rates. The number of funded positions may be less than the number of approved positions for a particular budget, depending on resources available.

Additionally, divisions may submit budget requests for additional appropriations. Departmental budget requests are submitted to the General Manager by early September. They are then discussed, prioritized and recommended for approval by the General Manager (GM) and Assistant General Managers (AGMs).

The proposed budget is formally presented to the Finance Committee and the Park Advisory Committee, where staff seeks recommendation of approval by the Board of Directors. The public is invited to two public hearing in December related to the budget, and comments are taken into account before the proposed budget is approved by the Board of Directors at the second public hearing in December. The approved budget becomes effective on January 1.

2015 Budget Calendar

February 14, 2014	Board of Directors Planning Workshop
March 10, 2014	Board of Directors Planning Workshop
April 21, 2014	Board of Directors Capital Finance Workshop
May 28, 2014	Review prior year end audit results at Finance Committee. Formulate budget strategies with General Manager.
May 23, 2014	Board of Directors Capital Trails Workshop
June	Review position allocations between General Fund, special revenue funds, capital project funds, and internal service funds.
July	Develop performance measures by division, department and unit.
August 4 – 15, 2014	Distribute base budget instructions to field. Hold budget preparation workshops for staff.
September	Review and prioritize budget requests.
October	Prepare budget, review preliminary budget with Board Finance Committee.
November	Present proposed budget to Board Finance Committee and Park Advisory Committee.
December 2 nd and 16 th	Present proposed budget at the first Board of Director meeting in December, which is a public hearing. The budget is adopted at the second Board meeting in December, which is also a public hearing.
January	The budget becomes effective January 1.

Each quarter the Finance Department presents to the Board Finance Committee a budget status update with the budget to actual analysis report. The reports provide budget versus actual comparisons in the current year and comparisons of like quarters from the prior year. An analysis of significant variances is included for each major revenue and expenditure section of the reports.

Budget Policy

The District’s Board of Directors has formally adopted the District’s Budget Policy, requiring that the annual budget be balanced, with financial resources that equal or exceed uses, at the time of adoption. Financial resources include intra-governmental charges, transfers in, use of designated fund balance for designated purpose, and use of one time resources for one time appropriations; and uses include capital maintenance / replacement, intra-governmental charges and transfers out.

Additionally the District follows best practices in budgeting, including: assessment of constituent needs, development of long range plans, adherence to budget preparation and adoption procedures, monitoring of performance, and adjustment of budget as required. The budget can be amended during the year, in accordance with the Board Operating Guidelines. Board action is required to make budget adjustments in the following cases:

All increases in appropriations;

- Transfers that exceed \$25,000 when the transfer is between funds or between divisions;
- Transfer of Board Contingency funds exceeding \$5,000.
- Transfer of Board contingency funds in amounts of \$5,000 or less requires a recommendation from a Board member to the Board President, followed by consensus

between the Board President and the General Manager. If the request is made by the Board President, The GM will seek consensus from the Vice President. The Clerk of the Board initiates the budget adjustment, at the General Manager's request, after all approvals are received.

Budget adjustments that require the General Manager or his/her designee approval include:

- Transfer up to \$25,000 between funds or between divisions;
- Transfers that involve personnel cost and/or capital outlay budgets;
- Transfer of GM Contingency funds of any amount.

Budget adjustments that require General Manager, his/her designee, or CFO/Controller approval:

- Transfers between the Capital Project Fund and Other-Than-Asset (OTA) Projects Fund to conform to capital accounting requirements, provided that the action does not change the total funding, original purpose, or the scope of the project.

Budget adjustments that require only the requesting division's AGM approval include:

- A transfer of supplies or services appropriations in any amount within one division and one fund.

Investment Policy

The District's Investment Policy is adopted annually, in accordance with State law. The purpose of this policy is to provide guidance and direction for the prudent investment of District funds, and to foster the creation of a systematic and controlled investment process. The ultimate goal is to maximize the efficiency of the District's cash management system, and to enhance the economic status of the District, while protecting its pooled cash.

The District's policy is to invest public funds in a prudent manner, providing the highest yield with the maximum security of principal invested, while also meeting the daily cash flow requirements of the District. Also, the District's policy is to conform to all applicable federal, state and local statutes governing the investment of public funds.

The investment of funds is governed by the California Government Code Section 53601 et seq., and by California Government Code Section 53630 et seq. Funds on deposit in banks must be federally insured or collateralized in accordance with the provisions of California Government Code, Sections 53630 et seq.

Reserve Policy

During 2013 the Board of Directors adopted the General Fund Reserve (Unassigned) Fund Balance Policy. The purpose of this policy is not only to determine an appropriate amount for the unassigned fund balance (which is currently 32% of annual revenue), but also to define and articulate the intent and uses of the reserve. The policy outlines factors used in determining a prudent reserve amount, and requires that the CFO review and adjust percentage at least as often as every five years.

Additionally, the Board of Directors has committed, through Board resolution, fund balance in the General Fund, the Project Funds and the Mitigation Fund as follows:

General Fund

- Election costs (\$2.2 million), which will be used in the event elected officials encounter challengers and the District is required to include Board of Director positions on the election ballot. The committed fund balance eliminates the necessity of appropriating operating funds during election years when the obligation of election costs is not known until the candidate filing deadlines mid-way through the budget cycle, thus stabilizing operating expenditures.
- Legal Contingency (\$1 million), committed in 2010 to cover unanticipated, large legal costs, thus freeing annual budget appropriations in excess of normal and usual legal costs.
- Workers' compensation claim contingency (\$2 million), committed in 2012 to cover unanticipated, large claims, in excess of normal, anticipated workers compensation claim costs, increasing the funding level of the self-insured program to the "conservative" level.
- Revenue take-away contingency (formerly referred to as economic uncertainty) (10% of General Fund property tax revenue budget, approximately \$11 million), which was recommitted by the Board in 2012 to ensure that resources were available in the event of a substantial, unanticipated, one-time take-away of District revenue by the State of California or other governmental agencies. This provides financial stability and guards against potential volatility of revenue sources created by other agency actions such as ERAF.
- RDA tax increment remitted under protest (\$1.3 million), which was committed in 2012 as a result of AB 1484 payments remitted to the District by redevelopment successor agencies in conjunction with legal action they instituted claiming the obligation was not legal. The fund balance has been set aside until the disposition of the legal proceedings, so it is available in the event the amount is required to be refunded to RDA successor agencies.
- First Quarter Expenditures (approximately \$28 million), committed in 2010 to cover first quarter expenditures and total 25% of the annual General Fund appropriations. The District receives 50% of property tax revenue (the major General Fund revenue source) in December of the preceding year. The prior year revenue is required to cover the first quarter of the succeeding year's expenditures, as the second property tax payment is not received until April. By committing the fund balance it is evident that these resources are not available for expenditure.

Project Fund

- Fire fuel reduction grant match (\$380,245) was originally (1992) funded through FEMA reimbursement for 1991 fire disaster and accounted for in special revenue fund. It was transferred to project fund and is intended as resources to fund matching requirements of future fire fuel reduction grants. The Board's commitment was affirmed in 2012.
- Land acquisition and development committed fund balance (currently \$6.7 million) was originally recorded in 1980 District financial statement. The original amount was \$1.3 million, which is adjusted annually for revenue and expenditures tracked as "District-

Committed Land Acquisition” funding (DCLA). The Board’s commitment was affirmed in 2012.

- Another \$7 million is committed to cover the costs of unfinished projects whose budgets were previously approved via board action.

Mitigation Fund

- Funds (\$1.1 million) received from specific developers, committed for mitigation at specific locations including: Vasco Caves/Northwind, Waterbird/Chevron, Brushy Peak/Republic Service and Black Diamond/Contra Costa County.

Debt Policy

The District is limited, like other public agencies, to primarily three choices in financing their operations and funding public facilities: pay-as-you-go, debt financing, and public-private ventures. The District has entered into bond covenants that obligate the District to appropriate funds for debt service, provide secondary market disclosure, and report the balances of outstanding debt in its audited financial statements.

The District is empowered and is obligated to levy ad valorem taxes, without limitation as to rate or amount upon certain property subject to taxation, within the District for the payment of interest and principal of the Measure AA and Measure WW bonds. The District’s credit ratings for its General Obligation Bonds are “Aa1” from Moody’s Investor Service and “AAA” from Standard & Poor’s.

Transfers

Transfers are included in the budget to account for the reallocation of resources from one fund to another. Transfers in are included in “Other Resources” and transfers out are included in “Other Uses” in the preceding budget schedules. Note that the project fund column includes transfers into the project funds and out of the debt proceeds funds, all of which are included in the project fund column. Detail of transfers included in this budget can be found in “Budget Transfers” at the end of Section B of this document.

Legal Debt Limitations

The Public Resources Code Section 5568 specifies the debt limits of the District. According to this section, the District may, for the purpose of acquiring, constructing, or completing any improvement or improvements authorized, or for the purpose of acquiring any land or other property necessary or useful therefore, the Board of Directors may incur an indebtedness not to exceed 15% of the assessed valuation of the real and personal property situated in the District.

The District may issue bonds for the indebtedness under and in full compliance with the provisions of Article 1 (commencing with Section 43600) of Chapter 4 of Division 4 of Title 4 of the Government Code. The provisions of that chapter, as they may exist from time to time and insofar as they may be applicable, shall govern all District bond issues, and the Board of Directors, as the legislative branch of the District, is authorized to do all acts and things which may be done by the legislative branch of cities, towns, and municipal corporations in the incurring of indebtedness and the issuance and sale of bonds.

Appropriation Limit

The voters of California during a special election in 1979 approved Article XIII-B of the State of California Constitution. This legislation, commonly referred to as either "Proposition 4" or the "Gann Initiative," restricts the total amount of appropriations allowed in any given fiscal year from the "proceeds of taxes." In 1980, the State Legislature added Section 9710 to the Government Code which required the governing body of each local jurisdiction to establish, by resolution, an appropriations limit for the following year. The appropriation limit for any fiscal year was equal to the previous year limit, adjusted for population changes and the change in the U.S. Consumer Price Index (or California per Capita Personal Income, if less). The necessary statistical information is provided each year by the California Department of Finance.

In June 1990, the voters modified the original Article XIII-B (Proposition 4) with the passage of Proposition 111 and its implementing legislation (Senate Bill 88). Beginning with the 1990-91 appropriations limit, an agency may choose annual adjustment factors. The adjustment factors include the growth in the California Per Capita Income or the growth in non-residential assessed valuation due to construction within the jurisdiction and population growth within the County. Under Proposition 4, if an agency ends the fiscal year having more proceeds of taxes than the limit allows, it must return the excess to the taxpayers within two years (either by reducing taxes levied or fees charged).

Calculation of Limitation

Appropriation Limit for 2014		\$328,238,445
Adjustment Factors:		
Population Factor (Alameda/Contra Costa Combined)	1.014058	
Economic Factor	0.9977	
Calculation of Factor for 2013 (Population x Economic Factors)	1.0117	
Appropriation Limit for 2015		\$ 332,087,195

The appropriation limit of \$332,087,195 far exceeds the applicable District appropriations of \$109,436,892 in the 2015 budget. The General Fund is the only fund with general property tax. The applicable District appropriations are calculated based upon property tax revenue, plus

allocated interest revenue, less capital outlay and unfunded mandate exclusions. The Gann Limit is calculated with data from the proposed budget. Minor budget changes between the proposed and adopted budget versions did not result in a material change to the previously determined limit.

EAST BAY REGIONAL PARK DISTRICT

RESOLUTION NO.: 2014 – 12 - 319

December 16, 2014

ADOPTION OF THE 2015 OPERATING AND PROJECT BUDGETS FOR THE
EAST BAY REGIONAL PARK DISTRICT

WHEREAS, staff has prepared and submitted the 2015 Proposed Operating and Project Budgets in accordance with the requirements of state law and the Board Operating Guidelines; and

WHEREAS, on November 19, 2014 the Board Finance Committee noted the inclusion of the 2015 California Article XIII B Appropriations Limit within the 2015 Proposed Operating and Project Budgets; and

WHEREAS, on November 19, 2014 the Board Finance Committee reviewed and commented on the 2015 Proposed Operating and Project Budget and unanimously recommended its adoption by the Board of Directors; and

WHEREAS, on November 24, 2014 the Park Advisory Committee reviewed and commented on the 2015 Proposed Operating and Project Budgets and recommended its adoption by the Board of Directors; and

WHEREAS, the District duly noticed and held public hearings on the 2015 Proposed Operating and Project Budgets on December 2 and December 16, 2014, in the Board Room located at 2950 Peralta Oaks Court in Oakland, California;

NOW THEREFORE, BE IT RESOLVED that the Board of Directors of the East Bay Regional Park District hereby:

1. Approves the 2015 Operating and Project Budgets in substantially final form as presented to the Board of Directors on December 2 and December 16, 2014 including language consistent with comments and corrections as identified and described in this material.
2. Authorizes the total appropriation of \$194,405,486 for the General Fund, special revenue funds, debt service funds, internal service funds, permanent funds and project funds;
3. Approves the 2015 Salary Schedules for all District positions, in compliance with CalPERS requirements of annual Board approval of District compensation.

4. Authorizes the General Manager, or his designee, to increase appropriations in the 2015 budget in an amount not to exceed the "Reserve for Encumbrances," the amount to be established at the end of the 2014 fiscal year.

BE IT FURTHER RESOLVED that the Board of Directors of the East Bay Regional Park District hereby approves the 2015 California Article XIII B Appropriations Limit at \$332,087,195 using the California per capita personal income factor and County population factors to calculate the 2015 appropriations limit; and

BE IT FURTHER RESOLVED, that a copy of this resolution be transmitted to the Board of Supervisors of Alameda and Contra Costa Counties requesting said Counties collect and apportion to the District its due share of property tax revenues for 2015, in accordance with Article XIII of the State of California; and

BE IT FURTHER RESOLVED, that the General Manager and the Chief Financial Officer are hereby authorized and directed, on behalf of the District and in its name, to execute and deliver such documents and to do such acts as may be deemed necessary or appropriate to accomplish the intentions of this resolution.

Moved by Director Severin, seconded by Director Lane, and adopted this 16th day of December, 2014 by the following vote:

FOR: Whitney Dotson, Beverly Lane, Carol Severin, Doug Siden, John Sutter,
Ayn Wieskamp.
AGAINST: None.
ABSTAIN: None.
ABSENT: Ted Radke.


Board President

CERTIFICATION

I, Allen Pulido, Clerk of the Board of Directors of the East Bay Regional Park District, do hereby certify that the above and foregoing is a full, true and correct copy of Resolution No. 2014-12-319 adopted by the Board of Directors at a regular meeting held on DEC. 16, 2014.



SUPPLEMENTAL INFORMATION

LIVERMORE AREA RECREATION AND PARK DISTRICT

Livermore Area Recreation and Park District

In the fall of 1992, the District annexed the eastern portion of Alameda County. This 276-square mile annexation allowed the District to expand and provide regional parks, open space and trail services throughout all of Alameda County. The annexation was negotiated through a liaison committee consisting of Livermore Area Recreation and Park District (LARPD) and District Board members. LARPD and the District worked together and determined that the most effective, appropriate means for providing a proper level of parks, recreation and open space facilities and services to the people of Murray Township was for each agency to take primary responsibility for facilities most in alignment with its core mission.

This liaison resulted in an ongoing cooperative effort by both agencies. The District assumed responsibility for acquisition and development of future regional parks, open space areas and trails within Murray Township and for related maintenance and operations. LARPD continued to assume primary responsibility for existing LARPD facilities and programs as well as for all future Murray Township community and local parks and recreation facilities, and related maintenance and operations. The Liaison Committee meets regularly to address matters of concern with respect to implementation of the cooperative and complementary functions of the two districts.

Since 1993, the District has received a share of Murray Township property tax revenues as General Fund revenue to support this program. This financial approach has not and will not increase the tax burden of Murray Township residents, and represents a 3% allocation of the assessed valuation that exceeds the Base Year. In 2015 the District intends to continue operating several major parks and facilities within and directly serving Murray Township, including Del Valle, Camp Arroyo at Del Valle, Shadow Cliffs and Brushy Peak. The District budgets operating funding for trail grading and paving, maintenance and repairs, mowing, sanitation, police and fire services, lifeguards, utilities, signage, brochures and similar park expenses. Operating budgets for Del Valle, Camp Arroyo, Brushy Peak and Shadow Cliffs Recreation area currently exceed \$4 million per year.

Starting from the initial joint acquisition of the first parcel of Brushy Peak in the early 1990's, both agencies have successfully pursued the opening of Brushy Peak, North of Livermore. In 2006, following ten years of effort, the District completed the acquisition of over 1,500 acres at a cost of \$5 million, completed restoration, planning, construction of parking, fencing, trail and roadway improvements and opened Brushy Peak to the public. In 2009, continued cooperation and joint funding has resulted in the acquisition of the final intervening parcel of land between Camp Arroyo and Veteran's Park; which will preserve and expand lands adjacent to Sycamore Grove and allow construction of one of the last remaining gaps in the Shadow Cliffs to Del Valle Regional Trail in the coming years. Both agencies are now cooperating on the final roadway under-crossing and trail construction necessary to complete this important trail link.

The 2015 budget includes a continuing annual appropriation of \$200,000 in the General Fund for payment to LARPD to provide continued assistance with priority projects, and to provide operating support for our cooperative interests in the area.

The District Volunteer Program consists of a variety of District-wide as well as park-specific programs. Inter-departmental coordination is achieved through ongoing meetings and trainings facilitated by the Recreation Supervisor. Several key program objectives are more specifically described in each department's budget objectives. The District anticipates that approximately 14,000 volunteers will provide over 122,000 hours of service to the community in 2015. The various programs are highlighted below.

