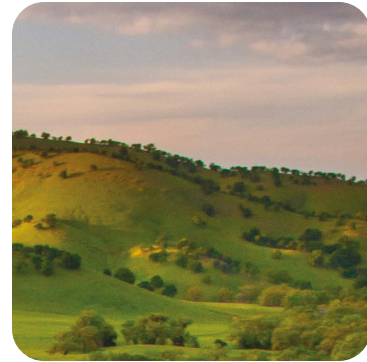


2016 ADOPTED OPERATING BUDGET



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



East Bay 
Regional Park District
www.ebparks.org

ROUND VALLEY REGIONAL PRESERVE • BRENTWOOD
Photo: Marc Crumpler

2016
ADOPTED
OPERATING
BUDGET



Board of Directors

FRONT ROW, LEFT TO RIGHT:

Dennis Waespi, Ward 3; Whitney Dotson, Ward 1;
Doug Siden, Ward 4; John Sutter, Ward 2

BACK ROW, LEFT TO RIGHT:

Beverly Lane, Ward 6; Diane Burgis, Ward 7;
Robert E. Doyle, General Manager;
Ayn Wieskamp, Ward 5

Debra Auker, Acting
Assistant General Manager, Finance
and Management Services Division

Bill Zenoni, Acting
Chief Financial Officer

Pam Burnor
Budget Manager

Nadine Vargas
Administrative Analyst II

VISION AND MISSION

The Mission statement defines the essential role of the District:

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

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

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

To achieve this Vision the District will:

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

BOARD OF DIRECTORS

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

Whitney Dotson, Ward 1 Director
Berkeley

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

John Sutter, Ward 2 Director
Oakland

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

Dennis Waespi, Ward 3 Director
Castro Valley

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

Doug Siden, Ward 4 Director
Alameda

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

Ayn Wieskamp, Ward 5 Director
Livermore

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

Beverly Lane, Ward 6 Director
Danville

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

Diane Burgis, Ward 7 Director
Martinez

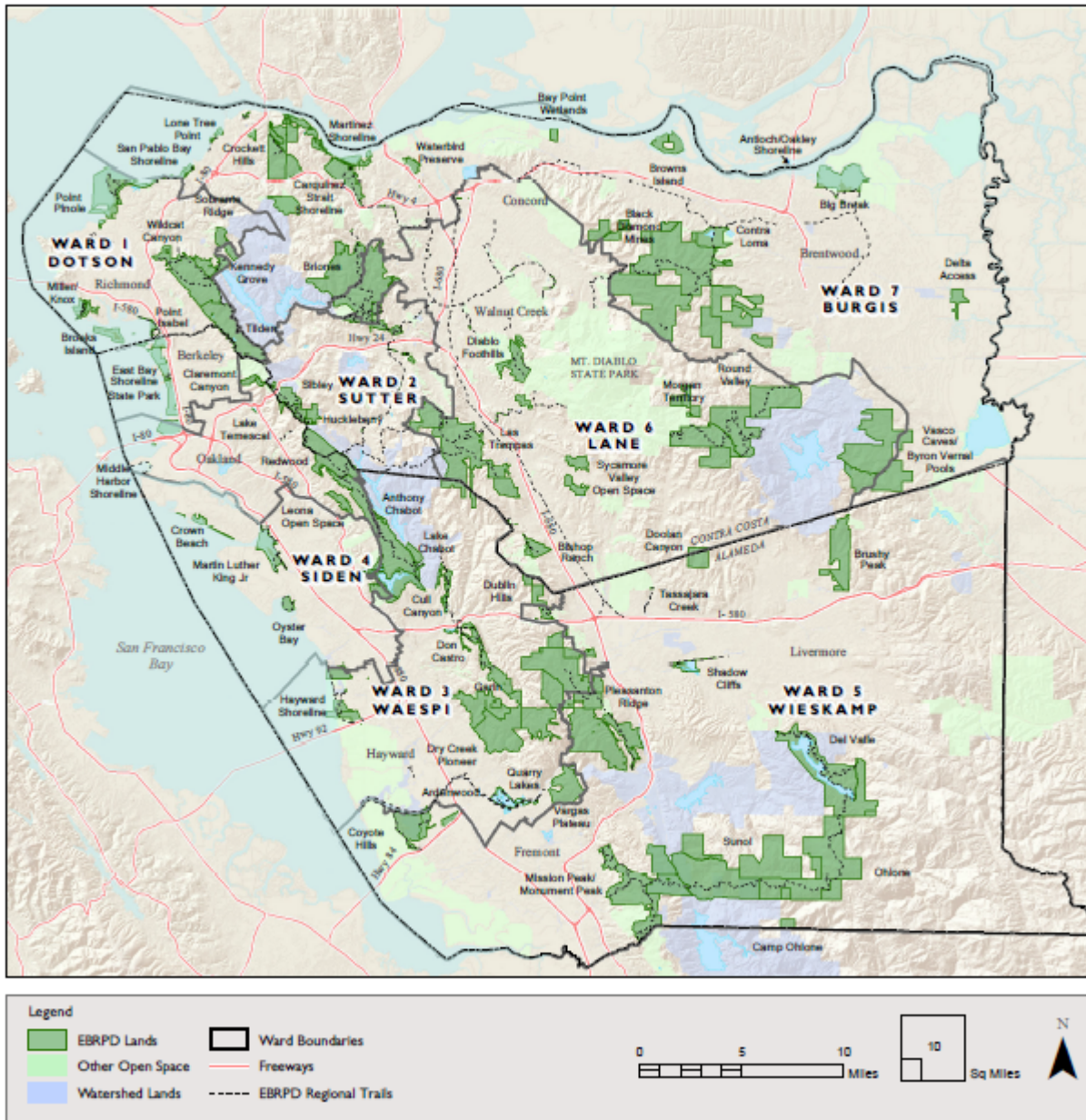
Ward 7 includes the communities of Antioch, Bay Point, Benicia, Bethel Island, Brentwood, Byron, Clyde, Crockett, Discovery Bay, Hercules, Knightsen, Martinez, Mountain View, Oakley, Pacheco, a portion of Pinole, Pittsburg, Port Costa and Rodeo.

EAST BAY REGIONAL PARK DISTRICT PROFILE



EAST BAY REGIONAL PARK DISTRICT

Environmental Programs
& GIS Applications
c:\browwin\proj\eastbay\eastbay
05x11\portrait\ward2015-color.mxd



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

EAST BAY REGIONAL PARK DISTRICT PROFILE

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

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

CLIMATE: The San Francisco Bay Area enjoys a “Mediterranean” climate that is temperate year round. Along the East Bay shoreline, the average 2015 temperature was 60 degrees (with a high of 95 and a low of 32 degrees). Travel inland just 20 miles, and the East Bay’s coastal range results in less moderate temperatures, averaging 64 degrees, with a high of 108 and low of 26 degrees.

DESCRIPTION: East Bay Regional Park District (EBRPD) is a system of beautiful public parks and trails in Alameda and Contra Costa counties. As of December 31, 2015, the District owns or operates 119,890 acres of parklands, open space, and trails.

The District provides a diversified land and water system of 65 regional parks, recreation areas, wildernesses, shorelines, preserves, land banks and 31 regional, inter-park trails. We receive over 22 million visitors each year. The District includes:

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

EAST BAY REGIONAL PARK DISTRICT PROFILE

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

PUBLIC MEETINGS:

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

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

DEMOGRAPHICS:

Data Item, Year	Alameda County	Contra Costa County
January 1, 2015 population"	1,591,732	1,102,684
January 1, 2014 population"	1,571,371	1,088,764
Population % Change 2014-15"	1.3%	1.28%
Housing units, 2014*	592,355	406,772
Persons per household, 2009-13*	2.76	2.81
Median household income 2009-13*	\$72,112	\$78,756
High school graduates, age 25+, 2009-13*	86.4%	88.8%
Bachelor's degree or higher, age 25+, 2009-13*	41.8%	39.0%
Language other than English at home, 2009-13*	43.1%	33.3%
Land area, square miles, 2010*	739.02	715.94
Persons per square mile, 2010*	2,043.6	1,465.2
Mean travel time to work, minutes, 2009-13*	28.8	33.3.

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

Employment by Industry 2014**		
Industries	Alameda County	Contra Costa County'
Number of Residents Employed**	763,700	510,500
Trade, Transportation & Utilities	18.15%	17.49%
Professional & Business Services	17.46%	15.64%
Government	16.21%	14.24%
Educational & Health Services	15.84%	17.64%
Goods Producing (manufacturing)	9.20%	4.50%
Leisure & Hospitality	9.23%	10.59%
Mining, Logging and Construction	5.21%	6.35%
Financial Activities	3.37%	7.25%
Other Services	3.49%	3.63%
Information	1.76%	2.44%
Agriculture	0.08%	0.23%
Unemployment Rates, December 2015**		
Unemployment	4.3%	4.5%

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

EAST BAY REGIONAL PARK DISTRICT PROFILE

CHANGING POPULATION:

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

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

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

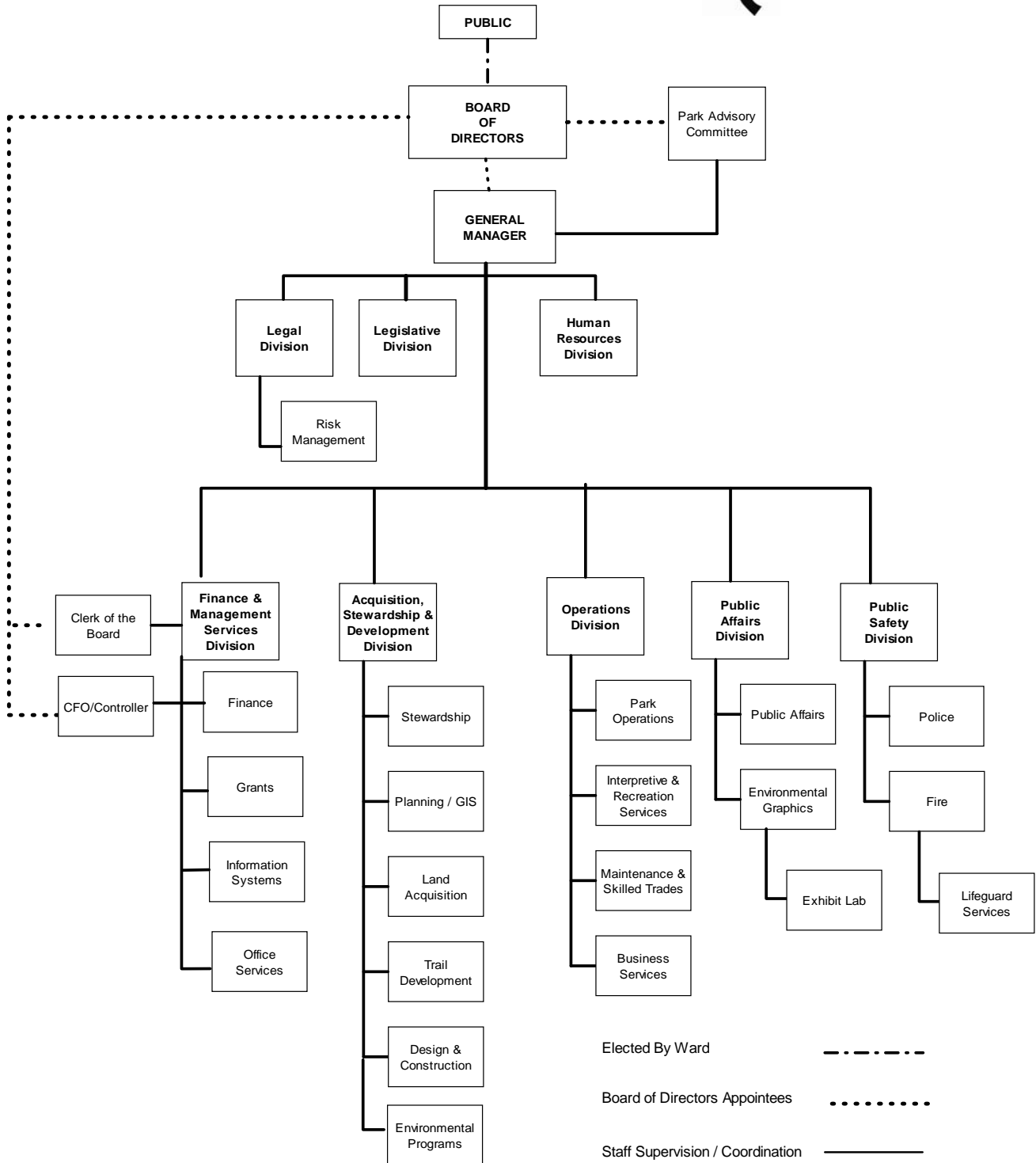
These changes were considered as the 2013 Master Plan was developed along with the District's Vision and Mission statements, which restate our commitment to meeting the challenges related to our diverse and ever changing population.

CHANGING CLIMATE:

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

EAST BAY REGIONAL PARK DISTRICT

Organizational Chart



HOW TO USE THIS BOOK

HOW TO USE THIS BOOK

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

The Operating Budget is arranged in four sections:

- **Section A – General Manager’s Message:** This section provides an executive summary of the budget, highlighting the status of the District, its accomplishments and future key initiatives.
- **Section B – Budget Overview:** This section contains budget summary, tables, graphs, financial information and other data useful in understanding the intricacies of the District’s budget. The summary tables, such as Budget at a Glance, Total Resources and Total Uses are especially helpful in gaining an understanding of the District’s overall budget. Additionally, schedules listing budget by fund, separated by fund type, with explanation of each fund’s function is included in this section.
- **Section C – Division Summaries and Objectives:** This section includes a description of each division and department role, service description and performance measures in the form of key objectives, key indicators, related targets and results 2014-2016. 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.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**East Bay Regional Park District
California**

For the Fiscal Year Beginning

January 1, 2015

Executive Director

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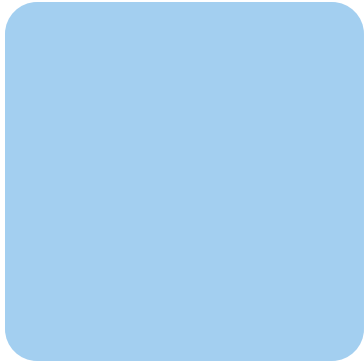
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GENERAL
MANAGER'S
MESSAGE



CONCERTS AT THE COVE • CRAB COVE, ALAMEDA

GENERAL MANAGER'S MESSAGE

To the Board of Directors:

I am pleased to present the 2016 Adopted Operating and Project Budget. This Budget presents a funding plan for the coming year that embodies the mission of the East Bay Regional Park District to preserve natural and cultural resources, and provide open space, parks, trails, recreation, and environmental education. The District is fortunate to be governed by directors and managers who are committed to sound financial management policies and long range strategic planning in order to preserve our beautiful land for the public's enjoyment.

The annual budget process is a critical link in enacting the policies and vision of the Board of Directors and fulfilling the District's Master Plan. This 2016 budget presents a balanced financial plan to guide our agency during the coming year.

Some key priorities funded in the 2016 budget include:

- Continuing the District's fiscally conservative policies related to financial planning, budgeting, and spending and setting aside funds for long-term liabilities and reserves.
- Adding 19 full-time equivalent positions to the Park District's staff, and continuing to reorganize departments to achieve District-wide efficiencies.
- Focusing on police protection, fuels management, and lifeguard services.
- Continuing land preservation, and future park acquisitions using Measure WW bond proceeds.
- Increasing annual District funding, for vegetation/fuels management programs, to reduce risk of wildfires.
- Investing in infrastructure needs throughout the District, including the renovation of essential facilities such as the South County Corporation Yard, and Public Safety Headquarters.
- Delivering on priority planning projects for regional parks including Concord Hills, Sibley, and Black Diamond.
- Upgrading the water system at Del Valle Regional Park.
- Establishing a funding policy for storm water quality requirements at the Anthony Chabot Marksmanship Range.
- Implementing a convenience camping pilot program at Del Valle Regional Park.
- Maintaining a sufficient vehicle fleet for park maintenance and public safety.

A few highlights of the major accomplishments in 2015 include:

- Successfully purchased U.S. government property in Alameda for the expansion of Crown Memorial State Beach.
- Trail dedications and development at Pleasanton Ridge, Crockett Hills, Las Trampas, Garin and Dry Creek Regional Parks, Hercules Bay Trail, and East Bay Greenway.
- Continued implementation of strategic energy plan, including award of contract for a 1.2 megawatt solar facility at Shadow Cliffs Regional Park.
- Continued work on projects at Point Pinole Regional Shoreline, including Breuner Marsh and Atlas Road Bridge. Completed public access improvements at Vargas Plateau Regional Park, and Albany Beach (Phase I).

GENERAL MANAGER'S MESSAGE

- Continued investment in infrastructure improvements, including completing the first phase of an asset management inventory assessment at a quarter of District facilities.

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

- General Reserve Fund Balance Policy: The General Fund Reserve (Unassigned) Fund Balance Policy was updated in 2014 to establish clear targets for the retention of prudent reserve fund levels. The target is set every five years under specific criteria analyzed by the District's CFO, and is currently 32% of annual revenues. Fund balance surpluses above this target may then be considered for one-time appropriations. Current priorities for these one-time resources include the funding of major infrastructure renovation and replacement (including continued funding for the paving program), rolling stock replacement, continued fire fuel vegetation and hazardous tree management, and essential capital projects.
- The District continues to seek the best governmental financial practices to stabilize or reduce future annual costs, and implement other long-term strategies. The District has received the Distinguished Budget Award and Certificate of Achievement for Financial Reporting, annually for the past several years. The District also maintains an excellent bond rating of AAA from Standards and Poor's (S&P) and Aaa from Moody's Investor Services.

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

2016 Budget Highlights

The District's 2016 budget of \$238 million is balanced, taking into account the General, special revenue, debt service, and project funds. General Fund appropriations and transfers out total \$127.1 million, a \$6.3 million (5.2%) increase over the 2015 Adopted Budget. The increase is funded by both base resources, mainly property tax increases, and one-time funds.

Budgeted revenue has stabilized and an approximate 4.5% growth in property tax is projected for the 2016 budget. This growth is attributed to the recovery in real estate market values in both Alameda and Contra Costa counties. Properties that were afforded reduced assessments in prior years due to market value declines have received increases in their assessed values bringing them back to pre-recession levels and, due to rising market values, many property values are also being increased by the compounded 2% annual increases

GENERAL MANAGER'S MESSAGE

permitted under Proposition 13. Therefore, the aggregated property tax revenue increase for the year is expected to exceed the statutory 2% growth rate. While the District projected double digit growth in prior years, the property tax growth rate is expected to be lower in future years, closer to the 4% to 5% annual rate predicted by the revenue projection provided annually to the District by Beacon Economics.

The 2016 budget includes an increase of 19 positions or full time equivalents (FTEs) bringing the total of FTEs to 781, a 2.5% annual increase. Five of these new positions fulfill "pipeline" requests, which are increases in staffing directly associated with the opening of new District facilities and property. Additional positions have been added to accommodate growth in service needs, or expanded programs. Complete staffing schedules are located in the supplemental information section of this document.

The table below shows the changes in District-wide resources and use of funds over the past five years.

Trends (in millions)	2012 Actual	2013 Actual	2014 Actual	2015 Adopted Budget	2016 Adopted Budget
District Resources* **	\$ 153	\$ 158	\$ 184	\$ 161	\$ 159
District Uses*^	\$ 176	\$ 167	\$ 202	\$ 188	\$ 200
General Fund Appropriations/Expenditures	\$ 106	\$ 108	\$ 124	\$ 121	\$ 127
Project Appropriations/Expenditures#	\$ 35	\$ 30	\$ 46	\$ 13	\$ 19
FTE (Permanent and Temporary)	721	728	741	762	781

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

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

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

excludes transfers in/out

2015 Major Accomplishments and Initiatives

Leveraging Financial Resources and Fiscal Responsibility

East Bay Regional Park District awarded more than \$7.3 million in WW Local Grant Program funds to 24 local community park and recreation projects. These funds are available through the Measure WW Bond funds, approved by the voters in Alameda and Contra Costa counties. To date, more than \$66 million of the original \$125 million in Measure WW Local Grant funds have been dispersed throughout the communities in Alameda and Contra Costa counties.

In addition, in 2015 the District:

- Received 16 State and Federal grants valued at over \$3 million, including East Contra Costa County Habitat Conservancy partnership funds.
- Received \$148,750 from the Diablo Fire Safe Council, \$204,000 in new State Response Area and Cap and Trade grants from Cal Fire, plus \$50,000 from PG&E for Student Conservation Association crews.

GENERAL MANAGER'S MESSAGE

- Received awards from the Government Finance Officers Association for the Certificate of Achievement for Excellence in Financial Reporting for the 14th consecutive year, and the Distinguished Budget Presentation Award for the 11th consecutive year.

Acquisition of New Parkland

In 2015, the Park District acquired or optioned 1,500 acres of open space and parklands, continuing its commitment to protect significant biologic, recreational, and historic resources.

Some of the notable land acquisitions and options include:

- Purchase of 362-acre section of Wiedemann Ranch in Norris Canyon, west of San Ramon, and connecting to Bishop Ranch Open Space Regional Preserve, and Dublin Hills Regional Park.
- Completing connections on Calaveras Ridge Regional Trail by exchanging and acquiring additional easements in Lafayette and Rossmoor.
- Purchase of a 3.9-acre parcel to expand Crown Memorial State Beach, after protracted, diligent efforts on the part of the Park District and significant support from the citizens of the City of Alameda.
- The 71-acre property in San Ramon area, connecting to the boundary of Las Trampas Regional Wilderness Preserve.
- Purchase of a 2-acre in-holding property at Clayton Ranch Regional Preserve in partnership with East Contra Costa County Habitat Conservancy.
- The 646-acre farm property, north of Brentwood, in the Delta Access Regional Recreation Area in partnership with East Contra Costa County Habitat Conservancy, using Federal and State grant funds.
- The 11.4-acre property, east of Moraga, providing additional access to Las Trampas Regional Wilderness Preserve.
- The 56.6-acre Fries property near Garin Regional Park.
- The 260-acre Viera property, a key addition to Morgan Territory Regional Preserve which will serve to connect parklands across Morgan Territory Road, and extend the wildlife corridor to the north.
- The dedication of three parcels and two trail easements totaling more than 989.8 acres in the Hayward Hills, to expand Garin/Dry Creek Pioneer Regional Parks and development of a 3.5-mile segment of the Bay Area Ridge Trail.

Expanded Access to Parks and Trails

Thanks to the efforts of our officials elected to the U.S. Senate and Congress, the Park District recently secured approximately \$9.3 million in growth funds for parks and trails. Some projects underway or completed in 2015 are:

- The first half-mile segment of the East Bay Greenway trail from the Coliseum/Oakland Airport BART Station at 75th Avenue to 85th Avenue in Oakland, a joint project with the Alameda County Transportation Commission.
- The Pinole Shores to Bayfront Park Bay Trail Project, which received \$4 million in Active Transportation Program funding by the Metropolitan Transportation Commission.

GENERAL MANAGER'S MESSAGE

- State Parks awarded the District \$118,822 for a restroom replacement project at Del Valle, \$20,700 for upgrades to Police Boat Equipment, and \$200,000 for Invasive Mussel Prevention.
- The District is also using, approximately \$500,000 per year of the \$10 million in Measure J funding allocated to the District from the Contra Costa Transportation Authority (CCTA) for trails maintenance in Contra Costa County.
- The District has received \$1.8 million in Priority Conservation Area (PCA) grants for projects such as Breuner Marsh, San Pablo Bay Shoreline, and McLaughlin Eastshore State Park. PCAs are a component of Plan Bay Area, the integrated long-range transportation and land-use/housing plan for the San Francisco Bay Area, approved by the Metropolitan Transportation Commission (MTC) and the Association of Bay Area Governments (ABAG) in 2013.

Additionally, the District:

- Held a ground-breaking ceremony at Dumbarton Quarry Regional Recreation Area, with a plan to include more than 100 campsites on 91-acres adjacent to Coyote Hills Regional Park, the camp will be the first built along the bay shoreline in decades.
- Began habitat and access improvements along Albany Shoreline at McLaughlin Eastshore State Park.
- Constructed an award-winning ridgeline trail at Pleasanton Ridge Regional Park.
- Successfully completed development of over 5 miles of narrow natural surface trails at Crockett Hills Regional Park for both cyclists and hikers.
- Continued negotiating with Union Pacific Railroad for shoreline access and funding for trail projects in north Alameda and west Contra Costa counties.
- Completed a major restoration of Breuner Marsh at Point Pinole Shoreline in Richmond.
- Celebrated the 75th anniversary of the Tilden Regional Park Botanic Garden, and opened a new section of the rock garden.

District Leadership and Model Practices

- Oriented two new Board Members who were elected in November, 2014, and provided support to all seven Board members during interagency meetings, and District events.

The District also accomplished the following:

- Continued the national model program Healthy Parks Healthy People Bay Area, creating regular healthy hiking activities throughout regional parks in both Alameda and Contra Costa counties.
- Expanded the *Parks Rx* program, in collaboration with pediatricians at UCSF Benioff Children's Hospital Oakland, to prescribe nature and outdoor exercise to at-risk children and families served in the Hospital's emergency rooms and clinics.
- Expanded multi-cultural outreach to many Bay Area communities, providing wellness walks, and celebrating cultural heritage events.

GENERAL MANAGER'S MESSAGE

- Introduced the SHINE (Stay Healthy in Nature Everyday) Program in partnership with Children's Hospital, Oakland, bringing families of chronically ill children out to the parks for a day.
- Supported East Bay teachers with fieldtrip opportunities for over 2,000 classes and 53,000 students.
- Continued valuable community programs such as Kids Healthy Outdoor Challenge, Outdoor Recreation, and highly attended community events throughout the District.
- Completed reorganizations in Operations – Recreation & Interpretation Department; Public Affairs – Creative Design Department; and the Acquisition, Stewardship & Development Division, in order to reduce duplication of duties and increase productivity.
- District fire and police dispatchers handled more than 7,261 calls for service. The Police Department responded to 5,708 incidents and closed over 5,033 cases.
- Hired 54 and promoted 48 regular staff in the last year. 32% of new hires were minorities, a 157% increase from 2014.

Infrastructure Improvements and Efficiencies

Seventeen Measure CC-approved parcel tax funded projects or programs were completed, or are continuing, including:

- Vegetation/fuels management work at Wildcat Canyon, Anthony Chabot, Sibley, Claremont Canyon, Huckleberry, Point Pinole, and Redwood regional parks.
- Safety, operations, and maintenance services on trails at Martin Luther King Jr. Regional Park (MLK), Crown Memorial State Beach, and McLaughlin Eastshore State Park.
- Work related to the Tidewater aquatic complex at MLK.
- Support for Visitor Center operations at Crab Cove.
- Renovating family and group picnic areas at Tilden Regional Park and Crown Beach.
- Major infrastructure upgrades at Miller-Knox Regional Shoreline, including new paths and restroom renovations in accordance with the Americans with Disabilities Act.

2016 Major Initiatives and Challenges

The 2016 Budget includes funding and performance measures related to the following goals:

Leveraging Financial Resources and Fiscal Responsibility

- Continue to award Measure WW Local Grant Program bond funds to local agencies for community park and recreation development or restoration projects.
- Replenish reserves as necessary to fund the cost of contingency funds for extraordinary legal expenses that were tapped in 2015.
- Report to the public on the results of Measure CC projects, including information from a community survey.
- Continue to seek grants for acquisitions and park development projects, as well as funding mechanisms for dedicated parklands.

Acquisition of New Parkland

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

GENERAL MANAGER'S MESSAGE

Expanded Access to Parks and Trails

- Provide oversight on the development of the new Concord Hills Regional Park (formerly Concord Naval Weapons Station).

District Leadership and Model Practices

- Provide support to all Board Members.
- Implement plans for reorganization of District divisions and departments, including incorporating the new position of Deputy General Manager.

Infrastructure Improvements and Efficiencies

- Solicit and contract for a new operator/concessionaire for Redwood Canyon Public Golf Course.
- Complete construction of the 1.2 megawatt solar facility at Shadow Cliffs Regional Park.
- Develop and/or acquire updated Public Safety computer applications for Computer Aided Dispatch (CAD), Records Management System (RMS), AutoCite, and Quick Mass Notification to improve communications.
- Continue to develop a funding and implementation strategy for replacement of major facilities and infrastructure throughout the District.

Keeping our Parks Safe

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

Long-term 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..."

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.

GENERAL MANAGER'S MESSAGE

Short-term Organizational Factors

The two major, short-term organizational factors that will affect the District in 2016 are:

- The orientation and effective training for the many new District employees and managers, including new executive team members, and Deputy General Manager, to familiarize them with District policies and procedures, while continuing the day-to-day business of the District.
- The continued goal to evolve the organizational structure of the District and work through the retirements of senior management staff. This includes undertaking timely recruitments and orientation of new staff to continue with the leadership functions of the District.

Priorities and Issues

As the District grows, many demands deferred during the economic downturn will be prioritized.

The current major issues include:

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

District-wide Performance Measures

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

The 2016 budget document includes District-wide performance measures which illustrate programs that cross department and division work groups. The intent of these entity-wide measures and key objectives is to broaden the value of the information, increasing accountability and transparency, while leading to District-wide learning and process improvements.

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

GENERAL MANAGER'S MESSAGE

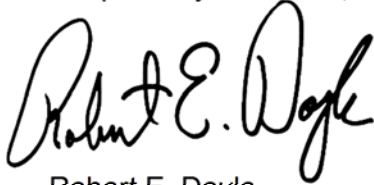
1. Improve access to and use of the parks by members of groups that are underrepresented, such as persons with disabilities, the economically disadvantaged, and elderly park visitors.
2. Support the development and retention of well-trained, dedicated, and productive employees.
3. Manage, maintain, and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

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

Conclusion

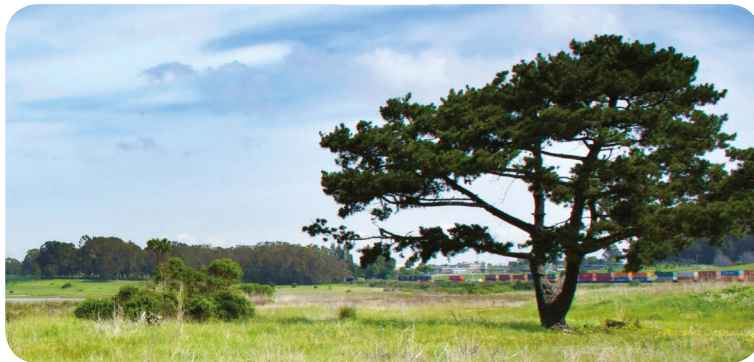
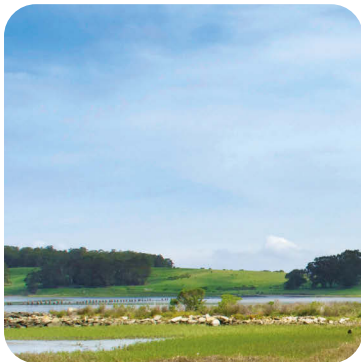
In closing, this budget presents a sound fiscal plan that continues the District's commitment to our constituents and the policies of its Board of Directors. I would like to acknowledge the staff members of the Finance Department, as well as the staff of all divisions within the District, who have worked hard to advance the excellence of the District's budget process, and the improvement of this budget document.

Respectfully submitted,



Robert E. Doyle
General Manager

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BRUENER MARSH • POINT PINOLE REGIONAL SHORELINE, RICHMOND

BUDGET OVERVIEW

2016 Budget Summary

The East Bay Regional Park District's 2016 adopted budget is balanced when taking into account the 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 \$171.2 million (excluding transfers of \$ 32.2 million), which is 1.1% less than the 2015 budget. The slight decrease in revenue is attributed to the reduction in funding required for debt service payments on the District's outstanding debt.

The District's appropriations for all funds total \$205.9 million (excluding transfers of \$32.2 million), which is \$11.4 million or 5.9% greater than the prior year budget. The two largest increases are in personnel costs (up \$4.7 million) and capital outlay (up \$4.6 million).

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

- The major portion of the use of fund balance, \$27.4 million, is in the project funds, where Measure WW Series 2009, 2013 and 2012 Promissory Note bond proceeds are recorded in fund balance. These bond proceeds will fund capital projects and the local grant program in 2016.
- Debt service funds will use \$10.1 million of fund balance to pay 2016 debt service.

The 2016 General Fund budgeted revenue of \$127.6 million is \$5.6 million greater than the prior year budgeted revenue. The increase is attributed mainly to the 4.6% increase in budgeted property tax revenue.

General Fund appropriations total \$120.1 million (excluding transfers out of \$6.9 million), as compared to \$114.4 million in the prior year, a 5.0% increase. The increase in appropriations is attributed to the following:

- 4.8% increase personnel costs
- 6.4% increase in supplies/services
- 5.6% increase to Intra-District Charges

The 2016 transfers out of the General Fund total \$6.9 million, compared to \$6.4 million in the prior year. This increase reflects a reduction in debt service transfers and an increase in one-time project funding to the Capital and Other Than Assets Funds.

Long-term and Current Priorities, Initiatives and Accomplishments

The District's 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

BUDGET OVERVIEW

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.

The District’s 2015 Accomplishments and 2016 Priorities are outlined in detail in the General Manager’s Message, which is in Section A of this document. The ongoing themes for District Initiatives include the following:

- Leveraging Financial Resources
- Fiscal Responsibility
- Acquisition of New Parkland
- Expanded Access to Parks and Trails
- District Leadership and Model Practices
- Infrastructure Improvements and Efficiencies
- Keeping our Parks Safe
- Environmental Education
- Engaging the Community
- Extending Partnerships

Financial Outlook for the District:

Short-term and Long-term Financial Outlook

The U.S. economy has continued to stabilize and demonstrate positive trends in 2015. According to the U.S. Bureau of Economic Analysis, the nation’s real gross domestic product increased at an annual rate of 0.7% in the fourth quarter of 2015, and 2.4% overall in 2015. The gross domestic product (gdp) is one of the primary indicators used to gauge the health of a country’s economy and represents the total dollar value of all goods and services produced over a specific time period. According to Beacon Economics, low interest rates combined with falling bank delinquency rates, increased consumer spending and increased employment with a projected 2.6 million new jobs by year-end, which could make 2015 the best year since the start of the economic recovery.

The nation’s unemployment rate remained steady at 5.0% in December, down from 5.6% in December 2014 and a high of 10.2% in October 2009. During the 2015 calendar year, the number of unemployed persons dropped by 800,000.

The U.S. housing market rebounded in 2015 after a slow down in 2014. Sales of new and existing homes remains strong due to continued low interest rates, limited inventories, gains in employment and a larger number of new household formations as millennials reach prime home buying years.

Kiplinger’s January 2016 Economic Outlook predicts a national economic growth rate of 2.5% for 2016, a slight increase from the 2015 increase of 2.4%, with the national unemployment rate dropping to 4.6% by the end of 2016, long-term interest rates of 2.6% and an overall 2016 inflation rate of 2.3%.

Consumer Confidence, as reported by the Conference Board, increased in December to 96.5 (up from 92.6 in November) and reflects consumers’ current assessment that the state of the economy remains positive. Consumer confidence is an economic indicator which measures the

BUDGET OVERVIEW

degree of optimism that consumers feel about the state of the economy as well as their personal financial situation. U.S. consumers remain confident, in spite of recent stock market fluctuations, due mainly to rising employment and an improved housing market. Falling oil prices have further added to consumer's ability to spend.

California's economic activity continued to out-perform the nation during 2015. According to CoreLogic, the number of California foreclosures and mortgage delinquencies has continued to decline from 2014. As of November, California's mortgage serious delinquency rate was 1.7%, down from 2.1% in November 2014 and below the national average average of 3.3%. Existing single family home sales statewide totaled 407,060 during 2015, up 6.4% from 2014 with the statewide median home price increasing by 8.0% to \$489,310, compared to the low point of \$221,000 in 2009.

The state-wide labor market has also continued to improve. The California unemployment rate in December was 5.8%, down from 6.8% in December 2014. California ended 2015 with the addition of 60,400 jobs during the month of December. Beacon Economics projects a continuation of the positive trajectory of the California economy over the next five years with state employment growing in excess of 2% per year, home sales gaining momentum and continued growth occurring in both lower and high-skilled industries.

Local Economy

The local East Bay economic trend has continued its upward movement through 2015. The labor market in the East Bay continued to improve with an increase in employment of 21,400 jobs, up 2.0%, between December 2014 and December 2015. December unemployment rates in Alameda and Contra Costa counties were 4.3% and 4.5% respectively, down from 5.0% and 5.3% in December 2014. The East Bay unemployment rates remain slightly higher than San Francisco County (3.3%) and Santa Clara County (3.7%) but compare favorably to the state-wide rate of 5.8% and national unemployment rate of 5.0% during the same period.

Home prices in the East Bay continued to appreciate at above average rates over the past year. The median price of all homes sold in Alameda County in December 2015 was \$655,000 which reflects a 19.1% increase over December 2014. The median price of all homes sold in Contra Costa County increased by 6.7% in a twelve month period to \$480,000 in December 2015. Interest rates have remained at historically low levels with no significant forecasted increases in the next several years which keeps homes more affordable as consumer incomes continue to rise.

Beacon Economics forecasts a positive outlook and increased growth for the East Bay economy as the real estate market continues to rebound and more people choose to move to the area taking advantage of the relatively lower home prices compared to the San Francisco and San Jose regions, while commuting to high growth job centers in San Francisco and the South Bay. Although approximately 38% of the workers in the East Bay commute out of the area each day, that trend has been declining in recent years as the East Bay begins to create local jobs at a faster pace.

District Impacts

Due to the prudent fiscal management exercised by the Board of Directors and District management over recent years, the District entered the new year in a strong financial position. With a continued positive economic outlook, the District's largest revenue source, property tax,

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is expected to increase over the next five years at an average annual rate of 6%, according to an August 2015 Beacon Economics report.

Additionally, District resources include several operating and capital funds which are not impacted by 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 earmarked for specific projects for facility replacement and renovation; and
- Additional funding for the Major Infrastructure Renovation and Replacement Fund provides the resources required to fund current major needs.

Revenue Assumptions and Methodology

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

The 2016 General Fund interest revenue budget is slightly higher than the past several years as interest rates on invested funds have increased slightly over the past several months. The sustained forecast for 2016 is that the Federal Reserve Board's federal fund target rate will continue to be set at between 0.25% and 0.50%. The District is actively managing cash and investments to maximize returns within the constraints of our investment policy.

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

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 Master Plan financial resource policies include the following:

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- FR1: The District's financial planning and management decisions will be based on information and professional projections supporting a transparent system of policies and procedures. The delivery of long-term financial sustainability, solvency and resiliency will be the objectives of this process.
- FR2: The District will continue the practice of developing annual performance management goals, and budgeting to achieve the outcomes. These budgets will incorporate annual performance targets linked to the District's long-term planning goals. Goals will be transparent, outcomes will be measured and results will be communicated to stakeholders.
- FR3: The District is committed to the responsible stewardship of public funds and will operate in accordance with the best practices in the field of accounting and budgeting, and will also maintain a strong system of internal controls to ensure the security of all District assets. The annual external unqualified audit opinion of the District's financial records will be used to verify its fulfillment of this commitment.
- 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.

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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 policies.

Operating and Capital Strategies

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

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

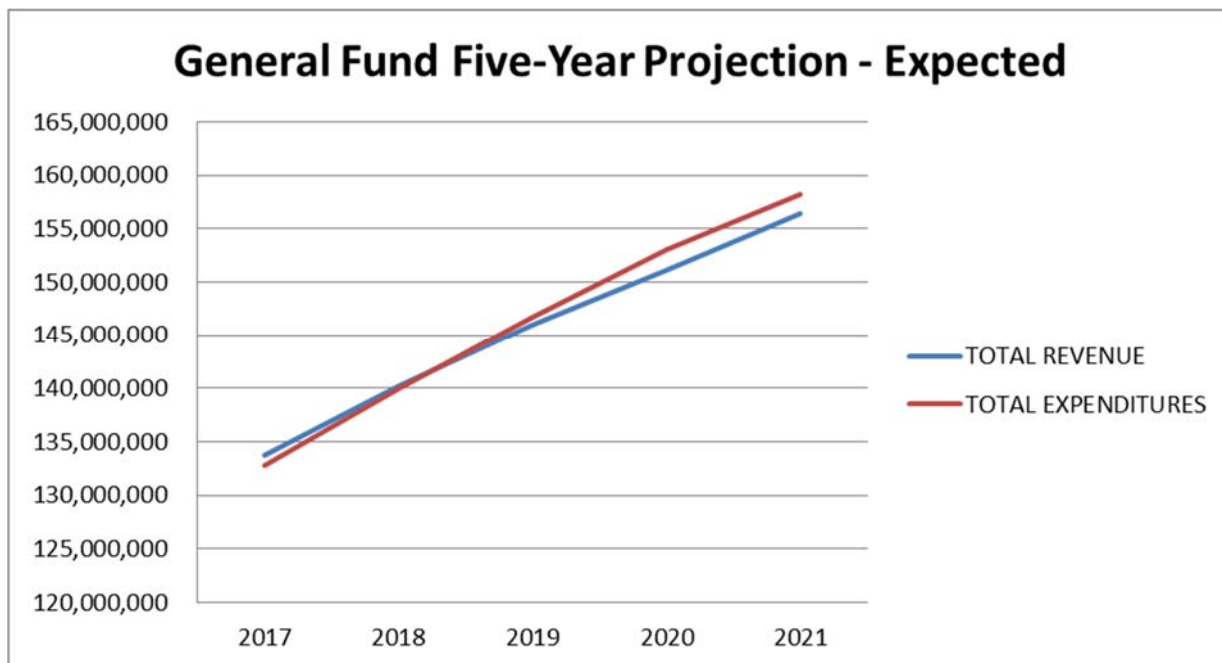
Assumptions used for revenue projections include:

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 6.7% in 2017 and declines to 4.8% in 2021.
2. 3.2% increase in fees, charges, and other miscellaneous revenue, based on the December 2015 CPI-W for the Bay Area.
3. A 3.2% increase in rents and leases based on the December 2015 CPI-W for the Bay Area.
4. Investment revenue increase from current .5% return to a 1.5% over the 5 year period.
5. Transfers-in to the General Fund consistent with prior years.

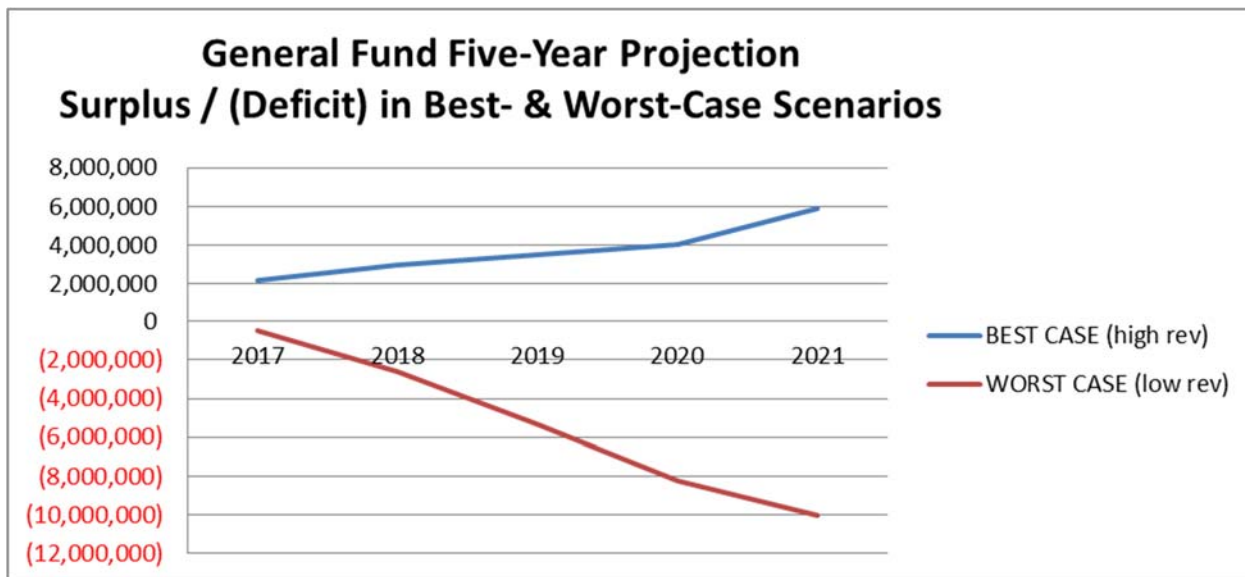
Assumptions used for expenditure projections include:

1. Salary increases for all staff at the "ceiling" rate in accordance with 2013-2017 AFSCME contract, and based upon the CPI-W for the Bay Area in 2018-2021.
2. Benefit costs increase 5% annually.
3. Debt service is budgeted at and inter-agency agreement expenditures are consistent over the five-year period.
4. Recommended transfers to the Major Infrastructure Renovation and Replacement Fund of \$2.5 million in 2016, increasing to \$5 million in 2021.
5. Transfers-out based on increased salary and benefits costs for personnel costs in other funds.
6. Additional FTE as specified in the "pipeline" to open new facilities currently in progress.

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



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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.

Projects

The District updates the five-year Capital Improvement Program (CIP) annually. This five year plan designates funding for land acquisition, construction, major maintenance of facilities, and other projects. Additionally, "other than asset" (OTA) projects are included in the plan for multi-year projects (such as studies) which will not result in a capital asset. The project budget includes more than 400 active projects, which are detailed in the District's second budget volume, 2016 Projects Budget - Five Year Expenditure Plan.

Performance Management

The 2016 adopted budget continues the use of performance measures, begun in 2011. In the 2016 budget document, performance measures are 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.

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

Distinguished Budget Award

The District was awarded the Government Finance Officers Association's Distinguished Budget Presentation for the prior year, 2015 Operating and Capital Budget. The District has received this award annually since 2005. This award represents a significant achievement by the District and reflects the commitment of the Board and staff to meeting the highest principles of governmental budgeting, including the enhanced understanding of the District's budget by the average reader.

Concluding Comments

The District's ability to serve our growing population and manage our increasing natural resources and lands will require careful planning and projection of long-term financial conditions. Although staff has worked diligently to estimate 2016 revenues and expenditures, external events may affect actual results.

The District is proud of its success in sustaining service levels, with no staff layoffs, during the challenging economic climate of the past few years. We are encouraged as 2016 brings the return of the growth cycle. Throughout 2016, management will monitor economic conditions and

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report to the Board of Directors and the public any significant changes that could require the District to revise its 2016 budget.

The District's Partnership with the Regional Parks Foundation

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

In 2014 the Foundation raised approximately \$1.66 million on behalf of the District (contributions, membership and grants). A breakdown of the estimated 2015 funding support for the Park District parks and programs is as follows:

Regional Parks Foundation 2015 Support	Amount
(Estimated)	
DIRECT FUNDING TO DISTRICT:	
Unrestricted Grant to EBRPD General Fund	\$330,000
Membership fees passed to EBRPD	70,000
Youth scholarships for EBRPD Recreation/Aquatic Programs	130,000
Total revenue to District	<u>\$530,000</u>
INDIRECT FUNDING SUPPORT FOR DISTRICT:	
Park Support (Supplies, Services, Equipment & Capital Improvements)	\$370,000
Kids' Healthy Outdoors Challenge program Expenses	50,000
Other Discretionary Support to park District Programs	60,000
*Youth Scholarships Paid to Other Organizations	120,000
Foundation Fundraising and Administrative Expenses	310,000
Total Indirect Support to District	<u>\$910,000</u>
**Total Foundation Support Directly To, or On Behalf of EBRPD	<u><u>\$1,440,000</u></u>
(Final audited figures will be available in May 2016)	

*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. **Estimated figures for FYE 2015 as of October 13, 2015.

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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 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.

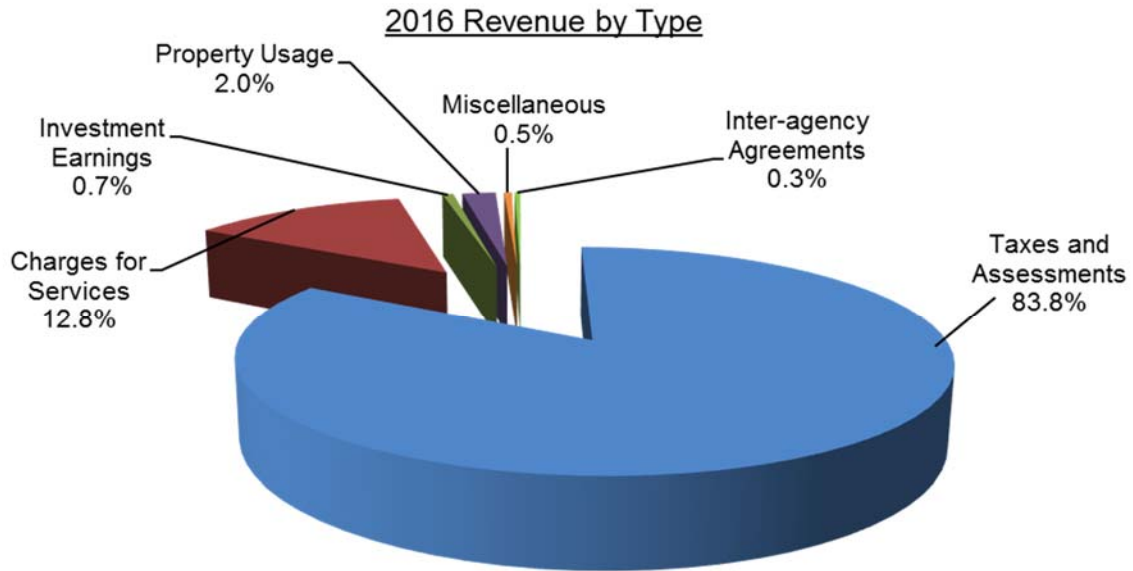
The groupings, and content of each grouping, are as follows:

<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

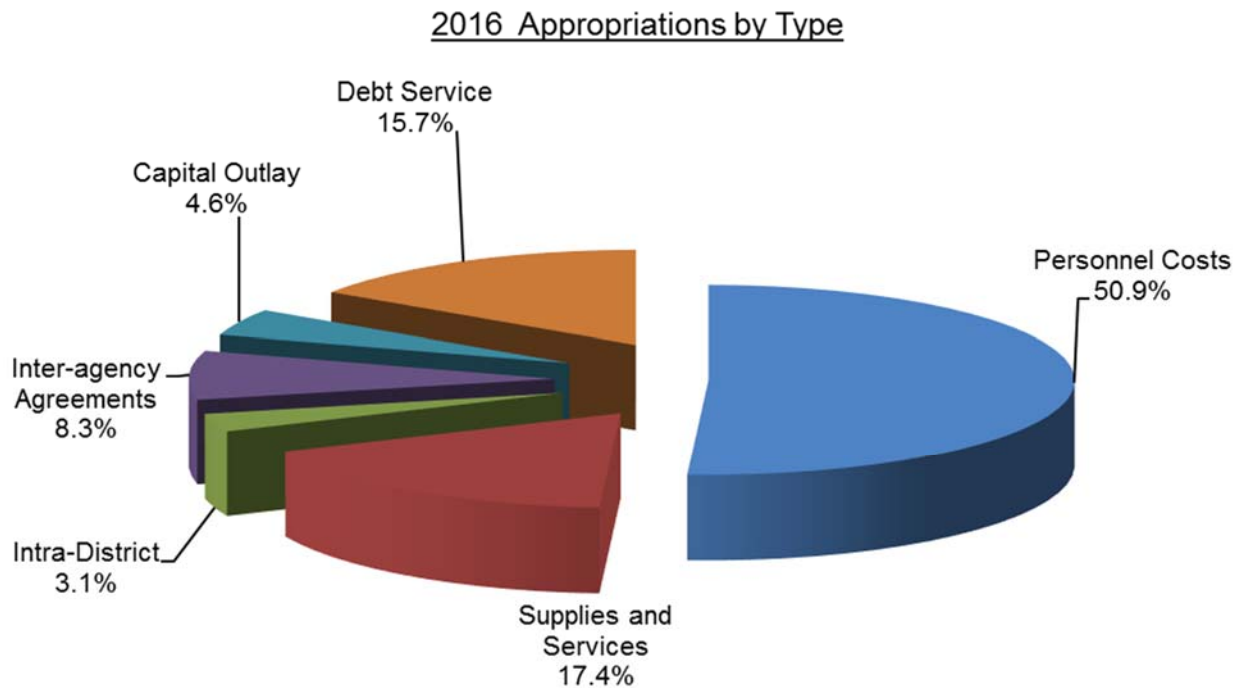
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<u>Fund Group</u>	<u>Fund Number and Name</u>
Special Revenue Funds, continued	253 – Gifts Fund 254 – Ardenwood/Coyote Hills Trail 255 – Martin Luther King, Jr. Intern Program 257 – Mitigation (Resource Enhancement Program) 258 – McLaughlin Eastshore State Park 259 – ECCC HCP Properties 261 – Coyote Hills/Dumbarton Quarry 270 - Measure WW Local Grants
Debt Service Funds	810 – 2002 Refunding Bonds (retired after 2013) 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-Port of Oakland 641 – Hayward Shoreline-Standard Pacific 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

BUDGET OVERVIEW



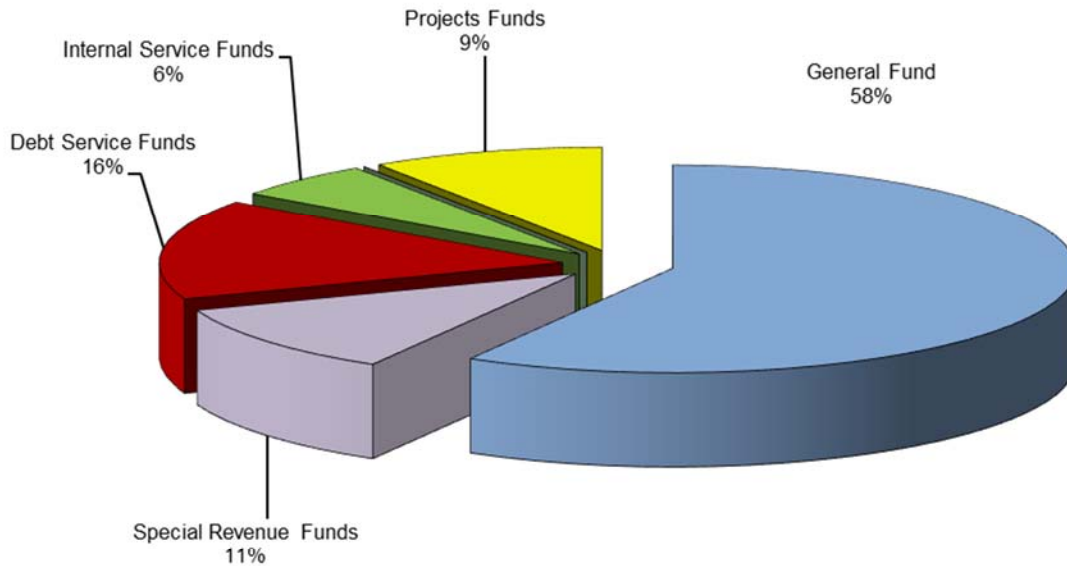
Revenue	Taxes and Assessments	Charges for Services	Investment Earnings	Property Usage	Miscellaneous	Inter-agency Agreements	Total Revenues
2016	143,432,400	21,890,340	1,119,200	3,404,300	791,640	577,730	171,215,610



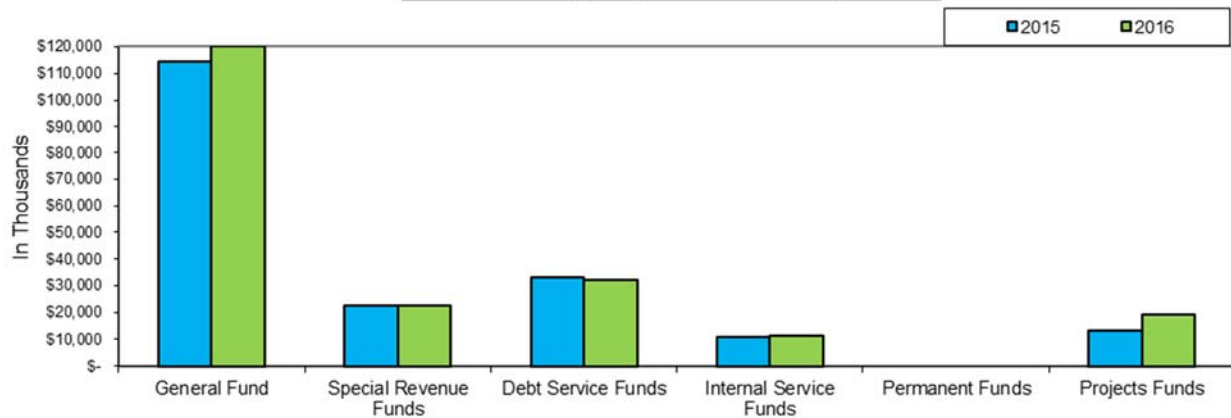
Appropriations	Personnel Costs	Supplies and Services	Intra-District	Inter-agency Agreements	Capital Outlay	Debt Service	Total Appropriations
2016	104,830,550	35,917,550	6,360,710	17,132,000	9,379,410	32,241,900	205,862,120

BUDGET OVERVIEW

2016 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
2016	\$ 120,139,420	\$ 22,544,800	\$ 32,257,500	\$ 11,678,390	\$ -	\$ 19,242,010	\$ 205,862,120
2015	\$ 114,366,400	\$ 22,459,760	\$ 33,280,500	\$ 10,893,590	\$ -	\$ 13,416,220	\$ 194,416,470
\$ Change	\$ 5,773,020	\$ 85,040	\$ (1,023,000)	\$ 784,800	\$ -	\$ 5,825,790	\$ 11,445,650
% Change	5.05%	0.38%	-3.07%	7.20%	0.00%	43.42%	5.89%

BUDGET OVERVIEW**BUDGET AT A GLANCE**

RESOURCES	GENERAL FUND			SPECIAL REVENUE FUNDS			DEBT SERVICE FUNDS		
Revenues:									
Taxes & Assessments	\$	114,800,000	\$	7,932,400	\$	20,700,000			
Charges for Services		9,305,950		50,000		-			
Property Usage		1,954,500		1,449,800		-			
Investment Earnings		550,000		101,800		10,000			
Grants/Inter-agency Agreements		246,400		-		-			
Miscellaneous		724,640		27,000		-			
Total Revenues		127,581,490		9,561,000		20,710,000			
Other Resources:									
Transfers In		98,000		16,800,000		1,433,100			
TOTAL RESOURCES	\$	127,679,490	\$	26,361,000	\$	22,143,100			
USES									
Expenditures:									
Personnel Costs	\$	87,977,860	\$	5,131,480	\$	-			
Supplies		8,500,400		174,500		-			
Services		16,291,290		338,820		15,600			
Capital Outlay		777,160		-		-			
Grants/Inter-agency Agreements		232,000		16,900,000		-			
Debt Service		-		-		32,241,900			
Intra-District Charges		6,360,710		-		-			
Total Expenditures		120,139,420		22,544,800		32,257,500			
Other Uses:									
Transfers Out		6,951,080		1,766,900		-			
TOTAL USES		127,090,500		24,311,700		32,257,500			
Change in Fund Balance /Net Assets		588,990		2,049,300		(10,114,400)			
TOTAL	\$	127,679,490	\$	26,361,000	\$	22,143,100			

BUDGET OVERVIEW**BUDGET AT A GLANCE**

RESOURCES	INTERNAL SERVICE FUNDS	PERMANENT FUNDS	PROJECTS FUNDS	2016 TOTAL ALL FUNDS
Revenues:				
Taxes & Assessments	\$ -	\$ -	\$ -	\$ 143,432,400
Charges for Services	12,534,390	-	-	21,890,340
Property Usage	-	-	-	3,404,300
Investment Earnings	210,000	27,400	220,000	1,119,200
Grants/Inter-agency Agreements	-	-	331,330	577,730
Miscellaneous	40,000	-	-	791,640
Total Revenues	12,784,390	27,400	551,330	171,215,610
Other Resources:				
Transfers In	500,000	-	13,344,980	32,176,080
TOTAL RESOURCES	\$ 13,284,390	\$ 27,400	\$ 13,896,310	\$ 203,391,690
USES				
Expenditures:				
Personnel Costs	\$ 4,153,790	\$ -	\$ 7,567,420	\$ 104,830,550
Supplies	2,000	-	163,800	8,840,700
Services	6,562,600	-	3,868,540	27,076,850
Capital Outlay	960,000	-	7,642,250	9,379,410
Inter-agency Agreements	-	-	-	17,132,000
Debt Service	-	-	-	32,241,900
Intra-District Charges	-	-	-	6,360,710
Total Expenditures	11,678,390	-	19,242,010	205,862,120
Other Uses:				
Transfers Out	1,388,100	5,000	22,065,000	32,176,080
TOTAL USES	13,066,490	5,000	41,307,010	238,038,200
Change in Fund Balance /Net Assets	217,900	22,400	(27,410,700)	(34,646,510)
TOTAL	\$ 13,284,390	\$ 27,400	\$ 13,896,310	\$ 203,391,690

BUDGET OVERVIEW

TOTAL RESOURCES

RESOURCES	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change	Note
Taxes & Assessments:						
Property Taxes	\$ 104,179,288	\$ 103,751,615	\$ 109,800,000	\$ 114,800,000	4.6%	1
Debt Service Levy	22,810,063	29,733,409	28,824,000	20,700,000	-28.2%	2
Parcel Taxes	3,301,797	3,272,868	3,162,000	3,162,000	0.0%	3
Assessments	5,220,876	5,132,363	4,755,400	4,770,400	0.3%	4
Subtotal	135,512,025	141,890,256	146,541,400	143,432,400	-2.1%	
Charges for District Services:						
Camping Fees	779,222	840,916	754,900	809,900	7.3%	13
Concession Fees	1,057,237	990,584	992,200	932,200	-6.0%	8
Facility Rental Fees	1,468,580	1,516,643	1,366,000	1,492,000	9.2%	9
Fishing Fees	430,262	369,476	427,500	429,500	0.5%	12
Intra-District Charges	9,763,444	11,321,163	11,826,710	12,404,390	4.9%	5
Other Charges	763,959	1,058,295	695,100	724,600	4.2%	7
Other Fees	591,620	595,559	567,450	590,950	4.1%	15
Parking Fees	2,214,125	2,190,042	2,333,600	2,389,600	2.4%	6
Program Fees	415,076	384,180	408,000	429,500	5.3%	14
Public Safety Services	1,031,286	1,461,873	1,008,000	1,018,200	1.0%	10
Swimming Fees	651,974	686,493	621,500	669,500	7.7%	11
Subtotal	19,166,784	21,415,225	21,000,960	21,890,340	4.2%	
Investment Earnings						
Pooled Investments	420,465	897,638	849,200	899,200	5.9%	16
Trustee Investments	57,160	240,085	220,000	220,000	0.0%	17
Subtotal	477,626	1,137,722	1,069,200	1,119,200	4.7%	
Property Usage						
Communication Site Agreements	847,220	681,643	591,000	623,500	5.5%	18
Grazing Agreements	634,295	496,026	650,000	700,000	7.7%	19
Other Property Usage	1,843,595	1,765,581	1,794,800	1,770,800	-1.3%	20
District Residences	301,322	306,262	300,000	310,000	3.3%	21
Subtotal	3,626,431	3,249,512	3,335,800	3,404,300	2.1%	
Grants/Inter-agency Agreement:	5,182,475	24,177,919	457,400	577,730	26.3%	22
Miscellaneous:						
Foundation Support	430,000	1,521,576	350,000	448,670	28.2%	23
Aid from Private Parties	321,295	213,698	27,000	27,000	0.0%	24
Other Revenue	3,047,724	2,176,827	271,000	315,970	16.6%	25
Subtotal	3,799,019	3,912,101	648,000	791,640	22.2%	
Total Revenues	167,764,360	195,782,735	173,052,760	171,215,610	-1.1%	
Other Resources:						
Debt Issuance	84,653,469	-	-	-		26
Transfers In	40,930,026	47,287,788	28,557,690	32,176,080	12.7%	27
TOTAL RESOURCES	\$ 293,347,854	\$ 243,070,523	\$ 201,610,450	\$ 203,391,690	0.9%	

Notes to Total Resources Schedule

Note	Category	Description
1	Property Taxes	<p>General Fund revenue--General property taxes are the primary funding source for the District.</p> <p>The budgeted increase is due to the recapture of assessed values that were reduced during the recession as well as moderate growth based on the County Assessor's tax roll for 2015/16 and as forecasted by Beacon Economics for the second half of 2016. The budget also includes conservative estimates for statutory and residual payment from Successor Agencies.</p>
2	Debt Service Levy	<p>Debt Service Fund revenue--This category accounts for restricted property tax revenue levied on the majority of properties within Alameda and Contra Costa Counties, which is used to fund annual principal and interest payments on the Measure AA and Measure WW bonds.</p> <p>The decrease of \$8.1 million in budgeted revenue reflects the payoff of the 2006 Measure AA bonds and the scheduled reduction in principal payments for the Measure WW Series 2013A bonds.</p>
3	Parcel Taxes	<p>Special Revenue Fund revenue—Restricted parcel tax revenue is collected in accordance with Measure CC from properties within the area from Richmond to Oakland. The purpose of this voter approved Measure is to provide funding for maintenance and operations in some of the District's oldest and most-used parks.</p> <p>The 2016 budget of \$3.1 million is the same as the prior year.</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 2016 budget is 0.3% greater than the prior year, with adjustments based upon the assessment engineer's report.</p>
5	Intra-District Charges	<p>Internal Service Fund revenue—Charges assessed and collected by internal service funds support District-wide services such as workers' compensation, general liability insurance, facility and equipment replacement.</p> <p>The 2016 budget total reflects a 4.9% increase due mainly to increases in contributions related to workers' compensation and employee benefits.</p>

Notes to Total Resources Schedule, continued

Note	Category	Description
6	Parking Fees	<p>General Fund revenue--Parking fees are collected at District recreation areas and some regional parks.</p> <p>The 2016 budget is 2.4% greater than the prior year budget, which is reflective of actual receipts and anticipated increases in usage at Roberts, Del Valle and Anthony Chabot parks.</p>
7	Other Charges	<p>General Fund revenue (majority)—This category includes: encroachment permits, planning/engineering fees, the bus program, merchandise sales, and special event charges.</p> <p>The 2016 budgeted increase of 4.2% is reflective of actual receipts.</p>
8	Concession Fees	<p>General Fund revenue (majority)--This category accounts for revenues derived from agreements with concessionaires who operate or use District facilities. The two largest revenue providers are Tilden Golf Course and YMCA Camp Arroyo.</p> <p>The 2016 budget reflects a reduction of 6.0% which is reflective of actual receipts and current contractual agreements.</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 2016 budget is 9.2% greater than the prior year budget, which is reflective of actual receipts and based on an anticipated increase in events at Brazil Room, Lake Temescal and Ardenwood.</p>
10	Public Safety Services	<p>General Fund revenue--This category accounts for revenue from service contracts to provide policing and fire services for other public agencies.</p> <p>The 2016 budget has increased by 1% and reflects conservative estimates for fire mutual aid revenue.</p>
11	Swimming Fees	<p>General Fund revenue--This category accounts for revenue from swimming facilities, swim lessons and other lifeguard services.</p> <p>The 2016 budget increased by 7.7% from the prior year budget and is reflective of actual receipts.</p>

Notes to Total Resources Schedule, continued

Note	Category	Description
12	Fishing Fees	<p>General Fund revenue--Fishing permit revenues are used to support the fish planting at eight District lakes.</p> <p>The 2016 budget is 0.5% greater than the prior year and is reflective of actual receipts.</p>
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 2016 budget is 7.3% greater than the prior year and is reflective of actual receipts.</p>
14	Program Fees	<p>General Fund revenue--This category includes naturalist and recreation program revenue and tour fees.</p> <p>The 2016 budget is 5.3% greater than the prior year, which is reflective of actual receipts.</p>
15	Other Fees	<p>General Fund revenue--This category includes: dogs, boats launch and inspection, entry fees, and annual passes.</p> <p>The 2016 budget is 4.1% greater than the prior year and is reflective of actual receipts.</p>
16	Pooled Investment Earnings	<p>General Fund and Special Revenue Fund revenue--Interest earnings on the District's pooled cash and investments is included.</p> <p>The budget for interest revenue reflects a slight increase from the prior year. As the District's older investments mature, and the proceeds are reinvested in current investments with minimal returns, interest revenue remains low.</p>
17	Trustee Investment Earnings	<p>Debt Service Fund revenue--This category includes interest earnings on funds held in trustee accounts for payment of debt service on District bond obligations.</p> <p>The 2016 budget remains the same as the prior year.</p>
18	Communication Site Agreements	<p>General Fund and Special Revenue Fund revenue--This category includes revenue from communication towers and equipment located on District property.</p> <p>The 2016 budget is 5.5% greater than the prior year, and is reflective of actual receipts and an annual CPI increase to certain leases.</p>

Notes to Total Resources Schedule, continued

Note	Category	Description
19	Grazing Agreements	<p>General Fund revenue—This category includes revenue from the District’s grazing program, which funds fencing and resource protection needs. The cost per head rate charged is based upon the price of beef (cost of a cow) times the number of months grazing on District property.</p> <p>The 2016 budget is 7.7% greater than the prior year and is reflective of actual receipts.</p>
20	Other Property Usage	<p>General Fund and Special Revenue Fund revenue--This category is used to account for other types of leases and tipping fees at Dumbarton Quarry.</p> <p>The 2016 budget is 1.3% less than the prior year, related to reduced collections at Crown Beach.</p>
21	District Residences	<p>General Fund revenue—Lease revenue received in connection with residential units located on parklands.</p> <p>The 2016 budget is 3.3% greater than the prior year and reflects anticipated lease revenue.</p>
22	Inter-agency Agreements	<p>General Fund and Project Fund 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 2016 budget is 26.3% more than the prior year, due to anticipated revenue from the Veteran’s Administration for policing Alameda Point.</p>
23	Foundation Support and Membership	<p>General Fund--Direct aid from the Regional Parks Foundation in support of District staff working on Foundation activities.</p> <p>The 2016 budget reflects an increase of 28.2% from the prior year due to specific one-time grants for Interpretation and Recreation programs.</p>

Notes to Total Resources Schedule, continued

Note	Category	Description
24	Aid from Private Parties	<p>Special Revenue, Permanent and Project Funds revenue--mitigation agreement revenue and developer property contributions are major sources of revenue in this category.</p> <p>Annual support is consistent with the prior year.</p>
25	Other Revenue	<p>General Fund revenue (majority)--Included in this category is revenue generated from: sale of assets, fines collected, POST training reimbursement, insurance recoveries, and other minor sources.</p> <p>The 2016 budget is 16.6% more than the prior year and reflects anticipated increase in General Fund for increased sales of retired assets and one-time reimbursement for Public Safety's participation in Urban Shield.</p>
26	Debt Issuance	<p>Project Funds revenue--This category is considered Other Financing Sources when bonds are issued by the District. No bond proceeds are anticipated in 2016 or recorded in the prior year.</p>
27	Transfers In	<p>All Funds--Details of this category are located on pages 115-116. The 2016 budget is 12.7% more than the prior year. The 2016 budget transfers reflect the appropriation of \$5 million General Fund unassigned balance and \$5.2 million bond fund to various Capital and Other Than Asset projects.</p>

BUDGET OVERVIEW

TOTAL USES

USES	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change	Note
Personnel Services:						
Salaries & Wages	\$ 49,400,495	\$ 50,537,500	\$ 55,509,340	\$ 58,559,220	5.5%	1
Other Personnel Costs	37,859,716	39,677,944	44,584,600	46,271,330	3.8%	2
Subtotal	87,260,211	90,215,444	100,093,940	104,830,550	4.7%	
Supplies & Services:						
Operating Supplies	1,717,325	1,943,193	2,096,060	2,085,800	-0.5%	3
Fuel	1,224,671	1,132,076	1,262,190	1,296,040	2.7%	4
Small Equipment	1,287,069	2,257,244	1,653,590	1,775,830	7.4%	5
Other Supplies	580,748	588,489	1,058,340	1,075,200	1.6%	6
Repair & Maint. Supplies	2,309,605	2,820,421	2,628,520	2,607,830	-0.8%	7
Professional Services	660,183	1,710,193	776,020	775,460	-0.1%	8
Operating Services	6,180,756	6,401,016	7,219,210	8,076,940	11.9%	9
Administrative Costs	1,038,214	1,654,339	1,526,870	1,603,270	5.0%	10
Utilities	2,986,545	2,895,463	3,139,050	3,169,980	1.0%	11
Insurance and Claims	4,897,422	2,614,604	6,109,390	6,189,390	1.3%	12
Other Services	9,627,238	6,056,916	5,711,220	7,261,810	27.1%	13
Election Costs	-	519,819	-	-		N/A
Subtotal	32,509,777	30,593,773	33,180,460	35,917,550	8.2%	
Intra-District Charges:	4,868,890	6,132,760	6,021,040	6,360,710	5.6%	15
Grants/Inter-agency Agreements						
Inter-agency Agreements	332,621	582,263	332,000	332,000	0.0%	16
Measure WW Local Grant	11,291,170	10,677,450	16,800,000	16,800,000	0.0%	17
Subtotal	11,623,792	11,259,713	17,132,000	17,132,000	0.0%	
Capital Outlay/Equipment						
Land	6,779,059	23,304,065	2,273,580	6,765,010	197.5%	18
Improvements	8,377,715	11,195,052	1,096,590	836,590	-23.7%	19
Equipment	568,636	2,079,387	1,353,960	1,777,810	31.3%	20
Subtotal	15,725,410	36,578,504	4,724,130	9,379,410	98.5%	
Debt Service:						
Principal	14,415,000	25,400,000	26,830,000	26,340,000	-1.8%	21
Interest	5,923,710	7,459,285	6,434,900	5,901,900	-8.3%	22
Subtotal	20,338,710	32,859,285	33,264,900	32,241,900	-3.1%	
Total Expenditures	172,326,789	207,639,479	194,416,470	205,862,120	5.9%	
Other Uses:						
Transfers Out	40,930,026	47,287,788	28,557,690	32,176,080	12.7%	23
TOTAL USES	213,256,815	254,927,267	222,974,160	238,038,200	6.8%	
Change in Fund Balance	(20,135,195)	(26,991,850)	(21,363,710)	(34,646,510)	62.2%	24
TOTAL	\$ 193,121,620	\$ 227,935,417	\$ 201,610,450	\$ 203,391,690	1%	

