



Photo: Marc Crompter

Today: Kennedy Grove Regional Recreation Area is known for its shady eucalyptus groves.



Photo: Richard Langs

Then: In the mid-1930s, a Civilian Conservation Corps camp was located in Kennedy Grove.



2014 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



Today: 2014 Board of Directors (left to right): Ayn Wieskamp of Livermore, Whitney Dotson of Richmond, Carol Severin of Castro Valley, John Sutter of Oakland, Beverly Lane of Danville, General Manager Robert E. Doyle, Ted Radke of Martinez, and Doug Siden of Alameda.



Then: The East Bay Regional Park District's first board of directors confer with other park leaders. Standing from left to right: August Vollmer, director; Nils Aanonsen, director, Works Progress Administration; Leroy R. Goodrich, director; Frank A. Kittredge, regional director, National Park Service; Roy C. Smith, inspector, National Park Service; Elbert M. Vail, general manager. Seated from left to right: Thomas J. Roberts, director; John McLaren, designer, Golden Gate Park; Charles Lee Tilden, director and president; and Aurelia Henry Reinhardt, director.



2014 Adopted Operating Budget

Board of Directors

Whitney Dotson
Ward 1

John Sutter
Ward 2

Carol Severin
Ward 3

Doug Siden
Ward 4

Ayn Wieskamp
Ward 5

Beverly Lane
Ward 6

Ted Radke
Ward 7

Robert E. Doyle
General Manager

Dave Collins
Assistant General Manager,
Finance and Management
Services Division

Cinde Rubaloff
Chief Financial Officer

Pam Burnor
Budget Manager

VISION AND MISSION (Revised 2013)

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.

Carol Severin, 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.

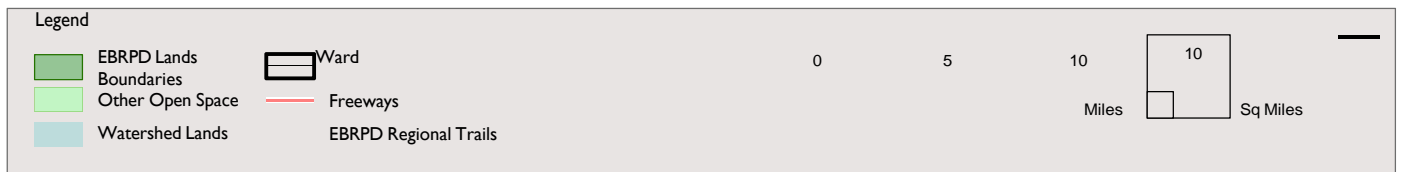
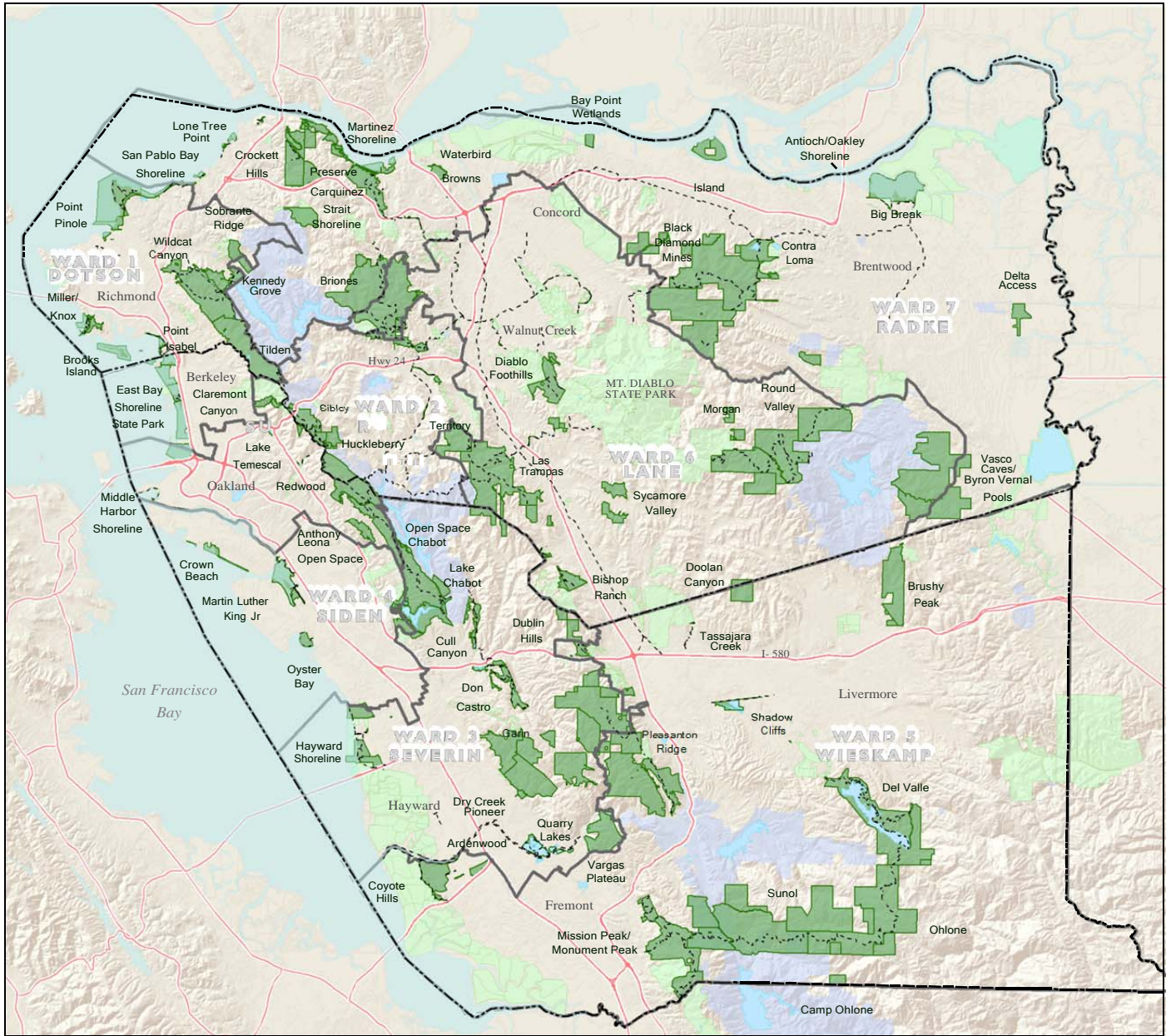
Ted Radke, Ward 7 Director
Martinez

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

Environmental Programs
& GIS Applications
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District land holdings as of 12/31/2013

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.

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.

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 2010 temperature was 56 degrees (with a high of 95 and a low of 33 degrees). Travel inland just 20 miles, and the East Bay's coastal range results in less moderate temperatures, averaging 63 degrees, with a high of 106 and low of 32 degrees.

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.

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, 2013, the District owns or operates 114,287.25 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 received 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
- 215 family campsites
- 32 group camp areas
- 21 backpacking camps
- 7 equestrian camps
- 2 golf courses
- 134 group picnic sites subject to reservation
- 9 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.

DEMOGRAPHICS:

Data Item, Year	Alameda County	Contra Costa County
January 1, 2013 population"	1,548,490	1,074,247
Population, 2012"	1,526,953	1,066,061
Population % Change 2012-13"	1.21%	0.77%
Housing units, 2010*	582,54	400,263
Persons per household, 2006-10*	2.72	2.75
Per capita Personal Income average, 2011**	\$49,617	\$57,011
High school graduates, age 25+, 2006-10*	85.9%	88.4
Bachelor's degree or higher, age 25+,2006-10	40.3%	38.2%
Language other than English at home, 2006-10	42.6%	32.4%
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, 2010	27.9	32.

Source: * US Census Bureau website
 'State of California County Population Estimates
 "California Department of Finance
 **State of California Employment Development Data

Employment by Industry, 2011 Averages**		
Industries	Alameda County	Contra Costa County
Number of Residents Employed (Dec 2013)	721,600	498,500
Trade, Transportation & Utilities	18.49%	18.00%
Government	18.01%	15.29%
Professional & Business Services	17.09%	14.55%
Educational & Health Services	13.87%	15.73%
Goods Producing (manufacturing)	14.40%	11.13%
Leisure & Hospitality	8.65%	10.30%
Financial Activities	3.57%	7.83%
Other Services	3.69%	4.00%
Information	2.15%	2.88%
Total Farm	0.09%	0.29%
Unemployment Rates, December 2013		
Unemployment	6.3%	6.4%

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

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.

EAST BAY REGIONAL PARK DISTRICT PROFILE

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.

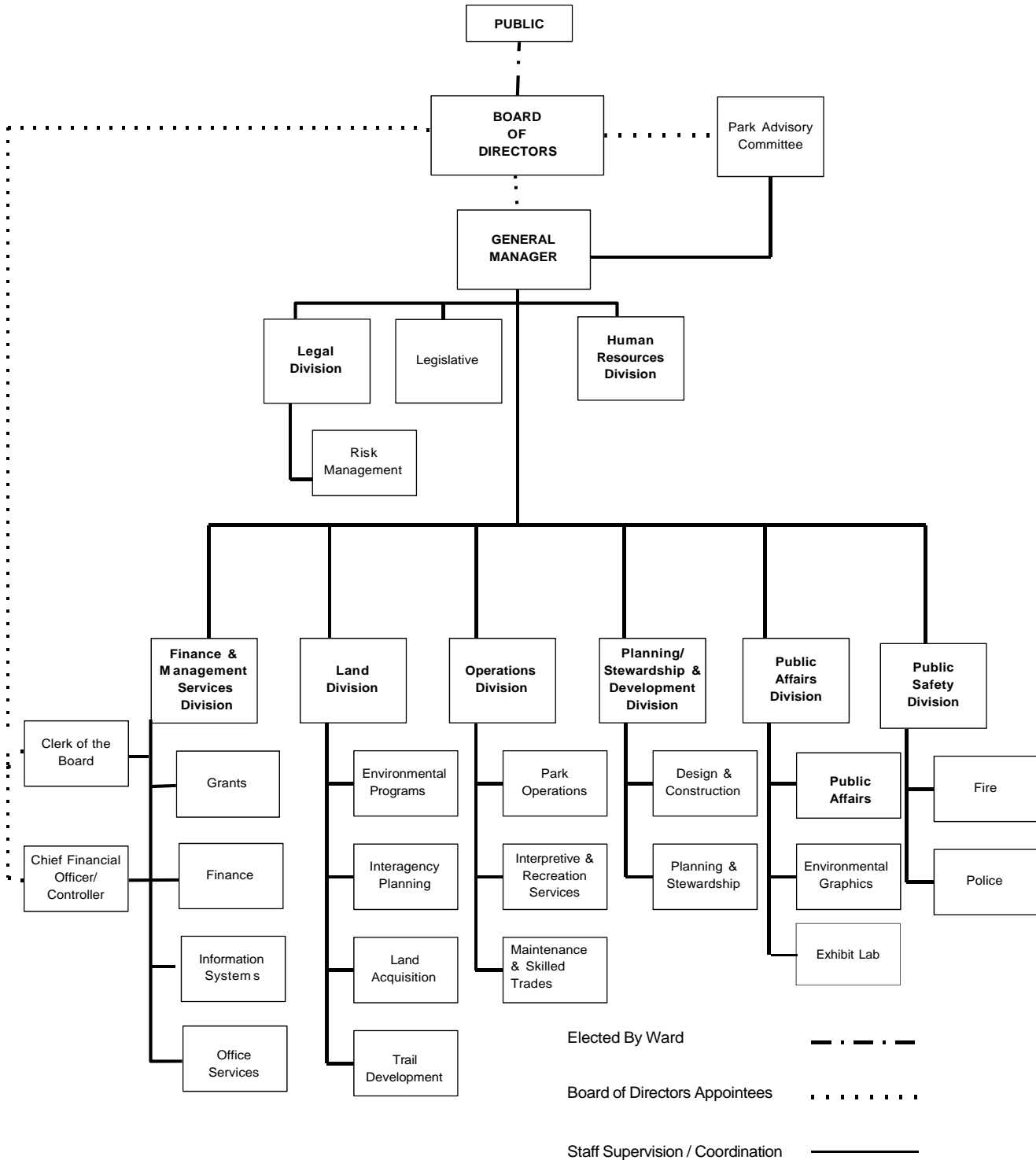
CHANGING CLIMATE:

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 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 2012-2014. 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

For the Fiscal Year Beginning

January 1, 2013



Executive Director



2014
Adopted
Operating
Budget

General
Manager's
Message



Today: A lifeguard stands watch at Don Castro Regional Recreation Area in Hayward. The East Bay Regional Park District now has lifeguards in season at six open-water lakefront beaches, three chlorinated swim lagoons adjacent to reservoirs, and three swimming pools. The public can also swim at two Park District beaches on the San Francisco Bay shoreline, though they are not staffed by lifeguards. During the 2013 swim season, there were 177 lifeguards on the Park District staff, who successfully rescued 146 swimmers. Besides serving at the swim areas, Park District lifeguards offer swim lessons and staff a summer junior lifeguard program, which emphasizes water safety and lifesaving techniques for youth. Lifeguards are highly trained in first aid and water rescue.



Then: The East Bay Regional Park District has provided lifeguard service at its swim areas for the past 75 years. The first District swim beach was at Lake Temescal in Oakland. The photo shows an early day lifeguard crew at Temescal. Lake Anza at Tilden Regional Park in Berkeley was created when the Civilian Conservation Corps built a dam on Wildcat Creek in 1936. Lifeguard service began there in 1938. Roberts Pool was constructed in the Oakland hills in 1953. As the District acquired and developed more swim areas, lifeguard service was extended to those parks.

East Bay 
Regional Park District
www.ebparks.org

GENERAL MANAGER'S MESSAGE

To the Board of Directors:

I am pleased to submit the 2014 operating and project budgets for the East Bay Regional Park District. The annual budget process is a critical link to addressing the policies and vision of the Board of Directors and fulfilling the District's Master Plan. This 2014 budget presents a financial plan to guide our agency during the upcoming year. As a result of the Board's continuing commitment to sound fiscal management, our organization remains stable and strongly committed to fulfilling our vision and mission, despite the difficult fiscal challenges of the past few years. Due to past and continuing strategic planning related to backfilling the short-term revenue shortfalls, funding our long-term obligations and prudent use of limited obligation borrowings, the District's current financial position is solid.

After consecutive years of budget reductions, we are presenting a budget without any cuts, which includes critically important staffing and infrastructure increases, protection of key resources, and fulfillment of ongoing obligations for park improvements.

2014 Budget Highlights

The District's 2014 budget of \$228 million is balanced, when taking into account planned use of fund balances in the General Fund, debt service funds and project funds. General Fund appropriations and transfers out total \$120 million, a \$12 million (11%) increase over 2013. The increase is funded by both base resources increases as well as the availability of one-time funds, as described below.

Late in 2013 the Board of Directors released to one-time uses, their prior General Fund commitment of \$9 million which had been set aside for 2010-2015 property tax augmentation (smoothing). This revenue "safety net" had enabled the District to sustain a higher level of basic operations, thereby protecting employees from layoffs should the economy continue its downturn. The decline in the assessed valuation of real property in the District ended in 2012, with real estate values leveling off in 2013, and expected to grow modestly in 2014. Therefore, the crucial need at the beginning of the economic crisis, to sustain the funding set aside to pay for wages and benefits, has been eliminated. Additionally, in 2013 the Board approved the General Fund Reserve (Unassigned) Fund Balance Policy, and determined that a prudent reserve level allowed approximately \$1 million of existing unassigned fund balance to be used for one-time appropriations in 2014.

These one-time resources in the General Fund are being used to fund major infrastructure renovation and replacement (including continued funding for the paving program), rolling stock replacement (which was severely curtailed during the economic downturn), continued fire fuel vegetation and hazardous tree management (a major ongoing initiative), and essential capital projects at the Peralta Oaks administrative building.

District Board of Directors elections are scheduled for 2014 with a potential of four Board of Director seats on the ballot. Funding for election costs is currently in General Fund committed fund balance and has not been estimated or appropriated in the 2014 budget.

GENERAL MANAGER'S MESSAGE

Additional highlight items funded in the 2014 budget include restoration of District job related training, funding outreach, public programming and events honoring the District's 80th year history, commitment for a major infrastructure study, and increased personnel costs resulting wage and benefit cost changes following the 2013 AFSCME negotiations and from staffing a few new operations.

The 2014 budget includes an increase of 10.64 full time equivalents bringing the total of FTEs to 739, from the 2010 low of 706. Many of the increases fulfill "pipeline" requests, which are increases in staffing to manage the increase in District facilities and property.

Summary of Financial Trend Information

Trends (in millions)	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Budget	Budget
District Resources* **	\$ 167	\$ 163	\$ 153	\$ 134	\$ 145
District Uses*	\$ 194	\$ 195	\$ 176	\$ 166	\$ 185 ^
General Fund Appropriations/Expenditures	\$ 97	\$ 102	\$ 106	\$ 108	\$ 120
Project Appropriations/Expenditures#	\$ 47	\$ 43	\$ 35	\$ 17	\$ 16
FTE (Permanent and Temporary)	706	706	721	728	739

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

** includes debt issuance proceeds

^ includes use of bond proceeds received in prior years

excludes transfers in/out

2013 Major Accomplishments and Challenges

- Acquired more than 800 acres of land valued at nearly \$6 million, including properties at the Delta, Morgan Territory and Wildcat Canyon
- Completed agreements expected to close in 2014, to acquire over 3,000 acres of land valued at \$22 million, including Roddy Ranch for the new Deer Valley Park, Castleridge to expand Pleasanton Ridge, and "Eddies Flat" at Brushy Peak
- \$80 million in Measure WW bonds were issued, with Moody rating of Aaa and S&P rating of AAA, and average coupon rate of 3.9%
- The Master Plan update received final approval, was published and distributed
- A new 4-year contract with AFSCME was successfully negotiated to be both fiscally responsible and fair to our employees
- A 30 year operating agreement with the State of California for McLaughlin Eastshore State Park was finalized
- Pacheco Corporation Yard was opened as a temporary site following the 2011 fire at the Tilden Corporation Yard
- The Oyster Bay land use plan amendment was approved.

2014 Major Initiatives and Challenges

- Ground breaking at Dumbarton Quarry park
- District's 80th anniversary events

GENERAL MANAGER'S MESSAGE

- Board of Director elections
- Completion of TIGER II funded trail projects
- Creation of policy and master plan for management of District archives.

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 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 economic downturn as well as implementation of Board priorities.

Short-term Organization Factors

The two major, short-term organizational factors that will affect the District in 2014 are:

GENERAL MANAGER'S MESSAGE

- November Board of Directors' elections, where several seats may be subject to challenge with the possibility that one or more new public representatives may be seated on the Board. This would result in the need to orient new Board Members to District policies and procedures, while continuing the day-to-day business of the District.
- The announced and expected retirements of several key long-term senior management staff, and the organizational review of the vacated positions, their possible re-configuration or updating, and ultimately recruitment, hire and orientation of new staff to continue with the leadership functions of the District.

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 layoffs or furloughs during the current economic downturn and real estate collapse. The Board's willingness to commit fund balance to buffer against unexpected future financial events also demonstrates this conservative approach.

As the District revenues recover, the many demands pent-up during the economic downturn will 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
- Continuation of the fire fuel management program
- Completion and implementation of land use plans
- Increased staffing to manage new acquisitions and public needs
- Staff facility improvements (which are funded with the 2012 promissory note proceeds).

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 2014 budget document includes another small advancement in performance measurement reporting with the development of several District-wide performance measures. District-wide measures illustrate programs which 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 newly adopted 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

GENERAL MANAGER'S MESSAGE

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 - relate to major infrastructure and renovation and replacement with sustainable funding.
4. Balance environmental concerns and outdoor recreational opportunities within regional parklands.

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

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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2014 Adopted Operating Budget

Budget Overview

East Bay 
Regional Park District
www.ebparks.org



Today: Developed incrementally since 1987, the Iron Horse Regional Trail now extends along the former railbed for 30 miles between Concord and Pleasanton, with connections along the way to a network of other regional trails. It is multi-use, open to hikers, cyclists, horseback riders – all forms of transportation except motorized. It is used extensively by children on their way to school, adults commuting to job sites and shopping centers, and all ages for recreation and exercise. At “intermodal” points, the trail accesses bus and Bay Area Rapid Transit lines.



Then: From 1890 to the mid-1970s, trains of the Southern Pacific Railroad chugged through the Diablo and San Ramon valleys from Suisun Bay to Pleasanton, serving the farming communities along the way. The photo shows the Danville depot in 1895. With the advent of better roadways and reduced movement of agricultural goods, the railroad was abandoned. By 1978 all the tracks had been removed. In 1982 the State Legislature recognized the need to preserve the right of way as a public multi-use trail, and provided \$2 million in planning and development funds. Land acquisition began in 1984, cooperatively funded by all levels of government plus private and corporate donations. Crucial support came from a grass-roots citizens’ group, the Right of Way Trail Advocates.

BUDGET OVERVIEW

2014 Budget Summary

The East Bay Regional Park District's 2014 proposed 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 \$156.3 million (excluding transfers of \$36.8 million), which is 8.4% greater than the 2013 budget. The increase is attributed to the debt service funds, with an increase in resources of \$8.6 million, plus an increase in General Fund resources of \$3 million.

The District's appropriations for all funds total \$191.8 million (excluding transfers of \$36.8 million). \$6.1 million are intra-District charges, i.e. charges paid from one fund to another, for internal services received/provided within the District. Total appropriations are 11.9% greater than 2013. Again debt service fund appropriations increased by \$13 million, and General Fund appropriations increased by \$7 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, \$26.3 million, is in the project funds, where Measure WW Series 2009 and 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 2014.
- General Fund will use \$9.0 million of fund balance; \$9 million of the committed fund balance for 2010-2015 property tax augmentation ("smoothing").
 - It was determined that the need for the committed fund balance for smoothing has terminated, as the District's revenue reduction due to the decline in assessed valuations has ended. Assessed valuations are forecasted to increase for the foreseeable future. Thus this one time funding source has been appropriated for one time appropriations in the 2014 budget.
 - Additionally, in 2013 the Board approved the General Fund Reserved (Unassigned) Fund Balance Policy. That policy requires 32% of revenue to be maintained in the unassigned fund balance. At December 31, 2012 the unassigned fund balance exceeded the requirement amount by \$1 million. Thus the excess \$1 million one time funding is available for appropriation in the 2014 budget for one time uses.
- Debt service funds will use approximately \$6.8 million of fund balance to pay 2014 debt service.

2014 General Fund budgeted revenue of \$111.0 million is \$2.8 million greater than 2013 budgeted revenue. The increase is attributed mainly to 3% growth in property tax revenue.

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General Fund appropriations total \$108.8 million (excluding transfers out) compared to \$101.9 million in 2013, a 6% increase. The increase is attributed to the following:

- 4% increase personnel costs
- 7% increase in supplies/services
- 259% increase in capital outlay
- 127% increase in intra-District charges

2014 transfers out of General Fund total \$11.2 million, compared to \$6.5 million in 2013. This increase reflects the use of the one time funding sources, as explained previously.

Long-term and Current Priorities and Issues

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 issues for 2014 include:

- Successful completion of contract negotiations with Police Association;
- Implementation of the federal Affordable Care Act;
- Finalization of major infrastructure renovation and replacement details, including projects, costs and timing;
- Funding and opening of pipeline projects; and
- Continued funding of long-term liabilities.

Financial Outlook for the District:

Short-term and Long-term Financial Outlook

Nationally, 3rd quarter 2013 economic data was weaker than expected, although unemployment continued to decline to 7.6% at the end of the 3rd quarter. Last year at this time, the forecast was that unemployment wouldn't drop to 7.6% until the end of 2014. It is predicted at this point that unemployment will drop to 6.5% in 2014 and 6% in 2015.

In contrast, the September 2013 gross domestic product (GDP) for the 2nd quarter of 2013 was a disappointing at 2.5%, with only 2% or 3% growth anticipated in 2014. The current forecast is more conservative than the optimistic forecast last year at this time, in which GDP was expected to reach 3.8% in 2014.

U.S. housing prices are expected to increase 11% during 2013; but rapid growth isn't expected to continue into 2014, when housing prices are forecasted to rise a more moderate 4%. The recent National Association of Realtor's affordability index found that housing is currently more affordable than it has been for the past 40 years (excluding the past four years). 30 year mortgage rates are expected to increase less than 1% during the next two years, which contributes to housing affordability.

Finally, nationally, inflation is slated to remain around 2% in 2014.

State-wide, UCLA Anderson Forecast information released in September 2013 included expectation that state unemployment rate would drop to 7.9% in 2014, from 8.9% in 2013. The

BUDGET OVERVIEW

employment rebound has occurred mainly in coastal locations, through the creation of new enterprises. Inland areas continue to struggle.

Anderson's current forecast is that 2013 real personal income growth will reach only .06%(down significantly from their earlier prediction of 2013 growth of 1.9%), but is expected to rise to about 3.2% in both 2014 and 2015.

The California Association of Realtors predicts that 2014 will include 3.2% growth in home sales volume and 6% increase in price.

Local Economy

The East Bay was particularly hard hit during the recession and the recovery has been unimpressive when compared to Santa Clara County and San Francisco. 2013 East Bay job growth was only 1%; but is expected to increase by more than 2% by the 3rd quarter of 2014. According to Beacons Economics, East Bay unemployment during the 3rd quarter of 2013 was 7.3% compared to 5.5% in San Francisco and 6.9% in San Jose. East Bay payroll is impacted by the continued decline in public sector jobs, which account for 17% of this location's employment.

Consumer and business spending in Alameda County rose 5.2% when comparing the 2nd quarter of 2013 with the 2nd quarter of 2012; although the same comparison in Contra Costa County is only 2%.

August 2013 housing prices in Oakland were 29.3% higher than a year ago, but construction permits were still only 60% of the 1990-2012 average. Beacon Economics expects single-family home prices to increase by about 13% between 3rd quarter 2013 and 3rd quarter 2014. Over all assessed values in Alameda County increased 5.23% in 2013/2014 and 3.72% in Contra Costa County, when compared to 2012/2013. Although Alameda County is actually 3.21% higher than 2008/2009 values, Contra Costa County remains 6.64% under 2008/2009 levels. Beacons Economic predicts 2014/2015 assessed valuation increases to be between 5.5% and 8.0% in Alameda County and 5.3% and 7.8% in Contra Costa County.

District Impacts

The District's 2014 financial outlook is strong and positive due to judicious financial oversight by management and the Board of Directors during the economic downturn. Although the District's largest revenue source, property tax, is not expected to grow at as impressive a rate as in the past, according to the September 2013 Beacons Economic report, it is projected to average 5% a year over the next ten 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 available for field and administrative facility replacement and renovation; and
- Additional funding for the Major Infrastructure Renovation and Replacement Fund provides the resources required to fund current major needs.

BUDGET OVERVIEW

Revenue Assumptions and Methodology

Since 2009 the District has employed an external consultant (Beacon Economics) to formally forecast 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 actuals, and budgeted revenues were adjusted as appropriate.

2014 General Fund interest revenue budget is again smaller than the prior year. 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 2013, the sustained forecast for 2014 is that the FOMC's federal fund target rate will continue to be set at 0%. 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 to 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.

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- 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.
- 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.

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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 contract 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.

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.

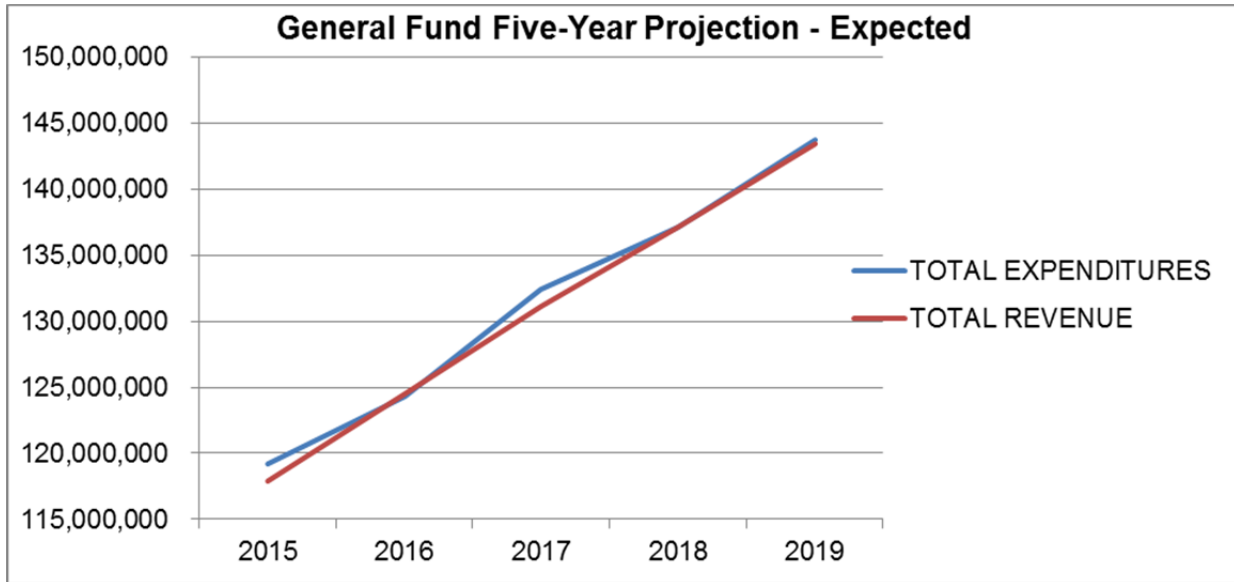
Assumptions used for revenue projections include:

1. Property tax projections increase based upon the mid-line annual forecast for the District's property taxes as prepared by Beacon Economics. The increase begins at 6.8% and declines to 4.6% in 2018.
2. 2.5% increase in fees, charges, and other miscellaneous revenue, based on the average change in these revenues over the past 12 years.
3. Loss of Flexivan lease revenue in 2016 and a 2.5% increase in rents and leases, based on the December 2013 CPI-W for the bay area.
4. Investment revenue increase from current .25% return to a 3% over the 5 year period, with half of the investment portfolio turning over each year.
5. Minimal transfers-in from other funds (under \$50,000 annually).

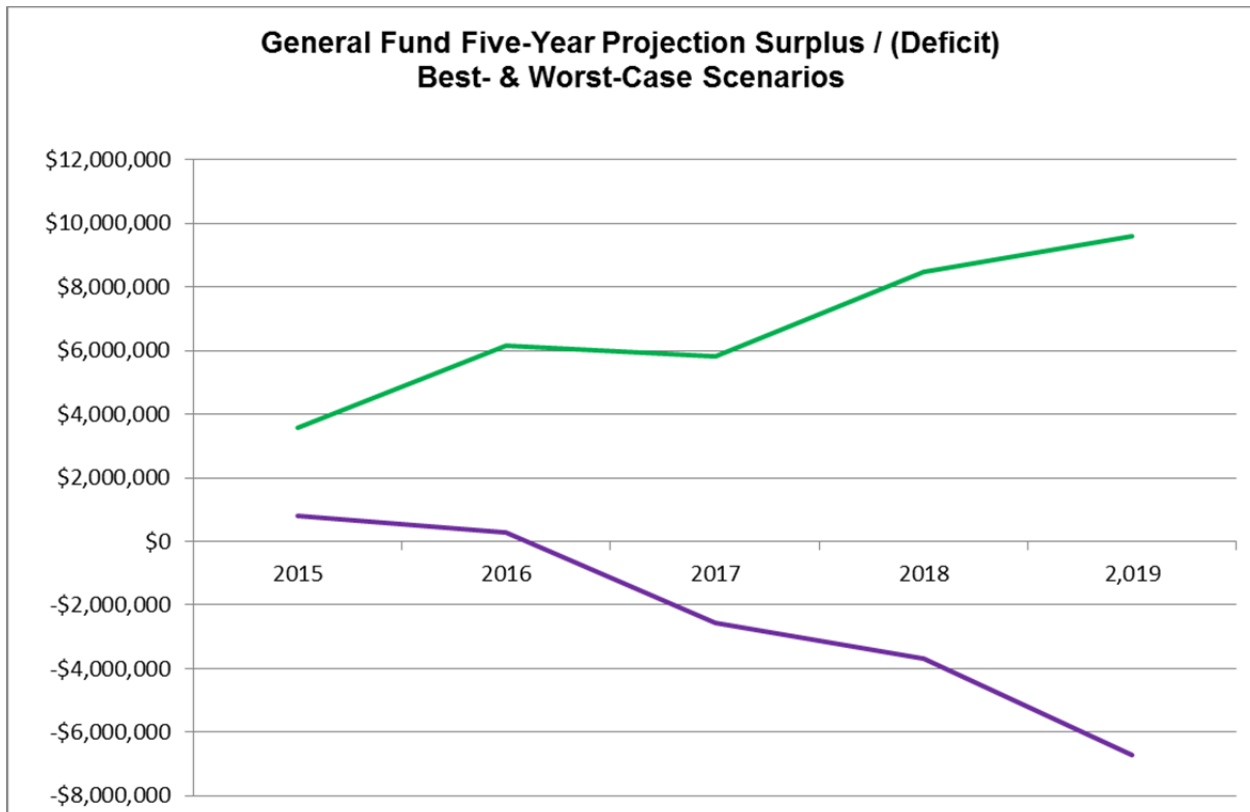
Assumptions used for expenditure projections include:

1. Salary increases for all staff at the "ceiling" rate in accordance with 2013-2017 AFSCME contract, and at 2.5% for 2018 and 2019, which is based upon the December 2013 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 beginning at \$1 million in 2016, increasing by \$1 million annually, to \$4 million in 2019.
5. Increase in transfers-out based on increased salary and benefits costs (for personnel costs in other funds).
6. Addition in 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 and expenditure amounts. The best case uses the high revenue projection for property tax and the smallest growth scenario for expenditures. The worse case uses the lowest property tax revenue projection and the largest growth estimates for expenditures.



BUDGET OVERVIEW

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, 2014 Projects Budget - Five Year Expenditure Plan.

Performance Management

The 2014 budget continues the use of performance measures, begun in 2011. In the 2014 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 2014 service descriptions were shifted from performance measures, focusing the performance measures on new initiatives rather than standard services. Additionally, as in the 2013 budget, the specific performance criteria and targets are detailed for those 2014 approved budget requests of \$100,000 or greater.

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.

Major Accomplishments and Major Initiatives:

2013 Accomplishments:

- Land acquisitions completed or in process at year end totaled over \$5.9 million (\$4.6 from Measure AA and WW and \$1.3 funded via grants) and approximately 810 acres.
- Issued \$80 million Measure WW series 2013 bonds, with ratings of Aaa Moody's and AAA S&P, and average coupon rate of 3.935%.
- Received final approval, published and distributed the Master Plan update.
- Successfully completed negotiations for four year AFSCME contract.
- Finalized Dumbarton Quarry Association agreement.
- Installed Lake Chabot exercise equipment.
- Created the Youth Alternative Work Program.
- Secured 30 year operating agreement from the state for McLaughlin Eastshore State Park.
- Obtained permits and approvals from City of Fremont to start Vargas Plateau phase I improvements.
- Opened Pacheco Corporation Yard, temporary site for north county operations displaced by 2011 Tilden Corporation Yard fire.
- Initiated pilot hiker shuttle program at Pleasanton Ridge Regional Park to provide one-way transportation for visitors with mobility challenges.
- Completed land use plan amendment for Oyster Bay.
- Fire Department participated in out of county and mutual aid for Rim, American, Aspen, Swedes and Mt. Diablo fires.

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- Public Safety received re-accreditation through Commission on Accreditation for Law Enforcement Agencies.
- Initiated the development of a coordinated, District-wide energy conservation and green energy production strategy for all District facilities,
- Completed constituent and park user survey, testing support for Measure CC renewal, continuing longitudinal study of park use, analyzing public recognition of the District and its partners, and evaluating patronage of programs such as Healthy Parks Healthy People
- Designed of the Healthy Kids Challenge pilot program.

2014 Initiatives:

- Create policy and master plan for management of District archives.
- Present District's 80th anniversary events.
- Participate, as the presenting partner, in the national 2014 Olmsted Symposium.
- Break ground for the new park at Dumbarton Quarry.
- Participate in County election for up to four seats on the District's Board of Directors.
- Complete camping program review.
- Complete energy conservation study.
- Complete TIGER II funded trail projects, including Iron Horse Trail---Dublin BART to Santa Rita and Bay Trail---Carquinez Scenic Drive.
- Complete asset management program review to compile information related to major infrastructure renovation and replacement projects.
- Hire new Cultural Services Coordinator to develop initial program for documenting and monitoring cultural and historical sites on District property.
- Complete land use plans and amendments for Black Diamond, Huckleberry/McCosker and Miller-Knox.
- Continue work on pipeline projects including:
 - Claremont Canyon access,
 - Garin Walpert Ridge/Hayward 1900/Stonebrae/Bailey dedication,
 - Pleasanton Ridge, Tyler Ranch staging area phase I,
 - Point Pinole public access improvements via Atlas Road Bridge, and
 - Shadow Cliffs to Del Valle Trail improvement.
- Complete the 2014 Police Association negotiations.
- Complete fabrication and installation of permanent exhibits at Big Break Visitor's Center at the Delta.

Distinguished Budget Award

The District was awarded the Government Finance Officers Association's Distinguished Budget Presentation for the 2013 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 2014 revenues and expenditures, external events may affect actual results.

BUDGET OVERVIEW

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 2014 apparently brings the return of the growth (albeit slow) cycle. Throughout 2014, 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 2014 budget.

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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 2013 the Foundation raised approximately \$1.4 million on behalf of the District (contributions, membership and grants). A breakdown of the estimated 2013 funding support for the Park District parks and programs is as follows:

Regional Parks Foundation 2013 Support	<u>Amount</u>
DIRECT FUNDING TO DISTRICT:	
Unrestricted Grant to EBRPD General Fund	\$305,000
Membership fees passed to EBRPD	85,000
Youth scholarships for EBRPD Recreation/Aquatic Programs	<u>130,000</u>
Total revenue to District	520,000
INDIRECT FUNDING SUPPORT FOR DISTRICT:	
Park Support (Supplies, Services, Equipment & Capital)	335,000
North Richmond Land Donation (2 parcels)	275,000
*Lake Chabot Access Improvement Project	100,000
Serpentine Prairie Restoration	25,000
Temescal Waterfall Restoration	25,000
**Youth Scholarships Paid to Other Organizations	120,000
Foundation Fundraising and Administrative Expenses	<u>335,000</u>
Total Indirect Support to District	1,215,000
Total Foundation Support Directly To, or On Behalf of EBRPD	<u><u>\$1,735,000</u></u>

(Final audited figures will be available in May 2014)

*Funding split in two equal payment of \$100,000 each in December 2012 and 2013.

**Funding provided for low-income school classrooms to attend Camp Arroyo and at-risk youth participation in summer day camping programs conducted by non-profits in EBRPD parks.

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.

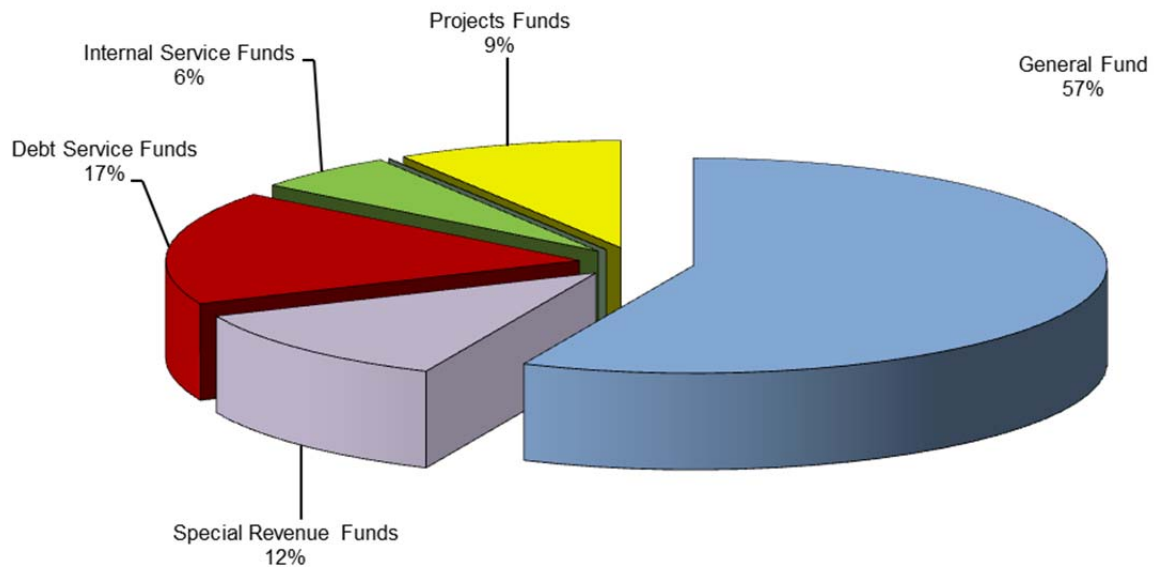
The groupings, and content of each grouping, are as follows:

<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

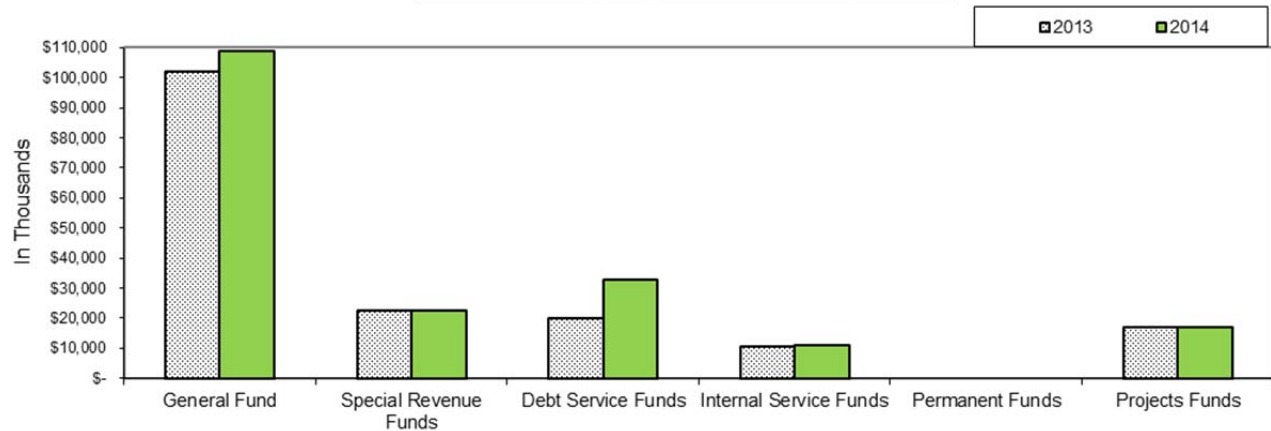
BUDGET OVERVIEW

<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 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

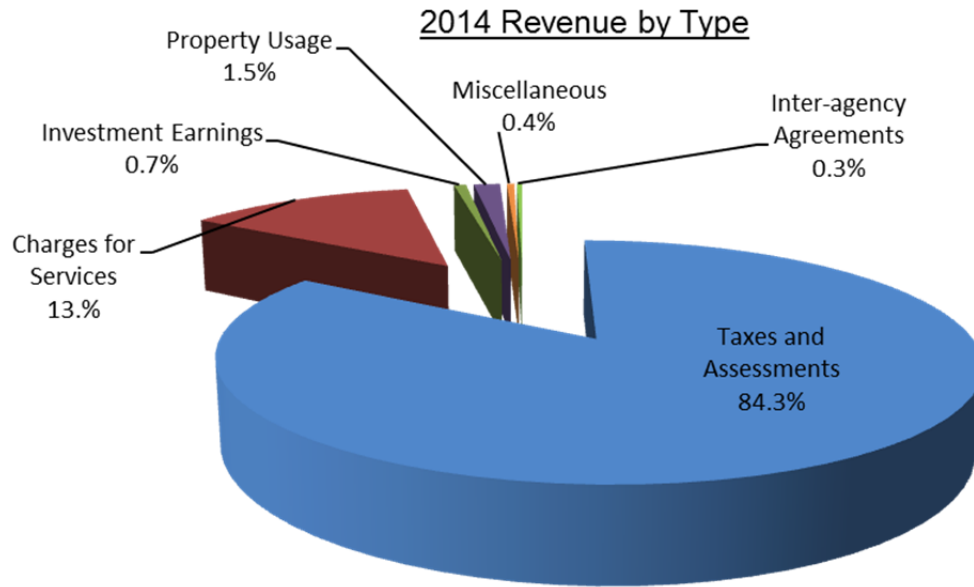
2014 Appropriations by Fund Group



Prior Year Appropriations Comparison

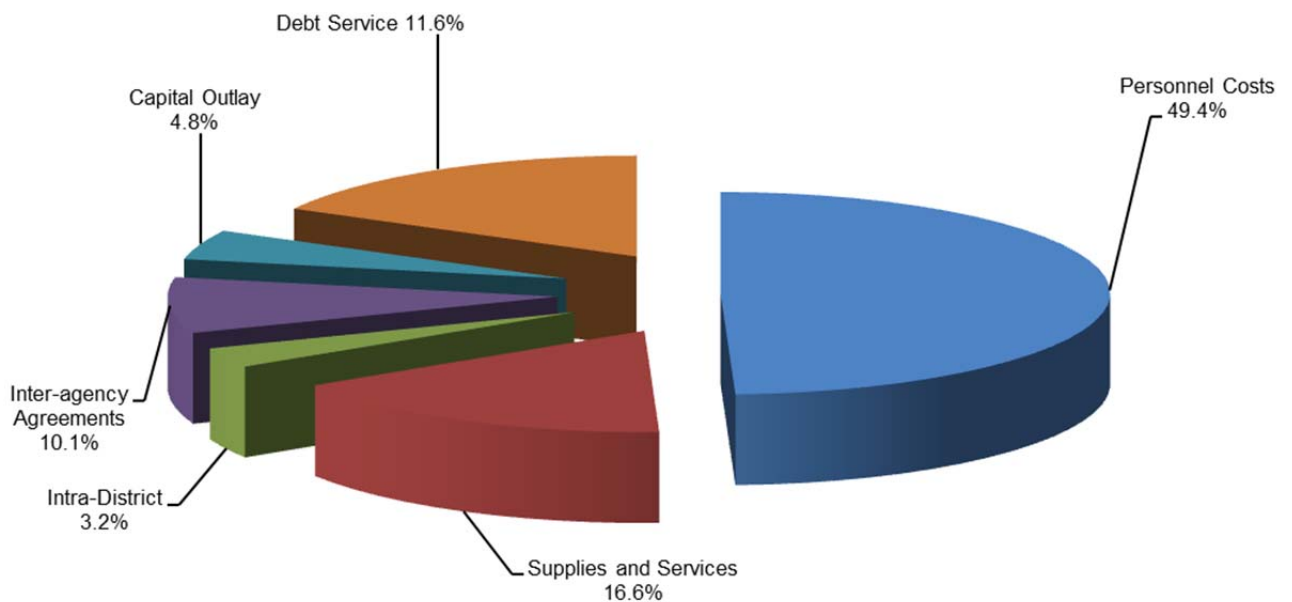


Appropriations	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Funds	Permanent Funds	Projects Funds	Total All Funds
2014	\$ 108,770,870	\$ 22,443,160	\$ 32,882,350	\$ 10,771,970	\$ -	\$ 16,936,040	191,804,390
2013	\$ 101,897,980	\$ 22,279,930	\$ 19,919,590	\$ 10,221,210	\$ -	\$ 16,991,470	\$ 171,310,180
\$ Change	\$ 6,872,890	\$ 163,230	\$ 12,962,760	\$ 550,760	\$ -	\$ (55,430)	\$ 20,494,210
% Change	6.74%	0.73%	65.08%	5.39%	0.00%	-0.33%	11.96%



Revenue	Taxes and Assessments	Charges for Services	Investment Earnings	Property Usage	Miscellaneous	Inter-agency Agreements	Total Revenues
2014	\$ 131,718,200	\$ 20,092,710	\$ 1,073,100	\$ 2,326,800	\$ 653,500	\$ 459,400	\$ 156,323,710

2014 Appropriations by Type



Appropriations	Personnel Costs	Supplies and Services	Intra-District	Inter-agency Agreements	Capital Outlay	Debt Service	Total Appropriations
2014	94,735,560	31,799,830	6,132,760	17,132,000	9,135,290	32,868,950	191,804,390

BUDGET OVERVIEW**BUDGET AT A GLANCE**

RESOURCES	GENERAL FUND	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS
Revenues:			
Taxes & Assessments	\$ 99,300,000	\$ 7,813,200	\$ 24,605,000
Charges for Services	8,606,500	50,000	-
Property Usage	1,777,000	549,800	-
Investment Earnings	500,000	104,700	11,000
Grants/Inter-agency Agreements	238,400	-	-
Miscellaneous	586,000	27,000	-
Total Revenues	111,007,900	8,544,700	24,616,000
Other Resources:			
Transfers In	45,900	16,825,400	1,432,800
TOTAL RESOURCES	\$ 111,053,800	\$ 25,370,100	\$ 26,048,800
USES			
Expenditures:			
Personnel Costs	\$ 79,012,070	\$ 4,898,070	\$ -
Supplies	7,960,630	168,070	-
Services	14,203,800	362,020	13,400
Capital Outlay	1,344,610	-	-
Grants/Inter-agency Agreements	232,000	16,900,000	-
Debt Service	-	-	32,868,950
Intra-District Charges	6,017,760	115,000	-
Total Expenditures	108,770,870	22,443,160	32,882,350
Other Uses:			
Transfers Out	11,233,030	2,122,110	-
TOTAL USES	120,003,900	24,565,270	32,882,350
Change in Fund Balance / Net Assets	(8,950,100)	804,830	(6,833,550)
TOTAL	\$ 111,053,800	\$ 25,370,100	\$ 26,048,800

BUDGET OVERVIEW**BUDGET AT A GLANCE**

RESOURCES	INTERNAL SERVICE FUNDS	PERMANENT FUNDS	PROJECTS FUNDS	2014 TOTAL ALL FUNDS
Revenues:				
Taxes & Assessments	\$ -	\$ -	\$ -	\$ 131,718,200
Charges for Services	11,436,210	-	-	20,092,710
Property Usage	-	-	-	2,326,800
Investment Earnings	210,000	27,400	220,000	1,073,100
Grants/Inter-agency Agreements	-	-	221,000	459,400
Miscellaneous	40,000	-	500	653,500
Total Revenues	11,686,210	27,400	441,500	156,323,710
Other Resources:				
Transfers In	6,000,000	-	12,493,810	36,797,910
TOTAL RESOURCES	\$ 17,686,210	\$ 27,400	\$ 12,935,310	\$ 193,121,620
USES				
Expenditures:				
Personnel Costs	\$ 3,967,370	\$ -	\$ 6,858,050	\$ 94,735,560
Supplies	2,000	-	189,200	8,319,900
Services	6,487,600	-	2,413,110	23,479,930
Capital Outlay	315,000	-	7,475,680	9,135,290
Inter-agency Agreements	-	-	-	17,132,000
Debt Service	-	-	-	32,868,950
Intra-District Charges	-	-	-	6,132,760
Total Expenditures	10,771,970	-	16,936,040	191,804,390
Other Uses:				
Transfers Out	1,075,000	26,300	22,341,470	36,797,910
TOTAL USES	11,846,970	26,300	39,277,510	228,602,300
Change in Fund Balance / Net Assets	5,839,240	1,100	(26,342,200)	(35,480,680)
TOTAL	\$ 17,686,210	\$ 27,400	\$ 12,935,310	\$ 193,121,620

BUDGET OVERVIEW

TOTAL RESOURCES

RESOURCES	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change	Note
Taxes & Assessments:						
Property Taxes	\$ 90,797,991	\$ 94,954,076	\$ 96,460,000	\$ 99,300,000	2.9%	1
Debt Service Levy	22,884,370	20,532,194	16,030,000	24,605,000	53.5%	2
Parcel Taxes	2,828,765	3,182,743	3,115,000	3,152,000	1.2%	3
Assessments	5,090,480	4,755,634	4,733,600	4,661,200	-1.5%	4
Subtotal	121,601,606	123,424,648	120,338,600	131,718,200	9.5%	
Charges for District Services:						
Camping Fees	719,993	700,764	656,000	693,000	5.6%	13
Concession Fees	1,066,923	1,037,541	973,000	977,000	0.4%	8
Facility Rental Fees	1,101,770	1,336,155	1,159,000	1,312,000	13.2%	9
Fishing Fees	464,703	403,198	420,000	401,000	-4.5%	12
Intra-District Charges	9,756,774	10,990,846	10,452,340	11,421,210	9.3%	5
Other Charges	1,027,630	754,449	683,100	660,500	-3.3%	7
Other Fees	588,608	536,417	468,700	496,000	5.8%	15
Parking Fees	1,902,360	2,068,940	1,925,000	2,070,000	7.5%	6
Program Fees	482,136	366,302	346,100	385,000	11.2%	14
Public Safety Services	1,465,582	1,211,408	1,055,000	1,008,000	-4.5%	10
Swimming Fees	521,703	645,938	552,000	669,000	21.2%	11
Subtotal	19,098,181	20,051,958	18,690,240	20,092,710	7.5%	
Investment Earnings						
Pooled Investments	1,088,507	947,699	1,286,500	853,100	-33.7%	16
Trustee Investments	622,397	258,204	329,400	220,000	-33.2%	17
Subtotal	1,710,904	1,205,904	1,615,900	1,073,100	-33.6%	
Property Usage						
Communication Site Agreements	745,083	669,971	732,500	571,000	-22.0%	18
Grazing Agreements	553,775	581,701	550,000	600,000	9.1%	19
Other Property Usage	951,306	995,359	876,900	870,800	-0.7%	20
District Residences	284,315	292,979	287,000	285,000	-0.7%	21
Subtotal	2,534,478	2,540,010	2,446,400	2,326,800	-4.9%	
Grants/Inter-agency Agreements	23,952,735	791,667	465,400	459,400	-1.3%	22
Miscellaneous:						
Foundation Support	275,000	350,000	330,000	350,000	6.1%	23
Aid from Private Parties	1,268,406	3,459,983	27,000	27,000	0.0%	24
Other Revenue	1,872,235	12,302,692	293,000	276,500	-5.6%	25
Subtotal	3,415,641	16,112,676	650,000	653,500	0.5%	
Total Revenues	172,313,546	164,126,861	144,206,540	156,323,710	8.4%	
Other Resources:						
Debt Issuance	-	25,382,673	-	-		26
Transfers In	40,748,328	29,786,553	34,885,850	36,797,910	5.5%	27
TOTAL RESOURCES	\$ 213,061,874	\$ 219,296,087	\$ 179,092,390	\$ 193,121,620	7.8%	

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 increase in assessed valuation, as forecasted by Beacon Economics in their August, 2013 report. That increase is tempered with the uncertainty around amounts to be received from redevelopment agencies, which cannot be forecast.</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 AC and CCC, which is used to fund 2014 Measure AA and Measure WW debt service.</p> <p>The substantial growth in budgeted revenue reflects the increase in amount levied, which is required for 2014 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 Measure is to provide funding for maintenance and operations in some of the District's oldest and most-used parks.</p> <p>The 2014 budget is the same as 2013, and is based upon 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 2014 budget is slightly lower than 2013, and in conformity with assessment engineer's report.</p>
5	Intra-District Charges	<p>Internal service fund revenue—Charges assessed and collected by internal service funds support the services provided by these funds to the various division within the District.</p> <p>The 2014 budget increase reflects increase in contribution to Major Equipment Replacement Fund and is funded, in part, with one-time funding from authorized use of General Fund fund balance.</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 2014 budget is 7.5% greater than 2013 budget, and is reflective of 2013 actuals.</p>
7	Other Charges	<p>In majority General Fund revenue-- This category includes: encroachment permits, planning/engineering fees, the bus program, merchandise sales, and special event charges.</p> <p>The 2014 budgeted decrease is reflective of 2013 actuals.</p>
8	Concession Fees	<p>In majority General Fund revenue--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 Willow Park Golf Course.</p> <p>The 2014 budget is consistent with 2013.</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 2014 budget is 13.2% greater than 2013 budget, and is reflective of 2013 actuals.</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 2014 budget decrease reflects conservative estimate for fire mutual aid revenue, since mutual aid incidences are impossible to forecast in advance.</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 2014 budget is 21.2% greater than 2013 budget, and is reflective of 2013 actuals.</p>
12	Fishing Fees	<p>General Fund revenue--Fishing permit revenues are used to support the fish planting at eight District lakes.</p> <p>2014 budgeted decrease is reflective of 2013 actuals.</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 2014 budget is 5.6% greater than 2013, and is reflective of 2013 actuals.</p>
14	Program Fees	<p>General Fund revenue--This category includes naturalist and recreation program revenue and tour fees.</p> <p>The 2014 budget is 11.2% greater than 2013, and is reflective of 2013 actuals.</p>
15	Other Fees	<p>General Fund revenue--This category includes: dogs, boats launch and inspection, entry fees, and annual passes.</p> <p>The 2014 budget is 5.8% greater than 2013, and is reflective of 2013 actuals.</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 continues to decline. As the District’s older investments (with high return rates) mature, and the proceeds are reinvested in current investments with near zero returns, interest revenue continues to decrease. Intermediate term investment returns will remain between .0% and .25% throughout 2014, per statement by the Federal Reserve.</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 2014 budget is significantly lower due to the termination of two wind turbine leases at Vasco Hills.</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 2014 budget is 9.1% greater than 2013, is reflective of 2013 actuals 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.</p> <p>The 2014 budget is consistent with 2013.</p>
21	District Residences	<p>General Fund revenue—Lease revenue received in connection with residential units located on parklands.</p> <p>2014 budget is consistent with 2013.</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 consistent with 2013 and reflects 2013 actuals.</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>2014 budget is 6.1% greater than 2013 , which results from a change in how Foundation revenue is posted, not an increase in total revenue.</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 2014, and is consistent with 2013.</p>

Notes to Total Resources Schedule, continued

Note	Category	Description
25	Other Revenue	<p>In majority General Fund revenue—Included in this category is revenue generated from: sale of assets, fines collected, POST training reimbursement, insurance recoveries, and other minor sources.</p> <p>2014 budget is 6.3% greater than 2013 and reflects anticipated increase in General Fund purchase card rebate revenue, which is resulting from change to new pcard service provider.</p>
26	Debt Issuance	<p>Although not included in the 2013 budget, 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 2014.</p>
27	Transfers In	<p>Details of this category are located on pages 109-110. Although 2013 transfers (excluding \$23.5 million in transfers of debt proceeds) were originally budgeted at \$11.4 million, actual transfers (excluding \$12.2 million of debt proceeds) totaled \$17.3 million.</p> <p>2014 budgeted transfers (\$14.5 million of non-debt proceeds related transfers) reflect the use of General Fund committed and unassigned fund balance for approved projects.</p>

BUDGET OVERVIEW

TOTAL USES

USES	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change	Note
Personnel Services:						
Salaries & Wages	\$ 47,233,816	\$ 48,462,926	\$ 50,314,880	\$ 52,410,430	4.2%	1
Other Personnel Costs	39,139,188	36,273,528	40,030,110	42,325,130	5.7%	2
Subtotal	86,373,004	84,736,454	90,344,990	94,735,560	4.9%	
Supplies & Services:						
Operating Supplies	1,690,209	1,976,839	1,794,050	1,965,190	9.5%	3
Fuel	1,234,358	1,256,218	1,344,040	1,234,940	-8.1%	4
Small Equipment	1,668,690	1,662,780	1,180,970	1,624,460	37.6%	5
Other Supplies	705,397	598,314	1,045,250	1,045,100	0.0%	6
Repair & Maintenance Supplies	2,303,229	2,285,713	2,356,670	2,450,210	4.0%	7
Professional Services	534,877	527,629	780,320	771,070	-1.2%	8
Operating Services	5,848,106	6,550,942	6,144,960	7,052,060	14.8%	9
Administrative Costs	1,001,128	979,910	1,232,770	1,411,930	14.5%	10
Utilities	3,079,523	2,963,195	2,830,020	3,079,490	8.8%	11
Insurance and Claims	5,287,277	2,719,879	5,667,890	5,817,890	2.6%	12
Other Services	7,366,312	6,913,745	6,609,070	5,347,490	-19.1%	13
Subtotal	30,719,107	28,435,163	30,986,010	31,799,830	2.6%	
Intra-District Charges:	5,054,990	6,069,090	4,868,890	6,132,760	26.0%	15
Grants/Inter-agency Agreements						
Inter-agency Agreements	200,000	327,931	300,000	332,000	10.7%	16
Measure WW Local Grants	13,751,298	13,001,599	17,000,000	16,800,000	0.0%	17
Subtotal	13,951,298	13,329,530	17,300,000	17,132,000	-1.0%	
Capital Outlay/Equipment						
Land	25,034,134	17,100,732	6,750,000	6,517,130	-3.4%	18
Improvements	6,607,854	6,755,092	644,700	906,450	40.6%	19
Equipment	1,264,665	1,315,377	512,000	1,711,710	234.3%	20
Subtotal	32,906,654	25,171,201	7,906,700	9,135,290	15.5%	
Debt Service:						
Principal	25,157,417	19,015,218	14,415,000	25,400,000	76.2%	21
Interest	6,262,649	5,750,992	5,488,590	7,468,950	36.1%	22
Subtotal	31,420,066	24,766,210	19,903,590	32,868,950	65.1%	
Total Expenditures	200,425,119	182,507,648	171,310,180	191,804,390	12.0%	
Other Uses:						
Transfers Out	40,748,328	29,786,553	34,885,850	36,797,910	5.5%	23
TOTAL USES	241,173,447	212,294,200	206,196,030	228,602,300	10.9%	
Change in Fund Balance	(28,111,573)	7,001,886	(27,103,640)	(35,480,680)	30.9%	24
TOTAL	\$ 213,061,874	\$ 219,296,087	\$ 179,092,390	\$ 193,121,620	8%	

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>2014 includes a 4% increase in salaries, the result of wage increases for AFSCME, management and confidentials, authorized by the 2013 contract negotiation settlement. Additionally total FTE count is increased by 10.64 in the 2014 budget. (See Authorized Position table on page 58</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, 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 2014 budget is attributed to increase in health benefit costs and pension (1.04% for safety, .8% for miscellaneous). OPEB, unemployment, workers comp and dental rates all remained the same.</p>
3	Operating Supplies	<p>Operating supplies appropriations are included in General Fund and special revenue funds. This category contains items such as: safety equipment, chemicals, fish, cleaning and janitorial supplies, sign supplies, among other things.</p> <p>2014 appropriations increase in the areas of protective equipment, ammunition, and program/promotional supplies for Operations.</p>
4	Fuel	<p>This General Fund appropriation includes cost of vehicle, aircraft, boat, and equipment fuels.</p> <p>2014 appropriation decrease aligns with 2013 actuals.</p>
5	Small Equipment	<p>Appropriations for this category are included in General Fund, special revenue funds and project funds. Largest item in this category is rolling stock under \$25,000.</p> <p>2014 appropriations increase significantly to reflect allocation of one time resources for rolling stock less than \$25,000 replacement. Rolling stock replacement was delayed during the economic downturn.</p>

Notes to Total Uses Schedule, continued

Note	Category	Description
6	Other Supplies	<p>This General Fund category includes office supplies, products for resale, event supplies, and inventory adjustments.</p> <p>2014 appropriations are comparable to 2013.</p>
7	Repairs and Maintenance Supplies	<p>Repairs and maintenance supplies appropriations are included in General Fund, special revenue funds, project funds, and internal service funds and are comprised of beach sand, top soil, mulch, equipment parts and other items needed to maintain District facilities, equipment and grounds.</p> <p>Operations' 2014 appropriations are 4% greater than 2013 for these supplies, reflecting increase in quantities and costs..</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>2014 appropriations are comparable to 2013.</p>
9	Operating Services	<p>This General Fund category includes repairs and maintenance services, pest control, support contracts, janitor, vet, among other miscellaneous operating services.</p> <p>2014 appropriations are higher than 2013 due to reclassification of paving program costs from other services to operating services..</p>
10	Administrative Costs	<p>This General Fund category includes staff training and travel appropriations, bank fees and other miscellaneous administrative costs.</p> <p>The 2014 appropriations increase in the areas of advertising and reproductions in the Public Affairs Division are related to the 80th anniversary events.</p>