I. District-wide Volunteer Programs:

A. Ivan Dickson Volunteer Trail Maintenance Program

Trail Development staff coordinates maintenance projects at various parks such as pruning, erosion control, sign-post installation, trail improvements, and new trail construction.

B. Stewardship Volunteers

Stewardship staff works with volunteers to protect the District's natural resources. Workers perform habitat conservation projects and participate in field research. Trained volunteers help monitor birds, grassland-dwelling reptiles, and small mammal populations. Programs include the Doc Quack Wildlife Volunteers and the Integrated Pest Management (IPM) program.

C. Cultural Services Project Volunteers

The Cultural Services Coordinator now works with volunteers to implement historic and Native cultural stewardship and preservation projects including the review of archaeological site reports and the performance of curatorial work.

D. Regional Park Ambassadors

The Ambassadors represent the District at a variety of community-based events, fairs, festivals, and official park dedications. These Public Affairs volunteers attend approximately 50 events annually, reaching an estimated 40,000 visitors.

E. Public Safety Volunteers

Volunteers assist Public Safety staff through the Volunteer Trail Safety Patrol Program which contributes over 25,000 hours annually. This program includes the following groups: Mounted Patrol, Bicycle Patrol, Hiking Patrol, Companion Dog Patrol, and the Volunteer Marine Safety Unit. Additional volunteer programs include Search & Rescue (SAR) and the Helicopter/Flight Medic Program.

II. Operations Volunteer Program (Park-specific programs)

A variety of District parks coordinate their own habitat restoration, resource enhancement, and trail maintenance projects using individual volunteers as well as organized community youth and conservation groups. Numerous new projects are planned for 2015. The following parks currently offer programs: Sunol, Mission Peak, and Martin Luther King Jr. Regional

Shoreline, Point Isabel, Point Pinole, McLaughlin Eastshore State Park, Coyote Hills, Quarry Lakes, Garin, Redwood, Sibley, Huckleberry, Anthony Chabot and Tilden.

III. Docent Programs:

Volunteer docents assist District staff in leading tours and other interpretive activities, and also provide support for special events at the visitor centers. All participants are required to attend an intensive training program.

- a) Ardenwood Historic Farm: Docents assist with educational programs and farming activities, wearing an 1800's period costume for historic demonstration purposes. Activities include cooking on a wood stove, and teaching historic crafts such as spinning, weaving, toy-making, or Victorian herb gardening.
- b) Big Break Regional Shoreline: Docents assist with school and public programs including campfires, special events, hikes, bike tours, Citizen Science programs, guided kayaking trips, and wetland programs. Additionally, docents support Visitor Center staff by acting as Visitor Hosts in the center and at the Delta Discovery Experience.
- c) Black Diamond Mines Regional Preserve: Docents continue to support a multitude of interpretive programs and special events, including Mine Open Houses. They also assist with sand-and-coal mining era artifact cataloging and Rose Hill Cemetery restoration.
- d) Coyote Hills Regional Park: Docents assist with nature walks, Ohlone cultural programs, youth programs, and special events, including the Gathering of Ohlone Peoples.
- e) Crab Cove Visitor Center: Docents assist with school programs that interpret the marine environment. Tasks include storytelling, facilitating marine-related nature games, aquarium talks and pond observations.
- f) Sunol Regional Wilderness: Docents help with educational programs that explore local Native American and California history, stream ecology, wildlife, and plant studies. They also support events such as the Spring Wildflower Festival and the Cowboy Hootenanny, as well as perform conservation projects.
- g) Tilden Nature Area: Docents help lead school programs such as pond and insect studies, provide demonstration activities at the Little Farm, and offer tours of the Native Butterfly Garden and the Kids Garden.

- h) Mobile Education Outreach: Trained volunteers support the Mobile Fish Exhibit and Mobile Visitor Center during outreach school programs and special events; they also assist with maintenance of the Aquarium Lab at Crown Beach.

IV. Community/Volunteer Services

Staff coordinates volunteer participation in a variety of community-wide and District events. These include the Martin Luther King Jr. Day of Service in January, Earth Day in April, the Volunteer Recognition Dinner in May, and Coastal Cleanup Day in September. Several volunteer leadership trainings for District staff are also planned for 2015.

Community/volunteer staff, by request, also arranges custom volunteer projects for individuals, large public and private-sector groups, and scout groups. Projects include park and/or shoreline general clean-up, trail restoration, garden improvements.

Additionally, Parks Express staff works with volunteers from numerous organizations, clubs, and businesses to plan and implement the District Fishing Derbies.

V. Garden Volunteers

- a) Regional Parks Botanic Garden: Garden volunteers assist staff by doing light gardening work such as weeding, raking or nursery work. Trained docents lead tours of the Garden for weekend visitors and special groups. Plant Sale volunteers help propagate and maintain potted California native plants offered for sale to the public to support the Garden. The board of the Garden's Friends group helps publicize and raise funds for the Garden.
- b) Garin & Dry Creek Pioneer Regional Parks: Volunteers assist with the maintenance of the historic apple orchard; weeding, pruning and planting in the Dry Creek Garden; and participating in the annual Garin Apple Festival.
- c) Coyote Hills: Volunteers help park staff with resource management projects, such as enhancement of the Nectar Garden, and invasive plant removal in the garden.
- d) Quarry Lakes: Volunteers assist with gardening and grounds work at three unique gardens (Cactus, Natives, and Rose). Organized groups assist with habitat restoration and the removal of invasive species.

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SECTION D-2
SUPPLEMENTAL INFORMATION
PERSONNEL BY DEPARTMENT
AND
CURRENT SALARY TABLES

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2012	2013	2014	2015	Change
EXECUTIVE & LEGISLATIVE DIVISION							
2010	000	Administration					
		General Manager	1.000	1.000	1.000	1.000	0.000
		Deputy General Manager	0.000	0.000	0.000	1.000	1.000
		Legislative Admin. Manager	1.000	1.000	1.000	1.000	0.000
		Administrative Support Manager	1.000	1.000	1.000	1.000	0.000
		Confidential Legal Assistant	1.000	1.000	1.000	1.000	0.000
		Confidential Secretary	3.000	3.000	3.000	4.000	1.000
		*Confidential Secretary	0.000	0.000	0.420	0.000	(0.420)
		Division Total	7.000	7.000	7.420	9.000	1.580
		Permanent Staff	7.000	7.000	7.000	9.000	2.000
		Seasonal/Temporary Staff	0.000	0.000	0.420	0.000	(0.420)
		All Personnel	7.000	7.000	7.420	9.000	1.580
FINANCE & MANAGEMENT SERVICES DIVISION							
4110	000	Administration					
		Assistant General Manager	1.000	1.000	1.000	1.000	0.000
		Assistant Finance Officer	0.000	0.000	0.000	1.000	1.000
		Administrative Analyst II	1.000	1.000	1.000	1.000	0.000
		Dept Total	2.000	2.000	2.000	3.000	1.000
4120	000	Clerk of the Board					
		Clerk of the Board	1.000	1.000	1.000	1.000	0.000
		Confidential Secretary	1.000	1.000	1.000	1.000	0.000
		Dept Total	2.000	2.000	2.000	2.000	0.000
4130	000	Grants					
		Grants Manager	1.000	1.000	1.000	1.000	0.000
		^Administrative Analyst II	1.000	1.000	2.000	2.000	0.000
		*Administrative Analyst I	0.000	0.500	0.500	0.000	(0.500)
		Account Clerk	1.000	1.000	1.000	1.000	0.000
		Dept Total	3.000	3.500	4.500	4.000	(0.500)
4140	000	Finance (department number changed from 4310)					
		Chief Finance Officer/Controller	1.000	1.000	1.000	1.000	0.000
		Assistant Finance Officer	1.000	1.000	1.000	1.000	0.000
		Accounting Manager	0.000	1.000	1.000	1.000	0.000
		Audit Manager	1.000	1.000	1.000	1.000	0.000
		Finance Analyst/Budget Manager	1.000	1.000	1.000	1.000	0.000
		Confidential Secretary	0.750	0.750	0.750	0.750	0.000
		Administrative Analyst I	1.000	1.000	1.000	1.000	0.000
		Administrative Analyst II	1.000	1.000	1.000	1.000	0.000
		Accounting Supervisor	3.000	2.000	2.000	2.000	0.000
		Accountant II	0.000	1.000	1.000	1.000	0.000
		Accountant I	1.000	1.000	1.000	1.000	0.000
		Account Clerk	7.534	6.534	6.534	6.534	0.000
		*Account Clerk	0.500	0.000	0.000	0.000	0.000
		Dept Total	18.784	18.284	18.284	18.284	0.000
4150	000	Information Services					
		Information Services Manager	1.000	1.000	1.000	1.000	0.000
		Information Services Network Manager	1.000	1.000	1.000	1.000	0.000
		Systems Administrator	1.000	1.000	1.000	1.000	0.000
		Information Systems Analyst	1.000	1.000	1.000	1.000	0.000
		Info Systems Support Technician II	3.000	3.000	3.000	3.000	0.000
		Dept Total	7.000	7.000	7.000	7.000	0.000
4160	000	Office Services					
		Facilities Manager	1.000	1.000	1.000	1.000	0.000
		Building/Grounds Aide	1.000	1.000	1.000	1.000	0.000
		Messenger	1.000	1.000	1.000	1.000	0.000
		Office Assistant	2.000	2.000	2.000	2.000	0.000
		Office Services Assistant	1.000	1.000	1.000	1.000	0.000
		*Office Assistant	0.720	0.720	0.720	0.720	0.000
		Unit Total	6.720	6.720	6.720	6.720	0.000
4161	000	Central Stores (department number changed from 4340)					
		Stores Supervisor	1.000	1.000	1.000	1.000	0.000
		Stock Clerk/Driver	2.000	2.000	2.000	2.000	0.000
		Unit Total	3.000	3.000	3.000	3.000	0.000
		Dept Total	9.720	9.720	9.720	9.720	0.000
		Division Total	42.504	42.504	43.504	44.004	0.500
		Permanent Staff	41.284	41.284	42.284	43.284	1.000
		Seasonal/Temporary Staff	1.220	1.220	1.220	0.720	(0.500)
		All Personnel	42.504	42.504	43.504	44.004	0.500

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2012	2013	2014	2015	Change
HUMAN RESOURCES DIVISION							
2210	000	Human Resources					
		Assistant General Manager	1.000	1.000	1.000	1.000	0.000
		Human Resources Analyst II	3.000	3.000	3.000	3.000	0.000
		Benefits Manager	1.000	1.000	1.000	1.000	0.000
		Human Res Tech, Confidential	1.000	1.000	1.000	1.000	0.000
		Human Resources Assistant	2.000	1.000	1.000	1.000	0.000
		Senior Office Specialist	1.000	2.000	2.000	2.000	0.000
		Office Assistant	1.000	1.000	1.000	1.000	0.000
		*Field Intern	0.000	0.600	1.470	1.470	0.000
		*Intern	3.800	3.800	3.800	3.800	0.000
		Division Total	13.800	14.400	15.270	15.270	0.000
		Permanent Staff	10.000	10.000	10.000	10.000	0.000
		Seasonal/Temporary Staff	3.800	4.400	5.270	5.270	0.000
		All Personnel	13.800	14.400	15.270	15.270	0.000
ACQUISITION, STEWARDSHIP & DEVELOPMENT DIVISION							
6310	000	Administration					
		Assistant General Manager	1.000	1.000	1.000	1.000	0.000
		^Administrative Analyst II	1.000	1.000	0.000	0.000	0.000
		Secretary	1.000	1.000	1.000	1.000	0.000
		Office Assistant	0.500	0.500	0.500	0.500	0.000
		Dept Total	3.500	3.500	2.500	2.500	0.000
6350	000	Environmental Programs					
		Environmental Program Manager	1.000	1.000	1.000	1.000	0.000
		Senior Planner	1.000	1.000	1.000	1.000	0.000
		GIS Analyst	1.000	1.000	1.000	1.000	0.000
		GIS Technician	1.000	1.000	1.000	1.000	0.000
		*GIS Technician	0.000	0.000	0.000	0.250	0.250
		Dept Total	4.000	4.000	4.000	4.250	0.250
6320	000	Interagency Planning					
		Interagency Planning Manager	1.000	1.000	1.000	1.000	0.000
		Senior Planner	2.000	2.000	2.000	2.000	0.000
		Dept Total	3.000	3.000	3.000	3.000	0.000
6330	000	Land Acquisition					
		Land Acquisition Manager	1.000	1.000	1.000	1.000	0.000
		Senior Land Acquisition Specialist	1.000	1.000	1.000	1.000	0.000
		Land Acquisition Specialist	3.000	3.000	3.000	3.000	0.000
		Resource Analyst	0.000	0.000	0.000	0.000	0.000
		^Administrative Analyst II	0.000	0.000	1.000	1.000	0.000
		Dept Total	5.000	5.000	6.000	6.000	0.000
6340	000	Trails Development					
		Trails Development Program Manager	1.000	1.000	1.000	1.000	0.000
		Trails Coordinator	1.000	1.000	1.000	1.000	0.000
		Resource Analyst	1.000	0.000	0.000	0.000	0.000
		Senior Planner	0.000	1.000	1.000	1.000	0.000
		Dept Total	3.000	3.000	3.000	3.000	0.000
7010	000	Transitional Administration					
		Assistant General Manager (vacant)	1.000	1.000	1.000	1.000	0.000
		Secretary	0.533	0.533	0.533	0.533	0.000
		Senior Office Specialist	1.000	1.000	1.000	1.000	0.000
		Dept Total	2.533	2.533	2.533	2.533	0.000
DESIGN & CONSTRUCTION DEPARTMENT							
7110	000	Administration					
		Chief	1.000	1.000	1.000	1.000	0.000
		Administrative Aide	1.000	1.000	1.000	1.000	0.000
		Administrative Analyst II	1.000	1.000	1.000	1.000	0.000
		Unit Total	3.000	3.000	3.000	3.000	0.000
7120	000	Design					
		Design Manager	1.000	1.000	1.000	1.000	0.000
		Architect	1.000	1.000	1.000	1.000	0.000
		Civil Engineer	3.000	3.000	3.000	3.000	0.000
		Drafting Technician	2.000	2.000	2.000	2.000	0.000
		Landscape Architect	2.000	2.000	2.000	2.000	0.000
		Senior Civil Engineering Technician	2.000	2.000	2.000	2.000	0.000
		Senior Park Designer	1.000	1.000	1.000	1.000	0.000
		Unit Total	12.000	12.000	12.000	12.000	0.000
7130	000	Construction Management (department number changed from 7510)					
		Construction Manager	1.000	1.000	1.000	1.000	0.000
		Administrative Aide	1.000	1.000	1.000	1.000	0.000
		Senior Chief of Survey Party	1.000	1.000	1.000	1.000	0.000
		Field / Office Surveyor	1.000	1.000	1.000	1.000	0.000
		Senior Construction Inspector	2.000	2.000	2.000	2.000	0.000
		Construction Inspector	3.830	3.830	3.830	3.830	0.000
		Drafting Technician	1.000	1.000	1.000	1.000	0.000
		Survey Technician	1.000	1.000	1.000	1.000	0.000
		Unit Total	11.830	11.830	11.830	11.830	0.000
		Dept Total	26.830	26.830	26.830	26.830	0.000

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2012	2013	2014	2015	Change
PLANNING, STEWARDSHIP AND GIS DEPARTMENT							
7410	000	Planning Administration					
		Chief	1.000	1.000	1.000	1.000	0.000
		Senior Park Planner	1.000	1.000	1.000	1.000	0.000
		Senior Park Designer	1.000	1.000	1.000	1.000	0.000
		Park Planner I	2.000	2.000	2.000	2.000	0.000
		Mapping Graphics Technician	1.000	1.000	1.000	1.000	0.000
		Unit Total	6.000	6.000	6.000	6.000	0.000
7420	000	Stewardship Administration					
		Chief	0.000	1.000	1.000	1.000	0.000
		Stewardship Manager	1.020	0.020	0.020	0.000	(0.020)
		Ecological Services Coordinator	1.000	1.000	1.000	1.000	0.000
		Watershed Coordinator	0.000	0.000	0.000	1.000	1.000
		Resource Analyst	1.000	1.000	1.000	1.000	0.000
		*Intern	0.185	0.000	0.000	0.000	0.000
		Unit Total	3.205	3.020	3.020	4.000	0.980
7440	000	Grazing					
		Wildland Vegetation Program Mgr.	1.000	1.000	1.000	1.000	0.000
		Botanist	1.000	1.000	1.000	1.000	0.000
		Resource Analyst	1.000	1.000	1.000	1.000	0.000
		Unit Total	3.000	3.000	3.000	3.000	0.000
7450	000	Integrated Pest Mgmt Program					
		Integrated Pest Management Spec.	1.000	1.000	1.000	1.000	0.000
		Resource Analyst	1.000	1.000	1.000	1.000	0.000
		Unit Total	2.000	2.000	2.000	2.000	0.000
7455	000	Geographic Information System					
		GIS Coordinator	1.000	1.000	1.000	1.000	0.000
		GIS Technician	1.000	1.000	1.000	1.000	0.000
		GIS Programmer Analyst	1.000	1.000	1.000	1.000	0.000
		Unit Total	3.000	3.000	3.000	3.000	0.000
7460	000	Water Management					
		Environmental Services Manager	0.000	1.000	1.000	1.000	0.000
		Water Resources Manager	1.000	0.000	0.000	0.000	0.000
		Water Management Supervisor	1.000	1.000	1.000	1.000	0.000
		Water Management Assistant	1.100	1.100	1.100	1.000	(0.100)
		Unit Total	3.100	3.100	3.100	3.000	(0.100)
7465	000	Fisheries Mgmt					
		Fisheries Program Manager	1.000	1.000	1.000	1.000	0.000
		Resource Analyst	1.000	1.000	1.000	1.000	0.000
		Unit Total	2.000	2.000	2.000	2.000	0.000
7475	000	Wildlife Management					
		Wildlife Program Manager	1.000	1.000	1.000	1.000	0.000
		Resource Analyst	1.000	1.000	1.000	1.000	0.000
		Unit Total	2.000	2.000	2.000	2.000	0.000
		Dept Total	24.305	24.120	24.120	25.000	0.880
		Division Total	72.168	71.983	71.983	73.113	1.130