Notes to Total Uses Schedule

Note	Category	Description
1	Salaries & Wages	<p>General Fund, Special Revenue, Project and Internal Service Funds appropriations--This category incorporates all District salaries and hourly wages, including overtime and other premium pay components.</p> <p>The 2016 budget includes an overall 5.5% increase in salaries. Approximately half of the increase is due to wage increases authorized for AFSCME, management and confidential, and Police Association per employee agreements (\$1.6 million). The remainder of the increase is due to the total full-time equivalent (FTE) count increase of 19.536, 5.11 of which are for planned pipeline staffing to service new properties. (See the Authorized Position table on page 59.)</p>
2	Other Personnel Costs	<p>General Fund, Special Revenue, Project and Internal Service Funds appropriations--This category includes the cost of employer-paid benefits, the largest of which are health insurance, retirement and retiree medical (OPEB) benefits. Also included are charges for the District's self-insured programs, including dental coverage, unemployment and workers' compensation.</p> <p>The increase in 2016 is attributed to the addition of 19.536 benefited employees and the increase in pension contributions and medical costs. Other post-employment benefits, unemployment, workers comp and dental rates all remained the same.</p>
3	Operating Supplies	<p>General Fund and Special Revenue Fund appropriations--This category contains items such as: safety equipment, chemicals, fish, cleaning and janitorial supplies, sign supplies, among other things.</p> <p>The 2016 appropriations are slightly less (0.5%) than the 2015 budgeted amount.</p>
4	Fuel	<p>General Fund appropriations—This category includes cost of vehicle, aircraft, boat, and equipment fuels.</p> <p>The 2016 appropriations are 2.7% greater than the prior year due to additions in the fleet and are in line with planned expenditures.</p>
5	Small Equipment	<p>General Fund, Special Revenue and Project Funds appropriations—This category includes equipment and rolling stock under \$25,000.</p> <p>The 2016 appropriations increased 7.4% to reflect \$300,000 allocation of one time resources for rolling stock with a replacement cost of less than \$25,000.</p>

Notes to Total Uses Schedule, continued

Note	Category	Description
6	Other Supplies	<p>General Fund appropriations—This category includes office supplies, products for resale, event supplies, and inventory adjustments.</p> <p>The 2016 appropriations are 1.6% greater than the prior year and are in line with actual expenditures.</p>
7	Repairs and Maintenance Supplies	<p>General Fund, Special Revenue, Projects and Internal Service Funds appropriations—This category includes beach sand, top soil, mulch, equipment parts and other items needed to maintain District facilities, equipment and grounds.</p> <p>The 2016 appropriations are 0.8% less than the prior year.</p>
8	Professional Services	<p>General Fund, Special Revenue, Projects and Internal Service Funds appropriations--This category includes legal and audit services.</p> <p>The 2015 appropriations are 0.1% less than the prior year and are in line with actual expenditures.</p>
9	Operating Services	<p>General Fund appropriations--This category includes repairs and maintenance services, pest control, support contracts, janitor, veterinarian and other miscellaneous operating services.</p> <p>The 2016 appropriations are 11.9% more than the prior year primarily due to a one-time appropriation of \$1 million for paving maintenance agreements</p>
10	Administrative Costs	<p>General Fund appropriations--This category includes staff training, meetings and travel, bank fees, advertising, reproduction and other miscellaneous administrative costs.</p> <p>The 2016 appropriations are 5.0% greater than the prior year due to a base increase for mandatory Fire training and subscriptions plus one-time increased cost for Recreation transportation.</p>
11	Utilities	<p>General Fund (majority) appropriations--This category includes telephone, water, electricity, garbage collection, sewer, and natural gas.</p> <p>The 2016 appropriations are 1.0% greater than the prior year and are in line with actual expenditures.</p>

Notes to Total Uses Schedule, continued

Note	Category	Description
12	Insurance and Claims	<p>Internal Service Fund appropriations--This category includes the costs for the District-wide self-insured Workers' Compensation Fund and General Liability Fund and includes insurance premiums, claims and settlement agreements.</p> <p>The 2016 appropriations are 1.3% greater due to modest increases in the premium budgets for workers' comp., general liability and special events.</p>
13	Other Services	<p>General Fund, Special Revenue, Project and Internal Service Funds appropriations—This category includes all other services including consultant contracts, Civicorp work and other services not included in other professional services above.</p> <p>The 2016 appropriations are 27.1% greater than the prior year due to \$100,000 base increases to both fire fuels management and local entity advocacy costs. One-time budget increases to study of environmental concerns at the Chabot Gun Club, provide for design costs at the Redwood Canyon Golf Course and continued Quagga mussel response.</p>
15	Intra-District Charges	<p>General Fund appropriations--Intra-District charges are an allocation of the costs associated with the services provided by the internal service funds that are not collected through the payroll process. The charges are allocated to District divisions based upon usage of services and include certain employee benefits and claims, general liability insurance and settlements, and major equipment replacement charges.</p> <p>The 2016 appropriations are 5.6% more than the prior year and are in line with actual expenditures.</p>
16	Inter-agency Agreements	<p>General Fund appropriation--The District has an interagency agreement with the Livermore Area Recreation Park District, a neighboring public agency, to provide \$200,000 annual funding for recreation services. The Measure CC expenditure plan includes \$100,000 annual payment to the Oakland Zoo for operations.</p> <p>The 2016 appropriations are unchanged from the prior year and are in line with actual expenditures.</p>

Notes to Total Uses Schedule, continued

Note	Category	Description
17	Measure WW Local Grant Program	<p>Special Revenue Fund appropriations--This category includes the funding of approved local agency projects from Measure WW funds.</p> <p>The 2016 appropriations are comparable to the prior year.</p>
18	Land	<p>Project Fund appropriations--This category accounts for land acquisitions, safety and security costs incurred for newly acquired property and studies.</p> <p>The 2016 appropriations are 197.5% higher than the prior year primarily due to the increase of Measure WW and Designated for Land Fund funding for the Designated for Acquisition and Preliminary Acquisition Studies projects, representing amounts that may be allocated to specific land purchases via future Board action.</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). Amounts appropriated for development projects will fluctuate from year to year.</p> <p>The Operating Budget beginning on page 113 includes the Summary of 2016 project fund appropriations, and the second volume of the 2016 budget, 2016 Projects Budget Five Year Expenditure Plan includes detailed information about each project.</p>
20	Equipment	<p>General Fund and Internal Service Fund appropriations—This category includes the purchase of vehicles and other equipment with a cost greater than the District's capitalization limit (\$25,000).</p> <p>The 2016 appropriations are higher than 2015 due to increases to one time resources for the addition of rolling stock greater than \$25,000.</p>
21	Principal	<p>Debt Service Fund appropriations—This category includes debt service principal as calculated from debt amortization schedules.</p> <p>2016 appropriations are less than the prior year due to the payoff of the 2006 Measure AA Refunding Bonds in 2015. Detailed debt service schedules are provided in the Debt Service Fund section of this budget (pages 94-95).</p>

Notes to Total Uses Schedule, continued

Note	Category	Description
22	Interest	Debt Service Fund appropriations—This category includes debt service interest as calculated from debt amortization schedules.
23	Transfers Out	All Funds—Details of operating transfers out are located at the end of Section B of the budget on page 117-118.
24	Use of Fund Balance	<p>The 2016 General Fund budget is balanced and includes no use of General Fund reserves.</p> <p>\$27.4 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 will utilize \$10.1 million of fund balance, which includes amounts collected in the prior year for current year debt service.</p>

BUDGET OVERVIEW

BUDGET BY FUND

APPROPRIATED FUNDS	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	CHANGE
101 General Fund	\$ 97,283,775	\$106,012,312	\$114,366,400	\$ 120,139,420	5%
Special Revenue Funds:					
220 Two County LLD	3,553,836	3,599,512	4,059,320	4,142,960	2%
221 East Contra Costa Co LLD	798,325	648,199	586,880	586,200	0%
222 Five Canyon ZB	20,913	11,982	57,980	38,960	-33%
223 Dublin Hills ZB	5,156	7,350	8,030	8,110	1%
224 Walpert Ridge ZB	30,600	147,749	65,170	36,090	-45%
225 San Ramon Hills ZB	-	-	500	500	0%
226 Measure CC	100,000	100,000	100,000	100,000	0%
227 Stone Valley ZB	-	-	630	630	0%
253 Gifts Fund	36,197	26,527	64,440	64,440	0%
255 MLK Jr. Intern Program	5,201	3,986	7,000	7,000	0%
257 Mitigation	87,623	24,060	83,100	96,430	16%
258 McLaughlin Eastshore State P	41,775	28,695	49,240	51,120	4%
259 ECCC HCP Properties	1,772	218,030	309,090	365,350	18%
260 Asset Forfeiture Fund	8,500	-	-	-	N/A
270 Measure WW Local Grants	11,521,061	10,966,011	17,068,380	17,047,010	0%
Special Revenue Funds Total	16,210,960	15,782,100	22,459,760	22,544,800	0%
Debt Service Funds:					
810 2002 Refunding Bonds	1,244,380	-	-	-	N/A
811 Promissory Note Debt	1,420,363	1,421,598	1,422,900	1,422,100	0%
812 Measure AA Bonds	14,020,320	5,373,920	5,378,000	4,079,500	-24%
813 Measure WW Bonds	3,232,345	26,083,889	26,479,600	26,755,900	1%
Debt Service Funds Total	19,917,408	32,879,407	33,280,500	32,257,500	-3%
Internal Service Funds:					
552 Workers' Compensation	3,083,936	1,649,731	3,732,980	3,771,890	1%
554 Major Equipment	-	-	380,000	960,000	153%
555 General Liability	1,551,556	1,094,900	1,872,610	1,876,500	0%
556 Employee Benefits	4,193,986	4,371,275	4,908,000	5,070,000	3%
Internal Service Funds Total	8,829,478	7,115,907	10,893,590	11,678,390	7%
Permanent Funds:					
Permanent Funds Total	-	-	-	-	N/A
Projects Funds:					
333 Capital Projects	16,516,356	35,905,926	5,037,700	9,107,900	81%
335 Measure AA Bond Proceeds	8,082	518	12,000	12,000	0%
336 OTA Projects	13,111,207	9,896,886	8,269,520	10,025,110	21%
337 Measure WW Bond Proceeds	449,212	38,761	87,000	87,000	0%
338 2012 Promissory Note Proceeds	311	7,662	10,000	10,000	0%
Projects Funds Total	30,085,168	45,849,753	13,416,220	19,242,010	43%
Total Expenditures	172,326,789	207,639,479	194,416,470	205,862,120	6%
Other Sources/Uses:					
Transfers Out	40,930,026	47,287,788	28,557,690	32,176,080	13%
TOTAL USES	213,256,815	254,927,267	222,974,160	238,038,200	7%
Change in Fund Balance/Net Assets	(20,135,195)	(35,480,680)	(21,363,710)	(34,646,510)	62%
TOTAL	\$ 193,121,620	\$219,446,587	\$201,610,450	\$ 203,391,690	1%

BUDGET OVERVIEW

BUDGET BY DIVISION

APPROPRIATED FUNDS	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	CHANGE
OPERATING APPROPRIATIONS					
Executive & Legislative	\$ 1,884,803	\$ 2,445,897	\$ 2,794,010	\$ 3,140,570	12%
Finance & Management Services	19,298,578	23,469,279	30,961,850	31,533,930	2%
Human Resources	6,169,964	2,041,774	2,326,850	2,571,350	11%
Acquisition, Stewardship & Development	7,427,321	7,379,150	9,149,300	9,533,470	4%
Legal	6,044,268	5,332,575	7,114,770	7,904,490	11%
Operations	57,025,196	61,170,727	65,681,060	67,995,020	4%
Public Affairs	3,163,212	4,030,204	4,496,730	4,627,670	3%
Public Safety	21,195,873	22,925,713	25,195,180	27,056,110	7%
Nondepartmental	115,000	115,000	-	-	N/A
Total Operating	122,324,214	128,910,319	147,719,750	154,362,610	4%
DEBT SERVICE					
Finance & Management Services	13,880	10,575	15,600	15,600	N/A
Nondepartmental	19,903,528	32,868,832	33,264,900	32,241,900	-3%
Total Debt Service	19,917,408	32,879,407	33,280,500	32,257,500	-3%
PROJECT APPROPRIATIONS					
Finance & Management Services	493,224	803,075	562,590	484,500	-14%
Human Resources	-	4,552	-	-	N/A
Acquisition, Stewardship & Development	23,696,640	38,287,571	7,965,170	12,336,080	55%
Legal	184,459	437,513	-	-	N/A
Operations	3,498,271	4,832,993	3,199,070	4,558,160	42%
Public Affairs	26,389	25,868	-	-	N/A
Public Safety	1,751,003	1,467,727	1,689,390	1,863,270	10%
Nondepartmental	435,182	(9,547)	-	-	N/A
Total Project	30,085,168	45,849,753	13,416,220	19,242,010	43%
Subtotal Operating/Debt/Project	172,326,789	207,639,479	194,416,470	205,862,120	
TOTAL APPROPRIATIONS BY DIVISION					
Executive & Legislative	1,884,803	2,445,897	2,794,010	3,140,570	12%
Finance & Management Services	19,805,681	24,282,929	31,540,040	32,034,030	2%
Human Resources	6,169,964	2,046,327	2,326,850	2,571,350	11%
Acquisition, Stewardship & Development	31,123,961	45,666,721	17,114,470	21,869,550	28%
Legal	6,228,727	5,770,088	7,114,770	7,904,490	11%
Operations	60,523,467	66,003,721	68,880,130	72,553,180	5%
Public Affairs	3,189,600	4,056,072	4,496,730	4,627,670	3%
Public Safety	22,946,876	24,393,440	26,884,570	28,919,380	8%
Nondepartmental	20,453,710	32,974,285	33,264,900	32,241,900	-3%
Subtotal by Division	172,326,789	207,639,479	194,416,470	205,862,120	
Other Uses:					
Transfers Out	40,930,026	47,287,788	28,557,690	32,176,080	13%
TOTAL USES	213,256,815	254,927,267	222,974,160	238,038,200	7%
Change in Fund Balance/Net Assets	(20,135,195)	(26,991,850)	(21,363,710)	(34,646,510)	62%
TOTAL	\$ 193,121,620	\$ 227,935,417	\$ 201,610,450	\$ 203,391,690	1%

Notes to Budget by Division—Significant changes

Executive & Legislative operating budget increased by 12% due to the addition of a new Legislative Analyst position and a base budget increase of \$100,000 for professional services to provide local entity advocacy, plus another \$25,000 for sponsorships.

Human Resources 2016 budget includes the addition 1 FTE Human Resources Analyst II and 0.73 FTE seasonal intern, resulting in an 11% increase over 2015 budget.

The Acquisition, Stewardship and Development division increase of 28% for all funds is due to the addition of one Stewardship Administrative Analyst I, plus a fractional Secretary FTE and multiple one-time project appropriations that will utilize General Fund, Measures WW and AA Funds and \$1.5 million from the Committed for Land funding from the Capital Fund balance.

The Legal Division increase of 11% is primarily due to a \$500,000 base increase for an ongoing environmental study of the clean-up requirements for the Chabot Gun Club. The division also added one FTE in the form of an additional Deputy District Counsel.

Operations division project funding increased by 42% due to several one-time budget additions, including \$500,000 for convenience camping improvements at Del Valle Regional Recreation Area and \$128,980 for District Wide Quagga Mussel Response.

Public Safety's 10% increase in budgeted projects reflects the renewal of a Veteran's Administration Grant for the one-time addition of a .68 Police Officer to patrol Alameda Point and increased base funding for fire fuel management projects.

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BUDGET OVERVIEW

FUND MATRIX BY DIVISION

2016 Budgeted Expenditures and Transfers Out by Division					
Fund:	Executive & Legislative	Finance & Management Services	Human Resources	Acquisition, Stewardship and Land Division	Legal
101 General Fund	\$ 3,140,570	\$ 9,204,920	\$ 2,571,350	\$ 9,304,820	\$ 2,256,100
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	-	-	-	96,430	-
258 McLaughlin Eastshore State Park	-	-	-	18,780	-
259 ECCC HCP Properties	-	-	-	-	-
260 Asset Forfeiture Distribution	-	-	-	-	-
261 Coyote Hill/Dumbarton Quarry	-	-	-	-	-
270 Measure WW Local Grant	-	17,047,010	-	-	-
333 Capital	-	70,000	-	8,822,000	-
335 Meas AA Bond Proceeds	-	12,000	-	-	-
336 OTA Projects	-	305,500	-	3,514,080	-
337 Meas WW Bond Proceeds	-	87,000	-	-	-
338 2012 Note Proceeds	-	10,000	-	-	-
552 Workers' Comp	-	-	-	-	3,771,890
553 Major Infrastructure Reno/Repl	-	-	-	-	-
554 Major Equip Replacement	-	67,000	-	75,000	-
555 General Liability	-	-	-	-	1,876,500
556 Employee Benefits	-	5,070,000	-	-	-
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	-	1,600	-	-	-
812 Meas AA Debt Svc	-	6,000	-	-	-
813 Meas WW Debt Svc	-	8,000	-	-	-
Total	\$ 3,140,570	\$ 32,034,030	\$ 2,571,350	\$ 21,869,550	\$ 7,904,490

BUDGET OVERVIEW

FUND MATRIX BY DIVISION

2016 Budgeted Expenditures and Transfers by Division					
Fund:	Operations	Public Affairs	Public Safety	Nondepartmental	Total
101 General Fund	\$ 62,297,880	\$ 4,627,670	\$ 26,736,110	\$6,951,080	\$ 127,090,500
220 Two County LLD	4,107,960	-	-	-	4,142,960
221 ECCC LLD	577,200	-	-	-	586,200
222 Five Canyon Zone	38,460	-	-	-	38,960
223 Dublin Hills Zone	8,110	-	-	-	8,110
224 Walpert Ridge Zone	35,590	-	-	-	36,090
225 Thomas Ranch Zone	500	-	-	-	500
226 Measure CC	-	-	-	1,673,900	1,773,900
227 Stone Valley Zone	630	-	-	-	630
228 Gateway Valley Zone	-	-	-	-	-
253 Gifts	26,000	-	-	-	64,440
254 Ardenwood/Coyote Hills	-	-	-	93,000	93,000
255 MLK Jr Program	7,000	-	-	-	7,000
257 Mitigation	-	-	-	-	96,430
258 McLaughlin Eastshore State Park	32,340	-	-	-	51,120
259 ECCC HCP Properties	365,350	-	-	-	365,350
260 Asset Forfeiture Distribution	-	-	-	-	-
261 Coyote Hill/Dumbarton Quarry	-	-	-	-	-
270 Measure WW Local Grant	-	-	-	-	17,047,010
333 Capital	215,900	-	-	-	9,107,900
335 Meas AA Bond Proceeds	-	-	-	65,000	77,000
336 OTA Projects	4,342,260	-	1,863,270	-	10,025,110
337 Meas WW Bond Proceeds	-	-	-	22,000,000	22,087,000
338 2012 Note Proceeds	-	-	-	-	10,000
552 Workers' Comp	-	-	-	-	3,771,890
553 Major Infrastructure Reno/Repl	-	-	-	1,388,100	1,388,100
554 Major Equip Replacement	498,000	-	320,000	-	960,000
555 General Liability	-	-	-	-	1,876,500
556 Employee Benefits	-	-	-	-	5,070,000
610 Black Diamond-Open Space	-	-	-	-	-
620 Brushy Peak-Dyer	-	-	-	1,500	1,500
621 Brushy Peak-Weaver	-	-	-	2,000	2,000
630 ESSP-Berkeley Meadow Ph 1	-	-	-	-	-
631 ESSP-Berkeley Meadow Ph 2	-	-	-	-	-
640 Hayward Shoreline-Ora Loma	-	-	-	-	-
641 Hayward Shoreline-Any	-	-	-	-	-
650 Morgan Territory-Elsworthy	-	-	-	1,500	1,500
651 Morgan Territory-Day	-	-	-	-	-
660 Sibley-McCosker-inactivated 2012	-	-	-	-	-
670 Doolan Canyon-Toyota	-	-	-	-	-
671 El Charro-Livermore	-	-	-	-	-
680 MLK Shore-Damon Slough-Port	-	-	-	-	-
811 2012 Promissory Note Dbt Svc	-	-	-	1,420,500	1,422,100
812 Meas AA Debt Svc	-	-	-	4,073,500	4,079,500
813 Meas WW Debt Svc	-	-	-	26,747,900	26,755,900
Total	\$ 72,553,180	\$ 4,627,670	\$ 28,919,380	\$ 64,417,980	\$ 238,038,200

BUDGET OVERVIEW

2016 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 2016 ≥\$20,000

Division	Dept/Location	Request Description	Amount	Fund Source
Acquisition Stewardship & Development	Design & Construction Del Valle	Del Valle Water System Study	\$ 150,000	General Fund
	Interagency Plan. Concord Hills	LUP/Regulatory-Concord Hills	70,000	General Fund
	Land Acquisition	Augment Other Srvc Bdgt	25,000	General Fund
	Land Acqusion District Wide	Replenish WW acq funds	5,000,000	Measure WW
				Committed for Land Acquisition, Capital Fund
	Land Acqusion District Wide	Replenish DCLA acq funds	1,500,000	Measure WW
	Land Acqusion District Wide	Replenish WW pre acq funds	200,000	Measure WW
	Land Acqusion District Wide	Replenish AA pre acq funds	65,000	Measure AA
	Stewardship Administration	Vehicle-Watershed Specialist	24,800	General Fund
	Stewardship Administration	Crown Beach Sand Replacement	50,000	General Fund
	Stewardship Black Diamond Mines	Black Diamond LUPA/CEQA	40,000	General Fund
Stewardship Clayton Ranch	Clayton Ranch LUP/CEQA	90,000	General Fund	
Stewardship Sibley/Clrmnt/Huck.	Sibley LUPA/CEQA	90,000	General Fund	
Finance &Managemen t Svcs.	Design & Constr. Black Diamond	Match FEMA Grant Funds	310,000	General Fund
	Finance & Mgmt Svcs Office Svcs.	Increase Remodel Office Space	70,000	General Fund
Operations	Alameda Trails	3/4 ton Pickup 2WD 8-cyl	21,500	General Fund
	Business Svc Admin	Residence program appraisals	35,000	General Fund
	Business Svc Admin	Tilden MGR Safety / ADA	40,000	General Fund
	Delta Unit Pacheco Corp Yard	Ford F450 truck Replace Pachec	60,000	General Fund
	Interp & Rec Administration	12 Passenger Van	36,000	General Fund
	Interp & Rec Administration	Contract Services	26,800	General Fund
	Interp & Rec Ardenwood	Fire Fuel Management	55,000	General Fund
	Interp & Rec Parks Express	Zydeco Event Performers	21,000	General Fund
	Interp & Rec Svc Mgr-Northwest	Prius C Hatchback	23,700	General Fund
	Interp Pk. Mission Peak	Parking Permit System-Stanford	37,000	General Fund
	Interp Pk. Mission Peak	Gate at MP Stanford Staging	25,000	General Fund
	Interp. &Rec Svc Mgr-Southeast	Oral History Program	55,000	General Fund
	Interp. Pk. Black Diamond Mine	Bobcat MT52 Mini Loader	24,500	General Fund
	Maintenance Ops Administration	Pickup 1/2 ton E. cab 4WD 6cyl	24,800	General Fund
	Maintenance Ops Administration	Cartegraph WO System Contract	36,000	General Fund
	MAST Maint/Ops Admin	Truck 1ton Cab Chassis 553	40,650	General Fund
	MAST Major Maintenance	Increase Major Maint 553 MIRR	100,000	General Fund
	MAST New/Replace Autos	Fleet Replacements	300,000	General Fund
	MAST Public Works Admin.	PW Ghost truck #6 for AAI	23,200	General Fund

One-time Budget Appropriations for 2016 ≥\$20,000, continued

Division	Dept/Location	Request Description	Amount	Fund Source
Operations	MAST Public Works Administration	Paving Program MIRR OTA520700	1,000,000	Major Infra. Renov. & Replace.
	MAST Sanitation	Chem Toilet Srvc Mission Peak	30,000	General Fund
	MAST Trades	Truck 1 ton Reg. Cab - Trades	40,650	General Fund
	MAST Trades South Cnty Corp.	F350 Utility Truck #3177 MER	26,000	General Fund
	MAST Trades Tilden Corp	Ford F450 Dump Truck #3145 MER	21,200	General Fund
	Operations & Interpr Admin	Architectual/Design Study RCGC	125,000	General Fund
	Operations Anthony Chabot	Convenience Camping Project	500,000	General Fund
	Park Operations District Wide	Quagga Mussel Response Program	128,980	General Fund
	Parkland-Redwood	F550 Dump Truck #3062 MER	29,330	General Fund
	Parkland-Sibley/Claremont	Park Tractor (John Deer M5085)	75,000	General Fund
	Parkland-Sibley/Claremont	Truck Mcoskr pipeline	24,000	General Fund
	Parkland-Tilden	Secure storage space at TCY	20,000	General Fund
	Public Safety	Police Field Unit	1.0 VEHICLE PURSUIT UTILITY	34,150
Police Field Unit		1.0 VEHICLE EQUIPMENT PS	22,150	General Fund
Police Field Unit		Overtime for Urban Shield	22,990	General Fund
Police Field Unit		2.00 FTE STARTUP	37,000	General Fund
Police Field Unit		1.0 VEHICLE PURSUIT UTILITY	34,150	General Fund
Police Field Unit		VEHICLE MAINT DEPT - PS - EQUI	22,150	General Fund
Public Safety Administration		IN-CAR CAMERA REPLACE PHASE 1	36,000	General Fund
Public Safety Administration		TASER REPLACEMENT PHASE 2 OF 2	29,000	General Fund
Public Affairs	Exhibit Lab	Exhibit/ADA Technology	34,000	General Fund
	Public Affairs	Key Messaging Broadcast Videos	40,000	General Fund
	Public Affairs	Media Broadcasting	30,000	General Fund
	Public Affairs	Oral History	29,000	General Fund
	Public Affairs	New Website Enhancement	25,000	General Fund
	Public Affairs	Digital Photo Management	25,000	General Fund
Total			<u>\$ 11,110,700</u>	

BUDGET OVERVIEW**2016 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.

2016 Base Budget Increases ≥ \$20,000

Division	Dept/Location	Request Description	Amount	Fund Source
Acquisition Stewardship & Development	Stewardship Administration	Required Biological Monitoring	\$ 60,000	General Fund
	Grazing	Increase grazing infrastructure	50,000	General Fund
Finance & Management Svcs.	Information Services	Fiber Optic Installation District wide	50,000	General Fund
	Information Services	Microsoft Office G3 Licensing	30,000	General Fund
Executive / Legislative	General Manager	Professional Services	100,000	General Fund
	General Manager	Increase Sponsorship Budget	25,000	General Fund
Legal	District Counsel-Anth. Chabot	Environmental site investigation	500,000	General Fund
	Risk Department	Insurance Premiums	50,000	Worker's Comp. Fund
	Risk Department	Insurance premiums	20,000	General Liability Fund
Operations	New/Replace Autos	Fleet replacement	59,380	General Fund
	GF Community Resource	Minimum Wage Increase Civicorp	50,000	General Fund
	Rec Area-Temescal	Contract for fire fuels reduction	45,000	General Fund
Public Safety	Public Safety Admin.	Bay Alarm Contract District wide	45,000	General Fund
	Fire Operations	Apparatus testing	37,500	General Fund
	Fire Operations	Mandatory training	30,000	General Fund
	Fire Operations	Increase fire fuels management	100,000	General Fund
Public Affairs	Enviromental Graphics	Sign Materials	25,000	General Fund
Total			<u>\$ 1,276,880</u>	

BUDGET OVERVIEW**NEW POSITIONS AND CHANGES**

Positions are authorized and budgeted on a “full-time equivalent” (FTE) basis. The number of FTE’s 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. The number of added positions approved for 2016 is actually 19.536 FTE’s, as detailed on the next two pages. Positions that were approved for “2015 only” skew the “2015-16 Change” summarized below.

<u>Authorized Personnel Positions</u>					
DIVISIONS AND DEPARTMENTS	2013 BUDGET	2014 BUDGET	2015 BUDGET	2016 BUDGET	2015-16 CHANGE
Executive & Legislative Division					
General Manager	7.00	7.42	9.00	10.00	1.00
Acquisition, Stewardship & Development Division					
Administration	6.033	5.033	5.045	4.578	
Design & Construction Department	26.830	26.830	27.000	26.000	
Environmental Programs Department	4.000	4.000	4.250	1.000	
Land Acquisition Department	5.000	6.000	6.000	6.000	
Planning / GIS Department	3.000	3.000	3.000	15.533	
Stewardship Department	23.120	23.120	25.323	18.323	
Trails Development Department	3.000	3.000	3.000	3.000	
Subtotal	70.98	70.98	73.62	74.43	0.82
Finance & Management Services Division					
Administration	2.000	2.000	3.000	3.000	
Clerk of Board	2.000	2.000	2.000	2.000	
Grants Department	3.500	4.500	4.000	4.000	
Finance Department	18.284	18.284	18.284	18.284	
Information Services Department	7.000	7.000	7.000	8.000	
Office Services Department	9.720	9.720	9.720	9.720	
Subtotal	42.504	43.504	44.004	45.004	1.00
Human Resources Division	15.27	15.27	15.27	17.00	1.73
Legal Division	9.45	9.45	9.45	10.45	1.00
Operations Division					
Administration	7.000	7.000	4.000	4.000	
Park Operations Department	255.322	258.692	265.792	269.392	
Interpretive & Recreation Services Dep	78.169	77.379	78.221	81.021	
Business Services Department	14.150	14.150	17.650	18.650	
Maintenance & Skilled Trades Dept.	70.150	73.370	75.145	76.995	
Subtotal	424.79	430.59	440.81	450.06	9.25
Public Affairs Division	20.00	20.00	21.50	21.00	-0.50
Public Safety Division					
Administration & Support Services	28.000	28.000	28.000	28.000	
Fire Department	52.180	53.080	55.853	56.263	
Police Department	61.010	61.660	66.340	69.440	
Subtotal	141.19	142.74	150.19	153.70	3.51
Total	731.1883	739.9586	763.8433	781.6496	
Total Funded Positions*	731.188	739.959	763.843	781.650	17.81

*Prior years' FTEs reflect totals at year end.

BUDGET OVERVIEW

NEW POSITIONS AND CHANGES

2016 New Positions and Changes

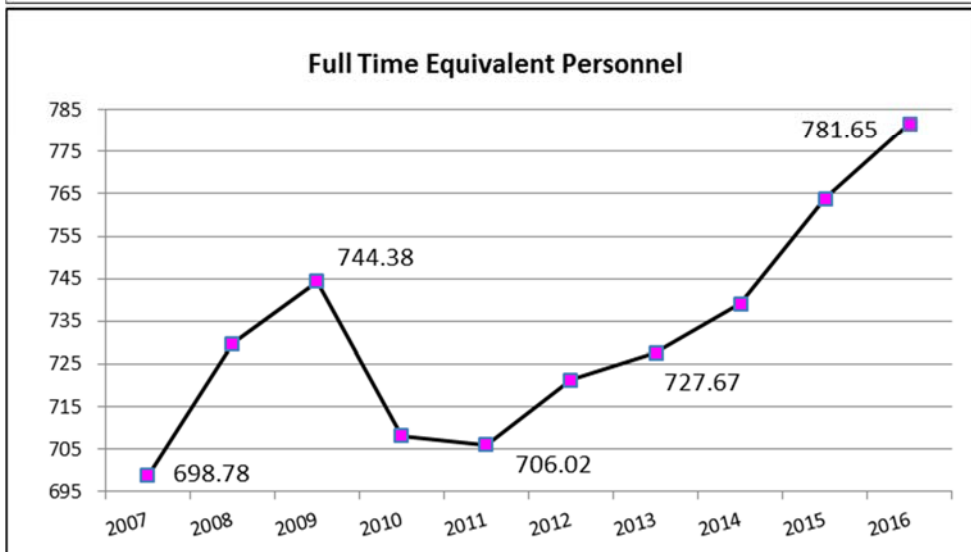
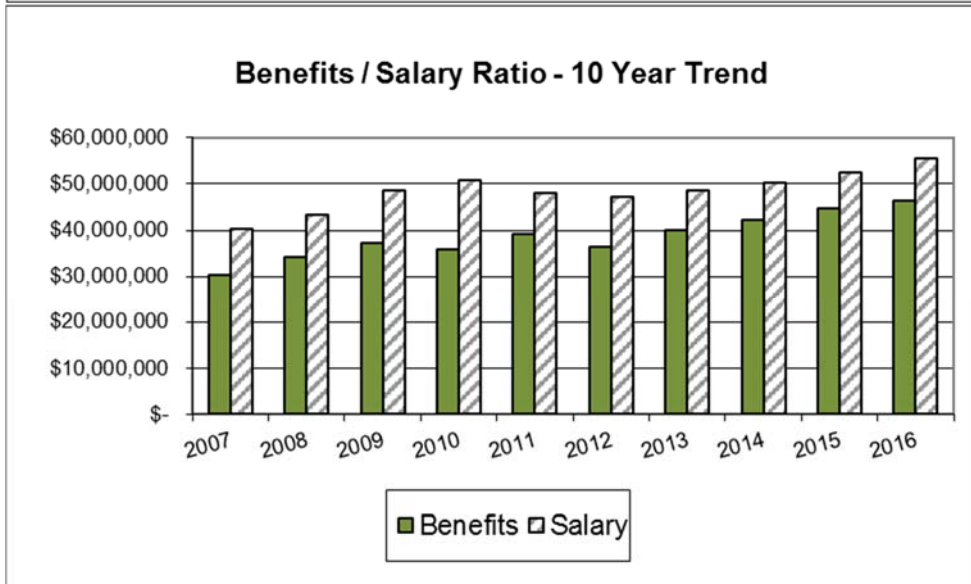
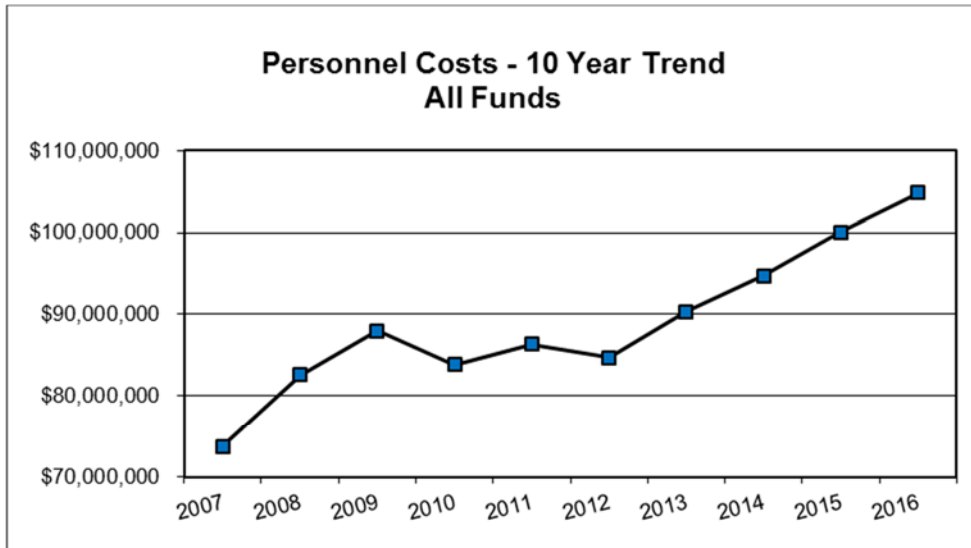
Division	Location/Dept	2016 Base FTE Change	2016 Only FTE Change	Description	Fund/Source
Acquisition, Stewardship & Development	Park Group Admin.	0.066		Secretary	General Fund
	Stewardship Admin.	0.800		Admin. Analyst I	General Fund
	Stewardship Admin.	0.200		Admin. Analyst I	Measure CC Fund
Finance & Mangement Services	Information Services	1.000		Admin. Analyst I	General Fund
Human Resources	Human Resources	1.000		Human Resources Analyst II	General Fund
	Human Resources	0.730		Intern	General Fund
Legislative / Executive	General Manager	1.000		Legislative Assistant	General Fund
Legal	District Counsel	1.000		Deputy District Counsel	General Fund
Operations	Parkland-Sibley/Claremont	0.750		Park Ranger 2	General Fund
	Rec Area Unit Manager	-1.000		Alternative Work Program Supervisor	General Fund
	Rec Area-Alt Wk Prg	1.000		Alternative Work Program Supervisor	General Fund
	Rec Area-Roberts	0.750		Park Services Attendant	General Fund
	Rec Area-Alt Wk Prg	0.250		Alternative Work Program Supervisor	General Fund
	Shoreline-Miller/Knox	0.100		Park Ranger 2	Measure CC Fund
	Interp Parks-Mission Peak	1.000		Park Ranger 2	General Fund
	Deerpark	0.500		Park Ranger 2	ECCC HCP Properties Fund
	Interp Parks-Las Trampas	0.250		Park Ranger 2	General Fund
	Delta/DeAnza	-0.050		Park Ranger 2	Two-County LLD Fund
	E Contra Costa Trails	0.050		Park Ranger 2	Two-County LLD Fund

2016 New Positions and Changes, continued

Division	Location/Dept	2016 Base FTE Change	2016 Only FTE Change	Description	Fund/Source
Operations	Interp & Rec Admin.	0.250		Senior Office Specialist	General Fund
	Interp & Rec Admin.		0.250	Naturalist	General Fund
	Interp & Rec Admin.		0.500	Interpretive Student Aide	General Fund
	Interp & Rec Admin.		0.500	Recreation Leader II	General Fund
	Interp & Rec Admin.		0.500	Recreation Leader IV	General Fund
	Outdoor Recreation		0.100	Recreation Leader II	General Fund
	NW Mobile Education Outreach	1.000		Naturalist	General Fund
	Reservable Facilities	1.000		Building/Grounds Aide	General Fund
	Maintenance Ops Admin.	1.000		Admin. Analyst II	General Fund
	Trades	0.100		Plumber	General Fund
	Trades	0.100		Plumber	General Fund
	Trades	0.100		Plumber	General Fund
	Trades	0.100		Plumber	General Fund
	Miller-Knox	0.100		Sanitation Driver Meas CC.	Measure CC Fund
	N. Richmond Wetlands	0.100		Sanitation Driver Meas CC.	Measure CC Fund
	PW-Water/Utility	0.250		Water Maint. Technician	General Fund
	Public Safety	Police Field Unit	1.000		Community Service Officer
Police Field Unit		1.000		Police Officer	General Fund
Police Field Unit		1.000		Police Officer	General Fund
Police Field Unit		0.100		Police Officer	General Fund
Police Field Unit		0.000	0.680	Police Officer	General Fund
Helicopter Unit		-1.000		Helicopter Mechanic/IA	General Fund
Helicopter Unit		1.000		Aircraft Maintenance Specialist/IA	General Fund

2016 New Positions and Changes, continued

Division	Location/Dept	2016 Base FTE Change	2016 Only FTE Change	Description	Fund/Source
	Fire Operations	0.170		Fire Fighter II	General Fund
	Fire Operations	0.140		Fire Captain	General Fund
	Fire Operations	0.080		Fire Fighter II	General Fund
	Fire Operations	0.020		Fire Captain	General Fund
	Sub Total FTEs	17.006	2.530		
	Grand Total FTEs		<u>19.536</u>		



Taxes and Assessments by County

TAXES & ASSESSMENTS	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
<u>ALAMEDA COUNTY:</u>					
Property Taxes (1% Countywide Tax)	\$ 62,595,701	\$ 59,000,000	\$ 62,500,000	\$ 66,800,000	6.9%
Measure AA Property Tax (Bonds)	5,240,372	1,370,000	2,298,000	2,400,000	4.4%
Measure WW Property Tax (Bonds)	7,302,718	12,174,000	13,351,000	9,450,000	-29.2%
Measure CC Parcel Tax	2,557,510	2,458,560	2,466,360	2,466,360	0.0%
Total Property Taxes	77,696,301	75,002,560	80,615,360	81,116,360	0.6%
Two County Trail L&LD	2,467,249	2,411,800	2,455,200	2,455,200	
Five Canyon Zone of Benefit	43,277	41,200	44,200	44,200	
Dublin Hills Zone of Benefit	13,108	11,200	14,300	15,300	
Walpert Ridge Zone of Benefit	47,824	42,700	49,700	54,700	
Total Assessments	2,571,458	2,506,900	2,563,400	2,569,400	0.2%
TOTAL ALAMEDA COUNTY	\$ 80,267,759	\$ 77,509,460	\$ 83,178,760	\$ 83,685,760	0.6%
Percent of Grand Total	59.2%	58.8%	56.8%	58.3%	
<u>CONTRA COSTA COUNTY:</u>					
Property Taxes (1% Countywide Tax)	\$ 41,744,565	\$ 40,300,000	\$ 47,300,000	\$ 48,000,000	1.5%
Measure AA Property Tax (Bonds)	4,304,066	1,120,000	1,935,000	1,800,000	-7.0%
Measure WW Property Tax (Bonds)	5,962,907	9,941,000	11,240,000	7,050,000	-37.3%
Measure CC Parcel Tax	721,349	693,440	695,640	695,640	0.0%
Total Property Taxes	52,732,887	52,054,440	61,170,640	57,545,640	-5.9%
Two County Trail L&LD	1,777,616	1,478,200	1,504,800	1,504,800	
East Contra Costa County Trails	719,098	660,000	670,000	675,000	
San Ramon Hills Zone of Benefit	5,297	4,700	4,900	4,900	
Stone Valley Zone of Benefit	6,189	5,100	5,900	5,900	
Sibley Volcanic Zone of Benefit	3,180	6,300	6,400	10,400	
Total Assessments	2,511,379	2,154,300	2,192,000	2,201,000	0.4%
TOTAL CONTRA COSTA COUNTY	\$ 55,244,267	\$ 54,208,740	\$ 63,362,640	\$ 59,746,640	-5.7%
Percent of Grand Total	40.8%	41.2%	43.2%	41.7%	-3.7%
<u>BOTH COUNTIES COMBINED:</u>					
Property Taxes (1% Countywide Tax)	\$ 104,340,266	\$ 99,300,000	\$ 109,800,000	\$ 114,800,000	4.6%
Measure AA Property Tax (Bonds)	9,544,439	2,490,000	4,233,000	4,200,000	-0.8%
Measure WW Property Tax (Bonds)	13,265,624	22,115,000	24,591,000	16,500,000	-32.9%
Measure CC Parcel Tax	3,278,859	3,152,000	3,162,000	3,162,000	0.0%
Total Property Taxes	130,429,188	127,057,000	141,786,000	138,662,000	-2.2%
Two County Trail L&LD	4,244,865	3,890,000	3,960,000	3,960,000	0.0%
East Contra Costa County Trails	719,098	660,000	670,000	675,000	0.7%
Five Canyon Zone of Benefit	43,277	41,200	44,200	44,200	0.0%
Dublin Hills Zone of Benefit	13,108	11,200	14,300	15,300	7.0%
Walpert Ridge Zone of Benefit	47,824	42,700	49,700	54,700	10.1%
San Ramon Hills Zone of Benefit	5,297	4,700	4,900	4,900	0.0%
Stone Valley Zone of Benefit	6,189	5,100	5,900	5,900	0.0%
Sibley Volcanic Zone of Benefit	3,180	6,300	6,400	10,400	62.5%
Total Assessments	5,082,837	4,661,200	4,755,400	4,770,400	0.3%
GRAND TOTAL BOTH COUNTIES	\$ 135,512,025	\$ 131,718,200	\$ 146,541,400	\$ 143,432,400	-2.1%

Sample Tax & Assessment by County and Tax Rate Area

Alameda County:	Fremont	Oakland	Livermore
Tax Rate Area	<u>12013</u>	<u>17001</u>	<u>16078</u>
Property Tax	\$ 219.93	\$ 163.29	\$ 225.64
District Bond Measures	30.15	30.15	30.15
Measure CC Tax	-	12.00	-
Two County LLD	<u>5.44</u>	<u>5.44</u>	<u>-</u>
Total	<u>\$ 255.52</u>	<u>\$ 210.88</u>	<u>\$ 255.79</u>

Contra Costa County:	Brentwood	Richmond	Walnut Creek
Tax Rate Area	<u>10001</u>	<u>08003</u>	<u>09000</u>
Property Tax	\$ 0.01	\$ 121.78	\$ 143.27
District Bond Measures	30.15	30.15	30.15
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>\$ 49.86</u>	<u>\$ 169.37</u>	<u>\$ 178.86</u>

These are approximate amounts for the 2015/16 tax year using median home price as of 2nd Quarter 2015 for each county as reported by Beacon Economics : \$673,926 for Alameda County and \$467,061 for Contra Costa County

Top Ten Property Tax Payers Ranked by Assessed Value*

(In thousands; fiscal year ended June 30, 2015)

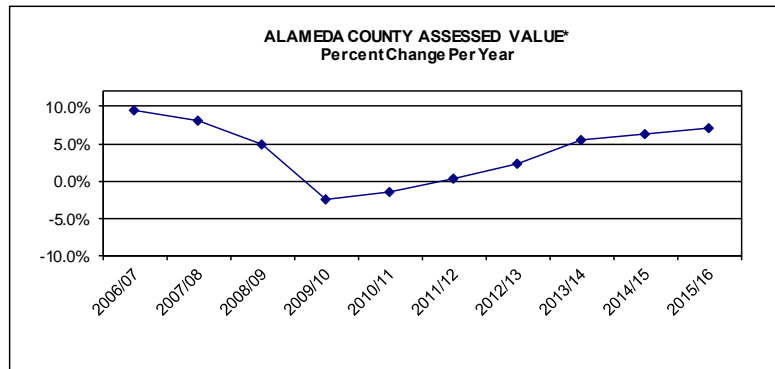
Alameda County		Contra Costa County	
Taxpayer	Assessed Value	Taxpayer	Assessed Value
Pacific Gas & Electric	\$ 1,708,209	Chevron USA	\$ 3,130,185
Russell City Energy Company, LLC	502,100	Equilon Enterprises LLC	1,557,464
Apple computer, Inc	463,722	Tesoro Refining & Marketing	1,308,207
Tesla Motors, Inc	462,439	Tosco Corporation	991,047
AT&T California	392,059	NRG Delta LLC	823,896
Kaiser Foundation Health Plan Inc	369,787	SDC 7	701,572
Kaiser Foundation Hospitals	369,441	First Walnut Creek Mutual	521,434
BRE Properties, Inc	289,033	Sierra Pacific Properties Inc.	426,368
LLC	287,180	Fairways 340 LLC	336,382
Bayer Healthcare, LLC	281,257	MCD-RCCA-EI Cerrito LLC	319,869

* Source: Alameda County and Contra Costa County websites.

District Tax & Assessment Rates

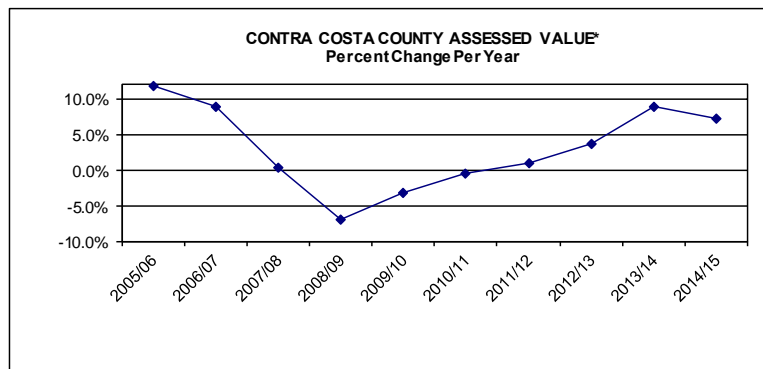
Description	Rate	Basis	Comment
Property Tax	\$30.00	Per \$100,000 of net assessed valuation of secured and unsecured property.	This rate is an average of all properties where the District receives an allocation of the "1% Countywide" tax.
Measure CC Tax (single family unit)	\$12.00	Per equivalent dwelling each.	Richmond to Oakland.
Measure CC Tax (multi-family unit)	\$8.28	Per equivalent dwelling unit.	Richmond to Oakland.
Measure AA Bonds Measure WW Bonds	\$8.50	Per \$100,000 of net assessed valuation of secured and unsecured	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
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	\$42.83	Per equivalent dwelling unit.	1,089 parcels in Castro Valley.
Dublin Hills Zone of Benefit	\$31.00	Per equivalent dwelling unit.	537 parcels in the City of Dublin.
Walpert Ridge Zone of Benefit	\$138.21	Per equivalent dwelling unit.	420 parcels in the ridge land above the City of Hayward.
San Ramon Hills Zone of Benefit	\$38.75	Per equivalent dwelling unit.	140 parcels in the western portion of the City of San Ramon.
Stone Valley Zone of Benefit	\$161.23	Per equivalent dwelling unit.	39 assessable parcels in Contra Costa County.
Sibley Volcanic Zone of Benefit	\$95.92	Per equivalent dwelling unit.	151 assessable parcels in Contra Costa County.

Assessed Value Trends



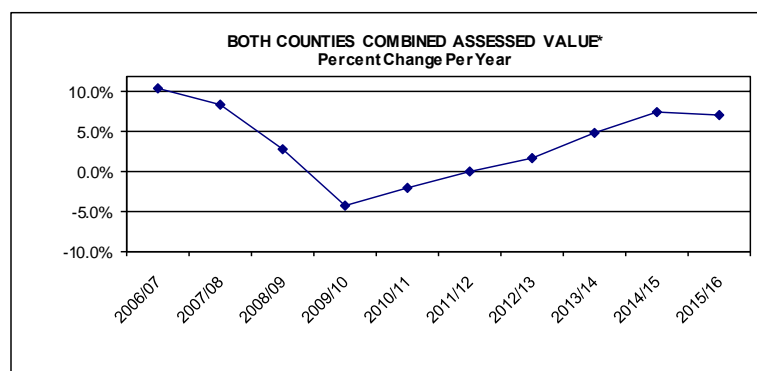
ALAMEDA COUNTY:

	2012/13	2013/14	2014/15	2015/16
Assessed Valuation	\$204,222,494,771	\$215,582,631,426	\$229,326,783,630	\$245,473,588,917
\$ Change from Prior Year	4,458,501,940	11,360,136,655	13,744,152,204	16,146,805,287
% Change from Prior Year	2.2%	5.6%	6.4%	7.0%



CONTRA COSTA COUNTY:

	2012/13	2013/14	2014/15	2015/16
Assessed Valuation	\$146,718,224,341	\$152,153,210,093	\$165,715,554,942	\$177,843,187,794
\$ Change from Prior Year	1,416,261,542	5,434,985,752	13,562,344,849	12,127,632,852
% Change from Prior Year	1.0%	3.7%	8.9%	7.3%



BOTH COUNTIES COMBINI

	2012/13	2013/14	2014/15	2015/16
Assessed Valuation	\$350,940,719,112	\$367,735,841,519	\$395,042,338,572	\$423,316,776,711
\$ Change from Prior Year	5,874,763,482	16,795,122,407	27,306,497,053	28,274,438,139
% Change from Prior Year	1.7%	4.8%	7.4%	7.2%

*Total Gross Assessed Valuation

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GENERAL FUND

Fund 101 – General Operating 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

RESOURCES	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
Revenues:					
Taxes & Assessments	\$ 104,340,266	\$104,111,960	\$ 109,800,000	\$ 114,800,000	4.6%
Charges for Services	9,153,484	9,953,728	8,994,250	9,305,950	3.5%
Property Usage	3,104,171	1,791,359	1,886,000	1,954,500	3.6%
Investment Earnings	(29,527)	538,130	500,000	550,000	10.0%
Grants/Inter-agency Agreemer	251,751	40,271	236,400	246,400	4.2%
Miscellaneous	792,952	854,933	581,000	724,640	24.7%
Total Revenues	117,613,095	117,290,380	121,997,650	127,581,490	4.6%
Other Resources:					
Transfers In	775,125	839,462	45,000	98,000	
TOTAL RESOURCES	\$ 118,388,220	\$118,129,842	\$ 122,042,650	\$ 127,679,490	4.6%
USES					
Expenditures:					
Personnel Costs	\$ 73,445,189	\$ 75,710,865	\$ 83,983,050	\$ 87,977,860	
Supplies	6,464,996	7,956,477	8,325,350	8,500,400	
Services	11,922,898	14,116,214	14,978,900	16,291,290	
Capital Outlay/Equipment	476,046	1,985,956	826,060	777,160	
Grants/Inter-agency Agreemer	220,757	225,041	232,000	232,000	
Intra-District Charges	4,753,890	6,017,760	6,021,040	6,360,710	5.6%
Total Expenditures	97,283,775	106,012,312	114,366,400	120,139,420	5.0%
Other Uses:					
Transfers Out	10,867,031	17,863,350	6,446,480	6,951,080	
TOTAL USES	108,150,806	123,875,662	120,812,880	127,090,500	5.2%
Change in Fund Balance	10,237,414	(5,745,820)	1,229,770	588,990	
TOTAL	\$ 118,388,220	\$118,129,842	\$ 122,042,650	\$ 127,679,490	4.6%

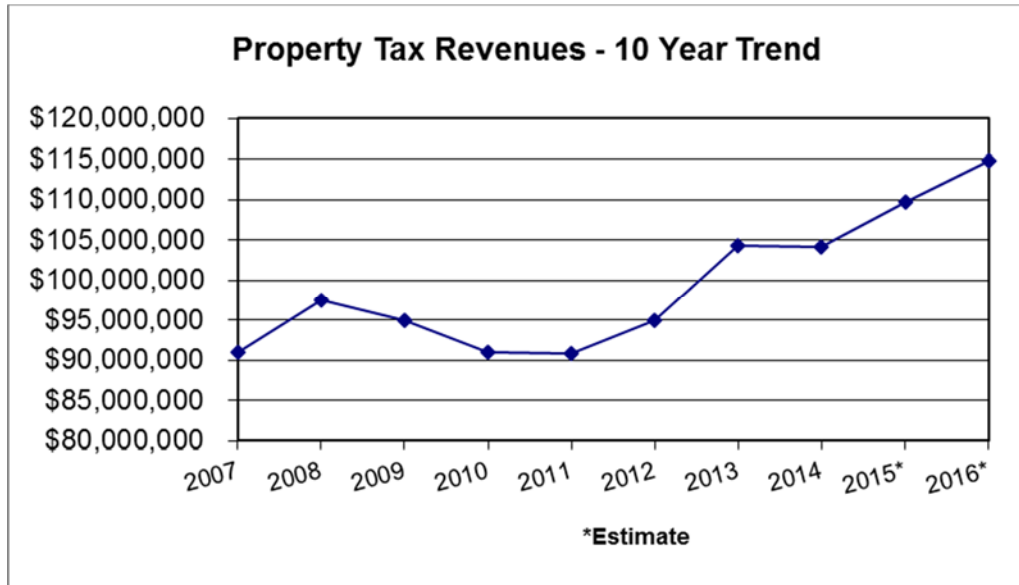
General Fund Budgeted Revenue Highlights

2016 General Fund operating revenues from all sources total \$ 127.6 million, including property taxes, charges for services, interest, property usage, inter-agency agreements, miscellaneous revenues and transfers in. The total revenue budget increased by \$5.6 million (4.6%) from the prior year budgeted amount. Additional information for each major revenue budget category follows.

Taxes & Assessments

Property tax is the District's largest General Fund resource, representing 90% of all operating revenue. The 2016 property tax revenue budget of \$114.8 million includes secured, unsecured, supplemental, successor agency payments, penalties and other taxes, less county collection fees. The amount received is based on the assessed value (AV) of real and tangible property located within Alameda County (AC) and Contra Costa County (CCC).

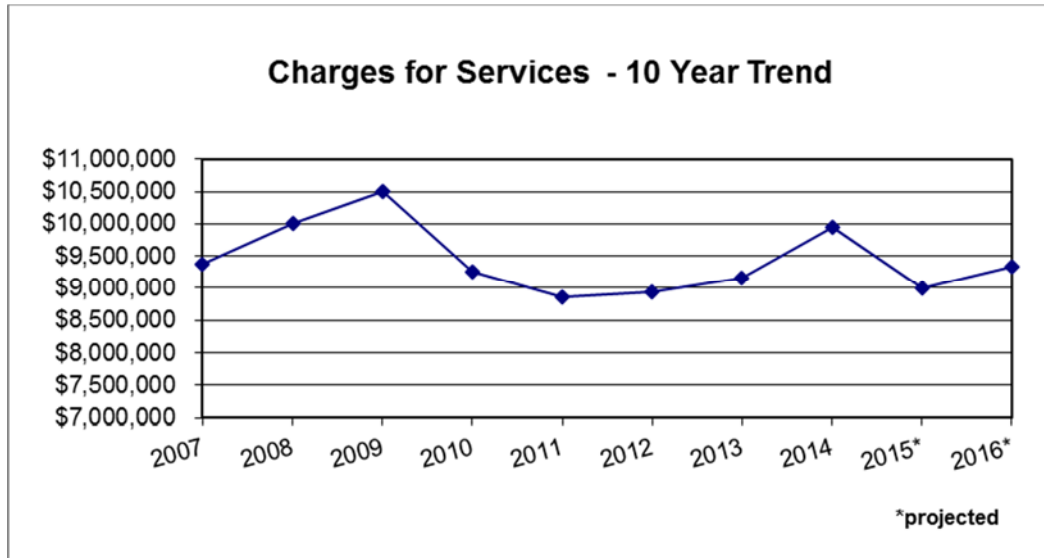
The 2015 actual property tax receipts increased over prior years. This growth can be attributed to the recovery in real estate market values in both Alameda and Contra Costa counties. Many properties that were afforded reduced assessments in prior years due to market value declines have received increases in their assessed values that are not limited to the mandatory 2% maximum increase. This growth in assessed valuation is beginning to level off as property values stabilize.



Charges for Services

This category is the second largest revenue source for the General Fund, representing 7.3% of total revenues. The 2016 budgeted revenue is \$9.3 million, which is 3.5% greater than the prior year, with the largest adjustment in parking, camping fees and facility rentals, and is comprised of the following revenue sources:

- parking fees (\$2.4 million),
- fishing, camping and boating fees (\$1.3 million),
- swimming and other programming (\$2.2million),
- concession fees (\$892,200),
- public safety fees (\$1.0 million), and
- facility rentals (\$1.5 million)



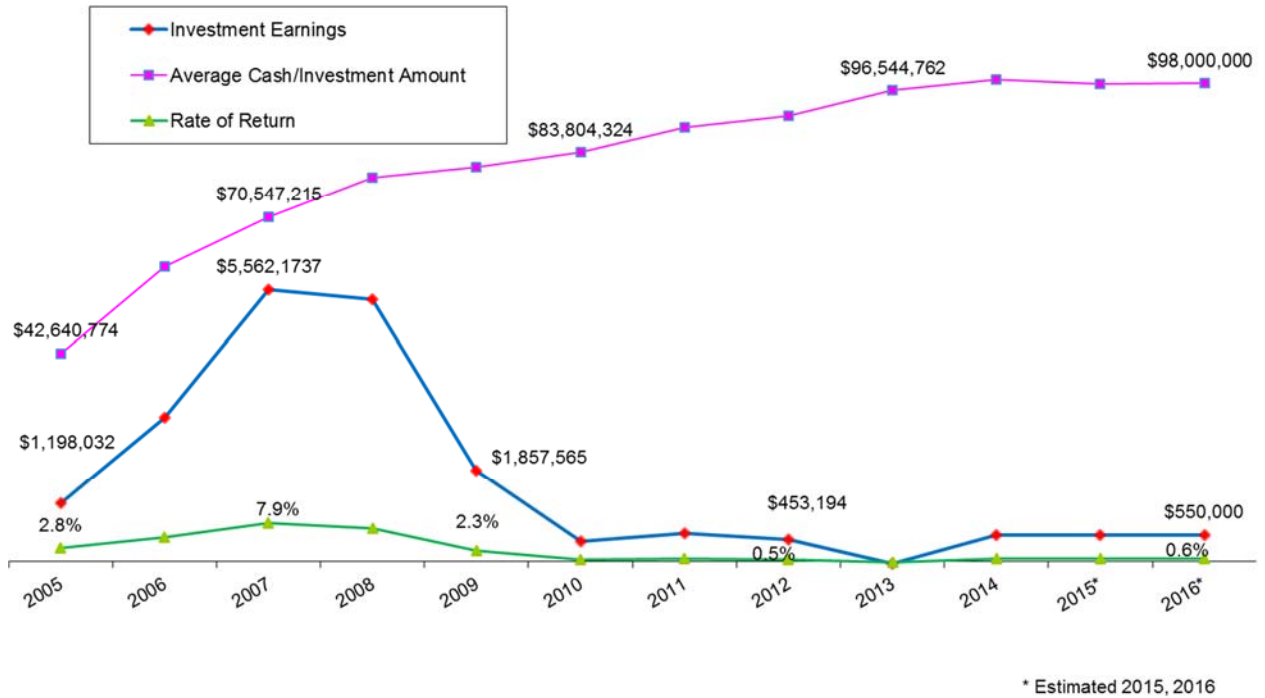
The District reviews and updates its park usage and administrative fees annually. Administrative fees are generally set to recover costs. Park user fees are set at levels consistent with rates charged by other public agency providers in the Bay Area. Out-of-District groups receiving programs, and most 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 invests amounts in excess of current funding requirements. 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 daily cash flow requirements. Additionally, the District conforms to all applicable federal, state and local statutes governing the investment of public funds.

The 2016 budgeted General Fund investment revenue is \$550,000, which represents a slight increase from the 2015 budget of \$500,000 but is consistent with the projected actual 2015 revenue. 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. A significant increase in 2016 interest revenue is not expected from the Federal Reserve Board’s recent increase in the target range for the federal funds rate which is currently between 0.25% and 0.50%.

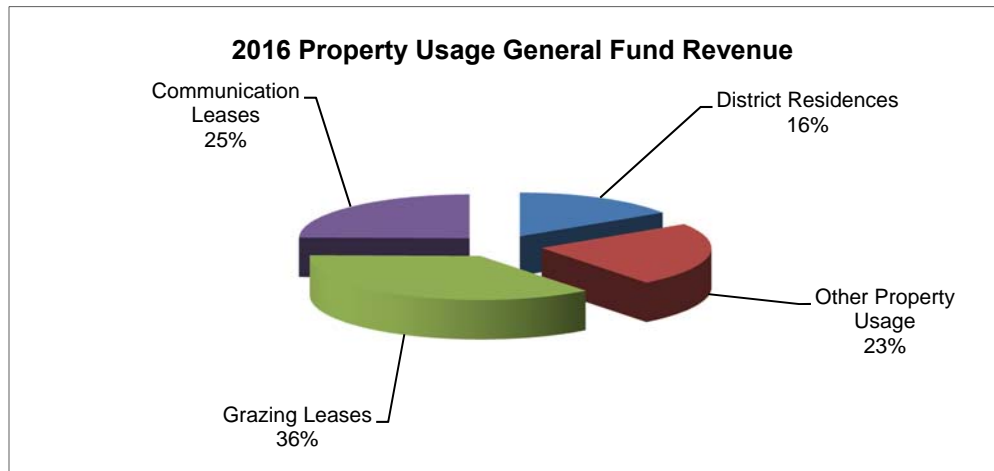
Cash/Investments/Investment Earnings/Rate of Return - 12 Year Comparison



For the General Fund in particular, cash has increased from approximately \$42 million ten years ago to a projected \$98 million at the end of 2015 due to annual revenue exceeding annual expenditures. However, investment revenue, which peaked in 2007 with a 7.9% rate of return, has dropped significantly due to decline in yields, to less than a 1% return during the past six years.

Property Usage

Revenue budgeted in 2016 of \$1.9 million to be collected from property usage (communication site agreements, grazing agreements, District residences and other usages of District property) is slightly higher than the prior year.



Inter-Agency Agreements

The revenue budgeted in 2016 from inter-agency agreements is \$246,400, which represents an increase of \$10,000 from the 2015 budget. There were two small increases to the anticipated revenue collected for Contra Loma and Alameda County Trails.

Miscellaneous

Miscellaneous revenue of \$724,640 is budgeted slightly higher than the prior year. The increase is due to additional aid from the Regional Parks Foundation for various recreation programs, revenue related to Public Safety's anticipated participation in Urban Shield and an increase in the sale of surplus District assets.

Transfers In

Budgeted transfers into the General Fund total \$98,000, an increase from the prior year due to the close-out of funding from a Special Revenue Fund.

General Fund Appropriation Highlights

General Fund operating expenditures for 2016 (excluding transfers out) total \$120.1 million for all uses, including personnel services, supplies, services, intra-District charges, inter-agency payments and equipment. Total General Fund expenses are projected to increase by 5.0% in 2016 due mainly to increased personnel, supplies and services costs.

Personnel Costs

Personnel costs account for the District's largest General Fund expenditure category, representing 73% of all General Fund expenditures. This category includes funding for all wages and wage-related benefits. Overall, this category increased 4.8% from the prior year as a result of the addition of 18.5 FTE's, increases to wages in accordance with employee agreements, and pension cost increases.

Details of all changes in General Fund staffing (FTEs) are included in the Authorized Positions pages 63-65 of Section B in this budget document and in Section D-2, Personnel by Department/ Unit/Location.

Transfers Out

Transfers out increased from the prior year as a result of increased annual funding for the Fuels, Vegetation Management Program (\$100,000) and other one-time projects.

SPECIAL REVENUE FUNDS

Fund 220 Two County Landscape & Lighting District

Fund 221 East Contra Costa County Landscape & Lighting

Fund 222 Five Canyons Zone of Benefit

Fund 223 Dublin Hills Zone of Benefit

Fund 224 Walpert Ridge Zone of Benefit

Fund 225 San Ramon Hills Zone of Benefit

Fund 226 Measure CC

Fund 227 Stone Valley Zone of Benefit

Fund 228 Sibley Volcanic Zone of Benefit

Fund 253 Gifts

Fund 254 Ardenwood/Coyote Hills Trail

Fund 255 Martin Luther King, Jr. Intern Program

Fund 257 Mitigation

Fund 258 McLaughlin Eastshore State Park

Fund 259 ECCC HCP Properties

Fund 261 Coyote Hills Dumbarton Quarry

Fund 270 Measure WW Local Grant

BUDGET OVERVIEW**SPECIAL REVENUE FUNDS**

The District's 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, Coyote Hills Regional Park, Measure WW local grant program, and East Contra Costa County Habitat Conservancy Program (ECC 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 ECC HCP.

Special Revenue Funds Year-by-Year Comparison

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
RESOURCES					
Revenues:					
Taxes & Assessments	\$ 8,361,696	\$ 8,044,886	\$ 7,917,400	\$ 7,932,400	
Charges for Services	48,973	69,021	50,000	50,000	
Property Usage	517,717	1,450,985	1,449,800	1,449,800	
Investment Earnings	130,830	123,766	101,800	101,800	
Grants/Inter-agency Agreements	-	5,000	-	-	
Miscellaneous	858,875	137,937	27,000	27,000	
Total Revenues	9,918,092	9,831,594	9,546,000	9,561,000	0.2%
Other Resources:					
Transfers In	19,436	12,415,689	16,800,000	16,800,000	
TOTAL RESOURCES	\$ 9,937,528	\$ 22,247,283	\$ 26,346,000	\$ 26,361,000	0.1%
USES					
Expenditures:					
Personnel Services	\$ 4,185,001	\$ 4,463,360	\$ 4,867,880	\$ 5,131,480	5.4%
Supplies	143,795	113,942	205,160	174,500	-14.9%
Services	377,716	312,348	338,820	338,820	0.0%
Capital Outlay/Equipment	-	-	147,900	-	
Grants/Inter-agency Agreements	11,389,448	10,777,450	16,900,000	16,900,000	0.0%
Intra-District Charges	115,000	115,000	-	-	N/A
Total Expenditures	16,210,960	15,782,100	22,459,760	22,544,800	0.4%
Other Uses:					
Transfers Out	2,313,010	2,861,010	2,126,210	1,766,900	
TOTAL USES	18,523,970	18,643,110	24,585,970	24,311,700	-1.1%
Change in Fund Balance	(8,586,442)	3,604,172	1,760,030	2,049,300	16.4%
TOTAL	\$ 9,937,528	\$ 22,247,283	\$ 26,346,000	\$ 26,361,000	0.1%

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

Special Revenue Funds Detail

	Fund 220	Fund 221	Fund 222	Fund 223
	Two County LLD	East Contra Costa LLD	Five Canyons Zone of Benefit	Dublin Hills Zone of Benefit
RESOURCES				
Revenues:				
Taxes & Assessments	\$ 3,960,000	\$ 675,000	\$ 44,200	\$ 15,300
Investment Earnings	8,000	300	300	100
Total Revenues	3,968,000	675,300	44,500	15,400
TOTAL RESOURCES	\$ 3,968,000	\$ 675,300	\$ 44,500	\$ 15,400
USES				
Expenditures:				
Personnel Services	\$ 3,891,050	\$ 577,200	\$ 37,210	\$ 6,010
Supplies	86,860	-	1,250	2,100
Services	165,050	9,000	500	-
Capital Outlay/Equipment	-	-	-	-
Total Expenditures	4,142,960	586,200	38,960	8,110
Other Uses:				
TOTAL USES	4,142,960	586,200	38,960	8,110
Change in Fund Balance	(174,960)	89,100	5,540	7,290
TOTAL	\$ 3,968,000	\$ 675,300	\$ 44,500	\$ 15,400

Fund 220 – Two County Regional Trails Landscape & Lighting District

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

This LLD was formed prior to the passage of Proposition 218, and thus is considered a “grandfathered assessment.” But as required by Proposition 218, 78.5% of voters in Alameda and Contra Costa Counties reaffirmed the continuation of the Two County LLD in 1996. The assessment is \$5.44 per equivalent dwelling unit per year and \$2.72 per multi-family unit. 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 is \$19.70 per equivalent dwelling unit per year.

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

The Alameda County Five Canyons Zone of Benefit was established in 1994, near Don Castro Recreation Area and Highland Estates. There are 1,089 parcels within this zone subject to assessment. The assessment is \$42.83 per year per equivalent dwelling unit.

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

The Alameda County Dublin Hills Zone of Benefit was established in 1996 in the City of Dublin and includes Schaefer Estates. There are currently 537 parcels subject to assessment within this zone. The assessment is \$31.00 per year per equivalent dwelling unit.

Special Revenue Funds Detail, Continued

	Fund 224		Fund 225		Fund 226		Fund 227	
	Walpert Ridge Zone of Benefit		San Ramon Hills Zone of Benefit		Measure CC		Stone Valley Zone of Benefit	
RESOURCES								
Revenues:								
Taxes & Assessments	\$	54,700	\$	4,900	\$	3,162,000	\$	5,900
Investment Earnings		1,000		-		5,000		100
Total Revenues		55,700		4,900		3,167,000		6,000
TOTAL RESOURCES	\$	55,700	\$	4,900	\$	3,167,000	\$	6,000
USES								
Expenditures:								
Personnel Services	\$	26,070	\$	-	\$	-	\$	-
Supplies		9,520		500		-		630
Services		500		-		-		-
Capital Outlay/Equipment		-		-		-		-
Grants/Inter-agency Agreements		-		-		100,000		-
Total Expenditures		36,090		500		100,000		630
Other Uses:								
Transfers Out		-		-		1,673,900		-
TOTAL USES		36,090		500		1,773,900		630
Change in Fund Balance		19,610		4,400		1,393,100		5,370
TOTAL	\$	55,700	\$	4,900	\$	3,167,000	\$	6,000

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

The Alameda County Walpert Ridge Zone of Benefit was established in 1998 for parkland in the ridge land above the City of Hayward. There are 420 parcels subject to assessment in this zone. The assessment is \$138.21 per year per equivalent dwelling unit.