Notes to Total Uses Schedule, continued

Note	Category	Description
11	Utilities	<p>In majority General Fund appropriations--This category includes telephone, water, electricity, garbage collection, sewer, and natural gas.</p> <p>2014 appropriations are augmented, adjusting appropriations to reflect the increase in electricity (13%), water (15%) and garbage (18%).</p>
12	Insurance and Claims	<p>An internal service fund appropriation--This category includes the appropriations for Workers' Compensation Fund and General Liability Fund and includes insurance premiums, claims and settlement agreements.</p> <p>2014 appropriations are comparable to 2013.</p>
13	Other Services	<p>This category includes all other services including consultant contracts, Civicorp work and other services not included in other professional services above.</p> <p>2014 appropriations decrease is due to reclassification of paving program costs from other services to operating services.</p>
15	Intra-District Charges	<p>General Fund appropriation--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>2014 appropriations are higher as a result of the increase in Major Equipment Replacement Fund charges, which utilize one time funding resources.</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>2014 appropriations change is due to change in accounting for parking tickets. Amount paid to county is no longer netted with revenue.</p>
17	Measure WW Local Grant Program	<p>Special revenue fund appropriation--This category includes the funding of approved local agency projects from Measure WW funds.</p> <p>2014 appropriations are comparable to 2013.</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>2014 appropriations are comparable to 2013.</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 Book beginning on page 103 includes the Summary of 2014 project fund appropriations, and the second volume of the 2014 budget, 2014 Projects Budget Five Year Expenditure Plan includes detailed information about each project. Increase in 2014 is mainly attributed to the projects at Peralta Oaks administrative building.</p>
20	Equipment	<p>General Fund and internal service fund appropriations-- Appropriations for the purchase of vehicles and other equipment, with a cost greater than the District's capitalization limit (\$25,000), are included in this category.</p> <p>2014 appropriations are significantly higher and reflect allocation of one time resources for the replacement of rolling stock greater than \$25,000. Rolling stock replacement was delayed during the economic downturn.</p>

Notes to Total Uses Schedule, continued

Note	Category	Description
21	Principal	<p>Debt service fund appropriation--Appropriations for debt service principal is calculated from debt amortization schedules.</p> <p>2014 appropriations are significantly greater than 2013 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 88-89).</p>
22	Interest	<p>Debt service fund appropriation--Appropriations for debt service interest is calculated from debt amortization schedules.</p>
23	Transfers Out	<p>Details of this category are located at the end of Section B of the budget on page 111.</p>
24	Use of Fund Balance	<p>General Fund budget includes use of \$9 million fund balance in 2014. Fund balance committed for "smoothing" has been deemed unnecessary going forward, so will be spent on one-time appropriation in 2014.</p> <p>\$26 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 \$7 million of fund balance, which includes amounts collected in prior year, for current year debt service.</p>

BUDGET OVERVIEW

BUDGET BY FUND

APPROPRIATED FUNDS	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	CHANGE
101 General Fund	\$ 94,146,996	\$ 97,462,981	\$ 101,897,980	\$ 108,770,870	7%
Special Revenue Funds:					
220 Two County LLD	3,519,948	3,497,666	3,712,570	4,018,150	8%
221 East Contra Costa Co LLD	689,904	819,870	853,190	650,510	-24%
222 Five Canyon ZB	15,221	41,914	36,270	23,850	-34%
223 Dublin Hills ZB	6,261	5,601	7,640	8,720	14%
224 Walpert Ridge ZB	450	37,168	32,480	30,130	-7%
225 San Ramon Hills ZB	10,018	-	500	500	0%
226 Measure CC	878,160	903,981	100,980	100,000	-1%
227 Stone Valley ZB	5,013	-	630	630	0%
228 Sibley Volcanic ZB	19,381	48,532	6,000	-	-100%
253 Gifts Fund	40,143	43,228	64,480	64,440	0%
255 MLK Jr. Intern Program	2,000	6,765	7,000	7,000	0%
257 Mitigation	50,467	104,163	158,590	122,730	-23%
258 McLaughlin Eastshore State Park	21,904	27,332	45,820	46,920	2%
259 ECCC HCP Properties	-	-	-	304,540	N/A
270 Measure WW Local Grants	13,702,451	13,104,642	17,253,780	17,065,040	-1%
Special Revenue Funds Total	18,961,322	18,640,862	22,279,930	22,443,160	1%
Debt Service Funds:					
810 2002 Refunding Bonds	1,200,180	1,242,695	1,245,520	-	-100%
811 Promissory Note Debt	-	-	1,420,520	1,421,800	N/A
812 Measure AA Bonds	26,206,805	19,041,000	14,019,750	5,374,500	-62%
813 Measure WW Bonds	3,232,995	3,233,065	3,233,800	26,086,050	707%
Debt Service Funds Total	30,639,980	23,516,760	19,919,590	32,882,350	65%
Internal Service Funds:					
552 Workers' Compensation	3,926,689	2,039,590	3,692,840	3,726,300	1%
554 Major Equipment	-	-	138,000	315,000	128%
555 General Liability	1,722,483	611,382	1,798,870	1,867,670	4%
556 Employee Benefits	7,707,406	4,463,923	4,591,500	4,863,000	6%
Internal Service Funds Total	13,356,577	7,114,895	10,221,210	10,771,970	5%
Permanent Funds:					
Permanent Funds Total	-	-	-	-	N/A
Projects Funds:					
333 Capital Projects	33,086,261	25,066,889	8,928,950	8,978,830	1%
335 Measure AA Bond Proceeds	167,646	15,773	16,000	12,000	-25%
336 OTA Projects	10,030,186	10,156,466	8,023,520	7,848,210	-2%
337 Measure WW Bond Proceeds	36,151	22,018	23,000	87,000	278%
338 2012 Promissory Note Proceeds	-	511,003	-	10,000	N/A
Projects Funds Total	43,320,244	35,772,149	16,991,470	16,936,040	0%
Total Expenditures	200,425,119	182,507,648	171,310,180	191,804,390	12%
Other Sources/Uses:					
Transfers Out	40,748,328	29,786,553	34,885,850	36,797,910	5%
TOTAL USES	241,173,447	212,294,201	206,196,030	228,602,300	11%
Change in Fund Balance/Net Assets	(28,111,573)	7,001,886	(27,103,640)	(35,480,680)	31%
TOTAL	\$ 213,061,874	\$ 219,296,087	\$ 179,092,390	\$ 193,121,620	8%

BUDGET OVERVIEW

BUDGET BY DIVISION

APPROPRIATED FUNDS	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	CHANGE
OPERATING APPROPRIATIONS					
Executive & Legislative	\$ 1,961,288	\$ 1,788,715	\$ 2,345,640	\$ 2,311,790	-1%
Finance & Management Services	21,284,302	20,894,793	26,054,030	30,600,520	17%
Human Resources	9,793,496	6,461,143	6,790,020	2,371,460	-65%
Land	2,290,312	2,480,972	2,872,020	3,027,830	5%
Legal	6,928,561	3,903,588	6,873,340	7,165,440	4%
Operations	54,372,475	56,095,918	58,410,670	63,400,320	9%
Plan/Stewardship/Development	5,030,340	5,164,042	5,475,480	5,692,460	4%
Public Affairs	2,852,968	3,106,542	3,516,030	4,374,800	24%
Public Safety	20,956,067	22,469,579	21,962,890	22,939,780	4%
Nondepartmental	215,000	115,000	115,000	115,000	0%
Total Operating	125,684,809	122,480,293	134,415,120	141,999,400	6%
DEBT SERVICE					
Public Safety	794,066	794,066	-	-	N/A
Nondepartmental	30,626,000	23,461,140	19,903,590	32,868,950	65%
Total Debt Service	31,420,066	24,255,206	19,903,590	32,868,950	65%
PROJECT APPROPRIATIONS					
Executive & Legislative	-	478	-	-	
Finance & Management Services	2,367,043	1,287,331	452,300	1,097,050	143%
Human Resources	-	-	-	-	N/A
Land	26,964,300	19,748,439	7,775,180	6,913,280	-11%
Legal	9,165	870,578	-	-	N/A
Operations	1,886,469	2,039,271	2,727,110	3,038,490	11%
Plan/Stewardship/Development	11,225,124	9,737,162	4,149,640	4,278,490	3%
Public Affairs	-	11,584	-	-	N/A
Public Safety	868,143	1,566,302	1,887,240	1,608,730	-15%
Nondepartmental	-	511,003	-	-	N/A
Total Project	43,320,244	35,772,149	16,991,470	16,936,040	0%
Subtotal Operating/Debt/Project	200,425,119	182,507,648	171,310,180	191,804,390	
TOTAL APPROPRIATIONS BY DIVISION					
Executive & Legislative	1,961,288	1,789,193	2,345,640	2,311,790	-1%
Finance & Management Services	23,651,346	22,182,124	26,506,330	31,697,570	20%
Human Resources	9,793,496	6,461,143	6,790,020	2,371,460	-65%
Land	29,254,611	22,229,411	10,647,200	9,941,110	-7%
Legal	6,937,726	4,774,166	6,873,340	7,165,440	4%
Operations	56,258,944	58,135,190	61,137,780	66,438,810	9%
Plan/Stewardship/Development	16,255,464	14,901,204	9,625,120	9,970,950	4%
Public Affairs	2,852,968	3,118,126	3,516,030	4,374,800	24%
Public Safety	22,618,276	24,829,947	23,850,130	24,548,510	3%
Nondepartmental	30,841,000	24,087,143	20,018,590	32,983,950	65%
Subtotal by Division	200,425,119	182,507,648	171,310,180	191,804,390	
Other Uses:					
Transfers Out	40,748,328	29,786,553	34,885,850	36,797,910	5%
TOTAL USES	241,173,447	212,294,201	206,196,030	228,602,300	11%
Change in Fund Balance/Net Assets	(28,111,573)	7,001,886	(27,103,640)	(35,480,680)	31%
TOTAL	\$ 213,061,874	\$ 219,296,087	\$ 179,092,390	\$ 193,121,620	8%

Notes to Budget by Division—Significant changes

Finance and Management Services operating budget increased \$4 million (17%) and Human Resources' decreased \$4 million (65%) due to the shift of Employee Benefit internal service fund from Human Resources to Finance.

Public Affairs operating appropriations increased 24% due appropriations related to 80th anniversary events and the transfer of personnel from the Operation Division Exhibit Lab.

Debt service, included in non-departmental division, increased 65% due to the structure of debt service payments.

Project appropriations for Finance and Management Services increased 143% due to Peralta Oaks projects, including parking lot, elevator and Finance Department reconfiguration.

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BUDGET OVERVIEW

FUND MATRIX BY DIVISION

2014 Budgeted Expenditures and Transfers Out by Division					
Fund:	Executive & Legislative	Finance & Management Services	Human Resources	Land	Legal
101 General Fund	\$ 2,311,790	\$ 8,514,080	\$ 2,371,460	\$ 2,847,880	\$ 1,571,470
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	-	-	-	122,730	-
258 McLaughlin Eastshore State Park	-	-	-	18,780	-
259 ECCC HCP Properties	-	-	-	-	-
260 Asset Forfeiture Distribution	-	-	-	-	-
270 Measure WW Local Grant	-	17,065,040	-	-	-
333 Capital	-	695,800	-	6,860,880	-
335 Meas AA Bond Proceeds	-	12,000	-	-	-
336 OTA Projects	-	292,250	-	52,400	-
337 Meas WW Bond Proceeds	-	87,000	-	-	-
338 2012 Note Proceeds	-	10,000	-	-	-
552 Workers' Comp	-	-	-	-	3,726,300
553 Major Infrastructure Reno/Repl	-	-	-	-	-
554 Major Equip Replacement	-	-	-	-	-
555 General Liability	-	-	-	-	1,867,670
556 Employee Benefits	-	4,863,000	-	-	-
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-inactivated 2012	-	-	-	-	-
670 Doolan Canyon-Toyota	-	-	-	-	-
671 El Charro-Livermore	-	-	-	-	-
680 MLK Shore-Damon Slough-Port	-	-	-	-	-
811 2012 Promissory Note Dbt Svc	-	1,100	-	-	-
812 Meas AA Debt Svc	-	5,000	-	-	-
813 Meas WW Debt Svc	-	7,300	-	-	-
Total	\$ 2,311,790	\$ 31,697,570	\$ 2,371,460	\$ 9,941,110	\$ 7,165,440

BUDGET OVERVIEW

FUND MATRIX BY DIVISION

2014 Budgeted Expenditures and Transfers by Division						
Fund:	Operations	Planning/ Stewardship & Development	Public Affairs	Public Safety	Nondepartmental	Total
101 General Fund	\$ 58,147,150	\$ 5,692,460	\$ 4,374,800	\$ 22,939,780	\$11,233,030	\$ 120,003,900
220 Two County LLD	3,983,150	-	-	-	-	4,018,150
221 ECCC LLD	526,510	-	-	-	115,000	650,510
222 Five Canyon Zone	23,350	-	-	-	-	23,850
223 Dublin Hills Zone	8,720	-	-	-	-	8,720
224 Walpert Ridge Zone	29,630	-	-	-	-	30,130
225 Thomas Ranch Zone	500	-	-	-	-	500
226 Measure CC	-	-	-	-	2,077,110	2,177,110
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	-	-	-	-	5,000	127,730
258 McLaughlin Eastshore State Park	28,140	-	-	-	-	46,920
259 ECCC HCP Properties	304,540	-	-	-	-	304,540
260 Asset Forfeiture Distribution	-	-	-	-	-	-
270 Measure WW Local Grant	-	-	-	-	-	17,065,040
333 Capital	209,200	1,212,950	-	-	-	8,978,830
335 Meas AA Bond Proceeds	-	-	-	-	175,000	187,000
336 OTA Projects	2,829,290	3,065,540	-	1,608,730	-	7,848,210
337 Meas WW Bond Proceeds	-	-	-	-	22,050,000	22,137,000
338 2012 Note Proceeds	-	-	-	-	116,470	126,470
552 Workers' Comp	-	-	-	-	-	3,726,300
553 Major Infrastructure Reno/Repl	-	-	-	-	1,075,000	1,075,000
554 Major Equip Replacement	315,000	-	-	-	-	315,000
555 General Liability	-	-	-	-	-	1,867,670
556 Employee Benefits	-	-	-	-	-	4,863,000
610 Black Diamond-Open Space	-	-	-	-	-	-
620 Brushy Peak-Dyer	-	-	-	-	5,000	5,000
621 Brushy Peak-Weaver	-	-	-	-	4,000	4,000
630 ESSP-Berkeley Meadow Ph 1	-	-	-	-	800	800
631 ESSP-Berkeley Meadow Ph 2	-	-	-	-	4,000	4,000
640 Hayward Shoreline-Ora Loma	-	-	-	-	5,000	5,000
641 Hayward Shoreline-Any	-	-	-	-	600	600
650 Morgan Territory-Elsworthy	-	-	-	-	4,000	4,000
651 Morgan Territory-Day	-	-	-	-	2,000	2,000
660 Sibley-McCosker-inactivated 2012	-	-	-	-	-	-
670 Doolan Canyon-Toyota	-	-	-	-	-	-
671 El Charro-Livermore	-	-	-	-	-	-
680 MLK Shore-Damon Slough-Port	-	-	-	-	900	900
811 2012 Promissory Note Dbt Svc	-	-	-	-	1,420,700	1,421,800
812 Meas AA Debt Svc	-	-	-	-	5,369,500	5,374,500
813 Meas WW Debt Svc	-	-	-	-	26,078,750	26,086,050
Total	\$ 66,438,810	\$ 9,970,950	\$ 4,374,800	\$ 24,548,510	\$ 69,781,860	\$ 228,602,300

BUDGET OVERVIEW**2014 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 2014 ≥\$20,000

Division	Department	FTE	Description	One Time Expense	Fund/Source
Non-Departmental	Non-Departmental		Transfer to Major Infrastructure RR	\$ 6,000,000	General Fund
Non-Departmental	Non-Departmental		Transfer to debt service	1,420,700	General Fund
Public Safety	Fire		Reduce hazardous trees and vegetation	1,000,000	General Fund
Operations	Replacement Autos		Reduce fleet replacement backlog	1,300,000	General Fund
Finance/Mgt Svc	Office Services		Peralta Oaks parking lot/access improv	330,000	General Fund
Multiple	Various		Intra-district charges increase	200,000	General Fund
Finance/Mgt Svc	Information Services		Replace 911 communication center equip	195,800	General Fund
Public Affairs	Public Affairs		80th anniversary events	157,000	General Fund
Finance/Mgt Svc	Office Services		Peralta Oaks elevator	124,100	General Fund
Plan/Stew/Design	Stewardship		Crown Beach sand project monitoring	66,670	General Fund
Operations	Pleasanton Ridge		Pipeline start-up supplies	60,000	General Fund
Public Affairs	Public Affairs		Oral histories Board members	52,000	General Fund
Finance/Mgt Svc	Finance		Reconfigure Finance office	45,900	General Fund
Public Safety	Field Unit		District wide alarm contract study	40,000	General Fund
Public Safety	Fire		Fire Department structure study	40,000	General Fund
Operations	Pacheco Corp Yard		Lighting retro-fit	38,100	General Fund
Operations	Vargas Plateau		Vehicle-pipeline	34,430	General Fund
Operations	Pleasanton Ridge		Vehicle-pipeline	32,930	General Fund
Operations	Lake Chabot		Equipment-chipper	32,000	General Fund
Plan/Stew/Design	Fisheries		Spartina control	30,000	General Fund
Executive/Legislative	General Manger	0.42	Confidential Secretary	29,000	General Fund
Operations	Intrep/Rec		Oral histories	25,000	General Fund
Public Affairs	Camp Arroyo		Replace signage	25,000	General Fund
Public Safety	Field Unit		Ballistic vests	25,000	General Fund
Land	Acquisition		Contracted survey work	20,000	General Fund
Public Safety	Lifeguard Services	0.56	Lifeguard I for training.assistance	20,000	General Fund
Operations	Recreation	0.035	Recreation Leader III (Pleasanton Ridge Shuttle Driver)	1,420	General Fund
Operations	Alternative Work Program	(1.00)	Alternative Work Program Supervisor	(113,310)	General Fund
Subtotal General Fund				11,231,740.00	

One-time Budget Appropriations for 2014 ≥\$20,000, continued

Division	Department	FTE	Description	One Time Expense	Fund/Source
Operations	Public Works	1.00	Admin Analyst I to manage proceeds	116,470	2012 Promissory Notes
Operations	Parks Express	0.25	Office Assistant	24,350	Coastal Conservancy
Operations	Recreation	0.50	Rec Coordinator for outreach program	58,230	Cosco Busan
Land	Acquisition		Preliminary acquisition studies	1,000,000	Designated Land Acquisition
Land	Acquisition		Preliminary acquisition studies	50,000	Designated Land Acquisition
Land	Acquisition		Preliminary acquisition studies	42,120	Designated Land Acquisition
Operations	Recreation	1.30	Rec Leader III for outreach program	52,460	Dubai Star
Operations	Recreation		Boat-pontoon and supplies	32,500	Dubai Star
Operations	Recreation	0.125	Recreation Leader III	5,050	Dubai Star Mitigation
Non-Departmental	Non-Departmental		Transfer to paving program	1,000,000	Major Infrastructure RR
Operations	Public Works		Infrastructure study	75,000	Major Infrastructure RR
Land	Acquisition		Preliminary acquisition studies	175,000	Measure AA
Land	Acquisition		Preliminary acquisition studies	5,000,000	Measure WW
Land	Acquisition		Preliminary acquisition studies	250,000	Measure WW
Operations	Recreation		Vehicle-12 passenger van 4X4	27,100	Other Than Asset
Non-Departmental	Non-Departmental		Transfer to resource enhance program	25,400	Various perm funds
Grand Total One-time				\$ 19,165,420	

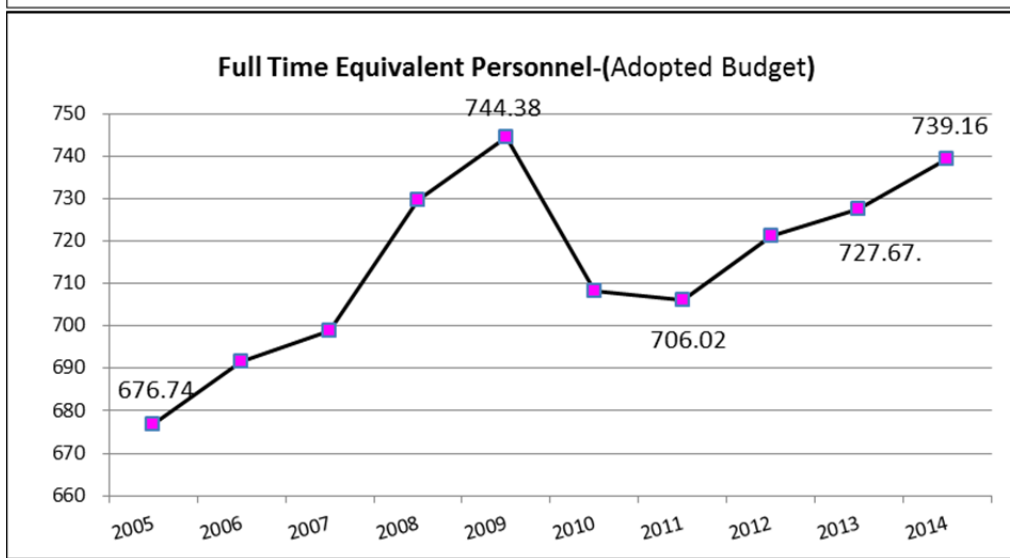
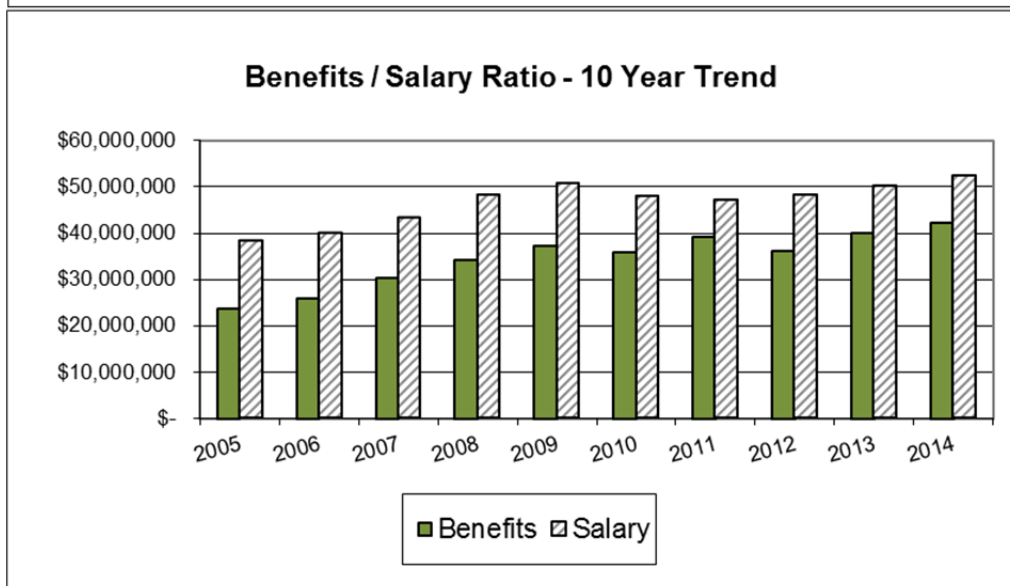
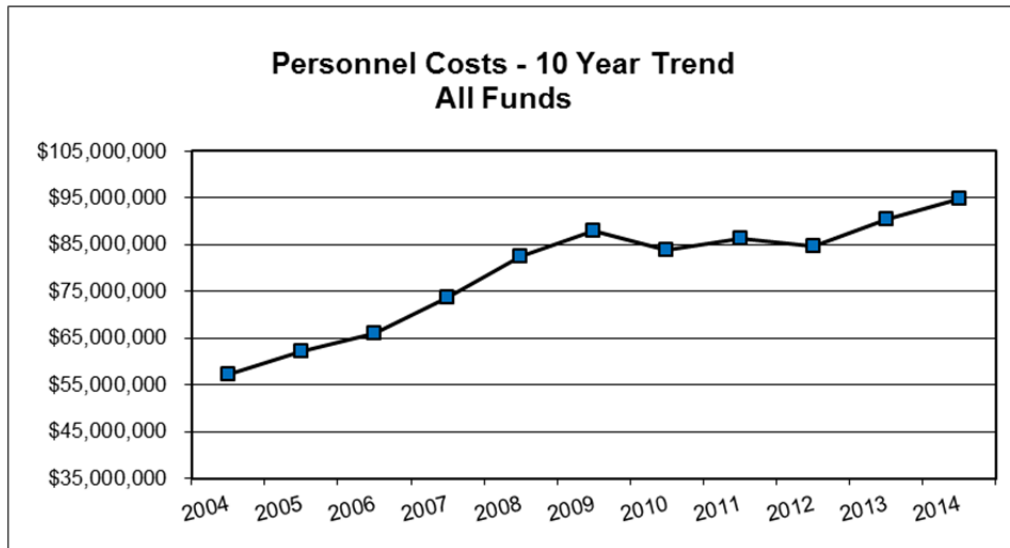
BUDGET OVERVIEW**2014 BASE BUDGET INCREASES**

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.

2014 General Fund Base Budget Increases ≥ \$20,000

Division	Department	FTE	Description	Approved Base Budget Increase
Various	Various		Utility budgets adjusted to meet rate increases by vendors/suppliers.	\$ 166,250
Public Safety	Field Unit	1.05	Police Officer-pipeline	133,280
Operations	Pleasanton Ridge	1.00	Park Ranger II-pipeline	107,453
Operations	Big Break		Supplies and services previously budgeted in fund 221	103,380
Human Resources	Human Resources		District wide job related training	100,000
Operations	Water Utilities	0.75	Water Utilities Technician	96,321
Operations	Intrep/Rec	0.75	Alternative Work Program Supervisor	93,706
District Wide	Various		Major Equipment Replacement Fund intra-District charges	88,000
Operations	Various	0.55	Park Ranger II-Feeder Trail #1 and Briones-pipeline	74,145
Public Safety	Fire	0.34	Fire Fighter II-pipeline (portion of this funding was used to upgrade a .75 FTE Fire Fighter I to an 1.0 FTE Fire Fighter II)	65,440
Operations	Vasco Hills		Supplies and services (previously budgeted in fund 221)	59,510
Operations	Vargas Plateau	1.00	Park Ranger II-pipeline (hire mid-year)	57,453
Operations	Sanitation		Sanitation septic system permit	50,000
Plan/Stew/Design	Stewardship		Post FEMA project monitoring for RWQCB and CDFG	50,000
Legal	Legal		Oyster Bay mitigation (previously budgeted in fund 257)	40,000
Operations	Fleet		Vehicle tires	40,000
Operations	Pleasanton Ridge		Supples and services-pipeline	40,000
Human Resources	Human Resources	0.87	Interns	31,000
Plan/Stew/Design	Grazing		Grazing infrastructure enhancement	30,000
Operations	Trades	0.09	Plumber, eliminate .35 FTE-Pleasanton Ridge-pipeline (after a reorganization in Trades; this funding was used to upgrade a .75 FTE to a 1.0 FTE Heavy Equipment Operator Apprentice)	28,657
Operations	Contra Costa Trails		Supplies and services (previously budgeted in fund 221)	25,940
Operations	Roads & Trails	0.07	Heavy Equipment Operator-Vargas Plateau-pipeline	23,926
Plan/Stew/Design	IPM		Invasive weed control	20,000
Public Safety	Various	0.00	Overtime	20,000

Total 2014 Base Budget Increases ≥ \$20,000 **\$ 1,544,461**



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.

DIVISIONS AND DEPARTMENTS	2011 BUDGET	2012 BUDGET	2013 BUDGET	2014 BUDGET	2013-14 Change
Executive & Legislative Division					
General Manager	8.00	7.00	7.00	7.42	0.42
Finance & Management Services Division					
Administration	2.00	2.00	2.000	2.000	
Clerk of Board	2.00	2.00	2.00	2.000	
Grants Department	3.00	3.00	3.500	3.500	
Finance Department	18.284	18.784	18.284	18.284	
Information Services Department	7.00	7.000	7.000	7.000	
Office Services Department	9.720	9.720	9.720	9.720	
Subtotal	42.004	42.504	42.504	42.504	0.00
Human Resources Division	13.80	13.80	14.40	15.27	0.87
Land Division					
Administration	2.50	3.50	3.500	3.500	
Environmental Review Department	4.00	4.00	4.000	4.000	
Interagency Planning Department	3.00	3.00	3.000	3.000	
Land Acquisition Department	6.00	5.00	5.000	5.000	
Trails Development Department	3.00	3.00	3.000	3.000	
Subtotal	18.50	18.50	18.50	18.50	0.00
Legal Division	9.45	9.45	9.45	9.45	0.00
Operations Division					
Administration	7.00	7.00	7.000	7.000	
Park Operations Department	245.66	253.44	255.322	258.692	
Interpretive & Recreation Services Dept.	84.91	88.65	92.319	91.529	
Maintenance & Skilled Trades Dept.	68.90	69.90	70.150	72.370	
Subtotal	406.47	418.98	424.79	429.59	4.80
Planning/Stewardship & Development Division					
Administration	2.53	2.53	2.533	2.533	
Design & Construction Department	27.00	26.83	26.830	26.830	
Planning & Stewardship Department	24.12	24.31	24.120	24.120	
Subtotal	53.65	53.67	53.48	53.48	0.00
Public Affairs Division	15.20	17.20	17.20	20.20	3.00
Public Safety Division					
Administration & Support Services	28.00	28.00	28.000	28.000	
Fire Department	51.18	52.18	52.180	53.080	
Police Department	60.01	60.01	61.010	61.660	
Subtotal	139.19	140.19	141.19	142.74	1.55
Total	706.27	721.30	728.518	739.158	
Total Funded Positions	706.265	721.295	728.518	739.158	10.64

New Positions and Changes

Division	Location	Base FTE Increase	2014 Only FTE	Description	Fund/Source	
Executive and Legislative	General Manager		0.42	Confidential Secretary	General Fund	
Human Resources	Human Resources	0.87		Intern	General Fund	
Operations	Alameda County Trails	0.10		Park Ranger II	Two County LLD	
	Anthony Chabot	0.125		Office Assistant	General Fund	
	Black Diamond	0.10		Gate Attendant	General Fund	
	Briones	-0.75		Park Ranger II (pipeline)	General Fund	
	Briones	1.00		Park Ranger II (pipeline)	General Fund	
	Briones	0.20		Park Ranger II (pipeline)	General Fund	
	Crown Beach	0.25		Park Ranger II	General Fund	
	Del Valle	-0.75		Park Ranger I	General Fund	
	Del Valle	1.00		Park Services Attendant	General Fund	
	Delta DeAnza Trail	0.12		Park Ranger II (pipeline)	Two County LLD	
	Interpret and Rec	0.75	-1.00	Alternative Work Program Supervisor	General Fund	
	Miller/Knox	-1.00		Gardener	General Fund	
	Miller/Knox	1.00		Park Craft Specialist	General Fund	
	MLK Jr. Shoreline Mobile Visitor Center	-0.25		Park Ranger II	General Fund	
		0.25		Interpretive Student Aide II	General Fund	
	Parks Express			0.25	Office Specialist	Coastal Conservancy
	Pleasanton Ridge	1.00			Park Ranger II	General Fund
	Public Works			1.00	Administrative Analyst I	2012 Promissory Note Proceeds
	Recreation			0.50	Recreation Coordinator	Cosco Busan Mitigation
	Recreation			1.30	Recreation Leader III	Cosco Busan Mitigation
	Recreation			0.035	Recreation Leader III (Pleasanton Ridge Shuttle Driver)	General Fund
	Recreation			0.125	Recreation Leader III	Dubai Star Mitigation
	Roads and Trails	0.07			Heavy Equipment Operator-Vargas Plateau (pipeline)	General Fund
Roads and Trails	0.09			Heavy Equipment Operator (Reorg)	General Fund	

New Positions and Changes, continued

Division	Location	Base FTE Increase	2014 Only FTE	Description	Fund/Source
Operations	Roads and Trails	0.10		Heavy Equipment Operator-Feeder Trail (pipeline)	General Fund
	Roads and Trails	0.03		Heavy Equipment Operator-Iron Horse Trail (pipeline)	Two County LLD
	Roads and Trails	0.08		Heavy Equipment Operator-Claremont Canyon (pipeline)	Measure CC
	Roads and Trails	0.25		Equipment Operator Apprentice (Reorg)	General Fund
	Sibley/Claremont/Huckleberry	0.10		Park Ranger II (pipeline)	Measure CC
	Tilden	0.125		Office Assistant	General Fund
	Trades	0.20		Plumber-Pleasanton Ridge (pipeline)	General Fund
	Trades	-0.35		Plumber (Reorg)	General Fund
	Vargas Plateau	1.00		Park Ranger II	General Fund
	Vasco Caves	-1.00		Park Ranger II	General Fund
	Vasco Caves	-1.00		Park Supervisor	General Fund
	Vasco Hills	1.00		Park Ranger II	ECCC HCP Properties
	Vasco Hills	1.00		Park Supervisor	ECCC HCP Properties
	Water Utilities	0.75		Water Technician	General Fund
	Public Affairs	Public Affairs	-1.00		Office Assistant, Membership
Public Affairs		1.00		Senior Office Specialist	General Fund
Public Safety	Field Unit	-0.50		Seasonal Police Officer	General Fund
	Field Unit	-1.00		Police Officer	General Fund
	Field Unit	1.05		Police Officer-Bay Trail; Feeder Trail #1; Garin; Iron Horse Trail; Pleasanton Ridge; Point Pinole;Shadow Cliffs to Del Valle Trail (pipeline)	General Fund
	Field Unit Claremont Canyon	0.10		Police Officer-Claremont Canyon (pipeline)	Measure CC
	Fire Department	-0.75		Fire Fighter I	General Fund
	Fire Department	1.09		Fire Fighter II-Garin (pipeline); funding used to convert FF I: .75 to FF II: 1.0 FTE	General Fund
	Helicopter Unit	1.00		Police Officer Helicopter Pilot	General Fund
	Lifeguard Services		0.56	Lifeguard I	General Fund

Subtotals 7.45 3.19
Grand Total 10.64

BUDGET OVERVIEW

TAXES & ASSESSMENTS

Taxes and Assessments by County

TAXES & ASSESSMENTS	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
ALAMEDA COUNTY:					
Property Taxes (1% Countywide Tax)	\$ 52,703,821	\$ 56,304,770	\$ 55,250,000	\$ 59,000,000	6.8%
Measure AA Property Tax (Bonds)	11,817,263	9,725,604	6,874,900	1,370,000	-80.1%
Measure WW Property Tax (Bonds)	695,283	1,777,514	1,734,800	12,174,000	601.8%
Measure CC Parcel Tax	2,475,269	2,474,838	2,439,815	2,458,560	0.8%
Total Property Taxes	67,691,636	70,282,726	66,299,515	75,002,560	13.1%
Two County Trail L&LD	2,438,151	2,440,424	2,475,273	2,411,800	
Five Canyon Zone of Benefit	41,722	41,732	42,500	41,200	
Dublin Hills Zone of Benefit	9,972	11,572	10,900	11,200	
Walpert Ridge Zone of Benefit	52,147	44,664	45,000	42,700	
Total Assessments	2,541,992	2,538,392	2,573,673	2,506,900	-2.6%
TOTAL ALAMEDA COUNTY	\$ 70,233,628	\$ 72,821,118	\$ 68,873,188	\$ 77,509,460	12.5%
Percent of Grand Total	57.8%	59.0%	57.2%	58.8%	
CONTRACOSTA COUNTY:					
Property Taxes (1% Countywide Tax)	\$ 38,094,170	\$ 38,649,307	\$ 41,210,000	\$ 40,300,000	-2.2%
Measure AA Property Tax (Bonds)	9,810,566	7,654,354	5,925,100	1,120,000	-81.1%
Measure WW Property Tax (Bonds)	561,257	1,374,722	1,495,200	9,941,000	564.9%
Measure CC Parcel Tax	705,891	707,905	675,185	693,440	2.7%
Total Property Taxes	49,171,885	48,386,288	49,305,485	52,054,440	5.6%
Two County Trail L&LD	1,524,556	1,539,696	1,494,727	1,478,200	
East Contra Costa County Trails	649,089	661,145	650,000	660,000	
San Ramon Hills Zone of Benefit	4,717	4,840	4,600	4,700	
Stone Valley Zone of Benefit	4,155	5,215	4,400	5,100	
Sibley Volcanic Zone of Benefit	13,576	6,346	6,200	6,300	
Total Assessments	2,196,093	2,217,242	2,159,927	2,154,300	-0.3%
TOTAL CONTRA COSTA COUNTY	\$ 51,367,978	\$ 50,603,530	\$ 51,465,412	\$ 54,208,740	5.3%
Percent of Grand Total	42.2%	41.0%	42.8%	41.2%	-3.8%
BOTH COUNTIES COMBINED:					
Property Taxes (1% Countywide Tax)	\$ 90,797,991	\$ 94,954,076	\$ 96,460,000	\$ 99,300,000	2.9%
Measure AA Property Tax (Bonds)	21,627,830	17,379,958	12,800,000	2,490,000	-80.5%
Measure WW Property Tax (Bonds)	1,256,540	3,152,237	3,230,000	22,115,000	584.7%
Measure CC Parcel Tax	3,181,160	3,182,743	3,115,000	3,152,000	1.2%
Total Property Taxes	116,863,521	118,669,014	115,605,000	127,057,000	9.9%
Two County Trail L&LD	3,962,707	3,980,120	3,970,000	3,890,000	-2.0%
East Contra Costa County Trails	649,089	661,145	650,000	660,000	1.5%
Five Canyon Zone of Benefit	41,722	41,732	42,500	41,200	-3.1%
Dublin Hills Zone of Benefit	9,972	11,572	10,900	11,200	2.8%
Walpert Ridge Zone of Benefit	52,147	44,664	45,000	42,700	-5.1%
San Ramon Hills Zone of Benefit	4,717	4,840	4,600	4,700	2.2%
Stone Valley Zone of Benefit	4,155	5,215	4,400	5,100	15.9%
Sibley Volcanic Zone of Benefit	13,576	6,346	6,200	6,300	1.6%
Total Assessments	4,738,085	4,755,634	4,733,600	4,661,200	-1.5%
GRAND TOTAL BOTH COUNTIES	\$ 121,601,606	\$ 123,424,648	\$ 120,338,600	\$ 131,718,200	9.5%

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	35.10	35.10	35.10
Measure CC Tax	-	12.00	-
Two County LLD	<u>5.44</u>	<u>5.44</u>	<u>-</u>
Total	<u>\$ 187.39</u>	<u>\$ 161.57</u>	<u>\$ 185.76</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	35.10	35.10	35.10
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>\$ 54.81</u>	<u>\$ 169.87</u>	<u>\$ 178.57</u>

These are approximate amounts for the 2013/14 tax year

Top Ten Property Tax Payers Ranked by Assessed Value*

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

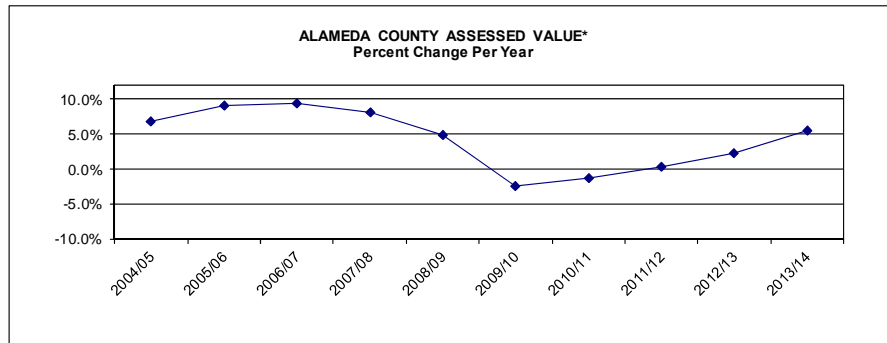
Alameda County		Contra Costa County	
Taxpayer	Assessed Value	Taxpayer	Assessed Value
Pacific Gas & Electric	\$ 1,590,102	Chevron USA	\$ 4,373,188
Kaiser Foundation Hospitals	1,179,499	Equilon/Shell Oil Co.	2,304,715
AT&T California	414,382	Pacific Gas & Electric	1,853,593
Apple Computer Inc	389,496	Tosco 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	\$0.30	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	\$0.80	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.
Measure WW Bonds	\$7.00	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	\$40.67	Per equivalent dwelling unit.	1,089 parcels in Castro Valley.
Dublin Hills Zone of Benefit	\$29.43	Per equivalent dwelling unit.	455 parcels in the City of Dublin.
Walpert Ridge Zone of Benefit	\$131.23	Per equivalent dwelling unit.	372 parcels in the ridge land above the City of Hayward.
San Ramon Hills Zone of Benefit	\$36.79	Per equivalent dwelling unit.	140 parcels in the western portion of the City of San Ramon.
Stone Valley Zone of Benefit	\$153.09	Per equivalent dwelling unit.	39 assessable parcels in Contra Costa County.
Sibley Volcanic Zone of Benefit	\$91.07	Per equivalent dwelling unit.	72 assessable parcels in Contra Costa County.

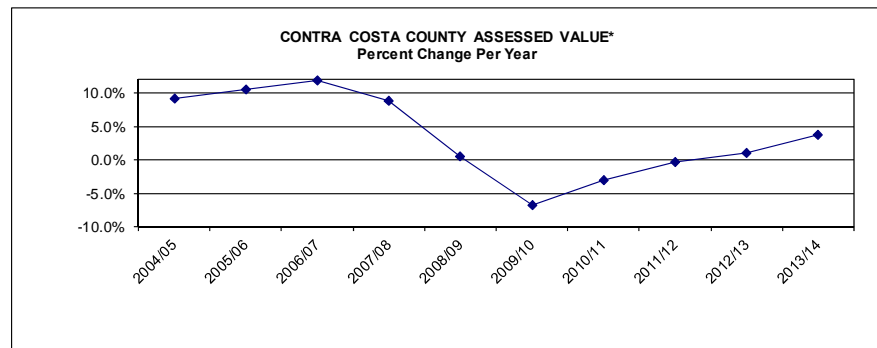
Assessed Value Trends



ALAMEDA COUNTY:

Assessed Valuation
% Change from Prior Year

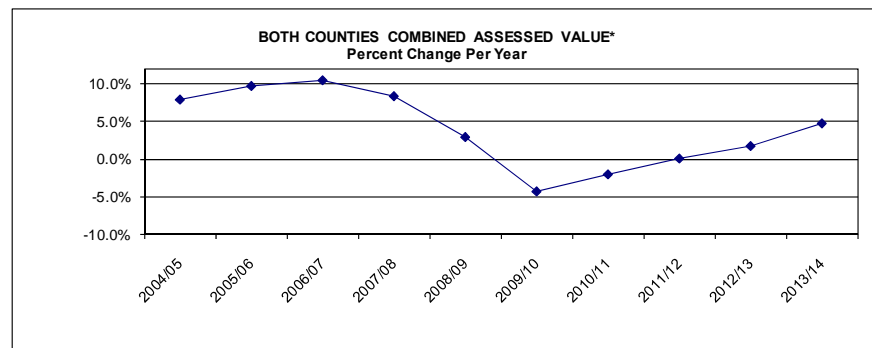
Year	Assessed Valuation	% Change from Prior Year
2010/11	\$ 199,024,101,613	-1.4%
2011/12	\$ 199,763,992,831	0.4%
2012/13	\$ 204,222,494,771	2.2%
2013/14	\$ 215,582,631,426	5.6%



CONTRA COSTA COUNTY:

Assessed Valuation
% Change from Prior Year

Year	Assessed Valuation	% Change from Prior Year
2010/11	\$ 145,762,060,270	-3.0%
2011/12	\$ 145,301,962,799	-0.3%
2012/13	\$ 146,718,224,341	1.0%
2013/14	\$ 152,153,210,093	3.7%



BOTH COUNTIES COMBINED:

Assessed Valuation
% Change from Prior Year

Year	Assessed Valuation	% Change from Prior Year
2010/11	\$ 344,786,161,883	-2.1%
2011/12	\$ 345,065,955,630	0.1%
2012/13	\$ 350,940,719,112	1.7%
2013/14	\$ 367,735,841,519	4.8%

*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

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
RESOURCES					
Revenues:					
Taxes & Assessments	\$ 90,797,991	\$ 94,954,076	\$ 96,460,000	\$ 99,300,000	
Charges for Services	8,860,074	8,931,295	8,182,900	8,606,500	
Property Usage	2,041,040	1,958,790	1,896,600	1,777,000	
Investment Earnings	581,285	453,194	900,000	500,000	
Grants/Inter-agency Agreements	706,576	214,373	244,400	238,400	
Miscellaneous	596,333	743,058	513,000	586,000	
Total Revenues	103,583,299	107,254,787	108,196,900	111,007,900	2.6%
Other Resources:					
Transfers In	940,581	1,851,910	459,400	45,900	
TOTAL RESOURCES	\$ 104,523,881	\$ 109,106,697	\$ 108,656,300	\$ 111,053,800	2.2%
USES					
Expenditures:					
Personnel Costs	\$ 69,628,229	\$ 71,009,125	\$ 75,814,240	\$ 79,012,070	
Supplies	6,577,875	7,079,362	7,351,100	7,960,630	
Services	10,856,965	11,325,183	13,404,750	14,203,800	
Capital Outlay/Equipment	1,149,871	973,224	374,000	1,344,610	
Grants/Inter-agency Agreements	200,000	327,931	200,000	232,000	
Debt Service	737,417	765,218	-	-	
Debt Service Interest	56,649	28,848	-	-	
Intra-District Charges	4,939,990	5,954,090	4,753,890	6,017,760	
Total Expenditures	94,146,996	97,462,981	101,897,980	108,770,870	6.7%
Other Uses:					
Transfers Out	8,055,310	9,358,083	6,537,540	11,233,030	
TOTAL USES	102,202,306	106,821,065	108,435,520	120,003,900	10.7%
Change in Fund Balance	2,321,575	2,285,632	220,780	(8,950,100)	
TOTAL	\$ 104,523,881	\$ 109,106,697	\$ 108,656,300	\$ 111,053,800	2.2%

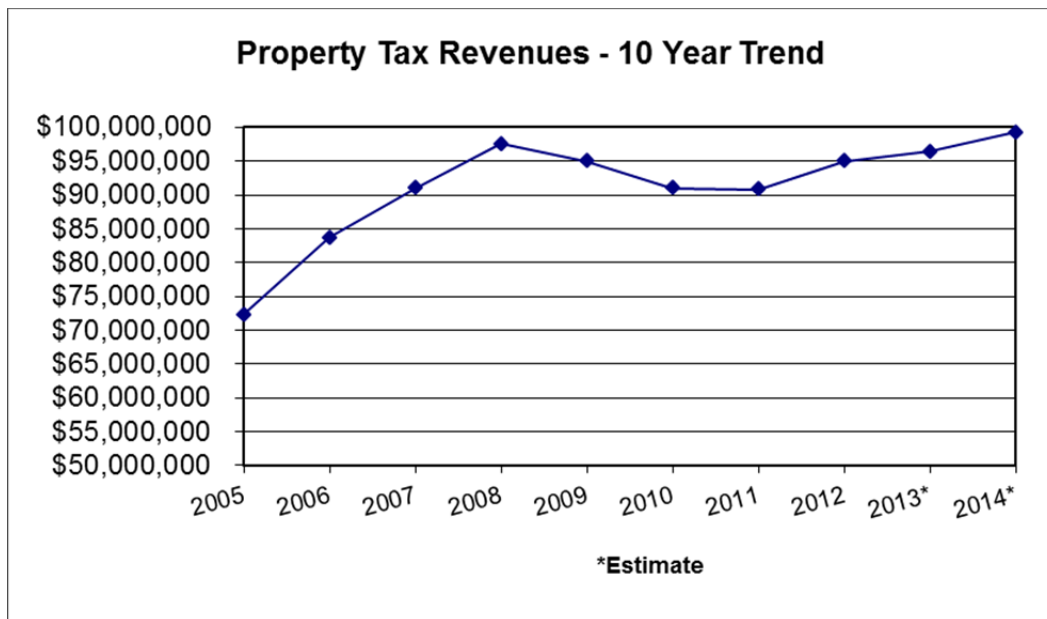
General Fund Budgeted Revenue Highlights

2014 General Fund operating revenues from all sources total \$111.0 million, including property taxes, charges for services, interest, property usage, inter-agency agreements, miscellaneous revenues and transfers in. The total revenue budget increased approximately \$2.8 million (2.6%) from the 2013 budgeted amount. Additional information for each major revenue budget category follows.

Taxes & Assessments

Property tax is the District's largest General Fund resource, representing 89% of all operating revenue. The 2014 property tax revenue budget of \$99.3 million includes secured, unsecured, supplemental, redevelopment agency pass-throughs, penalties and other taxes, less county collection fees. The amount is based on the assessed value (AV) of real and tangible property located within Alameda County (AC) and Contra Costa County (CCC).

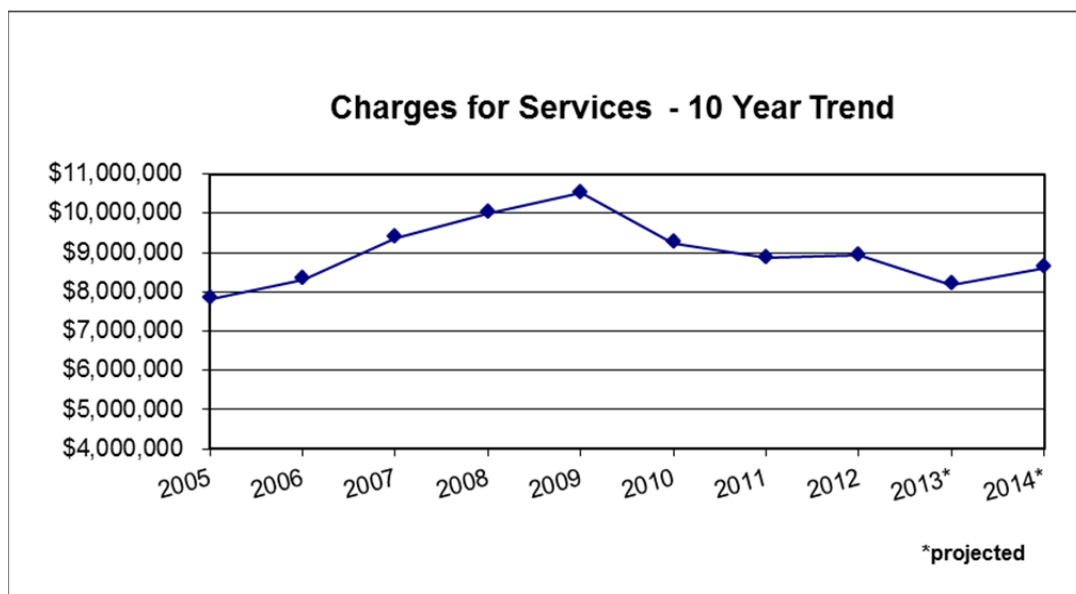
2013 actual property tax receipts increased significantly over recent years, which had been negatively impacted by the precipitous drop in real estate values. 2013 revenue increase was partially due to the rebounding AV, but also in large measure attributed to the demise of redevelopment (RDA). The State of California disbanded all RDAs at the beginning of 2012, and required that those agencies remit excess tax increment (over their current obligations) to the local agencies from which the tax increment had been previously shifted. \$3.2 million of 2013 receipts were related to additional payments received as a result of the demise of redevelopment. The amount of this revenue is impossible to forecast each year, as it depends upon each RDA's current liabilities compared to their current tax increment. The 2014 budget includes a conservative estimate of the RDA excess distributions.



Charges for Services

This category is the second largest revenue source for the General Fund, representing 8.0% of total revenues. The 2014 budgeted revenue is slightly greater than 2013, totals \$8.6 million, with the largest adjustment in recreation, parking, facilities rental and entry fees, and is comprised of the following major revenue sources:

- parking fees (\$2.0 million),
- fishing, camping and boating fees (\$1.2 million),
- concession fees (\$1.0 million),
- public safety fees (\$1.0 million),
- facility rentals (\$1.3 million),
- other minor revenue sources (\$2.1 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.

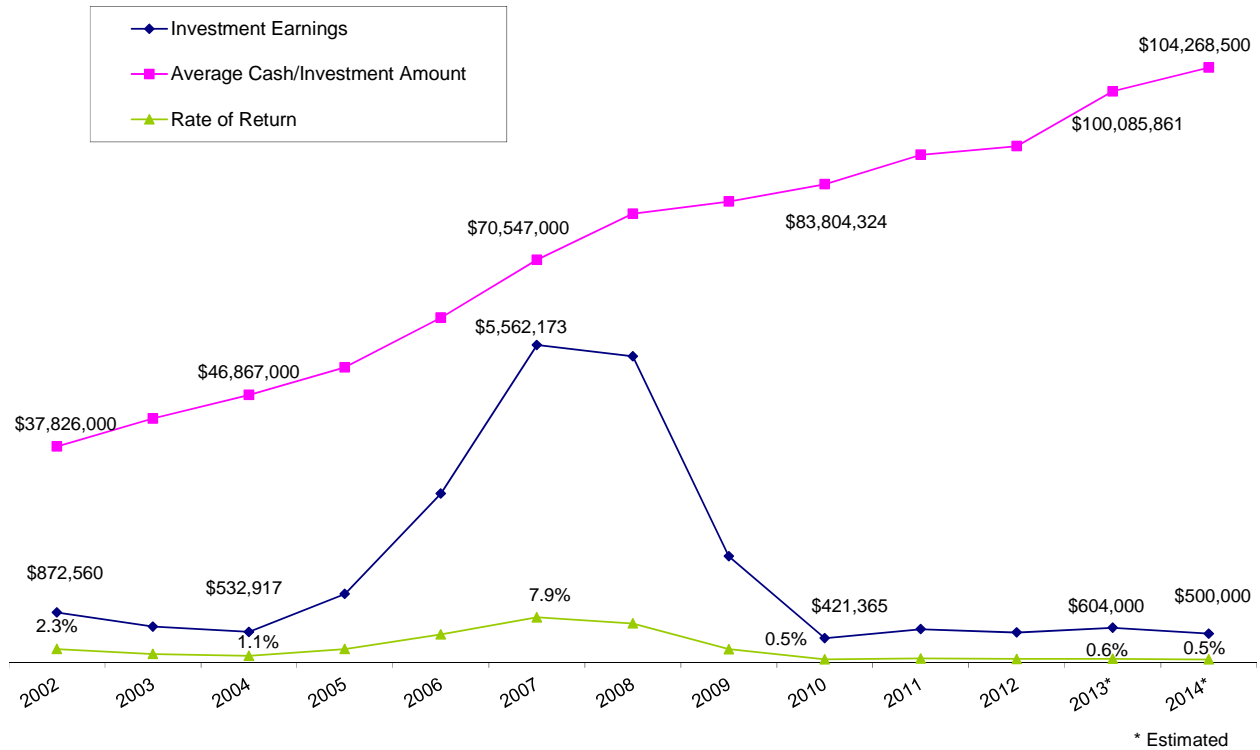
Investment Earnings

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.

2014 budgeted investment revenue is slightly below 2013. 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. According to the Federal Reserve Board the target range for the fed fund rate will remain between 0% and .25% until mid-2015. Accordingly, the

District has expanded investments into the area of corporate notes, commercial paper, certificates of deposit and state and local agency debt.

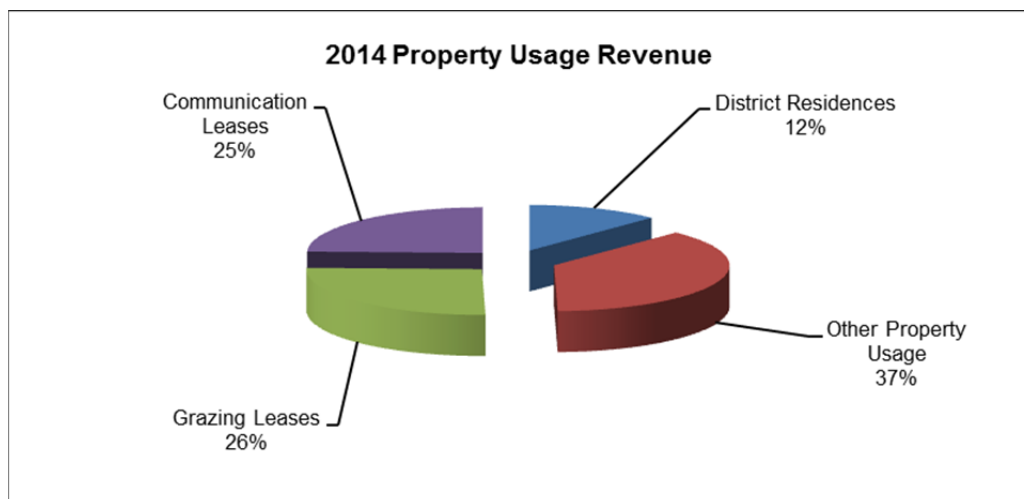
Cash/Investments/Investment Earnings/Rate of Return - 12 Year Comparison



For the General Fund in particular, cash has increased from approximately \$33 million 12 years ago to \$108.5 million at the end of 2013 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 2014 to be collected from property usage (communication site agreements, grazing agreements, District residences and other usages of District property) is slightly lower than 2013 in part due to reclassification of Oakland Strokes payments for utilities to “other revenue”.



Inter-agency Agreements

Budgeted revenue from inter-agency agreements is the same as the 2013 amount.

Miscellaneous

Miscellaneous revenue is budgeted slightly higher than 2013 due to an increase in budgeted revenue for special events.

Transfers

Budgeted transfers into the General Fund total \$45,900, a decrease from 2013 due to the elimination of transfer into the General Fund from the ECCC HCP Properties special revenue fund. Beginning in 2014 expenditures related to the ECCC HCP properties will be budgeted in the special revenue fund, not the General Fund.

General Fund Appropriation Highlights

General Fund operating expenditures total \$108.8 million for all uses, including personnel services, supplies, services, intra-District charges, inter-agency payments, equipment and transfers out. Total operating appropriations and transfers out increased significantly as a result of one-time appropriation expending \$9 million in unneeded fund balance previously committed for smoothing, plus \$1 million excess unassigned fund balance (as determined by 2013 General Fund Reserve (Unassigned) Fund Balance Policy).

Personnel Costs

Personnel costs accounts for the District's largest General Fund expenditure category, representing 66% of all General Fund appropriations (72% of operating appropriations). This category includes funding for all wages and wage-related benefits. Overall, this category increased 4.0% from 2013 levels as a result of wage and health insurance cost increases.

Details of all changes in General Fund FTEs are included in the Authorized Positions pages 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 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, 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

RESOURCES	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
Revenues:					
Taxes & Assessments	\$ 7,919,245	\$ 7,938,377	\$ 7,848,600	\$ 7,813,200	
Charges for Services	572,367	47,546	50,000	50,000	
Property Usage	485,213	575,669	549,800	549,800	
Investment Earnings	180,129	163,002	94,000	104,700	
Miscellaneous	251,193	59,404	27,000	27,000	
Total Revenues	9,408,147	8,783,999	8,569,400	8,544,700	-0.3%
Other Resources:					
Transfers In	14,361,921	13,516,966	17,267,780	16,825,400	
TOTAL RESOURCES	\$ 23,770,068	\$ 22,300,964	\$ 25,837,180	\$ 25,370,100	-1.8%
USES					
Expenditures:					
Personnel Services	\$ 4,810,901	\$ 4,845,487	\$ 4,357,980	\$ 4,898,070	12.4%
Supplies	189,309	218,786	221,880	168,070	-24.3%
Services	227,485	404,335	485,070	362,020	-25.4%
Capital Outlay/Equipment	12,830	71,164	-	-	
Grants/Inter-agency Agreements	13,605,797	13,001,599	17,100,000	16,900,000	-1.2%
Intra-District Charges	115,000	115,000	115,000	115,000	0.0%
Total Expenditures	18,961,322	18,656,371	22,279,930	22,443,160	0.7%
Other Uses:					
Transfers Out	3,916,362	3,384,574	3,693,530	2,122,110	
TOTAL USES	22,877,684	22,040,945	25,973,460	24,565,270	-5.4%
Change in Fund Balance	892,384	260,019	(136,280)	804,830	-690.6%
TOTAL	\$ 23,770,068	\$ 22,300,964	\$ 25,837,180	\$ 25,370,100	-1.8%

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	\$ 3,890,000	\$ 660,000	\$ 41,200	\$ 11,200
Investment Earnings	10,000	1,000	500	100
Total Revenues	3,900,000	661,000	41,700	11,300
TOTAL RESOURCES	\$ 3,900,000	\$ 661,000	\$ 41,700	\$ 11,300
USES				
Expenditures:				
Personnel Services	\$ 3,770,950	\$ 525,430	\$ 22,100	\$ 6,620
Supplies	85,650	1,080	1,250	2,100
Services	161,550	9,000	500	-
Grants/Inter-agency Agreements	-	115,000	-	-
Total Expenditures	4,018,150	650,510	23,850	8,720
Other Uses:				
TOTAL USES	4,018,150	650,510	23,850	8,720
Change in Fund Balance	(118,150)	10,490	17,850	2,580
TOTAL	\$ 3,900,000	\$ 661,000	\$ 41,700	\$ 11,300

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 amount 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 in 1996. The assessment amount 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. 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. There are currently 455 assessable parcels in 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	\$	42,700	\$	4,700	\$	3,152,000	\$	5,100
Investment Earnings		1,000		-		5,000		100
Total Revenues		43,700		4,700		3,157,000		5,200
TOTAL RESOURCES	\$	43,700	\$	4,700	\$	3,157,000	\$	5,200
USES								
Expenditures:								
Personnel Services	\$	25,110	\$	-	\$	-	\$	-
Supplies		4,520		500		-		630
Services		500		-		-		-
Grants/Inter-agency Agreements		-		-		100,000		-
Total Expenditures		30,130		500		100,000		630
Other Uses:								
Transfers Out		-		-		2,077,110		-
TOTAL USES		30,130		500		2,177,110		630
Change in Fund Balance		13,570		4,200		979,890		4,570
TOTAL	\$	43,700	\$	4,700	\$	3,157,000	\$	5,200

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

The Alameda County Walpert Ridge Zone of Benefit was established in 1998. There are 372 assessable parcels 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. 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 2014 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 Martin Luther King, Jr.,
- 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. There are 39 assessable parcels in this zone. The assessment is \$153.09 per year per equivalent dwelling unit.

Special Revenue Funds Detail, Continued

	Fund 228 Sibley Volcanic Zone of Benefit	Fund 253 Gifts Fund	Fund 254 Ardenwood Coyote Hills Trail	Fund 255 MLK Jr. Intern Program
RESOURCES				
Revenues:				
Taxes & Assessments	\$ 6,300	\$ -	\$ -	\$ -
Charges for Services	-	-	-	10,000
Investment Earnings	-	26,000	1,000	-
Miscellaneous	-	27,000	-	-
Total Revenues	6,300	53,000	1,000	10,000
TOTAL RESOURCES	\$ 6,300	\$ 53,000	\$ 1,000	\$ 10,000
USES				
Expenditures:				
Personnel Services	\$ -	\$ 24,140	\$ -	\$ -
Supplies	-	38,800	-	800
Services	-	1,500	-	6,200
Total Expenditures	-	64,440	-	7,000
Other Uses:				
Transfers Out	-	-	40,000	-
TOTAL USES	-	64,440	40,000	7,000
Change in Fund Balance	6,300	(11,440)	(39,000)	3,000
TOTAL	\$ 6,300	\$ 53,000	\$ 1,000	\$ 10,000

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

The Contra Costa County Sibley Volcanic Zone of Benefit was established in 2007. There are 72 units 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 \$1.8 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 2014 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.