Permanent Staff	71.983	71.983	71.983	72.863	0.880
Seasonal/Temporary Staff	0.185	0.000	0.000	0.250	0.250
All Personnel	72.168	71.983	71.983	73.113	1.130

LEGAL DIVISION

2120	000	District Counsel					
		Asst Gen Manager	1.000	1.000	1.000	1.000	0.000
		Asst District Counsel	1.000	1.000	1.000	1.000	0.000
		Dept Total	2.000	2.000	2.000	2.000	0.000
2130	000	Risk Management					
		Risk & Safety Manager	1.000	1.000	1.000	1.000	0.000
		Confidential Secretary	1.000	1.000	1.000	1.000	0.000
		Administrative Analyst II	2.000	2.000	2.000	2.000	0.000
		*Worker's Comp Backfill	3.450	3.450	3.450	3.450	0.000
		Dept Total	7.450	7.450	7.450	7.450	0.000
		Division Total	9.450	9.450	9.450	9.450	0.000
		Permanent Staff	6.000	6.000	6.000	6.000	0.000
		Seasonal/Temporary Staff	3.450	3.450	3.450	3.450	0.000
		All Personnel	9.450	9.450	9.450	9.450	0.000

OPERATIONS DIVISION

ADMINISTRATION

5010	000	Assistant General Manager	1.000	1.000	1.000	1.000	0.000
		Executive Secretary	1.000	1.000	1.000	1.000	0.000
		Administrative Manager	0.000	0.000	0.000	1.000	1.000
		Administrative Analyst II	2.000	2.000	2.000	2.000	0.000
		Secretary	2.000	2.000	2.000	1.000	(1.000)
		Dept Total	6.000	6.000	6.000	6.000	0.000

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2012	2013	2014	2015	Change
PARK OPERATIONS DEPARTMENT							
5110	000	Park Operations Administration					
		Chief	1.000	1.000	1.000	1.000	0.000
		Park Ranger I	4.250	1.000	1.000	1.000	0.000
		Park Service Attendant	0.000	3.250	3.250	3.250	0.000
		*Student Laborer	10.540	10.540	10.540	10.540	0.000
		Unit Total	15.790	15.790	15.790	15.790	0.000
INTERPRETIVE PARKLANDS UNIT							
5160	000	Interpretive Parklands Unit Manager					
		Park Unit Manager	1.000	1.000	1.000	1.000	0.000
		Senior Office Assistant	1.000	1.000	1.000	1.000	0.000
		Location Total	2.000	2.000	2.000	2.000	0.000
5161	100	Black Diamond Mines (moved from Mining Unit 2014)					
		Mining Operations Supervisor	0.000	0.000	1.000	1.000	0.000
		Mining Technician	0.000	0.000	2.000	2.000	0.000
		Senior Office Assistant	0.000	0.000	0.250	0.250	0.000
		Location Total	0.000	0.000	3.250	3.250	0.000
5161	102	Black Diamond					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	4.000	4.000	4.000	4.000	0.000
		*Gate Attendant	0.280	0.280	0.380	0.380	0.000
		Location Total	5.280	5.280	5.380	5.380	0.000
5161	127	Vargas Plateau					
		Park Ranger II	0.000	0.000	1.000	1.000	0.000
		Location Total	0.000	0.000	1.000	1.000	0.000
5161	130	Briones (moved to Delta Unit 2014)					
		Park Supervisor	1.000	1.000	0.000	0.000	0.000
		Park Ranger II	2.750	2.750	0.000	0.000	0.000
		*Gate Attendant	0.750	0.750	0.000	0.000	0.000
		Location Total	4.500	4.500	0.000	0.000	0.000
5161	150	Brushy Peak					
		Park Ranger II	1.000	1.000	1.000	1.000	0.000
		Location Total	1.000	1.000	1.000	1.000	0.000
5161	603	Calaveras Ridge Trail					
		Park Ranger II	0.550	0.550	0.550	0.700	0.150
		Location Total	0.550	0.550	0.550	0.700	0.150
5161	136	Coyote Hills (moved to the Lakes Unit)					
		Park Supervisor	1.000	1.000	0.000	0.000	0.000
		Park Ranger II	2.750	2.750	0.000	0.000	0.000
		Gardener	1.000	1.000	0.000	0.000	0.000
		*Gate Attendant	0.350	0.350	0.000	0.000	0.000
		Location Total	5.100	5.100	0.000	0.000	0.000
5161	119	Deer Park					
		Park Ranger II	0.000	0.000	0.000	1.500	1.500
		Location Total	0.000	0.000	0.000	1.500	1.500
5161	157	Dry Creek/Pioneer					
		Park Ranger II	1.000	1.000	1.000	1.000	0.000
		Gardener	1.000	1.000	1.000	1.000	0.000
		Location Total	2.000	2.000	2.000	2.000	0.000
5161	160	Dublin Hills					
		Park Ranger II	0.250	0.250	0.250	0.250	0.000
		Location Total	0.250	0.250	0.250	0.250	0.000
5161	125	Garin					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	3.000	3.000	3.000	4.000	1.000
		*Gate Attendant	0.380	0.380	0.380	0.380	0.000
		Location Total	4.380	4.380	4.380	5.380	1.000
5161	170	Las Trampas					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	2.000	2.000	2.000	2.750	0.750
		Location Total	3.000	3.000	3.000	3.750	0.750
5161	114	Mission Peak					
		Park Ranger II	1.000	1.000	1.000	1.000	0.000
		Location Total	1.000	1.000	1.000	1.000	0.000
5161	159	Pleasanton Ridge					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	2.050	2.050	3.050	3.050	0.000
		Location Total	3.050	3.050	4.050	4.050	0.000
5161	117	Round Valley					
		Park Ranger II	1.000	1.000	1.000	1.000	0.000
		Location Total	1.000	1.000	1.000	1.000	0.000

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2012	2013	2014	2015	Change
5161	162	Sunol/Ohlone					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Craft Specialist	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	2.000	2.000	2.000	2.000	0.000
		Park Ranger I	0.000	0.000	0.000	0.000	0.000
		*Gate Attendant	0.850	0.850	0.850	0.850	0.000
		Location Total	4.850	4.850	4.850	4.850	0.000
5161	171	Sycamore Valley					
		Park Ranger II	1.000	1.000	1.000	1.000	0.000
		Location Total	1.000	1.000	1.000	1.000	0.000
5161	128	Vasco Caves (work location renamed 2014)					
		Park Supervisor	1.000	1.000	0.000	0.000	0.000
		Park Ranger II	0.000	1.000	0.000	0.000	0.000
		Location Total	1.000	2.000	0.000	0.000	0.000
5161	180	Vasco Hills (work location renamed 2014)					
		Park Supervisor	0.000	0.000	1.000	1.000	0.000
		Park Ranger II	0.000	0.000	1.000	1.000	0.000
		Location Total	0.000	0.000	2.000	2.000	0.000
		Unit Total	39.960	40.960	36.710	40.110	3.400
LAKES UNIT							
5140	000	Lake Unit Manager					
		Unit Manager	1.000	1.000	1.000	1.000	0.000
		Senior Office Assistant	1.000	1.000	1.000	1.000	0.000
		Location Total	2.000	2.000	2.000	2.000	0.000
5141	136	Coyote Hills (formerly part of Interpretive Parklands Unit)					
		Park Supervisor	0.000	0.000	1.000	1.000	0.000
		Park Craft Specialist	0.000	0.000	0.000	1.000	1.000
		Park Ranger II	0.000	0.000	2.750	2.750	0.000
		Park Ranger I	0.000	0.000	0.000	0.000	0.000
		Gardener	0.000	0.000	1.000	1.000	0.000
		*Gate Attendant	0.000	0.000	0.350	0.350	0.000
		Location Total	0.000	0.000	5.100	6.100	1.000
5141	203	Del Valle					
		Park Supervisor IV	1.000	1.000	1.000	1.000	0.000
		Park Supervisor I	0.000	0.000	0.000	0.000	0.000
		Park Craft Specialist	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	6.250	6.250	6.250	6.250	0.000
		Park Ranger I	3.500	3.500	2.750	2.750	0.000
		Park Service Attendant	0.000	0.000	1.000	1.000	0.000
		Senior Office Assistant	1.000	1.000	1.000	1.000	0.000
		Gardener	1.000	1.000	1.000	1.000	0.000
		*Gate Attendant	1.300	1.300	1.300	1.300	0.000
		*Student Laborer	0.000	0.000	0.000	0.000	0.000
		Location Total	15.050	15.050	15.300	15.300	0.000
5141	216	Lake Chabot					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Craft Specialist	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	3.750	4.500	4.500	4.500	0.000
		Park Ranger I	1.750	1.000	1.000	1.000	0.000
		*Gate Attendant	1.090	1.090	1.090	1.090	0.000
		*Student Laborer	0.000	0.000	0.000	0.000	0.000
		Location Total	8.590	8.590	8.590	8.590	0.000
5141	242	Quarry Lakes					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Gardener	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	2.000	2.000	2.000	2.000	0.000
		Park Ranger I	2.750	2.000	2.000	2.000	0.000
		Park Service Attendant	0.000	0.750	0.750	0.750	0.000
		*Gate Attendant	1.420	1.420	1.420	1.420	0.000
		*Student Laborer	0.000	0.000	0.000	0.000	0.000
		Location Total	8.170	8.170	8.170	8.170	0.000
5141	281	Shadow Cliffs					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	3.750	4.750	4.750	4.750	0.000
		Park Ranger I	4.250	2.500	2.500	2.500	0.000
		Park Service Attendant	0.000	0.750	0.750	0.750	0.000
		*Gate Attendant	0.160	0.160	0.160	0.160	0.000
		*Student Laborer	0.000	0.000	0.000	0.000	0.000
		Location Total	9.160	9.160	9.160	9.160	0.000
5141	675	Alameda Trails (moved from Trails Unit in 2014, was location 308)					
		Park Supervisor	0.000	0.000	1.000	1.000	0.000
		Park Ranger II	0.000	0.000	3.100	3.100	0.000
		Location Total	0.000	0.000	4.100	4.100	0.000
		Unit Total	42.970	42.970	52.420	53.420	1.000

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2012	2013	2014	2015	Change
MINING UNIT							
5112	102	Mining Unit (moved to Interpretive Parklands Unit 2014)					
		Mine Manager	1.000	0.000	0.000	0.000	0.000
		Mining Operations Supervisor	1.000	1.000	0.000	0.000	0.000
		Mining Technician	1.000	2.000	0.000	0.000	0.000
		Senior Office Assistant	0.000	0.250	0.000	0.000	0.000
		Unit Total	3.000	3.250	0.000	0.000	0.000
PARKLAND UNIT							
5120	000	Parkland Unit Mgr					
		Unit Manager	1.000	1.000	1.000	1.000	0.000
		Senior Office Assistant	1.000	1.000	1.000	1.000	0.000
		Location Total	2.000	2.000	2.000	2.000	0.000
5121	175	Anthony Chabot					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Craft Specialist	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	3.750	4.500	4.500	4.500	0.000
		Park Ranger I	2.500	1.000	1.000	1.000	0.000
		Park Service Attendant	0.000	0.750	0.750	0.750	0.000
		Office Assistant	0.375	0.375	0.500	0.500	0.000
		*Gate Attendant	0.600	0.600	0.600	1.200	0.600
		*Student Laborer	0.000	0.000	0.000	0.000	0.000
		Location Total	9.225	9.225	9.350	9.950	0.600
5121	149	Botanic Garden					
		Manager	0.000	1.000	1.000	1.000	0.000
		Park Supervisor/Horticulture Specialist	2.000	1.000	1.000	1.000	0.000
		Sr. Office Assistant	0.500	0.500	0.500	0.500	0.000
		Gardener	3.750	3.750	3.750	3.750	0.000
		*Student Aide	0.865	0.865	0.865	0.865	0.000
		*Student Laborer	0.000	0.000	0.000	0.000	0.000
		Location Total	7.115	7.115	7.115	7.115	0.000
5121	112	Redwood					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Craft Specialist	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	2.750	2.750	2.750	2.750	0.000
		*Gate Attendant	0.340	0.340	0.340	0.340	0.000
		Location Total	5.090	5.090	5.090	5.090	0.000
5121	134	Sibley/Claremont					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	2.750	2.750	2.850	2.850	0.000
		Location Total	3.750	3.750	3.850	3.850	0.000
5121	105	Tilden					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Craft Specialist	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	6.500	6.500	6.500	6.500	0.000
		Park Ranger I	0.000	0.000	0.000	0.000	0.000
		Gardener	1.000	1.000	1.000	1.000	0.000
		Office Assistant	0.375	0.375	0.500	0.500	0.000
		*Gate Attendant	0.730	0.730	0.730	0.730	0.000
		*Student Laborer	0.000	0.000	0.000	0.000	0.000
		Location Total	10.605	10.605	10.730	10.730	0.000
5121	178	Wildcat Canyon					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Craft Specialist	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	2.500	2.500	2.500	2.750	0.250
		*Gate Attendant	0.250	0.250	0.250	0.250	0.000
		Location Total	4.750	4.750	4.750	5.000	0.250
		Unit Total	42.535	42.535	42.885	43.735	0.850
RECREATION AREAS UNIT							
5130	000	Recreation Area Unit Manager					
		Unit Manager	1.000	1.000	1.000	1.000	0.000
		Senior Office Assistant	1.000	1.000	1.000	1.000	0.000
		Location Total	2.000	2.000	2.000	2.000	0.000
5131	145	Diablo Foothill (includes Castle Rock)					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	2.830	2.830	2.830	2.830	0.000
		*Park Ranger I	0.150	0.000	0.000	0.000	0.000
		*Park Service Attendant	0.000	0.150	0.150	0.150	0.000
		*Gate Attendant	0.380	0.380	0.380	0.380	0.000
		Location Total	4.360	4.360	4.360	4.360	0.000
5131	260	Contra Loma (formerly part of the Lakes Unit)					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Craft Specialist	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	4.250	5.250	5.250	5.250	0.000
		Park Ranger I	3.000	2.000	2.000	2.000	0.000
		*Gate Attendant	0.850	0.850	0.850	0.850	0.000
		Location Total	10.100	10.100	10.100	10.100	0.000

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2012	2013	2014	2015	Change
5131	239	Cull Canyon					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	3.250	3.250	3.250	3.250	0.000
		*Gate Attendant	0.500	0.500	0.500	0.500	0.000
		Location Total	4.750	4.750	4.750	4.750	0.000
5131	255	Don Castro					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	3.500	3.500	3.500	3.500	0.000
		*Park Ranger II	0.000	0.137	0.137	0.137	0.000
		*Gate Attendant	0.500	0.500	0.500	0.500	0.000
		Location Total	5.000	5.137	5.137	5.137	0.000
5131	151	Kennedy Grove					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	2.750	2.750	2.750	2.750	0.000
		*Gate Attendant	0.350	0.350	0.350	0.350	0.000
		Location Total	4.100	4.100	4.100	4.100	0.000
5131	124	Roberts					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	3.500	3.500	3.500	3.500	0.000
		*Park Ranger II	0.000	0.000	0.000	0.000	0.000
		*Gate Attendant	0.750	0.750	0.750	0.750	0.000
		Location Total	5.250	5.250	5.250	5.250	0.000
5131	240	Temescal					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Gardener	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	3.000	3.000	3.000	3.000	0.000
		Park Ranger I	0.000	0.000	0.000	0.000	0.000
		*Lead Gate Attendant	0.500	0.500	0.500	0.500	0.000
		*Gate Attendant	1.000	1.000	1.000	1.000	0.000
		Location Total	6.500	6.500	6.500	6.500	0.000
		Unit Total	42.060	42.197	42.197	42.197	0.000

DELTA UNIT (formerly REGIONAL TRAILS & ALTERNATIVE WORK PROGRAM UNIT)

5170	000	Regional Trails Unit Manager					
		Unit Manager	1.000	1.000	1.000	1.000	0.000
		Senior Office Assistant	1.000	1.000	1.000	1.000	0.000
		Location Total	2.000	2.000	2.000	2.000	0.000
5171	130	Briones (moved from Interpretive Parklands Unit 2014)					
		Park Supervisor	0.000	0.000	1.000	1.000	0.000
		Park Ranger II	0.000	0.000	3.200	3.950	0.750
		*Gate Attendant	0.000	0.000	0.750	0.750	0.000
		Location Total	0.000	0.000	4.950	5.700	0.750
5171	308	Alameda Trails (moved to Lakes Unit in 2014, now location 675)					
		Park Supervisor	1.000	1.000	0.000	0.000	0.000
		Park Ranger II	3.000	3.000	0.000	0.000	0.000
		Location Total	4.000	4.000	0.000	0.000	0.000
5171	405	Bay Point					
		Park Ranger II	0.750	0.750	0.750	0.750	0.000
		Location Total	0.750	0.750	0.750	0.750	0.000
5171	429	Big Break					
		Park Ranger II	1.750	2.000	2.000	2.000	0.000
		Location Total	1.750	2.000	2.000	2.000	0.000
5171	469	Carquinez Strait (moved from the Shoreline Unit)					
		Park Ranger II	0.000	0.000	2.750	3.000	0.250
		Location Total	0.000	0.000	2.750	3.000	0.250
5171	483	Martinez Shoreline (moved from Shoreline Unit)					
		Park Supervisor	0.000	0.000	1.000	1.000	0.000
		Park Ranger II	0.000	0.000	1.750	1.750	0.000
		Location Total	0.000	0.000	2.750	2.750	0.000
5171	484	Crockett Hills (moved from the Shoreline Unit)					
		Park Ranger II	0.000	0.000	1.000	1.000	0.000
		Location Total	0.000	0.000	1.000	1.000	0.000
5171	498	Antioch					
		Park Ranger II	1.000	1.000	1.000	1.000	0.000
		Location Total	1.000	1.000	1.000	1.000	0.000
5171	651	Contra Costa Trails					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Craft Specialist	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	5.500	5.500	5.500	5.600	0.100
		Location Total	7.500	7.500	7.500	7.600	0.100
5171	606	Delta DeAnza					
		Park Ranger II	0.100	0.100	0.220	0.220	0.000
		Location Total	0.100	0.100	0.220	0.220	0.000
5171	654	East Contra Costa Trails					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	2.950	2.950	2.950	2.950	0.000
		Location Total	3.950	3.950	3.950	3.950	0.000