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

The Contra Costa County San Ramon Hills (formerly Thomas Ranch) Zone of Benefit was established in 1999 in the western portion of the City of San Ramon. There are 140 parcels subject to assessment in this zone. The assessment is \$38.75 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 is 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 2016 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,
- Regrade the stream trail fire road at Redwood Regional Recreation Area,
- Install chemical toilets at Tilden Regional Park,
- Operate Bay Trail at Alameda Point
- Restore shoreline, remove industrial debris at Point Molate, part of Miller/Knox Regional Shoreline,
- Continue Fire fuel vegetation management at Anthony Chabot, Claremont Canyon, Redwood, Sibley, Wildcat/Alvarado and Tilden.

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

The Contra Costa County Stone Valley Zone of Benefit was established in 2006 for parkland within Alamo near Stone Valley Road. There are 39 parcels subject to assessment in this zone. The assessment is \$161.23 per year per equivalent dwelling unit.

Special Revenue Funds Detail, Continued

	Fund 228	Fund 253	Fund 254	Fund 255	Fund 257
	Sibley Volcanic Zone of Benefit	Gifts Fund	Ardenwood Coyote Hills Trail	MLK Jr. Intern Program	Mitigation
RESOURCES					
Revenues:					
Taxes & Assessments	\$ 10,400	\$ -	\$ -	\$ -	\$ -
Charges for Services	-	-	-	10,000	-
Property Usage	-	-	-	-	80,000
Investment Earnings	-	26,000	1,000	-	30,000
Miscellaneous	-	27,000	-	-	-
Total Revenues	10,400	53,000	1,000	10,000	110,000
Other Resources:					
TOTAL RESOURCES	\$ 10,400	\$ 53,000	\$ 1,000	\$ 10,000	\$ 110,000
USES					
Expenditures:					
Personnel Services	\$ -	\$ 24,140	\$ -	\$ -	\$ 13,330
Supplies	-	38,800	-	2,100	6,050
Services	-	1,500	-	4,900	77,050
Total Expenditures	-	64,440	-	7,000	96,430
Other Uses:					
Transfers Out	-	-	93,000	-	-
TOTAL USES	-	64,440	93,000	7,000	96,430
Change in Fund Balance	10,400	(11,440)	(92,000)	3,000	26,900
TOTAL	\$ 10,400	\$ 53,000	\$ 1,000	\$ 10,000	\$ 110,000

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

The Contra Costa County Sibley Volcanic Zone of Benefit was established in 2007 for parkland off Gateway Blvd. near the City of Orinda. There are 151 units subject to assessment in this zone. The assessment is \$95.92 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 \$1.2 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 \$1.0 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 prior years, this fund provided a transfer to the General Fund to support a .5 FTE Ranger position. In 2016, the remaining fund balance will be transferred to the General Fund and the fund will be closed.

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

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

Fund 257 – Mitigation Fund

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

Special Revenue Funds Detail, Continued

	Fund 258	Fund 259	Fund 261	Fund 270	Total Special
	McLaughlin	ECCC HCP	Coyote Hills	Measure WW	Revenue
	Eastshore	Properties	Dumbarton	Local Grants	Funds
	State Park		Quarry		
RESOURCES					
Revenues:					
Taxes & Assessments	\$ -	\$ -	\$ -	\$ -	\$ 7,932,400
Charges for Services	40,000	-	-	-	50,000
Property Usage	-	469,800	900,000	-	1,449,800
Investment Earnings	30,000	-	-	-	101,800
Miscellaneous	-	-	-	-	27,000
Total Revenues	70,000	469,800	900,000	-	9,561,000
Other Resources:					
Transfers In	-	-	-	16,800,000	16,800,000
TOTAL RESOURCES	\$ 70,000	\$ 469,800	\$ 900,000	\$ 16,800,000	\$ 26,361,000
USES					
Expenditures:					
Personnel Services	\$ 29,310	\$ 305,150	\$ -	\$ 222,010	\$ 5,131,480
Supplies	1,490	20,200	-	5,000	174,500
Services	20,320	40,000	-	20,000	338,820
Grants/Inter-agency Agreements	-	-	-	16,800,000	16,900,000
Total Expenditures	51,120	365,350	-	17,047,010	22,544,800
Other Uses:					
Transfers Out	-	-	-	-	1,766,900
TOTAL USES	51,120	365,350	-	17,047,010	24,311,700
Change in Fund Balance	18,880	104,450	900,000	(247,010)	2,049,300
TOTAL	\$ 70,000	\$ 469,800	\$ 900,000	\$ 16,800,000	\$ 26,361,000

Fund 258 – McLaughlin Eastshore State Park Fund

In 1998 the District (11% property owner) and the State of California (89% property owner) formed a JPA related to McLaughlin Eastshore State Park, which stretches 8.5 miles along the San Francisco Bay shorelines of the cities of Oakland, Emeryville, Berkeley, Albany, and Richmond. The JPA was converted to an operating agreement in 2006, wherein the State authorized 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 2016 budget represents the third year that the detailed expenditures will be accounted for in this fund. In the past, this fund transferred resources to the General Fund, where the associated expenditures were recorded. To improve accountability and transparency, beginning in 2014, both revenues and expenditures have been captured in Fund 259.

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

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

Fund 261 – Coyote Hills Dumbarton Quarry Fund

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

Fund 270 – Measure WW Local Grant Fund

Twenty-five percent (\$125 million) of Measure WW bond proceeds are allocated for use by cities, special park and recreation districts, county service areas and the Oakland Zoo for local park and recreation projects. Fund 270 accounts for the allocation of the \$125 million and the reimbursement to local agencies of approved grant expenditures. Over \$66 million had been disbursed to local agencies by the end of 2015, with an additional \$16.8 million budgeted in 2016.

Status:

- A - Application was approved.
- C - Project has been closed.
- P – Application is pending approval.

Measure WW Local Grant Funding as of December 31, 2015

Project	Agency	Project Description	Status	Budget	Disbursed	To Be Disbursed
310001	Alameda	Krusi Park Renovation	A	\$ 1,365,489	\$ 280,528	\$ 1,084,961
310002	Alameda	Tillman Park Play Structure Replacement	C	42,773	42,773	0
310003	Alameda	Tennis Court Resurfacing in Various Parks	C	329,802	329,802	0
310004	Alameda	Alameda Boys & Girls Club Youth Development Center	C	1,000,000	1,000,000	0
310006	Alameda	Estuary Park Athletic Fields	A	500,000	0	500,000
313401	Alamo, R-7A	Livorna Park Bocce Courts	A	817,931	96,676	721,255
310101	Albany	Ocean View Park Rubber Surface	C	18,676	18,676	0
310102	Albany	Albany After School Recreation Expansion and Renovation	C	117,982	117,982	0
310104	Albany	Albany Waterfront "cove" Enhancement Project	A	50,000	11,515	38,485
310105	Albany	Dartmouth Tot Lot Rubber Surface	C	22,661	22,661	0
310106	Albany	Jewel's Terrace Park Rubber Surface	C	12,917	12,917	0
313501	Ambrose	Ambrose Park, Phase I	A	1,127,177	0	1,127,177
311401	Antioch	Security Camera Program	C	311,200	311,200	0
311402	Antioch	Lone Tree Golf Course Range Light Project	C	241,861	241,861	0
311403	Antioch	Deerfield Park Playground Equipment Replacement	C	73,985	73,985	0
311404	Antioch	Eagleridge Park Playground Equipment Replacement	C	82,808	82,808	0
311405	Antioch	Fishing Pier Pavilion	C	100,020	100,020	0
311406	Antioch	Prewett Community Park Eastern Parking Lot and Landscape Renovation	C	357,379	357,379	0
311407	Antioch	Prewett Aquatics Center - Renovation/Repairs	C	420,000	420,000	0
311408	Antioch	Antioch Community Park Synthetic Turf Fields (2) and Field Lighting (2)	C	2,999,745	2,999,745	0
310201	Berkeley	Aquatic Park Habitat Restoration and Planting	A	32,500	13,212	19,288
310202	Berkeley	Tom Bates Regional Sports Complex Phase 2A	C	63,121	63,121	0
310203	Berkeley	San Pablo Park Basketball Courts Renovation	A	455,000	364,000	91,000
310204	Berkeley	Skate Park Construction Joint Replacement	A	89,415	71,263	18,152
310205	Berkeley	Terrace View Park Basketball Courts Renovation	A	422,500	0	422,500
310206	Berkeley	Virginia McGree Totlot Renovation	A	422,500	7,150	415,350
310207	Berkeley	James Kenney Park Play Area Renovation Project	A	650,000	0	650,000
310208	Berkeley	Ohlone Dog Park Renovation Project	A	325,000	4,740	320,260
310209	Berkeley	Citywide picnic areas improvement project	A	138,100	0	138,100
310210	Berkeley	John Hinkel Park Amphitheater Area Renovation	A	617,500	0	617,500
310211	Berkeley	Grove Park Basketball Court Renovation	A	455,000	0	455,000
310212	Berkeley	Grove Park Tennis & Basketball Courts Renovation	A	555,000	0	555,000
310213	Berkeley	Willard Park Play Area Renovation	A	100,000	0	100,000
310214	Berkeley	Strawberry Creek Park Court Renovation	P	292,500	0	292,500
311501	Brentwood	Summerset Commons	C	1,028,536	1,028,536	0
311502	Brentwood	King Park Dog Area Expansion	C	118,215	118,215	0
311503	Brentwood	Veterans Park Bocce Court Expansion	C	190,311	190,311	0
311504	Brentwood	Veterans Park Universal Abilities Playground	C	249,848	249,848	0
311505	Brentwood	City-Wide Parks Shade Project	C	331,850	331,850	0
311601	Clayton	Community Park - Parking Lot Expansion	C	492,883	492,883	0
313701	Clyde, M-16	Clyde Parks Improvement Project	C	36,321	36,321	0
311703	Concord	Replacement of Playground Equip. at Cambridge & Ygnacio Valley Parks	C	309,000	309,000	0
311704	Concord	Concord Community Pool Mechanical Equipment Replacement	A	230,033	184,026	46,007
311705	Concord	Hillcrest Park Maintenance Building	C	129,756	129,756	0
311707	Concord	Meadow Homes Spray Park & Restroom Replacement	C	1,050,600	1,050,600	0
311709	Concord	Install Shade Structure at Hillcrest Park	C	109,500	109,500	0
311710	Concord	Replace Irrigation Main Line, Valves and Controller at Sun Terrace Park	C	30,000	30,000	0
311711	Concord	Resurfacing of Tennis Courts at Willow Pass, Concord Community and Pine Hollow Parks	C	90,917	90,917	0
311712	Concord	Willow Pass Sports Field Improvements	C	118,931	118,931	0
311713	Concord	Pave Loop Road at Camp Concord (Phase II & III)	C	375,927	375,927	0
311714	Concord	Refurbish/Upgrade Camp Concord Family Bathhouse	C	483,000	483,000	0
311715	Concord	New Playground Equipment at Newhall Park	C	247,727	247,727	0
311716	Concord	Construct Bocce Courts at Baldwin Park	C	392,615	392,615	0
311717	Concord	Replace Electrical Pull Boxes at Several City Parks	A	150,000	120,000	30,000

Measure WW Local Grant Funding as of December 31, 2015, continued

Project	Agency	Project Description	Status	Budget	Disbursed	To Be Disbursed
311718	Concord	ADA Barrier Removal at Baldwin Park	A	100,000	0	100,000
311719	Concord	Dog Park at Baldwin Park	C	101,449	101,449	0
311720	Concord	Replace Tennis courts and Softball Field Lighting at Willow Pass Park	C	496,880	496,880	0
311721	Concord	Replace Pump Systems @ Ellis Lake, Newhall Park, Cambridge Park & Concord Community Park	A	756,000	0	756,000
311723	Concord	ADA Barrier Removal @ Various Parks	A	190,000	0	190,000
313801	Crockett	Crockett Pool Plumbing Replacement	C	207,144	207,144	0
311801	Danville	Veterans Memorial Building	C	1,897,488	1,897,488	0
314001	Discovery Bay	Cornell Park Playground Replacement	C	111,649	111,649	0
314002	Discovery Bay	Community Center Acquisition	C	400,000	400,000	0
310301	Dublin	Fallon Sports Park - Synthetic Turf	C	1,123,610	1,123,610	0
310302	Dublin	Dublin Sports Grounds Phase IV	C	864,959	864,959	0
310303	Dublin	Tennis Court Renovation	C	156,549	156,549	0
314700	EBRPD	EBRPD 5 percent Admin	C	2,388,594	1,322,090	1,066,504
311901	El Cerrito	Cerrito Vista Park Playground Equipment Replacement	C	186,492	186,492	0
311902	El Cerrito	Allocation to Gilman Street Sports Fields, Paid to Berkeley	C	13,796	13,796	0
311903	El Cerrito	Huber Park Improvements	A	174,000		174,000
311904	El Cerrito	Creekside Park Lighting	C	104,110	104,110	0
311905	El Cerrito	Hillside Natural Area - Madera Property Acquisition	A	261,475	120,349	141,127
314101	El Sobrante, R-9	El Sobrante Mini-Park	A	641,740	69,404	572,336
310402	Emeryville	Joseph Emery Park Skate Spot	A	444,572	0	444,572
310501	Fremont	Citywide Play Area Upgrades	C	2,663,944	2,663,944	0
310502	Fremont	Tiny Tots Play Area Upgrades	C	424,163	424,163	0
310503	Fremont	Irrigation Controller Replacement and Radio Antenna Installation	C	574,596	574,596	0
310504	Fremont	Patterson House Rehabilitation	C	556,782	556,782	0
310505	Fremont	Citywide Wells Rehabilitation	C	734,615	734,615	0
310506	Fremont	Warm Springs Community Park Restroom and Recreation Room Replacement	A	380,000	0	380,000
310507	Fremont	Central Park Turf & Poplar Renovation	A	722,000	429,509	292,491
310508	Fremont	Vargas Plateau, Phase II Construction	A	1,800,000	0	1,800,000
310509	Fremont	Central Park Softball Fields 1 & 2 Turf Renovation	A	390,000	0	390,000
310510	Fremont	Central Park Sailway Drive Grinding and Repaving	A	220,000	0	220,000
310511	Fremont	Central Park Volleyball Court Conversion to Multi-Use Courts	C	250,000	250,000	0
310512	Fremont	Central Park Boat House Path Conversion from AC to PCC Paving	A	102,000	0	102,000
310513	Fremont	Plaza Park Pathway Conversion from AC to PCC Paving	A	161,000	0	161,000
310514	Fremont	Karl Nordvik Community park Synthetic Turf Renovation	A	435,543	348,434	87,109
310515	Fremont	Irrigation Controller Replacement and Radio Antenna Installation - 2	A	343,919	0	343,919
313301	Green Valley	Green Valley Pool Fence and Lighting	C	39,341	39,341	0
313302	Green Valley	Green Valley Pool Interior Fence and Gates	A	11,530	0	11,530
311201	HARD	Meek Park West Terrace Project	C	661,000	661,000	0
311202	HARD	Holland Park Development	C	900,000	900,000	0
311203	HARD	Manchester Property Acquisition	C	319,621	319,621	0
311204	HARD	San Lorenzo Community Park ADA Restroom	C	54,867	54,867	0
311205	HARD	Castro Valley ADA Kitchen Project	C	50,107	50,107	0
311206	HARD	Castro Valley Park ADA Pathway Project	C	75,000	75,000	0
311207	HARD	Castro Valley Center New HVAC Project	C	100,000	100,000	0
311208	HARD	Castro Valley Center ADA Tot Play Area	C	21,376	21,376	0
311209	HARD	Earl Warren ADA Restroom Replacement Project	C	257,947	257,947	0
311210	HARD	Meek Park ADA Restroom Replacement Project	C	260,428	260,428	0
311211	HARD	Morrisson Theatre ADA Restroom & Seating Project	C	378,076	378,076	0
311212	HARD	Valle Vista Park Property Acquisition Project	C	362,146	362,146	0
311213	HARD	Botany Grounds Property Acquisition Project	P	888,625	0	888,625
311214	HARD	Weekes Park ADA Tot Time Play Area Project	C	70,790	70,790	0

Measure WW Local Grant Funding as of December 31, 2015, continued

Project	Agency	Project Description	Status	Budget	Disbursed	To Be Disbursed
311215	HARD	Castro Valley Swim Center Filter & ADA Project	A	\$ 1,200,000	\$ 142,432	\$ 1,057,568
311216	HARD	Hampton Road Dog Park Project	C	247,651	247,651	0
311217	HARD	Birchfield Park ADA Restroom Replacement Project	C	225,000	225,000	0
311218	HARD	Sorensdale Recreation Center - ADA Restroom & Multipurpose Room Upgrade	A	300,000	0	300,000
311219	HARD	Hayward Plunge Swim Center ADA Restroom Upgrade	C	250,000	250,000	0
311220	HARD	Mervin Morris Park ADA Restroom	C	101,296	101,296	0
311221	HARD	San Felipe Park HVAC	A	115,000	73,917	41,083
311223	HARD	Via Toledo Property Acquisition	C	146,675	146,675	0
311224	HARD	Arroyo Swim Center ADA Lifts	P	25,000	0	25,000
311225	HARD	San Lorenzo Community Park Phase I	A	1,000,000	0	1,000,000
311226	HARD	Meeks Park Parking Lot Expansion and ADA Upgrades	A	1,000,000	0	1,000,000
311227	HARD	Adobe Art Center Lighting and Security Upgrade	A	50,000	0	50,000
311228	HARD	Mission Blvd. at Valle Vista Land Acquisition	P	750,000	0	750,000
311229	HARD	Hayward Plunge Locker Room Upgrade	A	100,000	0	100,000
312001	Hercules	EBRPD Acquisition, Rancho El Pinole	C	200,000	200,000	0
312002	Hercules	Hercules Intermodal Bay Trail, East Segment	A	911,728	0	911,728
314201	Kensington	Kensington Park Restroom	C	100,000	100,000	0
312101	Lafayette	Burton Ridge Trail Connector	C	300,000	300,000	0
312102	Lafayette	Acalanes Ridge Acquisition APN's 175-060-006 & 175-030-001	C	391,650	391,650	0
312103	Lafayette	Manzanita Building	A	241,251	193,001	48,250
312202	Martinez	Waterfront Park Renovation at Martinez Regional Shoreline	P	1,389,461	0	1,389,461
312203	Martinez	West Hill Farm Acquisition	C	262,500	262,500	0
314301	MonTaraBay, M-17	Montalvin and MonTaraBay Park Improvements	A	541,039	85,423	455,616
312301	Moraga	Camino Pablo Fields	C	578,059	578,059	0
312302	Moraga	Pavilion Restroom Renovation	C	44,528	44,528	0
312303	Moraga	Rancho Laguna Park Play Structure Replacement	C	70,000	70,000	0
312304	Moraga	Moraga Commons Park Improvements	C	45,000	45,000	0
310601	Newark	Lakeshore Park Seawall Project	A	1,700,000	0	1,700,000
310701	Oakland	Caldecott Trail Improvement Phase I	A	1,000,000	10,249	989,751
310702	Oakland	East Oakland Sports Center	C	5,909,997	5,909,997	0
310703	Oakland	25th Street Mini Park	C	719,036	719,036	0
310705	Oakland	Central Reservoir	A	360,000	295,577	64,423
310706	Oakland	City Stables	A	500,000	344,755	155,245
310707	Oakland	Children's Fairyland Entryway Improvements	A	500,000	50,522	449,479
310708	Oakland	Oakland Feather River Camp (Camps in Common)	A	500,000	399,511	100,489
310710	Oakland	Morcom Rose Garden	A	1,576,140	1,324,738	251,402
310711	Oakland	Owen Jones Field Improvement	A	953,900	800,000	153,900
310712	Oakland	Poplar and Brookdale Field Improvements	A	732,558	680,000	52,558
310713	Oakland	Raimondi Park - Phase I	C	221,070	221,070	0
310714	Oakland	Golden Gate Recreation Center Expansion	A	3,300,000	49,927	3,250,073
310715	Oakland	Peralta Hacienda de Anza Trail Project	A	240,000	148,770	91,230
310716	Oakland	Chabot Space & Science Center, Redwood Outdoor Education Facility	A	1,000,000	99,523	900,477
310717	Oakland	Curt Flood Field	P	100,000	0	100,000
310718	Oakland	Laurel Park	P	500,000	0	500,000
310719	Oakland	Lincoln Square Park Outdoor Activity Terrace/Deck	A	300,000	0	300,000
310720	Oakland	Manzanita Recreation Center Improvement	A	50,000	0	50,000
310721	Oakland	Peralta Hacienda Park Improvements	A	100,000	0	100,000
310722	Oakland	William Wood Park	A	70,000	0	70,000
310723	Oakland	Josie de la Cruz Park Improvement	A	105,000	0	105,000
310724	Oakland	De Fremery Park Public Art	P	196,567	0	196,567
310725	Oakland	Astro Park	A	100,760	0	100,760
310726	Oakland	Concordia Park	A	31,700	0	31,700
310727	Oakland	De Fremery House/Recreation Center Improvement	A	102,000	0	102,000

BUDGET OVERVIEW

SPECIAL REVENUE FUNDS

Measure WW Local Grant Funding as of December 31, 2015, continued

Project	Agency	Project Description	Status	Budget	Disbursed	To Be Disbursed
314601	Oakland Zoo	Giraffe Barn Construction	C	\$ 206,193	\$ 206,193	\$ -
314602	Oakland Zoo	Elephant Barn Addition	C	50,000	50,000	0
314606	Oakland Zoo	California Trail Project Phase 2 - Gondola System	A	3,243,807	0	3,243,807
312401	Oakley	Creekside Park Phase 2	C	1,112,021	1,112,021	-
312402	Oakley	Civic Center Park Improvements	C	405,841	405,841	0
312501	Orinda	Pine Grove Park	A	653,000	0	653,000
310801	Piedmont	Hampton Park Improvements	A	507,325	0	507,325
312601	Pinole	Pinole Valley Park Soccer Field Renovation	C	329,284	329,284	0
312602	Pinole	Pinole Valley Tennis Courts Renovation	A	80,550	0	80,550
312603	Pinole	Pinole Senior Fitness Trail	C	35,455	35,455	0
312604	Pinole	Pinole Community Playhouse Renovation	A	40,000	1,251	38,749
312605	Pinole	Pinole Skate Park	A	213,500	0	213,500
312606	Pinole	Swim Center Heater Replacement	C	24,000	24,000	0
312607	Pinole	Swim Center ADA Compliant Permanent Lifts	A	15,000	0	15,000
312608	Pinole	Solar Panel Facilities at the Pinole Swim Center	C	60,000	60,000	0
312701	Pittsburg	Central Park All Weather Soccer Field	C	919,058	919,058	0
312702	Pittsburg	Hillview Junior High School Playfield Renovation	C	1,990,156	1,990,156	0
312801	Pleasant Hill RPD	Pool Resurfacing, Isolation & VGB Upgrades	C	392,363	392,363	0
312802	Pleasant Hill RPD	Teen Center	C	150,000	150,000	0
312803	Pleasant Hill RPD	Community Center	C	1,203,985	1,203,985	0
310901	Pleasanton	Dolores Bengston Aquatic Center Renovation	A	3,171,377	2,490,838	680,539
312901	Richmond	Bay Trail Gap Closure between Ferry Point and Kaiser Shipyard #3	A	300,000	0	300,000
312908	Richmond	Allocation to Gilman Street Sports Fields, Paid to Berkeley	C	61,275	61,275	0
312909	Richmond	Renovation of the Richmond Natatorium, Phase II	C	3,069,316	3,069,316	0
312910	Richmond	Burg Park Restoration	C	350,000	350,000	0
312912	Richmond	Marina Bay Park, Restroom	C	350,510	350,510	0
312914	Richmond	Shields-Reid Park Renovation	A	602,884	482,307	120,577
314401	Rodeo, R-10	Lefty Gomez Park Improvements	A	456,305	91,261	365,044
311001	San Leandro	All Parks, AC Walkway Rehabilitation	C	591,269	591,269	0
311002	San Leandro	Toyon Park Play Equipment	C	79,633	79,633	0
311003	San Leandro	Par Course Improvements	C	568,020	568,020	0
311004	San Leandro	Marina Park Group Picnic Areas	C	988,000	988,000	0
311005	San Leandro	Marina Park Irrigation Improvements	C	622,000	622,000	0
311006	San Leandro	Stenzel Bleacher Replacement	A	96,000	0	96,000
311007	San Leandro	Stenzel Park Drainage	C	174,895	174,895	0
311008	San Leandro	SL Ball Park Locker/Restroom Refurbishment	A	471,076	0	471,076
311009	San Leandro	Resurface Skate Park	A	56,000	0	56,000
311010	San Leandro	Toyon Park - Park Pathway Rehabilitation	C	89,315	89,315	0
313001	San Pablo	San Pablo Community Center at Helms	C	1,000,000	1,000,000	0
313002	San Pablo	Rumrill Sports Park	A	425,538	0	425,538
313101	San Ramon	Forest Home Farms - Bldg. 14 Restoration Education Center & Resurfacing Asphalt Parking Lot and Driveway	C	330,105	330,105	0
313102	San Ramon	Red Willow Playground Renovation	C	50,000	50,000	0
313103	San Ramon	San Ramon Central Park Playground & Participatory Fountain Renovation	C	580,000	580,000	0
313105	San Ramon	San Ramon Olympic Pool Replastering Project	C	295,192	295,192	0
313106	San Ramon	Park Restroom Renovations	C	133,944	133,944	0
313107	San Ramon	Athan Downs Playground Renovation	C	305,701	305,701	0
313108	San Ramon	Central Park Soccer Field Renovation	A	660,000	61,655	598,345
313109	San Ramon	Richard Fahey Village Green Playground Renovation	C	96,766	96,766	0
313110	San Ramon	Old Ranch Park Playground Renovation	C	83,648	83,648	0
313111	San Ramon	Installation of Shade Structure - Old Ranch Park	C	18,390	18,390	0
313112	San Ramon	Installation of Shade Structure - Bark and Ride	A	18,922	0	18,922

Measure WW Local Grant Funding as of December 31, 2015, continued

Project	Agency	Project Description	Status	Budget	Disbursed	To Be Disbursed
313113	San Ramon	Installation of Shade Structure - San Ramon Sports Park and Central Park	A	\$ 61,796	\$ -	\$ 61,796
311101	Union City	Replace Restroom Bldg. at Seven Hills, Kennedy, Town Estates, Contempo and Cesar Chavez Parks	C	1,204,076	1,204,076	0
311102	Union City	Union City Teen Center Project, Project # 13-11	A	2,027,174	0	2,027,174
313201	Walnut Creek	Acquisition of Acalanes Ridge APN 175-060-006 and 075-030-011	C	391,650	391,650	0
313202	Walnut Creek	All Abilities Playground at Heather Farm Park	C	350,000	350,000	0
313203	Walnut Creek	Larkey Pool Renovation and Splash Pad	A	2,243,160	0	2,243,160
Total				\$ 110,925,349	\$ 66,296,011	\$ 44,629,338

Status:

A - Application was approved.

C - Project has been closed.

P – Application is pending approval.

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DEBT SERVICE FUNDS

Fund 810 – 2002 Refunding Bonds (retired 2013)

Fund 811 – 2012 Promissory Notes

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

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

BUDGET OVERVIEW**DEBT SERVICE FUNDS**

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

Debt Service Funds Year-by-Year Comparison

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
RESOURCES					
Revenues:					
Taxes & Assessments	\$ 22,810,063	\$ 29,733,409	\$ 28,824,000	\$ 20,700,000	
Investment Earnings	44,410	10,261	10,000	10,000	
Grants/Inter-agency Agreement	-	-	-	-	
Miscellaneous	4,653,469	-	-	-	
Total Revenues	27,507,942	29,743,671	28,834,000	20,710,000	-28.2%
Other Resources:					
Transfers In	1,601,417	1,432,800	1,433,900	1,433,100	
TOTAL RESOURCES	\$ 29,109,360	\$ 31,176,471	\$ 30,267,900	\$ 22,143,100	-26.8%
USES					
Expenditures:					
Services	\$ 13,880	\$ 10,575	\$ 15,600	\$ 15,600	
Debt Service	14,440,515	25,400,000	26,830,000	26,340,000	
Debt Service Interest	5,463,013	7,468,832	6,434,900	5,901,900	
Total Expenditures	19,917,408	32,879,407	33,280,500	32,257,500	-3.1%
Other Uses:					
Contributions to Another Fund	-	-	-	-	
Transfers Out	-	-	-	-	
TOTAL USES	19,917,408	32,879,407	33,280,500	32,257,500	-3.1%
Change in Fund Balance	(2,444,670)	(6,833,550)	(3,012,600)	(10,114,400)	
TOTAL	\$ 17,472,738	\$ 26,045,857	\$ 30,267,900	\$ 22,143,100	-26.8%

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

Debt Service Funds Detail				
	Fund 811 2012	Fund 812	Fund 813	
	Promissory Note	Measure AA Bonds	Measure WW Bonds	Total Debt Service Funds
RESOURCES				
Revenues:				
Taxes & Assessments	\$ -	\$ 4,200,000	\$ 16,500,000	\$ 20,700,000
Investment Earnings	-	5,000	5,000	10,000
Total Revenues	-	4,205,000	16,505,000	20,710,000
Other Resources:				
Transfers In	1,422,100	5,000	6,000	1,433,100
TOTAL RESOURCES	\$ 1,422,100	\$ 4,210,000	\$ 16,511,000	\$ 22,143,100
USES				
Expenditures:				
Services	\$ 1,600	\$ 6,000	\$ 8,000	\$ 15,600
Debt Service Principal	800,000	3,600,000	21,940,000	26,340,000
Debt Service Interest	620,500	473,500	4,807,900	5,901,900
Total Expenditures	1,422,100	4,079,500	26,755,900	32,257,500
Other Sources/Uses:				
TOTAL USES	1,422,100	4,079,500	26,755,900	32,257,500
Change in Fund Balance	-	130,500	(10,244,900)	(10,114,400)
TOTAL	\$ 1,422,100	\$ 4,210,000	\$ 16,511,000	\$ 22,143,100

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%. \$800,000 principal and \$620,500 interest payments are due in 2016. If the District had not issued these promissory notes, there would be no resources to fund the Public Safety Headquarters facility replacement and renovation. The debt service for this promissory note is funded by discretionary funds transferred in from the General Fund.

Fund 812 – Measure AA Bonds Fund

Outstanding Measure AA bonds are described below. In all cases the District is empowered, and is externally obligated, to levy ad valorem taxes upon property subject to taxation within the District to fund the payment of principal and interest. The tax levied for the 2015/2016 tax year was 0.0067% compared to 0.0085% for 2014/2015.

- 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 remaining balance of \$1,235,000 was paid in full during 2015. These bonds matured in September 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 debt issues.

A portion of these bonds were refunded in 2009. The balance remaining is \$9,470,000, with \$3,600,000 principal and \$473,500 interest due in 2016. These bonds mature in 2018.

Fund 813 – Measure WW Bonds Fund

In November 2008 voters of Alameda and Contra Costa County approved Measure WW, described as an extension of Measure AA. The extension authorized 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 recreation 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 \$72,215,000, with \$4,055,000 principal, and \$3,015,475 of interest due in 2016. The District is empowered, and is externally obligated, to levy ad valorem taxes upon certain property subject to taxation within the District to fund the payment of interest and principal.

The second Measure WW series was issued in 2013 in the amount of \$80 million. This debt has average coupon of 3.935%. This debt has a balance of \$46,225,000, with \$17,885,000 principal and \$1,792,325 of interest due in 2016.

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

2012 Promissory Notes			
Year	Principal	Interest	Total
2016	800,000	620,443	1,420,443
2017	815,000	605,311	1,420,311
2018	830,000	589,880	1,419,880
2019	845,000	573,130	1,418,130
2020-2024	4,505,000	2,600,775	7,105,775
2025-2029	5,080,000	2,020,793	7,100,793
2030-2034	5,915,000	1,193,500	7,108,500
2035-2037	4,045,000	215,687	4,260,687
Total	\$ 22,835,000	\$ 8,419,519	\$ 31,254,519

Measure AA 2008 Refunding Bonds			
Year	Principal	Interest	Total
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	\$ 9,470,000	\$ 871,500	\$ 10,341,500

Measure WW Series 2009A			
Year	Principal	Interest	Total
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	4,430,000	2,643,025	7,073,025
2020-2024	24,645,000	10,713,250	35,358,250
2025-2029	30,625,000	4,730,800	35,355,800
Total	\$ 72,215,000	\$ 26,782,400	\$ 98,997,400

Scheduled principal and interest payments, continued:

Measure WW Series 2013A			
Year	Principal	Interest	Total
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	1,245,000	1,161,975	2,406,975
2020-2024	7,080,000	4,940,925	12,020,925
2025-2029	8,945,000	3,080,875	12,025,875
2030-2033	8,725,000	889,600	9,614,600
Total	\$ 46,225,000	\$ 14,331,250	\$ 60,556,250
Grand Total Debt Service			
Year	Principal	Interest	Total
2016	26,340,000	5,901,743	32,241,743
2017	9,915,000	5,054,261	14,969,261
2018	8,405,000	4,684,330	13,089,330
2019	6,520,000	4,378,130	10,898,130
2020-2024	36,230,000	18,254,950	54,484,950
2025-2029	44,650,000	9,832,468	54,482,468
2030-2034	14,640,000	2,083,100	16,723,100
2035-2037	4,045,000	215,687	4,260,687
Grand Total	<u>\$150,745,000</u>	<u>\$ 50,404,669</u>	<u>\$201,149,669</u>

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INTERNAL SERVICE FUNDS

Fund 552 – Workers' Compensation Fund

Fund 553 – Major Infrastructure Renovation and Replacement Fund

Fund 554 – Major Equipment Replacement Fund

Fund 555 – General Liability Fund

Fund 556 – Employee Benefits Fund

BUDGET OVERVIEW**INTERNAL SERVICE FUNDS**

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

Internal Service Funds Year-by-Year Comparison

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
RESOURCES					
Revenues:					
Charges for Services	\$ 181,997	\$ 11,372,993	\$ 11,956,710	\$ 12,534,390	
Property Usage	-	-	-	-	
Investment Earnings	220,678	155,680	210,000	210,000	
Grants/Inter-agency Agreeer	-	-	-	-	
Miscellaneous	11,069,756	1,380,649	40,000	40,000	
Total Revenues	11,472,430	12,909,322	12,206,710	12,784,390	4.7%
Other Resources:					
Transfers In	2,000,000	8,500,000	500,000	500,000	
TOTAL RESOURCES	\$ 13,472,430	\$ 21,409,322	\$ 12,706,710	\$ 13,284,390	4.5%
USES					
Expenditures:					
Personnel Services	\$ 3,540,745	\$ 3,834,077	\$ 4,023,990	\$ 4,153,790	
Supplies	1,419	59,698	2,000	2,000	
Services	5,287,315	3,222,131	6,487,600	6,562,600	
Capital Outlay/Equipment	-	-	380,000	960,000	
Total Expenditures	8,829,478	7,115,907	10,893,590	11,678,390	7.2%
Other Uses:					
Transfers Out	2,246,425	5,630,562	500,000	1,388,100	
TOTAL USES	11,075,903	12,746,468	11,393,590	13,066,490	14.7%
Change in Net Assets	2,396,527	5,839,240	1,313,120	217,900	N/A
TOTAL	\$ 13,472,430	\$ 18,585,708	\$ 12,706,710	\$ 13,284,390	4.5%

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	\$ 4,186,180	\$ -	\$ 1,351,740
Investment Earnings	80,000	20,000	60,000
Total Revenues	4,266,180	20,000	1,411,740
Other Resources:			
Transfers In	-	500,000	-
TOTAL RESOURCES	\$ 4,266,180	\$ 520,000	\$ 1,411,740
USES			
Expenditures:			
Personnel Services	\$ 659,390	\$ -	\$ -
Services	3,112,500	-	-
Capital Outlay/Equipment	-	-	960,000
Total Expenditures	3,771,890	-	960,000
Other Uses:			
Transfers Out	-	1,388,100	-
TOTAL USES	3,771,890	1,388,100	960,000
Change in Net Assets	494,290	(868,100)	451,740
TOTAL	\$ 4,266,180	\$ 520,000	\$ 1,411,740

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 \$ 4.2 million will be collected during 2016 to fund this activity. The workers' compensation rate charged via payroll is 7.5% beginning in 2014. Actual revenue may vary from the budgeted amount depending on actual wages paid.

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

Fund 553 – Major Infrastructure Renovation and Replacement Fund

This fund, formed in 2012, was created to fund costs associated with major infrastructure renovation or replacement of District facilities, utilities, transportation systems, structures, etc. that do not have other funding sources. Through October 2015 the General Fund has contributed approximately \$18.9 million to this fund.

Projects (and estimate of total future costs) include:

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

The District contracted with consultants for an Asset Management Inventory Program. During 2015, one fourth of District assets were assessed and over the next four years, the goal is to assess the remainder of District facilities and major infrastructure. The program provides a review of the status of District facilities and provides replacement estimates and suggested timelines. This program will provide an update to the project estimates above and recommend policies for future funding of renovation and replacement.

Fund 554 – Major Equipment Replacement Fund

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

The \$1.4 million budgeted revenue is received from departments (mostly from the Operations and Public Safety Divisions) with eligible equipment on the list. The corresponding appropriation in the General Fund is a component of intra-district charges. Details of 2016 planned equipment purchases follow:

2016 Major Equipment Replacement Appropriations

Division	Dept.	Asset ID	Description	Appropriation
Acq., Stwr. & Develop.	Survey Unit	n/a	Survey equip.-trimble r	\$ 75,000
Fin. & Mgmt. Svcs.	Office Services	18148	Generator-emergency	67,000
Operations	Quarry Lakes	646	Tractor-New Holland 5	80,000
Operations	Ardenwood	2852	Truck GMC C6500 dum	80,000
Operations	Roads & Trails	407	Dozer-Catepillar D6-H	260,000
Operations	Roads & Trails	2880	Dump-International me	78,000
Public Safety	Fire	2766	Type 3-International ca	320,000
Total				\$ 960,000

Internal Service Funds Detail, continued

	Fund 555	Fund 556	Total Internal
	General Liability	Employee Benefits	Service Funds
RESOURCES			
Revenues:			
Charges for Services	\$ 1,796,450	\$ 5,200,020	\$ 12,534,390
Investment Earnings	40,000	10,000	210,000
Miscellaneous	40,000	-	40,000
Total Revenues	1,876,450	5,210,020	12,784,390
Other Resources:			
Transfers In	-	-	500,000
TOTAL RESOURCES	\$ 1,876,450	\$ 5,210,020	\$ 13,284,390
USES			
Expenditures:			
Personnel Services	\$ 289,400	\$ 3,205,000	\$ 4,153,790
Supplies	2,000	-	2,000
Services	1,585,100	1,865,000	6,562,600
Capital Outlay/Equipmen	-	-	960,000
Total Expenditures	1,876,500	5,070,000	11,678,390
Other Uses:			
Transfers Out	-	-	1,388,100
TOTAL USES	1,876,500	5,070,000	13,066,490
Change in Net Assets	(50)	140,020	217,900
TOTAL	\$ 1,876,450	\$ 5,210,020	\$ 13,284,390

Fund 555 – General Liability Fund

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

Fund 556 – Employee Benefit Fund

This fund accounts for resources and uses related to general employee benefits, which are not allocated to specific departments, such as self-insured dental claims and administration, self-insured unemployment claims and administration, sole employer closed pension plan contributions, and annual vacation payouts. Costs generated through payroll based charges total \$5.1 million, and intra-District charges, total \$5.2 million.

Allocation of Intra-District Charges by Division

Intra-District Charges	Fund 552 Workers' Compensation	Fund 553 Major Infrastructure Renovation & Replacement	Fund 554 Major Equipment Replacement	Fund 555 General Liability	Fund 556 Employee Benefits	Total Internal Service Funds
Payroll Generated	\$ 4,186,180	\$ -	\$ -	\$ -	\$ 1,857,500	\$ 6,043,680
Acq., Stwr. & Develop.	-	-	13,400	-	349,200	362,600
Finance/Management Svc	-	-	2,800	-	247,770	250,570
Human Resources	-	-	-	-	112,390	112,390
Legal	-	-	-	179,650	11,200	190,850
Legislative/Executive	-	-	-	-	37,640	37,640
Operations	-	-	577,440	1,077,870	1,972,880	3,628,190
Public Affairs	-	-	-	-	64,550	64,550
Public Safety	-	-	758,100	538,930	416,890	1,713,920
Total Intra-District Charges	\$ 4,186,180	\$ -	\$ 1,351,740	\$ 1,796,450	\$ 5,070,020	\$ 12,404,390

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 641 -- Hayward Shoreline – Standard Pacific

Fund 650 -- Morgan Territory - Elworthy

Fund 651 -- Morgan Territory – Elworthy 2

Fund 670 -- Doolan Canyon – Livermore Toyota

Fund 671 – Doolan Canyon – El Charro

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

BUDGET OVERVIEW**PERMANENT FUNDS**

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

Permanent Funds Year-by-Year Comparison

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
RESOURCES					
Revenues:					
Investment Earnings	\$ 27,334	\$ 24,351	\$ 27,400	\$ 27,400	
Miscellaneous	-	-	-	-	
Total Revenues	27,334	24,351	27,400	27,400	0.0%
Other Resources:					
Transfers In	-	-	-	-	
TOTAL RESOURCES	\$ 27,334	\$ 24,351	\$ 27,400	\$ 27,400	0.0%
USES					
Expenditures:					
Personnel Services	\$ -	\$ -	\$ -	\$ -	
Total Expenditures	-	-	-	-	N/A
Other Uses:					
Transfers Out	19,000	26,300	5,000	5,000	
TOTAL USES	19,000	26,300	5,000	5,000	0.0%
Change in Fund Balance	8,334	1,100	22,400	22,400	
TOTAL	\$ 27,334	\$ 27,400	\$ 27,400	\$ 27,400	0.0%

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

Permanent Funds Detail

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

Fund 610 – Black Diamond-Fredrickson

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

Fund 620 – Brushy Peak-Dyer

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

Fund 621 – Brushy Peak-Weaver

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

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

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

Permanent Funds Detail, continued

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

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

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

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

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

Fund 641 – Hayward Shoreline-Standard Pacific

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

Fund 650 – Morgan Territory- Elworthy

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

Permanent Funds Detail, continued

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

Fund 651 – Morgan Territory- Elworthy 2

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

Fund 670 – Doolan Canyon-Livermore Toyota

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

Fund 671 – Doolan Canyon-El Charro

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

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

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

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PROJECTS FUNDS

Fund 333 – Capital Projects Fund

Fund 335 – Measure AA Bond Proceeds

Fund 336 – Other Than Assets (OTA) Projects Fund

Fund 337 - Measure WW Bond Proceeds

Fund 338 – 2012 Promissory Note Proceeds

Project Funds include capital projects, which are major improvements undertaken by the District that are generally not recurring. Also included are Other Than Assets (OTA) projects are multi-year endeavors which do not meet the definition or threshold for capital assets. Projects can be funded by a variety of revenue sources, including grants, bond and debt proceeds, Measure CC parcel taxes, and the District’s General Fund. Bond proceeds funds are included in the project funds and are reflected as use of fund balance. The appropriations reflected here are only 2016 amounts, for detailed schedules of projects and total project budgets please refer to the annual Projects Budget Five-Year Expenditure Plan.

Projects Funds Year-by-Year Comparison

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
RESOURCES					
Revenues:					
Charges for Services	\$ -	\$ 19,483	\$ -	\$ -	
Property Usage	23,430	7,168	-	-	
Investment Earnings	83,661	285,534	220,000	220,000	
Grants/Inter-agency Agreements	4,930,724	24,132,648	221,000	331,330	
Miscellaneous	822,586	1,538,583	-	-	
Total Revenues	5,860,401	25,983,416	441,000	551,330	25.0%
Other Resources:					
Debt Issuance	80,000,000	-	-	-	
Transfers In	25,012,036	24,099,837	9,778,790	13,344,980	
TOTAL RESOURCES	\$ 110,872,437	\$ 50,083,253	\$ 10,219,790	\$ 13,896,310	36.0%
USES					
Expenditures:					
Personnel Services	\$ 6,089,275	\$ 6,207,142	\$ 7,219,020	\$ 7,567,420	
Supplies	509,209	611,305	166,190	163,800	
Services	7,788,551	4,191,083	2,660,840	3,868,540	
Capital Outlay/Equipment	15,249,364	34,592,548	3,370,170	7,642,250	
Grants/Inter-agency Agreements	-	257,222	-	-	
Debt Service Interest	448,769	(9,547)	-	-	
Total Expenditures	30,085,168	45,849,753	13,416,220	19,242,010	43.4%
Other Uses:					
Transfers Out	23,929,724	20,906,566	19,480,000	22,065,000	
TOTAL USES	54,014,892	66,756,319	32,896,220	41,307,010	25.6%
Change in Fund Balance	56,857,545	(16,673,066)	(22,676,430)	(27,410,700)	20.9%
TOTAL	\$ 110,872,437	\$ 50,083,253	\$ 10,219,790	\$ 13,896,310	36.0%

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

Projects Funds Detail

	Fund 333	Fund 335	Fund 336
	Capital Projects	Measure AA Project Funds	Other Than Asset Projects
RESOURCES			
Revenues:			
Investment Earnings	\$ -	\$ 60,000	\$ -
Grants/Inter-agency Agreements	-	-	331,330
Total Revenues	-	60,000	331,330
Other Resources:			
Transfers In	5,941,123	-	7,403,857
TOTAL RESOURCES	\$ 5,941,123	\$ 60,000	\$ 7,735,187
USES			
Expenditures:			
Personnel Services	\$ 1,506,300	\$ -	\$ 6,061,120
Supplies	-	-	163,800
Services	-	12,000	3,759,540
Capital Outlay/Equipment	7,601,600	-	40,650
Total Expenditures	9,107,900	12,000	10,025,110
Other Sources/Uses:			
Transfers Out	-	65,000	-
TOTAL USES	9,107,900	77,000	10,025,110
Change in Fund Balance	(3,166,777)	(17,000)	(2,289,923)
TOTAL	\$ 5,941,123	\$ 60,000	\$ 7,735,187

Fund 333 – Capital Projects Fund

This fund accounts for acquisition of land, rights of way, and capital outlays used to develop and improve parks and trails. New appropriations to capital projects decreased from the prior year, as appropriations to projects fluctuate from year to year depending upon planned activity in each project. The 2016 budget includes funding for future acquisition studies and land purchases, to be determined during 2016.

Fund 335 – Measure AA Project (Bond Proceeds) Fund

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

Fund 336 – Other Than Asset (OTA) Projects Fund

The OTA fund accounts for multi-year programs and projects, including projects which improve existing District facilities, projects related to large-scale maintenance, project feasibility or land studies, and other multi-year projects and programs which do not meet the District's asset capitalization limit. In 2016 appropriations for the OTA fund include funding for vegetation/fire fuel management, paving, mine shaft safety improvements, convenience camping at Del Valle, 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		-		-	331,330
Miscellaneous		-		-	-
Total Revenues		150,000		10,000	551,330
Other Resources:					
Transfers In		-		-	13,344,980
TOTAL RESOURCES	\$	150,000	\$	10,000	\$ 13,896,310
USES					
Expenditures:					
Personnel Services	\$	-	\$	-	\$ 7,567,420
Supplies		-		-	163,800
Services		87,000		10,000	3,868,540
Capital Outlay/Equipment		-		-	7,642,250
Total Expenditures		87,000		10,000	19,242,010 **
Other Sources/Uses:					
Transfers Out		22,000,000		-	22,065,000
TOTAL USES		22,087,000		10,000	41,307,010
Change in Fund Balance		(21,937,000)		-	(27,410,700)
TOTAL	\$	150,000	\$	10,000	\$ 13,896,310

**Total 2016 budgeted expenditures in the General Ledger exceed new 2016 project funding because some projects retain unspent appropriations from prior years.

Fund 337 – Measure WW Bond Proceeds

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

Fund 338 – 2012 Promissory Note Proceeds

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

Summary of 2016 Project Budget Appropriations

Project Location/Name	Grants and Other***	Measure AA / WW Bonds	Measure CC	General Fund	Total
Alameda Point Policing Alameda Point	\$ 110,330				\$ 110,330
Black Diamond and Clayton Ranch Complete LUPA/CEQA*				130,000	130,000
Black Diamond Improve Mine Shaft				310,000	310,000
Chabot Fuel Break Management			(59,714)		(59,714)
Chabot Fuel Break Management Chabot Grove			9,463		9,463
Concord Hills Study Pulic Access and Use				70,000	70,000
Crown Beach Monitor Sand Replacement				50,000	50,000
Crown Beach Operate Bay Trail			55,550		55,550
Crown Beach Serve Trail System-Public Safety			35,832		35,832
Del Valle Renovate Water System	150,000				150,000
Del Valle Construct Convenience Camp*				500,000	500,000
District Wide Computer Network Infrastructure				146,000	146,000
District Wide Designated Land Acquisitions	1,500,000	5,000,000			6,500,000
District Wide Fuels & Fire Management				600,000	600,000
District Wide Future Preliminary Acquisition		265,000			265,000
District Wide Future Telephone Replacement				12,000	12,000
District Wide Maintain Infrastructure*	100,000				100,000
District Wide Pave Roads and Trails	1,138,100				1,138,100
District Wide Preliminary Design Project				2,366,000	2,366,000
District Wide Prepare Engineering Report			25,005		25,005
District Wide Quagga Mussel Response				128,980	128,980
District Wide Remodel Office Space				110,048	110,048
District Wide Replace Window Film				(40,048)	(40,048)
District Wide Treat Avian Disease				10,000	10,000
District Wide Whole Park Access				100,000	100,000
District Wide Whole Park Access A1 Priorities				300,000	300,000
District Wide Whole Park Access A3 & A4				100,000	100,000
Martin Luther King Jr Serve Trail System-Operations			111,100		111,100
Martin Luther King Jr Serve Trail System-Public Safety			89,580		89,580
McLaughlin Eastshore -Burrowing Owl Mitigation			20,000		20,000
McLaughlin Eastshore State Park-Build Golden Gate Trail			30,000		30,000
McLaughlin Eastshore-Serve Trail System-Operations			194,425		194,425
McLaughlin Eastshore-Serve Trail System-Public Safety			179,160		179,160
Miller/Knox Add Flush Restrooms			46,323		46,323
Miller/Knox Manage Landscaping-Operations*			9,160		9,160
Miller/Knox Manage Sanitation-Maintenance*			12,420		12,420
Point Molate Restore Richmond Shoreline*			500,000		500,000
Point Pinole Manage Restoration-Stewardship*			25,420		25,420
Point Pinole Manage Trail Segment-Maintenance			12,420		12,420
Point Pinole Manage Trail Segment-Operations			5,555		5,555
Point Pinole Manage Trail Segment-Public Safety			17,916		17,916
Redwood Fuel Tank Remediation				35,000	35,000
Redwood Regrade Stream Trail*			200,000		200,000
Sibley/Claremont Fuel Management			(21,352)		(21,352)
Sibley/Claremont Improve Public Access				90,000	90,000
Sibley/Claremont Manage Landbanked Property-Operations			2,469		2,469
Sibley/Claremont Manage Landbanked Property-Public Safety			7,166		7,166
Sibley/Claremont Manage Trail System-Public Safety			17,916		17,916
Tilden Replace Chemical Toilet*			199,800		199,800
Wildcat Cyn/Alvarado Fuel Management			(51,714)		(51,714)
Totals	\$2,998,430	\$ 5,265,000	\$ 1,673,900	\$5,017,980	\$ 14,955,310 **

Key for Project Appropriations:

*Indicates project is new in 2016.

**Total 2016 Project Funds “USES” (page 113) exceeds 2016 “Project Budget Appropriations” because staff will utilize unspent project budgets from prior years’ appropriations.

***”Grants and Other “ category may include transfers from Mitigation, 2012 Promissory Notes, Major Infrastructure Renovation and Replacement and or Permanent Funds; grant contract funding or assistance from the Regional Parks Foundation or private parties.

<u>Transfers In</u>			
<u>To Fund</u>	<u>From Fund</u>	<u>Amount</u>	<u>Purpose</u>
General Fund	Ardenwood/Coyote Hills Trail	\$ 93,000	Coyote Hills operations
	Brushy Peak-Dyer	1,500	Feral Pig Management
	Brushy Peak-Weaver	2,000	Feral Pig Management
	Morgan Territory-Elworthy	1,500	Feral Pig Management
		<u>98,000</u>	Total Mitigation Fund
Meas WW Local Grants	Measure WW Project Funds	16,800,000	WW Local Grants
Debt Service Funds:			
2012 Promissory Note	General Fund	1,422,100	Debt Service and admin fees
Measure AA	General Fund	5,000	Administrative fees
Measure WW	General Fund	6,000	Administrative fees
		<u>1,433,100</u>	Total debt service funds
Major Infra Reno/Replace	General Fund	500,000	Future infrastructure renovation or replacement
Capital Projects	General Fund	310,000	Black Diamond Enhance Mine Shaft Safety
		<u>90,000</u>	Sibley/Claremont Improve Public Access
		400,000	Subtotal
	Measure AA Project Funds	65,000	Future Preliminary Acquisition Studies
	Measure CC	30,000	McLaughlin Eastshore State Park- Build Golden Gate Trail
		199,800	Tilden Replace Chemical Toilet
		<u>46,323</u>	Miller/Knox Add Four Flush Restrooms
		276,123	Subtotal
	Measure WW Project Funds	200,000	Future Preliminary Acquisition Studies
		<u>5,000,000</u>	Future Preliminary Acquisitions
		<u>5,200,000</u>	Subtotal
		5,941,123	Total Capital Projects Fund

Transfers In, continued

To Fund	From Fund	Amount	Purpose		
Other Than Assets	General Fund	130,000	Black Diamond and Clayton Ranch Prepare LUPA/CEQA		
		70,000	Concord Hills Land Use Plans		
		50,000	Crown Beach Monitor Sand Replacement		
		500,000	Del Valle Convenience Camping		
		146,000	District Wide Computer Network Infrastructure		
		600,000	District Wide Fire Fuels Management		
		2,366,000	District Wide Preliminary Design Project		
		128,980	District Wide Quagga Mussel Response		
		110,048	District Wide Remodel Office Space		
		(40,048)	District Wide Replace Window Film		
		12,000	District Wide Telephone Replacement		
		10,000	District Wide Treat Avian Disease		
		100,000	District Wide Whole Park Access		
		300,000	District Wide Whole Park Access A1 Priorities		
		100,000	District Wide Whole Park Access A3 & A4		
		35,000	Redwood Fuel Tank Remediation		
		<u>4,617,980</u>	Subtotal		
			Measure CC	(59,714)	Chabot Fuel Break Management
				9,463	Chabot Fuel Break Management
				55,550	Crown Beach Operate Bay Trail
		35,832	Crown Beach Operate Triangle Park-Public Safety		
		25,005	District Wide Prepare Engineering Report		
		111,100	Martin Luther King Jr Improve Access-Operations		
		89,580	Martin Luther King Jr Improve Access-Public Safety		
		9,160	Miller/Knox Maintain Landscaping-Operations		
		12,420	Miller/Knox Manage Sanitation		
		20,000	McLaughlin Eastshore -Burrowing Owl Mitigation		
		194,425	McLaughlin Eastshore-Operate Landbanked Property-Operations		
		179,160	McLaughlin Eastshore-Police Landbanked Property-Operations		
		500,000	Point Molate Restore Richmond Shoreline		
		25,420	Point Pinole Manage Restoration-Stewardship		
		12,420	Point Pinole Manage Sanitation-Maintenance		
		5,555	Point Pinole Patrol New Trail Segment-Operations		
		17,916	Point Pinole Patrol New Trail Segment-Public Safety		
		200,000	Redwood Regrade Stream Trail		
		17,916	Sibley/Claremont Complete Trail System and Public Safety		
		(21,352)	Sibley/Claremont Fuel Management		
		2,469	Sibley/Claremont Operate Landbanked Property-Operations		
		7,166	Sibley/Claremont Operate Landbanked Property-Public Safety		
		<u>(51,714)</u>	Wildcat Cyn/Alvarado Fuel Management		
		1,397,777	Subtotal		
	Major Infra Reno/Replace	150,000	Del Valle Renovate Water System		
		1,138,100	District Wide paving program		
		100,000	District Wide Major Maintenance		
		<u>1,388,100</u>	Subtotal		
		7,403,857	Total Other Than Assets Fund		
		<u>\$ 32,176,080</u>	Total Transfers In		

BUDGET OVERVIEW

BUDGET TRANSFERS

Transfers Out

<u>From Fund</u>	<u>To Fund</u>	<u>Amount</u>	<u>Purpose</u>
General Fund	Debt Service Funds:		
	2012 Promissory Note	\$ 1,422,100	Debt service and administrative fees
	Measure AA	5,000	Administrative fees
	Measure WW	6,000	Administrative fees
		<u>1,433,100</u>	Subtotal
	Major Infra Reno/Replace	500,000	Future infrasturcture renovation or replacement
	Capital Projects	310,000	Black Diamond Enhance Mine Shaft Safety
		<u>90,000</u>	Sibley/Claremont Improve Public Access
		<u>400,000</u>	Subtotal
	Other Than Assets	130,000	Black Diamond and Clayton Ranch Prepare LUPA/CEQA
		70,000	Concord Hills Land Use Plans
		50,000	Crown Beach Monitor Sand Replacement
		500,000	Del Valle Convenience Camping
		146,000	District Wide Computer Network Infrastructure
		600,000	District Wide Fire Fuels Management
		2,366,000	District Wide Preliminary Design Project
		128,980	District Wide Quagga Mussel Response
		110,048	District Wide Remodel Office Space
		(40,048)	District Wide Replace Window Film
		12,000	District Wide Telephone Replacement
		10,000	District Wide Treat Avian Disease
		100,000	District Wide Whole Park Access
		300,000	District Wide Whole Park Access A1 Priorities
		100,000	District Wide Whole Park Access A3 & A4
		<u>35,000</u>	Redwood Fuel Tank Remediation
	4,617,980		
	6,951,080	Total General Fund	
Measure WW Project Funds	Capital Project	200,000	Future Preliminary Acquisition Studies
		<u>5,000,000</u>	Future Preliminary Acquisitions
		5,200,000	Subtotal
	Meas WW Local Grants	<u>16,800,000</u>	WW Local Grants
		22,000,000	Total Measure WW Project Funds
Major Infra Reno/Replace	Other Than Assets	150,000	Del Valle Renovate Water System
		1,138,100	District Wide paving program
		<u>100,000</u>	District Wide Major Maintenance
		1,388,100	Total Major Infrastructure Renov. & Replacement
Permanent Funds:			
Brushy Peak-Dyer	General Fund	1,500	Feral Pig Management
Brushy Peak-Weaver	General Fund	2,000	Feral Pig Management
Morgan Territory-Elworthy	General Fund	<u>1,500</u>	Feral Pig Management
		\$ 5,000	Total Permanent Funds

Transfers Out, continued

<u>From Fund</u>	<u>To Fund</u>	<u>Amount</u>	<u>Purpose</u>
Ardenwood/Coyote Hills Trail	General Fund	93,000	Coyote Hills operations
		\$ 93,000	Total Ardenwood/Coyote Hills Trail
Measure AA Project Funds		65,000	Future Preliminary Acquisition Studies
		65,000	Total Measure AA Project Funds
Measure CC	Capital Projects	30,000	McLaughlin Eastshore State Park- Build Golden Gate Trail
		199,800	Tilden Replace Chemical Toilet
		46,323	Miller/Knox Add Four Flush Restrooms
		<u>276,123</u>	Subtotal
	Other Than Assets	(59,714)	Chabot Fuel Break Management
		9,463	Chabot Fuel Break Management
		55,550	Crown Beach Operate Bay Trail
		35,832	Crown Beach Operate Triangle Park-Public Safety
		25,005	District Wide Prepare Engineering Report
		111,100	Martin Luther King Jr Improve Access-Operations
		89,580	Martin Luther King Jr Improve Access-Public Safety
		9,160	Miller/Knox Maintain Landscaping-Operations
		12,420	Miller/Knox Manage Sanitation
		20,000	McLaughlin Eastshore -Burrowing Owl Mitigation
		194,425	McLaughlin Eastshore-Operate Landbanked Property-Operations
		179,160	McLaughlin Eastshore-Police Landbanked Property-Operations
		500,000	Point Molate Restore Richmond Shoreline
		25,420	Point Pinole Manage Restoration-Stewardship
		12,420	Point Pinole Manage Sanitation-Maintenance
		5,555	Point Pinole Patrol New Trail Segment-Operations
		17,916	Point Pinole Patrol New Trail Segment-Public Safety
		200,000	Redwood Regrade Stream Trail
		17,916	Sibley/Claremont Complete Trail System and Public Safety
		(21,352)	Sibley/Claremont Fuel Management
		2,469	Sibley/Claremont Operate Landbanked Property-Operations
		7,166	Sibley/Claremont Operate Landbanked Property-Public Safety
		(51,714)	Wildcat Cyn/Alvarado Fuel Management
		<u>1,397,777</u>	Subtotal
		1,673,900	Total Measure CC
		<u>\$ 32,176,080</u>	Total Transfers Out

Projected Beginning/Ending Fund Balances

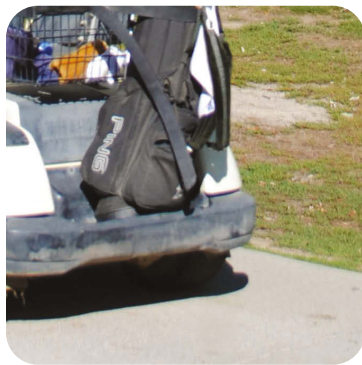
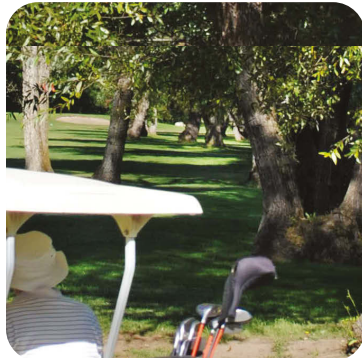
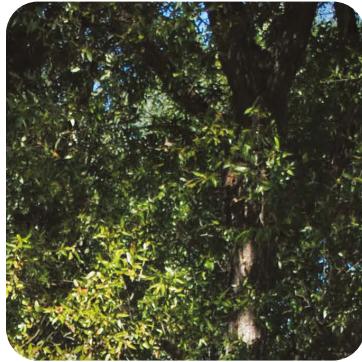
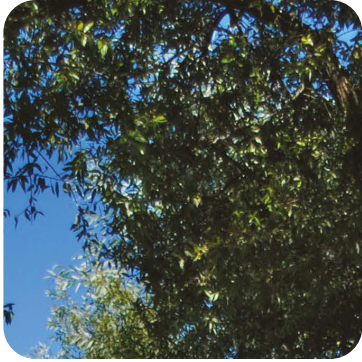
FUND GROUPS	ESTIMATED			PROJECTED	PROJECTED	CHANGE IN
	BEGIN FUND BALANCE/NET ASSETS	2016 SOURCES	2016 USES	END FUND BALANCE/NET ASSETS	FUND BALANCE/NET ASSET CHANGE	NET ASSETS/FUND BALANCE
General Fund:						
Nonspendable inventory	\$ 400,000	\$ -	\$ -	\$ 400,000	\$ -	
Nonspendable prepaids	3,100,000	-	-	3,100,000	-	
Restricted encumbrances	4,000,000	-	-	4,000,000	-	
Restricted per contract/agreement	500,000	-	-	500,000	-	
Committed election costs	200,000	-	-	200,000	-	
Committed legal contingency	1,680,180	-	-	1,680,180	-	
Committed workers' comp claim	-	-	-	-	-	
Committed revenue take-away	2,000,000	-	-	2,000,000	-	
Committed RDA remitted under protest	10,500,000	-	-	10,500,000	-	
Committed first quarter expenditures	1,343,630	-	-	1,343,630	-	
Unassigned	39,971,120	127,679,490	(127,090,500)	40,560,110	588,990	
General Fund Total	\$ 63,694,930	\$ 127,679,490	\$ (127,090,500)	\$ 64,283,920	\$ 588,990	0.92%
Special Revenue Funds:						
220 Two County LLD	\$ 3,805,070	\$ 3,968,000	\$ (4,142,960)	\$ 3,630,110	\$ (174,960)	-4.60%
221 East Contra Costa County LLD	417,970	675,300	(586,200)	507,070	89,100	21.32%
222 Five Canyon ZB	157,880	44,500	(38,960)	163,420	5,540	3.51%
223 Dublin Hills ZB	52,550	15,400	(8,110)	59,840	7,290	13.87%
224 Walpert Ridge ZB	304,700	55,700	(36,090)	324,310	19,610	6.44%
225 San Ramon ZB	18,380	4,900	(500)	22,780	4,400	23.94%
226 Measure CC	2,749,290	3,167,000	(1,773,900)	4,142,390	1,393,100	50.67%
227 Stone Valley ZB	38,000	6,000	(630)	43,370	5,370	14.13%
228 Sibley Volcanic ZB	4,630	10,400	-	15,030	10,400	N/A
253 Gifts	4,675,380	53,000	(64,440)	4,663,940	(11,440)	-0.24%
254 Ardenwood/Coyote Hills Trail	92,000	1,000	(93,000)	-	(92,000)	-100.00%
255 MLK Jr. Intern Program	117,130	10,000	(7,000)	120,130	3,000	2.56%
257 Mitigation	4,743,200	110,000	(96,430)	4,756,770	13,570	0.29%
258 McLaughlin Eastshore State Park	3,391,170	70,000	(51,120)	3,410,050	18,880	0.56%
259 ECCC HCP Properties	1,373,170	469,800	(365,350)	1,477,620	104,450	7.61%
260 Asset Seizure & Forfeiture	107,640	-	-	107,640	-	0.00%
261 Coyote Hills/Dumbarton Quarry	1,210,840	900,000	-	2,110,840	900,000	N/A
270 Measure WW Local Grant	(232,850)	16,800,000	(17,047,010)	(479,860)	(247,010)	N/A
Special Revenue Funds Total	\$ 23,026,150	\$ 26,361,000	\$ (24,311,700)	\$ 25,075,450	\$ 2,049,300	
Debt Service Funds:						
811 2012 Promissory Note	620	\$ 1,422,100	\$ (1,422,100)	620	-	N/A
812 Measure AA Bonds	3,240,410	4,210,000	(4,079,500)	3,370,910	130,500	4.03%
813 Measure WW Bonds	16,786,250	16,511,000	(26,755,900)	6,541,350	(10,244,900)	-61.03%
Debt Service Funds Total	\$ 20,027,280	\$ 22,143,100	\$ (32,257,500)	\$ 9,912,880	\$ (10,114,400)	
Internal Service Funds:						
552 Workers' Compensation	\$ 8,084,210	\$ 4,266,180	\$ (3,771,890)	\$ 8,578,500	\$ 494,290	-6.76%
553 Major Infrastructure Renovation/Re	4,172,660	\$ 520,000	\$ (1,388,100)	3,304,560	(868,100)	-20.80%
554 Major Equipment Replacement	13,147,940	\$ 1,411,740	\$ (960,000)	13,599,680	451,740	3.44%
555 General Liability	4,853,130	1,876,450	(1,876,500)	4,853,080	(50)	0.00%
556 Employee Benefits	2,916,460	5,210,020	(5,070,000)	3,056,480	140,020	4.80%
Internal Service Funds Total	\$ 33,174,400	\$ 13,284,390	\$ (13,066,490)	\$ 33,392,300	\$ 217,900	

Projected Beginning/Ending Fund Balances, continued

FUND GROUPS	ESTIMATED				PROJECTED	PROJECTED	CHANGE IN NET ASSETS/FUND BALANCE
	BEGIN FUND BALANCE/NET ASSETS	2016 SOURCES	2016 USES	END FUND BALANCE/NET ASSETS	FUND BALANCE/NET ASSET CHANGE		
Permanent Funds:							
610 Black Diamond Open Space	\$ 236,000	\$ 1,500	\$ -	\$ 237,500	\$ 1,500	0.6%	
620 Brushy Peak-Dyer	5,256,670	4,000	(1,500)	5,259,170	2,500	0.0%	
621 Brushy Peak-Weaver	454,860	3,000	(2,000)	455,860	1,000	0.2%	
630 ESSP-Berkeley Meadows Phase 1	80,770	500	-	81,270	500	0.6%	
631 ESSP Berkeley Meadows Phase 2	407,580	3,000	-	410,580	3,000	0.7%	
640 Hayward Shore-Ora Loma	714,400	5,000	-	719,400	5,000	0.7%	
641 Hayward-Corp Yard	68,230	400	-	68,630	400	0.6%	
650 Morgan Territory-Elworthy I	417,810	3,000	(1,500)	419,310	1,500	0.4%	
651 Morgan Territory-Elworthy II	203,150	1,000	-	204,150	1,000	0.5%	
670 Doolan Canyon-Toyota	30,460	-	-	30,460	-	0.0%	
671 El Charro-Livermore	511,790	4,000	-	515,790	4,000		
680 MLK Jr Shore/Damon Slough-Port	323,390	2,000	-	325,390	2,000	0.6%	
Permanent Funds Total	\$ 8,705,110	\$ 27,400	\$ (5,000)	\$ 8,727,510	\$ 22,400	0.3%	
Projects Funds:							
333 Capital Projects	\$ 13,519,300	\$ 5,941,123	\$ (7,607,900)	\$ 11,852,523	\$ (1,666,777)	-12.3%	
Committed for Land Acq & Development	6,724,150	-	(1,500,000)	5,224,150	(1,500,000)	-22.3%	
Committed Fire Fuel Mgmt Grant Match	380,000	-	-	380,000	-	0.0%	
335 Measure AA Project Funds	16,350,790	60,000	(77,000)	16,333,790	(17,000)	-0.1%	
336 Other Than Assets Projects	29,562,090	7,735,187	(10,025,110)	27,272,167	(2,289,923)	-7.7%	
337 Measure WW Project Funds	46,746,440	150,000	(22,087,000)	24,809,440	(21,937,000)	-46.9%	
338 2012 Promissory Note Project Fund	23,500,250	10,000	(10,000)	23,500,250	-	0.0%	
Projects Funds Total	136,783,020	13,896,310	(41,307,010)	109,372,320	(27,410,700)	-20.0%	
GRAND TOTAL	\$285,410,890	\$203,391,690	\$ (238,038,200)	\$ 250,764,380	\$ (34,646,510)		

Fund balance changes > 10%

- 221-special assessment district is allowed by law to have 50% of annual revenue in fund balance. In the 223-total fund balance amount is immaterial.
- 225-total fund balance amount is immaterial.
- 226-special excise tax in which amounts accumulated in prior years are currently budgeted for voter approved projects, which are to be completed by end of 15 year levy.
- 227-special assessment district is allowed by law to have 50% of annual revenue in fund balance. Special projects are anticipated to spend down growing fund balance in this zone of benefit.
- 254-resources traditionally used to fund part of personnel costs related to maintenance of this trail, which will be reduced to zero by the end of 2016. Funding of maintenance and personnel for the trail will be replaced with General Fund resources.
- 813-amounts levied in prior year used to fund current year general obligation debt service.
- 333-current year spending of prior year resources and a new appropriation of the \$1.5 million from the Committed for Land Acquisition committed fund balance.
- 336-current year spending of prior year resources.
- 337-2013 bond proceeds which are anticipated to be used in during 2016.



REDWOOD CANYON PUBLIC GOLF COURSE • ANTHONY CHABOT REGIONAL PARK, CASTRO VALLEY

EXECUTIVE & LEGISLATIVE DIVISION

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 1,264,430	\$ 1,310,688	\$ 1,777,320	\$ 2,020,940	13.7%
Supplies	19,113	29,605	22,270	22,270	0.0%
Contingency	-	-	353,270	353,270	0.0%
Services	569,906	551,086	606,450	706,450	16.5%
Election Costs	455	519,819	-	-	0.0%
Intra-District Charges	30,900	34,700	34,700	37,640	8.5%
Subtotal	\$ 1,884,804	\$ 2,445,897	\$ 2,794,010	\$ 3,140,570	12.4%
PROJECT BUDGET:					
Personnel Services	\$ -	\$ -	\$ -	\$ -	0.0%
Subtotal	\$ -	\$ -	\$ -	\$ -	0.0%
Total Operating/Project	\$ 1,884,804	\$ 2,445,897	\$ 2,794,010	\$ 3,140,570	12.4%
DEPARTMENTS:					
Board of Directors	\$ 211,921	\$ 724,596	\$ 369,470	\$ 380,810	3.1%
General Manager	1,672,882	1,721,302	2,424,540	2,759,760	13.8%
Total	\$ 1,884,804	\$ 2,445,897	\$ 2,794,010	\$ 3,140,570	12.4%
FUNDING SOURCES:					
101 General Fund	\$ 1,884,804	\$ 2,445,897	\$ 2,794,010	\$ 3,140,570	12.4%
Total	\$ 1,884,804	\$ 2,445,897	\$ 2,794,010	\$ 3,140,570	12.4%
STAFFING:					
*Regular/Permanent	7.00	7.00	9.00	10.00	1.00
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	7.00	7.00	9.00	10.00	1.00

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 Park District's Vision and Mission, within and outside of the organization.