Special Revenue Funds Detail, Continued

	Fund 257	Fund 258	Fund 259	Fund 270	Total Special
		McLaughlin	ECCC HCP	Measure WW	Revenue
	Mitigation	Eastshore	Properties	Local Grants	Funds
		State Park			
RESOURCES					
Revenues:					
Taxes & Assessments	\$ -	\$ -	\$ -	\$ -	\$ 7,813,200
Charges for Services	-	40,000	-	-	50,000
Property Usage	80,000	-	469,800	-	549,800
Investment Earnings	30,000	30,000	-	-	104,700
Miscellaneous	-	-	-	-	27,000
Total Revenues	110,000	70,000	469,800	-	8,544,700
Other Resources:					
Transfers In	25,400	-	-	16,800,000	16,825,400
TOTAL RESOURCES	\$ 135,400	\$ 70,000	\$ 469,800	\$ 16,800,000	\$ 25,370,100
USES					
Expenditures:					
Personnel Services	\$ 14,230	\$ 25,110	\$ 244,340	\$ 240,040	\$ 4,898,070
Supplies	6,050	1,490	20,200	5,000	168,070
Services	102,450	20,320	40,000	20,000	362,020
Grants/Inter-agency Agree	-	-	-	16,800,000	16,900,000
Intra-District Charges	-	-	-	-	115,000
Total Expenditures	122,730	46,920	304,540	17,065,040	22,443,160
Other Uses:					
Transfers Out	5,000	-	-	-	2,122,110
TOTAL USES	127,730	46,920	304,540	17,065,040	24,565,270
Change in Fund Balance	7,670	23,080	165,260	(265,040)	804,830
TOTAL	\$ 135,400	\$ 70,000	\$ 469,800	\$ 16,800,000	\$ 25,370,100

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.

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 2014 budget is the first 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 will be 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 270 – Measure WW Local Grant Fund

25% (\$125 million) of Measure WW 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. \$40 million is expected to be disbursed to local agencies by the end of 2013, with an additional \$17 million budgeted in 2014.

Measure WW Local Grant Funding as of December 31, 2013

Project	Agency	Project Description	Status	Budget	Disbursed	To Be Disbursed
310001	Alameda	Krusi Park Renovation	Approved	\$ 1,365,489	\$ -	\$ 1,365,489
310002	Alameda	Tillman Play Structure Replcmt	Approved	100,000	42,773	57,227
310003	Alameda	Tennis Courts Resurfacing	Approved	350,000	56,336	293,664
310004	Alameda	Boys & Girls Developmnt Center	Closed	1,000,000	1,000,000	-
310005	Alameda	Encinal Boat Ramp Bathroom	App Pending	284,511	-	284,511
310101	Albany	Ocean View Park Rubber Surface	Closed	18,676	18,676	-
310102	Albany	After School Rec Expansn&Reno1	Closed	117,982	117,982	-
310104	Albany	Waterfront "cove" Enhancement	Approved	50,000	-	50,000
310105	Albany	Dartmouth Tot Lot Rubber Surf	Closed	22,660	22,660	-
310106	Albany	Jewel's Terrace/Rubber Surface	Closed	12,917	12,917	-
313501	Ambrose	Ambrose Park Phase 1	Approved	1,127,177	-	1,127,177

Measure WW Local Grant Funding as of December 31, 2013, continued

Project	Agency	Project Description	Status	Budget	Disbursed	To Be Disbursed
311401	Antioch	Security Camera Program	Approved	311,200	220,845	90,355
311402	Antioch	Lone Tree Golf Range Light	Closed	241,861	241,861	-
311403	Antioch	Deerfield Park Playground Equi	Closed	73,984	73,984	-
311404	Antioch	Eagleridge Park Playground Eqp	Closed	82,808	82,808	-
311405	Antioch	Fishing Pier Pavilion	Approved	66,150	-	66,150
311406	Antioch	Prewett Park Lot & Landscape	Closed	357,378	357,378	-
311407	Antioch	Prewett Aquatics Center	Approved	420,000	336,000	84,000
311408	Antioch	Community Park Synthetic Turf	Approved	3,000,000	1,963,582	1,036,418
310201	Berkeley	Aquatic Park Habitat Restoratr	Approved	32,500	13,211	19,289
310202	Berkeley	Tom Bates Sports Complex Ph2A	Closed	63,121	63,121	-
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	18,153
310205	Berkeley	Terrace View Park Basketball	Approved	422,500	-	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	-	650,000
310208	Berkeley	Ohlone Dog Park Renovation	Approved	325,000	4,740	320,260
310209	Berkeley	Citywide Picnic Areas Improvem	Approved	138,100	-	138,100
310210	Berkeley	John Hinkel Park Amphitheater	Approved	617,500	-	617,500
310211	Berkeley	Grove Park Basketball Ct Reno	Approved	455,000	-	455,000
311501	Brentwood	Sommerset Commons	Closed	1,028,536	1,028,536	-
311502	Brentwood	King Park Dog Area Expansion	Closed	118,214	118,214	-
311503	Brentwood	Veterans Park Bocce Court Exp	Closed	190,310	190,310	-
311504	Brentwood	Veterans Park Universal Playg	Closed	249,848	249,848	-
311505	Brentwood	City-Wide Park Shades	Approved	425,000	-	425,000
311601	Clayton	Community Park Parking Lot	Closed	492,883	492,883	-
313701	Clyde M-16	Clyde Parks Improvements	Approved	36,321	-	36,321
311703	Concord	Playground Equip Replacement	Closed	309,000	309,000	-
311705	Concord	Hillcrest Park Maint Bldg	Closed	129,756	129,756	-
311707	Concord	Meadow Homes Spray Park&Restrm	Approved	1,050,600	1,050,600	-
311708	Concord	Demo Bldg & Install Eqp Sheltr	Approved	108,400	907	107,493
311709	Concord	Install Shade Structure Hillcr	Closed	109,500	109,500	-
311710	Concord	Replace Irrigation Sun Terrace	Closed	30,000	30,000	-
311711	Concord	Tennis Courts Resurfacing	Closed	90,916	90,916	-
311712	Concord	Willow Pass Sports Field	Closed	118,930	118,930	-
311713	Concord	Pave Loop Road at Camp Concord	Closed	375,926	375,926	-
311714	Concord	Upgrade Camp Bathhouse	Closed	483,000	483,000	-
311715	Concord	Playground Equip at Newhall	Approved	251,800	10,251	241,549
311716	Concord	Construct Bocce Courts/Baldwin	Closed	392,615	392,615	-
311717	Concord	Replace Electrical Pull Boxes	Approved	150,000	-	150,000
311718	Concord	ADA Barrier Removal/Baldwin	Approved	100,000	-	100,000
311719	Concord	Dog Park at Baldwin Park	Closed	101,448	101,448	-
311720	Concord	Tennis & Softball Field Lightg	Approved	500,000	258,033	241,967
311721	Concord	Replace Well Pump @ Ellis Lake	Approved	756,000	-	756,000
311722	Concord	Ygnacio Vly Park Electrical	Approved	137,000	-	137,000
311723	Concord	ADA Barrier Removal @ Parks	Approved	190,000	-	190,000
311704	Concord	Community Pool Mechanical Eqp	Approved	230,033	60,483	169,550
313801	Crockett	Pool Plumbing	Closed	207,144	207,144	-
311801	Danville	Veterans Memorial Bldg	Closed	1,897,488	1,897,488	-
314001	Discovery Bay	Cornell Park Playground Equip	Closed	111,648	111,648	-
314002	Discovery Bay	Community Center Acquisition	Approved	400,000	-	400,000
310301	Dublin	Fallon Sports Synthetic Turf	Closed	1,123,610	1,123,610	-
310302	Dublin	Dublin Sports Grounds Ph4	Closed	864,958	864,958	-
310303	Dublin	Tennis Court Renovation	Approved	156,549	-	156,549
314700	EBPRD	EBPRD 5 percent Admin WW Local	Approved	2,388,593	805,565	1,583,028

Measure WW Local Grant Funding as of December 31, 2013, continued

Project	Agency	Project Description	Status	Budget	Disbursed	To Be Disbursed
311901	El Cerrito	Cerrito Vista Park Play Equip	Closed	186,492	186,492	-
311902	El Cerrito	E.C. Alloc.-Tom Bates Sportsfl	Closed	13,796	13,796	-
311903	El Cerrito	Huber Park	App Pending	174,000	-	174,000
311904	El Cerrito	Creekside Park Lighting	Closed	104,109	104,109	-
310401	Emeryville	Horton Landing Park	Approved	194,572	38,914	155,658
310402	Emeryville	Joseph Emery Park Skate Spot	Approved	250,000	-	250,000
310501	Fremont	Citywide Play Area Upgrades	Closed	2,663,943	2,663,943	-
310502	Fremont	Tiny Tots Playarea Upgrades	Closed	424,162	424,162	-
310503	Fremont	Irrigation Controller Improvem	Approved	592,800	465,207	127,593
310504	Fremont	Patterson House Rehabilitation	Approved	759,000	453,945	305,055
310505	Fremont	City Wells Rehabilitation	Approved	748,360	587,813	160,547
310506	Fremont	Warm Springs Restroom/Rec Room	Approved	417,000	-	417,000
310507	Fremont	Central Park Turf & Poplar Ren	Approved	722,000	-	722,000
310508	Fremont	Vargas Plateau Phase II Constr	App Pending	1,800,000	-	1,800,000
313301	Green Valley	Pool Fence & Lighting	Closed	39,341	39,341	-
311201	HARD	Meek Park West Terrace	Closed	661,000	661,000	-
311202	HARD	Holland Park Development	Closed	900,000	900,000	-
311203	HARD	Manchester Property Acq	Closed	319,621	319,621	-
311204	HARD	HARD WW Local Gr HARD WW	Closed	54,866	54,866	-
311205	HARD	Castro Valley ADA Kitchen	Approved	30,000	-	30,000
311206	HARD	Castro Valley Park ADA Pathway	Approved	75,000	-	75,000
311207	HARD	Castro Valley Center HVAC Sys.	Approved	100,000	-	100,000
311208	HARD	Castro Valley Ctr ADA Playarea	Approved	75,000	-	75,000
311209	HARD	Earl Warren ADA Restroom Replm	Approved	225,000	-	225,000
311210	HARD	Meek Park ADA Restroom Replacm	Approved	225,000	-	225,000
311211	HARD	Morrisson Theatre ADA Restroom	Approved	250,000	-	250,000
311212	HARD	Valle Vista Park Property Acq	App Pending	665,000	-	665,000
311213	HARD	Botany Grounds Property Acq	App Pending	888,625	-	888,625
311214	HARD	Weekes Park ADA Tot Time Play	Approved	75,000	-	75,000
311215	HARD	Castro Vly Swim Ctr Filter&ADA	Approved	600,000	-	600,000
311216	HARD	Hampton Road Dog Park	Approved	200,000	-	200,000
311217	HARD	Birchfield Park ADA Restroom	Approved	225,000	-	225,000
312001	Hercules	EBRPD Acq Rancho El Pinole	Closed	200,000	200,000	-
312002	Hercules	Intermodal Bay Trail East Seg	Approved	911,728	-	911,728
314201	Kensington	Park Restroom	Closed	100,000	100,000	-
312101	Lafayette	Burton Ridge Trail Connector	Closed	300,000	300,000	-
312102	Lafayette	Acalanes Ridge Acquisition	Closed	391,650	391,650	-
312301	Moraga	Camino Pablo Fields	Closed	578,058	578,058	-
312302	Moraga	Pavilion Restroom Renovation	Approved	44,528	44,528	-
312303	Moraga	Rancho Laguna Park Play Struc	Closed	70,000	70,000	-
312304	Moraga	Commons Park Improvements	Approved	45,000	45,000	-
310601	Newark	Lakeshore Park Seawall	Approved	1,500,000	-	1,500,000
310701	Oakland	Caldecott Trail Ph1	Approved	1,000,000	6,567	993,433
310702	Oakland	East Oakland Sports Center	Approved	5,909,997	5,909,997	-
310703	Oakland	25th Street Mini Park	Approved	730,000	584,000	146,000
310705	Oakland	Central Reservoir	Approved	600,000	295,576	304,424
310706	Oakland	City Stables	Approved	500,000	344,755	155,245
310707	Oakland	Children's Fairyland Entryway	Approved	500,000	50,521	449,479
310708	Oakland	Oakland Feather River Camp	Approved	500,000	399,510	100,490
310710	Oakland	Morcom Rose Garden	Approved	1,700,000	1,324,737	375,263
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
310714	Oakland	Golden Gate Recreation Center	Approved	3,300,000	49,926	3,250,074

Measure WW Local Grant Funding as of December 31, 2013, continued

Project	Agency	Project Description	Status	Budget	Disbursed	To Be Disbursed
312802	Pleasant Hill RP	Build Teen Center	Closed	150,000	150,000	-
312803	Pleasant Hill RP	Community Center	Approved	1,203,984	880,000	323,984
312800	Pleasant Hill RP	Pool Resurfacing	Approved	392,363	392,363	-
310901	Pleasanton	Dolores Bengston Aquatic Ctr	Approved	3,171,377	-	3,171,377
312910	Richmond	Burg Park Restoration	Closed	350,000	350,000	-
312901	Richmond	Ferry Pt to Kaiser Trail Gap	Approved	300,000	-	300,000
312912	Richmond	Marina Bay Park Restroom	App Pending	350,510	-	350,510
312909	Richmond	Renovate Natatorium Phase 2	Closed	3,069,316	3,069,316	-
312908	Richmond	Rich.Alloc.-Tom Bates Sportfld	Closed	61,275	61,275	-
312914	Richmond	Shields-Reid Park Renovation	Approved	602,884	-	602,884
314401	Rodeo R-10	Lefty Gomez Park Improvement	Approved	456,305	-	456,305
311003	San Leandro	Asphalt Concrete Repair/Replac	Closed	568,020	568,020	-
311001	San Leandro	Asphalt Concrete Repairs	Closed	591,268	591,268	-
311008	San Leandro	Ball Park Locker/Restroom	Approved	471,075	-	471,075
311004	San Leandro	Marin Park Group Picnic Areas	Approved	988,000	56,313	931,686
311005	San Leandro	Marina Park Irrigation	Approved	622,000	225,330	396,669
311009	San Leandro	Resurface Skate Park	Approved	56,000	-	56,000
311010	San Leandro	Toyon Park Pathway Rehabilita	Approved	90,000	-	90,000
311006	San Leandro	Stenzel Bleacher Replacement	Approved	96,000	-	96,000
311007	San Leandro	Stenzel Park Drainage	Approved	179,000	-	179,000
311002	San Leandro	Toyon Park Play Equipment	Closed	79,633	79,633	-
313001	San Pablo	Community Center at Helms	Approved	1,000,000	-	1,000,000
313103	San Ramon	Central Playgrnd/Fountain Reno	Closed	580,000	580,000	-
313101	San Ramon	Forest Home Farms	Closed	330,104	330,104	-
313105	San Ramon	Olympic Pool Replastering	Closed	295,191	295,191	-
313106	San Ramon	Park Restroom Renovations	Closed	133,944	133,944	-
313102	San Ramon	Red Willow Playground	Closed	50,000	50,000	-
313107	San Ramon	Athan Downs Playground Renovation	Approved	345,000	275,702	69,297
311102	Union City	Union City Teen Center	Approved	2,000,000	-	2,000,000
311101	Union City	Replace Restroom Buildings	Approved	1,231,250	-	1,231,250
313201	Walnut Creek	Acquisition of Acalanes Ridge	Closed	391,650	391,650	-
313202	Walnut Creek	All Abilities Playground	Approved	350,000	-	350,000
				\$94,702,924	\$44,049,383	\$50,653,518

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DEBT SERVICE FUNDS

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

	<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>Change</u>
RESOURCES					
Revenues:					
Taxes & Assessments	\$ 22,884,370	\$ 20,532,194	\$ 16,030,000	\$ 24,605,000	
Investment Earnings	85,199	85,772	9,400	11,000	
Total Revenues	22,969,569	20,617,966	16,039,400	24,616,000	53.5%
Other Resources:					
Transfers In	1,218,000	1,154,090	1,435,520	1,432,800	
TOTAL RESOURCES	\$ 24,187,569	\$ 21,772,056	\$ 17,474,920	\$ 26,048,800	49.1%
USES					
Expenditures:					
Services	\$ 13,980	\$ 55,620	\$ 16,000	\$ 13,400	
Debt Service	24,420,000	18,250,000	14,415,000	25,400,000	
Debt Service Interest	6,206,000	5,211,140	5,488,590	7,468,950	
Total Expenditures	30,639,980	23,516,760	19,919,590	32,882,350	65.1%
Other Uses:					
Contributions to Another Fund	-	-	-	-	
Transfers Out	-	-	-	-	
TOTAL USES	30,639,980	23,516,760	19,919,590	32,882,350	65.1%
Change in Fund Balance	(6,452,411)	(1,744,704)	(2,444,670)	(6,833,550)	
TOTAL	\$ 24,187,569	\$ 21,772,056	\$ 17,474,920	\$ 26,048,800	49.1%

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.

Debt Service Funds Detail

	Fund 811	Fund 812	Fund 813	Total Debt Service Funds
	2012 Promissory Note	Measure AA Bonds	Measure WW Bonds	
RESOURCES				
Revenues:				
Taxes & Assessments	\$ -	\$ 2,490,000	\$ 22,115,000	\$ 24,605,000
Investment Earnings	-	10,000	1,000	11,000
Total Revenues	-	2,500,000	22,116,000	24,616,000
Other Resources:				
Transfers In	1,421,800	5,000	6,000	1,432,800
TOTAL RESOURCES	\$ 1,421,800	\$ 2,505,000	\$ 22,122,000	\$ 26,048,800
USES				
Expenditures:				
Services	\$ 1,100	\$ 5,000	\$ 7,300	\$ 13,400
Debt Service Principal	765,000	4,455,000	20,180,000	25,400,000
Debt Service Interest	655,700	914,500	5,898,750	7,468,950
Total Expenditures	1,421,800	5,374,500	26,086,050	32,882,350
Other Sources/Uses:				
TOTAL USES	1,421,800	5,374,500	26,086,050	32,882,350
Change in Fund Balance	-	(2,869,500)	(3,964,050)	(6,833,550)
TOTAL	\$ 1,421,800	\$ 2,505,000	\$ 22,122,000	\$ 26,048,800

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%. \$765,000 principal and \$655,617 interest are due in 2014. If the District had not issued these promissory notes, there would be no resources to fund required facility replacement and renovation. If the District were not obligated to pay this promissory note debt service, the resources could be used for operations in 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.

- 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 \$2,410,000, with \$1,175,000 principal and \$120,500 interest due in 2014. The 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 \$16,180,000, with \$3,280,000 principal and \$794,000 interest due in 2014. The bonds mature in 2018.

Fund 813 – Measure WW Bonds Fund

In November 2008 voters of AC and CCC 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 \$80,000,000, with \$3,840,000 principal, and \$3,230,275 of interest due in 2014. 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%. Principal of \$16,340,000 and interest of \$2,668,439 are due in 2014.

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

2012 Promissory Notes			
Year	Principal	Interest	Total
2014	\$ 765,000	\$ 655,618	\$ 1,420,618
2015	785,000	636,293	1,421,293
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	\$ 24,385,000	\$ 9,711,429	\$ 34,096,429
Measure AA 2006 Refunding Bonds			
Year	Principal	Interest	Total
2014	\$ 1,175,000	\$ 120,500	\$ 1,295,500
2015	1,235,000	61,750	1,296,750
Total	\$ 2,410,000	\$ 182,250	\$ 2,592,250
Measure AA 2008 Refunding Bonds			
Year	Principal	Interest	Total
2014	\$ 3,280,000	\$ 794,000	\$ 4,074,000
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	\$ 16,180,000	\$ 2,310,500	\$ 18,490,500

Scheduled principal and interest payments, continued:

Measure WW Series 2009A			
Year	Principal	Interest	Total
2014	\$ 3,840,000	\$ 3,230,275	\$ 7,070,275
2015	3,945,000	3,124,600	7,069,600
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	6,735,000	335,500	7,070,500
Total	\$ 80,000,000	\$ 33,137,275	\$ 113,137,275
Measure WW Series 2013A			
Year	Principal	Interest	Total
2014	\$ 16,340,000	\$ 2,668,440	\$ 19,008,440
2015	17,435,000	1,966,677	19,401,677
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	10,690,000	1,327,028	12,017,028
Total	\$ 80,000,000	\$ 18,966,364	\$ 98,966,364
Grand Total Debt Service			
Year	Principal	Interest	Total
2014	\$ 25,400,000	\$ 7,468,833	\$ 32,868,833
2015	26,830,000	6,434,320	33,264,320
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	5,305,000	377,738	5,682,738
Grand Total	\$ 202,975,000	\$ 64,307,818	\$ 267,282,818

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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

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
RESOURCES					
Revenues:					
Taxes & Assessments		-			
Charges for Services	\$ 9,650,222	\$ 11,054,271	\$ 10,457,340	\$ 11,436,210	
Investment Earnings	267,157	287,805	255,100	210,000	
Miscellaneous	1,292,823	618,079	110,000	40,000	
Total Revenues	11,210,202	11,960,155	10,822,440	11,686,210	8.0%
Other Resources:					
Transfers In	3,000,000	3,001,000	2,000,000	6,000,000	
TOTAL RESOURCES	\$ 14,210,202	\$ 14,961,155	\$ 12,822,440	\$ 17,686,210	37.9%
USES					
Expenditures:					
Personnel Services	\$ 7,119,458	\$ 3,849,295	\$ 3,870,210	\$ 3,967,370	
Supplies	406,911	40,882	2,000	2,000	
Services	5,830,208	3,224,719	6,211,000	6,487,600	
Capital Outlay/Equipment	0	-	138,000	315,000	
Total Expenditures	13,356,577	7,114,895	10,221,210	10,771,970	5.4%
Other Uses:					
Transfers Out	1,161,266	2,335,296	1,132,000	1,075,000	
TOTAL USES	14,517,842	9,450,192	11,353,210	11,846,970	4.3%
Change in Net Assets	(307,640)	5,510,963	1,469,230	5,839,240	N/A
TOTAL	\$ 14,210,202	\$ 14,961,155	\$ 12,822,440	\$ 17,686,210	37.9%

Note: 2011 actuals include staff expenses related to the Tilden Corp Yard Fire recovery.

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'	Major Infrastructure	Major Equipment
	Compensation	Renovation & Replacement	Replacement
RESOURCES			
Revenues:			
Charges for Services	\$ 3,528,450	\$ -	\$ 1,267,060
Investment Earnings	80,000	20,000	60,000
Total Revenues	3,608,450	20,000	1,327,060
Other Resources:			
Transfers In	-	6,000,000	-
TOTAL RESOURCES	\$ 3,608,450	\$ 6,020,000	\$ 1,327,060
USES			
Expenditures:			
Personnel Services	\$ 663,800	\$ -	\$ -
Services	3,062,500	-	-
Capital Outlay/Equipment	-	-	315,000
Total Expenditures	3,726,300	-	315,000
Other Uses:			
Transfers Out	-	1,075,000	-
TOTAL USES	3,726,300	1,075,000	315,000
Change in Net Assets	(117,850)	4,945,000	1,012,060
TOTAL	\$ 3,608,450	\$ 6,020,000	\$ 1,327,060

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 \$3.5 million will be collected during 2014 to fund this activity. The workers' compensation rate charged via payroll has increased from 5.74% in 2010 and 2011, to 7% in 2012 and 2013. 2014 rate is 7.5%. Actual revenue may vary from the budgeted amount depending on actual wages paid.

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, corresponds to the Major Equipment Replacement Fund, but will fund costs associated with major infrastructure renovation or replacement.

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).

At this point funding is accumulating via transfers from the General Fund.

Fund 554 – Major Equipment Replacement Fund

This fund accounts for the purchase of replacement for large items of equipment 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 in 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 \$1.267 million budgeted revenue is received from departments (mostly in 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 2014 planned equipment purchases follow:

2014 Major Equipment Replacements

Division	Asset ID	Equipment Description	Appropriation
Operations	715	Tractor-John Deere, large	170,000
Operations	591	Asphalt Paver-Lee Boy	145,000
Total Major Equipment Replacement Appropriations			\$ 315,000

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	\$ 4,853,000	\$ 11,436,210
Investment Earnings	40,000	10,000	210,000
Miscellaneous	40,000	-	40,000
Total Revenues	1,867,700	4,863,000	11,686,210
Other Resources:			
Transfers In	-	-	6,000,000
TOTAL RESOURCES	\$ 1,867,700	\$ 4,863,000	\$ 17,686,210
USES			
Expenditures:			
Personnel Services	\$ 305,570	\$ 2,998,000	\$ 3,967,370
Supplies	2,000	-	2,000
Services	1,560,100	1,865,000	6,487,600
Capital Outlay/Equipment	-	-	315,000
Total Expenditures	1,867,670	4,863,000	10,771,970
Other Uses:			
Transfers Out	-	-	1,075,000
TOTAL USES	1,867,670	4,863,000	11,846,970
Change in Net Assets	30	-	5,839,240
TOTAL	\$ 1,867,700	\$ 4,863,000	\$ 17,686,210

Fund 555 – General Liability Fund

This fund provides for the risk financing activity related to District's exposure to general risks. It 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 based upon the Risk Manager's 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. Divisional costs generated through payroll based charges total \$1.760 million, and intra-District charges, total \$3.963 million.

Payroll charges for dental benefits have grown from \$62.12 (in 2010) for one month of individual coverage, increasing to \$65.13 and \$65.34 in 2013 and 2014 respectively. Unemployment has remained consistent over the past 5 years at .01123 of payroll, and was lowered to .011 in the 2014 budget.

Allocation of Intra-District Charges by Division

	Fund 552	Fund 553	Fund 554	Fund 555	Fund 556	
		Major	Major			
Intra-District Charges	Workers' Compensation	Infrastructure Renovation & Replacement	Equipment Replacement	General Liability	Employee Benefits	Total Internal Service Funds
Payroll Generated	\$ 3,528,450	\$ -	\$ -	\$ -	\$ 1,760,000	\$ 5,288,450
Legislative/Executive	-	-	-	-	34,700	34,700
Finance/Management Svc	-	-	3,000	-	228,400	231,400
Human Resources	-	-	-	-	103,600	103,600
Land	-	-	-	-	44,700	44,700
Legal	-	-	-	178,770	10,400	189,170
Operations	-	-	695,860	1,072,620	1,820,200	3,588,680
Plan/Steward/Develop	-	-	22,600	-	277,200	299,800
Public Affairs	-	-	-	-	59,500	59,500
Public Safety	-	-	545,600	536,310	384,300	1,466,210
Total Intra-District Charges	\$ 3,528,450	\$ -	\$ 1,267,060	\$ 1,787,700	\$ 4,723,000	\$ 11,306,210

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 in compliance with GASB 34.

Interest earnings are budgeted at the beginning of the year. Uses of accumulated investment earnings are budgeted as transfer out to the Mitigation Fund.

Permanent Funds Year-by-Year Comparison

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
RESOURCES					
Revenues:					
Investment Earnings	\$ 32,587	\$ 37,352	\$ 37,400	\$ 27,400	
Miscellaneous	-	845,602	-	-	
Total Revenues	32,587	882,953	37,400	27,400	-26.7%
Other Resources:					
Transfers In	-	-	-	-	
TOTAL RESOURCES	\$ 32,587	\$ 882,953	\$ 37,400	\$ 27,400	-26.7%
USES					
Expenditures:					
Personnel Services	\$ -	\$ -	\$ -	\$ -	
Total Expenditures	-	-	-	-	N/A
Other Uses:					
Transfers Out	23,000	30,000	19,000	26,300	
TOTAL USES	23,000	30,000	19,000	26,300	38.4%
Change in Fund Balance	9,587	852,953	18,400	1,100	
TOTAL	\$ 32,587	\$ 882,953	\$ 37,400	\$ 27,400	-26.7%

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
Total Revenues	1,500	4,000	3,000	500
Other Resources:				
TOTAL RESOURCES	\$ 1,500	\$ 4,000	\$ 3,000	\$ 500
USES				
Expenditures:				
Personnel Services	\$ -	\$ -	\$ -	\$ -
Total Expenditures	-	-	-	-
Other Uses:				
Transfers Out	\$ -	\$ 5,000	\$ 4,000	\$ 800
TOTAL USES	-	5,000	4,000	800
Change in Fund Balance	1,500	(1,000)	(1,000)	(300)
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 ESSP-Berkeley Meadow Ph2	Fund 640 Hayward Shoreline Ora Loma	Fund 641 Hayward Shoreline	Fund 650 Morgan Territory- Elworthy
RESOURCES				
Revenues:				
Investment Earnings	\$ 3,000	\$ 5,000	\$ 400	\$ 3,000
Total Revenues	3,000	5,000	400	3,000
Other Resources:				
Transfers In	\$ -	\$ -	\$ -	\$ -
TOTAL RESOURCES	\$ 3,000	\$ 5,000	\$ 400	\$ 3,000
USES				
Expenditures:				
Personnel Services	\$ -	\$ -	\$ -	\$ -
Total Expenditures	-	-	-	-
Other Uses:				
Transfers Out	\$ 4,000	\$ 5,000	\$ 600	\$ 4,000
TOTAL USES	4,000	5,000	600	4,000
Change in Fund Balance	(1,000)	-	(200)	(1,000)
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

\$391,575 was provided by Shapell Industries to the District in 2002 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	\$ 2,000	\$ -	\$ -	\$ 900	\$ 26,300
TOTAL USES	2,000	-	-	900	26,300
Change in Fund Balance	(1,000)	-	4,000	1,100	1,100
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

\$28,000 was received in May 2012 from Livermore Toyota for the Livermore Toyota Project. Interest revenue is anticipated to be negligible and has not been budgeted in 2014.

Fund 671 – Doolan Canyon-El Charro

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

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

\$317,520 was received during 2012 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. Detailed schedules of projects are provided in the annual budgets' supplementary edition, Projects Budget Five Year Expenditure Plan.

Projects Funds Year-by-Year Comparison

RESOURCES	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
Revenues:					
Charges for Services	\$ 15,518	\$ 18,846	\$ -	\$ -	
Property Usage	8,225	5,550	-	-	
Investment Earnings	564,739	178,778	320,000	220,000	
Grants/Inter-agency Agreements	23,246,159	9,984,862	221,000	221,000	
Miscellaneous	1,291,383	4,438,965	-	500	
Total Revenues	25,126,024	14,627,000	541,000	441,500	-18.4%
Other Resources:					
Debt Issuance	-	25,382,673	-	-	
Transfers In	21,227,826	10,262,587	13,723,150	12,493,810	
TOTAL RESOURCES	\$ 46,353,850	\$ 50,272,260	\$ 14,264,150	\$ 12,935,310	-9.3%
USES					
Expenditures:					
Personnel Services	\$ 4,814,416	\$ 5,032,547	\$ 6,302,560	\$ 6,858,050	
Supplies	427,789	456,343	146,000	189,200	
Services	6,188,586	5,645,443	3,148,210	2,413,110	
Capital Outlay/Equipment	31,743,953	24,126,813	7,394,700	7,475,680	
Grants/Inter-agency Agreements	145,501	-	-	-	
Debt Service Interest	-	511,003	-	-	
Total Expenditures	43,320,244	35,772,149	16,991,470	16,936,040	-0.3%
Other Uses:					
Transfers Out	27,592,390	14,678,599	23,503,780	22,341,470	
TOTAL USES	70,912,634	50,450,748	40,495,250	39,277,510	-3.0%
Change in Fund Balance	(24,558,784)	(178,487)	(26,231,100)	(26,342,200)	0.4%
TOTAL	\$ 46,353,850	\$ 50,272,260	\$ 14,264,150	\$ 12,935,310	-9.3%

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

RESOURCES	<u>Projects Funds Detail</u>		
	Fund 333	Fund 335	Fund 336
	Capital Projects	Measure AA Project Funds	Other Than Asset Projects
Revenues:			
Investment Earnings	\$ -	\$ 60,000	\$ -
Grants/Inter-agency Agreements	-	-	221,000
Miscellaneous	-	-	500
Total Revenues	-	60,000	221,500
Other Resources:			
Transfers In	6,431,450	-	6,062,360
TOTAL RESOURCES	\$ 6,431,450	\$ 60,000	\$ 6,283,860
USES			
Expenditures:			
Personnel Services	\$ 1,555,250	\$ -	\$ 5,302,800
Supplies	-	-	189,200
Services	-	12,000	2,304,110
Capital Outlay/Equipment	7,423,580	-	52,100
Total Expenditures	8,978,830	12,000	7,848,210
Other Sources/Uses:			
Transfers Out	-	175,000	-
TOTAL USES	8,978,830	187,000	7,848,210
Change in Fund Balance	(2,547,380)	(127,000)	(1,564,350)
TOTAL	\$ 6,431,450	\$ 60,000	\$ 6,283,860

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 2013, as appropriations to projects fluctuate from year to year depending upon planned activity in each project.

Fund 335 – Measure AA Bond Proceeds

When Measure AA bonds were issued, the bond proceeds were recorded in Fund 335. As they are required for capital and OTA projects, the proceeds are transferred out of Fund 335 into Fund 333 or 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 2014 new appropriations for the OTA fund include fire fuel management, ADA improvements, quagga mussel inspection, 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		-		-	500
Total Revenues		150,000		10,000	441,500
Other Resources:					
Transfers In		-		-	12,493,810
TOTAL RESOURCES	\$	150,000	\$	10,000	\$ 12,935,310
USES					
Expenditures:					
Personnel Services	\$	-	\$	-	\$ 6,858,050
Supplies		-		-	189,200
Services		87,000		10,000	2,413,110
Capital Outlay/Equipment		-		-	7,475,680
Total Expenditures		87,000		10,000	16,936,040
Other Sources/Uses:					
Transfers Out		22,050,000		116,470	22,341,470
TOTAL USES		22,137,000		126,470	39,277,510
Change in Fund Balance		(21,987,000)		(116,470)	(26,342,200)
TOTAL	\$	150,000	\$	10,000	\$ 12,935,310

**Total 2014 budgeted expenditures in the General Ledger exceed new 2014 project funding because some projects retain unspent appropriations from prior years.

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 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 Funds 270, 333 or 336.

Fund 338 – 2012 Promissory Note Proceeds

\$25 million of promissory notes 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 Fund 338 to project funds.

Summary of 2014 Project Budget Appropriations

Project Location/Name	Grants and Other***	Measure AA / WW Bonds	Measure CC	General Fund	Total
Brooks Island Enhance Tern Nesting Area			\$ 22,080		\$ 22,080
Chabot Fuel Break Management			156,000		156,000
Chabot Fuel Break Management			74,000		74,000
Crab Cove-Operate Visitor Center			115,900		115,900
Crown Beach Operate Triangle Park-Operations			74,280		74,280
Crown Beach Operate Triangle Park-Public Safety			34,240		34,240
District Wide Access Improvements (Peralta Oaks)				330,000	330,000
District Wide Computer Network Infrastructure				146,000	146,000
District Wide Control Spartina				30,000	30,000
District Wide Future Preliminary Acquisition	42,120				42,120
District Wide Future Preliminary Acquisition	1,000,000				1,000,000
District Wide Future Preliminary Acquisition		5,000,000			5,000,000
District Wide Future Preliminary Acquisition		175,000			175,000
District Wide Future Preliminary Acquisition	50,000				50,000
District Wide Future Preliminary Acquisition		250,000			250,000
District Wide Improve Elevator Safety (Peralta Oaks)				124,100	124,100
District Wide Manage Major Maintenance Program	116,470				116,470
District Wide Monitor Sand Replacement Results				66,670	66,670
District Wide Pave Roads & Trails	1,000,000				1,000,000
District Wide Preliminary Design Project				2,279,760	2,279,760
District Wide Prepare Engineering Report			16,200		16,200
District Wide Remodel Finance Offices				45,900	45,900
District Wide Replace 911 Communication Center				195,800	195,800
District Wide Telephone Replacement				12,000	12,000
District Wide Treat Avian Disease				10,000	10,000
District Wide Vaults & Sewers				25,000	25,000
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
District Wide Asset Study	75,000				75,000
Eastshore-Operate and Police Landbanked Property-Stewardship			11,320		11,320
Eastshore-Operate Landbanked Property-Operations			233,530		233,530
Eastshore-Police Landbanked Property-Operations			149,590		149,590
Hayward Shoreline Spartina Control			5,660		5,660
Martin Luther King Jr Improve Access-Main. and Skilled Trades			26,240		26,240
Martin Luther King Jr Improve Access-Operations			107,710		107,710
Martin Luther King Jr Improve Access-Public Safety			77,640		77,640
Miller/Knox Add Restrooms			200,650		200,650
Point Pinole Black Rail Bird Habitat			15,970		15,970
Point Pinole Eucalyptus Control			42,460		42,460
Point Pinole Patrol New Trail Segment-Main. and Skilled Trades			6,930		6,930
Point Pinole Patrol New Trail Segment-Operations			21,830		21,830
Point Pinole Patrol New Trail Segment-Public Safety			15,530		15,530
Point Pinole Restore Grassland and Plants			58,630		58,630

Summary of 2014 Project Budget Appropriations, continued

Project Location/Name	Grants and Other***	Measure AA / WW Bonds	Measure CC	General Fund	Total
Redwood Fuel Break Management			97,000		97,000
Redwood Fuel Tank Remediation				35,000	35,000
Sibley/Claremont /Huckle. Remove Red Gum			2,500		2,500
Sibley/Claremont Complete Trail System and Maintenance*			16,190		16,190
Sibley/Claremont Complete Trail System and Operate			(30,860)		(30,860)
Sibley/Claremont Complete Trail System and Public Safety*			14,670		14,670
Sibley/Claremont Fuel Management			81,000		81,000
Sibley/Claremont Operate Property-Maint. and Skilled Trades			1,110		1,110
Sibley/Claremont Operate Landbanked Property-Operations			24,620		24,620
Sibley/Claremont Operate Landbanked Property-Public Safety			6,220		6,220
Wildcat Canyon Gravel			100,000		100,000
Wildcat/Alvarado Fuel Management			12,000		12,000
Wildcat/Alvarado Fuel Management			201,500		201,500
Wildcat/Alvarado Study Watershed Sediment			29,500		29,500
Wildcat/Alvarado Toilet & Sewer Improvements			10,000		10,000
Zone One Prepare Environmental Documents			45,270		45,270
Totals	\$ 2,283,590	\$ 5,425,000	\$ 2,077,110	\$ 3,800,230	\$ 13,585,930 **

Key for Project Appropriations:

*Project new in 2014.

**Total of all 2014 Project appropriations (page 104) exceed 2014 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	
	MLK Jr. Shore.-Damon Slough	900	Weed control and other maintenance.	
	Mitigation	<u>5,000</u>	Feral pig control	
		45,900	Total General Fund	
Mitigation	Brushy Peak-Dyer	5,000	Resource Enhancement Program	
	Brushy Peak-Weaver	4,000	Resource Enhancement Program	
	ESSP Berk Meadows Phase I	800	Resource Enhancement Program	
	ESSP Berk Meadows Phase II	4,000	Resource Enhancement Program	
	Hayward Shore-Ora Loma	5,000	Resource Enhancement Program	
	Hayward Shore- Any- Non-Dept.	600	Resource Enhancement Program	
	Morgan Territory-Elworthy	4,000	Resource Enhancement Program	
	Morgan Territory-Any Non-Dept.	<u>2,000</u>	Resource Enhancement Program	
	25,400	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	1,421,800	Debt Service and admin fees	
Measure AA	General Fund	5,000	Administrative fees	
Measure WW	General Fund	<u>6,000</u>	Administrative fees	
		1,432,800	Total debt service funds	
Major Infra Reno/Replace	General Fund	1,000,000	District Wide paving program	
		<u>5,000,000</u>	Unallocated infrastructure renovation/replacement	
		6,000,000	Total Major Infrastructure Renovation/Replacement	
Capital Projects	General Fund	124,100	District Wide Peralta Oaks elevator	
		45,900	District Wide Peralta Oaks Finance reconfiguration	
		330,000	District Wide Peralta Oaks parking lot	
		<u>195,800</u>	District Wide 911 Communication Center	
		695,800	Subtotal	
		Measure AA Project Funds	175,000	Future Preliminary Acquisitions
	Measure CC		200,650	# Miller/Knox Renovate Public Access
			100,000	Wildcat Canyon Gravel 2 miles; trail improvements
		<u>10,000</u>	# Wildcat/Alvarado Sewer Improvements	
			310,650	Subtotal
		Measure WW Project Funds	250,000	Future Preliminary Acquisition Studies
			<u>5,000,000</u>	Future Preliminary Acquisitions
			<u>5,250,000</u>	Subtotal
		6,431,450	Total Capital Projects Fund	

Transfers In, continued

To Fund	From Fund	Amount	Purpose	
Other Than Assets	General Fund	66,670	Crown Beach Monitor Sand Replacement Results	
		146,000	District Wide Computer Network Infrastructure	
		30,000	District Wide Control Spartina	
		2,279,760	District Wide Preliminary Design Project	
		12,000	District Wide Telephone Replacement	
		10,000	District Wide Treat Avian Disease	
		25,000	District Wide Vaults and Sewers	
		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>3,104,430</u>	Subtotal		
	Measure CC		22,080	Brooks Island Enhance Tern Nesting Area
			156,000	Chabot Fuel Break Management
			74,000	Chabot Fuel Break Management
			115,900	Crab Cove-Operate Visitor Center
			74,280	Crown Beach Operate Triangle Park-Operations
			34,240	Crown Beach Operate Triangle Park-Public Safety
			45,270	District Wide Fire Reduction EIR
			16,200	District Wide Prepare Engineering Report
			233,530	Eastshore-Operate Landbanked Property-Operations
			11,320	Eastshore-Operate Landbanked Property-Stewardship
			149,590	Eastshore-Police Landbanked Property-Public Safety
			5,660	Hayward Shoreline Spartina Control
			26,240	Martin Luther King Jr Improve Access-MAST
			107,710	Martin Luther King Jr Improve Access-Operations
			77,640	Martin Luther King Jr Improve Access-Public Safety
			15,970	Point Pinole Black Rail Bird Habitat
			42,460	Point Pinole Eucalyptus Control
			6,930	Point Pinole Patrol New Trail Segment-MAST
			21,830	Point Pinole Patrol New Trail Segment-Operations
			15,530	Point Pinole Patrol New Trail Segment-Public Safety
			58,630	Point Pinole Restore Grasslands and Plants
97,000			Redwood Fuel Break Management	
2,500			Sibley/Claremont Remove Red Gum Trees	
81,000			Sibley/Claremont Fuel Management	
1,110			Sibley/Claremont Operate Property-MAST	
24,620			Sibley/Claremont Operate Property Operations	
6,220			Sibley/Claremont Operate Property Public Safety	
12,000	Wildcat/Alvarado Fuel Management			
201,500	Wildcat/Alvarado Fuel Management			
29,500	Wildcat/Alvarado Study Watershed Sediment			
<u>1,766,460</u>	Subtotal			
2012 Promissory Note Proceeds		116,470	Manage Renovation and Repairs	
Major Infra Reno/Replace		1,000,000	District Wide Paving Roads and Trails	
		75,000	District Wide Asset Study	
		<u>1,075,000</u>	Subtotal	
		<u>6,062,360</u>	Total Other Than Assets Fund	
		<u>\$ 36,797,910</u>	Total Transfers In	

Transfers Out

From Fund	To Fund	Amount	Purpose	
General Fund	Debt Service Funds:			
	2012 Promissory Note	1,421,800	Debt service and administrative fees	
	Measure AA	5,000	Administrative fees	
	Measure WW	<u>6,000</u>	Administrative fees	
		1,432,800	Subtotal	
	Major Infra Reno/Replace	1,000,000	District Wide paving program	
		<u>5,000,000</u>	Unallocated infrastructure renovation/replacement	
		6,000,000	Subtotal	
	Capital Projects	124,100	District Wide Peralta Oaks elevator	
		45,900	District Wide Peralta Oaks Finance reconfiguration	
		330,000	District Wide Peralta Oaks parking lot	
		<u>195,800</u>	District Wide 911 Communication Center	
		695,800	Subtotal	
	Other Than Assets	146,000	Computer Network Infrastructure	
		66,670	Crown Beach Monitor Sand Replacement Results	
		30,000	District Wide Control Spartina	
		2,279,760	District Wide Preliminary Design Project	
		12,000	District Wide Telephone Replacement	
		10,000	District Wide Treat Avian Disease	
		25,000	District Wide Vaults and Sewers	
		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		
	3,104,430	Subtotal		
	11,233,030	Total General Fund		
Measure WW Project Funds	Capital Project	5,000,000	Future Preliminary Acquisitions	
		<u>250,000</u>	Future Preliminary Acquisition Studies	
		5,250,000	Subtotal	
	Meas WW Local Grants	<u>16,800,000</u>	WW Local Grants	
		22,050,000	Total Measure WW Project Funds	
Major Infra Reno/Replace	Other Than Assets	1,000,000	District Wide Paving Program	
		<u>75,000</u>	District Wide Asset Study	
		1,075,000	Total Major Infra Reno/Replace	
Permanent Funds:				
Brushy Peak-Dyer	Mitigation	5,000	Resource Enhancement Program	
Brushy Peak-Weaver	Mitigation	4,000	Resource Enhancement Program	
ESSP Berk Measadows Phase I	Mitigation	800	Resource Enhancement Program	
ESSP Berk Measadows Phase II	Mitigation	4,000	Resource Enhancement Program	
Hayward Shore-Ora Loma	Mitigation	5,000	Resource Enhancement Program	
Hayward Shore- Any- Non-Dept.	Mitigation	600	Resource Enhancement Program	
Morgan Territory-Elworthy	Mitigation	4,000	Resource Enhancement Program	
Morgan Territory-Any Non-Dept.	Mitigation	<u>2,000</u>	Resource Enhancement Program	
		25,400	Subtotal	
MLK Jr. Shore.-Damon Slough	General Fund	<u>900</u>	Weed control and other maintenance.	
		26,300	Total Permanent Funds	

Transfers Out, continued

From Fund	To Fund	Amount	Purpose
2012 Promissory Note Proceeds	Other Than Assets	116,470	Manage Renovation and Repairs
Ardenwood/Coyote Hills Trail	General Fund	40,000	Coyote Hills operations
Mitigation	General Fund	5,000	Feral pig control
Measure AA Project Funds	Capital Projects	175,000	Future Preliminary Acquisitions
Measure CC	Capital Projects	200,650	Miller/Knox Renovate Public Access
		100,000	Wildcat Canyon Gravel 2 miles; trail improvements
		<u>10,000</u>	Wildcat/Alvarado Sewer Improvements
		<u>310,650</u>	Subtotal
	Other Than Assets	22,080	Brooks Island Enhance Tern Nesting Area
		156,000	Chabot Fuel Break Management
		74,000	Chabot Fuel Break Management
		115,900	Crab Cove-Operate Visitor Center
		74,280	Crown Beach Operate Triangle Park-Operations
		34,240	Crown Beach Operate Triangle Park-Public Safety
		45,270	District Wide Fire Reduction EIR
		16,200	District Wide Prepare Engineering Report
		233,530	Eastshore-Operate Landbanked Property-Operations
		11,320	Eastshore-Operate Landbanked Property-Stewardship
		149,590	Eastshore-Police Landbanked Property-Public Safety
		5,660	Hayward Shoreline Spartina Control
		26,240	Martin Luther King Jr Improve Access-MAST
		107,710	Martin Luther King Jr Improve Access-Operations
		77,640	Martin Luther King Jr Improve Access-Public Safety
		15,970	Point Pinole Black Rail Bird Habitat
		42,460	Point Pinole Eucalyptus Control
		6,930	Point Pinole Patrol New Trail Segment-MAST
		21,830	Point Pinole Patrol New Trail Segment-Operations
		15,530	Point Pinole Patrol New Trail Segment-Public Safety
		58,630	Point Pinole Restore Grasslands and Plants
		97,000	Redwood Fuel Break Management
		2,500	Sibley/Claremont Remove Red Gum Trees
		81,000	Sibley/Claremont Fuel Management
		1,110	Sibley/Claremont Operate Property-MAST
		24,620	Sibley/Claremont Operate Property Operations
		6,220	Sibley/Claremont Operate Property Public Safety
		12,000	Wildcat/Alvarado Fuel Management
		201,500	Wildcat/Alvarado Fuel Management
		<u>29,500</u>	Wildcat/Alvarado Study Watershed Sediment
		<u>1,766,460</u>	Subtotal
		2,077,110	Total Measure CC
		<u>\$ 36,797,910</u>	Total Transfers Out

Projected Beginning/Ending Fund Balances

FUND GROUPS	ESTIMATED		2014	2014 USES	PROJECTED		CHANGE IN
	BEGIN FUND	BALANCE/NET			END FUND	BALANCE/NET	
	ASSETS	SOURCES			ASSETS	ASSET	ASSETS/FUND
						CHANGE	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	-	-
Committed property tax augmentation	9,000,000	-	(9,000,000)	-	-	(9,000,000)	-
Unassigned	39,200,000	111,053,800	(111,003,900)	-	39,249,900	49,900	-
General Fund Total	\$ 97,300,000	\$ 111,053,800	\$ (120,003,900)	\$ -	\$ 88,349,900	\$ (8,950,100)	-9.20%
Special Revenue Funds:							
220 Two County LLD	\$ 2,270,000	\$ 3,900,000	\$ (4,018,150)	\$ -	\$ 2,151,850	\$ (118,150)	-5.20%
221 East Contra Costa County LLD	79,000	661,000	(650,510)	-	89,490	10,490	13.28%
222 Five Canyon ZB	94,000	41,700	(23,850)	-	111,850	17,850	18.99%
223 Dublin Hills ZB	36,000	11,300	(8,720)	-	38,580	2,580	7.17%
224 Walpert Ridge ZB	465,000	43,700	(30,130)	-	478,570	13,570	2.92%
225 San Ramon ZB	700	4,700	(500)	-	4,900	4,200	600.00%
226 Measure CC	2,215,000	3,157,000	(2,177,110)	-	3,194,890	979,890	44.24%
227 Stone Valley ZB	25,000	5,200	(630)	-	29,570	4,570	18.28%
228 Sibley Volcanic ZB	(15,000)	6,300	-	-	(8,700)	6,300	N/A
253 Gifts	5,112,000	53,000	(64,440)	-	5,100,560	(11,440)	-0.22%
254 Ardenwood/Coyote Hills Trail	171,000	1,000	(40,000)	-	132,000	(39,000)	-22.81%
255 MLK Jr. Intern Program	72,000	10,000	(7,000)	-	75,000	3,000	4.17%
257 Mitigation	3,145,000	135,400	(127,730)	-	3,152,670	7,670	0.24%
258 McLaughlin Eastshore State Park	3,234,000	70,000	(46,920)	-	3,257,080	23,080	0.71%
259 ECCC HCP Properties	938,000	469,800	(304,540)	-	1,103,260	165,260	17.62%
260 Asset Seizure & Forfeiture	28,000	-	-	-	28,000	-	0.00%
270 Measure WW Local Grant	2,000	16,800,000	(17,065,040)	-	(263,040)	(265,040)	N/A
Special Revenue Funds Total	\$ 17,871,700	\$ 25,370,100	\$ (24,565,270)	\$ -	\$ 18,676,530	\$ 804,830	
Debt Service Funds:							
811 2012 Promissory Note	-	\$ 1,421,800	\$ (1,421,800)	-	-	-	N/A
812 Measure AA Bonds	9,351,000	2,505,000	(5,374,500)	-	6,481,500	(2,869,500)	-30.69%
813 Measure WW Bonds	6,683,000	22,122,000	(26,086,050)	-	2,718,950	(3,964,050)	-59.32%
Debt Service Funds Total	\$ 16,034,000	\$ 26,048,800	\$ (32,882,350)	\$ -	\$ 9,200,450	\$ (6,833,550)	
Internal Service Funds:							
552 Workers' Compensation	\$ 1,742,000	\$ 3,608,450	\$ (3,726,300)	\$ -	\$ 1,624,150	\$ (117,850)	-6.76%
553 Major Infrastructure Renovation/Re	3,617,000	\$ 6,020,000	\$ (1,075,000)	\$ -	8,562,000	4,945,000	136.72%
554 Major Equipment Replacement	10,876,000	\$ 1,327,060	\$ (315,000)	\$ -	11,888,060	1,012,060	9.31%
555 General Liability	2,556,000	1,867,700	(1,867,670)	-	2,556,030	30	0.00%
556 Employee Benefits	426,000	4,863,000	(4,863,000)	-	426,000	-	0.00%
Internal Service Funds Total	\$ 19,217,000	\$ 17,686,210	\$ (11,846,970)	\$ -	\$ 25,056,240	\$ 5,839,240	

Projected Beginning/Ending Fund Balances, continued

FUND GROUPS	ESTIMATED BEGIN FUND BALANCE/NET			PROJECTED END FUND BALANCE/NET		PROJECTED FUND BALANCE/NET ASSET CHANGE	CHANGE IN NET ASSETS/FUND BALANCE
	ASSETS	2014 SOURCES	2014 USES	ASSETS			
Permanent Funds:							
610 Black Diamond Open Space	\$ 233,000	\$ 1,500	\$ -	\$ 234,500	\$ 1,500		0.6%
620 Brushy Peak-Dyer	523,000	4,000	(5,000)	522,000	(1,000)		-0.2%
621 Brushy Peak-Weaver	455,000	3,000	(4,000)	454,000	(1,000)		-0.2%
630 ESSP-Berkeley Meadows Phase 1	81,000	500	(800)	80,700	(300)		-0.4%
631 ESSP Berkeley Meadows Phase 2	407,000	3,000	(4,000)	406,000	(1,000)		-0.2%
640 Hayward Shore-Ora Loma	710,000	5,000	(5,000)	710,000	-		0.0%
641 Hayward-Corp Yard	68,000	400	(600)	67,800	(200)		-0.3%
650 Morgan Territory-Elworthy I	419,000	3,000	(4,000)	418,000	(1,000)		-0.2%
651 Morgan Territory-Elworthy II	203,000	1,000	(2,000)	202,000	(1,000)		-0.5%
670 Doolan Canyon-Toyota	28,000	-	-	28,000	-		0.0%
671 El Charro-Livermore	505,000	4,000	-	509,000	4,000		
680 MLK Jr Shore/Damon Slough-Port	320,000	2,000	(900)	321,100	1,100		0.3%
Permanent Funds Total	\$ 3,952,000	\$ 27,400	\$ (26,300)	\$ 3,953,100	\$ 1,100		0.0%
Projects Funds:							
333 Capital Projects	\$ 991,000	\$ 6,431,450	\$ (8,978,830)	\$ (1,556,380)	\$ (2,547,380)		-257.1%
Committed for Land Acq and Develo	7,261,000	-	-	7,261,000	-		0.0%
Committed for Fire Fuel Reduct Gar	380,000	-	-	380,000	-		0.0%
335 Measure AA Project Funds	19,954,000	60,000	(187,000)	19,827,000	(127,000)		-0.6%
336 Other Than Assets Projects	16,244,000	6,283,860	(7,848,210)	14,679,650	(1,564,350)		-9.6%
337 Measure WW Project Funds	86,356,000	150,000	(22,137,000)	64,369,000	(21,987,000)		-25.5%
338 2012 Promissory Note Project Fund	24,839,000	10,000	(126,470)	24,722,530	(116,470)		0.0%
Projects Funds Total	156,025,000	12,935,310	(39,277,510)	129,682,800	(26,342,200)		-16.9%
GRAND TOTAL	\$310,399,700	\$193,121,620	\$ (228,602,300)	\$ 274,919,020	\$ (35,480,680)		

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.
- 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.
- 553-new fund which is accumulating resources for future infrastructure needs.
- 333-current year spending of prior year resources.
- 337-2013 bond proceeds which are anticipated to be used in full during 2014.



Photo: Jerry Ting

Today: The Garin Barn Visitor Center displays artifacts from Hayward's ranching and farming era. Around the park entrance is a collection of antique farm machinery. Garin and Dry Creek Pioneer Regional Parks contain miles of hiking and riding trails leading to unparalleled views of shoreline communities and the bay. Picnic areas, Jordan Pond, and a grassy field for kite flying are among other attractions. Garin has an antique apple orchard tended by dedicated volunteers and celebrated in an annual festival. Gossip Rock at Dry Creek Pioneer has bedrock mortars where Native Americans once pounded acorns into flour. Until their deaths in the early 1900s, the Rev. Agapius Honcharenko, a Ukrainian nationalist and Orthodox priest, lived with his wife, Albina, at Ukraina, a farm high on the Garin ridgeline. Their gravesite is within the park.



Then: In late 1970 Mildred and Jeanette Meyers stand outside what is now the Garin Barn Visitor Center at Garin Regional Park in Hayward. With their sister, Dr. Edith Meyers, they bequeathed their adjacent ranch to the East Bay Regional Park District and it became Dry Creek Pioneer Regional Park. The three sisters never married and had no collateral descendants. It was their desire to preserve their ranchland as open space for public enjoyment. When a state highway was proposed to run through their property, the Park District joined them in opposition. Ultimately the sisters deeded 1,200 acres to the District, including their vacation home and surrounding gardens after the last sister's death in 1993. To this day it remains the single largest land donation in the history of the East Bay Regional Park District.



2014 Adopted Operating Budget

Division Summaries

East Bay 
Regional Park District
www.ebparks.org

EXECUTIVE & LEGISLATIVE DIVISION

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 1,408,591	\$ 1,251,140	\$ 1,312,770	\$ 1,384,860	5.5%
Supplies	28,330	16,501.55	21,350	22,270	4.3%
Contingency	-	-	327,190	336,270	2.8%
Services	498,167	489,073.78	653,430	533,690	-18.3%
Election Costs	-	-	-	-	0.0%
Intra-District Charges	26,200	32,000.00	30,900	34,700	12.3%
Subtotal	\$ 1,961,288	\$ 1,788,715	\$ 2,345,640	\$ 2,311,790	-1.4%
PROJECT BUDGET:					
Personnel Services	\$ -	\$ 478	\$ -	\$ -	0.0%
Subtotal	\$ -	\$ 478	\$ -	\$ -	0.0%
Total Operating/Project	\$ 1,961,288	\$ 1,789,193	\$ 2,345,640	\$ 2,311,790	-1.4%
DEPARTMENTS:					
Board of Directors	\$ 267,181	\$ 233,918	\$ 370,060	\$ 377,790	2.1%
General Manager	1,694,107	1,555,275	1,975,580	1,934,000	-2.1%
Total	\$ 1,961,288	\$ 1,789,193	\$ 2,345,640	\$ 2,311,790	-1.4%
FUNDING SOURCES:					
101 General Fund	\$ 1,961,288	\$ 1,788,715	\$ 2,345,640	\$ 2,311,790	-1.4%
333 Capital	-	478	-	-	0.0%
Total	\$ 1,961,288	\$ 1,789,193	\$ 2,345,640	\$ 2,311,790	-1.4%
STAFFING:					
*Regular/Permanent	8.00	7.00	7.00	7.00	-
Seasonal/Temporary	0.00	0.00	0.00	0.42	0.42
Total	8.00	7.00	7.00	7.42	0.42

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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.

2013 APPROVED BUDGET REQUEST RESULTS:

\$150,000 one-time request for professional services

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-- positive and enduring strategic relationships with state and federal officials, enabling high level consideration and advocacy of District priorities and objectives.

2013 Targets:

- Increase speed and efficiency of environment permitting process for District projects through legislative advocacy.
- Evaluate and modify as required organization of Stewardship Department to aid in improving efficiency of permit receipt.

2013 Results

Held semi-regular meetings with US Fish and Wildlife Service and CA Department of Fish and Wildlife to facilitate mutual understanding related to permitting issues resulting in approval of previously withheld permits.

Worked with heads of Planning, Stewardship and Design Division, Human Resources and consultant to evaluate organization of Stewardship Department. Supported approval of a reorganization and recruitment of new Chief of Stewardship. Stewardship efficiency has already improved under new Chief's direction.

EXECUTIVE AND LEGISLATIVE DIVISION KEY OBJECTIVES

KEY OBJECTIVE 1

Ensure open and Inclusive Public Processes.

KEY INDICATOR

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.

2012 Results	2013 Target	2013 Results	2014 Target
Conducted meetings of the General Manager's Master	Oversee the publication and distribution of the	The Master Plan was approved by the Board at their July 16	Reach out to the community to update them on the

EXECUTIVE & LEGISLATIVE DIVISION

2012 Results	2013 Target	2013 Results	2014 Target
Plan Staff Committee to develop and oversee the plan process.	Finalized Master Plan document both in hard copy and searchable electronic form.	meeting. Oversaw the publication and distribution of the Finalized Master Plan document both in hard copy and searchable electronic form.	implementation of the Master Plan through presentations to Chambers of Commerce, Rotary Clubs, and other community groups.

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

2012 Results	2013 Target	2013 Results	2014 Target
N/A	N/A	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.

KEY OBJECTIVE 2

Preserve a rich heritage of natural and cultural resources.

KEY INDICATOR

General Manager

Ensure the protection and preservation of Park District history and legacy.

2012 Results	2013 Target	2013 Results	2014 Target
Provided direction for planning of the Wildcat Creek restoration process, including Tilden, Wildcat, and Alvarado Parks - Tilden golf course, Lake Anza; Jewel Lake.	Provide direction and commence watershed study for the Wildcat Creek restoration process, including Tilden, Wildcat, and Alvarado Parks (Tilden golf course, Lake Anza, Jewel Lake).	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.
Provided direction and resources for the restoration of the Temescal Waterfall.	Provide direction and resources for the completion restoration of the Temescal Waterfall.	Provided direction and resources for the completion restoration of the Temescal Waterfall,	Provide direction and guidance for a dedication of the Temescal Waterfall with the Regional

EXECUTIVE & LEGISLATIVE DIVISION

2012 Results	2013 Target	2013 Results	2014 Target
		which should be completed by early in 2014.	Parks Foundation.
<p>Park District archivist attended formal archival training.</p> <p>Archive ambassador program was created.</p> <p>Archive space was reconfigured with installation of fire-proof storage cabinets.</p> <p>Several Park District related collections were acquired, including fire history.</p> <p>Work was continued to identify and catalog un-cataloged archival pieces.</p>	<p>Provide resources and direction for creation of an Archives Policy and Master Plan for management of District Archives.</p>	<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>
N/A	N/A	N/A	<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>
N/A	N/A	N/A	<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</p>

EXECUTIVE & LEGISLATIVE DIVISION

2012 Results	2013 Target	2013 Results	2014 Target
			environmental significance of EBRPD; strengthen multi-cultural participation in events and activities; and include signature events and activities within all seven wards.

KEY OBJECTIVE 3

Balance environmental concerns and outdoor recreational opportunities within regional parklands.

KEY INDICATOR

Provide executive direction in planning and development.