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2012	2013	2014	2015	Change
5172	308	Alternative Work-Ala. Supervisor					
		Location Total	1.000	1.000	1.000	1.000	0.000
5173	310	Alternative Work-CCC Supervisor					
		Location Total	1.000	1.000	1.000	1.000	0.000
		Unit Total	23.050	23.300	30.870	31.970	1.100
SHORELINE UNIT							
5150	000	Shoreline Unit Manager					
		Unit Manager	1.000	1.000	1.000	1.000	0.000
		Senior Office Assistant	1.000	1.000	1.000	1.000	0.000
		Location Total	2.000	2.000	2.000	2.000	0.000
5151	469	Carquinez Strait (moved to Delta Unit)					
		Park Ranger II	2.000	2.750	0.000	0.000	0.000
		Park Ranger I	0.750	0.000	0.000	0.000	0.000
		Location Total	2.750	2.750	0.000	0.000	0.000
5151	484	Crockett Hills (moved to the Delta Unit)					
		Park Ranger II	0.750	1.000	0.000	0.000	0.000
		Location Total	0.750	1.000	0.000	0.000	0.000
5151	409	Crown Beach					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	6.750	6.750	7.000	7.000	0.000
		Park Ranger I	0.000	0.000	0.000	0.000	0.000
		*Gate Attendant	0.870	0.870	0.870	0.870	0.000
		*Student Laborer	0.000	0.000	0.000	0.000	0.000
		Location Total	8.620	8.620	8.870	8.870	0.000
5151	423	McLaughlin East Shore State Park					
		Park Ranger II	2.000	2.000	2.000	2.000	0.000
		Location Total	2.000	2.000	2.000	2.000	0.000
5151	468	Hayward Shoreline					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	3.000	3.000	3.000	3.000	0.000
		Location Total	4.000	4.000	4.000	4.000	0.000
5151	437	Martin Luther King Jr.					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	4.000	4.000	3.750	4.750	1.000
		Park Ranger I	1.000	1.000	1.000	0.000	(1.000)
		Park Craft Specialist	1.000	1.000	1.000	1.000	0.000
		*Student Laborer	0.000	0.000	0.000	0.000	0.000
		Location Total	7.000	7.000	6.750	6.750	0.000
5151	483	Martinez Shoreline (moved to Delta Unit)					
		Park Supervisor	1.000	1.000	0.000	0.000	0.000
		Park Ranger II	1.750	1.750	0.000	0.000	0.000
		*Student Laborer	0.000	0.000	0.000	0.000	0.000
		Location Total	2.750	2.750	0.000	0.000	0.000
5151	465	Miller/Knox					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Craft Specialist	0.000	0.000	1.000	1.000	0.000
		Park Ranger II	3.500	3.500	3.500	3.500	0.000
		Gardener	1.000	1.000	0.000	0.000	0.000
		*Student Laborer	0.000	0.000	0.000	0.000	0.000
		Location Total	5.500	5.500	5.500	5.500	0.000
5151	473	Oyster Bay					
		Park Ranger II	2.000	2.000	2.000	2.000	0.000
		Location Total	2.000	2.000	2.000	2.000	0.000
5151	496	Pt. Pinole					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	3.750	5.500	5.500	5.500	0.000
		Park Ranger I	1.750	0.000	0.000	0.000	0.000
		*Gate Attendant	0.200	0.200	0.200	0.200	0.000
		*Student Laborer	0.000	0.000	0.000	0.000	0.000
		Location Total	6.700	6.700	6.700	6.700	0.000
		Unit Total	44.070	44.320	37.820	37.820	0.000
		Dept Total	253.435	255.322	258.692	265.042	6.350
INTERPRETIVE & RECREATION SERVICES DEPARTMENT							
5210	000	Interpretive & Recreation Administration					
		Chief	1.000	1.000	1.000	1.000	0.000
		Community Outreach Coordinator	1.000	1.000	1.000	1.000	0.000
		Cultural Services Coordinator	0.000	1.000	1.000	1.000	0.000
		Alternative Work Program Supervisor	0.000	0.000	0.750	0.750	0.000
		*Alternative Work Program Supervisor	0.000	1.000	0.000	0.000	0.000
		Unit Total	2.000	4.000	3.750	3.750	0.000
SOUTHEAST UNIT							
5240	000	Interpretive Services Manager					
		Manager	1.000	1.000	1.000	1.000	0.000
		Senior Office Assistant	0.500	0.500	0.500	0.750	0.250
		Location Total	1.500	1.500	1.500	1.750	0.250

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2012	2013	2014	2015	Change
5241	585	Ardenwood					
		Supervising Naturalist	1.000	1.000	1.000	1.000	0.000
		Senior Office Assistant	1.000	1.000	1.000	1.000	0.000
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Naturalist	2.750	2.750	2.750	2.750	0.000
		Park Craft Specialist	0.000	0.000	0.000	1.000	1.000
		Park Ranger II	2.000	2.000	2.000	1.000	(1.000)
		Park Ranger I	1.750	1.000	1.000	1.000	0.000
		Park Service Attendant	0.000	1.000	1.000	1.000	0.000
		Farm Technician	1.750	2.000	2.000	2.000	0.000
		Gardener	1.000	1.000	1.000	1.000	0.000
		Naturalist Aide	0.000	0.000	0.000	0.000	0.000
		*Student Aide	1.715	1.715	1.715	1.715	0.000
		*Gate Attendant	0.480	0.480	0.480	0.480	0.000
		*Student Laborer	0.000	0.000	0.000	0.000	0.000
		Location Total	14.445	14.945	14.945	14.945	0.000
5241	529	Big Break Science Center					
		*Supervising Naturalist	0.500	0.000	0.000	0.000	0.000
		Supervising Naturalist	0.000	1.000	1.000	1.000	0.000
		*Naturalist	0.500	0.000	0.000	0.000	0.000
		Naturalist	0.000	1.000	1.000	2.000	1.000
		Senior Office Assistant	0.000	1.000	1.000	1.000	0.000
		*Interpretive Student Aide	2.000	2.000	2.000	2.000	0.000
		Location Total	3.000	5.00	5.00	6.00	1.00
5241	502	Black Diamond Center					
		Supervising Naturalist	1.000	1.000	1.000	1.000	0.000
		Senior Office Assistant	0.750	0.750	0.750	0.750	0.000
		*Office Assistant-Oral History Project	0.218	0.218	0.218	0.218	0.000
		Naturalist	3.750	2.750	2.750	2.750	0.000
		Park Ranger I	0.750	0.750	0.750	0.750	0.000
		*Student Aide	1.500	1.500	1.500	1.500	0.000
		Location Total	7.968	6.968	6.968	6.968	0.000
5241	547	Sunol Center					
		Supervising Naturalist	1.000	1.000	1.000	1.000	0.000
		Senior Office Assistant	1.000	1.000	1.000	1.000	0.000
		Naturalist	1.750	1.750	1.750	1.750	0.000
		*Student Aide	1.000	1.000	1.000	1.000	0.000
		Location Total	4.750	4.750	4.750	4.750	0.000
5245	000	Community/Volunteer Recreation Supervisor					
		Location Total	1.000	1.000	1.000	1.000	0.000
5242	000	Exhibit Design (Moved to Public Affairs Division 2014)					
		Exhibit Supervisor	1.000	1.000	0.000	0.000	0.000
		Exhibit Technician	2.000	2.000	0.000	0.000	0.000
		Location Total	3.000	3.000	0.000	0.000	0.000
5246	000	Park Express					
		Recreation Coordinator	0.000	1.000	1.000	1.000	0.000
		Administrative Aide	1.000	0.000	0.000	0.000	0.000
		Office Specialist	0.750	0.750	0.750	0.750	0.000
		*Office Specialist	0.000	0.000	0.250	0.250	0.000
		Location Total	1.750	1.750	2.000	2.000	0.000
		Unit Total	37.413	38.913	36.163	37.413	1.250
NORTHWEST UNIT							
5220	000	Manager Manager					
		Location Total	1.000	1.000	1.000	1.000	0.000
5221	000	Recreation Supervisor	1.000	1.000	1.000	1.000	0.000
		*Outdoor Recreation Coordinator	0.000	0.000	0.500	1.000	0.500
		Outdoor Recreation Coordinator	1.000	2.000	2.000	2.000	0.000
		Office Assistant	1.000	1.000	1.000	1.000	0.000
		Recreation Assistant	1.000	0.000	0.000	0.000	0.000
		*Recreation Leader IV	0.450	0.706	0.706	0.706	0.000
		*Recreation Leader III	1.000	1.250	2.710	2.302	(0.408)
		*Recreation Leader II	1.510	1.260	1.260	1.260	0.000
		*Recreation Leader I	0.540	0.540	0.540	0.540	0.000
		Location Total	7.500	7.756	9.716	9.808	0.0920
5221	505	Tilden Nature Area					
		Supervising Naturalist	1.000	1.000	1.000	1.000	0.000
		Senior Office Assistant	2.000	2.000	2.000	2.000	0.000
		Naturalist	3.750	3.750	3.750	3.750	0.000
		Park Ranger II	1.000	1.000	1.000	1.000	0.000
		Farm Technician	1.000	1.000	1.000	1.000	0.000
		Building/Grounds Aide	1.000	1.000	1.000	1.000	0.000
		*Student Aide	2.350	2.350	2.350	2.350	0.000
		Location Total	12.100	12.100	12.100	12.100	0.000

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2012	2013	2014	2015	Change
5221	509	Crab Cove Center					
		Supervising Naturalist	1.000	1.000	1.000	1.000	0.000
		Senior Office Assistant	1.000	1.000	1.000	1.000	0.000
		Naturalist	2.750	2.750	2.750	3.000	0.250
		Office Assistant	0.000	0.000	0.000	0.000	0.000
		*Student Aide	1.400	1.400	1.400	1.400	0.000
		Location Total	6.150	6.150	6.150	6.400	0.250
5221	536	Coyote Hills Center					
		Supervising Naturalist	1.000	1.000	1.000	1.000	0.000
		Senior Office Assistant	1.000	1.000	1.000	1.000	0.000
		Naturalist	2.750	2.750	2.750	2.750	0.000
		*Student Aide	1.400	1.400	1.400	1.400	0.000
		*Dept Tech/Senior Intern	0.185	0.100	0.100	0.100	0.000
		Location Total	6.335	6.250	6.250	6.250	0.000
5221	551	Mobile Education Program					
		Supervising Naturalist I	1.000	1.00	1.00	1.00	0.000
		Resource Analyst	1.000	1.00	1.00	1.00	0.000
		*Student Aide	0.000	0.00	0.25	0.25	0.000
		Location Total	2.000	2.000	2.250	2.250	0.000
		Unit Total	35.085	35.256	37.466	37.808	0.342
		Dept Total	74.498	78.169	77.379	78.971	1.592
REVENUE SERVICES DEPARTMENT							
5320	000	Revenue Services Administration Manager					
		Location Total	1.000	1.000	1.000	1.000	0.000
5324	000	Reservations					
		Reservations Supervisor	1.000	1.000	1.000	1.000	0.000
		Reservations Coordinator	1.000	1.000	1.000	1.000	0.000
		Reservations Support Technician	1.000	1.000	1.000	1.000	0.000
		Office Specialist/Reservations	3.750	3.750	3.750	4.250	0.500
		*Office Specialist	0.400	0.400	0.400	0.400	0.000
		Location Total	7.150	7.150	7.150	7.650	0.500
5327	000	Facilities					
		Facilities Supervisor	1.000	1.000	1.000	1.000	0.000
		Secretary	1.000	1.000	1.000	1.000	0.000
		Building/Grounds Aide	3.000	3.000	3.000	3.000	0.000
		*Building/Grounds Aide	0.500	0.000	0.000	0.000	0.000
		Location Total	5.500	5.000	5.000	5.000	0.000
5327	204	Arroyo Del Valle Camp					
		Park Craft Specialist	1.000	1.000	1.000	1.000	0.000
		*Park Ranger II	0.500	0.000	0.000	0.000	0.000
		Park Ranger II	0.000	1.000	1.000	1.000	0.000
		Location Total	1.500	2.000	2.000	2.000	0.000
		Dept Total	15.150	15.150	15.150	15.650	0.500
MAINTENANCE & SKILLED TRADES DEPARTMENT ADMINISTRATION							
5910	000	Administration					
		Chief	1.000	1.000	1.000	1.000	0.000
		Contract Supervisor	1.000	1.000	1.000	1.000	0.000
		Administrative Analyst II	1.000	1.000	1.000	1.000	0.000
		Administrative Analyst I	1.000	1.000	1.000	1.000	0.000
		Senior Office Specialist	1.000	1.000	1.000	1.000	0.000
		Unit Total	5.000	5.000	5.000	5.000	0.000
FLEET MANAGEMENT UNIT							
5930	000	Fleet Management					
		Fleet Manager	1.000	1.000	1.000	1.000	0.000
		Maintenance Superintendent	0.000	0.000	0.000	0.000	0.000
		Senior Office Specialist	1.000	1.000	1.000	1.000	0.000
		Administrative Analyst II	0.000	0.000	0.000	0.000	0.000
		Location Total	2.000	2.000	2.000	2.000	0.000
5931	000	Equipment Maintenance					
		Service Manager	2.000	2.000	2.000	2.000	0.000
		Lead Mechanic	2.000	2.000	2.000	2.000	0.000
		Senior Equipment Mechanic	11.000	11.000	11.000	11.000	0.000
		Location Total	15.000	15.000	15.000	15.000	0.000
		Unit Total	17.000	17.000	17.000	17.000	0.000
PUBLIC WORKS UNIT							
5940	000	Public Works Administration					
		Maintenance Superintendent	1.000	1.000	1.000	1.000	0.000
		Senior Office Specialist	1.000	1.000	1.000	1.000	0.000
		Administrative Analyst II	1.000	1.000	1.000	1.000	0.000
		*Administrative Analyst II	1.000	0.000	0.000	0.000	0.000
		*Administrative Analyst I	0.000	0.000	1.000	1.000	0.000
		Location Total	4.000	3.000	4.000	4.000	0.000

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2012	2013	2014	2015	Change
5942	000	Trades					
		Maintenance Superintendent	0.000	0.000	0.000	0.000	0.000
		Trades Manager	0.000	0.000	0.000	0.000	0.000
		Maint/Skilled Trades Supervisor	2.000	2.000	2.000	2.000	0.000
		Heavy Equipment Operator	0.000	0.000	0.070	0.000	(0.070)
		Water Utilities Maintenance Supervisor	0.000	0.000	0.000	0.000	0.000
		^Electrician	2.000	2.000	3.000	3.000	0.000
		Water Utilities Maintenance Technician	0.000	0.000	0.000	0.000	0.000
		Plumber	3.350	3.350	3.200	3.950	0.750
		Carpenter	9.000	9.000	9.000	9.000	0.000
		Painter	3.000	3.000	3.000	3.000	0.000
		Park Ranger II	5.000	5.000	5.000	5.000	0.000
		Senior Office Specialist	0.000	0.000	0.000	0.000	0.000
		Location Total	24.350	24.350	25.270	25.950	0.680
5943	000	Sanitation					
		Sanitation/Recycling Supervisor	1.000	1.000	1.000	1.000	0.000
		Recycling Coordinator	1.000	1.000	1.000	1.000	0.000
		Sanitation Truck Driver	3.250	3.500	3.500	3.750	0.250
		Plumber	0.000	0.000	0.000	0.065	0.065
		Park Ranger II	0.000	0.000	0.000	0.000	0.000
		Location Total	5.250	5.500	5.500	5.815	0.315
5944	000	Road & Trails					
		Roads & Trails Supervisor	1.000	1.000	1.000	1.000	0.000
		Plumber	0.000	0.000	0.000	0.600	0.600
		Heavy Equipment Operator	4.050	4.050	4.350	4.350	0.000
		Equipment Operator Apprentice	0.750	0.750	1.000	1.000	0.000
		Park Craft Specialist	2.000	2.000	2.000	2.000	0.000
		Park Ranger II	5.500	5.500	5.500	5.500	0.000
		Location Total	13.300	13.300	13.850	14.450	0.600
5945	000	Water Utilities					
		Water Utilities Maintenance Supervisor	1.000	1.000	1.000	1.000	0.000
		Water Utilities Maintenance Technician	1.000	1.000	1.750	1.750	0.000
		Location Total	2.000	2.000	2.750	2.750	0.000
		Unit Total	48.900	48.150	51.370	52.965	1.595
		Dept Total	70.900	70.150	73.370	74.965	1.595
		Division Total	419.983	424.791	430.591	440.628	10.037
		Permanent Staff	374.880	381.380	384.620	393.965	9.345
		Seasonal/Temporary Staff	45.103	43.411	45.971	46.663	0.692
		All Personnel	419.983	424.791	430.591	440.628	10.037