The Executive and Legislative Division provides direction on key District priorities, including:

- Community and youth outreach to increase diversity of District visitors and employees.
- Healthy Parks Healthy People and initiatives that contribute to community well-being.
- Archives and oral histories to preserve Park District history and knowledge.

The Division provides strategic oversight on important District projects including:

- Concord Hills Regional Park & Dumbarton Quarry Regional Recreation Area.
- Development of a regional park at Alameda Point.
- Strategic response to Mission Peak overuse impacts
- Wildfire Hazard Reduction and Resource Plan.
- Advancement of new project management model to expedite projects and permitting.

2016 APPROVED BUDGET REQUESTS:

Add Legislative Assistant position to the General Manager's Office, \$139,074.

These resources will help fulfill the District mission to:

- Pursue all appropriate activities to ensure the fiscal health of the District.
- Participate in partnerships with public agencies, nonprofit organizations, volunteers and the private sector to achieve mutual goals.

The key indicator is:

Increased capacity for government and legislative work can be measured through policy outcomes adopted by local, state and Federal governing bodies.

2016 Targets:

- Hire Legislative Assistant to support the Government Relations and Legislative Affairs Manager and General Manager in order to develop systems to track policy and grant funding opportunities.
- Increase the District's ability to shape policy outcomes and grant guidelines before they are finalized.
- Establish a presence on social media for policy and legislative outcomes.

Increase base budget for Professional Services by \$100,000.

These resources will help fulfill the District mission to:

- Provide leadership to help guide land use decisions of East Bay governments that related to the District.
- Participate in partnerships with public agencies, nonprofit organizations, volunteers and the private sector to achieve mutual goals.

The key indicator is:

- Increased communication between District designees and elected officials, commissioners and staff of MTC, ABAG, San Francisco Bay Restoration Authority, Contra Costa County Transportation Authority, Alameda County Transportation Commission and the East Bay State Legislative Delegation.

EXECUTIVE & LEGISLATIVE DIVISION

2016 targets:

- Coordinate short and long-term planning efforts and engage with local community stakeholders in support of the District seeking at least 5% of the total available funds from these targeted sources.
- Develop stronger relationships and coordinate more with transportation agencies, ABAG and the San Francisco Bay Restoration Authority, particularly with the elected officials who preside on the boards and commissions of these agencies.
- Compete for statewide Cap and Trade revenues.

EXECUTIVE AND LEGISLATIVE DIVISION KEY OBJECTIVES

KEY OBJECTIVE 1

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

KEY INDICATOR:

Regularly attend meetings and correspond with members of the East Bay legislative delegation. Coordinate, collaborate, and attend meetings and conferences to promote District's interests.

2014 Results	2015 Target	2015 Results	2016 Target
Citizen group Friends of Crown Beach organized a ballot initiative campaign and engaged with the Alameda City Council resulting in a ruling rezoning federal surplus property at Crown Memorial State Beach by McKay Avenue as open space.	Protect the District's future ability to complete Crown Beach. Meet and correspond with Department of Justice, and legislators to prevent the sale of the McKay GSA property to a private developer. Provide oversight for defense against use of eminent domain in this case.	District purchased McKay Avenue parcel to expand Crown Beach. Agreement reached through extensive discussions with GSA and State of California. Established City of Alameda – EBRPD Liaison Committee to enhance relations with City of Alameda and to discuss issues of mutual concern, including Crown Beach.	Fully implement the new City of Alameda – EBRPD Liaison Committee, providing information and collaboration as needed to enhance the relationship with, and the Park District's work in, Alameda.
Advanced talks with the Veterans Administration (VA) for management of the property at Alameda Point.	Finalize a contract with the VA for management of the property at Alameda Point.	Oversaw finalization of contract with VA for providing regular policing and security services at Alameda Point.	Oversee services at Alameda Point, and work towards long-term management of open space and Bay Trail development.
Provided oversight to support passage of the California Bike Tax Bill SB 1183, which will provide funding for maintenance of the heavily used commuter trails throughout the Park District.	Provide oversight to implement appropriate use of the California Bike Tax Bill SB1183 funds as they become available for maintenance of heavily used commuter trails throughout District.	Oversaw District-wide survey to determine public support for implementing a vehicle registration fee for bike trail maintenance. The results indicated more education about the need is necessary.	Provide education about the need for additional resources for paved trail maintenance in the two counties.

EXECUTIVE & LEGISLATIVE DIVISION

2014 Results	2015 Target	2015 Results	2016 Target
Maintained relationship with State Parks despite conflicts regarding the designation of Tesla Property as an area of interest on the Park District's Master Plan.		Advanced State Park Bond Measure including per capita funding for local agencies; worked to secure introduction of park bond legislation including per capita and regional park funding programs. Secured question in 2015 Field Poll that indicates strong support for per capita in future Park Bond.	Work to advance a State Park Bond Measure that includes per capita funding for local agencies, and to increase the per capita distribution to match historical levels. Work to advance the legislation and placement of a measure on the 2016 ballot.
San Francisco Bay Restoration Authority decided not to place measure on 2014 ballot. Possible project list developed, which included all District's recommended projects. At Director Sutter's direction, legislation secured to reduce cost of placing measure on ballot in all 9 Bay Area counties.	Continue to work with the San Francisco Bay Restoration Authority to ensure any possible 2016 ballot measure include the District's project list.	Met with the San Francisco Bay Restoration Authority regarding the possible placement of a measure on the ballot for 2016.	Advocate for Park District projects on potential SF Bay Restoration Authority measure on 2016 ballot to ensure that District projects receive appropriate funding.
		Engaged in advocacy and conversations to resolve jurisdiction of Oakland Inner Harbor Canal. Met with Army Corps officials; facilitated meetings between Army Corps and Representative DeSaulnier to establish line between Oakland and Alameda.	Oversee efforts to ensure transfer of management responsibility for the Oakland Inner Harbor Canal.
		Expedited maintenance and development contracts by coordinating with Mid-Peninsula Regional Open Space to pass legislation raising the limit of General Manager contract approval from \$25,000 to \$50,000.	Implement AB 495, which raises the General Manager's contract approval limit from \$25,000 to \$50,000.

EXECUTIVE & LEGISLATIVE DIVISION

2014 Results	2015 Target	2015 Results	2016 Target
		<p>Pursued funding opportunities from Cap-and-Trade, including applications for CALFIRE fuels-management grants; provided comments on Cap-and-Trade Proceeds Second Investment Plan. Presented to State Cap-and-Trade Auction Proceeds Second Investment Plan Workshop to ensure Park District is eligible to receive Cap-and-Trade grant funds.</p>	<p>Ensure Park District operations and activities are recognized and eligible for Cap-and-Trade funds. Direct staff efforts to receive grant funding as possible.</p>
		<p>Provided input on potential Contra Costa Transportation Authority Measure J extension. Appointed staff to represent the District on expenditure plan advisory committee; conducted meetings with CCTA Board Members; provided input to CCTA staff.</p>	<p>Ensure significant funding for paved trail projects and maintenance is included in Contra Costa Transportation Authority Measure J extension.</p>
<p>Oversaw development of EBRPD Policy Twitter account to support full funding for the Land and Water Conservation Fund, provide information about Mission Peak and raise awareness about a possible future State Parks bond. The account drove traffic to District's website with a sponsored link to a web platform which sends e-mail messages to Members of Congress. Over 150 message were sent via the sponsored link.</p>	<p>Use EBRPD Policy Twitter account to raise awareness about possible State Parks bond, Measure CC outreach, Mission Peak outreach, and increase the visibility nationally with our Land and Water Conservation Fund work, along with other informational initiatives as appropriate.</p>	<p>Established a presence on Twitter with 232 tweets and 136 followers.</p>	<p>Provide resources to build staff capacity to more fully realize the impact of communicating via Twitter and other social media platforms to elected officials and policy decision makers.</p>

EXECUTIVE & LEGISLATIVE DIVISION

2014 Results	2015 Target	2015 Results	2016 Target
		Focused Bay Area Open Space Council (BAOSC) on advocacy and park bond efforts, including briefings about importance of park bond to Bay Area. Secured Senate Pro Tempore keynote appearance at Council's conference. Participated in BAOSC Executive Director (ED) search to ensure advocacy focus for ED.	Oversee efforts to strengthen Bay Area Open Space Council's (BAOSC) advocacy role for bay area open space providers, including State Park Bond advancement through Outdoor Voice initiative. Facilitate BAOSC's use of social media mechanisms, such as POPVOX.

KEY OBJECTIVE 2

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

KEY INDICATOR

Ensure clear roles and responsibilities of top management staff.

2014 Results	2015 Target	2015 Results	2016 Target
Oversaw recruitment and hiring for new HR Manager, District Counsel, Assistant District Counsel, CFO, Fire Chief, Assistant Fire Chief, and Chief of Interpretation and Recreation.	Oversee the recruitment, hiring, and training of AGM and Chief level positions as necessary, including new Chief of Park Operations.	Oversaw recruitment and training of Chief positions: Chief of Park Operations, Chief of Planning & Maintenance and other key positions including Clerk of the Board, Benefits Manager, and Public Information Supervisor. Upgraded CFO to AGM Finance.	Oversee the recruitment, hiring, and training of AGM, chief level, management, and other key positions to ensure fiscal, public relations, operational, and workforce excellence.
Oversaw implementation of portion of the management study to align the Land and the PS&D Division under one AGM, eliminating the need to recruit for a new AGM PS&D.	Complete implementation of management study as funding allows including hiring of Deputy General Manager to oversee administrative functions.	Advanced management study implementation as funding allowed, by overseeing the ASD Division reorganization. Completed Deputy General Manager job description, recruited for the new Deputy General Manager.	Continue to implement portions of the management study, as appropriate. Hire and oversee the onboarding and training of the new Deputy General Manager.

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.

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 87,247	\$ 73,551	\$ 137,700	\$ 146,790	6.6%
Supplies	7,973	10,122	9,520	9,520	0.0%
Contingency	-	-	87,180	87,180	0.0%
Services	86,347	94,503	108,470	108,470	0.0%
Election Costs	455	519,819	-	-	0.0%
Intra-District Charges	29,900	26,600	26,600	28,850	8.5%
Subtotal	\$ 211,921	\$ 724,596	\$ 369,470	\$ 380,810	3.1%
PROJECT BUDGET:					
Subtotal	\$ -	\$ -	\$ -	\$ -	0.0%
Total Operating/Project	\$ 211,921	\$ 724,596	\$ 369,470	\$ 380,810	3.1%
DEPARTMENTS:					
Board of Directors	\$ 211,921	\$ 724,596	\$ 369,470	\$ 380,810	3.1%
Total	\$ 211,921	\$ 724,596	\$ 369,470	\$ 380,810	3.1%
FUNDING SOURCES:					
101 General Fund	\$ 211,921	\$ 724,596	\$ 369,470	\$ 380,810	3.1%
Total	\$ 211,921	\$ 724,596	\$ 369,470	\$ 380,810	3.1%
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:

- Provides ongoing direction at twenty-two Board meetings, monthly committee meetings, and five workshops. Ongoing direction includes directing staff acquisition of key park, open space and wildlife habitat properties, as well as reviewing, releasing for public comment, and approving land use plans and amendments.
- 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.
- 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.
- 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.

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

GENERAL MANAGER'S OFFICE ROLE

The General Manager's Office provides executive leadership to the District in support of the District's adopted Mission and Vision Statements, as guided by the Master Plan. This is accomplished by providing leadership, direction, and agency advocacy in support of the Board of Directors and District as a whole. The General Manager's Office is responsible for the overall organizational structure and management of the District.

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 1,177,184	\$ 1,237,137	\$ 1,639,620	\$ 1,874,150	14%
Supplies	11,140	19,482	12,750	12,750	0%
Contingency	-	-	266,090	266,090	0%
Services	483,559	456,583	497,980	597,980	20%
Intra-District Charges	1,000	8,100	8,100	8,790	9%
Subtotal	\$ 1,672,882	\$ 1,721,302	\$ 2,424,540	\$ 2,759,760	14%
PROJECT BUDGET:					
Personnel Services	\$ -	\$ -	\$ -	\$ -	
Subtotal	\$ -	\$ -	\$ -	\$ -	0%
Total Operating/Project	\$ 1,672,882	\$ 1,721,302	\$ 2,424,540	\$ 2,759,760	14%
DEPARTMENTS:					
General Manager	\$ 1,672,882	\$ 1,721,302	\$ 2,424,540	\$ 2,759,760	
Total	\$ 1,672,882	\$ 1,721,302	\$ 2,424,540	\$ 2,759,760	14%
FUNDING SOURCES:					
101 General Fund	\$ 1,672,882	\$ 1,721,302	\$ 2,424,540	\$ 2,759,760	14%
Total	\$ 1,672,882	\$ 1,721,302	\$ 2,424,540	\$ 2,759,760	14%
STAFFING:					
Regular/Permanent	7.00	7.00	9.00	10.00	1.00
Seasonal/Temporary	0.00	0.42	0.00	0.00	0.00
Total	7.00	7.42	9.00	10.00	1.00

SERVICE DESCRIPTION

The General Manager's Office facilitates direct and open communication District-wide, both internally and externally. The Office provides community outreach through programming, events, and publications, such as the annual Community Report. The Office produces an annual 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 Office supports the expansion and development of the Park District's historical archives and oral histories.

In addition, the General Manager's Office provides strategic leadership in the area of external policy to ensure productive relationships with federal, state, and local government representatives, for-profit and non-governmental organizations, and community and special interest groups.

The General Manager's Office works to advance District budget and project priorities and objectives by meeting with individual Board members, East Bay legislative delegates in Sacramento and Washington, D.C. attending Regional Parks Foundation meetings and events, and developing relationships with local agency executives.

The Office develops internal policy recommendations and ensures that policy recommendations are reviewed by the Assistant General Manager group and by Board Committee before being adopted by the full Board of Directors. The General Manager's office provides leadership on Board Workshops to establish budget priorities, and encourages open and transparent communication between the Board of Directors and staff.

The General Manager's Office provides leadership and direction in the area of organizational development and staff workforce planning, including oversight of labor agreement negotiations.

The Office provides administrative support for the Park Advisory Committee.

The General Manager's Office provides direction to staff through individual meetings with Assistant General Managers and with other District staff as needed for high-priority projects and policies.

ACQUISITION, STEWARDSHIP AND DEVELOPMENT

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 5,803,028	\$ 5,459,506	\$ 6,557,260	\$ 6,814,330	3.9%
Supplies	579,998	599,382	639,740	691,580	8.1%
Services	899,002	973,159	1,577,000	1,589,960	0.8%
Equipment	3,624	2,603	200,000	75,000	-62.5%
Intra-District Charges	287,830	344,500	375,300	362,600	-3.4%
Subtotal	\$ 7,573,482	\$ 7,379,150	\$ 9,349,300	\$ 9,533,470	2.0%
PROJECT BUDGET:					
Personnel Services	\$ 4,148,580	\$ 4,151,542	\$ 4,541,190	\$ 4,550,670	0.2%
Supplies	34,290	43,570	-	-	0.0%
Services	5,457,740	1,633,759	260,400	460,400	76.8%
Capital Outlay/Equip	13,909,869	32,458,700	3,163,580	7,325,010	131.5%
Subtotal	\$ 23,550,479	\$ 38,287,571	\$ 7,965,170	\$ 12,336,080	54.9%
Total Operating/Project	\$ 31,123,961	\$ 45,666,721	\$ 17,314,470	\$ 21,869,550	26.3%
DEPARTMENTS:					
Administration	\$ 1,476,959	\$ 1,365,108	\$ 1,798,970	\$ 1,169,270	-35.0%
Design and Construction	15,075,623	13,116,812	4,705,850	4,632,100	-1.6%
Environmental Programs	979,640	1,134,027	680,560	295,880	-56.5%
Planning / GIS	537,992	555,442	570,850	2,690,090	371.2%
Land Acquisition	7,330,853	23,554,012	3,289,160	7,906,180	140.4%
Stewardship	4,666,248	4,672,920	5,543,100	4,663,230	-15.9%
Trails Development	1,056,646	1,268,401	725,980	512,800	-29.4%
Total	\$ 31,123,961	\$ 45,666,721	\$ 17,314,470	\$ 21,869,550	26.3%
FUNDING SOURCES:					
101 General Fund	\$ 7,334,577	\$ 7,341,363	\$ 9,008,980	\$ 9,304,820	3.3%
253 Gifts	17,756	10,707	38,440	38,440	0.0%
257 Mitigation	58,578	24,060	83,100	96,430	16.0%
258 McLaughlin Eastshore St:	16,410	3,020	18,780	18,780	0.0%
333 Capital	15,262,759	33,827,028	4,693,040	8,822,000	88.0%
336 OTA Projects	8,433,881	4,460,543	3,272,130	3,514,080	7.4%
554 Major Equip Replacemen	-	-	-	75,000	0.0%
Total	\$ 31,123,961	\$ 45,666,721	\$ 17,114,470	\$ 21,869,550	27.8%
STAFFING:					
Regular/Permanent	70.98	70.98	73.37	74.43	1.07
Seasonal/Temporary	0.00	0.00	0.25	0.00	-0.25
Total	70.98	70.98	73.62	74.43	0.82

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ACQUISITION, STEWARDSHIP AND DEVELOPMENT DIVISION

ACQUISITION, STEWARDSHIP & DEVELOPMENT DIVISION ROLE

The Acquisition, Stewardship & Development Division is responsible for acquiring new parklands, planning new parks and open space, developing regional park and trail facilities, protecting and enhancing the sensitive natural and cultural resources that exist in the District's parklands. The Division is made up of seven departments: Administration, Design & Construction, Environmental Programs, Land Acquisition, Planning/GIS, Trails Development, and Stewardship.

2016 APPROVED BUDGET REQUESTS:

Provide funding for Del Valle Water System Study, \$150,000.

These resources will help fulfill the District mission to:

- Prepare a five-year Capital Improvement Plan as a part of its annual budget, listing construction projects to be built over a five-year period.
- Provide a diversified system of regional parklands, trails, and related services that will offer outstanding opportunities for creative recreational use.

The key indicator is:

This study will provide much needed information about the existing condition of the water infrastructure at Del Valle Regional Park and explore the feasibility of alternative methods of water management in order to increase the efficiency, reliability, and flexibility of the park water system.

2016 Targets:

- Complete this study by the end of the year. Results of the study will inform the Capital Improvement Plan on how to move forward with improving the water system.

Add Administrative Analyst I Position to the Stewardship Department, \$127,100

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:

This Administrative Analyst I position will provide improved support and implementation of the District's routine maintenance, habitat restoration, and capital projects.

2016 Targets:

- Assist with preparation and organization of resource agency permit applications
- Maintain and support data entry in the District's wildlife monitoring databases
- Assist with the administration of contracts, budget preparation, and tracking.
- Provide technical support for project development and implementation

ACQUISITION, STEWARDSHIP AND DEVELOPMENT DIVISION

2015 APPROVED BUDGET REQUEST UPDATE:

Add Watershed Specialist Position to the Stewardship Department.

These resources will help fulfil the District mission to:

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

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

The key indicator is:

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

2015 Targets:

- Revise maintenance project database and assist with permit acquisition.
- Facilitate implementation of Measure WW and CC habitat restoration projects.
- Provide technical support for implementation of storm water controls during capital projects and fuel reduction projects.

2015 Results:

Watershed Specialist Position was not filled in 2015, but the Stewardship Department is currently working with Human Resources to get this position filled in early 2016.

ACQUISITION, STEWARDSHIP & DEVELOPMENT DIVISION KEY OBJECTIVES

KEY OBJECTIVE 1

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

KEY INDICATOR

Acquire fee title properties in furtherance of the District's Master Plan objectives to grow the District, preserve significant resources, and round out existing parklands.

2014 Results	2015 Target	2015 Results	2016 Target
Acquired or optioned over 5,000 acres (AUSD Moller Ranch, Castleridge, Eddie's Flat, Dainty Ranch, Roddy Ranch, and Patterson). Accepted two large developer dedications (Elworthy and Stonebrae).	Acquire or option 1,000 acres of land.	Acquired or optioned over 1,500 acres (Clayton Radio, Fries, Lothamer, Viera, Aweeka, Nunn, Hemme Ave easement, Heilig and Wiedemann Ag Lot 2).	Acquire or option 750 acres of land.

ACQUISITION, STEWARDSHIP AND DEVELOPMENT DIVISION

KEY INDICATOR

Implement selected habitat restoration and enhancement projects.

2014 Results	2015 Target	2015 Results	2016 Target
Completed Draft watershed assessment report and developed concept designs for sediment management in the Wildcat Creek Watershed.	Finalize Wildcat Creek Sediment Analysis, begin permit acquisition for sediment management projects, and continue designs for creek restoration and maintenance of Jewel Lake.	Wildcat Creek watershed Sediment study was completed. Staff hired consultant to develop concept design and acquire permits for project to restore sediment basins upstream of Jewel Lake to full capacity.	Submit permit applications for restoration of sediment basins upstream of Jewel Lake. Develop concept design and cost estimate for restoration of Wildcat Creek around Jewel Lake.
Sac Perch were successfully bred in captivity. Worked with California Department of Fish & Wildlife (CDFW) to reestablish Sac Perch in ponds in Yolo County and Butte County, the home range for Sac Perch.	Continue breeding Sac Perch in captivity. Work with CDFW to continue restoration of Sac Perch with in their home range. Investigate potential for reestablishing Sac Perch at Big Break.	Sacramento perch were bred in captivity in cooperation with Contra Costa County Mosquito Abatement District. Perch were transplanted into two ponds identified by CDFW as important for the recovery of the species in its home range.	Transport Sacramento perch from captive breeding program to restored ponds.
8 Golden Eagles were captured and fitted with GPS transmitters. 13 eagles currently tracked via satellite. Developed draft risk maps developed to inform wind farm repowering.	Continue monitoring and satellite tracking Golden Eagles. Refine risk maps, and develop recommendations for protective and mitigation measures for wind farm repowering.	Additional 5 Golden Eagles were captured and fitted with GPS transmitters. Total of 10 eagles currently tracked via satellite.	Continue monitoring and satellite tracking of Golden Eagles. Refine risk maps, and recommend additional protective mitigation measures for wind farm repowering.
Modified designs for Sibley pond restoration and began development. of permit applications	Complete designs and submit permit applications for Sibley pond restoration.	Finalized designs for Sibley pond restoration and presented project to resource agencies.	Acquire permits for Sibley pond restoration projects and develop implementation schedule.
Began assessment of Alameda Point Beach restoration and preliminary permit application development.	Complete design of Alameda Pt. Beach restoration and permit applications.	Consultant team was hired to develop concept design for restoration of Alameda Pt. Beach.	Develop implementation strategy for Alameda Pt. Beach Restoration.

ACQUISITION, STEWARDSHIP AND DEVELOPMENT DIVISION

2014 Results	2015 Target	2015 Results	2016 Target
Assessed Ohlone ponds; prioritized for restoration potential.	Complete project scope for Ohlone pond restorations and begin development of permit applications.	Conducted assessments of the Ohlone ponds and began prioritizing ponds for restoration. Implemented four pond restoration projects in collaboration with the NRCS in Alameda County.	Explore opportunities for grant funding and partnerships to implement Ohlone pond restoration projects. Expand collaboration with NRCS to conduct pond restoration project in both Alameda and Contra Costa counties.

KEY OBJECTIVE 2

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

KEY INDICATOR

Negotiate easements, licenses, leases and other property rights in furtherance of the District's Master Plan objectives to provide public access into parklands and a comprehensive system of regional trails.

2014 Results	2015 Target	2015 Results	2016 Target
Reached settlement agreement on Louie condemnation. Initiated engineering study as basis for determining ROW required on Bollinger Canyon Road. Recorded Phase I Pt. Molate trail easement from Chevron.	Complete Louie and Golden Gate Fields (GGF) condemnation actions. Complete Elworthy and Stonebrae land and trail dedications. Acquire ROW needed on Bollinger Canyon Road or identify suitable alternative access.	Settled Louie condemnation and recorded EVMA and Rec Trail easements; Recorded Elworthy and Stonebrae dedications; Purchased Lothamer as alternative to BCR western access into Las Trampas. Reached settlement on ROW needed to complete Burton Ridge segment of California Ridge Trail.	Complete GGF condemnation action. Record ROW needed to complete Burton Ridge segment of the Calaveras Ridge Trail. Complete acquisition of necessary ROW to enhance May Road entrance into Garin/Dry Creek Meyers Estate.

ACQUISITION, STEWARDSHIP AND DEVELOPMENT DIVISION

KEY INDICATOR

Improve trail access by closing crucial gaps and constructing new trail segments within our regional trail network.

2014 Results	2015 Target	2015 Results	2016 Target
Completed TIGER II-funded Iron Horse Trail, Pleasanton, SF Bay Trail, Martinez Intermodal to Crockett and East Bay Greenway projects. Managed Delta DeAnza Trail Gap Closure project. Completed Pleasanton Ridge Road to Trail Conversion Pilot Project.	Complete TIGER II funded SF Bay Trail Hercules Intermodal Center Project. Finalize ROW agreements with Union Pacific Railroad for the Pinole Shores to Bayfront Park Bay Trail Project. Continue to implement trail development included in Pleasanton Ridge Land Use Plan.	Completed and opened SF Bay Trail Hercules Intermodal Center Project and the George Miller Trail segment. Received conceptual approval by Union Pacific Railroad for the SF Bay Trail: Pinole Shores to Bayfront Park. Implemented narrow trail construction and one mile of road-to-trail conversion in Pleasanton Ridge Land Use Plan.	Finalize ROW agreements with Union Pacific Railroad for Pinole Shores to Bayfront Park Bay Trail. Design and permit 1.2 miles of SF Bay Trail at Pt. Molate. Design and permit 3.3 miles of Ridge Trail between Garin and Vargas Plateau. Construct narrow natural surface trails in Vargas Plateau and Pleasanton Ridge Parks.

KEY OBJECTIVE 3

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

KEY INDICATOR

Leverage District bond and general funds by seeking grants for property acquisitions; devote staff resources to achieve acquisition goals in the ECCC Habitat Conservation Plan (HCP) Area.

2014 Results	2015 Target	2015 Results	2016 Target
Partnered with ECCC HCP to acquire 2,845 acres. Received grants from Altamont Landfill and Habitat Conservancy Fund for 310 acres. Grants received from Habitat Conservation Fund, Moore Foundation, Dougherty Valley Settlement and Staples Ranch Mitigation. \$17.186 million in grants leveraged.	Continue to work with the ECCC HCP, local land trusts, other public agencies, and the private sector to promote land conservation as opportunities arise. Leverage at least 40% in alternate funding sources.	Partnered with ECCC HCP on two transactions totaling 262 acres, and one property under option totaling 646 acres, Leveraged \$1.843 million, or 30% of closed transactions, with the possibility of leveraging 48% for the year including the property under option.	Leverage at least 30% in alternate funding sources.

ACQUISITION, STEWARDSHIP AND DEVELOPMENT DIVISION

KEY INDICATOR

Secure public conveyance of 2,500 acres of Navy-owned land in partnership with the National Park Service and transform land into a regional park.

2014 Results	2015 Target	2015 Results	2016 Target
Received approval of Public Benefit Conveyance application for 2,540 acres from National Park Service. Coordinated with Concord and U.S. Navy in development of Environmental Impact Statement and Phase 1 conveyance boundaries. Continued monitoring of Navy remediation of hazardous materials.	Review and comment on Navy EIS upon public release with a target for Navy Record of Decision by years end. Review and coordination in preparation of Navy "Finding of Suitability for Transfer" documents and coordination with Navy and City on Phase 1 conveyance. Initiate land use planning and permitting for future regional park use.	Provided oversight of Navy's environmental remediation program, comments on EIS and FOST documents, and provided input into permitting processes, both critical milestones for finalizing Phase 1 conveyance. Made progress in Land Use Plan including: existing conditions report, evaluation of opportunities and constraints, developed public access and environmental protection plan, and outreach to stakeholders.	Complete Land Use Plan and associated environmental review. Complete environmental permitting.

KEY INDICATOR

Maintain a positive public image by engaging with the community to promote and enhance mutual trail interests through grant acquisition and volunteer trail maintenance projects.

2014 Results	2015 Target	2015 Results	2016 Target
Honored by the California Trails and Greenways Foundation as "Outstanding Trail Event for 2013" for the Ivan Dickson Multicultural Day of Service. Received \$20,000 grant from REI to support the Ivan Dickson Program.	Increase the number of grant sources providing funding for volunteer stewardship projects. Work with volunteers to improve narrow, natural trail networks at Pleasanton Ridge and Crockett Hills Regional Parks.	Received \$20,000 REI grant to support the Ivan Dickson Program. Received \$3,500 from Tilden Wildcat Horseman's Association. Completed three volunteer narrow natural trail projects at Pleasanton Ridge and Crockett Hills Regional Parks.	Increase the number of grant sources providing funding for volunteer stewardship projects. Work with volunteers to improve narrow, natural trail segments at Pleasanton Ridge, Del Valle, Briones, and Crockett Hills Regional Parks.

ACQUISITION, STEWARDSHIP AND DEVELOPMENT DIVISION

KEY OBJECTIVE 4

Keep communities involved in land use plans, Master Plan Updates, continued public/private partnerships, and stewardship resource enhancement projects.

KEY INDICATOR

Refine and expand volunteer participation in wildlife and habitat conservation programs

2014 Results	2015 Target	2015 Results	2016 Target
Monitoring programs were expanded for mountain lions. Remote camera arrays were used to monitor mountain lions in Sunol/Ohlone. Volunteer golden eagle monitoring team determined status of 69 golden eagle territories.	Expanded photo monitoring of mountain lions and terrestrial mammals. Coordinate golden eagle monitoring effort with USGS eagle survey of the Diablo Range. Align and streamline diverse volunteer projects across several disciplines, integrate with intern program where feasible.	Stations were expanded in the Sunol/Ohlone Wilderness and monitoring frequency increased. Volunteer golden eagle monitoring team determined status of 58 golden eagle territories. Collaborated with Urban Tilth to implement watershed improvement projects to reduce trail side erosion in the Wildcat Creek watershed.	Expand photo monitoring program to East Bay Hills and Fuel Reduction Projects. Collaborate with the Regional Parks Foundation and community partners to complete resource enhancement projects and with Urban Tilth to conduct streambank restoration projects.
Awarded contract for Alameda striped racer study design and developed monitoring plan.	Begin implementation of Alameda striped racer study in compliance with USFWS BO for fuels treatment.	Completed study design for Alameda striped racer study in compliance with USFWS BO for Fuels treatment work.	Conduct first season monitoring of Alameda striped racer during implementation of Alameda Stripe racer study in the East Bay Hills for Fuels Break Management.
Held public meetings for bicycle skills area and disc golf course. Held HOA meetings for Mission Peak Staging EIR. CEQA: Ardenwood Buildings Demolition EIR Complete	Construct disc golf course. Complete 6 LUP/LUPA/Checklist Amendments: -Black Diamond Mines, Clayton Ranch LUP, Sibley/McCosker LUPA, Miller-Knox LUPA, Pleasanton Ridge/Robertson Ranch Checklist Amendment	7 Land Use Plans/Technical Studies Completed: Black Diamond Mines draft LUPA, Clayton Ranch draft LUPA, Sibley/McCosker LUPA, Miller Knox LUPA, Pleasanton Ridge/Robertson Ranch Checklist Amendment – tied to Tyler Ranch Staging	Complete 7 Planning Documents: Black Diamond Mines LUPA-IS/MND, Clayton Ranch LUPA-IS/MND, Sibley/McCosker Checklist Amendment/NOE, Miller Knox LUPA/EIR, Pleasanton Ridge/Robertson

ACQUISITION, STEWARDSHIP AND DEVELOPMENT DIVISION

2014 Results	2015 Target	2015 Results	2016 Target
	Complete 2 CEQA documents: Mission Peak Staging EIR and Dunsmuir Heights-to-Chabot Regional Trail MND	Area, Concord Hills Regional Park draft LUP, 2 CEQA In-process: -Mission Peak Staging DEIR and Dunsmuir Heights-to-Chabot Regional Trail IS/MND	Ranch Checklist Amendment/NOE, Pleasanton Ridge/Castleridge Checklist Amendment/NOE, Concord Hills Regional Park LUP Complete 2 CEQA: Mission Peak Staging EIR and Dunsmuir Heights-to-Chabot Regional Trail IS/MND

KEY OBJECTIVE 5

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

KEY INDICATORS

Advocate for District through participation in East Bay Government's Transportation Advisory Committees and by reviewing and commenting on land use plans/policies affecting the District.

2014 Results	2015 Target	2015 Results	2016 Target
Reviewed and commented on nine land use documents affecting the District	Review/comment on environmental documents and land use plans/policies that may affect the District.	Reviewed and commented on five land use documents and two Bicycle-Pedestrian Master Plans.	Participate in the Expenditure Plan Advisory Committee for Contra Costa County's Measure J and Countywide Transportation Plan.

KEY OBJECTIVE 6

Prepare a five-year Capital Improvement Plan as a part of the annual budget process, listing construction projects to be built over a five-year period, based upon available funds and considering approved park plans.

KEY INDICATOR

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

2014 Results	2015 Target	2015 Results	2016 Target
Completed 89% of the final bid documents for Capital Projects scheduled for construction in 2014.	Complete final bid documents for 85% of the Capital Projects scheduled for construction in 2015.	Completed 85% of the final bid documents for Capital Projects scheduled for construction in 2015.	Complete design and bid documents for 90% of the Capital Projects scheduled for construction in 2016. Implement a Capital Program

**ACQUISITION, STEWARDSHIP
AND DEVELOPMENT DIVISION**

2014 Results	2015 Target	2015 Results	2016 Target
		Implemented a standardized RFQ process and developed template documents.	Management Software (CPMS) tool to help the department better organize, monitor, and manage the capital program; and to be able to sort, search, and report out on project data in a more efficient and effective manner.
Construction completed for 83% of the Capital Projects scheduled for construction in 2014.	Complete construction of 85% of the Capital Projects scheduled for construction in 2015.	Completed 85% of the Capital Projects scheduled for construction in 2015. Implemented a new online plan room which has improved the advertisement/bid process, saved staff time and costs, and improved outreach to the contractor community.	Complete construction of 90% of the Capital Projects scheduled for construction completion in 2016.

KEY INDICATOR

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

2014 Results	2015 Target	2015 Results	2016 Target
N/A	Develop an interactive ParkView application for fuels management to allow staff to directly access and input into GIS fuels management data base.	A draft application has been developed and is being tested by the Fire Department.	Complete fuels management application. Develop a draft mobile map application that park users can use on smartphones while in the park. Include location of trails, restrooms, water fountains, park entrances, facilities and other points of interest.

ACQUISITION, STEWARDSHIP AND DEVELOPMENT DIVISION

KEY INDICATOR

Implement park service yard, office and visitor center renovation/replacement initiative

2014 Results	2015 Target	2015 Results	2016 Target
Completed survey work begun in 2013; completed 70% design for South County Equipment Shop & Pt. Pinole Service Yard; performed feasibility work for Chabot Annex (Public Safety and Admin. Offices)	Begin survey and/or design development for the next three priority projects.	Surveys completed. Pt. Pinole Service Yard: design in progress. Design of the utilities for the Service Yard is a part of the Atlas Rd. Bridge nearly complete. Pt. Pinole Visitor Center Study: RFQ developed and issued; consultant selected; study commenced.	Pt. Pinole Service Yard: complete design & bid documents. Coyote Hills Service Center: issue RFQ and begin design. Pt. Pinole Visitor Center: complete site evaluation, and begin design. Coyote Hills Visitor Center: issue RFQ, select consultant and begin study. Tilden Botanic Garden Visitor Center: issue RFQ, select consultant, and begin design. Tilden EEC: issue RFQ for consultant & begin design.

KEY INDICATOR

Develop consistent, identifiable, branded look for all regional park entrances.

2014 Results	2015 Target	2015 Results	2016 Target
80% of existing District standard details updated.	Facilitate quarterly meetings with District Design Standards group. Complete remaining District standard detail updates.	Completed quarterly meetings. District standard details in the process of being revised and updated. Organize a Task Force of Design staff to develop and finalize standard design details.	Develop design detail standards book in hardcopy and electronic forms; have standards available on District website. Continue developing and updating design detail standards.
Provided input on Environmental Graphics reuse of existing information panels and proposed new information panel system.	Provide input on Environmental Graphics sign detail revisions.	Provided input on Environmental Graphics sign detail revisions.	Provide support for the implementation phase.

ACQUISITION, STEWARDSHIP AND DEVELOPMENT DIVISION

KEY INDICATOR

Provide "World Class" restrooms at District parks.

2014 Results	2015 Target	2015 Results	2016 Target
Held design input meeting for CXT conversion project at Sunol; began design development for CXT conversion project at Sunol.	Complete design and prepare bid documents for CXT conversion project at Sunol.	Sunol project re-prioritized as other restroom projects took precedence. Replaced and added restrooms at Miller Knox. Installed new restroom at Vargas Plateau. Replaced restroom at Pt. Pinole Pier. Replaced 2 restroom/shower buildings at Del Valle campground.	Complete design and bid documents for CXT conversion project at Sunol.

KEY OBJECTIVE 7

Maintain a highly motivated and trained workforce to manage, supervise, coordinate and work on the District's activities including; park operations, resource management, land acquisition, development, program services and administration.

KEY INDICATOR

Create advancement opportunities for employees measured by the number of promotions.
Provide soft skill training opportunities measured by the number of classes offered.

2014 Results	2015 Target	2015 Results	2016 Target
	Establishment of a well-considered set of priorities as evidenced by a Division-wide work plan that balances project schedule with capacity.	There were eight promotions. 31 employees attended project management training; over half of Division attended customer service training.	Promote from within at least half of the time as vacancies occur. Provide one project management class, one customer service training, and two "all hands" meetings.

ACQUISITION, STEWARDSHIP AND DEVELOPMENT DIVISION

ADMINISTRATION

ADMINISTRATION DEPARTMENT ROLE

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

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 984,400	\$ 878,015	\$ 844,700	\$ 735,080	-13.0%
Supplies	9,692	12,645	4,270	7,770	82.0%
Services	137,914	112,039	228,100	77,220	-66.1%
Equipment	-	-	200,000	-	-100.0%
Intra-District Charges	275,500	321,900	321,900	349,200	8.5%
Subtotal	\$ 1,407,506	\$ 1,324,598	\$ 1,598,970	\$ 1,169,270	-27%
PROJECT BUDGET:					
Personnel Services	\$ 21,015	\$ -	\$ -	\$ -	0.0%
Supplies	19,000	-	-	-	0.0%
Services	43	-	-	-	0.0%
Capital Outlay/Equip	29,396	40,509	200,000	-	-100.0%
Subtotal	\$ 69,453	\$ 40,509	\$ 200,000	\$ -	-100.0%
Total Operating/Project	\$ 1,476,959	\$ 1,365,108	\$ 1,798,970	\$ 1,169,270	-35.0%
DEPARTMENTS:					
Administration	\$ 1,476,959	\$ 1,365,108	\$ 1,798,970	\$ 1,169,270	-35.0%
Total	\$ 1,476,959	\$ 1,365,108	\$ 1,798,970	\$ 1,169,270	-35.0%
FUNDING SOURCES:					
101 General Fund	\$ 1,391,096	\$ 1,321,514	\$ 1,380,190	\$ 1,150,490	-16.6%
253 Gifts/Dickson	-	64	-	-	0.0%
258 McLaughlin Eastshore Stat	16,410	3,020	18,780	18,780	0.0%
333 Capital	43,053	40,509	200,000	-	-100.0%
336 OTA Projects	26,400	-	-	-	0.0%
Total	\$ 1,476,959	\$ 1,365,108	\$ 1,598,970	\$ 1,169,270	-26.9%
STAFFING:					
Regular/Permanent	6.03	5.03	5.05	4.578	(0.47)
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	6.03	5.03	5.05	4.578	(0.47)

SERVICE DESCRIPTION

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

ACQUISITION, STEWARDSHIP AND DEVELOPMENT DIVISION

DESIGN AND CONSTRUCTION

DESIGN & CONSTRUCTION DEPARTMENT ROLE

The Design & Construction Department works collaboratively with other District departments, other public agencies, and community groups to design and construct District facilities that are accessible, respectful of the environment, and provide recreational opportunities.

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 7,546.18	\$ -	\$ -	\$ -	0.0%
Supplies	10,069	11,246	29,370	29,370	0.0%
Services	16,503	16,883	65,040	65,040	0.0%
Equipment	3,624	2,603	-	75,000	0.0%
Intra-District Charges	7,730	18,000	48,000	8,000	-83.3%
Subtotal	\$ 45,472	\$ 48,731.96	\$ 142,410	\$ 177,410	24.6%
PROJECT BUDGET:					
Personnel Services	\$ 3,533,234	\$ 3,569,386	\$ 4,043,440	\$ 3,974,690	-1.7%
Supplies	-	3,333	-	-	0.0%
Services	4,938,710	1,001,273	10,000	10,000	0.0%
Capital Outlay/Equip	6,558,206	8,494,089	510,000	470,000	-7.8%
Subtotal	\$ 15,030,150	\$ 13,068,080	\$ 4,563,440	\$ 4,454,690	-2.4%
Total Operating/Project	\$ 15,075,623	\$ 13,116,812	\$ 4,705,850	\$ 4,632,100	-1.6%
DEPARTMENTS:					
Design & Construction	\$ 15,075,623	\$ 13,116,812	\$ 4,705,850	\$ 4,632,100	-1.6%
Total	\$ 15,075,623	\$ 13,116,812	\$ 4,705,850	\$ 4,632,100	-1.6%
FUNDING SOURCES:					
101 General Fund	45,472	48,732	142,410	102,410	-28.1%
333 Capital	7,437,821	9,443,597	1,710,800	1,601,120	-6.4%
336 OTA Projects	7,592,329	3,624,484	2,852,640	2,853,570	0.0%
554 Major Equip Replacement	-	-	-	75,000	0.0%
	\$ 15,075,623	\$ 13,116,812	\$ 4,705,850	\$ 4,632,100	-1.6%
STAFFING:					
Regular/Permanent	26.83	26.83	27.00	26.00	(1.00)
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	26.83	26.83	27.00	26.00	(1.00)

SERVICE DESCRIPTION

The Design & Construction Department is comprised of four units. The Administrative Unit of the Design and Construction Department provides management oversight and administers the five-year Capital Improvement Plan (CIP). The Survey Unit provides topographic and boundary line mapping and survey support to other District departments. The Design Unit provides design services and prepares plans and specifications for capital projects. The Construction Unit administers and maintains construction contract documentation and provides construction management and inspection.

The Design and Construction Department works collaboratively 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 Plans; and with Stewardship to prepare regulatory permit applications; and monitor the implementation of permit conditions.

Design and Construction staff facilitate proper scoping, scheduling and funding for stakeholders, such as, Operations, Maintenance, Interpretation, Police and Fire, typically included in the process. The Design and Construction Department confers with Legal Counsel regarding laws, regulations, and codes that may affect projects. The Department also assists with design review and inspection of projects managed by other District departments, as well as outside agencies and developers.

ACQUISITION, STEWARDSHIP & DEVELOPMENT DIVISION

ENVIRONMENTAL PROGRAMS

ENVIRONMENTAL PROGRAMS DEPARTMENT ROLE

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

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 466,556	\$ 374,734	\$ 508,980	\$ 148,920	-70.7%
Supplies	4,251	1,907	7,760	7,760	0.0%
Services	189,119	24,809	90,030	90,030	0.0%
Subtotal	\$ 659,927	\$ 401,450	\$ 606,770	\$ 246,710	-59.3%
PROJECT BUDGET:					
Personnel Services	\$ 86,247	\$ 96,209	\$ 73,790	\$ 49,170	-33.4%
Services	-	129,302	-	-	0.0%
Capital Outlay/Equip	233,467	507,067	-	-	0.0%
Subtotal	\$ 319,714	\$ 732,577	\$ 73,790	\$ 49,170	-33.4%
Total Operating/Project	\$ 979,640	\$ 1,134,027	\$ 680,560	\$ 295,880	-56.5%
DEPARTMENTS:					
Environmental Programs	\$ 979,640	\$ 1,134,027	\$ 680,560	\$ 295,880	-56.5%
Total	\$ 979,640	\$ 1,134,027	\$ 680,560	\$ 295,880	-56.5%
FUNDING SOURCES:					
101 General Fund	\$ 455,187	\$ 377,390	\$ 523,670	\$ 159,630	-69.5%
257 Mitigation	58,578	24,060	83,100	87,080	4.8%
333 Capital	286,764	575,598	48,300	39,320	-18.6%
336 OTA Projects	179,111	156,980	25,490	9,850	-61.4%
Total	\$ 979,640	\$ 1,134,027	\$ 680,560	\$ 295,880	-56.5%
STAFFING:					
Regular/Permanent	4.00	4.00	4.00	1.00	(3.00)
Seasonal/Temporary	0.00	0.00	0.25	0.00	(0.25)
Total	4.00	4.00	4.25	1.00	-3.25

SERVICE DESCRIPTION

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

- Environmental Review
- Resource Enhancement Program
- Regional Conservation Planning

ACQUISITION, STEWARDSHIP & DEVELOPMENT DIVISION

LAND ACQUISITION

LAND ACQUISITION DEPARTMENT ROLE

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

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 512,128	\$ 559,245	\$ 743,200	\$ 777,480	4.6%
Supplies	600	1,408	670	670	0.0%
Services	2,274	6,360	32,330	129,710	301.2%
Subtotal	\$ 515,002	\$ 567,013	\$ 776,200	\$ 907,860	17.0%
PROJECT BUDGET:					
Personnel Services	\$ 292,083	\$ 265,271	\$ 239,380	\$ 233,310	-2.5%
Services	24,281	-	-	-	0.0%
Capital Outlay/Equip	6,499,487	22,721,728	2,273,580	6,765,010	197.5%
Subtotal	\$ 6,815,851	\$ 22,986,999	\$ 2,512,960	\$ 6,998,320	178.5%
Total Operating/Project	\$ 7,330,853	\$ 23,554,012	\$ 3,289,160	\$ 7,906,180	140.4%
DEPARTMENTS:					
Land Acquisition	\$ 7,330,853	\$ 23,554,012	\$ 3,289,160	\$ 7,906,180	140.4%
Total	\$ 7,330,853	\$ 23,554,012	\$ 3,289,160	\$ 7,906,180	
FUNDING SOURCES:					
101 General Fund	\$ 515,002	\$ 567,013	\$ 776,200	\$ 907,860	17.0%
333 Capital	6,803,259	22,986,999	2,512,960	6,998,320	178.5%
336 OTA Projects	12,592	-	-	-	0.0%
Total	\$ 7,330,853	\$ 23,554,012	\$ 3,289,160	\$ 7,906,180	140.4%
STAFFING:					
Regular/Permanent	5.00	5.00	6.00	6.00	0.00
Seasonal/Temporary	0.00	0.00	0.00	0.00	0.00
Total	5.00	5.00	6.00	6.00	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.

ACQUISITION, STEWARDSHIP & DEVELOPMENT DIVISION

PLANNING / GIS

PLANNING/GIS DEPARTMENT ROLE

The Planning/GIS Department provides guidance to the land use decisions of East Bay governments that relate to the District. The Department participates in partnership with public agencies, the private sector, and key stakeholders to achieve mutual planning and land use goals. The Department pursues long term operational maintenance funding mechanisms to ensure the fiscal health of the District. The Department provides land use planning, mapping, geographic information system, and graphic support services, to acquire, manage, maintain, and restore District parklands.

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 529,973	\$ 526,889	\$ 549,510	\$ 2,190,240	298.6%
Supplies	1,720	1,418	1,620	9,110	462.3%
Services	4,931	9,316	19,720	100,810	411.2%
Intra-District Charges	-	-	-	5,400	0.0%
Subtotal	\$ 536,624	\$ 537,623	\$ 570,850	\$ 2,305,560	303.9%
PROJECT BUDGET:					
Personnel Services	\$ 1,368	\$ 838	\$ -	\$ 94,530	0.0%
Supplies	-	31	-	-	0.0%
Services	-	16,951	-	200,000	0.0%
Capital Outlay/Equip	-	-	-	90,000	0.0%
Subtotal	\$ 1,368	\$ 17,819	\$ -	\$ 384,530	0.0%
Total Operating/Project	\$ 537,992	\$ 555,442	\$ 570,850	\$ 2,690,090	371.2%
DEPARTMENTS:					
Interagency Planning	\$ 537,992	\$ 555,442	\$ 570,850	\$ 2,690,090	371.2%
Total	\$ 537,992	\$ 555,442	\$ 570,850	\$ 2,690,090	
FUNDING SOURCES:					
101 General Fund	\$ 536,624	\$ 537,623	\$ 570,850	\$ 2,296,210	302.2%
257 Mitigation	-	-	-	9,350	0.0%
333 Capital	1,250	873	-	154,710	0.0%
336 OTA Projects	118	16,946	-	229,820	0.0%
Total	\$ 537,992	\$ 555,442	\$ 570,850	\$ 2,690,090	371.2%
STAFFING:					
Regular/Permanent	3.00	3.00	3.00	15.53	12.53
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	3.00	3.00	3.00	15.53	12.53

SERVICE DESCRIPTION

The Planning/GIS Department helps guide planning and land use decisions of two counties, 33 cities, and other East Bay governments that relate to the District. The Department establishes and maintains partnerships with public agencies, the private sector, and key stakeholders 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 long term operational maintenance funding mechanisms such as Community Facilities Districts to ensure the fiscal health of the District. The Department prepares land use plans, and provides

mapping, geographic information system, and graphic support services, to acquire, manage, maintain, and restore District parklands.

ACQUISITION, STEWARDSHIP & DEVELOPMENT DIVISION

STEWARDSHIP

STEWARDSHIP DEPARTMENT ROLE

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

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 2,959,533	\$ 2,734,233	\$ 3,414,860	\$ 2,498,880	-26.8%
Supplies	542,684	560,883	575,630	616,480	7.1%
Services	534,847	793,043	1,135,280	1,120,650	-100.0%
Intra-District Charges	4,600	4,600	5,400	-	-100.0%
Subtotal	\$ 4,041,663	\$ 4,092,758.82	\$ 5,131,170	\$ 4,236,010	-17.4%
PROJECT BUDGET:					
Personnel Services	\$ 115,992	\$ 130,419	\$ 161,530	\$ 176,820	9.5%
Supplies	15,290	38,595	-	-	0.0%
Services	410,047	340,457	250,400	250,400	0.0%
Capital Outlay/Equip	83,255	70,689	-	-	0.0%
Subtotal	\$ 624,584	\$ 580,161	\$ 411,930	\$ 427,220	3.7%
Total Operating/Project	\$ 4,666,248	\$ 4,672,920	\$ 5,543,100	\$ 4,663,230	-15.9%
DEPARTMENTS:					
Planning & Stewardship	\$ 4,666,248	\$ 4,672,920	\$ 5,543,100	\$ 4,663,230	-15.9%
Total	\$ 4,666,248	\$ 4,672,920	\$ 5,543,100	\$ 4,663,230	-15.9%
FUNDING SOURCES:					
101 General Fund	\$ 4,041,663	\$ 4,092,759	\$ 5,131,170	\$ 4,236,010	-17.4%
333 Capital	92,162	88,983	28,480	16,680	-41.4%
336 OTA Projects	532,423	491,178	383,450	410,540	7.1%
Total	\$ 4,666,248	\$ 4,672,920	\$ 5,543,100	\$ 4,663,230	-15.9%
STAFFING:					
Regular/Permanent	24.120	24.120	25.32	18.32	(7.00)
Seasonal/Temporary	0.000	0.00	0.00	0.00	-
Total	24.120	24.12	25.32	18.32	(7.00)

SERVICE DESCRIPTION

The objective is to create barrier-free public access, which improves access to and use of the park lands by members of groups that have been under represented, while preserving the remoteness and intrinsic value of these lands. Stewardship participates in partnership with other agencies and organizations to develop, plan and construct projects which share ownership, management, or mutual goals. The department maintains inventories of the District's natural 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.

ACQUISITION, STEWARDSHIP & DEVELOPMENT DIVISION

TRAILS DEVELOPMENT

TRAILS DEVELOPMENT DEPARTMENT ROLE

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

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 342,890	\$ 386,390	\$ 496,010	\$ 463,730	-6.5%
Supplies	10,984	9,876	20,420	20,420	0.0%
Services	13,414	10,709	6,500	6,500	0.0%
Subtotal	\$ 367,288	\$ 406,975	\$ 522,930	\$ 490,650	-6.2%
PROJECT BUDGET:					
Personnel Services	\$ 98,640	\$ 89,419	\$ 23,050	\$ 22,150	-3.9%
Supplies	-	1,611	-	-	0.0%
Services	84,660	145,777	-	-	0.0%
Capital Outlay/Equip	506,058	624,619	180,000	-	-100.0%
Subtotal	\$ 689,358	\$ 861,426	\$ 203,050	\$ 22,150	-89.1%
Total Operating/Project	\$ 1,056,646	\$ 1,268,401	\$ 725,980	\$ 512,800	-29.4%
DEPARTMENTS:					
Trails Development	\$ 1,056,646	\$ 1,268,401	\$ 725,980	\$ 512,800	-29.4%
Total	\$ 1,056,646	\$ 1,268,401	\$ 725,980	\$ 512,800	-29.4%
FUNDING SOURCES:					
101 General Fund	\$ 349,532	\$ 396,332	\$ 484,490	\$ 452,210	-6.7%
253 Gifts/Dickson	17,756	10,643	38,440	38,440	0.0%
333 Capital	598,450	690,470	192,500	11,850	-93.8%
336 OTA Projects	90,908	170,956	10,550	10,300	-2.4%
Total	\$ 1,056,646	\$ 1,268,401	\$ 725,980	\$ 512,800	-29.4%
STAFFING:					
Regular/Permanent	3.00	3.00	3.00	3.00	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	3.00	3.00	3.00	3.00	-

SERVICE DESCRIPTION

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

FINANCE AND MANAGEMENT SERVICES

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 5,674,361	8,767,020.62	\$ 9,271,040	\$ 9,687,950	4.5%
Supplies	268,309	466,602.27	473,080	473,080	0.0%
Services	1,529,581	3,077,589.29	3,829,180	3,919,180	2.4%
Election Costs	-	-	-	-	0.0%
Grants/Inter-agency Agreements	11,589,448	10,977,449.64	17,100,000	17,100,000	0.0%
Equipment	14,369	16,280.78	71,750	118,750	65.5%
Intra-District Charges	236,700	231,400.00	232,400	250,570	7.8%
Subtotal	\$ 19,312,768	\$ 23,536,343	\$ 30,977,450	\$ 31,549,530	1.8%
PROJECT BUDGET:					
Personnel Services	\$ 8,072	73,026.52	\$ 129,090	\$ 131,000	1.5%
Supplies	45,160.12	38,190.13	146,000	146,000	0.0%
Services	162,897.37	221,215.27	287,500	137,500	-52.2%
Grants to Other Agencies	13,586.83	257,222.35	-	-	0.0%
Land, Construction, Cap. Equip	263,196.47	156,931.91	-	70,000	0.0%
Subtotal	\$ 492,912	\$ 746,586	\$ 562,590	\$ 484,500	-13.9%
Total Operating/Project	\$ 19,805,681	\$ 24,282,929	\$ 31,540,040	\$ 32,034,030	1.6%
DEPARTMENTS:					
Administration	\$ 985,415	\$ 1,015,228	\$ 1,212,070	\$ 1,303,400	7.5%
Clerk of the Board	321,964	327,142	332,310	298,800	-10.1%
Grants Department	11,747,700	11,619,016	17,409,450	17,367,690	-0.2%
Finance Department	2,789,601	7,172,519	8,164,410	8,239,770	0.9%
Information Services	1,875,951	2,129,628	2,179,490	2,428,880	11.4%
Office Services	2,085,050	2,019,396	2,242,310	2,395,490	6.8%
Total	\$ 19,805,681	\$ 24,282,929	\$ 31,540,040	\$ 32,034,030	1.6%
FUNDING SOURCES:					
101 General Fund	\$ 7,573,410	\$ 7,989,417	\$ 8,840,470	\$ 9,204,920	4.1%
220 Two County LLD	31,018	31,883	35,000	35,000	0.0%
221 ECCC LLD	6,318	5,093	9,000	9,000	0.0%
222 Five Canyon Zone	350	500	500	500	0.0%
224 Walpert Ridge Zone	350	500	500	500	0.0%
226 Measure CC	100,000	100,000	100,000	100,000	0.0%
270 Measure WW Local Grant	11,669,772	10,966,011	17,068,380	17,047,010	-0.1%
333 Capital	263,196	96,965	129,090	70,000	-45.8%
335 Meas AA Bond Proceeds	8,082	518	12,000	12,000	0.0%
336 OTA Projects	207,604	649,622	324,500	305,500	-5.9%
337 Meas WW Bond Proceeds	14,030	48,308	87,000	87,000	0.0%
338 2012 Note Proceeds	311	7,662	10,000	10,000	0.0%
554 Major Equip Replacement	-	-	-	67,000	0.0%
556 Employee Benefits	66,070	4,375,875	4,908,000	5,070,000	3.3%
810 2002 Limited Oblig Debt Svc	3,865	-	-	-	0.0%
811 2012 Prom Note Debt Svc	850	980	1,600	1,600	0.0%
812 Meas AA Debt Svc	7,095	4,420	6,000	6,000	0.0%
813 Meas WW Debt Svc	2,070	5,175	8,000	8,000	0.0%
Total	\$ 19,954,392	\$ 24,282,929	\$ 31,540,040	\$ 32,034,030	1.6%
STAFFING:					
Regular/Permanent	41.284	42.284	43.284	44.284	1.00
Seasonal/Temporary	1.220	1.220	0.720	0.720	-
Total	42.504	43.504	44.004	45.004	1.00

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FINANCE & MANAGEMENT SERVICES DIVISION

FINANCE AND MANAGEMENT SERVICES DIVISION ROLE

The Finance and Management Services Division provides strategic fiscal and operational management with a long-term view on sustainability and stability. The Division emphasizes prudent stewardship of resources including: the development and administration of accounting, financial planning and reporting systems; developing and maintaining the District's computer, phone and local area networks; maintenance of the District's administrative headquarters and centralized office services; grant administration; and the Clerk of the Board function. The Division has overall responsibility for managing the District's Operating and Capital Budgets.

2016 APPROVED BUDGET REQUESTS:

Add 1 Administrative Analyst I position to the Information Systems Department, \$114,500

These resources will help fulfill the District mission to:

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

The key indicator is:

This position will provide improved support for employee change requests as well as provide administrative assistance to the Information Services Manager in the managing purchase orders as well as payment approvals. This position will monitor budget performance.

2016 Target:

- Assist in the front-line management of help desk support tickets.
- Prepare Purchase Orders.
- Maintain user-security access to multiple applications.
- Provide front-line support for desktop software applications.
- Aid in project organization.

Increase the annual General Fund contribution to the Fuels and Fire Management Program by \$100,000 as an on-going addition to the base budget.

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:

Provide effective, fiscally responsible, and environmentally sound wildland fuels management activities in critical areas as defined in the District's Wildfire Hazard Reduction & Resource Management Plan.

2016 Target:

- Continue on-going maintenance in recommended treatment areas where Measure CC or other funding sources are inadequate.

FINANCE & MANAGEMENT SERVICES DIVISION

2015 APPROVED BUDGET REQUESTS RESULTS:

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

These resources will help fulfill the District mission to:

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

The key indicator is:

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

2015 Targets:

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

2015 Results:

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

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

These resources will help fulfill the District mission to:

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

The key indicator is:

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

2015 Targets:

- Upgrade District-wide financial system to the newest technology in order to design a more efficient user experience and take advantage of automation and better reporting capabilities.
- Implement external dashboard that encompasses forms for edge users, in the areas of invoicing, purchasing and per diems.
- Implement document imaging for journal entries and contracts.
- Develop system to automate certain vendor payments.
- Develop new financial reports.

2015 Results:

- Completed successful upgrade of District-wide financial system in summer 2015. Provided staff training at all levels for new system and new employees.

\$ 6 million toward infrastructure renovation and replacement

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.**

FINANCE & MANAGEMENT SERVICES DIVISION

2015 Targets:

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

2015 Results:

- The Board amended our contract with VFA Inc. to continue the asset management program District-wide, after delivering the preliminary results of the pilot program. The pilot program included four parks: Tilden, Anthony Chabot, Lake Chabot (including South County Corporation Yard) and Coyote Hills. The program successfully assessed the condition of the facilities and infrastructure and provided estimated renovation and replacement costs.

\$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.

2015 Targets:

- \$330,000 Access Improvements: 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: 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: 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.

2015 Results:

- In conjunction with Design and Survey, the parking access project has been designed and submitted to the City of Oakland for plan review. Included in the design scope, access improvements for the delivery level and breezeway level parking areas have been included to meet ADA requirement for full accessibility access to the building. Bidding, bid award and construction are scheduled for 2016.
- The elevator project has been pushed to 2016 due to the complex nature of the project.
- The Finance Reconfiguration project and Board Room Dais and improvement project was completed in September 2015, including new ceilings, lighting, HVAC and access improvements.

FINANCE & MANAGEMENT SERVICES DIVISION

FINANCE AND MANAGEMENT SERVICES DIVISION PERFORMANCE MEASURES

KEY OBJECTIVE 1

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

KEY INDICATOR

Apply for and manage grants to supplement District funding for assets and programs.

2014 Results	2015 Target	2015 Results	2016 Target
Submitted 24 grant applications.	Submit 30 grant applications	15 grant applications submitted.	Submit 20 grant applications.
26 grants received valued at \$11 million.	Receive 25 grants valued at \$10 million.	Received 10 grants valued at \$1.8 million	Receive 15 grants valued at \$5 million
60 invoices submitted to granting agencies valued at \$10 million in grant payments.	Submit 70 invoices to granting agencies valued at \$9 million in grant payments.	Submitted 102 invoices to granting agencies valued at \$10.5 million in grant payments.	Submit 10 invoices to granting agencies valued at \$10 million in grant payments.

KEY OBJECTIVE 2

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

KEY INDICATOR

Allocate District resources to maintain existing assets and reduce operating costs.

2014 Results	2015 Target	2015 Results	2016 Target
Ensure set-aside of \$9 million in funding for Major Infrastructure Renovation and Replacement Fund (MIRRF) to ensure existing District assets are maintained in perpetuity.	Advocate set-aside of additional \$9 million in funding for infrastructure renovation and replacement.	\$5.9 million allocated to MIRRF fund through mid-year budget adjustment.	Advocate set-aside of additional \$9 million in funding for infrastructure renovation and replacement.
Develop Asset Management Study to determine maintenance costs of existing assets	Complete Asset Management Pilot Study for 25% of District assets.	Asset Management Pilot Study (Phase 1) completed.	Continue Asset Management Study with assessment of approximately 117 District parks in 2016.

FINANCE & MANAGEMENT SERVICES DIVISION

2014 Results	2015 Target	2015 Results	2016 Target
	Implement District Strategic Energy plan with retrofits at 4 sites and solar generation of 1.2 megawatts.	Award of \$5.9 million design-build contract for Solar Project at Shadow Cliffs. Completion of energy retrofits at 2 park sites.	Complete Shadow Cliffs Solar Project, generating 1.2 megawatts of power to offset District energy costs by \$320,000.
Explored options for reducing pension cost projections based on newly adopted PERS assumptions.	Determine value of "Freshstart" or other pension cost reducing measures.	Proposed to Finance committee option to Pre-Fund pensions to stabilize rates.	Set aside \$2 million in Pension Pre-Fund to stabilize costs and reduce unfunded pension liability.
Additional virtual servers were purchased in 2014 to reduce single server applications in the data center.	Virtualize 80% of network servers throughout the district.	80% of the District's network servers were virtualized resulting in approximately 50% reduction in operating costs.	Increase number of virtualized network servers to 90%.
Replace pneumatic thermostats to reduce natural gas consumption. Main Office natural gas consumption was reduced by 17% and at the Trudeau Training Center was reduced by 43%. The combined cost savings for natural gas consumption is 36% in 2014.	Reduce energy costs for natural gas and electricity at the Administration Building and the Trudeau Training Center by 25% from 2014 levels.	With the installation of the new flame control unit and monitoring the HVAC control system staff has reduced the Administration Building's natural gas usage of 13,738 therms in 2013 to 9,538 therms in 2014 and as of June 2015 5,994 therms has been used continuing the reduction pattern for the same time frame in 2013 and 2014	Continue to monitor the energy savings for both natural gas and electricity at the Administration Building and the Trudeau Training Center

KEY INDICATOR

Improve efficiency & effectiveness of Finance & Management Services Division services.

2014 Results	2015 Target	2015 Results	2016 Target
Internal Audit developed Quality Assurance and Improvement Program (QAIP).	Report to the Board on the results of the Quality Assurance and Improvement program (QAIP).	First Quality Assurance and Improvement Program Report provided to Board of Directors in January 2015.	

FINANCE & MANAGEMENT SERVICES DIVISION

2014 Results	2015 Target	2015 Results	2016 Target
Calculated average of 83.5% paid within 30 days and reduced number of invoices that arrive in Finance already over 30 days.	Target payment 80% of invoices paid within 30 days	Currently tracking 70% invoices paid within 30 days due to implementation of OS software and staffing shortages	Pay 85% of invoices within 30 days.
Conducted 2014 customer satisfaction survey on line. All functions in Finance received average survey results of 78.8% good or excellent rating in customer service categories.	Average survey results of 75% good or excellent rating in customer service categories.	Survey will be completed in November	Achieve average survey results of 75% good or excellent rating in customer service categories.
District's Internet capacity increased to 100 megabytes. Secondary 10 megabyte internet link added for guest network.	Increase network bandwidth at 3 remote park sites.	3 sites converted to AT&T's fiber service. 37 other sites are in process as the order has been placed to convert them to AT&T's fiber network.	Complete the installation of all 40 remote sites to AT&T's fiber network.

KEY OBJECTIVE 3

Ensure open and inclusive public processes.

KEY INDICATOR

Improve efficiency and effectiveness in public processes.

2014 Results	2015 Target	2015 Results	2016 Target
AGM review and approval of updated District Record Retention Policy completed.	Adopt District-wide Records Retention Policy.	Retention Policy adoption not completed due to Clerk of Board retirement.	Adoption of District-wide Records Retention Policy.
N/A	Provide District policy and procedure orientation for 2 new Board members.	Completed orientation for 2 Board members	Clarify Board Material Guidelines and present to staff workgroups.
31 WW applications reviewed and approved and 30 WW payments processed valued at \$6 million.	Review and approve 20 WW applications and process 40 WW payments valued at \$9 million.	22 applications approved and 40 payments processed, valued at \$10 million.	Review and approve 20 WW applications and process 40 WW payments valued at \$9 million.

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).

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 433,412	\$ 420,369	\$ 625,420	\$ 697,380	0.0%
Supplies	12,604	21,896	13,930	13,930	0.0%
Services	33,699	44,563	44,320	44,320	0.0%
Grants/Inter-agency Agreements	300,000	300,000	300,000	300,000	0.0%
Intra-District Charges	205,700	228,400	228,400	247,770	8.5%
Subtotal	\$ 985,415	\$ 1,015,228	\$ 1,212,070	\$ 1,303,400	7.5%
PROJECT BUDGET:					
Subtotal	\$ -	\$ -	\$ -	\$ -	0.0%
Total Operating/Project	\$ 985,415	\$ 1,015,228	\$ 1,212,070	\$ 1,303,400	7.5%
DEPARTMENTS:					
Administration	\$ 985,415	\$ 1,015,228	\$ 1,212,070	\$ 1,303,400	7.5%
Total	\$ 985,415	\$ 1,015,228	\$ 1,212,070	\$ 1,303,400	7.5%
FUNDING SOURCES:					
101 General Fund	\$ 885,415	\$ 915,228	\$ 1,112,070	\$ 1,203,400	8.2%
226 Measure CC	100,000	100,000	100,000	100,000	0.0%
Total	\$ 985,415	\$ 1,015,228	\$ 1,212,070	\$ 1,303,400	7.5%
STAFFING:					
Regular/Permanent	2.00	2.00	3.00	3.00	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	2.00	2.00	3.00	3.00	-

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:

- 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.
- Compiles and analyzes information on tax and revenue forecasts, wage and benefit expenditure changes, consumer price index changes and other data to construct a District budget strategy for the coming years keeping the agency solvent and focusing on long-term financial stability.

FINANCE & MANAGEMENT SERVICES DIVISION ADMINISTRATION

- Schedules and chairs twelve Capital Project Group meetings, where recommendations for uses of funds are established, capital priorities are set, and operational impacts of new acquisitions and projects are identified.
- 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.
- Constructs the annual draft project budget for Measure CC and receives Board approval of Measure CC and Landscape & Lighting District special tax reports.
- 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.
- 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.
- Works with various redevelopment and successor agencies (e.g. Fremont and Concord) to represent the District’s interests.
- 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.”

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 316,666	\$ 324,910	\$ 326,880	\$ 293,370	-10.3%
Supplies	103	836	430	430	0.0%
Services	5,194	1,396	5,000	5,000	0.0%
Subtotal	\$ 321,964	\$ 327,142	\$ 332,310	\$ 298,800	-10.1%
PROJECT BUDGET:					
Subtotal	\$ -	\$ -	\$ -	\$ -	0.0%
Total Operating/Project	\$ 321,964	\$ 327,142	\$ 332,310	\$ 298,800	-10.1%
DEPARTMENTS:					
Clerk of the Board	\$ 321,964	\$ 327,142	\$ 332,310	\$ 298,800	-10.1%
Total	\$ 321,964	\$ 327,142	\$ 332,310	\$ 298,800	
FUNDING SOURCES:					
101 General Fund	\$ 321,964	\$ 327,142	\$ 332,310	\$ 298,800	-10.1%
Total	\$ 321,964	\$ 327,142	\$ 332,310	\$ 298,800	-10.1%
STAFFING:					
Regular/Permanent	2.00	2.00	2.00	2.00	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	2.00	2.00	2.00	2.00	-

SERVICE DESCRIPTION

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

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

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

FINANCE & MANAGEMENT SERVICES DIVISION

FINANCE DEPARTMENT

FINANCE DEPARTMENT ROLE

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

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 2,494,050	\$ 5,450,285	\$ 5,698,910	\$ 5,924,270	4.0%
Supplies	11,900	10,788	15,200	15,200	0.0%
Services	224,671	1,671,460	2,174,800	2,174,800	0.0%
Subtotal	\$ 2,730,621	\$ 7,132,534	\$ 7,888,910	\$ 8,114,270	2.9%
PROJECT BUDGET:					
Services	\$ 58,980	\$ 39,986	\$ 275,500	\$ 125,500	-54.4%
Subtotal	\$ 58,980	\$ 39,986	\$ 275,500	\$ 125,500	-54.4%
Total Operating/Project	\$ 2,789,601	\$ 7,172,519	\$ 8,164,410	\$ 8,239,770	0.9%
DEPARTMENTS:					
Finance	\$ 2,789,601	\$ 7,172,519	\$ 8,164,410	\$ 8,239,770	0.9%
Total	\$ 2,789,601	\$ 7,172,519	\$ 8,164,410	\$ 8,239,770	0.9%
FUNDING SOURCES:					
101 General Fund	\$ 2,600,457	\$ 2,635,127	\$ 2,920,310	\$ 2,983,670	2.2%
220 Two County LLD	31,018	31,883	35,000	35,000	0.0%
221 ECCC LLD	6,318	5,093	9,000	9,000	0.0%
222 Five Canyon Zone	350	500	500	500	0.0%
224 Walpert Ridge Zone	350	500	500	500	0.0%
270 Measure WW Local Grant	11,867	16,491	-	-	0.0%
335 Meas AA Bond Proceeds	8,082	518	12,000	12,000	0.0%
336 OTA Projects	36,868	39,986	166,500	16,500	-90.1%
337 Meas WW Bond Proceeds	14,030	48,308	87,000	87,000	0.0%
338 2012 Note Proceeds	311	7,662	10,000	10,000	0.0%
556 Employee Benefits	66,070	4,375,875	4,908,000	5,070,000	3.3%
810 '2002' Bond Debt Svc	3,865	-	-	-	0.0%
811 2012 Promissory Note Del	850	980	1,600	1,600	0.0%
812 Meas AA Debt Svc	7,095	4,420	6,000	6,000	0.0%
813 Meas WW Debt Svc	2,070	5,175	8,000	8,000	0.0%
Total	\$ 2,789,601	\$ 7,172,519	\$ 8,164,410	\$ 8,239,770	0.9%
STAFFING:					
Regular/Permanent	18.284	18.284	18.284	18.284	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	18.284	18.284	18.284	18.284	-

SERVICE DESCRIPTION

The Finance Department is responsible for the management and coordination of the processing, accounting and reporting of all financial activities of the District. Services include: financial reporting and projections, budget monitoring, internal audit function, payroll, accounts payable,

general ledger, accounts receivable, financial software management (in conjunction with Information Services Department), debt administration and treasury management. These essential services are provided to all District divisions and enable them to conduct their business and achieve their goals.