2012 Results	2013 Target	2013 Results	2014 Target
Resolved ongoing litigation problems regarding the Fuels Reduction Plan, Vargas Plateau, and Coyote Hills/Dumbarton Quarry.	Provide direction on groundbreaking for the park at Dumbarton Quarry.	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.
N/A	Provide direction and resources for a water system study at Del Valle and Las Trampas.	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.
Completed the Pleasanton Ridge Land use plan; completed the Land Use Plan	Provide direction and resources to enable staff to complete the work on Mission Peak Staging Area CEQA	Completed the Master Plan document which was approved by the Board at their	Provide direction and resources to enable staff to complete the work on Mission Peak Staging Area EIR, the

EXECUTIVE & LEGISLATIVE DIVISION

2012 Results	2013 Target	2013 Results	2014 Target
<p>Amendment for Garin and Dry Creek regional parks; completed the Breuner EIR; submitted all TIGER II Grant Federal NEPA documents and environmental permits, final engineering plans, specifications and estimates, and all right of way agreements required to construct the projects.</p> <p>Continued work on the Oyster Bay LUPA.</p>	and the Oyster Bay LUPA.	<p>August 13 Board meeting.</p> <p>Completed the Oyster Bay LUPA.</p> <p>Worked with the City of Fremont and held public meetings and tours regarding the Mission Peak Staging Area. Met with Chabot College officials as part of research possibilities for alternative staging areas.</p> <p>Began work on the Miller-Knox Regional Shoreline LUPA. Held a public meeting at Miller Knox Shoreline.</p>	Black Diamond LUPA, Huckleberry/McCosker Administrative Draft LUP, and the Miller-Knox Regional Shoreline LUPA, and begin work on the Clayton Ranch LUP.
N/A	N/A	<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>	Provide direction and guidance on the alignment and streamlining of diverse volunteer projects across several disciplines, and integration with the intern program where feasible.

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 INDICATOR

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.

EXECUTIVE & LEGISLATIVE DIVISION

2012 Results	2013 Target	2013 Results	2014 Target
Staff successfully created Youth Alternative Work Program.	Support development of enhanced career outreach to urban youth.	Staff successfully created Youth Alternative Work Program.	Support development of enhanced career outreach to urban youth.
Collaborated with Student Conservation Association to provide park camping and event space as a venue for a major youth shoreline restoration event, along with Outdoor Nation and Pick Up America.	Provide leadership and resources to staff to promote youth activities to provide park work experiences.	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.	Provide leadership and resources to staff to promote youth activities to provide park work experiences.
N/A	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.	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.	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.
N/A	Provide direction and resources for a camping study in the Regional Parks.	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.

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2012 Results	2013 Target	2013 Results	2014 Target
N/A		Provided oversight for the development and implementation of the Healthy Outdoors Challenge pilot program for third graders in collaboration with various school districts.	Provide direction and support for expansion of Outreach Coordination through Operations and Public Affairs.
<p>Opened the Big Break Visitor Center at the Delta in Oakley.</p> <p>Enhanced the District's support of the Shoreline Festival at Point Pinole in Richmond.</p> <p>Expanded and enhanced the HPHP festival at Quarry Lakes in Fremont.</p> <p>Established creative leadership partnership with NPS, Bay Area urban parks agencies, and the health community to promote the HPHP initiative.</p> <p>Continued to expand our use of ethnic media to enhance the District's outreach to historically underserved populations.</p> <p>Completed installation of Anza expedition panels in Alameda and Contra Costa counties.</p>	<p>Fully staff and begin to offer programs at the Big Break Visitor Center at the Delta in Oakley.</p> <p>Create opportunities for underserved populations to connect with the Park District.</p> <p>Continue to grow the leadership partnership with NPS, Bay Area urban parks agencies, and the health community to promote the HPHP initiative.</p>	<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

EXECUTIVE & LEGISLATIVE DIVISION

KEY OBJECTIVE 5

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

KEY INDICATOR

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.

2012 Results	2013 Target	2013 Results	2014 Target
Secured the remaining \$9.25 million in TIGER II grant funds which were awarded in October 2010. In 2012 they were approved and authorized by the Federal Highway Administration.	Meet additionally and correspond with legislative delegation members as needed.	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.	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.
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.	Provide resources and leadership for legislative affairs and external organization relations including: Park Foundation prioritizing as established by the Board; Job Training funds from Department of Labor; Healthy Parks Healthy People work with Health and Human Services; continued relationship building with U.S. Army Corps of Engineers and FEMA.	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.	Provide resources and leadership to expand Healthy Parks 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.
N/A	N/A	Completed a 30-year agreement with State Parks for the operation of McLaughlin East Shore State Park	Provide direction and resources to move forward on design and construction of the Brickyard at McESSP.

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2012 Results	2013 Target	2013 Results	2014 Target
		(McESSP).	
N/A	N/A	N/A	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.
N/A	N/A	N/A	Work with the Regional Parks Foundation on developing additional resources for youth outreach and visitor center modernization.
N/A	N/A	N/A	Advance relationships to develop further resources for employment training funds through Workforce Investment Boards and other governmental sources,
<p>Participated as panel moderator on "Programming Parks for People to be Healthy" at the International Urban Parks Conference.</p> <p>Participated as Public Witness at a hearing of the House of Representatives Committee on Appropriations, Subcommittee on Interior, Environment, and Related</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 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>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>

EXECUTIVE & LEGISLATIVE DIVISION

2012 Results	2013 Target	2013 Results	2014 Target
<p>Agencies.</p> <p>Participated in Convening on State Parks hosted by the Gordon and Betty Moore Foundation.</p> <p>Participated as a panelist on California's Urban Wildlands: Cities as Habitat, hosted by the Golden Gate University (GGU) Environmental Law Journal, (GGU) Center on Urban Environmental Law, and (GGU) Environmental Law Society.</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>	
N/A	N/A	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.

KEY INDICATOR

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.

2012 Results	2013 Target	2013 Results	2014 Target
Worked with outside agencies to apply for a Community Transformation Grant through the Affordable Care Act, creating a strong potential program and ongoing collaboration.	Work with NPS on continuation of the development of an immersion/youth leadership pilot program.	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.

EXECUTIVE & LEGISLATIVE DIVISION

2012 Results	2013 Target	2013 Results	2014 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>Developed an alliance with other Bay Area agencies to win the bid to host the 2015 Urban Parks Conference.</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>Provide support and resources for the development of EBRPD tours as part of the Bay Area-based Urban Parks 2015 Conference.</p>

EXECUTIVE & LEGISLATIVE DIVISION

2012 Results	2013 Target	2013 Results	2014 Target
<p>Hosted a collaborative workshop on HPHP with NPS that has resulted in a Bay Area HPHP steering group that is continues to work with doctors, hospitals and public/private organizations to make the link between parks and the country's health care system.</p> <p>Entered into contract negotiations with the VA for management of the property at Alameda Point.</p>	<p>Finalize a contract with the VA for management of the property at Alameda Point.</p>	<p>Advanced talks with the VA for management of the property at Alameda Point.</p>	<p>Finalize a contract with the VA for management of the property at Alameda Point.</p>

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 INDICATOR

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.

2012 Results	2013 Target	2013 Results	2014 Target
<p>Provided strategy and position recommendations on labor contract development to the Board of Directors.</p>	<p>Provide strategy and position recommendations on labor contract development to the Board of Directors estimated to be twelve (12) Closed Session Meetings.</p>	<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>

EXECUTIVE & LEGISLATIVE DIVISION

2012 Results	2013 Target	2013 Results	2014 Target
Recruited for new AGM Land Division.	Provide leadership for management recruitments as needed.	<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>

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.

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 142,510	\$ 110,254	\$ 135,000	\$ 139,900	3.6%
Supplies	7,964	6,040	9,520	9,520	0.0%
Contingency	-	-	87,180	87,180	0.0%
Services	116,707	92,625	108,460	114,590	5.7%
Election Costs	-	-	-	-	0.0%
Intra-District Charges	-	25,000	29,900	26,600	-11.0%
Subtotal	\$ 267,181	\$ 233,918	\$ 370,060	\$ 377,790	2.1%
PROJECT BUDGET:					
Subtotal	\$ -	\$ -	\$ -	\$ -	0.0%
Total Operating/Project	\$ 267,181	\$ 233,918	\$ 370,060	\$ 377,790	2.1%
DEPARTMENTS:					
Board of Directors	\$ 267,181	\$ 233,918	\$ 370,060	\$ 377,790	2.1%
Total	\$ 267,181	\$ 233,918	\$ 370,060	\$ 377,790	2.1%
FUNDING SOURCES:					
101 General Fund	\$ 267,181	\$ 233,918	\$ 370,060	\$ 377,790	2.1%
Total	\$ 267,181	\$ 233,918	\$ 370,060	\$ 377,790	2.1%
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 22 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 ROLE

The General Manager’s office provides executive leadership and services to the agency. 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.

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Changes
OPERATING BUDGET:					
Personnel Services	\$ 1,266,081	\$ 1,140,886	\$ 1,177,770	\$ 1,244,960	6%
Supplies	20,366	10,462	11,830	12,750	8%
Contingency	-	-	240,010	249,090	4%
Services	381,460	396,449	544,970	419,100	-23%
Intra-District Charges	26,200	7,000	1,000	8,100	710%
Subtotal	\$ 1,694,107	\$ 1,554,797	\$ 1,975,580	\$ 1,934,000	-2%
PROJECT BUDGET:					
Personnel Services	\$ -	\$ 478	\$ -	\$ -	
Subtotal	\$ -	\$ 478	\$ -	\$ -	0%
Total Operating/Project	\$ 1,694,107	\$ 1,555,275	\$ 1,975,580	\$ 1,934,000	-2%
DEPARTMENTS:					
General Manager	\$ 1,694,107	\$ 1,555,275	\$ 1,975,580	\$ 1,934,000	
Total	\$ 1,694,107	\$ 1,555,275	\$ 1,975,580	\$ 1,934,000	-2%
FUNDING SOURCES:					
101 General Fund	\$ 1,694,107	\$ 1,554,797	\$ 1,975,580	\$ 1,934,000	-2%
333 Capital	-	478	-	-	0%
Total	\$ 1,694,107	\$ 1,555,275	\$ 1,975,580	\$ 1,934,000	-2%
STAFFING:					
Regular/Permanent	8.00	7.00	7.00	7.00	0.00
Seasonal/Temporary	0.00	0.00	0.00	0.42	0.42
Total	8.00	7.00	7.00	7.42	0.42

SERVICE DESCRIPTION

The General Manager provides executive services and is responsible for the organizational structure and management of the agency. Such executive services include direction to the agency in support of all aspects of the Districts vision and mission statements. The General Manager’s office provides leadership and direction for community outreach through programming, events, media and publications such as the annual Community Report, and supports development and expansion of youth engagement programs. 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.

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FINANCE AND MANAGEMENT SERVICES

	<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 BUDGET</u>	<u>Change</u>
OPERATING BUDGET:					
Personnel Services	\$ 5,379,820	\$ 5,406,406	\$ 5,781,620	\$ 8,987,340	55.4%
Supplies	370,626	430,625	463,130	473,080	2.1%
Services	1,618,011	1,564,209	2,220,830	3,756,950	69.2%
Grants/Inter-agency Agreements	13,703,797	13,201,599	17,300,000	17,100,000	-1.2%
Equipment	15,118	22,955	51,750	51,750	0.0%
Intra-District Charges	196,930	269,000	236,700	231,400	-2.2%
Subtotal	\$ 21,284,302	\$ 20,894,793	\$ 26,054,030	\$ 30,600,520	17.5%
PROJECT BUDGET:					
Personnel Services	\$ -	\$ 196	\$ -	\$ 68,050	0.0%
Supplies	116,371	82,124	146,000	146,000	0.0%
Services	2,029,077	929,770	306,300	187,200	-38.9%
Grants/Inter-agency Agreements	145,501	-	-	-	0.0%
Capital Outlay/Equip	76,094	275,241	-	695,800	0.0%
Subtotal	\$ 2,367,043	\$ 1,287,331	\$ 452,300	\$ 1,097,050	142.5%
Total Operating/Project	\$ 23,651,346	\$ 22,182,124	\$ 26,506,330	\$ 31,697,570	19.6%
DEPARTMENTS:					
Administration	\$ 2,647,303	\$ 1,589,602	\$ 1,211,460	\$ 1,084,180	-10.5%
Clerk of the Board	283,784	287,133	305,480	327,990	7.4%
Grants Department	14,158,249	13,471,270	17,453,500	17,341,760	-0.6%
Finance Department	2,622,010	2,732,330	2,966,420	7,941,610	167.7%
Information Services	2,051,139	2,204,524	2,058,390	2,321,770	12.8%
Office Services	1,888,861	1,897,265	2,511,080	2,680,260	6.7%
Total	\$ 23,651,346	\$ 22,182,124	\$ 26,506,330	\$ 31,697,570	19.6%
FUNDING SOURCES:					
101 General Fund	\$ 7,505,515	\$ 7,584,401	\$ 8,645,850	\$ 8,514,080	-1.5%
220 Two County LLD	39,035	31,565	31,200	35,000	12.2%
221 ECCC LLD	6,635	6,865	6,500	9,000	38.5%
222 Five Canyon Zone	450	350	350	500	42.9%
224 Walpert Ridge Zone	450	350	350	500	42.9%
226 Measure CC	15,785	111,000	100,000	100,000	0.0%
270 Measure WW Local Grant	13,702,451	13,104,642	17,253,780	17,065,040	-1.1%
333 Capital	76,094	45,705	-	695,800	0.0%
335 Meas AA Bond Proceeds	167,646	15,773	16,000	12,000	-25.0%
336 OTA Projects	2,087,152	1,203,836	413,300	292,250	-29.3%
337 Meas WW Bond Proceeds	36,151	22,018	23,000	87,000	278.3%
338 2012 Note Proceeds	-	-	-	10,000	0.0%
556 Employee Benefits	-	-	-	4,863,000	0.0%
811 2012 Prom Note Debt Svc	-	-	1,000	1,100	10.0%
812 Meas AA Debt Svc	4,530	4,125	6,500	5,000	-23.1%
813 Meas WW Debt Svc	2,720	2,790	3,500	7,300	108.6%
Total	\$ 23,644,616	\$ 22,133,419	\$ 26,501,330	\$ 31,697,570	19.6%
STAFFING:					
Regular/Permanent	41.284	41.284	41.284	41.284	-
Seasonal/Temporary	0.72	1.220	1.220	1.220	-
Total	42.004	42.504	42.504	42.504	-

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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.

Additionally, 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, and the Office Services Departments; and Board of Directors support through the Administration Department and the Clerk of the Board.

2014 APPROVED BUDGET REQUESTS:

\$ 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, undertake 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, 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.

\$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.

FINANCE & MANAGEMENT SERVICES DIVISION

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.

\$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 system.
- Reduce the amount of hardware and software required to convert analog 911 calls to the District's Public Safety Dispatch Center.

2013 APPROVED BUDGET REQUEST RESULTS:

\$237,450 one-time request for boiler and HVAC thermostat system replacement

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-- reduction in future energy costs and compliance with mandated standards for Nitrogen Oxide (NOx) emissions.

2013 targets:

- Replace existing boiler (installed in 2000) with technology enhanced model at Peralta Oaks administration facility. The new model is estimated to reduce annual use by 10% and exceeds current Bay Area Air Quality District Nitrous Oxide emission standards.
- Replace HVAC pneumatic thermostat system (installed in 1990's) with a wireless digital control energy management system at Peralta Oaks administration facility and at Trudeau conference facility. Estimated annual energy use reduction is 10%.

2013 Results:

- The boiler replacement project was deferred until 2014 because the specifications for the boiler required the Building Automatic Control project to be completed to ensure maximum efficiency.

FINANCE & MANAGEMENT SERVICES DIVISION

- The Building Automation Control system was installed the last quarter of 2013 and accepted in December of 2013. The District will be able to measure the results of this project in 2014.

\$130,000 one-time request for 1 FTE Accounting Manager

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--reorganization of the Accounting Unit within the Finance Department required to meet evolved demands, as well as continued compliance with accounting requirements and best practices through transition of annual financial reporting and external auditing responsibilities.

2013 targets:

- Hire and train Accounting Manager to assume CAFR preparation responsibilities currently performed by the CFO.
- Recruit and train Accountant level staff to assist Accounting Manager with routine duties and CAFR workpaper preparation.

2013 Results:

- Accounting Manager was hired and is in process of assuming 100% of CAFR production responsibilities. Department was reorganized to replace an Account Clerk with an Accountant II to assist the Finance Manager with the CAFR responsibilities. Accountant II was hired at the end of 2013.

\$2,000,000 one-time budget request for Major Infrastructure Renovation and Replacement Fund

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-- completion of long term strategic plan and approach to funding major renovation or replacement of District infrastructure.

2013 targets:

- Develop categories of eligible infrastructure projects.
- Design project proposal process.

2013 Results:

- \$1 million was transferred to the Other Than Asset Fund for District Wide Paving.
- Preliminary categories were developed through the Board workshop process.
- Project proposal process has been deferred until asset management system is in place.

FINANCE & MANAGEMENT SERVICES DIVISION

FINANCE AND MANAGEMENT SERVICES DIVISION KEY OBJECTIVES

KEY OBJECTIVE 1

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

KEY INDICATOR

Administration:

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

2012 Results	2013 Target	2013 Results	2014 Target
Conservative projections and expenditures resulted in a positive revenue-to-expenditure fund balance variance for the year. "Smoothing" funds were not required to balance the budget.	Retain conservative Budget growth projections and target limited funding increases to the recovery of public services and infrastructure replacements that were reduced during the 2008-11 economic downturn.	Conservative budgeting resulted in continued District operation and modest recovery of base budgets. Funds were increased for infrastructure replacement, though not sufficient to fully fund an annual program.	Budget targets include accommodating base budget increases due to benefit and labor cost increases, "Pipeline" operating cost increases, and increased funding for vehicles, equipment and infrastructure replacement.

- b. District strategy and forward planning.

2012 Results	2013 Target	2013 Results	2014 Target
Issued \$25 million in notes at an overall 2.99% interest rate. Funds committed to replacement or renovation of staff facilities: Public Safety and Administrative offices, selected park service yards and visitor centers.	Develop coordinated project and funding strategy for District's discretionary projects, including Measures WW and CC, General Fund and 2012 Note Fund sources. Review with Board and implement for 2014.	A focus on current infrastructure replacement needs and staff transitions has 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.
The anticipated financial impacts of increased benefit expenses and pension reform	Incorporate 2012 Legislative requirements for pension reform into District processes	Pensions Reform has been fully integrated into the District's budgeting process and AFSCME labor	Monitor future benefit changes, and support labor negotiations with Public Safety representatives on

FINANCE & MANAGEMENT SERVICES DIVISION

2012 Results	2013 Target	2013 Results	2014 Target
legislation are incorporated into the 2013 budget.	through support of labor negotiations, administrative and Board level District policy and procedural changes.	agreement.	compliance with and effective implementation of pension reform.
The District employed Beacon Economics to provide revenue projections for 2013 and future years. All benefit cost changes are incorporated into the 2013 annual budget projections. Former RDA revenues, subject to challenge, are being held as reserve until litigation clarifies their availability to the District.	Track former RDA revenues, further changes to state or federal employee benefit laws, inflation, property value and tax revenue changes, and other indices that are necessary to forecast the District's future financial opportunities and challenges.	RDA, LLD and other revenues have been closely analyzed, and conservative forecasts constructed to serve as the basis for the 2014 Budget process. Beacon Economics has provided/confirmed the forecast information for future years. RDA legal resolution remains 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.

2012 Results	2013 Target	2013 Results	2014 Target
The District retained the firm EPS and began the first phase of the Economic Study, anticipated for completion in early 2013	Phase II of the Economic Study is anticipated for 2013.	The Phase I Economic study was delivered, updating the prior work and establishing survey targets. A random sample and on-line survey have been completed, providing statistically accurate data for several priority efforts.	Consider Phase II of the Economic Study to arrive at agency-wide and some park-specific calculations of use, and direct and indirect economic value.

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

- a. Implement strategies for operating cost stabilization.

2012 Results	2013 Target	2013 Results	2014 Target
No additional contributions or plan modifications were deemed necessary in 2012. CalPERS, OPEB and Worker's Comp adjustments	Complete CalPERS freshstart to stabilize annual contribution rate at 22%	Based upon actuary recommendation, due to actual 2013, and anticipated 2014 CalPERS assumption changes, freshstart was not implemented	Review benefits of 2014 freshstart. Reevaluate benefits of 2014 CalPERS freshstart, in consideration of approved CalPERS

FINANCE & MANAGEMENT SERVICES DIVISION

will be reviewed in 2013.		in 2013. Accepted actuary's recommendation for early implementation of ASOP 6, which will increase OPEB contribution rate in 2015/2016, earlier than required, resulting in less dramatic increase in 2017/2018.	changes which will result in increased rates.
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- b. Provide accurate, timely, transparent financial information for stakeholders to use in decision making and fiscal condition evaluation, resource use, and results.

2012 Results	2013 Target	2013 Results	2014 Target
New and improved Budget Brief issued concurrent with budget. Provided successful rating agency presentation for the 2012 Promissory Notes. Revised the Master Plan Financial Management section. Expanded performance measure, key objectives at divisional level, and included prior year accomplishments and current year targets.	Provide improved access to financial information through redesign of the fiscal portion of the District's website.	Redesign of Budget and Finance portion of District website posted. Additional germane information now 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.

- c. Continually evaluate financial service providers.

2012 Results	2013 Target	2013 Results	2014 Target
Completed RFP for OPEB administration and investment management services, resulting in engagement of new firm, decreased fees, anticipated increased investment returns,	Investigate purchase card service provider options. Investigate potential	Completed RFP, engaged new pcard service provider who offers larger rebates and enhanced electronic processing. Completed	Issue RFP for audit services and select new audit firm for 2014 external audit services. Complete

FINANCE & MANAGEMENT SERVICES DIVISION

reevaluation of portfolio strategy and discount rate, and decreased fiduciary liability for District staff and Board.	candidates for EBRPD Retirement Plan administration service provider.	investigation of EBRPD Retirement Plan administrator and will implement 5 recommendations to enhance investment returns and decrease admin costs.	implementation of 5 recommendations and rebalancing of portfolio asset mix for EBRPD Retirement Plan.
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Grants:

a. Grant receipt and administration.

2012 Results	2013 Target	2013 Results	2014 Target
Submitted 59 invoices to granting agencies valued at \$7.3 million.	Submit 70 invoices to granting agencies valued at \$10 million in grant payments.	Submitted 95 invoices valued at \$5.1 million as of September 16, 2013. Expect to submit a total of 110 invoices valued at a total of \$6 million by the end of 2013.	Submit 68 invoices to granting agencies valued at \$5 million in grant payments.

Information Services:

a. Systems maintenance and support.

2012 Results	2013 Target	2013 Results	2014 Target
All network computer servers were updated completed in 2012.	N/A	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.
Updated the e-mail server to Exchange 2010.	Upgrade to Exchange 2012 if released.	N/A	Possible upgrade in 2014.
Two sites were converted from ATT land lines to District microwave system in 2012.	Expand microwave coverage to two additional parks as allowed by microwave system capacity.	Expanded microwave coverage to East Contra Costa Trails and Big Break.	N/A
Due to limited bandwidth, the disaster recovery site was moved to Pleasanton Ridge.	Develop two separate disaster recovery sites. One with AT&T in the "Cloud" and one at Pleasanton Ridge Park Office	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.

FINANCE & MANAGEMENT SERVICES DIVISION

2012 Results	2013 Target	2013 Results	2014 Target
			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.

b. Maintain knowledge of current trends and applications.

2012 Results	2013 Target	2013 Results	2014 Target
Information Services worked in conjunction with the Public Affairs Web Designer to develop a departmental prototype for SharePoint.	Initial deployment is scheduled for 2013.	This project is on hold due to available resources to move forward. Prototype is ready for testing.	N/A
One Solution was installed in a test account and tested by staff.	Prepare for a go live with One Solution in early 2013.	Continue application testing in preparation of anticipated go-live date.	Expected to go live between January 1 and March 31, 2014.
Virtual desktop environment was tested and the IT department targeted specific workgroups for 2013.	The rollout of the first virtual desktop workgroups is scheduled for 2013. The Finance Division and Trudeau Training Center are planned in 2013.	Install 100 virtual desktop computers through the District.	Purchase an additional 100 VDI licenses along with two file servers to support additional users.

c. Provision of internal customer support.

2012 Results	2013 Target	2013 Results	2014 Target
The SIRE document imaging application was expanded to the Benefits Department to track benefit record keeping. The Finance Division began scanning timecards and W2's for record retention.	Encourage external departments to examine their paper records keeping models and consider archiving documents within the SIRE document imaging application.	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

FINANCE & MANAGEMENT SERVICES DIVISION

New reports were developed for Accounts Payable in 2012 to support their new invoice approval system. A new Purchase Order approval report for external customers was instituted.	Develop an automated routing of PO's to vendors. Implement ACH electronic payment routing.	On hold until One Solution is in place.	Once the One Solution, future software, migration is completed, the plan is to move forward automating electronic routing of PO to our vendors and ACH payments.
Instituted electronic invoice approvals.	Continue to develop the automated workflow model to improve the customer experience.	The invoice approval model was completed and is working well for automated invoice approvals.	
Electronic timecards are being submitted by District staff. A new timecard web form similar to the existing timecards spreadsheet is under development to better accommodate the entry of job ledger timecards.	Add external departments to the automated timecard process that use job ledger coding for their daily time tracking.	The new project timecard web form was completed this year. Several project groups are using the newly format ted timecard.	Convert the remaining departments to Timecard Online.

KEY OBJECTIVE 2

Ensure open and inclusive public processes.

KEY INDICATOR

Clerk of the Board:

a. Support the Board of Directors.

2012 Results	2013 Target	2013 Results	2014 Target
Notice of District Election and all related documents submitted; Unopposed incumbents appointed by the Board of Supervisors.	No elections scheduled in 2013.	n/a	
n/a	Adopt and implement a District-wide Records Retention Policy.	Division-level draft retention policy compiled.	Complete AGM review of District-wide Records Retention Policy and present to Board for adoption.

FINANCE & MANAGEMENT SERVICES DIVISION

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.

2012 Results	2013 Target	2013 Results	2014 Target
Reviewed and approved 20 WW applications and processed 40 WW payments valued at \$8 million.	Review and approve 15 WW applications and process 60 WW payments valued at \$12 million.	Review and approve 20 WW applications and process 29 WW payments valued at \$5.3 million. Expect to process 10 additional WW payments valued at \$2 million by the end of 2013.	Review and approve 20 WW applications and process 56 WW payments valued at \$12 million.

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 of providing the EBRPD system. Indication of service levels and accomplishments are measured through:

a. Increase efficiency through enhanced use of technology.

2012 Results	2013 Target	2013 Results	2014 Target
Time Card on-line implemented in Public Safety, Fire, Operations Admin, some Operations field staff for a total of approximately 250 employees currently using time card on line.	Expand Time Card on-line to all District employees, including all permanent field staff and staff who code their time to projects. Investigate potential of pay cards to replace paper payroll checks.	As a result of Affordable Care Act data collection requirements, all District employees, including temps and seasonals have 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.
Successfully completed implementation of ININ, through thorough planning, extensive training and	Focus on centralized invoice receipt, increasing to 50% of all invoices in 2013. Eliminate Direct Pay	None of these 2013 targets were implemented. However, AP performance is now tracked and reported	Evaluate the costs/benefits of utilizing Wells Fargo check printing services for AP checks.

FINANCE & MANAGEMENT SERVICES DIVISION

2012 Results	2013 Target	2013 Results	2014 Target
phased implementation.	forms. Increase vendors receiving electronic payments by 30.	weekly, with significant improvement noted.	Increase number of vendors receiving electronic payments by 10%. Increase number of vendors submitting invoices electronically to Finance by 10%.
n/a	Utilize One Solution Budget Module instead of Excel Budget Prep Worksheets for 2014 budget. Test data and functionality of One Solution, if product is available from vendor.	No Budget Module currently available. One Solution testing still in progress.	Utilize Budget Module for budget preparation instead of Excel. Go live One Solution.

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

2012 Results	2013 Target	2013 Results	2014 Target
Updated policies: Fraud Prevention, Balanced Budget, Internal Controls. Updated or completed procedures: Reporting Irregularities or Suspected Fraud (3.1), Budget Adjustments (5.4), 2 revenue (2.9, 2.10) 4 expenditure (8.7, 8.10, 8.12, 8.20), 4 payroll (15.7, 15.8, 15.10, 15.11)	Complete following procedures: Costco Credit Card (8.18), Capital Assets (9.0), Banking (13.1), Cash Management (13.2). Complete Debt, Revenue and Fund Balance Policies.	Completed General Fund Reserve Fund Balance Policy. Updated The Auditing, Balanced Budget, Internal Control and Investment Policies. Completed Journal Entry (1.1), Establishing New Project Numbers and Naming Conventions (5.5) and Capital Asset (9.1-9.7) procedures	Escheat property policy and procedure (14.0), debt policy and procedure (7.0), and cash (13.2) and banking (13.1) procedures. Develop cheat sheets for One Solution. Develop cheat sheets for pcard processing.

FINANCE & MANAGEMENT SERVICES DIVISION

c. Monitor performance (accuracy/timeliness) for constant improvement in services provided (AR/GL AP, PR, internal audit).

2012 Results	2013 Target	2013 Results	2014 Target
Completed peer review. Modified engagement letter to set mutually agreed upon deadline for auditee's response to draft report.	Respond to peer review findings. Revise risk assessment spreadsheet to increase ease of use. Present performance audit information to management.	Responded to peer review, and as a result of discussion with Board amended Audit Manager job description and Board Operating Guidelines. Updated 2007 Internal Audit Charter.	Internal Audit is to develop, document, monitor and report annually on results of quality assurance and improvement program (QAIP) to Board.
Initiated department reorganization, developing an accounting function.	Train new Accounting Manager for CAFR leadership. Hire Accountant to complete reorganization.	Accountant II hired.	Accounting Manager to assume full responsibility for CAFR preparation.
Project budget format was improved and included project names and reformatted descriptive information.	Continue to expand and refine Project Budget, providing more project photos, maps and descriptions of major projects.	Project budget was enhanced to improve readability.	Continue to expand detailed information about projects including maps and photos
n/a	Monitor weekly compliance with invoices over 30 days and total invoices received vs. number input into ININ.	Progress towards goal of AP vendor payment within 30 days of invoice date has 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%	Maintain 80% paid within 30 days and eliminate invoices that arrive in Finance already over 30 days. Proactively monitor invoices over 30 days to ensure resolution before 90 days.

FINANCE & MANAGEMENT SERVICES DIVISION

d. Survey and respond to customer services satisfaction.

2012 Results	2013 Target	2013 Results	2014 Target
<p>Conducted survey via email and also in person at Safety Fair (139 total respondents, + 10). Excellent/good: PR=92% (+ 7%) purchasing=79% (+7%) AP=70% (+4%), budget=86% (+9%), AR/GL=84% (+13%), audit=90% (+7%)</p>	<p>Conduct 4th annual survey. Implement plan of action to address areas with less than 75% excellent/good rating, or areas with substantial decrease in rating.</p>	<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>

Grants Department:

a. Grant research, project selection, and application.

2012 Results	2013 Target	2013 Results	2014 Target
<p>Submitted 28 grant applications.</p>	<p>Submit 30 grant applications, including applications to State Parks, Coastal Conservancy, Alameda County Transportation Commission, Contra Costa Transportation Authority, Wildlife Conservation Board and Department of Boating and Waterways.</p>	<p>Submitted 27 applications as of September 16, 2013. Fully expect to submit 30 grant applications by the end of 2013.</p>	<p>Submitted 31 grant applications.</p>

FINANCE & MANAGEMENT SERVICES DIVISION

Office Services Department:

- a. Provide centralized warehouse services to all District divisions.

2012 Results	2013 Target	2013 Results	2014 Target
n/a	Review inventory options to remove slow moving items and expand stock items that enable District sites to provide outstanding parkland related services	119 pieces of obsoleted Nomex clothing was removed resulting in a \$5,646.37 write-off	
Utilized smaller cargo van 30% of the time for deliveries from January to June in order to reduce route delivery/trip costs	n/a	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
n/a	Test data and functionality of One Solution Warehouse module	Actively participated in OneSolution test group, reviewing the functionality and implementation options	Jointly with Finance provide training to District staff on how to use the OneSolution for ordering inventory items

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

2012 Results	2013 Target	2013 Results	2014 Target
The Equipment Replacement Plan for 2013 was completed.	Replace high volume copier and coordinate in-office copier replacements as requested by Park staff.	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
Coated tab stock was added to the paper inventory and used for the 2012 budget document	n/a	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
Ten multifunction copiers were replaced in December of 2011 and in 2012 an	n/a	n/a	.

FINANCE & MANAGEMENT SERVICES DIVISION

operating savings of 17% was achieved for routine copy/print services at the Administration Building			
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c. Provide interoffice mail and package delivery services.

2012 Results	2013 Target	2013 Results	2014 Target
n/a	Explore options for providing a greater level of print on demand for park brochures	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

d. Contract management.

2012 Results	2013 Target	2013 Results	2014 Target
Expanded the cleaning procedures to include organic compost at the Administration Building diverting approximately 74% of waste from the building	n/a	In 2013 the actual land fill waste diversion was 72%. The 2012 approximated diversion rate of 74% was not achieved because the amount of organic waste was less than projected.	
Removed non-native plants and turf from approximately 15% of the Administration Building total landscape in 2012.	n/a	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
Secured quotes and recommendation from PG&E for remote control HVAC systems at the Administration Building and the Trudeau Training Center	n/a	The pneumatic thermostats and control system is scheduled for replacement in late 2013 at the Administration Building and the Trudeau Training Center with an projected annual savings of 10% and estimated pay back on investment in 7 ½ years	Seek formal bids or a RFP to replace the existing boiler with a more energy efficient model

FINANCE & MANAGEMENT SERVICES DIVISION

2012 Results	2013 Target	2013 Results	2014 Target
Eight Contract for Services agreements were updated and renewed for 2012	n/a	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

e. Facility stewardship.

2012 Results	2013 Target	2013 Results	2014 Target
n/a	Continue to benchmark and develop options for the Administration Building, Trudeau Training Center and other District sites for energy efficiencies	An RFP seeking consultants for developing a District Wide Strategic Energy Audit and Project Plan was awarded in September and the project will start in October of 2013.	Start the implementation process of the District Wide Strategic Energy Audit and Project Plan
n/a	Examine the option to provide an electric vehicle charging station at the Administration Building	The Administration Building electric vehicle charging station was installed and a Think vehicle was assigned to the pool fleet in late September	Develop a tracking system to allow employees to use the Administration Building electric vehicle charging station

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.

2012 Results	2013 Target	2013 Results	2014 Target
Received 18 grants valued at \$6.8 million.	Receive 18 new grants valued at \$6 million.	Expect to receive a total of 18 new grants valued at \$8 million by the end of 2013.	Received 28 grants valued at \$11.2 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.

2012 Results	2013 Target	2013 Results	2014 Target
18 staff engaged in approximately 65 trainings, offered through the District and through external professional organizations.	Finance Dept staff training of minimum of one class for each employee.	All staff participated in communication training and conflict resolution sessions to improve department's functionality. 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. 2013 target met as each staff member participated in at least one training.	Minimum 8 hours training for each staff member.

- b. Participation in District wide training.

2012 Results	2013 Target	2013 Results	2014 Target
Expanded standard training to include 17 ININ trainings for 221 staff, 167 staff on Timecard on Line, plus 2 "New Supervisor" trainings and Toolbox manuals for 14 staff. Provided a special Land Division training for new staff. Completed 2 Finance overview training for 38 staff, budget	Expand 2013 training to include One Solution Conversion (if conversion is imminent), as well as standard offerings (finance overview, finance intensive, budget workshops, time card on line, new supervisor and Supervisor	Accounting Manager visited 18 District cash handling sites to evaluate unique situations and provide one on one training to enhance compliance with procedures. Conducted 1 finance overview, 6 budget workshop, over 30 time card on line, 3 new supervisor and 2	Expand training to include One Solution conversion impacts on processes. Add training to address new Purchase Card provider process changes (which will utilize technology and decrease paper).

FINANCE & MANAGEMENT SERVICES DIVISION

2012 Results	2013 Target	2013 Results	2014 Target
workshops for 67 and Supervisor Academy Training for 15. Offered training in East County for the first time. Participated in Operations' front line training reaching 80 on cash handling procedures.	Academy.)	AP related trainings, plus presentations at front line training, clerical forum, and supervisor's academy.	Complete time card on line training for time keepers.

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).

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 410,961	\$ 409,068	\$ 416,410	\$ 447,530	7.5%
Supplies	5,266	802	3,930	13,930	254.5%
Services	47,013	14,213	44,320	44,320	0.0%
Grants/Inter-agency Agreements	200,000	200,000	300,000	300,000	0.0%
Intra-District Charges	164,100	209,000	205,700	228,400	11.0%
Subtotal	\$ 827,340	\$ 833,083	\$ 970,360	\$ 1,034,180	6.6%
PROJECT BUDGET:					
Services	\$ 1,819,963	\$ 756,518	\$ 241,100	\$ 50,000	-79.3%
Subtotal	\$ 1,819,963	\$ 756,518	\$ 241,100	\$ 50,000	-79.3%
Total Operating/Project	\$ 2,647,303	\$ 1,589,602	\$ 1,211,460	\$ 1,084,180	-10.5%
DEPARTMENTS:					
Administration	\$ 2,647,303	\$ 1,589,602	\$ 1,211,460	\$ 1,084,180	-10.5%
Total	\$ 2,647,303	\$ 1,589,602	\$ 1,211,460	\$ 1,084,180	
FUNDING SOURCES:					
101 General Fund	\$ 827,340	\$ 833,083	\$ 870,360	\$ 934,180	7.3%
226 Measure CC	-	-	100,000	100,000	0.0%
336 OTA Projects	1,819,963	756,518	241,100	50,000	-79.3%
Total	\$ 2,647,303	\$ 1,589,602	\$ 1,211,460	\$ 1,084,180	-10.5%
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 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 12 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.”

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 279,621	\$ 284,351	\$ 300,050	\$ 322,560	7.5%
Supplies	287	307	430	430	0.0%
Services	3,875	2,476	5,000	5,000	0.0%
Subtotal	\$ 283,784	\$ 287,133	\$ 305,480	\$ 327,990	7.4%
PROJECT BUDGET:					
Subtotal	\$ -	\$ -	\$ -	\$ -	0.0%
Total Operating/Project	\$ 283,784	\$ 287,133	\$ 305,480	\$ 327,990	7.4%
DEPARTMENTS:					
Clerk of the Board	\$ 283,784	\$ 287,133	\$ 305,480	\$ 327,990	7.4%
Total	\$ 283,784	\$ 287,133	\$ 305,480	\$ 327,990	
FUNDING SOURCES:					
101 General Fund	\$ 283,784	\$ 287,133	\$ 305,480	\$ 327,990	7.4%
Total	\$ 283,784	\$ 287,133	\$ 305,480	\$ 327,990	7.4%
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 2014 Director elections for Wards 3, 5, 6 and 7.

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.

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 2,303,094	\$ 2,316,020	\$ 2,594,420	\$ 5,628,610	117.0% *
Supplies	14,021	9,625	15,250	15,200	-0.3%
Services	236,081	259,369	303,550	2,172,600	615.7%
Subtotal	\$ 2,553,196	\$ 2,585,014	\$ 2,913,220	\$ 7,816,410	168.3%
PROJECT BUDGET:					
Services	\$ 68,814	\$ 95,947	\$ 53,200	\$ 125,200	135.3%
Capital Outlay/Equip	-	51,369	-	-	0.0%
Subtotal	\$ 68,814	\$ 147,316	\$ 53,200	\$ 125,200	135.3%
Total Operating/Project	\$ 2,622,010	\$ 2,732,330	\$ 2,966,420	\$ 7,941,610	167.7%
DEPARTMENTS:					
Finance	\$ 2,622,010	\$ 2,732,330	\$ 2,966,420	\$ 7,941,610	167.7%
Total	\$ 2,622,010	\$ 2,732,330	\$ 2,966,420	\$ 7,941,610	167.7%
FUNDING SOURCES:					
101 General Fund	\$ 2,473,092	\$ 2,474,585	\$ 2,858,820	\$ 2,895,010	1.3%
220 Two County LLD	39,035	31,565	31,200	35,000	12.2%
221 ECCC LLD	6,635	6,865	6,500	9,000	38.5%
222 Five Canyon Zone	450	350	350	500	42.9%
224 Walpert Ridge Zone	450	350	350	500	42.9%
226 Measure CC	15,785	11,000	-	-	0.0%
270 Measure WW Local Grant	3,768	4,678	-	-	0.0%
335 Meas AA Bond Proceeds	22,145	15,773	16,000	12,000	-25.0%
336 OTA Projects	10,518	109,526	14,200	16,200	14.1%
337 Meas WW Bond Proceeds	36,151	22,018	23,000	87,000	278.3%
338 2012 Note Proceeds	-	-	-	10,000	0.0%
556 Employee Benefits	-	-	-	4,863,000	0.0% *
811 2012 Promissory Note Debt	-	-	1,000	1,100	10.0%
812 Meas AA Debt Svc	4,530	4,125	6,500	5,000	-23.1%
813 Meas WW Debt Svc	2,720	2,790	3,500	7,300	108.6%
Total	\$ 2,615,280	\$ 2,683,625	\$ 2,961,420	\$ 7,941,610	168.2%
STAFFING:					
Regular/Permanent	18.284	18.284	18.284	18.284	-
Seasonal/Temporary	0.00	0.50	0.00	0.00	-
Total	18.284	18.784	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, 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 demonstrating 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.

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 408,352	\$ 415,157	\$ 422,500	\$ 442,710	4.8%
Supplies	474	321	6,000	6,000	0.0%
Services	6,827	4,910	25,000	25,000	0.0%
Grants/Inter-agency Agreements	13,503,797	13,001,599	17,000,000	16,800,000	-1.2%
Subtotal	\$ 13,919,449	\$ 13,421,986	\$ 17,453,500	\$ 17,273,710	-1.0%
PROJECT BUDGET:					
Personnel Services	\$ -	\$ -	\$ -	\$ 68,050	0.0%
Supplies	\$ -	\$ -	\$ -	\$ -	0.0%
Services	\$ 93,299	\$ 46,416	\$ -	\$ -	0.0%
Grants/Inter-agency Agreements	145,501	-	-	-	0.0%
Capital Outlay/Equip	-	2,868	-	-	0.0%
Subtotal	\$ 238,800	\$ 49,284	\$ -	\$ 68,050	0.0%
Total Operating/Project	\$ 14,158,249	\$ 13,471,270	\$ 17,453,500	\$ 17,341,760	-0.6%
DEPARTMENTS:					
Grants Dept	\$ 14,158,249	\$ 13,471,270	\$ 17,453,500	\$ 17,341,760	-0.6%
Total	\$ 14,158,249	\$ 13,471,270	\$ 17,453,500	\$ 17,341,760	-0.6%
FUNDING SOURCES:					
101 General Fund	\$ 220,766	\$ 222,023	\$ 199,720	\$ 208,670	4.5%
226 Measure CC	-	100,000	-	-	0.0%
270 Measure WW Local Grant	13,698,684	13,099,963	17,253,780	17,065,040	-1.1%
333 Capital	-	2,868	-	-	0.0%
335 Meas AA Bond Proceeds	145,501	-	-	-	0.0%
336 OTA Projects	93,299	46,416	-	68,050	0.0%
Total	\$ 14,158,249	\$ 13,471,270	\$ 17,453,500	\$ 17,341,760	-0.6%
STAFFING:					
Regular/Permanent	3.00	3.00	3.00	3.00	-
Seasonal/Temporary	0.00	0.00	0.50	0.50	-
Total	3.00	3.00	3.50	3.50	-

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.

**FINANCE & MANAGEMENT
SERVICES DIVISION**

GRANTS DEPARTMENT

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.

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 976,763	\$ 982,562	\$ 1,003,600	\$ 1,043,180	3.9%
Supplies	152,478	239,641	199,450	199,450	0.0%
Services	673,524	641,125	671,030	699,030	4.2%
Equipment	15,118	11,680	26,310	26,310	0.0%
Subtotal	\$ 1,817,883	\$ 1,875,008	\$ 1,900,390	\$ 1,967,970	3.6%
PROJECT BUDGET:					
Supplies	\$ 116,371	\$ 82,124	\$ 146,000	\$ 146,000	0.0%
Services	47,002	30,888	12,000	12,000	0.0%
Capital Outlay/Equip	69,883	216,504	-	195,800	0.0%
Subtotal	\$ 233,256	\$ 329,517	\$ 158,000	\$ 353,800	123.9%
Total Operating/Project	\$ 2,051,139	\$ 2,204,524	\$ 2,058,390	\$ 2,321,770	12.8%
DEPARTMENTS:					
Information Services	\$ 2,051,139	\$ 2,204,524	\$ 2,058,390	\$ 2,321,770	12.8%
Total	\$ 2,051,139	\$ 2,204,524	\$ 2,058,390	\$ 2,321,770	
FUNDING SOURCES:					
101 General Fund	\$ 1,817,883	\$ 1,875,008	\$ 1,900,390	\$ 1,967,970	3.6%
333 Capital	69,883	38,141	-	195,800	0.0%
336 OTA Projects	163,373	291,375	158,000	158,000	0.0%
Total	\$ 2,051,139	\$ 2,204,524	\$ 2,058,390	\$ 2,321,770	12.8%
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.

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 1,001,029	\$ 999,249	\$ 1,044,640	\$ 1,102,750	5.6%
Supplies	198,100	179,929	238,070	238,070	0.0%
Services	650,691	642,116	1,171,930	811,000	-30.8%
Equipment	-	11,275	25,440	25,440	0.0%
Intra-District Charges	32,830	60,000	31,000	3,000	-90.3%
Subtotal	\$ 1,882,650	\$ 1,892,569	\$ 2,511,080	\$ 2,180,260	-13.2%
PROJECT BUDGET:					
Personnel Services	\$ -	\$ 196	\$ -	\$ -	0.0%
Capital Outlay/Equip	6,211	4,500	-	500,000	0.0%
Subtotal	\$ 6,211	\$ 4,696	\$ -	\$ 500,000	0.0%
Total Operating/Project	\$ 1,888,861	\$ 1,897,265	\$ 2,511,080	\$ 2,680,260	6.7%
DEPARTMENTS:					
Office Services	\$ 1,888,861	\$ 1,897,265	\$ 2,511,080	\$ 2,680,260	6.7%
Total	\$ 1,888,861	\$ 1,897,265	\$ 2,511,080	\$ 2,680,260	6.7%
FUNDING SOURCES:					
101 General Fund	\$ 1,882,650	\$ 1,892,569	\$ 2,511,080	\$ 2,180,260	-13.2%
333 Capital	6,211	4,696	-	500,000	0.0%
Total	\$ 1,888,861	\$ 1,897,265	\$ 2,511,080	\$ 2,680,260	6.7%
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.

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HUMAN RESOURCES DIVISION

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 8,002,883	\$ 4,603,143	\$ 4,600,680	\$ 1,714,720	-62.7% *
Supplies	16,148	17,088	24,980	24,980	0.0%
Services*	1,694,865	1,744,912	2,064,560	528,160	-74.4%
Intra-District Charges	79,600	96,000	99,800	103,600	3.8%
Subtotal	\$ 9,793,496	\$ 6,461,143	\$ 6,790,020	\$ 2,371,460	-65.1%
PROJECT BUDGET:					
Subtotal	\$ -	\$ -	\$ -	\$ -	0.0%
Total Operating/Project	\$ 9,793,496	\$ 6,461,143	\$ 6,790,020	\$ 2,371,460	-65.1%
DEPARTMENTS:					
Human Resources	\$ 9,793,496	\$ 6,461,143	\$ 6,790,020	\$ 2,371,460	-65.1%
Total	\$ 9,793,496	\$ 6,461,143	\$ 6,790,020	\$ 2,371,460	-65.1%
FUNDING SOURCES:					
101 General Fund	\$ 2,086,091	\$ 1,997,220	\$ 2,198,520	\$ 2,371,460	7.9%
556 Employee Benefits	7,707,406	4,463,923	4,591,500	-	-100.0% *
Total	\$ 9,793,496	\$ 6,461,143	\$ 6,790,020	\$ 2,371,460	-65.1%
STAFFING:					
Regular/Permanent	10.00	10.00	10.00	10.00	-
Seasonal/Temporary	3.80	3.80	4.40	5.27	0.87
Total	13.80	13.80	14.40	15.27	0.87

*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 in its entirety. This is accomplished by linking personnel and Human Resource policy to the agency's goals/mission through the various services provided.

SERVICE DESCRIPTION

The Human Resources Division recruits and selects all regular, seasonal, and temporary employees. The Division serves in the areas of labor relations, negotiations and administration, job training and career development, workforce diversity, performance evaluations, classification and compensation review. The Division oversees and administers employee benefits, and maintains the central archive for employee records and position control.

2014 APPROVED BUDGET REQUESTS:

\$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.

HUMAN RESOURCES DIVISION KEY OBJECTIVES

KEY OBJECTIVE 1

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

KEY INDICATOR

- a. Recruit and fill regular, temporary, and seasonal vacancies

2012 Results	2013 Target	+2013 Results	2014 Target
Filled 53 regular full time positions and 300+ seasonal positions.	Fill 30 regular full time positions and 300 seasonal positions.	Filled 53 regular full time positions and 348 seasonal positions.	Fill 50 regular full time positions and 300+ seasonal positions.

HUMAN RESOURCES DIVISION

b. Conduct employee relations

2012 Results	2013 Target	2013 Results	2014 Target
Held regular meet and confers with AFSCME, Local 2428 and Police Association.	Hold regular meet and confers with both labor groups; hold periodic meetings with Confidential employees and Managers; address side letter agreements and letters of understanding as needed.	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.

c. Process personnel documents to ensure accurate and timely record keeping

2012 Results	2013 Target	2013 Results	2014 Target
Maintained personnel records; administered Employee Online.	Maintain personnel records; process Personnel Change Forms as required.	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.

d. Negotiate with respective labor groups

2012 Results	2013 Target	2013 Results	2014 Target
Moved to CalPERS medical. Implemented a second tier pension for newly hired public safety employees.	Conduct negotiations with AFSCME Local 2428.	Implemented MOU changes related to four-year agreement, including additional pension contributions, COLA's, and minor language changes.	Conduct negotiations with Police Association.

e. Provide assistance with succession planning

2012 Results	2013 Target	2013 Results	2014 Target
Implemented Job Shadowing Pilot Program. Expanded coaching efforts. Processed several reorganizations	Continue to monitor coaching. Provide succession planning assistance to two divisions.	Succession planning assistance provided to three departments. Coaching was provided and monitored.	Review divisions/ departments to examine possible restructuring. Continue to monitor coaching.

HUMAN RESOURCES DIVISION

f. Provide for job training and development

2012 Results	2013 Target	2013 Results	2014 Target
Reviewed and provided a variety of job required and beneficial training programs for all EBRPD employees such as manager and supervisor academies. Administered coaching program as needed.	Continue to review and provide job required training. Continue to provide manager and supervisor academies. Continue to review and administer coaching program. Implement and administer job shadowing program.	Reviewed and provided a variety of job required and beneficial training programs for all EBRPD employees such as manager and supervisor academies. Approximately 65 sessions were held with more than 1200 participants. Processed career related training.	Continue to review and provide job required and job required training. Continue to process career related training. Continue to provide manager and supervisor academies.

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

2012 Results	2013 Target	2013 Results	2014 Target
Provided new hire training to 22 employees. Continued coaching as needed.	Continue providing training for newly hired/promoted supervisors and managers; coordinate coaching sessions as needed. Provide training to existing supervisors.	Provided new hire training to approximately 50 employees. Continued to provide HR policies and procedures training for newly hired/promoted supervisors/mgrs. Continued coaching opportunities as needed.	Continue providing training for newly hired/promoted supervisors and managers; coordinate coaching sessions as needed. Provide training to existing supervisors.

HUMAN RESOURCES DIVISION

h. Continue to lead District's efforts towards workforce diversity

2012 Results	2013 Target	2013 Results	2014 Target
Reviewed District's workforce diversity statistics. Participated in five job fairs. Worked with three local universities in expanding the District's Academic Internship Program. And two community colleges in expanding the District's Field Intern Program. Developed employment opportunities and provided advice to community groups.	Hold one workforce diversity meeting with Union and Board representatives. Continue participation in at least five job fairs. Continue work with the universities and expand work with community colleges, promoting the Internship Program. Expand Intern program by adding Field Internships. Continue to work with local community organizations.	Met with Workforce Diversity Committee to review statistics. Participated in job fair with Civic Corp and local high schools, and community colleges. Continued Internship Program and hired four Field Interns as part of the District's Pilot Program. Hired 19 Academic and Summer Interns.	Hold one workforce diversity meeting a year with Union and Board representatives. Continue participation in at least five job fairs. Continue work with the universities, promoting the Internship Program. Continue to work with local community organizations.

KEY OBJECTIVE 2:

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

KEY INDICATOR

a. Ensure correct job classification and compensation

2012 Results	2013 Target	2013 Results	2014 Target
Updated 20 job descriptions.	Update 30 job descriptions.	Updated approximately 18 job descriptions.	Update 20 job descriptions.

LAND DIVISION

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 2,099,284	\$ 2,237,616	\$ 2,456,890	\$ 2,625,400	6.9%
Supplies	34,822	14,786	32,980	32,980	0.0%
Services	123,106	149,836	354,350	324,750	-8.4%
Equipment	-	40,734	-	-	0.0%
Intra-District Charges	33,100	38,000	27,800	44,700	60.8%
Subtotal	\$ 2,290,312	\$ 2,480,972	\$ 2,872,020	\$ 3,027,830	5.4%
PROJECT BUDGET:					
Personnel Services	\$ 525,005	\$ 483,367	\$ 425,180	\$ 396,150	-6.8%
Services	129,573	633,958	-	-	0.0%
Capital Outlay/Equip	26,309,722	18,631,114	7,350,000	6,517,130	-11.3%
Subtotal	\$ 26,964,300	\$ 19,748,439	\$ 7,775,180	\$ 6,913,280	-11.1%
Total Operating/Project	\$ 29,254,611	\$ 22,229,411	\$ 10,647,200	\$ 9,941,110	-6.6%
DEPARTMENTS:					
Administration	\$ 512,040	\$ 671,257	\$ 775,610	\$ 781,000	0.7%
Environmental Services	907,541	1,317,954	1,297,950	732,040	-43.6%
Interagency Planning	481,202	492,385	525,860	539,470	2.6%
Land Acquisition	25,790,170	17,708,355	7,547,260	7,372,670	-2.3%
Trails Development	1,563,657	2,039,460	500,520	515,930	3.1%
Total	\$ 29,254,611	\$ 22,229,411	\$ 10,647,200	\$ 9,941,110	-6.6%
FUNDING SOURCES:					
101 General Fund	\$ 2,214,926	\$ 2,389,847	\$ 2,693,170	\$ 2,847,880	5.7%
253 Gifts	26,177	14,997	38,480	38,440	-0.1%
257 Mitigation	48,638	75,293	121,590	122,730	0.9%
258 McLaughlin Eastshore State	571	836	18,780	18,780	0.0%
333 Capital	26,784,426	19,063,353	7,725,380	6,860,880	-11.2%
336 OTA Projects	179,874	685,086	49,800	52,400	5.2%
Total	\$ 29,254,611	\$ 22,229,411	\$ 10,647,200	\$ 9,941,110	-6.6%
STAFFING:					
Regular/Permanent	18.50	18.50	18.50	18.50	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	18.50	18.50	18.50	18.50	-

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LAND DIVISION

LAND DIVISION ROLE

The Land Division develops strategies and pursues purchases to fulfill the District's mission of acquisition of real property containing significant biologic, geologic, scenic and historic resources in Alameda and Contra Costa counties, in compliance with the District's Master Plan.

LAND DIVISION KEY OBJECTIVES

KEY OBJECTIVE 1

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

KEY INDICATOR

Land Acquisition Department

2012 Results	2013 Target	2013 Results	2014 Target
Acquired or optioned approximately 1,684 acres (TXI, Port of Oakland, Vineyard Estates, Alaimo, Thomas North, Robertson).	Acquire or option 1,000 acres of land.	Acquired or optioned over 3,500 acres. (Alaimo, Galvin, Roddy Ranch, Aginson, Castleridge).	Acquire or option 1,000 acres of land.

Environmental Programs Department

2012 Results	2013 Target	2013 Results	2014 Target
<i>Albany Beach:</i> DEIR & construction plans, applied for permits and obtained \$150,000 grant.	<i>Albany Beach:</i> FEIR, permits, \$2,500,000 in funding, construct Area 1, and design Areas 2 and 3.	<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>Breuner Marsh:</i> FEIR, project design and permitting, obtained \$1,250,000 grant, demolition & security.	<i>Breuner Marsh:</i> Final project design & permits, remediate soils, grading and \$2,000,000 in funds.	<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.

LAND DIVISION

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 INDICATOR

Land Acquisition Department

2012 Results	2013 Target	2013 Results	2014 Target
Made formal offering with advice of outside counsel for public recreational trail rights at Leona Canyon. Continued to pursue Louie and GGF acquisitions.	Continue negotiations at Leona Canyon with intent to settle out of court. Pursue Louie and GGF condemnations.	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.

Trails Development Department

2012 Results	2013 Target	2013 Results	2014 Target
Completed new trails at Alamo Canal and Tassajara Ridge. Completed new trail at Dublin Hills Regional Park. Completed design and environmental documents required to obligate the remaining \$8 million in TIGER II funding.	Begin construction on TIGER II-funded trail projects. Complete the Delta DeAnza Trail between Antioch and Oakley. Complete the reconstruction of the Feeder Trail # 1 in Martinez.	All TIGER II funded projects are under construction. Delta DeAnza Trail between Antioch and Oakley on schedule and Feeder Trail # 1 on 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.

LAND DIVISION

KEY OBJECTIVE 3

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

KEY INDICATOR

Land Acquisition Department

2012 Results	2013 Target	2013 Results	2014 Target
Partnered with ECCC HCP on two properties; worked on two acquisitions with the Coastal Conservancy, one of which also involved the Alameda County Altamont Landfill Committee and the Moore Foundation.	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 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.
Leveraged approximately \$4.739 million in grant funding.	Continue to maximize opportunities with funding sources as opportunities arise.	Leveraged approximately \$11.684 million in grant funding.	Leverage at least 40% in alternate funding sources.

Environmental Programs Department

2012 Results	2013 Target	2013 Results	2014 Target
<i>East Contra Costa HCP:</i> Coordinated projects at Hess Creek, worked on Byron Hills management plan, and supported land acquisitions at Vasco & Black Diamond Mines.	<i>East Contra Costa HCP:</i> Coordinated restoration projects at Kirker Creek & Ang prop. and Byron Hills mgmt. plans, and support land acquisitions.	<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.

LAND DIVISION

Trails Development Department

2012 Results	2013 Target	2013 Results	2014 Target
754 Ivan Dickson volunteers contributed 4,650 hours of volunteer labor improving the District's trails. \$45,000 in grant funding has been secured to support volunteer stewardship in the parks.	For 2012, increase by 10% the number of Ivan Dickson volunteer labor hours. Increase by 10% the amount of grant funding secured to support volunteer stewardship in the parks.	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.

Interagency Planning Department

2012 Results	2013 Target	2013 Results	2014 Target
Participated with the City of Concord, National Park Service, and other key stakeholders, in the City of Concord General Plan Amendment for the Concord Reuse Project Area that sets forth 2,500 acres for a new regional park.	Continue participating with the U.S. Navy, National Park Service and City of Concord in the multi-year process to prepare the U.S. Navy's Base Reuse Plan, Disposition Plan, and associated Environmental Impact Statement, along with conceptual discussion of an early transfer of land and buildings to the District.	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.

LAND DIVISION

KEY OBJECTIVE 4

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

KEY INDICATOR

Environmental Programs Department

2012 Results	2013 Target	2013 Results	2014 Target
Reviewed/commented on 41 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 21 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

2012 Results	2013 Target	2013 Results	2014 Target
Secured the inclusion of the District's Master Plan Regional Trails in the Alameda County Bicycle and Pedestrian Plan. Negotiated several TIGER II-related agreements with state, federal and local agencies.	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.

Interagency Planning Department

2012 Results	2013 Target	2013 Results	2014 Target
Provided leadership in implementing the ESP General Plan and operating Eastshore State Park, including preparation of a draft long-term Operating Agreement with State, and identification of new funding for Brickyard design and initial construction.	Continue to implement the ESP General Plan, make progress on a long-term Operating Agreement with the State, obtain funding for Brickyard design and construction, and collaborate with LBNL Second Campus, UC and Richmond regarding the Bay Trail.	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 resignation program, and also participated in multi-year planning	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

LAND DIVISION

2012 Results	2013 Target	2013 Results	2014 Target
		<p>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>with District projects, such as, Brickyard and Albany Beach projects.</p>
<p>Engaged in the multi-year SB375 Plan Bay Area process to prepare a transportation and land use plan for a \$277 billion investment strategy to protect vital natural resources.</p>	<p>Continue to engage in the multi-year SB 375 Plan Bay Area process in order to protect vital natural resources through meaningful financial incentives, avoiding impacts and securing meaningful mitigation measures.</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 engage in multi-year implementation of SB 375 Plan Bay Area in order to protect vital natural resources through avoiding impacts, and securing meaningful mitigation measures and financial incentives.</p>

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 Land 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.

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 306,383	\$ 471,826	\$ 463,870	\$ 534,100	15.1%
Supplies	18,565	5,793	3,710	3,710	0.0%
Services	92,969	108,392	204,570	174,570	-14.7%
Intra-District Charges	33,100	38,000	27,800	44,700	60.8%
Subtotal	\$ 451,017	\$ 624,011	\$ 699,950	\$ 757,080	8.2%
PROJECT BUDGET:					
Personnel Services	\$ 51,250	\$ 46,259	\$ 75,660	\$ 23,920	-68.4%
Services	-	911	-	-	0.0%
Capital Outlay/Equip	9,773	76	-	-	0.0%
Subtotal	\$ 61,023	\$ 47,246	\$ 75,660	\$ 23,920	-68.4%
Total Operating/Project	\$ 512,040	\$ 671,257	\$ 775,610	\$ 781,000	0.7%
DEPARTMENTS:					
Administration	\$ 512,040	\$ 671,257	\$ 775,610	\$ 781,000	0.7%
Total	\$ 512,040	\$ 671,257	\$ 775,610	\$ 781,000	0.7%
FUNDING SOURCES:					
101 General Fund	\$ 450,446	\$ 623,176	\$ 681,170	\$ 738,300	8.4%
258 McLaughlin Eastshore State F	571	836	18,780	18,780	0.0%
333 Capital	61,023	44,830	75,660	23,920	-68.4%
336 OTA Projects	-	2,416	-	-	0.0%
Total	\$ 512,040	\$ 671,257	\$ 775,610	\$ 781,000	0.7%
STAFFING:					
Regular/Permanent	2.50	3.50	3.50	3.50	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	2.50	3.50	3.50	3.50	-

SERVICE DESCRIPTION

The Administration Department’s staff provides support to the four departments within the Land 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 and regional trails development. This department also facilitates direct and open communication District-wide.

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.

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 420,393	\$ 396,619	\$ 442,710	\$ 469,260	6.0%
Supplies	2,038	1,339	7,560	7,560	0.0%
Services	20,298	23,894	115,230	115,630	0.3%
Subtotal	\$ 442,729	\$ 421,851	\$ 565,500	\$ 592,450	4.8%
PROJECT BUDGET:					
Personnel Services	\$ 128,702	\$ 137,482	\$ 132,450	\$ 139,590	5.4%
Services	87,566	392,047	-	-	0.0%
Capital Outlay/Equip	248,544	366,574	600,000	-	-100.0%
Subtotal	\$ 464,812	\$ 896,103	\$ 732,450	\$ 139,590	-80.9%
Total Operating/Project	\$ 907,541	\$ 1,317,954	\$ 1,297,950	\$ 732,040	-43.6%
DEPARTMENTS:					
Environmental Services	\$ 907,541	\$ 1,317,954	\$ 1,297,950	\$ 732,040	-43.6%
Total	\$ 907,541	\$ 1,317,954	\$ 1,297,950	\$ 732,040	-43.6%
FUNDING SOURCES:					
101 General Fund	\$ 394,091	\$ 387,292	\$ 443,910	\$ 469,720	5.8%
257 Mitigation	48,638	34,559	121,590	122,730	0.9%
333 Capital	339,135	461,182	691,590	96,630	-86.0%
336 OTA Projects	125,677	434,921	40,860	42,960	5.1%
630 ESSP-Berkeley Meadow Ph 1	80	-	-	-	0.0%
Total	\$ 907,621	\$ 1,317,954	\$ 1,297,950	\$ 732,040	-43.6%
STAFFING:					
Regular/Permanent	4.00	4.00	4.00	4.00	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	4.00	4.00	4.00	4.00	-

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

INTERAGENCY PLANNING DEPARTMENT ROLE

The role of the Interagency Planning 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.