PUBLIC AFFAIRS DIVISION

3110	000	Public Affairs					
		Asst Gen Manager Public Affairs	1.000	1.000	1.000	1.000	0.000
		Community Relations Manager	1.000	1.000	1.000	1.000	0.000
		^Membership Development Officer	0.000	0.000	1.000	1.000	0.000
		Foundation Program Manager	1.000	1.000	1.000	1.000	0.000
		Public Information Supervisor	1.000	1.000	1.000	1.000	0.000
		Administrative Analyst II	2.000	2.000	2.000	2.000	0.000
		Office Specialist	1.000	1.000	1.000	1.000	0.000
		Public Information Rep	1.000	1.000	1.000	1.000	0.000
		Publications Coordinator	1.000	1.000	1.000	1.000	0.000
		^Graphic Designer	1.000	1.000	0.000	0.000	0.000
		Website Designer	1.000	1.000	1.000	1.000	0.000
		^Senior Office Specialist	0.000	0.000	0.000	0.000	0.000
		Senior Office Assistant	1.000	1.000	1.000	1.000	0.000
		Secretary	1.000	1.000	1.000	1.000	0.000
		Office Assistant/Membership	1.000	1.000	0.000	0.000	0.000
		^^Office Assistant	0.200	0.200	0.000	0.000	0.000
		Dept Total	14.200	14.200	13.000	13.000	0.000
3120	000	Environmental Graphics					
		Env Graphics/Multi Media Supervisor	1.000	1.000	1.000	1.000	0.000
		^Graphic Designer	0.000	0.000	1.000	1.000	0.000
		Environmental Graphics Specialist	2.000	2.000	2.000	2.000	0.000
		*Intern	0.000	0.000	0.000	0.500	0.500
		Dept Total	3.000	3.000	4.000	4.500	0.500
3121	000	Exhibit Design (Moved from Operations Division 2014)					
		Exhibit Supervisor	0.000	0.000	1.000	1.000	0.000
		Exhibit Technician	0.000	0.000	2.000	2.000	0.000
		Dept Total	0.000	0.000	3.000	3.000	0.000
		Division Total	17.200	17.200	20.000	20.500	0.500
		Permanent Staff	17.000	17.000	20.000	20.500	0.500
		Seasonal/Temporary Staff	0.200	0.200	0.000	0.000	0.000
		All Personnel	17.200	17.200	20.000	20.500	0.500

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2012	2013	2014	2015	Change
PUBLIC SAFETY DIVISION							
8110	000	Office of the Chief					
		Assist. General Mgr/Police Chief	1.000	1.000	1.000	1.000	0.000
		Confidential Secretary	1.000	1.000	1.000	1.000	0.000
		*Student Aide	3.000	3.000	3.000	3.000	0.000
		Unit Total	5.000	5.000	5.000	5.000	0.000
8120	000	Public Safety Admin. (department number changed from 8510)					
		Lieutenant	1.000	1.000	1.000	1.000	0.000
		Sergeant	2.000	2.000	2.000	2.000	0.000
		Public Safety Systems Administrator	1.000	1.000	1.000	1.000	0.000
		Administrative Analyst I	2.000	2.000	2.000	2.000	0.000
		Communications/Records Manager	1.000	1.000	1.000	1.000	0.000
		Office Specialist	1.000	1.000	1.000	1.000	0.000
		Unit Total	8.000	8.000	8.000	8.000	0.000
8130	000	Communications & Records (formerly department 8520)					
		Dispatch Supervisor	5.000	5.000	5.000	5.000	0.000
		Dispatcher/CSO	10.000	10.000	10.000	10.000	0.000
		Public Safety Systems Administrator	0.000	0.000	0.000	0.000	0.000
		Unit Total	15.000	15.000	15.000	15.000	0.000
		Dept Total	28.000	28.000	28.000	28.000	0.000
POLICE DEPARTMENT							
8230	000	Public Safety Helicopter					
		Sergeant/Helicopter Pilot	1.000	1.000	1.000	1.000	0.000
		Police Officer/Helicopter Pilot	2.000	3.000	4.000	4.000	0.000
		Helicopter Mechanic/IA	1.000	1.000	1.000	1.000	0.000
		Unit Total	4.000	5.000	6.000	6.000	0.000
8240		EBMUD Joint Powers					
		Sergeant	1.000	1.000	1.000	1.000	0.000
		Police Officer	3.350	3.350	3.350	3.350	0.000
		Unit Total	4.350	4.350	4.350	4.350	0.000
8250	000	Detectives Unit					
		Captain	1.000	1.000	1.000	1.000	0.000
		Sergeant	1.000	1.000	1.000	1.000	0.000
		Police Officer	3.000	3.000	3.000	3.000	0.000
		Secretary	1.000	1.000	1.000	1.000	0.000
		Property & Evidence Clerk	1.000	1.000	1.000	1.000	0.000
		Unit Total	7.000	7.000	7.000	7.000	0.000
8260	000	Special Enforcement					
		Sergeant	2.000	2.000	2.000	2.000	0.000
		Police Officer	5.000	5.000	5.000	5.000	0.000
		Unit Total	7.000	7.000	7.000	7.000	0.000
8270	000	Public Safety Volunteers					
		Volunteer Coordinator	1.000	1.000	1.000	1.000	0.000
		Unit Total	1.000	1.000	1.000	1.000	0.000
8210	000	Police Field Unit (unit number changed from 8410)					
		Lieutenant	2.000	2.000	2.000	2.000	0.000
		Sergeant	6.000	6.000	6.000	6.000	0.000
		Police Officer	27.730	27.730	27.880	30.560	2.680
		Dispatch/CSO	0.000	0.000	0.000	2.000	2.000
		*Seasonal Police Officer	0.930	0.930	0.430	0.430	0.000
		Unit Total	36.660	36.660	36.310	40.990	4.680
		Dept Total	60.010	61.010	61.660	66.340	4.680
FIRE DEPARTMENT							
8310	000	Fire Operations					
		Fire Chief	1.000	1.000	1.000	1.000	0.000
		Assistant Fire Chief	1.000	1.000	1.000	1.000	0.000
		Fire Captain	4.000	4.000	4.000	4.430	0.430
		Fire Captain (FEMA Grant)	1.000	1.000	1.000	1.000	0.000
		Firefighter II	6.000	6.000	7.090	9.070	1.980
		Firefighter I	1.000	0.750	0.000	0.000	0.000
		Secretary	1.000	1.000	1.000	1.000	0.000
		Administrative Analyst II	1.000	1.000	1.000	1.000	0.000
		Unit Total	16.000	15.750	16.090	18.500	2.410
LIFEGUARD SERVICES UNIT							
8320	000	Aquatic Program					
		Aquatic Manager	1.000	1.000	1.000	1.000	0.000
		Aquatic Supervisor	2.000	2.000	2.000	2.000	0.000
		Aquatic Assistant	1.500	2.250	2.250	3.000	0.750
		*Lifeguard III	0.750	0.000	0.000	0.000	0.000
		*Lifeguard II	0.250	0.250	0.250	0.250	0.000
		*Lifeguard I	0.000	0.000	0.560	0.173	(0.387)
		Location Total	5.500	5.500	6.060	6.423	0.363
8320	145	Diablo Foothills/Castle Rock					
		*Lifeguard III	0.300	0.300	0.300	0.300	0.000
		*Lifeguard I	0.930	0.930	0.930	0.930	0.000
		Location Total	1.230	1.230	1.230	1.230	0.000
8320	260	Contra Loma					

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2012	2013	2014	2015	Change
		*Lifeguard III	0.500	0.500	0.500	0.500	0.000
		*Lifeguard II	0.280	0.280	0.280	0.280	0.000
		*Lifeguard I	3.360	3.360	3.360	3.360	0.000
		Location Total	4.140	4.140	4.140	4.140	0.000
8320	239	Cull Canyon					
		*Lifeguard III	0.420	0.420	0.420	0.420	0.000
		*Lifeguard II	0.360	0.360	0.360	0.360	0.000
		*Lifeguard I	1.720	1.720	1.720	1.720	0.000
		Location Total	2.500	2.500	2.500	2.500	0.000
8320	203	Del Valle					
		*Lifeguard III	0.750	0.750	0.750	0.750	0.000
		*Lifeguard II	0.750	0.750	0.750	0.750	0.000
		*Lifeguard I	3.380	3.380	3.380	3.380	0.000
		Location Total	4.880	4.880	4.880	4.880	0.000
8320	255	Don Castro					
		*Lifeguard III	0.500	0.500	0.500	0.500	0.000
		*Lifeguard II	0.500	0.500	0.500	0.500	0.000
		*Lifeguard I	1.680	1.680	1.680	1.680	0.000
		Location Total	2.680	2.680	2.680	2.680	0.000
8320	242	Quarry Lakes					
		*Lifeguard III	0.500	0.500	0.500	0.500	0.000
		*Lifeguard II	0.580	0.580	0.580	0.580	0.000
		*Lifeguard I	2.215	2.215	2.215	2.215	0.000
		Location Total	3.295	3.295	3.295	3.295	0.000
8320	124	Roberts					
		*Lifeguard III	0.420	0.420	0.420	0.420	0.000
		*Lifeguard II	0.240	0.240	0.240	0.240	0.000
		*Lifeguard I	1.511	1.511	1.511	1.511	0.000
		Location Total	2.171	2.171	2.171	2.171	0.000
8320	281	Shadow Cliffs					
		*Lifeguard II	0.500	0.500	0.500	0.500	0.000
		*Lifeguard II	0.590	0.590	0.590	0.590	0.000
		*Lifeguard I	3.020	3.020	3.020	3.020	0.000
		Location Total	4.110	4.110	4.110	4.110	0.000
8320	240	Temescal					
		*Lifeguard III	0.250	0.250	0.250	0.250	0.000
		*Lifeguard II	0.340	0.340	0.340	0.340	0.000
		*Lifeguard I	2.320	2.320	2.320	2.320	0.000
		Location Total	2.910	2.910	2.910	2.910	0.000
8320	105	Tilden					
		*Lifeguard III	0.500	0.500	0.500	0.500	0.000
		*Lifeguard II	0.590	0.590	0.590	0.590	0.000
		*Lifeguard I	1.924	1.924	1.924	1.924	0.000
		Location Total	3.014	3.014	3.014	3.014	0.000
		Unit Total	36.430	36.430	36.990	37.353	0.363
		Dept Total	52.430	52.180	53.080	55.853	2.773
		Division Total	140.440	141.190	142.740	150.193	7.453
		Permanent Staff	104.580	106.080	107.570	115.410	7.840
		Seasonal/Temporary Staff	35.860	35.110	35.170	34.783	(0.387)
		All Personnel	140.440	141.190	142.740	150.193	7.453
ALL DIVISIONS							
		Permanent Staff	632.727	640.727	649.457	670.522	21.065
		Seasonal/Temporary Staff	89.818	87.791	91.501	91.636	0.135
		TOTAL FUNDED POSITIONS	722.545	728.518	740.958	762.158	21.200

" * " Indicates Seasonal/Temporary, or Limited Term FTE.

" ^ " Indicates position change during 2014.

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES-AFSCME

Job Title	Step	Hourly Wage	Annual Base Salary	Job Title	Step	Hourly Wage	Annual Base Salary
Account Clerk*	A	\$ 28.40	55,380	Alternative Work Program Supervisor	A	\$ 30.14	\$ 62,691
	B	29.02	56,589		B	30.86	64,189
	C	29.63	57,779		C	31.55	65,624
	D	30.48	59,436		D	32.26	67,101
	E	30.91	60,275		E	32.99	68,619
Accountant 1*	A	30.67	59,807	Aquatic Assistant	A	27.14	56,451
	B	31.38	61,191		B	27.68	57,574
	C	32.04	62,478		C	28.24	58,739
	D	32.77	63,902		D	28.83	59,966
	E	33.52	65,364		E	29.37	61,090
Accountant 2*	A	32.39	63,161	Aquatic Supervisor	A	32.34	67,267
	B	33.10	64,545		B	33.23	69,118
	C	33.75	65,813		C	33.97	70,658
	D	34.51	67,295		D	34.76	72,301
	E	35.23	68,699		E	35.49	73,819
Accounting Supervisor*	A	31.89	62,186	Architect*	A	43.01	83,870
	B	32.62	63,609		B	44.00	85,800
	C	33.33	64,994		C	44.96	87,672
	D	34.09	66,476		D	46.01	89,720
	E	34.86	67,977		E	47.05	91,748
Accounting Technician*	A	28.39	55,361	Botanic Garden Manager	A	43.21	89,877
	B	29.00	56,550		B	44.29	92,123
	C	29.63	57,779		C	45.39	94,411
	D	30.48	59,436		D	46.51	96,741
	E	30.90	60,255		E	47.67	99,154
Administrative Aide*	A	28.66	55,887	Botanist*	A	34.71	67,685
	B	29.31	57,155		B	35.64	69,498
	C	29.93	58,364		C	36.49	71,156
	D	30.77	60,002		D	37.29	72,716
	E	31.23	60,899		E	38.08	74,256
Administrative Analyst 1	A	31.75	61,913	Building/Grounds Aide	A	25.45	52,936
	B	32.45	63,278		B	25.93	53,934
	C	33.09	64,526		C	26.40	54,912
	D	33.83	65,969		D	26.93	56,014
	E	34.54	67,353		E	27.38	56,950
Administrative Analyst 2*	A	34.71	67,685	Carpenter	A	32.10	66,768
	B	35.64	69,498		B	32.83	68,286
	C	36.49	71,156		C	33.51	69,701
	D	37.29	72,716		D	34.25	71,240
	E	38.08	74,256		E	34.98	72,758

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES-AFSCME

Job Title	Step	Hourly Wage	Annual Base Salary	Job Title	Step	Hourly Wage	Annual Base Salary
Carpenter Apprentice	A	\$ 25.51	\$ 53,061	Data Entry Operator*	A	\$ 25.69	\$ 50,096
	B	26.71	55,557		B	26.16	51,012
	C	27.81	57,845		C	26.66	51,987
	D	29.20	60,736		D	27.19	53,021
	E	30.45	63,336		E	27.68	53,976
Civil Engineer*	A	43.01	83,870	Drafting Technician*	A	32.19	62,771
	B	44.00	85,800		B	32.93	64,214
	C	44.96	87,672		C	33.61	65,540
	D	46.01	89,720		D	34.39	67,061
	E	47.05	91,748		E	35.18	68,601
Community Outreach Coordinator*	A	33.73	65,774	Drafting Technician - Survey	A	32.19	66,955
	B	34.52	67,314		B	32.93	68,494
	C	35.26	68,757		C	33.61	69,909
	D	36.04	70,278		D	34.39	71,531
	E	36.81	71,780		E	35.18	73,174
Concession Manager	A	24.09	50,107	Ecological Services Coordinator*	A	39.28	76,596
	B	24.54	51,043		B	40.18	78,351
	C	25.01	52,021		C	41.11	80,165
	D	25.48	52,998		D	42.06	82,017
	E	25.95	53,976		E	42.99	83,831
Construction Manager	A	33.15	68,952	Electrician	A	33.30	69,264
	B	33.93	70,574		B	34.06	70,845
	C	34.71	72,197		C	34.84	72,467
	D	35.46	73,757		D	35.60	74,048
	E	36.27	75,442		E	36.41	75,733
Contract/Encroachment Supervisor*	A	37.44	73,008	Electrician Apprentice	A	26.25	54,600
	B	38.45	74,978		B	27.51	57,221
	C	39.35	76,733		C	28.88	60,070
	D	40.24	78,468		D	30.31	63,045
	E	41.11	80,165		E	31.59	65,707
Cultural Services Coordinator	A	35.01	72,821	Electrician Helper	A	27.65	57,512
	B	35.86	74,589		B	28.28	58,822
	C	36.70	76,336		C	28.88	60,070
	D	37.56	78,125		D	29.66	61,693
	E	38.53	80,142		E	30.12	62,650
Custodian	A	24.09	50,107	Environmental Graphics Supervisor	A	37.15	77,272
	B	24.54	51,043		B	38.02	79,082
	C	25.01	52,021		C	38.88	80,870
	D	25.48	52,998		D	39.77	82,722
	E	25.95	53,976		E	40.71	84,677