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

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

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

FINANCE & MANAGEMENT SERVICES DIVISION

GRANTS DEPARTMENT

GRANTS DEPARTMENT ROLE

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

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 419,368	\$ 443,268	\$ 449,360	\$ 405,690	-9.7%
Supplies	697	1,921	6,000	6,000	0.0%
Services	3,263	15,929	25,000	25,000	0.0%
Grants/Inter-agency Agreements	11,289,448	10,677,450	16,800,000	16,800,000	0.0%
Subtotal	\$ 11,712,776	\$ 11,138,567	\$ 17,280,360	\$ 17,236,690	-0.3%
PROJECT BUDGET:					
Personnel Services	\$ 8,072	\$ 73,027	\$ 129,090	\$ 131,000	1.5%
Services	13,266	125,514	-	-	0.0%
Grants/Inter-agency Agreements	13,587	257,222	-	-	0.0%
Capital Outlay/Equip	-	24,686	-	-	0.0%
Subtotal	\$ 34,924	\$ 480,449	\$ 129,090	\$ 131,000	1.5%
Total Operating/Project	\$ 11,747,700	\$ 11,619,016	\$ 17,409,450	\$ 17,367,690	-0.2%
DEPARTMENTS:					
Grants Dept	\$ 11,747,700	\$ 11,619,016	\$ 17,409,450	\$ 17,367,690	-0.2%
Total	\$ 11,747,700	\$ 11,619,016	\$ 17,409,450	\$ 17,367,690	
FUNDING SOURCES:					
101 General Fund	\$ 203,582	\$ 189,048	\$ 211,980	\$ 189,680	-10.5%
270 Measure WW Local Grant	11,509,194	10,949,519	17,068,380	17,047,010	-0.1%
333 Capital	-	25,797	129,090	-	-100.0%
336 OTA Projects	34,924	454,652	-	131,000	0.0%
Total	\$ 11,747,700	\$ 11,619,016	\$ 17,409,450	\$ 17,367,690	-0.2%
STAFFING:					
Regular/Permanent	3.00	4.00	4.00	4.00	-
Seasonal/Temporary	0.50	0.50	0.00	0.00	-
Total	3.50	4.50	4.00	4.00	-

SERVICE DESCRIPTION

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

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

**FINANCE & MANAGEMENT
SERVICES DIVISION**

INFORMATION SERVICES DEPARTMENT

INFORMATION SERVICES DEPARTMENT ROLE

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

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 961,213	\$ 1,025,511	\$ 1,049,700	\$ 1,229,090	17.1%
Supplies	80,505	239,487	199,450	199,450	0.0%
Services	615,292	693,365	726,030	816,030	12.4%
Equipment	14,369	16,281	46,310	26,310	-43.2%
Subtotal	\$ 1,671,380	\$ 1,974,644	\$ 2,021,490	\$ 2,270,880	12.3%
PROJECT BUDGET:					
Supplies	\$ 45,160	\$ 38,190	\$ 146,000	\$ 146,000	0.0%
Services	10,700	55,715	12,000	12,000	0.0%
Capital Outlay/Equip	148,711	61,078	-	-	0.0%
Subtotal	\$ 204,571	\$ 154,983	\$ 158,000	\$ 158,000	0.0%
Total Operating/Project	\$ 1,875,951	\$ 2,129,628	\$ 2,179,490	\$ 2,428,880	11.4%
DEPARTMENTS:					
Information Services	\$ 1,875,951	\$ 2,129,628	\$ 2,179,490	\$ 2,428,880	11.4%
Total	\$ 1,875,951	\$ 2,129,628	\$ 2,179,490	\$ 2,428,880	
FUNDING SOURCES:					
101 General Fund	\$ 1,671,380	\$ 1,974,644	\$ 2,021,490	\$ 2,270,880	12.3%
333 Capital	148,711	-	-	-	0.0%
336 OTA Projects	55,860	154,983	158,000	158,000	0.0%
Total	\$ 1,875,951	\$ 2,129,628	\$ 2,179,490	\$ 2,428,880	11.4%
STAFFING:					
Regular/Permanent	7.00	7.00	7.00	8.00	1.00
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	7.00	7.00	7.00	8.00	1.00

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.

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 1,049,652	\$ 1,102,678	\$ 1,120,770	\$ 1,138,150	1.6%
Supplies	162,499	191,674	238,070	238,070	0.0%
Services	647,462	650,877	854,030	854,030	0.0%
Equipment	-	-	25,440	92,440	263.4%
Intra-District Charges	31,000	3,000	4,000	2,800	-30.0%
Subtotal	\$ 1,890,613	\$ 1,948,228	\$ 2,242,310	\$ 2,325,490	3.7%
PROJECT BUDGET:					
Services	79,952	\$ -	\$ -	\$ -	0.0%
Capital Outlay/Equip	114,485	71,168	-	70,000	0.0%
Subtotal	\$ 194,437	\$ 71,168	\$ -	\$ 70,000	0.0%
Total Operating/Project	\$ 2,085,050	\$ 2,019,396	\$ 2,242,310	\$ 2,395,490	6.8%
DEPARTMENTS:					
Office Services	\$ 2,085,050	\$ 2,019,396	\$ 2,242,310	\$ 2,395,490	6.8%
Total	\$ 2,085,050	\$ 2,019,396	\$ 2,242,310	\$ 2,395,490	6.8%
FUNDING SOURCES:					
101 General Fund	\$ 1,890,613	\$ 1,948,228	\$ 2,242,310	\$ 2,258,490	0.7%
333 Capital	114,485	71,168	-	70,000	0.0%
336 OTA Projects	79,952	-	-	-	0.0%
554 Major Equip Replacement	-	-	-	67,000	0.0%
Total	\$ 2,085,050	\$ 2,019,396	\$ 2,242,310	\$ 2,395,490	6.8%
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

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 4,321,261	\$ 1,428,159	\$ 1,670,110	\$ 1,905,820	14.1%
Supplies	15,552	19,757	22,980	20,980	-8.7%
Services	1,733,351	490,258	530,160	532,160	0.4%
Intra-District Charges	99,800	103,600	103,600	112,390	8.5%
Subtotal	\$ 6,169,964	\$ 2,041,774	\$ 2,326,850	\$ 2,571,350	10.5%
PROJECT BUDGET:					
Personnel Services	\$ -	\$ 4,552	\$ -	\$ -	0.0%
Subtotal	\$ -	\$ 4,552	\$ -	\$ -	0.0%
Total Operating/Project	\$ 6,169,964	\$ 2,046,327	\$ 2,326,850	\$ 2,571,350	10.5%
DEPARTMENTS:					
Human Resources	\$ 6,169,964	\$ 2,046,327	\$ 2,326,850	\$ 2,571,350	10.5%
Total	\$ 6,169,964	\$ 2,046,327	\$ 2,326,850	\$ 2,571,350	10.5%
FUNDING SOURCES:					
101 General Fund	\$ 2,051,530	\$ 2,046,374	\$ 2,326,850	\$ 2,571,350	10.5%
336 OTA Projects	-	4,552	-	-	0.0%
556 Employee Benefits	4,118,434	(4,600)	-	-	0.0%
Total	\$ 6,169,964	\$ 2,046,327	\$ 2,326,850	\$ 2,571,350	10.5%
STAFFING:					
Regular/Permanent	10.00	10.00	10.00	11.00	1.00
Seasonal/Temporary	4.40	5.27	5.27	6.00	0.73
Total	14.40	15.27	15.27	17.00	1.73

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HUMAN RESOURCES DIVISION

HUMAN RESOURCES DIVISION ROLE

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

SERVICE DESCRIPTION

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

2016 APPROVED BUDGET REQUESTS:

Add Human Resources Analyst II Position to the Human Resources Division \$147,920:

This additional resource will help fulfill the District mission to:

- Provide improved recruitment strategies to increase diversity in hiring practices for the District's workforce.
- Assist in review and update of human resources policies and procedures that are consistent with current rules, laws, and regulations.
- Provide assistance with implementation of human resources initiatives to streamline processes that will improve customer service and response times.

The key indicator is:

This Human Resources Analyst II position will provide improved support for the human resources division as well as administrative support to the Human Resources Manager in implementing human resources initiatives.

2016 Targets:

- Expand NEOGOV Insight functionality from requisition to hire and the Onboarding employee orientation portal.
- Review current policies and procedure for human resources and make recommendations to update current policies and procedures based on best practices.
- Improve timelines from requisition to hire to fill District vacancies.

HUMAN RESOURCES DIVISION KEY OBJECTIVES

KEY OBJECTIVE 1:

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

KEY INDICATOR:

Ensure efficient personnel processing practices for accurate and timely record keeping.

HUMAN RESOURCES DIVISION

2014 Results	2015 Target	2015 Results	2016 Target
Began review of NEOGOV Insight functionality.	Expand NEOGOV Insight functionality from requisition to hire and utilize Onboard employee orientation portal.	Began testing to expand NEOGOV Insight functionality from requisition to hire and utilize Onboard employee orientation portal.	Expand NEOGOV Insight functionality from requisition to hire and utilize Onboard employee orientation portal.

KEY INDICATOR:

Job training and career development provided to encourage employee promotion and retention.

2014 Results	2015 Target	2015 Results	2016 Target
Developed EBRPD Training Catalog. Approximately 60 training sessions were held with more than 1,150 participants. Processed career related training.	Provide job related and job required training. Continue to provide manager and supervisor academies.	Approximately 100 training sessions were held with 2,110 participants. Provided supervisor academy for 19 participants.	Provide at least 200 training sessions for District employees. Provide manager and supervisor academies for 20 participants.

KEY INDICATOR:

Lead District's efforts towards workforce diversity.

2014 Results	2015 Target	2015 Results	2016 Target
Held an annual Workforce Diversity meeting with Union and Board representatives. Attended 12 job fairs. Built partnerships with universities and local community organizations to promote the Internship Program.	Hold an annual Workforce Diversity meeting with Union and Board representatives. Continue participation in at least 15 job fairs. Continue work with the universities and local community organizations promoting the Internship Program.	Held annual Workforce Diversity meeting with Union and Board representatives. Attended 7 job fairs. Developed new partnerships with City of Richmond, City of Oakland Classroom 2 Careers, and East Oakland Youth Alliance. Continued work with universities and local community organizations to promote Internship Program.	Hold annual Workforce Diversity meeting with Union and Board representatives. Revise race and ethnicity categories in accordance with Equal Employment Opportunity Commission provisions. Participate in 10 job fairs. Partner with universities and local organizations to promote Internship Program.

HUMAN RESOURCES DIVISION

KEY OBJECTIVE 2

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

KEY INDICATOR:

Ensure job classifications and compensation are updated and aligned with current standards.

2014 Results	2015 Target	2015 Results	2016 Target
Updated approximately 18 job descriptions	Update approximately 25 job descriptions	Updated approximately 20 job descriptions	Update approximately 20 job descriptions

KEY INDICATOR:

Negotiate with respective labor groups.

2014 Results	2015 Target	2015 Results	2016 Target
Implemented MOU changes related to four-year agreement, including additional pension contributions, COLA's, and language changes.	Continue to monitor MOUs and implement changes to existing agreements.	Implemented MOU changes related to four-year agreement, including additional pension contributions and COLA's.	Begin collective bargaining process for new AFSCME, Local 2428 contract.

KEY INDICATOR:

Provide efficient and effective benefit administration for employees.

2014 Results	2015 Target	2015 Results	2016 Target
Administered annual open enrollment; administer monthly new hire orientations; review costs. Implemented changes resulting from Affordable Health Care Act (ACA).	Develop EBRPD Benefits Handbook for employees. Implement changes resulting from (ACA).	Developed Benefits Guide for employees. Changed benefit carrier to CIGNA saving \$61,000. Implemented Paid Sick Leave for temporary & seasonal employees. Continued ACA implementation.	Develop wellness initiative for EBRPD employees. Develop an online portal for employee to access District benefits.

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LEGAL DIVISION

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 1,249,296	\$ 1,410,328	\$ 1,526,940	\$ 1,733,380	13.5%
Supplies	14,175	73,995	18,110	21,110	16.6%
Services	4,603,461	3,659,081	5,380,550	5,959,150	10.8%
Intra-District Charges	166,600	189,170	189,170	190,850	0.9%
Subtotal	\$ 6,033,532	\$ 5,332,575	\$ 7,114,770	\$ 7,904,490	11.1%
PROJECT BUDGET:					
Capital Outlay/Equip	184,459	437,513	-	-	0.0%
Subtotal	\$ 184,459	\$ 437,513	\$ -	\$ -	0.0%
Total Operating/Project	\$ 6,217,992	\$ 5,770,088	\$ 7,114,770	\$ 7,904,490	11.1%
DEPARTMENTS:					
Legal	\$ 6,217,992	\$ 2,593,096	\$ 7,114,770	\$ 7,904,490	11.1%
Risk Management	-	3,103,587	-	-	0.0%
Safety	-	73,404	-	-	0.0%
Total	\$ 6,217,992	\$ 5,770,088	\$ 7,114,770	\$ 7,904,490	11.1%
FUNDING SOURCES:					
101 General Fund	\$ 1,370,249	\$ 2,469,150	\$ 1,509,180	\$ 2,256,100	49.5%
224 Walpert Ridge Zone	-	118,793	-	-	0.0%
257 Mitigation	29,045	-	-	-	0.0%
333 Capital	184,459	437,513	-	-	0.0%
552 Workers' Comp	3,083,936	1,649,731	3,732,980	3,771,890	1.0%
555 General Liability Fund	1,550,302	1,094,900	1,872,610	1,876,500	0.2%
Total	\$ 6,217,992	\$ 5,770,088	\$ 7,114,770	\$ 7,904,490	11.1%
STAFFING:					
Regular/Permanent	6.00	6.00	6.00	7.00	1.00
Seasonal/Temporary	3.45	3.45	3.45	3.45	-
Total	9.45	9.45	9.45	10.45	1.00

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LEGAL DIVISION

LEGAL DIVISION ROLE

The Legal Division manages all legal services for the agency, with the goal of safeguarding parklands and ensuring environmental preservation, while maintaining safe public access to recreation.

The Legal Division provides health and safety programs for its staff and the public, including management of claims and lawsuits, and oversight of contracting. The Division also manages programs to reduce costs related to claims, litigation, and insurance, assuring the fiscal health of the District and physical well-being of employees.

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, including:

1. Advising Board members, the General Manager, and staff on legal matters.
2. Managing all legal issues affecting the District.
3. Implementing safety and risk management programs to minimize accidents.
4. Managing workers' compensation and unemployment insurance programs to minimize expenses to the District and ensure that District employees receive benefits to which they are entitled.

2016 APPROVED BUDGET REQUESTS OVER \$100,000

\$207,200 to add attorney position, 1 FTE.

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:

- Increased capacity for support of the District's legal activities.

2016 Targets:

- Hire Assistant District Counsel to support the Assistant General Manager for the Legal Division.
- Complete a reorganization of the Legal/Risk Division to better meet the District's legal needs.

\$500,000 Increase to professional services budget.
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These resources will help fulfill the District mission to:

- **Balance environmental concerns and outdoor recreational opportunities within regional parklands.**

The key indicator is:

- Monitor and advise on environmental compliance matters for the Park District related to the Chabot Gun Club.

2016 Target:

- Comply with the Industrial Stormwater Permit.

LEGAL DIVISION

LEGAL DIVISION KEY OBJECTIVES

KEY OBJECTIVE 1

Balance environmental concerns and outdoor recreational opportunities within regional parklands.

KEY INDICATOR:

Review and advise District staff on Land Use Plans and environmental procedures to ensure compliance with local, state, and federal rules and regulations.

2014 Results	2015 Target	2015 Results	2016 Target
Provided planning staff with legal advice on the Mission Peak EIR.	Provide legal review and assist planning staff with Mission Peak EIR.	Provided planning staff with legal advice on the Mission Peak EIR.	Provide planning staff with legal advice on active projects including: Mission Peak EIR, the Lake Chabot campus modernization project, and mitigation projects.

KEY OBJECTIVE 2

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

KEY INDICATOR

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

2014 Results	2015 Target	2015 Results	2016 Target
Settled older higher dollar value workers' compensation claims.	Seek reimbursement from insurance carrier for Tilden workshop fire.	Obtained reimbursement from insurance carrier in connection with the Tilden workshop fire.	Seek \$160,000 in reimbursement for Pt. Pinole Corporation Yard fire.
			Provide CalOSHA mandated safety training for 320 employees at Safety Academy trainings.
			Consider expanding earthquake insurance coverage for additional District buildings based on a risk assessment.

OPERATIONS DIVISION

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 42,910,398	\$ 44,745,124	\$ 48,501,850	\$ 50,084,060	3.3%
Supplies	4,871,999	5,751,248	5,754,310	5,849,250	1.6%
Services	6,010,005	5,730,327	6,908,330	7,381,860	6.9%
Equipment	369,424	1,355,348	1,223,060	1,051,660	-14.0%
Intra-District Charges	2,863,370	3,588,680	3,298,010	3,628,190	10.0%
Subtotal	\$ 57,025,195	\$ 61,170,727	\$ 65,685,560	\$ 67,995,020	3.5%
PROJECT BUDGET:					
Personnel Services	\$ 1,095,850	\$ 1,150,431	\$ 1,504,330	\$ 1,767,460	17.5%
Supplies	411,718	476,156	15,690	17,800	13.4%
Services	1,250,241	1,650,200	1,467,960	2,525,660	72.1%
Capital Outlay/Equip	740,462	1,536,760	206,590	247,240	19.7%
Subtotal	\$ 3,498,271	\$ 4,832,993	\$ 3,194,570	\$ 4,558,160	42.7%
Total Operating/Project	\$ 60,523,466	\$ 66,003,721	\$ 68,880,130	\$ 72,553,180	5.3%
DEPARTMENTS:					
Administration	\$ 3,169,031	\$ 3,373,838	\$ 3,122,530	\$ 3,281,950	5.1%
Park Operations	32,171,318	34,170,631	37,016,190	37,531,430	1.4%
Interpretive & Recreation	11,018,080	11,466,624	9,677,790	10,360,170	7.1%
Maintenance & Trades	14,165,037	16,992,627	16,605,440	18,651,070	12.3%
Business Services	-	-	2,458,180	2,728,560	11.0%
Total	\$ 60,523,466	\$ 66,003,721	\$ 68,880,130	\$ 72,553,180	5.3%
FUNDING SOURCES:					
101 General Fund	\$ 52,718,621	\$ 56,764,194	\$ 60,195,000	\$ 62,297,880	3.5%
220 Two County LLD	3,522,818	3,567,628	4,024,320	4,107,960	2.1%
221 ECCC LLD	677,007	528,106	577,880	577,200	-0.1%
222 Five Canyon Zone	20,563	11,482	57,480	38,460	-33.1%
223 Dublin Hills Zone	5,156	7,350	8,030	8,110	1.0%
224 Walpert Ridge Zone	30,250	28,457	64,670	35,590	-45.0%
225 San Ramon Hills Zone	-	-	500	500	0.0%
227 Stone Valley Zone	-	-	630	630	0.0%
253 Gifts	18,442	15,820	26,000	26,000	0.0%
255 MLK Jr Program	5,201	3,986	7,000	7,000	0.0%
258 McLaughlin Eastshore State Park	25,365	25,675	30,460	32,340	6.2%
259 ECCC HCP Properties	1,772	218,030	309,090	365,350	18.2%
333 Capital	762,154	1,541,813	215,570	215,900	0.2%
336 OTA Projects	2,736,117	3,291,180	2,983,500	4,342,260	45.5%
554 Major Equip Replacement	-	-	380,000	498,000	31.1%
Total	\$ 60,523,466	\$ 66,003,721	\$ 68,880,130	\$ 72,553,180	5.3%
STAFFING:					
Regular/Permanent	381.380	384.620	394.495	402.945	8.450
Seasonal/Temporary	43.411	45.971	46.313	47.113	0.800
Total	424.791	430.591	440.808	450.058	9.250

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OPERATIONS DIVISION

OPERATIONS DIVISION ROLE

The Operations Division assumes a lead role in managing, maintaining, and restoring the District's parklands in order to retain their important scenic, natural, and cultural values.

SERVICE DESCRIPTION

The Operations Division balances environmental concerns and outdoor recreational opportunities within regional parklands. The Division manages concessions and partnerships with public agencies, non-profit organizations, volunteers, and the private sector to provide additional services to the public and enhances inter-agency coordination through regular liaison meetings with several cities and special districts.

2016 APPROVED BUDGET REQUESTS OVER \$100,000

Park Operations:

\$109,000 base budget request for 1.0 FTE Park Ranger II to support increased use of Mission Peak Regional Preserve

These resources will help fulfill the District mission to:

- Acquire and preserve significant biologic, geologic, scenic and historic resources within Alameda County and Contra Costa County.
- **Manage, maintain and restore the parklands so that they retain their important scenic, natural and cultural values.**

The key indicator is:

Support maintenance, restoration and resource management of impacted areas within Mission Peak Regional Preserve.

2016 targets:

- Fund new 1.0 FTE Park Ranger II to provide daily park patrols year-round, ongoing routine maintenance, increase public contact, and supervise volunteers and work crews in support of trail maintenance and improvements along trails and fence lines.

\$128,971 one-time budget request to increase the General Fund budget for Quagga Mussel Program CIP# 571200

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 funds to enable the District to continue to inspect watercraft using district lakes that are part of local area drinking water systems in order to prevent infestation by Quagga and Zebra mussels.

2016 targets:

- Continue to provide watercraft inspections at Del Valle, Contra Loma, Quarry Lakes, and Lake Chabot and participate in cost-share agreements with local water agencies; Alameda County Water District, Santa Clara Valley Water District, Zone 7 Water Agency, East Bay Municipal Utility District, and Contra Costa Water District

OPERATIONS DIVISION

- Use the agreements with these agencies to apply for grants to offset the expenses incurred as part of this program.

Maintenance and Skilled Trades:

\$300,000 one-time budget request for deferred fleet and major equipment replacements

These resources will help fulfill the District mission to:

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

The key indicator is:

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.

2016 targets:

- Continue the Fleet Replacement Program in order to reduce vehicle maintenance and replacement costs.
- Continue to downsize/right-size the fleet through the vehicle replacement program.
- Continue conversion of the Public Safety fleet from V8 to more fuel efficient V6 models.

\$1,000,000 one-time budget request for continued Pavement Maintenance Management Plan improvements District-wide

These resources will help fulfill the District mission to:

- Acquire and preserve significant biologic, geologic, scenic and historic resources within Alameda County and Contra Costa County.
- **Manage, maintain and restore the parklands so that they retain their important scenic, natural and cultural values.**

The key indicator is:

Continue the ongoing work to maintain and preserve the District-wide network of paved roads, trails and parking lots.

2016 targets:

- Continue cost effective pavement improvements to raise the Districts overall Pavement Condition Index (PCI).
- Staff will complete the work that began in October of 2015 to update the PCI survey for the District’s entire pavement network per Metropolitan Transportation Authority guidelines.

\$138,100 base budget request for 1.00 FTE Administrative Analyst II MAST to support Paving, Major Maintenance, and Measure J funded projects

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:

Effectively maintain facilities to District-wide standards and provide a higher service level for internal customers and park visitors and improve project through-put by increasing staff capacity.

OPERATIONS DIVISION

2016 targets:

- Fund new 1.00 FTE Administrative Analyst II MAST to increase staff capacity for project through-put in multiple programs including but not limited to Paving Maintenance and Preservation Program, Major Maintenance, Measure J and Capital Projects as assigned.

\$100,000 one-time budget request to increase funding for the District's Major Maintenance Program, MAST Admin Unit

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:

Effectively maintain facilities to District-wide standards and provide a higher service level for internal customers and park visitors and improve project through-put by increasing staff capacity.

2016 targets:

- Orient and train this new Admin Analyst II
- Increase the number of proposed and completed projects managed under the District's Major Maintenance Program, Paving Program, CIP and OTA projects and other programs or projects funded by 553-MIRR.

Interpretation and Recreation Services:

\$155,034 budget request for staffing and supplies to support piloted Adventure Crew pilot program for under resourced youth in Richmond

These resources will help fulfill the District mission to:

- Introduce and engage under-resourced youth and families with outdoor recreation and interpretive programs and services in the Regional Parks.

The key indicator is:

Develop integrated and ongoing programs, which focus on under-resourced communities and populations from the City of Richmond, to promote health, fitness and leadership skills through outdoor recreation and community service learning projects in the natural environment of the Regional Parks and local community.

2016 targets:

- Fund a .25 FTE Naturalist, .50 FTE Interpretive Student Aide, .50 FTE Recreation Leader IV and .50 FTE Recreation Leader II of a one year piloted program to support recreation and skilled-based programs to under-resourced communities.
- Purchase a 15-passenger van, provide swim lessons, field trips and necessary program supplies and materials to conduct outdoor recreation and service learning projects.

\$122,453 base budget request to for 1.00 FTE Naturalist to support programs and services for Mobile Education

These resources will help fulfill the District mission to:

- Interpret the flora, fauna and unique cultural resources of individual parks, connect people to the outdoors and educate youth and adults about watersheds and water issues in the East Bay.

OPERATIONS DIVISION

The key indicator is:

Develop integrated and ongoing mobile outreach programs which focus on under-resourced communities and schools by bringing programs directly to the community.

2016 targets:

- Add new 1.00 FTE Naturalist to support operations of Mobile Education workgroup.
- Provide a total of 16 Mobile Fish Exhibit programs and an additional 12 Mobile Visitor Center programs.
- Expand outreach opportunities by participating in at least 20 special events.

Administration and Business Services:

\$105,999 base budget request for 1.00 FTE Building/Grounds Aide to support increase to Reservable Facilities functions at the Tilden Park Brazil Room, MLK Shoreline Center, Temescal Bathhouse and Kennedy Grove Fern Cottage

These resources will help fulfill the District mission to:

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

The key indicator is:

To continue the ongoing customer service and maintenance of increased volume of reservations at the District Reservable Facilities.

2016 targets:

- Fund new 1.00 FTE Building/Grounds Aide to increase staff capacity to service events scheduled at the Reservable Facilities and maintenance of facilities as assigned.

\$125,000 one-time budget request to fund the cost of services to provide an architectural feasibility study at Redwood Canyon Public Golf Course, Lake Chabot Regional Park

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:

Provide funding to evaluate the golf course event center expansion opportunities for improvement of facility capacity to support public and community events.

2016 targets:

- Fund the cost of services to provide an architectural feasibility study for potential options for expansion of the event center to better meet community and District needs.

\$500,000 one-time budget request to fund development of phase I of the Convenience Camping Pilot Program

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:

Expand camping opportunities by implementing an additional type of camping as recommended by the 2014 Camping Update Report.

OPERATIONS DIVISION

2016 targets:

- Fund the design, development, and installation of phase I Convenience Camping Pilot Program; 4 – 6 park-unit style cabins at Del Valle Regional Park.

2015 APPROVED BUDGET REQUESTS RESULTS:

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

These resources will help fulfill the District mission to:

- Acquire and preserve significant biologic, geologic, scenic and historic resources within Alameda County and Contra Costa County.
- **Manage, maintain and restore the parklands so that they retain their important scenic, natural and cultural values.**

The key indicator is:

Provide adequate funding to continue golf course operations and ensure adequate transition of the golf course concession facility into next term of operations, maintenance and expansion.

2015 targets:

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

2015 results:

- Hired operations and management company during transition phase to next long term operation of the golf course facility.

\$130,000 one-time budget request for mine shaft safety repair at Black Diamond Mines

These resources will help fulfill the District mission to:

- Acquire and preserve significant biologic, geologic, scenic and historic resources within Alameda County and Contra Costa County.
- **Manage, maintain and restore the parklands so that they retain their important scenic, natural and cultural values.**

The key indicator is:

Adequate funding of District supplies and services to fulfill District operating and safety obligations.

2015 targets:

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

2015 results:

- The B North pillar repair project that re-stabilized a key pillar in adjacent to the B North auditorium was completed. Also the closure of a vertical mine opening in the upper sand workings in Hazel Atlas Canyon was completed in 2015.

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

OPERATIONS DIVISION

These resources will help fulfill the District mission to:

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

The key indicator is:

Support maintenance and resource management of additional acres purchased included in Coyote Hills Regional Park.

2015 targets:

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

2015 results:

- Park Craft Specialist was hired in August, 2015. He will be oriented to the park and the Dumbarton Quarry Campground project and has begun to work on projects in the rest of Coyote Hills including masonry repairs, irrigation system improvements, and will assist in the Water Efficiency Program improvements being made throughout the park.

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

These resources will help fulfill the District mission to:

- Acquire and preserve significant biologic, geologic, scenic and historic resources within Alameda County and Contra Costa County.
- Manage, maintain and restore the parklands so that they retain their important scenic, natural and cultural values.

The key indicator is:

Support maintenance and resource management of additional acres acquired and added to Garin Regional Park.

2015 targets:

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

2015 results:

- Park Ranger II at Garin Regional Park hired in April 2015. Staff has installed gates, sign posts and signs, graded and graveled sections of the Bay Area Ridge Trail, and daily patrols have begun.

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

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.

OPERATIONS DIVISION

The key indicator is:

To effectively maintain facilities to District-wide standards and provide a higher service level for internal customers and park visitors.

2015 targets:

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

2015 results:

- A portion of the .25 FTE of this approved Pipeline funding was used to fund the upgrade of a 9 month Sanitation Driver to 12 months. The remaining funds were utilized to upgrade two Park Ranger II positions on the Roads and Trails crew from 9 month to 12 months.

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

These resources will help fulfill the District mission to:

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

The key indicator is:

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

2015 targets:

- Continue the Fleet Replacement Program in order to reduce vehicle maintenance and replacement costs.
- Continue to downsize/right-size the fleet through the vehicle replacement program.
- Continue conversion of the Public Safety fleet from V8 to more fuel efficient V6 models.
- Evaluate the effectiveness and utility of the current electric vehicle fleet and make recommendations for expansion or contraction in 2017.

2015 results:

- Additional fleet replacement funds allowed less reliable vehicles to be replaced in 2015.
- Four Public Safety/Police V8 equipped pursuit vehicles were replaced with more efficient V6 models. The V6 equipped Pursuit Utility Vehicles are the new standard adopted by the Police Department.
- Staff has evaluated the “on road” electric vehicle program and is not recommending its expansion to other park locations until EV’s with the range and cargo capacities required to meet staff needs over the two county area become available from mainstream manufacturers. At this time MAST Fleet Management is recommending the purchase and use of currently available Hybrid models wherever their utilization is practical.

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

These resources will help fulfill the District mission to:

- Acquire and preserve significant biologic, geologic, scenic and historic resources within Alameda County and Contra Costa County.
- **Manage, maintain and restore the parklands so that they retain their important scenic, natural and cultural values.**

The key indicator is:

OPERATIONS DIVISION

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

2015 targets:

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

2015 results:

- Staff utilized the RFP process to solicit proposals from consultants to survey pavement conditions District wide, provide budget recommendations and update the Districts current MTC Street Saver database and network wide PCI, staff anticipates completion of the survey in early February of 2016.
- More than 1 million square feet of the District's paved network was renovated or repaired in 2015 including the following: Black Diamond Mines Entry Road, Anthony Chabot Marciel Road and the Gun Range Road, 5 miles of Regional Trails in Contra Costa County, and the Del Valle Campground.

\$114,320 budget request for 1.0 FTE Recreation Coordinator to support outdoor recreation programs and services
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These resources will help fulfill the District mission to:

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

The key indicator is:

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

2016 targets:

- Fund a Recreation Coordinator in year three of a four year grant program to support recreation and skill-based programs for under-resourced communities along the shoreline.
- Provide opportunities for under-resourced groups to request programs such as; biking, fishing, camping and boating.

2015 targets:

- Fund a Recreation Coordinator in year two of a four-year grant program to support recreation and skilled-based programs to under-resourced communities.
- Specifically in 2015 – funding the full-time Recreation Coordinator will allow for implementation of a new Youth Employment Academy for seasonal employees that will develop leadership skills and promote career employment opportunities with the District.
- A full-time Recreation Coordinator was hired in August 2015 and immediately began planning and implementing outreach programming to support the terms of the grant program. Efforts focused on engaging youth from target schools and community groups in six shoreline communities with outdoor recreational activities, environmental education, water safety awareness, and service learning projects that improve their understanding of wetlands, watersheds and environmental issues.
- Two Youth Job Fairs were held at two different Regional parks, introducing 153 youth to seasonal and other entry-level work at the District.

OPERATIONS DIVISION

\$117,900 base budget request to for 1 FTE Naturalist to support programs and services at the Big Break Visitor Center at the Delta

These resources will help fulfill the District mission to:

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

The key indicator is:

Expansion of District’s visitor center to the east county, providing enhanced educational opportunities specifically about the Delta.

2015 targets:

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

2015 results:

- A full-time Naturalist was added to Big Break Visitor Center staff and provided an additional 85 interpretive programs services approximately 5,100 guests.
- Big Break Visitor Center programs and drop-in services increased by over 13,600 visitors or 52% as compared to 2014.
- Collaborative school programming expanded to Antioch High School’s “Eco-Cat” program, Oakley Unified School District’s “Lunch & Learn” program and Quarterly Science and Collaboration with Ron Nunn Elementary in Brentwood.

OPERATIONS DIVISION KEY OBJECTIVES

KEY OBJECTIVE 1:

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

KEY INDICATORS

Upgrade or replace restroom facilities to meet ADA standards and provide a higher service level for visitors.

2014 Results	2015 Target	2015 Results	2016 Target
Four ADA compliant CXT precast restrooms were purchased for Point Pinole, Briones and Black Diamond.	Replace chemical toilets with CXT precast vault toilet buildings per the Sanitation Department’s replacement schedule.	Five ADA compliant CXT restrooms were ordered and will be installed at Anthony Chabot once permitting issue with Alameda County can be resolved in 2016.	Replace install 4-5 new CXT vault restrooms at various locations.

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

OPERATIONS DIVISION

2014 Results	2015 Target	2015 Results	2016 Target
<p>Positioned metal recycling and commingled recycling container for South County access. Established universal waste corral.</p> <p>Developed database of waste capacities, collection programs and service options. Researched grant opportunities through Alameda and Contra Costa Solid Waste Authorities.</p>	<p>Start compost collection at five parks. Improve universal waste collection program throughout the park district.</p> <p>Track garbage tonnage and compare to waste diversion report data to establish individual park and district wide diversion rates. Expand office recycle and compost collection.</p>	<p>Established weekly compost collection at Lake Chabot, Ardenwood, Pt. Isabel and the Brazilian Room. Set up event composting at Crab Cove and Sunol. Working with ACHHW Dept. and Clean River for new battery recycling bins.</p> <p>Created garbage tonnage tracking system and established preliminary diversion rate. Set up Ardenwood and Pt. Isabel with office trash/compost/ recycle system.</p> <p>Installed two Wooden ADA Chemical Toilets, one at Tilden and the other at Point Pinole. Trades also built two Non-ADA Chemical Toilet Prototypes.</p>	<p>Conduct pilot study with an outdoor three stream waste/ recycle/ compost system at Lake Chabot Park picnic area. Create method for distributing office three bin waste / recycle / compost systems throughout the District.</p> <p>Fine tune landfill diversion database in order to calculate a more accurate Diversion Rate.</p> <p>Construct and replace four to six ADA Chemical Toilets. Receive approval from the Standards Committee on the Non-ADA Chemical Toilet and start production.</p>

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

2014 Results	2015 Target	2015 Results	2016 Target
Completed SCADA project at Del Valle WTP.	Utilize existing funding to keep the Water Treatment Plant operational while the study for its	The Water Treatment Plant has been kept operational without significant interruption. The filter has been re-packed.	Clarifier repairs that were scheduled for late 2015 will be completed in 2016.

OPERATIONS DIVISION

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

2014 Results	2015 Target	2015 Results	2016 Target
Conducted research and assessment of District protocols, best practices and legal obligations of managing cultural resources.	Create five to ten year plan that identifies strategic direction and mapping of cultural resources management.	Updated cultural resource database to ensure cultural resources are being monitored on a regular basis. Completed Cultural Resources Management Plan.	Update the District's Cultural Atlas.

KEY OBJECTIVE 2:

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

KEY INDICATORS

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

2014 Results	2015 Target	2015 Results	2016 Target
Repaired slide at Sibley. Added two ADA parking spaces, accessible picnic area and drinking fountain near staging area/Visitor Center. Began implementation of Service Yard Improvement Project ADA fountain, warring pavers and retaining wall installed at Trudeau Training Center. ADA upgrades completed at Contra Loma, Round Valley Staging Area and Shoreline Room parking lot.	Revitalize and update at least 3 picnic areas to improve accessibility and ADA compliance. Continue to install the new walk-thru gates in at least three locations. Construct and replace two –three old style non ADA chemical toilets with this new standard ADA compliant model.	Installed and modified the Puma Point group camp at Anthony Chabot. Installed new style walk-thru gates in Anthony Chabot, added two new ADA drinking fountains, replaced two picnic tables with new ADA picnic tables, and improved beach accessibility with a new walkway mat at Crown Beach. Two new ADA accessible chemical toilets were constructed and placed in Tilden Park.	Complete first phase of Miller/Knox Park Improvement Project. Construct and replace two –three old style non ADA chemical toilets with new ADA compliant units.

OPERATIONS DIVISION

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.

2014 Results	2015 Target	2015 Results	2016 Target
<p>Created formal evaluation instruments for community outreach and youth employment programs. Healthy Parks Healthy People Bay Area (HPHP–BA). Multi-agency effort to promote healthy lifestyles; regional parks providing low intensity programs first Saturday of every month.</p>	<p>Implement I&R Department reorganization</p>	<p>Reorganization completed</p> <p>Created training sub-committee to gather information and resources in order to develop department-wide assessment and evaluation program.</p> <p>Provided monthly HPHP programs</p> <p>Collaborated with UCSF Benioff Children's Hospital to offer a program on the first Saturday of every month and assisted with health and wellness study of selected participants.</p> <p>Formalized partnership with Contra Costa Health Service to provide quarterly Mindfulness Programs in the Regional Parks.</p>	<p>Develop and implement HPHP program evaluation to track program impacts Bay Area wide.</p> <p>Formalize new partnerships with health care providers to facilitate programs/meetings in the Regional Parks and strategically plan HPHP programs to increase participation.</p>

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

2014 Results	2015 Target	2015 Results	2016 Target
<p>Developed list of peak trails and created trail experience write-ups.</p>	<p>Work with Public Affairs to create a brochure and add to the District web page.</p>		

OPERATIONS DIVISION

2014 Results	2015 Target	2015 Results	2016 Target
<p>Established new partnerships with six senior groups for offering of park field trips.</p> <p>Implemented second year of pilot program with recommended changes. Data demonstrates a little more than 50% of shuttle programs were able to be offered due to participant interest.</p>	<p>Seek six new partnerships and encourage 2014 groups to visit Regional Parks on their own.</p> <p>Continue pilot program at current capacity, but restructured to include one or two additional locations.</p>	<p>Established eight new partnerships with senior serving organizations and partnered with seven organizations serving people with physical or mental disabilities to provide park field trips.</p> <p>Restructured shuttle program logistics and offered six months of service at Pleasanton Ridge. Participant interest remained low.</p>	<p>Establish eight new partnerships with senior serving organizations and increase partnerships with organizations serving people with physical and mental disabilities by 50%</p> <p>Further analyze shuttle program participant data and continue to explore feasibility of service at additional locations</p>

KEY OBJECTIVE 3:

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

KEY INDICATORS

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

2014 Results	2015 Target	2015 Results	2016 Target
<p>Pending approval of grant funding from CDBW for Quagga Mussel Prevention Inspection Program.</p>	<p>Continue monitoring and reporting expense of District's cost-sharing partnerships with various Water Districts for the Quagga Mussel Prevention Inspection Program.</p>	<p>Continued to coordinate mussel inspection programs with various Water Agencies and reported problem boaters using the QID computer program.</p>	<p>Expand mussel inspection program to include Shadow Cliffs.</p>

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.

OPERATIONS DIVISION

2014 Results	2015 Target	2015 Results	2016 Target
Replaced 34 fleet and four Public Safety pursuit vehicles with more fuel efficient V6 models.	Restore Fleet budget to continue replacing older less fuel efficient vehicles and equipment. Seek additional funding to provide for smoothing of deferred fleet replacements over next 5 years.	Funding for replacement of approximately 44 fleet and four outdated Public Safety pursuit vehicles and other equipment provided.	Replace older less fuel efficient vehicles and equipment with more fuel efficient models where appropriate.

KEY OBJECTIVE 4:

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

KEY INDICATOR

Upgrade existing staff work spaces and seek new locations for service yards as new properties are brought on line.

2014 Results	2015 Target	2015 Results	2016 Target
TXI- All utilities have been reconnected and the caretaker tenant improvements are complete as well. Del Valle- In Progress. The scope of this project has changed significantly.	Utilize consultant recommendations and site plan to provide new storage and remodel office and shop space at Dell Valle under the Major Maintenance Program.	State Fire Marshal and County permitting authorities have reviewed the Districts proposed plan and approved the first phase. Construction and permitting process for a new 3 sided storage unit for Police and Fire began in the fall of 2015.	Begin work on Operations Staff Facilities and Storage at Del Valle.

OPERATIONS DIVISION

KEY OBJECTIVE 5:

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

KEY INDICATOR

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.

2014 Results	2015 Target	2015 Results	2016 Target
Hired AWP Supervisor to oversee two summer programs.	Continue programs as conducted in 2014 with emphasis on skill and leadership development for program participants.	Continued Alameda County WIB Program partnership and initiated discussions to expand/partner with Oakland and Richmond WIBs.	Expand current nine month program to twelve months and incorporate Oakland and Richmond WIB members on the crews.
Partnerships established with Alameda County AND Contra Costa County Work Investment Boards.	Continue partnerships as demonstrated in 2014.	Implemented program evaluation as suggested by the Youth Engagement Strategic Plan.	Expand partnership and program opportunities with Alameda and Contra Costa County Workforce Investment/Development boards.
Youth Engagement Strategic Plan completed. ..	Offer new Youth Employment Academy to District seasonal employees as suggested by the Youth Engagement Strategic Plan.	Continued partnerships with Alameda WIB and Contra Costa County WDB, offering 3 crews in 2015.	Provide 2 Youth Job Fairs in Alameda and Contra Costa County.
		Offered two Youth Job Fairs in Alameda and Contra Costa County to raise awareness of impending seasonal recruitments.	

KEY OBJECTIVE 6:

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

KEY INDICATORS

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

OPERATIONS DIVISION

2014 Results	2015 Target	2015 Results	2016 Target
<p>Completed fabrication and installation of permanent exhibits at Big Break Visitor Center.</p> <p>Facilitated the merge and collaboration of Exhibit Design and Environmental Graphics.</p>	<p>BBVC Incorporate exhibits into program curriculum for interactive use with the public and to support docent involvement.</p>	<p>BBVC exhibits incorporated into program curriculum with the support of docents. Drop-in visitor center attendance increased by 52% or 13,600 visitors.</p>	<p>Utilize exhibits to highlight the Delta and California water issues. Continue collaboration with local high schools and increase docent programming.</p>

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.

2014 Results	2015 Target	2015 Results	2016 Target
<p>Completed fourteen oral histories.</p> <p>Transcribed new oral histories that began in 2013.</p>	<p>Complete back logged oral histories and initiate up to eight new oral histories.</p>	<p>Completed ten back logged oral histories and initiated eight new oral histories.</p>	<p>Expand consulting services to complete up to ten new oral histories.</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 INDICATORS

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

2014 Results	2015 Target	2015 Results	2016 Target
<p>Completed Camping Program Update</p> <p>Study completed resulting in criteria defined in RFP posting.</p>	<p>Hire consultant to define scope, cost and best location for pilot Convenience Camping Program.</p>	<p>Hired Camping consultant for Convenience Camping Pilot Program. Identified two potential locations.</p>	<p>Implement Convenience Camping Pilot Program recommendation to include the design, development, and installation of phase I at Del Valle Regional Park.</p> <p>Complete RFP process for long term</p>

OPERATIONS DIVISION

2014 Results	2015 Target	2015 Results	2016 Target
	Transition next term of Willow Park Golf Course operations and management utilizing criteria identified as mandatory and discretionary improvements.	Hired operations and management company to aid in transition of golf course facility. Second round RFP in process.	concession agreement for operation and maintenance of Redwood Canyon Public Golf Course facility.

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

2014 Results	2015 Target	2015 Results	2016 Target
Districts' PMPP improved over 1,400,000 SF of roads trails and parking lots. PCI in these areas improved to an average of 85. Improved public access under ADA codes.	Continue cost effective improvements to raise Districts overall PCI. Update Condition Survey of the pavement network per MTAC guidelines. This will update the network PCI district wide per the prescribed 4 year schedule.	Awarded contract for survey of pavement conditions, budget recommendations and update of the Districts current MTC Street Saver database and network wide PCI. Approximately 40% of the Paved network will be evaluated by the end of 2015.	Update current Street Saver Inventory and facilitate future data entry, field reports and calculations. Identify budgetary needs and recommendations for pavement preservation and repair for approx. 17 million square feet of asphalt. Improve efficiency by hiring Administrative Analyst II, to better utilize Measure J funding and to improve the regional trail/paving network in Contra Costa County.

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.

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 1,037,192	\$ 982,035	\$ 708,400	\$ 738,250	4.2% *
Supplies	85,823	33,051	35,830	11,770	-67.2%
Services	440,865	519,106	558,100	559,050	0.2%
Intra-District Charges	1,543,300	1,820,200	1,820,200	1,972,880	8.4%
Subtotal	\$ 3,107,180	\$ 3,354,392	\$ 3,122,530	\$ 3,281,950	5.1%
PROJECT BUDGET:					
Services	\$ 61,851	\$ 19,447	\$ -	\$ -	0.0%
Subtotal	\$ 61,851	\$ 19,447	\$ -	\$ -	0.0%
Total Operating/Project	\$ 3,169,031	\$ 3,373,838	\$ 3,122,530	\$ 3,281,950	5.1%
DEPARTMENTS:					
Administration	\$ 3,169,031	\$ 3,373,838	\$ 3,122,530	\$ 3,281,950	5.1%
Total	\$ 3,169,031	\$ 3,373,838	\$ 3,122,530	\$ 3,281,950	
FUNDING SOURCES:					
101 General Fund	\$ 3,107,180	\$ 3,354,392	\$ 3,122,530	\$ 3,281,950	5.1%
336 OTA Projects	61,851	19,447	-	-	0.0%
Total	\$ 3,169,031	\$ 3,373,838	\$ 3,122,530	\$ 3,281,950	5.1%
STAFFING:					
Regular/Permanent	7.00	7.00	4.00	4.00	-
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	7.00	7.00	4.00	4.00	-

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

SERVICE DESCRIPTION

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

Budget by Unit/Park Location

Unit/Location	Personnel Services	Supplies	Services	Equipment	Inter-Agency	Total
OPERATIONS ADMINISTRATION (includes Revenue Unit)						
Administration						
Budget 2015	\$ 708,400	\$ 35,830	\$ 210,250	\$ -	\$ 1,820,200	\$ 2,774,680
Budget 2016	\$ 738,250	\$ 11,770	\$ 161,200	\$ -	\$ 1,972,880	\$ 2,884,100
% Change	4.2%	-67.2%	-23.3%	0.0%	8.4%	3.9%
Community Resources						
Budget 2015	\$ -	\$ -	\$ 347,850	\$ -	\$ -	\$ 347,850
Budget 2016	\$ -	\$ -	\$ 397,850	\$ -	\$ -	\$ 397,850
% Change	0.0%	0.0%	14.4%	0.0%	0.0%	14.4%
Total Operations Administration Department						
Budget 2015	\$ 708,400	\$ 35,830	\$ 558,100	\$ -	\$ 1,820,200	\$ 3,122,530
Budget 2016	\$ 738,250	\$ 11,770	\$ 559,050	\$ -	\$ 1,972,880	\$ 3,281,950
% Change	4.2%	-67.2%	0.2%	0.0%	8.4%	5.1%

PARK OPERATIONS DEPARTMENT

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 24,819,328	\$ 26,285,437	\$ 28,289,320	\$ 29,063,890	2.7%
Supplies	1,623,068	1,861,393	2,127,400	2,070,130	-2.7%
Services	3,261,528	2,951,486	3,692,800	3,826,220	3.6%
Equipment	87,215	253,849	603,650	155,000	-74.3%
Debt Service/Leases	-	-	-	-	0.0%
Intra-District Charges	1,168,180	1,448,480	1,307,540	1,345,880	2.9%
Subtotal	\$ 30,959,318	\$ 32,800,645	\$ 36,020,710	\$ 36,461,120	1.2%
PROJECT BUDGET:					
Personnel Services	\$ 749,348	\$ 644,659	\$ 696,950	\$ 772,800	10.9%
Supplies	91,791	101,290	7,800	7,800	0.0%
Services	210,587	367,239	290,730	289,710	-0.4%
Capital Outlay/Equip	160,274	256,797	-	-	0.0%
Subtotal	\$ 1,212,000	\$ 1,369,986	\$ 995,480	\$ 1,070,310	7.5%
Total Operating/Project	\$ 32,171,318	\$ 34,170,631	\$ 37,016,190	\$ 37,531,430	1.4%
UNITS:					
Administration	\$ 2,095,757	\$ 2,438,710	\$ 2,324,610	\$ 2,521,570	8.5%
Interpretive Parklands	5,300,527	4,910,312	5,821,790	5,820,720	0.0%
Lakes	5,001,660	6,279,472	7,047,180	6,976,370	-1.0%
Mining (in Rec.Areas as of 2014)	511,579	-	-	-	0.0%
Parklands	5,252,563	5,307,821	5,862,820	6,054,540	3.3%
Recreation Areas	5,060,694	5,326,016	5,618,570	5,974,360	6.3%
Delta Unit	3,217,648	4,415,917	4,819,280	4,766,920	-1.1%
Shoreline	5,730,889	5,492,383	5,521,940	5,416,950	-1.9%
Total	\$ 32,171,318	\$ 34,170,631	\$ 37,016,190	\$ 37,531,430	1.4%
FUNDING SOURCES:					
101 General Fund	\$ 27,063,421	\$ 28,763,670	\$ 31,115,910	\$ 31,768,170	2.1%
220 Two County LLD	3,117,341	3,202,056	3,650,060	3,528,770	-3.3%
221 ECCC LLD	677,007	528,106	577,880	577,200	-0.1%
222 Five Canyon Zone	20,563	11,482	57,480	38,460	-33.1%
223 Dublin Hills Zone	5,156	7,350	8,030	8,110	1.0%
224 Walpert Ridge Zone	30,250	28,457	64,670	35,590	-45.0%
225 San Ramon Hills Zone	-	-	500	500	0.0%
227 Stone Valley Zone	-	-	630	630	0.0%
253 Gifts	18,442	15,820	26,000	26,000	0.0%
258 McLaughlin Eastshore Stat	25,365	25,675	30,460	32,340	6.2%
259 ECCC HCP Properties	1,772	218,030	309,090	365,350	18.2%
333 Capital	180,067	292,700	-	-	0.0%
336 OTA Projects	1,031,933	1,077,286	995,480	1,070,310	7.5%
554 Major Equip Replacement	-	-	180,000	80,000	-55.6%
Total	\$ 32,171,318	\$ 34,170,631	\$ 37,016,190	\$ 37,531,430	1.4%
STAFFING:					
Regular/Permanent	229.230	232.500	239.600	243.200	3.600
Seasonal/Temporary	26.092	26.192	26.192	26.192	-
Total	255.322	258.692	265.792	269.392	3.600

OPERATIONS DIVISION

PARK OPERATIONS

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.

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 432,579	\$ 504,403	\$ 494,070	\$ 550,160	11.4%
Supplies	71,170	84,667	105,270	105,270	0.0%
Services	225,368	257,616	314,780	314,780	0.0%
Intra-District Charges	993,000	1,072,620	1,072,620	1,077,870	0.5%
Subtotal	\$ 1,722,117	\$ 1,919,306	\$ 1,986,740	\$ 2,048,080	3.1%
PROJECT BUDGET:					
Personnel Services	\$ 283,754	\$ 243,636	\$ 337,870	\$ 344,510	2.0%
Supplies	30,987	56,673	-	-	0.0%
Services	37,601	191,277	-	128,980	0.0%
Capital Outlay/Equip	21,298	27,819	-	-	0.0%
Subtotal	\$ 373,640	\$ 519,404	\$ 337,870	\$ 473,490	40.1%
Total Operating/Project	\$ 2,095,757	\$ 2,438,710	\$ 2,324,610	\$ 2,521,570	8.5%
UNIT:					
Administration	\$ 2,095,757	\$ 2,438,710	\$ 2,324,610	\$ 2,521,570	8.5%
Total	\$ 2,095,757	\$ 2,438,710	\$ 2,324,610	\$ 2,521,570	8.5%
FUNDING SOURCES:					
101 General Fund	\$ 1,704,419	\$ 1,906,848	\$ 1,964,740	\$ 2,026,080	3.1%
253 Gifts	17,698	12,458	22,000	22,000	0.0%
333 Capital	21,298	27,819	-	-	0.0%
336 OTA Projects	352,342	491,585	337,870	473,490	40.1%
Total	\$ 2,095,757	\$ 2,438,710	\$ 2,324,610	\$ 2,521,570	8.5%
STAFFING:					
Regular/Permanent	5.25	5.25	5.25	5.25	-
Seasonal/Temporary	10.54	10.54	10.54	10.54	-
Total	15.79	15.79	15.79	15.79	-

SERVICE DESCRIPTION

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

OPERATIONS DIVISION- PARK OPERATIONS

INTERPRETIVE PARKLANDS UNIT

INTERPRETIVE PARKLANDS UNIT ROLE

The Interpretive Parklands Unit manages fifteen interpretive and natural resources-based wilderness areas, preserves, and park areas, including Morgan Territory Regional Preserve, Round Valley Regional Preserve, Bishop Ranch Regional Preserve, Calaveras Ridge Regional Trail, Las Trampas Regional Wilderness, Sycamore Valley Open Space Regional Preserve, Pleasanton Ridge Regional Park, Dublin Hills Regional Park, Mission Peak Regional Preserve, Sunol - Ohlone Regional Wilderness, Garin - Dry Creek Pioneer Regional Park, Vasco Caves Regional Preserve, Brushy Peak Regional Preserve and Black Diamond Regional Preserve. Mining Operations develops and maintains the Black Diamond Mines Regional Preserve under-

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 4,354,011	\$ 4,079,154	\$ 4,730,560	\$ 4,918,750	4.0%
Supplies	284,243	291,832	391,770	345,540	-11.8%
Services	408,590	286,103	438,460	500,980	14.3%
Equipment	26,374	59,150	85,650	-	-100.0%
Intra-District Charges	75,180	38,600	45,350	55,450	22.3%
Subtotal	\$ 5,148,398	\$ 4,754,838	\$ 5,691,790	\$ 5,820,720	2.3%
PROJECT BUDGET:					
Personnel Services	\$ 14,552	\$ -	\$ -	\$ -	0.0%
Supplies	1,465	2,078	-	-	0.0%
Services	44,039	30,015	130,000	-	-100.0%
Capital Outlay/Equip	92,073	123,381	-	-	0.0%
Subtotal	\$ 152,129	\$ 155,474	\$ 130,000	\$ -	-100.0%
Total Operating/Project	\$ 5,300,527	\$ 4,910,312	\$ 5,821,790	\$ 5,820,720	0.0%
UNIT:					
Interpretive Parklands	\$ 5,300,527	\$ 4,910,312	\$ 5,821,790	\$ 5,820,720	0.0%
Total	\$ 5,300,527	\$ 4,910,312	\$ 5,821,790	\$ 5,820,720	
FUNDING SOURCES:					
101 General Fund	\$ 4,357,539	\$ 3,876,814	\$ 4,659,560	\$ 4,751,180	2.0%
220 Two County LLD	582,814	511,887	533,590	541,560	1.5%
221 ECCC LLD	170,123	108,939	111,720	113,800	1.9%
223 Dublin Hills Zone	5,156	7,350	8,030	8,110	1.0%
224 Walpert Ridge Zone	30,250	28,457	64,670	35,590	-45.0%
225 San Ramon Hills Zone	-	-	500	500	0.0%
227 Stone Valley Zone	-	-	630	630	0.0%
253 Gifts/Dickson	744	3,362	4,000	4,000	0.0%
259 ECCC HCP Properties	1,772	218,030	309,090	365,350	18.2%
333 Capital	106,625	123,381	-	-	0.0%
336 OTA Projects	45,504	32,093	130,000	-	-100.0%
Total	\$ 5,300,527	\$ 4,910,312	\$ 5,821,790	\$ 5,820,720	0.0%
STAFFING:					
Regular/Permanent	38.60	35.10	38.50	40.25	1.75
Seasonal/Temporary	2.61	1.61	1.61	1.61	-
Total	41.210	36.710	40.110	41.860	1.75

INTERPRETIVE PARKLANDS UNIT ROLE, CONTINUED

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

These parks, generally large wildland open space areas, represent the District's success in scenic, cultural, and natural resource preservation balanced with appropriate recreational opportunities. The unit encompasses 75,657.47 acres of which more than 29,778.51 acres are in land bank status.

SERVICE DESCRIPTION

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

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

**OPERATIONS DIVISION-
PARK OPERATIONS**

INTERPRETIVE PARKLANDS UNIT

Budget by Unit/Park Location

Unit/Location	Personnel Services	Supplies	Services	Equipment	Inter-Agency	Total
INTERPRETIVE PARKLANDS UNIT						
Administration						
Budget 2015	\$ 313,540	\$ 4,970	\$ 2,640	\$ -	\$ 45,350	\$ 366,500
Budget 2016	\$ 278,090	\$ 4,970	\$ 2,640	\$ -	\$ 55,450	\$ 341,150
% Change	-11.3%	0.0%	0.0%	0.0%	22.3%	-6.9%
Bishop Ranch Open Space Regional Preserve						
Budget 2015	\$ -	\$ -	\$ 2,180	\$ -	\$ -	\$ 2,180
Budget 2016	\$ -	\$ -	\$ 2,180	\$ -	\$ -	\$ 2,180
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Black Diamond Mines						
Budget 2015	\$ 422,180	\$ 39,770	\$ 158,820	\$ -	\$ -	\$ 620,770
Budget 2016	\$ 449,080	\$ 64,270	\$ 28,820	\$ -	\$ -	\$ 542,170
% Change	6.4%	61.6%	-81.9%	0.0%	0.0%	-12.7%
Black Diamond Mines Regional Preserve						
Budget 2015	\$ 618,860	\$ 40,960	\$ 65,290	\$ -	\$ -	\$ 725,110
Budget 2016	\$ 631,690	\$ 40,960	\$ 75,290	\$ -	\$ -	\$ 747,940
% Change	2.1%	0.0%	15.3%	0.0%	0.0%	3.1%
Brushy Peak						
Budget 2015	\$ 118,580	\$ 3,660	\$ 2,670	\$ -	\$ -	\$ 124,910
Budget 2016	\$ 108,560	\$ 3,660	\$ 2,670	\$ -	\$ -	\$ 114,890
% Change	-8.4%	0.0%	0.0%	0.0%	0.0%	-8.0%
Calaveras Ridge Trail						
Budget 2015	\$ 88,020	\$ 12,150	\$ -	\$ -	\$ -	\$ 100,170
Budget 2016	\$ 81,200	\$ 12,150	\$ -	\$ -	\$ -	\$ 93,350
% Change	-7.7%	0.0%	0.0%	0.0%	0.0%	-6.8%
Deer Valley Regional Park						
Budget 2015	\$ 171,000	\$ 16,150	\$ -	\$ 26,500	\$ -	\$ 213,650
Budget 2016	\$ 227,720	\$ -	\$ -	\$ -	\$ -	\$ 227,720
% Change	33.2%	-100.0%	0.0%	-100.0%	0.0%	6.6%
Dry Creek Pioneer Regional Park						
Budget 2015	\$ 239,870	\$ 19,710	\$ 10,290	\$ -	\$ -	\$ 269,870
Budget 2016	\$ 223,370	\$ 19,710	\$ 10,290	\$ -	\$ -	\$ 253,370
% Change	-6.9%	0.0%	0.0%	0.0%	0.0%	-6.1%
Dublin Hills						
Budget 2015	\$ 23,590	\$ 2,100	\$ -	\$ -	\$ -	\$ 25,690
Budget 2016	\$ 23,920	\$ 2,100	\$ 500	\$ -	\$ -	\$ 26,520
% Change	1.4%	0.0%	0.0%	0.0%	0.0%	3.2%
Garin Regional Park						
Budget 2015	\$ 589,680	\$ 36,470	\$ 41,550	\$ 27,500	\$ -	\$ 695,200
Budget 2016	\$ 604,390	\$ 34,470	\$ 41,550	\$ -	\$ -	\$ 680,410
% Change	2.5%	-5.5%	0.0%	-100.0%	0.0%	-2.1%

**OPERATIONS DIVISION-
PARK OPERATIONS**

INTERPRETIVE PARKLANDS UNIT

Budget by Unit/Park Location, continued

Unit/Location	Personnel Services	Supplies	Services	Equipment	Inter-Agency	Total
INTERPRETIVE PARKLANDS UNIT						
Las Trampas Wilderness Regional Preserve						
Budget 2015	\$ 447,370	\$ 34,840	\$ 97,600	\$ 31,650	\$ -	\$ 611,460
Budget 2016	\$ 477,380	\$ 29,340	\$ 85,920	\$ -	\$ -	\$ 592,640
% Change	6.7%	-15.8%	-12.0%	-100.0%	0.0%	-3.1%
Las Trampas to Mt. Diablo						
Budget 2015	\$ -	\$ 630	\$ -	\$ -	\$ -	\$ 630
Budget 2016	\$ -	\$ 630	\$ -	\$ -	\$ -	\$ 630
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Mission Peak Regional Preserve						
Budget 2015	\$ 114,470	\$ 6,990	\$ 13,680	\$ -	\$ -	\$ 135,140
Budget 2016	\$ 214,560	\$ 16,990	\$ 75,680	\$ -	\$ -	\$ 307,230
% Change	87.4%	143.1%	453.2%	0.0%	0.0%	127.3%
Morgan Territory Regional Preserve						
Budget 2015	\$ -	\$ 3,890	\$ 9,960	\$ -	\$ -	\$ 13,850
Budget 2016	\$ -	\$ 4,090	\$ 9,760	\$ -	\$ -	\$ 13,850
% Change	0.0%	5.1%	-2.0%	0.0%	0.0%	0.0%
Pleasanton Ridge Regional Park						
Budget 2015	\$ 485,520	\$ 97,200	\$ 46,960	\$ -	\$ -	\$ 629,680
Budget 2016	\$ 491,130	\$ 37,320	\$ 46,960	\$ -	\$ -	\$ 575,410
% Change	1.2%	-61.6%	0.0%	0.0%	0.0%	-8.6%
Round Valley Regional Preserve						
Budget 2015	\$ 111,720	\$ 3,980	\$ 4,850	\$ -	\$ -	\$ 120,550
Budget 2016	\$ 113,800	\$ 4,580	\$ 4,250	\$ -	\$ -	\$ 122,630
% Change	1.9%	15.1%	-12.4%	0.0%	0.0%	1.7%
Sunol/Ohlone Regional Wilderness						
Budget 2015	\$ 509,140	\$ 27,430	\$ 31,240	\$ -	\$ -	\$ 567,810
Budget 2016	\$ 521,070	\$ 27,430	\$ 31,240	\$ -	\$ -	\$ 579,740
% Change	2.3%	0.0%	0.0%	0.0%	0.0%	2.1%
Sycamore Valley Open Space Regional Preserve						
Budget 2015	\$ 120,480	\$ 2,210	\$ 3,300	\$ -	\$ -	\$ 125,990
Budget 2016	\$ 122,800	\$ 2,210	\$ 3,300	\$ -	\$ -	\$ 128,310
% Change	1.9%	0.0%	0.0%	0.0%	0.0%	1.8%
Vargas Plateau						
Budget 2015	\$ 105,970	\$ 10,000	\$ 5,000	\$ -	\$ -	\$ 120,970
Budget 2016	\$ 100,120	\$ 11,500	\$ 8,000	\$ -	\$ -	\$ 119,620
% Change	-5.5%	15.0%	60.0%	0.0%	0.0%	-1.1%
Vasco Caves						
Budget 2015	\$ 1,680	\$ 8,100	\$ 43,280	\$ -	\$ -	\$ 53,060
Budget 2016	\$ 1,680	\$ 8,100	\$ 43,280	\$ -	\$ -	\$ 53,060
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

**OPERATIONS DIVISION-
PARK OPERATIONS**

INTERPRETIVE PARKLANDS UNIT

Budget by Unit/Park Location, continued

Unit/Location	Personnel		Supplies	Services	Equipment	Inter-Agency	Total
	Services						
Vasco Hills (formerly Vasco Corridor)							
Budget 2015	\$ 248,890	\$	20,560	\$ 29,150	\$ -	\$ -	\$ 298,600
Budget 2016	\$ 248,190	\$	21,060	\$ 28,650	\$ -	\$ -	\$ 297,900
% Change	-0.3%		2.4%	-1.7%	0.0%	0.0%	-0.2%
Total Interpretive Parklands Unit							
Budget 2015	\$ 4,730,560	\$	391,770	\$ 568,460	\$ 85,650	\$ 45,350	\$ 5,821,790
Budget 2016	\$ 4,918,750	\$	345,540	\$ 500,980	\$ -	\$ 55,450	\$ 5,820,720
% Change	4.0%		-11.8%	-11.9%	-100.0%	22.3%	0.0%

OPERATIONS DIVISION- PARK OPERATIONS

LAKES UNIT

LAKES UNIT ROLE

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

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 4,154,063	\$ 5,350,838	\$ 5,690,250	\$ 5,749,190	1.0%
Supplies	303,271	390,715	446,220	426,210	-4.5%
Services	522,439	479,979	709,470	664,470	-6.3%
Equipment	21,132	38,404	153,400	80,000	-47.8%
Intra-District Charges	400	3,960	47,840	56,500	18.1%
Subtotal	\$ 5,001,305	\$ 6,263,897	\$ 7,047,180	\$ 6,976,370	-1.0%
PROJECT BUDGET:					
Personnel Services	\$ 355	\$ -	\$ -	\$ -	0.0%
Capital Outlay/Equip	-	15,575	-	-	0.0%
Subtotal	\$ 355	\$ 15,575	\$ -	\$ -	0.0%
Total Operating/Project	\$ 5,001,660	\$ 6,279,472	\$ 7,047,180	\$ 6,976,370	-1.0%
UNIT:					
Lakes	\$ 5,001,660	\$ 6,279,472	\$ 7,047,180	\$ 6,976,370	-1.0%
Total	\$ 5,001,660	\$ 6,279,472	\$ 7,047,180	\$ 6,976,370	-1.0%
FUNDING SOURCES:					
101 General Fund	\$ 5,001,305	\$ 5,747,893	\$ 6,366,020	\$ 6,340,340	-0.4%
220 Two County LLD	-	516,004	621,160	556,030	-10.5%
333 Capital	-	15,575	-	-	0.0%
336 OTA Projects	355	-	-	-	0.0%
554 Major Equip Replacement	-	-	60,000	80,000	33.3%
Total	\$ 5,001,660	\$ 6,279,472	\$ 7,047,180	\$ 6,976,370	-1.0%
STAFFING:					
Regular/Permanent	39.000	48.100	49.100	49.100	-
Seasonal/Temporary	3.970	4.320	4.320	4.320	-
Total	42.970	52.420	53.420	53.420	-

SERVICE DESCRIPTION

Lakes Unit staff will provide outstanding customer service in all aspects of park operations. Uniformed staff will make public contact with a personal introduction and be prepared to respond to the public as needed. There is active participation with local water districts and water contractors to stay informed and involved in water delivery issues that affect lake levels, water quality and impacts on water recreation and its effect on public accessibility. There is commitment

**OPERATIONS DIVISION-
PARK OPERATIONS**

LAKES UNIT

to work with water district contractors (Department of Water Resources, Zone 7, Alameda County Water District, EBMUD and Santa Clara Water District) to continue the Quagga/zebra mussel boat inspection program in order to preserve and protect valued water recreation resources. Staff will maintain a clean, safe standard throughout the Lakes Unit by maintaining a consistent standard for park maintenance, annual tree hazard evaluation, and annual safety inspections as well as practicing good fiscal responsibility by committing to the District's greening initiative through the use of sustainable products and recycling collection in park and work locations.

Budget by Unit/Park Location

Unit/Location	Personnel Services	Supplies	Services	Equipment	Inter-Agency	Total
LAKES UNIT						
Administrative						
Budget 2015	\$ 322,450	\$ 2,030	\$ 2,860	\$ -	\$ 47,840	\$ 375,180
Budget 2016	\$ 293,750	\$ 2,030	\$ 2,860	\$ -	\$ 56,500	\$ 355,140
% Change	-8.9%	0.0%	0.0%	0.0%	18.1%	-5.3%
Alameda County Trails						
Budget 2015	\$ 503,640	\$ 33,460	\$ 15,200	\$ 67,000	\$ -	\$ 619,300
Budget 2016	\$ 513,170	\$ 53,450	\$ 15,200	\$ -	\$ -	\$ 581,820
% Change	1.9%	59.7%	0.0%	-100.0%	0.0%	-6.1%
Coyote Hills Regional Park						
Budget 2015	\$ 708,820	\$ 84,980	\$ 77,510	\$ 26,400	\$ -	\$ 897,710
Budget 2016	\$ 721,230	\$ 44,980	\$ 77,510	\$ -	\$ -	\$ 843,720
% Change	1.8%	-47.1%	0.0%	-100.0%	0.0%	-6.0%
Del Valle Regional Park						
Budget 2015	\$ 1,531,600	\$ 131,550	\$ 223,430	\$ 60,000	\$ -	\$ 1,946,580
Budget 2016	\$ 1,536,480	\$ 131,550	\$ 223,430	\$ -	\$ -	\$ 1,891,460
% Change	0.3%	0.0%	0.0%	-100.0%	0.0%	-2.8%
Lake Chabot Regional Park						
Budget 2015	\$ 882,970	\$ 54,030	\$ 81,980	\$ -	\$ -	\$ 1,018,980
Budget 2016	\$ 899,360	\$ 54,030	\$ 81,980	\$ -	\$ -	\$ 1,035,370
% Change	1.9%	0.0%	0.0%	0.0%	0.0%	1.6%
Little Hills						
Budget 2015	\$ -	\$ -	\$ 45,000	\$ -	\$ -	\$ 45,000
Budget 2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
% Change	0.0%	0.0%	-100.0%	0.0%	0.0%	-100.0%
Quarry Lakes						
Budget 2015	\$ 761,670	\$ 57,080	\$ 82,130	\$ -	\$ -	\$ 900,880
Budget 2016	\$ 770,290	\$ 57,080	\$ 82,130	\$ 80,000	\$ -	\$ 989,500
% Change	1.1%	0.0%	0.0%	0.0%	0.0%	9.8%
Redwood Canyon Golf Course						
Budget 2015	\$ -	\$ 1,760	\$ 45,720	\$ -	\$ -	\$ 47,480
Budget 2016	\$ -	\$ 1,760	\$ 45,720	\$ -	\$ -	\$ 47,480
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

**OPERATIONS DIVISION-
PARK OPERATIONS**

LAKES UNIT

Budget by Unit/Park Location, continued

Unit/Location	Personnel Services	Supplies	Services	Equipment	Inter-Agency	Total
Shadow Cliffs						
Budget 2015	\$ 979,100	\$ 79,070	\$ 135,040	\$ -	\$ -	\$ 1,193,210
Budget 2016	\$ 1,014,910	\$ 79,070	\$ 135,040	\$ -	\$ -	\$ 1,229,020
% Change	3.7%	0.0%	0.0%	0.0%	0.0%	3.0%
Tassajara Creek Trail						
Budget 2015	\$ -	\$ 2,260	\$ 600	\$ -	\$ -	\$ 2,860
Budget 2016	\$ -	\$ 2,260	\$ 600	\$ -	\$ -	\$ 2,860
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Lakes Unit						
Budget 2015	\$ 5,690,250	\$ 446,220	\$ 709,470	\$ 153,400	\$ 47,840	\$ 7,047,180
Budget 2016	\$ 5,749,190	\$ 426,210	\$ 664,470	\$ 80,000	\$ 56,500	\$ 6,976,370
% Change	1.0%	-4.5%	-6.3%	-47.8%	18.1%	-1.0%

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.