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 473,052	\$ 485,971	\$ 504,520	\$ 518,130	2.7%
Supplies	1,564	1,268	620	620	0.0%
Services	2,467	3,839	20,720	20,720	0.0%
Subtotal	\$ 477,082	\$ 491,078	\$ 525,860	\$ 539,470	2.6%
PROJECT BUDGET:					
Personnel Services	\$ 4,082	\$ 1,307	\$ -	\$ -	0.0%
Capital Outlay/Equip	38	-	-	-	0.0%
Subtotal	\$ 4,120	\$ 1,307	\$ -	\$ -	0.0%
Total Operating/Project	\$ 481,202	\$ 492,385	\$ 525,860	\$ 539,470	2.6%
DEPARTMENTS:					
Interagency Planning	\$ 481,202	\$ 492,385	\$ 525,860	\$ 539,470	2.6%
Total	\$ 481,202	\$ 492,385	\$ 525,860	\$ 539,470	
FUNDING SOURCES:					
101 General Fund	\$ 477,082	\$ 491,078	\$ 525,860	\$ 539,470	2.6%
333 Capital	4,120	1,307	-	-	0.0%
Total	\$ 481,202	\$ 492,385	\$ 525,860	\$ 539,470	2.6%
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.

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.

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 569,659	\$ 574,663	\$ 591,950	\$ 635,700	7.4%
Supplies	373	477	670	670	0.0%
Services	3,445	2,682	7,330	7,330	0.0%
Equipment	-	40,734	-	-	0.0%
Subtotal	\$ 573,477	\$ 618,555	\$ 599,950	\$ 643,700	7.3%
PROJECT BUDGET:					
Personnel Services	\$ 254,944	\$ 194,506	\$ 197,310	\$ 211,840	7.4%
Capital Outlay/Equip	24,961,749	16,895,294	6,750,000	6,517,130	-3.4%
Subtotal	\$ 25,216,693	\$ 17,089,800	\$ 6,947,310	\$ 6,728,970	-3.1%
Total Operating/Project	\$ 25,790,170	\$ 17,708,355	\$ 7,547,260	\$ 7,372,670	-2.3%
DEPARTMENTS:					
Land Acquisition	\$ 25,790,170	\$ 17,708,355	\$ 7,547,260	\$ 7,372,670	-2.3%
Total	\$ 25,790,170	\$ 17,708,355	\$ 7,547,260	\$ 7,372,670	
FUNDING SOURCES:					
101 General Fund	\$ 573,477	\$ 577,821	\$ 599,950	\$ 643,700	7.3%
257 Mitigation	-	40,734	-	-	0.0%
333 Capital	25,216,693	17,089,800	6,947,310	6,728,970	-3.1%
Total	\$ 25,790,170	\$ 17,708,355	\$ 7,547,260	\$ 7,372,670	-2.3%
STAFFING:					
Regular/Permanent	6.00	5.00	5.00	5.00	0.00
Seasonal/Temporary	0.00	0.00	0.00	0.00	0.00
Total	6.00	5.00	5.00	5.00	0.00

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.

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 2007 Master Plan map, as well as trails within parklands. The department partners with public agencies, volunteers and community groups to develop and help maintain the District's trail system.

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 329,797	\$ 308,538	\$ 453,840	\$ 468,210	3.2%
Supplies	12,282	5,910	20,420	20,420	0.0%
Services	3,928	11,029	6,500	6,500	0.0%
Subtotal	\$ 346,007	\$ 325,477	\$ 480,760	\$ 495,130	3.0%
PROJECT BUDGET:					
Personnel Services	\$ 86,027	\$ 103,813	\$ 19,760	\$ 20,800	5.3%
Services	42,007	241,000	-	-	0.0%
Capital Outlay/Equip	1,089,617	1,369,170	-	-	0.0%
Subtotal	\$ 1,217,651	\$ 1,713,983	\$ 19,760	\$ 20,800	5.3%
Total Operating/Project	\$ 1,563,657	\$ 2,039,460	\$ 500,520	\$ 515,930	3.1%
DEPARTMENTS:					
Trails Development	\$ 1,563,657	\$ 2,039,460	\$ 500,520	\$ 515,930	3.1%
Total	\$ 1,563,657	\$ 2,039,460	\$ 500,520	\$ 515,930	3.1%
FUNDING SOURCES:					
101 General Fund	\$ 319,830	\$ 310,480	\$ 442,280	\$ 456,690	3.3%
253 Gifts/Dickson	26,177	14,997	38,480	38,440	-0.1%
333 Capital	1,163,454	1,466,234	10,820	11,360	5.0%
336 OTA Projects	54,197	247,749	8,940	9,440	5.6%
Total	\$ 1,563,657	\$ 2,039,460	\$ 500,520	\$ 515,930	3.1%
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 implements the Regional Trail Master Plan 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 on trail-related matters.

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LEGAL DIVISION

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 1,285,571	\$ 1,320,225	\$ 1,477,080	\$ 1,583,610	7.2%
Supplies	412,299	49,647	14,230	15,110	6.2%
Services	4,915,681	2,360,216	5,215,430	5,377,550	3.1%
Equipment	146,010	-	-	-	0.0%
Intra-District Charges	169,000	173,500	166,600	189,170	13.5%
Subtotal	\$ 6,928,561	\$ 3,903,588	\$ 6,873,340	\$ 7,165,440	4.2%
PROJECT BUDGET:					
Personnel Services	\$ 2,804	\$ 367	\$ -	\$ -	0.0%
Services	6,361	-	-	-	0.0%
Capital Outlay/Equip	-	870,211	-	-	0.0%
Subtotal	\$ 9,165	\$ 870,578	\$ -	\$ -	0.0%
Total Operating/Project	\$ 6,937,726	\$ 4,774,166	\$ 6,873,340	\$ 7,165,440	4.2%
DEPARTMENTS:					
Legal	\$ 6,937,726	\$ 4,774,166	\$ 6,873,340	\$ 7,165,440	4.2%
Total	\$ 6,937,726	\$ 4,774,166	\$ 6,873,340	\$ 7,165,440	4.2%
FUNDING SOURCES:					
101 General Fund	\$ 1,277,560	\$ 1,223,745	\$ 1,344,630	\$ 1,571,470	16.9%
257 Mitigation	1,830	28,870	37,000	-	-100.0%
333 Capital	2,804	870,578	-	-	0.0%
336 OTA Projects	6,361	-	-	-	0.0%
552 Workers' Comp	3,926,689	2,039,590	3,692,840	3,726,300	0.9%
555 General Liability Fund	1,722,483	611,382	1,798,870	1,867,670	3.8%
Total	\$ 6,937,726	\$ 4,774,166	\$ 6,873,340	\$ 7,165,440	4.2%
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, 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 number of 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.

2012 Results	2013 Target	2013 Results	2014 Target
Set up internal process to apply for direct grant recovery in excess of \$ million.	Monitor project to ensure the District receives grant funds for recreation and resource enhancement projects.	Awarded \$1.8 million in funds for recreation projects from the Cosco Busan Oil Spill Fund.	Assist planning staff with Mission Peak LUPA and provide legal review of EIR.
Obtained \$700,000 in cost recovery from responsible party.	Monitor project to ensure District implementation of resource enhancement and recreation projects.	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.

LEGAL DIVISION

2012 Results	2013 Target	2013 Results	2014 Target
Developed agreement with Dumbarton Quarry Associates to provide funding for a new park at quarry location and provide funding stream for future park operation.	Work with Dumbarton Quarry Associates to finalize plans for park development and process conditional use permit and related City of Fremont approval to commence construction.	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.

KEY OBJECTIVE 2

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

KEY INDICATOR

Legal Department:

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

2012 Results	2013 Target	2013 Results	2014 Target
Reviewed and analyzed significant legislation including AB1x 26 (redevelopment), SB 226 and AB 900 (CEQA), and the Timber Harvest Plan reform proposal.	Continue to review and analyze legislation that may impact the District.	Monitored CEQA reform proposals for impact on Park District.	Continue to review and analyze legislation that may impact the District.
Provided legal advice on November 2012 election in which three Board members are up for re-election.	Continue to provide legal advice on post-election related matters.	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.

LEGAL DIVISION

2012 Results	2013 Target	2013 Results	2014 Target
Obtained settlement with petitioners to allow park development to proceed.	Monitor to ensure terms of settlement agreement are implemented and park construction can proceed.	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.

KEY OBJECTIVE 3

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

KEY INDICATOR

Risk Management:

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

2012 Results	2013 Target	2013 Results	2014 Target
<p>Decreased claims cost by 13%.</p> <p>Changed claims administrator to improve claims management.</p> <p>Maintained adequate funding for 2012 claim expenses.</p> <p>Increased claims reserve by an additional \$2 million.</p>	<p>Adjust management of cases to comply with workers' compensation reforms.</p> <p>Continue frequency of meetings with new administrator.</p> <p>Increase number of cases with full resolution (compromise and release).</p>	<p>Reached compliance in accordance with SB 863 mandates.</p> <p>Scope of meetings with new administrator includes focus on settling future medical exposures.</p> <p>Settled three high value claims thus positioning the District for better pricing of administrative cost.</p>	<p>Position workers' compensation program and evaluate for potential savings through joining pooled public entity program for claims above \$150,000.</p> <p>Consider optional organizational structuring of all risk functions.</p>

LEGAL DIVISION

2012 Results	2013 Target	2013 Results	2014 Target
Maintained low workers' compensation and liability claims costs.	Continue to train staff to maintain low claims costs and frequency.	<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>

OPERATIONS DIVISION

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 41,038,394	\$ 41,453,580	\$ 43,998,860	\$ 46,297,570	5.2%
Supplies	4,778,265	5,019,633	5,153,260	5,566,230	8.0%
Services	5,118,122	5,728,421	6,007,680	6,466,850	7.6%
Grants/Inter-agency Agreements	2,000	-	-	-	0.0%
Equipment	671,943	445,389	387,500	1,539,360	297.3%
Debt Service/Leases	-	82,175	-	-	0.0%
Intra-District Charges	2,763,750	2,999,100	2,863,370	3,588,680	25.3%
Subtotal	\$ 54,372,475	\$ 55,728,297	\$ 58,410,670	\$ 63,458,690	8.6%
PROJECT BUDGET:					
Personnel Services	\$ 589,600	\$ 520,706	\$ 1,086,250	\$ 1,327,400	22.2%
Supplies	252,871	279,105	-	13,200	0.0%
Services	304,543	941,572	1,635,020	1,386,770	-15.2%
Capital Outlay/Equip	739,455	297,888	5,840	252,750	4227.9%
Subtotal	\$ 1,886,469	\$ 2,039,271	\$ 2,727,110	\$ 2,980,120	9.3%
Total Operating/Project	\$ 56,258,944	\$ 57,767,569	\$ 61,137,780	\$ 66,438,810	8.7%
DEPARTMENTS:					
Administration	\$ 1,456,680	\$ 3,176,070	\$ 3,112,460	\$ 3,355,590	7.8%
Park Operations	31,917,853	30,947,211	32,451,810	35,125,120	8.2%
Interpretive & Recreation	9,921,174	10,037,286	11,128,810	11,207,650	0.7%
Maintenance & Trades	12,963,237	13,607,001	14,444,700	16,750,450	16.0%
Total	\$ 56,258,944	\$ 57,767,569	\$ 61,137,780	\$ 66,438,810	8.7%
FUNDING SOURCES:					
101 General Fund	\$ 49,777,559	\$ 50,913,316	\$ 53,715,770	\$ 58,147,150	8.2%
220 Two County LLD	3,480,913	3,466,101	3,681,370	3,983,150	8.2%
221 ECCC LLD	568,269	698,005	731,690	526,510	-28.0%
222 Five Canyon Zone	14,771	41,564	35,920	23,350	-35.0%
223 Dublin Hills Zone	6,261	5,601	7,640	8,720	14.1%
224 Walpert Ridge Zone	-	36,818	32,130	29,630	-7.8%
225 San Ramon Hills Zone	10,018	-	500	500	0.0%
226 Measure CC	452,991	456,869	980	-	-100.0%
227 Stone Valley Zone	5,013	-	630	630	0.0%
228 Gateway Valley Zone	19,381	48,532	6,000	-	-100.0%
253 Gifts	13,966	28,231	26,000	26,000	0.0%
255 MLK Jr Program	2,000	6,765	7,000	7,000	0.0%
258 McLaughlin Eastshore State Park	21,334	26,497	27,040	28,140	4.1%
259 ECCC HCP Properties	-	-	-	304,540	0.0%
333 Capital	749,011	186,850	15,260	209,200	1270.9%
335 Meas AA Bond Proceeds	-	-	-	-	0.0%
336 OTA Projects	1,137,458	1,852,422	2,711,850	2,829,290	4.3%
554 Major Equip Replacement	-	-	138,000	315,000	128.3%
Total	\$ 56,258,944	\$ 57,767,569	\$ 61,137,780	\$ 66,438,810	8.7%
STAFFING:					
Regular/Permanent	371.630	373.880	381.380	383.620	2.24
Seasonal/Temporary	34.838	46.103	43.411	45.971	2.56
Total	406.468	419.983	424.791	429.591	4.80

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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.

2014 APPROVED BUDGET REQUESTS:

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

\$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.

\$1,500,000 budget request for Fleet Management 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.

2013 APPROVED BUDGET REQUEST RESULTS:

\$150,000 base budget request for 1 FTE Cultural Services Coordinator and supplies

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-- demonstrated identification, maintenance and preservation of cultural and historical resources on District property.

2013 Targets:

- Develop and gain approval of new job classification for coordinator, who will be responsible for centralized oversight of District's historical and cultural resources.
- Recruit staff to fill new position.
- Coordinator 2013 performance targets are: 1) develop initial program for documenting and monitoring cultural and historical sites on current District property, 2) institute cultural resource inventory methodology for evaluating potential acquisition sites, 3) develop training program for District staff, 4) Review plan for existing archives and "accessioning" programs at Black Diamond Regional Park and make recommendations

OPERATIONS DIVISION

for improvement, 5) act of District liaison with external stakeholders (cultural and historical).

2013 Results:

- Developed new job classification for coordinator, who will be responsible for centralized oversight of the District's historical and cultural resources.
- Recruited to fill new position, to be filled in early 2014.
- In progress performance targets from 2013 have been incorporated into 2014 targets within Key Objective 1, below.

\$152,630 base budget and \$110,000 one-time budget requests for 6.54 seasonal FTEs and 1 temporary FTE, respectively

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.

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

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

The key indicator is-- maintenance of District properties, and exposure of local youth to working for the District.

2013 Targets:

- Continue the 2012 summer youth employment program sponsored by the Alameda County Workforce Investment Board for 12 months by providing 1 FTE of supervision for youth participants. Program provides enhanced career outreach to urban youth.
- Permanently fund 6.54 FTE that are 2012 one-time funded positions. These positions provide seasonal park maintenance assistance by local high school and college students, with potential for future full time District employment.

2013 Results:

- An existing Park Ranger was promoted to an acting assignment to lead the Alameda County Workforce Investment Board-Youth Employment Program for 2013. The program was expanded to include a fall work program in addition to the seven-week long summer work program. The supervisor position has been permanently funded for 2014 as a 9 month supervisor.
- 6.54 FTEs were permanently funded in 2013. 43 local students were hired and worked a total of 14,923 hours with park staff, assisting in project and maintenance work throughout the District.

\$114,400 base budget and \$32,500 one-time request for resources at Byron Hills/Vasco, including 1 FTE

OPERATIONS DIVISION

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—resource management of 2,311 additional acres purchased beginning in 2010 through 2012 in the Bryon Hills/Vasco area.

2013 Targets:

- Fund additional Park Ranger II to manage and maintain newly acquired resources in the Byron Hill/Vasco area. This includes monitoring of species, daily log of wildlife sightings, catalogue of notable plants, fence inspection and repair, daily debris removal, map/photo documentation of existing grassland, including list of primary genus for each grazing field, and implementation of mowing plan to control listed weed species.
- Purchase truck with pumper unit and trailer hitch for new Park Ranger.

2013 Results:

- One 12-month Ranger was permanently added to the staff assigned to the Vasco Corridor, bringing the total at that site to three 12 month Rangers and one Supervisor. They are working closely with other District staff on implementation of the Habitat Conservation Plan for the area.
- A Ford F-250 4x4 with a flatbed mounted pumper unit was purchased for crew use.

\$354,900 base budget request to open Big Break Visitor Center at the Delta, including 4 FTEs

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's center to the east county, providing enhanced educational opportunities specifically about the Delta.

2013 Targets:

- Complete staffing of new visitors center and installation of office work space, education stations, docent/volunteer work areas and storage systems.
- Complete design and installation of permanent exhibits.
- Develop up to three collaborative school programs with the educational community.
- Open new visitors center for weekend public drop in hours and two weekday school program hours each week.
- Provide 50 interpretive programs.
- Serve more than 5,400 visitors in programs and drop-in attendance.

2013 Results:

OPERATIONS DIVISION

- Completed staffing of the Big Break Visitor Center.
- Storage areas prepared and filled.
- First docent class completed.
- Developed three environmental education programs
- Hosted a teacher orientation day for over 60 teachers.
- Established schedule for general public and school program reservation process.
- Provided over 50 interpretive programs.
- Served over 5,000 school children with environmental programs and 18,000 general visitors at the center.

\$210,520 base budget request for Pacheco Corporation Yard

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-- operation of temporary north county corporation yard, required by displacement from 2011 Tilden Corp Yard fire.

2013 Targets:

- Open the facility for operation and monitor operating expenditures.
- Move staff to new location.
- Move all services displaced by Tilden fire to Pacheco location, including mechanics and roads and trails.
- Move Contra Costa County Trails Unit to Pacheco.
- Terminate current lease in Concord for CCC Trails.

2013 Results:

- The facility was opened for business in January of 2013. Staff worked with Finance during the 2013 year to restructure utilities and operating budgets to more closely reflect actual expenditures on site.
- A Unit Manager and Senior Office Assistant were moved to the site to manage the District-wide uses of the facility.
- The Roads and Trails crew and both the swing and day shift mechanics were relocated to the Pacheco location by January of 2013.
- The Contra Costa Trails crew was moved into the site by the end of January, 2013.
- The lease for the Concord property used by the CC Trails crew was terminated at the end of December, 2012.

\$125,000 base budget for 1 FTE and \$1,000,000 one-time budget requests for paving program

These resources will help fulfill the District mission to:

OPERATIONS DIVISION

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

The key indicator is-- maintenance of District's paving index at or above 65.

2013 Targets:

- Conversion of Administrative Analyst II 2012 one-time funded position into permanent position responsible for District's pavement maintenance contracts.
- Update condition survey of pavement network as per MTC guidelines.
- Improve District-wide pavement condition index (PCI) from an average of 63 to 65.
- Development of plan and priorities for preservation of 60+centerline miles of roads, 11,000+ parking spaces and over 200 miles of paved trails.
- Request bids, and award of contracts for 20 miles of pavement replacement/renovation in 2013.
- Completion of 20 miles of replacement/renovation in 2013.

2013 Results:

- Permanent Administrative Analyst II position was established and filled.
- Pavement condition index was increased from 63 to 65.
- Paving plan is in progress.
- 19.5 miles of combined roads and paved trails, were repaved in 2013, including sections of the Delta DeAnza Trail, Martin Luther King Jr Shoreline, Alameda Creek Trails, Anthony Chabot, Diablo Foothills, Hayward Shoreline, Sibley, Skyline Ranch, Tilden and Garin.

\$100,000 base budget and \$150,000 one-time budget requests for vehicle fuel
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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 --adequate funding of District vehicle fuel to fulfill District operating and safety obligations, reflecting stable use of fuel but increased cost.

2013 Targets:

- Budget adequate resources to cover cost of fuel utilized by all park vehicles. While consumption has remained constant at 295,700 gallons during 2011 and 2012, price per gallon has risen from a low of \$3.31 to a current \$4.59.
- Convert vehicle fleet to energy efficient models during 2013 by replacing 30 vehicles with average miles per gallon of 18, to vehicles with average miles per gallon of 22.
- Track and report on reduction in gallons of fuel used associated with three new electric vehicles purchased in 2012.

OPERATIONS DIVISION

2013 Results:

- Maintained a balanced fuel budget for 2013.
- 30 vehicles and equipment were replaced in 2013 resulting in an averaged fleet wide fuel economy increase of 4 miles per gallon per vehicle.
- Approximately \$1,400 has been saved since the introduction of new electric vehicles in the fleet. Collectively, the new vehicles have been driven 9,000 miles in 2013. Savings are based on the assumption that the vehicle they replaced would have been operated with an average fuel economy of 26 mpg.

\$100,000 one-time budget request for camping task force and Willow Park Golf Course study consultants

These resources will help fulfill the District mission to:

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

Improve access to and use of the parks by members of groups that have been underrepresented and/or under resourced. This may include; individuals with disabilities, low-income/at-risk communities and seniors.

Provide recreation development that fosters appropriate use of parklands while preserving their remoteness and intrinsic value.

The key indicator is-- completion of strategic planning and decision making based upon expert analysis and verifiable evidence.

2013 Target:

- Hire consultant to review District's current camping facilities, conduct research on current best practices, and issue report on recommendations.
 - Review recommendation with Park Advisory Committee and Board Operations Committee.
 - Develop five-year budget for implementing new camping facilities and services.
 - Complete camping task force consultant study (Board priority). Incorporate information into strategic planning for District's future enhanced camping programs, facilities and priorities.
 - Complete study related to golf courses. Incorporate results into decision regarding Willow Glen Golf Course concessionaire renewal.
- 2013 Results:
- A consultant was hired in 2013 and is in progress with park staff.
 - The recommendation will be part of the 2014 work plans for the PAC and Board Operations Committee.
 - Budgeting and completion of the camping study is being carried over to 2014.
 - The Willow Park Golf Course study is being carried over to 2014.

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 INDICATOR

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.

2012 Results	2013 Target	2013 Results	2014 Target
Installed vaults at Pleasanton Ridge, Mission Peak; made repairs at Anthony Chabot Campground, landscaped around new Alvarado restroom.	Rehabilitate chemical toilets at Contra Loma, install new ADA toilet at Coyote Hills.	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.

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

2012 Results	2013 Target	2013 Results	2014 Target
Increased Civicorps Recycling collection (cans, bottles and paper) from 5 Parks to 11 Parks. Implemented green-waste collection in Temescal, Redwood, and Anthony Chabot Parks. Purchased and installed 30 recycling containers. In 2012, staff attended the Pacific Coast Builders	Organize a drop-off location for recycling collection at the South County Corp Yard. Set up a Universal Waste drop-off location for easy removal. Reports for use in grant applications and Assembly Bill 341 compliance.	Set up green waste and comingled 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 recycling containers to be	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.

OPERATIONS DIVISION

2012 Results	2013 Target	2013 Results	2014 Target
<p>Conference (PCBC), solar workshops and facilities maintenance workshops.</p> <p>In process of scheduling staff to attend a series of Green Building seminars in regards to code requirements and policy changes.</p>	<p>Perform energy audits at three (3) park locations.</p> <p>Increase staff's Green Building awareness via educational sessions and seek grant opportunities at StopWaste.org.</p>	<p>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>Use information provided in the consultant's report to begin initial development of an 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>

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

2012 Results	2013 Target	2013 Results	2014 Target
<p>Purchased two Wastewater Pumping Station SCADA panels.</p> <p>40% of District-wide pump/motor database updated.</p>	<p>Integrate the Del Valle Water Treatment Plant SCADA system onto the District-wide Water Utilities SCADA system.</p> <p>Install a Tank Mixer in the West Tank at Del Valle.</p>	<p>The Water Treatment plant 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>Seek capital funding through fund 553 to complete SCADA integration at the Del Valle WTP.</p>

OPERATIONS DIVISION

2012 Results	2013 Target	2013 Results	2014 Target
Identified key locations and equipment throughout the District to implement use of Variable Frequency Drives to improve pump and motor efficiency.	Install Variable Frequency Drives on a select group of pump motors throughout the District to evaluate energy savings, costs, reliability and coordinate with PG&E to apply for energy conservation rebates.	The Strategic energy Plan will help to identify future grant opportunities.	Use information gathered by the outside consultant to determine system needs and evaluate equipment modification or replacement schedules.

- 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.

2012 Results	2013 Target	2013 Results	2014 Target
Training delayed until hiring of new Cultural Services Coordinator position and completion of gap analysis of cultural and historic resource management programs.	Complete a draft gap analysis of cultural and historic management priorities in the District.	Implementation delayed to 2014 to coincide with selection of new Cultural Services Coordinator position.	Complete hire of new Cultural Services Coordinator position. Complete program gap analysis. Conduct training for Operations staff on cultural resources protection.

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 INDICATOR

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.

2012 Results	2013 Target	2013 Results	2014 Target
OPS - Installed ADA fountains at Del Valle, Don Castro, Miller-Knox;	OPS - Install ADA parking spaces at Sibley and Little Hills; rebuild picnic areas	OPS – Installed two ADA parking spaces each at Castle Rock and Little Hills. ADA	OPS - Repair slide at Sibley and move ADA parking spots to location near park

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2012 Results	2013 Target	2013 Results	2014 Target
<p>compliant tables and picnic areas at Shadow Cliffs, Kennedy Grove, Little Hills</p> <p>MAST - Upgraded restroom, drinking fountain and outdoor shower facilities at Shadow Cliffs. In 2012 staff completed ADA parking and access at Tilden Corp Yard and other facilities. Staff is building a prototype for ADA portable restrooms and working with Design on wood chemical restroom plans. Staff continues to replace drinking fountains and shower towers to meet ADA standards.</p>	<p>at Lake Chabot, Temescal, and Crown Beach.</p> <p>MAST - Complete 5 major "A" priority ADA projects as identified in Parkview.</p> <p>MAST - Construct and deploy three new ADA compliant portable restrooms.</p> <p>MAST - Seek training opportunities for ADA staff to improve competencies and understanding of changes to State and Federal regulations.</p>	<p>spots at Sibley were not completed due to a landslide in the project area; repair rescheduled for early 2014.</p> <p>MAST - Staff 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 - Staff 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</p>	<p>residence to comply with grade requirements.</p> <p>Ops - Working with Design staff, finalize 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</p>

OPERATIONS DIVISION

2012 Results	2013 Target	2013 Results	2014 Target
		attended a State sponsored ADA code training in 2013.	staff involved in the ADA Transition Program including the new Administrative Analysts.

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.

2012 Results	2013 Target	2013 Results	2014 Target
Logic Model and Task Force report completed. Community mapping and engagement plan developed for Tidewater service area.	Logic Model used to create program assessment evaluation instruments for Tidewater and Big Break programs. Instruments to be pilot tested.	Consultant and staff created formal evaluation instruments for community outreach and youth employment programs.	Implement I&R Department reorganization: Add new Community Engagement Manager and create Community Engagement work group.

OPERATIONS DIVISION

2012 Results	2013 Target	2013 Results	2014 Target
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.	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 designed to promote parks and nature as part of a healthy lifestyle.	Joint program with Public Affairs implemented: Healthy Parks Healthy People Bay Area (HPPH-BA). Multi-agency effort to promote healthy lifestyles; regional parks providing low intensity programs first Saturday of every month.	Create two new Regional I&R Manager positions to oversee both interpretive and recreation services. Focus on the month of June to offer health and wellness programs and activities to highlight HPPH-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.

2012 Results	2013 Target	2013 Results	2014 Target
North and South County versions of the brochure completed for distribution via paper form and website in April 2012.	Publish non-English versions of the short loop trails brochure. Develop and Implement pilot Hiker Shuttle service at Pleasanton Ridge Regional Park to provide one-way transport services targeted at visitors with mobility	Provided programs for senior and under resourced community groups. Implemented pilot Hiker Shuttle service at Pleasanton Ridge Regional Park to	Supply information and work with other Divisions to start the process to formulate a "peak trail climb" map. Continue pilot program additional year - Increase program from 12 to 18

OPERATIONS DIVISION

2012 Results	2013 Target	2013 Results	2014 Target
	challenges.	provide one-way transport services targeted at visitors with mobility challenges.	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.

KEY OBJECTIVE 3

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

KEY INDICATOR

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).

2012 Results	2013 Target	2013 Results	2014 Target
N/A	N/A	N/A	Hire consultant for review and evaluation process. Use results of final report to implement process and system improvements in 2015 budget.

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

2012 Results	2013 Target	2013 Results	2014 Target
Installed computers and wireless network at Del Valle, Quarry Lakes, Lake Chabot and Contra Loma Quagga inspection locations to make Quagga Inspection Database (QID) system operational.	Produce quarterly reports from QID to show inspection program activity and trends.	All Quagga stations (including partner agencies) have access QID to run reports as needed. final report was given to the Board Operations Committee October 17, 2013.	

OPERATIONS DIVISION

2012 Results	2013 Target	2013 Results	2014 Target
Assembly Bill 2443 passed in Senate to provide grant funding to support prevention programs.	Work with Grants Manager to seek grant funds through CDFG to off-set inspection program costs.	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.

- 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.

2012 Results	2013 Target	2013 Results	2014 Target
Downsized two replacement vehicles from the 2012 replacement list. Purchased five Electric Vehicles - three Think City's and two Neighborhood Electric Vehicles. Replaced three vehicles with reduced engine size.	Restore the Fleet Replacement budget to 2009 levels in order to reduce vehicle maintenance and replacement costs. Downsize two replacement vehicles from the 2013 replacement list.	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 V8 to more fuel efficient V6 models.
Efforts to import fuel usage data files in Square Rigger continue to be problematic. Report data is inconsistent.	Purchase alternative fueled/electric vehicles, and reduce engine size where applicable.	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.	Evaluate the effectiveness and utility of the current electric vehicle fleet and make recommendations for expansion or contraction in the 2015 budget.

OPERATIONS DIVISION

2012 Results	2013 Target	2013 Results	2014 Target
	Evaluate option to upgrade Square Rigger.	Fleet vehicles replaced in 2013 were downsized from V8 to V6 engine models increasing fuel efficiency by a minimum average of 2mpg per unit. 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.	Begin implementation of Consultant recommendations and continue to build data base files for records lost in the Tilden shop fire.

KEY OBJECTIVE 4

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

KEY INDICATOR

Administration Department:

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

2012 Results	2013 Target	2013 Results	2014 Target
In progress – target date moved to October 15, 2012.	Monitor ongoing operational expenses for 2014 base budget.	Expenditures at Pacheco 2013 were slightly under budget.	Provide new budget for TXI property. Reconnect utilities to TXI site.
In progress – MAST staff scheduled for October 15, 2012.	Construct shelving and storage units in renovated space – move shop from residence area.	Shelving and storage was installed.	Construct replacement storage structures for equipment and supplies at Del Valle.
In progress – trailers moved and MAST staff working with park staff on upgrades		Remodeled shop at Black Diamond. Trailers were remodeled and staff moved into new	Work with planning to develop plan for new

OPERATIONS DIVISION

2012 Results	2013 Target	2013 Results	2014 Target
		offices at Vasco Hills.	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.

2012 Results	2013 Target	2013 Results	2014 Target
n/a	Work with Human Resources division to develop annual training program for existing Operations division staff which provides a safety update as well as professional development updates related to new laws, policies, procedures, and resource and other park management related topics.	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.

KEY OBJECTIVE 5

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

KEY INDICATOR

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.

2012 Results	2013 Target	2013 Results	2014 Target
Completed service learning program in conjunction with ACWB and youth service contractors.	Year around program to be developed with design modifications based on staff and ACWB recommendations.	Program expanded to two crews: summer and fall. Fall program included two members from summer crew to act	Continue with 9-month program. Add a .75 FTE supervisor to support two crews annually: summer and fall.

OPERATIONS DIVISION

2012 Results	2013 Target	2013 Results	2014 Target
<p>The Regional Parks Foundation is seeking a grant to continue funding of this program for the remainder of 2012 and part of 2013.</p> <p>Funding for the equivalent of 6.54 FTE's were included as "limited term" in the 2012 budget process.</p> <p>Eight students worked on projects in five parks for a total of twelve weeks.</p> <p>Initiated Tidewater Boating Center teen Outdoor After School Leadership program with Arise High School and Urban Promise Academy.</p> <p>46 programs implemented; including multi-experience/tiered programming.</p>	<p>Community Outreach Coordinator to serve as lead for design and implementation in 2013 with assistance of Operations division staff and staff from other Divisions.</p> <p>Seek funding for twelve month Alternate Work Program Supervisor position to supervise crew participants and coordinate project work with park units.</p> <p>Work with Fire Department to identify projects and fund crews for Summer 2013.</p>	<p>as leads for fall crew.</p>	<p>Expand program to include Contra Costa County.</p>

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 INDICATOR

Operations Division – All Departments:

OPERATIONS DIVISION

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

2012 Results	2013 Target	2013 Results	2014 Target
<p>Installed temporary exhibits and Delta awareness video. Prepared Request for Proposal for permanent exhibit development.</p> <p>Partially equipped education room and installed staff support furniture and equipment.</p> <p>Consulted with Design in exterior landscape and visitor use access planning.</p> <p>Provided temporary staffing to facilitate opening of visitor center to public hours and programming.</p> <p>Completed Delta Institute Teacher Training with KQED and CA Institute of Biodiversity; including professional development and teacher evaluation.</p>	<p>Complete design and partial installation of permanent exhibits and associated interactive citizen-based monitoring exhibit technology.</p> <p>Work with non-formal and formal education and community organizations to develop new collaborative educational and recreational program opportunities.</p>	<p>Exhibit consultant selected and design process started for permanent exhibits at Big Break Visitor Center at the Delta (BBVC).</p>	<p>Complete fabrication and installation of permanent exhibits at Big Break Visitor Center.</p> <p>Use lessons learned from the BBVC project to develop exhibit upgrade plans for other District visitor centers.</p>

- 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.

OPERATIONS DIVISION

2012 Results	2013 Target	2013 Results	2014 Target
<p>Since August 2008, 16 transcripts were finalized through May 2012. Transcriptions for Pleasanton Ridge, Wildcat Canyon, and Shadow Cliffs still in process.</p> <p>Use Black Diamond drafts in production of Greathouse and Sydney Flat Visitor Center exhibits and program development.</p>	<p>To be aligned with final 2013 Land Use Plan priorities in Planning and Stewardship Department and Board/General Manager priorities (e.g. Garin). Five planned. Index backlog of interviews after transcription, formatting, editing. Additional as funding permits.</p> <p>Seek additional funding to expand program to a total of fifteen interviews completed annually.</p>	<p>22 back logged oral histories were completed. 5 new interviews completed</p> <p>One time funding in the amount of \$25,000 in 2013 made the interviews possible.</p>	<p>Funding addition again requested in 2014 to continue expanded program.</p>

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 INDICATOR

Operations Division – All Departments:

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

2012 Results	2013 Target	2013 Results	2014 Target
n/a	Hire consultant to review District's current camping facilities, conduct research on current best practices, and issue report on recommendations.	Camping consultant selected and review process started for review and recommendations for new camping facilities and services.	Complete study, incorporate information into strategic planning for enhancement of District camping programs, facilities and services.

OPERATIONS DIVISION

2012 Results	2013 Target	2013 Results	2014 Target
n/a	Hire consultant to review Willow Park Golf Course site evaluation, conduct research on current best practices, and issue report on recommendations for future site use.	Golf Course consultant selected and review process started for site evaluation and recommendations for next term of concession.	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.

KEY OBJECTIVE 8

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

Operations Division – Maintenance and Skilled Trades (MAST):

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

2012 Results	2013 Target	2013 Results	2014 Target
n/a	<p>Conversion of 1 FTE Administrative Analyst II 2012 one-time funded position into permanent position responsible for District's pavement management contracts.</p> <p>Fund one-time budget request for development of plan and priorities for preservation of 60+ centerline miles of roads, 11,000+ parking spaces and over 200 miles of paved trails.</p>	<p>Converted existing 1 FTE Administrative Analyst II position to permanent regular position.</p> <p>Maintenance Administrative staff managed pavement rehabilitation contracts improving over 425,000 sf. of asphalt in 2013.</p>	<p>n/a</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>

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.

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 1,003,553	\$ 1,085,124	\$ 1,023,230	\$ 1,089,460	6.5%
Supplies	34,508	46,640	35,830	35,830	0.0%
Services	418,619	402,907	510,100	410,100	-19.6%
Intra-District Charges	-	1,641,400	1,543,300	1,820,200	17.9%
Subtotal	\$ 1,456,680	\$ 3,176,070	\$ 3,112,460	\$ 3,355,590	7.8%
PROJECT BUDGET:					
Subtotal	\$ -	\$ -	\$ -	\$ -	0.0%
Total Operating/Project	\$ 1,456,680	\$ 3,176,070	\$ 3,112,460	\$ 3,355,590	7.8%
DEPARTMENTS:					
Administration	\$ 1,456,680	\$ 3,176,070	\$ 3,112,460	\$ 3,355,590	7.8%
Total	\$ 1,456,680	\$ 3,176,070	\$ 3,112,460	\$ 3,355,590	
FUNDING SOURCES:					
101 General Fund	\$ 1,456,680	\$ 3,176,070	\$ 3,112,460	\$ 3,355,590	7.8%
Total	\$ 1,456,680	\$ 3,176,070	\$ 3,112,460	\$ 3,355,590	7.8%
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 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.

Revenue and Administration Unit

The Revenue Unit provides the necessary link between the District’s concessions, special use agreements, communication site leases, contracts for services, residence agreements, and the

OPERATIONS DIVISION**ADMINISTRATION**

Park Operations and Finance Departments. The unit 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 unit 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 unit also works with other departments to provide excellent public use facilities within the District.

Budget By Unit/Park Location

Unit/Location	Personnel Services	Supplies	Services	Equipment	Inter-Agency	Total
OPERATIONS ADMINISTRATION (includes Revenue Unit)						
Administration						
Budget 2013	\$ 1,023,230	\$ 35,830	\$ 162,250	\$ -	\$ 1,543,300	\$ 2,764,610
Budget 2014	\$ 1,089,460	\$ 35,830	\$ 62,250	\$ -	\$ 1,820,200	\$ 3,007,740
% Change	6.5%	0.0%	-61.6%	0.0%	17.9%	8.8%
Community Resources						
Budget 2013	\$ -	\$ -	\$ 347,850	\$ -	\$ -	\$ 347,850
Budget 2014	\$ -	\$ -	\$ 347,850	\$ -	\$ -	\$ 347,850
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Operations Administration Department						
Budget 2013	\$ 1,023,230	\$ 35,830	\$ 510,100	\$ -	\$ 1,543,300	\$ 3,112,460
Budget 2014	\$ 1,089,460	\$ 35,830	\$ 410,100	\$ -	\$ 1,820,200	\$ 3,355,590
% Change	6.5%	0.0%	-19.6%	0.0%	17.9%	7.8%

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PARK OPERATIONS DEPARTMENT

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 24,130,154	\$ 24,456,271	\$ 25,461,070	\$ 26,996,390	6.0%
Supplies	1,683,523	1,651,668	1,862,050	1,995,400	7.2%
Services	2,636,187	3,035,419	2,999,460	3,542,220	18.1%
Equipment	128,418	30,430	72,500	269,360	271.5%
Debt Service/Leases	-	82,175	-	-	0.0%
Intra-District Charges	2,624,910	1,098,350	1,168,180	1,448,480	24.0%
Subtotal	\$ 31,203,191	\$ 30,354,313	\$ 31,563,260	\$ 34,251,850	8.5%
PROJECT BUDGET:					
Personnel Services	\$ 352,508	\$ 349,978	\$ 705,810	\$ 720,280	2.1%
Supplies	73,406	72,912	-	4,200	0.0%
Services	130,286	126,157	182,740	169,270	-7.4%
Capital Outlay/Equip	158,462	43,852	-	-	0.0%
Subtotal	\$ 714,662	\$ 592,899	\$ 888,550	\$ 893,750	0.6%
Total Operating/Project	\$ 31,917,853	\$ 30,947,211	\$ 32,451,810	\$ 35,145,600	8.3%
UNITS:					
Administration	\$ 3,142,757	\$ 2,127,288	\$ 2,283,690	\$ 2,362,700	3.5%
Interpretive Parklands	4,652,928	4,982,355	5,244,450	5,086,400	-3.0%
Lakes	4,992,080	4,800,342	5,037,890	6,550,320	30.0%
Mining (in Rec.Areas as of 2014)	477,757	386,627	483,270	-	-100.0%
Parklands	5,172,019	5,009,507	5,183,710	5,496,930	6.0%
Recreation Areas	5,074,416	5,117,479	5,285,850	5,475,080	3.6%
Reg Trails/Alt Wk Prog	2,820,609	2,903,270	3,170,990	4,544,960	43.3%
Shoreline	5,585,288	5,620,344	5,761,960	5,629,210	-2.3%
Total	\$ 31,917,853	\$ 30,947,211	\$ 32,451,810	\$ 35,145,600	8.3%
FUNDING SOURCES:					
101 General Fund	\$ 27,194,730	\$ 26,053,491	\$ 27,423,040	\$ 29,715,950	8.4%
220 Two County LLD	2,984,770	3,080,513	3,223,690	3,417,880	6.0%
221 ECCC LLD	558,277	698,005	731,690	526,510	-28.0%
222 Five Canyon Zone	14,771	41,564	35,920	23,350	-35.0%
223 Dublin Hills Zone	6,261	5,601	7,640	8,720	14.1%
224 Walpert Ridge Zone	-	27,838	32,130	29,630	-7.8%
225 San Ramon Hills Zone	10,018	-	500	500	0.0%
226 Measure CC	374,671	344,042	980	-	-100.0%
227 Stone Valley Zone	5,013	-	630	630	0.0%
228 Gateway Valley Zone	19,381	48,532	6,000	-	-100.0%
253 Gifts	13,966	28,231	26,000	26,000	0.0%
258 McLaughlin Eastshore State F	21,334	26,497	27,040	28,140	4.1%
259 ECCC HCP Properties	-	-	-	304,540	0.0%
333 Capital	159,252	45,697	-	-	0.0%
336 OTA Projects	555,410	547,202	888,550	893,750	0.6%
554 Major Equip Replacement	-	-	48,000	170,000	254.2%
Total	\$ 31,917,853	\$ 30,947,211	\$ 32,451,810	\$ 35,145,600	8.3%
STAFFING:					
Regular/Permanent	226.730	227.480	229.230	232.500	3.270
Seasonal/Temporary	18.925	25.955	26.092	26.192	0.100
Total	245.655	253.435	255.322	258.692	3.370

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.

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 215,450	\$ 434,586	\$ 497,770	\$ 592,760	19.1%
Supplies	90,859	58,282	105,270	105,270	0.0%
Services	202,474	231,922	239,780	239,780	0.0%
Equipment	-	-	-	-	0.0%
Intra-District Charges	2,288,400	993,000	993,000	1,072,620	8.0%
Subtotal	\$ 2,797,183	\$ 1,717,789	\$ 1,835,820	\$ 2,010,430	9.5%
PROJECT BUDGET:					
Personnel Services	\$ 308,504	\$ 320,425	\$ 357,870	\$ 352,270	-1.6%
Supplies	6,137	23,466	-	-	0.0%
Services	30,934	65,608	90,000	-	-100.0%
Subtotal	\$ 345,574	\$ 409,499	\$ 447,870	\$ 352,270	-21.3%
Total Operating/Project	\$ 3,142,757	\$ 2,127,288	\$ 2,283,690	\$ 2,362,700	3.5%
UNIT:					
Administration	\$ 3,142,757	\$ 2,127,288	\$ 2,283,690	\$ 2,362,700	3.5%
Total	\$ 3,142,757	\$ 2,127,288	\$ 2,283,690	\$ 2,362,700	3.5%
FUNDING SOURCES:					
101 General Fund	\$ 2,785,046	\$ 1,711,068	\$ 1,813,820	\$ 1,988,430	9.6%
253 Gifts	12,137	6,722	22,000	22,000	0.0%
336 OTA Projects	345,574	409,499	447,870	352,270	-21.3%
Total	\$ 3,142,757	\$ 2,127,288	\$ 2,283,690	\$ 2,362,700	3.5%
STAFFING:					
Regular/Permanent	5.25	5.25	5.25	5.25	-
Seasonal/Temporary	4.00	10.54	10.54	10.54	-
Total	9.25	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 and fire 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 values. The

**OPERATIONS DIVISION-
PARK OPERATIONS**

PARK OPERATIONS DEPARTMENT

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,

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 4,021,350	\$ 4,203,458	\$ 4,408,370	\$ 4,192,150	-4.9%
Supplies	245,065	286,473	303,510	372,980	22.9%
Services	287,249	354,757	432,890	415,310	-4.1%
Election Costs	-	-	-	-	0.0%
Grants/Inter-agency Agreements	-	-	-	-	0.0%
Equipment	-	30,430	24,500	67,360	174.9%
Intra-District Charges	26,820	34,400	75,180	38,600	-48.7%
Subtotal	\$ 4,580,484	\$ 4,909,518	\$ 5,244,450	\$ 5,086,400	-3.0%
PROJECT BUDGET:					
Personnel Services	\$ 13,366	\$ 7,626	\$ -	\$ -	0.0%
Supplies	9,309	40,732	-	-	0.0%
Services	3,626	5,731	-	-	0.0%
Capital Outlay/Equip	46,144	18,747	-	-	0.0%
Subtotal	\$ 72,444	\$ 72,837	\$ -	\$ -	0.0%
Total Operating/Project	\$ 4,652,928	\$ 4,982,355	\$ 5,244,450	\$ 5,086,400	-3.0%
UNIT:					
Interpretive Parklands	\$ 4,652,928	\$ 4,982,355	\$ 5,244,450	\$ 5,086,400	-3.0%
Total	\$ 4,652,928	\$ 4,982,355	\$ 5,244,450	\$ 5,086,400	
FUNDING SOURCES:					
101 General Fund	\$ 3,865,657	\$ 4,083,157	\$ 4,443,700	\$ 4,121,400	-7.3%
220 Two County LLD	572,332	575,966	592,540	507,110	-14.4%
221 ECCC LLD	119,374	195,447	163,310	109,870	-32.7%
223 Dublin Hills Zone	6,261	5,601	7,640	8,720	14.1%
224 Walpert Ridge Zone	-	27,838	32,130	29,630	-7.8%
225 San Ramon Hills Zone	10,018	-	500	500	0.0%
227 Stone Valley Zone	5,013	-	630	630	0.0%
253 Gifts/Dickson	1,829	21,509	4,000	4,000	0.0%
259 ECCC HCP Properties	-	-	-	304,540	0.0%
333 Capital	46,144	19,906	-	-	0.0%
336 OTA Projects	26,300	52,931	-	-	0.0%
Total	\$ 4,652,928	\$ 4,982,355	\$ 5,244,450	\$ 5,086,400	-3.0%
STAFFING:					
Regular/Permanent	36.85	37.35	38.60	35.10	(3.50)
Seasonal/Temporary	2.61	2.61	2.61	1.61	(1.00)
Total	39.460	39.960	41.210	36.710	(4.50) *

*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.

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. The Mining Operations develops and maintains the Black Diamond Mines Regional Preserve underground public use facilities, works in cooperation with the Interpretive and Recreation Services Division 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 Department 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.

The Mining Unit 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 2013	\$ 275,120	\$ 4,970	\$ 2,640	\$ -	\$ 75,180	\$ 357,910
Budget 2014	\$ 286,190	\$ 4,970	\$ 2,640	\$ -	\$ 38,600	\$ 332,400
% Change	4.0%	0.0%	0.0%	0.0%	-48.7%	-7.1%
Bishop Ranch Open Space Regional Preserve						
Budget 2013	\$ -	\$ -	\$ 2,180	\$ -	\$ -	\$ 2,180
Budget 2014	\$ -	\$ -	\$ 2,180	\$ -	\$ -	\$ 2,180
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Black Diamond Mines						
Budget 2013	\$ 414,680	\$ 45,770	\$ 22,820	\$ -	\$ -	\$ 483,270
Budget 2014	\$ 435,040	\$ 39,770	\$ 28,820	\$ -	\$ -	\$ 503,630
% Change	4.9%	-13.1%	26.3%	0.0%	0.0%	4.2%
Black Diamond Mines Regional Preserve						
Budget 2013	\$ 553,690	\$ 30,960	\$ 45,290	\$ -	\$ -	\$ 629,940
Budget 2014	\$ 576,900	\$ 40,960	\$ 65,290	\$ -	\$ -	\$ 683,150
% Change	4.2%	32.3%	44.2%	0.0%	0.0%	8.4%
Brushy Peak						
Budget 2013	\$ 111,150	\$ 1,660	\$ 6,550	\$ -	\$ -	\$ 119,360
Budget 2014	\$ 116,950	\$ 3,660	\$ 4,550	\$ -	\$ -	\$ 125,160
% Change	5.2%	120.5%	-30.5%	0.0%	0.0%	4.9%
Calaveras Ridge Trail						
Budget 2013	\$ 67,490	\$ 12,150	\$ -	\$ -	\$ -	\$ 79,640
Budget 2014	\$ 71,580	\$ 12,150	\$ -	\$ -	\$ -	\$ 83,730
% Change	6.1%	0.0%	0.0%	0.0%	0.0%	5.1%
Dry Creek Pioneer Regional Park						
Budget 2013	\$ 206,920	\$ 19,710	\$ 10,290	\$ -	\$ -	\$ 236,920
Budget 2014	\$ 236,530	\$ 19,710	\$ 10,290	\$ -	\$ -	\$ 266,530
% Change	14.3%	0.0%	0.0%	0.0%	0.0%	12.5%
Dublin Hills						
Budget 2013	\$ 22,050	\$ 2,100	\$ -	\$ -	\$ -	\$ 24,150
Budget 2014	\$ 26,370	\$ 2,100	\$ -	\$ -	\$ -	\$ 28,470
% Change	19.6%	0.0%	0.0%	0.0%	0.0%	17.9%
Garin Regional Park						
Budget 2013	\$ 474,960	\$ 29,470	\$ 41,550	\$ -	\$ -	\$ 545,980
Budget 2014	\$ 473,140	\$ 29,470	\$ 41,550	\$ -	\$ -	\$ 544,160
% Change	-0.4%	0.0%	0.0%	0.0%	0.0%	-0.3%
Las Trampas Wilderness Regional Preserve						
Budget 2013	\$ 342,060	\$ 26,350	\$ 72,490	\$ -	\$ -	\$ 440,900
Budget 2014	\$ 357,570	\$ 27,340	\$ 71,500	\$ -	\$ -	\$ 456,410
% Change	4.5%	3.8%	-1.4%	0.0%	0.0%	3.5%

**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 2013	\$ -	\$ 630	\$ -	\$ -	\$ -	\$ 630
Budget 2014	\$ -	\$ 630	\$ -	\$ -	\$ -	\$ 630
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Mission Peak Regional Preserve						
Budget 2013	\$ 106,700	\$ 5,520	\$ 14,500	\$ -	\$ -	\$ 126,720
Budget 2014	\$ 111,960	\$ 6,320	\$ 13,700	\$ -	\$ -	\$ 131,980
% Change	4.9%	14.5%	-5.5%	0.0%	0.0%	4.2%
Morgan Territory Regional Preserve						
Budget 2013	\$ -	\$ 3,890	\$ 9,960	\$ -	\$ -	\$ 13,850
Budget 2014	\$ -	\$ 3,890	\$ 9,960	\$ -	\$ -	\$ 13,850
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Pleasanton Ridge Regional Park						
Budget 2013	\$ 350,050	\$ 16,410	\$ 27,860	\$ -	\$ -	\$ 394,320
Budget 2014	\$ 472,700	\$ 97,310	\$ 46,960	\$ 32,930	\$ -	\$ 649,900
% Change	35.0%	493.0%	68.6%	0.0%	0.0%	64.8%
Round Valley Regional Preserve						
Budget 2013	\$ 93,870	\$ 3,980	\$ 5,950	\$ -	\$ -	\$ 103,800
Budget 2014	\$ 109,870	\$ 3,980	\$ 5,950	\$ -	\$ -	\$ 119,800
% Change	17.0%	0.0%	0.0%	0.0%	0.0%	15.4%
Sunol/Ohlone Regional Wilderness						
Budget 2013	\$ 477,680	\$ 27,850	\$ 31,470	\$ -	\$ -	\$ 537,000
Budget 2014	\$ 499,160	\$ 27,850	\$ 31,470	\$ -	\$ -	\$ 558,480
% Change	4.5%	0.0%	0.0%	0.0%	0.0%	4.0%
Sycamore Valley Open Space Regional Preserve						
Budget 2013	\$ 113,070	\$ 2,210	\$ 3,300	\$ -	\$ -	\$ 118,580
Budget 2014	\$ 118,870	\$ 2,210	\$ 3,300	\$ -	\$ -	\$ 124,380
% Change	5.1%	0.0%	0.0%	0.0%	0.0%	4.9%
Vargas Plateau						
Budget 2013	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Budget 2014	\$ 53,300	\$ 22,000	\$ 8,000	\$ 34,430	\$ -	\$ 117,730
% Change						
Vasco Hills (formerly Vasco Corridor)						
Budget 2013	\$ 243,500	\$ 26,460	\$ 49,150	\$ 24,500	\$ -	\$ 343,610
Budget 2014	\$ 246,020	\$ 28,660	\$ 69,150	\$ -	\$ -	\$ 343,830
% Change	1.0%	8.3%	40.7%	-100.0%	0.0%	0.1%
Total Interpretive Parklands Unit						
Budget 2013	\$ 3,852,990	\$ 260,090	\$ 346,000	\$ 24,500	\$ 75,180	\$ 4,558,760
Budget 2014	\$ 4,192,150	\$ 372,980	\$ 415,310	\$ 67,360	\$ 38,600	\$ 5,086,400
% Change	8.8%	43.4%	20.0%	174.9%	-48.7%	11.6%

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, 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.

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 4,027,361	\$ 3,964,069	\$ 4,224,840	\$ 5,454,200	29.1%
Supplies	332,883	296,955	325,820	396,590	21.7%
Services	449,405	495,389	486,830	663,570	36.3%
Equipment	57,087	-	-	32,000	0.0%
Intra-District Charges	107,410	43,150	400	3,960	890.0%
Subtotal	\$ 4,974,146	\$ 4,799,564	\$ 5,037,890	\$ 6,550,320	30.0%
PROJECT BUDGET:					
Personnel Services	\$ 64	\$ -	\$ -	\$ -	0.0%
Supplies	-	562	-	-	0.0%
Services	12,892	216	-	-	0.0%
Capital Outlay/Equip	4,978	-	-	-	0.0%
Subtotal	\$ 17,934	\$ 778	\$ -	\$ -	0.0%
Total Operating/Project	\$ 4,992,080	\$ 4,800,342	\$ 5,037,890	\$ 6,550,320	30.0%
UNIT:					
Lakes	\$ 4,992,080	\$ 4,800,342	\$ 5,037,890	\$ 6,550,320	30.0%
Total	\$ 4,992,080	\$ 4,800,342	\$ 5,037,890	\$ 6,550,320	
FUNDING SOURCES:					
101 General Fund	\$ 4,974,146	\$ 4,799,564	\$ 5,037,890	\$ 6,015,960	19.4%
220 Two County LLD	-	-	-	534,360	0.0%
333 Capital	4,978	-	-	-	0.0%
336 OTA Projects	12,956	778	-	-	0.0%
Total	\$ 4,992,080	\$ 4,800,342	\$ 5,037,890	\$ 6,550,320	30.0%
STAFFING:					
Regular/Permanent	39.000	39.000	39.000	48.100	9.10
Seasonal/Temporary	3.630	3.970	3.970	4.320	0.35
Total	42.630	42.970	42.970	52.420	9.45 *

*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 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 will be an active participation with local water districts, 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. Our commitment to work with water district contractors, Department of Water Resources, Zone 7, Alameda County Water District, and Santa Clara Water District, to continue our Quagga/zebra mussel boat inspection program in order to preserve and protect our valued water recreation resources. We will maintain a clean, safe standard throughout the Lakes Unit by maintaining a consistent standard for park maintenance, annual tree hazard evaluation 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 parkland work locations.

Budget By Unit/Park Location

Unit/Location	Personnel Services	Supplies	Services	Equipment	Inter-Agency	Total
LAKES UNIT						
Administrative						
Budget 2013	\$ 298,930	\$ 2,330	\$ 2,560	\$ -	\$ 400	\$ 304,220
Budget 2014	\$ 310,580	\$ 2,330	\$ 2,560	\$ -	\$ 3,960	\$ 319,430
% Change	3.9%	0.0%	0.0%	0.0%	890.0%	5.0%
Alameda County Trails						
Budget 2013	\$ 467,830	\$ 21,880	\$ 15,110	\$ -	\$ -	\$ 504,820
Budget 2014	\$ 494,370	\$ 25,790	\$ 15,200	\$ -	\$ -	\$ 535,360
% Change	5.7%	17.9%	0.6%	0.0%	0.0%	6.0%
Coyote Hills Regional Park						
Budget 2013	\$ 521,990	\$ 44,980	\$ 77,510	\$ -	\$ -	\$ 644,480
Budget 2014	\$ 563,730	\$ 44,980	\$ 77,510	\$ -	\$ -	\$ 686,220
% Change	8.0%	0.0%	0.0%	0.0%	0.0%	6.5%
Del Valle Regional Park						
Budget 2013	\$ 1,458,880	\$ 131,550	\$ 177,790	\$ -	\$ -	\$ 1,768,220
Budget 2014	\$ 1,541,110	\$ 131,550	\$ 223,430	\$ -	\$ -	\$ 1,896,090
% Change	5.6%	0.0%	25.7%	0.0%	0.0%	7.2%
Lake Chabot Regional Park						
Budget 2013	\$ 822,280	\$ 50,530	\$ 69,550	\$ -	\$ -	\$ 942,360
Budget 2014	\$ 871,070	\$ 50,530	\$ 81,980	\$ 32,000	\$ -	\$ 1,035,580
% Change	5.9%	0.0%	17.9%	0.0%	0.0%	9.9%
Quarry Lakes						
Budget 2013	\$ 725,210	\$ 60,580	\$ 82,130	\$ -	\$ -	\$ 867,920
Budget 2014	\$ 756,440	\$ 60,580	\$ 82,130	\$ -	\$ -	\$ 899,150
% Change	4.3%	0.0%	0.0%	0.0%	0.0%	3.6%
Shadow Cliffs						
Budget 2013	\$ 919,540	\$ 79,070	\$ 109,080	\$ -	\$ -	\$ 1,107,690
Budget 2014	\$ 916,900	\$ 79,070	\$ 135,040	\$ -	\$ -	\$ 1,131,010
% Change	-0.3%	0.0%	23.8%	0.0%	0.0%	2.1%

**OPERATIONS DIVISION-
PARK OPERATIONS**

LAKES UNIT

Budget By Unit/Park Location, continued

Unit/Location	Personnel Services	Supplies	Services	Equipment	Inter-Agency	Total
Willow Park Golf Course						
Budget 2013	\$ -	\$ 1,760	\$ 45,720	\$ -	\$ -	\$ 47,480
Budget 2013	\$ -	\$ 1,760	\$ 45,720	\$ -	\$ -	\$ 47,480
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Lakes Unit						
Budget 2013	\$ 5,214,660	\$ 392,680	\$ 579,450	\$ -	\$ 400	\$ 6,187,190
Budget 2014	\$ 5,454,200	\$ 396,590	\$ 663,570	\$ 32,000	\$ 3,960	\$ 6,550,320
% Change	4.6%	1.0%	14.5%	0.0%	890.0%	5.9%

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.

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 4,366,005	\$ 4,302,587	\$ 4,524,930	\$ 4,796,430	6.0%
Supplies	258,096	247,825	222,290	232,690	4.7%
Services	390,674	440,570	398,570	427,090	7.2%
Equipment	4,818	-	-	-	0.0%
Intra-District Charges	118,890	-	8,550	5,500	-35.7%
Subtotal	\$ 5,138,482	\$ 4,990,983	\$ 5,154,340	\$ 5,461,710	6.0%
PROJECT BUDGET:					
Personnel Services	\$ 27,082	\$ 16,140	\$ 19,540	\$ 29,460	50.8%
Supplies	2,705	1,582	-	2,200	0.0%
Services	-	-	9,830	3,560	-63.8%
Capital Outlay/Equip	3,750	803	-	-	0.0%
Subtotal	\$ 33,537	\$ 18,524	\$ 29,370	\$ 35,220	19.9%
Total Operating/Project	\$ 5,172,019	\$ 5,009,507	\$ 5,183,710	\$ 5,496,930	6.0%
DEPARTMENTS:					
Parklands	\$ 5,172,019	\$ 5,009,507	\$ 5,183,710	\$ 5,496,930	6.0%
Total	\$ 5,172,019	\$ 5,009,507	\$ 5,183,710	\$ 5,496,930	6.0%
FUNDING SOURCES:					
101 General Fund	\$ 4,793,736	\$ 4,604,465	\$ 4,833,270	\$ 5,141,810	6.4%
220 Two County LLD	302,528	313,016	314,090	319,900	1.8%
226 Measure CC	22,837	24,969	980	-	-100.0%
228 Gateway Valley Zone	19,381	48,532	6,000	-	-100.0%
333 Capital	3,750	803	-	-	0.0%
336 OTA Projects	29,787	17,722	29,370	35,220	19.9%
Total	\$ 5,172,019	\$ 5,009,507	\$ 5,183,710	\$ 5,496,930	6.0%
STAFFING:					
Regular/Permanent	39.750	39.750	39.750	40.100	0.35
Seasonal/Temporary	2.785	2.785	2.785	2.785	-
Total	42.535	42.535	42.535	42.885	0.35

**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 2013	\$ 297,220	\$ 2,680	\$ 3,540	\$ -	\$ 8,550	\$ 311,990
Budget 2014	\$ 316,840	\$ 2,680	\$ 3,540	\$ -	\$ 5,500	\$ 328,560
% Change	6.6%	0.0%	0.0%	0.0%	-35.7%	5.3%
Anthony Chabot Regional Park						
Budget 2013	\$ 883,530	\$ 60,890	\$ 94,790	\$ -	\$ -	\$ 1,039,210
Budget 2014	\$ 970,690	\$ 69,890	\$ 94,790	\$ -	\$ -	\$ 1,135,370
% Change	9.9%	14.8%	0.0%	0.0%	0.0%	9.3%
Botanic Garden						
Budget 2013	\$ 755,700	\$ 23,060	\$ 12,640	\$ -	\$ -	\$ 791,400
Budget 2014	\$ 778,740	\$ 23,460	\$ 12,240	\$ -	\$ -	\$ 814,440
% Change	3.0%	1.7%	-3.2%	0.0%	0.0%	2.9%
Leona Canyon						
Budget 2013	\$ -	\$ 3,180	\$ -	\$ -	\$ -	\$ 3,180
Budget 2014	\$ -	\$ 3,180	\$ -	\$ -	\$ -	\$ 3,180
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Redwood Regional Park						
Budget 2013	\$ 569,790	\$ 27,920	\$ 40,670	\$ -	\$ -	\$ 638,380
Budget 2014	\$ 582,850	\$ 27,920	\$ 40,670	\$ -	\$ -	\$ 651,440
% Change	2.3%	0.0%	0.0%	0.0%	0.0%	2.0%
Sibley/Claremont/Huckleberry Regional Preserves						
Budget 2013	\$ 430,530	\$ 21,780	\$ 27,390	\$ -	\$ -	\$ 479,700
Budget 2014	\$ 460,320	\$ 23,980	\$ 27,390	\$ -	\$ -	\$ 511,690
% Change	6.9%	10.1%	0.0%	0.0%	0.0%	6.7%
Tilden Regional Park						
Budget 2013	\$ 1,093,510	\$ 58,350	\$ 196,030	\$ -	\$ -	\$ 1,347,890
Budget 2014	\$ 1,163,040	\$ 58,350	\$ 222,110	\$ -	\$ -	\$ 1,443,500
% Change	6.4%	0.0%	13.3%	0.0%	0.0%	7.1%

**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 2013	\$ 514,190	\$ 24,430	\$ 33,340	\$ -	\$ -	\$ 571,960
Budget 2014	\$ 553,410	\$ 25,430	\$ 29,910	\$ -	\$ -	\$ 608,750
% Change	7.6%	4.1%	-10.3%	0.0%	0.0%	6.4%
Total Parkland Unit						
Budget 2013	\$ 4,544,470	\$ 222,290	\$ 408,400	\$ -	\$ 8,550	\$ 5,183,710
Budget 2014	\$ 4,825,890	\$ 234,890	\$ 430,650	\$ -	\$ 5,500	\$ 5,496,930
% Change	6.2%	5.7%	5.4%	0.0%	-35.7%	6.0%

OPERATIONS DIVISION- PARK OPERATIONS

RECREATION AREAS UNIT

RECREATION AREAS ROLE

The Recreation Areas Unit strives to provide the diverse public we serve 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, we balance it with our appreciation of the need to preserve and protect our parks' natural resources. We especially recognize and appreciate our role in giving many of our urban area patrons their first recreational experience in a regional park setting. We accomplish our 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.