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES-AFSCME

Job Title	Step	Hourly Wage	Annual Base Salary	Job Title	Step	Hourly Wage	Annual Base Salary
Environmental Graphics Specialist	A	\$ 31.31	\$ 65,125	Farmer	A	\$ 29.33	\$ 61,006
	B	32.04	66,643		B	30.01	62,421
	C	32.74	68,099		C	30.64	63,731
	D	33.47	69,618		D	31.31	65,125
	E	34.19	71,115		E	32.03	66,622
Environmental Graphics Specialist Apprentice	A	26.25	54,600	Field/Office Surveyor	A	33.16	68,973
	B	27.51	57,221		B	34.06	70,845
	C	28.62	59,530		C	34.82	72,426
	D	30.04	62,483		D	35.62	74,090
	E	31.31	65,125		E	36.38	75,670
Equipment Operator Apprentice	A	26.25	54,600	Firefighter 1	A	18.87	39,250
	B	28.62	59,530		B	19.34	40,227
	C	30.67	63,794		C	19.81	41,205
	D	32.90	68,432		D	20.23	42,078
Exhibit Supervisor	A	33.66	70,013	Firefighter 2	E	20.68	43,014
	B	34.56	71,885		A	28.73	59,758
	C	35.33	73,486		B	29.40	61,152
	D	36.14	75,171		C	30.02	62,442
	E	36.91	76,773		D	30.83	64,126
Exhibit Technician	A	31.09	64,667		E	31.28	65,062
	B	31.80	66,144	Fry Cook	A	21.95	45,656
	C	32.48	67,558		B	22.32	46,426
	D	33.24	69,139		C	22.71	47,237
	E	33.97	70,658		D	23.09	48,027
Facilities Supervisor	A	34.33	71,406		E	23.46	48,797
	B	35.25	73,320	Gardener	A	26.71	55,557
	C	36.03	74,942		B	27.26	56,701
	D	36.88	76,710		C	27.81	57,845
	E	37.65	78,312		D	28.39	59,051
Farm Technician 1	A	26.71	55,557		E	28.96	60,237
	B	27.26	56,701	Geologist*	A	34.17	66,632
	C	27.81	57,845		B	35.07	68,387
	D	28.39	59,051		C	35.89	69,986
	E	28.96	60,237		D	36.75	71,663
Farm Technician 2	A	28.86	60,029		E	37.49	73,106
	B	29.48	61,318	GIS Analyst*	A	34.17	66,632
	C	30.07	62,546		B	35.07	68,387
	D	30.75	63,960		C	35.89	69,986
	E	31.42	65,354		D	36.74	71,643
					E	37.50	73,125

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES-AFSCME

Job Title	Step	Hourly Wage	Annual Base Salary
GIS Coordinator*	A	\$ 39.50	\$ 77,025
	B	40.40	78,780
	C	41.33	80,594
	D	42.28	82,446
	E	43.28	84,396
GIS Programmer/Analyst*	A	34.17	66,632
	B	35.07	68,387
	C	35.89	69,986
	D	36.74	71,643
	E	37.50	73,125
GIS Technician*	A	28.43	55,439
	B	28.98	56,511
	C	29.58	57,681
	D	30.21	58,910
	E	30.90	60,255
Grants Coordinator*	A	31.62	61,659
	B	32.31	63,005
	C	32.98	64,311
	D	33.70	65,715
	E	34.39	67,061
Graphic Designer	A	31.38	61,191
	B	32.06	62,517
	C	32.73	63,824
	D	33.44	65,208
	E	34.14	66,573
Heavy Equipment Operator	A	32.90	68,432
	B	33.65	69,992
	C	34.43	71,614
	D	35.18	73,174
	E	35.97	74,818
Helicopter Mechanic	A	37.08	77,126
	B	37.91	78,853
	C	38.83	80,766
	D	39.68	82,534
	E	40.60	84,448
Human Resources Assistant*	A	33.83	65,969
	B	34.74	67,743
	C	35.56	69,342
	D	36.37	70,922
	E	37.13	72,404

Job Title	Step	Hourly Wage	Annual Base Salary
Information Services Network Analyst*	A	\$ 37.15	\$ 72,443
	B	38.02	74,139
	C	38.88	75,816
	D	39.77	77,552
	E	40.71	79,385
Information Services Support Technician 1*	A	28.43	55,439
	B	28.98	56,511
	C	29.58	57,681
	D	30.21	58,910
	E	30.90	60,255
Information Services Technician 2*	A	33.47	65,267
	B	34.21	66,710
	C	34.89	68,036
	D	35.68	69,576
	E	36.40	70,980
Integrated Pest Management Specialist*	A	43.21	84,260
	B	44.29	86,366
	C	45.39	88,511
	D	46.51	90,695
	E	47.67	92,957
Instrument Person	A	29.63	61,630
	B	30.31	63,045
	C	30.88	64,230
	D	31.52	65,562
	E	32.23	67,038
Jr. Civil Engineer*	A	34.50	67,275
	B	35.43	69,089
	C	36.24	70,668
	D	37.08	72,306
	E	37.87	73,847
Jr. Drafting Technician*	A	28.43	55,439
	B	28.98	56,511
	C	29.58	57,681
	D	30.21	58,910
	E	30.90	60,255
Jr. Planning Technician*	A	28.95	56,453
	B	29.57	57,662
	C	30.13	58,754
	D	30.80	60,060
	E	31.55	61,523

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES-AFSCME

Job Title	Step	Hourly Wage	Annual Base Salary	Job Title	Step	Hourly Wage	Annual Base Salary
Land Acquisition Coordinator*				Mapping Graphics Technician*			
	A	\$ 34.17	\$ 66,632		A	\$ 29.53	\$ 57,584
	B	35.07	68,387		B	30.14	58,773
	C	35.89	69,986		C	30.79	60,041
	D	36.75	71,663		D	31.66	61,737
	E	37.49	73,106		E	32.16	62,712
Land Acquisition Specialist*				Marina Attendant			
	A	40.70	79,365		A	24.09	50,107
	B	41.66	81,237		B	24.54	51,043
	C	42.56	82,992		C	25.01	52,021
	D	43.55	84,923		D	25.48	52,998
	E	44.53	86,834		E	25.95	53,976
Landscape Architect*				Mechanic's Helper			
	A	40.70	79,365		A	26.25	54,600
	B	41.66	81,237		B	26.76	55,661
	C	42.56	82,992		C	27.27	56,722
	D	43.55	84,923		D	27.88	57,990
	E	44.53	86,834		E	28.43	59,134
Landscape Architect/Planning*				Membership Development Officer*			
	A	40.70	79,365		A	35.00	68,250
	B	41.66	81,237		B	35.86	69,927
	C	42.56	82,992		C	36.70	71,565
	D	43.55	84,923		D	37.55	73,223
	E	44.53	86,834		E	38.53	75,134
Lead Mechanic				Messenger			
	A	33.22	69,098		A	24.08	50,086
	B	33.97	70,658		B	24.53	51,022
	C	34.75	72,280		C	25.01	52,021
	D	35.51	73,861		D	25.48	52,998
	E	36.34	75,587		E	25.95	53,976
Lead Mechanic/Swing				Mining Operations Supervisor			
	A	35.71	74,277		A	40.89	85,051
	B	36.52	75,962		B	41.84	87,027
	C	37.36	77,709		C	42.75	88,920
	D	38.17	79,394		D	43.78	91,062
	E	39.07	81,266		E	44.77	93,122
Light Equipment Mechanic				Mining Technician			
	A	27.11	56,389		A	31.39	65,291
	B	27.73	57,678		B	32.13	66,830
	C	28.31	58,885		C	32.81	68,245
	D	29.08	60,486		D	33.58	69,846
	E	29.53	61,422		E	34.32	71,386
Maintenance/Skilled Trades Supervisor				Naturalist			
	A	37.08	77,126		A	30.16	62,733
	B	37.94	78,915		B	30.86	64,189
	C	38.86	80,829		C	31.53	65,582
	D	39.71	82,597		D	32.25	67,080
	E	40.60	84,448		E	32.97	68,578

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES-AFSCME

Job Title	Step	Hourly Wage	Annual Base Salary	Job Title	Step	Hourly Wage	Annual Base Salary
Naturalist Aide	A	\$ 26.25	\$ 54,600	Painter's Helper	A	\$ 26.25	\$ 54,600
	B	26.76	55,661		B	26.76	55,661
	C	27.30	56,784		C	27.27	56,722
	D	27.88	57,990		D	27.88	57,990
	E	28.42	59,114		E	28.43	59,134
Office Assistant	A	24.34	47,463	Park Craft Specialist	A	28.67	59,634
	B	24.76	48,282		B	29.33	61,006
	C	25.13	49,004		C	29.97	62,338
	D	25.60	49,920		D	30.64	63,731
	E	26.05	50,798		E	31.20	64,896
Office Assistant/Membership*	A	24.34	47,463	Park Planner 1	A	34.09	66,476
	B	24.76	48,282		B	34.84	67,938
	C	25.13	49,004		C	35.54	69,303
	D	25.60	49,920		D	36.33	70,844
	E	26.05	50,798		E	37.07	72,287
Office Services Assistant*	A	24.34	47,463	Park Ranger 1	A	21.30	44,304
	B	24.76	48,282		B	21.66	45,053
	C	25.13	49,004		C	22.07	45,906
	D	25.60	49,920		D	22.45	46,696
	E	26.05	50,798		E	22.77	47,362
Office Specialist*	A	25.55	49,823	Park Ranger 2	A	25.88	53,830
	B	26.06	50,817		B	26.42	54,954
	C	26.51	51,695		C	26.95	56,056
	D	27.01	52,670		D	27.52	57,242
	E	27.45	53,528		E	28.17	58,594
Office Specialist/Reservations*	A	26.12	50,934	Park Services Attendent	A	18.24	37,939
	B	26.59	51,851		B	18.55	38,584
	C	27.05	52,748		C	18.90	39,312
	D	27.61	53,840		D	19.23	39,998
	E	28.11	54,815		E	19.77	41,122
Painter	A	31.31	65,125	Park Supervisor 1	A	31.39	65,291
	B	32.04	66,643		B	32.13	66,830
	C	32.74	68,099		C	32.81	68,245
	D	33.47	69,618		D	33.58	69,846
	E	34.19	71,115		E	34.32	71,386
Painter Apprentice	A	26.25	54,600	Park Supervisor 2	A	33.67	70,034
	B	27.95	58,136		B	34.57	71,906
	C	29.63	61,630		C	35.37	73,570
	D	31.31	65,125		D	36.18	75,254

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES-AFSCME

Job Title	Step	Hourly Wage	Annual Base Salary	Job Title	Step	Hourly Wage	Annual Base Salary
Park Supervisor 3	A	\$ 35.00	\$ 72,800	Publications Coordinator*	A	\$ 34.46	\$ 67,197
	B	35.86	74,589		B	35.40	69,030
	C	36.70	76,336		C	36.20	70,590
	D	37.55	78,104		D	37.03	72,209
	E	38.53	80,142		E	37.83	73,769
Park Supervisor 4	A	36.60	76,128	Recreation Assistant*	A	27.14	52,923
	B	37.45	77,896		B	27.68	53,976
	C	38.28	79,622		C	28.24	55,068
	D	39.18	81,494		D	28.83	56,219
	E	40.10	83,408		E	29.37	57,272
Park Supervisor/Horticulture Specialist	A	33.67	70,034	Recreation Coordinator*	A	30.42	59,319
	B	34.57	71,906		B	31.10	60,645
	C	35.37	73,570		C	31.72	61,854
	D	36.18	75,254		D	32.44	63,258
	E	36.92	76,794		E	33.08	64,506
Plumber	A	33.30	69,264	Recreation Supervisor*	A	32.34	63,063
	B	34.06	70,845		B	33.23	64,799
	C	34.84	72,467		C	33.97	66,242
	D	35.60	74,048		D	34.76	67,782
	E	36.41	75,733		E	35.49	69,206
Preparator Aide	A	26.25	54,600	Reservations Coordinator*	A	31.75	61,913
	B	26.76	55,661		B	32.45	63,278
	C	27.30	56,784		C	33.09	64,526
	D	27.88	57,990		D	33.83	65,969
	E	28.42	59,114		E	34.54	67,353
Public Information Representative*	A	31.38	61,191	Reservations Supervisor*	A	37.15	72,443
	B	32.06	62,517		B	38.02	74,139
	C	32.73	63,824		C	38.88	75,816
	D	33.44	65,208		D	39.77	77,552
	E	34.14	66,573		E	40.71	79,385
Public Information Supervisor*	A	37.84	73,788	Reservations Support Technician*	A	28.43	55,439
	B	38.71	75,485		B	28.98	56,511
	C	39.54	77,103		C	29.58	57,681
	D	40.44	78,858		D	30.21	58,910
	E	41.41	80,750		E	30.90	60,255
Public Relations Associate*	A	34.17	66,632	Resource Analyst*	A	32.35	63,083
	B	35.07	68,387		B	33.08	64,506
	C	35.89	69,986		C	33.75	65,813
	D	36.75	71,663		D	34.48	67,236
	E	37.49	73,106		E	35.18	68,601

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES-AFSCME

Job Title	Step	Hourly Wage	Annual Base Salary
Revenue Analyst 1*			
	A	\$ 31.62	\$ 61,659
	B	32.31	63,005
	C	32.98	64,311
	D	33.70	65,715
	E	34.39	67,061
Revenue Analyst 2*			
	A	34.17	66,632
	B	35.07	68,387
	C	35.89	69,986
	D	36.74	71,643
	E	37.50	73,125
Roads & Trails Supervisor			
	A	37.08	77,126
	B	37.94	78,915
	C	38.86	80,829
	D	39.71	82,597
	E	40.60	84,448
Sanitation Truck Driver			
	A	28.96	60,237
	B	29.61	61,589
	C	30.27	62,962
	D	30.90	64,272
	E	31.52	65,562
Sanitation/Recycling Coordinator			
	A	30.33	63,086
	B	31.02	64,522
	C	31.64	65,811
	D	32.32	67,226
	E	32.98	68,598
Sanitation/Recycling Supervisor			
	A	34.34	71,427
	B	35.28	73,382
	C	36.04	74,963
	D	36.90	76,752
	E	37.70	78,416
Secretary*			
	A	27.61	53,840
	B	28.17	54,932
	C	28.72	56,004
	D	29.37	57,272
	E	30.04	58,578
Secretary/Stenographer			
	A	27.16	56,493
	B	27.65	57,512
	C	28.14	58,531
	D	28.71	59,717
	E	29.21	60,757

Job Title	Step	Hourly Wage	Annual Base Salary
Senior Chief of Survey Party			
	A	\$ 38.94	\$ 80,995
	B	39.85	82,888
	C	40.71	84,677
	D	41.70	86,736
	E	42.64	88,691
Senior Civil Engineering Technician*			
	A	37.50	73,125
	B	38.36	74,802
	C	39.21	76,460
	D	40.12	78,234
	E	41.02	79,989
Senior Construction Inspector			
	A	36.43	75,774
	B	37.27	77,522
	C	38.09	79,227
	D	39.00	81,120
	E	39.88	82,950
Senior Drafting Technician*			
	A	34.17	66,632
	B	35.07	68,387
	C	35.89	69,986
	D	36.74	71,643
	E	37.50	73,125
Senior Equipment Mechanic			
	A	30.82	64,106
	B	31.64	65,811
	C	32.39	67,371
	D	33.12	68,890
	E	33.80	70,304
Senior Equipment Mechanic Apprentice			
	A	25.29	52,603
	B	26.47	55,058
	C	27.53	57,262
	D	28.89	60,091
	E	30.12	62,650
Senior Equipment Mechanic/Swing			
	A	33.13	68,910
	B	34.01	70,741
	C	34.82	72,426
	D	35.60	74,048
	E	36.34	75,587
Senior Land Acquisition Specialist*			
	A	43.01	83,870
	B	44.00	85,800
	C	44.96	87,672
	D	46.01	89,720
	E	47.05	91,748

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES-AFSCME

Job Title	Step	Hourly Wage	Annual Base Salary	Job Title	Step	Hourly Wage	Annual Base Salary
Senior Office Assistant*	A	\$ 25.55	\$ 49,823	Stores Supervisor	A	\$ 30.70	\$ 63,856
	B	26.06	50,817		B	31.44	65,395
	C	26.51	51,695		C	32.10	66,768
	D	27.01	52,670		D	32.83	68,286
	E	27.45	53,528		E	33.58	69,846
Senior Office Specialist*	A	27.61	53,840	Supervising Naturalist 1	A	31.63	65,790
	B	28.17	54,932		B	32.34	67,267
	C	28.72	56,004		C	33.05	68,744
	D	29.37	57,272		D	33.78	70,262
	E	30.04	58,578		E	34.51	71,781
Senior Park Designer*	A	37.80	73,710	Supervising Naturalist 2	A	33.66	70,013
	B	38.71	75,485		B	34.57	71,906
	C	39.60	77,220		C	35.34	73,507
	D	40.44	78,858		D	36.17	75,234
	E	41.34	80,613		E	36.92	76,794
Senior Park Planner*	A	37.80	73,710	Supervising Naturalist 3	A	35.01	72,821
	B	38.71	75,485		B	35.86	74,589
	C	39.60	77,220		C	36.70	76,336
	D	40.44	78,858		D	37.56	78,125
	E	41.34	80,613		E	38.53	80,142
Senior Planner*	A	37.80	73,710	Supervising Naturalist 4	A	36.60	76,128
	B	38.71	75,485		B	37.45	77,896
	C	39.60	77,220		C	38.28	79,622
	D	40.44	78,858		D	39.18	81,494
	E	41.34	80,613		E	40.10	83,408
Service Manager	A	37.08	77,126	Survey Technician	A	29.04	60,403
	B	37.91	78,853		B	29.70	61,776
	C	38.83	80,766		C	30.30	63,024
	D	39.68	82,534		D	30.98	64,438
	E	40.60	84,448		E	31.59	65,707
Sign Maker Helper	A	26.25	54,600	Switchboard/Receptionist*	A	25.31	49,355
	B	26.76	55,661		B	25.71	50,135
	C	27.27	56,722		C	26.13	50,954
	D	27.88	57,990		D	26.60	51,870
	E	28.43	59,134		E	27.05	52,748
Stock Clerk/Driver	A	26.25	54,600	Systems Administrator*	A	37.15	72,443
	B	26.76	55,661		B	38.02	74,139
	C	27.30	56,784		C	38.88	75,816
	D	27.88	57,990		D	39.77	77,552
	E	28.42	59,114		E	40.71	79,385