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 4,469,356	\$ 4,491,346	\$ 4,899,560	\$ 5,033,650	2.7%
Supplies	206,550	239,450	255,690	304,010	18.9%
Services	435,246	430,381	461,890	524,290	13.5%
Equipment	-	-	120,000	75,000	-37.5%
Intra-District Charges	8,550	5,500	16,000	12,000	-25.0%
Subtotal	\$ 5,119,702	\$ 5,166,677	\$ 5,753,140	\$ 5,948,950	3.4%
PROJECT BUDGET:					
Personnel Services	\$ 119,443	\$ 29,643	\$ 35,380	\$ 31,290	-11.6%
Supplies	5,481	5,532	2,500	2,500	0.0%
Services	2,629	92,740	71,800	71,800	0.0%
Capital Outlay/Equip	5,308	13,229	-	-	0.0%
Subtotal	\$ 132,861	\$ 141,143	\$ 109,680	\$ 105,590	-3.7%
Total Operating/Project	\$ 5,252,563	\$ 5,307,821	\$ 5,862,820	\$ 6,054,540	3.3%
DEPARTMENTS:					
Parklands	\$ 5,252,563	\$ 5,307,821	\$ 5,862,820	\$ 6,054,540	3.3%
Total	\$ 5,252,563	\$ 5,307,821	\$ 5,862,820	\$ 6,054,540	3.3%
FUNDING SOURCES:					
101 General Fund	\$ 4,849,807	\$ 4,879,837	\$ 5,352,840	\$ 5,602,360	4.7%
220 Two County LLD	269,896	286,840	340,300	346,590	1.8%
333 Capital	10,548	17,268	-	-	0.0%
336 OTA Projects	122,312	123,875	109,680	105,590	-3.7%
554 Major Equip Replacement	-	-	60,000	-	-100.0%
Total	\$ 5,252,563	\$ 5,307,821	\$ 5,862,820	\$ 6,054,540	3.3%
STAFFING:					
Regular/Permanent	39.750	40.100	40.950	41.700	0.75
Seasonal/Temporary	2.785	2.785	2.785	2.785	-
Total	42.535	42.885	43.735	44.485	0.75

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

OPERATIONS DIVISION- PARK OPERATIONS

PARKLAND UNIT

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						Total
	Services	Supplies	Services	Equipment	Inter-Agency		
PARKLAND UNIT							
Administrative							
Budget 2015	\$ 474,990	\$ 2,680	\$ 3,540	\$ -	\$ 16,000	\$	497,210
Budget 2016	\$ 317,970	\$ 1,700	\$ 4,540	\$ -	\$ 12,000	\$	336,210
% Change	-33.1%	-36.6%	28.2%	0.0%	-25.0%		-32.4%
Anthony Chabot Regional Park							
Budget 2015	\$ 1,004,750	\$ 69,890	\$ 102,590	\$ 60,000	\$ -	\$	1,237,230
Budget 2016	\$ 1,018,800	\$ 69,890	\$ 112,590	\$ -	\$ -	\$	1,201,280
% Change	1.4%	0.0%	9.7%	-100.0%	0.0%		-2.9%
Botanic Garden							
Budget 2015	\$ 809,410	\$ 23,460	\$ 12,240	\$ -	\$ -	\$	845,110
Budget 2016	\$ 827,340	\$ 23,460	\$ 43,740	\$ -	\$ -	\$	894,540
% Change	2.2%	0.0%	257.4%	0.0%	0.0%		5.8%
Leona Canyon							
Budget 2015	\$ -	\$ 3,180	\$ -	\$ -	\$ -	\$	3,180
Budget 2016	\$ -	\$ 3,180	\$ -	\$ -	\$ -	\$	3,180
% Change	0.0%	0.0%	0.0%	0.0%	0.0%		0.0%
Redwood Regional Park							
Budget 2015	\$ 441,980	\$ 50,920	\$ 40,670	\$ 60,000	\$ -	\$	593,570
Budget 2016	\$ 584,440	\$ 27,920	\$ 40,670	\$ -	\$ -	\$	653,030
% Change	32.2%	-45.2%	0.0%	-100.0%	0.0%		10.0%
Sibley/Claremont/Huckleberry Regional Preserves							
Budget 2015	\$ 470,130	\$ 24,280	\$ 95,630	\$ -	\$ -	\$	590,040
Budget 2016	\$ 553,920	\$ 61,580	\$ 95,530	\$ 75,000	\$ -	\$	786,030
% Change	17.8%	153.6%	-0.1%	0.0%	0.0%		33.2%
Tilden Regional Park							
Budget 2015	\$ 1,148,620	\$ 58,350	\$ 244,110	\$ -	\$ -	\$	1,451,080
Budget 2016	\$ 1,178,990	\$ 70,350	\$ 264,110	\$ -	\$ -	\$	1,513,450
% Change	2.6%	20.6%	8.2%	0.0%	0.0%		4.3%

**OPERATIONS DIVISION-
PARK OPERATIONS**

PARKLAND UNIT

Budget by Unit/Park Location, continued

Unit/Location	Personnel		Supplies	Services	Equipment	Inter-Agency	Total
	Services						
Wildcat Canyon/Alvarado Regional Parks							
Budget 2015	\$ 585,060	\$ 25,430	\$ 34,910	\$ -	\$ -	\$ -	\$ 645,400
Budget 2016	\$ 583,480	\$ 48,430	\$ 34,910	\$ -	\$ -	\$ -	\$ 666,820
% Change	-0.3%	90.4%	0.0%	0.0%	0.0%	0.0%	3.3%
Total Parkland Unit							
Budget 2015	\$ 4,934,940	\$ 258,190	\$ 533,690	\$ 120,000	\$ 16,000	\$ -	\$ 5,862,820
Budget 2016	\$ 5,064,940	\$ 306,510	\$ 596,090	\$ 75,000	\$ 12,000	\$ -	\$ 6,054,540
% Change	2.6%	18.7%	11.7%	-37.5%	-25.0%		3.3%

OPERATIONS DIVISION- PARK OPERATIONS

RECREATION AREAS UNIT

RECREATION AREAS ROLE

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

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 4,086,969	\$ 4,396,620	\$ 4,558,420	\$ 4,872,280	6.9%
Supplies	328,495	344,845	400,940	395,940	-1.2%
Services	628,194	560,954	633,240	684,740	8.1%
Intra-District Charges	12,500	13,000	25,970	21,400	-17.6%
Subtotal	\$ 5,056,159	\$ 5,315,419	\$ 5,618,570	\$ 5,974,360	6.3%
PROJECT BUDGET:					
Supplies	\$ 4,237	\$ 7,097	\$ -	\$ -	0.0%
Capital Outlay/Equip	299	3,499	-	-	0.0%
Subtotal	\$ 4,535	\$ 10,597	\$ -	\$ -	0.0%
Total Operating/Project	\$ 5,060,694	\$ 5,326,016	\$ 5,618,570	\$ 5,974,360	6.3%
DEPARTMENTS:					
Recreation Areas	\$ 5,060,694	\$ 5,326,016	\$ 5,618,570	\$ 5,974,360	6.3%
Total	\$ 5,060,694	\$ 5,326,016	\$ 5,618,570	\$ 5,974,360	6.3%
FUNDING SOURCES:					
101 General Fund	\$ 5,035,596	\$ 5,303,937	\$ 5,561,090	\$ 5,935,900	6.7%
222 Five Canyon Zone	20,563	11,482	57,480	38,460	-33.1%
333 Capital	299	3,499	-	-	0.0%
336 OTA Projects	4,237	7,097	-	-	0.0%
Total	\$ 5,060,694	\$ 5,326,016	\$ 5,618,570	\$ 5,974,360	6.3%
STAFFING:					
Regular/Permanent	37.08	37.08	37.83	38.83	1.00
Seasonal/Temporary	5.12	5.117	5.117	5.117	-
Total	42.197	42.197	42.947	43.947	1.000

SERVICE DESCRIPTION

The Unit promotes increased customer satisfaction and loyalty through efficient and effective park operations. The Unit provides outstanding customer service in all aspects of park operations through public contacts that result in satisfied park visitors. The Unit operates and maintains park facilities at the highest standards for public use within available resources and manages the District's "Good Neighbor" policy to maintain positive relations with adjacent property owners and outside agencies. Concessionaire agreements are managed to ensure a high quality of customer service and maximum financial return to the District. The Unit enhances efficiency, productivity,

**OPERATIONS DIVISION-
PARK OPERATIONS**

RECREATION AREAS UNIT

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 2015	\$	287,640	\$	3,440	\$	8,570	\$ - \$ 25,970 \$ 325,620
Budget 2016	\$	293,530	\$	3,440	\$	8,570	\$ - \$ 21,400 \$ 326,940
% Change		2.0%		0.0%		0.0%	-17.6% 0.4%
Alternative Work Program Supervisor							
Budget 2015	\$	-	\$	-	\$	-	\$ - \$ -
Budget 2016	\$	115,460	\$	5,000	\$	6,500	\$ - \$ 126,960
% Change		0.0%		0.0%		0.0%	0.0% 0.0%
Cull Canyon Regional Recreation Area							
Budget 2015	\$	538,960	\$	46,520	\$	71,170	\$ - \$ 656,650
Budget 2016	\$	560,240	\$	46,520	\$	71,170	\$ - \$ 677,930
% Change		3.9%		0.0%		0.0%	0.0% 3.2%
Contra Loma Regional Park							
Budget 2015	\$	1,077,740	\$	128,340	\$	157,530	\$ - \$ 1,363,610
Budget 2016	\$	1,114,820	\$	128,340	\$	157,530	\$ - \$ 1,400,690
% Change		3.4%		0.0%		0.0%	0.0% 2.7%
Diablo Foothills Regional Park							
Budget 2015	\$	449,770	\$	37,650	\$	54,570	\$ - \$ 541,990
Budget 2016	\$	476,850	\$	37,650	\$	54,570	\$ - \$ 569,070
% Change		6.0%		0.0%		0.0%	0.0% 5.0%
Don Castro Regional Recreation Area							
Budget 2015	\$	557,100	\$	70,110	\$	91,200	\$ - \$ 718,410
Budget 2016	\$	573,580	\$	50,110	\$	91,200	\$ - \$ 714,890
% Change		3.0%		-28.5%		0.0%	0.0% -0.5%
Kennedy Grove Regional Recreation Area							
Budget 2015	\$	412,790	\$	28,780	\$	42,020	\$ - \$ 483,590
Budget 2016	\$	418,470	\$	28,780	\$	42,020	\$ - \$ 489,270
% Change		1.4%		0.0%		0.0%	0.0% 1.2%
Roberts Regional Recreation Area							
Budget 2015	\$	556,380	\$	40,900	\$	87,380	\$ - \$ 684,660
Budget 2016	\$	629,050	\$	50,900	\$	87,380	\$ - \$ 767,330
% Change		13.1%		24.4%		0.0%	0.0% 12.1%
Temescal Regional Recreation Area							
Budget 2015	\$	678,040	\$	45,200	\$	120,800	\$ - \$ 844,040
Budget 2016	\$	690,280	\$	45,200	\$	165,800	\$ - \$ 901,280
% Change		1.8%		0.0%		37.3%	0.0% 6.8%
Total Recreation Areas Unit							
Budget 2015	\$	4,558,420	\$	400,940	\$	633,240	\$ - \$ 5,618,570
Budget 2016	\$	4,872,280	\$	395,940	\$	684,740	\$ - \$ 5,974,360
% Change		6.9%		-1.2%		8.1%	0.0% -17.6% 6.3%

OPERATIONS DIVISION- PARK OPERATIONS

DELTA UNIT

DELTA UNIT ROLE

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

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 2,614,500	\$ 3,519,297	\$ 3,849,750	\$ 3,879,660	0.8%
Supplies	119,776	284,116	270,100	257,000	-4.9%
Services	410,848	473,629	595,500	597,500	0.3%
Equipment	38,018	-	79,400	-	-100.0%
Intra-District Charges	29,250	37,000	24,530	32,760	33.6%
Subtotal	\$ 3,212,393	\$ 4,314,042	\$ 4,819,280	\$ 4,766,920	-1.1%
PROJECT BUDGET:					
Personnel Services	\$ -	\$ 31,863	\$ -	\$ -	0.0%
Supplies	-	3,467	-	-	0.0%
Services	5,255	215	-	-	0.0%
Capital Outlay/Equip	-	66,329	-	-	0.0%
Subtotal	\$ 5,255	\$ 101,875	\$ -	\$ -	0.0%
Total Operating/Project	\$ 3,217,648	\$ 4,415,917	\$ 4,819,280	\$ 4,766,920	-1.1%
DEPARTMENTS:					
Reg Trails/Alt Work Programs	\$ 3,217,648	\$ 4,415,917	\$ 4,819,280	\$ 4,766,920	-1.1%
Total	\$ 3,217,648	\$ 4,415,917	\$ 4,819,280	\$ 4,766,920	
FUNDING SOURCES:					
101 General Fund	\$ 887,795	\$ 2,375,817	\$ 2,534,340	\$ 2,551,580	0.7%
220 Two County LLD	1,817,713	1,519,058	1,818,780	1,751,940	-3.7%
221 ECCC LLD	506,884	419,167	466,160	463,400	-0.6%
333 Capital	-	98,192	-	-	0.0%
336 OTA Projects	5,255	3,683	-	-	0.0%
Total	\$ 3,217,648	\$ 4,415,917	\$ 4,819,280	\$ 4,766,920	-1.1%
STAFFING:					
Regular/Permanent	23.30	30.12	31.22	31.22	-
Seasonal/Temporary	0.00	0.75	0.75	0.75	-
Total	23.30	30.87	31.97	31.97	-

OPERATIONS DIVISION- PARK OPERATIONS

DELTA UNIT

DELTA UNIT ROLE, CONTINUED

Staff work includes trail maintenance, vegetation management, and resource protection. The Unit manages partnerships with public agencies, neighbors, and volunteers to provide quality recreational experiences.

SERVICE DESCRIPTION

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

Budget by Unit/Park Location

Unit/Location	Personnel	Services	Supplies	Services	Equipment	Inter-Agency	Total
DELTA UNIT							
Administrative							
Budget 2015	\$	322,290	\$	7,150	\$	305,950	\$ - \$ 24,530 \$ 659,920
Budget 2016	\$	302,460	\$	7,650	\$	307,950	\$ - \$ 32,760 \$ 650,820
% Change		-6.2%		7.0%		0.7%	0.0% 33.6% -1.4%
Alternative Work Program - Alameda County							
Budget 2015	\$	119,440	\$	5,030	\$	3,160	\$ - \$ - \$ 127,630
Budget 2016	\$	121,380	\$	5,030	\$	3,160	\$ - \$ - \$ 129,570
% Change		1.6%		0.0%		0.0%	0.0% 0.0% 1.5%
Alternative Work Program - Contra Costa County							
Budget 2015	\$	119,350	\$	6,430	\$	1,330	\$ - \$ - \$ 127,110
Budget 2016	\$	121,280	\$	6,430	\$	1,330	\$ - \$ - \$ 129,040
% Change		1.6%		0.0%		0.0%	0.0% 0.0% 1.5%
Antioch-Oakley Regional Shoreline							
Budget 2015	\$	120,840	\$	26,070	\$	28,650	\$ 26,000 \$ - \$ 201,560
Budget 2016	\$	123,150	\$	26,070	\$	28,650	\$ - \$ - \$ 177,870
% Change		1.9%		0.0%		0.0%	-100.0% 0.0% -11.8%
Bay Point Regional Shoreline							
Budget 2015	\$	96,360	\$	6,950	\$	4,120	\$ - \$ - \$ 107,430
Budget 2016	\$	87,440	\$	6,950	\$	4,120	\$ - \$ - \$ 98,510
% Change		-9.3%		0.0%		0.0%	0.0% 0.0% -8.3%
Big Break Regional Shoreline							
Budget 2015	\$	235,380	\$	41,350	\$	72,030	\$ - \$ - \$ 348,760
Budget 2016	\$	240,010	\$	41,350	\$	72,030	\$ - \$ - \$ 353,390
% Change		2.0%		0.0%		0.0%	0.0% 0.0% 1.3%
Briones Regional Park							
Budget 2015	\$	608,170	\$	45,130	\$	33,680	\$ - \$ - \$ 686,980
Budget 2016	\$	627,340	\$	45,130	\$	33,680	\$ - \$ - \$ 706,150
% Change		3.2%		0.0%		0.0%	0.0% 0.0% 2.8%

**OPERATIONS DIVISION-
PARK OPERATIONS**

DELTA UNIT

Budget by Unit/Park Location, continued

Unit/Location	Personnel		Supplies		Services		Equipment		Inter-Agency		Total
	Services										
CA State Riding & Hiking Trail											
Budget 2015	\$ -	\$	1,210	\$	-	\$	-	\$	-	\$	1,210
Budget 2016	\$ -	\$	1,210	\$	-	\$	-	\$	-	\$	1,210
% Change	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%
Carquinez Strait Regional Shoreline											
Budget 2015	\$ 341,250	\$	25,370	\$	16,770	\$	-	\$	-	\$	383,390
Budget 2016	\$ 357,520	\$	12,770	\$	16,770	\$	-	\$	-	\$	387,060
% Change	4.8%		-49.7%		0.0%		0.0%		0.0%		1.0%
Contra Costa Trails											
Budget 2015	\$ 918,050	\$	43,150	\$	19,160	\$	53,400	\$	-	\$	1,033,760
Budget 2016	\$ 916,290	\$	42,150	\$	19,160	\$	-	\$	-	\$	977,600
% Change	-0.2%		-2.3%		0.0%		-100.0%		0.0%		-5.4%
Crockett Hill Regional Park											
Budget 2015	\$ 104,230	\$	5,740	\$	5,330	\$	-	\$	-	\$	115,300
Budget 2016	\$ 105,930	\$	5,740	\$	5,330	\$	-	\$	-	\$	117,000
% Change	1.6%		0.0%		0.0%		0.0%		0.0%		1.5%
Delta de Anza Trail											
Budget 2015	\$ 23,590	\$	5,020	\$	5,710	\$	-	\$	-	\$	34,320
Budget 2016	\$ 19,320	\$	5,020	\$	5,710	\$	-	\$	-	\$	30,050
% Change	-18.1%		0.0%		0.0%		0.0%		0.0%		-12.4%
East Contra Costa Trails											
Budget 2015	\$ 493,930	\$	21,790	\$	25,520	\$	-	\$	-	\$	541,240
Budget 2016	\$ 504,570	\$	21,790	\$	25,520	\$	-	\$	-	\$	551,880
% Change	2.2%		0.0%		0.0%		0.0%		0.0%		2.0%
Marsh Creek Trail											
Budget 2015	\$ -	\$	3,240	\$	-	\$	-	\$	-	\$	3,240
Budget 2016	\$ -	\$	3,240	\$	-	\$	-	\$	-	\$	3,240
% Change	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%
Martinez Regional Shoreline											
Budget 2015	\$ 346,870	\$	20,610	\$	63,260	\$	-	\$	-	\$	430,740
Budget 2016	\$ 352,970	\$	20,610	\$	63,260	\$	-	\$	-	\$	436,840
% Change	1.8%		0.0%		0.0%		0.0%		0.0%		1.4%
Iron Horse Trail											
Budget 2015	\$ -	\$	3,000	\$	8,310	\$	-	\$	-	\$	11,310
Budget 2016	\$ -	\$	3,000	\$	8,310	\$	-	\$	-	\$	11,310
% Change	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%
Water Bird Regional Preserve											
Budget 2015	\$ -	\$	2,860	\$	2,520	\$	-	\$	-	\$	5,380
Budget 2016	\$ -	\$	2,860	\$	2,520	\$	-	\$	-	\$	5,380
% Change	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%
Total Delta Unit											
Budget 2015	\$ 3,849,750	\$	270,100	\$	595,500	\$	79,400	\$	24,530	\$	4,819,280
Budget 2016	\$ 3,879,660	\$	257,000	\$	597,500	\$	-	\$	32,760	\$	4,766,920
% Change	0.8%		-4.9%		0.3%		-100.0%		33.6%		-1.1%

OPERATIONS DIVISION- PARK OPERATIONS

SHORELINE UNIT

SHORELINE UNIT ROLE

The Shoreline Unit borders San Francisco Bay, which provides a stunning backdrop to the Bay Trail, beaches, marshes, staging areas, and parks that comprise the Unit. Boundaries of the Unit extend from north of the San Mateo Bridge to west of the Carquinez Bridge. Unit parks and staging areas include Alameda Point/Encinal Beach and Trail, Breuner Marsh, 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 Trail.

	ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 4,333,498	\$ 3,943,779	\$ 4,066,710	\$ 4,060,200	-0.2%
Supplies	268,119	225,769	257,410	236,160	-8.3%
Services	604,495	462,823	539,460	539,460	0.0%
Equipment	1,690	156,296	165,200	-	-100.0%
Intra-District Charges	49,300	277,800	75,230	89,900	19.5%
Subtotal	\$ 5,257,102	\$ 5,066,466	\$ 5,104,010	\$ 4,925,720	-3.5%
PROJECT BUDGET:					
Personnel Services	\$ 331,206	\$ 339,518	\$ 323,700	\$ 397,000	22.6%
Supplies	45,915	26,443	5,300	5,300	0.0%
Services	63,510	52,992	88,930	88,930	0.0%
Capital Outlay/Equip	33,157	6,965	-	-	0.0%
Subtotal	\$ 473,787	\$ 425,918	\$ 417,930	\$ 491,230	17.5%
Total Operating/Project	\$ 5,730,889	\$ 5,492,383	\$ 5,521,940	\$ 5,416,950	-1.9%
UNIT:					
Shoreline	\$ 5,730,889	\$ 5,492,383	\$ 5,521,940	\$ 5,416,950	-1.9%
Total	\$ 5,730,889	\$ 5,492,383	\$ 5,521,940	\$ 5,416,950	-1.9%
FUNDING SOURCES:					
101 General Fund	\$ 4,784,818	\$ 4,672,524	\$ 4,677,320	\$ 4,560,730	-2.5%
220 Two County LLD	446,918	368,267	336,230	332,650	-1.1%
258 McLaughlin Eastshore State	25,365	25,675	30,460	32,340	6.2%
333 Capital	33,157	6,965	-	-	0.0%
336 OTA Projects	440,630	418,953	417,930	491,230	17.5%
554 Major Equip Replacement	-	-	60,000	-	-100.0%
Total	\$ 5,730,889	\$ 5,492,383	\$ 5,521,940	\$ 5,416,950	-1.9%
STAFFING:					
Regular/Permanent	43.25	36.75	36.75	36.85	0.10
Seasonal/Temporary	1.07	1.07	1.07	1.07	-
Total	44.32	37.82	37.82	37.92	0.10

SERVICE DESCRIPTION

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

OPERATIONS DIVISION- PARK OPERATIONS

SHORELINE UNIT

Department of Fish and Wildlife, Waste Management, numerous cities, counties and agencies that encompass the parks, and park neighbors, both commercial and private.

The Shoreline Unit management team participates in BCDC's Adapting to Rising Tides project to learn about and give input on the impacts of future sea-level rise. Staff trains together and with other agencies twice each year, in order to maintain proficiency in oil spill boom deployment. They also participate in oil spill drills sponsored by OSPR, Coast Guard, and the refineries that are located near our parks. Staff is proud of the many miles of Bay Trail that are maintained by the unit. The Shoreline parks are important to the Bay Water Trail and we continually seek to add designated sites on the District's shoreline to the Water Trail. Staff works to improve greening and recycling efforts for park visitors and unit staff. The 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 2015	\$ 283,120	\$ 5,940	\$ 6,740	\$ -	\$ 75,230	\$ 371,030
Budget 2016	\$ 288,980	\$ 5,940	\$ 6,740	\$ -	\$ 89,900	\$ 391,560
% Change	2.1%	0.0%	0.0%	0.0%	19.5%	5.5%
Crown Regional Shoreline						
Budget 2015	\$ 967,680	\$ 44,620	\$ 174,900	\$ -	\$ -	\$ 1,187,200
Budget 2016	\$ 964,320	\$ 44,620	\$ 174,900	\$ -	\$ -	\$ 1,183,840
% Change	-0.3%	0.0%	0.0%	0.0%	0.0%	-0.3%
Eastshore State Park						
Budget 2015	\$ 213,960	\$ 6,790	\$ 21,470	\$ -	\$ -	\$ 242,220
Budget 2016	\$ 223,140	\$ 6,790	\$ 21,470	\$ -	\$ -	\$ 251,400
% Change	4.3%	0.0%	0.0%	0.0%	0.0%	3.8%
Hayward Regional Shoreline						
Budget 2015	\$ 475,550	\$ 20,950	\$ 33,410	\$ 32,000	\$ -	\$ 561,910
Budget 2016	\$ 486,190	\$ 20,950	\$ 33,410	\$ -	\$ -	\$ 540,550
% Change	2.2%	0.0%	0.0%	-100.0%	0.0%	-3.8%
Martin Luther King Jr. Regional Shoreline						
Budget 2015	\$ 778,460	\$ 35,780	\$ 93,720	\$ 60,000	\$ -	\$ 967,960
Budget 2016	\$ 793,610	\$ 35,780	\$ 93,720	\$ -	\$ -	\$ 923,110
% Change	1.9%	0.0%	0.0%	-100.0%	0.0%	-4.6%
Miller/Knox Regional Shoreline						
Budget 2015	\$ 678,150	\$ 18,050	\$ 142,610	\$ -	\$ -	\$ 838,810
Budget 2016	\$ 711,880	\$ 20,550	\$ 142,610	\$ -	\$ -	\$ 875,040
% Change	5.0%	13.9%	0.0%	0.0%	0.0%	4.3%
Oyster Bay Regional Shoreline						
Budget 2015	\$ 238,660	\$ 9,400	\$ 14,110	\$ -	\$ -	\$ 262,170
Budget 2016	\$ 243,300	\$ 9,400	\$ 14,110	\$ -	\$ -	\$ 266,810
% Change	1.9%	0.0%	0.0%	0.0%	0.0%	1.8%

**OPERATIONS DIVISION-
PARK OPERATIONS**

SHORELINE UNIT

Budget by Unit/Park Location, continued

Unit/Location	Personnel Services	Supplies	Services	Equipment	Inter-Agency	Total
Point Isabel Regional Shoreline						
Budget 2015	\$ -	\$ 57,460	\$ 46,570	\$ -	\$ -	\$ 104,030
Budget 2016	\$ -	\$ 57,460	\$ 46,570	\$ -	\$ -	\$ 104,030
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Point Pinole Regional Shoreline						
Budget 2015	\$ 754,830	\$ 63,390	\$ 90,360	\$ 73,200	\$ -	\$ 981,780
Budget 2016	\$ 745,780	\$ 39,640	\$ 90,360	\$ -	\$ -	\$ 875,780
% Change	-1.2%	-37.5%	0.0%	-100.0%	0.0%	-10.8%
San Pablo Bay Regional Shoreline						
Budget 2015	\$ -	\$ 330	\$ 4,500	\$ -	\$ -	\$ 4,830
Budget 2016	\$ -	\$ 330	\$ 4,500	\$ -	\$ -	\$ 4,830
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Shoreline Unit						
Budget 2015	\$ 4,390,410	\$ 262,710	\$ 628,390	\$ 165,200	\$ 75,230	\$ 5,521,940
Budget 2016	\$ 4,457,200	\$ 241,460	\$ 628,390	\$ -	\$ 89,900	\$ 5,416,950
% Change	1.5%	-8.1%	0.0%	-100.0%	19.5%	-1.9%

INTERPRETIVE / RECREATION SERVICES DEPARTMENT

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 8,944,694	\$ 8,824,096	\$ 7,944,930	\$ 8,251,990	3.9%
Supplies	518,963	477,508	421,410	495,180	17.5%
Services	1,197,974	1,080,372	986,170	1,184,830	20.1%
Intra-District Charges	3,500	43,500	4,820	20,000	314.9%
Subtotal	\$ 10,665,132	\$ 10,425,476	\$ 9,357,330	\$ 10,068,000	7.6%
PROJECT BUDGET:					
Personnel Services	\$ 118,502	\$ 225,732	\$ 259,290	\$ 279,670	7.9%
Supplies	65,210	3,931	7,390	-	-100.0%
Services	59,207	23,420	53,780	12,500	-76.8%
Capital Outlay/Equip	110,029	788,066	-	-	0.0%
Subtotal	\$ 352,949	\$ 1,041,149	\$ 320,460	\$ 292,170	-8.8%
Total Operating/Project	\$ 11,018,080	\$ 11,466,624	\$ 9,677,790	\$ 10,360,170	7.1%
UNITS:					
Administration	\$ 508,547	\$ 636,881	\$ 688,100	\$ 799,560	16.2%
Southeast Region	7,025,279	7,447,215	4,820,320	4,989,680	3.5%
Northwest Region	3,484,255	3,382,529	4,169,370	4,570,930	9.6%
Total	\$ 11,018,080	\$ 11,466,624	\$ 9,677,790	\$ 10,360,170	7.1%
FUNDING SOURCES:					
101 General Fund	\$ 10,659,931	\$ 10,421,490	\$ 9,350,330	\$ 9,981,000	6.7%
255 MLK Jr Program	5,201	3,986	7,000	7,000	0.0%
333 Capital	110,029	755,713	-	-	0.0%
336 OTA Projects	242,920	285,435	320,460	292,170	-8.8%
554 Major Equip Replacement	-	-	-	80,000	0.0%
Total	\$ 11,018,080	\$ 11,466,624	\$ 9,677,790	\$ 10,360,170	7.1%
STAFFING:					
Regular/Permanent	75.000	72.750	59.500	61.500	2.00
Seasonal/Temporary	17.319	18.779	18.721	19.521	0.800
Total	92.319	91.529	78.221	81.021	2.800

Beginning in 2015 there is a new geographic alignment of the Interpretive and Recreation staff. The Reservations and Facilities Rentals units have moved to a new department, Revenue Services.

OPERATIONS DIVISION- INTERPRETIVE & RECREATION SERVICES

ADMINISTRATION

ADMINISTRATION ROLE

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

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 384,860	\$ 515,121	\$ 593,960	\$ 509,600	-14.2%
Supplies	21,221	25,040	16,220	23,720	46.2%
Services	72,891	45,929	73,100	210,240	187.6%
Equipment	-	-	-	36,000	0.0%
Intra-District Charges	3,500	43,500	4,820	20,000	314.9%
Subtotal	\$ 482,472	\$ 629,591	\$ 688,100	\$ 799,560	16.2%
PROJECT BUDGET:					
Supplies	\$ 8,465	\$ -	\$ -	\$ -	0.0%
Capital Outlay/Equip	17,610	7,290	-	-	0.0%
Subtotal	\$ 26,075	\$ 7,290	\$ -	\$ -	0.0%
Total Operating/Project	\$ 508,547	\$ 636,881	\$ 688,100	\$ 799,560	16.2%
UNIT:					
Administration	\$ 508,547	\$ 636,881	\$ 688,100	\$ 799,560	16.2%
Total	\$ 508,547	\$ 636,881	\$ 688,100	\$ 799,560	
FUNDING SOURCES:					
101 General Fund	\$ 477,271	\$ 625,605	\$ 681,100	\$ 792,560	16.4%
255 MLK Jr Program	5,201	3,986	7,000	7,000	0.0%
333 Capital	17,610	7,290	-	-	0.0%
336 OTA Projects	8,465	-	-	-	0.0%
Total	\$ 508,547	\$ 636,881	\$ 688,100	\$ 799,560	16.2%
STAFFING:					
Regular/Permanent	3.00	3.75	3.00	3.00	-
Seasonal/Temporary	1.00	0.00	0.00	0.00	-
Total	4.00	3.75	3.00	3.00	-

SERVICE DESCRIPTION

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

OPERATIONS DIVISION- INTERPRETIVE & RECREATION SERVICES

SOUTHEAST UNIT

SOUTHEAST INTERPRETIVE AND RECREATION SERVICES UNIT ROLE

The Southeast Interpretive and Recreation Services Unit provides interpretive and recreational services and 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. The role of the Unit is to promote, produce, and facilitate educational and recreational activities for park visitors that are compatible with the mission of the District. This Unit operates Ardenwood Historic Farm Regional Preserve and visitor centers at Black Diamond Regional Preserve, Sunol-Ohlone Regional Wilderness, Big Break Regional Shoreline as well as the District-wide volunteer program, and the subsidized bus transportation program for groups serving seniors, individuals with disabilities, and low income families. This Unit also conducts oral and video histories of parklands.

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 5,860,647	\$ 5,727,406	\$ 3,904,810	\$ 3,968,320	1.6%
Supplies	369,655	308,841	209,900	224,450	6.9%
Services	583,810	543,121	690,460	716,910	3.8%
Equipment	-	-	-	80,000	0.0%
Subtotal	\$ 6,814,112	\$ 6,579,368	\$ 4,805,170	\$ 4,989,680	3.8%
PROJECT BUDGET:					
Personnel Services	\$ 110,820	\$ 119,141	\$ 15,150	\$ -	-100.0%
Supplies	7,928	283	-	-	0.0%
Capital Outlay/Equip	92,419	748,423	-	-	0.0%
Subtotal	\$ 211,167	\$ 867,847	\$ 15,150	\$ -	-100.0%
Total Operating/Project	\$ 7,025,279	\$ 7,447,215	\$ 4,820,320	\$ 4,989,680	3.5%
DEPARTMENTS:					
Southeast Region	\$ 7,025,279	\$ 7,447,215	\$ 4,820,320	\$ 4,989,680	3.5%
Total	\$ 7,025,279	\$ 7,447,215	\$ 4,820,320	\$ 4,989,680	3.5%
FUNDING SOURCES:					
101 General Fund	\$ 6,814,112	\$ 6,579,368	\$ 4,805,170	\$ 4,909,680	2.2%
333 Capital	92,419	748,423	-	-	0.0%
336 OTA Projects	118,747	119,424	15,150	-	-100.0%
554 Major Equip Replacement	-	-	-	80,000	0.0%
Total	\$ 7,025,279	\$ 7,447,215	\$ 4,820,320	\$ 4,989,680	3.5%
STAFFING:					
Regular/Permanent	50.500	47.50	30.00	30.25	0.25
Seasonal/Temporary	12.163	12.413	7.413	7.163	(0.250)
Total	62.663	59.913	37.413	37.413	(0.000)

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

SERVICE DESCRIPTION

The Southeast Interpretive and Recreation Services Unit provides a wide range of programs and strives to be a leader in science education; offering Park and field experiences for nearly 25,000 students of all ages and training opportunities for teachers by collaborating with school districts and educational organizations. Staff collects feedback from participants and

**OPERATIONS DIVISION-
INTERPRETIVE & RECREATION SERVICES**

SOUTHEAST UNIT

incorporates new industry standards to maintain a rating of “highly satisfied” for interpretive and recreation 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 100 docents, as well as enrich the visitor’s experience, and connect residents to new park experiences. The Unit also serves the needs of special populations and low-income residents as well as offering a variety of revenue generating programs and market-driven outdoor recreation for the general public.

Budget by Unit/Park Location

Unit/Location	Personnel Services	Supplies	Services	Equipment	Inter-Agency	Total
SOUTHEAST UNIT						
Administrative						
Budget 2015	\$ 269,910	\$ 12,850	\$ 73,480	\$ -	\$ -	\$ 356,240
Budget 2016	\$ 278,480	\$ 12,850	\$ 33,480	\$ -	\$ -	\$ 324,810
% Change	3.2%	0.0%	-54.4%	0.0%	0.0%	-8.8%
Ardenwood Historic Farm Regional Preserve						
Budget 2015	\$ 1,532,440	\$ 79,990	\$ 339,590	\$ -	\$ -	\$ 1,952,020
Budget 2016	\$ 1,527,490	\$ 79,990	\$ 394,590	\$ 80,000	\$ -	\$ 2,082,070
% Change	-0.3%	0.0%	16.2%	0.0%	0.0%	6.7%
Big Break Visitor Center						
Budget 2015	\$ 565,960	\$ 23,400	\$ 59,400	\$ -	\$ -	\$ 648,760
Budget 2016	\$ 596,790	\$ 31,650	\$ 51,150	\$ -	\$ -	\$ 679,590
% Change	5.4%	35.3%	-13.9%	0.0%	0.0%	4.8%
Black Diamond Mines Interpretive Center						
Budget 2015	\$ 708,030	\$ 21,540	\$ 30,870	\$ -	\$ -	\$ 760,440
Budget 2016	\$ 692,600	\$ 21,540	\$ 35,870	\$ -	\$ -	\$ 750,010
% Change	-2.2%	0.0%	16.2%	0.0%	0.0%	-1.4%
Sunol Interpretive Center						
Budget 2015	\$ 494,260	\$ 18,370	\$ 16,790	\$ -	\$ -	\$ 529,420
Budget 2016	\$ 523,850	\$ 18,370	\$ 16,790	\$ -	\$ -	\$ 559,010
% Change	6.0%	0.0%	0.0%	0.0%	0.0%	5.6%
Community/Volunteer Program						
Budget 2015	\$ 138,190	\$ 47,940	\$ 13,950	\$ -	\$ -	\$ 200,080
Budget 2016	\$ 140,560	\$ 47,940	\$ 13,950	\$ -	\$ -	\$ 202,450
% Change	1.7%	0.0%	0.0%	0.0%	0.0%	1.2%
Park Express						
Budget 2015	\$ 211,170	\$ 5,810	\$ 156,380	\$ -	\$ -	\$ 373,360
Budget 2016	\$ 208,550	\$ 12,110	\$ 171,080	\$ -	\$ -	\$ 391,740
% Change	-1.2%	108.4%	9.4%	0.0%	0.0%	4.9%
Total Southeast Unit						
Budget 2015	\$ 3,919,960	\$ 209,900	\$ 690,460	\$ -	\$ -	\$ 4,820,320
Budget 2016	\$ 3,968,320	\$ 224,450	\$ 716,910	\$ 80,000	\$ -	\$ 4,989,680
% Change	1.2%	6.9%	3.8%	0.0%	0.0%	3.5%

**OPERATIONS DIVISION-
INTERPRETIVE & RECREATION SERVICES**

NORTHWEST UNIT

NORTHWEST INTERPRETIVE AND RECREATION SERVICES UNIT ROLE

The Northwest Interpretive and Recreation Services Unit provides interpretive and recreational services and 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. The role of the Unit is to promote, produce, and facilitate educational and recreational activities for park visitors that are compatible with the mission of the District. This Unit operates Tilden Nature Area, Crab Cove Marine Reserve, Coyote Hills Regional Park, Tidewater Boating Center, and region-wide mobile education program utilizing a mobile visitor center and a mobile fish exhibit.

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 2,699,187	\$ 2,581,569	\$ 3,446,160	\$ 3,774,070	9.5%
Supplies	128,087	143,627	195,290	247,010	26.5%
Services	541,274	491,321	222,610	257,680	15.8%
Subtotal	\$ 3,368,548	\$ 3,216,517	\$ 3,864,060	\$ 4,278,760	10.7%
PROJECT BUDGET:					
Personnel Services	\$ 7,683	\$ 106,591	\$ 244,140	\$ 279,670	14.6%
Supplies	48,817	3,648	7,390	-	-100.0%
Services	59,207	23,420	53,780	12,500	-76.8%
Capital Outlay/Equip	-	32,353	-	-	0.0%
Subtotal	\$ 115,707	\$ 166,011	\$ 305,310	\$ 292,170	-4.3%
Total Operating/Project	\$ 3,484,255	\$ 3,382,529	\$ 4,169,370	\$ 4,570,930	9.6%
DEPARTMENTS:					
Northwest Region	\$ 3,484,255	\$ 3,382,529	\$ 4,169,370	\$ 4,570,930	9.6%
Total	\$ 3,484,255	\$ 3,382,529	\$ 4,169,370	\$ 4,570,930	
FUNDING SOURCES:					
101 General Fund	\$ 3,368,548	\$ 3,216,517	\$ 3,864,060	\$ 4,278,760	10.7%
336 OTA Projects	115,707	166,011	305,310	292,170	-4.3%
Total	\$ 3,484,255	\$ 3,382,529	\$ 4,169,370	\$ 4,570,930	9.6%
STAFFING:					
Regular/Permanent	21.50	21.50	26.50	28.25	1.75
Seasonal/Temporary	4.16	6.3663	11.3083	12.3583	1.05
Total	25.656	27.866	37.808	40.608	2.80

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

SERVICE DESCRIPTION

The Northwest Interpretive and Recreation Services Unit provides a wide range of programs and strives to be a leader in science education; offering Park and field experiences for over 36,000 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 interpretive and recreation 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 100

**OPERATIONS DIVISION-
INTERPRETIVE & RECREATION SERVICES**

NORTHWEST UNIT

docents, as well as enrich the visitor's experience, and connect residents to new park experiences. The Unit also serves the needs of special populations and low-income residents as well as offering a variety of revenue generating programs and market-driven outdoor recreation for the general public.

Budget by Unit/Park Location

Unit/Location	Personnel						Total
	Services	Supplies	Services	Equipment	Inter-Agency		
NORTHWEST UNIT							
Administrative							
Budget 2015	\$ 161,830	\$ 2,590	\$ 4,310	\$ -	\$ -	\$ -	\$ 168,730
Budget 2016	\$ 180,300	\$ 26,290	\$ 4,310	\$ -	\$ -	\$ -	\$ 210,900
% Change	11.4%	915.1%	0.0%	0.0%	0.0%	0.0%	25.0%
Outdoor Recreation							
Budget 2015	\$ 710,660	\$ 40,310	\$ 163,940	\$ -	\$ -	\$ -	\$ 914,910
Budget 2016	\$ 841,370	\$ 45,750	\$ 138,950	\$ -	\$ -	\$ -	\$ 1,026,070
% Change	18.4%	13.5%	-15.2%	0.0%	0.0%	0.0%	12.1%
Tilden Nature Area Center							
Budget 2015	\$ 1,230,820	\$ 77,100	\$ 40,180	\$ -	\$ -	\$ -	\$ 1,348,100
Budget 2016	\$ 1,284,660	\$ 78,200	\$ 45,680	\$ -	\$ -	\$ -	\$ 1,408,540
% Change	4.4%	1.4%	13.7%	0.0%	0.0%	0.0%	4.5%
Crab Cove Interpretive Center							
Budget 2015	\$ 672,230	\$ 35,930	\$ 30,910	\$ -	\$ -	\$ -	\$ 739,070
Budget 2016	\$ 677,750	\$ 37,930	\$ 34,910	\$ -	\$ -	\$ -	\$ 750,590
% Change	0.8%	5.6%	12.9%	0.0%	0.0%	0.0%	1.6%
Coyote Hills Interpretive Center							
Budget 2015	\$ 638,630	\$ 34,550	\$ 33,350	\$ -	\$ -	\$ -	\$ 706,530
Budget 2016	\$ 657,500	\$ 35,650	\$ 37,630	\$ -	\$ -	\$ -	\$ 730,780
% Change	3.0%	3.2%	12.8%	0.0%	0.0%	0.0%	3.4%
Mobile Education Program							
Budget 2015	\$ 276,130	\$ 12,200	\$ 3,700	\$ -	\$ -	\$ -	\$ 292,030
Budget 2016	\$ 412,160	\$ 23,190	\$ 8,700	\$ -	\$ -	\$ -	\$ 444,050
% Change	49.3%	90.1%	135.1%	0.0%	0.0%	0.0%	52.1%
Total Northwest Unit							
Budget 2015	\$ 3,690,300	\$ 202,680	\$ 276,390	\$ -	\$ -	\$ -	\$ 4,169,370
Budget 2016	\$ 4,053,740	\$ 247,010	\$ 270,180	\$ -	\$ -	\$ -	\$ 4,570,930
% Change	9.8%	21.9%	-2.2%	0.0%	0.0%	0.0%	9.6%

OPERATIONS DIVISION- BUSINESS SERVICES DEPARTMENT

BUSINESS SERVICES DEPARTMENT ROLE

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

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ -	\$ -	\$ 2,140,470	\$ 2,287,740	6.9%
Supplies	-	-	42,900	67,030	56.2%
Contingency	-	-	-	-	0.0%
Services	-	-	274,810	373,790	36.0%
Subtotal	\$ -	\$ -	\$ 2,458,180	\$ 2,728,560	11.0%
PROJECT BUDGET:					
Subtotal	\$ -	\$ -	\$ -	\$ -	0.0%
Total Operating/Project	\$ -	\$ -	\$ 2,458,180	\$ 2,728,560	11.0%
UNIT:					
Business Services	\$ -	\$ -	\$ 2,458,180	\$ 2,728,560	11.0%
Total	\$ -	\$ -	\$ 2,458,180	\$ 2,728,560	11.0%
FUNDING SOURCES:					
101 General Fund	\$ -	\$ -	\$ 2,458,180	\$ 2,728,560	11.0%
Total	\$ -	\$ -	\$ 2,458,180	\$ 2,728,560	11.0%
STAFFING:					
Regular/Permanent	0.00	0.00	17.25	18.25	1.00
Seasonal/Temporary	0.00	0.00	0.40	0.40	-
Total	0.00	0.00	17.65	18.65	1.00

SERVICE DESCRIPTION

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

OPERATIONS DIVISION- BUSINESS SERVICES DEPARTMENT

Budget by Unit/Park Location

Unit/Location	Personnel Services	Supplies	Services	Equipment	Inter-Agency	Total
BUSINESS SERVICES DEPARTMENT						
Administrative						
Budget 2015	\$ 467,290	\$ -	\$ -	\$ -	\$ -	\$ 467,290
Budget 2016	\$ 466,580	\$ 23,330	\$ 99,780	\$ -	\$ -	\$ 589,690
% Change	-0.2%	0.0%	0.0%	0.0%	0.0%	26.2%
Reservations						
Budget 2015	\$ 843,960	\$ 1,120	\$ 160,030	\$ -	\$ -	\$ 1,005,110
Budget 2016	\$ 869,990	\$ 1,120	\$ 160,030	\$ -	\$ -	\$ 1,031,140
% Change	3.1%	0.0%	0.0%	0.0%	0.0%	2.6%
Recreation Facilities						
Budget 2015	\$ 829,220	\$ 41,780	\$ 114,780	\$ -	\$ -	\$ 985,780
Budget 2016	\$ 951,170	\$ 42,580	\$ 113,980	\$ -	\$ -	\$ 1,107,730
% Change	14.7%	1.9%	-0.7%	0.0%	0.0%	12.4%
Total Business Services Department						
Budget 2015	\$ 2,140,470	\$ 42,900	\$ 274,810	\$ -	\$ -	\$ 2,458,180
Budget 2016	\$ 2,287,740	\$ 67,030	\$ 373,790	\$ -	\$ -	\$ 2,728,560
% Change	6.9%	56.2%	36.0%	0.0%	0.0%	11.0%
% Change	-100%	-100%	-100%	0%	0%	-100%

MAINTENANCE & SKILLED TRADE DEPARTMENT

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 8,109,184	\$ 8,653,555	\$ 9,418,730	\$ 9,742,190	3.4%
Supplies	2,644,144	3,379,297	3,126,770	3,205,140	2.5%
Services	1,109,639	1,179,364	1,396,450	1,437,970	3.0%
Equipment	282,210	1,101,499	619,410	780,660	26.0%
Intra-District Charges	148,390	276,500	165,450	289,430	74.9%
Subtotal	\$ 12,293,566	\$ 14,590,215	\$ 14,726,810	\$ 15,455,390	4.9%
PROJECT BUDGET:					
Personnel Services	\$ 227,999	\$ 280,040	\$ 548,090	\$ 714,990	30.5%
Supplies	254,717	370,935	500	10,000	1900.0%
Services	918,596	1,259,541	1,123,450	2,223,450	97.9%
Capital Outlay/Equip	470,159	491,897	206,590	247,240	19.7%
Subtotal	\$ 1,871,471	\$ 2,402,412	\$ 1,878,630	\$ 3,195,680	70.1%
Total Operating/Project	\$ 14,165,037	\$ 16,992,627	\$ 16,605,440	\$ 18,651,070	12.3%
UNITS:					
Administration	\$ 1,394,983	\$ 1,516,138	\$ 1,430,470	\$ 2,274,380	59.0%
Fleet Management	4,561,477	6,252,305	5,364,120	5,563,870	3.7%
Public Works	8,208,577	9,224,185	9,810,850	10,812,820	10.2%
Total	\$ 14,165,037	\$ 16,992,627	\$ 16,605,440	\$ 18,651,070	12.3%
FUNDING SOURCES:					
101 General Fund	\$ 11,888,088	\$ 14,224,643	\$ 14,148,050	\$ 14,538,200	2.8%
220 Two County LLD	405,477	365,572	374,260	579,190	54.8%
333 Capital	472,059	493,400	215,570	215,900	0.2%
336 OTA Projects	1,399,413	1,909,013	1,667,560	2,979,780	78.7%
554 Major Equip Replacement	-	-	200,000	338,000	69.0%
Total	\$ 14,165,037	\$ 16,992,627	\$ 16,605,440	\$ 18,651,070	12.3%
STAFFING:					
Regular/Permanent	70.15	72.37	74.15	75.995	1.850
Seasonal/Temporary	0.00	1.00	1.00	1.00	0.00
Total	70.150	73.370	75.145	76.995	1.850

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.

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 562,516	\$ 645,882	\$ 679,270	\$ 725,400	6.8%
Supplies	24,017	20,916	60,420	87,720	45.2%
Services	358,139	373,782	481,150	479,650	-0.3%
Subtotal	\$ 956,673	\$ 1,040,580	\$ 1,220,840	\$ 1,292,770	5.9%
PROJECT BUDGET:					
Personnel Services	\$ -	\$ 1,569	\$ 8,980	\$ 140,310	1462.5%
Supplies	2,570	-	-	-	0.0%
Services	49,624	189,169	-	600,000	0.0%
Capital Outlay/Equip	386,116	284,820	200,650	241,300	20.3%
Subtotal	\$ 438,310	\$ 475,558	\$ 209,630	\$ 981,610	368.3%
Total Operating/Project	\$ 1,394,983	\$ 1,516,138	\$ 1,430,470	\$ 2,274,380	59.0%
UNIT:					
Administration	\$ 1,394,983	\$ 1,516,138	\$ 1,430,470	\$ 2,274,380	59.0%
Total	\$ 1,394,983	\$ 1,516,138	\$ 1,430,470	\$ 2,274,380	
FUNDING SOURCES:					
101 General Fund	\$ 956,673	\$ 1,040,580	\$ 1,220,840	\$ 1,292,770	5.9%
333 Capital	386,116	284,820	209,630	209,960	0.2%
336 OTA Projects	52,194	190,738	-	771,650	0.0%
Total	\$ 1,394,983	\$ 1,516,138	\$ 1,430,470	\$ 2,274,380	59.0%
STAFFING:					
Regular/Permanent	5.00	5.00	5.00	6.00	1.00
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	5.00	5.00	5.00	6.00	1.00

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.

**OPERATIONS DIVISION-
MAINTENANCE & SKILLED TRADES**

ADMINISTRATION

Budget by Unit/Park Location

Unit/Location	Personnel Services	Supplies	Services	Equipment	Inter-Agency	Total
MAINTENANCE & SKILLED TRADES DEPARTMENT						
Administrative						
Budget 2015	\$ 688,250	\$ 5,290	\$ 83,010	\$ 200,650	\$ -	\$ 977,200
Budget 2016	\$ 865,710	\$ 32,590	\$ 581,510	\$ 241,300	\$ -	\$ 1,721,110
% Change	25.8%	516.1%	600.5%	20.3%	0.0%	76.1%
Major Maintenance						
Budget 2015	\$ -	\$ 55,130	\$ 398,140	\$ -	\$ -	\$ 453,270
Budget 2016	\$ -	\$ 55,130	\$ 498,140	\$ -	\$ -	\$ 553,270
% Change	0.0%	0.0%	25.1%	0.0%	0.0%	22.1%
Total Maintenance & Skilled Trades Administration						
Budget 2015	\$ 688,250	\$ 60,420	\$ 481,150	\$ 200,650	\$ -	\$ 1,430,470
Budget 2016	\$ 865,710	\$ 87,720	\$ 1,079,650	\$ 241,300	\$ -	\$ 2,274,380
% Change	26%	45%	124%	20%	0%	59%

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.

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 2,094,489	\$ 2,291,713	\$ 2,379,360	\$ 2,453,070	3.1%
Supplies	1,945,526	2,617,380	2,238,490	2,304,710	3.0%
Services	279,577	321,427	316,860	329,880	4.1%
Equipment	229,331	1,005,975	419,410	402,010	-4.1%
Intra-District Charges	10,000	10,000	10,000	74,200	642.0%
Subtotal	\$ 4,558,923	\$ 6,246,495	\$ 5,364,120	\$ 5,563,870	3.7%
PROJECT BUDGET:					
Personnel Services	\$ 1,899	\$ -	\$ -	\$ -	0.0%
Capital Outlay/Equip	655	5,810	-	-	0.0%
Subtotal	\$ 2,554	\$ 5,810	\$ -	\$ -	0.0%
Total Operating/Project	\$ 4,561,477	\$ 6,252,305	\$ 5,364,120	\$ 5,563,870	3.7%
DEPARTMENTS:					
Fleet Management	\$ 4,561,477	\$ 6,252,305	\$ 5,364,120	\$ 5,563,870	3.7%
Total	\$ 4,561,477	\$ 6,252,305	\$ 5,364,120	\$ 5,563,870	
FUNDING SOURCES:					
101 General Fund	\$ 4,558,923	\$ 6,246,495	\$ 5,364,120	\$ 5,563,870	3.7%
333 Capital	2,554	5,810	-	-	0.0%
Total	\$ 4,561,477	\$ 6,252,305	\$ 5,364,120	\$ 5,563,870	3.7%
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	-

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.

**OPERATIONS DIVISION-
MAINTENANCE & SKILLED TRADES**

FLEET MANAGEMENT UNIT

Budget by Unit/Park Location

Unit/Location	Personnel Services	Supplies	Services	Equipment	Inter-Agency	Total
Fleet Management Administration						
Budget 2015	\$ 282,590	\$ 5,810	\$ 51,390	\$ -	\$ -	\$ 339,790
Budget 2016	\$ 304,940	\$ 5,810	\$ 51,390	\$ -	\$ 64,200	\$ 426,340
% Change	7.9%	0.0%	0.0%	0.0%	0.0%	25.5%
Equipment Maintenance						
Budget 2015	\$ 2,096,770	\$ 1,704,380	\$ 265,470	\$ -	\$ 10,000	\$ 4,076,620
Budget 2016	\$ 2,148,130	\$ 1,757,720	\$ 278,490	\$ 60,000	\$ 10,000	\$ 4,254,340
% Change	2.4%	3.1%	4.9%	0.0%	0.0%	4.4%
New/Replacement Vehicles						
Budget 2015	\$ -	\$ 528,300	\$ -	\$ 419,410	\$ -	\$ 947,710
Budget 2016	\$ -	\$ 541,180	\$ -	\$ 342,010	\$ -	\$ 883,190
% Change	0.0%	2.4%	0.0%	-18.5%	0.0%	-6.8%
Total Fleet Management Unit						
Budget 2015	\$ 2,379,360	\$ 2,238,490	\$ 316,860	\$ 419,410	\$ 10,000	\$ 5,364,120
Budget 2016	\$ 2,453,070	\$ 2,304,710	\$ 329,880	\$ 402,010	\$ 74,200	\$ 5,563,870
% Change	3%	3%	4%	-4%	642%	4%

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.

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 5,452,178	\$ 5,715,960	\$ 6,360,100	\$ 6,563,720	3.2%
Supplies	674,601	741,001	827,860	812,710	-1.8%
Services	471,922	484,155	598,440	628,440	5.0%
Equipment	52,878	95,524	200,000	378,650	89.3%
Intra-District Charges	126,390	266,500	155,450	215,230	38.5%
Subtotal	\$ 6,777,970	\$ 7,303,140	\$ 8,141,850	\$ 8,598,750	5.6%
PROJECT BUDGET:					
Personnel Services	\$ 226,100	\$ 278,471	\$ 539,110	\$ 574,680	6.6%
Supplies	252,147	370,935	500	10,000	1900.0%
Services	868,972	1,070,372	1,123,450	1,623,450	44.5%
Capital Outlay/Equip	83,388	201,267	5,940	5,940	0.0%
Subtotal	\$ 1,430,607	\$ 1,921,045	\$ 1,669,000	\$ 2,214,070	32.7%
Total Operating/Project	\$ 8,208,577	\$ 9,224,185	\$ 9,810,850	\$ 10,812,820	10.2%
UNIT:					
Public Works	\$ 8,208,577	\$ 9,224,185	\$ 9,810,850	\$ 10,812,820	10.2%
Total	\$ 8,208,577	\$ 9,224,185	\$ 9,810,850	\$ 10,812,820	
FUNDING SOURCES:					
101 General Fund	\$ 6,372,492	\$ 6,937,568	\$ 7,563,090	\$ 7,681,560	1.6%
220 Two County LLD	405,477	365,572	374,260	579,190	54.8%
333 Capital	83,388	202,770	5,940	5,940	0.0%
336 OTA Projects	1,347,219	1,718,274	1,667,560	2,208,130	32.4%
554 Major Equip Replacement	-	-	200,000	338,000	69.0%
Total	\$ 8,208,577	\$ 9,224,185	\$ 9,810,850	\$ 10,812,820	10.2%
STAFFING:					
Regular/Permanent	48.15	50.37	52.145	52.995	0.850
Seasonal/Temporary	0.00	1.00	1.00	1.00	-
Total	48.150	51.370	53.145	53.995	0.850

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 operation of the

**OPERATIONS DIVISION-
MAINTENANCE & SKILLED TRADES**

PUBLIC WORKS UNIT

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						Total
	Services	Supplies	Services	Equipment	Inter-Agency		
Public Works Unit Administration							
Budget 2015	\$ 550,740	\$ 2,700	\$ 1,114,740	\$ 5,940	\$ 155,450	\$	1,829,570
Budget 2016	\$ 569,900	\$ 25,900	\$ 1,614,740	\$ 5,940	\$ -	\$	2,216,480
% Change	3.5%	859.3%	44.9%	0.0%	-100.0%		21.1%
Public Works Water Utility							
Budget 2015	\$ 394,790	\$ 237,690	\$ 32,700	\$ -	\$ -	\$	665,180
Budget 2016	\$ 423,270	\$ 213,190	\$ 32,700	\$ -	\$ -	\$	669,160
% Change	7.2%	-10.3%	0.0%	0.0%	0.0%		0.6%
Residence Maintenance							
Budget 2015	\$ -	\$ 50,720	\$ 78,560	\$ -	\$ -	\$	129,280
Budget 2016	\$ -	\$ 50,720	\$ 78,560	\$ -	\$ -	\$	129,280
% Change	0.0%	0.0%	0.0%	0.0%	0.0%		0.0%
Road & Trails							
Budget 2015	\$ 1,834,110	\$ 248,690	\$ 247,570	\$ -	\$ -	\$	2,330,370
Budget 2016	\$ 1,869,120	\$ 238,690	\$ 247,570	\$ 338,000	\$ 150,500	\$	2,843,880
% Change	1.9%	-4.0%	0.0%	0.0%	0.0%		22.0%
Sanitation							
Budget 2015	\$ 711,310	\$ 57,890	\$ 107,520	\$ 200,000	\$ -	\$	1,076,720
Budget 2016	\$ 758,450	\$ 57,540	\$ 137,520	\$ -	\$ 29,500	\$	983,010
% Change	6.6%	-0.6%	27.9%	-100.0%	0.0%		-8.7%
Trades							
Budget 2015	\$ 3,408,260	\$ 230,670	\$ 140,800	\$ -	\$ -	\$	3,779,730
Budget 2016	\$ 3,517,660	\$ 236,670	\$ 140,800	\$ 40,650	\$ 35,230	\$	3,971,010
% Change	3.2%	2.6%	0.0%	0.0%	0.0%		5.1%
Total Public Works Unit							
Budget 2015	\$ 6,899,210	\$ 828,360	\$ 1,721,890	\$ 205,940	\$ 155,450	\$	9,810,850
Budget 2016	\$ 7,138,400	\$ 822,710	\$ 2,251,890	\$ 384,590	\$ 215,230	\$	10,812,820
% Change	3.5%	-0.7%	30.8%	86.7%	38.5%		10.2%

PUBLIC AFFAIRS DIVISION

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 1,936,230	\$ 2,441,463	\$ 2,814,650	\$ 2,942,040	4.5%
Supplies	123,869	221,281	314,650	274,080	-12.9%
Services	1,056,413	1,307,960	1,307,930	1,347,000	3.0%
Intra-District Charges	46,700	59,500	59,500	64,550	8.5%
Subtotal	\$ 3,163,212	\$ 4,030,204	\$ 4,496,730	\$ 4,627,670	2.9%
PROJECT BUDGET:					
Personnel Services	\$ 8,610		\$ -	\$ -	0.0%
Supplies	-	23,261	-	-	0.0%
Services	17,778		-	-	0.0%
Capital Outlay/Equip	-	2,607	-	-	0.0%
Subtotal	\$ 26,389	\$ 25,868	\$ -	\$ -	0.0%
Total Operating/Project	\$ 3,189,600	\$ 4,056,072	\$ 4,496,730	\$ 4,627,670	2.9%
DEPARTMENTS:					
Public Affairs	\$ 3,189,600	\$ 4,056,072	\$ 4,496,730	\$ 4,627,670	2.9%
Total	\$ 3,189,600	\$ 4,056,072	\$ 4,496,730	\$ 4,627,670	2.9%
FUNDING SOURCES:					
101 General Fund	\$ 3,163,212	\$ 4,030,204	\$ 4,496,730	\$ 4,627,670	2.9%
333 Capital	-	2,607	-	-	0.0%
336 OTA Projects	26,389	23,261	-	-	0.0%
Total	3,189,600	4,056,072	4,496,730	4,627,670	2.9%
STAFFING:					
Regular/Permanent	17.00	20.00	21.00	21.00	-
Seasonal/Temporary	0.20	0.00	0.50	0.00	(0.50)
Total	17.20	20.00	21.50	21.00	(0.50)

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PUBLIC AFFAIRS DIVISION

PUBLIC AFFAIRS DIVISION ROLE

Public Affairs informs and educates the general public about Park District assets, issues, interests, and activities through comprehensive communications, media relations, community outreach, fundraising, and environmental and interpretive signage. The three units within Public Affairs are: Community Relations and Communications, Creative Design, and the Regional Parks Foundation (RPF).

SERVICE DESCRIPTION

The Public Affairs Division accomplishes its work through the creation of timely and vibrant internal and external public information and marketing tools including the District website, social media, and publications which include, six issues of *Regional in Nature Activity Guide*, *Compass Magazine*, twelve issues of The Leaf E-Newsletter, park and event signage, and other media. Additionally, Public Affairs preserves the District's brand and reputation integrity through intensive community outreach, local government relations, and responsive issues management. The Division's programs, services, and products are designed to effectively reach, inform, and engage the general public and other partners and key stakeholders.

Some of the Division's ongoing programs to engage the community include:

- Collaborating across divisions with Operations, Public Safety and Volunteer Trail Safety Patrol to host information days on critical issues, such as Mission Peak and fuel management.
- Training District social media team communicators to present information in compelling ways.
- Partnering with traditional and ethnic media to disseminate information regarding water safety, drought, fuel management, and other key messages.
- Participation in corporate health events to promote Trails Challenge.
- Hosting the annual Multicultural Leaders Roundtable to develop strategies to engage the many diverse East Bay communities.
- Engagement and training of volunteers with include 150 "Park Ambassadors" who represent the District at 65 events each year; 11 archive volunteers who research, catalog and preserve the District's historical documents and artifacts.
- Sponsoring Concerts at the Cove in Alameda with over 2,000 attendees and Art in Nature Festival at Redwood with over 4,000 attendees.

Park events hosted by Public Affairs in 2015 included: Dumbarton Quarry Groundbreaking, Dedication of Pinole Shores segment of SF Bay Trail at Hercules, Elworthy Dedication, renaming of section of Bay Trail for Lockyer, Garin-Stonebrae Gelderman Ridge Trail Opening, and the first section of the East Bay Greenway ribbon-cutting.

PUBLIC AFFAIRS DIVISION KEY OBJECTIVES

KEY OBJECTIVE 1

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

PUBLIC AFFAIRS DIVISION

KEY INDICATOR

Increase Regional Parks Foundation (RPF) fundraising and memberships, and fund programs that promote access to Regional Parks.

2014 Results	2015 Target	2015 Results	2016 Target
Raised \$1.6 million. Received funding for Membership Supervisor. Assigned Foundation Manager to outreach and development. Upgraded Membership program; re-launched renewal program; revenue increased by 10% over 2013. Average gift increased by 9%. Raised \$225,000 for 80 th anniversary. Recruited two corporate Board members.	Develop new online marketing materials and communications. Increase new membership by 15%. Increase visibility of Regional Parks Foundation (RPF) Membership program by creating new signage throughout the parks.	RPF raised \$1.6 million. Increased average gift amount by 20%. Increased new members by 31%. Membership signage added at Lake Chabot, Sunol, and Cull Canyon. Co-sponsored Art in Nature Festival at Redwood providing transportation to 300 underserved youth. RPF provided \$600,000 to District programs, events and projects.	RPF membership signage added to all lake/water parks. Expand membership messages in publications and brochures, including: General Brochure, Fishing Brochure, Trails Challenge Guide Book. Create membership outreach graphics and incorporate into Event graphics. Create Membership training for park staff.

KEY OBJECTIVE

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

KEY INDICATOR

Collaborate with community organizations and businesses to increase public education, relevance, service delivery, volunteerism, donor contributions, and health and wellness through park visitations.

2014 Results	2015 Target	2015 Results	2016 Target
Sponsored and supported the hosting of Art in Nature event to expand outreach with diverse populations and generate new ways of encouraging constituents to connect with nature. Expanded park ambassadors to 100 members.	Recruit new RPF Board Members from three key areas (ethnic media, under 30 and non-profit leaders) to facilitate new corporate partnerships. Host 4 donor workshops to increase awareness and encourage planned gifts to Park District. Generate four new corporate partnerships and/or volunteer	RPF added four new Board Members; Volunteer engagement with Fremont Bank and three new corporate / foundation donors. Participated in 13 corporate health events. Increased Trails Challenge registrants by 30% to 8,500. Expanded Healthy Park Healthy People (HPHP) Park	Coordinate 2x donor recognition events. Recruit 2 RPF Board Members. Host 4 park visits for RPF Board Members. Develop HPHP/ Park Rx partnerships with CCC Pittsburg and Sutter Health to bring patients to parks for health and wellness. Procure large format nature graphics and

PUBLIC AFFAIRS DIVISION

2014 Results	2015 Target	2015 Results	2016 Target
	<p>engagements. Finalize Economic Impact Study of Parks.</p>	<p>Prescriptions (Park Rx): District & RPF co-sponsored UCSF Benioff Children's Hospital Oakland (UBCHO) SHINE study (Stay Healthy In Nature Every day) on children's health and park use. Expanded health partnerships with Sutter Health, and Contra Costa Behavioral Health Services. Facilitated Park Rx panel at Greater and Greener conference and led tour of UBCHO. Updated Economic Impact Study of Parks.</p>	<p>murals for installation in clinics. Provide nature graphics, park locator postcards and videos to health providers. Hold press conference with UBCHO to announce study results. Results to be published in NRPA and medical journals. Partner with experienced volunteers and freelance designers to improve graphics and wayfinding materials. Facilitate Google's Street View crew with capturing panoramic images of Regional Parks. Promote Economic Impact study results.</p>

PUBLIC AFFAIRS DIVISION

KEY INDICATOR

Publicize the Park District's rich history within the East Bay.

2014 Results	2015 Target	2015 Results	2016 Target
Produced 80th anniversary video, brochure and Regional in Nature with historical photos. Funded Wonderment Book on wonders found in Regional Parks. Funded Tilden anniversary event and restoration of original park map at EEC. Augmented history section of our 10 most frequented Regional Parks. Held 80th Anniversary Exhibit at San Ramon Valley and Pleasanton Museums.	Increased digital scan collection of photos. Created database with digital imaging, and library system Digitally scan oral history collection for online reference. Expanded fireproof storage of documents, photos and slides.	Sponsored Open Road series on local TV showcasing Tilden, Pt. Pinole, Miller Knox, Black Diamond Mines, Big Break, and Camp Arroyo. Ensured design revision for EEC to include history content. For archives, Incorporated significant outside accessions including Botanic Garden historic material, historic ledgers of Black Diamond Mines from 1888.	Implement display design for historic topographic map and installation at Tilden EEC.

KEY OBJECTIVE

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

KEY INDICATOR:

Use new and innovative technology effectively in exhibits, signage, marketing and promotions, digital asset management, project management, and archive accessioning.

2014 Results	2015 Target	2015 Results	2016 Target
Merged Environmental Graphics and Exhibit Design staff into one location to increase efficiency. Identified backlog of Exhibit Design (ED) projects and reduced outstanding projects by 50%. Developed online project management tracking system for ED; Retrofitted 49 Info Panels in three parks; gained Design Standards approval to install new Info Panel	Revise work request system for EGS/ED and Graphic Design for consistency. Revise data collection system and reporting for EGS/ED. Establish EGS/ED training for equipment and software. Address District branding issues: uniform patches, police vehicle graphics, park identity signs. Evaluate marketing	Integrated SmartSheet project management system into workflow for work requests and data collection. Designed and constructed ADA accessible solar power systems for Milk House Exhibit audio tour and storage container power. Continued research and evaluation of DAM	Provide latest printing technology and efficiencies with new Flatbed Printer. Establish state-of-the-art woodworking facility at Creative Design shop. Research 3-D printing technology for potential use in Exhibits. Pilot point-of-sale for onsite RPF membership sales.

PUBLIC AFFAIRS DIVISION

2014 Results	2015 Target	2015 Results	2016 Target
<p>and Entrance Kiosk design. Produced nine video projects, for website use. Increased use of Universal Icons and symbols on new Information Panel Design and revised Fire Danger signs. Introduced QR codes on all new info panel signage and graphic flyers.</p>	<p>/promotion of events and programs, including survey data analysis to determine cost-effective methods. implement Digital Asset Management System to store, retrieve and distribute photos and videos. Implement a Work Project Management (PM) System for Public Affairs staff. Research archival preservation and records management technology of historical documents photos and videos.</p>	<p>system for cross-department photos, archive and artifact reference materials. Created technology for digitizing large format media that protected damaged material from traditional scanning process.</p>	

PUBLIC AFFAIRS DIVISION

KEY OBJECTIVE

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

KEY INDICATOR

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

2014 Results	2015 Target	2015 Results	2016 Target
<p>Implemented a Multicultural Trail Maintenance event at Garin for 65+ volunteers. Distributed Trails Challenge info and RIN Activity Guides at four Indo-American festivals and events. Addressed diverse demographics and multicultural messaging with universal symbols Collaborated with UCSF Benioff Children’s Hospital Oakland to connect nature to patient families. Led implementation of 2nd year Kids Healthy Outdoor Program to 33 classrooms (1,000 kids). Rolled out 3x editions of Compass Magazine, mailed to 15,000 members and park users in 2014. Revised park written rules in maps and for info panels. Organized three exhibits of children’s art from the 2013 Get to Know contest at Fremont, El Sobrante and San Pablo public libraries</p>	<p>Increase media coverage and event participation from Filipino, Middle Eastern and Indo-American communities. Improve Accessibility using latest technologies and practices for park signs and visitor centers. Create and implement “mega menu” development for website enhancement. Continue partnership with UCSF Benioff Children’s Hospital Oakland to connect nature to patient families.</p>	<p>Produced Milk House exhibit with solar-powered multilingual audio for sight-impaired and Spanish speakers. Enhanced website design, functionality and accessibility. Launched mobile version of website. Added new online functionalities: <i>Ordinance 38</i> web portal with quick search and link sharing via Twitter and Facebook; Google Calendar listing recreation programs and events with GPS coordinates; Dropdown menu of 65 parks & trails; Augmented ADA web page with Park accessibility resources. Added ADA resources to California Coastal Conservancy’s <i>Access Northern California</i> website. Added Twitter and Facebook to District & Police homepage. Conducted online community survey on Measure CC.</p>	<p>Implement ADA-accessible audio tour technology for 2 exhibits. Increase multilingual communication of key messages – safety, health, drought, fire fuels management, algae toxins, trail etiquette. Research contemporary map design and universal icons to improve District maps. Launch enhanced website for desktop and mobile platforms. Implement new web functionalities including a Youth web portal. Develop E-Newsletter for Regional Parks Foundation. Develop multilingual membership brochures for RPF. Increase RPF email-based fundraising. Pilot website and social media driven online RPF membership renewal</p>

PUBLIC AFFAIRS DIVISION

2014 Results	2015 Target	2015 Results	2016 Target
	<p>Disseminate information about Measure CC. Develop and update Park District brochures.</p>	<p>Created printed public information materials for 10th anniversary of Measure CC. Produced materials for SHINE study, and new North and South Region maps for mountain bikers. Added online web pages for key messages: Measure CC, Toxic algae lake closures, fire management FAQ, drought and fire safety & prevention.</p>	<p>Promote Measure CC through radio interviews and videos.</p>
<p>Funded eight Healthy Parks Healthy People (HPPH) events hosted by District visitor centers highlighting health and nature in month of June. Implemented three HPPH Multicultural Nature Walks at MLK Jr. Shoreline, Lake Chabot and Sunol. Each hike was led by a Naturalist and a health practitioner with over 70+ participants.</p>	<p>Implement four HPPH Multicultural Wellness Walks.</p>	<p>Implemented five Multicultural Wellness Walks in collaboration with Interpretive staff with 60 to 100 participants at each walk. Participants included children and youth with special needs as well as Veterans.</p>	<p>Implement four to five Multicultural Wellness Walks. Lead Healthy Parks Healthy People Bay Area steering committee.</p>

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PUBLIC SAFETY DIVISION

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 18,002,449	\$ 18,446,013	\$ 20,755,750	\$ 22,074,610	6.4%
Supplies	720,296	968,247	938,600	971,280	3.5%
Services	1,341,754	1,408,477	1,681,320	1,772,550	5.4%
Grants/Inter-agency Agreements	20,757	25,041	32,000	32,000	0.0%
Equipment	88,628	611,725	59,150	491,750	731.4%
Intra-District Charges	1,021,990	1,466,210	1,728,360	1,713,920	-0.8%
Subtotal	\$ 21,195,873	\$ 22,925,712.57	\$ 25,195,180	\$ 27,056,110	7.4%
PROJECT BUDGET:					
Personnel Services	\$ 828,164	\$ 827,590	\$ 1,044,410	\$ 1,118,290	7.1%
Supplies	14,940	30,128	-	-	0.0%
Services	756,522	610,009	644,980	744,980	15.5%
Capital Outlay/Equip	151,377	-	-	-	0.0%
Subtotal	\$ 1,751,003	\$ 1,467,727	\$ 1,689,390	\$ 1,863,270	10.3%
Total Operating/Project	\$ 22,946,876	\$ 24,393,440	\$ 26,884,570	\$ 28,919,380	7.6%
DEPARTMENTS:					
Administration	\$ 6,338,574	\$ 6,631,537	\$ 6,896,910	\$ 7,121,690	3.3%
Aquatics	2,087,875	2,086,302	2,193,810	2,292,980	4.5%
Fire	4,070,394	4,792,693	4,569,210	5,003,900	9.5%
Police	10,450,033	10,882,907	13,224,640	14,500,810	9.6%
Total	\$ 22,946,876	\$ 24,393,440	\$ 26,884,570	\$ 28,919,380	7.6%
FUNDING SOURCES:					
101 General Fund	\$ 21,187,373	\$ 22,925,713	\$ 25,195,180	\$ 26,736,110	6.1%
260 Asset Forfeiture Distribution	8,500	-	-	-	0.0%
333 Capital	43,787	-	-	-	0.0%
336 OTA Projects	1,707,216	1,467,727	1,689,390	1,863,270	10.3%
554 Major Equip Replacement	-	-	-	320,000	0.0%
Total	\$ 22,946,876	\$ 24,393,440	\$ 26,884,570	\$ 28,919,380	7.6%
STAFFING:					
Regular/Permanent	106.08	107.57	115.41	118.920	3.510
Seasonal/Temporary	35.11	35.17	34.78	34.783	-
Total	141.190	142.740	150.193	153.703	3.510

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PUBLIC SAFETY DIVISION

PUBLIC SAFETY DIVISION ROLE

The Public Safety Division's role is to protect the District's parklands, resources and experiences for all generations. We are committed to serve, protect and promote a safe and pleasant park experience, while preserving the integrity of the vital natural and cultural resources of the East Bay.