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 4,071,512	\$ 4,108,842	\$ 4,287,890	\$ 4,447,900	3.7%
Supplies	364,659	344,366	380,940	380,940	0.0%
Services	584,440	633,546	604,520	633,240	4.8%
Intra-District Charges	9,070	12,500	12,500	13,000	4.0%
Subtotal	\$ 5,029,681	\$ 5,099,254	\$ 5,285,850	\$ 5,475,080	3.6%
PROJECT BUDGET:					
Supplies	\$ 13,861	\$ 3,369	\$ -	\$ -	0.0%
Services	30,874	14,856	-	-	0.0%
Subtotal	\$ 44,735	\$ 18,225	\$ -	\$ -	0.0%
Total Operating/Project	\$ 5,074,416	\$ 5,117,479	\$ 5,285,850	\$ 5,475,080	3.6%
DEPARTMENTS:					
Recreation Areas	\$ 5,074,416	\$ 5,117,479	\$ 5,285,850	\$ 5,475,080	3.6%
Total	\$ 5,074,416	\$ 5,117,479	\$ 5,285,850	\$ 5,475,080	3.6%
FUNDING SOURCES:					
101 General Fund	\$ 5,014,910	\$ 5,057,690	\$ 5,249,930	\$ 5,451,730	3.8%
222 Five Canyon Zone	14,771	41,564	35,920	23,350	-35.0%
336 OTA Projects	44,735	18,225	-	-	0.0%
Total	\$ 5,074,416	\$ 5,117,479	\$ 5,285,850	\$ 5,475,080	3.6%
STAFFING:					
Regular/Permanent	37.08	37.08	37.08	37.08	-
Seasonal/Temporary	4.83	4.98	5.117	5.117	-
Total	41.91	42.06	42.197	42.197	-

SERVICE DESCRIPTION

At these facilities, we promote 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 our available resources. The Unit manages the District's "Good Neighbor" policy to maintain positive relations with adjacent property owners and outside agencies. The Unit also manages concessionaire agreements to ensure a high quality of customer service and maximum financial return to the

OPERATIONS DIVISION- PARK OPERATIONS

RECREATION AREAS UNIT

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 2013	\$ 256,190	\$ 3,440	\$ 8,570	\$ -	\$ 12,500	\$ 280,700
Budget 2014	\$ 276,350	\$ 3,440	\$ 8,570	\$ -	\$ 13,000	\$ 301,360
% Change	7.9%	0.0%	0.0%	0.0%	4.0%	7.4%
Cull Canyon Regional Recreation Area						
Budget 2013	\$ 491,720	\$ 46,520	\$ 76,170	\$ -	\$ -	\$ 614,410
Budget 2014	\$ 501,750	\$ 46,520	\$ 71,170	\$ -	\$ -	\$ 619,440
% Change	2.0%	0.0%	-6.6%	0.0%	0.0%	0.8%
Contra Loma Regional Park						
Budget 2013	\$ 1,001,470	\$ 128,340	\$ 137,290	\$ -	\$ -	\$ 1,267,100
Budget 2014	\$ 1,065,470	\$ 128,340	\$ 157,530	\$ -	\$ -	\$ 1,351,340
% Change	6.4%	0.0%	14.7%	0.0%	0.0%	6.6%
Diablo Foothills Regional Park						
Budget 2013	\$ 452,880	\$ 37,650	\$ 59,570	\$ -	\$ -	\$ 550,100
Budget 2014	\$ 450,960	\$ 37,650	\$ 54,570	\$ -	\$ -	\$ 543,180
% Change	-0.4%	0.0%	-8.4%	0.0%	0.0%	-1.3%
Don Castro Regional Recreation Area						
Budget 2013	\$ 525,400	\$ 50,110	\$ 91,200	\$ -	\$ -	\$ 666,710
Budget 2014	\$ 540,260	\$ 50,110	\$ 91,200	\$ -	\$ -	\$ 681,570
% Change	2.8%	0.0%	0.0%	0.0%	0.0%	2.2%
Kennedy Grove Regional Recreation Area						
Budget 2013	\$ 418,460	\$ 28,780	\$ 42,020	\$ -	\$ -	\$ 489,260
Budget 2014	\$ 415,450	\$ 28,780	\$ 42,020	\$ -	\$ -	\$ 486,250
% Change	-0.7%	0.0%	0.0%	0.0%	0.0%	-0.6%
Roberts Regional Recreation Area						
Budget 2013	\$ 518,720	\$ 40,900	\$ 87,380	\$ -	\$ -	\$ 647,000
Budget 2014	\$ 543,370	\$ 40,900	\$ 87,380	\$ -	\$ -	\$ 671,650
% Change	4.8%	0.0%	0.0%	0.0%	0.0%	3.8%
Temescal Regional Recreation Area						
Budget 2013	\$ 623,050	\$ 45,200	\$ 102,320	\$ -	\$ -	\$ 770,570
Budget 2014	\$ 654,290	\$ 45,200	\$ 120,800	\$ -	\$ -	\$ 820,290
% Change	5.0%	0.0%	18.1%	0.0%	0.0%	6.5%
Total Recreation Areas Unit						
Budget 2013	\$ 4,287,890	\$ 380,940	\$ 604,520	\$ -	\$ 12,500	\$ 5,285,850
Budget 2014	\$ 4,447,900	\$ 380,940	\$ 633,240	\$ -	\$ 13,000	\$ 5,475,080
% Change	3.7%	0.0%	4.8%	0.0%	4.0%	3.6%

DELTA UNIT ROLE

FORMERLY: REGIONAL TRAILS & ALTERNATIVE WORK PROGRAMS

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 our 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.

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 2,424,125	\$ 2,507,379	\$ 2,678,090	\$ 3,622,820	35.3%
Supplies	129,303	130,416	186,080	271,970	46.2%
Services	156,588	233,813	229,570	613,170	167.1%
Equipment	66,513	-	48,000	-	-100.0%
Intra-District Charges	44,080	12,000	29,250	37,000	26.5%
Subtotal	\$ 2,820,609	\$ 2,883,608	\$ 3,170,990	\$ 4,544,960	43.3%
PROJECT BUDGET:					
Personnel Services	\$ -	\$ 124	\$ -	\$ -	0.0%
Capital Outlay/Equip	-	19,538	-	-	0.0%
Subtotal	\$ -	\$ 19,661	\$ -	\$ -	0.0%
Total Operating/Project	\$ 2,820,609	\$ 2,903,270	\$ 3,170,990	\$ 4,544,960	43.3%
DEPARTMENTS:					
Reg Trails/Alt Work Programs	\$ 2,820,609	\$ 2,903,270	\$ 3,170,990	\$ 4,544,960	43.3%
Total	\$ 2,820,609	\$ 2,903,270	\$ 3,170,990	\$ 4,544,960	
FUNDING SOURCES:					
101 General Fund	\$ 672,998	\$ 609,674	\$ 664,650	\$ 2,402,390	261.5%
220 Two County LLD	1,708,708	1,771,377	1,889,960	1,725,930	-8.7%
221 ECCC LLD	438,903	502,557	568,380	416,640	-26.7%
333 Capital	-	19,661	-	-	0.0%
554 Major Equip Replacement	-	-	48,000	-	-100.0%
Total	\$ 2,820,609	\$ 2,903,270	\$ 3,170,990	\$ 4,544,960	43.3%
STAFFING:					
Regular/Permanent	22.80	23.05	23.30	30.12	6.82
Seasonal/Temporary	0.00	0.00	0.00	0.75	0.75
Total	22.80	23.05	23.30	30.87	7.57 *

*As part of the geographic realignment of work units, Briones, Carquinez Strait and Crockett Hills staff have joined the Delta Unit. Alameda County Trails is now part of the Lakes Unit.

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 manpower 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 2013	\$ 267,180	\$ -	\$ 70,280	\$ 48,000	\$ 29,250	\$ 414,710
Budget 2014	\$ 307,590	\$ 6,500	\$ 327,700	\$ -	\$ 37,000	\$ 678,790
% Change	15.1%	0.0%	366.3%	-100.0%	26.5%	63.7%
Alternative Work Program - Alameda County						
Budget 2013	\$ 111,880	\$ 5,030	\$ 3,160	\$ -	\$ -	\$ 120,070
Budget 2014	\$ 116,850	\$ 5,030	\$ 3,160	\$ -	\$ -	\$ 125,040
% Change	4.4%	0.0%	0.0%	0.0%	0.0%	4.1%
Alternative Work Program - Contra Costa County						
Budget 2013	\$ 107,320	\$ 5,830	\$ 1,930	\$ -	\$ -	\$ 115,080
Budget 2014	\$ 114,400	\$ 5,830	\$ 1,930	\$ -	\$ -	\$ 122,160
% Change	6.6%	0.0%	0.0%	0.0%	0.0%	6.2%
Antioch-Oakley Regional Shoreline						
Budget 2013	\$ 113,400	\$ 28,070	\$ 14,640	\$ -	\$ -	\$ 156,110
Budget 2014	\$ 119,200	\$ 26,070	\$ 28,650	\$ -	\$ -	\$ 173,920
% Change	5.1%	-7.1%	95.7%	0.0%	0.0%	11.4%
Bay Point Regional Shoreline						
Budget 2013	\$ 90,430	\$ 6,950	\$ 6,120	\$ -	\$ -	\$ 103,500
Budget 2014	\$ 95,350	\$ 6,950	\$ 4,120	\$ -	\$ -	\$ 106,420
% Change	5.4%	0.0%	-32.7%	0.0%	0.0%	2.8%
Big Break Regional Shoreline						
Budget 2013	\$ 218,510	\$ 41,350	\$ 62,030	\$ -	\$ -	\$ 321,890
Budget 2014	\$ 232,120	\$ 41,350	\$ 72,030	\$ -	\$ -	\$ 345,500
% Change	6.2%	0.0%	16.1%	0.0%	0.0%	7.3%

Budget By Unit/Park Location, continued

Unit/Location	Personnel Services	Supplies	Services	Equipment	Inter-Agency	Total
Briones Regional Park						
Budget 2013	\$ 448,070	\$ 44,210	\$ 32,200	\$ -	\$ -	\$ 524,480
Budget 2014	\$ 509,740	\$ 60,610	\$ 32,200	\$ -	\$ -	\$ 602,550
% Change	13.8%	37.1%	0.0%	0.0%	0.0%	14.9%
CA State Riding & Hiking Trail						
Budget 2013	\$ -	\$ 1,210	\$ -	\$ -	\$ -	\$ 1,210
Budget 2014	\$ -	\$ 1,210	\$ -	\$ -	\$ -	\$ 1,210
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Carquinez Strait Regional Shoreline						
Budget 2013	\$ 309,300	\$ 11,570	\$ 16,770	\$ -	\$ -	\$ 337,640
Budget 2014	\$ 321,230	\$ 11,570	\$ 16,770	\$ -	\$ -	\$ 349,570
% Change	3.9%	0.0%	0.0%	0.0%	0.0%	3.5%
Contra Costa Trails						
Budget 2013	\$ 831,310	\$ 40,950	\$ 15,660	\$ -	\$ -	\$ 887,920
Budget 2014	\$ 861,370	\$ 40,950	\$ 15,660	\$ -	\$ -	\$ 917,980
% Change	3.6%	0.0%	0.0%	0.0%	0.0%	3.4%
Crockett Hill Regional Park						
Budget 2013	\$ 90,390	\$ 5,740	\$ 5,330	\$ -	\$ -	\$ 101,460
Budget 2014	\$ 106,050	\$ 5,740	\$ 5,330	\$ -	\$ -	\$ 117,120
% Change	17.3%	0.0%	0.0%	0.0%	0.0%	15.4%
Delta de Anza Trail						
Budget 2013	\$ 9,970	\$ 5,020	\$ 5,710	\$ -	\$ -	\$ 20,700
Budget 2014	\$ 19,990	\$ 5,020	\$ 5,710	\$ -	\$ -	\$ 30,720
% Change	100.5%	0.0%	0.0%	0.0%	0.0%	48.4%
East Contra Costa Trails						
Budget 2013	\$ 460,260	\$ 21,290	\$ 26,020	\$ -	\$ -	\$ 507,570
Budget 2014	\$ 482,380	\$ 21,290	\$ 26,020	\$ -	\$ -	\$ 529,690
% Change	4.8%	0.0%	0.0%	0.0%	0.0%	4.4%
Marsh Creek Trail						
Budget 2013	\$ -	\$ 3,240	\$ -	\$ -	\$ -	\$ 3,240
Budget 2014	\$ -	\$ 4,320	\$ -	\$ -	\$ -	\$ 4,320
% Change	0.0%	33.3%	0.0%	0.0%	0.0%	33.3%
Martinez Regional Shoreline						
Budget 2013	\$ 325,430	\$ 21,410	\$ 61,450	\$ -	\$ -	\$ 408,290
Budget 2014	\$ 336,550	\$ 21,410	\$ 62,460	\$ -	\$ -	\$ 420,420
% Change	3.4%	0.0%	1.6%	0.0%	0.0%	3.0%
Iron Horse Trail						
Budget 2013	\$ -	\$ 3,000	\$ 8,310	\$ -	\$ -	\$ 11,310
Budget 2014	\$ -	\$ 3,000	\$ 8,310	\$ -	\$ -	\$ 11,310
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Tassajarra Creek Trail						
Budget 2013	\$ -	\$ 2,260	\$ 600	\$ -	\$ -	\$ 2,860
Budget 2014	\$ -	\$ 2,260	\$ 600	\$ -	\$ -	\$ 2,860
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Budget By Unit/Park Location, continued

Unit/Location	Personnel Services	Supplies	Services	Equipment	Inter-Agency	Total
Water Bird Regional Preserve						
Budget 2013	\$ -	\$ 2,860	\$ 2,520	\$ -	\$ -	\$ 5,380
Budget 2014	\$ -	\$ 2,860	\$ 2,520	\$ -	\$ -	\$ 5,380
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Delta Unit						
Budget 2013	\$ 3,383,450	\$ 249,990	\$ 332,730	\$ 48,000	\$ 29,250	\$ 4,043,420
Budget 2014	\$ 3,622,820	\$ 271,970	\$ 613,170	\$ -	\$ 37,000	\$ 4,544,960
% Change	7.1%	8.8%	84.3%	-100.0%	26.5%	12.4%

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 our 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, McLaughlin 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.

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 4,599,395	\$ 4,603,064	\$ 4,424,500	\$ 3,890,130	-12.1%
Supplies	232,860	257,134	292,370	234,960	-19.6%
Services	546,153	621,296	584,480	550,060	-5.9%
Equipment	-	-	-	170,000	0.0%
Intra-District Charges	30,240	3,300	49,300	277,800	463.5%
Subtotal	\$ 5,408,648	\$ 5,566,969	\$ 5,350,650	\$ 5,122,950	-4.3%
PROJECT BUDGET:					
Personnel Services	\$ 3,494	\$ 5,663	\$ 328,400	\$ 338,550	3.1%
Supplies	41,395	3,202	-	2,000	0.0%
Services	51,960	39,746	82,910	165,710	99.9%
Capital Outlay/Equip	79,791	4,765	-	-	0.0%
Subtotal	\$ 176,639	\$ 53,375	\$ 411,310	\$ 506,260	23.1%
Total Operating/Project	\$ 5,585,288	\$ 5,620,344	\$ 5,761,960	\$ 5,629,210	-2.3%
UNIT:					
Shoreline	\$ 5,585,288	\$ 5,620,344	\$ 5,761,960	\$ 5,629,210	-2.3%
Total	\$ 5,585,288	\$ 5,620,344	\$ 5,761,960	\$ 5,629,210	-2.3%
FUNDING SOURCES:					
101 General Fund	\$ 4,634,279	\$ 4,801,245	\$ 4,896,510	\$ 4,594,230	-6.2%
220 Two County LLD	401,202	420,155	427,100	330,580	-22.6%
226 Measure CC	351,834	319,073	-	-	0.0%
258 McLaughlin Eastshore State F	21,334	26,497	27,040	28,140	4.1%
333 Capital	80,581	5,327	-	-	0.0%
336 OTA Projects	96,058	48,048	411,310	506,260	23.1%
554 Major Equip Replacement	-	-	-	170,000	0.0%
Total	\$ 5,585,288	\$ 5,620,344	\$ 5,761,960	\$ 5,629,210	-2.3%
STAFFING:					
Regular/Permanent	43.00	43.00	43.25	36.75	(6.50)
Seasonal/Temporary	1.07	1.07	1.07	1.07	-
Total	44.07	44.07	44.32	37.82	(6.50) *

*As part of a geographic realignment of work groups, staff from Carquinez Strait and Crockett Hills have been reassigned to the Delta Unit.

SERVICE DESCRIPTION

The Shoreline Unit Park Supervisors strive to maintain their parks to the highest standard by setting expectations and following through with staff. Coordinating equipment, materials, and

OPERATIONS DIVISION- PARK OPERATIONS

SHORELINE UNIT

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. We provide the most current information 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 our parks, and park neighbors; both commercial and private.

The Shoreline Unit staff trains together and with other agencies twice each year, in order to maintain proficiency in boom deployment. We use the Oil Spill Prevention and Response (OSPR) trailers for these trainings, which are stationed at Miller/Knox and Crown Beach.

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 2013	\$ 278,430	\$ 740	\$ 1,940	\$ -	\$ 49,300	\$ 330,410
Budget 2014	\$ 280,150	\$ 940	\$ 1,740	\$ -	\$ 277,800	\$ 560,630
% Change	0.6%	27.0%	-10.3%	0.0%	463.5%	69.7%
Crown Regional Shoreline						
Budget 2013	\$ 877,350	\$ 52,620	\$ 166,900	\$ -	\$ -	\$ 1,096,870
Budget 2014	\$ 931,370	\$ 47,020	\$ 172,500	\$ 170,000	\$ -	\$ 1,320,890
% Change	6.2%	-10.6%	3.4%	0.0%	0.0%	20.4%
Eastshore State Park						
Budget 2013	\$ 193,740	\$ 1,490	\$ 16,170	\$ -	\$ -	\$ 211,400
Budget 2014	\$ 206,490	\$ 3,490	\$ 14,170	\$ -	\$ -	\$ 224,150
% Change	6.6%	134.2%	-12.4%	0.0%	0.0%	6.0%
Hayward Regional Shoreline						
Budget 2013	\$ 436,200	\$ 20,950	\$ 33,410	\$ -	\$ -	\$ 490,560
Budget 2014	\$ 467,540	\$ 33,950	\$ 33,410	\$ -	\$ -	\$ 534,900
% Change	7.2%	62.1%	0.0%	0.0%	0.0%	9.0%
Martin Luther King Jr. Regional Shoreline						
Budget 2013	\$ 716,830	\$ 35,780	\$ 75,700	\$ -	\$ -	\$ 828,310
Budget 2014	\$ 746,430	\$ 36,680	\$ 90,650	\$ -	\$ -	\$ 873,760
% Change	4.1%	2.5%	19.7%	0.0%	0.0%	5.5%
Miller/Knox Regional Shoreline						
Budget 2013	\$ 607,650	\$ 17,050	\$ 134,130	\$ -	\$ -	\$ 758,830
Budget 2014	\$ 652,140	\$ 18,050	\$ 151,130	\$ -	\$ -	\$ 821,320
% Change	7.3%	5.9%	12.7%	0.0%	0.0%	8.2%

**OPERATIONS DIVISION-
PARK OPERATIONS**

SHORELINE UNIT

Budget By Unit/Park Location, continued

Unit/Location	Personnel Services	Supplies	Services	Equipment	Inter-Agency	Total
Oyster Bay Regional Shoreline						
Budget 2013	\$ 223,810	\$ 34,130	\$ 14,110	\$ -	\$ -	\$ 272,050
Budget 2014	\$ 235,410	\$ 9,400	\$ 14,110	\$ -	\$ -	\$ 258,920
% Change	5.2%	-72.5%	0.0%	0.0%	0.0%	-4.8%
Point Isabel Regional Shoreline						
Budget 2013	\$ -	\$ 47,960	\$ 38,340	\$ -	\$ -	\$ 86,300
Budget 2014	\$ -	\$ 47,460	\$ 46,570	\$ -	\$ -	\$ 94,030
% Change	0.0%	-1.0%	21.5%	0.0%	0.0%	9.0%
Point Pinole Regional Shoreline						
Budget 2013	\$ 693,770	\$ 39,740	\$ 96,120	\$ -	\$ -	\$ 829,630
Budget 2014	\$ 709,150	\$ 39,640	\$ 186,990	\$ -	\$ -	\$ 935,780
% Change	2.2%	-0.3%	94.5%	0.0%	0.0%	12.8%
San Pablo Bay Regional Shoreline						
Budget 2013	\$ -	\$ 330	\$ 4,500	\$ -	\$ -	\$ 4,830
Budget 2014	\$ -	\$ 330	\$ 4,500	\$ -	\$ -	\$ 4,830
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Shoreline Unit						
Budget 2013	\$ 4,027,780	\$ 250,790	\$ 581,320	\$ -	\$ 49,300	\$ 4,909,190
Budget 2014	\$ 4,228,680	\$ 236,960	\$ 715,770	\$ 170,000	\$ 277,800	\$ 5,629,210
% Change	5.0%	-5.5%	23.1%	0.0%	463.5%	14.7%

INTERPRETIVE / RECREATION SERVICES DEPARTMENT

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 8,318,242	\$ 8,336,161	\$ 9,254,390	\$ 9,231,850	-0.2%
Supplies	491,868	496,789	528,430	456,500	-13.6%
Services	1,020,079	1,117,436	1,224,070	1,182,080	-3.4%
Grants/Inter-agency Agreements	2,000	-	-	-	0.0%
Intra-District Charges	6,550	3,500	3,500	43,500	1142.9%
Subtotal	\$ 9,838,739	\$ 9,953,886	\$ 11,010,390	\$ 10,913,930	-0.9%
PROJECT BUDGET:					
Personnel Services	\$ 8,777	\$ 10,265	\$ 109,750	\$ 201,140	83.3%
Supplies	9,336	18,471	-	3,000	0.0%
Services	45,744	20,164	2,830	17,000	500.7%
Capital Outlay/Equip	18,579	34,500	5,840	52,100	792.1%
Subtotal	\$ 82,435	\$ 83,400	\$ 118,420	\$ 273,240	130.7%
Total Operating/Project	\$ 9,921,174	\$ 10,037,286	\$ 11,128,810	\$ 11,187,170	0.5%
UNITS:					
Administration	\$ 430,589	\$ 419,503	\$ 680,530	\$ 683,710	0.5%
Interpretive Services	6,490,253	6,497,141	7,158,960	6,948,700	-2.9%
Recreation Services	3,000,332	3,120,641	3,289,320	3,554,760	8.1%
Total	\$ 9,921,174	\$ 10,037,286	\$ 11,128,810	\$ 11,187,170	0.5%
FUNDING SOURCES:					
101 General Fund	\$ 9,758,419	\$ 9,834,294	\$ 11,003,390	\$ 10,848,560	-1.4%
226 Measure CC	78,320	112,826	-	-	0.0%
255 MLK Jr Program	2,000	6,765	7,000	7,000	0.0%
333 Capital	18,579	35,027	5,840	-	-100.0%
336 OTA Projects	63,856	48,373	112,580	331,610	194.6%
Total	\$ 9,921,174	\$ 10,037,286	\$ 11,128,810	\$ 11,187,170	0.5%
STAFFING:					
Regular/Permanent	69.000	69.500	75.000	72.750	(2.25)
Seasonal/Temporary	15.913	19.148	17.319	18.779	1.460
Total	84.913	88.648	92.319	91.529	(0.790)

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**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.

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 342,483	\$ 334,716	\$ 575,110	\$ 538,290	-6.4%
Supplies	11,460	2,754	21,120	17,920	-15.2%
Services	67,026	47,534	80,800	84,000	4.0%
Grants/Inter-agency Agreements	2,000	-	-	-	0.0%
Intra-District Charges	-	-	3,500	43,500	1142.9%
Subtotal	\$ 422,969	\$ 385,004	\$ 680,530	\$ 683,710	0.5%
PROJECT BUDGET:					
Capital Outlay/Equip	\$ 7,620	\$ 34,500	\$ -	\$ -	0.0%
Subtotal	\$ 7,620	\$ 34,500	\$ -	\$ -	0.0%
Total Operating/Project	\$ 430,589	\$ 419,503	\$ 680,530	\$ 683,710	0.5%
UNIT:					
Administration	\$ 430,589	\$ 419,503	\$ 680,530	\$ 683,710	0.5%
Total	\$ 430,589	\$ 419,503	\$ 680,530	\$ 683,710	
FUNDING SOURCES:					
101 General Fund	\$ 420,969	\$ 378,238	\$ 673,530	\$ 676,710	0.5%
255 MLK Jr Program	2,000	6,765	7,000	7,000	0.0%
333 Capital	7,620	34,500	-	-	0.0%
Total	\$ 430,589	\$ 419,503	\$ 680,530	\$ 683,710	0.5%
STAFFING:					
Regular/Permanent	2.00	2.00	3.00	3.75	0.75
Seasonal/Temporary	0.00	0.00	1.00	0.00	(1.00)
Total	2.00	2.00	4.00	3.75	-0.25

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**

INTERPRETIVE SERVICES 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, and in 2014 will install new exhibits at the new Big Break Visitor Center at the Delta.

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 5,588,942	\$ 5,574,729	\$ 6,092,230	\$ 5,945,390	-2.4%
Supplies	349,856	351,421	356,300	299,780	-15.9%
Services	514,184	565,908	592,010	584,610	-1.2%
Intra-District Charges	6,550	3,500	-	-	0.0%
Subtotal	\$ 6,459,533	\$ 6,495,558	\$ 7,040,540	\$ 6,829,780	-3.0%
PROJECT BUDGET:					
Personnel Services	\$ -	\$ 1,453	\$ 109,750	\$ 118,920	8.4%
Supplies	6,000	131	-	-	0.0%
Services	13,761	-	2,830	-	-100.0%
Capital Outlay/Equip	10,959	-	5,840	-	-100.0%
Subtotal	\$ 30,720	\$ 1,584	\$ 118,420	\$ 118,920	0.4%
Total Operating/Project	\$ 6,490,253	\$ 6,497,141	\$ 7,158,960	\$ 6,948,700	-2.9%
DEPARTMENTS:					
Interpretive Services	\$ 6,490,253	\$ 6,497,141	\$ 7,158,960	\$ 6,948,700	-2.9%
Total	\$ 6,490,253	\$ 6,497,141	\$ 7,158,960	\$ 6,948,700	-2.9%
FUNDING SOURCES:					
101 General Fund	\$ 6,381,213	\$ 6,382,731	\$ 7,040,540	\$ 6,829,780	-3.0%
226 Measure CC	78,320	112,826	-	-	0.0%
333 Capital	10,959	431	5,840	-	-100.0%
336 OTA Projects	19,761	1,153	112,580	118,920	5.6%
Total	\$ 6,490,253	\$ 6,497,141	\$ 7,158,960	\$ 6,948,700	-2.9%
STAFFING:					
Regular/Permanent	48.000	48.000	50.50	47.50	(3.00) *
Seasonal/Temporary	10.163	13.248	12.163	12.413	0.250
Total	58.163	61.248	62.663	59.913	(2.750)

*As part of a work group realignment, the Exhibit Design section is now part of Environmental Graphics, within the Public Affairs Division.

**OPERATIONS DIVISION-
INTERPRETIVE & RECREATION SERVICES**

INTERPRETIVE SERVICES UNIT

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 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. In 2014 the unit will implement new programs to support the Next Generation Science Standards and Common Core educational focus.

Budget By Unit/Park Location

Unit/Location	Personnel Services	Supplies	Services	Equipment	Inter-Agency	Total
INTERPRETIVE SERVICES UNIT						
Administrative						
Budget 2013	\$ 234,930	\$ 15,050	\$ 64,680	\$ -	\$ -	\$ 314,660
Budget 2014	\$ 228,660	\$ 12,850	\$ 58,480	\$ -	\$ -	\$ 299,990
% Change	-2.7%	-14.6%	-9.6%	0.0%	0.0%	-4.7%
Ardenwood Historic Farm Regional Preserve						
Budget 2013	\$ 1,438,800	\$ 64,990	\$ 277,910	\$ -	\$ -	\$ 1,781,700
Budget 2014	\$ 1,499,650	\$ 65,490	\$ 314,430	\$ -	\$ -	\$ 1,879,570
% Change	4.2%	0.8%	13.1%	0.0%	0.0%	5.5%
Big Break Visitor Center						
Budget 2013	\$ 404,150	\$ 23,900	\$ 60,700	\$ -	\$ -	\$ 488,750
Budget 2014	\$ 430,480	\$ 23,400	\$ 61,200	\$ -	\$ -	\$ 515,080
% Change	6.5%	-2.1%	0.8%	0.0%	0.0%	5.4%
Black Diamond Mines Interpretive Center						
Budget 2013	\$ 651,600	\$ 21,540	\$ 32,670	\$ -	\$ -	\$ 705,810
Budget 2014	\$ 671,250	\$ 21,540	\$ 32,670	\$ -	\$ -	\$ 725,460
% Change	3.0%	0.0%	0.0%	0.0%	0.0%	2.8%
Coyote Hills Interpretive Center						
Budget 2013	\$ 606,000	\$ 36,850	\$ 23,550	\$ -	\$ -	\$ 666,400
Budget 2014	\$ 635,840	\$ 33,950	\$ 28,950	\$ -	\$ -	\$ 698,740
% Change	4.9%	-7.9%	22.9%	0.0%	0.0%	4.9%
Crab Cove Interpretive Center						
Budget 2013	\$ 608,760	\$ 35,930	\$ 23,600	\$ -	\$ -	\$ 668,290
Budget 2014	\$ 641,170	\$ 35,930	\$ 30,910	\$ -	\$ -	\$ 708,010
% Change	5.3%	0.0%	31.0%	0.0%	0.0%	5.9%
Sunol Interpretive Center						
Budget 2013	\$ 469,140	\$ 16,820	\$ 11,290	\$ -	\$ -	\$ 497,250
Budget 2014	\$ 485,820	\$ 16,820	\$ 12,790	\$ -	\$ -	\$ 515,430
% Change	3.6%	0.0%	13.3%	0.0%	0.0%	3.7%
Tilden Nature Area Center						
Budget 2013	\$ 1,161,370	\$ 79,440	\$ 39,640	\$ 5,840	\$ -	\$ 1,286,290
Budget 2014	\$ 1,205,320	\$ 77,600	\$ 41,480	\$ -	\$ -	\$ 1,324,400
% Change	3.8%	-2.3%	4.6%	-100.0%	0.0%	3.0%

**OPERATIONS DIVISION-
INTERPRETIVE & RECREATION SERVICES**

INTERPRETIVE SERVICES UNIT

Budget By Unit/Park Location, continued

Unit/Location	Personnel Services	Supplies	Services	Equipment	Inter-Agency	Total
Mobile Education						
Budget 2013	\$ 243,570	\$ 11,300	\$ 3,700	\$ -	\$ -	\$ 258,570
Budget 2014	\$ 266,120	\$ 12,200	\$ 3,700	\$ -	\$ -	\$ 282,020
% Change	9.3%	8.0%	0.0%	0.0%	0.0%	9.1%
Exhibit Lab (unit moved to Public Affairs Division in 2014)						
Budget 2013	\$ 383,660	\$ 50,480	\$ 57,100	\$ -	\$ -	\$ 491,240
Budget 2014	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
% Change	-100.0%	-100.0%	-100.0%	0.0%	0.0%	-100.0%
Total Interpretive Services Unit						
Budget 2013	\$ 6,201,980	\$ 356,300	\$ 594,840	\$ 5,840	\$ -	\$ 7,158,960
Budget 2014	\$ 6,064,310	\$ 299,780	\$ 584,610	\$ -	\$ -	\$ 6,948,700
% Change	-2.2%	-15.9%	-1.7%	-100.0%	0.0%	-2.9%

**OPERATIONS DIVISION-
INTERPRETIVE & RECREATION SERVICES**

RECREATION SERVICES 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.

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 2,386,816	\$ 2,426,716	\$ 2,587,050	\$ 2,748,170	6.2%
Supplies	130,552	142,615	151,010	138,800	-8.1%
Services	438,868	503,994	551,260	513,470	-6.9%
Subtotal	\$ 2,956,236	\$ 3,073,325	\$ 3,289,320	\$ 3,400,440	3.4%
PROJECT BUDGET:					
Personnel Services	\$ 8,777	\$ 8,812	\$ -	\$ 82,220	0.0%
Supplies	3,336	18,341	-	3,000	0.0%
Services	31,983	20,164	-	17,000	0.0%
Capital Outlay/Equip	-	-	-	52,100	0.0%
Subtotal	\$ 44,095	\$ 47,317	\$ -	\$ 154,320	0.0%
Total Operating/Project	\$ 3,000,332	\$ 3,120,641	\$ 3,289,320	\$ 3,554,760	8.1%
DEPARTMENTS:					
Recreation Services	\$ 3,000,332	\$ 3,120,641	\$ 3,289,320	\$ 3,554,760	8.1%
Total	\$ 3,000,332	\$ 3,120,641	\$ 3,289,320	\$ 3,554,760	
FUNDING SOURCES:					
101 General Fund	\$ 2,956,236	\$ 3,073,325	\$ 3,289,320	\$ 3,342,070	1.6%
333 Capital	-	97	-	-	0.0%
336 OTA Projects	44,095	47,220	-	212,690	0.0%
Total	\$ 3,000,332	\$ 3,120,641	\$ 3,289,320	\$ 3,554,760	8.1%
STAFFING:					
Regular/Permanent	19.00	19.50	21.50	21.50	-
Seasonal/Temporary	5.75	5.90	4.1563	6.3663	2.21
Total	24.750	25.400	25.656	27.866	2.21

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 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

**OPERATIONS DIVISION-
INTERPRETIVE & RECREATION SERVICES**

RECREATION SERVICES UNIT

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. 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
RECREATION UNIT						
Administrative						
Budget 2013	\$ 207,070	\$ 2,290	\$ 4,610	\$ -	\$ -	\$ 213,970
Budget 2014	\$ 208,070	\$ 2,590	\$ 4,310	\$ -	\$ -	\$ 214,970
% Change	0.5%	13.1%	-6.5%	0.0%	0.0%	0.5%
Community/Volunteer Program						
Budget 2013	\$ 129,170	\$ 50,800	\$ 11,090	\$ -	\$ -	\$ 191,060
Budget 2014	\$ 133,730	\$ 50,940	\$ 10,950	\$ -	\$ -	\$ 195,620
% Change	3.5%	0.3%	-1.3%	0.0%	0.0%	2.4%
Outdoor Recreation						
Budget 2013	\$ 551,630	\$ 41,670	\$ 101,410	\$ -	\$ -	\$ 694,710
Budget 2014	\$ 687,710	\$ 38,370	\$ 124,710	\$ 52,100	\$ -	\$ 902,890
% Change	24.7%	-7.9%	23.0%	0.0%	0.0%	30.0%
Park Express						
Budget 2013	\$ 178,980	\$ 8,510	\$ 168,680	\$ -	\$ -	\$ 356,170
Budget 2014	\$ 217,210	\$ 7,510	\$ 119,680	\$ -	\$ -	\$ 344,400
% Change	21.4%	-11.8%	-29.0%	0.0%	0.0%	-3.3%
Reservations						
Budget 2013	\$ 753,410	\$ 1,120	\$ 160,030	\$ -	\$ -	\$ 914,560
Budget 2014	\$ 785,270	\$ 1,120	\$ 160,030	\$ -	\$ -	\$ 946,420
% Change	4.2%	0.0%	0.0%	0.0%	0.0%	3.5%
Recreation Facilities						
Budget 2013	\$ 766,790	\$ 46,620	\$ 105,440	\$ -	\$ -	\$ 918,850
Budget 2014	\$ 798,400	\$ 41,270	\$ 110,790	\$ -	\$ -	\$ 950,460
% Change	4.1%	-11.5%	5.1%	0.0%	0.0%	3.4%
Total Recreation Unit						
Budget 2013	\$ 2,587,050	\$ 151,010	\$ 551,260	\$ -	\$ -	\$ 3,289,320
Budget 2014	\$ 2,830,390	\$ 141,800	\$ 530,470	\$ 52,100	\$ -	\$ 3,554,760
% Change	9.4%	-6.1%	-3.8%	0.0%	0.0%	8.1%

MAINTENANCE & SKILLED TRADE DEPARTMENT

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 7,586,446	\$ 7,576,024	\$ 8,260,170	\$ 8,979,870	8.7%
Supplies	2,568,366	2,824,537	2,726,950	3,078,500	12.9%
Services	1,043,238	1,172,659	1,274,050	1,332,450	4.6%
Election Costs	-	-	-	-	0.0%
Grants/Inter-agency Agreements	-	-	-	-	0.0%
Equipment	543,525	414,959	315,000	1,270,000	303.2%
Intra-District Charges	132,290	255,850	148,390	276,500	86.3%
Subtotal	\$ 11,873,865	\$ 12,244,028	\$ 12,724,560	\$ 14,937,320	17.4%
PROJECT BUDGET:					
Personnel Services	\$ 228,315	\$ 160,463	\$ 270,690	\$ 405,980	50.0%
Supplies	170,129	187,721	-	6,000	0.0%
Services	128,513	795,251	1,449,450	1,200,500	-17.2%
Capital Outlay/Equip	562,414	219,537	-	200,650	0.0%
Subtotal	\$ 1,089,372	\$ 1,362,973	\$ 1,720,140	\$ 1,813,130	5.4%
Total Operating/Project	\$ 12,963,237	\$ 13,607,001	\$ 14,444,700	\$ 16,750,450	16.0%
UNITS:					
Administration	\$ 1,186,103	\$ 1,091,768	\$ 1,173,650	\$ 1,424,060	21.3%
Fleet Management	4,699,851	4,909,326	4,677,310	6,096,780	30.3%
Public Works	7,077,283	7,605,907	8,593,740	9,229,610	7.4%
Total	\$ 12,963,237	\$ 13,607,001	\$ 14,444,700	\$ 16,750,450	16.0%
FUNDING SOURCES:					
101 General Fund	\$ 11,367,731	\$ 11,849,460	\$ 12,176,880	\$ 14,227,050	16.8%
220 Two County LLD	496,143	385,588	457,680	565,270	23.5%
221 ECCC LLD	9,992	-	-	-	0.0%
224 Walpert Ridge Zone	-	8,980	-	-	0.0%
333 Capital	571,180	106,125	9,420	209,200	2120.8%
336 OTA Projects	518,192	1,256,847	1,710,720	1,603,930	-6.2%
554 Major Equip Replacement	-	-	90,000	145,000	61.1%
Total	\$ 12,963,237	\$ 13,607,001	\$ 14,444,700	\$ 16,750,450	16.0%
STAFFING:					
Regular/Permanent	68.90	69.90	70.15	71.37	1.22
Seasonal/Temporary	0.00	1.00	0.00	1.00	1.00
Total	68.90	70.90	70.15	72.37	2.22

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.

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 561,240	\$ 598,048	\$ 613,710	\$ 658,290	7.3%
Supplies	41,531	28,305	59,420	59,420	0.0%
Services	298,806	451,466	470,150	422,150	-10.2%
Intra-District Charges	-	12,000	12,000	-	-100.0%
Subtotal	\$ 901,577	\$ 1,089,819	\$ 1,155,280	\$ 1,139,860	-1.3%
PROJECT BUDGET:					
Personnel Services	\$ -	\$ (110,106)	\$ 9,420	\$ 8,550	-9.2%
Supplies	858	18,304	-	-	0.0%
Services	(31,786)	59,012	8,950	75,000	738.0%
Capital Outlay/Equip	315,455	34,738	-	200,650	0.0%
Subtotal	\$ 284,527	\$ 1,948	\$ 18,370	\$ 284,200	1447.1%
Total Operating/Project	\$ 1,186,103	\$ 1,091,768	\$ 1,173,650	\$ 1,424,060	21.3%
UNIT:					
Administration	\$ 1,186,103	\$ 1,091,768	\$ 1,173,650	\$ 1,424,060	21.3%
Total	\$ 1,186,103	\$ 1,091,768	\$ 1,173,650	\$ 1,424,060	
FUNDING SOURCES:					
101 General Fund	\$ 901,577	\$ 1,079,112	\$ 1,155,280	\$ 1,139,860	-1.3%
220 Two County LLD	-	1,728	-	-	0.0%
224 Walpert Ridge Zone	-	8,980	-	-	0.0%
333 Capital	315,455	(75,368)	9,420	209,200	2120.8%
336 OTA Projects	(30,928)	77,316	8,950	75,000	738.0%
Total	\$ 1,186,103	\$ 1,091,768	\$ 1,173,650	\$ 1,424,060	21.3%
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

MAINTENANCE & SKILLED TRADES DEPARTMENT

Administrative

Budget 2013	\$	623,130	\$	4,290	\$	80,960	\$	-	\$	12,000	\$	720,380
Budget 2014	\$	666,840	\$	4,290	\$	99,010	\$	200,650	\$	-	\$	970,790
% Change		7.0%		0.0%		22.3%		0.0%		-100.0%		34.8%

Major Maintenance

Budget 2013	\$	-	\$	55,130	\$	398,140	\$	-	\$	-	\$	453,270
Budget 2014	\$	-	\$	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 2013	\$	623,130	\$	59,420	\$	479,100	\$	-	\$	12,000	\$	1,173,650
Budget 2014	\$	666,840	\$	59,420	\$	497,150	\$	200,650	\$	-	\$	1,424,060
% Change		7%		0%		4%		0%		-100%		21%

**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.

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 1,982,960	\$ 1,961,411	\$ 2,158,820	\$ 2,313,740	7.2%
Supplies	1,791,014	2,003,404	1,981,330	2,331,180	17.7%
Services	217,549	269,435	302,160	316,860	4.9%
Equipment	530,400	414,959	225,000	1,125,000	400.0%
Intra-District Charges	4,000	10,000	10,000	10,000	0.0%
Subtotal	\$ 4,525,923	\$ 4,659,209	\$ 4,677,310	\$ 6,096,780	30.3%
PROJECT BUDGET:					
Personnel Services	\$ -	\$ 10,126	\$ -	\$ -	0.0%
Supplies	2,075	-	-	-	0.0%
Services	132,766	148,680	-	-	0.0%
Capital Outlay/Equip	39,086	91,310	-	-	0.0%
Subtotal	\$ 173,928	\$ 250,117	\$ -	\$ -	0.0%
Total Operating/Project	\$ 4,699,851	\$ 4,909,326	\$ 4,677,310	\$ 6,096,780	30.3%
DEPARTMENTS:					
Fleet Management	\$ 4,699,851	\$ 4,909,326	\$ 4,677,310	\$ 6,096,780	30.3%
Total	\$ 4,699,851	\$ 4,909,326	\$ 4,677,310	\$ 6,096,780	
FUNDING SOURCES:					
101 General Fund	\$ 4,525,923	\$ 4,659,209	\$ 4,677,310	\$ 6,096,780	30.3%
333 Capital	39,086	101,437	-	-	0.0%
336 OTA Projects	134,841	148,680	-	-	0.0%
Total	\$ 4,699,851	\$ 4,909,326	\$ 4,677,310	\$ 6,096,780	30.3%
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
Equipment Maintenance						
Budget 2013	\$ 1,899,080	\$ 1,702,780	\$ 270,770	\$ -	\$ 10,000	\$ 3,882,630
Budget 2014	\$ 2,034,660	\$ 1,652,630	\$ 265,470	\$ -	\$ 10,000	\$ 3,962,760
% Change	7.1%	-2.9%	-2.0%	0.0%	0.0%	2.1%
Fleet Management Administration						
Budget 2013	\$ 259,740	\$ 5,810	\$ 31,390	\$ -	\$ -	\$ 296,940
Budget 2014	\$ 279,080	\$ 5,810	\$ 51,390	\$ -	\$ -	\$ 336,280
% Change	7.4%	0.0%	63.7%	0.0%	0.0%	13.2%
New/Replacement Vehicles						
Budget 2013	\$ -	\$ 272,740	\$ -	\$ 225,000	\$ -	\$ 497,740
Budget 2014	\$ -	\$ 672,740	\$ -	\$ 1,125,000	\$ -	\$ 1,797,740
% Change	0.0%	146.7%	0.0%	400.0%	0.0%	261.2%
Total Fleet Management Unit						
Budget 2013	\$ 2,158,820	\$ 1,981,330	\$ 302,160	\$ 225,000	\$ 10,000	\$ 4,677,310
Budget 2014	\$ 2,313,740	\$ 2,331,180	\$ 316,860	\$ 1,125,000	\$ 10,000	\$ 6,096,780
% Change	7%	18%	5%	400%	0%	30%

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.

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 5,042,246	\$ 5,016,565	\$ 5,487,640	\$ 6,007,840	9.5%
Supplies	735,821	792,827	686,200	687,900	0.2%
Services	526,883	451,758	501,740	593,440	18.3%
Equipment	13,125	-	90,000	145,000	61.1%
Intra-District Charges	128,290	233,850	126,390	266,500	110.9%
Subtotal	\$ 6,446,366	\$ 6,495,000	\$ 6,891,970	\$ 7,700,680	11.7%
PROJECT BUDGET:					
Personnel Services	\$ 228,315	\$ 260,443	\$ 261,270	\$ 397,430	52.1%
Supplies	167,196	169,418	-	6,000	0.0%
Services	27,533	587,559	1,440,500	1,125,500	-21.9%
Capital Outlay/Equip	207,873	93,488	-	-	0.0%
Subtotal	\$ 630,917	\$ 1,110,907	\$ 1,701,770	\$ 1,528,930	-10.2%
Total Operating/Project	\$ 7,077,283	\$ 7,605,907	\$ 8,593,740	\$ 9,229,610	7.4%
UNIT:					
Public Works	\$ 7,077,283	\$ 7,605,907	\$ 8,593,740	\$ 9,229,610	7.4%
Total	\$ 7,077,283	\$ 7,605,907	\$ 8,593,740	\$ 9,229,610	
FUNDING SOURCES:					
101 General Fund	\$ 5,940,231	\$ 6,111,140	\$ 6,344,290	\$ 6,990,410	10.2%
220 Two County LLD	496,143	383,860	457,680	565,270	23.5%
221 ECCC LLD	9,992	-	-	-	0.0%
333 Capital	216,639	80,056	-	-	0.0%
336 OTA Projects	414,279	1,030,851	1,701,770	1,528,930	-10.2%
554 Major Equip Replacement	-	-	90,000	145,000	61.1%
Total	\$ 7,077,283	\$ 7,605,907	\$ 8,593,740	\$ 9,229,610	7.4%
STAFFING:					
Regular/Permanent	46.90	47.90	48.15	49.37	1.22
Seasonal/Temporary	0.00	1.00	0.00	1.00	1.00
Total	46.90	48.90	48.15	50.37	2.22

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 2013	\$ 358,500	\$ 2,700	\$ 1,008,800	\$ -	\$ 126,390	\$ 1,496,390
Budget 2014	\$ 522,160	\$ 2,700	\$ 1,033,800	\$ -	\$ 266,500	\$ 1,825,160
% Change	45.7%	0.0%	2.5%	0.0%	110.9%	22.0%
Public Works Water Utility						
Budget 2013	\$ 265,270	\$ 84,890	\$ 41,000	\$ -	\$ -	\$ 391,160
Budget 2014	\$ 386,010	\$ 93,190	\$ 32,700	\$ -	\$ -	\$ 511,900
% Change	45.5%	9.8%	-20.2%	0.0%	0.0%	30.9%
Residence Maintenance						
Budget 2013	\$ -	\$ 50,720	\$ 78,560	\$ -	\$ -	\$ 129,280
Budget 2014	\$ -	\$ 50,720	\$ 78,560	\$ -	\$ -	\$ 129,280
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Road & Trails						
Budget 2013	\$ 1,560,700	\$ 257,690	\$ 280,560	\$ 90,000	\$ -	\$ 2,188,950
Budget 2014	\$ 1,711,710	\$ 224,090	\$ 330,560	\$ 145,000	\$ -	\$ 2,411,360
% Change	9.7%	-13.0%	17.8%	61.1%	0.0%	10.2%
Sanitation						
Budget 2013	\$ 588,630	\$ 32,530	\$ 52,520	\$ -	\$ -	\$ 673,680
Budget 2014	\$ 668,230	\$ 32,530	\$ 102,520	\$ -	\$ -	\$ 803,280
% Change	13.5%	0.0%	95.2%	0.0%	0.0%	19.2%
Trades						
Budget 2013	\$ 2,975,810	\$ 257,670	\$ 480,800	\$ -	\$ -	\$ 3,714,280
Budget 2014	\$ 3,117,160	\$ 290,670	\$ 140,800	\$ -	\$ -	\$ 3,548,630
% Change	4.7%	12.8%	-70.7%	0.0%	0.0%	-4.5%
Total Public Works Unit						
Budget 2013	\$ 5,748,910	\$ 686,200	\$ 1,942,240	\$ 90,000	\$ 126,390	\$ 8,593,740
Budget 2014	\$ 9,385,850	\$ 3,084,500	\$ 2,532,950	\$ 1,470,650	\$ 276,500	\$ 9,229,610
% Change	63.3%	349.5%	30.4%	1534.1%	118.8%	7.4%

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PLANNING/STEWARDSHIP & DEVELOPMENT DIVISION

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 3,549,498	\$ 3,558,186	\$ 3,726,610	\$ 3,797,260	1.9%
Supplies	575,797	574,640	601,940	584,920	-2.8%
Services	627,129	597,794	873,300	1,001,130	14.6%
Equipment	8,243	30,652	13,600	9,350	-31.3%
Intra-District Charges	207,700	312,980	260,030	299,800	15.3%
Subtotal	\$ 4,968,367	\$ 5,074,252	\$ 5,475,480	\$ 5,692,460	4.0%
PROJECT BUDGET:					
Personnel Services	\$ 3,475,880	\$ 3,589,132	\$ 3,931,940	\$ 4,098,330	4.2%
Supplies	31,258	51,942	-	30,000	0.0%
Services	3,172,161	2,184,730	178,840	140,160	-21.6%
Capital Outlay/Equip	4,675,727	3,911,359	38,860	10,000	-74.3%
Subtotal	\$ 11,355,025	\$ 9,737,162	\$ 4,149,640	\$ 4,278,490	3.1%
Total Operating/Project	\$ 16,323,392	\$ 14,811,414	\$ 9,625,120	\$ 9,970,950	3.6%
DEPARTMENTS:					
Administration	\$ 634,000	\$ 690,118	\$ 704,140	\$ 744,340	5.7%
Design & Construction	10,990,635	9,422,539	3,972,540	4,041,650	1.7%
Planning & Stewardship	4,630,829	4,698,757	4,948,440	5,184,960	4.8%
Total	\$ 16,255,464	\$ 14,811,414	\$ 9,625,120	\$ 9,970,950	3.6%
FUNDING SOURCES:					
101 General Fund	\$ 4,986,964	\$ 5,027,153	\$ 5,475,480	\$ 5,692,460	4.0%
226 Measure CC	43,375	47,099	-	-	0.0%
333 Capital	5,425,657	4,578,205	1,188,310	1,212,950	2.1%
336 OTA Projects	5,799,467	5,022,127	2,961,330	3,065,540	3.5%
Total	\$ 16,255,464	\$ 14,674,584	\$ 9,625,120	\$ 9,970,950	3.6%
STAFFING:					
Regular/Permanent	53.653	53.483	53.483	53.483	-
Seasonal/Temporary	0.000	0.185	0.000	0.000	-
Total	53.653	53.668	53.483	53.483	-

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PLANNING/STEWARDSHIP & DEVELOPMENT DIVISION

PLANNING, STEWARDSHIP AND DEVELOPMENT DIVISION ROLE

The role of the Planning/Stewardship & Development Division is to balance environmental concerns with outdoor recreational opportunities by planning and developing a diversified system of regional parks and trails. This is accomplished through an open and inclusive public process. 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. Additionally this Division participates in partnership with other agencies and organizations to develop, plan and construct projects which share ownership, management, or mutual goals.

PLANNING/STEWARDSHIP & DEVELOPMENT DIVISION KEY OBJECTIVES

KEY OBJECTIVE 1

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

KEY INDICATOR

Planning/Stewardship & Development Division:

- a. Manage the Master Plan update and amendment process through the development of an internal and external consensus on methods and scope for the effort.

2012 Results	2013 Target	2013 Results	2014 Target
Draft Plan completed and posted on the Web. Public meetings scheduled with staffing identified.	Publish Final Draft of plan.	Plan completed and posted on the Web. Publishing of hardcopy to occur by the end of the year.	N/A

Planning Department:

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

2012 Results	2013 Target	2013 Results	2014 Target
Pleasanton Ridge and Garin LUPs completed.	Complete Oyster Bay LUPA. Hold public scoping meetings for: -Black Diamond / Clayton Ranch -Huckleberry / McCosker -Miller Knox LUPA -Mission Peak staging EIR	Oyster Bay LUPA complete. Held public scoping meetings for: -Black Diamond / Clayton Ranch -Huckleberry / McCosker -Miller Knox LUPA -Mission Peak staging EIR	Complete: -Black Diamond LUPA -Huckleberry / McCosker Admin. Draft LUP -Miller Knox LUPA -Mission Peak staging EIR

PLANNING/STEWARDSHIP & DEVELOPMENT DIVISION

Stewardship Department:

- a. Refine volunteer participation in wildlife and habitat conservation programs.

2012 Results	2013 Target	2013 Results	2014 Target
Managed 12 programs with 1,000 volunteers and 3,500 hours of participation. Least tern program resulted in 200 nests and 140 fledglings, observed by 32 volunteers, 7 days a week.	Add two new programs: -Saltmarsh harvest mouse survey (ESSP) -Western pond turtle survey (Clayton Ranch) Expand the use of volunteer assessment and monitoring (PRBO, CNPS) in the Measure CC fuels management area.	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.

KEY OBJECTIVE 2

Provide recreational development that fosters appropriate use of parklands while preserving their remoteness and intrinsic value.

KEY INDICATOR

Design and Construction Department:

- a. Manage the 5-year Capital Improvement Program (CIP) design implementation process.

2012 Results	2013 Target	2013 Results	2014 Target
Final bid documents completed for 78% of the Capital Projects scheduled for construction in 2012.	Complete final bid documents for 80% of the Capital Projects scheduled for construction in 2013.	Completed 82% of the final bid documents for Capital Projects scheduled for construction in 2013.	Complete final bid documents for 80% of the Capital Projects scheduled for construction in 2014.

- b. Manage the 5-year Capital Improvement Program (CIP) construction implementation process.

2012 Results	2013 Target	2013 Results	2014 Target
Final bid documents completed for 78% of the Capital Projects	Complete final bid documents for 80% of the Capital	Completed 82% of the final bid documents for	Complete final bid documents for 80% of the Capital

**PLANNING/STEWARDSHIP
& DEVELOPMENT DIVISION**

2012 Results	2013 Target	2013 Results	2014 Target
scheduled for construction in 2012.	Projects scheduled for construction in 2013.	Capital Projects scheduled for construction in 2013.	Projects scheduled for construction in 2014.

- c. Implement the park service yard, office and visitor center renovation/replacement initiative (Board Workshop).

2012 Results	2013 Target	2013 Results	2014 Target
Bond funds acquired for proposed projects.	Establish project priorities through established District processes.	Established criteria and initial priorities for Field and Administrative Facility Replacement/Renovation Project List.	N/A
Projects added to CIP list.	Begin survey and design development for the top three (3) priority projects.	Began survey and/or design for: <ul style="list-style-type: none"> - Administration and Public Safety Offices - South County Equipment Shop - Pt. Pinole Service Yard 	Begin survey and/or design development for the next three (3) priority projects.

- d. Strive for consistent, identifiable, branded look for all regional park entrances. (Board Workshop)

2012 Results	2013 Target	2013 Results	2014 Target
Facilitated quarterly meetings with District Design Standards group.	Complete updates to District standard details related to regional park, trail and facility entrances -post electronically.	A total of 60% of existing District standard detail updates have been completed.	Continue to facilitate quarterly meetings with District Design Standards group. Complete 50% of remaining District standard detail updates.
N/A	Study options for design standards that may further promote user recognition of regional park, trail and facility entrances.	Collaborated with Environmental Graphics (EG) regarding creative reuse of existing information panel systems and future modifications, including updates to signage& graphics.	Collaborate with Environmental Graphics to study options to consolidate messaging and create attractive signage at entrance kiosks.

PLANNING/STEWARDSHIP & DEVELOPMENT DIVISION

- e. Make the provision of “World Class” restrooms a Measure WW priority. (Board Workshop)

2012 Results	2013 Target	2013 Results	2014 Target
N/A	Work with Grants and MAST staff to identify existing and potential funding sources to further the District program to convert existing wood chemical toilets to District standard (CXT) precast vault toilet structures. Coordinate with MAST to determine replacement priority.	Coordinated with MAST to establish Sunol as the top priority; funding identified as from the San Francisco Water District/PUC mitigation funds for seismic retrofit of the dam.	Begin development of bid documents for CXT conversion project at Sunol.

GIS Department:

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

2012 Results	2013 Target	2013 Results	2014 Target
N/A.	Scope proposed project and apply for grant from Kaiser.	Grant acquired, project scope completed.	Create web based “Activity Finder” mapping application.

KEY OBJECTIVE 3

Manage, maintain and restore parklands so that they retain their important scenic, natural and cultural values. Balance environmental concerns and outdoor recreational opportunities within regional parklands.

KEY INDICATOR

Stewardship Department:

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

2012 Results	2013 Target	2013 Results	2014 Target
Staff trainings conducted in selected listed species. Amended federal threatened and	Fill vacant Stewardship Manager and IPM Specialist positions to ensure continuity in all department functions.	Staff participated in trainings for the following listed species: California red-legged frog and tiger salamander	Continue staff training and participation in listed species trainings and workshops. Renew federal

**PLANNING/STEWARDSHIP
& DEVELOPMENT DIVISION**

2012 Results	2013 Target	2013 Results	2014 Target
endangered species recovery permit to expand qualified staff.	Review departmental organization to optimize for new permit / monitoring demands. Continue staff cross-training.	One amendment accepted and one amendment to federal threatened and endangered species recovery permit rejected by federal authorities.	threatened and endangered species recovery permit with expanded scope for staff and species covered. Renew state scientific collecting (research) permits for state listed species under newly developed state application process.
Obtained approval for nine "no-effect" projects. Awaiting determination from USFWS for balance of projects.	Pursue upland and shoreline biological opinions and trails and minor maintenance permitting strategy. Unify threatened and endangered species monitoring and feral animal management protocols with local, state and federal entities.	Initiated RFP for Alameda striped racer (whipsnake) study as per mitigation strategy for FWS BO related to fuels management in East Bay Hills Developed new TCP project submittal forms, project review process, and improved Access database	Implement Alameda striped racer (whipsnake) study as per mitigation strategy for FWS BO related to fuels management in East Bay Hills. Acquire 2081 Incidental take permit from CDFW for Fuels management work Integrate project information from old database into new access system to create master list of TCP projects Obtain programmatic Biological Opinion from USFWS and 2081 ITP from CDFW for routine maintenance projects

b. Implement selected habitat restoration and enhancement projects.

2012 Results	2013 Target	2013 Results	2014 Target
Distributed RFP & selected contractor	Complete site analysis, data	Completed stakeholder meeting,	Complete fieldwork and site analysis.

PLANNING/STEWARDSHIP & DEVELOPMENT DIVISION

for Wildcat Creek Watershed project.	collection and initial stakeholder outreach. Project scheduled for completion in 2014.	conducted site analysis, and preliminary concepts for sediment management in the Wildcat Creek watershed	Prepare final concept designs to improve sediment management in the Wildcat Creek Watershed.
Monitor 2 District ponds and one EBMUD pond as potential habitat.	Facilitate species recovery for Sacramento perch. Identify sources of funding for Jewel Lake dredging.	Identified potential pond development location at Crocket Hills to support Sac Perch Moved some Sac 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 Sac Perch in captivity
Received funding for golden eagle mapping project.	Capture and band golden eagles and implement tracking and mapping research.	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.
Several "green star" projects defined and proposed, including selected pond dredging / restoration projects.	Finalize design and permitting for Sibley Ponds restoration.	Reassessed design for Sibley ponds based on needs for extensive bullfrog control. Developed restoration plans for Alameda Point Beach Conducted preliminary evaluation of Ohlone ponds to be restored	Finalize design and permitting for Sibley Ponds restoration. Finalize design for Alameda Point Beach restoration and apply for permits Prioritize Ohlone ponds for restoration, finalize designs, and prepare permit applications

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

2012 Results	2013 Target	2013 Results	2014 Target
Coordinated Stewardship / Fire Department "Fuels Group". Completed	Coordinate Stewardship / Fire Department "Fuels Group". Complete 12	Coordinated Fuels Management Group to cooperatively implement	Coordinate the Fuels Management Group through monthly meetings and field

**PLANNING/STEWARDSHIP
& DEVELOPMENT DIVISION**

2012 Results	2013 Target	2013 Results	2014 Target
147 pretreatment, 4 post-treatment resource assessments and 15 treatment prescriptions.	post-treatment resource assessments and 33 treatment prescriptions.	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	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

GIS Department:

- a. Assist Stewardship Department by maintaining a resource inventory database and maps to facilitate the Trails, Creeks and Ponds (TCP) permitting process.

2012 Results	2013 Target	2013 Results	2014 Target
N/A	Develop maps and inventories required for TCP permit applications.	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.

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

2012 Results	2013 Target	2013 Results	2014 Target
Complete field check of District Cultural Resources Inventory.	Develop Cultural Resource ParkView application for internal staff use.	Completed development of application.	Train staff in the use of the new application.

KEY OBJECTIVE 4

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. (Vision statement)

PLANNING/STEWARDSHIP & DEVELOPMENT DIVISION

KEY INDICATOR

Planning/Stewardship & Development Division:

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

2012 Results	2013 Target	2013 Results	2014 Target
N/A	N/A	N/A	Coordinate the branding of Division publications with the standards developed by the Public Affairs Division. To include a brief acknowledgement of the 80 th anniversary in the LUP's prepared in Planning, construction documentation prepared in Design.