Job Title	Step	Hourly Wage	Annual Base Salary
Systems Analyst*			
	A	\$ 37.15	\$ 72,443
	B	38.02	74,139
	C	38.88	75,816
	D	39.77	77,552
	E	40.71	79,385
Trails Coordinator*			
	A	34.17	66,632
	B	35.07	68,387
	C	35.89	69,986
	D	36.74	71,643
	E	37.50	73,125
Truck Driver			
	A	26.97	56,098
	B	27.51	57,221
	C	28.06	58,365
	D	28.64	59,571
	E	29.22	60,778
Water Management Supervisor*			
	A	39.28	76,596
	B	40.18	78,351
	C	41.11	80,165
	D	42.06	82,017
	E	42.99	83,831
Water Management Technician*			
	A	31.25	60,938
	B	31.88	62,166
	C	32.54	63,453
	D	33.23	64,799
	E	34.00	66,300
Water Utilities Maintenance Supervisor			
	A	37.08	77,126
	B	37.94	78,915
	C	38.86	80,829
	D	39.71	82,597
	E	40.60	84,448
Water Utilities Maintenance Technician			
	A	31.39	65,291
	B	32.13	66,830
	C	32.81	68,245
	D	33.58	69,846
	E	34.32	71,386
Website Designer*			
	A	31.38	61,191
	B	32.06	62,517
	C	32.73	63,824
	D	33.44	65,208
	E	34.14	66,573

Job Title	Step	Hourly Wage	Annual Base Salary
Confidential Secretary*			
	A	\$ 29.56	\$ 57,642
	B	30.13	58,754
	C	30.77	60,002
	D	31.45	61,328
	E	32.17	62,732
	F	32.88	64,116
	G	33.60	65,520
	H	34.31	66,905
	I	35.06	68,367
Executive Secretary*			
	A	33.67	65,657
	B	34.54	67,353
	C	35.41	69,050
	D	36.27	70,727
	E	37.15	72,443
	F	38.09	74,276
	G	39.06	76,167
	H	40.04	78,078
	I	41.03	80,009
Human Resources Technician*			
	A	33.67	65,657
	B	34.54	67,353
	C	35.41	69,050
	D	36.27	70,727
	E	37.15	72,443
	F	38.09	74,276
	G	39.06	76,167
	H	40.04	78,078
	I	41.03	80,009
Legal Assistant*			
	A	33.67	65,657
	B	34.54	67,353
	C	35.41	69,050
	D	36.27	70,727
	E	37.15	72,443
	F	38.09	74,276
	G	39.06	76,167
	H	40.04	78,078
	I	41.03	80,009

Job Title	Step	Hourly Wage	Annual Base Salary
Accounting Manager			
	A	\$ 37.27	\$ 77,522
	B	39.14	81,411
	C	41.10	85,488
	D	43.17	89,794
	E	45.29	94,203
	F	47.56	98,925
	G	49.94	103,875
	H	52.44	109,075
	I	55.06	114,525
Administrative Support Manager			
	A	35.51	73,861
	B	37.28	77,542
	C	39.16	81,453
	D	41.12	85,530
	E	43.17	89,794
	F	45.30	94,224
	G	47.57	98,946
	H	49.95	103,896
	I	52.45	109,096
Aquatic Manager			
	A	37.27	77,522
	B	39.14	81,411
	C	41.10	85,488
	D	43.17	89,794
	E	45.29	94,203
	F	47.56	98,925
	G	49.94	103,875
	H	52.44	109,075
	I	55.06	114,525
Assistant District Counsel			
	A	56.78	118,102
	B	59.61	123,989
	C	62.57	130,146
	D	65.70	136,656
	E	68.99	143,499
	F	72.45	150,696
	G	76.07	158,226
	H	79.84	166,067
	I	83.83	174,366
Assistant Finance Officer			
	A	42.90	89,232
	B	45.11	93,829
	C	47.34	98,467
	D	49.73	103,438
	E	52.19	108,555
	F	54.77	113,922
	G	57.52	119,642
	H	60.40	125,632
	I	63.42	131,914

Job Title	Step	Hourly Wage	Annual Base Salary
Assistant Fire Chief			
	A	\$ 39.00	\$ 81,120
	B	40.97	85,218
	C	43.03	89,502
	D	45.20	94,016
	E	47.44	98,675
	F	49.82	103,626
	G	52.32	108,826
	H	54.93	114,254
	I	57.66	119,933
Assistant General Manager 1			
	A	56.78	118,102
	B	59.61	123,989
	C	62.57	130,146
	D	65.70	136,656
	E	68.99	143,499
	F	72.45	150,696
	G	76.07	158,226
	H	79.84	166,067
	I	83.83	174,366
Assistant General Manager 2			
	A	62.41	129,813
	B	65.57	136,386
	C	68.81	143,125
	D	72.27	150,322
	E	75.89	157,851
	F	79.68	165,734
	G	83.65	173,992
	H	87.85	182,728
	I	92.25	191,880
Assistant General Manager 3			
	A	68.68	142,854
	B	72.11	149,989
	C	75.70	157,456
	D	79.51	165,381
	E	83.46	173,597
	F	87.67	182,354
	G	92.01	191,381
	H	96.63	200,990
	I	101.48	211,078
Audit Manager			
	A	37.27	77,522
	B	39.14	81,411
	C	41.10	85,488
	D	43.17	89,794
	E	45.29	94,203
	F	47.56	98,925
	G	49.94	103,875
	H	52.44	109,075
	I	55.06	114,525

Job Title	Step	Hourly Wage	Annual Base Salary
Benefits Manager	A	\$ 37.27	\$ 77,522
	B	39.14	81,411
	C	41.10	85,488
	D	43.17	89,794
	E	45.29	94,203
	F	47.56	98,925
	G	49.94	103,875
	H	52.44	109,075
	I	55.06	114,525
Budget Manager	A	37.27	77,522
	B	39.14	81,411
	C	41.10	85,488
	D	43.17	89,794
	E	45.29	94,203
	F	47.56	98,925
	G	49.94	103,875
	H	52.44	109,075
	I	55.06	114,525
Chief	A	47.21	98,197
	A	51.98	108,118
	B	49.60	103,168
	B	54.57	113,506
	C	52.06	108,285
	C	57.30	119,184
	D	60.16	125,133
	D	54.67	113,714
	E	63.16	131,373
	E	57.39	119,371
	F	66.34	137,987
	F	60.28	125,382
	G	69.66	144,893
	G	63.29	131,643
	H	73.16	152,173
	H	66.42	138,154
	I	69.74	145,059
	I	76.82	159,786
Chief Finance Officer/Controller	A	56.78	118,102
	B	59.61	123,989
	C	62.57	130,146
	D	65.70	136,656
	E	68.99	143,499
	F	72.45	150,696
	G	76.07	158,226
	H	79.84	166,067
	I	83.83	174,366

Job Title	Step	Hourly Wage	Annual Base Salary
Chief of Planning	A	\$ 42.90	\$ 89,232
	B	45.11	93,829
	C	47.34	98,467
	D	49.73	103,438
	E	52.19	108,555
	F	54.77	113,922
	G	57.52	119,642
	H	60.40	125,632
	I	63.42	131,914
Clerk of the Board	A	37.27	77,522
	B	39.14	81,411
	C	41.10	85,488
	D	43.17	89,794
	E	45.29	94,203
	F	47.56	98,925
	G	49.94	103,875
	H	52.44	109,075
	I	55.06	114,525
Communications and Records Manager	A	35.51	73,861
	B	37.28	77,542
	C	39.16	81,453
	D	41.12	85,530
	E	43.17	89,794
	F	45.30	94,224
	G	47.57	98,946
	H	49.95	103,896
	I	52.45	109,096
Community Relations Manager	A	37.27	77,522
	B	39.14	81,411
	C	41.10	85,488
	D	43.17	89,794
	E	45.29	94,203
	F	47.56	98,925
	G	49.94	103,875
	H	52.44	109,075
	I	55.06	114,525
Construction Manager	A	39.00	81,120
	B	40.97	85,218
	C	43.03	89,502
	D	45.20	94,016
	E	47.44	98,675
	F	49.82	103,626
	G	52.32	108,826
	H	54.93	114,254
	I	57.66	119,933

Job Title	Step	Hourly Wage	Annual Base Salary
Development Officer			
	A	35.51	73,861
	B	37.28	77,542
	C	39.16	81,453
	D	41.12	85,530
	E	43.17	89,794
	F	45.30	94,224
	G	47.57	98,946
	H	49.95	103,896
	I	52.45	109,096
Environmental Program Manager			
	A	37.27	77,522
	B	39.14	81,411
	C	41.10	85,488
	D	43.17	89,794
	E	45.29	94,203
	F	47.56	98,925
	G	49.94	103,875
	H	52.44	109,075
	I	55.06	114,525
Facilities Manager			
	A	39.00	81,120
	B	40.97	85,218
	C	43.03	89,502
	D	45.20	94,016
	E	47.44	98,675
	F	49.82	103,626
	G	52.32	108,826
	H	54.93	114,254
	I	57.66	119,933
Fire Chief			
	A	51.98	108,118
	B	54.57	113,506
	C	57.30	119,184
	D	60.16	125,133
	E	63.16	131,373
	F	66.34	137,987
	G	69.66	144,893
	H	73.16	152,173
	I	76.82	159,786
Fisheries Program Manager			
	A	\$ 37.27	\$ 77,522
	B	39.14	81,411
	C	41.10	85,488
	D	43.17	89,794
	E	45.29	94,203
	F	47.56	98,925
	G	49.94	103,875
	H	52.44	109,075
	I	55.06	114,525

Job Title	Step	Hourly Wage	Annual Base Salary
Fleet Manager			
	A	39.00	81,120
	B	40.97	85,218
	C	43.03	89,502
	D	45.20	94,016
	E	47.44	98,675
	F	49.82	103,626
	G	52.32	108,826
	H	54.93	114,254
	I	57.66	119,933
Foundation Program Manager			
	A	37.27	77,522
	B	39.14	81,411
	C	41.10	85,488
	D	43.17	89,794
	E	45.29	94,203
	F	47.56	98,925
	G	49.94	103,875
	H	52.44	109,075
	I	55.06	114,525
General Manager			
	A	75.60	157,248
	B	79.32	164,986
	C	83.27	173,202
	D	87.47	181,938
	E	91.89	191,131
	F	96.47	200,658
	G	101.27	210,642
	H	106.35	221,208
	I	111.68	232,294
Gov't Relations & Legislative Affairs Manager			
	A	35.51	73,861
	B	37.28	77,542
	C	39.16	81,453
	D	41.12	85,530
	E	43.17	89,794
	F	45.30	94,224
	G	47.57	98,946
	H	49.95	103,896
	I	52.45	109,096
Grants Manager			
	A	\$ 37.27	\$ 77,522
	B	39.14	81,411
	C	41.10	85,488
	D	43.17	89,794
	E	45.29	94,203
	F	47.56	98,925
	G	49.94	103,875
	H	52.44	109,075
	I	55.06	114,525

Job Title	Step	Hourly Wage	Annual Base Salary
Human Resources Analyst 1			
	A	33.67	70,034
	B	34.54	71,843
	C	35.41	73,653
	D	36.27	75,442
	E	37.15	77,272
	F	38.09	79,227
	G	39.06	81,245
	H	40.04	83,283
	I	41.03	85,342
Human Resources Analyst 2			
	A	35.51	73,861
	B	37.28	77,542
	C	39.16	81,453
	D	41.12	85,530
	E	43.17	89,794
	F	45.30	94,224
	G	47.57	98,946
	H	49.95	103,896
	I	52.45	109,096
Human Resources Manager			
	A	56.78	118,102
	B	59.61	123,989
	C	62.57	130,146
	D	65.70	136,656
	E	68.99	143,499
	F	72.45	150,696
	G	76.07	158,226
	H	79.84	166,067
	I	83.83	174,366
Human Resources Officer 2			
	A	35.51	73,861
	B	37.28	77,542
	C	39.16	81,453
	D	41.12	85,530
	E	43.17	89,794
	F	45.30	94,224
	G	47.57	98,946
	H	49.95	103,896
	I	52.45	109,096
Info Services Network Manager			
	A	\$ 37.27	\$ 77,522
	B	39.14	81,411
	C	41.10	85,488
	D	43.17	89,794
	E	45.29	94,203
	F	47.56	98,925
	G	49.94	103,875
	H	52.44	109,075
	I	55.06	114,525

Job Title	Step	Hourly Wage	Annual Base Salary
Information Services Manager			
	A	42.90	89,232
	B	45.11	93,829
	C	47.34	98,467
	D	49.73	103,438
	E	52.19	108,555
	F	54.77	113,922
	G	57.52	119,642
	H	60.40	125,632
	I	63.42	131,914
Interagency Planning Manager			
	A	47.21	98,197
	B	49.60	103,168
	C	52.06	108,285
	D	54.67	113,714
	E	57.39	119,371
	F	60.28	125,382
	G	63.29	131,643
	H	66.42	138,154
	I	69.74	145,059
Interpretive Services Manager			
	A	39.00	81,120
	B	40.97	85,218
	C	43.03	89,502
	D	45.20	94,016
	E	47.44	98,675
	F	49.82	103,626
	G	52.32	108,826
	H	54.93	114,254
	I	57.66	119,933
Land Acquisition Manager			
	A	47.21	98,197
	B	49.60	103,168
	C	52.06	108,285
	D	54.67	113,714
	E	57.39	119,371
	F	60.28	125,382
	G	63.29	131,643
	H	66.42	138,154
	I	69.74	145,059
Maintenance Superintendent			
	A	\$ 42.90	\$ 89,232
	B	45.11	93,829
	C	47.34	98,467
	D	49.73	103,438
	E	52.19	108,555
	F	54.77	113,922
	G	57.52	119,642
	H	60.40	125,632
	I	63.42	131,914

Job Title	Step	Hourly Wage	Annual Base Salary
Park Unit Manager	A	42.90	89,232
	B	45.11	93,829
	C	47.34	98,467
	D	49.73	103,438
	E	52.19	108,555
	F	54.77	113,922
	G	57.52	119,642
	H	60.40	125,632
	I	63.42	131,914
Police Captian	A	51.98	108,118
	B	54.57	113,506
	C	57.30	119,184
	D	60.16	125,133
	E	63.16	131,373
	F	66.34	137,987
	G	69.66	144,893
	H	73.16	152,173
	I	76.82	159,786
Police Lieutenant	A	\$ 42.90	\$ 89,232
	B	45.11	93,829
	C	47.34	98,467
	D	49.73	103,438
	E	52.19	108,555
	F	54.77	113,922
	G	57.52	119,642
	H	60.40	125,632
	I	63.42	131,914
Recreation Services Manager	A	42.90	89,232
	B	45.11	93,829
	C	47.34	98,467
	D	49.73	103,438
	E	52.19	108,555
	F	54.77	113,922
	G	57.52	119,642
	H	60.40	125,632
	I	63.42	131,914
Revenue Manager	A	37.27	77,522
	B	39.14	81,411
	C	41.10	85,488
	D	43.17	89,794
	E	45.29	94,203
	F	47.56	98,925
	G	49.94	103,875
	H	52.44	109,075
	I	55.06	114,525

Job Title	Step	Hourly Wage	Annual Base Salary
Risk & Safety Manager	A	39.00	81,120
	B	40.97	85,218
	C	43.03	89,502
	D	45.20	94,016
	E	47.44	98,675
	F	49.82	103,626
	G	52.32	108,826
	H	54.93	114,254
	I	57.66	119,933
Trades Manager	A	\$ 39.00	\$ 81,120
	B	40.97	85,218
	C	43.03	89,502
	D	45.20	94,016
	E	47.44	98,675
	F	49.82	103,626
	G	52.32	108,826
	H	54.93	114,254
	I	57.66	119,933
Trails Develop Program Manager	A	37.27	77,522
	B	39.14	81,411
	C	41.10	85,488
	D	43.17	89,794
	E	45.29	94,203
	F	47.56	98,925
	G	49.94	103,875
	H	52.44	109,075
	I	55.06	114,525
Water Resources Manager	A	37.27	77,522
	B	39.14	81,411
	C	41.10	85,488
	D	43.17	89,794
	E	45.29	94,203
	F	47.56	98,925
	G	49.94	103,875
	H	52.44	109,075
	I	55.06	114,525
Wildland Vegetation Program Manager	A	37.27	77,522
	B	39.14	81,411
	C	41.10	85,488
	D	43.17	89,794
	E	45.29	94,203
	F	47.56	98,925
	G	49.94	103,875
	H	52.44	109,075
	I	55.06	114,525

Job Title	Step	Hourly Wage	Annual Base Salary
Wildlife Program Manager	A	37.27	77,522
	B	39.14	81,411
	C	41.10	85,488
	D	43.17	89,794
	E	45.29	94,203
	F	47.56	98,925
	G	49.94	103,875
	H	52.44	109,075
	I	55.06	114,525

Job Title	Step	Hourly Wage	Annual Base Salary
Dispatch Supervisor			
	A	\$ 33.86	\$ 70,429
	B	35.13	73,070
	C	36.43	75,774
	D	37.71	78,437
	E	39.52	82,202
Dispatcher/Community Service Officer			
	A	28.71	59,717
	B	30.22	62,858
	C	31.34	65,187
	D	32.62	67,850
	E	32.95	68,536
	F	34.35	71,448
Public Safety Dispatch Systems Administrator			
	A	32.16	66,893
	B	33.86	70,429
	C	35.13	73,070
	D	36.43	75,774
	E	37.71	78,437
	F	39.52	82,202
Public Safety Volunteer Coordinator			
	A	30.76	63,981
	B	32.38	67,350
	C	33.60	69,888
	D	34.84	72,467
	E	36.08	75,046
	F	37.80	78,624
Police Officer-Pilot Recruit			
	A	32.79	68,203
	B	34.52	71,802
	B1	44.88	93,350
	C	46.56	96,845
	D	48.60	101,088
	E	50.66	105,373
	F	52.77	109,762
Police Officer Recruit/Helicopter Pilot			
	A	32.79	68,203
	B	34.52	71,802
	B1	44.88	93,350
	C	46.56	96,845
	D	48.60	101,088
	E	50.66	105,373
	F	52.77	109,762
Police Officer-Recruit			
	A	32.79	68,203
	B	34.52	71,802
	C	36.12	75,130
	D	37.70	78,416
	E	39.33	81,806
	F	40.92	85,114