2016 APPROVED BUDGET REQUESTS:

**Add two Police Officer positions for a total of \$340,704.
Add one Dispatcher/CSO position for a total of \$128,029**

These resources will help fulfil the District mission to:

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

The key indicator is:

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

2016 Targets:

- Hire 4 officers to fill vacant positions
- Hire 3 Dispatchers to fill vacant positions

2015 APPROVED BUDGET REQUEST RESULTS

**\$277,024 to staff 2.00 pipeline Police Officer positions.
\$221,354 to staff 2.00 Dispatcher/CSO positions.**

These resources will help the District mission to:

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

Key indicator: Continue to recruit, hire and provide training for police personnel for professional development and that meets state and local mandates.

2015 Targets:

- Hire 4 officers to fill vacant positions
- Hire 2 Dispatchers to fill vacant positions

2015 Results:

Hired 4 officers to fill vacant positions. We have 4 entry level officers in the ACSO academy with expected graduation dates of March and July 2016. We have one additional entry level applicant in background for vacancies that occurred in 2015.

Hired 2 Dispatchers to fill vacant positions. We have 2 applicants in background for vacancies that occurred in 2015.

PUBLIC SAFETY DIVISION

\$500,000 base budget request for ongoing fire hazard management

These resources will help fulfill the District mission to:

- Acquire and preserve significant biologic, geologic, scenic and historic resources within Alameda and Contra Costa Counties, and
- **Manage, maintain and restore the parklands so that they retain their important scenic, natural and cultural values.**

Key indicator: Provide effective, fiscally responsible, and environmentally sound wildland fuels management activities in critical areas as defined in the District's Wildfire Hazard Reduction & Resource Management Plan.

2015 Targets:

- Continue on-going maintenance in recommended treatment areas where Measure CC or other funding sources are inadequate.

2015 Results:

- Completed fire hazard vegetation management on over 1,000 acres while preparing prescriptions, coordinating right of entry agreements and scoping FEMA grant projects.

\$327,700 base budget request for .43 FTE Fire Captain and 1.98 FTE Firefighter II

These resources will help fulfill the District mission to:

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

Key indicator: Provide safe and timely response to requests for service for medical, search and rescue, hazardous materials and fire suppression occurring within and adjacent to the parks.

2015 Targets:

- Take results from 2014 organizational study and begin appropriate re-organization planning in order to provide staffing for ongoing and increasing fire and fuels management work.

2015 Results:

- The organizational study is expected to be complete in 2016. A proposed reorganization plan has been submitted to Human Resources and is pending appropriate approvals.

PUBLIC SAFETY DIVISION

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:

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

2014 Results	2015 Target	2015 Results	2016 Target
East Bay Regional Communication System Authority (EBRCSA) System is complete. System installed and online. Testing reveals improved radio coverage District-wide.	Attempt to secure additional devices and assess suitability for District-wide coverage. Continue to improve the District's communications infrastructure, installing 2 hilltop radios at Monument Peak.	Purchased four additional portables for Police use. Programming for Fire portables completed. Funding secured for Monument Peak tower project. Planning portion scheduled for 2016.	Add two additional EBRCSA portables for Police Officers. Fire portables programmed in 2015 to be deployed and utilized in 2016. Add one additional EBRCSA console in Dispatch.

PUBLIC SAFETY DIVISION

KEY INDICATOR:

Develop custom applications under the StandGuard Project to meet the unique needs of the public safety department.

2014 Results	2015 Targets	2015 Results	2016 Target
StandGuard is being beta tested by Police & Fire Command Staff. Identified District staff to be notified using StandGuard and implemented on their phones. StandGuard Retriever Notification application completed and successfully launched. Working with app developers not feasible. Researching new CAD vendor and met with one vendor to see if their product would fit our needs.	Continue testing in order to implement final product. Identified members, installed aps and implemented a trial testing period on notifications. Determined application is not feasible. Continue to meet with multiple vendors to determine which will fit our needs	After several months of testing, it was determined that StandGuard was not a useable application for our needs. Have met with 5 vendors. Continuing to research types of vendors will best fit our needs and begin the RFP process.	With the expected transition to a new CAD system this type of a notification system is built in and will exceed our needs where StandGuard could not. Begin RFP process and begin implementation of CAD switch over.

KEY INDICATOR:

Improve process of responding to alarm calls at District facilities.

2014 Results	2015 Target	2015 Results	2016 Target
Employed Bay Alarm to assess systems at specific District facilities and report results Results to be complete by end of 2014.	Create a contract for services based on study results completed in 2014. Request and Receive funding to contract with vendor for alarm monitoring services District-wide.	Alarm survey completed and all information provided to Joint Operations for consideration.- Requested funding for District wide monitoring to be added to Public Safety Budget.	Received funding in 2016 budget. Contract with Bay Alarm for District Wide alarm monitoring that will be funded and managed by Public Safety.

PUBLIC SAFETY DIVISION

KEY INDICATOR

Enhance safety of parkland users, neighbors, and communities through the coordinated development of a standardized surveillance system for District facilities and lands.

2014 Results	2014 Target	2015 Results	2016 Target
Added verified alarm systems, use of portable cameras at some facilities. Worked with Park Operations in the video program.	Continue to work with Park Operations in video surveillance.	Board approved \$120,000 for purchase of camera equipment to be placed in strategic locations through the District. Established a joint operations committee to plan and implement the cameras. Policy and procedures for deployment of cameras in review.	Policy and procedures approved and distributed. Deploy covert surveillance cameras working with Park Operations.

KEY INDICATOR

Provide effective, fiscally responsible, and environmentally sound wildland fuels management activities in critical areas defined in the District's Wildfire Hazard Reduction & Resource Management Plan.

2014 Results	2015 Target	2015 Results	2016 Target
	Implement resources protection measures best management practices into fuels management prescriptions, including Alameda striped racer and federally protected species. Participate in monthly fuels meetings with Stewardship and Operations. Hire qualified contractors to assist with fuels management Use Cal Fire, Student Conservation Association or Civicorps crews for fuels management work.	Implemented best management practices in fuels management prescriptions. Participated in monthly fuels management meetings. Qualified contractors hired for fuels management work. Cal Fire and Student Conservation crews assisted with fuels management work.	Begin work in FEMA funded grant areas. Implement current resource protection best management practices into fuels management prescription, including Alameda Striped Racer and federally protected species. Participate in monthly fuels meetings with Stewardship and Operations. Hire qualified contractors to assist with fuels management. Use Cal Fire, SCA or Civicorps crews for work on fuels management.

PUBLIC SAFETY DIVISION

KEY INDICATOR

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.

2014 Results	2015 Target	2015 Results	2016 Target
Conducted half-day work for camp administrator on good safe swimming practices. Compiled and analyzed data for all 11 swim facilities; values will be used in making staffing decisions and scheduling lifeguards.	Provide 4 water safety talks to camp administrators at their worksites and educate their camp counselors on good swim safety practices when visiting our aquatic facilities.	Provided 4 orientation meetings for camp administrators.	Implement swim test stations at all gated swim facilities: Temescal, Anza, Roberts, Diablo Foothills, Cull Canyon, Don Castro, and Contra Loma.

KEY INDICATOR

Provide safe and timely response to requests for service for medical, search and rescue, hazardous materials and fire suppression occurring within and adjacent to the parks.

2014 Results	2015 Target	2015 Results	2016 Target
Beta version of Fire Department policy implemented. Labor group is reviewing. Firefighter II position upgraded.	Launch Fire House data management software to improve service delivery tracking. Initiate use of EBRCS mobile and portable radios to improve multi-agency interoperability Take results from 2014 organizational study and begin re-organization planning to provide staffing for ongoing and increasing fire and fuels management work.	Fire House software use began in May 2015. EBRCS mobile and portable radio use was initiated. Re-organization planning has begun.	Conduct 3 Fire House software training sessions for fire staff in order to improve staff skills Provide portable EBRCS radios to necessary regular staff. Update EBRCS two-county channel line-up into mobile and portable radios. Begin implementation of organizational study recommendations.

PUBLIC SAFETY DIVISION

KEY OBJECTIVE 2

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

KEY INDICATOR

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

2014 Results	2015 Target	2015 Results	2016 Target
Maintain compliance by completing year 1 required standards	Maintain compliance and complete year 2 of our re-accreditation cycle.	Year 2 of compliance is 98% complete.	In 2016 obtain re-accreditation by the Commission for the Accreditation of Law Enforcement Agencies by hosting an on-site accreditation team as assigned by the Commission.

KEY INDICATOR

Continue to recruit, hire and provide training for police personnel for professional development and that meets state and local mandates.

2014 Results	2015 Target	2015 Results	2016 Target
Received over 1000 applicants for position of Police Officer/Recruit. Completed Winter Training program to meet all statutory requirements for all Police Officers and Dispatchers Hired 2 police officers to fill 4 existing vacancies. Contracted with VA to fund .68 FTE police officer Conducted firearms training for officers to meet new state mandates. Hired professional trainer to assist in developing mounted officers and their horses.	Hire 4 officers to fill vacant positions Hire 2 Dispatchers to fill vacant positions Renew VA contract to fund .68 FTE police officer	4 Officers hired – 1 additional officer currently in police academy. Hired 2 Dispatchers that will complete training by end of 2015. Renewed VA contract to fund .68 FTE police officer Department staff completed mandatory 16 hour rifle course Signed a one year contract with horse trainer to continue specialized training for the mounted unit.	Hire 2 officers over authorized strength in preparation of upcoming retirements Hire 4 Dispatchers to fill vacant positions. Continue to partner with VA to fund .68 FTE police officer position. Complete EVOC training for all police officers Facilitate the transition of newly purchased horse to replace upcoming retirement of police horse “Deacon.”

PUBLIC SAFETY DIVISION

KEY INDICATOR

Provide effective safety equipment to patrol officers.

2014 Results	2015 Target	2015 Results	2016 Target
Completed outfitting of patrol fleet with Automated External Defibrillators (AED). Continued to replace ballistic vests for officers despite federal grant not funding.	Expand deployment to administrative and specialized vehicles Begin phase I replacement Taser less lethal weapons for officers	Completed issuance Command vehicles in 2015. Phase I complete: all new Tasers purchased were issued to personnel.	Issue AEDs to all specialized vehicles in 2016. Complete Phase II Taser replacement program through the purchase, issuing and training of an additional 20 Tasers

KEY INDICATOR

Maintain required certifications and operational readiness by providing quality training to staff and pursue initiatives that improve employee production and morale.

2014 Results	2015 Target	2015 Results	2016 Target
Reorganization plan to improve supervision, increase fuels capacity and reduce overtime, being developed Plan to restructure Academy spreading cost over two years being developed All mandated training delivered.	Provide 24 hours EMT refresher training to ½ of firefighter staff Provide 8 hours of hazardous materials training to firefighters Conduct a 2 day work retreat focusing on staff development Support staff attendance at a minimum of 3 fuels and related resource management training and education seminars, conferences, or course work.	EMT refresher completed October 2015 Hazardous material training was completed as described. Staff attended 3 fuels and related resource management training sessions.	Provide 24 hours EMT refresher training to ½ of firefighter staff Support staff attendance at a minimum of 3 fuels and related resource management training and education seminars, conferences, or course work. Provide training to new industrial firefighters consistent with their training plan

PUBLIC SAFETY DIVISION

KEY INDICATOR

Recruit, hire, train, certify and deploy seasonal lifeguard staff to cover swimming area guarding needs and aquatic programs.

2014 Results	2015 Target	2015 Results	2016 Target
Identified 7 lifeguards and provided a 3 hour Leadership workshop. Visited 17 events for recruitment of potential seasonal lifeguards. Recruited 46 junior lifeguard aides, and had 5 successfully get hired as seasonal lifeguards.	Pending approval of budget request, provide 2 hours ADA training to all Junior Lifeguard instructors Pending approval of budget request, provide a 3.5 hour ARC Lifeguard Management course to all Lifeguard II/III's Provide 3 physical practice sessions for lifeguard applicants	Provided ADA training to Junior Lifeguard Instructors Did not get budget approval, will evaluate if needed for 2016 budget proposal Provided 3 physical practice sessions for potential lifeguard applicants	Provide mentoring to seasonal lifeguard II/III's under the youth engagement plan and facilitate a Women in Leadership Conference, and Person In Charge training. Provide 3 physical practice sessions for lifeguard applicants.

KEY OBJECTIVE 3

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

KEY INDICATOR

Provide a full range of swimming lessons, junior lifeguard programs and water safety education to general and low-income public.

2014 Results	2015 Target	2015 Results	2016 Target
Used one-time funding to pay for training of seasonal lifeguard staff. Developed water safety message for social media and implemented. Utilized brochures from "Pool Safely" campaign.	Pilot a junior lifeguard cadet program for 10 youth. Apply for a DWR "Aquatic Adventure Camp" Grant to provide water safety program and swim lesson at Don Castro and field trip to Del Valle.	Developed junior lifeguard cadet program, provided 2 sessions with 24 participants Received a DWR "Aquatic Adventure Camp" grant. Piloted program at Don Castro	Continue outreach programs to underserved communities at Lake Del Valle through water safety program "Vamos a aprender" Expand the DWR Aquatic Adventure Camp to 2 sessions.

PUBLIC SAFETY DIVISION

KEY OBJECTIVE 4

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

KEY INDICATOR

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

2014 Results	2015 Target	2015 Results	2016 Target
Mutual Response Area (MRA) exercises completed with allied agencies.	Meet with Alameda County (ALCO) Health representative on drowning prevention campaign. Continue Hills Emergency Forum participation and conduct at least one partnership project Participate in MRA or live fire training with allied agencies. Participate in 6 meetings of Diablo Fire Safe Council and Alameda and Contra Costa counties Community Wildfire Protection Plan update sessions.	Lifeguard Service met with ALCO and collaborated on drowning prevention. Visited 3 community based organization events. Participated in Hills Emergency Forum and co-hosted photo-series fuel loading training with them. Participated in several MRA exercises with allied agencies. Participated in 6 meetings with Diablo Fire Safe Council or Community Wildfire Protection Plan sessions.	Collaborate with 3 agencies on lifeguard training classes to high-risk low-income population in Alameda & Contra Costa Counties. Continue Hills Emergency Forum participation. Conduct one partnership project. Participate in MRA or live fire exercise with allied agencies. Participate in Diablo Fire Safe Council meetings and Alameda and Contra Costa Community Wildfire Protection Plan update.

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.

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 4,651,630	\$ 4,734,080	\$ 4,940,580	\$ 5,073,150	2.7%
Supplies	194,328	306,907	290,490	295,490	1.7%
Services	589,652	641,326	713,230	765,230	7.3%
Grants/Inter-agency Agreements	20,757	25,041	32,000	32,000	0.0%
Intra-District Charges	699,900	920,610	920,610	955,820	3.8%
Subtotal	\$ 6,156,266	\$ 6,627,963	\$ 6,896,910	\$ 7,121,690	3.3%
PROJECT BUDGET:					
Services	123,520	3,575	-	-	0.0%
Capital Outlay/Equip	58,787	-	-	-	0.0%
Subtotal	\$ 182,307	\$ 3,575	\$ -	\$ -	0.0%
Total Operating/Project	\$ 6,338,574	\$ 6,631,537	\$ 6,896,910	\$ 7,121,690	3.3%
DEPARTMENTS:					
Administration	\$ 6,338,574	\$ 6,631,537	\$ 6,896,910	\$ 7,121,690	3.3%
Total	\$ 6,338,574	\$ 6,631,537	\$ 6,896,910	\$ 7,121,690	
FUNDING SOURCES:					
101 General Fund	\$ 6,147,766	\$ 6,627,963	\$ 6,896,910	\$ 7,121,690	3.3%
260 Asset Forfeiture Distribution	8,500	-	-	-	0.0%
333 Capital	43,787	-	-	-	0.0%
336 OTA Projects	138,520	3,575	-	-	0.0%
Total	\$ 6,338,574	\$ 6,631,537.5	\$ 6,896,910	\$ 7,121,690	3.3%
STAFFING:					
Regular/Permanent	25.00	25.00	25.00	25.00	-
Seasonal/Temporary	3.00	3.00	3.00	3.00	-
Total	28.00	28.00	28.00	28.00	-

SERVICE DESCRIPTION

Public Safety Administration staff provides support to all other departments within the Division. They coordinate the hiring of police officers and firefighters to reflect the diversity of the community, and manage training of all personnel. Public Safety Administration also manages the District’s Communications Center, coordinates with other departments on projects or problems of mutual concern, and maintains good working relationships with police and fire agencies inside and outside of the District.

FIRE DEPARTMENT ROLE

The Fire Department’s role is to prevent, respond to, control, and minimize the impacts of fire, and respond to medical and other emergencies which occur within and adjacent to District parklands. The Department strives to provide the highest levels of professional emergency services, remain fiscally responsible, provide for the safety of its personnel and promote the overall mission of the District.

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 2,343,638	\$ 2,489,174	\$ 2,555,810	\$ 2,588,470	1.3%
Supplies	145,645	173,334	162,970	137,620	-15.6%
Services	290,318	274,930	437,180	456,680	4.5%
Equipment	88,628	541,742	-	320,000	0.0%
Intra-District Charges	23,600	206,600	185,350	143,600	-22.5%
Subtotal	\$ 2,891,829	\$ 3,685,780	\$ 3,341,310	\$ 3,646,370	9.1%
PROJECT BUDGET:					
Personnel Services	\$ 536,759	\$ 474,212	\$ 634,780	\$ 664,410	4.7%
Supplies	10,443	26,899	-	-	0.0%
Services	631,363	605,802	593,120	693,120	16.9%
Subtotal	\$ 1,178,565	\$ 1,106,913	\$ 1,227,900	\$ 1,357,530	10.6%
Total Operating/Project	\$ 4,070,394	\$ 4,792,693	\$ 4,569,210	\$ 5,003,900	9.5%
DEPARTMENTS:					
Fire	\$ 4,070,394	\$ 4,792,693	\$ 4,569,210	\$ 5,003,900	9.5%
Total	\$ 4,070,394	\$ 4,792,693	\$ 4,569,210	\$ 5,003,900	
FUNDING SOURCES:					
101 General Fund	\$ 2,891,829	\$ 3,685,780	\$ 3,341,310	\$ 3,326,370	-0.4%
336 OTA Projects	1,178,565	1,106,913	1,227,900	1,357,530	10.6%
554 Major Equip Replacement	-	-	-	320,000	0.0%
Total	\$ 4,070,394	\$ 4,792,693	\$ 4,569,210	\$ 5,003,900	9.5%
STAFFING:					
Regular/Permanent	15.75	16.09	18.50	18.91	0.41
Seasonal/Temporary	0.00	0.00	0.00	0.00	-
Total	15.75	16.09	18.50	18.91	0.41

SERVICE DESCRIPTION

Utilizing career firefighters and assigned District employees as paid, on-call firefighters, the Fire Department manages fire prevention, fire suppression, and wildland fire mitigation efforts throughout the District. It also provides the first response for medical calls in parklands not served by local agencies. Other major responsibilities include: response and management of hazardous materials incidents; search and rescue; resource management and habitat improvement through a program of prescribed burning, grazing and vegetation management; coordination with other fire service agencies, including the California Department of Forestry; review and evaluation of fire-related design and environmental impact issues; and incident command for major emergencies.

LIFEGUARD SERVICES ROLE

The Lifeguard Services Unit’s role is to provide lifeguards to meet a variety of District needs. The Unit also plays an important role in educating the community about swimming and water safety.

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 1,970,758	\$ 1,936,552	\$ 2,081,110	\$ 2,177,400	4.6%
Supplies	76,137	109,088	83,170	83,170	0.0%
Services	40,980	40,662	29,530	32,410	9.8%
Subtotal	\$ 2,087,875	\$ 2,086,302	\$ 2,193,810	\$ 2,292,980	4.5%
PROJECT BUDGET:					
Subtotal	\$ -	\$ -	\$ -	\$ -	0.0%
Total Operating/Project	\$ 2,087,875	\$ 2,086,302	\$ 2,193,810	\$ 2,292,980	4.5%
DEPARTMENTS:					
Lifeguard Services	\$ 2,087,875	\$ 2,086,302	\$ 2,193,810	\$ 2,292,980	4.5%
Total	\$ 2,087,875	\$ 2,086,302	\$ 2,193,810	\$ 2,292,980	
FUNDING SOURCES:					
101 General Fund	\$ 2,087,875	\$ 2,086,302	\$ 2,193,810	\$ 2,292,980	4.5%
Total	\$ 2,087,875	\$ 2,086,302	\$ 2,193,810	\$ 2,292,980	4.5%
STAFFING:					
Regular/Permanent	5.25	5.25	6.00	6.00	-
Seasonal/Temporary	31.18	31.74	31.35	31.353	-
Total	36.430	36.990	37.353	37.353	-

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.

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Personnel Services	\$ 9,036,423	\$ 9,286,208	\$ 11,178,250	\$ 12,235,590	9.5%
Supplies	304,186	378,918	401,970	455,000	13.2%
Services	420,804	451,559	501,380	518,230	3.4%
Equipment	-	69,982	59,150	171,750	190.4%
Intra-District Charges	298,490	339,000	622,400	614,500	-1.3%
Subtotal	\$ 10,059,902	\$ 10,525,667	\$ 12,763,150	\$ 13,995,070	9.7%
PROJECT BUDGET:					
Personnel Services	\$ 291,405	\$ 353,378	\$ 409,630	\$ 453,880	10.8%
Supplies	4,497	3,229	-	-	0.0%
Services	1,638	633	51,860	51,860	0.0%
Capital Outlay/Equip	92,590	-	-	-	0.0%
Subtotal	\$ 390,131	\$ 357,240	\$ 461,490	\$ 505,740	9.6%
Total Operating/Project	\$ 10,450,033	\$ 10,882,907	\$ 13,224,640	\$ 14,500,810	9.6%
DEPARTMENTS:					
Police	\$ 10,450,033	\$ 10,882,907	\$ 13,224,640	\$ 14,500,810	9.6%
Total	\$ 10,450,033	\$ 10,882,907	\$ 13,224,640	\$ 14,500,810	
FUNDING SOURCES:					
101 General Fund	\$ 10,059,902	\$ 10,525,667	\$ 12,763,150	\$ 13,995,070	9.7%
336 OTA Projects	390,131	357,240	461,490	505,740	9.6%
Total	\$ 10,450,033	\$ 10,882,907	\$ 13,224,640	\$ 14,500,810	9.6%
STAFFING:					
Regular/Permanent	60.08	61.23	65.91	69.01	3.10
Seasonal/Temporary	0.93	0.43	0.43	0.43	-
Total	61.01	61.66	66.34	69.44	3.10

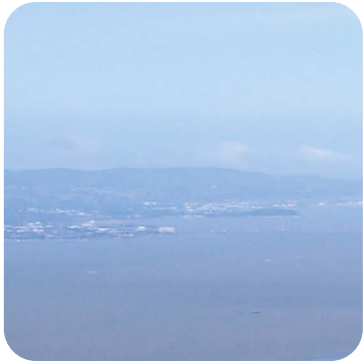
SERVICE DESCRIPTION

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.

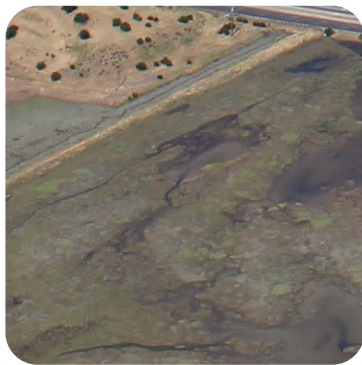
NON-DEPARTMENTAL

	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2016 BUDGET	Change
OPERATING BUDGET:					
Debt Service	19,903,528	32,868,832	33,264,900	32,241,900	-3.1%
Intra-District Charges	115,000	115,000	-	-	0.0%
Transfers Out	16,919,585	46,764,444	9,077,690	10,111,080	11.4%
Subtotal	\$ 36,938,113	\$ 79,748,276	\$ 42,342,590	\$ 42,352,980	0.0%
PROJECT BUDGET:					
Cost of Issuance	435,182	-	-	-	0.0%
Transfers Out	24,010,441	513,797.06	19,480,000	22,065,000	13.3%
Subtotal	\$ 24,445,623	\$ 513,797	\$ 19,480,000	\$ 22,065,000	13.3%
Total Operating/Project	\$ 61,383,736	\$ 80,262,073	\$ 61,822,590	\$ 64,417,980	4.2%
DEPARTMENTS:					
Nondepartmental	\$ 61,383,736	\$ 80,262,073	\$ 61,822,590	\$ 64,417,980	4.2%
Total	\$ 61,383,736	\$ 80,262,073	\$ 61,822,590	\$ 64,417,980	4.2%
FUNDING SOURCES:					
101 General Fund	\$ 10,867,031	\$ 17,863,350	\$ 6,446,480	\$ 6,951,080	7.8%
221 ECCC LLD	115,000	115,000	-	-	0.0%
226 Measure CC	3,372,230	2,077,110	2,086,210	1,673,900	-19.8%
253 Gifts/Dickson	52,500	568,900	-	-	0.0%
254 Ardenwood/Coyote Hills	40,000	40,000	40,000	93,000	132.5%
257 Mitigation	40,600	55,000	-	-	0.0%
259 ECCC HCP Properties	281,800	-	-	-	0.0%
261 Coyote Hills/Dumbarton Quarr	-	120,000	-	-	0.0%
333 Capital	196,739	238,571	-	-	0.0%
335 Meas AA Bond Proceeds	2,542,436	746,693	130,000	65,000	-50.0%
336 OTA Projects	146,063	284,773	-	-	0.0%
337 Meas WW Bond Proceeds	21,479,669	19,325,901	19,350,000	22,000,000	13.7%
338 2012 Note Proceeds	80,716	301,081	-	-	0.0%
553 Major Infrastructure Reno/Repl	1,194,715	4,815,000	500,000	1,388,100	177.6%
554 Major Equip Replacement	250,509	793,562	-	-	0.0%
555 General Liability	801,201	22,000	-	-	0.0%
620 Brushy Peak-Dyer	5,000	5,000	1,500	1,500	0.0%
621 Brushy Peak-Weaver	4,000	4,000	2,000	2,000	0.0%
630 ESSP-Berkeley Meadow Ph 1	-	800	-	-	0.0%
631 ESSP-Berkeley Meadow Ph 2	2,000	4,000	-	-	0.0%
640 Hayward Shoreline-Ora Loma	5,000	5,000	-	-	0.0%
641 Hayward Shoreline-Any	-	600	-	-	0.0%
650 Morgan Territory-Elsworthy	3,000	4,000	1,500	1,500	0.0%
651 Morgan Territory-Day	-	2,000	-	-	0.0%
680 MLK Shore-Damon Slough-Po	-	900	-	-	0.0%
811 2012 Promissory Note Debt S	1,419,513	1,420,618	1,421,300	1,420,500	-0.1%
812 Meas AA Debt Svc	14,013,225	5,369,500	5,372,000	4,073,500	-24.2%
813 Meas WW Debt Svc	3,230,275	26,078,714	26,471,600	26,747,900	1.0%
Total	\$ 61,383,736	\$ 80,262,073	\$ 61,822,590	\$ 64,417,980	4.2%
STAFFING:					
Regular/Permanent	-	-	-	-	-
Seasonal/Temporary	-	-	-	-	-
Total	-	-	-	-	-

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SUPPLEMENTAL INFORMATION



CAMPGROUND CONSTRUCTION • DUMBARTON QUARRY
REGIONAL RECREATION AREA, FREMONT

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.

2016 Budget Calendar

February 13, 2015	Board of Directors Planning Workshop
March 24, 2015	Board of Directors Planning Workshop
April 20, 2015	Board of Directors Capital Finance Workshop
May 18, 2015	Board of Directors Capital Trails Workshop
May 27, 2015	Review prior year end audit results at Finance Committee. Formulate budget strategies with General Manager.
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 3 – 14, 2015	Distribute base budget instructions to field. Hold budget preparation workshops for staff.
September 2015	Review and prioritize budget requests.
October 2015	Prepare proposed budget document, review General Fund budget with Board Finance Committee.
November 2015	Present proposed budget to Board Finance Committee and Park Advisory Committee.
December 1st and 15th 2015	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 2016	The budget becomes effective January 1.

Each quarter the Finance Department presents to the Board Finance Committee a budget status update with the budget to actual analysis report. The reports provide budget versus actual comparisons in the current year and comparisons of like quarters from the prior year. An analysis of significant variances is included for each major revenue and expenditure section of the reports.

Budget Policy

The District’s Board of Directors has formally adopted the District’s Budget Policy, requiring that the annual budget be balanced, with financial resources that equal or exceed uses, at the time of adoption. Financial resources include intra-governmental charges, transfers in, use of designated fund balance for designated purpose, and use of one time resources for one time appropriations; and uses include capital maintenance / replacement, intra-governmental charges and transfers out.

Additionally the District follows best practices in budgeting, including: assessment of constituent needs, development of long range plans, adherence to budget preparation and adoption procedures, monitoring of performance, and adjustment of budget as required. The budget can be amended during the year, in accordance with the Board Operating Guidelines. Board action is required to make budget adjustments in the following cases:

All increases in appropriations;

- Transfers that exceed \$25,000 when the transfer is between funds or between divisions;
- Transfer of Board Contingency funds exceeding \$5,000.
- Transfer of Board contingency funds in amounts of \$5,000 or less requires a recommendation from a Board member to the Board President, followed by consensus between the Board President and the General Manager. If the request is made by the

Board President, The GM will seek consensus from the Vice President. The Clerk of the Board initiates the budget adjustment, at the General Manager's request, after all approvals are received.

Budget adjustments that require the General Manager or his/her designee approval include:

- Transfer up to \$25,000 between funds or between divisions;
- Transfers that involve personnel cost and/or capital outlay budgets;
- Transfer of GM Contingency funds of any amount.

Budget adjustments that require General Manager, his/her designee, or CFO/Controller approval:

- Transfers between the Capital Project Fund and Other-Than-Asset (OTA) Projects Fund to conform to capital accounting requirements, provided that the action does not change the total funding, original purpose, or the scope of the project.

Budget adjustments that require only the requesting division's AGM approval include:

- A transfer of supplies or services appropriations in any amount within one division and one fund.

Investment Policy

The District's Investment Policy is adopted annually, in accordance with State law. The purpose of this policy is to provide guidance and direction for the prudent investment of District funds, and to foster the creation of a systematic and controlled investment process. The ultimate goal is to maximize the efficiency of the District's cash management system, and to enhance the economic status of the District, while protecting its pooled cash.

The District's policy is to invest public funds in a prudent manner, providing the highest yield with the maximum security of principal invested, while also meeting the daily cash flow requirements of the District. Also, the District's policy is to conform to all applicable federal, state and local statutes governing the investment of public funds.

The investment of funds is governed by the California Government Code Section 53601 et seq., and by California Government Code Section 53630 et seq. Funds on deposit in banks must be federally insured or collateralized in accordance with the provisions of California Government Code, Sections 53630 et seq.

Reserve Policy

During 2013 the Board of Directors adopted the General Fund Reserve (Unassigned) Fund Balance Policy. The purpose of this policy is not only to determine an appropriate amount for the unassigned fund balance (which is currently 32% of annual revenue), but also to define and articulate the intent and uses of the reserve. The policy outlines factors used in determining a prudent reserve amount, and requires that the CFO review and adjust percentage at least as often as every five years.

Additionally, the Board of Directors has committed, through Board resolution, fund balance in the General Fund, the Project Funds and the Mitigation Fund as follows:

General Fund

- Election costs (\$2.2 million), which will be used in the event elected officials encounter challengers and the District is required to include Board of Director positions on the election ballot. The committed fund balance eliminates the necessity of appropriating operating funds during election years when the obligation of election costs is not known until the candidate filing deadlines mid-way through the budget cycle, thus stabilizing operating expenditures.
- Legal Contingency (\$1 million), committed in 2010 to cover unanticipated, large legal costs, thus freeing annual budget appropriations in excess of normal and usual legal costs.
- Workers' compensation claim contingency (\$2 million), committed in 2012 to cover unanticipated, large claims, in excess of normal, anticipated workers compensation claim costs, increasing the funding level of the self-insured program to the "conservative" level.
- Revenue take-away contingency (formerly referred to as economic uncertainty) (10% of General Fund property tax revenue budget, approximately \$11 million), which was recommitted by the Board in 2012 to ensure that resources were available in the event of a substantial, unanticipated, one-time take-away of District revenue by the State of California or other governmental agencies. This provides financial stability and guards against potential volatility of revenue sources created by other agency actions such as ERAF.
- RDA tax increment remitted under protest (\$1.3 million), which was committed in 2012 as a result of AB 1484 payments remitted to the District by redevelopment successor agencies in conjunction with legal action they instituted claiming the obligation was not legal. The fund balance has been set aside until the disposition of the legal proceedings, so it is available in the event the amount is required to be refunded to RDA successor agencies.
- First Quarter Expenditures (approximately \$28 million), committed in 2010 to cover first quarter expenditures and total 25% of the annual General Fund appropriations. The District receives 50% of property tax revenue (the major General Fund revenue source) in December of the preceding year. The prior year revenue is required to cover the first quarter of the succeeding year's expenditures, as the second property tax payment is not received until April. By committing the fund balance it is evident that these resources are not available for expenditure.

Project Fund

- Fire fuel reduction grant match (\$380,245) was originally (1992) funded through FEMA reimbursement for 1991 fire disaster and accounted for in special revenue fund. It was transferred to project fund and is intended as resources to fund matching requirements of future fire fuel reduction grants. The Board's commitment was affirmed in 2012.
- Land acquisition and development committed fund balance (currently \$6.7 million) was originally recorded in 1980 District financial statement. The original amount was \$1.3 million, which is adjusted annually for revenue and expenditures tracked as "District-Committed Land Acquisition" funding (DCLA). The Board's commitment was affirmed in 2012.

- Another \$7 million is committed to cover the costs of unfinished projects whose budgets were previously approved via board action.

Mitigation Fund

- Funds (\$1.1 million) received from specific developers, committed for mitigation at specific locations including: Vasco Caves/Northwind, Waterbird/Chevron, Brushy Peak/Republic Service and Black Diamond/Contra Costa County.

Debt Policy

The District is limited, like other public agencies, to primarily three choices in financing their operations and funding public facilities: pay-as-you-go, debt financing, and public-private ventures. The District has entered into bond covenants that obligate the District to appropriate funds for debt service, provide secondary market disclosure, and report the balances of outstanding debt in its audited financial statements.

The District is empowered and is obligated to levy ad valorem taxes, without limitation as to rate or amount upon certain property subject to taxation, within the District for the payment of interest and principal of the Measure AA and Measure WW bonds. The District's credit ratings for its General Obligation Bonds are "Aa1" from Moody's Investor Service and "AAA" from Standard & Poor's.

Transfers

Transfers are included in the budget to account for the reallocation of resources from one fund to another. Transfers in are included in "Other Resources" and transfers out are included in "Other Uses" in the preceding budget schedules. Note that the project fund column includes transfers into the project funds and out of the debt proceeds funds, all of which are included in the project fund column. Detail of transfers included in this budget can be found in "Budget Transfers" at the end of Section B of this document.

Legal Debt Limitations

The Public Resources Code Section 5568 specifies the debt limits of the District. According to this section, the District may, for the purpose of acquiring, constructing, or completing any improvement or improvements authorized, or for the purpose of acquiring any land or other property necessary or useful therefore, the Board of Directors may incur an indebtedness not to exceed 15% of the assessed valuation of the real and personal property situated in the District.

The District may issue bonds for the indebtedness under and in full compliance with the provisions of Article 1 (commencing with Section 43600) of Chapter 4 of Division 4 of Title 4 of the Government Code. The provisions of that chapter, as they may exist from time to time and insofar as they may be applicable, shall govern all District bond issues, and the Board of Directors, as the legislative branch of the District, is authorized to do all acts and things which may be done by the legislative branch of cities, towns, and municipal corporations in the incurring of indebtedness and the issuance and sale of bonds.

Appropriation Limit

The voters of California during a special election in 1979 approved Article XIII-B of the State of California Constitution. This legislation, commonly referred to as either "Proposition 4" or the "Gann Initiative," restricts the total amount of appropriations allowed in any given fiscal year from the "proceeds of taxes." In 1980, the State Legislature added Section 9710 to the Government Code which required the governing body of each local jurisdiction to establish, by resolution, an appropriations limit for the following year. The appropriation limit for any fiscal year was equal to the previous year limit, adjusted for population changes and the change in the U.S. Consumer Price Index (or California per Capita Personal Income, if less). The necessary statistical information is provided each year by the California Department of Finance.

In June 1990, the voters modified the original Article XIII-B (Proposition 4) with the passage of Proposition 111 and its implementing legislation (Senate Bill 88). Beginning with the 1990-91 appropriations limit, an agency may choose annual adjustment factors. The adjustment factors include the growth in the California Per Capita Income or the growth in non-residential assessed valuation due to construction within the jurisdiction and population growth within the County. Under Proposition 4, if an agency ends the fiscal year having more proceeds of taxes than the limit allows, it must return the excess to the taxpayers within two years (either by reducing taxes levied or fees charged).

Calculation of Limitation

Appropriation Limit for 2015		\$332,087,195
Adjustment Factors:		
Population Factor (Alameda/Contra Costa Combined)	1.013975	
Economic Factor	1.0382	
Calculation of Factor for 2016 (Population x Economic Factors)	1.0527	
Appropriation Limit for 2016		\$ 349,591,236

The appropriation limit of \$349,591,236 far exceeds the applicable District appropriations of \$113,922,287 in the 2016 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.: 2015 – 12 - 374

December 15, 2015

ADOPTION OF THE 2016 OPERATING AND PROJECT BUDGETS FOR THE
EAST BAY REGIONAL PARK DISTRICT

WHEREAS, the General Manager submitted the 2016 Proposed Operating and Project Budgets in accordance with the requirements of state law and the Board Operating Guidelines; and

WHEREAS, on November 23, 2015 the Board Finance Committee noted the inclusion of the 2016 California Article XIII B Appropriations Limit within the 2016 Proposed Operating and Project Budgets; and

WHEREAS, on November 23, 2015 the Board Finance Committee reviewed and commented on the 2016 Proposed Operating and Project Budget and unanimously recommended its adoption by the Board of Directors; and

WHEREAS, on November 23, 2015 the Park Advisory Committee reviewed and commented on the 2016 Proposed Operating and Project Budgets and recommended its adoption by the Board of Directors with edits noted; and

WHEREAS, the District duly noticed and held public hearings on the 2016 Proposed Operating and Project Budgets on December 1 and December 15, 2015, 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 2016 Operating and Project Budgets in substantially final form as presented to the Board of Directors on December 1 and December 15, 2015, including language consistent with comments and corrections as identified and described in this material.
2. Authorizes the total appropriation of \$205,869,460 for the General Fund, special revenue funds, debt service funds, internal service funds, permanent funds, and project funds.
3. Approves the 2015 Salary Schedules for all District positions, in compliance with CalPERS requirements of annual Board approval of District compensation.

4. Authorizes the General Manager, or his designee, to increase appropriations in the 2016 budget in an amount not to exceed the "Reserve for Encumbrances," the amount to be established at the end of the 2015 fiscal year.

BE IT FURTHER RESOLVED that the Board of Directors of the East Bay Regional Park District hereby approves the 2016 California Article XIII B Appropriations Limit at \$349,591,236 using the California per capita personal income factor and county population factors to calculate the 2016 appropriations limit; and

BE IT FURTHER RESOLVED, that a copy of this resolution be transmitted to the Board of Supervisors of Alameda and Contra Costa Counties requesting said Counties collect and apportion to the District its due share of property tax revenues for 2016, 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.

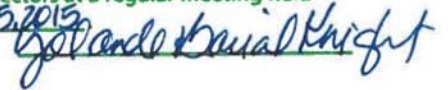
Moved by Director Lane, seconded by Director Waespi, and approved this 15th day of December, 2015, by the following vote:

- FOR: Diane Burgis, Whitney Dotson, Beverly Lane, Doug Siden, John Sutter,
Dennis Waespi, Ayn Wieskamp.
AGAINST: None.
ABSTAIN: None.
ABSENT: None.


Board President

CERTIFICATION

I, Yolande Barial Knight, 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. 2015-12-374 adopted by the Board of Directors at a regular meeting held on December 15, 2015.



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. As of 2016, 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 2016 budget includes a continuing annual appropriation of \$200,000 in the General Fund for payment to LARPD to provide continued assistance with priority projects, and to provide operating support for our cooperative interests in the area.

The District Volunteer Program consists of a variety of District-wide as well as park-specific programs. Inter-departmental coordination is achieved through ongoing meetings and trainings facilitated by the Recreation Supervisor. Several key program objectives are more specifically described in each department's budget objectives. The District anticipates that approximately 14,000 volunteers will provide over 122,000 hours of service to the community in 2016. The various programs are highlighted below.

I. District-wide Volunteer Programs:

A. Ivan Dickson Volunteer Trail Maintenance Program

Trail Development staff coordinates maintenance projects at various parks such as pruning, erosion control, sign-post installation, trail improvements, and new trail construction.

B. Stewardship Volunteers

Stewardship staff works with volunteers to protect the District's natural resources. Workers perform habitat conservation projects and participate in field research. Trained volunteers help monitor birds, grassland-dwelling reptiles, and small mammal populations. Programs include the Doc Quack Wildlife Volunteers and the Integrated Pest Management (IPM) program, bird monitoring program.

C. Cultural Services Project Volunteers

The Cultural Services Coordinator now works with volunteers to implement historic and Native cultural stewardship and preservation projects including the review of archaeological site reports and the performance of curatorial work.

D. Regional Park Ambassadors

The Ambassadors represent the District at a variety of community-based events, fairs, festivals, and official park dedications. These Public Affairs volunteers attend approximately 50 events annually, reaching an estimated 40,000 visitors.

E. Public Safety Volunteers

Volunteers assist Public Safety staff through the Volunteer Trail Safety Patrol Program which contributes over 25,000 hours annually. This program includes the following groups: Mounted Patrol, Bicycle Patrol, Hiking Patrol, Companion Dog Patrol, and the Volunteer Marine Safety Unit. Additional volunteer programs include Search & Rescue (SAR) and the Helicopter/Flight Medic Program.

II. Operations Volunteer Program (Park-specific programs)

A variety of District parks coordinate their own habitat restoration, resource enhancement, and trail maintenance projects using individual volunteers as well as company team building, organized community youth, and conservation groups. Numerous new projects are planned for 2016. The following parks currently offer programs: Sunol, Mission Peak, Martin Luther King Jr. Regional Shoreline, Point Isabel, Point Pinole, McLaughlin Eastshore State Park,

Coyote Hills, Quarry Lakes, Garin, Redwood, Sibley, Huckleberry, Anthony Chabot and Tilden. The program anticipates contributing over 50,000 hours of service in 2016.

III. Docent Programs:

Volunteer docents assist District staff in leading tours and other interpretive activities, and also provide support for special events at the visitor centers. All participants are required to attend an intensive training program.

- a) Ardenwood Historic Farm: Docents assist with educational programs and farming activities, wearing an 1800's period costume for historic demonstration purposes. Activities include cooking on a wood stove, and teaching historic crafts such as spinning, weaving, toy-making, or Victorian herb gardening.
- b) Big Break Regional Shoreline: Docents assist with school and public programs including campfires, special events, hikes, bike tours, Citizen Science programs, guided kayaking trips, and wetland programs. Additionally, docents support Visitor Center staff by acting as Visitor Hosts in the center and at the Delta Discovery Experience.
- c) Black Diamond Mines Regional Preserve: Docents continue to support a multitude of interpretive programs and special events, including Mine Open Houses. They also assist with sand-and-coal mining era artifact cataloging and Rose Hill Cemetery restoration.
- d) Coyote Hills Regional Park: Docents assist with nature walks, Ohlone cultural programs, youth programs, and special events, including the Gathering of Ohlone Peoples.
- e) Crab Cove Visitor Center: Docents assist with school programs that interpret the marine environment. Tasks include storytelling, facilitating marine-related nature games, aquarium talks and pond observations.
- f) Sunol Regional Wilderness: Docents help with educational programs that explore local Native American and California history, stream ecology, wildlife, and plant studies. They also support events such as the Spring Wildflower Festival and the Cowboy Hootenanny, as well as perform conservation projects.
- g) Tilden Nature Area: Docents help lead school programs such as pond and insect studies, provide demonstration activities at the Little Farm, and offer tours of the Native Butterfly Garden and the Kids Garden.

- h) Mobile Education Outreach: Trained volunteers support the Mobile Fish Exhibit and Mobile Visitor Center during outreach school programs and special events; they also assist with maintenance of the Aquarium Lab at Crown Beach.

IV. Community/Volunteer Services

Staff coordinates volunteer participation in a variety of community-wide and District events. These include the Martin Luther King Jr. Day of Service in January, Earth Day in April, the Volunteer Recognition Dinner in May, California Invasive Species Action Week and Coastal Cleanup Day in September. Several volunteer leadership trainings for District staff are also planned for 2016.

Community/volunteer staff, by request, also arrange custom volunteer projects for individuals, large public and private-sector groups, and scout groups. Projects include park and/or shoreline general clean-up, trail restoration, garden improvements.

Additionally, Parks Express staff works with volunteers from numerous organizations, clubs, and businesses to plan and implement the District Fishing Derbies.

V. Garden Volunteers

- a) Regional Parks Botanic Garden: Garden volunteers assist staff by doing light gardening work such as weeding, raking or nursery work. Trained docents lead tours of the Garden for weekend visitors and special groups. Plant Sale volunteers help propagate and maintain potted California native plants offered for sale to the public to support the Garden. The board of the Garden's Friends group helps publicize and raise funds for the Garden.
- b) Garin & Dry Creek Pioneer Regional Parks: Volunteers assist with the maintenance of the historic apple orchard; weeding, pruning and planting in the Dry Creek Garden; and participating in the annual Garin Apple Festival.
- c) Coyote Hills: Volunteers help park staff with resource management projects, such as enhancement of the Nectar Garden, and invasive plant removal in the garden.
- d) Quarry Lakes: Volunteers assist with gardening and grounds work at three unique gardens (Cactus, Natives, and Rose). Organized groups assist with habitat restoration and the removal of invasive species.

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

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2013	2014	2015	2016	Change
EXECUTIVE & LEGISLATIVE DIVISION							
2010	000	Administration					
		General Manager	1.000	1.000	1.000	1.000	0.000
		Deputy General Manager	0.000	0.000	1.000	1.000	0.000
		^Government Affairs Manager	1.000	1.000	1.000	1.000	0.000
		Legislative Assistant	0.000	0.000	0.000	1.000	1.000
		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	4.000	4.000	0.000
		*Confidential Secretary	0.000	0.420	0.000	0.000	0.000
		Division Total	7.000	7.420	9.000	10.000	1.000
		Permanent Staff	7.000	7.000	9.000	10.000	1.000
		Seasonal/Temporary Staff	0.000	0.420	0.000	0.000	0.000
		All Personnel	7.000	7.420	9.000	10.000	1.000
ACQUISITION, STEWARDSHIP & DEVELOPMENT DIVISION							
7010	000	Administration (formerly department 6310)					
		Assistant General Manager	1.000	1.000	1.000	1.000	0.000
		^Assistant General Manager (vacant)	1.000	1.000	0.045	0.045	0.000
		^Administrative Analyst II	1.000	0.000	0.000	0.000	0.000
		^Executive Secretary	1.000	1.000	1.000	1.000	0.000
		^Office Assistant	0.500	0.500	1.000	1.000	0.000
		^Secretary	0.533	0.533	1.000	0.533	(0.467)
		Senior Office Specialist	1.000	1.000	1.000	1.000	0.000
		Dept Total	6.033	5.033	5.045	4.578	(0.467)
7350	000	Environmental Programs (formerly department 6350)					
		Environmental Program Manager	1.000	1.000	1.000	1.000	0.000
		Senior Planner	1.000	1.000	1.000	0.000	(1.000)
		GIS Analyst	1.000	1.000	1.000	0.000	(1.000)
		GIS Technician	1.000	1.000	1.000	0.000	(1.000)
		^GIS Technician	0.000	0.000	0.250	0.000	(0.250)
		Dept Total	4.000	4.000	4.250	1.000	(3.250)
PLANNING / GIS DEPARTMENT							
7320	000	Interagency Planning (formerly department 6320)					
		Chief of Planning/GIS	1.000	1.000	1.000	1.000	0.000
		Senior Planner	2.000	2.000	2.000	0.000	(2.000)
		^Secretary	0.000	0.000	0.000	0.533	0.533
		Unit Total	3.000	3.000	3.000	1.533	(1.467)
7321	000	Advance Planning Unit					
		^Principal Planner	0.000	0.000	0.000	1.000	1.000
		^Senior Planner	0.000	0.000	0.000	1.000	1.000
		^Planner	0.000	0.000	0.000	1.000	1.000
		Unit Total	0.000	0.000	0.000	3.000	3.000
7322	000	Current Planning Unit					
		^Principal Planner	0.000	0.000	0.000	1.000	1.000
		^Senior Planner	0.000	0.000	0.000	2.000	2.000
		^Planner	0.000	0.000	0.000	2.000	2.000
		Unit Total	0.000	0.000	0.000	5.000	5.000
7324	000	GIS Services Unit (formerly department 7455, et al)					
		GIS Coordinator	0.000	0.000	0.000	1.000	1.000
		^GIS Programmer Analyst	0.000	0.000	0.000	3.000	3.000
		GIS Technician	0.000	0.000	0.000	1.000	1.000
		Mapping Graphics Technician	0.000	0.000	0.000	1.000	1.000
		Unit Total	0.000	0.000	0.000	6.000	6.000
		Dept Total	3.000	3.000	3.000	15.533	12.533
7330	000	Land Acquisition (formerly department 6330)					
		Chief of Land Acquisition	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
		^Administrative Analyst II	0.000	1.000	1.000	1.000	0.000
		Dept Total	5.000	6.000	6.000	6.000	0.000
7340	000	Trails Development (formerly department 6340)					
		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
		Senior Planner	1.000	1.000	1.000	1.000	0.000
		Dept Total	3.000	3.000	3.000	3.000	0.000

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2013	2014	2015	2016	Change
DESIGN & CONSTRUCTION DEPARTMENT							
7110	000	Administration					
		Chief of Design & Construction	1.000	1.000	1.000	1.000	0.000
		^Administrative Aide	1.000	1.000	0.000	0.000	0.000
		^Administrative Analyst II	1.000	1.000	1.000	0.000	(1.000)
		^Administrative Analyst I	0.000	0.000	1.000	1.000	0.000
		Unit Total	3.000	3.000	3.000	2.000	-1.000
7120	000	Design					
		Design Manager	1.000	1.000	1.000	1.000	0.000
		Architect	1.000	1.000	1.000	1.000	0.000
		Civil Engineer	3.000	3.000	3.000	3.000	0.000
		Drafting Technician	2.000	2.000	2.000	2.000	0.000
		Landscape Architect	2.000	2.000	2.000	2.000	0.000
		Senior Civil Engineering Technician	2.000	2.000	2.000	2.000	0.000
		Senior Park Designer	1.000	1.000	1.000	1.000	0.000
		Unit Total	12.000	12.000	12.000	12.000	0.000
7130	000	Construction Management					
		Construction Manager	1.000	1.000	1.000	1.000	0.000
		^Administrative Analyst I	0.000	0.000	1.000	1.000	0.000
		^Administrative Aide	1.000	1.000	0.000	0.000	0.000
		Senior Chief of Survey Party	1.000	1.000	1.000	1.000	0.000
		Field / Office Surveyor	2.000	2.000	2.000	2.000	0.000
		Senior Construction Inspector	1.000	1.000	1.000	1.000	0.000
		^Construction Inspector	3.830	3.830	4.000	4.000	0.000
		Drafting Technician	1.000	1.000	1.000	1.000	0.000
		Survey Technician	1.000	1.000	1.000	1.000	0.000
		Unit Total	11.830	11.830	12.000	12.000	0.000
		Dept Total	26.830	26.830	27.000	26.000	(1.000)
STEWARDSHIP DEPARTMENT							
7410	000	Planning Administration (department to be phased out)					
		^Chief of Planning, Stewardship & Development	1.000	1.000	0.323	0.323	0.000
		^Senior Planner	2.000	2.000	1.000	0.000	(1.000)
		^Principal Planner	0.000	0.000	1.000	0.000	(1.000)
		^Planner	2.000	2.000	3.000	0.000	(3.000)
		Mapping Graphics Technician	0.000	0.000	1.000	0.000	(1.000)
		Unit Total	5.000	5.000	6.323	0.323	(6.000)
7420	000	Stewardship Administration					
		Chief of Stewardship	1.000	1.000	1.000	1.000	0.000
		Stewardship Manager	0.020	0.020	0.000	0.000	0.000
		Ecological Services Coordinator	1.000	1.000	1.000	0.000	(1.000)
		Watershed Specialist	0.000	0.000	1.000	0.000	(1.000)
		Office Assistant	0.000	0.000	0.000	1.000	1.000
		Administrative Analyst I	0.000	0.000	0.000	1.000	1.000
		Resource Analyst	1.000	1.000	1.000	1.000	0.000
		Unit Total	3.020	3.020	4.000	4.000	0.000
7430	000	Wildlife Management (formerly department 7475)					
		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
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
7455	000	GIS Services Unit (now unit 7324)					
		GIS Coordinator	1.000	1.000	1.000	0.000	(1.000)
		^GIS Programmer Analyst	1.000	1.000	1.000	0.000	(1.000)
		GIS Technician	1.000	1.000	1.000	0.000	(1.000)
		Unit Total	3.000	3.000	3.000	0.000	-3.000
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
7480	000	Environmental Services					
		Environmental Services Manager	0.000	0.000	0.000	1.000	1.000
		Watershed Specialist	0.000	0.000	0.000	1.000	1.000
		Ecological Services Coordinator	0.000	0.000	0.000	1.000	1.000
		Unit Total	0.000	0.000	0.000	3.000	3.000
7481	000	Integrated Pest Mgmt Program (formerly department 7450)					
		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

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION		2013	2014	2015	2016	Change
7482	000 Water Management (formerly department 7460)					
	Environmental Services Manager	1.000	1.000	1.000	0.000	(1.000)
	Water Management Supervisor	1.000	1.000	1.000	1.000	0.000
	Water Management Technician	1.100	1.100	1.000	1.000	0.000
	Unit Total	3.100	3.100	3.000	2.000	(1.000)
	Dept Total	23.120	23.120	25.323	18.323	(7.000)
	Division Total	70.983	70.983	73.618	74.434	0.816
	Permanent Staff	70.983	70.983	73.618	74.434	0.816
	Seasonal/Temporary Staff	0.000	0.000	0.000	0.000	0.000
	All Personnel	70.983	70.983	73.618	74.434	0.816
FINANCE & MANAGEMENT SERVICES DIVISION						
4110	000 Administration					
	Assistant General Manager	1.000	1.000	1.000	1.000	0.000
	Assistant Finance Officer	0.000	0.000	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	3.000	3.000	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	2.000	2.000	2.000	0.000
	*Administrative Analyst I	0.500	0.500	0.000	0.000	0.000
	Account Clerk	1.000	1.000	1.000	1.000	0.000
	Dept Total	3.500	4.500	4.000	4.000	0.000
4140	000 Finance (department number changed from 4310)					
	Chief Finance Officer/Controller	1.000	1.000	1.000	1.000	0.000
	Assistant Finance Officer	1.000	1.000	1.000	1.000	0.000
	Accounting Manager	1.000	1.000	1.000	1.000	0.000
	Audit Manager	1.000	1.000	1.000	1.000	0.000
	Finance Analyst/Budget Manager	1.000	1.000	1.000	1.000	0.000
	Confidential Secretary	0.750	0.750	0.750	0.750	0.000
	Administrative Analyst I	1.000	1.000	1.000	1.000	0.000
	Administrative Analyst II	1.000	1.000	1.000	1.000	0.000
	Accounting Supervisor	2.000	2.000	2.000	2.000	0.000
	Accountant II	1.000	1.000	1.000	1.000	0.000
	Accountant I	1.000	1.000	1.000	1.000	0.000
	Account Clerk	6.534	6.534	6.534	6.534	0.000
	*Account Clerk	0.000	0.000	0.000	0.000	0.000
	Dept Total	18.284	18.284	18.284	18.284	0.000
4150	000 Information Services					
	Information Services Manager	1.000	1.000	1.000	1.000	0.000
	Information Services Network Manager	1.000	1.000	1.000	1.000	0.000
	Systems Administrator	1.000	1.000	1.000	1.000	0.000
	Administrative Analyst I	0.000	0.000	0.000	1.000	1.000
	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	8.000	1.000
4160	000 Office Services					
	Facilities Manager	1.000	1.000	1.000	1.000	0.000
	Building/Grounds Aide	1.000	1.000	1.000	1.000	0.000
	Messenger	1.000	1.000	1.000	1.000	0.000
	Office Assistant	2.000	2.000	2.000	2.000	0.000
	Office Services Assistant	1.000	1.000	1.000	1.000	0.000
	*Office Assistant	0.720	0.720	0.720	0.720	0.000
	Unit Total	6.720	6.720	6.720	6.720	0.000
4161	000 Central Stores (department number changed from 4340)					
	Stores Supervisor	1.000	1.000	1.000	1.000	0.000
	Stock Clerk/Driver	2.000	2.000	2.000	2.000	0.000
	Unit Total	3.000	3.000	3.000	3.000	0.000
	Dept Total	9.720	9.720	9.720	9.720	0.000
	Division Total	42.504	43.504	44.004	45.004	1.000
	Permanent Staff	41.284	42.284	43.284	44.284	1.000
	Seasonal/Temporary Staff	1.220	1.220	0.720	0.720	0.000
	All Personnel	42.504	43.504	44.004	45.004	1.000

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2013	2014	2015	2016	Change
HUMAN RESOURCES DIVISION							
2210	000	Human Resources					
		Assistant General Manager	1.000	1.000	1.000	1.000	0.000
		Human Resources Analyst II	3.000	3.000	3.000	4.000	1.000
		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	1.000	1.000	1.000	1.000	0.000
		Senior Office Specialist	2.000	2.000	2.000	2.000	0.000
		Office Assistant	1.000	1.000	1.000	1.000	0.000
		*Field Intern	0.600	1.470	1.470	1.470	0.000
		*Intern	3.800	3.800	3.800	4.530	0.730
		Division Total	14.400	15.270	15.270	17.000	1.730
		Permanent Staff	10.000	10.000	10.000	11.000	1.000
		Seasonal/Temporary Staff	4.400	5.270	5.270	6.000	0.730
		All Personnel	14.400	15.270	15.270	17.000	1.730
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	2.000	1.000
		Dept Total	2.000	2.000	2.000	3.000	1.000
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	10.450	1.000
		Permanent Staff	6.000	6.000	6.000	7.000	1.000
		Seasonal/Temporary Staff	3.450	3.450	3.450	3.450	0.000
		All Personnel	9.450	9.450	9.450	10.450	1.000
OPERATIONS DIVISION							
ADMINISTRATION							
5010	000						
		Assistant General Manager	1.000	1.000	1.000	1.000	0.000
		Revenue Manager	1.000	1.000	0.000	0.000	0.000
		Executive Secretary	1.000	1.000	1.000	1.000	0.000
		Management Analyst	0.000	0.000	1.000	1.000	0.000
		^Administrative Analyst II	2.000	2.000	0.000	0.000	0.000
		Secretary	2.000	2.000	1.000	1.000	0.000
		Dept Total	7.000	7.000	4.000	4.000	0.000
PARK OPERATIONS DEPARTMENT							
5110	000	Park Operations Administration					
		Chief	1.000	1.000	1.000	1.000	0.000
		Park Ranger I	1.000	1.000	1.000	1.000	0.000
		Park Service Attendant	3.250	3.250	3.250	3.250	0.000
		*Student Laborer	10.540	10.540	10.540	10.540	0.000
		Unit Total	15.790	15.790	15.790	15.790	0.000
INTERPRETIVE PARKLANDS UNIT							
5160	000	Interpretive Parklands Unit Manager					
		Park Unit Manager	1.000	1.000	1.000	1.000	0.000
		Senior Office Assistant	1.000	1.000	1.000	1.000	0.000
		Location Total	2.000	2.000	2.000	2.000	0.000
5161	100	Black Diamond Mines (moved from Mining Unit 2014)					
		Mining Operations Supervisor	0.000	1.000	1.000	1.000	0.000
		Mining Technician	0.000	2.000	2.000	2.000	0.000
		Senior Office Assistant	0.000	0.250	0.250	0.250	0.000
		Location Total	0.000	3.250	3.250	3.250	0.000
5161	102	Black Diamond					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	4.000	4.000	4.000	4.000	0.000
		*Gate Attendant	0.280	0.380	0.380	0.380	0.000
		Location Total	5.280	5.380	5.380	5.380	0.000
5161	127	Vargas Plateau					
		Park Ranger II	0.000	1.000	1.000	1.000	0.000
		Location Total	0.000	1.000	1.000	1.000	0.000

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2013	2014	2015	2016	Change
5161	130	Briones (moved to Delta Unit 2014)					
		Park Supervisor	1.000	0.000	0.000	0.000	0.000
		Park Ranger II	2.750	0.000	0.000	0.000	0.000
		*Gate Attendant	0.750	0.000	0.000	0.000	0.000
		Location Total	4.500	0.000	0.000	0.000	0.000
5161	150	Brushy Peak					
		Park Ranger II	1.000	1.000	1.000	1.000	0.000
		Location Total	1.000	1.000	1.000	1.000	0.000
5161	603	Calaveras Ridge Trail					
		Park Ranger II	0.550	0.550	0.700	0.700	0.000
		Location Total	0.550	0.550	0.700	0.700	0.000
5161	136	Coyote Hills (moved to the Lakes Unit)					
		Park Supervisor	1.000	0.000	0.000	0.000	0.000
		Park Ranger II	2.750	0.000	0.000	0.000	0.000
		Gardener	1.000	0.000	0.000	0.000	0.000
		*Gate Attendant	0.350	0.000	0.000	0.000	0.000
		Location Total	5.100	0.000	0.000	0.000	0.000
5161	119	Deer Park					
		Park Ranger II	0.000	0.000	1.500	2.000	0.500
		Location Total	0.000	0.000	1.500	2.000	0.500
5161	157	Dry Creek/Pioneer					
		Park Ranger II	1.000	1.000	1.000	1.000	0.000
		Gardener	1.000	1.000	1.000	1.000	0.000
		Location Total	2.000	2.000	2.000	2.000	0.000
5161	160	Dublin Hills					
		Park Ranger II	0.250	0.250	0.250	0.250	0.000
		Location Total	0.250	0.250	0.250	0.250	0.000
5161	125	Garin					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	3.000	3.000	4.000	4.000	0.000
		*Gate Attendant	0.380	0.380	0.380	0.380	0.000
		Location Total	4.380	4.380	5.380	5.380	0.000
5161	170	Las Trampas					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	2.000	2.000	2.750	3.000	0.250
		Location Total	3.000	3.000	3.750	4.000	0.250
5161	114	Mission Peak					
		Park Ranger II	1.000	1.000	1.000	2.000	1.000
		Location Total	1.000	1.000	1.000	2.000	1.000
5161	159	Pleasanton Ridge					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	2.050	3.050	3.050	3.050	0.000
		Location Total	3.050	4.050	4.050	4.050	0.000
5161	117	Round Valley					
		Park Ranger II	1.000	1.000	1.000	1.000	0.000
		Location Total	1.000	1.000	1.000	1.000	0.000
5161	162	Sunol/Ohlone					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Craft Specialist	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	2.000	2.000	2.000	2.000	0.000
		Park Ranger I	0.000	0.000	0.000	0.000	0.000
		*Gate Attendant	0.850	0.850	0.850	0.850	0.000
		Location Total	4.850	4.850	4.850	4.850	0.000
5161	171	Sycamore Valley					
		Park Ranger II	1.000	1.000	1.000	1.000	0.000
		Location Total	1.000	1.000	1.000	1.000	0.000
5161	128	Vasco Caves (work location renamed 2014)					
		Park Supervisor	1.000	0.000	0.000	0.000	0.000
		Park Ranger II	1.000	0.000	0.000	0.000	0.000
		Location Total	2.000	0.000	0.000	0.000	0.000
5161	180	Vasco Hills (work location renamed 2014)					
		Park Supervisor	0.000	1.000	1.000	1.000	0.000
		Park Ranger II	0.000	1.000	1.000	1.000	0.000
		Location Total	0.000	2.000	2.000	2.000	0.000
		Unit Total	40.960	36.710	40.110	41.860	1.750
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

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2013	2014	2015	2016	Change
5141	136	Coyote Hills (formerly part of Interpretive Parklands Unit)					
		Park Supervisor	0.000	1.000	1.000	1.000	0.000
		Park Craft Specialist	0.000	0.000	1.000	1.000	0.000
		Park Ranger II	0.000	2.750	2.750	2.750	0.000
		Park Ranger I	0.000	0.000	0.000	0.000	0.000
		Gardener	0.000	1.000	1.000	1.000	0.000
		*Gate Attendant	0.000	0.350	0.350	0.350	0.000
		Location Total	0.000	5.100	6.100	6.100	0.000
5141	203	Del Valle					
		Park Supervisor IV	1.000	1.000	1.000	1.000	0.000
		Park Supervisor I	0.000	0.000	0.000	0.000	0.000
		Park Craft Specialist	1.000	1.000	1.000	1.000	0.000
		^Park Ranger II	6.250	6.250	7.000	7.000	0.000
		^Park Ranger I	3.500	2.750	1.000	1.000	0.000
		^Park Service Attendant	0.000	1.000	2.000	2.000	0.000
		Senior Office Assistant	1.000	1.000	1.000	1.000	0.000
		Gardener	1.000	1.000	1.000	1.000	0.000
		*Gate Attendant	1.300	1.300	1.300	1.300	0.000
		*Student Laborer	0.000	0.000	0.000	0.000	0.000
		Location Total	15.050	15.300	15.300	15.300	0.000
5141	216	Lake Chabot					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Craft Specialist	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	4.500	4.500	4.500	4.500	0.000
		Park Ranger I	1.000	1.000	1.000	1.000	0.000
		*Gate Attendant	1.090	1.090	1.090	1.090	0.000
		*Student Laborer	0.000	0.000	0.000	0.000	0.000
		Location Total	8.590	8.590	8.590	8.590	0.000
5141	242	Quarry Lakes					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Gardener	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	2.000	2.000	2.000	2.000	0.000
		Park Ranger I	2.000	2.000	2.000	2.000	0.000
		Park Service Attendant	0.750	0.750	0.750	0.750	0.000
		*Gate Attendant	1.420	1.420	1.420	1.420	0.000
		*Student Laborer	0.000	0.000	0.000	0.000	0.000
		Location Total	8.170	8.170	8.170	8.170	0.000
5141	281	Shadow Cliffs					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	4.750	4.750	4.750	4.750	0.000
		Park Ranger I	2.500	2.500	2.500	2.500	0.000
		Park Service Attendant	0.750	0.750	0.750	0.750	0.000
		*Gate Attendant	0.160	0.160	0.160	0.160	0.000
		*Student Laborer	0.000	0.000	0.000	0.000	0.000
		Location Total	9.160	9.160	9.160	9.160	0.000
5141	675	Alameda Trails (moved from Trails Unit in 2014, was location 308)					
		Park Supervisor	0.000	1.000	1.000	1.000	0.000
		Park Ranger II	0.000	3.100	3.100	3.100	0.000
		Location Total	0.000	4.100	4.100	4.100	0.000
		Unit Total	42.970	52.420	53.420	53.420	0.000
MINING UNIT							
5112	102	Mining Unit (moved to Interpretive Parklands Unit 2014)					
		Mine Manager	0.000	0.000	0.000	0.000	0.000
		Mining Operations Supervisor	1.000	0.000	0.000	0.000	0.000
		Mining Technician	2.000	0.000	0.000	0.000	0.000
		Senior Office Assistant	0.250	0.000	0.000	0.000	0.000
		Unit Total	3.250	0.000	0.000	0.000	0.000
PARKLAND UNIT							
5120	000	Parkland Unit Mgr					
		Unit Manager	1.000	1.000	1.000	1.000	0.000
		Senior Office Assistant	1.000	1.000	1.000	1.000	0.000
		Location Total	2.000	2.000	2.000	2.000	0.000
5121	175	Anthony Chabot					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Craft Specialist	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	4.500	4.500	4.500	4.500	0.000
		Park Ranger I	1.000	1.000	1.000	1.000	0.000
		Park Service Attendant	0.750	0.750	0.750	0.750	0.000
		Office Assistant	0.375	0.500	0.500	0.500	0.000
		*Gate Attendant	0.600	0.600	1.200	1.200	0.000
		*Student Laborer	0.000	0.000	0.000	0.000	0.000
		Location Total	9.225	9.350	9.950	9.950	0.000
5121	149	Botanic Garden					
		Manager	1.000	1.000	1.000	1.000	0.000
		Park Supervisor/Horticulture Specialist	1.000	1.000	1.000	1.000	0.000