PLANNING/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 Planning/Stewardship & Development Division. The department includes the Division's administrative staff and Assistant General Manager (AGM). The AGM is responsible for land use planning, natural and cultural resource stewardship and the design and construction of park facilities. The department also places a high priority on the development and retention of well-trained, dedicated and productive employees.

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 408,058	\$ 416,746	\$ 432,350	\$ 443,050	2.5%
Supplies	95	299	560	560	0.0%
Services	22,747	8,615	23,530	23,530	0.0%
Intra-District Charges	203,100	254,000	247,700	277,200	11.9%
Subtotal	\$ 634,000	\$ 679,660	\$ 704,140	\$ 744,340	5.7%
PROJECT BUDGET:					
Supplies	\$ -	\$ 1,136	\$ -	\$ -	0.0%
Services	-	9,321	-	-	0.0%
Subtotal	\$ -	\$ 10,457	\$ -	\$ -	0.0%
Total Operating/Project	\$ 634,000	\$ 690,118	\$ 704,140	\$ 744,340	5.7%
DEPARTMENTS:					
Administration	\$ 634,000	\$ 690,118	\$ 704,140	\$ 744,340	5.7%
Total	\$ 634,000	\$ 690,118	\$ 704,140	\$ 744,340	
FUNDING SOURCES:					
101 General Fund	\$ 634,000	\$ 679,660	\$ 704,140	\$ 744,340	5.7%
336 OTA Projects	-	10,457	-	-	0.0%
Total	\$ 634,000	\$ 690,118	\$ 704,140	\$ 744,340	5.7%
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 Administration Department's staff provides support for the two 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 is also charged with the updating of the District's Master Plan. The AGM provides strategic direction in the areas of land use planning, stewardship, facility design and construction. The AGM is responsible for developing strategies for the preservation of District natural and cultural resources, insuring compliance with regulatory requirements, maintaining the District's Geographic Information System, preparing and implementing the District Capital Improvement Plan (CIP) and the creation and management of construction projects. This department also facilitates direct and open communication District-wide.

PLANNING/STEWARDSHIP & DEVELOPMENT DIVISION

DESIGN AND CONSTRUCTION

DESIGN AND CONSTRUCTION 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.

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Supplies	\$ 11,633	\$ 10,273	\$ 14,520	\$ 20,020	37.9%
Services	26,356	11,153	22,640	45,040	98.9%
Equipment	8,243	30,652	13,600	9,350	-31.3%
Intra-District Charges	-	54,380	7,730	18,000	132.9%
Subtotal	\$ 46,233	\$ 106,457	\$ 58,490	\$ 92,410	58.0%
PROJECT BUDGET:					
Personnel Services	\$ 3,347,934	\$ 3,461,186	\$ 3,775,190	\$ 3,939,240	4.3%
Supplies	60	19,608	-	-	0.0%
Services	3,043,073	2,046,320	100,000	-	-100.0%
Capital Outlay/Equip	4,553,336	3,788,969	38,860	10,000	-74.3%
Subtotal	\$ 10,944,402	\$ 9,316,082	\$ 3,914,050	\$ 3,949,240	0.9%
Total Operating/Project	\$ 10,990,635	\$ 9,422,539	\$ 3,972,540	\$ 4,041,650	1.7%
DEPARTMENTS:					
Design & Construction	\$ 10,990,635	\$ 9,422,539	\$ 3,972,540	\$ 4,041,650	1.7%
Total	\$ 10,990,635	\$ 9,422,539	\$ 3,972,540	\$ 4,041,650	1.7%
FUNDING SOURCES:					
101 General Fund	\$ 46,233	\$ 106,457	\$ 58,490	\$ 92,410	58.0%
333 Capital	5,387,953	4,550,885	1,160,990	1,184,430	2.0%
336 OTA Projects	5,556,449	4,765,198	2,753,060	2,764,810	0.4%
	\$ 10,990,635	\$ 9,422,539	\$ 3,972,540	\$ 4,041,650	1.7%
STAFFING:					
Regular/Permanent	27.00	26.83	26.83	26.83	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	27.00	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.

PLANNING/STEWARDSHIP & DEVELOPMENT DIVISION

PLANNING AND STEWARDSHIP

PLANNING AND STEWARDSHIP DEPARTMENT ROLE

The Planning, Stewardship & GIS Services Department provides planning, environmental review and resource management services to guide the development and management of District parklands and protect natural and cultural resources.

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 3,126,213	\$ 3,141,440	\$ 3,294,260	\$ 3,354,210	1.8%
Supplies	557,989	564,069	586,860	564,340	-3.8%
Services	661,036	578,026	827,130	932,560	12.7%
Intra-District Charges	4,870	4,600	4,600	4,600	0.0%
Subtotal	\$ 4,350,107	\$ 4,288,135	\$ 4,712,850	\$ 4,855,710	3.0%
PROJECT BUDGET:					
Personnel Services	\$ 71,893	\$ 127,946	\$ 156,750	\$ 159,090	1.5%
Supplies	10,967	31,198	-	30,000	0.0%
Services	180,786	129,088	78,840	140,160	77.8%
Capital Outlay/Equip	17,076	122,391	-	-	0.0%
Subtotal	\$ 280,722	\$ 410,623	\$ 235,590	\$ 329,250	39.8%
Total Operating/Project	\$ 4,630,829	\$ 4,698,757	\$ 4,948,440	\$ 5,184,960	4.8%
DEPARTMENTS:					
Planning & Stewardship	\$ 4,630,829	\$ 4,698,757	\$ 4,948,440	\$ 5,184,960	4.8%
Total	\$ 4,630,829	\$ 4,698,757	\$ 4,948,440	\$ 5,184,960	4.8%
FUNDING SOURCES:					
101 General Fund	\$ 4,306,732	\$ 4,241,036	\$ 4,712,850	\$ 4,855,710	3.0%
226 Measure CC	43,375	47,099	-	-	0.0%
333 Capital	37,704	164,150	27,320	28,520	4.4%
336 OTA Projects	243,018	246,472	208,270	300,730	44.4%
Total	\$ 4,630,829	\$ 4,698,757	\$ 4,948,440	\$ 5,184,960	4.8%
STAFFING:					
Regular/Permanent	24.12	24.120	24.120	24.12	-
Seasonal/Temporary	0.00	0.185	0.00	0.00	-
Total	24.12	24.305	24.12	24.12	-

SERVICE DESCRIPTION

The department prepares and updates the District Master Plan and park land use plans, prepares environmental (CEQA) review and facilitates public review of plans and development projects; 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; 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.

PUBLIC AFFAIRS DIVISION

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 1,682,989	\$ 1,884,807	\$ 2,194,650	\$ 2,706,910	23.3%
Supplies	148,887	136,514	150,770	227,150	50.7%
Services	978,392	1,034,222	1,123,910	1,381,240	22.9%
Intra-District Charges	42,700	51,000	46,700	59,500	27.4%
Subtotal	\$ 2,852,968	\$ 3,106,542	\$ 3,516,030	\$ 4,374,800	24.4%
PROJECT BUDGET:					
Personnel Services	\$ -	\$ 10,811	\$ -	\$ -	0.0%
Supplies	-	744	-	-	0.0%
Services	-	28	-	-	0.0%
Subtotal	\$ -	\$ 11,584	\$ -	\$ -	0.0%
Total Operating/Project	\$ 2,852,968	\$ 3,118,126	\$ 3,516,030	\$ 4,374,800	24.4%
DEPARTMENTS:					
Public Affairs	\$ 2,852,968	\$ 3,118,126	\$ 3,516,030	\$ 4,374,800	24.4%
Total	\$ 2,852,968	\$ 3,118,126	\$ 3,516,030	\$ 4,374,800	24.4%
FUNDING SOURCES:					
101 General Fund	\$ 2,852,968	\$ 3,106,542	\$ 3,516,030	\$ 4,374,800	24.4%
333 Capital	-	141	-	-	0.0%
336 OTA Projects	-	11,443	-	-	0.0%
Total	2,852,968	3,118,126	3,516,030	4,374,800	24.4%
STAFFING:					
*Regular/Permanent	15.00	17.00	17.00	20.00	3.00 *
Seasonal/Temporary	0.20	0.20	0.20	0.20	-
Total	15.20	17.20	17.20	20.20	3.00

*As part of a work group realignment, the Exhibit Design section is now part of Environmental Graphics, within the Public Affairs Division.

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PUBLIC AFFAIRS

PUBLIC AFFAIRS DIVISION ROLE

The role of Public Affairs is to inform and educate the general public about the Park 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 are: Community Relations and Communications, Environmental Graphics and Exhibits, and 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, publications like *Regional in Nature*, social media, signage, and 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 REQUESTS:

\$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.

PUBLIC AFFAIRS KEY OBJECTIVES

KEY OBJECTIVE 1

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

PUBLIC AFFAIRS

KEY INDICATOR:

Develop outreach through the Regional Parks Foundation to increase fundraising membership revenue.

2012 Results	2013 Target	2013 Results	2014 Target
<p>Increased staffing by one position paid for by the Regional Parks Foundation (RPF); raised \$1.37 million.</p> <p>Developed 1st RPF Strategic Plan with Board of Directors.</p> <p>Hosted four donor recognition events.</p> <p>Created Trails Challenge Membership.</p>	<p>Raise \$1 million in private support.</p> <p>Rebrand RPF collateral.</p> <p>Initiate new Board Committee structure based on 2012 RPF Strategic Plan.</p> <p>Analyze membership program to maximize growth potential.</p> <p>Recruit at least two new RPF Board members representing diverse areas not currently designated by existing Board members.</p>	<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. Funded over \$1 million in projects for EBRPD including: Park fitness zone equipment and marina access improvements at Lake Chabot; Lake Temescal Waterfall restoration; Redwood Park Serpentine Prairie restoration; 4,000 camperships for under-resourced children; 33 classrooms for Kids Healthy Outdoors Challenge; 9,000 Trails Challenge registrants.</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>Participate in District's 80th anniversary event with fundraising component.</p> <p>Increase visibility of RPF membership in parks and facilities through new signage. Assist in developing succession plan for RPF Board Committee chairs.</p>

PUBLIC AFFAIRS

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 INDICATOR:

Update signage communication in parks.

2012 Results	2013 Target	2013 Results	2014 Target
<p>Began Sign Manual update.</p> <p>Moved to new studio and improved efficiencies.</p> <p>Produced 10,200 units in first 6 months.</p> <p>Won 1st place award at Alameda County Fair.</p> <p>Curated and installed Lindsay Wildlife Exhibit.</p>	<p>Pilot environmental graphic design revision in parks to improve visitor experience.</p> <p>Streamline sign production techniques using the best practices from contemporary jurisdictions.</p> <p>Work with Network Administrators to develop online sign ordering system to improve efficiencies.</p> <p>Maintain District branding throughout parks as well as on District vehicles and buildings.</p>	<p>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.</p> <p>Updated extensive sign program at McLaughlin Eastshore State Park.</p> <p>Developed technique using subsurface graphics on acrylic windows of info panels to improve visitor experience, improve production process, and reduce usage of materials to cut costs. Piloted in Lake Chabot.</p> <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</p>	<p>Consolidate all District graphic teams under Environmental Graphics and reorganize management structure to improve efficiencies and reduce costs and duplicative efforts.</p> <p>Retrofit up to 20 parks info panels and kiosks with new design approach.</p> <p>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.</p> <p>Develop universal icons and symbols for maps, website, and other forms of communication.</p> <p>Add QR codes on signage that leads to web pages.</p>

PUBLIC AFFAIRS

2012 Results	2013 Target	2013 Results	2014 Target
		<p>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>	

KEY OBJECTIVE 3

Create quality programs that recognize the cultural diversity represented in the region.

KEY INDICATOR:

Develop “high-touch” communications and expand use of new technologies to reach multi-lingual and diverse communities.

2012 Results	2013 Target	2013 Results	2014 Target
<p>Hired Hispanic media consultant to develop relationships with Bay Area Hispanic Radio and TV stations.</p> <p>Over 25 members of <i>Bay Area Korean American Alpine Club</i> participated in the Multicultural Trail Maintenance Day in Garin.</p> <p>Implemented Get Active! Youth Contest. Outreached</p>	<p>Increase media coverage and event participation from Hispanic & African American communities.</p> <p>Partner with a Hispanic activity club to volunteer in the Multicultural Trail Maintenance Day</p> <p>Provided one media training workshop to enhance staff interview and</p>	<p>Added three new Hispanic radio partners to increase outreach for District's public safety messages, programs/events.</p> <p>Increase coverage in Post Newspaper Group.</p> <p>Over 30 volunteers from ethnic communities participated in the Multicultural Trail</p>	<p>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</p>

PUBLIC AFFAIRS

2012 Results	2013 Target	2013 Results	2014 Target
<p>to over 100 youth organizations and schools.</p> <p>Participated in ten new festivals and community events highlighting multi-language brochures.</p> <p>Recruited ten new Ambassadors.</p> <p>Established five new partnerships with ethnic media.</p> <p>Produced two Spanish broadcast segments.</p> <p>Developed "issues management" message reference library to empower District representatives.</p>	<p>presentation skills.</p> <p>Coordinate District participation in local/regional cultural fairs, festivals and special events.</p> <p>Recruited 10 new ambassadors for a total roster of 100; hosted two training sessions plus two field trips.</p> <p>Target 3 major health-oriented events geared toward seniors and youth.</p> <p>Improve functionality of website and deliver information via mobile platform</p>	<p>Maintenance Day in Roberts.</p> <p>Hosted roundtables for 40 Hispanic and Korean community leaders. Participation from HR, Interpretation and Recreation.</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>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 Guideline/Policy and data retrieval technology</p>
<p>Moved website content management platform to Active Network platform.</p> <p>Increased e-news subscribers to 47,500</p> <p>Social Media stats in 2012:</p> <p>Facebook: 7,040</p>		<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:</p>	<p>Continue to engage with current and new social media users and increase participation.</p>

PUBLIC AFFAIRS

2012 Results	2013 Target	2013 Results	2014 Target
<p>Twitter: 5,000</p> <p>Flickr: 1,203</p> <p>Instagram: 200 followers Photos tagged "ebrpd" by the public - 2,340</p>		<p>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>Hosted 2nd Healthy Parks Healthy People (HPPH) Festival with approximately 3,000 attendees (up 500+ over 2011).</p>	<p>Host 3rd HPPH Festival with increased attendance.</p>	<p>Approximately 4,000 attendees at 3rd HPPH Festival with 1/3 Hispanic audience and 1/3 Asian.</p>	<p>Collaborate with Interpretive Services to implement a month-long series of HPPH programs in June in lieu of the HPPH Festival.</p>

KEY OBJECTIVE 4

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

KEY INDICATOR

Celebrate the Park District's 80th anniversary history through a year-long series of multi-faceted events and fundraising activities.

2012 Results	2013 Target	2013 Results	2014 Target
<p>Delivered Ten speaking presentations/engag ements (six with board members) to service organizations, city leadership groups; active senior centers.</p>	<p>Coordinate East Bay Mayors' Challenge in conjunction with Trails Challenge.</p> <p>Develop 14 Ward- specific speaking engagements based on Economic Benefit Analysis.</p>	<p>Developed Mayors Challenge and engaged 33 Mayors to participate. Generated over 1,300 Trails Challenge participants.</p>	<p>Develop theme for 80th anniversary.</p> <p>Develop anniversary event, calendar, video, and press kit.</p>

PUBLIC AFFAIRS

2012 Results	2013 Target	2013 Results	2014 Target
		<p>Completed the initial draft of Economic Benefit Analysis and Community Access Survey.</p> <p>Events produced: In April, Ground-breaking event for Iron Horse Trail extension from Dublin/ Pleasanton BART Station to Santa Rita Road, Pleasanton.</p> <p>In October, Ground-breaking event for East Bay Greenway trail segment from Coliseum BART to 85th Ave., Oakland.</p> <p>In November, Outdoor Fitness Zone Dedication, Lake Chabot Regional Park.</p> <p>In November, Renaming of McLaughlin Eastshore State Park.</p>	<p>Create District flag, history panel and outdoor signage.</p> <p>Raise up to \$50,000 from sponsorships in conjunction with 80th anniversary event.</p> <p>Expand community relations outreach through speaker's bureaus and Board member presentations.</p>

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PUBLIC SAFETY DIVISION

	2011 ACTUAL	2012 BUDGET	2013 BUDGET	2013 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 17,126,786	\$ 17,988,805	\$ 18,493,270	\$ 18,838,210	1.9%
Supplies	815,001	1,079,597	785,150	847,710	8.0%
Services	1,272,154	1,341,172	1,603,330	1,696,500	5.8%
Equipment	321,386	8,384	59,150	91,150	54.1%
Debt Service/Leases	794,066	839,822	-	-	0.0%
Intra-District Charges	1,420,740	1,982,510	1,021,990	1,466,210	43.5%
Subtotal	\$ 21,750,133	\$ 23,240,290	\$ 21,962,890	\$ 22,939,780	4.4%
PROJECT BUDGET:					
Personnel Services	\$ 277,180	\$ 427,490	\$ 859,190	\$ 909,750	5.9%
Supplies	47,520	42,428	-	-	0.0%
Services	495,173	955,385	1,028,050	698,980	-32.0%
Capital Outlay/Equip	48,270	141,000	-	-	0.0%
Subtotal	\$ 868,143	\$ 1,566,302	\$ 1,887,240	\$ 1,608,730	-14.8%
Total Operating/Project	\$ 22,618,276	\$ 24,806,592	\$ 23,850,130	\$ 24,548,510	2.9%
DEPARTMENTS:					
Administration	\$ 6,495,592	\$ 6,732,253	\$ 6,263,530	\$ 6,740,240	7.6%
Aquatics	1,938,843	2,050,958	2,071,150	2,145,120	3.6%
Fire	3,698,906	4,803,883	4,196,410	4,064,760	-3.1%
Police	10,484,935	11,219,498	11,319,040	11,598,390	2.5%
Total	\$ 22,618,276	\$ 24,806,592	\$ 23,850,130	\$ 24,548,510	2.9%
FUNDING SOURCES:					
101 General Fund	\$ 21,484,125	\$ 22,935,768	\$ 21,962,890	\$ 22,939,780	4.4%
226 Measure CC	266,008	289,013	-	-	0.0%
260 Asset Forfeiture Distribution	-	15,509	-	-	0.0%
333 Capital	48,270	184,750	-	-	0.0%
336 OTA Projects	819,873	1,381,552	1,887,240	1,608,730	-14.8%
Total	\$ 22,618,276	\$ 24,806,592	\$ 23,850,130	\$ 24,548,510	2.9%
STAFFING:					
Regular/Permanent	103.58	104.58	106.08	107.57	1.49
Seasonal/Temporary	35.86	35.86	35.11	35.17	0.06
Total	139.44	140.44	141.19	142.74	1.55

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PUBLIC SAFETY DIVISION

PUBLIC SAFETY DIVISION ROLE

The Public Safety Division's role is to protect the East Bay'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.

2014 APPROVED BUDGET REQUESTS:

\$138,005 to staff various pipeline positions and supplies.

These resources will help the District mission to: Support the retention of well-trained, dedicated and productive employees.

2014 Targets:

- To hire, train and employ 1 full time police officer to continue restoration of staffing to 2008 levels.

2013 APPROVED BUDGET REQUEST RESULTS:

\$154,000 base budget request for 1 FTE Police Officer/Helicopter Pilot

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-- management of safe environment for District park user and neighbors.

2013 targets:

- Reduce helicopter unavailability days (due to pilot staffing) by 50%.
- Increase number of helicopter responses to police actions and fires activities by 10%.
- Comply at all times with industry standard of two pilot crew in multi-mission law enforcement helicopter.

2013 Results:

- Hired two Police Officer/Helicopter Pilots. Impact of this staffing increase is deferred to 2014 when they are released from required police officer and pilot training.

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 INDICATOR

Police Department/Administration - Maintain the communications infrastructure and two-way radios District wide and meet the Federal Communications Commission (FCC) compliance mandates.

PUBLIC SAFETY DIVISION

2012 Results	2013 Target	2013 Results	2014 Target
Narrow-banded in-vehicle repeaters and FCC license has been procured. Pending installation.	Put East Bay Regional Communications System Authority (EBRCSA) radios in service and evaluate system.	Installation of EBRCSA Radios into public safety vehicles has been completed. EBRCSA Dispatch consoles pending installation.	Testing of EBRCAS Radio System within parklands. Evaluate the coverage and probability of utilizing the EBRCAS system as primary police channel.

KEY INDICATOR

Police Department/Administration - Enhance police resources through geographic crime analysis and provide officers with mobile access.

2012 Results	2013 Target	2013 Results	2014 Target
Mapping solution has been completed. End user training scheduled for August 2012.	Utilize software data to predict crime patterns and allocate resources accordingly.	Mapping solution proved to be successful. Crime Mapping has been used many times to provide detailed and information rich mapped data for use in reports over the last year. Project complete	N/A

KEY INDICATOR

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.

2012 Results	2013 Targets	2013 Results	2014 Target
N/A	N/A	N/A	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

PUBLIC SAFETY DIVISION

2012 Results	2013 Targets	2013 Results	2014 Target
			efficiency and productivity to all divisions and users within our department. Our goal is to implement the system in beta testing alongside current applications by the end of 2014.

KEY INDICATOR

Police Department/Administration - Examine different models of responding to alarm calls.

2012 Results	2013 Target	2013 Results	2014 Target
Initiated an RFP for alarm services, awaiting results.	Have third party vendor take over alarm maintenance and monitoring. Evaluate cost savings related to maintenance and officer responses.	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.	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.

KEY INDICATOR

Police Department/Operations - Enhance safety of parkland users, neighbors, and communities through the coordinated development of a standardized video surveillance system for District facilities and lands.

2012 Results	2013 Target	2013 Results	2014 Target
Effectiveness has been proven at surveillance sites. Expanded to Big Break Visitor's center at the Delta and Contra Loma.	Advocate roll out of verified alarm system District-wide.	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.

PUBLIC SAFETY DIVISION

KEY INDICATOR

Fire Department/Operations - 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.

2012 Results	2013 Target	2013 Results	2014 Target
Engine is on replacement list for 2012. Awaiting procurement and full funding by Maintenance and Skilled Trades (MAST). Firefighter I (FFI) vacancy filled in May 2012.	Maintain full staffing (permanent) by filling existing vacancies. Effectively advocate for revision of District's mission statement to reflect critical role of public safety in parklands.	Asst. Fire Chief vacancy filled April 2013. Fire Captain position filled in October 2013. Firefighter II (FFII) vacancy filled June 2013.	Implement the Lexipol Fire Policy Manual. Utilize pipeline funding to upgrade one FF1 position to a FFII position

KEY INDICATOR

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.

2012 Results	2013 Target	2013 Results	2014 Target
Performed 119,995 preventive contacts with the public. Delivered 532 safety talks to daycare and/or camp groups. Replaced boat and motor at Shadow Cliffs and trained staff in its use.	Incorporate two jet-drive (vs. propeller) rescue water craft for safer approach to swimmers when lifeguarding open water swim events. Continue with over 50,000 public contacts intended to prevent accident or injury. Loan over 18,000 free lifejackets to swim area visitors.	Two jet-drive personal watercraft were deployed. Performed 85,844 preventive public contacts Loaned 38,259 lifejackets to swim area visitors.	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. Compile analyze and report swimmer to lifeguard ratios for each swim area to assist with staffing decisions.

KEY OBJECTIVE 2

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

PUBLIC SAFETY DIVISION

KEY INDICATOR

Police Department/Administration - Maintain the Commission on Accreditation for Law Enforcement Agencies (CALEA) process to ensure high levels of efficiency and effectiveness.

2012 Results	2013 Target	2013 Results	2014 Target
Maintained 386 standards that we comply with and completed second year proofs by April 2012.	Achieve re-accreditation through CALEA.	Successfully completed a 4 day on-site assessment. Appeared before the full commission and received re-accreditation Aug 3, 2013.	Complete the first year of required documentation for our second re-accreditation cycle.

KEY INDICATOR

Police Department/Administration - Continue to recruit, hire and provide training for police personnel for professional development and that meets state and local mandates.

2012 Results	2013 Target	2013 Results	2014 Target
The Training Committee met quarterly. Provided 14 hours of Peace Officer Standards and Training (POST) certified training for sworn and dispatch personnel.	Develop and implement a winter training program to fulfill all departmental and statutory requirements. Develop and gain approval of at least 1 Police Officer pipeline position	Provided 250 hours to officers and dispatchers to meet statutory and policy requirements. Continued with ongoing recruitment and hiring strategies in coordination with Human Resources	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. Hire at least 1 officer to fill pipeline Police Officer position

KEY INDICATOR

Police Department/Operations - Provide additional life-saving equipment to patrol officers.

2012 Results	2013 Target	2013 Results	2014 Target
Purchased 3 additional Automated External Defibrillators (AEDs) for use in patrol vehicles.	Continue outfitting the fleet with life-saving equipment as budget constraints allow.	Purchased 6 additional AEDs for use in patrol vehicles and updated training for officers.	Complete the outfitting of patrol cars with AEDs and other lifesaving equipment as budget constraints allow.

PUBLIC SAFETY DIVISION

KEY INDICATOR

Fire Department/Operations - Maintain required certifications and operational readiness by providing quality training to staff.

2012 Results	2013 Target	2013 Results	2014 Target
<p>Conducted one Emergency Medical Technician (EMT) course.</p> <p>Provided 8 hours each of: Hazardous Materials, Auto Extrication and Rope Rescue training to District firefighters.</p>	<p>Conduct one Industrial Fire Academy course as budget constraints allow.</p> <p>Conduct eight hours of rope rescue and auto extrication training as mandated by state training requirements.</p>	<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>

KEY INDICATOR

Fire Department/Lifeguard Services – Recruit, hire, train, certify and deploy seasonal lifeguard staff to cover swimming area guarding needs and aquatic programs.

2012 Results	2013 Target	2013 Results	2014 Target
<p>100% of instructors updated.</p>	<p>Recertify police and fire staff in CPR and automatic external defibrillator (AED) use</p> <p>Deploy 170 lifeguards among the eleven district lifeguarded swimming areas</p> <p>Train and issue over 200 certificates to lifeguard staff.</p>	<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</p>

PUBLIC SAFETY DIVISION

KEY OBJECTIVE 3

Create quality programs that recognize the cultural diversity represented in the region.

KEY INDICATOR

Fire Department/Operations – Utilize local, non-profit community organizations to provide fire training, mentoring and employment to underrepresented populations.

2012 Results	2013 Target	2013 Results	2014 Target
<p>Completed second year of Dept. of Labor grant funded Civicorps crew. Trained and employed 17 underrepresented youth in fuels management projects.</p> <p>Contracted with Student Conservation Association (SCA) for two crews for District fuels management and habitat restoration projects.</p>	<p>Complete third year of Dept. of Labor grant funded Civicorps crew, training and employing at least 10 underrepresented youth in fuels management projects.</p> <p>As funding allows, contract with Student Conservation Association (SCA) for at least one crew for District fuels management and habitat restoration projects.</p> <p>Utilize at least one inmate crew for fire suppression.</p>	<p>Trained 20 underrepresented youth and employed 10 underrepresented youth in fuels management projects.</p> <p>Employed a crew of 8 through the Student Conservation Association for work on fuels management and habitat restoration projects.</p> <p>Conducted a fire suppression drill with a California Department of Corrections (CDC) inmate crew at Del Valle.</p>	<p>Continue to fund Civicorps crews to perform fuels management work on District projects.</p> <p>Continue to seek funding to contract with Student Conservation Association (SCA) for work on fuels management and habitat restoration projects.</p> <p>Work with CalFire on suppression drill with a CDC inmate crew at Del Valle.</p> <p>Work with District departments in planning and development of the 80th anniversary programming and preliminary planning for the 2015 Urban Parks Conference.</p>

PUBLIC SAFETY DIVISION

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.

2012 Results	2013 Target	2013 Results	2014 Target
Presented water safety information to 41 elementary school classes. Certified 188 junior lifeguards in first aid and/or CPR	Continue providing swimming lessons to over 1,500 people with 20% paying reduced fees. Continue enrollment of over 700 children in the Junior Lifeguard program. Develop and distribute multi-lingual aquatic program marketing material.	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

KEY OBJECTIVE 4

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

KEY INDICATOR

Fire Department/Operations - Actively cooperate with fire, rescue and EMS agencies in Alameda and Contra Costa counties and participate in Federal, State and local mutual aid agreements.

2012 Results	2013 Target	2013 Results	2014 Target
Conducted two prescribed burns as training exercises, utilizing outside agencies.	Conduct at least two mutual aid field training exercises. Implement EBRCSA radio system by year's end. Participate in operational area multi-agency training exercise "Urban Shield."	Successfully completed two prescribed burns; one at Round Valley and Point Pinole Regional Park; which included fire operations staff and cooperating agencies. Provided out of county assistance for the Rim, American, Aspen, Swedes and mutual aid for the Mt. Diablo Fire.	Participate in MRA exercise in June 2014 with Cal-Fire, UC Berkeley, and other allied agencies.

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.

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 4,358,690	\$ 4,480,650	\$ 4,665,720	\$ 4,752,990	1.9%
Supplies	215,133	497,256	209,080	250,810	20.0%
Services	575,847	601,074	688,830	783,830	13.8%
Equipment	135,881	-	-	32,000	0.0%
Intra-District Charges	1,153,390	982,500	699,900	920,610	31.5%
Subtotal	\$ 6,438,942	\$ 6,561,479	\$ 6,263,530	\$ 6,740,240	7.6%
PROJECT BUDGET:					
Personnel Services	\$ 8,381	\$ 1,695	\$ -	\$ -	0.0%
Supplies	-	28,080	-	-	0.0%
Capital Outlay/Equip	48,270	141,000	-	-	0.0%
Subtotal	\$ 56,651	\$ 170,774	\$ -	\$ -	0.0%
Total Operating/Project	\$ 6,495,592	\$ 6,732,253	\$ 6,263,530	\$ 6,740,240	7.6%
DEPARTMENTS:					
Administration	\$ 6,495,592	\$ 6,732,253	\$ 6,263,530	\$ 6,740,240	7.6%
Total	\$ 6,495,592	\$ 6,732,253	\$ 6,263,530	\$ 6,740,240	
FUNDING SOURCES:					
101 General Fund	\$ 6,438,942	\$ 6,545,970	\$ 6,263,530	\$ 6,740,240	7.6%
260 Asset Forfeiture Distribution	-	15,509	-	-	0.0%
333 Capital	48,270	142,694	-	-	0.0%
336 OTA Projects	8,381	28,080	-	-	0.0%
Total	\$ 6,495,592	\$ 6,732,253	\$ 6,263,530	\$ 6,740,240	7.6%
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.

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 2,246,048	\$ 2,360,802	\$ 2,088,060	\$ 2,066,190	-1.0%
Supplies	159,383	117,750	106,890	129,390	21.0%
Services	235,514	309,543	406,680	388,180	-4.5%
Equipment	-	8,384	-	-	0.0%
Intra-District Charges	246,470	618,430	23,600	206,600	775.4%
Subtotal	\$ 2,887,414	\$ 3,414,909	\$ 2,625,230	\$ 2,790,360	6.3%
PROJECT BUDGET:					
Personnel Services	\$ 268,799	\$ 419,241	\$ 575,180	\$ 612,250	6.4%
Supplies	47,520	14,348	-	-	0.0%
Services	495,173	955,385	996,000	662,150	-33.5%
Subtotal	\$ 811,492	\$ 1,388,974	\$ 1,571,180	\$ 1,274,400	-18.9%
Total Operating/Project	\$ 3,698,906	\$ 4,803,883	\$ 4,196,410	\$ 4,064,760	-3.1%
DEPARTMENTS:					
Fire	\$ 3,698,906	\$ 4,803,883	\$ 4,196,410	\$ 4,064,760	-3.1%
Total	\$ 3,698,906	\$ 4,803,883	\$ 4,196,410	\$ 4,064,760	
FUNDING SOURCES:					
101 General Fund	\$ 2,887,414	\$ 3,414,909	\$ 2,625,230	\$ 2,790,360	6.3%
333 Capital	-	37,445	-	-	0.0%
336 OTA Projects	811,492	1,351,528	1,571,180	1,274,400	-18.9%
Total	\$ 3,698,906	\$ 4,803,883	\$ 4,196,410	\$ 4,064,760	-3.1%
STAFFING:					
Regular/Permanent	15.00	16.00	15.75	16.09	0.34
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	15.00	16.00	15.75	16.09	0.34

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.

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 1,805,434	\$ 1,906,772	\$ 1,958,450	\$ 2,032,420	3.8%
Supplies	100,987	103,267	83,170	83,170	0.0%
Services	32,422	40,760	29,530	29,530	0.0%
Subtotal	\$ 1,938,843	\$ 2,050,798	\$ 2,071,150	\$ 2,145,120	3.6%
PROJECT BUDGET:					
Personnel Services	\$ -	\$ 160	\$ -	\$ -	0.0%
Subtotal	\$ -	\$ 160	\$ -	\$ -	0.0%
Total Operating/Project	\$ 1,938,843	\$ 2,050,958	\$ 2,071,150	\$ 2,145,120	3.6%
DEPARTMENTS:					
Lifeguard Services	\$ 1,938,843	\$ 2,050,958	\$ 2,071,150	\$ 2,145,120	3.6%
Dept11	-	-	-	-	0.0%
Total	\$ 1,938,843	\$ 2,050,958	\$ 2,071,150	\$ 2,145,120	3.6%
FUNDING SOURCES:					
101 General Fund	\$ 1,938,843	\$ 2,050,798	\$ 2,071,150	\$ 2,145,120	3.6%
333 Capital	-	160	-	-	0.0%
Total	\$ 1,938,843	\$ 2,050,958	\$ 2,071,150	\$ 2,145,120	3.6%
STAFFING:					
Regular/Permanent	4.50	4.50	5.25	5.25	-
Seasonal/Temporary	31.93	31.93	31.18	31.74	0.56
Total	36.43	36.43	36.43	36.99	0.56

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.

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 8,716,614	\$ 9,240,581	\$ 9,781,040	\$ 9,986,610	2.1%
Supplies	339,498	361,324	386,010	384,340	-0.4%
Contingency	-	-	-	-	0.0%
Services	428,371	389,796	478,290	494,960	3.5%
Election Costs	-	-	-	-	0.0%
Grants/Inter-agency Agreements	-	-	-	-	0.0%
Equipment	185,505	-	59,150	59,150	0.0%
Debt Service/Leases	794,066	839,822	-	-	0.0%
Intra-District Charges	20,880	381,580	298,490	339,000	13.6%
Subtotal	\$ 10,484,935	\$ 11,213,104	\$ 11,002,980	\$ 11,264,060	2.4%
PROJECT BUDGET:					
Personnel Services	\$ -	\$ 6,394	\$ 284,010	\$ 297,500	4.7%
Services	-	-	32,050	36,830	14.9%
Subtotal	\$ -	\$ 6,394	\$ 316,060	\$ 334,330	5.8%
Total Operating/Project	\$ 10,484,935	\$ 11,219,498	\$ 11,319,040	\$ 11,598,390	2.5%
DEPARTMENTS:					
Police	\$ 10,484,935	\$ 11,219,498	\$ 11,319,040	\$ 11,598,390	2.5%
Total	\$ 10,484,935	\$ 11,219,498	\$ 11,319,040	\$ 11,598,390	
FUNDING SOURCES:					
101 General Fund	\$ 10,218,927	\$ 10,924,091	\$ 11,002,980	\$ 11,264,060	2.4%
226 Measure CC	266,008	289,013	-	-	0.0%
333 Capital	-	4,451	-	-	0.0%
336 OTA Projects	-	1,944	316,060	334,330	5.8%
Total	\$ 10,484,935	\$ 11,219,498	\$ 11,319,040	\$ 11,598,390	2.5%
STAFFING:					
Regular/Permanent	59.08	59.08	60.08	61.23	1.15
Seasonal/Temporary	0.93	0.93	0.93	0.43	(0.50)
Total	60.01	60.01	61.01	61.66	0.65

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.

NON-DEPARTMENTAL

	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2014 BUDGET	Change
OPERATING BUDGET:					
Grants/Inter-agency Agreements	\$ 100,000	\$ -	\$ -	\$ -	0.0%
Equipment	-	496,275	-	-	0.0%
Debt Service	30,626,000	23,461,140	19,903,590	32,868,950	65.1%
Intra-District Charges	115,000	115,000	115,000	115,000	0.0%
Transfers Out	12,480,452	15,052,650	11,382,070	14,456,440	27.0%
Subtotal	\$ 43,321,452	\$ 39,125,065	\$ 31,400,660	\$ 47,440,390	51.1%
PROJECT BUDGET:					
Cost of Issuance	\$ -	\$ 511,003	\$ -	\$ -	0.0%
Transfers Out	27,592,390	24,382,904	23,503,780	22,341,470	-4.9%
Subtotal	\$ 27,592,390	\$ 24,893,907	\$ 23,503,780	\$ 22,341,470	-4.9%
Total Operating/Project	\$ 70,913,842	\$ 64,018,972	\$ 54,904,440	\$ 69,781,860	27.1%
DEPARTMENTS:					
Nondepartmental	\$ 70,913,842	\$ 64,018,972	\$ 54,904,440	\$ 69,781,860	27.1%
Total	\$ 70,913,842	\$ 64,018,972	\$ 54,904,440	\$ 69,781,860	27.1%
FUNDING SOURCES:					
101 General Fund	\$ 8,055,310	\$ 9,854,358	\$ 6,537,540	\$ 11,233,030	71.8%
220 Two County LLD	697,745	-	-	-	0.0%
221 ECCC LLD	115,000	215,000	115,000	115,000	0.0%
223 Dublin Hills Zone	13,275	-	-	-	0.0%
226 Measure CC	2,279,050	3,056,574	3,371,130	2,077,110	-38.4%
228 Gateway Valley Zone	7,000	-	-	-	0.0%
254 Ardenwood/Coyote Hills	40,000	40,000	40,000	40,000	0.0%
257 Mitigation	878,292	-	40,600	5,000	-87.7%
258 McLaughlin Eastshore State Park	-	64,000	-	-	0.0%
259 ECCC HCP Properties	101,000	124,000	241,800	-	-100.0%
333 Capital	30,135	1,267,125	-	-	0.0%
335 Meas AA Bond Proceeds	(5,475,652)	2,549,966	-	175,000	0.0%
336 OTA Projects	363,551	641,425	-	-	0.0%
337 Meas WW Bond Proceeds	32,674,357	19,924,388	23,503,780	22,050,000	-6.2%
338 2012 Note Proceeds	-	511,003	-	116,470	0.0%
553 Major Infrastructure Reno/Repl	-	127,000	1,000,000	1,075,000	7.5%
554 Major Equip Replacement	485,780	836,972	132,000	-	-100.0%
555 General Liability	-	1,316,021	-	-	0.0%
620 Brushy Peak-Dyer	4,200	6,250	5,000	5,000	0.0%
621 Brushy Peak-Weaver	3,800	6,250	4,000	4,000	0.0%
630 ESSP-Berkeley Meadow Ph 1	650	-	-	800	0.0%
631 ESSP-Berkeley Meadow Ph 2	3,350	-	2,000	4,000	100.0%
640 Hayward Shoreline-Ora Loma	5,500	5,000	5,000	5,000	0.0%
641 Hayward Shoreline-Any	500	-	-	600	0.0%
650 Morgan Territory-Elsworthy	3,500	6,250	3,000	4,000	33.3%
651 Morgan Territory-Day	1,500	6,250	-	2,000	0.0%
680 MLK Shore-Damon Slough-Port	-	-	-	900	0.0%
810 '2002' Bond Debt Svc	1,193,450	1,193,990	1,240,520	-	-100.0%
811 2012 Promissory Note Debt Svc	-	-	1,419,520	1,420,700	0.1%
812 Meas AA Debt Svc	26,202,275	19,036,875	14,013,250	5,369,500	-61.7%
813 Meas WW Debt Svc	3,230,275	3,230,275	3,230,300	26,078,750	707.3%
Total	\$ 70,913,842	\$ 64,018,972	\$ 54,904,440	\$ 69,781,860	27.1%
STAFFING:					
Regular/Permanent	-	-	-	-	-
Seasonal/Temporary	-	-	-	-	-
Total	-	-	-	-	-

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Today: Alameda Creek Regional Trail opened in January 1973. Its construction was funded by the U.S. Army Corps of Engineers, the Alameda County Flood Control and Water Conservation District, and East Bay Regional Park District. The double trail follows the banks of Alameda Creek for 12 miles between Niles and San Francisco Bay, connecting Quarry Lakes Regional Recreation Area and Coyote Hills Regional Park. The north-side trail is for horseback riding. The paved trail on the south bank serves pedestrians and bicyclists, and provides access to Coyote Hills. Runners can complete a marathon by taking a round trip plus a loop through Coyote Hills. There are distance markers at half-mile intervals.



Then: Alameda Creek, being explored by a group of 19th century lady adventurers in the photo above, is the county's largest waterway. Rising in the Hamilton Range, the creek traverses a variety of landscapes on its way to San Francisco Bay. Ohlone Indians lived along its banks, tending the landscape for eons. Between 1769 and 1795 it was explored by five separate Spanish expeditions. Established nearby in 1797, Mission San Jose existed for 49 years until secularization in 1834. The town of Niles was established along the creek at the mouth of a canyon leading through the coastal hills. The settlement enjoyed brief celebrity as a center of movie-making during World War I. Charlie Chaplin and other actors got their start in Niles before the industry settled in Hollywood. During its history, the land has seen agriculture, quarrying, and now commercial and residential uses.



2014 Adopted Operating Budget

Supplemental Information

East Bay 
Regional Park District
www.ebparks.org

SECTION D-1
SUPPLEMENTAL INFORMATION
FISCAL POLICIES
DEBT AND APPROPRIATION LIMITS
LIVERMORE AREA RECREATION AND PARK DISTRICT
VOLUNTEER SUPPORT

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.

2014 Budget Calendar

February 27,2013	Board of Directors Planning Workshop
March 11,2013	Board of Directors Planning Workshop
May 2,2013	Board of Directors Capital Finance Workshop
May 28,2013	Review prior year end audit results at Finance Committee. Formulate budget strategies with General Manager.
May 29, 2013	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 5 – 16, 2013	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	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 \$9.6 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 (\$25.7 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.

Note-fund balance previously committed for 2010-2015 property tax augmentation ("smoothing") has been released from commitment in the 2014 budget and appropriated for one-time uses.

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 designated fund balance (currently \$7,261,055) was originally recorded in 1980 District financial statement. The original amount was \$1.3 million, which is adjusted annually for revenue and expenditures designated as DSLF. The Board's commitment was affirmed in 2012.
- Committed for specific approved projects (currently \$11,246,130) references Board approval received for specific projects, which have not yet been expended.

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.

The District's total debt of \$203 million is less than the \$50.6 billion (15% of \$191.8 billion Alameda County (without regard to RDA) plus 15% of \$145.7 billion Contra Costa County (without regard to RDA) of assessed valuation).

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 2013	\$309,141,150
Adjustment Factors:	
Population Factor (Alameda/Contra Costa Combined)	1.01006
Economic Factor	1.0512
Calculation of Factor for 2013 (Population x Economic Factors)	1.0618
Appropriation Limit for 2014	\$ 328,238,445

The appropriation limit of \$328,238,445 far exceeds the applicable District appropriations of \$98,515,754 in the 2014 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.: 2013-12 - 303

December 17, 2013

ADOPTION OF THE 2014 OPERATING AND PROJECT BUDGETS FOR THE
EAST BAY REGIONAL PARK DISTRICT

WHEREAS, staff has prepared and submitted the 2014 Proposed Operating and Project Budgets in accordance with the requirements of state law and the Board Operating Guidelines; and

WHEREAS, on November 20, 2013 the Board Finance Committee noted the inclusion of the 2014 California Article XIII B Appropriations Limit within the 2014 Proposed Operating and Project Budgets; and

WHEREAS, on November 20, 2013 the Board Finance Committee reviewed and commented on the 2014 Proposed Operating and Project Budget and unanimously recommended its adoption by the Board of Directors; and

WHEREAS, on November 25, 2013 the Park Advisory Committee reviewed and commented on the 2014 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 2014 Proposed Operating and Project Budgets on December 3 and December 17, 2013, 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 2014 Operating and Project Budgets in substantially final form as presented to the Board of Directors on December 3 and December 17, 2013 including language consistent with comments and corrections as identified and described in this material;
2. Authorizes the total appropriation of \$191,623,884 for the General Fund, special revenue funds, debt service funds, internal service funds, permanent funds and project funds;
3. Approves the 2013 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 2014 budget in an amount not to exceed the "Reserve for Encumbrances," the amount to be established at the end of the 2013 fiscal year.

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 2014, 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 Lane, seconded by Director Severin, and adopted this 17th day of December, 2013, by the following vote:

FOR: Whitney Dotson, Beverly Lane, Ted Radke, Carol Severin, Doug Siden, John Sutter, Ayn Wieskamp.
AGAINST: None.
ABSTAIN: None.
ABSENT: None.


John Sutter
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. 2013-12-303 adopted by the Board of Directors at a regular meeting held on Dec. 17, 2013.



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 2010 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 2014 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's Volunteer Program is comprised of 16 volunteer programs: 13 programs are park or program specific with 3 being District-wide. All of the programs have set ambitious goals for 2014. Inter-departmental coordination is provided through bi-annual docent/coordinator/staff meetings facilitated by the Recreation Supervisor with support from the Recreation Services Manager. Several key program objectives are specifically described in each department's budget objectives. Program highlights have been summarized below to demonstrate inter-departmental coordination and recognize the significant contributions made by volunteers. The Park District anticipates the 16 programs will contribute over 122,000 hours of volunteer service to the community in 2014.

Ardenwood Historic Farm Volunteer Program

Interpretive staff will conduct docent trainings in February, and early summer. Additionally, they will host a volunteer/docent recognition BBQ. Docents will continue to provide hands-on activities for families and schoolchildren on weekdays, weekends, and for each of Ardenwood's ten Special Events. Other volunteers will lend a hand in the garden and with farm machinery restoration.

Black Diamond Mines

Docents continue to support a multitude of interpretive programs and special events, including the Descendants Day picnic, summer concerts and open houses. Interpretive staff will organize periodic docent training and enhancement opportunities. Staff will carry on and expand the volunteer Bluebird Biologists Program and involve volunteers to help in Rose Hill Cemetery restoration, artifact accessioning and other projects.

Big Break Visitor Center at the Delta

Docents at Big Break Visitor Center at the Delta provide hands on activities and support interpretive programs through 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. Volunteers assist staff with special projects such as; resource monitoring, invasive plant control, native plant restoration, kayak maintenance, and curriculum/program design. Big Break staff support Volunteers and Docents through regular trainings and enrichment opportunities, the chance to take on new challenges, expand their knowledge base, and by creating a park community. Additionally volunteers are recognized through an annual cookout, occasional potlucks, and thank you gifts.

Botanic Garden

Volunteers lend support to several areas of the Botanic Garden. Botanic Garden docents lead tours of the Garden for weekend visitors and special groups. Garden volunteers assist staff by doing light gardening work such as weeding, raking or nursery work. Plant sale volunteers help propagate and maintain potted California native plants offered for sale to the public to support the Botanic Garden. The Board of the Garden's *Friends* group helps publicize and raise funds for the Garden through many different types of activities.

Community Volunteer Resources Program

Staff coordinates District volunteer participation in several community-wide events, including MLK Day of Service, Earth Day and Coastal Cleanup Day. The Community Volunteer Resources Program also hosts the annual Volunteer Recognition Dinner held each May.

Coyote Hills Regional Park

Staff will continue to recruit and train docents to assist with nature walks, Ohlone cultural programs, and youth programs. Docents will support the Apple Festival, Gathering of Ohlone Peoples, and the Butterfly Festival. Volunteers will help park staff with resource management projects, such as; enhancement of the native plants and butterfly garden, cattail growth control, invasive plant removal, and maintenance assistance for structures at the Tuibun Village Site.

Crab Cove Marine Protected Area

Docents assist with school programs interpreting the marine environment. Tasks include storytelling, facilitating marine related nature games, aquarium talks and pond observations.

Garin & Dry Creek Pioneer Regional Parks

Volunteers will 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.

Ivan Dickson Volunteer Trail Maintenance Program

The Ivan Dickson Program, funded primarily by an endowment, provides a wide range of opportunities for staff supervised volunteers to assist in maintaining the District's trail system. Annual events include California Trail Day, National Trail Day, and a variety of other half day trail maintenance projects. Often, Ivan Dickson projects are partnered with local and national organizations such as REI, Inc., Power Bar and the Bay Area Ridge Trail Council.

Operations' Volunteer Program

A number of projects are planned for 2014. Projects will range from a variety of District managed improvement and maintenance activities coordinated through the Habitat Restoration and Resource Enhancement programs. These will include invasive plant removal, resource protection, planting natives, blue bird and/or bat box monitoring and building as well as trail maintenance. Ongoing programs also include; repair of the watershed at Redwood, habitat restoration/invasive plant removal at Huckleberry/Sibley Preserve, Point Pinole, Miller Knox, Pt. Isabel, Martin Luther King Jr. Shoreline, Crown Beach, McLaughlin Eastshore State Park, and Tilden Regional Park. In addition some volunteers will re-vegetate channels with native species once the invasive have been removed. Also a number of volunteer groups and Eagle Scout projects will be coordinated throughout the year.

Regional Park Ambassador

Volunteers will go through four hours of training by District staff to learn about the Park District. Regional Park Ambassador Volunteers will participate in special events by representing the District and educating the public about the Park District.

Sunol-Ohlone Regional Wilderness Volunteer Program

Volunteers will assist in the Spring Wildflower Festival which would not be possible without the able assistance of volunteers. Several volunteer training and resource protection opportunities will also be provided by naturalist staff in 2014.

Tilden Nature Area

Docents assist Naturalists with educational programs at the Environmental Education Center, Little Farm, Native Plant Butterfly Garden and Kids Garden. Docents handle small farm animals and reptiles for special events and public programs. The Little Farm also has a youth volunteer program that meets every Sunday Morning.

Wildlife Volunteer Program

Stewardship staff will work with volunteers throughout the year to protect the District's natural resources. Volunteers not only perform many indispensable, on-the-ground, science based habitat conservation projects, but also participate in cutting-edge field research. Trained volunteers help monitor riparian woodland songbirds, wetland nesting birds, and grassland dwelling reptile and small mammal populations. Volunteer projects also include re-vegetating channels with native trees and shrubs to improve an area's ecological value, creating and managing nesting habitat for endangered birds, planting tree seedlings to enhance the regeneration of oak woodlands, placing and maintaining nest structures for a variety of wildlife, and controlling noxious weeds.

Quarry Lakes Volunteer Program

Volunteers will assist with gardening and grounds work at a rose garden, rare fruit grove, native plant, and desert garden.

Volunteer Trail Safety Patrol

The 2014 budget includes a separate budget program for volunteer safety patrollers, which enhances the volunteer coordinator's ability to track program expenses and support the needs of the volunteers. The Volunteer Trail Safety Patrol is comprised of volunteer hikers, equestrians, bicyclists and companion dog patrollers. The Volunteer Trail Safety Patrol contributes over 25,000 hours annually, assisting the Public Safety Department and the Park District.

SECTION D-2
SUPPLEMENTAL INFORMATION
PERSONNEL BY DEPARTMENT
AND
CURRENT SALARY TABLES

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SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2011	2012	2013	2014	Change
EXECUTIVE & LEGISLATIVE DIVISION							
2010	000	Administration					
		General Manager	1.000	1.000	1.000	1.000	0.000
		Asst Gen Manager - Public Affairs	0.500	0.000	0.000	0.000	0.000
		Community Relations Manager	0.500	0.000	0.000	0.000	0.000
		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	3.000	0.000
		*Confidential Secretary	0.000	0.000	0.000	0.420	0.420
		Division Total	8.000	7.000	7.000	7.420	0.420
		Permanent Staff	8.000	7.000	7.000	7.000	0.000
		Seasonal/Temporary Staff	0.000	0.000	0.000	0.420	0.420
		All Personnel	8.000	7.000	7.000	7.420	0.420
FINANCE & MANAGEMENT SERVICES DIVISION							
4110	000	Administration					
		Assistant General Manager	1.000	1.000	1.000	1.000	0.000
		Administrative Analyst II	1.000	1.000	1.000	1.000	0.000
		Dept Total	2.000	2.000	2.000	2.000	0.000
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	1.000	1.000	0.000
		*Administrative Analyst I	0.000	0.000	0.500	0.500	0.000
		Account Clerk	1.000	1.000	1.000	1.000	0.000
		Dept Total	3.000	3.000	3.500	3.500	0.000
4140	000	Finance (department number changed from 4310)					
		Chief Financial Officer/Controller	1.000	1.000	1.000	1.000	0.000
		Assist Financial Officer	1.000	1.000	1.000	1.000	0.000
		Accounting Manager	0.000	0.000	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	3.000	2.000	2.000	0.000
		^Accountant II	0.000	0.000	1.000	1.000	0.000
		Accountant I	1.000	1.000	1.000	1.000	0.000
		^Account Clerk	7.534	7.534	6.534	6.534	0.000
		*Account Clerk	0.000	0.500	0.000	0.000	0.000
		Dept Total	18.284	18.784	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	42.004	42.504	42.504	42.504	0.000
FINANCE & MANAGEMENT SERVICES DIVISION			Permanent Staff	41.284	41.284	41.284	0.000
			Seasonal/Temporary Staff	0.720	1.220	1.220	0.000
			All Personnel	42.004	42.504	42.504	0.000

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2011	2012	2013	2014	Change
HUMAN RESOURCES DIVISION							
2210	000	Human Resources					
		Assistant General Manager	1.000	1.000	1.000	1.000	0.000
		Human Resources Officer	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	2.000	1.000	1.000	0.000
		Senior Office Specialist	1.000	1.000	2.000	2.000	0.000
		Office Assistant	1.000	1.000	1.000	1.000	0.000
		*Field Intern	0.000	0.000	0.600	1.470	0.870
		*Intern	3.800	3.800	3.800	3.800	0.000
		Division Total	13.800	13.800	14.400	15.270	0.870
		Permanent Staff	10.000	10.000	10.000	10.000	0.000
		Seasonal/Temporary Staff	3.800	3.800	4.400	5.270	0.870
		All Personnel	13.800	13.800	14.400	15.270	0.870
LAND DIVISION							
6310	000	Administration					
		Assistant General Manager	1.000	1.000	1.000	1.000	0.000
		Administrative Analyst II	0.000	1.000	1.000	1.000	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	2.500	3.500	3.500	3.500	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
		Dept Total	4.000	4.000	4.000	4.000	0.000
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	1.000	0.000	0.000	0.000	0.000
		Dept Total	6.000	5.000	5.000	5.000	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	1.000	0.000	0.000	0.000
		Senior Planner	0.000	0.000	1.000	1.000	0.000
		Dept Total	3.000	3.000	3.000	3.000	0.000
		Division Total	18.500	18.500	18.500	18.500	0.000
		Permanent Staff	18.500	18.500	18.500	18.500	0.000
		Seasonal/Temporary Staff	0.000	0.000	0.000	0.000	0.000
		All Personnel	18.500	18.500	18.500	18.500	0.000
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

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION		2011	2012	2013	2014	Change
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
	Revenue Manager	1.000	1.000	1.000	1.000	0.000
	Administrative Analyst II	2.000	2.000	2.000	2.000	0.000
	Secretary	2.000	2.000	2.000	2.000	0.000
	Dept Total	7.000	7.000	7.000	7.000	0.000
PARK OPERATIONS DEPARTMENT						
5110	000					
	Park Operations Administration					
	Chief	1.000	1.000	1.000	1.000	0.000
	^Park Ranger I	4.250	4.250	1.000	1.000	0.000
	^Park Service Attendant	0.000	0.000	3.250	3.250	0.000
	*Student Laborer	4.000	10.540	10.540	10.540	0.000
	Unit Total	9.250	15.790	15.790	15.790	0.000
INTERPRETIVE PARKLANDS UNIT						
5160	000					
	Interpretive Parklands Unit Manager	1.000	1.000	1.000	1.000	0.000
	Park Unit Manager	1.000	1.000	1.000	1.000	0.000
	Senior Office Assistant					
	Location Total	2.000	2.000	2.000	2.000	0.000
5161	100					
	Black Diamond Mines (moved from Mining Unit 2014)					
	^Mine Manager	0.000	0.000	0.000	0.000	0.000
	^Mining Operations Supervisor	0.000	0.000	0.000	1.000	1.000
	^Mining Technician	0.000	0.000	0.000	2.000	2.000
	^Senior Office Assistant	0.000	0.000	0.000	0.250	0.250
	Location Total	0.000	0.000	0.000	3.250	3.250
5161	102					
	Black Diamond					
	Park Supervisor	1.000	1.000	1.000	1.000	0.000
	Park Ranger II	3.750	4.000	4.000	4.000	0.000
	*Gate Attendant	0.280	0.280	0.280	0.380	0.100
	Location Total	5.030	5.280	5.280	5.380	0.100
5161	127					
	Vargas Plateau					
	Park Ranger II	0.000	0.000	0.000	1.000	1.000
	Location Total	0.000	0.000	0.000	1.000	1.000
5161	130					
	Briones (moved to Delta Unit 2014)					
	Park Supervisor	1.000	1.000	1.000	0.000	(1.000)
	Park Ranger II	2.750	2.750	2.750	0.000	(2.750)
	*Gate Attendant	0.750	0.750	0.750	0.000	(0.750)
	Location Total	4.500	4.500	4.500	0.000	(4.500)
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	0.550	0.000
	Location Total	0.550	0.550	0.550	0.550	0.000
5161	136					
	Coyote Hills (moved to the Lakes Unit)					
	Park Supervisor	1.000	1.000	1.000	0.000	(1.000)
	Park Ranger II	2.750	2.750	2.750	0.000	(2.750)
	Gardener	1.000	1.000	1.000	0.000	(1.000)
	*Gate Attendant	0.350	0.350	0.350	0.000	(0.350)
	Location Total	5.100	5.100	5.100	0.000	(5.100)
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	2.750	3.000	3.000	3.000	0.000
	*Gate Attendant	0.380	0.380	0.380	0.380	0.000
	Location Total	4.130	4.380	4.380	4.380	0.000

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2011	2012	2013	2014	Change
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	2.000	0.000
		Location Total	3.000	3.000	3.000	3.000	0.000
5161	114	Mission Peak Park Ranger II	1.000	1.000	1.000	1.000	0.000
5161	118	Morgan Territory Park Ranger II	0.000	0.000	0.000	0.000	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	2.050	3.050	1.000
		Location Total	3.050	3.050	3.050	4.050	1.000
5161	117	Round Valley Park Ranger II	1.000	1.000	1.000	1.000	0.000
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
5161	128	Vasco Caves (work location renamed 2014) Park Supervisor	1.000	1.000	1.000	0.000	(1.000)
		Park Ranger II	0.000	0.000	1.000	0.000	(1.000)
		Location Total	1.000	1.000	2.000	0.000	-2.000
5161	180	Vasco Hills (work location renamed 2014) Park Supervisor	0.000	0.000	0.000	1.000	1.000
		Park Ranger II	0.000	0.000	0.000	1.000	1.000
		Location Total	0.000	0.000	0.000	2.000	2.000
		Unit Total	39.460	39.960	40.960	36.710	-4.250
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	0.000	1.000	1.000
		Park Ranger II	0.000	0.000	0.000	2.750	2.750
		Park Ranger I	0.000	0.000	0.000	0.000	0.000
		Gardener	0.000	0.000	0.000	1.000	1.000
		*Gate Attendant	0.000	0.000	0.000	0.350	0.350
		Location Total	0.000	0.000	0.000	5.100	5.100
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	3.500	2.750	(0.750)
		Park Service Attendant	0.000	0.000	0.000	1.000	1.000
		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	15.050	15.300	0.250
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	3.750	4.500	4.500	0.000
		Park Ranger I	1.750	1.750	1.000	1.000	0.000
		*Gate Attendant	0.750	1.090	1.090	1.090	0.000
		*Student Laborer	0.000	0.000	0.000	0.000	0.000
		Location Total	8.250	8.590	8.590	8.590	0.000

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2011	2012	2013	2014	Change
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	2.750	2.000	2.000	0.000
		Park Service Attendant	0.000	0.000	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	3.750	4.750	4.750	0.000
		Park Ranger I	4.250	4.250	2.500	2.500	0.000
		Park Service Attendant	0.000	0.000	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	0.000	1.000	1.000
		Park Ranger II	0.000	0.000	0.000	3.100	3.100
		Location Total	0.000	0.000	0.000	4.100	4.100
		Unit Total	42.630	42.970	42.970	52.420	9.450
MINING UNIT							
5112	102	Mining Unit (moved to Interpretive Parklands Unit 2014)					
		^Mine Manager	1.000	1.000	0.000	0.000	0.000
		^Mining Operations Supervisor	1.000	1.000	1.000	0.000	(1.000)
		^Mining Technician	1.000	1.000	2.000	0.000	(2.000)
		^Senior Office Assistant	0.000	0.000	0.250	0.000	(0.250)
		Unit Total	3.000	3.000	3.250	0.000	(3.250)
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	3.750	4.500	4.500	0.000
		Park Ranger I	2.500	2.500	1.000	1.000	0.000
		Park Service Attendant	0.000	0.000	0.750	0.750	0.000
		Office Assistant	0.375	0.375	0.375	0.500	0.125
		*Gate Attendant	0.500	0.600	0.600	0.600	0.000
		*Student Laborer	0.000	0.000	0.000	0.000	0.000
		Location Total	9.125	9.225	9.225	9.350	0.125
5121	149	Botanic Garden					
		^Manager	0.000	0.000	1.000	1.000	0.000
		^Park Supervisor/Horticulture Specialist	2.000	2.000	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	2.750	2.850	0.100
		Location Total	3.750	3.750	3.750	3.850	0.100
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	0.375	0.500	0.125
		*Gate Attendant	0.830	0.730	0.730	0.730	0.000
		*Student Laborer	0.000	0.000	0.000	0.000	0.000
		Location Total	10.705	10.605	10.605	10.730	0.125

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2011	2012	2013	2014	Change
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	2.500	0.000
		*Gate Attendant	0.250	0.250	0.250	0.250	0.000
		Location Total	4.750	4.750	4.750	4.750	0.000
		Unit Total	42.535	42.535	42.535	42.885	0.350
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	1.830	2.830	2.830	2.830	0.000
		*Park Ranger I	0.000	0.150	0.000	0.000	0.000
		*Park Service Attendant	0.000	0.000	0.150	0.150	0.000
		*Gate Attendant	0.380	0.380	0.380	0.380	0.000
		*Student Laborer	0.000	0.000	0.000	0.000	0.000
		Location Total	3.210	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	4.250	5.250	5.250	0.000
		Park Ranger I	3.000	3.000	2.000	2.000	0.000
		*Gate Attendant	0.850	0.850	0.850	0.850	0.000
		* Student Laborer	0.000	0.000	0.000	0.000	0.000
		Location Total	10.100	10.100	10.100	10.100	0.000
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
		*Student Laborer	0.000	0.000	0.000	0.000	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	0.000	0.137	0.137	0.000
		*Gate Attendant	0.500	0.500	0.500	0.500	0.000
		*Student Laborer	0.000	0.000	0.000	0.000	0.000
		Location Total	5.000	5.000	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
		*Student Laborer	0.000	0.000	0.000	0.000	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
		*Student Laborer	0.000	0.000	0.000	0.000	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
		*Student Laborer	0.000	0.000	0.000	0.000	0.000
		Location Total	6.500	6.500	6.500	6.500	0.000
5132	000	Volunteer Resources					
		Park Ranger II	1.000	0.000	0.000	0.000	0.000
		Location Total	1.000	0.000	0.000	0.000	0.000
		Unit Total	41.910	42.060	42.197	42.197	0.000