Job Title	Step	Hourly Wage	Annual Base Salary
Property & Evidence Specialist			
	A	\$ 26.45	\$ 55,016
	B	27.84	57,907
	C	28.85	60,008
	D	30.03	62,462
	E	30.33	63,086
	F	31.60	65,728
Fire Captain			
	A	42.24	87,859
	B	43.98	91,478
	C	45.71	95,077
	D	47.54	98,883
	E	49.03	101,982
Police Officer			
	A	32.79	68,203
	B	34.52	71,802
	C	36.12	75,130
	D	37.70	78,416
	E	39.33	81,806
	F	40.92	85,114
Police Officer/Helicopter Pilot			
	A	32.79	68,203
	B	34.52	71,802
	B1	44.88	93,350
	C	46.56	96,845
	D	48.60	101,088
	E	50.66	105,373
	F	52.77	109,762
Police Sergeant			
	A	42.24	87,859
	B	43.98	91,478
	C	45.71	95,077
	D	47.54	98,883
	E	49.03	101,982
Police Sergeant/Helicopter Pilot			
	A	53.35	110,968
	B	55.49	115,419
	C	57.72	120,058
	D	60.02	124,842
	E	61.89	128,731

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES-SEASONAL

Job Title	Step	Hourly Wage	Annual Base Salary
Concession Attendant			
	A	\$ 9.95	\$ 20,696
	B	10.27	21,362
Concession Manager			
	A	15.21	31,637
	B	15.54	32,323
Departmental Technician/Senior Intern			
	A	15.37	31,970
	B	15.74	32,739
Field Intern			
	A	14.37	29,890
	B	14.75	30,680
Gate Attendant			
	A	12.80	26,624
	B	13.15	27,352
Intern			
	A	14.37	29,890
	B	14.75	30,680
Interpretive Student Aide 1			
	A	11.00	22,880
	B	11.35	23,608
Interpretive Student Aide 2			
	A	12.80	26,624
	B	14.24	29,619
Lead Gate Attendant			
	A	13.67	28,434
	B	14.03	29,182
Lifeguard 1			
	A	14.34	29,827
	B	14.72	30,618
	C	15.12	31,450
	D	15.51	32,261
	E	16.16	33,613
Lifeguard 2			
	A	17.15	35,672
	B	17.64	36,691
	C	18.09	37,627
Lifeguard 3			
	A	20.22	42,058
	B	20.67	42,994
	C	21.91	45,573
Public Safety Student Aide			
	A	12.80	26,624
	B	14.24	29,619

Job Title	Step	Hourly Wage	Annual Base Salary
Recreation Leader 1			
	A	\$ 10.76	\$ 22,381
	B	11.08	23,046
Recreation Leader 2			
	A	12.93	26,894
	B	14.41	29,973
Recreation Leader 3			
	A	16.34	33,987
	B	16.70	34,736
Recreation Leader 4			
	A	20.22	42,058
	B	20.67	42,994
Student Laborer			
	A	10.76	22,381
	B	11.11	23,109

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SECTION D-3
SUPPLEMENTAL INFORMATION
GLOSSARY

AAPHIS – U.S. Agriculture, Animal Plant Health Inspection Service.

AB – California Assembly Bill.

ABAG – Association of Bay Area Governments.

AC- Alameda County.

ACCESS – data base software.

ACOE – U.S. Army Corps of Engineers.

ADA - Americans with Disability Act.

AED – Automated External Defibrillator.

AFSCME – American Federation of State County Municipal Employees.

AGM – Assistant General Manager.

AP – Accountants Payable.

AWP – Alternative Work Program

Adopted Budget – The adopted budget is the District’s annual fiscal plan, which is approved by the Board of Directors. The adopted budget establishes the legal authority for the expenditure of funds, as created by the appropriation resolution. The adopted budget includes all reserves, transfers, allocations, supplemental appropriations and other legally authorized legislative and executive changes.

Americans with Disability Act – Federal law which prohibits discrimination and ensures equal opportunity for persons with disabilities in employment, state and local government services, public access, commercial facilities and transportation.

Appropriation - A legal authorization granted by the Board of Directors to make expenditures and to incur obligations for specific purposes. An appropriation usually

is limited in amount and to the time in which it may be expended.

BAAQMD – Bay Area Air Quality Management District.

BAOSC – Bay Area Open Space Council.

BAR – Bureau of Automotive Repair.

BART – Bay Area Rapid Transit.

BATA – Bay Area Transit Authority.

BCDC – San Francisco Bay Conservation and Development Commission.

Balanced Budget – A budget in which resources, including estimated revenue and other sources such as bond proceeds, transfers in and approved fund balances/net assets, meet or exceed uses, including appropriations and transfers.

Budget - A plan for financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

CAFR – Comprehensive Annual Financial Report.

CALEA – Commission on Accreditation for Law Enforcement.

CARB – California Air Resources Board.

CCC – California Coastal Conservancy.

CCC – Contra Costa County.

CCTA – Contra Costa Transportation Agency.

CDD – Click, Drag and Drill.

CEQA – California Environmental Quality Act.

CESP – Citizens for Eastshore Park.

CHP – California Highway Patrol.

CIP – Capital Improvement Program/Project.

CLASS – reservation system software.

CNPS – California Native Plant Society.

CNWS – Concord Navel Weapon Station.

CPR – Cardiopulmonary Resuscitation.

CSDA – California Special District Association.

California Environmental Quality Act – California law (California Public Resources Code section 21000 et seq.) that requires development projects to submit documentation of their potential environmental impact.

Capital Budget - A plan for proposed capital outlays and the means of financing them.

Capitalized Expenditures - Expenditures resulting in the acquisition and/or construction of fixed assets.

Capital Improvement Program - A multi-year plan for capital expenditures, with details on anticipated annual expenditures, with information about the resources estimated to be available to finance the projected expenditures.

DBW – California Department Boating and Waterways.

DFG – California Department Fish and Game.

DMV – California Department Motor Vehicles.

DPR – California Department of Parks and Recreation.

DTSC – California Department of Toxic Substance Control.

Debt Service Fund - A fund that accounts for accumulation of resources to be used for debt service payments, as well as principal and interest payments and associated administrative costs.

Deficit - The result of an excess of expenditures over resources.

Designation of Fund Balance – Unreserved fund balance may be designated by the District to be set aside for a specific purpose. The designation indicates that a portion of fund equity is not available for current appropriation, as it has been set aside to comply with the District's plan for future uses.

EACCS – East Alameda County Conservation Strategy.

EBRPD – East Bay Regional Park District.

ECCC HCP – East Contra Costa County Habitat Conservancy Program.

EEC – Environmental Education Center.

EIR – Environmental Impact Report.

EIS – Environmental Impact Statement.

EMS – Emergency Medical Service.

EMT – Emergency Medical Technician.

EPA – Environmental Protection Agency.

ERSI – GIS software.

ESP – McLaughlin Eastshore State Park.

Encumbrances – Commitments for unperformed contracts for goods and services.

FEMA - Federal Emergency Management Agency.

FFI – Fire Fighter I.

FTE – Full Time Equivalent.

FWS – U.S. Fish and Wildlife Service.

Federal Emergency Management Agency
– Provides disaster related assistance for repair and reconstruction, as well as mitigation funds to reduce potential damage from future disasters.

Fiscal Year - A 12-month period to which the annual operating budget applies and at the end of which the District determines its financial position and the results of its operations. The District’s fiscal year is from January 1 through December 31.

Fixed Assets – Land and other long-lived assets, such as buildings, improvements, vehicles/equipment, with a value greater than the capitalization amount, stated in the District’s Capital Asset and Inventory Control Policy. In 2009 the policy was updated to capitalize vehicles/equipment with a cost exceeding \$25,000, and improvements/infrastructure with a cost exceeding \$100,000.

Fund – The accounts of the District are organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures.

Governmental resources are allocated to, and accounted for, in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled.

Fund Balance – Fund balance is the difference between governmental fund assets and fund liabilities.

Full-Time Equivalent – The measure of 1 full-time position based on either 1,950 or 2,080 hours per year, depending upon the position. For instance, 1.0 FTE Park Ranger II works 2,080 per year, while 1.0 FTE Senior Office Assistant works a maximum of 1,950 hours.

GAAP – Generally Accepted Accounting Principles.

GASB – Governmental Accounting Standards Board.

GFOA –Government Finance Officers Association.

GIS – Geographic Information System.

GL – General Ledger.

GPS – Global Positioning System.

GPWG – Gateway Park Working Group.

General Fund - The fund used to account for all financial resources, except those required to be accounted for in another fund.

Generally Accepted Accounting Principles – Uniform standards and guidelines for financial accounting and reporting.

Grants - Contributions or gifts of cash or other assets to/from another government agency, foundations or private entities, to be used for a specific purpose.

HASPA – Hayward Area Shoreline Planning Agency.

HCP – Habitat Conservation Plan.

HPHP – Healthy Parks Healthy People.

HR – Human Resources.

HVAC – Heating, Ventilation, Air Conditioning.

IFAS – accounting and HR software.

ININ – Individual Invoice.

IPM – Integrated Pest Management.

Intra-District Charges – Revenue in internal services funds received from governmental funds/divisions for services, for services provided by the internal service fund, which benefit these governmental funds/divisions.

Internal Service Funds - Funds used to account for the financing of goods or services provided by one fund to other funds/divisions on a cost-reimbursement basis.

JPA – Joint Powers Agreement.

LARPD – Livermore Area Recreation and Park Department.

LLD – Landscape and Lighting District

LPG – Liquefied Petroleum Gas.

LUP – Land Use Plan.

LUPA – Land Use Plan Amendment.

Landscape and Lighting District – Under California Landscaping and Lighting Act of 1972, special assessments are levied upon parcels which receive special benefits. The assessments and related expenditures are accounted for in special revenue funds entitled LLDs.

MAST – Maintenance and Skilled Trades.

MFE – Mobile Fish Exhibit.

MHLT – Muir Heritage Land Trust.

MLK – Martin Luther King, Jr.

MM – Major Maintenance.

MOU – Memorandum of Understanding.

MTC – Metropolitan Transportation Commission.

Master Plan – The Master Plan is the District's priority setting document, which guides the long term implementation of the vision and mission of the District.

Measure AA – 1988 voter-approved General Obligation financing, totaling \$225 million, to be used to finance parkland acquisition, development and improvements to recreational open space.

Measure CC – 2004 voter-approved excise tax used to fund public access, wildfire protection, public safety and environmental maintenance of District parks and trails.

Measure WW – 2008 voter-approved General Obligation financing, totaling \$500 million, to be used to finance parkland acquisition and capital projects as well as grants to local agencies.

NCCP – Natural Community Conservation Plan.

NEPA – National Environmental Policy Act.

NFIRS – National Fire Incident Reporting System.

NOAA – National Oceanic and Atmospheric Administration.

National Environmental Policy Act – National Environmental Policy Act, established as law in 1970, provides national environmental policy and goals for the protection, maintenance, and enhancement of the environment. It

provides a process for implementing these goals.

Net Assets - The difference between a proprietary fund assets and liabilities.

OPEB – Other Post-Employment Benefits.

OSHA – U.S. Occupational Safety and Health Act.

OSPR – California Office of Spill Prevention and Response

OTA – Other Than Asset

OWG – Alameda County Operations Working Group.

Operating Budget – Plan for current operating expenditures (as opposed to capital or debt service expenditures) and the proposed means of financing them.

Operating Expenditures - Fund expenses related directly to the fund's primary activities.

Operating Revenues - Revenues directly related to the fund's primary activities.

Ordinance 38 – District rules and regulations which apply to persons entering District parklands.

Other Than Asset Projects – “Other Than Assets” are projects/programs accounted for in the capital projects funds. These projects/programs require multiple year funding but do not result in a capital asset, as defined by the District’s Capital Asset and Inventory Control Policy.

PA – Police Association.

PAC – Park Advisory Committee.

PCBC – Pacific Coast Builders Conference.

PCI – Payment Card Industry.

PG&E – Pacific Gas and Electric.

PMPP – Pavement Maintenance and Preservation Program.

POST – Peace Officer Standards and Training.

PR – Payroll.

PSA – Public Service Announcement.

PSR – Project Study Report.

P Drive – District wide shared information computer drive.

Performance Measures – A tool used to align services and programs with strategic priorities, report on service efforts and accomplishments, and conduct multi-year and or benchmark comparisons. The collection and analysis of performance data is essential to developing strategic plans, measuring progress towards goals, assessing policy alternatives and making sound management decisions.

Personnel Services – This includes the cost of both wages and benefits paid to employees for work performed.

Pipeline Project - Term applied to capital construction, acquisition, or resource projects that will eventually require in future years a commitment of operating funds.

Program - Group activities, operations or organizational units directed to attaining specific purposes or objectives.

Program Purpose - A general statement explaining the reason why a particular program or division exists.

Prop 84 – California Clean Water, Parks and Coastal Protection Act.

Proposition 1A – Article 13, Sec. 25.5 of the California Constitution provides protection to local agencies against the modification of the allocation of ad valorem property tax by the State (i.e. reducing the allocation to the locals and increasing the allocation to the State.)

Prop 1A can be suspended only if three criteria (governor issues severe fiscal hardship proclamation, Legislature enacts an urgency statute by 2/3 vote, and full repayment statute is enacted) are met, and not more than twice in 10 years. The maximum amount the State can reallocate is 8%. The State met the three criteria, suspended Prop 1A, and “borrowed” 8% of local property tax during 2009-2010.

Proprietary Funds – Used to account for activities that are similar to activities that may be performed by a commercial enterprise. The purpose of the proprietary fund is to provide a service or product at a reasonable cost. The District’s only proprietary funds are internal service funds.

REP – Resource Enhancement Program.

RFP – Request for Proposal.

RGP – Regional General Permit.

RIN – Regional in Nature.

RMA – Routine Maintenance Agreement.

RMP – Resource Management Plan.

ROW – Right of Way.

RTIP – Regional Transportation Improvement Program.

RWQCB – San Francisco Bay Regional Water Quality Control Board.

Reimbursements – Repayments of amounts remitted on behalf of another fund or agency.

Reserve - (1) An account used to earmark a portion of fund balance to indicate that it is not appropriate for expenditure; and (2) an account used to earmark a portion of fund equity as legally segregated for a specific future use.

Reserved Fund Balance - The portion of fund balance that is not available to finance expenditures of the subsequent accounting period, including items such as encumbrances, inventory, prepaid items, and notes receivable.

Resources – Total revenue, inter-departmental charges and bond proceeds budgeted for the fiscal year.

Risk Management – The management efforts to protect the District from potential claims, including the avoidance of accidental loss or minimization of consequences if loss does occur.

SAFETEA-LU – U.S. Safe, Accountable, Flexible, Efficient, Transportation Equity Act: A Legacy for Users.

SB – California Senate Bill.

SCA – Student Conservation Association.

SCADA – Supervisory Control and Data Acquisition System.

SFPUC – San Francisco Public Utility Commission.

SIRE – Electronic document management software.

SOD – Sudden Oak Death.

SPCRR – Society for Preservation of Carter Railroad.

SRI – Strategy Research Institute.

STIP – State Transportation Improvement Program.

SWPPP – Storm Water Pollution Prevention Plan.

Self-Insurance – The District has retained risk of loss under certain circumstances and up to set dollar amounts. For example, the District is self-insured for the dental benefits offered to employees. The District does not transfer any risk for employee dental claims to a third party. The District is also self-insured for general liability up to \$500,000 limit for liability and \$25,000 for property.

The District has purchased insurance through a public entity risk pool for liability in excess of the self-insurance amount. Additionally, the District is self-insured for worker’s compensation claims up to \$350,000 per accident/employee. The excess worker’s compensation coverage is provided though another public entity risk pool.

Services – Services include many expenditure categories. The major services required by each division follow:

- Executive and Legislative Division
 - Other services
- Legal Division
 - Claims
 - Legal services
 - Other services
 - Insurance premiums
- Human Resources Division
 - Training
 - Claims
- Land Division
 - Other services
- Finance and Management Services Division
 - Support contracts
- Operations Division
 - Other services
 - Repairs and maintenance services
 - Water
- Planning/Stewardship and Development Division

- Other services
- Public Affairs Division
 - Reproductions
- Public Safety Division
 - Other services
 - Repairs and maintenance services

Special Revenue Fund - A fund used to account for the proceeds of specific revenue sources that are legally restricted to be used for specified purposes.

TAC – East Alameda County Conservation Strategy Technical Advisory Committee.

TCP – District Trails, Creek and Ponds.

TIGER – US Transportation Investment Generating Economic Recovery.

Transfer In/Out – Reallocation of resources between funds. Operating transfers are used to fund operating activities. Capital transfers are between bond proceed funds and funds which use bond proceeds are sources for funding bond approved projects.

UPS – United Parcel Service.

USPS – U.S. Postal Service.

Uses – Total planned expenditures, inter-fund transfers and changes to fund balance for the budget year.

VHF – Very High Frequency.

WHR – Wildfire Hazard Reduction

WHRRMP – Wildfire Hazard Reduction and Resource Management Plan.

ZB – Zone of Benefit.

Zone of Benefit – A specific area designated within a Landscape and Lighting District to account for the expenditure of special assessment revenues collected.

2015 ADOPTED OPERATING BUDGET

East Bay 
Regional Park District
www.ebparks.org

Headquartered in Oakland, California
Operating a Regional Park System within
Alameda and Contra Costa Counties