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION		2013	2014	2015	2016	Change
	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	2.850	2.850	3.600	0.750
	Location Total	3.750	3.850	3.850	4.600	0.750
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	0.500	0.500	0.500	0.000
	*Gate Attendant	0.730	0.730	0.730	0.730	0.000
	*Student Laborer	0.000	0.000	0.000	0.000	0.000
	Location Total	10.605	10.730	10.730	10.730	0.000
5121	178	Wildcat Canyon				
	Park Supervisor	1.000	1.000	1.000	1.000	0.000
	Park Craft Specialist	1.000	1.000	1.000	1.000	0.000
	Park Ranger II	2.500	2.500	2.750	2.750	0.000
	*Gate Attendant	0.250	0.250	0.250	0.250	0.000
	Location Total	4.750	4.750	5.000	5.000	0.000
	Unit Total	42.535	42.885	43.735	44.485	0.750
RECREATION AREAS UNIT						
5130	000	Recreation Area Unit Manager				
	Unit Manager	1.000	1.000	1.000	1.000	0.000
	*Alternative Work Program Supervisor	0.000	0.000	0.750	0.000	(0.750)
	Senior Office Assistant	1.000	1.000	1.000	1.000	0.000
	Location Total	2.000	2.000	2.750	2.000	(0.750)
5131	590	Alternative Work Program				
	Alternative Work Program Supervisor	0.000	0.000	0.000	1.000	1.000
	Location Total	0.000	0.000	0.000	1.000	1.000
5131	145	Diablo Foothill (includes Castle Rock)				
	Park Supervisor	1.000	1.000	1.000	1.000	0.000
	Park Ranger II	2.830	2.830	2.830	2.830	0.000
	*Park Ranger I	0.000	0.000	0.000	0.000	0.000
	*Park Service Attendant	0.150	0.150	0.150	0.150	0.000
	*Gate Attendant	0.380	0.380	0.380	0.380	0.000
	Location Total	4.360	4.360	4.360	4.360	0.000
5131	260	Contra Loma (formerly part of the Lakes Unit)				
	Park Supervisor	1.000	1.000	1.000	1.000	0.000
	Park Craft Specialist	1.000	1.000	1.000	1.000	0.000
	Park Ranger II	5.250	5.250	5.250	5.250	0.000
	Park Ranger I	2.000	2.000	2.000	2.000	0.000
	*Gate Attendant	0.850	0.850	0.850	0.850	0.000
	Location Total	10.100	10.100	10.100	10.100	0.000
5131	239	Cull Canyon				
	Park Supervisor	1.000	1.000	1.000	1.000	0.000
	Park Ranger II	3.250	3.250	3.250	3.250	0.000
	*Gate Attendant	0.500	0.500	0.500	0.500	0.000
	Location Total	4.750	4.750	4.750	4.750	0.000
5131	255	Don Castro				
	Park Supervisor	1.000	1.000	1.000	1.000	0.000
	Park Ranger II	3.500	3.500	3.500	3.500	0.000
	*Park Ranger II	0.137	0.137	0.137	0.137	0.000
	*Gate Attendant	0.500	0.500	0.500	0.500	0.000
	Location Total	5.137	5.137	5.137	5.137	0.000
5131	151	Kennedy Grove				
	Park Supervisor	1.000	1.000	1.000	1.000	0.000
	Park Ranger II	2.750	2.750	2.750	2.750	0.000
	*Gate Attendant	0.350	0.350	0.350	0.350	0.000
	Location Total	4.100	4.100	4.100	4.100	0.000

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2013	2014	2015	2016	Change
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
		Park Services Attendant	0.000	0.000	0.000	0.750	0.750
		*Gate Attendant	0.750	0.750	0.750	0.750	0.000
		Location Total	5.250	5.250	5.250	6.000	0.750
5131	240	Temescal					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Gardener	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	3.000	3.000	3.000	3.000	0.000
		Park Ranger I	0.000	0.000	0.000	0.000	0.000
		*Lead Gate Attendant	0.500	0.500	0.500	0.500	0.000
		*Gate Attendant	1.000	1.000	1.000	1.000	0.000
		Location Total	6.500	6.500	6.500	6.500	0.000
		Unit Total	42.197	42.197	42.947	43.947	1.000
DELTA UNIT							
5170	000	Regional Trails Unit Manager					
		Unit Manager	1.000	1.000	1.000	1.000	0.000
		Senior Office Assistant	1.000	1.000	1.000	1.000	0.000
		Location Total	2.000	2.000	2.000	2.000	0.000
5171	130	Briones (moved from Interpretive Parklands Unit 2014)					
		Park Supervisor	0.000	1.000	1.000	1.000	0.000
		Park Ranger II	0.000	3.200	3.950	3.950	0.000
		*Gate Attendant	0.000	0.750	0.750	0.750	0.000
		Location Total	0.000	4.950	5.700	5.700	0.000
5171	308	Alameda Trails (moved to Lakes Unit in 2014, now location 675)					
		Park Supervisor	1.000	0.000	0.000	0.000	0.000
		Park Ranger II	3.000	0.000	0.000	0.000	0.000
		Location Total	4.000	0.000	0.000	0.000	0.000
5171	405	Bay Point					
		Park Ranger II	0.750	0.750	0.750	0.750	0.000
		Location Total	0.750	0.750	0.750	0.750	0.000
5171	429	Big Break					
		Park Ranger II	2.000	2.000	2.000	2.000	0.000
		Location Total	2.000	2.000	2.000	2.000	0.000
5171	469	Carquinez Strait (moved from the Shoreline Unit)					
		Park Ranger II	0.000	2.750	3.000	3.000	0.000
		Location Total	0.000	2.750	3.000	3.000	0.000
5171	483	Martinez Shoreline (moved from Shoreline Unit)					
		Park Supervisor	0.000	1.000	1.000	1.000	0.000
		Park Ranger II	0.000	1.750	1.750	1.750	0.000
		Location Total	0.000	2.750	2.750	2.750	0.000
5171	484	Crockett Hills (moved from the Shoreline Unit)					
		Park Ranger II	0.000	1.000	1.000	1.000	0.000
		Location Total	0.000	1.000	1.000	1.000	0.000
5171	498	Antioch					
		Park Ranger II	1.000	1.000	1.000	1.000	0.000
		Location Total	1.000	1.000	1.000	1.000	0.000
5171	651	Contra Costa Trails					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Craft Specialist	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	5.500	5.500	5.600	5.600	0.000
		Location Total	7.500	7.500	7.600	7.600	0.000
5171	606	Delta DeAnza					
		Park Ranger II	0.100	0.220	0.220	0.170	(0.050)
		Location Total	0.100	0.220	0.220	0.170	(0.050)
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	3.000	0.050
		Location Total	3.950	3.950	3.950	4.000	0.050
5172	308	Alternative Work-Ala. Supervisor					
		Supervisor	1.000	1.000	1.000	1.000	0.000
		Location Total	1.000	1.000	1.000	1.000	0.000
5172	310	Alternative Work-CCC Supervisor					
		Supervisor	1.000	1.000	1.000	1.000	0.000
		Location Total	1.000	1.000	1.000	1.000	0.000
		Unit Total	23.300	30.870	31.970	31.970	0.000
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

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2013	2014	2015	2016	Change
5151	469	Carquinez Strait (moved to Delta Unit)					
		Park Ranger II	2.750	0.000	0.000	0.000	0.000
		Park Ranger I	0.000	0.000	0.000	0.000	0.000
		Location Total	2.750	0.000	0.000	0.000	0.000
5151	484	Crockett Hills (moved to the Delta Unit)					
		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
5151	409	Crown Beach					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	6.750	7.000	7.000	7.000	0.000
		Park Ranger I	0.000	0.000	0.000	0.000	0.000
		*Gate Attendant	0.870	0.870	0.870	0.870	0.000
		*Student Laborer	0.000	0.000	0.000	0.000	0.000
		Location Total	8.620	8.870	8.870	8.870	0.000
5151	423	McLaughlin East Shore State Park					
		Park Ranger II	2.000	2.000	2.000	2.000	0.000
		Location Total	2.000	2.000	2.000	2.000	0.000
5151	468	Hayward Shoreline					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	3.000	3.000	3.000	3.000	0.000
		Location Total	4.000	4.000	4.000	4.000	0.000
5151	437	Martin Luther King Jr.					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	4.000	3.750	4.750	4.750	0.000
		Park Ranger I	1.000	1.000	0.000	0.000	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	6.750	6.750	6.750	0.000
5151	483	Martinez Shoreline (moved to Delta Unit)					
		Park Supervisor	1.000	0.000	0.000	0.000	0.000
		Park Ranger II	1.750	0.000	0.000	0.000	0.000
		*Student Laborer	0.000	0.000	0.000	0.000	0.000
		Location Total	2.750	0.000	0.000	0.000	0.000
5151	465	Miller/Knox					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Craft Specialist	0.000	1.000	1.000	1.000	0.000
		Park Ranger II	3.500	3.500	3.500	3.600	0.100
		Gardener	1.000	0.000	0.000	0.000	0.000
		*Student Laborer	0.000	0.000	0.000	0.000	0.000
		Location Total	5.500	5.500	5.500	5.600	0.100
5151	473	Oyster Bay					
		Park Ranger II	2.000	2.000	2.000	2.000	0.000
		Location Total	2.000	2.000	2.000	2.000	0.000
5151	496	Pt. Pinole					
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Park Ranger II	5.500	5.500	5.500	5.500	0.000
		Park Ranger I	0.000	0.000	0.000	0.000	0.000
		*Gate Attendant	0.200	0.200	0.200	0.200	0.000
		*Student Laborer	0.000	0.000	0.000	0.000	0.000
		Location Total	6.700	6.700	6.700	6.700	0.000
		Unit Total	44.320	37.820	37.820	37.920	0.100
		Dept Total	255.322	258.692	265.792	269.392	3.600

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	1.000	1.000	1.000	1.000	0.000
		*Alternative Work Program Supervisor	0.000	0.750	0.000	0.000	0.000
		*Alternative Work Program Supervisor	1.000	0.000	0.000	0.000	0.000
		Unit Total	4.000	3.750	3.000	3.000	0.000

SOUTHEAST UNIT

5240	000	Interpretive Services Manager					
		Manager	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	0.500	0.500	0.750	0.000	(0.750)
		Location Total	1.500	1.500	1.750	2.000	0.250

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2013	2014	2015	2016	Change
5241	585	Ardenwood					
		Supervising Naturalist	1.000	1.000	1.000	1.000	0.000
		Senior Office Assistant	1.000	1.000	1.000	1.000	0.000
		Park Supervisor	1.000	1.000	1.000	1.000	0.000
		Naturalist	2.750	2.750	2.750	2.750	0.000
		Park Craft Specialist	0.000	0.000	1.000	1.000	0.000
		Park Ranger II	2.000	2.000	1.000	1.000	0.000
		Park Ranger I	1.000	1.000	1.000	1.000	0.000
		Park Service Attendant	1.000	1.000	1.000	1.000	0.000
		Farm Technician	2.000	2.000	2.000	2.000	0.000
		Gardener	1.000	1.000	1.000	1.000	0.000
		Naturalist Aide	0.000	0.000	0.000	0.000	0.000
		*Student Aide	1.715	1.715	1.715	1.715	0.000
		*Gate Attendant	0.480	0.480	0.480	0.480	0.000
		*Student Laborer	0.000	0.000	0.000	0.000	0.000
		Location Total	14.945	14.945	14.945	14.945	0.000
5241	529	Big Break Science Center					
		*Supervising Naturalist	0.000	0.000	0.000	0.000	0.000
		Supervising Naturalist	1.000	1.000	1.000	1.000	0.000
		*Naturalist	0.000	0.000	0.000	0.000	0.000
		Naturalist	1.000	1.000	2.000	2.000	0.000
		Senior Office Assistant	1.000	1.000	1.000	1.000	0.000
		*Interpretive Student Aide	2.000	2.000	2.000	2.000	0.000
		Location Total	5.00	5.00	6.00	6.00	0.00
5241	502	Black Diamond Center					
		Supervising Naturalist	1.000	1.000	1.000	1.000	0.000
		Senior Office Assistant	0.750	0.750	0.750	0.750	0.000
		*Office Assistant-Oral History Project	0.218	0.218	0.218	0.218	0.000
		Naturalist	2.750	2.750	2.750	2.750	0.000
		Park Ranger I	0.750	0.750	0.750	0.750	0.000
		*Student Aide	1.500	1.500	1.500	1.500	0.000
		Location Total	6.968	6.968	6.968	6.968	0.000
5241	547	Sunol Center					
		Supervising Naturalist	1.000	1.000	1.000	1.000	0.000
		Senior Office Assistant	1.000	1.000	1.000	1.000	0.000
		Naturalist	1.750	1.750	1.750	1.750	0.000
		*Student Aide	1.000	1.000	1.000	1.000	0.000
		Location Total	4.750	4.750	4.750	4.750	0.000
5245	000	Community/Volunteer					
		Recreation Supervisor	1.000	1.000	1.000	1.000	0.000
		Location Total	1.000	1.000	1.000	1.000	0.000
5242	000	Exhibit Design (Moved to Public Affairs Division 2014)					
		Exhibit Supervisor	1.000	0.000	0.000	0.000	0.000
		Exhibit Technician	2.000	0.000	0.000	0.000	0.000
		Location Total	3.000	0.000	0.000	0.000	0.000
5246	000	Park Express					
		Recreation Coordinator	1.000	1.000	1.000	1.000	0.000
		Administrative Aide	0.000	0.000	0.000	0.000	0.000
		Office Specialist	0.750	0.750	0.750	0.750	0.000
		*Office Specialist (limited term)	0.000	0.250	0.250	0.000	(0.250)
		Location Total	1.750	2.000	2.000	1.750	(0.250)
		Unit Total	38.913	36.163	37.413	37.413	0.000
NORTHWEST UNIT							
5220	000	Manager					
		Manager	1.000	1.000	1.000	1.000	0.000
		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	0.500	1.000	1.000	0.000
		Outdoor Recreation Coordinator	2.000	2.000	2.000	2.000	0.000
		Senior Office Assistant	0.000	0.000	0.000	1.000	1.000
		Office Assistant	1.000	1.000	1.000	0.000	(1.000)
		Recreation Assistant	0.000	0.000	0.000	0.000	0.000
		*Recreation Leader IV	0.706	0.706	0.706	1.206	0.500
		*Recreation Leader III	1.250	2.710	2.302	2.352	0.050
		*Recreation Leader II	1.260	1.260	1.260	1.760	0.500
		*Recreation Leader I	0.540	0.540	0.540	0.540	0.000
		Location Total	7.756	9.716	9.808	10.858	1.0500
5228	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	4.000	0.250
		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	2.850	0.500
		Location Total	12.100	12.100	12.100	12.850	0.750

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2013	2014	2015	2016	Change
5228	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	3.000	3.000	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	6.400	6.400	0.000
5228	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	0.100	0.100	0.100	0.000
		Location Total	6.250	6.250	6.250	6.250	0.000
5228	551	Mobile Education Program					
		Supervising Naturalist I	1.00	1.00	1.00	2.00	1.000
		Resource Analyst	1.00	1.00	1.00	1.00	0.000
		*Student Aide	0.00	0.25	0.25	0.25	0.000
		Location Total	2.000	2.250	2.250	3.250	1.000
		Unit Total	35.256	37.466	37.808	40.608	2.800
		Dept Total	78.169	77.379	78.221	81.021	2.800
BUSINESS SERVICES DEPARTMENT							
5320	000	Revenue Services Administration					
		Manager	0.000	0.000	1.000	1.000	0.000
		*Administrative Analyst II	0.000	0.000	2.000	2.000	0.000
		Manager					
		Location Total	0.000	0.000	3.000	3.000	0.000
5324	000	Reservations					
		Reservations Supervisor	1.000	1.000	1.000	1.000	0.000
		Reservations Coordinator	1.000	1.000	1.000	1.000	0.000
		Reservations Support Technician	1.000	1.000	1.000	1.000	0.000
		Office Specialist/Reservations	3.750	3.750	4.250	4.250	0.000
		*Office Specialist	0.400	0.400	0.400	0.400	0.000
		Location Total	7.150	7.150	7.650	7.650	0.000
5327	000	Facilities					
		Facilities Supervisor	1.000	1.000	1.000	1.000	0.000
		Secretary	1.000	1.000	1.000	1.000	0.000
		Building/Grounds Aide	3.000	3.000	3.000	4.000	1.000
		Location Total	5.000	5.000	5.000	6.000	1.000
5327	204	Arroyo Del Valle Camp					
		Park Craft Specialist	1.000	1.000	1.000	1.000	0.000
		*Park Ranger II	0.000	0.000	0.000	0.000	0.000
		Park Ranger II	1.000	1.000	1.000	1.000	0.000
		Location Total	2.000	2.000	2.000	2.000	0.000
		Dept Total	14.150	14.150	17.650	18.650	1.000
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	2.000	1.000
		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	6.000	1.000
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			2013	2014	2015	2016	Change
PUBLIC WORKS UNIT							
5940	000	Public Works Administration					
		Maintenance Superintendent	1.000	1.000	1.000	1.000	0.000
		Senior Office Specialist	1.000	1.000	1.000	1.000	0.000
		Administrative Analyst II	1.000	1.000	1.000	1.000	0.000
		*Administrative Analyst II	0.000	0.000	0.000	0.000	0.000
		*Administrative Analyst I	0.000	1.000	1.000	1.000	0.000
		Location Total	3.000	4.000	4.000	4.000	0.000
5942	000	Trades					
		Maintenance Superintendent	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	0.070	0.000	0.000	0.000
		Water Utilities Maintenance Supervisor	0.000	0.000	0.000	0.000	0.000
		Electrician	2.000	3.000	3.000	3.000	0.000
		Water Utilities Maintenance Technician	0.000	0.000	0.000	0.000	0.000
		Plumber	3.350	3.200	3.950	4.350	0.400
		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
		Location Total	24.350	25.270	25.950	26.350	0.400
5943	000	Sanitation					
		Sanitation/Recycling Supervisor	1.000	1.000	1.000	1.000	0.000
		Recycling Coordinator	1.000	1.000	1.000	1.000	0.000
		Sanitation Truck Driver	3.500	3.500	3.750	3.950	0.200
		Plumber	0.000	0.000	0.065	0.065	0.000
		Location Total	5.500	5.500	5.815	6.015	0.200
5944	000	Road & Trails					
		Roads & Trails Supervisor	1.000	1.000	1.000	1.000	0.000
		^Plumber	0.000	0.000	0.280	0.280	0.000
		Heavy Equipment Operator	4.050	4.350	4.350	4.350	0.000
		Equipment Operator Apprentice	0.750	1.000	1.000	1.000	0.000
		Park Craft Specialist	2.000	2.000	2.000	2.000	0.000
		^Park Ranger II	5.500	5.500	6.000	6.000	0.000
		Location Total	13.300	13.850	14.630	14.630	0.000
5945	000	Water Utilities					
		Water Utilities Maintenance Supervisor	1.000	1.000	1.000	1.000	0.000
		Water Utilities Maintenance Technician	1.000	1.750	1.750	2.000	0.250
		Location Total	2.000	2.750	2.750	3.000	0.250
		Unit Total	48.150	51.370	53.145	53.995	0.850
		Dept Total	70.150	73.370	75.145	76.995	1.850
		Division Total	424.791	430.591	440.808	450.058	9.250
		Permanent Staff	381.380	384.620	394.145	402.095	7.950
		Seasonal/Temporary Staff	43.411	45.971	46.663	47.963	1.300
		All Personnel	424.791	430.591	440.808	450.058	9.250

PUBLIC AFFAIRS DIVISION

3110	000	Public Affairs					
		Asst Gen Manager Public Affairs	1.000	1.000	1.000	1.000	0.000
		Community Relations Manager	1.000	1.000	1.000	1.000	0.000
		^Membership Development Officer	0.000	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	2.000	2.000	2.000	2.000	0.000
		Office Specialist	1.000	1.000	1.000	1.000	0.000
		Public Information Rep	1.000	1.000	1.000	1.000	0.000
		Publications Coordinator	1.000	1.000	1.000	1.000	0.000
		^Graphic Designer	1.000	0.000	0.000	0.000	0.000
		Website Designer	1.000	1.000	1.000	1.000	0.000
		^Senior Office Specialist	0.000	0.000	0.000	0.000	0.000
		Senior Office Assistant	1.000	1.000	1.000	1.000	0.000
		Secretary	1.000	1.000	1.000	1.000	0.000
		Office Assistant/Membership	1.000	0.000	0.000	0.000	0.000
		^Office Assistant	0.200	0.000	0.000	0.000	0.000
		Dept Total	14.200	13.000	13.000	13.000	0.000
3120	000	Environmental Graphics					
		Multi-media Manager	0.000	0.000	1.000	1.000	0.000
		Env Graphics/Multi Media Supervisor	1.000	1.000	1.000	1.000	0.000
		^Graphic Designer	0.000	1.000	1.000	1.000	0.000
		Environmental Graphics Specialist	2.000	2.000	2.000	2.000	0.000
		*Intern limited term	0.000	0.000	0.500	0.000	(0.500)
		Dept Total	3.000	4.000	5.500	5.000	-0.500

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2013	2014	2015	2016	Change
3121	000	Exhibit Design (Moved from Operations Division 2014)					
		Exhibit Supervisor	0.000	1.000	1.000	1.000	0.000
		Exhibit Technician	0.000	2.000	2.000	2.000	0.000
		Dept Total	0.000	3.000	3.000	3.000	0.000
		Division Total	17.200	20.000	21.500	21.000	(0.500)
		Permanent Staff	17.000	20.000	21.500	21.000	(0.500)
		Seasonal/Temporary Staff	0.200	0.000	0.000	0.000	0.000
		All Personnel	17.200	20.000	21.500	21.000	(0.500)

PUBLIC SAFETY DIVISION

8110	000	Office of the Chief					
		Assist. General Mgr/Police Chief	1.000	1.000	1.000	1.000	0.000
		Confidential Secretary	1.000	1.000	1.000	1.000	0.000
		*Student Aide	3.000	3.000	3.000	3.000	0.000
		Unit Total	5.000	5.000	5.000	5.000	0.000
8120	000	Public Safety Admin. (department number changed from 8510)					
		Lieutenant	1.000	1.000	1.000	1.000	0.000
		Sergeant	2.000	2.000	2.000	2.000	0.000
		Public Safety Systems Administrator	1.000	1.000	1.000	1.000	0.000
		Administrative Analyst I	2.000	2.000	2.000	0.000	(2.000)
		Administrative Analyst II	0.000	0.000	0.000	2.000	2.000
		Communications/Records Manager	1.000	1.000	1.000	1.000	0.000
		Office Specialist	1.000	1.000	1.000	1.000	0.000
		Unit Total	8.000	8.000	8.000	8.000	0.000
8130	000	Communications & Records (formerly department 8520)					
		Dispatch Supervisor	5.000	5.000	5.000	5.000	0.000
		Dispatcher/CSO	10.000	10.000	10.000	10.000	0.000
		Unit Total	15.000	15.000	15.000	15.000	0.000
		Dept Total	28.000	28.000	28.000	28.000	0.000

POLICE DEPARTMENT

8230	000	Public Safety Helicopter					
		Sergeant/Helicopter Pilot	1.000	1.000	1.000	1.000	0.000
		Police Officer/Helicopter Pilot	3.000	4.000	4.000	4.000	0.000
		Aircraft Maintenance Specialist/IA	0.000	0.000	0.000	1.000	1.000
		Helicopter Mechanic/IA	1.000	1.000	1.000	0.000	(1.000)
		Unit Total	5.000	6.000	6.000	6.000	0.000
8240		EBMUD Joint Powers					
		Sergeant	1.000	1.000	1.000	1.000	0.000
		Police Officer	3.350	3.350	3.350	3.350	0.000
		Unit Total	4.350	4.350	4.350	4.350	0.000
8250	000	Detectives Unit					
		Captain	1.000	1.000	1.000	1.000	0.000
		Sergeant	1.000	1.000	1.000	1.000	0.000
		Police Officer	3.000	3.000	3.000	3.000	0.000
		Secretary	1.000	1.000	1.000	1.000	0.000
		Property & Evidence Clerk	1.000	1.000	1.000	1.000	0.000
		Unit Total	7.000	7.000	7.000	7.000	0.000
8260	000	Special Enforcement					
		Sergeant	2.000	2.000	2.000	2.000	0.000
		Police Officer	5.000	5.000	5.000	5.000	0.000
		Unit Total	7.000	7.000	7.000	7.000	0.000
8270	000	Public Safety Volunteers					
		Volunteer Coordinator	1.000	1.000	1.000	1.000	0.000
		Unit Total	1.000	1.000	1.000	1.000	0.000
8210	000	Police Field Unit (unit number changed from 8410)					
		Lieutenant	2.000	2.000	2.000	2.000	0.000
		Sergeant	6.000	6.000	6.000	6.000	0.000
		Police Officer	27.730	27.880	30.560	32.660	2.100
		Dispatch/CSO	0.000	0.000	2.000	3.000	1.000
		*Seasonal Police Officer	0.930	0.430	0.430	0.430	0.000
		Unit Total	36.660	36.310	40.990	44.090	3.100
		Dept Total	61.010	61.660	66.340	69.440	3.100

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	4.430	4.590	0.160
		Fire Captain (FEMA Grant)	1.000	1.000	1.000	1.000	0.000
		Firefighter II	6.000	7.090	9.070	9.320	0.250
		Firefighter I	0.750	0.000	0.000	0.000	0.000
		Secretary	1.000	1.000	1.000	1.000	0.000
		Administrative Analyst II	1.000	1.000	1.000	1.000	0.000
		Unit Total	15.750	16.090	18.500	18.910	0.410

SUPPLEMENTAL INFORMATION

PERSONNEL BY DIVISION/DEPARTMENT/UNIT

DEPARTMENT/LOCATION/DESCRIPTION			2013	2014	2015	2016	Change
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	2.250	2.250	3.000	3.000	0.000
		*Lifeguard III	0.000	0.000	0.000	0.000	0.000
		*Lifeguard II	0.250	0.250	0.250	0.250	0.000
		*Lifeguard I	0.000	0.560	0.173	0.173	0.000
		Location Total	5.500	6.060	6.423	6.423	0.000
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 III	0.500	0.500	0.500	0.500	0.000
		*Lifeguard II	0.590	0.590	0.590	0.590	0.000
		*Lifeguard I	3.020	3.020	3.020	3.020	0.000
		Location Total	4.110	4.110	4.110	4.110	0.000
8320	240	Temescal					
		*Lifeguard III	0.250	0.250	0.250	0.250	0.000
		*Lifeguard II	0.340	0.340	0.340	0.340	0.000
		*Lifeguard I	2.320	2.320	2.320	2.320	0.000
		Location Total	2.910	2.910	2.910	2.910	0.000
8320	105	Tilden					
		*Lifeguard III	0.500	0.500	0.500	0.500	0.000
		*Lifeguard II	0.590	0.590	0.590	0.590	0.000
		*Lifeguard I	1.924	1.924	1.924	1.924	0.000
		Location Total	3.014	3.014	3.014	3.014	0.000
		Unit Total	36.430	36.990	37.353	37.353	0.000
		Dept Total	52.180	53.080	55.853	56.263	0.410
		Division Total	141.190	142.740	150.193	153.703	3.510
		Permanent Staff	106.080	107.570	115.410	118.920	3.510
		Seasonal/Temporary Staff	35.110	35.170	34.783	34.783	0.000
		All Personnel	141.190	142.740	150.193	153.703	3.510

ALL DIVISIONS							
		Permanent Staff	639.727	648.457	672.457	688.733	16.276
		Seasonal/Temporary Staff	87.791	91.501	91.386	92.916	1.530
		TOTAL FUNDED POSITIONS	727.518	739.959	763.843	781.650	17.806

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

* ^ * Indicates position change during 2015.

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES-AFSCME

Job Title	Step	Hourly Wage	Annual Base Salary	Job Title	Step	Hourly Wage	Annual Base Salary
Account Clerk*	A	\$ 28.97	\$ 56,492	Architect*	A	\$ 43.87	\$ 85,547
	B	29.60	57,720		B	44.88	87,516
	C	30.22	58,929		C	45.86	89,427
	D	31.09	60,626		D	46.93	91,514
	E	31.53	61,484		E	47.99	93,581
Accountant 1*	A	31.28	60,996	Botanic Garden Manager	A	44.07	91,666
	B	32.01	62,420		B	45.18	93,974
	C	32.68	63,726		C	46.30	96,304
	D	33.43	65,189		D	47.44	98,675
	E	34.19	66,671		E	48.62	101,130
Accountant 2*	A	33.04	64,428	Botanist*	A	35.40	69,030
	B	33.76	65,832		B	36.35	70,883
	C	34.43	67,139		C	37.22	72,579
	D	35.20	68,640		D	38.04	74,178
	E	35.93	70,064		E	38.84	75,738
Accounting Supervisor*	A	32.53	63,434	Building/Grounds Aide	A	25.96	53,997
	B	33.27	64,877		B	26.45	55,016
	C	34.00	66,300		C	26.93	56,014
	D	34.77	67,802		D	27.47	57,138
	E	35.56	69,342		E	27.93	58,094
Accounting Technician*	A	28.96	56,472	Carpenter	A	32.74	68,099
	B	29.58	57,681		B	33.49	69,659
	C	30.22	58,929		C	34.18	71,094
	D	31.09	60,626		D	34.94	72,675
	E	31.52	61,464		E	35.68	74,214
Administrative Aide*	A	29.23	56,999	Carpenter Apprentice	A	26.02	54,122
	B	29.90	58,305		B	27.24	56,659
	C	30.53	59,534		C	28.37	59,010
	D	31.39	61,211		D	29.78	61,942
	E	31.85	62,108		E	31.06	64,605
Administrative Analyst 1	A	32.39	63,161	Civil Engineer*	A	43.87	85,547
	B	33.10	64,545		B	44.88	87,516
	C	33.75	65,813		C	45.86	89,427
	D	34.51	67,295		D	46.93	91,514
	E	35.23	68,699		E	47.99	93,581
Administrative Analyst 2*	A	35.40	69,030	Community Outreach Coordinator*	A	34.40	67,080
	B	36.35	70,883		B	35.21	68,660
	C	37.22	72,579		C	35.97	70,142
	D	38.04	74,178		D	36.76	71,682
	E	38.84	75,738		E	37.55	73,223
Alternative Work Program Supervisor	A	30.74	63,939	Concession Manager	A	24.57	51,106
	B	31.48	65,478		B	25.03	52,062
	C	32.18	66,934		C	25.51	53,061
	D	32.91	68,453		D	25.99	54,059
	E	33.65	69,992		E	26.42	54,954
Aquatic Assistant	A	27.68	57,574	Construction Inspector	A	33.81	70,325
	B	28.23	58,718		B	34.61	71,989
	C	28.80	59,904		C	35.40	73,632
	D	29.41	61,173		D	36.17	75,234
	E	29.96	62,317		E	37.00	76,960
Aquatic Supervisor	A	32.99	68,619	Contract/Encroachment Supervisor*	A	38.19	74,471
	B	33.89	70,491		B	39.22	76,479
	C	34.65	72,072		C	40.14	78,273
	D	35.46	73,757		D	41.04	80,028
	E	36.20	75,296		E	41.93	81,764

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES-AFSCME

Job Title	Step	Hourly Wage	Annual Base Salary	Job Title	Step	Hourly Wage	Annual Base Salary
Cultural Services Coordinator	A	\$ 35.71	\$ 74,277	Facilities Supervisor	A	\$ 35.02	\$ 72,842
	B	36.58	76,086		B	35.96	74,797
	C	37.43	77,854		C	36.75	76,440
	D	38.31	79,685		D	37.62	78,250
	E	39.30	81,744		E	38.40	79,872
Drafting Technician*	A	32.83	64,019	Farm Technician 1	A	27.24	56,659
	B	33.59	65,501		B	27.81	57,845
	C	34.28	66,846		C	28.37	59,010
	D	35.08	68,406		D	28.96	60,237
	E	35.88	69,966		E	29.54	61,443
Drafting Technician - Survey	A	33	68,286	Farm Technician 2	A	29.44	61,235
	B	33.59	69,867		B	30.07	62,546
	C	34.28	71,302		C	30.67	63,794
	D	35.08	72,966		D	31.37	65,250
	E	35.88	74,630		E	32.05	66,664
Ecological Services Coordinator*	A	40.07	78,137	Farmer	A	29.92	62,234
	B	40.98	79,911		B	30.61	63,669
	C	41.93	81,764		C	31.25	65,000
	D	42.90	83,655		D	31.94	66,435
	E	43.85	85,508		E	32.67	67,954
Electrician	A	33.97	70,658	Field/Office Surveyor	A	33.82	70,346
	B	34.74	72,259		B	34.74	72,259
	C	35.54	73,923		C	35.52	73,882
	D	36.31	75,525		D	36.33	75,566
	E	37.14	77,251		E	37.11	77,189
Electrician Apprentice	A	26.78	55,702	Firefighter 1	A	19.25	40,040
	B	28.06	58,365		B	19.73	41,038
	C	29.46	61,277		C	20.21	42,037
	D	30.92	64,314		D	20.63	42,910
	E	32.22	67,018		E	21.09	43,867
Environmental Graphics Supervisor	A	37.89	78,811	Firefighter 2	A	29.30	60,944
	B	38.78	80,662		B	29.99	62,379
	C	39.66	82,493		C	30.62	63,690
	D	40.57	84,386		D	31.45	65,416
	E	41.52	86,362		E	31.91	66,373
Environmental Graphics Specialist	A	31.94	66,435	Gardener	A	27.24	56,659
	B	32.68	67,974		B	27.81	57,845
	C	33.39	69,451		C	28.37	59,010
	D	34.14	71,011		D	28.96	60,237
	E	34.87	72,530		E	29.54	61,443
Equipment Operator Apprentice	A	26.78	55,702	GIS Analyst*	A	34.85	67,958
	B	29.19	60,715		B	35.77	69,752
	C	31.28	65,062		C	36.61	71,390
	D	33.56	69,805		D	37.47	73,067
Exhibit Supervisor				E	38.25	74,588	
	A	34.33	71,406	GIS Coordinator*	A	40.29	78,566
	B	35.25	73,320		B	41.21	80,360
	C	36.04	74,963		C	42.16	82,212
	D	36.86	76,669		D	43.13	84,104
E	37.65	78,312	E		44.15	86,093	
Exhibit Technician	A	31.71	65,956.8	GIS Programmer/Analyst*	A	34.85	67,958
	B	32.44	67,475		B	35.77	69,752
	C	33.13	68,910		C	36.61	71,390
	D	33.90	70,512		D	37.47	73,067
	E	34.65	72,072		E	38.25	74,588

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES-AFSCME

Job Title	Step	Hourly Wage	Annual Base Salary	Job Title	Step	Hourly Wage	Annual Base Salary
GIS Technician*	A	\$ 29.00	\$ 56,550	Jr. Planning Technician*	A	\$ 29.53	\$ 57,584
	B	29.56	57,642		B	30.16	58,812
	C	30.17	58,832		C	30.73	59,924
	D	30.81	60,080		D	31.42	61,269
	E	31.52	61,464		E	32.18	62,751
Graphic Designer	A	32.01	62,420	Land Acquisition Specialist*	A	41.51	80,945
	B	32.70	63,765		B	42.49	82,856
	C	33.38	65,091		C	43.41	84,650
	D	34.11	66,515		D	44.42	86,619
	E	34.82	67,899		E	45.42	88,569
Heavy Equipment Operator	A	33.56	69,805	Landscape Architect*	A	41.51	80,945
	B	34.32	71,386		B	42.49	82,856
	C	35.12	73,050		C	43.41	84,650
	D	35.88	74,630		D	44.42	86,619
	E	36.69	76,315		E	45.42	88,569
Helicopter Mechanic	A	37.82	78,666	Landscape Architect/Planning*	A	41.51	80,945
	B	38.67	80,434		B	42.49	82,856
	C	39.61	82,389		C	43.41	84,650
	D	40.47	84,178		D	44.42	86,619
	E	41.41	86,133		E	45.42	88,569
Human Resources Assistant*	A	34.51	67,295	Lead Mechanic	A	33.88	70,470
	B	35.43	69,089		B	34.65	72,072
	C	36.27	70,727		C	35.45	73,736
	D	37.10	72,345		D	36.22	75,338
	E	37.87	73,847		E	37.07	77,106
Information Services Network Analyst*	A	37.89	73,886	Maintenance/Skilled Trades Supervisor	A	37.82	78,666
	B	38.78	75,621		B	38.70	80,496
	C	39.66	77,337		C	39.64	82,451
	D	40.57	79,112		D	40.50	84,240
	E	41.52	80,964		E	41.41	86,133
Integrated Pest Management Specialist*	A	44.07	85,937	Mapping Graphics Technician*	A	30.12	58,734
	B	45.18	88,101		B	30.74	59,943
	C	46.30	90,285		C	31.41	61,250
	D	47.44	92,508		D	32.29	62,966
	E	48.62	94,809		E	32.80	63,960
Information Services Support Technician 1*	A	29.00	56,550	Mechanic's Helper	A	26.78	55,702
	B	29.56	57,642		B	27.30	56,784
	C	30.17	58,832		C	27.82	57,866
	D	30.81	60,080		D	28.44	59,155
	E	31.52	61,464		E	29.00	60,320
Information Services Technician 2*	A	34.14	66,573	Membership Development Officer*	A	35.70	69,615
	B	34.89	68,036		B	36.58	71,331
	C	35.59	69,401		C	37.43	72,989
	D	36.39	70,961		D	38.30	74,685
	E	37.13	72,404		E	39.30	76,635
Jr. Civil Engineer*	A	35.19	68,621	Messenger	A	24.56	51,085
	B	36.14	70,473		B	25.02	52,042
	C	36.96	72,072		C	25.51	53,061
	D	37.82	73,749		D	25.99	54,059
	E	38.63	75,329		E	26.47	55,058
Jr. Drafting Technician*	A	29.00	56,550	Mining Operations Supervisor	A	41.71	86,757
	B	29.56	57,642		B	42.68	88,774
	C	30.17	58,832		C	43.61	90,709
	D	30.81	60,080		D	44.66	92,893
	E	31.52	61,464		E	45.67	94,994

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES-AFSCME

Job Title	Step	Hourly Wage	Annual Base Salary	Job Title	Step	Hourly Wage	Annual Base Salary
Mining Technician	A	\$ 32.02	\$ 66,602	Park Ranger 1	A	\$ 21.73	\$ 45,198
	B	32.77	68,162		B	22.09	45,947
	C	33.47	69,618		C	22.51	46,821
	D	34.25	71,240		D	22.90	47,632
	E	35.01	72,821		E	23.23	48,318
Naturalist	A	30.76	63,981	Park Ranger 2	A	26.40	54,912
	B	31.48	65,478		B	26.95	56,056
	C	32.16	66,893		C	27.49	57,179
	D	32.90	68,432		D	28.07	58,386
	E	33.63	69,950		E	28.73	59,758
Naturalist Aide	A	26.78	55,702	Park Services Attendent	A	18.60	38,688
	B	27.30	56,784		B	18.92	39,354
	C	27.85	57,928		C	19.28	40,102
	D	28.44	59,155		D	19.61	40,789
	E	28.99	60,299		E	20.17	41,954
Office Assistant	A	24.83	48,419	Park Supervisor 1	A	32.02	66,602
	B	25.26	49,257		B	32.77	68,162
	C	25.63	49,979		C	33.47	69,618
	D	26.11	50,915		D	34.25	71,240
	E	26.57	51,812		E	35.01	72,821
Office Assistant/Membership*	A	24.83	48,419	Park Supervisor 2	A	34.34	71,427
	B	25.26	49,257		B	35.26	73,341
	C	25.63	49,979		C	36.08	75,046
	D	26.11	50,915		D	36.90	76,752
	E	26.57	51,812		E	37.66	78,333
Office Services Assistant*	A	24.83	48,419	Park Supervisor 3	A	35.70	74,256
	B	25.26	49,257		B	36.58	76,086
	C	25.63	49,979		C	37.43	77,854
	D	26.11	50,915		D	38.30	79,664
	E	26.57	51,812		E	39.30	81,744
Office Specialist*	A	26.06	50,817	Park Supervisor 4	A	37.33	77,646
	B	26.58	51,831		B	38.20	79,456
	C	27.04	52,728		C	39.05	81,224
	D	27.55	53,723		D	39.96	83,117
	E	28.00	54,600		E	40.90	85,072
Office Specialist/Reservations*	A	26.64	51,948	Park Supervisor/Horticulture Specialist	A	34.34	71,427
	B	27.12	52,884		B	35.26	73,341
	C	27.59	53,801		C	36.08	75,046
	D	28.16	54,912		D	36.90	76,752
	E	28.67	55,907		E	37.66	78,333
Painter	A	31.94	66,435	Planner	A	34.77	67,802
	B	32.68	67,974		B	35.54	69,303
	C	33.39	69,451		C	36.25	70,688
	D	34.14	71,011		D	37.06	72,267
	E	34.87	72,530		E	37.81	73,730
Painter Apprentice	A	26.78	55,702	Plumber	A	33.97	70,658
	B	28.51	59,301		B	34.74	72,259
	C	30.22	62,858		C	35.54	73,923
	D	31.94	66,435		D	36.31	75,525
Park Craft Specialist	A	29.24	60,819	Preparator Aide	E	37.14	77,251
	B	29.92	62,234		A	26.78	55,702
	C	30.57	63,586		B	27.30	56,784
	D	31.25	65,000		C	27.85	57,928
	E	31.82	66,186		D	28.44	59,155
				E	28.99	60,299.2	

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES-AFSCME

Job Title	Step	Hourly Wage	Annual Base Salary	Job Title	Step	Hourly Wage	Annual Base Salary
Principal Planner*	A	\$ 44.34	\$ 86,463	Revenue Analyst 2*	A	\$ 34.85	\$ 67,958
	B	45.41	88,550		B	35.77	69,752
	C	46.45	90,578		C	36.61	71,390
	D	47.44	92,508		D	37.47	73,067
	E	48.49	94,556		E	38.25	74,588
Public Information Representative*	A	32.01	62,420	Roads & Trails Supervisor	A	37.82	78,666
	B	32.70	63,765		B	38.70	80,496
	C	33.38	65,091		C	39.64	82,451
	D	34.11	66,515		D	40.50	84,240
	E	34.82	67,899		E	41.41	86,133
Public Information Supervisor*	A	38.60	75,270	Sanitation Truck Driver	A	29.54	61,443
	B	39.48	76,986		B	30.20	62,816
	C	40.33	78,644		C	30.88	64,230
	D	41.25	80,438		D	31.52	65,562
	E	42.24	82,368		E	32.15	66,872
Publications Coordinator*	A	35.15	68,543	Sanitation/Recycling Coordinator	A	30.94	64,355
	B	36.11	70,415		B	31.64	65,811
	C	36.92	71,994		C	32.27	67,122
	D	37.77	73,652		D	32.97	68,578
	E	38.59	75,251		E	33.64	69,971
Recreation Assistant*	A	27.68	53,976	Sanitation/Recycling Supervisor	A	35.03	72,862
	B	28.23	55,049		B	35.99	74,859
	C	28.80	56,160		C	36.76	76,461
	D	29.41	57,350		D	37.64	78,291
	E	29.96	58,422		E	38.45	79,976
Recreation Coordinator*	A	31.03	60,509	Secretary*	A	28.16	54,912
	B	31.72	61,854		B	28.73	56,024
	C	32.35	63,083		C	29.29	57,116
	D	33.09	64,526		D	29.96	58,422
	E	33.74	65,793		E	30.64	59,748
Recreation Supervisor*	A	32.99	64,331	Senior Chief of Survey Party	A	39.72	82,618
	B	33.89	66,086		B	40.65	84,552
	C	34.65	67,568		C	41.52	86,362
	D	35.46	69,147		D	42.53	88,462
	E	36.20	70,590		E	43.49	90,459
Reservations Coordinator*	A	32.39	63,161	Senior Construction Inspector	A	37.16	77,293
	B	33.10	64,545		B	38.02	79,082
	C	33.75	65,813		C	38.85	80,808
	D	34.51	67,295		D	39.78	82,742
	E	35.23	68,699		E	40.68	84,614
Reservations Supervisor*	A	37.89	73,886	Senior Drafting Technician*	A	34.85	67,958
	B	38.78	75,621		B	35.77	69,752
	C	39.66	77,337		C	36.61	71,390
	D	40.57	79,112		D	37.47	73,067
	E	41.52	80,964		E	38.25	74,588
Reservations Support Technician*	A	29.00	56,550	Senior Equipment Mechanic Apprentice	A	25.80	53,664
	B	29.56	57,642		B	27.00	56,160
	C	30.17	58,832		C	28.08	58,406
	D	30.81	60,080		D	29.47	61,298
	E	31.52	61,464		E	30.72	63,898
Resource Analyst*	A	33.00	64,350	Senior Equipment Mechanic	A	31.44	65,395
	B	33.74	65,793		B	32.27	67,122
	C	34.43	67,139		C	33.04	68,723
	D	35.17	68,582		D	33.78	70,262
	E	35.88	69,966		E	34.48	71,718
Revenue Analyst 1*	A	32.25	62,888	Senior Office Assistant*	A	26.06	50,817
	B	32.96	64,272		B	26.58	51,831
	C	33.64	65,598		C	27.04	52,728
	D	34.37	67,022		D	27.55	53,723
	E	35.08	68,406		E	28.00	54,600

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES-AFSCME

Job Title	Step	Hourly Wage	Annual Base Salary	Job Title	Step	Hourly Wage	Annual Base Salary
Senior Office Specialist*	A	\$ 28.16	\$ 54,912	Survey Technician	A	\$ 29.62	\$ 61,610
	B	28.73	56,024		B	30.29	63,003
	C	29.29	57,116		C	30.91	64,293
	D	29.96	58,422		D	31.60	65,728
	E	30.64	59,748		E	32.22	67,018
Service Manager	A	37.82	78,666	Switchboard/Receptionist*	A	25.82	50,349
	B	38.67	80,434		B	26.22	51,129
	C	39.61	82,389		C	26.65	51,968
	D	40.47	84,178		D	27.13	52,904
	E	41.41	86,133		E	27.59	53,801
Senior Land Acquisition Specialist*	A	43.87	85,547	Systems Administrator*	A	37.89	73,886
	B	44.88	87,516		B	38.78	75,621
	C	45.86	89,427		C	39.66	77,337
	D	46.93	91,514		D	40.57	79,112
	E	47.99	93,581		E	41.52	80,964
Senior Park Designer*	A	38.56	75,192	Systems Analyst*	A	37.89	73,886
	B	39.48	76,986		B	38.78	75,621
	C	40.39	78,761		C	39.66	77,337
	D	41.25	80,438		D	40.57	79,112
	E	42.17	82,232		E	41.52	80,964
Senior Planner*	A	38.56	75,192	Trails Coordinator*	A	34.85	67,958
	B	39.48	76,986		B	35.77	69,752
	C	40.39	78,761		C	36.61	71,390
	D	41.25	80,438		D	37.47	73,067
	E	42.17	82,232		E	38.25	74,588
Senior Civil Engineering Technician	A	38.25	79,560	Water Management Supervisor*	A	40.07	78,137
	B	39.13	81,390		B	40.98	79,911
	C	39.99	83,179		C	41.93	81,764
	D	40.92	85,114		D	42.90	83,655
	E	41.84	87,027		E	43.85	85,508
Stock Clerk/Driver	A	26.78	55,702	Water Management Technician*	A	31.88	62,166
	B	27.30	56,784		B	32.52	63,414
	C	27.85	57,928		C	33.19	64,721
	D	28.44	59,155		D	33.89	66,086
	E	28.99	60,299		E	34.68	67,626
Stores Supervisor	A	31.31	65,125	Water Utilities Maintenance Supervisor	A	37.82	78,666
	B	32.07	66,706		B	38.70	80,496
	C	32.74	68,099		C	39.64	82,451
	D	33.49	69,659		D	40.50	84,240
	E	34.25	71,240		E	41.41	86,133
Supervising Naturalist 1	A	32.26	67,101	Water Utilities Maintenance Technician	A	32.02	66,602
	B	32.99	68,619		B	32.77	68,162
	C	33.71	70,117		C	33.47	69,618
	D	34.46	71,677		D	34.25	71,240
	E	35.20	73,216		E	35.01	72,821
Supervising Naturalist 2	A	34.33	71,406	Website Designer*	A	32.01	62,420
	B	35.26	73,341		B	32.70	63,765
	C	36.05	74,984		C	33.38	65,091
	D	36.89	76,731		D	34.11	66,515
	E	37.66	78,333		E	34.82	67,899
Supervising Naturalist 3	A	35.71	74,277				
	B	36.58	76,086				
	C	37.43	77,854				
	D	38.31	79,685				
	E	39.30	81,744				
Supervising Naturalist 4	A	37.33	77,646				
	B	38.20	79,456				
	C	39.05	81,224				
	D	39.96	83,117				
	E	40.90	85,072				

Job Title	Step	Hourly Wage	Annual Base Salary
Confidential Secretary*			
	A	\$ 32.08	\$ 62,556
	B	32.81	63,980
	C	33.54	65,403
	D	34.27	66,827
	E	35.00	68,250
	F	35.76	69,732
	G	37.55	73,223
	H	39.43	76,889
	I	41.40	80,730
Executive Secretary*			
	A	37.00	72,150
	B	37.89	73,886
	C	38.85	75,758
	D	39.84	77,688
	E	40.84	79,638
	F	41.85	81,608
	G	43.94	85,683
	H	46.14	89,973
	I	48.45	94,478
Human Resources Technician*			
	A	37.00	72,150
	B	37.89	73,886
	C	38.85	75,758
	D	39.84	77,688
	E	40.84	79,638
	F	41.85	81,608
	G	43.94	85,683
	H	46.14	89,973
	I	48.45	94,478
Legal Assistant*			
	A	37.00	72,150
	B	37.89	73,886
	C	38.85	75,758
	D	39.84	77,688
	E	40.84	79,638
	F	41.85	81,608
	G	43.94	85,683
	H	46.14	89,973
	I	48.45	94,478

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES-MANAGEMENT

Job Title	Step	Hourly Wage	Annual Base Salary	Job Title	Step	Hourly Wage	Annual Base Salary
Accounting Manager	A	\$ 44.03	\$ 91,582	Assistant Fire Chief	A	\$ 50.72	\$ 105,498
	B	46.20	96,096		B	53.23	110,718
	C	48.51	100,901		C	55.87	116,210
	D	50.94	105,955		D	58.67	122,034
	E	53.49	111,259		E	61.61	128,149
	F	56.16	116,813		F	64.69	134,555
	G	58.97	122,658		G	67.92	141,274
	H	61.92	128,794		H	71.32	148,346
	I	65.01	135,221		I	74.89	155,771
Administrative Support Manager	A	41.94	87,235	AGM, Acquisition, Stewardship & Development	A	73.72	153,338
	B	44.03	91,582		B	77.41	161,013
	C	46.21	96,117		C	81.27	169,042
	D	48.52	100,922		D	85.32	177,466
	E	50.95	105,976		E	89.61	186,389
	F	53.50	111,280		F	94.10	195,728
	G	56.18	116,854		G	98.81	205,525
	H	58.98	122,678		H	103.75	215,800
	I	61.93	128,814		I	108.93	226,574
Aquatic Manager	A	46.10	95,888	AGM, Finance & Management Services	A	73.72	153,338
	B	48.39	100,651		B	77.41	161,013
	C	50.82	105,706		C	81.27	169,042
	D	53.37	111,010		D	85.32	177,466
	E	56.03	116,542		E	89.61	186,389
	F	58.81	122,325		F	94.10	195,728
	G	61.75	128,440		G	98.81	205,525
	H	64.84	134,867		H	103.75	215,800
	I	68.08	141,606		I	108.93	226,574
Assistant District Counsel	A	67.01	139,381	AGM, Operations	A	81.10	168,688
	B	70.37	146,370		B	85.13	177,070
	C	73.90	153,712		C	89.42	185,994
	D	77.59	161,387		D	93.85	195,208
	E	81.44	169,395		E	98.56	205,005
	F	85.51	177,861		F	103.51	215,301
	G	89.79	186,763		G	108.69	226,075
	H	94.27	196,082		H	114.12	237,370
	I	98.99	205,899		I	119.83	249,246
Assistant Finance Officer	A	50.72	105,498	AGM, Public Affairs	A	67.01	139,381
	B	53.23	110,718		B	70.37	146,370
	C	55.87	116,210		C	73.90	153,712
	D	58.67	122,034		D	77.59	161,387
	E	61.61	128,149		E	81.44	169,395
	F	64.69	134,555		F	85.51	177,861
	G	67.92	141,274		G	89.79	186,763
	H	71.32	148,346		H	94.27	196,082
	I	74.89	155,771		I	98.99	205,899

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES-MANAGEMENT

Job Title	Step	Hourly Wage	Annual Base Salary	Job Title	Step	Hourly Wage	Annual Base Salary
AGM, Public Safety	A	\$ 81.10	\$ 168,688	Chief of Design & Construction	A	\$ 55.76	\$ 115,981
	B	85.13	177,070		B	58.54	121,763
	C	89.42	185,994		C	61.49	127,899
	D	93.85	195,208		D	64.56	134,285
	E	98.56	205,005		E	67.75	140,920
	F	103.51	215,301		F	71.13	147,950
	G	108.69	226,075		G	74.69	155,355
	H	114.12	237,370		H	78.42	163,114
	I	119.83	249,246		I	82.34	171,267
Audit Manager	A	44.03	91,582	Chief Finance Officer/Controller	A	67.01	139,381
	B	46.20	96,096		B	70.37	146,370
	C	48.51	100,901		C	73.90	153,712
	D	50.94	105,955		D	77.59	161,387
	E	53.49	111,259		E	81.44	169,395
	F	56.16	116,813		F	85.51	177,861
	G	58.97	122,658		G	89.79	186,763
	H	61.92	128,794		H	94.27	196,082
	I	65.01	135,221		I	98.99	205,899
Benefits Manager	A	44.03	91,582	Chief of Interpretive & Recreation Services	A	55.76	115,981
	B	46.20	96,096		B	58.54	121,763
	C	48.51	100,901		C	61.49	127,899
	D	50.94	105,955		D	64.56	134,285
	E	53.49	111,259		E	67.75	140,920
	F	56.16	116,813		F	71.13	147,950
	G	58.97	122,658		G	74.69	155,355
	H	61.92	128,794		H	78.42	163,114
	I	65.01	135,221		I	82.34	171,267
Budget Manager	A	44.03	91,582	Chief of Maintenance & Skilled Trades	A	55.76	115,981
	B	46.20	96,096		B	58.54	121,763
	C	48.51	100,901		C	61.49	127,899
	D	50.94	105,955		D	64.56	134,285
	E	53.49	111,259		E	67.75	140,920
	F	56.16	116,813		F	71.13	147,950
	G	58.97	122,658		G	74.69	155,355
	H	61.92	128,794		H	78.42	163,114
	I	65.01	135,221		I	82.34	171,267
Business Services Manager	A	50.72	105,498	Chief of Park Operations	A	61.36	127,629
	B	53.23	110,718		B	64.42	133,994
	C	55.87	116,210		C	67.67	140,754
	D	58.67	122,034		D	71.05	147,784
	E	61.61	128,149		E	74.62	155,210
	F	64.69	134,555		F	78.36	162,989
	G	67.92	141,274		G	82.28	171,142
	H	71.32	148,346		H	86.39	179,691
	I	74.89	155,771		I	90.71	188,677

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES-MANAGEMENT

Job Title	Step	Hourly Wage	Annual Base Salary	Job Title	Step	Hourly Wage	Annual Base Salary
Chief of Planning	A	\$ 50.72	\$ 105,498	Construction Manager	A	\$ 46.10	\$ 95,888
	B	53.23	110,718		B	48.39	100,651
	C	55.87	116,210		C	50.82	105,706
	D	58.67	122,034		D	53.37	111,010
	E	61.61	128,149		E	56.03	116,542
	F	64.69	134,555		F	58.81	122,325
	G	67.92	141,274		G	61.75	128,440
	H	71.32	148,346		H	64.84	134,867
	I	74.89	155,771		I	68.08	141,606
Chief of Stewardship	A	55.76	115,981	Creative Design Manager	A	44.03	91,582
	B	58.54	121,763		B	46.20	96,096
	C	61.49	127,899		C	48.51	100,901
	D	64.56	134,285		D	50.94	105,955
	E	67.75	140,920		E	53.49	111,259
	F	71.13	147,950		F	56.16	116,813
	G	74.69	155,355		G	58.97	122,658
	H	78.42	163,114		H	61.92	128,794
	I	82.34	171,267		I	65.01	135,221
Clerk of the Board	A	44.03	91,582	Deputy General Manger	A	93.68	194,854
	B	46.20	96,096		B	98.41	204,693
	C	48.51	100,901		C	103.32	214,906
	D	50.94	105,955		D	108.46	225,597
	E	53.49	111,259		E	113.90	236,912
	F	56.16	116,813		F	119.61	248,789
	G	58.97	122,658		G	125.59	261,227
	H	61.92	128,794		H	131.87	274,290
	I	65.01	135,221		I	138.46	287,997
Communications and Records Manager	A	44.03	91,582	Design Manger	A	46.10	95,888
	B	46.20	96,096		B	48.39	100,651
	C	48.51	100,901		C	50.82	105,706
	D	50.94	105,955		D	53.37	111,010
	E	53.49	111,259		E	56.03	116,542
	F	56.16	116,813		F	58.81	122,325
	G	58.97	122,658		G	61.75	128,440
	H	61.92	128,794		H	64.84	134,867
	I	65.01	135,221		I	68.08	141,606
Community Relations Manager	A	44.03	91,582	Development Officer	A	41.94	87,235
	B	46.20	96,096		B	44.03	91,582
	C	48.51	100,901		C	46.21	96,117
	D	50.94	105,955		D	48.52	100,922
	E	53.49	111,259		E	50.95	105,976
	F	56.16	116,813		F	53.50	111,280
	G	58.97	122,658		G	56.18	116,854
	H	61.92	128,794		H	58.98	122,678
	I	65.01	135,221		I	61.93	128,814

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES-MANAGEMENT

Job Title	Step	Hourly Wage	Annual Base Salary	Job Title	Step	Hourly Wage	Annual Base Salary
Environmental Program Manager	A	\$ 44.03	\$ 91,582	Foundation Program Manager	A	\$ 44.03	\$ 91,582
	B	46.20	96,096		B	46.20	96,096
	C	48.51	100,901		C	48.51	100,901
	D	50.94	105,955		D	50.94	105,955
	E	53.49	111,259		E	53.49	111,259
	F	56.16	116,813		F	56.16	116,813
	G	58.97	122,658		G	58.97	122,658
	H	61.92	128,794		H	61.92	128,794
	I	65.01	135,221		I	65.01	135,221
Facilities Manager	A	46.10	95,888	Government Affairs Manager	A	46.10	95,888
	B	48.39	100,651		B	48.39	100,651
	C	50.82	105,706		C	50.82	105,706
	D	53.37	111,010		D	53.37	111,010
	E	56.03	116,542		E	56.03	116,542
	F	58.81	122,325		F	58.81	122,325
	G	61.75	128,440		G	61.75	128,440
	H	64.84	134,867		H	64.84	134,867
	I	68.08	141,606		I	68.08	141,606
Fire Chief	A	67.01	139,381	Grants Manager	A	44.03	91,582
	B	70.37	146,370		B	46.20	96,096
	C	73.90	153,712		C	48.51	100,901
	D	77.59	161,387		D	50.94	105,955
	E	81.44	169,395		E	53.49	111,259
	F	85.51	177,861		F	56.16	116,813
	G	89.79	186,763		G	58.97	122,658
	H	94.27	196,082		H	61.92	128,794
	I	98.99	205,899		I	65.01	135,221
Fisheries Program Manager	A	44.03	91,582	Human Resources Analyst 1	A	37.00	76,960
	B	46.20	96,096		B	37.89	78,811
	C	48.51	100,901		C	38.85	80,808
	D	50.94	105,955		D	39.84	82,867
	E	53.49	111,259		E	40.84	84,947
	F	56.16	116,813		F	41.85	87,048
	G	58.97	122,658		G	43.94	91,395
	H	61.92	128,794		H	46.14	95,971
	I	65.01	135,221		I	48.45	100,776
Fleet Manager	A	\$ 46.10	95,888	Human Resources Analyst 2	A	41.94	87,235
	B	48.39	100,651		B	44.03	91,582
	C	50.82	105,706		C	46.21	96,117
	D	53.37	111,010		D	48.52	100,922
	E	56.03	116,542		E	50.95	105,976
	F	58.81	122,325		F	53.50	111,280
	G	61.75	128,440		G	56.18	116,854
	H	64.84	134,867		H	58.98	122,678
	I	68.08	141,606		I	61.93	128,814

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES-MANAGEMENT

Job Title	Step	Hourly Wage	Annual Base Salary	Job Title	Step	Hourly Wage	Annual Base Salary
Human Resources Manager	A	\$ 67.01	\$ 139,381	Maintenance Superintendent	A	\$ 50.72	\$ 105,498
	B	70.37	146,370		B	53.23	110,718
	C	73.90	153,712		C	55.87	116,210
	D	77.59	161,387		D	58.67	122,034
	E	81.44	169,395		E	61.61	128,149
	F	85.51	177,861		F	64.69	134,555
	G	89.79	186,763		G	67.92	141,274
	H	94.27	196,082		H	71.32	148,346
	I	98.99	205,899		I	74.89	155,771
Information Services Manager	A	50.72	105,498	Management Analyst	A	41.94	87,235
	B	53.23	110,718		B	44.03	91,582
	C	55.87	116,210		C	46.21	96,117
	D	58.67	122,034		D	48.52	100,922
	E	61.61	128,149		E	50.95	105,976
	F	64.69	134,555		F	53.50	111,280
	G	67.92	141,274		G	56.18	116,854
	H	71.32	148,346		H	58.98	122,678
	I	74.89	155,771		I	61.93	128,814
Info Services Network Manager	A	44.03	\$ 91,582	Park Unit Manager	A	50.72	105,498
	B	46.20	96,096		B	53.23	110,718
	C	48.51	100,901		C	55.87	116,210
	D	50.94	105,955		D	58.67	122,034
	E	53.49	111,259		E	61.61	128,149
	F	56.16	116,813		F	64.69	134,555
	G	58.97	122,658		G	67.92	141,274
	H	61.92	128,794		H	71.32	148,346
	I	65.01	135,221		I	74.89	155,771
Interagency Planning Manager	A	55.76	115,981	Police Captian	A	67.01	139,381
	B	58.54	121,763		B	70.37	146,370
	C	61.49	127,899		C	73.90	153,712
	D	64.56	134,285		D	77.59	161,387
	E	67.75	140,920		E	81.44	169,395
	F	71.13	147,950		F	85.51	177,861
	G	74.69	155,355		G	89.79	186,763
	H	78.42	163,114		H	94.27	196,082
	I	82.34	171,267		I	98.99	205,899
Land Acqusion Manager	A	55.76	115,981	Police Lieutenant	A	55.76	115,981
	B	58.54	121,763		B	58.54	121,763
	C	61.49	127,899		C	61.49	127,899
	D	64.56	134,285		D	64.56	134,285
	E	67.75	140,920		E	67.75	140,920
	F	71.13	147,950		F	71.13	147,950
	G	74.69	155,355		G	74.69	155,355
	H	78.42	163,114		H	78.42	163,114
	I	82.34	171,267		I	82.34	171,267

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES-MANAGEMENT

Job Title	Step	Hourly Wage	Annual Base Salary	Job Title	Step	Hourly Wage	Annual Base Salary
Regional Interpretation & Recreation Services Manager				Wildlife Program Manager			
	A	\$ 50.72	\$ 105,498	A	\$ 37.27	\$ 77,522	
	B	53.23	110,718	B	39.14	81,411	
	C	55.87	116,210	C	41.10	85,488	
	D	58.67	122,034	D	43.17	89,794	
	E	61.61	128,149	E	45.29	94,203	
	F	64.69	134,555	F	47.56	98,925	
	G	67.92	141,274	G	49.94	103,875	
	H	71.32	148,346	H	52.44	109,075	
	I	74.89	155,771	I	55.06	114,525	
Risk & Safety Manager							
	A	46.10	95,888				
	B	48.39	100,651				
	C	50.82	105,706				
	D	53.37	111,010				
	E	56.03	116,542				
	F	58.81	122,325				
	G	61.75	128,440				
	H	64.84	134,867				
	I	68.08	141,606				
Trades Manager							
	A	46.10	95,888				
	B	48.39	100,651				
	C	50.82	105,706				
	D	53.37	111,010				
	E	56.03	116,542				
	F	58.81	122,325				
	G	61.75	128,440				
	H	64.84	134,867				
	I	68.08	141,606				
Trails Develop Program Manager							
	A	44.03	91,582				
	B	46.20	96,096				
	C	48.51	100,901				
	D	50.94	105,955				
	E	53.49	111,259				
	F	56.16	116,813				
	G	58.97	122,658				
	H	61.92	128,794				
	I	65.01	135,221				
Wildland Vegetation Program Manager							
	A	44.03	91,582				
	B	46.20	96,096				
	C	48.51	100,901				
	D	50.94	105,955				
	E	53.49	111,259				
	F	56.16	116,813				
	G	58.97	122,658				
	H	61.92	128,794				
	I	65.01	135,221				

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES-PUBLIC SAFETY

Job Title	Step	Hourly Wage	Annual Base Salary
Dispatch Supervisor			
	A	\$ 34.62	\$ 72,010
	B	35.92	74,714
	C	37.25	77,480
	D	38.56	80,205
	E	40.41	84,053
Dispatcher/Community Service Officer			
	A	29.36	61,069
	B	30.90	64,272
	C	32.05	66,664
	D	33.35	69,368
	E	33.69	70,075
	F	35.12	73,050
Public Safety Dispatch Systems Administrator			
	A	32.88	68,390
	B	34.62	72,010
	C	35.92	74,714
	D	37.25	77,480
	E	38.56	80,205
	F	40.41	84,053
Public Safety Volunteer Coordinator			
	A	31.45	65,416
	B	33.11	68,869
	C	34.36	71,469
	D	35.62	74,090
	E	36.89	76,731
	F	38.65	80,392
Police Officer-Pilot Recruit			
	A	34.59	71,947
	B	36.42	75,754
	B1	47.35	98,488
	C	49.12	102,170
	D	51.27	106,642
	E	53.45	111,176
	F	55.67	115,794
Police Officer Recruit/Helicopter Pilot			
	A	34.59	71,947
	B	36.42	75,754
	B1	47.35	98,488
	C	49.12	102,170
	D	51.27	106,642
	E	53.45	111,176
	F	55.67	115,794
Police Officer-Recruit			
	A	30.71	63,877

Job Title	Step	Hourly Wage	Annual Base Salary
Property & Evidence Specialist			
	A	\$ 27.05	\$ 56,264
	B	28.47	59,218
	C	29.50	61,360
	D	30.71	63,877
	E	31.01	64,501
	F	32.31	67,205
Fire Captain			
	A	44.56	92,685
	B	46.40	96,512
	C	48.22	100,298
	D	50.15	104,312
	E	51.73	107,598
Police Officer			
	A	34.59	71,947
	B	36.42	75,754
	C	38.11	79,269
	D	39.77	82,722
	E	41.49	86,299
	F	43.17	89,794
Police Officer/Helicopter Pilot			
	A	34.59	71,947
	B	36.42	75,754
	B1	47.35	98,488
	C	49.12	102,170
	D	51.27	106,642
	E	53.45	111,176
	F	55.67	115,794
Police Sergeant			
	A	44.56	92,685
	B	46.40	96,512
	C	48.22	100,298
	D	50.15	104,312
	E	51.73	107,598
Police Sergeant/Helicopter Pilot			
	A	56.28	117,062
	B	58.54	121,763
	C	60.89	126,651
	D	63.32	131,706
	E	65.29	135,803

SUPPLEMENTAL INFORMATION

SALARY SCHEDULES-SEASONAL

Job Title	Step	Hourly Wage	Annual Base Salary
Concession Attendant	A	\$ 10.15	\$ 21,112
	B	10.48	21,798
Concession Manager	A	15.51	32,261
	B	15.85	32,968
Departmental Technician/Senior Intern	A	15.68	32,614
	B	16.05	33,384
Field Intern	A	14.66	30,493
	B	15.05	31,304
Gate Attendant	A	13.06	27,165
	B	13.41	27,893
Intern	A	14.66	30,493
	B	15.05	31,304
Interpretive Student Aide 1	A	11.22	23,338
	B	11.58	24,086
Interpretive Student Aide 2	A	13.06	27,165
	B	14.52	30,202
Lead Gate Attendant	A	13.94	28,995
	B	14.31	29,765
Lifeguard 1	A	14.63	30,430
	B	15.01	31,221
	C	15.42	32,074
	D	15.82	32,906
	E	16.48	34,278
Lifeguard 2	A	17.49	36,379
	B	17.99	37,419
	C	18.45	38,376
Lifeguard 3	A	20.62	42,890
	B	21.08	43,846
	C	22.35	46,488
Public Safety Student Aide	A	13.06	27,165
	B	14.52	30,202

Job Title	Step	Hourly Wage	Annual Base Salary
Recreation Leader 1	A	\$ 10.98	\$ 22,838
	B	11.30	23,504
Recreation Leader 2	A	13.19	27,435
	B	14.70	30,576
Recreation Leader 3	A	16.67	34,674
	B	17.03	35,422
Recreation Leader 4	A	20.62	42,890
	B	21.08	43,846
Student Laborer	A	10.98	22,838
	B	11.33	23,566

SECTION D-3
SUPPLEMENTAL INFORMATION
GLOSSARY

AAPHIS – U.S. Agriculture, Animal Plant Health Inspection Service.

AB – California Assembly Bill.

ABAG – Association of Bay Area Governments.

AC- Alameda County.

ACCESS – data base software.

ACOE – U.S. Army Corps of Engineers.

ADA - Americans with Disability Act.

AED – Automated External Defibrillator.

AFSCME – American Federation of State County Municipal Employees.

AGM – Assistant General Manager.

AP – Accountants Payable.

AWP – Alternative Work Program

Adopted Budget – The adopted budget is the District’s annual fiscal plan, which is approved by the Board of Directors. The adopted budget establishes the legal authority for the expenditure of funds, as created by the appropriation resolution. The adopted budget includes all reserves, transfers, allocations, supplemental appropriations and other legally authorized legislative and executive changes.

Americans with Disability Act – Federal law which prohibits discrimination and ensures equal opportunity for persons with disabilities in employment, state and local government services, public access, commercial facilities and transportation.

Appropriation - A legal authorization granted by the Board of Directors to make expenditures and to incur obligations for specific purposes. An appropriation usually

is limited in amount and to the time in which it may be expended.

BAAQMD – Bay Area Air Quality Management District.

BAOSC – Bay Area Open Space Council.

BAR – Bureau of Automotive Repair.

BART – Bay Area Rapid Transit.

BATA – Bay Area Transit Authority.

BCDC – San Francisco Bay Conservation and Development Commission.

Balanced Budget – A budget in which resources, including estimated revenue and other sources such as bond proceeds, transfers in and approved fund balances/net assets, meet or exceed uses, including appropriations and transfers.

Budget - A plan for financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

CAFR – Comprehensive Annual Financial Report.

CALEA – Commission on Accreditation for Law Enforcement.

CARB – California Air Resources Board.

CCC – California Coastal Conservancy.

CCC – Contra Costa County.

CCTA – Contra Costa Transportation Agency.

CDD – Click, Drag and Drill.

CEQA – California Environmental Quality Act.

CESP – Citizens for Eastshore Park.

CHP – California Highway Patrol.

CIP – Capital Improvement Program/Project.

CLASS – reservation system software.

CNPS – California Native Plant Society.

CNWS – Concord Navel Weapon Station.

CPR – Cardiopulmonary Resuscitation.

CSDA – California Special District Association.

California Environmental Quality Act – California law (California Public Resources Code section 21000 et seq.) that requires development projects to submit documentation of their potential environmental impact.

Capital Budget - A plan for proposed capital outlays and the means of financing them.

Capitalized Expenditures - Expenditures resulting in the acquisition and/or construction of fixed assets.

Capital Improvement Program - A multi-year plan for capital expenditures, with details on anticipated annual expenditures, with information about the resources estimated to be available to finance the projected expenditures.

DBW – California Department Boating and Waterways.

DFG – California Department Fish and Game.

DMV – California Department Motor Vehicles.

DPR – California Department of Parks and Recreation.

DTSC – California Department of Toxic Substance Control.

Debt Service Fund - A fund that accounts for accumulation of resources to be used for debt service payments, as well as principal and interest payments and associated administrative costs.

Deficit - The result of an excess of expenditures over resources.

Designation of Fund Balance – Unreserved fund balance may be designated by the District to be set aside for a specific purpose. The designation indicates that a portion of fund equity is not available for current appropriation, as it has been set aside to comply with the District’s plan for future uses.

EACCS – East Alameda County Conservation Strategy.

EBRPD – East Bay Regional Park District.

ECCC HCP – East Contra Costa County Habitat Conservancy Program.

EEC – Environmental Education Center.

EIR – Environmental Impact Report.

EIS – Environmental Impact Statement.

EMS – Emergency Medical Service.

EMT – Emergency Medical Technician.

EPA – Environmental Protection Agency.

ERSI – GIS software.

ESP – McLaughlin Eastshore State Park.

Encumbrances – Commitments for unperformed contracts for goods and services.

FEMA - Federal Emergency Management Agency.

FFI – Fire Fighter I.

FTE – Full Time Equivalent.

FWS – U.S. Fish and Wildlife Service.

Federal Emergency Management Agency
– Provides disaster related assistance for repair and reconstruction, as well as mitigation funds to reduce potential damage form 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 is budgeted for 2,080 per year, while 1.0 FTE Senior Office Assistant is budgeted for 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.

NEOGOV -- Online software source that automates job advertising and applications for Human Resources.

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 park programs advertisement..

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 through 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.

2016 ADOPTED OPERATING BUDGET

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