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2011	2012	2013	2014	Change
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	0.750	1.000	1.000	1.000	0.000
		Location Total	1.750	2.000	2.000	2.000	0.000
5171	130	Briones (moved from Interpretive Parklands Unit 2014)					
		Park Supervisor	0.000	0.000	0.000	1.000	1.000
		Park Ranger II	0.000	0.000	0.000	3.200	3.200
		*Gate Attendant	0.000	0.000	0.000	0.750	0.750
		Location Total	0.000	0.000	0.000	4.950	4.950
5171	308	Alameda Trails (moved to Lakes Unit in 2014, now location 675)					
		Park Supervisor	1.000	1.000	1.000	0.000	(1.000)
		Park Ranger II	3.000	3.000	3.000	0.000	(3.000)
		Location Total	4.000	4.000	4.000	0.000	(4.000)
5171	405	Bay Point					
		Park Ranger II					
		Location Total	0.750	0.750	0.750	0.750	0.000
5171	429	Big Break					
		Park Ranger II					
		Location Total	1.750	1.750	2.000	2.000	0.000
5171	469	Carquinez Strait (moved from the Shoreline Unit)					
		Park Ranger II					
		Location Total	0.000	0.000	0.000	2.750	2.750
5171	483	Martinez Shoreline (moved from Shoreline Unit)					
		Park Supervisor	0.000	0.000	0.000	1.000	1.000
		Park Ranger II	0.000	0.000	0.000	1.750	1.750
		Location Total	0.000	0.000	0.000	2.750	2.750
5171	484	Crockett Hills (moved from the Shoreline Unit)					
		^Park Ranger II					
		Location Total	0.000	0.000	0.000	1.000	1.000
5171	498	Antioch					
		Park Ranger II					
		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	5.500	0.000
		Location Total	7.500	7.500	7.500	7.500	0.000
5171	606	Delta DeAnza					
		Park Ranger II					
		Location Total	0.100	0.100	0.100	0.220	0.120
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
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	22.800	23.050	23.300	30.870	7.570
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	2.000	2.750	0.000	(2.750)
		Park Ranger I	0.750	0.750	0.000	0.000	0.000
		Location Total	2.750	2.750	2.750	0.000	(2.750)
5151	484	Crockett Hills (moved to the Delta Unit)					
		^Park Ranger II					
		Location Total	0.750	0.750	1.000	0.000	(1.000)

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2011	2012	2013	2014	Change
5151	409	Crown Beach					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	6.750	6.750	6.750	7.000	0.250
		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	8.620	8.870	0.250
5151	423	McLaughlin East Shore State Park					
		Park Ranger II					
		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	4.000	3.750	(0.250)
		Park Ranger I	1.000	1.000	1.000	1.000	0.000
		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	7.000	6.750	(0.250)
5151	483	Martinez Shoreline (moved to Delta Unit)					
		Park Supervisor	1.000	1.000	1.000	0.000	(1.000)
		Park Ranger II	1.750	1.750	1.750	0.000	(1.750)
		*Student Laborer	0.000	0.000	0.000	0.000	0.000
		Location Total	2.750	2.750	2.750	0.000	(2.750)
5151	465	Miller/Knox					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Craft Specialist	0.000	0.000	0.000	1.000	1.000
		Park Ranger II	3.500	3.500	3.500	3.500	0.000
		Gardener	1.000	1.000	1.000	0.000	(1.000)
		*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					
		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	3.750	5.500	5.500	0.000
		Park Ranger I	1.750	1.750	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	44.070	44.320	37.820	(6.500)
		Dept Total	245.655	253.435	255.322	258.692	3.370

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	0.000	1.000	1.000	0.000
		Alternative Work Program Supervisor	0.000	0.000	0.000	0.750	0.750
		*Alternative Work Program Supervisor	0.000	0.000	1.000	0.000	(1.000)
		Unit Total	2.000	2.000	4.000	3.750	(0.250)

INTERPRETIVE SERVICES 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	0.500	0.000
		Location Total	1.500	1.500	1.500	1.500	0.000
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 Ranger II	2.000	2.000	2.000	2.000	0.000
		Park Ranger I	1.750	1.750	1.000	1.000	0.000
		Park Service Attendant	0.000	0.000	1.000	1.000	0.000
		Farm Technician	1.750	1.750	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	14.445	14.945	14.945	0.000

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2011	2012	2013	2014	Change
5241	529	Big Break Science Center					
		*Supervising Naturalist	0.000	0.500	0.000	0.000	0.000
		Supervising Naturalist	0.000	0.000	1.000	1.000	0.000
		*Naturalist	0.000	0.500	0.000	0.000	0.000
		Naturalist	0.000	0.000	1.000	1.000	0.000
		Senior Office Assistant	0.000	0.000	1.000	1.000	0.000
		*Interpretive Student Aide	0.000	2.000	2.000	2.000	0.000
		Location Total	0.00	3.000	5.00	5.00	0.000
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	3.750	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	7.968	6.968	6.968	0.000
5241	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	0.100	0.185	0.100	0.100	0.000
		Location Total	6.250	6.335	6.250	6.250	0.000
5241	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	2.750	0.000
		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	6.150	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
5241	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
5241	551	Mobile Education Outreach					
		Supervising Naturalist I	0.00	1.000	1.00	1.00	0.000
		Resource Analyst	0.00	1.000	1.00	1.00	0.000
		*Student Aide	0.00	0.000	0.00	0.25	0.250
		Location Total	0.000	2.000	2.000	2.250	0.250
5241	555	Mobile Fish Exhibit					
		Supervising Naturalist I	1.000	0.000	0.000	0.000	0.000
		Resource Analyst	1.000	0.000	0.000	0.000	0.000
		Location Total	2.000	0.000	0.000	0.000	0.000
5242	000	Exhibit Design (Moved to Public Affairs Division 2014)					
		Exhibit Supervisor	1.000	1.000	1.000	0.000	(1.000)
		Exhibit Technician	2.000	2.000	2.000	0.000	(2.000)
		Location Total	3.000	3.000	3.000	0.000	(3.000)
		Unit Total	58.163	61.248	62.663	59.913	(2.750)

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2011	2012	2013	2014	Change
RECREATION SERVICES UNIT							
5220	000	Recreation Services 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	0.000	0.500	0.500
		Outdoor Recreation Coordinator	1.000	1.000	2.000	2.000	0.000
		Office Assistant	1.000	1.000	1.000	1.000	0.000
		Recreation Assistant	1.000	1.000	0.000	0.000	0.000
		*Recreation Leader IV	0.450	0.450	0.706	0.706	0.000
		*Recreation Leader III	1.000	1.000	1.250	2.710	1.460
		*Recreation Leader II	1.260	1.510	1.260	1.260	0.000
		*Recreation Leader I	0.540	0.540	0.540	0.540	0.000
		Location Total	7.250	7.500	7.756	9.716	1.9600
5224	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	3.250	3.750	3.750	3.750	0.000
		*Office Specialist	0.500	0.400	0.400	0.400	0.000
		Location Total	6.750	7.150	7.150	7.150	0.000
5225	000	Community/Volunteer Recreation Supervisor					
		Location Total	1.000	1.000	1.000	1.000	0.000
5226	000	Park Express					
		Recreation Coordinator	0.000	0.000	1.000	1.000	0.000
		Administrative Aide	1.000	1.000	0.000	0.000	0.000
		Office Specialist	0.750	0.750	0.750	0.750	0.000
		*Office Specialist	0.000	0.000	0.000	0.250	0.250
		Location Total	1.750	1.750	1.750	2.000	0.250
5227	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	0.500	0.000	0.000	0.000
		Location Total	5.500	5.500	5.000	5.000	0.000
5227	204	Arroyo Del Valle Camp					
		Park Craft Specialist	1.000	1.000	1.000	1.000	0.000
		*Park Ranger II	0.500	0.500	0.000	0.000	0.000
		Park Ranger II	0.000	0.000	1.000	1.000	0.000
		Location Total	1.500	1.500	2.000	2.000	0.000
		Unit Total	24.750	25.400	25.656	27.866	2.210
		Dept Total	84.913	88.648	92.319	91.529	(0.790)
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

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2011	2012	2013	2014	Change
PUBLIC WORKS UNIT							
5940	000	Public Works Administration					
		Maintenance Superintendent	0.000	1.000	1.000	1.000	0.000
		Senior Office Specialist	0.000	1.000	1.000	1.000	0.000
		Administrative Analyst II	0.000	1.000	1.000	1.000	0.000
		*Administrative Analyst II	0.000	1.000	0.000	0.000	0.000
		*Administrative Analyst I	0.000	0.000	0.000	1.000	1.000
		Location Total	0.000	4.000	3.000	4.000	1.000
5942	000	Trades					
		Maintenance Superintendent	1.000	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	0.000	0.070	0.070
		Water Utilities Maintenance Supervisor	1.000	0.000	0.000	0.000	0.000
		Electrician	2.000	2.000	2.000	2.000	0.000
		Water Utilities Maintenance Technician	1.000	0.000	0.000	0.000	0.000
		Plumber	3.350	3.350	3.350	3.200	(0.150)
		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	1.000	0.000	0.000	0.000	0.000
		Location Total	28.350	24.350	24.350	24.270	(0.080)
5943	000	Sanitation					
		Sanitation/Recycling Supervisor	1.000	1.000	1.000	1.000	0.000
		Recycling Coordinator	0.000	1.000	1.000	1.000	0.000
		^Sanitation Truck Driver	3.750	3.250	3.500	3.500	0.000
		Park Ranger II	0.500	0.000	0.000	0.000	0.000
		Location Total	5.250	5.250	5.500	5.500	0.000
5944	000	Road & Trails					
		Roads & Trails Supervisor	1.000	1.000	1.000	1.000	0.000
		Heavy Equipment Operator	4.050	4.050	4.050	4.350	0.300
		Equipment Operator Apprentice	0.750	0.750	0.750	1.000	0.250
		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	13.300	13.850	0.550
5945	000	Water Utilities					
		Water Utilities Maintenance Supervisor	0.000	1.000	1.000	1.000	0.000
		Water Utilities Maintenance Technician	0.000	1.000	1.000	1.750	0.750
		Location Total	0.000	2.000	2.000	2.750	0.750
		Unit Total	46.900	48.900	48.150	50.370	2.220
		Dept Total	68.900	70.900	70.150	72.370	2.220
		Division Total	406.468	419.983	424.791	429.591	4.800
		Permanent Staff	372.630	374.880	381.380	383.620	2.240
		Seasonal/Temporary Staff	33.838	45.103	43.411	45.971	2.560
		All Personnel	406.468	419.983	424.791	429.591	4.800
PLANNING/STEWARDSHIP & DEVELOPMENT DIVISION							
7010	000	Administration					
		Assistant General Manager	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	2.000	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	2.000	1.000	1.000	1.000	0.000
		Unit Total	12.000	12.000	12.000	12.000	0.000

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2011	2012	2013	2014	Change
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	1.000	2.000	2.000	2.000	0.000
		Construction Inspector	4.000	3.830	3.830	3.830	0.000
		Drafting Technician	1.000	1.000	1.000	1.000	0.000
		Survey Technician	2.000	1.000	1.000	1.000	0.000
		Unit Total	12.000	11.830	11.830	11.830	0.000
		Dept Total	27.000	26.830	26.830	26.830	0.000
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	0.000	1.000	1.000	0.000
		^Stewardship Manager	1.020	1.020	0.020	0.020	0.000
		Ecological Services Coordinator	1.000	1.000	1.000	1.000	0.000
		Resource Analyst	1.000	1.000	1.000	1.000	0.000
		*Intern	0.000	0.185	0.000	0.000	0.000
		Unit Total	3.020	3.205	3.020	3.020	0.000
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	0.000	1.000	1.000	0.000
		Water Resources Manager	1.000	1.000	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	1.100	0.000
		Unit Total	3.100	3.100	3.100	3.100	0.000
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	24.120	24.305	24.120	24.120	0.000
		Division Total	53.653	53.668	53.483	53.483	0.000
		Permanent Staff	53.653	53.483	53.483	53.483	0.000
		Seasonal/Temporary Staff	0.000	0.185	0.000	0.000	0.000
		All Personnel	53.653	53.668	53.483	53.483	0.000

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2011	2012	2013	2014	Change
PUBLIC AFFAIRS DIVISION							
3110	000	Public Affairs					
		Asst Gen Manager Public Affairs	0.500	1.000	1.000	1.000	0.000
		Community Relations Manager	0.500	1.000	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	1.000	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	1.000	1.000	0.000
		Website Designer	1.000	1.000	1.000	1.000	0.000
		Senior Office Specialist	0.000	0.000	0.000	1.000	1.000
		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	1.000	0.000	(1.000)
		*Office Assistant	0.200	0.200	0.200	0.200	0.000
		Dept Total	12.200	14.200	14.200	14.200	0.000
3120	000	Environmental Graphics					
		Env Graphics/Multi Media Supervisor	1.000	1.000	1.000	1.000	0.000
		Environmental Graphics Specialist	2.000	2.000	2.000	2.000	0.000
		Dept Total	3.000	3.000	3.000	3.000	0.000
3121	000	Exhibit Design (Moved from Operations Division 2014)					
		Exhibit Supervisor	0.000	0.000	0.000	1.000	1.000
		Exhibit Technician	0.000	0.000	0.000	2.000	2.000
		Dept Total	0.000	0.000	0.000	3.000	3.000
		Division Total	15.200	17.200	17.200	20.200	3.000
		Permanent Staff	15.000	17.000	17.000	20.000	3.000
		Seasonal/Temporary Staff	0.200	0.200	0.200	0.200	0.000
		All Personnel	15.200	17.200	17.200	20.200	3.000
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	0.000	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	7.000	8.000	8.000	8.000	0.000
8130	000	Communications & Records (formerly department 8520)					
		Dispatch Supervisor	4.000	5.000	5.000	5.000	0.000
		Dispatcher/CSO	11.000	10.000	10.000	10.000	0.000
		Public Safety Systems Administrator	1.000	0.000	0.000	0.000	0.000
		Unit Total	16.000	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	2.000	3.000	4.000	1.000
		Helicopter Mechanic/IA	1.000	1.000	1.000	1.000	0.000
		Unit Total	4.000	4.000	5.000	6.000	1.000
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

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2011	2012	2013	2014	Change
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	27.730	27.880	0.150
		*Seasonal Police Officer	0.930	0.930	0.930	0.430	(0.500)
Unit Total			36.660	36.660	36.660	36.310	(0.350)
Dept Total			60.010	60.010	61.010	61.660	0.650
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	4.000	0.000
		Fire Captain (FEMA Grant)	0.000	1.000	1.000	1.000	0.000
		Firefighter II	6.000	6.000	6.000	7.090	1.090
		Firefighter I	1.000	1.000	0.750	0.000	(0.750)
		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			15.000	16.000	15.750	16.090	0.340
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	1.500	2.250	2.250	0.000
		*Lifeguard III	0.750	0.750	0.000	0.000	0.000
		*Lifeguard II	0.250	0.250	0.250	0.250	0.000
		*Lifeguard I	0.000	0.000	0.000	0.560	0.560
Location Total			5.500	5.500	5.500	6.060	0.560
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					
		*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

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2011	2012	2013	2014	Change
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 II	0.500	0.500	0.500	0.500	0.000
		*Lifeguard II	0.590	0.590	0.590	0.590	0.000
		*Lifeguard II	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	36.430	36.990	0.560
		Dept Total	51.430	52.430	52.180	53.080	0.900
		Division Total	139.440	140.440	141.190	142.740	1.550
		Permanent Staff	103.580	104.580	106.080	107.570	1.490
		Seasonal/Temporary Staff	35.860	35.860	35.110	35.170	0.060
		All Personnel	139.440	140.440	141.190	142.740	1.550
ALL DIVISIONS							
		Permanent Staff	628.647	632.727	640.727	647.457	6.730
		Seasonal/Temporary Staff	77.868	89.818	87.791	91.701	3.910
		TOTAL FUNDED POSITIONS	706.515	722.545	728.518	739.158	10.640

"*" Indicates Seasonal/Temporary, or Limited Term FTE.

"^" Indicates position change during 2013.

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES-AFSCME

Job Title	Step	Hourly Wage	Annual Base Salary
Account Clerk*			
	A	\$ 27.84	\$ 54,288
	B	28.45	55,478
	C	29.05	56,648
	D	29.88	58,266
	E	30.30	59,085
Accountant I*			
	A	30.07	58,637
	B	30.76	59,982
	C	31.41	61,250
	D	32.13	62,654
	E	32.86	64,077
Accountant II*			
	A	31.75	61,913
	B	32.45	63,278
	C	33.09	64,526
	D	33.83	65,969
	E	34.54	67,353
Accounting Supervisor*			
	A	31.26	60,957
	B	31.98	62,361
	C	32.68	63,726
	D	33.42	65,169
	E	34.18	66,651
Accounting Technician*			
	A	27.83	54,269
	B	28.43	55,439
	C	29.05	56,648
	D	29.88	58,266
	E	30.29	59,066
Administrative Aide*			
	A	28.10	54,795
	B	28.74	56,043
	C	29.34	57,213
	D	30.17	58,832
	E	30.62	59,709
Administrative Analyst 1*			
	A	31.13	60,704
	B	31.81	62,030
	C	32.44	63,258
	D	33.17	64,682
	E	33.86	66,027
Administrative Analyst 2*			
	A	34.03	66,359
	B	34.94	68,133
	C	35.77	69,752
	D	36.56	71,292
	E	37.33	72,794

Job Title	Step	Hourly Wage	Annual Base Salary
Alternate Work Program Supervisor			
	A	\$ 29.55	\$ 61,464
	B	30.25	62,920
	C	30.93	64,334
	D	31.63	65,790
	E	32.34	67,267
Aquatic Assistant (9 Month Position)*			
	A	26.61	51,890
	B	27.14	52,923
	C	27.69	53,996
	D	28.26	55,107
	E	28.79	56,141
Aquatic Supervisor			
	A	31.71	65,957
	B	32.58	67,766
	C	33.30	69,264
	D	34.08	70,886
	E	34.79	72,363
Architect*			
	A	42.17	82,232
	B	43.14	84,123
	C	44.08	85,956
	D	45.11	87,965
	E	46.13	89,954
Botanic Garden Supervisor			
	A	42.36	88,109
	B	43.42	90,314
	C	44.50	92,560
	D	45.60	94,848
	E	46.74	97,219
Botanist*			
	A	34.03	66,359
	B	34.94	68,133
	C	35.77	69,752
	D	36.56	71,292
	E	37.33	72,794
Building/Grounds Aide			
	A	24.95	51,896
	B	25.42	52,874
	C	25.88	53,830
	D	26.40	54,912
	E	26.84	55,827
Carpenter			
	A	31.47	65,458
	B	32.19	66,955
	C	32.85	68,328
	D	33.58	69,846
	E	34.29	71,323

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES-AFSCME

Job Title	Step	Hourly Wage	Annual Base Salary
Carpenter Apprentice			
	A	\$ 25.01	\$ 52,021
	B	26.19	54,475
	C	27.26	56,701
	D	28.63	59,550
	E	29.85	62,088
Civil Engineer*			
	A	42.17	82,232
	B	43.14	84,123
	C	44.08	85,956
	D	45.11	87,965
	E	46.13	89,954
Community Outreach Coordinator*			
	A	33.07	64,487
	B	33.84	65,988
	C	34.57	67,412
	D	35.33	68,894
	E	36.09	70,376
Concessions Manager			
	A	23.62	49,130
	B	24.07	50,066
	C	24.52	51,002
	D	24.98	51,958
	E	25.44	52,915
Construction Inspector			
	A	32.50	67,600
	B	33.26	69,181
	C	34.03	70,782
	D	34.76	72,301
	E	35.56	73,965
Contract/Encroachment Supervisor*			
	A	36.71	71,585
	B	37.70	73,515
	C	38.58	75,231
	D	39.45	76,928
	E	40.30	78,585
Cultural Services Coordinator			
	A	34.32	71,386
	B	35.16	73,133
	C	35.98	74,838
	D	36.82	76,586
	E	37.77	78,562
Custodian			
	A	23.62	49,130
	B	24.06	50,045
	C	24.52	51,002
	D	24.98	51,958
	E	25.44	52,915

Job Title	Step	Hourly Wage	Annual Base Salary
Data Entry Operator*			
	A	\$ 25.19	\$ 49,121
	B	25.65	50,018
	C	26.14	50,973
	D	26.66	51,987
	E	27.14	52,923
Drafting Technician*			
	A	31.56	61,542
	B	32.28	62,946
	C	32.95	64,253
	D	33.72	65,754
	E	34.49	67,256
Drafting Technician - Survey			
	A	31.56	65,645
	B	32.28	67,142
	C	32.95	68,536
	D	33.72	70,138
	E	34.49	71,739
Ecological Services Coordinator*			
	A	38.51	75,095
	B	39.39	76,811
	C	40.30	78,585
	D	41.24	80,418
	E	42.15	82,193
Electrician			
	A	32.65	67,912
	B	33.39	69,451
	C	34.16	71,053
	D	34.90	72,592
	E	35.70	74,256
Electrician Apprentice			
	A	25.74	53,539
	B	26.97	56,098
	C	28.31	58,885
	D	29.72	61,818
	E	30.97	64,418
Electrician's Helper			
	A	27.11	56,389
	B	27.73	57,678
	C	28.31	58,885
	D	29.08	60,486
	E	29.53	61,422
Engineering Supervisor*			
	A	36.42	71,019
	B	37.27	72,677
	C	38.12	74,334
	D	38.99	76,031
	E	39.91	77,825

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES-AFSCME

Job Title	Step	Hourly Wage	Annual Base Salary
Environmental Graphics Specialist/Muliti Media Sup	A	\$ 36.42	\$ 75,754
	B	37.27	77,522
	C	38.12	79,290
	D	38.99	81,099
	E	39.91	83,013
Environmental Graphics Specialist	A	30.70	63,856
	B	31.41	65,333
	C	32.10	66,768
	D	32.81	68,245
	E	33.52	69,722
Environmental Graphics Specialists Apprentice	A	25.74	53,539
	B	26.97	56,098
	C	28.06	58,365
	D	29.45	61,256
	E	30.70	63,856
Equipment Operator Apprentice	A	25.74	53,539
	B	28.06	58,365
	C	30.07	62,546
	D	32.25	67,080
	E		
Exhibit Supervisor	A	33.00	68,640
	B	33.88	70,470
	C	34.64	72,051
	D	35.43	73,694
	E	36.19	75,275
Exhibit Technician	A	30.48	63,398
	B	31.18	64,854
	C	31.84	66,227
	D	32.59	67,787
	E	33.30	69,264
Facilities Supervisor	A	33.66	70,013
	B	34.56	71,885
	C	35.32	73,466
	D	36.16	75,213
	E	36.91	76,773
Farm Technician 1	A	26.19	54,475
	B	26.73	55,598
	C	27.26	56,701
	D	27.83	57,886
	E	28.39	59,051

Job Title	Step	Hourly Wage	Annual Base Salary
Farm Technician 2	A	\$ 28.29	\$ 58,843
	B	28.90	60,112
	C	29.48	61,318
	D	30.15	62,712
	E	30.80	64,064
Farmer	A	28.76	59,821
	B	29.11	60,549
	C	29.74	61,859
	D	30.45	63,336
	E	31.12	64,730
Field/Office Surveyor	A	32.51	67,621
	B	33.39	69,451
	C	34.14	71,011
	D	34.92	72,634
	E	35.67	74,194
Firefighter I	A	18.50	38,480
	B	18.96	39,437
	C	19.42	40,394
	D	19.83	41,246
	E	20.27	42,162
Firefighter 2	A	28.17	58,594
	B	28.82	59,946
	C	29.43	61,214
	D	30.23	62,878
	E	30.67	63,794
Fry Cook	A	21.52	44,762
	B	21.88	45,510
	C	22.25	46,280
	D	22.64	47,091
	E	23.00	47,840
Gardener	A	26.19	54,475
	B	26.73	55,598
	C	27.26	56,701
	D	27.83	57,886
	E	28.39	59,051
Geologist	A	33.50	65,325
	B	34.38	67,041
	C	35.19	68,621
	D	36.03	70,259
	E	36.75	71,663

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES-AFSCME

Job Title	Step	Hourly Wage	Annual Base Salary
GIS Analyst*	A	\$ 33.50	\$ 65,325
	B	34.38	67,041
	C	35.19	68,621
	D	36.02	70,239
	E	36.76	71,682
GIS Coordinator*	A	38.73	75,524
	B	39.61	77,240
	C	40.52	79,014
	D	41.45	80,828
	E	42.43	82,739
GIS Programmer/Analyst*	A	33.50	65,325
	B	34.38	67,041
	C	35.19	68,621
	D	36.02	70,239
	E	36.76	71,682
GIS Technician*	A	27.87	54,347
	B	28.41	55,400
	C	29.00	56,550
	D	29.62	57,759
	E	30.29	59,066
Grants Coordinator*	A	31.00	60,450
	B	31.68	61,776
	C	32.33	63,044
	D	33.04	64,428
	E	33.72	65,754
Graphic Designer*	A	30.76	59,982
	B	31.43	61,289
	C	32.09	62,576
	D	32.78	63,921
	E	33.47	65,267
Heavy Equipment Operator	A	32.25	67,080
	B	32.99	68,619
	C	33.75	70,200
	D	34.49	71,739
	E	35.26	73,341
Helicopter Mechanic	A	36.35	75,608
	B	37.17	77,314
	C	38.07	79,186
	D	38.90	80,912
	E	39.80	82,784

Job Title	Step	Hourly Wage	Annual Base Salary
Human Resources Assistant*	A	\$ 33.17	\$ 64,682
	B	34.06	66,417
	C	34.86	67,977
	D	35.66	69,537
	E	36.40	70,980
Information Services Network Analyst*	A	36.42	71,019
	B	37.27	72,677
	C	38.12	74,334
	D	38.99	76,031
	E	39.91	77,825
Information Services Support Technician 1*	A	27.87	54,347
	B	28.41	55,400
	C	29.00	56,550
	D	29.62	57,759
	E	30.29	59,066
Information Services Support Technician 2*	A	32.81	63,980
	B	33.54	65,403
	C	34.21	66,710
	D	34.98	68,211
	E	35.69	69,596
Information Services Systems Analyst*	A	36.42	71,019
	B	37.27	72,677
	C	38.12	74,334
	D	38.99	76,031
	E	39.91	77,825
Instrument Person	A	29.05	60,424
	B	29.72	61,818
	C	30.27	62,962
	D	30.97	64,418
	E	31.60	65,728
Integrated Pest Management Specialist*	A	42.36	82,602
	B	43.42	84,669
	C	44.50	86,775
	D	45.60	88,920
	E	46.74	91,143
Jr. Civil Engineer*	A	33.82	65,949
	B	34.74	67,743
	C	35.53	69,284
	D	36.35	70,883
	E	37.13	72,404

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES-AFSCME

Job Title	Step	Hourly Wage	Annual Base Salary
Jr. Drafting Technician*			
	A	\$ 27.87	\$ 54,347
	B	28.41	55,400
	C	29.00	56,550
	D	29.62	57,759
	E	30.29	59,066
Jr. Planning Technician*			
	A	28.38	55,341
	B	28.99	56,531
	C	29.54	57,603
	D	30.20	58,890
	E	30.93	60,314
Land Acquisition Coordinator*			
	A	33.50	65,325
	B	34.38	67,041
	C	35.19	68,621
	D	36.03	70,259
	E	36.75	71,663
Land Acquisition Specialist*			
	A	39.90	77,805
	B	40.84	79,638
	C	41.73	81,374
	D	42.70	83,265
	E	43.66	85,137
Landscape Architect*			
	A	39.90	77,805
	B	40.84	79,638
	C	41.73	81,374
	D	42.70	83,265
	E	43.66	85,137
Landscape Architect/Planning*			
	A	39.90	77,805
	B	40.84	79,638
	C	41.73	81,374
	D	42.70	83,265
	E	43.66	85,137
Lead Mechanic			
	A	32.57	67,746
	B	33.30	69,264
	C	34.07	70,866
	D	34.81	72,405
	E	35.63	74,110
Lead Mechanic/Swing*			
	A	35.01	68,270
	B	35.80	69,810
	C	36.63	71,429
	D	37.42	72,969
	E	38.30	74,685

Job Title	Step	Hourly Wage	Annual Base Salary
Light Equipment Mechanic			
	A	\$ 27.11	\$ 56,389
	B	27.73	57,678
	C	28.31	58,885
	D	29.08	60,486
	E	29.53	61,422
Maintenance/Skilled Trades Supervisor			
	A	36.35	75,608
	B	37.20	77,376
	C	38.10	79,248
	D	38.93	80,974
	E	39.80	82,784
Mapping Graphics Technician*			
	A	28.95	56,453
	B	29.55	57,623
	C	30.19	58,871
	D	31.04	60,528
	E	31.53	61,484
Marina Attendant			
	A	23.62	49,130
	B	24.06	50,045
	C	24.52	51,002
	D	24.98	51,958
	E	25.44	52,915
Mechanic's Helper			
	A	25.74	53,539
	B	26.24	54,579
	C	26.74	55,619
	D	27.33	56,846
	E	27.87	57,970
Messenger			
	A	23.61	49,109
	B	24.05	50,024
	C	24.52	51,002
	D	24.98	51,958
	E	25.44	52,915
Mine Manager			
	A	42.36	88,109
	B	43.33	90,126
	C	44.33	92,206
	D	45.47	94,578
	E	46.63	96,990
Mining Operations Supervisor			
	A	38.18	79,414
	B	39.07	81,266
	C	39.91	83,013
	D	40.88	85,030
	E	41.80	86,944

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES-AFSCME

Job Title	Step	Hourly Wage	Annual Base Salary
Mining Technician			
	A	\$ 28.10	\$ 58,448
	B	28.76	59,821
	C	29.39	61,131
	D	30.00	62,400
	E	30.59	63,627
Naturalist			
	A	29.57	61,506
	B	30.25	62,920
	C	30.91	64,293
	D	31.62	65,770
	E	32.32	67,226
Naturalist Aide			
	A	25.74	53,539
	B	26.24	54,579
	C	26.76	55,661
	D	27.33	56,846
	E	27.86	57,949
Office Assistant*			
	A	23.86	46,527
	B	24.27	47,327
	C	24.64	48,048
	D	25.10	48,945
	E	25.54	49,803
Office Assistant/Membership*			
	A	23.86	46,527
	B	24.27	47,327
	C	24.64	48,048
	D	25.10	48,945
	E	25.54	49,803
Office Services Assistant*			
	A	23.86	46,527
	B	24.27	47,327
	C	24.64	48,048
	D	25.10	48,945
	E	25.54	49,803
Office Specialist*			
	A	25.05	48,848
	B	25.55	49,823
	C	25.99	50,681
	D	26.48	51,636
	E	26.91	52,475
Office Specialist/Reservations*			
	A	25.61	49,940
	B	26.07	50,837
	C	26.52	51,714
	D	27.07	52,787
	E	27.56	53,742

Job Title	Step	Hourly Wage	Annual Base Salary
Painter			
	A	\$ 30.70	\$ 63,856
	B	31.41	65,333
	C	32.10	66,768
	D	32.81	68,245
	E	33.52	69,722
Painter Apprentice			
	A	25.74	53,539
	B	27.40	56,992
	C	29.05	60,424
	D	30.70	63,856
	E		
Painter Helper			
	A	25.74	53,539.20
	B	26.24	54,579.20
	C	26.74	55,619.20
	D	27.33	56,846.40
	E	27.87	57,969.60
Park Craft Specialist			
	A	28.11	58,469
	B	28.75	59,800
	C	29.38	61,110
	D	30.04	62,483
	E	30.59	63,627
Park Planner I*			
	A	33.42	65,169
	B	34.16	66,612
	C	34.84	67,938
	D	35.62	69,459
	E	36.34	70,863
Park Ranger I			
	A	20.88	43,430
	B	21.24	44,179
	C	21.64	45,011
	D	22.01	45,781
	E	22.32	46,426
Park Ranger 2			
	A	25.37	52,770
	B	25.90	53,872
	C	26.42	54,954
	D	26.98	56,118
	E	27.62	57,450
Park Services Attendant			
	A	17.88	37,190
	B	18.19	37,835
	C	18.53	38,542
	D	18.85	39,208
	E	19.38	40,310

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES-AFSCME

Job Title	Step	Hourly Wage	Annual Base Salary
Park Supervisory/Hort. Specialist			
	A	\$ 33.01	\$ 68,661
	B	33.89	70,491
	C	34.68	72,134
	D	35.47	73,778
	E	36.20	75,296
Park Supervisor 1			
	A	30.77	64,002
	B	31.50	65,520
	C	32.17	66,914
	D	32.92	68,474
	E	33.65	69,992
Park Supervisor 2			
	A	33.01	68,661
	B	33.89	70,491
	C	34.68	72,134
	D	35.47	73,778
	E	36.20	75,296
Park Supervisor 3			
	A	34.31	71,365
	B	35.16	73,133
	C	35.98	74,838
	D	36.81	76,565
	E	37.77	78,562
Park Supervisor 4			
	A	35.88	74,630
	B	36.72	76,378
	C	37.53	78,062
	D	38.41	79,893
	E	39.31	81,765
Plumber			
	A	32.65	67,912
	B	33.39	69,451
	C	34.16	71,053
	D	34.90	72,592
	E	35.70	74,256
Preparator's Aide			
	A	25.74	53,539
	B	26.24	54,579
	C	26.76	55,661
	D	27.33	56,846
	E	27.86	57,949
Public Info Representative*			
	A	30.76	59,982
	B	31.43	61,289
	C	32.09	62,576
	D	32.78	63,921
	E	33.47	65,267

Job Title	Step	Hourly Wage	Annual Base Salary
Public Information Supervisor*			
	A	\$ 37.10	\$ 72,345
	B	37.95	74,003
	C	38.76	75,582
	D	39.65	77,318
	E	40.60	79,170
Public Relations Associate*			
	A	33.50	65,325
	B	34.38	67,041
	C	35.19	68,621
	D	36.03	70,259
	E	36.75	71,663
Publications Coordinator*			
	A	33.78	65,871
	B	34.71	67,685
	C	35.49	69,206
	D	36.30	70,785
	E	37.09	72,326
Recreation Assistant*			
	A	26.61	51,890
	B	27.14	52,923
	C	27.69	53,996
	D	28.26	55,107
	E	28.79	56,141
Recreation Coordinator*			
	A	29.82	58,149
	B	30.49	59,456
	C	31.10	60,645
	D	31.80	62,010
	E	32.43	63,239
Recreation Supervisor*			
	A	31.71	61,835
	B	32.58	63,531
	C	33.30	64,935
	D	34.08	66,456
	E	34.79	67,841
Reservations Coordinator*			
	A	31.13	60,704
	B	31.81	62,030
	C	32.44	63,258
	D	33.17	64,682
	E	33.86	66,027
Reservations Supervisor*			
	A	36.42	71,019
	B	37.27	72,677
	C	38.12	74,334
	D	38.99	76,031
	E	39.91	77,825

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES-AFSCME

Job Title	Step	Hourly Wage	Annual Base Salary
Reservations Support Technician*			
	A	\$ 27.87	\$ 54,347
	B	28.41	55,400
	C	29.00	56,550
	D	29.62	57,759
	E	30.29	59,066
Resource Analyst*			
	A	31.72	61,854
	B	32.43	63,239
	C	33.09	64,526
	D	33.80	65,910
	E	34.49	67,256
Revenue Analyst 1*			
	A	31.00	60,450
	B	31.68	61,776
	C	32.33	63,044
	D	33.04	64,428
	E	33.72	65,754
Revenue Analyst 2*			
	A	33.50	65,325
	B	34.38	67,041
	C	35.19	68,621
	D	36.02	70,239
	E	36.76	71,682
Roads & Trails Supervisor			
	A	36.35	75,608
	B	37.20	77,376
	C	38.10	79,248
	D	38.93	80,974
	E	39.80	82,784
Sanitation Truck Driver			
	A	28.39	59,051
	B	29.03	60,382
	C	29.68	61,734
	D	30.29	63,003
	E	30.90	64,272
Sanitation/Recycling Coordinator			
	A	29.74	61,859
	B	30.41	63,253
	C	31.02	64,522
	D	31.69	65,915
	E	32.33	67,246
Sanitation/Recycling Supervisor			
	A	33.67	70,034
	B	34.59	71,947
	C	35.33	73,486
	D	36.18	75,254
	E	36.96	76,877

Job Title	Step	Hourly Wage	Annual Base Salary
Secretary*			
	A	\$ 27.07	\$ 52,787
	B	27.62	53,859
	C	28.16	54,912
	D	28.79	56,141
	E	29.45	57,428
Secretary/Stenographer			
	A	26.63	55,390
	B	27.11	56,389
	C	27.59	57,387
	D	28.15	58,552
	E	28.64	59,571
Senior Chief Survey Party			
	A	38.18	79,414
	B	39.07	81,266
	C	39.91	83,013
	D	40.88	85,030
	E	41.80	86,944
Senior Civil Engineering Technician*			
	A	36.76	71,682
	B	37.61	73,340
	C	38.44	74,958
	D	39.33	76,694
	E	40.22	78,429
Senior Construction Inspector			
	A	35.72	74,298
	B	36.54	76,003
	C	37.34	77,667
	D	38.24	79,539
	E	39.10	81,328
Senior Drafting Technician*			
	A	33.50	65,325
	B	34.38	67,041
	C	35.19	68,621
	D	36.02	70,239
	E	36.76	71,682
Senior Equipment Mechanic			
	A	30.22	62,858
	B	31.02	64,522
	C	31.75	66,040
	D	32.47	67,538
	E	33.14	68,931
Senior Equipment Mechanic Apprentice			
	A	24.79	51,563
	B	25.95	53,976
	C	26.99	56,139
	D	28.32	58,906
	E	29.53	61,422

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES-AFSCME

Job Title	Step	Hourly Wage	Annual Base Salary
Senior Equipment Mechanic Swing			
	A	\$ 32.49	\$ 67,579
	B	33.35	69,368
	C	34.13	70,990
	D	34.91	72,613
	E	35.63	74,110
Senior Land Acquisition Specialist*			
	A	42.17	82,232
	B	43.14	84,123
	C	44.08	85,956
	D	45.11	87,965
	E	46.13	89,954
Senior Office Assistant*			
	A	25.05	48,848
	B	25.55	49,823
	C	25.99	50,681
	D	26.48	51,636
	E	26.91	52,475
Senior Office Specialist*			
	A	27.07	52,787
	B	27.62	53,859
	C	28.16	54,912
	D	28.79	56,141
	E	29.45	57,428
Senior Park Designer*			
	A	37.06	72,267
	B	37.95	74,003
	C	38.82	75,699
	D	39.65	77,318
	E	40.53	79,034
Senior Park Planner*			
	A	37.06	72,267
	B	37.95	74,003
	C	38.82	75,699
	D	39.65	77,318
	E	40.53	79,034
Senior Planner*			
	A	37.06	72,267
	B	37.95	74,003
	C	38.82	75,699
	D	39.65	77,318
	E	40.53	79,034
Service Manager			
	A	36.35	75,608
	B	37.17	77,314
	C	38.07	79,186
	D	38.90	80,912
	E	39.80	82,784

Job Title	Step	Hourly Wage	Annual Base Salary
Sign Maker's Helper			
	A	\$ 25.74	\$ 53,539
	B	26.24	54,579
	C	26.74	55,619
	D	27.33	56,846
	E	27.87	57,970
Stock Clerk/Driver			
	A	25.74	53,539
	B	26.24	54,579
	C	26.76	55,661
	D	27.33	56,846
	E	27.86	57,949
Stores Supervisor			
	A	30.10	62,608
	B	30.82	64,106
	C	31.47	65,458
	D	32.19	66,955
	E	32.92	68,474
Supervising Naturalist 1			
	A	31.01	64,501
	B	31.71	65,957
	C	32.40	67,392
	D	33.12	68,890
	E	33.83	70,366
Supervising Naturalist 2			
	A	33.00	68,640
	B	33.89	70,491
	C	34.65	72,072
	D	35.46	73,757
	E	36.20	75,296
Supervising Naturalist 3			
	A	34.32	71,386
	B	35.16	73,133
	C	35.98	74,838
	D	36.82	76,586
	E	37.77	78,562
Supervising Naturalist IV			
	A	35.88	74,630
	B	36.72	76,378
	C	37.53	78,062
	D	38.41	79,893
	E	39.31	81,765
Survey Technician			
	A	28.47	59,218
	B	29.12	60,570
	C	29.71	61,797
	D	30.37	63,170
	E	30.97	64,418

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES-AFSCME

Job Title	Step	Hourly Wage	Annual Base Salary
Switchboard Receptionist*			
	A	\$ 24.81	\$ 48,380
	B	25.22	49,179
	C	25.62	49,959
	D	26.08	50,856
	E	26.52	51,714
Systems Administrator*			
	A	36.42	71,019
	B	37.27	72,677
	C	38.12	74,334
	D	38.99	76,031
	E	39.91	77,825
Systems Analyst*			
	A	36.42	71,019
	B	37.27	72,677
	C	38.12	74,334
	D	38.99	76,031
	E	39.91	77,825
Trails Coordinator*			
	A	33.50	65,325
	B	34.38	67,041
	C	35.19	68,621
	D	36.02	70,239
	E	36.76	71,682
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 Assistant*			
	A	30.64	59,748
	B	31.25	60,938
	C	31.90	62,205
	D	32.58	63,531
	E	33.33	64,994
Water Management Supervisor*			
	A	38.51	75,095
	B	39.39	76,811
	C	40.30	78,585
	D	41.24	80,418
	E	42.15	82,193
Water Utilities Maintenance Supervisor			
	A	36.35	75,608
	B	37.20	77,376
	C	38.10	79,248
	D	38.93	80,974
	E	39.80	82,784

Job Title	Step	Hourly Wage	Annual Base Salary
Water Utilities Maintenance Technician			
	A	\$ 30.77	\$ 64,002
	B	31.50	65,520
	C	32.17	66,914
	D	32.92	68,474
	E	33.65	69,992
Website Designer*			
	A	30.76	59,982
	B	31.43	61,289
	C	32.09	62,576
	D	32.78	63,921
	E	33.47	65,267

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES-POLICE ASSSOC.

Job Title	Step	Hourly Wage	Annual Base Salary
Dispatch Supervisor			
	A	\$ 33.03	\$ 68,702
	B	34.27	71,282
	C	35.54	73,923
	D	36.79	76,523
	E	38.56	80,205
Dispatcher/Community Service Officer			
	A	28.01	58,261
	B	29.48	61,318
	C	30.58	63,606
	D	31.82	66,186
	E	32.15	66,872
	F	33.51	69,701
Dispatch Systems Administrator			
	A	31.38	65,270
	B	33.03	68,702
	C	34.27	71,282
	D	35.54	73,923
	E	36.79	76,523
	F	38.56	80,205
Public Safety Volunteer Coordinator			
	A	30.01	62,421
	B	31.59	65,707
	C	32.78	68,182
	D	33.99	70,699
	E	35.20	73,216
	F	36.88	76,710
Police Officer-Pilot Recruit			
	A	40.09	83,387
	B	42.20	87,776
	C	44.13	91,790
	D	46.07	95,826
	E	48.02	99,882
	F	50.02	104,042
Police Officer Recruit/Helicopter Pilot			
	A	40.09	83,387
	B	42.20	87,776
	C	44.13	91,790
	D	46.07	95,826
	E	48.02	99,882
	F	50.02	104,042
Police Officer-Recruit			
	A	29.30	60,944
	B		
	C		
	D		
	E		
	F		

Job Title	Step	Hourly Wage	Annual Base Salary
Property & Evidence Clerk			
	A	\$ 25.80	\$ 53,664
	B	27.16	56,493
	C	28.15	58,552
	D	29.30	60,944
	E	29.59	61,547
	F	30.83	64,126
Fire Captain			
	A	40.04	83,283
	B	41.69	86,715
	C	43.33	90,126
	D	45.06	93,725
	E	46.47	96,658
Police Officer			
	A	31.08	64,646
	B	32.72	68,058
	C	34.24	71,219
	D	35.73	74,318
	E	37.28	77,542
	F	38.79	80,683
Police Officer/Helicopter Pilot			
	A	40.09	83,387
	B	42.20	87,776
	C	44.13	91,790
	D	46.07	95,826
	E	48.02	99,882
	F	50.02	104,042
Police Sergeant			
	A	40.04	83,283
	B	41.69	86,715
	C	43.33	90,126
	D	45.06	93,725
	E	46.47	96,658
Police Sergeant/Helicopter Pilot			
	A	50.57	105,186
	B	52.60	109,408
	C	54.71	113,797
	D	56.89	118,331
	E	58.66	122,013

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES-SEASONALS-TEMPORARIES

Job Title	Step	Hourly Wage	Annual Base Salary
Concession Attendant			
	A	\$ 9.75	\$ 20,280
	B	10.07	20,946
Concession Manager			
	A	14.91	31,013
	B	15.24	31,699
Departmental Technician/Senior Intern			
	A	15.07	31,346
	B	15.43	32,094
Field Intern			
	A	14.09	29,307
	B	14.46	30,077
Gate Attendant			
	A	12.55	26,104
	B	12.89	26,811
Intern			
	A	14.09	29,307
	B	14.46	30,077
Interpretive Student Aide 1			
	A	10.78	22,422
	B	11.13	23,150
Interpretive Student Aide 2			
	A	12.55	26,104
	B	13.96	29,037
Lead Gate Attendant			
	A	13.40	27,872
	B	13.75	28,600
Lifeguard 1			
	A	14.06	29,245
	B	14.43	30,014
	C	14.82	30,826
	D	15.21	31,637
	E	15.84	32,947
Lifeguard 2			
	A	16.81	34,965
	B	17.29	35,963
	C	17.74	36,899
Lifeguard 3			
	A	19.82	41,226
	B	20.26	42,141
	C	21.48	44,678
Public Safety Student Aide			
	A	12.55	26,104
	B	13.96	29,037
Recreation Leader 1			
	A	10.55	21,944
	B	10.86	22,589

Job Title	Step	Hourly Wage	Annual Base Salary
Recreation Leader 2			
	A	\$ 12.68	\$ 26,374
	B	14.13	29,390
Recreation Leader 3			
	A	16.02	33,322
	B	16.37	34,050
Recreation Leader 4			
	A	19.82	41,226
	B	20.26	42,141
Student Laborer			
	A	10.55	21,944
	B	10.89	22,651

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES-MANAGEMENT

Job Title	Step	Hourly Wage	Annual Base Salary
Accounting Manager	NEW		
	A	\$ 36.54	\$ 76,003
	B	38.37	79,810
	C	40.29	83,803
	D	42.32	88,026
	E	44.40	92,352
	F	46.63	96,990
	G	48.96	101,837
	H	51.41	106,933
	I	53.98	112,278
Administrative Support Manager			
	A	34.81	72,405
	B	36.55	76,024
	C	38.39	79,851
	D	40.31	83,845
	E	42.32	88,026
	F	44.41	92,373
	G	46.64	97,011
	H	48.97	101,858
	I	51.42	106,954
Aquatic Manager			
	A	36.54	76,003
	B	38.37	79,810
	C	40.29	83,803
	D	42.32	88,026
	E	44.40	92,352
	F	46.63	96,990
	G	48.96	101,837
	H	51.41	106,933
	I	53.98	112,278
Assistant District Counsel			
	A	50.96	105,997
	B	53.50	111,280
	C	56.18	116,854
	D	58.98	122,678
	E	61.92	128,794
	F	65.04	135,283
	G	68.29	142,043
	H	71.73	149,198
	I	75.31	156,645
Assistant Finance Officer			
	A	42.06	87,485
	B	44.23	91,998
	C	46.41	96,533
	D	48.75	101,400
	E	51.17	106,434
	F	53.70	111,696
	G	56.39	117,291
	H	59.22	123,178
	I	62.18	129,334

Job Title	Step	Hourly Wage	Annual Base Salary
Assistant Fire Chief			
	A	\$ 38.24	\$ 79,539
	B	40.17	83,554
	C	42.19	87,755
	D	44.31	92,165
	E	46.51	96,741
	F	48.84	101,587
	G	51.29	106,683
	H	53.85	112,008
	I	56.53	117,582
Assistant General Manager 1			
	A	55.67	115,794
	B	58.44	121,555
	C	61.34	127,587
	D	64.41	133,973
	E	67.64	140,691
	F	71.03	147,742
	G	74.58	155,126
	H	78.27	162,802
	I	82.19	170,955
Assistant General Manager 2			
	A	61.19	127,275
	B	64.28	133,702
	C	67.46	140,317
	D	70.85	147,368
	E	74.40	154,752
	F	78.12	162,490
	G	82.01	170,581
	H	86.13	179,150
	I	90.44	188,115
Assistant General Manager 3			
	A	67.33	140,046
	B	70.70	147,056
	C	74.22	154,378
	D	77.95	162,136
	E	81.82	170,186
	F	85.95	178,776
	G	90.21	187,637
	H	94.74	197,059
	I	99.49	206,939
Audit Manager			
	A	36.54	76,003
	B	38.37	79,810
	C	40.29	83,803
	D	42.32	88,026
	E	44.40	92,352
	F	46.63	96,990
	G	48.96	101,837
	H	51.41	106,933
	I	53.98	112,278

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES-MANAGEMENT

Job Title	Step	Hourly Wage	Annual Base Salary
Benefits Manager			
	A	\$ 36.54	\$ 76,003
	B	38.37	79,810
	C	40.29	83,803
	D	42.32	88,026
	E	44.40	92,352
	F	46.63	96,990
	G	48.96	101,837
	H	51.41	106,933
	I	53.98	112,278
Budget Manager			
	A	36.54	76,003
	B	38.37	79,810
	C	40.29	83,803
	D	42.32	88,026
	E	44.40	92,352
	F	46.63	96,990
	G	48.96	101,837
	H	51.41	106,933
	I	53.98	112,278
Chief Design & Construction			
	A	46.28	96,262
	B	48.63	101,150
	C	51.04	106,163
	D	53.60	111,488
	E	56.26	117,021
	F	59.10	122,928
	G	62.05	129,064
	H	65.12	135,450
	I	68.37	142,210
Chief Financial Officer/Controller			
	A	55.67	115,794
	B	58.44	121,555
	C	61.34	127,587
	D	64.41	133,973
	E	67.64	140,691
	F	71.03	147,742
	G	74.58	155,126
	H	78.27	162,802
	I	82.19	170,955
Chief Interpretive & Rec Services			
	A	46.28	96,262
	B	48.63	101,150
	C	51.04	106,163
	D	53.60	111,488
	E	56.26	117,021
	F	59.10	122,928
	G	62.05	129,064
	H	65.12	135,450
	I	68.37	142,210

Job Title	Step	Hourly Wage	Annual Base Salary
Chief Maintenance			
	A	\$ 46.28	\$ 96,262
	B	48.63	101,150
	C	51.04	106,163
	D	53.60	111,488
	E	56.26	117,021
	F	59.10	122,928
	G	62.05	129,064
	H	65.12	135,450
	I	68.37	142,210
Chief Park Operations			
	A	50.96	105,997
	B	53.50	111,280
	C	56.18	116,854
	D	58.98	122,678
	E	61.92	128,794
	F	65.04	135,283
	G	68.29	142,043
	H	71.73	149,198
	I	75.31	156,645
Chief Planning/Stewardship			
	A	46.28	96,262
	B	48.63	101,150
	C	51.04	106,163
	D	53.60	111,488
	E	56.26	117,021
	F	59.10	122,928
	G	62.05	129,064
	H	65.12	135,450
	I	68.37	142,210
Chief Stewardship			
	A	46.28	96,262
	B	48.63	101,150
	C	51.04	106,163
	D	53.60	111,488
	E	56.26	117,021
	F	59.10	122,928
	G	62.05	129,064
	H	65.12	135,450
	I	68.37	142,210
Clerk Of The Board			
	A	36.54	76,003
	B	38.37	79,810
	C	40.29	83,803
	D	42.32	88,026
	E	44.40	92,352
	F	46.63	96,990
	G	48.96	101,837
	H	51.41	106,933
	I	53.98	112,278

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES-MANAGEMENT

Job Title	Step	Hourly Wage	Annual Base Salary
Communications And Records Manager			
	A	\$ 34.81	\$ 72,405
	B	36.55	76,024
	C	38.39	79,851
	D	40.31	83,845
	E	42.32	88,026
	F	44.41	92,373
	G	46.64	97,011
	H	48.97	101,858
	I	51.42	106,954
Community Relations Manager			
	A	36.54	\$ 76,003
	B	38.37	79,810
	C	40.29	83,803
	D	42.32	88,026
	E	44.40	92,352
	F	46.63	96,990
	G	48.96	101,837
	H	51.41	106,933
	I	53.98	112,278
Construction Manager			
	A	38.24	79,539
	B	40.17	83,554
	C	42.19	87,755
	D	44.31	92,165
	E	46.51	96,741
	F	48.84	101,587
	G	51.29	106,683
	H	53.85	112,008
	I	56.53	117,582
Design Manager			
	A	38.24	79,539
	B	40.17	83,554
	C	42.19	87,755
	E	44.31	92,165
	F	46.51	96,741
	G	48.84	101,587
	H	51.29	106,683
	I	53.85	112,008
		56.53	117,582
Development Officer			
	A	34.81	72,405
	B	36.55	76,024
	C	38.39	79,851
	D	40.31	83,845
	E	42.32	88,026
	F	44.41	92,373
	G	46.64	97,011
	H	48.97	101,858
	I	51.42	106,954

Job Title	Step	Hourly Wage	Annual Base Salary
Environmental Program Manager			
	A	\$ 36.54	\$ 76,003
	B	38.37	79,810
	C	40.29	83,803
	D	42.32	88,026
	E	44.40	92,352
	F	46.63	96,990
	G	48.96	101,837
	H	51.41	106,933
	I	53.98	112,278
Facilities Manager			
	A	38.24	79,539
	B	40.17	83,554
	C	42.19	87,755
	D	44.31	92,165
	E	46.51	96,741
	F	48.84	101,587
	G	51.29	106,683
	H	53.85	112,008
	I	56.53	117,582
Fire Chief			
	A	50.96	105,997
	B	53.50	111,280
	C	56.18	116,854
	D	58.98	122,678
	E	61.92	128,794
	F	65.04	135,283
	G	68.29	142,043
	H	71.73	149,198
	I	75.31	156,645
Fisheries Program Manager			
	A	36.54	76,003
	B	38.37	79,810
	C	40.29	83,803
	D	42.32	88,026
	E	44.40	92,352
	F	46.63	96,990
	G	48.96	101,837
	H	51.41	106,933
	I	53.98	112,278
Fleet Manager			
	A	38.24	79,539
	B	40.17	83,554
	C	42.19	87,755
	D	44.31	92,165
	E	46.51	96,741
	F	48.84	101,587
	G	51.29	106,683
	H	53.85	112,008
	I	56.53	117,582

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES-MANAGEMENT

Job Title	Step	Hourly Wage	Annual Base Salary
Foundation Program Manager			
	A	\$ 36.54	\$ 76,003
	B	38.37	79,810
	C	40.29	83,803
	D	42.32	88,026
	E	44.40	92,352
	F	46.63	96,990
	G	48.96	101,837
	H	51.41	106,933
	I	53.98	112,278
General Manager			
	A	74.12	154,170
	B	77.76	161,741
	C	81.64	169,811
	D	85.75	178,360
	E	90.09	187,387
	F	94.58	196,726
	G	99.28	206,502
	H	104.26	216,861
	I	109.49	227,739
Gov't Relations & Legislative Affairs Manager			
	A	34.81	72,405
	B	36.55	76,024
	C	38.39	79,851
	D	40.31	83,845
	E	42.32	88,026
	F	44.41	92,373
	G	46.64	97,011
	H	48.97	101,858
	I	51.42	106,954
Grants Manager			
	A	36.54	76,003
	B	38.37	79,810
	C	40.29	83,803
	D	42.32	88,026
	E	44.40	92,352
	F	46.63	96,990
	G	48.96	101,837
	H	51.41	106,933
	I	53.98	112,278
Human Resources Manager			
	A	55.67	115,794
	B	58.44	121,555
	C	61.34	127,587
	D	64.41	133,973
	E	67.64	140,691
	F	71.03	147,742
	G	74.58	155,126
	H	78.27	162,802
	I	82.19	170,955

Job Title	Step	Hourly Wage	Annual Base Salary
Human Resources Officer I			
	A	\$ 33.01	\$ 68,661
	B	33.86	70,429
	C	34.72	72,218
	D	35.56	73,965
	E	36.42	75,754
	F	37.34	77,667
	G	38.29	79,643
	H	39.25	81,640
	I	40.23	83,678
Human Resources Officer 2			
	A	34.81	72,405
	B	36.55	76,024
	C	38.39	79,851
	D	40.31	83,845
	E	42.32	88,026
	F	44.41	92,373
	G	46.64	97,011
	H	48.97	101,858
	I	51.42	106,954
Info Services Network Manager			
	A	36.54	76,003
	B	38.37	79,810
	C	40.29	83,803
	D	42.32	88,026
	E	44.40	92,352
	F	46.63	96,990
	G	48.96	101,837
	H	51.41	106,933
	I	53.98	112,278
Information Services Manager			
	A	42.06	87,485
	B	44.23	91,998
	C	46.41	96,533
	D	48.75	101,400
	E	51.17	106,434
	F	53.70	111,696
	G	56.39	117,291
	H	59.22	123,178
	I	62.18	129,334
Interagency Planning Manager			
	A	46.28	96,262
	B	48.63	101,150
	C	51.04	106,163
	D	53.60	111,488
	E	56.26	117,021
	F	59.10	122,928
	G	62.05	129,064
	H	65.12	135,450
	I	68.37	142,210

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES-MANAGEMENT

Job Title	Step	Hourly Wage	Annual Base Salary
Interpretive Services Manager			
	A	\$ 38.24	\$ 79,539
	B	40.17	83,554
	C	42.19	87,755
	D	44.31	92,165
	E	46.51	96,741
	F	48.84	101,587
	G	51.29	106,683
	H	53.85	112,008
	I	56.53	117,582
Land Acquisition Manager			
	A	46.28	96,262
	B	48.63	101,150
	C	51.04	106,163
	D	53.60	111,488
	E	56.26	117,021
	F	59.10	122,928
	G	62.05	129,064
	H	65.12	135,450
	I	68.37	142,210
Maintenance Superintendent			
	A	42.06	87,485
	B	44.23	91,998
	C	46.41	96,533
	D	48.75	101,400
	E	51.17	106,434
	F	53.70	111,696
	G	56.39	117,291
	H	59.22	123,178
	I	62.18	129,334
Park Unit Manager			
	A	42.06	87,485
	B	44.23	91,998
	C	46.41	96,533
	D	48.75	101,400
	E	51.17	106,434
	F	53.70	111,696
	G	56.39	117,291
	H	59.22	123,178
	I	62.18	129,334
Police Captain			
	A	50.96	105,997
	B	53.50	111,280
	C	56.18	116,854
	D	58.98	122,678
	E	61.92	128,794
	F	65.04	135,283
	G	68.29	142,043
	H	71.73	149,198
	I	75.31	156,645

Job Title	Step	Hourly Wage	Annual Base Salary
Police Lieutenant			
	A	\$ 42.06	\$ 87,485
	B	44.23	91,998
	C	46.41	96,533
	D	48.75	101,400
	E	51.17	106,434
	F	53.70	111,696
	G	56.39	117,291
	H	59.22	123,178
	I	62.18	129,334
Recreation Services Manager			
	A	42.06	87,485
	B	44.23	91,998
	C	46.41	96,533
	D	48.75	101,400
	E	51.17	106,434
	F	53.70	111,696
	G	56.39	117,291
	H	59.22	123,178
	I	62.18	129,334
Revenue and Administration Manager			
	A	36.54	76,003
	B	38.37	79,810
	C	40.29	83,803
	D	42.32	88,026
	E	44.40	92,352
	F	46.63	96,990
	G	48.96	101,837
	H	51.41	106,933
	I	53.98	112,278
Risk & Safety Manager			
	A	38.24	79,539
	B	40.17	83,554
	C	42.19	87,755
	D	44.31	92,165
	E	46.51	96,741
	F	48.84	101,587
	G	51.29	106,683
	H	53.85	112,008
	I	56.53	117,582
Stewardship Manager			
	A	42.06	87,485
	B	44.23	91,998
	C	46.41	96,533
	D	48.75	101,400
	E	51.17	106,434
	F	53.70	111,696
	G	56.39	117,291
	H	59.22	123,178
	I	62.18	129,334

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES-MANAGEMENT

Job Title	Step	Hourly Wage	Annual Base Salary
Trades Manager			
	A	\$ 38.24	\$ 79,539
	B	40.17	83,554
	C	42.19	87,755
	D	44.31	92,165
	E	46.51	96,741
	F	48.84	101,587
	G	51.29	106,683
	H	53.85	112,008
	I	56.53	117,582
Trails Develop Program Manager			
	A	36.54	76,003
	B	38.37	79,810
	C	40.29	83,803
	D	42.32	88,026
	E	44.40	92,352
	F	46.63	96,990
	G	48.96	101,837
	H	51.41	106,933
	I	53.98	112,278
Water Resources Manager			
	A	26.54	\$ 55,203
	B	38.37	79,810
	C	40.29	83,803
	D	42.32	88,026
	E	44.40	92,352
	F	46.63	96,990
	G	48.96	101,837
	H	51.41	106,933
	I	53.98	112,278
Wildlife Program Manager			
	A	36.54	76,003
	B	38.37	79,810
	C	40.29	83,803
	D	42.32	88,026
	E	44.40	92,352
	F	46.63	96,990
	G	48.96	101,837
	H	51.41	106,933
	I	53.98	112,278

Job Title	Step	Hourly Wage	Annual Base Salary
Wildlife Vegetation Program Manager			
	A	\$ 36.54	\$ 76,003
	B	38.37	79,810
	C	40.29	83,803
	D	42.32	88,026
	E	44.40	92,352
	F	46.63	96,990
	G	48.96	101,837
	H	51.41	106,933
	I	53.98	112,278

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES CONFIDENTIAL

Job Title	Step	Hourly Wage	Annual Base Salary
Confidential Secretary			
	A	\$ 28.98	\$ 56,511
	B	29.54	57,603
	C	30.17	58,832
	D	30.83	60,119
	E	31.54	61,503
	F	32.24	62,868
	G	32.94	64,233
	H	33.64	65,598
	I	34.37	67,022
Confidential Sr Office Specialist			
	A	28.98	56,511
	B	29.54	57,603
	C	30.17	58,832
	D	30.83	60,119
	E	31.54	61,503
	F	32.24	62,868
	G	32.94	64,233
	H	33.64	65,598
	I	34.37	67,022
Executive Secretary			
	A	33.01	64,370
	B	33.86	66,027
	C	34.72	67,704
	D	35.56	69,342
	E	36.42	71,019
	F	37.34	72,813
	G	38.29	74,666
	H	39.25	76,538
	I	40.23	78,449

Job Title	Step	Hourly Wage	Annual Base Salary
Human Resource Technician			
	A	\$ 33.01	\$ 64,370
	B	33.86	66,027
	C	34.72	67,704
	D	35.56	69,342
	E	36.42	71,019
	F	37.34	72,813
	G	38.29	74,666
	H	39.25	76,538
	I	40.23	78,449
Legal Assistant			
	A	33.01	64,370
	B	33.86	66,027
	C	34.72	67,704
	D	35.56	69,342
	E	36.42	71,019
	F	37.34	72,813
	G	38.29	74,666
	H	39.25	76,538
	I	40.23	78,449

SECTION D-3
SUPPLEMENTAL INFORMATION
GLOSSARY

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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.

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2014
Adopted
Operating
Budget